

Advertising & Selling

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Drawn by T. M. Cleland for Metropolitan Museum of Art

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In this issue:

“Let’s Stop Rocking the Boat and Enjoy Our Prosperity” By KENNETH M. GOODE; “A Kick Against Poverty” By J. M. CAMPBELL; “Swapping Ideas for Orders” By R. B. LOCKWOOD; “High-Brow and Low-Brow Types of Direct Selling” By H. B. FLARSHEIM; “Who Gets Summer Business?” By C. W. STOKES

A Renewed Vote of Confidence



In the cabinet form of government, in operation in many of the leading nations of the world, the prime minister, as the head of the government, continues in office only as long as he retains the confidence of a majority in the popular branch of the parliament.

and by a Still Greater Majority

Year after year the department stores of Chicago have placed the preponderance of their advertising in The Chicago Daily News -- and in the first four months of 1926 they have placed a still greater proportion in The Chicago Daily News.

This is, and should be, of particular significance to other advertisers at this time. It is a renewed vote of confidence and by a still greater majority from

that group of advertisers who are the shrewdest appraisers of every factor that enters into the cost—and the returns—of newspaper advertising in Chicago.

There is no safer guide for advertisers than to "Follow the Department Stores." They know the returns from a given expendi-

ture in each of the newspaper advertising mediums of a city, and in Chicago show their "confidence" by concentrating in

Total Department Store Advertising Lineage in Chicago Daily Newspapers

	First Four Months of 1926	First four Months of 1925	Comparison Gain—Loss
The Daily News	2,128,633	2,214,829	213,804 Gain
Second paper	909,665	1,065,411	155,746 Loss
Third paper	701,961	668,636	36,328 Gain
Fourth paper	488,491	565,760	77,269 Loss
Fifth paper	325,698	292,709	32,989 Gain
Sixth paper	221,370	232,271	7,901 Loss

A detailed analysis of the department store advertising situation in Chicago, showing the lineage used by each store in each newspaper, will be sent upon request.

THE CHICAGO DAILY NEWS

First in Chicago

Cars that rust in peace in the grave yards behind Repair Shops

THEY stand in a pathetic group, with weeds poking through their wheels and puddles of dirty rain-water on their broken running boards. You've seen them many times, those cars that have made their last trip. Has it ever occurred to you that most of them are casualties in the endless war that is waged in a motor between deadly heat and friction—and motor-oil?

The way your motor operates today depends on how well its motor-oil fought heat and friction yesterday—and last week—and a month ago.

Why many motor-oils fail

When a motor-oil goes into action it is no longer the cool, gleaming liquid that you see poured into your crankcase. Only a thin film of the oil actually holds the fighting line. This film covers all the vital parts of the motor and comes between all the whirling, flying metal surfaces. As long as that protective film remains unbroken, the motor is safeguarded from destructive heat and friction.

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

Far too often ordinary motor-oil fails. The film, under that two-fold punishment, breaks

and burns. Through the broken, shattered film vital parts of the motor are exposed. Hot, unprotected surfaces chafe against each other. Withering heat attacks the raw metal. Insidious friction begins its work of destruction.

Then, before you even know your motor-oil has lost its fight, you have a seized piston, a scored cylinder or a burned-out bearing. And you find

yourself paying big bills to the mechanic who repairs the damage.

The "film of protection" that does not fail

Because the whole secret of correct motor lubrication lies in the protective oil film, Tide Water technologists spent years in studying not oils alone but oil-film. They made hundreds and hundreds of laboratory experiments and road tests. Finally they perfected, in Veedol, an oil that offers the utmost resistance to deadly heat and friction. An oil which gives the "film of protection"—thin as tissue, smooth as silk, tough as steel.

In fast increasing thousands, car owners are learning that the Veedol "film of protection" is a motor's most steadfast defender. Stop, today, at the first orange and black Veedol sign and have your crankcase drained and refilled with the correct Veedol oil for your particular motor; this is designated on a chart, the Veedol Motor Protection Guide, which the dealer has. Or, better still, let the dealer give you complete Veedol lubrication—the "film of protection" for every part of your car.

Then you can be certain that the fighting "film of protection" is on the job safeguarding your motor. That means fewer casualties in the war with heat and friction. And when you turn your car in, the resale price you receive will be a genuine tribute to your motor's most steadfast defender—the Veedol "film of protection."

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



Veedol in your motor forms a "film of protection"—like as tissue, smooth as silk, tough as steel. Why not put the "film of protection" on the job safeguarding your motor against deadly heat and friction.



Any honest repairman will tell you that more than 75% of all the engine repairs that keep limping cars are caused by the failure of some motor-oil to win its mortal fight against friction and heat.

An advertisement prepared for the Tide Water Oil Sales Corporation

Facts need never be dull

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

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

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

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

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

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

Joseph Richards Company, 255 Park Avenue, New York City.

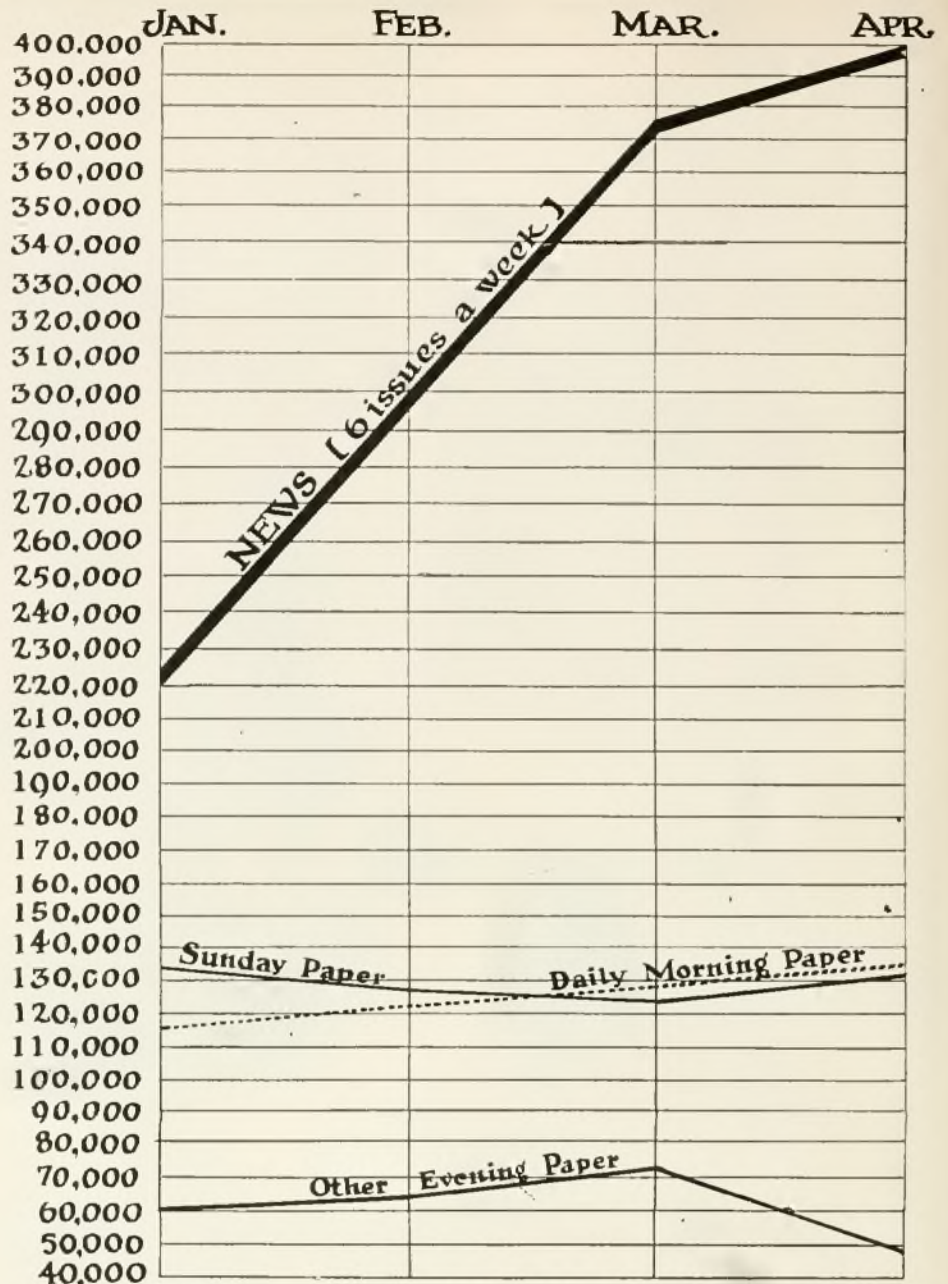
RICHARDS . . . Facts First—then Advertising

What, after all, do lineage records mean? Simply that advertisers have proved and are proving a medium for you with their own dollars.

The regiment can't all be out of step but Jim!

Nor is this new national lineage record of the Indianapolis News a mere sudden spurt. It has been 56 years in building. The News has always been first in its field in national advertising. And in local display and classified as well.

Success is contagious. Advertisers are breaking sales records in the Indianapolis Radius, too, just as The News is breaking its own lineage records. Now is a good time to strike!



NATIONAL LINAGE IN INDIANAPOLIS—1926

The climax of seven record-breaking months in national advertising lineage

FOR seven consecutive months, national advertising lineage has climbed to record-breaking heights on The Indianapolis News, topping figures it took 56 years to build.

October 1925 was the largest October and the largest month in the history of The News. November was the largest November. December was the second

largest December. January 1926 was the largest January. February was the largest February. March was the largest March and the largest month, surpassing October's total. April was the largest April and the largest month, surpassing thirty days later the new record established in March.

Things like this don't just "happen." In Postum's language—"there's a reason"!

THE INDIANAPOLIS NEWS

New York, DAN A. CARROLL
110 East 42nd Street

FRANK T. CARROLL, Advertising Director

Chicago, J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

THERE are definite and unmistakable evidences of a general slackening of trade activities in most of our important industries. Operations at steel mills are about 12 per cent lower now than they were in March. In most places the present rate of output is below 85 per cent of capacity. Furthermore, the inflow of business is considerably less than current output, so it is reasonable to expect still further recessions. Many believe that the April record for the production of pig iron marked the peak for the year. About 60 per cent of our production of steel goes to satisfy the demands of four great lines of business—building, automobiles, railroad equipment, oil, gas and water.

Prices of stocks have recovered materially, and this has tended to dispel gloom and develop a wider feeling of optimism. But the fact remains that stock prices are high when examined in the light of prospective earnings for the remainder of the year. There is little incentive for the careful investor to place his money in stocks at the present time when his return is very little more than he can obtain from good bonds. Careful folks are waiting to get a better line on the future of business before tying up their money. Commodity prices are at a reasonable level and our volume of exports continues satisfactory. But we are also increasing our imports of manufactured goods, and the policy of mortgaging future incomes to pay for things now being consumed continues to prevail. These factors will bear watching.

To say that the industrial situation is basically unsound would be an untruth. We are practically free of inflation and credit conditions are in fairly good shape. Brokers' loans have been steadily declining since the first of February. The policy of hand-to-mouth buying is now being followed to even a greater extent than at any time in recent years. Commodity prices are giving an indication of greater stability. Strength in certain groups is now offsetting recessions in other staples. The railroad situation is sound, due largely to satisfactory car loadings and a tendency toward lower operating costs. Such factors make it improbable that we are running into a time of drastic liquidation.

But we are confronted by many uncertainties which justify a conservative attitude. The European situation is not satisfying. The first definite evidences of a slackening in building and construction are now discernible. It is probable we have caught up with the shortage of dwellings occasioned by war-time restrictions. Construction has continued at a record rate for



a much longer time than was expected. For several years now building activity has been one of the chief supports of business. At the present time, good general business appears to be the chief support of the building trade. The contracts awarded during the first quarter of 1926 showed a large increase over last year. But there has been practically no increase during April and May. Prices of building materials are tending to a lower level. We must not overlook the fact that a decline in actual construction does not come until months after the decline in contracts begins.

During April the contracts in thirty-seven Eastern states showed a decline of 5 per cent from those of March. In twenty-seven Northeastern states, the decline was 4 per cent. This falling off may appear to be quite small at first glance.

But when it is viewed in the light of the truth that the usual seasonal movement of contracts is decidedly upward from March to April, it becomes evident that the real decline in building in recent months has been much greater than the apparent decline. Building permits in 170 cities also support this conclusion. Building wages have again increased while the prices of building materials have declined. This increase in wages has come at a most inopportune moment and is certain to accentuate the falling off in construction work.

In the ordinary growth of the country there is a definite need for a certain amount of new building. This means that we will witness a considerable volume of construction no matter what the future holds. But there are many evidences that we will soon witness a material falling off when we compare building activity the latter half of the present year with the tremendous volume of construction in the months that have passed. This will mean keen competition for all of the building companies with a possible readjustment of wages. The disturbing factor will be the large losses that will result to speculative builders.

The average business review is a disappointing document to read. Most authors of this type of article are so inclined to play safe on their forecasts that so far as the average reader is concerned, any definite conclusions are impossible. Having no desire to add to the confusion of thought, and even at the risk of being wrong, let me express the belief that we have not seen the end of the decline in stock prices nor the bottom of the slump in business generally. Our long-distance weather forecasts are adverse, which means that poor crops will further aggravate the situation.

277 Park Avenue

into which more than a hundred copies of *The New Yorker* go every week.



Aces — all Aces!

TO be sure not every reader of *The New Yorker* lives on Park Avenue or Fifth.

There *are* a few addresses not on New York's aristocratic avenues and sidestreets.

A few people, New Yorkers at heart, have even entered their subscriptions from outlying cities. We have, as a matter of fact, even three subscriptions from Dubuque (one of whom claims to be *The Old Lady*).

But what a rarity is the *New Yorker* address that does not express residence by New York's Upper Ten-Dom! Its audience is made up exclusively, almost inclusively, of New York's aristocracy of 1926: more than 40,000 of them.

Take, for instance, just one great thoroughfare: 72nd Street between 5th and Lexington Avenues. In these blocks are 59 houses—private homes and apartments—in which reside in all 236 *New Yorkers*.

Into these homes, *The New Yorker* sends 42 copies each week by subscription; and it has an indicated net sale of 65



copies bought over the newsstands or delivered by nearby newsdealers: An evident sale of 107 copies.

New Sales Power in New York

This is concentration, almost coverage, of the greatest Quality market in the world.

Because of it, The New Yorker offers the advertiser the opportunity to cultivate this richest of all territories in the intensive way that it warrants.

Magazines as a whole fall short in New York.

Take The Saturday Evening Post, for instance, the advertising grand-daddy of all the magazines. It has approximately 10 per cent of its circulation in the Metropolitan district—where, as it happens, 8 per cent of the nation's people live. Yet you can look for more than 20 per cent of your sales volume from this same territory.

Few, in fact, are the magazines which have substantially more circulation in New York than the population ratio—and many good ones have substantially less.

The New Yorker, on the other hand, has nearly all of its circulation in Metropolitan New York.

It offers you, therefore, the opportunity to round out your selling effort in New York to an extent commensurate with your opportunities for sales.

Best of all, it offers you the opportunity to apply that effort with those people who in New York set the standards for the rest of New York—and the rest of the country—to follow.



THE NEW YORKER

RAYMOND B. BOWEN
Advertising Manager

25 West 45th Street, New York

B E A U

The Man's Magazine

Switty, urbane, sophisticated, epicurean - appears beginning with September. Addressed to smart men, it is certain to interest also smart women - who *on dit*, are apt to be interested in smart men. No advertiser of luxury merchandise, whether he deals in motors or hats, jewelry or perfumes, can afford to neglect the quality group to which BEAU is directed. A card to 50 Church Street, New York, will bring one of our representatives to see you.

First printing: 50,000. And a 5,000 increase each month guaranteed for the next eleven months.

Life presents ...

Andy Consumer

Reproduced from a full page in LIFE



YOU HAVE TRIED HARD, BUT YOU CAN'T BORE ME

YOU advertisers—I hate to admit it, but what you say interests me MUCH.

You may think you're talking about your product in your ads but you're not. You are talking about my money. (Try and get some of it!)

Next to my income, I like my expenses best

Well, you birds sit up nights trying to think up fine ways to give me more for what I spend. You vie with one another to offer me the

most for a dollar. I like to see you vie. Vie on!

I like to read your bloomin' ads. I like to window-shop in newspapers and magazines. I like to compare your beans and belts and broughams.

My dollars come hard. I like to see you fellows trying hard to get them. You make my money seem almost important. You give my coin the consideration it deserves.

No, you boys don't bore me for a minute.

*Andy
Consumer*

THE NATIONAL ADVERTISER BETS HIS
ADVERTISING MONEY THAT HIS PRODUCT IS RIGHT

(Andy Consumer might have said "All advertising has news value to the consumer." But it strikes us we have heard that before. So Andy says "You have tried hard to bore me, but you can't." He is merely putting new powder under old phrases—telling the same old story of advertising economics to the public in a new way—that's all—and we hope you advertisers like it.)

ONE thing LIFE has learned is the use of humor for serious jobs.

LIFE—like you—is a bit of a crusader. (You crusade to sell your goods, you know.) We checked Fourth of July foolishness. We unchecked horses. We told on Teapot Dome two years before it boiled over. And so forth.

But the most fun LIFE ever had—and one of the most serious jobs LIFE ever tackled—has been our Andy Consumer crusade to tell the public the economic kindness advertising does 'em.

It is working. We have made points with humor in the mouth of Andy Consumer that have been mere mumbles in the mouths of more ponderous apostles of the same gospel.

After all, the public is people. They like humor. And this partially explains why more advertisers every week realize the advantage of putting their serious advertising messages into LIFE's pages in an environment that is far from staid and solemn.

LIFE's reader amiability is an asset to every LIFE advertiser.

ANDY CONSUMER'S talks on advertising are published in pamphlet form. If you can distribute copies to salesmen, dealers or customers, LIFE will gladly furnish, at cost, reprints or plates of this series.

Life

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.



“This Distinguishes the AMERICAN MACHINIST From Any Other Industrial Paper I Know”

“Our aim is not to get as many subscribers as possible wherever we can get them,” said the circulation chief of the *American Machinist*. “Not at all.”

“What is your aim?” demanded the visiting manufacturer.

“It is to get the responsible man only, in each unit of industry.” The circulation chief skimmed through the subscription cards.

“And you certainly seem to have them!” exclaimed the visitor.

He eyed the cards bearing the names of Production Managers, General Superintendents, Master Mechanics, Mechanical Engineers, Superintendents of Motive Power in Railroad

Shops, Motor Plants, Manufactories of every class. “It must be an expensive process to concentrate your subscription list among the big men only,” he added.

“Expensive? Of course it is! How do we justify that expense? We justify it by the fact that our circulation methods make *American Machinist* essential to you men who produce machine shop equipment, tools and supplies.

“This puts circulation in a new light to me,” said the manufacturer. “It distinguishes the *American Machinist* from any other industrial paper I know. I understand now what you mean when you say you are constantly widening my market.”

Are YOU selling to industry? Then American Machinist can widen YOUR market, too

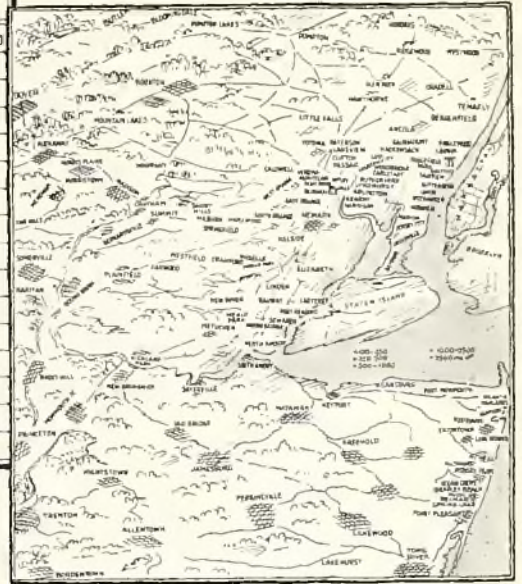
American Machinist

Tenth Avenue and 36th Street

Graphic Chart showing how Metropolitan New Jersey compares with other sections of New York Metropolitan area and with principal cities



A bird's-eye view of Metropolitan New Jersey—from a marketing viewpoint, the most desirable section of Metropolitan New York.



Sell in New York's Biggest Borough



THE Northern Nine Counties of New Jersey—both in population and purchasing power—represent the most important section of Metropolitan New York.

In population, they are greater than either Manhattan or Brooklyn or all of the rest of the Metropolitan market put together.

In buying power, they represent per capita incomes more than double the national average; a total purchasing power exceeding that of any other section of the Metropolitan district.

The Northern Nine Counties represent an indispensable part of the New York market. They are, in effect, a single unified community which makes up an integral part of Metropolitan New York.

The direct and most economical route to the 80,000 most desirable prospects in this territory is through Charm, the Magazine of New Jersey Home Interests.

New York newspapers penetrate into this territory, but they do not cover it. New Jersey newspapers cover their own individual communities well, but it requires at least 20 of them to cover the territory as a whole.

Most magazines of national circulation fall short in New Jersey of the extra circulation needed to match its buying power.

Charm—with the largest circulation in the Northern Nine Counties of any magazine—offers you added selling support at this vitally important point in your selling plans.

May we tell you more about how to reach this important and desirable market?

CHARM
*The Magazine of
New Jersey Home Interests*

Office of the Advertising Manager, 28 West 44th Street, New York

Announcing

THE APPOINTMENT OF

JOHN B. SCARBOROUGH
AS ADVERTISING MANAGER

AND

HOWARD M. KEEFE
AS WESTERN MANAGER

The **American**
Magazine

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

The Field of Greatest Yield



\$3,700 a Page

Circulation 2,780,000

Sixteen Magazines of Clean Fiction

Read by Everybody—Everywhere

DISPLAYOLOGY



ALDERMAN, FAIRCHILD COMPANY
ROCHESTER, N.Y.

200 Fifth Avenue, New York, N. Y.

DISPLAYOLOGISTS

DISPLAYOLOGIST— One who designs and executes display materials that exhibit goods in a manner that compels attention and causes the beholder to buy

DISPLAYOLOGY

Give the Product a Chance

There are three essential steps to the successful merchandising of any good product:

1. *Proper sales methods.*
2. *Sufficient advertising.*
3. *A method of packaging that will both create attention and cause the product to be remembered.*

We are displayologists, specializing in the third phase of merchandising. By allowing us to design and create their packages many prominent concerns have insured 33 $\frac{1}{3}$ % of their success.

There is only one reason why such well known companies as Stromberg-Carlson Telephone Mfg. Company, Huyler's, Hickok Belt Company, Putnam Knitting Mills, Pompeian Massage Cream Company, and hundreds of others have entrusted us with work of this character. That is because our displayologists have created packages that have made good and **HAVE ACTUALLY PRODUCED SALES.**

Why not talk with an Alderman, Fairchild displayologist about this important third of your sales efforts. He will welcome the opportunity of visiting your plant, inspecting your line and suggesting ways and means of increasing sales through better packages and better displays. It costs you nothing until you tell us to go ahead with the work.

ALDERMAN, FAIRCHILD COMPANY
ROCHESTER, N.Y.

DISPLAYOLOGISTS

DISPLAYOLOGIST—One who designs and executes display materials that exhibit goods in a manner that compels attention and causes the beholder to buy



Quality Street—Quality Goods Railroad Avenue—Overalls

Counting pedestrians to determine store sites is predicated on one factor—the class of pedestrians which frequent the street to be checked.

What Is Your Ultimate Market?

Fifth Avenue or Seventh?

Main Street or Down By the Tracks?

Counting magazine circulation should be predicated on the same factor—the class and buying power of that circulation.

Quality Circulation—Quality Goods

THE ATLANTIC MONTHLY

Is Fifth Avenue or Main Street as the case may be. A cross section of Atlantic subscription in New York or Seattle and all the way between is a list of those who own the better homes, leading stores, principal banks and who are the heaviest investors in each community. Such circulation affords the greatest buying power with least waste; the highest return per line—the lowest net cost per line.

May We Give You All the Facts?

THE ATLANTIC MONTHLY

"A Quality Group Magazine"

8 ARLINGTON STREET

BOSTON, MASS.

Circulation 110,000 net paid (ABC), Rebate-backed, Guaranteed

Advertising & Selling

VOLUME SEVEN—NUMBER THREE

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IT is the contention of Kenneth M. Goode that an expensive fur coat is of far more benefit to all concerned if on a woman's back than it would be packed in a cold storage vault. To the prevalence of installment selling, even of luxury goods, Mr. Goode attributes a major portion of the credit for the prosperity which this country enjoys today. His article in this issue is of a most constructive nature and scores opponents of the partial payment system as reactionary, basing its views on a study of the situation from many angles.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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

SAN FRANCISCO:
W. A. DOUGLASS, 320 Market St.
Garfield 2444

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

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

Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy

Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising*, *Advertising News*, *Selling Magazine*, *The Business World*, *Trade Journal Advertiser* and *The Publishers Guide*. *Industrial Selling* absorbed 1925

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Cosmopolitan Homes



A Cosmopolitan Home in One of the Suburbs Mentioned

In the Wealthy Suburbs of a Great City

{ *These facts are from Cosmopolitan's
reader survey of 87 cities* }

HERE, in the wealthy suburbs of a great city, many an advertiser finds his most desirable prospects.

Consider, then, Cosmopolitan's standing in some such suburbs of New York:

In Garden City, Long Island, 1 literate native white family out of every 7 reads Cosmopolitan;

In Morristown, N. J., 1 out of 4;

In Bronxville, N. Y., 1 out of 3;

In Greenwich, Conn., 1 out of 3.

These are ideal prospects, surely, for the automobile manufacturer, the manufacturer of household equipment, furnishings, radio or—to slip into the vernacular—what have you?

*The Cosmopolitan Market
is Truly Cosmopolitan
{ And Exceptionally Worth Cultivating }*

JUNE 2, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Let's Stop Rocking the Boat and Enjoy Our Prosperity

By Kenneth M. Goode

ON Feb. 11, 1897, at the gorgeous new Waldorf-Astoria, the Bradley-Martins filled the newspapers with the glory of their famous "Ball."

Many who have quite forgotten the French hairdressers, the champagne supper of 32 different delicacies, the 400 free carriages, and the Hungarian orchestra from the Eden Musée, still recall the bitter debate they provoked between two schools of political economists.

The first school, popular but unscientific, recklessly praised the Ball because it "put money into circulation."

The second school, then sound and orthodox, led by Dr. Rainsford, rector of St. George's, replied: "Yes, but look *how* it puts money into circulation; look *where*! It encourages the cake froster, the hair curler, the gold fish tamer, who should be allowed to starve out an uneconomic end. That same money invested in a shoe

factory, would make us two pairs of shoes where we now get one!" . . .

Twenty-nine years elapse, as the theater programs say. On May 1, 1926, leading newspapers and magazines had been primed for a quasi-official, nationwide broadside against installment selling—the Wall Street echo of old St. George's pulpit. Some strong man with a sense of humor

rushed to the rescue. A swarm of telegrams killed the "story." By hours only, we escaped slipping back a whole generation into the pink plush economics of the Bradley-Martin Ball.

The United States today, we must not forget, holds two-thirds of the world's gold. Intelligent buying releases huge funds formerly tied up moving merchandise. Money is plenty for every enterprise. And, already, about 25 per cent too much factory power hangs over our market. The one nightmare of every American manufacturer is making two pairs of shoes where only one will sell.

Plainly, in a single generation, the problem is entirely reversed. The duty of the dollar is different. Where money once had to be hoarded to make goods, it now has to be spent to move them.

When we needed capital to build a new nation, every good citizen was taught to



KEEP the factory fires burning, and the home fires will burn of themselves! Our danger today is not undercapitalized buying, but overcapitalized selling. Coming prosperity rests, like the slowly descending cross-section of a pyramid, on a vastly increasing base of mass buying. As lower prices and liberal credits bring us safely down toward the ever broader foundation, the less becomes our risk and the greater our opportunity. The strain is always on the base

conserve cash. Today, while Europe pours in an extra \$200,000,000 every year, he serves our nation best who wisely and courageously employs his credit.

Those who do not benefit by installment business are—reasonably enough—suspicious. Old established bankers see a thousand finance companies, mostly small, suddenly usurping their functions. Credit men are not entirely keyed up to new conditions. Manufacturers and merchants, in some lines, suffer keenly from the new competition. Many honestly fear it; others merely parrot propaganda about "soft" living and the "day of reckoning."

In this anti-installment agitation, as in prohibition, one must regret a whiff of financial snobbery. Captains of industry, with a wholly uninterrupted supply of alcohol, were conspicuously enthusiastic about the good effects of prohibition on the working man. Wealthy gentlemen, smiling indulgently at quaint little extravagances among the Bradley-

Martins, are quick to denounce uneconomic behavior in the poor.

For these paternally to deny any class of people, on one hand; or any class of goods, on the other, the peculiar privileges of this modern form of barter is sheer high-handed impertinence. With the credit risk properly insured by the seller, there is no reason why I shouldn't make monthly payments on a tray of cream puffs, or my office boy sign up six months for a silk hat. Every free born American has a right to name his own necessities.

Silk stockings are worn by every working girl. The value to society is self-evident. Who shall judge their value to the girl herself as against \$3 in the bank? Happiness isn't entirely a matter of pennies saved; nor prosperity of profitable percentages. The American workman—admittedly—doesn't know what's good for him. He is eternally after something better. Higher standards of living are built up, like coral reefs, out of millions of individual extravagances.

And trade follows those standards far closer than it does the flag! The cheapest way to keep "cultural" wages is through generous credits carefully supervised.

Naturally there is danger of overdoing. That, alas, is true of everything. Sleeping sickness is too much sleep. Sunstroke is too much warmth. Every year some over-thrifty wretch is found starved to death with thousands of dollars in his pockets. I knew a man to quit college because he ate too many chocolates.

Installment buying, however, is not growing anywhere nearly as fast as the clamor against it. Much of this clamor, incidentally, comes from blaming the new *method* of buying for a change in the buying tastes of the public of which it is an effect quite as much as a cause. Started fully fifty years ago, it has spread into every branch of trade. Nevertheless, during the past three years, its growth has been less than 10 per cent. Furthermore, like the Irish-

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Courage in Advertising

By M. L. Wilson

RALPH WALDO EMERSON tells us in his essay on "Courage" that there are three qualities which conspicuously attract the wonder and reverence of mankind: 1—*disinterestedness*—a purpose so sincere and generous that it cannot be tempted aside by any prospects of wealth or other private advantage. 2—*practical power*—the power of one man to organize the wishes of another, and 3—*courage*—the perfect will which no terrors can shake; the conviction that those with whom you contend are not superior in strength of resources or spirit to you.

With us advertising people, *courage* comes first if for no other reason than without *courage* we seldom have the opportunity of successfully applying either *disinterestedness* or *practical power*.

Do you recall the first time you went out to get business, how you walked to and fro before the building almost hoping, when you had finally screwed up your *courage* to go in, that the big man you wanted to see would be out? Do you recall the first real bump you got, the first cancellation, or the first unfair decision in the distribution of business? It was hard to go on with the day's work then, wasn't it? Do you remember the first time you faced the necessity of erecting that hurdle over which the prospect must jump if you would get the order clean—a hurdle which would either win or lose for you the biggest contract you ever got mixed up with? It needed *courage* to take the plunge.

And you found out, didn't you, that *courage* begets *courage*, or as Emerson puts it—"There are degrees of *courage* and each step upward makes us acquainted with a higher note."

As you grew in *courage*, you cursed when you found your big man was not in, or when you were turned over to his subordinate. After a few cancellations you took them as challenges to go forward. As you erected those hurdles which meant success or failure, and *lost*, you learnt some lesson which improved your technique, while the exhilaration when you *won*, bore you upward to higher flights of *courage*.

And so it is with all of us; we go on from *courage* to *courage*; copywriters striking out into paths of greater copy adventure, agency men forcing on their customers unwelcome yet wholesome ideas, advertising managers fighting valiantly for a bigger place for advertising in the firm's thinking, and advertisers ever increasing their appropriations even in the face of seemingly adverse conditions.

It all takes *courage*.

As individuals, don't let us ever forget what Ralph Waldo also tells us: "To be really strong, we must adhere to our own means—(must) *have the courage not to adopt another's courage*."

In other words, we must not rely on the other fellow to spur us on to higher flights of courageous accomplishment, *we must be bold and courageous self starters*.



© Topical Press Agency, London

WHEN the British laborer loses his position, he goes on the "dole." The above photograph shows a long line of men waiting their turns to draw upon this government subsidy. All things considered, the law has done a great deal for British labor, but no man-made laws can have any effect upon the great fundamental economic questions which have fermented for a century in the "tight little Island" and are still pressing for a solution, as is testified by the recent strike

A Kick Against Poverty

By James M. Campbell

THE stage was set for the British general strike more than a hundred and fifty years ago—in 1765, when James Watt invented the modern condensing steam-engine.

"Auld Jamie," of course, had no idea that the child of his brain was destined to change the history of the world. He never dreamed that it would transform Britain from an agricultural to an industrial land or that, because of it, the son of a Scottish laborer would, one day, be Premier of the United Kingdom.

All he had in mind was to try to improve what was then known as "Newcomen's engine"—a clumsy, inefficient and fuel-wasting device which pumped water from mines. When, in his later years, somebody suggested that his invention, in a changed form, of course, could be used to haul goods along the British highways, Watt opposed it. He went so far as to insert a clause in the lease of a house he rented that no steam-engine should, on any pretext, be allowed to approach it. In this he seems to have been a good deal like another Scotch inventor, Alexander Bell, who, it is said, would not permit a telephone to be

installed in his own summer home.

Long before Watt died, in 1819, the steam-engine had been utilized for many other purposes than that of pumping water from mines. Owners of cotton and woolen mills, of iron works and a hundred other kinds of factories had adopted it and, by so doing, had paved the way for what historians call "the Industrial Revolution."

Throughout the length and breadth of the British Isles factory towns sprang up. Offering what seemed to be a living wage, they attracted tens of thousands of men and women from the countryside, where they and their forebears had dwelt in peace, if not in plenty, for centuries.

THE change was not for the better. In their old environment these people had, it is true, lived in poverty. But it was a "jolly poverty." They were meanly housed but they had enough to eat. And if they fell ill, the lord of the manor or his good lady saw to it that they did not suffer.

But in the growing factory towns the houses which they occupied were no better than, if as good, as those which had been theirs when they

were herdsmen and flock masters and tillers of the soil. Furthermore, employment was irregular. Their working day was sixteen hours long. The air they breathed was laden with coal dust. And with hardly an exception their employers regarded them as tools, to be bought as cheaply as possible and tossed to one side when their day of productivity had passed.

It was not until 1802 that any effort was made to improve the condition of British labor. In that year, the Health and Morals of Apprentices Act was passed. It was intended to put an end to the evils of the apprentice system under which many thousands of pauper children worked longer than twelve hours a day. The Act of 1819, fathered by Robert Owen, himself a manufacturer, was another step in the right direction. It prohibited child labor under nine years of age—but only in cotton mills! Another important factory act was that of 1833, by which children under eleven were permitted to work only nine hours a day and "young persons under eighteen" not more than twelve hours!

From time to time other laws, in-

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Delegates of Democracy

By William Allen White

THESE are fast moving generations. Men living to maturity now can see many changes, not merely in man's physical and material environment, but in his spiritual attitude. These changes of belief, social creed, or whatever you want to call the thing that inspires men to build institutions, come so quickly now that we have to bat our eyes to realize how far we have come.

I am in my late fifties. I have seen a complete spiritual revolution in the world as it affects man's attitude to his own dollar. When I was a young man, the owner of a dollar owned it. It was his dollar. He could do what he pleased with it. And if it were a million dollars, he could do what he damned pleased with it. And people touching their caps to the millionaire said: "Behold! the holy man; made righteous by his property." His millions were his and no one but a few long haired men and short haired women gainsaid him. He sold what he sold at his own price and bought what he bought at his own price. And he did not have to hire a bookkeeper to keep him out of jail or the poorhouse because of the excess of his profits. His bookkeeping was simple. He ascertained what he made from year to year by subtracting what he had last year from what he had this year. And instead of putting the double hush on the result, he bragged about it. That was thirty or forty years ago.

Today we have socialized the dollar. The poor man may own his own dollar, but let him get a million and see how quickly that million is affected by public use and goes under social control. By social control I don't mean entirely legal control. I mean the control of public opinion, the rules of trade, the ways of commerce, the attitude of business, as well as mere legal formula which impresses the dollar into pub-



© Wide World Photo

WILLIAM ALLEN WHITE, editor and publisher of the *Emporia (Kansas) Gazette*, has won himself a place among the leading contemporary American editors and essayists. The virility, the literary quality—what Robert R. Updegraff terms "the flavor of the man"—that made a national figure of a small town, mid-Western newspaper man, is amply revealed in this timely address made by him recently before the National Electric Light Association Convention which was held at Atlantic City, N. J.

lic service, one way or another. We are mere stewards, passing custodians, temporary trustees of our dollars in this modern civilization. After a man's possessions pass the ten thousand dollar mark, no man owns anything in fee simple any more. And it isn't that the socialists take his money from him, nor that the politicians dilute the power of money. It is just life; the way humanity has come to consider things.

I know of thousands of dollars' worth of advertising which my little country newspaper could take and swell my profits by fifty per cent. There is no law against taking that

advertising. It is crooked advertising, dirty advertising. Supposing I take it. Public opinion will so declass me that my profits from every direction will immediately fall and I will be poorer than I was before I went into the offensive adventure. I know where I can recruit labor cheaper than the labor I am employing now. Supposing I take it. The law will stand by me. The law will put policemen in front of my office to chase the picketers away. The law will put my employees in jail if they bother me in the conduct of my business. Yet if I take the cheap labor and open my printing office, in a year I will be poorer than if I take the better paid labor. And if I keep it five years, it will be getting as much as I am paying labor now, and I will get the reputation of a wicked, old skinflint who grinds the faces of the poor.

I know a lot of ways to deceive the public and sell them sensational news. There is no law against it. Supposing I tried it. Suddenly my circulation jumps. It looks easy—that way to make money. If I try it, in five years my paper will be discredited. I will be known as a liar. I will either be feared, or hated, or both; my family will be disgraced, my standing among men will be taken away from me, and the better class of advertisers will shun my columns, and my profits will go tottering into losses. I have no liberty; you have no liberty in the old sense.

This struggle between the morals of men in the mass and the aspiration of man the individual is in the blood of humanity. It has always produced that changing balance between the rights of the individual and the needs of men in the mass which from age to age we call justice. It is constantly changing the rules of trade, the ethics of business, and the accepted methods of commercial life. Politicians trifle with

Swapping Ideas For Orders

By R. Bigelow Lockwood

WHEN Eve persuaded Adam to sample the apple, she used a deeper selling motive than the mere taste of the fruit. Fruit and tastes were plentiful in the Garden of Eden and there was far more behind the transaction than simply tickling Adam's palate with a new idea. It is quite possible that her approach was somewhat as follows:

"Did you ever stop to think, Adam, that you're dead from the neck up? Don't you know that a certain kind of fruit, such as I have in my hand, will open your eyes to a lot of new sensations other than taste and the feeling that you are full of food? You will never get wise until you eat this apple. Your market is too limited and you are too self-satisfied. Branch out, old man. Wisdom is the one thing you haven't got and I have the key right here." And after that line of argument the sale was easy. By way of stating a modern parallel to this original sales transaction, let us turn to a piece of industrial advertising copy written by the Bristol Company of Waterbury, Conn., and directed thereby to central stations.

Among the many electrical recording instruments made by this company are ammeters. There is nothing new about an ammeter. It records the amount of electric current used and, when hitched up to an automatic recording chart, keeps a running record of the exact hours when the current was "pulled." Every central station in the country knows these facts, but Bristol had an idea which they were willing to swap for orders. The idea was based on smoothing "Public Relations": something to which central stations selling current used in the home are particularly responsive. It was simply this:



© Brown Bros.

WHEN immigration was so radically curtailed a few years ago, industry was faced with the problem of a real labor shortage. A manufacturer of automatic material handling equipment realized that he held the solution to the situation. How he and others have made new ideas serve the public and increase their own sales is described by Mr. Lockwood in the accompanying article

Every central station receives complaints from customers who claim that their electric light bills are too high. Mrs. B. writes that she never in the world burned up all that current. Mrs. W. calls personally at the local office to protest against the reading of her meters. In consequence the meter committee has a busy time ironing out the trouble.

With these facts in mind Bristol stepped forward in its advertising with an idea for relieving the situation. They told the central stations, "If all the central station companies would courteously go out and place recording ammeters on the lines of customers who complain, 'Public Re-

lations' would not be the intangible, indefinite quantity that it is."

And Bristol broadcast this message in a very original manner, as may be seen by looking at their advertisement which is reproduced. Under the headline *Do Your Customers Forget to Remember* short paragraphs were devoted to describing typical complaints. Here is one:

Four o'clock tea. One very haughty lady insisted we were all wrong. But the chart showed a lot of current had been "pulled" regularly about half past four in the afternoon—the toaster was the culprit, caught in the act of preparing afternoon tea.

Other paragraphs tell of the man detected reading in bed late at night and of the cook who was in the habit of going to the cellar for supplies every morning and neglecting to turn off the light when she came upstairs. Each incident is illustrated with a thumbnail sketch, thus picturing the leak as well as describing it. By passing along this suggestion to the central stations, the Bristol Company is explaining an idea and, at the same time, expanding their own market.

Swapping ideas for orders is a method of getting business which is particularly fruitful in industrial selling campaigns because industry judges the equipment it buys on the basis of results and is always receptive to ideas calculated to improve its methods. Moreover, industry is inclined to note the value of advertising copy by the usable suggestions it contains, just as it rates the salesman by the specific help he is able to render. The buyer in industry today has but a small amount of time to give the salesman who cannot contribute ideas that can be turned into production—and profits. Salesmen and advertising copy must deliver suggestions that are workable. If these suggestions are new, then the response is all the greater.



**Meet
Dr. Pillsen**
Physician of Nichrome Town

Sell your Service to him for—

- Sterilizers
- Hot Bath Cabinets
- Water Heaters
- Cauterizers
- Heating Pads
- Heating Blankets
- Incubators

The confidence of the electrical heating appliance manufacturer is a jealously guarded asset of "Nichrome."



DRIVER-HARRIS COMPANY
MORRISTOWN and HARRISON, N. J.
Chicago - Detroit - England - France - Italy



Do your customers forget to remember?

Complaints
"Yes," said Billy W. of the Metro Committee, "we should write a few letters to Mrs. J. H. Jones and Mr. W. Brown, asking them to express their own complaints. But we don't get the number we need to. Now we send a note to the customer's residence—concerned with a Bristol's Recording Apparatus and great results."

Four o'clock tea
The very thoughtfully invited we were all wrong. But the class showed a lot of interest had been "paid" for. Only about half part took in the afternoon—the number was the subject, usually in the act of preparing themselves to go.

Reading himself to sleep
The man was tremendously angry about what he claimed was a cork overcharge. But the clerk showed an increase in the middle of the night and when quiet morning. When the next day he recalled that he was in the habit of sleeping about 12:00 at night and turning on the lights in read to—and sometimes going to sleep and forgetting it.

The cook forgot
Still another strange incident was related when we showed a call after a bump in the street at the strange hour of 11:30 A.M. It proved that the cook went to the cellar for supplies every morning about that time and often neglected to turn off the light when he came back upstairs.

If all the central station companies would be concerned and set up place recording apparatus on the lines of customers to be complete. "Public Relations" would not be the usual old order to quantity, but it is.

How we send you Bristol's as Bristol's Recording Apparatus and Service is

The Bristol Company Waterbury, Connecticut
Bristol's

Equipment must be more than just sold to industry; it must be merchandised.

One of the most valuable ideas which a manufacturer can bring to industry is the introduction of new channels of sales. The Driver-Harris Company, manufacturers of the heating element, "Nichrome," used in electric heating appliances, are running a series of industrial advertisements which carries out this thought. Again, the branch of industry addressed is the central station field.

CENTRAL stations are naturally anxious to develop their load, which is divided into light, heat and power. Many central stations have their own appliance departments in which sales of appliance load builders are merchandised; washing machines, toasters, lamps, electric irons and the thousand and one things that lighten labor in the home or make the tasks of industry and professions easier. Every electric appliance sold carries a double profit; the margin made on the sale of the appliance itself and the greater income derived from the use of the electric current which the appliance "pulls." The more appliances, therefore, which are put in use by the industrial or private consumer, the greater the central station load,

hence any ideas which furnish clues for new sales outlets are welcomed.

WITH this situation clearly in mind, the advertising of Driver-Harris aims to show the central station where more and specific market outlets for heating appliances may be found. And here again, as in the case of Bristol, the method is unique in handling. Each advertisement features a photograph of some typical user of electric heating appliances. The models for these pictures are selected with great care and their personality reflects their trade or profession. Each character is given a name which fits his business.

Meet Dr. Pillsen is the headline which introduces a physician. The copy which gives the central station the idea for sales outlets to Dr. Pillsen is very brief. It merely says—"Sell your Service to him for—sterilizers, hot bath cabinets, water heaters, cauterizers, heating pads, heating blankets, incubators"—the customary heating appliances which every physician can use and which, perhaps, the central station may have overlooked.

Another advertisement in the series introduced Mr. Wood, Cabinet Maker. Here the copy suggests that the central station sell Mr. Wood its service for glue pots, drying

ovens, branding irons, wax knife heaters and wax burning-in irons.

Of course Driver-Harris does not sell its product to the central station direct. The real buyers are the electric heating appliance makers, but naturally the wider the market for heating appliances, the more sold. The advertising, therefore, always carries a short statement aimed to build goodwill between the central station and the electric heating appliance manufacturers.

INDUSTRY uses machinery equipment and supplies as a means to an end, and before a manufacturer can place an idea before industry, it is necessary to determine first the exact relationship of the product to the particular end at which industry is aiming. And these aims vary greatly. In some cases industry will be interested chiefly in new sales outlets, and to fit this situation the idea will probably be based on an angle concerned with merchandising. In other cases industry will respond quickly to a thought that promises an improvement in some technical process, or in the case of manufacturing, an idea based on securing lower cost of labor.

You recall the industrial labor situation a few years ago when immigration was so radically curtailed. All over the country great manu-

Who Gets the Summer Business?

By Charles W. Stokes

THE American tourist business is worth about \$350,000,000 a year to Europe. What is it worth to this country? That question, with the vacation season upon us, might well occupy the attention of those who talk of the summer "slump."

Compared with Europe, there is, of course, very little foreign tourist trade; for unless one includes the large number of Canadians who seek American resorts, particularly in winter, as foreigners, there are very few foreigners who visit the United States primarily for pleasure. But every American man, woman and child who possibly can, does sooner or later take a vacation and by so doing puts much money into general distribution and affects very materially the distribution of the staples of life.

Statistics are difficult to produce; in fact, have never been attempted. When John Smith sets out holiday-bound there is no means of knowing how much he has spent except by asking him. But in Canada the tourist industry is now calculated as the third largest of the Dominion. Statistics are easier to compile there; Canada is a favorite vacation-ground for Americans, and because every American crossing the inter-

national border must pass the immigration examination, it is possible to know exactly how many Americans visited Canada during a certain period. From this a fairly approximate division can be made into "tourist" and "business" and a rough-and-ready calculation made on a per capita basis of expenditure. That amount, according to the National Parks Department at Ottawa, totals to over \$150,000,000 a year—four times as much as all the gold mines of the Dominion produce.

To calculate the amount of money which Americans spend within the borders of their own country, we can perhaps figure on a hypothetical basis. Let us assume that every man, woman and child takes two weeks' holiday per annum at the very moderate cost of only \$5 a day; and then, to make allowance for those who prefer to go to Europe, for the poor, the sick, the aged and the very young, we cut this down to \$1 a day. This gives a total of at least \$1,600,000,000 paid to the railways, steamships, hotels, boarding houses, stores, garages, postal card counters, ice-cream parlors, and (whisper it) bootleggers,

et al. Therefore don't despise the vacation business or look upon it as a unimportant economic factor.

When we scoff at the way many European countries or communities live off the tourist, accumulating enough in summer to keep them in comfort during the fall, winter and spring, let's not forget that by a very considerable slice of American business the summer vacation period is viewed with either joyful or sorrowful anticipation. "Summer stagnation" is exactly what countless manufacturers and retailers call it. It means falling sales in many lines.

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© Ewing Galloway



Courtesy Canadian Pacific R'l'w'ys.

IT is a commonplace item in the American Credo that a number of noted European communities, such as Deauville, live upon the tourist and are consequently somehow despicable. In this country alone at least \$1,600,000,000 is spent each year by vacationists. In Canada the tourist industry is now calculated as the third largest of the Dominion. Is it to be despised?



"Clark Theory of Labor Economy"

WAGES of unskilled laborers increase at a much faster rate than the wages of skilled labor. Eighty per cent of unskilled labor in industry is used to move materials. How many unskilled laborers have you on your payroll? How to make these men productively profitable is the theme of the "Clark Theory of Labor Economy."

A coupon written on your letterhead will bring you a free copy of this dramatic booklet—see the coupon below.

CLARK TRUCTRACTOR CO. Buchanan, Mich.
117 Days Ave.

Please mail the copy of your book "Clark Theory of Labor Economy."

Name _____
Company _____
Street _____
City _____

We employ _____ unskilled laborers

CLARK TRUCTRACTOR COMPANY
Gasoline Propelled Vehicles for Industrial Haulage
117 Days Avenue, Buchanan, Michigan

He is Capable of Better Things!

COAL trucking is dirty, demeaning, soul crushing work; it depresses the spirit, stoops the shoulders, corrodes the face. Giving men laborious, strength-sapping work which can be done better by mechanical power is both inhuman and unprofitable. **There is a better way.**

Application of the "Clark Theory of Labor Economy" makes men out of maniacs, produces coal of diamonds and profits out of losses. The coupon will bring you the booklet free.

CLARK TRUCTRACTOR CO. Buchanan, Mich.
117 Days Ave.

Please mail the copy of your book "Clark Theory of Labor Economy."

Name _____
Company _____
Street _____
City _____

We employ _____ unskilled laborers

CLARK TRUCTRACTOR COMPANY
Gasoline Propelled Vehicles for Industrial Haulage
117 Days Avenue, Buchanan, Michigan

WHEN the Clark Tructractor Company decided to propound its "Theory of Labor Economy," Miguel Covarrubias, the talented young Mexican, was selected as chief attention-getter. The drawings of the resultant series are compelling in their sheer ugliness; great hands and feet, toil-bent bodies, faces distorted with the sharp lines of physical strain—all depicted with a telling simplicity that tosses another hand grenade into that time-worn old saw about the grandeur of toil. "Physical erosion," says Clark, "is the penalty that men pay for ignorance." So says Covarrubias—and with considerably more effect.

High-Brow and Low-Brow Types of Direct-Selling

By *Henry B. Flarsheim*

Secretary, The Marx-Flarsheim Company, Cincinnati, Ohio

DIRECT-SELLING, from the outside, looks simple. Just advertise for some salesman; turn over your selling outfits to them and tell them to "go to it."

But the first thing which the careful student of straight-line marketing learns is that there are almost as many methods of selling direct as there are firms in the field. To give merely a brief outline of each of these methods would fill the space of this entire publication. In this article I hope to hit only some of the most interesting high spots. There is no disparagement implied to anyone in the title of this paper. Certain types of direct-selling concerns employ high-grade salespeople. Those, for convenience, I have referred to as "high-brows." At the other end of the scale are the semi-mail order propositions, in which premiums are given to the customer agents—"low-brows," so far as selling is concerned. There are infinite gradations between these two extremes.

Before a manufacturer starts to sell direct, he must determine on exactly what rung of his hypothetical ladder his particular proposition should logically stand. At the top of our ladder, we will place the firms which sell merchandise or services running to large sums of money. These include insurance companies and stock and bond selling houses, who send out salesmen direct to their prospective customers. I will not devote space to these businesses, as they are not ordinarily classified as direct-selling.

Next in line would be manufacturers of washing machines, vacuum cleaners and similar appliances, whose merchandise must be demonstrated and sold right in the home, instead of in stores. Usually, however, the buyer of these appliances does not deal direct with the manufacturer. There is the distributor in between, who carries a stock of the appliances, which are sold to users by re-salesmen. On the next rung of the ladder we find the firms

which compete directly with the retail stores, selling merchandise of kinds which very frequently are bought in the stores. In this group are the firms selling brushes, food and toilet products, men's shirts, lingerie, millinery, dresses, men's ready-made suits, and a host of other familiar articles. It differs from the preceding group in that the washing machines and similar appliances must be demonstrated in the home to make sales in reasonable numbers, whereas selling wearing apparel and similar easily-bought articles direct is only an optional plan.

It is with articles that can be sold either direct or through stores and mail-order houses that we are especially concerned here, for it is in these lines that direct-selling has made the greatest strides. Some companies in these lines have amazingly complete selling organizations. At the top, of course, are the salesmanager and his assistants. Next come the divisional managers, supervising divisions composed of a number of states. Under them come state and city managers; working under these are the field organizers; and finally there are the salesmen who call from door to door.

LOCAL offices are established by the managers out of which the salesmen work. Every evening, as a rule, the salesmen come to these offices and turn in their orders and report on the day's work. Men are usually employed through local newspaper classified advertising. The national advertisers of this class frequently carry suggestions in their consumer advertising asking that persons interested in selling their goods to get in touch with the salesmanager.

Meetings of sales forces are held often. Under the guidance of the manager, sales problems are discussed and "inspiration" talks are given to the men. Often very elaborate, impressive selling outfits are furnished to the men, usually with-

out deposit although sometimes after payment of a bond fee, depending on the plan used. These outfits cost as high as \$30 or \$40 each. The prospective agents fill out elaborate application blanks, and their references are carefully investigated. The next best thing to a personal interview is given to each applicant. All correspondence and dealings are handled direct with the home office. Exclusive territory is usually allotted, and although ordinarily no definite quota of sales is set, the territorial grant is revoked if the volume of sales is not adequate.

DEALING direct by mail with the salesman, a firm of this type naturally must supply something which makes up for the personal supervision and instruction of the district managers in other types of organizations. Elaborate sales manuals, house organs, contests, advertising helps, advertisements for newspapers are constantly being developed and furnished to the salesmen by these organizations. A clever sales manager is the key-note of success in such a business. His personal correspondence with the men, which often results in intimate friendships between the salesmanager and the individual salesman, helps to keep the organization at a high pitch of enthusiasm. Experienced men are usually required by this type of house, and inexperienced men are put on only in small numbers and after great care in selection.

Next on our ladder are houses which deal direct with their salesmen but which obtain varied classes of men. These houses ordinarily act as a sort of training ground for salesmen. They take on anyone and everyone, whether they work full or part time. To safeguard the selling outfits, a deposit is required.

The personal element in this type of business is not stressed nearly so much as in the two other types described. The greater part of the correspondence is handled by form

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There Is a Future for the Farmer Market

By J. B. Reynolds

President of Ontario Agricultural College

FARMING today in Canada and the United States has become commercialized. The pioneer farmer produced most of the raw material necessary to his living, while the farm home industries manufactured the raw materials into finished articles of food and clothing. Sugar, soap, bread, butter, cheese, cured meats, preserved fruits, candles, yarn, woolen garments were made a generation or two ago in every farmhouse. Now these are made for the most part in factories, and the farmer buys the factory-products for cash. The pioneer



(© Brown Bros.)

THE once self-sufficient farmer is today an extensive purchaser limited only by temporary economic conditions. Here is a fertile field ready for cultivation by the manufacturer who is willing to study agricultural needs and offer suitable service

farmer used few and simple implements in husbandry. Today he is collectively the most extensive purchaser of machinery produced in our factories. From seed time to seed time every operation and branch of farm industry uses factory made implements. The seed is sown and the grain reaped with large-scale implements. The cow's feed is stored in a machine made silo and the cow's milk run through a mechanical separator. She is tied in a factory made stanchion and fed from a factory made carrier. The Wisconsin dairy farmer buys oil-cake produced in the cotton growing states and consequently is a patron of the transportation companies.

The fruit-grower must have a spray machine costing several hundreds of dollars. He sprays his orchards three to six times with different chemicals and for his spray

materials is an extensive patron of the chemical industries. To fertilize the soil of his orchard he buys commercial fertilizers. For packing his fruit he buys factory-made barrels and boxes and hampers and baskets. Under the pressure of these tremendous changes the New Farmer has been evolved. The farm today is no longer self-supporting. The farmer is no longer independent and isolated. He has been caught in the great industrial and commercial currents of the world. The farm has been as deeply influenced by the industrial revolution as the city, for the farmer has become a patron of the industries and in becoming so his business methods and relations have been changed as profoundly as have his farming methods. He has become an intensive purchaser of all kinds of factory-made commodities, from socks and sugar to seed drills and self-binders. And he must have money, a great deal of it, to enable

him to pay for these necessities. He must find markets in which to sell his produce.

The characteristics of the "new farming," as distinct from pioneer farming in Canada and the United States, are these: The new farmer has learned to grow special crops suited to his soil, climate, and market so that the agricultural areas have been divided into fruit regions, tobacco regions, corn belts, wheat provinces, and cotton states. He has found that each special crop has its own diseases and makes its special demands upon the soil. He has had to learn how to combat diseases of

improve the varieties he sows; and how to maintain the fertility of the soil.

The opening up of new regions, the building of railroads, the improvement of highways, and of ocean transportation, and especially the coming of the motor-truck, have widened his markets but increased competition. The price of butter in Ontario is influenced by importations of butter from New Zealand. The price of whole milk supplied to the towns and cities of Canada is controlled by the export price of cheese. The price of wheat in Canada and the United States is influenced, if not determined, by the export price on the Liverpool market, where our wheat competes with wheat from India, Argentina, and Russia.

Not the local market only, nor even the home market, but the markets of the world are the concern of the new farmer, and for this reason

[Portions of an address before the 23rd Annual Convention, Affiliation of Advertising Clubs, Cleveland, Ohio.]

THE · EDITORIAL · PAGE

The News Digest

WITH the current issue we present a new and what we hope will prove a valuable service to our readers.

Many people who find it important to keep up with the news of advertising and selling find it necessary to consult a variety of sources, and thumb over many publication pages to get a complete record of changes and happenings that interest them for business or personal reasons.

The News Digest (which with this issue becomes an integral part of ADVERTISING AND SELLING, bound as a section at the back) will contain *all* the news of advertising, accurate and complete, and presented in a form which is both simple and convenient.

For instance, if you are interested in personal items, turn to the classification marked Changes in Personnel. You can quickly run your finger down the complete list. If you are interested in agency changes, you can get the two weeks' record in a minute, and then pass the issue to your secretary or record department to correct names, etc., on your lists. This section also contains changes of addresses grouped together for quick reference which will save needless postal delays and expense.

Our readers can help in making The News Digest of greatest value to themselves and to the advertising business generally by keeping us informed *promptly* of important happenings. We shall be glad to receive comments and suggestions at any time for the improvement of this service.



Cooperative Censorship

FROM many sides have come expressions of endorsement relative to the leading editorial in the May 19 issue of ADVERTISING AND SELLING advocating a new form of censorship to be worked out by groups of advertisers or trade associations in cooperation with publishers' associations or with individual publishers.

"Your suggestion of having the advertisers themselves develop a censorship code for their own field or industry and hand it to the publishers to enforce, is at once the sanest and the most practical and effective of any yet conceived," comments one influential agency man. "It would give definite point and practicality to the movement for 'Truth in Advertising.'"

Another reader brings out the point that for the first time a form of censorship has been suggested which enlists all the parties concerned—publisher, agency and advertiser—and gives each a voice in formulating the censorship regulations that all must respect. "And with all parties looking on, publishers will find themselves less tempted to let down the bars to their advertising columns, even as advertisers will be less tempted to ask them to."

"The thing that impresses me about this plan of censorship," comments a publisher, "is that it takes the *sor* out of censorship."

We realize, of course, that such a censorship program,

concerning itself with gathering and listing the objectionable and misleading terms, statements and insinuations in each of the various fields, and formulating a set of censorship regulations therefrom, is only a beginning; but it is a very practical beginning and one that should commend itself to all who are interested in increasing the believability and productiveness of advertising.



A Better House for Advertising

AT the recent National Electric Light Association Convention at Atlantic City, Samuel Insull, of Chicago, performed for that industry what should be performed at the national convention of every industry.

After listening to laudatory speeches for two days, and hearing their industry complimented and congratulated for its marvelous progress and its priceless contribution to mankind, the delegates might be pardoned for feeling that their industry had accomplished something to be proud of. They could hardly help a glow of satisfaction.

Then came Samuel Insull, with a paper full of solid facts and figures in which he went about it dispassionately, almost methodically, to show that in effect the industry had slowed down, if indeed it was not losing ground. Following which he proceeded to outline the jobs to be done—bigger things than those that have been done. And these, too, he listed, not as the dream of a visionary or with the fervor of an orator carried away with his subject, but rather in the manner of a carpenter ordering lumber for the building of a house.

It was a wholesome, disillusioning speech, and it is to the credit of the N. E. L. A. that it was received with greater approval than perhaps any speech delivered during the week.

It would be well for advertising were a Samuel Insull to be on the Philadelphia Convention program, to jolt us all out of our smugness and self-satisfaction, and order the materials for a better house for us all to live and work in.



Photographs in Advertising

WITH the newspapers of one day publishing news of three damage suits against advertisers for using pictures of people without their permission, it behooves advertisers and agencies and publishers to pay closer heed to this matter. A suit of this kind can be and generally is serious.

Of late years it has been so easy to get permission to use the photographs of stage folks and society leaders that there threatens to develop in business circles a lack of respect for the pictures and personalities of the great and near great, as well as the average citizen. Unless this is checked and advertisers are more careful in the use of photographs and pictures, of both the living and the dead, even stricter laws are likely to be written on the statute books.

*A History Outline
of Advertising—III*

Early Practices and Increasing Competition

By Henry Eckhardt

Illustrated by Ray C. Dreher

BY 1849 there were 2000 newspapers in the country, and of these Volney B. Palmer was the sole and accredited agent for 1300. This constituted almost a monopoly, and Palmer worked it for all it was worth. He squeezed profits and charges out of every part of the business, for instance, billing all postage and even stationery. When competition came into the field and landed some of his accounts, that phased Palmer not in the least. He made a new rule: 25 per cent commission on all advertisements placed by anyone formerly his customer.

This last provision was probably inspired by the defection of S. M. Pettingill, his clerk. Pettingill, feeling the urge to go and do likewise, established himself independently in Boston, in 1849.

Palmer immediately issued a proclamation against Pettingill. He promised dire fates to all newspapers which countenanced this upstart. But by this time the publishers were fed up with Palmer and his autocratic ways. They welcomed Pettingill as a needed antidote.

One of Pettingill's first clients was George W. Simmons, clothier, of North Street, Boston. North Street was an out-of-the-way place. Simmons developed the scheme of capitalizing his unfortunate location through advertising, and so provided



the genesis for all our "walk-up-one-flight" and "out-of-the-high-rent-district" merchants of succeeding generations. Simmons called his place Oak Hall and then painted those two words on every rock and fence in New England.

The most historic and beclimbed rock of all was the Old Man of the Mountain. One traveler relates that he reached this goal after half a day of shinscraping only to be greeted by the letters "Visit Oak Hall, Boston" across the "Old Man's" forehead.

Simmons had great ideas about advertising. His contract with

Pettingill called for a daily reading notice in twelve newspapers and no two readers were to be alike. Poor Pettingill! What a terrific case of copy writer's cramp he must have developed. However, his facility must have been equal to the task, for he rose in fame and prosperity and became the S. M. Pettingill Company.

Until 1851, New York, Philadelphia and Boston were the only cities which boasted advertising agencies. Cincinnati, thanks to the Ohio River and the Steam Boat Bills of those days, was the gateway to the Mississippi River country and the fast opening territories beyond. So in March of 1851, W. H. Parvin began an advertising agency in Cincinnati. To him belongs the distinction of being the pioneer agent of the West.

The early agencies have, of course, long since disappeared, but chiefly in identity. Palmer's Philadelphia office became Joy, Coe & Company and finally merged in 1876 with the N. W. Ayer & Son of today. His New York office passed eventually to W. W. Sharpe; the business of W. W. Sharpe & Company has also continued uninterrupted down to the present. Palmer's Boston office later became S. R. Niles.

John Hooper & Company kept going until 1870. Hooper in that year executed a face-about which has

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

Barton, Durstine & Osborn

INCORPORATED

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

Mary L. Alexander
Joseph Alger
John D. Anderson
Kenneth Andrews
J. A. Archbald, jr.
R. P. Bagg
W. R. Baker, jr.
F. T. Baldwin
Bruce Barton
Robert Barton
Carl Burger
G. Kane Campbell
H. G. Canda
A. D. Chiquoine, jr.
Margaret Crane
Thoreau Cronyn
J. Davis Danforth
Webster David
C. L. Davis
Rowland Davis
Ernest Donohue
B. C. Duffy
Roy S. Durstine
Harriet Elias
George O. Everett
G. G. Flory
K. D. Frankenstein
R. C. Gellert
B. E. Giffen
Geo. F. Gouge
Gilson B. Gray
E. Dorothy Greig
Mabel P. Hanford

Chester E. Haring
F. W. Hatch
Roland Hintermeister
P. M. Hollister
F. G. Hubbard
Matthew Hufnagel
Gustave E. Hult
S. P. Irvin
Charles D. Kaiser
R. N. King
D. P. Kingston
A. D. Lehmann
Charles J. Lumb
Robert D. MacMillen
Wm. C. Magee
Carolyn T. March
Elmer Mason
Frank W. McGuirk
Allyn B. McIntire
E. J. McLaughlin
Alex F. Osborn
Leslie S. Pearl
T. Arnold Rau
P. J. Senft
Irene Smith
J. Burton Stevens
William M. Strong
A. A. Trenchard
Charles Wadsworth
D. B. Wheeler
George W. Winter
C. S. Woolley
J. H. Wright



NEW YORK
383 MADISON AVENUE

BOSTON
30 NEWBURY STREET

BUFFALO
220 DELAWARE AVENUE

Member American Association of Advertising Agencies
Member Audit Bureau of Circulations
Member National Outdoor Advertising Bureau

intrigued advertising agents ever since. One of his clients, a manufacturer of tin-lined lead pipe couldn't pay his bills, so Hooper took them over, and the company too. Soon the tin-lined lead pipe was paying more handsomely than the agency. In 1870, Hooper turned pipe manufacturer exclusively and sold his agency business to George P. Rowell & Company; price, \$10,000.

Most of the business of these early agents was with the country weeklies. Cash was a scare article; many of the deals were swaps.

The publication traded space to the agent for type and presses or other commodities. The agent handed the space over to the advertiser in exchange for needables and not so needables.

Thus the agent was brokering and "horse trading" in all directions. If he was patient, shrewd, and not over-particular, he rapidly perfected systems for making the business pay. Not only that, but he also contrived to put both publication and advertiser under obligation to him.

On the other hand, the publishers of those days, particularly the country publishers, were temptingly easy marks. They figured this way: The space wasn't worth anything to them; any advertising revenue was so much money found. Certainly they would take what they could get. Naturally they had no rates. The agent made the rates for them. And the rates were what the traffic would bear. Further, whatever rate the agent made was binding on the publisher. What was even more convenient, if the agent did not collect, he did not pay.

All in all, these early days were haphazard days, but the practices which sprang up took firm root. They explain much of the later development of the advertising business—also many of its later woes.

A new figure, Charles M. Knox, the hatter, commenced to obtain advertising fame in the early fifties. Knox had landed in New York a penniless immigrant boy. He possessed the irrepressible initiative which leads men to venture into new paths. Soon he had set up as a hatter. He was not only an alert hatter; he was also an alert salesman of his hats. Although no New York hatter had advertised before, Knox seized upon advertising as his

very own and particular field of activity.

Like Barnum he developed his own peculiar methods. He wrote his own copy and kept to a characteristic style. After a few years this style became famous. Everywhere, Knox was hailed for his "popular and attractive ads."

The other New York hatters were forced into line, and hat advertising became a feature of the early advertising columns.

Knox wrote to a formula: "To con-



nect the ad with some topic or event which is the conversation of the hour." This sounds much like our modern precept—news value.

He was also extremely fond of the pun which resulted in gems such as the following:

"Although Queen Isabella has lost her crown, the crowns of Knox's Hats never come out."

"The Grecian Bend may do for the ladies, but all gentlemen wear Knox's Hats."

"Not a man who wore Knox's Hats during the earthquake in San Francisco had them shaken off."

Unskilled these efforts are, yet the basic conception behind them is not so different from that which carried Frank Irving Fletcher to fame in his

Franklin Simon's Men Shop copy. In fact, the pithy, aphoristic type of copy is even now being used for Knox Hats in the newspapers and magazines, although invested with a quite different flavor by the brilliant pen of T. L. Ryan.

Mr. Knox is described as "a genial, pleasant man. He is temperate, never uses tobacco, and never went to a ball in his life."

Perhaps even more famous as an advertiser was Robert Bonner. Bonner, like Greeley, began as a compositor. He bought the old *Merchants Ledger* of New York, a weekly, and changed its name to the *New York Ledger*. To build up circulation, he engaged the Mabel Herbert Urners and Fannie Hursts of that day and advertised them heavily, being the first publisher to demonstrate the value of advertising in building up a publishing property. His success stood out as the prize achievement in the field until Cyrus H. K. Curtis came along. He was in his advertising prime about 1860. During this year he spent \$60,000 for inserting a single advertisement. This would be a formidable sum even today. In those days it was called "a piece of splendid audacity."

The advertising methods used by Bonner smacked strongly of P. T. Barnum. In fact, Bonner stole Barnum's repetition trick bodily. He would take one line, such as "Read Mrs. Southworth's New Story in the *Ledger*," and repeat it over and over again. Or he would use lines in triplets for effects such as this:

The New York Ledger
 The New York Ledger
 The New York Ledger

will be for sale
 will be for sale
 will be for sale

tomorrow morning
 tomorrow morning
 tomorrow morning

throughout the
 throughout the
 throughout the

United States
 United States
 United States

and New Jersey
 and New Jersey
 and New Jersey

This New Jersey joke, by the way, was to humor of that day what the Ford is to the humor of this.

"What is the use," asked a friend of Bonner, "of your taking the whole side of the *Herald* and repeating a single statement a thousand times?"

The Railway Service Unit

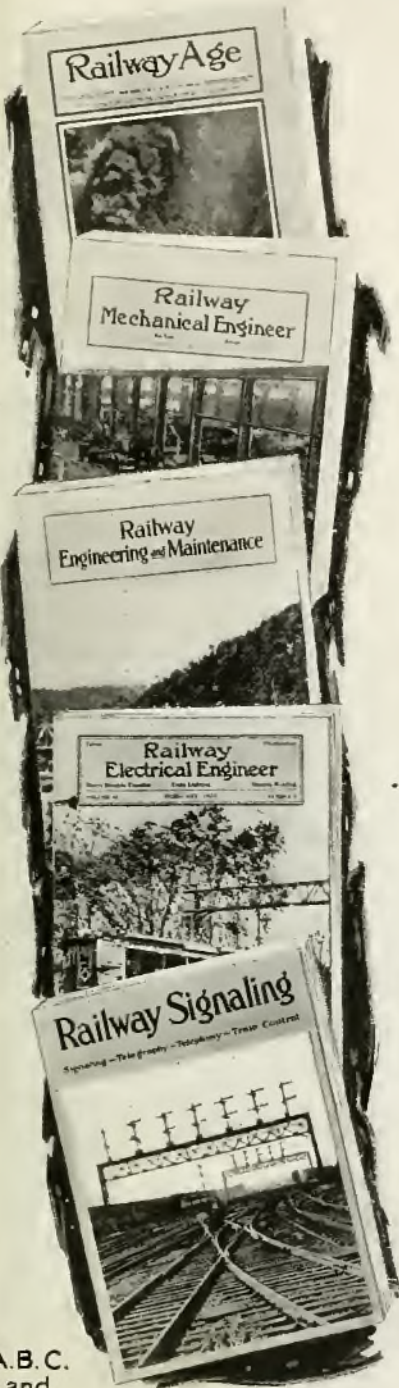
Direct Your Message to the Right Railway Men

through the five departmental railway publications which constitute *The Railway Service Unit*.

The departmental organization in the railway industry and the widely different railway activities make it necessary to gain, effectively, the interest and confidence of each department individually.

These five railway publications accomplish this by each one being devoted exclusively to the interests of one branch of railway service—and their effectiveness is shown by the classified circulation statements and the high percentage of renewals.

Our Research Department will gladly furnish analysis of the railway market for your products.



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

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

Chicago: 608 S. Dearborn St.
Mandeville, Louisiana

Cleveland: 6007 Euclid Ave.
San Francisco: 74 New Montgomery St.

New York, N. Y.

Washington: 17th and H Sts., N. W.
London: 34 Victoria St., S. W. 1

The Chain Store Versus the Independent Retailer

By Charles W. Mears

WHEN anybody talks about chain stores it is necessary to talk figures. Latest reports indicate that the United States has 6488 chain store companies. In the grocery field alone there are 1300 separate chain companies; in the drug field 1279, millinery and variety goods 1085, meats 1000. These, remember, are chain store companies. The number of individual chain stores is almost unbelievable. The Atlantic and Pacific Company has 10,000. Kroger has 3000. The American Stores Company has 1800, the U. S. Stores Company 1100. In other fields are: Woolworth 1356, Kresge 256, Kinney Shoes 222, McCrory 176.

A chief effect of the increase of chain stores has been the ruination of many small individual retailers. And we may well ask whether the chain store is a monster machine that is destined to run down and crush the individual merchant wherever he exists. Is there no escape?

Undeniably the chain store has tremendous advantages. It has large buying power. Doing business chiefly for cash, it usually has ready money. Because it is a big institution, it can afford to employ at headquarters the highest type of executive ability. Because one store more or less means nothing in the life of a chain, it can afford to experiment in neighborhoods.

The chain store represents centralized management and decentralized distribution. Just how far the brains of the central management can be extended in a fool-proof manner to each of the growing number of its stores depends very largely upon personnel. The more high-grade and fool-proof the rules that are handed down by headquarters, the less managerial ingenuity is to be expected of the separate store manager and his assistants.

With centralized management, centralized buying and decentralized distribution, the chain store is not extremely flexible. It requires a



tremendous amount of bookkeeping and a great deal of supervision. Executives must be supplemented with district managers and assistants, to say nothing of supervisors who probably number one to each five stores.

On the other side of the picture the individually owned store represents ownership, management, control and performance all at a single place. It has, or should have, tremendous flexibility. Whereas the chain store, far from headquarters and bound to certain lines of action by definite rules, is often as lacking in color, character and personality as a telephone booth, the individually owned store can have always a character and personality of its own. There is no excuse for the individual merchant's not knowing his customers personally and creating in their minds a liking for him and his service sufficiently strong to offset some of the chain store's advantages over him.

For the most part, chain stores sell for cash and make no deliveries

that are not separately charged for. The individual merchant very often extends credit and customarily makes deliveries. Part of chain store strategy is to induce its customers to come often. That being so, it should be the individual retailer's aim to do everything within his power to minimize the number of visits required by customers. Individual grocers in Chicago and in Syracuse combined in putting on an advertising campaign urging their customers to do their shopping by telephone. And why not? It is much easier for the housewife to go to the telephone and state her needs and have the goods delivered to her door than it is for her to dress for the street, take time from her household affairs and carry home the goods.

One reason for the success of the chain stores, as everybody knows, has been the lack of enterprise and salesmanship on the part of the small individual retailer. He simply does not know how to maintain his business. Until recently he never heard of turnover. He filled his shelves with every sort of merchandise and at the end of the year, without learning a lesson from it, he found himself holding the bag. Returns from 545 representative individual retail grocers showed a profit of only one-ninth of 1 per cent on its sales, as against Atlantic and Pacific making a 3 per cent profit on \$352,000,000 worth of sales, and the American stores making 6 per cent profit on sales of \$88,000,000. The chain store has learned that it doesn't pay to handle slow-moving goods.

Even a fairly smart individual grocer turns his stock only 12 times a year, whereas the chain store turns its stock from 36 to 50 times. The chain store does not carry a lot of goods in the hope that somebody may buy them. The chain store is not in the educational business either. It locates where the people are thickest, it sells few brands, it refuses to handle what is not a quick seller, and it insists upon a

Portions of an address before Advertising Affiliation Convention, Cleveland, Ohio.

Des Moines— Insurance Center

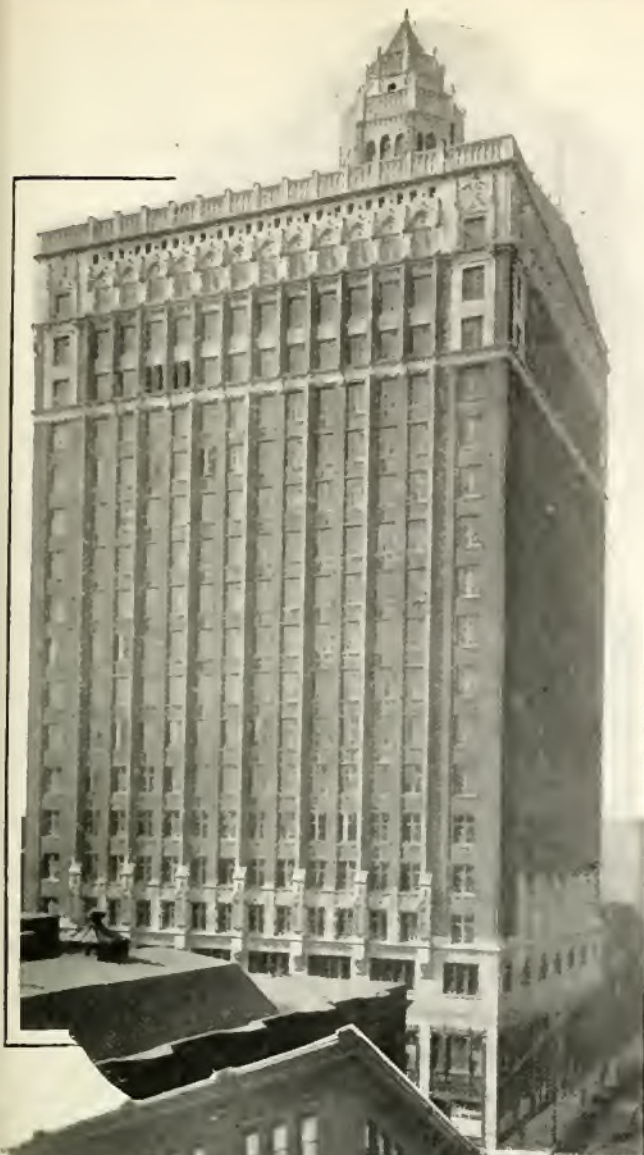
These buildings house the offices of four of the forty-four insurance companies which have their home offices in Des Moines.

The thousands of employes of these companies are regularly employed the year round at good salaries.

In Des Moines and in hundreds of Iowa cities and towns the buying public read

The Des Moines Register and Tribune

Net paid Circulation now exceeds 175,000 Daily
and 150,000 Sunday



Upper left—Equitable Life of Iowa. Upper right—Central Life. Lower left—Royal Union Life. Lower right—Bankers Life.

Store Salespeople Are Really Your Salespeople

Why Not a Salesmanager for Them?

By *W. R. Hotchkin*

THERE is a fact rarely, if ever, considered by the manufacturer whose goods are sold in stores. He may know a lot of discouraging places where sales are "as slow as cold molasses," but he seems to have decided that there is nothing he can do about it. He seems to have come to the conclusion that when he has carried the goods as far as the store wall, his work is done—that it's up to the retailer to get them over the wall of consumer acceptance, no matter how strong the competition may be or how ignorant the prospective customers of the desirability or even the very existence of his goods.

It is quite easy, as it is almost universal, for manufacturer and salesman to think that it is not their job to remove that impassable barrier of unsold stock. And, legally, it isn't. But, selfishly, what is the fact? If a reorder is wanted, the barrier must be removed. The merchant isn't in any stew about placing the order. He thinks he will sell something else, if he doesn't sell your product. If it doesn't sell at a profit, he can cut the price and get rid of it. He should worry! But that won't help the reorder. It just kills the outlet. This is not a matter of pride, not a matter of ethics or equity—just pure, selfish manufacturer's interest. He simply must help remove that barrier, as a part of the solicitation and sale of that outlet. He either gets the barrier removed or he evacuates that field of battle and restricts his market.

The manufacturer who retreats for such a cause is weak. There may be other battles that will be hard to



Courtesy R. H. Macy & Co., Inc.

STORE salespeople who are not selling a manufacturer's goods with enthusiasm are almost as useful to him as the counters would be without any salespeople at all. Too many face this situation with a fatalistic apathy when a capable salesman conducting an educational campaign could instil the necessary and missing spirit to overcome ruinous, indifferent selling

win, but this common resistance is easy to defeat. These barriers of unsold goods (if the goods are worthy and wanted at all) may be readily removed at surprisingly small cost by the local army of salespeople in the retail store.

But a salesmanager is needed to tell and show the salespeople what to do, and to stimulate them to do it!

In a previous article have been told the reasons for local promotion work by the manufacturer, and there was also painted a picture of the local salesperson, with the reasons why these salespeople will rarely show goods that are not asked for or are not among the short list of easiest sellers.

But salespeople are human; salespeople can be interested, can be stimulated. Salespeople have a lot of native pride about knowing things. They love to show off to customers

by demonstrating their knowledge and skill—if somebody takes enough interest in them to give them new and interesting information.

Of course, it is a lot simpler to assume that store salespeople are dumb-bells by nature, pig-headed by desire, and boycotters by the merchant's direction, than it is to devise a plan whereby the interest and ambition of these salespeople may be aroused to the point where they will readily show and enthuse about the goods that you want them to sell.

Salespeople cannot be successfully bribed to sell, and bribery will always be discovered and the manufacturer boycotted. But the merchant and his salespeople can be won to the point of very great enthusiasm by intelligently

planned literature, which may be produced at quite insignificant cost, backed by periodic visits of district personnel inspectors who have the personality, knowledge and experience to teach and demonstrate salesmanship to the store's selling force.

This suggestion naturally requires a salesmanager whose entire efforts are directed to carrying out this educational campaign. He must gather a force of district inspectors; plan a complete campaign for them; educate them; route them and get them properly introduced at the stores they visit. He must create advance interest for each inspector on the part of the merchant and all his executives, so that salespeople's meetings will be arranged for the day of his arrival.

Literature must be provided which not only tells the story of the goods and their uses, with interesting

[CONTINUED ON PAGE 54]

[ONE OF A SERIES ON "DIRECTIVE" MAIL]



directive MAIL

is { ROUTED } not { SHOVED }
 { AROUND } { ASIDE }

HIGH service-mileage—that's the distinguishing mark of *directive* MAIL. Any folder, broadside or "sales letter" that hasn't a quick, sharp nudge at some personal or business interest is apt to be short-lived. Very often it takes the direct way to the circular file waiting on the floor beside your desk.

They Say—

—"about 35 people here read the *Economist*."
 —"possibly 50 persons"—"60 to 70"—"we subscribe for 25 copies and at least three persons see each copy"—"approximately 100 people in our establishment read the *Economist*"—
 "my estimate would be about 200"—"we route each number to 130 people"—
 "at least 50 people in our institution read your pages"—"300 would be a fair estimate."
 — quoted at random from recent letters.

But *directive* MAIL, by which we mean material that is needed, wanted, expected, sure-to-be-read-and-used, the highest type of "direct mail,"—is valuable enough to keep and share with your associates.

Every issue of the Dry Goods Economist or Merchant-Economist is *directive* MAIL. Store executives route their business papers around through their businesses. We can name dozens of thriving stores in any section where every copy is passed on to scores, even hundreds of buyers and sellers. High mileage every time!

If you have something to sell to and through department stores, the interest and favor of *professional* readers is *all-essential*. Each one represents multiple buying power. Each is a spark plug in your selling! When you tell and sell the merchant, *he* will tell and sell the millions!

The ECONOMIST

GROUP

DRY GOODS ECONOMIST
MERCHANT-ECONOMIST
 More than 40,000 copies to more than 30,000 stores in 10,000 cities and towns—stores doing over 75% of the total business done in dry goods and department store lines.

239 W. 39th St., New York
 —and principal cities

The Gargantuan News Stand

By Leon Kelley

THE other day while waiting for a train, a certain person of no importance stood for twenty minutes watching the turnover of business in two news stands. These were located in a subterranean corner of a great metropolitan railway terminal, where suburban trains foregather.

The observer was impressed, first, by the spectacle which the news stands themselves presented. And besides, a few happenings at their counters not only impressed but also set him wondering.

To the jaded eye of a tired business man, the rainbow of color formed by the arch of displayed wares was in itself a strong stimulant. Every color was there, from red to violet. But the really engaging part of the display was its staggering size, its engaging variety, and its astonishing scope. In the modern news stand there is a special brand of the commodity called printed matter, for every type of man, woman and child extant.

Of course, it must be remembered, these news stands were duplicates of tens of thousands of others the whole country round. Even back home on Main Street, the news stand has grown remarkably "bigger and better."

But here were these two railway stands, a few paces apart. Hundreds of different publications were on sale. There were journals with gaudy and indiscreet covers, some candidly and others unintentionally acknowledging their contents to be specifically for people who get along best with monosyllabic words. And from these primitive specimens, displayed publications ascended step by step to the sort with contents as sophisticated as the mind of a Harvard professor, with covers as conventional as it is possible for type to be—and type, you know, can be exceedingly conventional. In fine,



THERE were journals with gaudy and indiscreet covers, candidly acknowledging their contents to be specifically for people who get along best with monosyllabic words. And from these specimens the publications ascended step by step to those with contents as sophisticated as the mind of a professor. All over the country the news stand has grown "bigger and better"

these myriad wares were arranged from the lowliest to the most exalted in a long stretch of graduation which forbade any customer, no matter what his rank or station, to go away empty-handed. All this—and for what? Well, to be direct, all for the purpose of disseminating advertisements.

LET it never again be said that we are not a reading nation! If in doubt, stand twenty minutes before a news stand and watch the crowds. Let us hear more about what we read, rather than how much we read. For the daily disgorging of the news stand quite definitely indicates that we read a great deal.

It was interesting to notice the large number of young women, say, from fifteen to twenty-three, that went unerringly to the magazines which you are apt any time to see in the hands of shop girls and manicurists and garment models. It was equally interesting to notice the cut and carriage of the woman who, a little less frequently, was seen merely to murmur a name to one of the animated clerks—and be given some

publication the name of which dates back a few generations.

And right here is another point.

It is not the quantity of each publication displayed that makes necessary such enormous space in the news stand of today. As everybody knows, with a few exceptions only a small stack of each is put on the counter. Extra copies in bulk are kept in the back room somewhere. No, it is the great number of their variety that fills up the racks, shelves, counters and exterior display panels of the newsstand. And by far the majority of these are of a comparatively recent origin.

The old stand-bys, the publications with generations, at least decades of history behind them, sit astonished in their places

on the news stand looking at one another and wondering about their *nouveau riche* relatives. But we must remember that these old-established publications are the ones that have served the biggest and most successful advertisers of America, and have played their very important part, through the force of advertising, in making American industry what it is today.

It will be noticed, for instance, that the editorial standard of the older publications, the ones that have stood the test of years and years of service, has always maintained itself at a fairly high level. In fact, it would almost seem that the older they come, the higher their present standards. Compared with this condition, can it be denied that an all too unfortunate majority of the newer publications have a rather low, and in some instances distressingly low, editorial standard? Indeed, there are only a few outstanding examples of the new publications, seen on the news stands, that maintain an admirable standard, and some of these do so only as a thinly disguised affectation behind which in

[CONTINUED ON PAGE 70]

The PRESS is "First in Cleveland" as usual!

Publishers' statements just issued by "Audit Bureau of Circulations" confirm the circulation supremacy The Press has held in Cleveland for many years. Average daily net paid circulation figures for the six months period ended March 31, 1926, establish these facts:

<i>In</i>		<i>In</i>	
CITY Circulation		TOTAL Circulation	
Press	184,047	Press	222,637
D. News	126,046	D. News	167,780
D. Plain Dealer	111,282	D. Plain Dealer	200,239
 <i>Press Lead</i>		 <i>Press Lead</i>	
Over News	58,001	Over News	54,857
Over Plain Dealer	72,765	Over Plain Dealer	22,398

In a year The Press has gained MORE THAN TWICE AS MUCH City circulation as both other newspapers COMBINED.

The Press' City circulation daily average represents a coverage of one newspaper to every English-reading family in Cleveland!

In a year The Press has gained over 7,000 more total circulation than BOTH other newspapers COMBINED!

The Press has over 16,000 more CITY circulation than the daily News has TOTAL circulation.

The Press has more City circulation, more City and Suburban circulation, more Total circulation than any other daily newspaper in the State of Ohio.

The Cleveland Press

NATIONAL REPRESENTATIVES:
250 Park Avenue, New York City
DETROIT : SAN FRANCISCO



ALLIED NEWSPAPERS, INC.
410 N. Michigan Blvd., Chicago
SEATTLE : LOS ANGELES

FIRST IN CLEVELAND

LARGEST IN OHIO

What Is This Keyed Copy?

By Carroll Rheinstrom

WHILE Ben Jonson managed successfully to dodge the offers of the copy chiefs of old London, he was not at all aloof from advertising. Time and again in his scribbles did he embrace the word "advertise" with caressing quill. Only—and here's the key to his copy—in Ben Jonson's day, the word "advertise" had the meaning expressed by the modern word "admonish."

It is interesting to muse on the philological transition. The first recorded advertisements—on the walls of Pompeii and medieval bulletin boards—were out-and-out "admonitions": admonitions to buy.

Looking back as recently as our own nursery days in this advertising business, we see the definition still enjoying its ancient prosperity. The patent medicine advertisers, those printed word persuaders *par excellence*, found "admonishing" the certain means to tally-hoes and Fifth Avenue mansions.

Their chief competition in the printed pages of the time came from tradesmen who aimed to lure customers to their counters. Here, too, it was found profitable to "admonish." The general advertising of the period was serious, graphic in descriptions of the woes accruing to non-customers, perspiringly calculated to bring new business before another sun had set.

Not until the nineteenth century industrial revolution had sent in its calling card quite some time after the dawn of the twentieth, did advertisers begin to inspect their homespuns in the mirror and become dissatisfied with the commonplace things of life.

Simultaneously with the large scale buying of white space by companies selling through long jobber and dealer distributing chains, there came a tendency to assume the grand manner, to leave the crass details of selling to low born lackeys.

With an aristocratic gesture, the manufacturer explained his position somewhat as follows: "I am a producer. I am giving the world worthy merchandise. You jobbers, you shopkeepers, it is your work to sell my goods. But to prove my noble birth, I, myself, will go a step

further. I will blazon my name over the land. When a customer comes to you for the kind of goods I make, you need but show my brand, and he will buy. I will create consumer acceptance."

That was the day when advertising ceased to be "admonishing." The two aborigines of the publication pages, the patent medicine advertiser and the retailer, were subdued and assigned to reservations by the swashbuckling manufacturers. Newspapers and magazines were forced to buy bigger binding machines. Masterful paintings and Chesterfieldian phrases ushered in a new era of popular entertainment.

Then dawned the day when the world began to realize that advertising could be made to carry a major burden of distribution effort. Claude Hopkins, at that time president of Lord & Thomas, wrote a little book called "Scientific Advertising." Mr. Hopkins' theory, simply, was that direct-return advertisers had long ago proved the power of printed word to do a complete selling job; why should manufacturers, who wished to sell, even though it was through the dealer's hands, be content with lesser service?

Loud discussion shattered the white-space-like placidness of advertising circles. Refutations were prompt and fiery. But several insurgent merchandisers, faced with death by asphyxiation under the old regime, gathered under this banner of hard pan, complete selling advertising. So was born the modern phenomenon termed "keyed copy."

THAT keyed copy works is no longer an open question. Pepsodent, using keyed copy exclusively, entered one of the most highly competitive fields in the world. Within nine years—assisted by practically no sales force whatever—Pepsodent has topped the ranks of the world's biggest selling dentifrices, has attained from ninety-five to one hundred per cent distribution in America, and is sold in sixty-two foreign countries. Madame X Corsets, assigning their two million dollar sales department payroll exclusively to keyed copy, sold twelve million dol-

lars' worth of merchandise and won representative national distribution within one year!

The possibilities seem enormous. As yet, they are unquestionably unsounded. Is keyed copy applicable to all types of businesses? Have we here discovered a commercial revolution to solve the problems of distribution even as the industrial revolution solved the problems of production?

It is a question that might be easier answered, if we will attempt to hold keyed copy under our mental X-ray.

Keyed copy, generally speaking, is copy whose results are approximately checkable; it may embody one, or both, of two functions: (1) creative, (2) appreciative.

Keyed copy, in its creative function, recognizes the limitations of the space in the advertising page, and attempts to continue to a conclusion its sales talk with the prospect.

IN other words, it presupposes a follow-up. For purposes of convenience, we might assign the methods of contact whose effectiveness has so far been proved, as follows:

1. Merchandise on guarantee.
2. Samples or demonstrations.
3. Descriptive printed matter.
4. Good-will novelties, such as recipes, historical treatises, etc.
5. Salesmen's calls.
6. Reliable dealers' closures.

Complementing the potentially great constructive power of keyed copy's creative function is the proving power of keyed copy's appreciative function.

By identifying individual advertising factors, the comparative effectiveness of various advertising efforts may be checked for the most effective method.

Keyed copy practitioners have seen all the rules of psychology and economics apparently crumble to ignominious dust under the iron heel of results.

The figures on the pulling power of your advertising should be applied to check the efficiency of four factors:

1. Copy appeal.

[CONTINUED ON PAGE 51]

The Advantages Which The Glove Association Enjoys Through Photoplay



① Mr. and Mrs. Young are typical moving picture enthusiasts, of whom 550,000 of the *most ardent* are readers of Photoplay.



② Mrs. Young views pictures which among other things impress her with the attractiveness and advantages of wearing gloves.



③ The pages of Photoplay Magazine renew the style-forming influence of the moving picture seen in the theater.



④ The advertising of The Glove Association in Photoplay confirms Mrs. Young's impression that gloves play a part in good dress.



⑤ Mrs. Young as one of the Under Thirty Group is, of course, an especially good prospect for style merchandise.



⑥ How could Mrs. Young, with such a chain of influences brought to bear on her, fail to respond to them?

Moving Pictures *DO* Move

EVERY day they are moving picture audiences to new desires, different standards, progressive ideas.

Moving pictures promote the idea of *your* product to the most active market in the world—those enthusiasts who go to pictures many times a week and are constantly subjected to the idea-forming influences of the screen.

In Photoplay Magazine these impulses for possession first inspired on the screen are given rebirth. Dramatic

moments from the pictures are reproduced; personality sketches of the stars inspire a mood of emulation.

There is running through all of Photoplay, indeed, an environment of spending suggestiveness which *your* advertising can capitalize.

The screen is selling your product. It is selling it best to the *enthusiasts*.

Don't you see how you can follow through in Photoplay?

PHOTOPLAY

Predominant with the 18 to 30 Age Group

JAMES R. QUIRK, Publisher

C. W. FULLER, Advertising Manager

221 West 57th St., New York

750 N. Michigan Ave., Chicago

127 Federal St., Boston

The 8 pt. Page

by
Odds Bodkins

ALWAYS, I am tremendously interested in fresh viewpoints, flattering or otherwise. Hence the following letter from a man who is discontinuing his subscription to ADVERTISING AND SELLING appealed to me, and I think may interest you. It is from a man doing business in a little town in Vermont.

Gentlemen:

I'm going to disappoint you by discontinuing, not because the ADVERTISING AND SELLING isn't good, but because it isn't exactly for me. My little one-man business is rather good fun, and in a way brings up some of the problems that the big business has to face, and I've found a lot in the magazine interesting to me, but the peculiar problems of an Advertising Manager or a big Sales Manager aren't mine.

I have found it mighty interesting though to get in touch with men who think that selling is the chief end and aim of man's existence on this planet—actually are so warped by their job that they honestly see it that way—and I really do believe they do. I needed a year of the ADVERTISING AND SELLING or some such magazine to make me realize that it was possible. That's interesting. I've known theologians who felt that everything outside of their theories about Deity were unimportant details. I've known engineers who couldn't see much but engineering. I've known scientific investigators who were contemptuous of everything outside of a scientific fact or theory. I know medical men who see the world as a clinic, and Army men who see it as "the next war," and lawyers who are too tangled up in their technicalities even to be aware of the thing known as "justice," and some railroad men who know that after all it's all a matter of transportation, but these Publicity and Selling bugs I think take the prize. These others are at least honest in their myopia, but the Merchandisers strike me as almost consciously trying to make idiots of themselves. They strain a little at it. They seem to fancy a virtue in seeing their own job big out of proportion to what it really is.

But you're all right! You give them their say, and then some decently well balanced man a rebuttal, and you make it all interesting and rather worth while. I'm sorry to quit, because I know I'll miss you.

—8-pt—

In Walter Prichard Eaton's book, *The Actor's Heritage*, one encounters this paragraph:

"Certain actors today . . . arrest the attention when they enter the scene, and their audience is frequently one jump ahead of their spoken words, in grasping their meaning. The power to arrest the attention belongs, of course, to the actor with a strong personality, who has combined it thoroughly with his rôle; but the second ability, that of indicating to an audience your emotion ahead of the spoken word, is chiefly technical. It is a matter of facial expression more than anything else, though other factors enter. Study the acting of Frank Craven today, and you will see it

excellently illustrated. It is infrequently possessed by even the most gifted amateurs, but is the result of long and careful training."

I wonder: does not this have some application to advertising and selling as well as to acting? Might not our advertisements be more productive of results if we were to study how we might subtly convey to the reader at the first glance, and before he has dipped into the word-bath, just what it is desired that he do, and this without arousing resistance? And might not a sales technique be developed that would focus the prospect's mind on the idea of getting his name on the dotted line without arousing suspicion or antagonism?

It would seem to be a technique worth striving for, no matter at what expense of time or study or experiment, for once mastered it would give the writer or salesman possessing it the power to command results out of all proportion to the white space used or the time and energy consumed in making a sale.

—8-pt—

Every time Herman Esselen comes out to our house for Sunday supper he talks about bananas. The gist of his talk for two years has been, "Why don't banana people advertise ripe bananas? And why don't they do it in color, to show what a really ripe banana looks like?"

The Fruit Dispatch Company is doing just that now, and very effectively. They came out with color advertisements several months ago showing ripe bananas. Now they are carrying the ripe idea a step farther; they are trying the experiment of boxing ripe bananas, as illustrated here.



So far, I understand, this experiment has been confined to Boston, but if it works out well there it will probably be carried out on a big scale. One thing is sure: if a way can be found to make people eat really ripe bananas, the sale will increase by leaps and bounds. No food product has suffered so in a sales way from lack of education as to its proper use as has this famous fruit.

—8-pt—

I was interested to learn today that N. W. Ayer & Son insure the members of their organization up to the amount of the salary each receives, the policy to be cancelled automatically when they leave the agency. This is indeed a thoughtful service and should build good-will in the ranks.

—8-pt—

Last week I attended the National Electric Light Association's convention at Atlantic City and out of all the welter of words one sentence stuck in my memory and stands out above all the others. It was one of the picturesque utterances of William Allen White: "We are all service peddlers, with our packs on our backs, offering our wares to whom?—to each other."

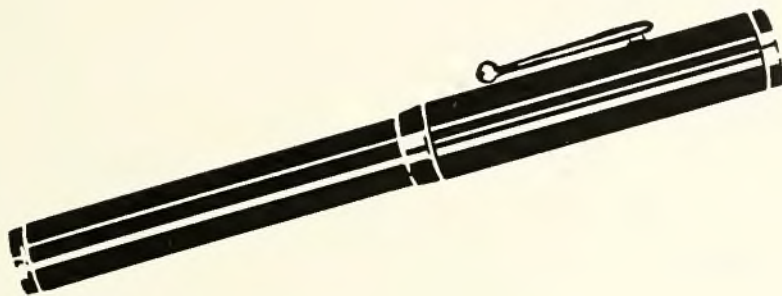
Actually there is no vague mass market. We all earn our daily bread buying and selling among ourselves. When we misrepresent, we misrepresent to our friends next door, or to the men and women we meet in our business and social activities. To each other, in short.

—8-pt—

Owen D. Young said something almost as good in referring to the growing practice of selling public utilities stock to the public:

"May I suggest to utility managers that when they are asking the public to take stock in their enterprises, that the managers themselves be careful to see to it that they take stock in the public welfare?"

How Fountain Pens Are Sold in Milwaukee---



MORE than 85% of all Greater Milwaukee fountain pen users have purchased one of the five leading makes, according to the 1926 Consumer Analysis of this market.

One hundred and twenty-four different makes of fountain pens are owned by the remaining 15% of the total users.

Each of the five leading brands: Conklin, Parker, Sheaffer, Wahl and Waterman, was advertised *exclusively* in The Milwaukee Journal during 1925.

In the rich Milwaukee-Wisconsin market the most successful advertisers in all lines concentrate in The Milwaukee Journal to reach practically all their best customers at one low rate.

During 1925 a total of 1,169 display advertisers used The Journal *exclusively*—a forceful indication of this newspaper's superior coverage and selling power.

You, too, in order to make every newspaper advertising dollar you invest in Milwaukee yield a full dollar's worth of returns, need use only *one* paper—

THE MILWAUKEE JOURNAL

FIRST BY MERIT

Let's Stop Rocking the Boat and Enjoy Our Prosperity

[CONTINUED FROM PAGE 20]

man, who was hurt not by the fall but by its sudden stop, the danger of the new habit seems to lie mostly in the possibility of its stopping.

Factory pay envelopes this April held \$10,000,000 more than last April. Sears, Roebuck and Montgomery Ward, together, have been averaging \$100,000 a day *more cash*. Fifteen chain store systems, for the first four months of 1926, report \$219,000,000 in sales—\$200,000 a day *more cash* than last year. Installment selling has certainly left its cash competitors a few odd pennies.

On the other hand, savings bank deposits increased some \$8,000,000,000 and depositors have more than doubled since 1920. Outstanding life insurance, during the same period, has increased some \$31,000,000,000. More than a thousand new stockholders have been created every business day for the past ten years, with new bondholders not so very far behind. Why shouldn't there be a generous use of credit?

The United States Government keeps in cash, roundly \$400,000,000. It owes \$20,000,000,000. This is as if you or I had \$400 and owed \$20,000. Nevertheless, so long as Secretary Mellon watches our credit, nobody will worry that you and I, as a *nation*, owe \$50 for every \$1 we own. And, so long as you and I plan expenditures within ordinary resources, and keep spare cash to meet emergencies, it's nobody's business what we buy—or how.

About \$6,500,000,000 worth of goods were sold on installment in 1925. Automobiles took a bit more than one-half. Vacuum cleaners, furniture, jewelry, phonographs, pianos, radio, washing machines, together make up at least another quarter. Because the cash first payments immediately wipe out 26 per cent of the total, and because subsequent payments flow in so promptly, the installment debt of the nation, outstanding at any one time, averages only about \$2,744,000,000.

DIVIDED into 27,000,000 homes, even this giant figure loses terror. We find each family in the United States burdened with a mortgage on the future of only about \$100 a year—\$8.33 a month—27 cents a day. Our national yearly income of \$60,000,000,000 gives the average American family something like \$2,200 a year \$185 a month—\$6.15 a day. In this light, twenty-seven cents a day doesn't seem too much for each family of the world's wealthiest nation to risk on automobiles, pianos, vacuum cleaners,

radios, washing machines and other evidences of civilization.

Suppose, however, just for one awful instant, none of these families paid. Then, at worst, *all* of us would pay indirectly, exactly as easily as we now absorb similar losses. As Mr. William R. Basset put it in an admirable article. ("In Defense of Installment Selling," ADVERTISING & SELLING, Nov. 4, 1925):

If Bill Jones, truck driver, buys a doodad and never pays for it, there is no change in the wealth of the world. Bill is richer in the ownership of one doodad, which presumably makes him happy, while you and I and a few thousand others who pay our bills are penalized in a purely money way our pro rata share of Bill's defection. The average had debt loss throughout industry is less than a half of one per cent. That would bring the selling price of \$100 vacuum cleaner down to \$99.50—if we got the benefit of everybody suddenly taking it into their heads to pay what they owe.

Department stores today require ninety days to collect accounts. And, one out of every ten articles is returned for credit. In some Fifth Avenue establishments of notable standing it takes three sales to make two stick. Even so, Dr. Nystrom tells me that in the best department stores the bad debt loss runs as low as 25 cents for every \$100; with grocery stores nearly four times as high.

AGAINST that, my friend, J. E. Williams of *Collier's*, an authority on the new rhythm of business, tells me that in selling automobiles—the one line of easy payment almost anybody would agree is overdone—the loss is only 22 cents for every \$100, four times better than the average grocer and at least as good as the best department stores.

President Coolidge, for one, has gone emphatically on record that the present system of buying with a *plan* of payment is far superior to the old fashioned book credit he used to see in his father's little store at Plymouth Notch. And the President's famous financial common sense is borne out by the Ayres report showing that the new "Ten-Payment-Plan" on ready-made clothes actually does liquidate debts more promptly than the time honored charge account. In fact, without further buying, the nation's entire installment debt would liquidate itself almost within a year.

Slack work and slow pay will make bad business—with or without installments. Yet, financial crises of the future may, perhaps, be mitigated or even prevented by the fact that two or three billion dollars worth of goods are safely in part-owners' hands,

sprinkled into innumerable small risks, instead of gathering dust on the dealer's shelves and filling banks with frozen credits.

In good times or bad, the nation is probably healthier with a thousand coonskin coats wintering on women's backs—a collector hot on their trail—than with the same coats carried as a cold storage asset against the bank deposits of those same thousand women. So far, in prosperity, the small regular payments have had a chance only to help smooth out seasonal peaks and valleys; in business depression, there is at least an even chance that they would avert rather than precipitate a crisis.

ON the other hand, suppose the worst does happen? A slump is bound to come some day. When things are up and get tired of going sideway, there is nowhere to go but down. Let's admit, for the sake of argument, that piled-up installment payments may bring the great loss now so enthusiastically predicted. Against that, what of the suicidal selling costs and sure, certain slaughter of prices—*right now*—our manufacturers and merchants would face to carry on *for cash* anything remotely resembling our present volume of industry?

Mr. A. R. Erskine, President of Studebaker, estimates that not more than 35 per cent of the automobiles now made could be sold except on installment terms. He believes, therefore, to abandon this accepted method would, in the automobile industry alone, cost 1,500,000 men their jobs—and their buying power. Since our American high-production manufacturers are today so completely the economic slaves of their own highly paid employees, the far reaching effects of such a move would be difficult to overestimate.

Henry Ford's youngest mechanic, for example, buys at \$25 a month, a suburban bungalow. As a national financial transaction, this is infinitesimally insignificant. But wait a moment! Five workmen, let us say, drive out to build that bungalow. Each carpenter, plasterer and plumber's helper uses the Ford he is buying at \$5 a month. Right back to Henry goes the \$25 he pays his mechanic to pay for the bungalow. So industry is intimately interwoven. One man's payroll is another's profits. And other men's profits are our prosperity.

Prosperity itself is nowise concerned that time payments run higher than if everybody bought for cash. Every

WHY NOT SELL AS YOU BUY?



FORMULA and specification are key words to a good purchasing agent. Count, compare, measure and weigh; analyze for proportions and purity; test for stress and strain, efficiency and endurance.

Whether it is textiles or coal, chemicals or steel, paper or gold, the buyer is wary and meticulous.

And across the corridor at another desk sits the seller, sending to market the goods which are the sum of all these purchases.

Does the company sell with as much pains as it buys?

Granted that there must be in salesmanship a certain daring, a swift decisiveness, a touch of scorn for detail, a greater flair for human nature than for things material. Yet the average seller will do well to take a leaf out of the big book of the average buyer.

In his own department the seller must also be the buyer of one essential commodity—advertising space.

Too often, when he is buying space, he acts as if he were still a salesman. He ought then to be as hard-headed and hard-hearted as the P. A. Salesmen deal brilliantly in hunch, prejudice, anecdote, special pleading and large round numbers. When they come to the advertising schedule, they need to forget all that and face chill facts and stiff columns of digits. For some of them the strain is too severe. The consequent errors would be funny if they were not so costly.

The mania for millions of circulation is in part a reflection of breathless space buying.

Some products require mass advertising. Merchandising history has been made by the periodicals which reach millions. But like other history, it is marred by the mishaps of those who tried blindly to follow where they should never have been led.

Great classes of goods and services should not be advertised to the mass. Others should be advertised partly to the mass and partly to the selective class. Advertisers who sell as judiciously as they buy know these axioms. It is these whose copy you see in THE QUALITY GROUP—*next to thinking matter.*

THE QUALITY GROUP

285 MADISON AVENUE, NEW YORK

THE ATLANTIC MONTHLY
THE GOLDEN BOOK MAGAZINE
HARPER'S MAGAZINE

REVIEW OF REVIEWS
SCRIBNER'S MAGAZINE
THE WORLD'S WORK

Over 700,000 Copies Sold Each Month



POUND on the desk—spill superlatives—display all the go-getterism in the bag of sales-tricks—that lands only the first order.

P-H

The repeat business—if the purchaser is a seasoned business man—depends solely on value delivered.

P-H

Powers-House doesn't add many new clients each year to its "family," but its established clients stay with it year after year.

The Powers-House Co. Advertising

HANNA BUILDING CLEVELAND, OHIO

Marsh K. Powers, Pres.

Frank E. House, Jr., V. Pres. & Gen. Mgr.

Gordon Rieley, Sec'y

dollar paid for financing—at every step of manufacture and distribution—is, and always has been, figured into the price to the buyer. Why suddenly become squeamish about an additional charge—especially when it alone enables the consumer to assume the long procession of similar charges that precede it?

At best, the financial cycle from raw material to consumer is slow enough. So long as the manufacturer continues to make goods, the banks must finance them; and, since banks, after all, are using the people's money, why not let the people use the goods?

How the Business Angels up in Mars must laugh to see us tackle the problem exactly backwards—like a man trying to blow the water back into a fire hose, instead of cutting it off at the plug.

Our real problem, of course, is not undercapitalized buyers, but overcapitalized factories. We should be studying not how to kill the geese that eat our golden eggs, but how to insure their appetites!

STRIPPED naked of rhetoric, the situation becomes fairly simple: In the past dozen years our factories have grown ten times as fast as our population. We have had, therefore, *either* to create new buying power or slow down. We chose to create new buying power. To create new buying power, we had *either* to cut our prices or change terms. We chose to change our terms.

So the question that confronts us is not so much of cash or installment buying as of installment buying or no buying at all; not so much what to do with time payments in the future as what we would be doing now without them!

Coming prosperity—like the slowly descending cross-section of a pyramid—rests on a vastly increasing base of mass buying. The first corner of the triangular base is lower prices; the second, time payments; the third, hand-to-mouth buying. As we work ourselves safely down toward an ever broader and more substantial foundation, the less becomes our risk and the greater our opportunity.

And the sooner our credit organizations and business associations give over cooling their reluctant feet in this new Rubicon, the sooner we shall be relieved of many coy—and costly—forebodings about the future.

The action of the American Bankers' Association in refusing to sponsor a report against deferred payments is a hopeful sign. To try to stop them now because we fear what will happen when we do stop is like a man who can't swim jumping off the dock to see what would happen if he fell in. That would surely be silly. On the other hand, it is just as silly—and just as fatal—for those who know the man can't swim to stand idly by and watch others *push* him off the dock.

Could there be anything more fantastic than a whole nation of business

The Lillibridge Viewpoint

Number Two

Issued by Ray D. Lillibridge Incorporated

New York

Peter Tordenskjold Attacks with Pewter

SOMETIMES we think the reason many salesmen are not more successful in making sales is because they are furnished with too much "ammunition": too many things to give the dealer, free; too much in the way of "scenery"—elaborate portfolios, fancy thises and thats. Instead of props, these things sometimes become crutches. The salesmen depend on them rather than on themselves.

The true spirit of selling is the spirit of that plucky old Danish sea captain, Peter Tordenskjold. Attacked by a Swedish frigate, after all his crew but one had been killed and his supply of cannon balls was exhausted Peter boldly kept up the fight, firing pewter dinner-plates and mugs from his one remaining gun.

One of the pewter mugs hit the Swedish captain and killed him, and Peter sailed off triumphant!

♪ ♪ ♪

WHICH brings to mind the career of a young man by the name of Edmunds who took a job as cub salesman with a prominent New York firm six years ago. He was as green and unsophisticated as they come. He knew nothing about the Science of Selling. But he did itch to sell.

One morning he came upon the proof of a new advertisement—one of a series which was being made up into a handsome salesmen's portfolio for the city salesmen to start out with the following morning. The arguments in the advertisement impressed him. While most of the crowd hung around the office that day waiting for this promised new portfolio and the rest of the new season's "ammunition," young Edmunds slipped over to Third Avenue and

started calling on storekeepers. Before noon the beautiful proof was rather badly crumpled and bore the greasy thumb prints of numerous Third Avenue grocers. By three o'clock he was weary with tramping, but the magic of the proof led him on—up Third Avenue and down Second. By night his order book was almost a third full. . . . Last year they put Edmunds at the head of the Chicago territory with 18 men under him.

Warfare or selling . . . a pewter plate or a crumpled proof . . . it's the spirit of the attack, not the ammunition, that counts.

What Next?

MEN who like to give their minds a little rope that they may roam into the future, will enjoy the essay on "What Next in Advertising?" written by Robert R. Updegraff of our company. It is stimulating reading, and it shows how limited is the use to which advertising has been put so far. It should be of especial interest to periodical publishers.

A reprint will be sent gladly to any interested inquirer.

It Was the Third Time He Had Wanted Chicken a la King!

IN the last issue of THE VIEWPOINT we set forth the advantages of "ordering from the left." This reminded our good friend Walter Robbins of an incident that happened several years ago at the Waldorf. It seems that a certain would-be-sophisticated New York business man was entertaining an up-state man at luncheon at this famous hostelry. Desiring to impress his visitor with his importance in the metropolis, he called the head waiter to him.

"George," he said pompously, "Can't I have Chicken a la King?"

"Why certainly, Mr. Blrrrrlrrn. Anything you desire you shall have."

"Well, it's almost never on the menu. I'm very fond of it and I've watched for it every day this week but—"

"Oh, the menu!" with a deprecatory shrug of the shoulders—"The menu, it merely offers a few suggestions for people who don't know how to order!"

♪ ♪ ♪

BECAUSE of our Fee-and-Budget system we are in a position to offer our clients a service not based on any "menu." They can have anything they want in the way of service, and, furthermore, we are in a better position to recommend what we believe they should have, whether our recommendations earn commissions or not.

Wisdom of Moses

WE have not read anything from the pen of Bert Moses for a long, long time, but we shall never forget this paragraph from a speech he made back in 1918 before the Advertising Club of St. Louis.

Great advertisers always possess a faith and enthusiasm that leap not from the heart—a something that seizes their souls with a passion so intense that it urges them on and on and on, as Christopher Columbus was urged when he headed his ships in the direction where the sun goes down and sailed away on an unchartered sea.

Faith and "follow-through" are two very powerful aids to successful advertising.

OF course Lord Riddle, the well known English publisher, did not have the Lillibridge "objective method" or Lillibridge "follow-through" in mind when he wrote, "No great success can be achieved without concentration of two kinds—first, concentration on the main project, and, second, concentration on its details." But he couldn't have expressed the Lillibridge philosophy better.

Fortunes in Hidden "Leaders" Waiting to be Discovered

THIS from an advertisement in the *Manchester Guardian*: "Great discoveries arise out of something which everybody has seen but only one man has noticed. The biggest fortunes are made out of the opportunity which many men had but only one man saw."

Certainly, the genesis of many an American fortune has been the "noticing" of some humble product—such as the soft stone from which Bon Ami is made, the smooth cheese which we now know as Phenix, the humble yeast cake, wheat middlings, a radiator valve—and the application of advertising to make the millions "notice" it, and buy it.

There are today, in dozens of fields, odd specialties or commonplace staples that could be lifted out of the line and used as the basis for a substantial business through the application of marketing imagination and advertising.

It would be a pleasure to us to be invited by any manufacturer, or any firm dealing in raw materials, to go over his products or manufactures to discover whether there may not be among them some unsuspected "leader" that could be developed with great profit into a business of substantial proportions.

RAY D. LILLIBRIDGE INCORPORATED

Advertising • No. 8 West 40th Street • New York

Telephone: Longacre 4000

Founded



in 1899

men, spending millions on advertising and high pressure selling, gravely debating in the public prints whether the consumer is *buying* too much?

Installment buying may do harm. Agitation against it certainly will. Abuses certainly will. End the abuses and you end agitation. Free from both agitation and abuses, installment buying will take its place alongside hand-to-mouth buying as a recognized factor in our new prosperity.

Out of present profits, future payments *must be insured*. And this insurance should be protected by a great national clearing house for installment credits.

Mushroom financing companies have no place in that picture—even as the villain. One thing nobody wants these days is a *new* middleman. Weeds grow only in neglected gardens, however. If irresponsible financial companies actually average a premium of 24 per cent for installment accommodation—as I have seen seriously claimed in print—what a magnificent opportunity for billions of call money loafing around Wall Street at 4 per cent to hire out at 10 or 12 per cent on a really patriotic job.

My friend Waldo tells me that Wanamaker's Budget charge for \$1,000 for ten months is \$13.50—less than 4 per cent a year. But even a rate this low leaves an ample market for any who can reverse it into a cash discount, and show the whole 8 per cent saving in his cash prices. Or, failing to meet easy payment competition that way, what a magnificent opportunity for local merchants to combine with their local bankers at fair prices and fair profits, in a joint operation to accommodate old customers in the new method of buying.

IF active bankers shrink from going openly, for their own profits, into this new field of public service, why doesn't some philanthropist—Rockefeller or the Carnegie estate—develop a giant Morris Plan to protect our present prosperity? When there is obviously so much honest money to be made in these good times by financing installment buying, why talk ourselves into hard times merely to demonstrate the folly of overselling and loose credits?

Lee Maxwell wrote some months ago (Quoted in *Installment Buying*, published by the Farmers' Loan and Trust Company):

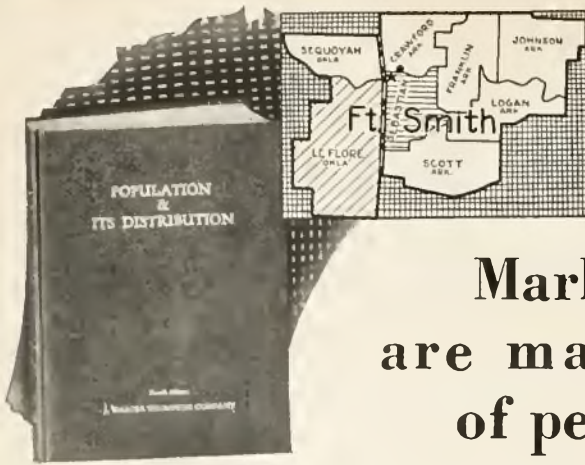
From the banking standpoint, the growth of installment buying is bringing this to pass—instead of stopping with the financing of production, it will *compel you to go further and finance consumption*. Certainly this will have some dangers; but they will, in time, be detected and overcome.

The banks may not be ready to admit that they are financing consumption. But somebody is! And since the American Bankers' Association now has all the facts, couldn't it gracefully, appropriately, and powerfully move immediately to "detect and overcome" *either* the dangers of installment selling; *or* the equal dangers of sensational agitation against it?

from 25,000
to more than 275,000
in less than five
years is the record
of our evening
Detroit Times—
from nothing to over
330,000 in six
months less time
tells the story
of the Sunday
Detroit Times—
is this progress, or
what have you?

—but

to cover Greater Detroit right, you need the two evening and two of the three Sunday newspapers—to use less is to be "pound foolish."



Markets are made up of people

This new book tells you
where these people live
where they buy . . .
how much money they can spend

WHAT are the really significant marketing facts about the 113,000,000 people of the United States? How has this market altered in the past five years?

"Population and Its Distribution" contains nearly 400 large pages of accurate up-to-the-minute statistics about markets. In its pages you will find—

1925 Population Figures

Do you know that the population of the United States has shown an increase since 1920 equal to the 1920 population of the states of Indiana and Illinois combined? That four states—New York, Pennsylvania, Ohio and California have added over a half million each? That the borough of Manhattan in New York City has decreased by 300,000—while Detroit shows a gain of 250,000?

679 Retail Shopping Areas

How far can population alone serve as an index of market possibilities? Two cities in Maine, Bangor and Lewiston, are of nearly equal population. Actually, however, Bangor's trading population is almost twice as great as that of Lewiston.

In "Population and Its Distribution" are given complete retail shopping areas for the entire country with maps and figures for each. These

areas are determined by *commercial* rather than *political* boundaries.

Income Tax Returns by Counties

How much money can people spend? Which counties in each state offer the richest sales possibilities?

In Illinois the distribution of population by counties roughly parallels income tax returns. In Alabama, however, over 82 per cent of the total number of returns came from 20 per cent of the counties.

"Population and Its Distribution" gives the number of personal income tax returns for every county in the United States—arranged for ready comparison with population figures for the same county.

* * *

In addition "Population and Its Distribution" gives the number of wholesale and retail dealers for eighteen different trades by states and cities of 25,000 and over—the number of grocery and drug chain stores in large cities and many other statistics of value in planning sales operations.

We shall be glad to send you a copy of "Population and Its Distribution" upon receipt of seven dollars and a half (\$7.50). If you wish to return the book within five days we shall refund your money. Just fill out the coupon below.

Chain Store Versus Independent Retailer

[CONTINUED FROM PAGE 34]

rapid turnover. In other words, the chain store is doing all that it can to make its distribution automatic.

We are forced to admit that the heavy purchasing power of the chain gives it at times a distinct advantage. There are, however, certain well-known nationally advertised goods which give the dealer, whether chain or independent, no greater discount on a train load than it does on 50 cases. On such goods the chain store has absolutely no advantage. But its big purchasing power does have its effect in some directions, sometimes even injuriously to the manufacturer. For instance, the chain store may say to a relatively small manufacturer of goods, "We will buy direct from you if you will cut out your broker and give us the advantage of his commission. Do that and we will buy your entire output." More than one manufacturer has been tempted to accept a proposition of this sort, only to find that once dependent upon this single outlet, that outlet turned on him and dictated the price it would pay. He could then take it or leave it, and he found himself in a fine fix either way.

THE chain store carries very few lines of goods in any one class. It doesn't want five brands of soup. Two are enough. If you are a manufacturer of soup and you get your goods handled by chain stores at your price, well and good. But I can foresee trouble for the soup manufacturer and for the manufacturer of other foods after the chains increase their power.

The chain store is not in business to demonstrate the economies of distribution, or especially to advance human welfare. It is here to make money for itself, and it will stop at no legitimate measure to accomplish that end. That is one reason why the chain store so seldom pioneers. Because it establishes itself where people are thick and often drives away the pioneer stores, it is frequently regarded as a parasite. It reaps where others have sown, and yet to class the chain store as a parasite is an unfair judgment. This matter of going where the people are is a subject that even the big department stores must sooner or later consider from a new point of view. Going where the people are does not necessarily mean where the street congestion is greatest. It means going where shopping is most convenient and comfortable.

The growth of cities and skyscraper office buildings and the marvelous multiplication of motor cars have combined to give downtown merchants a problem that has absolutely no precedent. For many years it has been

J. Walter Thompson Company, Dept. 1

244 Madison Avenue, New York City

I enclose \$7.50 for "Population and Its Distribution."

Name _____

Address _____



WESTVACO INDEX BRISTOL

A NATURAL DEVOTION TO DETAIL IS CHARACTERISTIC OF THE ARTIST. THE WESTVACO PAPER-MAKERS LIKEWISE HAVE A KEEN EYE FOR DETAIL IN CONTINUOUSLY PRODUCING WESTVACO INDEX BRISTOL OF CONSTANT UNIFORMITY IN QUALITY AND VALUE

The Mill Price List

Yellow Enamel
Marquise Enamel
Starling Enamel
Westvaco Enamel
Westvaco Folding Enamel
Binnacle Extra Strong
Embossing Enamel
Westvaco Ideal Letter
Westvaco Sulfur White
Translucent
Westvaco Gold Nest Card
Crown Spring Super
Crown Spring English Finish
Clear Spring Text
Westvaco Super
Westvaco 21F
Westvaco Eggshell
Westvaco Opal
Origo Writing
Westvaco, Monograph
Westvaco Index Bristol
Westvaco Post Card



GFT

Design by GEORGE E. TRINHOLM

See reverse side for list of WESTVACO DISTRIBUTORS

The Mill Price List

Distributors of

Westvaco Mill Brand Papers

THE CHATFIELD & WOODS CO.	20 W. Glenn Street, <i>Atlanta, Ga.</i>
THE ARNOLD-ROBERTS CO.	<i>Augusta, Me.</i>
BRADLEY-REESE CO.	308 W. Pratt Street, <i>Baltimore, Md.</i>
GRAHAM PAPER CO.	1726 Avenue B, <i>Birmingham, Ala.</i>
THE ARNOLD-ROBERTS CO.	180 Congress Street, <i>Boston, Mass.</i>
THE UNION PAPER & TWINE CO.	Larkin Terminal Building, <i>Buffalo, N.Y.</i>
BRADNER SMITH & CO.	333 S. Desplaines Street, <i>Chicago, Ill.</i>
WEST VIRGINIA PULP & PAPER CO.	732 Sherman Street, <i>Chicago, Ill.</i>
THE CHATFIELD & WOODS CO.	3rd, Plum & Pearl Sts., <i>Cincinnati, O.</i>
THE UNION PAPER & TWINE CO.,	116-128 St. Clair Ave., N.W., <i>Cleveland, O.</i>
GRAHAM PAPER CO.	421 Lacy Street, <i>Dallas, Texas</i>
CARPENTER PAPER CO. OF IOWA,	106-112 Seventh St. Viaduct, <i>Des Moines, Ia.</i>
THE UNION PAPER & TWINE CO.	551 E. Fort Street, <i>Detroit, Mich.</i>
GRAHAM PAPER CO.	201 Anthony Street, <i>El Paso, Texas</i>
GRAHAM PAPER CO.	<i>Houston, Texas</i>
GRAHAM PAPER CO.	6th & Broadway, <i>Kansas City, Mo.</i>
THE E. A. BOUER CO.	175-185 Hanover Street, <i>Milwaukee, Wis.</i>
GRAHAM PAPER CO.,	607 Washington Avenue, South, <i>Minneapolis, Minn.</i>
GRAHAM PAPER CO.	222 Second Avenue, N., <i>Nashville, Tenn.</i>
THE ARNOLD-ROBERTS CO.	511 Chapel Street, <i>New Haven, Conn.</i>
GRAHAM PAPER CO.,	S. Peters, Gravier & Fulton Streets, <i>New Orleans, La.</i>
BEEKMAN PAPER AND CARD CO., INC.,	137-141 Varick Street, <i>New York, N.Y.</i>
WEST VIRGINIA PULP & PAPER CO.	200 Fifth Avenue, <i>New York, N. Y.</i>
CARPENTER PAPER CO.	9th & Harney Streets, <i>Omaha, Neb.</i>
LINDSAY BROS., INC.	419 S. Front Street, <i>Philadelphia, Pa.</i>
THE CHATFIELD & WOODS CO.	2nd & Liberty Avenues, <i>Pittsburgh, Pa.</i>
THE ARNOLD-ROBERTS CO.	86 Weybosset Street, <i>Providence, R. I.</i>
RICHMOND PAPER CO., INC.	201 Governor Street, <i>Richmond, Va.</i>
THE UNION PAPER & TWINE CO.	<i>Rochester, N. Y.</i>
GRAHAM PAPER CO.	1014 Spruce Street, <i>St. Louis, Mo.</i>
GRAHAM PAPER CO.	16 East 4th Street, <i>St. Paul, Minn.</i>
WEST VIRGINIA PULP & PAPER CO.	503 Market St., <i>San Francisco, Cal.</i>
R. P. ANDREWS PAPER CO.	704 1st Street, S. E., <i>Washington, D. C.</i>
R. P. ANDREWS PAPER CO.	<i>York, Pa.</i>

Manufactured by

West Virginia Pulp & Paper Company

taken for granted that the store located where the crowds are thickest has the best possible chance to draw customers. This is still true as to cigars, cigarettes, drugs and other small commodities known as convenience goods. But having found that crowds do not necessarily mean sales, grocery stores have left the downtown crowds in order to be nearer their customers—i.e., the homes of consumers. The crowds that pass by on the sidewalks begin to mean less and less for department stores and specialty shops—less and less in profit. It is a question to these stores if congested streets and sidewalks are not a positive drawback and menace.

Considering the gradual process of the decentralization of cities, the chain store is not to be blamed for locating its units where they are most easily accessible. If the entrance of a chain store into a neighborhood drives out a pioneer store, the merchant thus driven out will have himself chiefly to blame. We have reached a point in distribution where pioneership means nothing. The fact that John Jones was the first grocer in the neighborhood is no proof that John Jones will survive competition. The fact that a department store is well established in a city is no sign that it has not already begun to die. Methods heretofore successful may be futile tomorrow and worthless.

What Is This Keyed Copy?

[CONTINUED FROM PAGE 40]

2. Campaign plan.
3. Media value.
4. Product marketability.

Error in the entrepreneur's judgment of any one of these factors can result in bankruptcy. Conversely, I have known revision of just one to result in merchandising success almost overnight where failure had appeared to be imminent.

It is apparent that the subject of keyed copy is an enormous one, that its possibilities have hardly been touched. Every day, keyed copy advertisers are discovering new information. Every year, their campaigns are becoming more effective. Many concerns are carrying on great businesses today at advertising and selling costs undreamed of a few years ago. What the limit may be is but a matter for conjecture—and untiring concentration on experiment.

It is interesting to note, however, the return of many keyed copy advertisers to the "admonitional" technique. Perhaps the years will prove that advertising's definition has been but a sort of prodigal son, wandering for a time afield, to taste the sweets of fictional romance, and returning unostentatiously, but at last, morally impregnable.

In furtherance of our policy to give Needlecraft's more than 1,000,000 readers the latest and most authoritative information pertaining to needlework and all forms of handicraft, Miss Ethel M. McCunn, Associate Editor and one of America's noted designers, will spend several months in the needlework centers of Europe.

Her articles, which will appear exclusively in Needlecraft Magazine, will start in the September issue.

ROBERT B. JOHNSTON,
Advertising Manager

Fill in, tear out and mail this coupon



Member A. B. C.

Robert B. Johnston, *Advertising Manager*
Needlecraft Magazine
285 Madison Ave., New York, N. Y.

Send complete analysis of Needlecraft Magazine's circulation of 1,000,000 and reason why it can increase the sale of

.....
Name of firm.....
Individual.....
Address

The 11,000
Readers of
Nugents
The Farmer Weekly
are
Merchants
who supply
Women
Misses
and
Children
with all the
Ready-to-Wear
Garments
they buy in
Spring
Summer
Fall
Winter

These merchants — the best in nearly 3,000 cities and towns throughout the country—are the backbone of the Retail Ready-to-Wear trade. They buy millions of dollars worth of merchandise at wholesale annually.

NUGENTS is their Business Paper. In NUGENTS is where they will see and read the advertising of your client who makes ready-to-wear and sells to the retail trade.

Published by
THE ALLEN BUSINESS PAPERS, Inc.
1225 Broadway, New York
Lackawanna 9150

There Is a Future for the Farmer Market

[CONTINUED FROM PAGE 28]

he is obliged to cultivate wider business knowledge and a new business sense; under this keen world-wide competition to pay strict attention to the capacity of his soil, scientific methods for securing high quality of products, the demands of the market, both home and foreign, and, last but not least, the cost of production.

The farmer, then, is prepared by the ways of living he has adopted, by his farming methods, and by his business training, to be a good customer. If he has given disappointment, it is because the tide of prices has set against him. It is because he cannot buy with his produce the same quantity of commodities that he could buy before and during the war.

WE all know about the acute agricultural depression which began in 1920. Agriculture is now beginning to recover from it but has not yet completely recovered. The explanation of the depression is contained in the index of prices, 1910 to 1925. You cannot tell whether \$1 or \$2 a bushel is a good price for wheat or \$2.50 a hundred a good price for milk until you can determine what quantity of commodities wheat or milk at those prices will purchase. For example, in Ontario in 1914 a hayloader could be purchased with 3½ tons of hay. In 1921, 8 tons of hay were demanded by the manufacturer for the same hayloader. In 1914 a seed-drill could be purchased for 166 bushels of oats; in 1921 the same implement exchanged for 416 bushels of oats. A recent writer in the *North American Review* makes these interesting comparisons: "It would take all the yearly income from a 200 acre wheat field, taking average acre production and present quotations on wheat as a basis, to equal the annual income of a plumber in New York City, allowing him only 250 days' work and 115 days of idle time between jobs. A farmer who derived his income from growing oats would have to sell the annual product from a 300 acre farm before he could get enough money in hand to equal the income of a paper-hanger employed in any one of our large cities."

From 1910 to 1915 prices kept pretty steadily at a level and the farmer's purchasing power remained nearly constant. In 1916 all prices began skyrocketing. From 1917 to 1920 the price of grain held at an abnormally high level, much above butter or meat, fruit or vegetables. The stock-yards of Kansas City prove that Kansas had developed into a hog-raising and cattle-raising state. During this period of

high grain prices the farms of Kansas were converted into wheat farms, and this account is given by one of the newspapers of that prosperous period of great inflation between 1917 and 1920:

"Right in the heart of the old 'cow country' farmers flivver to town to buy their beefsteak. Many of them rely on the village market for bacon, ham, poultry and eggs. It is no uncommon sight to see them buying corn and tomatoes in cans, while as for milk, one wholesale grocery company has estimated that in the Arkansas valley between Hutchinson and Pueblo, at least 100,000 gallons of condensed milk are used a year, the farmer being the chief buyer."

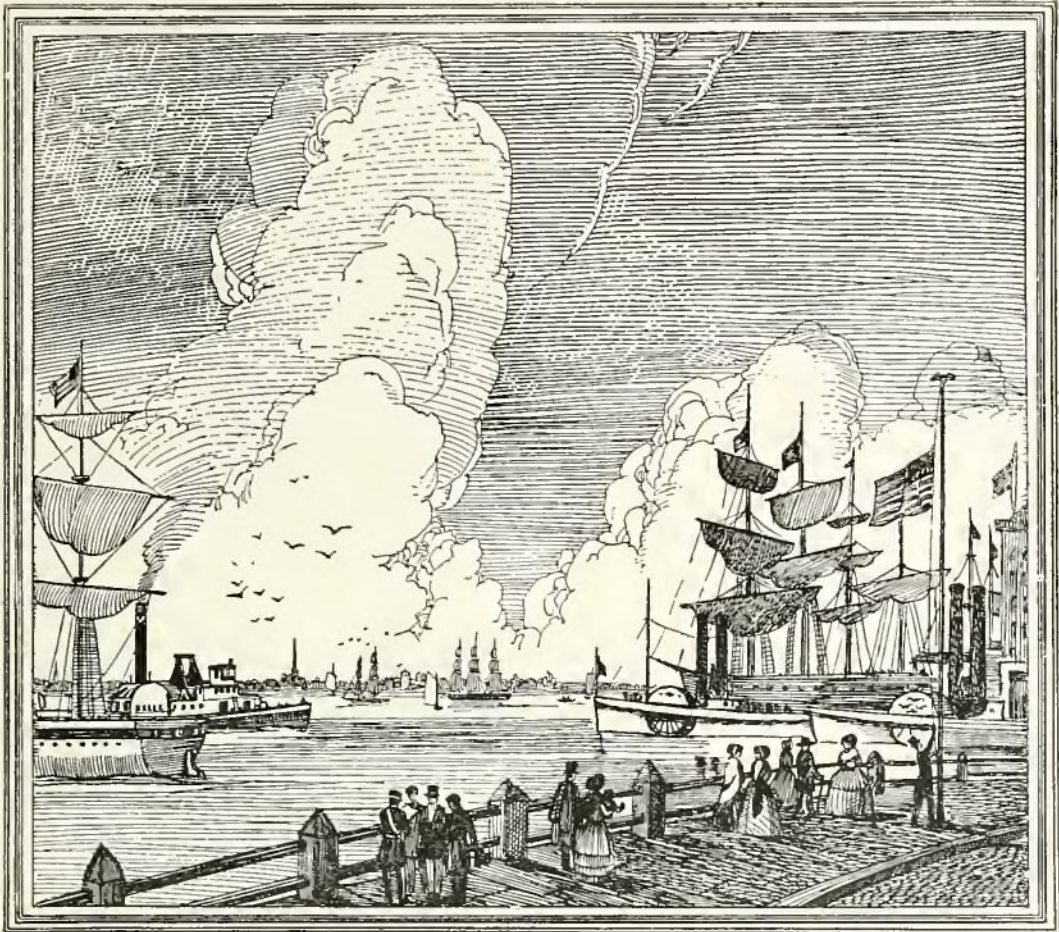
Then in 1920 all prices took a dizzy nose-dive. Agricultural prices fell faster and farther than non-agricultural and grain prices most of all, until in 1922 grain was at the bottom of the list, with meat animals a close second. The corn belt, the wheat states, the hog raising and cattle raising states—Kansas and Illinois and Iowa, Nebraska, Dakota and Montana, are still suffering from the effects of those years of inflation when land prices soared in sympathy with grain prices, when credit was buoyant and money plentiful. And these are among the richest, naturally, of the agricultural states.

THE recovery of the farmer market will depend in large measure upon the restoration of their former purchasing power to the farmers of these great states, and enough has been said to show that it will be a good market when prosperity returns to the farmer. The delay in the return of prosperity to agriculture is due not to poor crops, but to poor market conditions. The farmers of Canada and the United States have been trying to improve marketing conditions by cooperative marketing.

There are 12,000 active business farmers' associations in the United States and of these 8000 have been formed since 1915. G. H. Powell, late general manager of the California Fruit Exchange, in his bulletin on the "Fundamentals of Cooperative Marketing" says:

"The cooperative marketing system is the most important factor in insuring a fair price to the farmer. . . . It is in the public interest and most vital to the restoration and stability of American agriculture, that cooperative marketing shall be encouraged and assisted by the government and the public generally."

"To rise above mediocrity ~ ~ requires enthusiasm and a determination not to be satisfied with anything short of one's ideals." ~R.R.Updegraff



Reproduced from a drawing made for the Moran Towing and Transportation Company. Courtesy of Groesbeck—Hearn, Inc.

*I*N this age of mechanical perfection almost all engravings are, from a mechanical standpoint, very nearly perfect. But if they are to retain all the movement and spirit of the original they must be something more than that. Our engraving transcends the merely mechanical and assures a reproduction in which is incorporated every little nuance of expression and feeling that gives life to the original. If your present engraving has only mechanical perfection we will be pleased to place ourselves on trial.

The EMPIRE STATE ENGRAVING COMPANY
 ~ 165-167 William Street, New York ~

"As I
see
them"



by

Edward K. Strong, Jr.

How the "hard-boiled" among advertising and sales people do like to sniff at the word "psychology"! They forget that the word means nothing more than "the science of the human mind or soul and its activities and capacities."

One of the truest things ever said of selling is that "Sales are made in the mind of the prospective purchaser." No matter what the salesman may say and do, the sale doesn't just happen until the mind of Mr. Prospective Purchaser or Mrs. Prospective Purchaser moves in the right channel and arrives at a conclusion.

You who read this may hold that no one knows all there is to be known about the science of the mind. For that matter, we don't know all there is to be known about the science of anything else. Some wonderful contributions about the science of the mind are being made, and one of these is the volume *Psychology of Selling and Advertising*, by Edward K. Strong, Jr., Professor of Psychology in Leland Stanford University.

Many of us know Strong for his activities among the advertising clubs of the East. He has had opportunity to test a great many of his formulae in the real laboratory of advertising practice.

Strong, like a true teacher, goes into the origin of man's native social wants. He passes over some of the principles and formulae that advertising men are inclined to announce or analyze glibly. He analyzes and clarifies attention, association, memory, motivation, and a dozen other basic topics.

Advertising and selling are admirably coordinated in this volume. Strong, instead of using brief examples, has laid down in great detail a number of interesting practical studies, giving the exact language used in attempting or making sales. His interesting analyses of sales transactions form a distinctive feature of the volume.

Strong goes deeply into the elements of sales strategy and the factors of customer satisfaction. The crucial test for most salesmen is prospecting work. Strong shows how an accurate analysis of each undertaking will enable the sales manager or the salesman to solve largely the problem of prospecting, of laying out the canvass, opening the interview and presenting the proposition effectively.

—S. R. H.

Free Examination Coupon

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

Send me for 10 days' free examination:

Strong's *Psychology of Selling and Advertising*, \$4.00.

I agree to return the book, postpaid, in 10 days or to remit for it.

Name

Home Address

City

Position

Name of Company

This column is advertising space of
the McGraw-Hill Book Co., Inc.

Store Salespeople Are Your Salespeople

[CONTINUED FROM PAGE 36]

illustrations, but also carries in its columns at least twice as much matter about store life and good salesmanship as it carries about the manufacturer's own goods.

Merchandise literature which really possesses enough human interest to command the attention and reading of salespeople is extremely rare. I cannot recall a single piece that has ever gone through my hands, in all the scores of tons that my stores have distributed, that deserved to be called good as a sales help for employees.

MERCHANTS everywhere are hungry for such help. They pay large sums to our organization, and to others, to buy the kind of thing that might be supplied by manufacturers to stimulate the sale of their goods. Then, if this literature were written by specialists in selling, who understood store problems as well as salespeople's nature, the salespeople's interest could be secured and the goods would be remembered and constantly offered for sale.

Just at this point seven hundred and sixty-two manufacturers' representatives will rise in their chairs and say: "Huh! What does this bird think we are?"

Of course, this picture does look so fine that one naturally assumes that it must require a lot of time, energy and money.

But it wouldn't cost a tenth of the money that is lost by failing to secure the added sales volume that this extension sales work would win. Just do a little figuring.

How many store salespeople are now employed at counters where your product is sold? Divide that number by one thousand and multiply the result by ten dollars—or twenty—according to your taste in printed matter. Add to this sum the cost of the creation of the plan and copy. This will show that you need invest only two to three cents in each salesperson selling your product, for each time that you send a special message.

You can readily figure how much your district inspectors and the salesmanager for this campaign will cost. Twenty thousand dollars a year might secure four or five district inspectors and a sales manager.

This is not a campaign that you must buy for the whole United States, Canada and South Africa at the first bite. It would best be tried out in just one district, with just one man—the prospective salesmanager—who would educate himself by being the first district inspector. He would work in a repre-

sentative district and develop the whole plan at every point. Then, in three to six months, the results of the plan could be measured.

Such a try-out campaign might be worked for about five thousand dollars, plus the cost of the detailed plan and copy. A rather small investment for an adventure into doubling or multiplying the concern's sales volume!

But the sure way to make a total loss of such a campaign would be to print a hundred thousand of the same circulars and pack them in shipping cases in the hope that the salespeople might get them. In the first place they wouldn't get them and in the second place, not two of them would get read. For they wouldn't be printed in their language; the story wouldn't be about how to satisfy a human desire or necessity; it would be about some great factory or why the gypsum came from Norway instead of South Carolina.

THE suggestion here is not only the most powerful method of increasing sales volume, but also the cheapest way to win a big increase without resorting to destructive tactics.

These are the elements of the plan:

1. A salesmanager for the salespeople who sell the firm's products in retail stores. He is to create the plan, its personnel and literature—developing the first experimental district himself.

2. A group of district inspectors, who should be trained retail people, understanding store problems and store people, and capable of giving constructive and stimulating talks.

3. Store life literature, containing sales talks that will be helpful as well as humanly interesting to salespeople, and will be about general store activities, in which will be printed the manufacturer's message, giving full information, in romantic style, about the product, its uses, and how to sell it most easily and thoroughly. This literature is to be issued periodically. Each batch of it is sent to the designated store executive with complete instructions about its distribution.

The first activity of all, in even discussing such a campaign as this, is to accept the theory that the entire responsibility for getting goods sold to the ultimate consumer must always remain with the manufacturer, if he wishes to secure the supreme volume and not wear out the life of his entire organization waiting for unsold stocks to move out of stores of their own accord.

Irene H. Burnham



The inspirational side of home-making is the subject of a series of articles by Irene H. Burnham running every month in People's Home Journal.

Mrs. Burnham is Chairman of the Division of Home-Making, in the department of the American Home, General Federation of Women's Clubs.

Mrs. Burnham's articles are receiving favorable comment among local Club Secretaries and in many instances they are distributed by them among the local club members.

This series is a part of the well-rounded editorial service program that appeals so strongly to over a million alert Home-Mothers.

PEOPLE'S HOME JOURNAL

"I really enjoyed Irene H. Burnham's articles on Home-Making—this question is important."

*Mrs. Verna Kizziar,
Kingston, Okla.*

"One of the articles that I liked very much, one that reaches and touches the heart, is Mrs. Burnham's article 'The True Scope of Home-Making'—it is fine."

*Mrs. K. S. Bonner,
Little Rock, Ark.*

"'The True Scope of Home - Making' covers one of the vital questions confronting the American people at the present time."

*Dale Wayne Hardin,
Peoria, Ill.*

"The article on Home-Making by Irene H. Burnham is worth the price of the magazine. It is beautiful."

*Mrs. F. F. Woods,
Ontario, Calif.*

"Your household department is fine and I am sure, we, your family, will enjoy Irene Burnham."

*Mrs. C. E. Wilcox,
Okmulgee, Okla.*



THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS
ARE FRANKLY EXPRESSED



What Publication Solicitors?

I HAVE heard any number of publication solicitors tear big holes in the lambasting sermon that Harlew P. Roberts delivered to advertising representatives in general in his article, "Are Publication Solicitors Guilty of Lazy Selling?" which appeared in the May 5 issue of *ADVERTISING & SELLING*.

I do not believe that, as a class, such men can be accused of lazy selling methods. Competition will not permit it. No solicitor, in this age of fighting for business, can expect to hold his job without getting out and working at it for all he is worth.

Naturally, they waste time "cooling their heels" in reception rooms. Courtesy demands that they await their turns. No solicitor can expect to be popular by gate-crashing methods. His story must be told to advertising managers and agency men who will benefit by hearing it. And he must report back to his publisher just as the Peppodent salesman must make his daily reports on the trade he is calling upon.

Advertising managers who refuse to see such representatives and to hear their stories are losing opportunities to improve their advertising, to save money for their firms and to keep informed on the important changes which are constantly taking place in publication figures. Solicitors perform a most valuable service in this particular, and few of them tear down without being constructive.

CHALMERS L. PANCOAST,
Vice-President

Charles C. Green Advertising
Agency, Inc., New York.

The Great Thought of the Year

I THINK Robert R. Updegraff's idea of getting rid of the middle-sized types is the one great thought of the year. It is compromise—confusion in the advertiser's mind's as to whether he is doing direct selling or general publicity—that results in the attempt to do everything that does nothing.

KENNETH GOODE.

P. F. Collier & Sons, New York.

Advanced Thinking Required

MR. UPDEGRAFF'S article on "The New American Tempo" in the May 5 issue of *ADVERTISING & SELLING* should awaken a new interest on an important subject. In a fast changing business and industrial world,

new ideas and advanced thinking are required. We are in the midst of changes, many of which, unquestionably, foretell a more widely different future than most people appreciate. Mr. Updegraff's article will start some discussion, but it will be helpful. The new America, after all, is the outgrowth of the old. We have followed traditions without sacrificing principles.

FREDERICK B. PATTERSON
President

The National Cash Register Co.,
Dayton, Ohio

Live with Your Subject

ODDS BODKINS' remarks about Bobbink & Atkins' catalogue "Roses" are the more kindly received because they bear out a theory which we here have had for some time: That, in order to write good copy, it is necessary to live with the thing about which you are writing, for a long time.

Mr. G. A. Stevens, of this office, who was responsible for the copy, also has charge of the trial gardens which we maintain as a supplement to the horticultural printing which we do here, so that he has lived with, and had an opportunity to "love," a great many of the roses about which he has written.

Is there not, perhaps, a thought there for other men who daily prepare the words which fill our advertising pages? Does not "truth in advertising," after all, come as a result of living with and knowing truly the subject about which one is writing?

JOHN CARDEN
J. Horace McFarland Co.,
Harrisburg, Pa.

This Extraordinary Age

THE New American Tempo" which Mr. Updegraff describes so ably in a recent number of *ADVERTISING & SELLING* is simply a reflection of the extraordinary age in which we are living, an age characterized by imagination and boldness. One day an aeroplane flies over the North Pole and two days later a giant dirigible does the same thing. And what is equally marvelous is that we have complete details in our morning newspapers. Recall the experiences of Peary.

Happily the Americans are a discontented people. They constantly seek improvement. They love new things. They hardly have the radio when they start to talk about the broadcasting of motion pictures. They

have motion pictures in their homes and electrical refrigeration in their kitchens.

Expressing a time-worn expression, "times do change" and the business man who fails to comprehend that simple fact may find himself in difficulty.

The business man of today must be bold and he must have imagination. There is still plenty of opportunity for the inventor and the pioneer.

I think we should be glad there is a "new American tempo." It has made this a better place in which to live and to raise a family. Impatience with imperfection and incompetence is to be desired.

W. P. CHRYSLER, Chairman of the Board, Chrysler Corporation.
New York.

Boosting the Death Rate Among Morons

THE other day I came across a small insertion in one of our well-known humorous publications which struck me as not only misleading but positively dangerous advertising. On the right side a hand aims an automatic pistol (it might be mistaken at first glance for a Colt .25) at the headline, which shouts "Hands Up!" Further investigation reveals that the price of the article is \$1.79 and that it is not an automatic at all but merely one of these "trick" cigarette cases.

Harmlessly misleading, perhaps; designated to catch the "suckers." But how about the copy? "Protect yourself against held-up, rowdies, etc. . . . Looks exactly like the real thing . . . Lots of fun scaring your friends, and a great protector." (Nice use of English in that last sentence!)

I wonder what the naïve, if not vicious, writer of this copy thinks hold-up men are. Has he any conception of the very pertinent reason underlying the terse command to "Stick 'em up!"? To resist armed hold-up, even when carrying a real weapon fully loaded, is to take the short end of a gamble with sudden death; to do so with a cigarette case is little short of insane; to encourage the latter move among fools who know no better is little short of criminal.

Suicide among mental lightweights may be altogether desirable, but to encourage it is not the duty of advertising—at least not with our code of ethics in its present state.

HOWARD C. MARTIN,
Rochester, N. Y.

\$6 a line

effective Jan. 1, 1927

To keep pace with the growing circulation of *Better Homes and Gardens*, the line rate will be increased from \$5 to \$6, effective Jan. 1, 1927.

The new rate is based on a circulation of 850,000.

BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER

DES MOINES, IOWA

"Get the Demand— We'll Push Your Goods"

That's Every Dealer's Story—
The Reason Reaching the Consumer
Is the Big Point in Advertising

You tell the millions—They'll tell the dealer

THE more carefully men analyze advertising, the more they find Mrs. O'Grady and the Colonel's Lady the real buyers for the merchants of the country.

They tell every department store, chain store, every corner merchant what to buy. Dealers buy for their customers, not for themselves. Jobbers buy what the "trade" tells them to buy. Sales sheets start with the consumer.

Thus, to pay out, advertising must sway the millions. *For consumer demand, as all records prove, is the only traceable source of dealer demand.*

Trade marks whose value is rated in countless millions are founded on consumer demand. National advertising to return maximum profit must aim first for that end. Modern advertising

"
Meet
the Wife
Too"

is predicated on that simple proposition.

Thus men who advertise for profit today ask one question above all others: "Will my ads be seen and be read by the millions?" For thus alone can dealer sales be multiplied.

That is why LIBERTY, offering four unique advantages in winning maximum consumer influence in the weekly field has become an advertising sensation.

1 "LIBERTY Meets the Wife, Too"

85% of all advertisable products are influenced by women in their sale. Few advertisers today can afford to overlook "the wife" in the costly weekly field. 45% of LIBERTY's readers are women. Every issue appeals alike to men and women because of LIBERTY's unique

"No Buried Ads"

policy of editing to both. That means a 100% reading in the home. Because LIBERTY appeals to the whole family its reading is multiplied.

2 "No Buried Ads"

Every ad in LIBERTY is printed at or near the beginning of a fiction or editorial feature. That's due to a unique type of make-up which no other publication employs. Thinking men don't ask "Will my ad be read?" when that ad is booked for LIBERTY.

3 Minimum Circulation Waste

78% of LIBERTY's total circulation is in the districts which return 74% of the total taxable incomes of the country, 48% of the total motor-car registration, and in which by far the great majority of advertised products are sold.

4 99% Newsdealer Circulation

LIBERTY has a net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. LIBERTY is

not sent to these readers wrapped up—unlooked for. They buy it, bring it home, read it of their own will. That means a circulation that is *responsive* because it is 100% *interested* in LIBERTY.

For those reasons results among the most remarkable in advertising are being attained for scores of America's leading advertisers.

Results that achieve a reduction in inquiry costs of 40% and more. That are multiplying dealer sales. That are activating sales organizations, dormant to costly campaigns in less forceful publications, to respond to a man, almost overnight, to advertising in this amazing weekly.

If your problem in advertising is reaching the consumer, these facts will impress you.

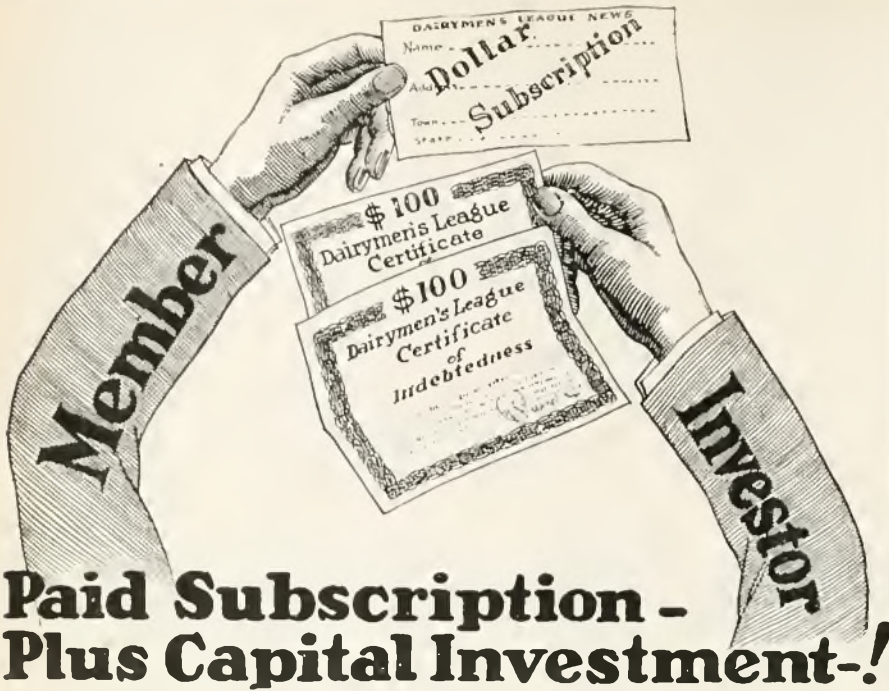
Because of them inquiry costs in LIBERTY are being reduced as high as 75% and more. Dealer sales are being multiplied because of tremendous consumer influence. Scores of the most successful advertisers in America will tell you this.

78%
Circulation
in
Big Buying
Centers
Only

99%
Newsdealer
Circulation

5c **Liberty**
A Weekly for the Whole Family

A net paid, over-the-counter and newsdealer circulation of more than 1,100,000 copies every week. Page rate, \$3,000. Rate per page per thousand, \$2.72. The cost of LIBERTY is lower per thousand circulation—back cover excepted—than any other publication in the weekly field.



Paid Subscription - Plus Capital Investment!

The Subscribers to the Dairyman's League News pay the full subscription price without premiums or other special inducements. In addition, they have shown their faith in the Dairyman's League through a capital investment averaging about \$200.00 each.

Their most important product, milk, is marketed through the League and all necessary market information is contained in the Dairyman's League News. Like other business men, these dairymen read the news which vitally concerns their business and its success.

The percentage of renewals runs extremely high with the Dairyman's League News, being well over 90%. This gives your advertising cumulative force. One advertiser remarked:

"We have used the Dairyman's League News for three years, and every year the returns from this magazine have been more profitable than the previous year."

The readers of the Dairyman's League are grouped within a well-defined territory, known as "The New York City Milk Shed." This territory can be intensively worked at minimum expense.

Many advertisers are now covering this prosperous farming region very economically and efficiently by designating the Dairyman's League News, along with one other general farm paper.

A request will bring Sample Copy and Rate Card

Dairy farms of this area supply New York City with fluid milk.



DAIRYMEN'S League NEWS

New York
120 West 42nd Street
W. A. Schreyer, Bus. Mgr.
Phone Wisconsin 6081

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

The Fourth Edition of "Population and Its Distribution" Out

THE new and fourth edition of "Population and Its Distribution" has just been published by the J. Walter Thompson Company, New York. Larger and more detailed than any of the preceding issues, it presents new statistical data based on the mid-census estimate of July 1, 1925, which places the population of the United States at 113,000,000.

What are the really significant marketing facts about the 113,000,000 people; where they live; how much money they can spend; and where they do their buying are questions that face every student of marketing problems. The facts are not easy to obtain; the sources of information are scattered, often difficult to locate. Here, in "Population and Its Distribution," are assembled in convenient form for the use of sales managers and advertising men accurate statistical data never before published in book form. One map reproduced in the book brings out, for example, the striking fact that over 83 per cent of the taxable personal income is reported from nineteen States. The other thirty States, with less than 17 per cent of the incomes, are obviously not on the same footing in sales plans.

The material in the volume reporting income tax returns by counties is designed to be helpful in determining the purchasing power of the market for products of more than nominal value, as compared with the population. For example, in Illinois the distributions of population by counties roughly parallels income tax returns. In Alabama, however, over 82 per cent of the total number of returns came from 20 per cent of the counties. This breakdown of income tax returns serves as a valuable index of buying power. It makes possible the concentration of the efforts of a sales force in the sections of the market that offer the richest possibilities.

That population alone does not serve as an index of market possibilities; the real strength of the chain stores and the figures concerning them; how many retail and grocery stores there are in each State and large city, are samples of the varied and indispensable pieces of information which this invaluable volume has to offer.

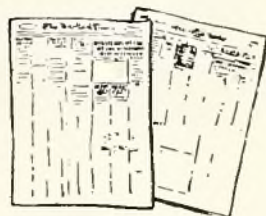
Technical Publicity Association of New York

Announces the election of the following officers: President—Allan Brown, The Bakelite Corporation; first vice-president—R. W. Bacon, U. T. Hungerford Brass & Copper Company; second vice-president—T. H. Bissell, International Nickel Company; secretary-treasurer—Howard S. Bunn, Union Carbide & Carbon Corporation.

The *double-d*ollar

YOUR advertising dollar doesn't buy a very large portion of an old style newspaper page

*like
this:*



But invested in the small News page *like
this:*

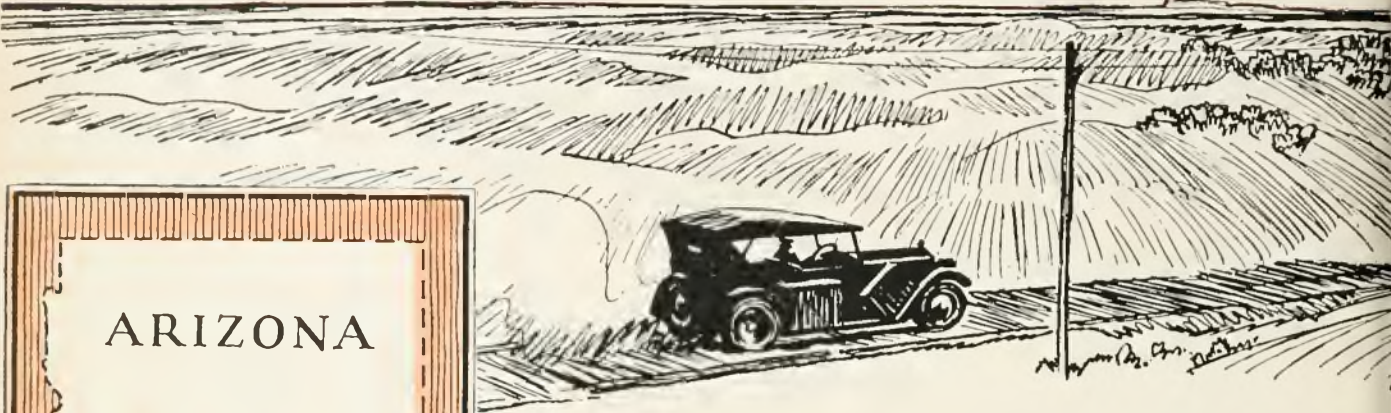


it not only buys twice as large a part of the page but more circulation per dollar than it possibly can in any other New York newspaper. *Plus* visibility, *plus* reader attention, *plus* effectiveness, and a *plus* circulation—the Marvelous Million of the News*, daily and Sunday. Cut advertising costs with the News. Get the facts!

THE  NEWS
New York's Picture Newspaper

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

*APRIL CIRCULATION AVERAGES: DAILY, 1,071,176; SUNDAY, 1,275,698



Blazing a Trail

Across a hundred miles of desert

~following the winding trail along wind-swept sand dunes~over contour roads~

Puffed and chugged an automobile

The McGraw-Hill Publications

MINING
ENGINEERING & MINING JOURNAL-PRESS
COAL AGE

ELECTRICAL
ELECTRICAL WORLD JOURNAL OF ELECTRICITY
ELECTRICAL MERCHANDISING

INDUSTRIAL
AMERICAN MACHINIST INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING
POWER

CONSTRUCTION & CIVIL ENGINEERING
ENGINEERING NEWS RECORD
SUCCESSFUL METHODS

TRANSPORTATION
ELECTRIC RAILWAY JOURNAL
BUS TRANSPORTATION

RADIO
RADIO RETAILING

OVERSEAS
INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(European Edition)

CATALOGS & DIRECTORIES
ELECTRICAL TRADE CATALOG RADIO TRADE CATALOG
KEYSTONE CATALOG KEYSTONE CATALOG
(Coal Edition) (Metal-Quarry Edition)
COAL CATALOG COAL FIELD DIRECTORY
ELECTRIC RAILWAY DIRECTORY
CENTRAL STATION DIRECTORY
ANALYSIS OF METALLIC AND NON METALLIC MINING,
QUARRYING AND CEMENT INDUSTRIES

IT was taking a McGraw-Hill field man across the Yuma Desert to the only spot in Arizona at which there was a generating station, with as much as 1000 kw. capacity, where a McGraw-Hill Publication was not received and read.

He got his man and hack came the laconic report, "Pull that red tack off the map!" And out it came.

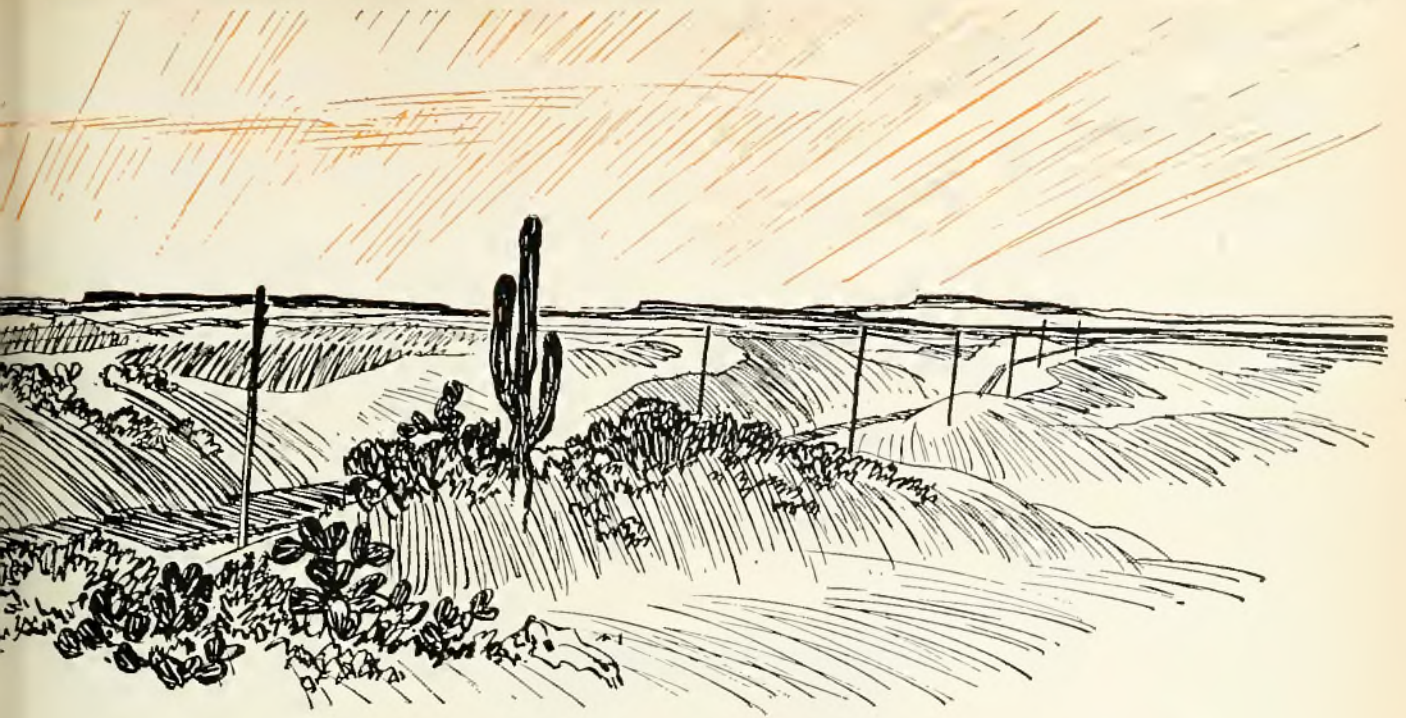
Red tacks, representing uncovered plants, are getting fewer and fewer on the big map in the McGraw-Hill Publications offices. One by one they come out as McGraw-Hill men, located in every state in the Union, visit the important industrial plants.

A recent analysis of subscriptions to McGraw-Hill Publications in Erie County, N. Y., shows that 80% of industrial buying power in that district is covered—100% in some industries. Erie County is a typical sample of McGraw-Hill circulation throughout the country.

Accepting the responsibility which goes with leadership, McGraw-Hill Publications recognize an obligation to cover their respective fields. Every worth while unit of industry, regardless of location, is a prospect and must be sought regardless of cost.

Your Prospects as well as Ours

The manufacturer selling to industry is striving to make customers of precisely these same units.



to your Customer's Door!

We know they are the same, for they are industry's real buyers. The list of their names is an industrial directory of America. McGraw-Hill records and analyses, compiled through years of research, show the physical rating of the individual plants and their purchasing power.

Subscribers are hand picked in advance on the basis of the positions they fill, from corporation president to the key men responsible for operation and production the men who influence or control purchases.

Is your own selling, or your client's selling to these prospects based on pre-analysis of the market on accurate knowledge of buying power on waste-free selling effort, which result when the *McGraw-Hill Four Principles of Industrial Marketing* are applied? These principles, upon which McGraw-Hill subscriptions are built, are:

MARKET DETERMINATION—An analysis of markets or related buying groups to determine the potential of each. With a dependable appraisal of each market, selling effort can be directed according to each market's importance.

BUYING HABITS—A study of the selected market groups to determine which men in each industry are the controlling buying factors and what policies regulate their buying. Definite knowledge eliminates costly waste in sales effort.

CHANNELS OF APPROACH—The authoritative publications through which industries keep in touch with developments are the logical channels through which to approach the buyer. In a balanced program of sales promotion these publications should be used effectively and their use supplemented by a manufacturer's own literature and exhibits.

APPEALS THAT INFLUENCE—Determining the appeals that will present the product to the prospective buyer in terms of his own self-interest or needs.

We offer to industrial manufacturers everywhere the fruits of our accumulated experience in evolving, proving and applying these Four Principles. At each of the McGraw-Hill offices are Marketing Counselors who will be glad to lay complete data before you or your advertising agent. You can communicate with our nearest office and arrange a consultation, when and where you please.

70 salaried circulation field men cover industry in every state in the Union.

They travel 500,000 miles a year.

220,000 subscribers pay for 10,000,000 copies of McGraw-Hill Publications yearly.

50,000 McGraw-Hill subscribers change their addresses each year, and tell us so.

Only 1 out of every 7,800 copies of McGraw-Hill Publications mailed is returned by P. O. Dept. for better address.

In a year's period 18,000 paid subscribers obtained for Radio Retailing, a record in business paper publishing.

McGRAW-HILL PUBLISHING COMPANY, INC., NEW YORK, CHICAGO, PHILADELPHIA, CLEVELAND, ST. LOUIS, SAN FRANCISCO, LONDON

McGRAW-HILL PUBLICATIONS

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

Direct Selling!

Are you thinking seriously about applying the powerful "house-to-house" method of marketing to your own business?

Don't guess or experiment blindly. Get definite figures on costs, selling plans, sales per agent, display methods, and prospective profits from The Marx-Flarsheim Co., the leading advertising agency specializing in house-to-house selling.

Our clients include many successful direct-selling firms, to whom we will gladly refer anyone interested.

Inquiries from responsible manufacturers are invited. If possible, the letter should detail all essential preliminary facts and plans, so that our reply can be complete and relative to your own business. No obligation, of course.

The **MARX-FLARSHEIM Co.**
Advertising
Rockaway Building
CINCINNATI



Inside Facts on Selling in Europe

J. George Frederick, President of the Bourse, has just come back from a European trip, analyzing the best methods of rapidly developing trade for American goods. He has also established European research offices.

It will thoroughly well pay to secure the Bourse's reports on export.

THE BUSINESS BOURSE

15 West 37th St. New York City
Tel.: Wisconsin 5067

In London, represented by Business Research Services, Ltd., 1ddlesleigh House, Caxton Street, London, W. C.

If it's *extra-extraordinary*
it's an
EINSON-FREEMAN WINDOW DISPLAY

327 E. 29th St.
Lexington 5780
New York City



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

THE JOHN IJELSTROEM COMPANY
Mansillon, Ohio Good Salesmen Wanted

In Sharper Focus

William A. Kelsey

"DO Your Own Printing" was the caption for many years of one of the most persistent advertisements in the mail-order field. None of us have escaped the small but ever-present appeal to try our hand at doing our own printing. Few novelties have a record of such long life, and success, done wholly on mail-order business, as this Nutmeg State novelty, the printing presses made for fifty-four years at Meriden, by the Kelsey Company. Curiosity to have the



inventor's story in ADVERTISING AND SELLING, and see him in picture, led the editor to obtain the brief personal sketch that follows.

The editor of ADVERTISING AND SELLING asks me to come into the "Who's Who" of the magazine, saying "tell us something about yourself." Of course I appreciate good company, so here it is.

My story is the simple record of a modest mail-order exploit down in Connecticut. Away back in 1872 was born the small printing press that became well known because well advertised. It was named "The Excelsior," as fitting the aspirations of the youth of the time and as being sufficiently poetic. My chief delight today is to review the list of lads, now grown to importance in the world of printing, advertising and literature, who first got on their fingers with an Excelsior the printing ink that never comes off. In that list

we find Don C. Seitz, Joe Mitchell Chapple, Rudyard Kipling, George Burton Hotchkiss, Frank N. Doubleday, and many others.

Being a veritable Connecticut Yankee, born in Meriden of that State and with forebears running back to 1632, the little press certainly was a genuine "Yankee Notion." I am as proud of my ancestors as was Daniel Webster of his. But personalities aside, let us see some of the results of advertising "Do Your Own Printing." They are worthy of consideration, I think, not so much because of what they actually were, but because of what they showed could be done.

It is a long hark-back to 1872. The *Youth's Companion* was then, with about two hundred thousand circulation, the best medium extant for mail order advertising. My initial order, one inch space for the Excelsior Press, two hundred dollars in amount, went to that paper through T. C. Evans, the veteran Boston agent. Result, \$7,000 profit! That put the young manufacturer, then but 21, on his feet financially. The rest of the road was a great deal easier on tires and gas!

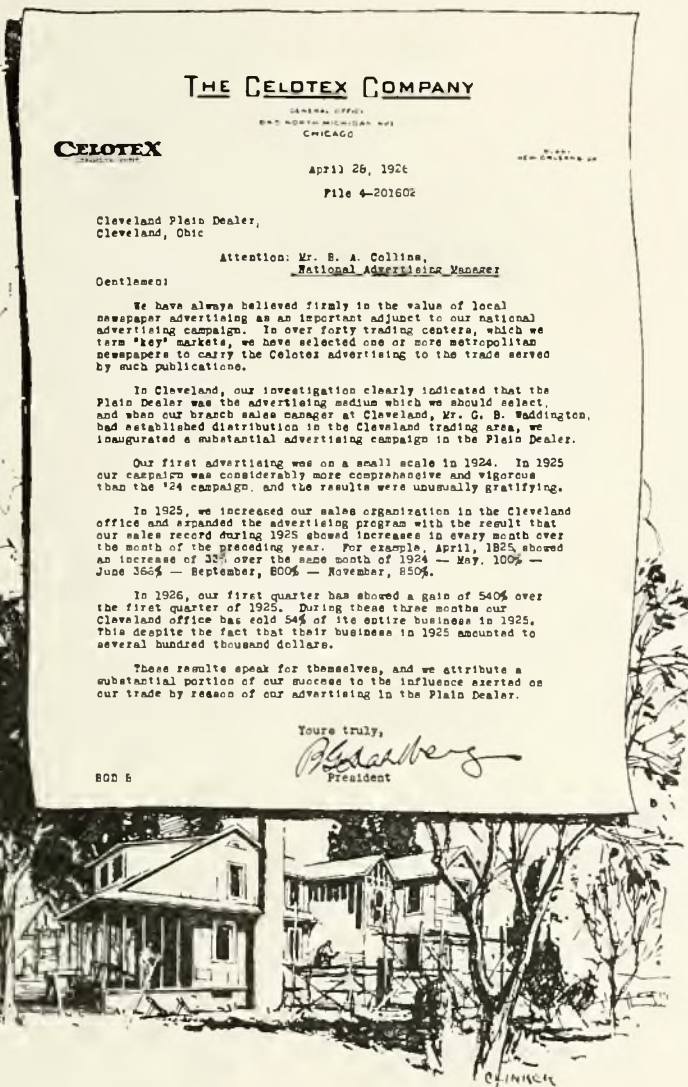
The entire world has been the market. Half a century, and more, the modest sized but persistent little ad has carried the story the world over. Sales made in every land and wholly by direct mail appeal. One patient, plodding geological student in England, a man long on erudition but short on cash, bought a press of 5 by 8 inches chase capacity, printed in his home, one page at a time, a remarkable 300-page book on geology. The work was reviewed at length by the *London Times*, and with great praise.

I am a member of the Fossil Society of America, because when a lad of fifteen I printed a little amateur paper, *Kelsey's Reporter*. This unique society is worth a short chapter in this sketch. The organization consists of two hundred of the boys of the period of 1875 to 1890, now grown to men of the day. They edited small papers in boyhood, and now the list of Fossils includes many names of pretty big men in public life. Notably so are Cyrus H. K. Curtis, James M. Beck, Thomas A. Edison, Theodore L. DeVinne, Isaac H. Blanchard, W. G. Snow, Senator Moses, Josephus Daniels, M. Koenigsberg.

Modesty demands that the writer hereof disclaims any assertion of great achievement. But there is here a lesson in advertising. A comparatively trifling novelty may be made to succeed if advertised carefully and, above all, *persistently*. No letups in the discouraging, long, lean years, but ever "Go on, and on, and on."

Celotex increases sales 540% in the Cleveland market during the first quarter

—and does it with the Plain Dealer ALONE



THE CELOTEX COMPANY

GENERAL OFFICE
537 NORTH MICHIGAN AVE.
CHICAGO

CELOTEX
INSULATING LUMBER

April 26, 1926

File 4-201602

Cleveland Plain Dealer,
Cleveland, Ohio

Attention: Mr. B. A. Collins,
National Advertising Manager

Gentlemen:

We have always believed firmly in the value of local newspaper advertising as an important adjunct to our national advertising campaign. In over forty trading centers, which we term "key" markets, we have selected one or more metropolitan newspapers to carry the Celotex advertising to the trade served by such publications.

In Cleveland, our investigation clearly indicated that the Plain Dealer was the advertising medium which we should select, and when our branch sales manager at Cleveland, Mr. G. B. Haddington, had established distribution in the Cleveland trading area, we inaugurated a substantial advertising campaign in the Plain Dealer.

Our first advertising was on a small scale in 1924. In 1925 our campaign was considerably more comprehensive and vigorous than the '24 campaign, and the results were unusually gratifying.

In 1925, we increased our sales organization in the Cleveland office and expanded the advertising program with the result that our sales record during 1925 showed increases in every month over the month of the preceding year. For example, April, 1925, showed an increase of 32% over the same month of 1924 — May, 100% — June 365% — September, 800% — November, 850%.

In 1926, our first quarter has shown a gain of 540% over the first quarter of 1925. During these three months our Cleveland office has sold 54% of its entire business in 1925. This despite the fact that their business in 1925 amounted to several hundred thousand dollars.

These results speak for themselves, and we attribute a substantial portion of our success to the influence exerted on our trade by reason of our advertising in the Plain Dealer.

Yours truly,

B. G. Dahlberg
President

BOD 5

Here is an outstanding sales success that should interest every advertiser who wants to stimulate his sales in Northern Ohio.

Read the letter at the left. It is from B. G. Dahlberg, president of the Celotex Company, nationally known makers of insulating lumber.

Note that like many progressive manufacturers, Celotex maps out its sales plan on the basis of "Key Markets," advertising in one or more newspapers in each. Note, too, that like 964 other national advertisers in Cleveland's great 3,000,000 Market, Celotex uses the Plain Dealer ALONE.

And note especially how results in this market have vindicated the judgment of Celotex officials—for after all, results tell the story.

"In 1925," says Mr. Dahlberg, "our Cleveland office showed increases every month over the same month of the preceding year . . .

"In 1926, our first quarter has shown a gain of 540% over the first quarter of 1925. During these three months our Cleveland office has sold 54% of its business in 1925 . . .

"We attribute a substantial portion of our success to the influence exerted on our trade by reason of our advertising in the Plain Dealer."

This should mean something to every manufacturer and advertiser operating in the Northern Ohio Market.

Here, the Plain Dealer ALONE will sell it.

The Plain Dealer has done as much if not more than any other newspaper in America to analyze its market from the standpoint of advertising response. The entire summary of facts and figures is available to you. Write us or call the nearest Plain Dealer representative.

The Plain Dealer publishes more national advertising than all other Cleveland newspapers combined.

The Cleveland Plain Dealer

in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it

I. B. WOODWARD
110 E. 42nd St.
New York

WOODWARD & KELLY
350 N. Mich. Ave., Chicago
Fine Arts Bldg., Detroit

R. J. BIDWELL CO.
742 Market St., San Francisco, Cal.
Times Bldg., Los Angeles, Cal.

R. J. BIDWELL CO.
White Henry Stuart Bldg.
Seattle, Wash.

Who Gets the Summer Business?

[CONTINUED FROM PAGE 25]

DISPLAY advertising forms of Advertising and Selling close ten days preceding the date of issue.

Classified advertising forms are held open until the Saturday before the publication date.

Thus, space reservations and copy for display advertisements to appear in the June 16th issue must reach us not later than June 7th. Classified advertisements will be accepted up to Saturday, June 12th.

owing to the absence of regular purchasers or the preoccupation of their minds or budgets on vacation matters. Salesmen are called in off the road; output is reduced; and staffs may be reduced. The consumer is spending his money on other lines and trade, apparently, is depressed.

But on the other hand, a great many good-sized cities and towns across this continent find the vacation trade a consistent bonus. Some, indeed, consider it their meal ticket. If you don't believe this, go to one of them after a bad tourist season and try to sell a line of staples. High and low they feel it; the gorgeous hotels of California or Florida equally with the cross-roads store where the guides of Maine buy flour and bacon. Cities fight one another with keenness to get conventions; lordly palaces at Atlantic City, fishermen's camps in Minnesota, and hot-dog stands along the Lincoln Highway, alike invest capital in trying to secure part of that suppositious \$1,600,000,000. Many of them spend very considerable sums in advertising although, incidentally, "Travel and Resort" advertising is usually regarded by the summary-hounds as among the minor classifications of advertising.

And it is a mistaken idea to think that the money spent by tourists and convention visitors benefits only the hotels and restaurants. The Convention Bureau of Detroit, in going after campaign funds from the citizens, said recently that the \$32,960,000 spent in 1925 in Detroit by convention delegates was distributed on the "first turn" as follows:

MERCHANDISE, 26 per cent; restaurants, 23.5 per cent; hotels and rooms, 20.3 per cent; automobiles, accessories, garages, gasoline and oil, 11.5 per cent; transportation, 7 per cent; taxicabs, motor buses, street railways, 3.3 per cent; theaters and amusements, 2.5 per cent; confectionery, cigars and miscellaneous, 5.9 per cent. On the "second turn" alone these dollars pass through thousands of other hands. Hotels, restaurants, theaters or stores pay out this money for things they need—food, wages, heat, light, furnishings, taxes, rent, insurance, etc.

The first thing to notice about the vacation business is that it disorganizes normal distribution. It rearranges the channels of wholesaling and retailing. Every gas-station along a tourist highway means, for example, either that every person purchasing gas at it does not purchase at his customary place or that he purchases more than

his average consumption. Every New Yorker, or Bostonian, or what not who goes into the woods for a couple of weeks in the fall buys two weeks' less groceries, lunches, car-tickets, tobacco, and so on in his home town. It is my own habit (if a personal illustration may be used) to spend the summer at the lake shore, commuting into the city every day from June until September. Our station agent estimates that our little settlement has a summer population of seven hundred. Suppose for argument's sake that we each average a \$20 consumption a month in groceries. That means that \$14,000 a month is diverted by one place alone, while the commuting season is on, from the retail trade of the city.

THE city stores, of course, try to retain business. So many days a week they deliver by motor truck, and, you will say, the regular level of trade is not disturbed, because these are the staples of life and may possibly be obtained through the same wholesalers as in the city. But on the other hand, we buy a great deal direct from the neighboring farmers. The luxury trades in town do suffer, for while we may indeed buy more gramophone records and golf balls, we buy less furniture and jewelry. That new Persian rug we wanted for the apartment will have to wait until the fall, because we need some porch chairs and a lawn mower. And in any case the carriers—freight, mail, express, truck—benefit from that \$14,000 a month and railway wages disseminate themselves very quickly throughout the community.

Secondly, vacation time does not mean stagnation in some lines, but more business. It merely creates a seasonal market. The more people travel; the more trunks they buy, the more seasonal clothes, more books, more fishing-tackle. Most of this can be—although it is not always—bought before they start. The clothing stores of the northern cities are only just awakening to the possibilities of selling Palm-beach suits in January and February, outfitting the Florida-bound. Summer time to the sporting-goods store means the very reverse of stagnation; but what of the winter, when there is no demand for golf balls or golf clubs or baseball or tennis equipment? Do they close down from October to May? Formerly they might have; but I wonder if you happen to have noticed the remarkable vogue in skiing during the past four or five years? Where I live there are more



D & C Paper and Advertising's Traditions

The patron saint of printing, of advertising, in this country is probably good old Ben Franklin. Sturdy common sense in meeting every problem, an unusually brilliant and farsighted mind, an intensely human personality,—these combined to make him as deeply respected as he was loved.

It is a matter of pride to Dill & Collins that we are the lineal descendants of the first paper mill in this country, the one that gave Benjamin Franklin the sheets on which he printed his famous Poor Richard's Almanack.

And into D & C papers go Franklin's common sense, economy and farsightedness—producing a paper for every printing purpose.


There are twenty standard D & C lines, coated, uncoated and cover papers. Each is as fine as craftsmanship can make it, and all are economically suited to their purpose. When you plan your printing, whether a single catalogue or folder, or a complete advertising campaign, ask your printer what paper to use—and profit by his knowledge. He is apt to select one of the many D & C papers.

DILL & COLLINS

Master Makers  *of Printing Papers*

List of DILL & COLLINS Co.'s distributors and their offices

ATLANTA—The Chatfield & Woods Company	NEW YORK CITY—Miller & Wright Paper Co.
BALTIMORE—J. Francis Hock & Co.	NEW YORK CITY—M. & F. Schlosser
BOSTON—John Carter & Co., Inc.	OMAHA—Carpenter Paper Co.
BUFFALO—The Union Paper & Twine Company	PHILADELPHIA—The Thomas W. Price Co.
CHICAGO—The Paper Mills Company	PHILADELPHIA—Riegel & Co., Inc.
CHICAGO—Swigart Paper Company	PITTSBURGH—The Chatfield & Woods Company
CINCINNATI—The Chatfield & Woods Company	PORTLAND, ORE.—Carter, Rice & Co.
CLEVELAND—The Union Paper & Twine Co.	PROVIDENCE—John Carter & Co., Inc.
CONCORD, N. H.—John Carter & Co., Inc.	RICHMOND—Virginia Paper Co.
DES MOINES—Carpenter Paper Company	ROCHESTER, N. Y.—Geo. E. Doyle Company
DETROIT—The Union Paper & Twine Co.	SACRAMENTO, CALIF.—Blake, Moffitt & Towne
GREENSBORO, N. C.—Dillard Paper Co., Inc.	SEATTLE, WASH.—Carter, Rice & Co.
HARTFORD—John Carter & Co., Inc.	ST. LOUIS—Acme Paper Company
INDIANAPOLIS—C. P. Lesh Paper Company	ST. PAUL—E. J. Stilwell Paper Co.
JACKSONVILLE—Knight Bros. Paper Co.	SALT LAKE CITY—Carpenter Paper Co.
KANSAS CITY—Birmingham, Little & Prosser Co.	SAN FRANCISCO—Blake, Moffitt & Towne
LOS ANGELES—Blake, Moffitt & Towne	SPRINGFIELD, MASS.—John Carter & Co., Inc.
MILWAUKEE—The E. A. Bouer Company	TACOMA—Tacoma Paper & Stationery Co.
MINNEAPOLIS—Minneapolis Paper Co.	TAMPA—Knight Brothers Paper Co.
NEW YORK CITY—Marquardt, Blake & Decker, Inc.	WASHINGTON, D. C.—Virginia Paper Co.



NOTICE the manufacturers in your town who are turning to gas for fuel. When you realize that one industrial consumer uses more gas than hundreds of domestic customers, you can see what a tremendous growth the gas industry is undergoing with the active development with this type of business. Of course the demand for all types of equipment and supplies is growing correspondingly.

Let us tell you of the application of your product in the gas industry. No cost or obligation to you.



Gas Age-Record

9 East 38th Street
New York

A. B. C.

A. B. P.

We also publish *Brown's Directory of American Gas Companies* and the *Gas Engineering and Appliance Catalogue*.

Gas Age-Record

"The Spokesman of the Gas Industry"

skiers in winter now—and all amateurs—than there are golfers in summer.

Thirdly, vacation time does perhaps compete with regular business because vacation expenditures do compete with normal expenditures. The average individual nowadays has established for himself an average rate of essential expenditure—so much for room or house rent, so much for meals or housekeeping, so much for clothing, transportation, servants, amusements, education and so forth. The margin between this and the income is either spent on luxuries (non-essentials) or invested as capital in savings, insurance, real estate, new furniture, etc. Right here is where vacation expenditure cuts in, reducing the purchasing power of the supra-essential margin.

VACATION business, too, shifts its locale. That is another reason why it can be a very important factor to the community. I am not so old but I can remember when Bar Harbor or the Thousand Islands represented the *ne plus ultra* of summer resorts; one would not call them that now, delightful and well-patronized as they still are. Between Florida, California, Bermuda, Honolulu and the now popular winter cruises there must be a fairly acute competition to secure the much smaller volume of winter resort business. With the conversion of Florida from a rich man's monopoly into a middle-class or flivver paradise, California must certainly have felt the competition.

Indeed, just as in Colorado you come across the dead cities of past mining booms, their boarded, uninhabited shacks falling rapidly to pieces, so it is not a difficult matter to discover ghost-like resorts that once were highly popular. But popularity went elsewhere—why, nobody knows. For the popularity of a resort tends to follow the stampede rules that start an oil-boom; and now they are left semi-stranded, their hotels growing shabby, their stores dropping back to the cross-roads category, their railway service curtailed. And yet they once represented a considerable investment. They advertised, they got out booklets, they possibly had Chambers of Commerce.

Fashions in vacations do indeed change; they change as much as the style in bathing suits. Some are, indeed, as outmoded as the heavy all-concealing bathing costumes of twenty years ago. The automobile, the golf club, the democratization of many sections previously regarded as the preserve of the rich; the greater consideration given to the prejudices of the younger generation, which is highly vocal in its belief that pleasure should come before business; the irreparable loss of natural beauty owing to our careless squandering of forest and water resources; the rapid rise of the convention habit; and even prohibition—all these are vividly reflected in our vacation habits.

Money, for example, is cheaper now. The average vacationist travels far-

COMPOSED ON THE LINOTYPE

24 Point GARAMOND as redesigned for the Linotype is the result of much

18 Point GARAMOND as redesigned for the Linotype is the result of much study and research in Europe in which its design was traced back to the earliest known showing

14 Point GARAMOND as redesigned for the Linotype is the result of much study and research in Europe in which its design was traced back to the earliest known showing of the original GARAMOND types. *The most complete and authoritative material was found in*

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OTHER SIZES OF ROMAN AND ITALIC SERIES IN PROCESS OF MANUFACTURE

TRADE **LINOTYPE** MARK

MERGENTHALER LINOTYPE COMPANY

DEPARTMENT OF LINOTYPE TYPOGRAPHY, 461 EIGHTH AVENUE, NEW YORK

BRITISH ADVERTISING'S GREATEST REFERENCE WORK



100,000 QUERIES CONCERNING BRITISH ADVERTISING ANSWERED IN ONE BIG VOLUME.

November 30th, 1925, was the date of publication of the first Great Reference Work covering every branch of British Advertising—the BRITISH ADVERTISER'S ANNUAL AND CONVENTION YEAR BOOK 1925-26.

This volume gives for the first time information and data needed by all advertising interests concerning British advertising, British markets and British Empire Trade. You can turn to its pages with your thousand and one advertising questions concerning any phase of British advertising, media and methods—and know that you will find accurate and up-to-date answers.

You will see from the brief outline of contents adjoining, that this ANNUAL is really

four books in one. It contains: a Series of Directories and complete Reference Data covering every section of British advertising—a Market Survey and Research Tables—a complete Advertising Textbook covering the latest developments in British advertising—and the Official and Full Report of the First All-British Advertising Convention held this year at Harrogate.

The 12 Directory Sections and the many pages of Market Data and Research Tables will alone be worth many times the cost of the book to those American Advertising Agents, international advertisers, newspaper and magazines, who are interested in advertising in Great Britain, in British and Colonial markets, or in securing advertising from Great Britain.

For instance, here are given the 1,100 leading newspapers, magazines and periodicals in Great Britain and the Empire—with not only their addresses and the names of their advertising managers, but with a complete schedule of all advertising rates, page and column sizes, publishing and closing dates, circulation, etc. Nothing so complete, comprehensive and exhaustive as this has ever before been produced in any country. In the Market Survey Section likewise there are thousands of facts, figures and statistics given in the various Tables and Analyses.

The working tools of any American advertising man who is in any way interested in British markets or in British advertising cannot be complete without this great work of reference. It answers any one of 100,000 specific advertising queries at a moment's notice; it gives to advertisers and advertising men a book of service that they can use and profit by every day of the year. Nearly 500 pages—59 separate features—more than 3,000 entries in the directory section alone, each entry containing between 5 and 25 facts—1,700 individual pieces of market data—full reports of all events and official resolutions and addresses at the Harrogate Convention—and finally, altogether 100 articles and papers, each by a recognized advertising and selling expert, giving a complete picture of British advertising methods, media and men up to the minute. A year's labour on the part of a staff of able editors—the result of more than 14,000 separate and individually prepared questionnaires—the combined efforts of a score of experts—the help of more than 2,000 advertising men in collecting the data—all these have brought together in this volume every item of information you can need.

And withal, the price of this work is a mere trifle compared with its utility value. To secure the volume by return, postpaid, ready for your immediate use, you need merely fill in the coupon alongside, attach your cheque or money order for \$4.00 and the British Advertiser's Annual and Convention Year Book 1925-26, will be in your hands by return.

CONTENTS—In Brief

Nearly 500 pages, large size, crammed with data, facts, ideas.

First.—A Complete Advertising Text-Book on the Advertising Developments of the Year; Methods, Media, Men, Events. 22 chapters, 25,000 words—a complete Business Book in itself.

Second.—Market Survey and Data and Research Tables—as complete a presentation as has yet been given in Great Britain of how to analyse your market, how to conduct research, how to find the facts you want, how and where to launch your campaign and push your goods—together with actual detailed facts and statistics on markets, districts, population, occupation, etc., etc.

Third.—The Official, Full and Authoritative Report of the First All-British Advertising Convention at Harrogate. Another complete book in itself—60,000 words, 76 Addresses and Papers—constituting the most elaborate survey of the best and latest advertising methods, selling plans and policies, and distribution schemes, ever issued in this country, touching on every phase of publicity and selling work.

Fourth.—A Complete List and Data-Reference and Series of Directories, covering every section of British Advertising: Fourteen Sections, 5,600 Separate Entries with all relevant facts about each, more than 250,000 words, embracing distinct Sections with complete Lists and Data on British Publications, Advertising Agents, Overseas Publications, Overseas Agents, Billposters, Outdoor Publicity, Bus, Van, Tram and Railway Advertising, Signs, Window Dressing, Display-Publicity, Novelty Advertising, Aerial Publicity, Containers, Commercial Art, Postal Publicity, Printing, Engraving, Catalogue and Fancy Papers, etc., and a complete Section on British Advertising Clubs.

Really Four Works in One—A Hundred Thousand Facts—The All-in Advertising Compendium.

Sign this Coupon and Post it To-day—

To The Publishers of British Advertiser's Annual and Convention Year Book, 1925-26.
Banger House, 66 & 67 Shee Lane,
London, E. C. 4

Please send me one copy of the "BRITISH ADVERTISER'S ANNUAL AND CONVENTION YEAR BOOK 1925-26" postpaid by return. I enclose herewith \$4.00 in full payment.

Name

Address

ther—even across the continent, for a trip to the Pacific Coast is not the financial strain it once was. The trains and the highways to the Coast do a land-office business now—and not only in the summer or among the wealthy class alone. The more people you can shoot hither and far over this old continent the better, of course, for everybody. Their eyes are opened and they begin to think in national terms instead of local. But economically it probably disrupts local business, for when the working girl or the teacher is spending money in Oregon or Utah or British Columbia, she is a dead loss to Sylvan Beach, way down home.

The Gargantuan News Stand

[CONTINUED FROM PAGE 38]

reality is an appeal to anything but intellect.

One's lively neighbor, who is promoting the circulation of a newer publication, speaks up and says, "But great Heavens, man, we're in business to make money, and we give the people what they want!"

Well, it may be that literacy and taste among the American people are ever sinking to a lower ebb, as the tone of our very prolific press seems to be doing. But the remark just placed within "quotes" appears to be a rather dangerous and questionable remark for anyone to make, especially a publisher. Precisely how far can we go, pandering to ignorance, prejudice and, in some cases, through the insidious craft of pornography, to raw passion? Will this policy not merely prolong the illiteracy which already exists to a degree that saddens all right-thinking citizens?

Here, then, the other party has an opportunity for a very pretty retort—"Within the past ten years only, think of the increases in circulation among publications of high editorial standard, whether old or new. Consider the unprecedented sales of books of high editorial standard and artistic craftsmanship. Notice the growth of attendance at plays, operas and concerts where works of master artists are presented. And while you're about it, give a thought to the ever-increasing number of public, high school and college graduates year by year."

And this is a significant retort. Gradually the percentage of the educated grows. It is not only the cheapest publications—appealing frankly to the cheapest sections of the masses—that have earned large gains in circulation, both paid and news stand. As a matter of statistics, many of the high-standard publications have enjoyed their share of progress, too.

But there is an even more important opinion which is advanced here by some staunch thinkers. They say, in effect,



Florida Bank Deposits Doubled Last Year

Consider the following comparative statement of Florida's bank deposits:

Dec. 31, 1924	\$375,042,000
Dec. 31, 1925	874,955,488
INCREASE	\$501,913,448

More than 100 per cent increase in one year!

Yes, business is good in Florida. People are making money here. And they are spending it, too.

Florida has nearly one and a half million year-round residents and nearly the same number of winter visitors. The per capita buying power of these people is comparatively high and their demands are comparatively heavy.

Here is a great, growing market for the manufacturer—a year-round market for general products and a special winter market for summer goods.

Cover Florida intensively but not expensively by using the most complete, economical media—the Associated Dailies of Florida.

ASSOCIATED DAILIES *of* Florida

510 Clark Bldg., Jacksonville, Florida

- Bradenton News
- Clearwater Sun
- Daytona Beach Journal
- Daytona Beach News
- Deland Daily News
- Eustis Lake Region
- Fort Lauderdale News
- Fort Myers Press
- Fort Myers Tropical News
- Fort Pierce News-Tribune
- Fort Pierce Record
- Gainesville News
- Gainesville Sun
- Jacksonville Florida Times-Union
- Jacksonville Journal
- Key West Citizen
- Kissimmee Gazette
- Lake Worth Leader
- Lakeland Ledger
- Lakeland Star-Telegram
- Melbourne Journal
- Miami Daily News
- Miami Herald
- Miami Illustrated Daily Tab
- Miami Tribune
- New Smyrna News
- Ocala Central Florida Times
- Orlando Morning Sentinel
- Orlando Reporter-Star
- Palatka News
- Palm Beach Daily News
- Palm Beach Post
- Palm Beach Times
- Pensacola Journal
- Pensacola News
- Plant City Courier
- St. Augustine Record
- St. Petersburg Independent
- St. Petersburg News
- St. Petersburg Times
- Sanford Herald
- Sarasota Herald
- Sarasota Times
- Stuart Daily News
- Tampa Times
- Tampa Tribune
- Winter Haven Chief

. . . now you can have information on every market!

Now you can have information on every market at your finger-tips—ready for instant reference.

The new edition of Crain's Market Data Book and Directory affords compact information on a hundred fields of industry and commerce. Adequate indexing and careful elimination of non-essentials give advertisers and advertising agencies a book of facts indispensable in market finding and market analysis.

Since the welcome given the first issue in 1921, Crain's Market Data Book has been the acknowledged first source of market facts—the basis for intelligent market analysis.

Making the book of even greater use is a complete directory, listing all business publications, classified according to fields covered and published with the market information on those fields. Here you can find out, along with facts on where the market is, accurate information as to the means and cost of covering it through business papers.

Canadian papers are classified in the same way, and the only published list of foreign business papers is also included.

Ask us to send a copy on our liberal ten-day approval plan. You decide whether the book is worth five dollars to you. If it is not, send it back without obligation.

Crain's Market Data Book and Directory

G. D. CRAIN, Jr., Publisher

537 South Dearborn Street, Chicago

that not only have the older publications rendered the greatest service to the most successful advertisers, but also they have done a service to the nation by helping to build up the literacy, morality and good taste of the people. Now, this, it is argued with much common sense, is a very good thing for all advertisers worth their salt. For there is no disputing the fact that the conscientious American manufacturer justly prides himself upon the merits of his products. And how can there be any doubt that merit finds its quickest recognition, and receives its highest rewards, from men and women whose literacy is on the make, whose morality is growing sounder, and whose good taste is enjoying some cultivation?

In this very connection, with the argument of these gentlemen in mind, it is enlightening to look in almost any issue of the two types of publications with the news stand unintentionally throws into contrast, and study their respective advertising columns. More and more frequently, in those of high-standard editorial content, we find the advertisement beautiful, selling meritorious products and merchandise to appreciative purchasers with healthy brains and well-filled purses. Here we see less of the advertisement that deliberately appeals to stupidity, weakness or vulgarity. But it is somewhat the reverse in the other types of publications.

In one sense it is unfortunate that all publications should be gathered together in the mammoth news stand of today. In any contest, there is always power in "the force of numbers." Publications with low-standard editorial content by far outnumber their old-time competitors. And the great national news stand, on Fifth Avenue and Michigan Boulevard, and Main Street, is nowadays a retailing establishment which, by the very nature of retail business, cannot afford to take sides in the contest, but is obliged to display all wares more or less impartially. The public really doesn't, as a body, know what is or is not good for it. There isn't really a general preference for cheapness, any more than there is a nation-wide preference for superiority. In a quite befuddled condition of mind, the public saunters up to the news stand and buys. What the public gets is apt to be anything from clumsy obscenity to the finest and worthiest of art.

The Better Business Bureau of New York City, Inc.

Announces the re-election of Bayard Dominick as president. Other officers elected were James C. Auchincloss, vice-president and treasurer; H. J. Kenner, general manager; and William H. Mulligan, recording secretary. Walter E. Frew, president of the Corn Exchange Bank, was added to the financial advisory council, and Ancell H. Ball, president of Best & Co., and Samuel Mundheim, president of Stern Brothers & Co., were added to the merchandise advisory council.

In the
Lumber
Field



It's the
American Lumberman

Established 1873

Published Weekly CHICAGO, ILL.

Topeka Daily Capital

The only Kansas daily with circulation throught the state. Thoroughly covers Topeka, a midwest primary market. Gives real co-operation. An Arthur Copper publication.

Topeka, Kansas



The Only "Denne" in
Canadian Advertising

We give "on the spot" Counsel and Service in your Canadian Advertising, based on years of practical experience in this field. Ask our advice on methods and media

A. J. DENNE & Company Ltd.
Reford Bldg. TORONTO.

Shoe and Leather Reporter Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 67th year. Published each Thursday. \$6 yearly. Member ABP and ABC.

The Standard Advertising Register

is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.

Incorporated

15 Moore St., New York City
R. W. Ferrol, Manager

Introducing—



George Burton Hotchkiss

With pleasure we announce the addition of the name of Professor George Burton Hotchkiss to the roll of our personnel.

Mr. Hotchkiss, Professor of Business English and Chairman of the Marketing Department of New York University, and author of numerous text books on advertising, will have general direction of our Plan and Copy Departments.

His ability in marketing research and practice, developed by years of experience as copy writer and consultant for leading advertisers, is now exclusively at the service of our clients.

Professor Hotchkiss will retain his connection with New York University

JAMES F. NEWCOMB & CO. Inc.

*Direct Advertising
Merchandising Counsel*

330 SEVENTH AVENUE

NEW YORK, N. Y.

Memory

THE shortest thing in the world, in proportion to its importance, is memory.

Suppose that you and I had remembered everything that we had read, seen and done, what prodigious paragons of knowledge—of a sort—we would be!

We could have waltzed through school, two-stepped to a university degree and jazzed to a job over the heads of a lot of humans less impeccable than ourselves. But we couldn't and didn't.

Now, every manufacturer knows that his own memory is, to put it mildly, somewhat restricted, but a lot of them give credit to the rest of the race for possessing marvelous powers of recollection.

They honestly believe that last year's advertising will make next year's sales—and deduct their appropriations accordingly.

"Everybody knows us NOW" isn't a slogan—it's an epitaph.

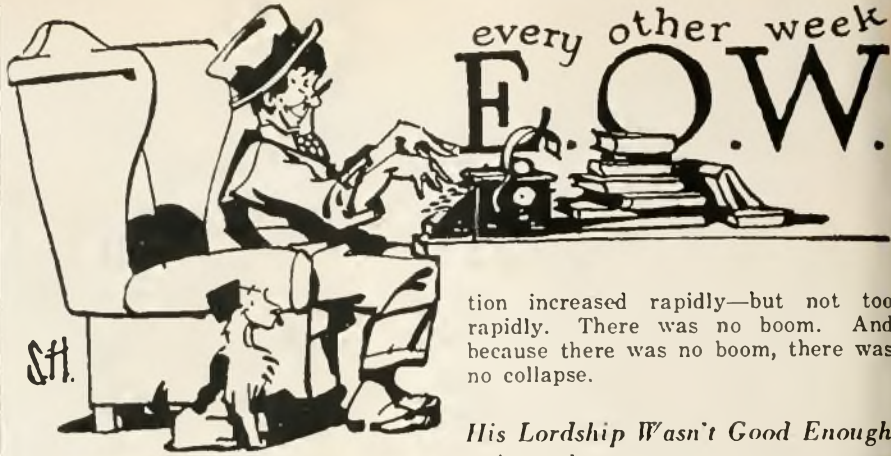
You can see bleached bones along the trail that bear mute testimony to the shortness of memory and the futility of depending upon it. You may recall some of them. But not many. You have even forgotten the names. So have I.

But, named or not named, they are there—fair warning to those who feel that advertising is something to start toward success with and drop when the goal's been kicked. Nay, brother, the game is not over yet!

A. R. Mayjer

for
INDUSTRIAL POWER
603 So. Dearborn Street
Chicago, Ills.

Industrial Power reaches more than 42,000 important plants. The rate per page per thousand circulation is so low that CONTINUOUS advertising in it is no burden of any appropriation. And its reach is being and is being so that ANY appropriation may probably be expanded to include it



It Looks That Way

Hardly a month passes which does not see the opening of another Childs' restaurant, more elaborately furnished and located in a more "exclusive" neighborhood than any of its predecessors.

When they began doing business, the Childs' restaurants catered almost altogether to people whose pocket-books or appetites (or both) were limited. Nowadays—in this city at least—they seem to have in mind the needs of men and women who are considerably higher up in the social scale.

If this is true, it looks as though an opening exists for the establishment of a chain of restaurants which will meet the demands of a class which, until a few years ago, ate at Childs'.

Next!

A man who has just returned from Florida, where he spent the winter, tells me that many of the high-binders and second-story men who have been operating in that state for the last year or so have removed to North Carolina.

That means, I presume, that before long another unknown state will be "discovered."

The way in which the vast majority of "immigration campaigns" are handled seems to me to be almost criminal. The whole world is invited to "Come to So-and-so." As often as not, it accepts the invitation. Oftener than not, the results are disastrous.

I have a theory—it is really more than a theory, because it has been tried out and proven—that the only sensible way to build up a state—or a city—is one which is directly contrary to the method generally followed.

Here it is:

First, make a thorough survey of the needs of that city or state. That is, find out what it has in various lines; and also what, if any, openings in those and other lines exist.

Second, advertise, preferably in trade journals, that Smithville—we'll call it that—can support another laundry or general store or what not.

Stop right there!

Twenty years or so ago Oklahoma followed this plan. The state's popula-

tion increased rapidly—but not too rapidly. There was no boom. And because there was no boom, there was no collapse.

His Lordship Wasn't Good Enough

A good many years ago, a young man, just out of college, was given a job on the editorial staff of a well-known midwestern daily. He believed that he had the qualifications which make a capable editorial writer and this belief was shared, to some extent, by the editor-owner of the newspaper which employed him.

His maiden efforts were not very happy. His sentences were long and involved. His style lacked fire. His ideas were good but he seemed unable to express them in editorial form.

Came a day, as the motion-picture people say, when A. was asked to prepare an editorial on some phase of English politics. Three or four hours later he put before his chief the draft of an editorial of a thousand words or so. The latter read it—and exploded.

"Rotten!" he almost shouted. "Rotten! Every sentence is a paragraph. Every paragraph is a chapter. You've taken a column to tell what could be told better in five hundred words. Rewrite it!"

A. drew a long breath. Then—"That article, Mr. R. was written by Lord Macaulay. It appears in his History of England."

"I don't give a damn," was Mr. R.'s comment. "Lord Macaulay couldn't hold a job on this paper."

Advertising Agents Know Better

Recently, the editor of a certain publication showed me a score or more of the manuscripts which had reached him that day.

With almost no exceptions, they were abominably typed. Some of them bore the names of fairly well-known authors; and more than one was entitled to consideration. Yet, as I say, their appearance was such as to invite rejection.

One Ms. particularly attracted my attention. It dealt with an interesting and timely subject and it had been written by a man of established reputation. But the typing—really, you would think a fifteen-year-old boy would know better than to submit a manuscript with so many erasures and corrections.

Advertising agents, I notice, make no such mistake. When they turn in a plan or a brief, it is a masterpiece in point of appearance. JAMOC.



Outdoor Advertising

MANUFACTURERS give much thought to striking and attractive colors for their packages and their trade-marks.

Advertising which reproduces the package or the trade-mark in its proper colors forms the closest possible tie-up between the advertisement and the product.

Outdoor Advertising gives you the advantage of picturing your package, your trade-mark or your product, *as it is*—without extra cost.

The National Outdoor Advertising Bureau is an organization providing a complete service in Outdoor Advertising through advertising agencies. Any advertising agency having membership in the Bureau will gladly give you any information you desire.

National Outdoor Advertising Bureau

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

1 Park Avenue, New York

General Motors Building, Detroit

14 East Jackson Boulevard, Chicago

The Measure of Advertising

The Measure of Advertising is a very tangible yard stick that has no alibi of the "was noticed" kind. It is the definite measure of the actual value in dollars and cents brought to the advertiser. You can apply this measure to your advertising through Oil Trade. It is the oil magazine that the big men in the industry read. It will pay you to take advantage, also, of the information furnished by Oil Trade's Department of Research and Selling Helps. It will make recommendations of real value to you. A booklet, "More Business from the Oil Industry" will explain this more fully. Send for it.

The
Oil Trade
Including Oil Trade Journal and Oil News

350 Madison Ave., New York
Chicago Tulsa Los Angeles
Publishers of FUEL OIL

Advertising  Typographers

PITTSFORD typography is good typography because it is easily read and easily understood. It tells your story in terms that are clear and unmistakable. It creates atmosphere. It inspires confidence and sells merchandise.

Ben C. Pittsford Company
431 So. Dearborn St., Chicago
Phone Harrison 7131

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



Going to Philadelphia

[June 19—24]

"Advertising—Stabilizer of Prosperity," will be the theme of the convention. Speakers at the general sessions according to an announcement today by H. H. Charles, Chairman, General Program Committee, have been selected to cover seven major classifications of business including Finance, Manufacturing, Transportation, Agriculture, Publishing, Education and Industry.

A feature of the convention will be an International Trade Conference, presided over by Dr. Julius Klein, Director Bureau of Foreign and Domestic Commerce, Washington, D. C.; and addressed by leaders of the overseas delegations. Discussion will be centered around the subject of "Strengthening International Relations Through Advertising." In connection with this meeting will also be conducted a Trade Advisers' Service with a staff of thirty or more foreign trade and advertising experts from prominent business firms and the United States Government, available for personal consultation by delegates.

* * *

Rodman Wanamaker, son of and successor to the illustrious John Wanamaker, will be host to the visitors on Tuesday at the Wanamaker store, after which the presidents' dinner will be held at the Poor Richard Club.

In the evening the Philadelphia Club of Advertising Women will conduct a ball.

* * *

On Monday at 11:30 p. m., Karl Bloomingdale, of the Poor Richard Club, will put on the first of a series of cabaret evenings likened to the London music hall night club gaieties. Thirty-six acts from the Keith circuit and from musical comedy shows will appear at Philadelphia's six best restaurants.

Karl Bloomingdale has arranged

with Director of Public Safety George Elliott, who succeeded the vigorous General Butler, for a permit to continue his cabaret shows one hour beyond the 1 a. m. dead line.

The cabaret shows will continue on Tuesday and Wednesday nights.

A handsome, sterling silver cup will be awarded by A. L. Shuman, vice-president and advertising director of the Fort Worth *Star-Telegram*, to the newspaper man who presents the best story of an advertising success. Such stories may deal with classified, local display or national advertising, and may concern an individual advertisement or a series.

* * *

Plans have been made by the New York Advertising Club for the reception and entertainment of the visiting foreign delegates during their stay in that city while en route for Philadelphia. In spite of the fact that the Poor Richard Club has made tentative plans for a big reception at Independence Hall, Philadelphia, on the afternoon of June 19, the New York Club has decided that to rush the delegates directly from the *Berengaria* to the Philadelphia train would not be the best procedure. The ship is scheduled to dock on the 18th, but uncertainties of wind and tide make the exact hour uncertain and might conceivably lead to complications. Instead the visiting delegates will be entertained over night and escorted to the convention city by noon of the 20th.

Estimates as to the approximate number of visiting Englishmen range from 85 to 200, while the French delegation should number at least 20 and various other delegations should swell the total considerably. While in New York the British delegates will be guests of the Biltmore Hotel, while the other foreigners will be guests of

Announcing the establishment of the

ROCHE
ADVERTISING
COMPANY

*Occupying
the Twenty-sixth Floor of the Straus Building*

CHICAGO



*An organization of
experienced personnel happily intent
upon the production
of advertising
of distinctive character*

District Sales Managers

Salary, Commission, Bonus

REFRIGERATION industry offers one of the greatest potential sales developments in America today. Large and long established refrigerator manufacturer requires thoroughly capable executives to take charge of territories, with headquarters in Atlanta and Philadelphia respectively, and one Field Sales Executive Trainer of men. Several of our managers have been unusually successful over a period of years. We require \$7500 to \$10,000 type of men. Mechanical training an advantage but not essential. Give full details, business experience, age, average earnings, phone, in first letter. Meetings arranged at New York, Philadelphia, Atlanta, Detroit and Chicago.

VICE-PRESIDENT, BOX 394

ADVERTISING & SELLING
9 EAST 38TH STREET

the Hotel Roosevelt. All have been invited to make use of the accommodations of the Westchester-Biltmore Country Club while in the city.

* * *

Programs Announced

Public Utilities Advertising Association

Tuesday Morning, June 22nd
Opening at 10 o'clock

Presiding: William H. Hodge, Byllesby Engineering & Management Corporation, Chicago, Illinois; *President*, Public Utilities Advertising Association.

Announcements by Convention Arrangements Committee.—J. S. S. Richardson, Director, Pennsylvania Public Service Information Committee, Widener Building, Philadelphia, Pa.

Secretary's Report.—Dempster MacMurphy, Secretary, Public Utilities Advertising Association, Chicago, Illinois.

Geographic Sections Report.—W. P. Strandborg, Portland Railway Light and Power Company, Portland, Oregon.

Some Costs and Results Figures.—E. Paul Young, A. E. Pitkin & Company, New York, N. Y.

Outdoor Advertising for Public Utilities.—J. J. Moran, Commercial Manager, Chicago Rapid Transit Company, Chicago, Illinois.

Radio Broadcasting in Advertising.—Martin P. Rice, Director of Broadcasting, General Electric Company, Schenectady, New York.

Tuesday Afternoon, June 22nd
Opening at 2 o'clock

Presiding: Leonard Ormerod, Vice-President, Public Utilities Advertising Association, Philadelphia, Pa.

President's Address.—William H. Hodge. *Address by Paul S. Clapp*, United States Department of Commerce, Washington, D. C.

Address by Louis Wiley, Business Manager, *New York Times*, New York, N. Y.

Address by W. N. Teasdale, Advertising Manager, London & North Eastern Railway, London, England.

National Association of Theatre Program Publishers

Wednesday Morning, June 23rd
Opening at 10:30 o'clock

Presiding: E. E. Brugh, President, National Association of Theatre Program Publishers, Chicago, Illinois.

Call to order by the President. *Report of progress of the Association in the past year*.

Report of accomplishments of the National Advertising Commission.

Selling Advertising.—J. C. Chevalier, Secretary, New York Theatre Program Corporation, New York, N. Y.

Luncheon

Wednesday Afternoon, June 23rd
Opening at 1:30 o'clock

Presiding: *The Use of Theatre Programs for Topics and Information of Civic and Community Interests*.—Charles F. Hatfield, President, American Community Advertising Association, St. Louis, Mo.

Opportunity to Improve Theatre Programs and Broaden Our Service to the Advertiser.—E. E. Brugh, Clyde W. Riley, Advertising System, Chicago, Illinois.

Reports from all members of Association.—Clyde W. Riley Advertising System—E. E. Brugh, Chicago, Illinois.

Arthur M. Levy, Cleveland, Ohio. Theatre Program Corporation of Detroit, Michigan

James G. Sprecher, Los Angeles, Cal. L. N. Scott, Minneapolis and St. Paul, Minnesota

New York Theatre Program Corp. Ruth Trier, R. M. Huber, J. C. Chevalier, The Mills Advertising Company, Omaha, Nebraska

Unique Advertising Company, Rockford, Illinois

National Program Company, San Francisco, California

Election of officers for ensuing year. *Adjournment*

BINDERS FOR Advertising and Selling



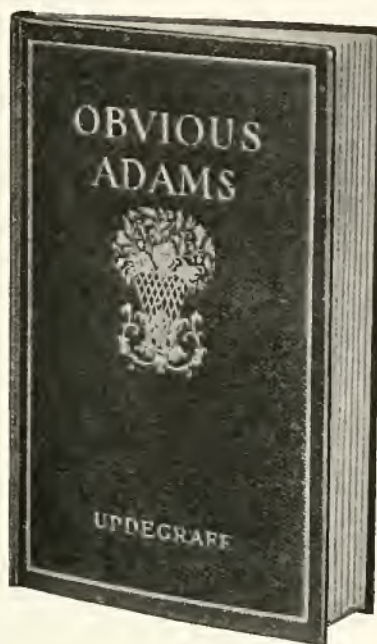
They have stiff, cloth-covered covers and are die stamped in gold lettering. Each binder will hold thirteen issues of Volume 1, 2 or 3 and 10 issues of 4, 5 or 6. The price is \$1.85, which includes postage.



Advertising and Selling

9 East 38th St.
New York City

When E. M. Statler Read "Obvious Adams"



—He immediately ordered copies sent to
the Managers of all his Hotels

LIKE many another high-calibre business man he recognized in the story of **Obvious Adams**, the sound philosophy that makes for business success, whether the business be writing advertisements, managing a department or running a great metropolitan hotel.

An "obvious" man himself Statler wanted his managers and their assistants to see clearly just what it is that keeps a business on the ground and makes profits. So he sent each of them a copy of this little book, written several years ago by Robert R. Updegraff as a story for the Saturday Evening Post, because he saw that it would crystallize one of the biggest and most important of business principles and make it graphic and unforgettable—give it to them as a working tool.

For this same reason advertising agencies, newspaper publishers, bankers and business men in many other lines are purchasing **Obvious Adams** in quantities at the new wholesale prices to distribute broadly through their organizations, to executives, department heads, salesmen, and office workers.

Have your people read it? Wouldn't it be a good business investment?

Quantity Price List

500 copies or more,	40c per copy
100 copies or more,	44c per copy
50 copies or more,	46c per copy
25 copies or more,	48c per copy
10 copies or more,	50c per copy
Single copies, 55c postpaid	

KELLOGG PUBLISHING COMPANY
30 Lyman St. Springfield, Mass.

HOTEL EMPIRE

New York's newest and most
beautifully furnished hotel—
accommodating 1034 guests
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET—
\$250

ROOM WITH PRIVATE BATH—
\$350

ALL OUTSIDE ROOMS

The NEIL HOUSE



The
newest and now
the Leading Hotel in
COLUMBUS OHIO
Opposite the State Capitol
655 ROOMS—655 BATHS
RATES FROM \$13 to \$17
EUROPEAN PLAN

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

SPECIAL FEATURES
Club Meals in Main Dining
Room and Grill Room,
Blue Plate Luncheon,
COUNTER SERVICE
AT POPULAR PRICES

Luncheon Clubs served
in private dining rooms
at 75¢ per person.

Under the Direction of
GUSTAVE W. DRACH, President and Architect
FREDERICK W. BERGMAN, Managing Director

A Kick Against Poverty

[CONTINUED FROM PAGE 21]

tended to improve working conditions, were passed. As a rule they were the outcome of "inquiries," set afoot by sanitary commissions or boards of health. Sometimes they were based on the report of a Royal Commission which had been "nominated, constituted and appointed" to study some phase of Britain's industrial life. These Royal Commission reports, by the way, are masterpieces. They are honest, straightforward, unprejudiced. They tell the story of Britain's industrial ills as no critic of Britain has ever dared tell it.

BUT this is not the place to narrate, at length, the history of British labor legislation. All that the writer feels it necessary to say at the moment is that the trend has been steadily upward in spite of the fact that every step toward betterment was fought by the "die-hards."

The "net" is this: The British worker is in an enviable position, in so far as legislation can bring that about. If he loses his job, he goes on that "dole." When he is old, he draws a pension. His rights are protected in every way that can be imagined. There are laws for this, laws for that, laws for the other thing.

Now, legislation is "great stuff." Civilization cannot get along without it. But it has its limitations.

Legislation can improve the conditions under which men work, but it cannot assure them a living wage. That is one of Britain's troubles—an uneconomic wage. It cannot give workers houses fit to live in. That is another of Britain's troubles. It cannot compel owners of factory buildings which were old half a century ago to tear those buildings down and replace them with modern buildings. Ditto. It cannot force the British housewife to buy British-made goods, if she can buy equally good goods, made elsewhere, for less money. Ditto. It cannot provide work for 45,000,000 people if there is only enough work to keep 35,000,000 busy. Ditto. It cannot reduce taxes, unless reduction is warranted. Ditto. It cannot force the employing classes to regard labor as their friend when they know that it is under-producing. Ditto. It cannot make the working classes regard their employers as their friends when, deep down in their hearts, they have good reason to believe otherwise. Ditto. It cannot make coal, Britain's fundamental asset, the world's chief source of power as it was once. Ditto. It cannot compel Britain's surplus population—estimated at anywhere from 5,000,000 to 10,000,000—to seek homes for themselves in other lands. Ditto. It cannot make the British employing classes

change their belief that "week-ends" begin Thursday afternoon or Friday morning and end Monday noon—or later. Ditto. It cannot persuade, compel or force the British worker to move hand, foot, body or brain one whit faster than suits his pleasure. Ditto.

Above all, legislation cannot make either the employing or the working classes realize that *multiplication* (increasing production and thereby decreasing the cost of production) is infinitely to be preferred to *division* (fighting for the lion's share of the profits of limited production).

No! Legislation can no more do these things than it can stop a tooth-ache.

A great many people, in America as well as in Britain, think otherwise. To hear them tell it, all that is needed to make this a heaven on earth is a "law" to that effect. If the British general strike destroys this belief—that economic ills can be cured by legislation—it will not have been in vain.

FOR more than 100 years, as has been said, the workers of Great Britain have striven to better their condition. They have organized themselves into trade unions. They have gone into politics. They have employed the strike as a weapon with which to gain their ends.

As the fruit of a century of struggle, what have they to show?

That question is answered by statistics furnished by the Trades Union Congress. They show that the weekly earnings of men in various industries, for half of 1925, were as follows:

Miners	\$13.00
Locomotive engineers	24.50
Railway laborers	12.65
Tramway men:	
Drivers	14.33
Conductors	13.12
Stone masons	17.74
Cabinet-makers	18.00
Printers	17.74
Shoemakers	\$12.75 to 13.85
Carpenters, plumbers, bricklayers ..	17.74
Engineering trades	\$9.72 to 15.06
Shipbuilders	9.72 to 14.09
Bakers	14.58 to 16.52

Low as these wages are, they might be defended if living costs in Britain were no higher than they were twenty years ago. But that is not the case. Nowadays, except for clothes, rent, fuel and a few other things, the English shilling goes very little farther in England than the American quarter in the United States.

The general strike came—ostensibly—to back up the demands of the coal-miners; in reality, a "kick against poverty."

Could it have been avoided? That is extremely doubtful.

For years before the war the gulf between the British employing classes and the British working classes

ELECTRICAL
ANIMATED
AND
STILL

DISPLAYS

for
WINDOW,
COUNTER,
and EXHIBITS

Effective—Dignified
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.
19 WEST 27th ST NEW YORK

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

K

KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

Between Snobbery and Hob-nobbery

SNOBBERY is believing that only the lucky few are worth cultivating.

Hob-nobbery is believing that every Tom is as good as Dick, and every Dick as good as Harry.

Both are wrong if you are trying fairly to find the national market for a good article of commerce.

For such an article the potential market usually lies somewhere between one million and ten million homes. Among various possible indices of markets of that size, we have learned by eleven years experience to depend upon the home telephone. The presence in a home of a telephone is the surest indication that that home has contacts, broadened interests and a margin of income above bare necessities.

For eleven years The Digest has constantly sent its circulars into these telephone homes. Thus it has increased its circulation to more than 1,400,000 copies per week. It can confidently say, from the facts on record, that the best market is the telephone market and that the best million in this market is subscribing to The Digest.

This is an achievement unique in American publishing. It has created a medium which has *mass* circulation, large enough to serve any advertiser, and which also has *selective* circulation. It selects, not on the basis of wealth or aristocracy, but on the basis of *alertness*, because only the alert and the progressive find The Digest interesting.

The Digest has picked out of each community in the land, and at each income level, the active, intelligent ruling minds—those whose judgment is valid and vocal—whose good-will and patronage is the most valuable thing any business can possess.

Get Digest readers to buy your product—get them to buy it first and keep them buying it—and you'll sell not only to them but to the far greater number who follow where they lead.

The Literary Digest



Rate for advertisements inserted in this department is 36 cents a line—6 pt. type. Minimum charge \$1.80. Forms close Saturday noon before date of issue.

Business Opportunities

PUBLISHING BUSINESS, issuing specialized industrial periodicals can be bought, free and clear, for approximately \$100,000. Annual gross receipts 25% in excess of this. A going business, capable of good profits and considerable expansion under aggressive management. Terms to parties of experience and responsibility. Location: middle west. Harris-Dibble Company, 345 Madison Ave., New York, N. Y.

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

Position Wanted

WIDE AWAKE

Young married man associated with printing and publishing business for six years, seeks position with agency, department store or manufacturer. Writes result-getting copy, understands type, layout, engravings; has sales experience. College trained. Protestant. Now employed. J. B. Robinson, Grove City, Pa.

EDITOR-WRITER, university trained, mature, with proven capacity for producing vivid, interesting and thought-compelling articles, seeks change from retail advertising to diversified job demanding initiative, newspaper sense and a higher-than-ordinary ideal of the function of the printed word; might consider travel; pleasing personality, Christian, single. Box 651, City Hall Station, New York, N. Y.

SECRETARY TO ADVERTISING EXECUTIVE

Eight years' experience, including four years as secretary to advertising agency officer; neat, accurate stenographer and typist; competent to handle all advertising records and other details; thoroughly familiar with bookkeeping, ordering, billing, checking and other advertising operation. Education: complete High School and Columbia University advertising course; age 25; salary \$40. Box No. 393, Advertising and Selling, 9 East 38th St., New York City.

GENERAL SALES MANAGER

Last six years with company marketing a nationally known food product. Particularly interested in an opening in food products line. Prefer headquarters in vicinity of New York or San Francisco. Desirous of making stock investment in company with which I become associated. Box No. 395, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

If Henry Ford had said to you 25 years ago, "I'll give you a ground floor interest to write my financial advertising matter, sales plans, etc.," and you had taken a chance:— Today a recent invention presents as big an opportunity to a man of vision—If you possess both snappy and dignified styles and a broad knowledge of industry. Write Box 392, Advertising and Selling, 9 East 38th St., New York City.

Service

Artist, Lettering, Figures, Trade Marks, Expert workmanship, low pay. Pencil sketches free. Entire job attended to. Original selling art work visualized. Bryant 8610, Dommer, 76 W. 46th St., New York City.

Miscellaneous

STOCK ELECTROTYPES
Send Fifty Cents for 15th edition of the **SPATULA CUT CATALOG** and you will get your money's worth of entertaining pictures even if you never buy an electrotype of any one of the nearly 1500 advertising cuts illustrated. Mostly old style cuts. No big heads with little bodies. Spatula Publishing Co., 10 Alden St. Boston, 14, Mass.

BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding one volume (13 issues) \$1.85 including postage. Send your check to Advertising and Selling, 9 East 38th St., New York City.

BOUND VOLUMES

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

widened and deepened. Labor became, increasingly, "class-conscious." Not only that, but the men who led labor—if not those who followed them—became more and more ambitious. When Ramsay MacDonald came into office, these men tasted power. They liked it. They want to enjoy it again.

During the War, British labor was rewarded as never before. Men—thousands and thousands of them—who had never known the thrill that comes from being paid more than two pounds a week were in demand at three or four times that wage. It was a new experience. They liked it. They want to enjoy it again. Both probably will enjoy their desires again.

There is no reason why they should not. We, in America, have solved the problem of high wages and low cost of production. Britain can, too—if she will.

Early Practices

[CONTINUED FROM PAGE 32]

"Would you have asked that question," countered Bonner, "if I had inserted it but once? I put it in to attract your attention."

So strongly did Bonner lean in the direction of attention value, that he is said never to have advertised twice alike. Sometimes his advertisement consisted of a fragment of a story; sometimes he took an entire page and left it all blank, except for two or three items in ten point in the very center. Again, he would take a blank page and put a few small display advertisements in the corner. He was nothing if not original.

Nobody knew what queer and unusual quirks he would concoct next. Make-up men of the newspapers almost went into nervous fits. One account has it that "he gave great trouble to the editors of the leading papers."

These tactics proved marvelously successful in building circulation. The *Ledger* became the foremost weekly in America. Despite the fact that he refused to open his columns to advertising, he made a great deal of money, and toward the end of the 1860's his income was said to have reached \$300,000 a year. Such profits from circulation alone are hardly conceivable in these days.

As prosperity grew, Bonner's head turned to other thoughts. He gave up business for trotting horses. The trotting horses did not prove so lucrative so he transferred his ingenuity from advertising to society. Again returns were meager. So later (which was probably in the "seventies"), Bonner tried to revive his drooping *Ledger* with some of his old tricks. But they had run their course. A new age was at hand. The revival failed, and the star of the House of Bonner was fast setting.

"GIBBONS knows CANADA"

TORONTO

J. J. Gibbons Limited, Advertising Agents

MONTREAL

WINNIPEG

High-Brow and Low-Brow Types of Direct Selling

[CONTINUED FROM PAGE 27]

letters, though they invariably simulate the personal touch. The lines are less expensive; selling and advertising helps are less numerous and less elaborate. Most of the small hosiery firms, many tailoring houses, shoe companies, shirt companies and auto accessory makers are of this type.

NEXT on our ladder we come to free outfit houses. Their chief object is to place the largest possible number of lines. The selling outfit seldom costs more than a dollar. The "no-deposit for outfit" appeal is used in the advertising to obtain a great many inquiries at a very low cost. The outfit—in the case of wearing apparel, at least—usually consists of a book of pictures, swatches, order-blanks, tape measure, return envelopes, sales manual and a "personal" letter of welcome and instruction from the salesman. The exact contents, of course, depend upon the type of merchandise being sold. Inquiries are procured by the thousands, from all sources, usually at a comparatively low cost. Circularization of purchased lists frequently plays a very large part in the placing of lines. The selling outfits are mailed promiscuously, immediately upon receipt of inquiry and without investigation.

This is a business of averages. The manufacturer knows in advance of advertising just how many lines of each hundred that he sends out will produce orders, and how many will not. He knows how many of the lines will send in one order—frequently an order for the use of the salesman himself or a member of his family—and never send in another.

He knows what percentage of the lines will develop into reasonably good salespeople, and exactly how much business he can count on receiving from them. He knows how many of them will develop into real producers. These he furnishes with a much more elaborate line, including actual samples of the merchandise, just as soon as they show any promise. The producing minority, of course, brings in enough business to pay not only for itself, but also for the waste in sending out lines to the non-producing majority. The budget given in the preceding article was for a firm of this type.

The business of a company of this sort comes from varied sources: First of all a strong play is made for a personal sample order from the salesman. The argument is that "the actual sample will help you sell." This order usually pays for the actual cost

of the advertising to obtain the inquiry, and for the line itself. Here the "Free Line" type of business begins to verge on the mail order method.

Business also comes from the few friends and neighbors who are sold by the salesman in his spare time. The agent in this case is usually not a real salesman, but a spare-time worker who sells to his friends and then quits. Even these few orders, however, are enough to show a profit because of the comparatively low advertising cost and the low cost of the line. The problem then is only to obtain enough of such salesmen.

Much business from free lines comes from men who devote the greater part of their time to selling something else. They will carry a small free outfit of this type in the same case as their main line, with which they pick up a few extra orders here and there. Frequently these men will send in a surprisingly large amount of business with these small, inexpensive lines. An instance of this is the tailoring salesman who sells shirts. This type of salesman would not carry a big selling outfit as his side line, because of its bulk and weight.

THE next rung of our ladder is made up of houses that depend for much of their business on small unit consumer sales and on a very small production per agent. The agent is usually a part time worker who makes the deliveries himself. He obtains a number of orders, lumps them, and sends one order to the house. The house ships the merchandise to him, either C.O.D. or on the basis of a letter of credit, and he does his own delivering. A strong effort is made to sell the agent a sample case and samples of goods. Most firms of this type carry food products, cosmetics and similar items of small sales unit. The business done by such agents in small towns and the foreign sections of industrial cities is tremendous.

On the next rung we find the type of direct-selling firm which does not go after real canvassers at all, but attempts to obtain women to take orders from their friends and neighbors, and earn useful premiums for the work. The advertising of such companies plays up premiums and free offers. The business is in many respects similar to the type described last. Selling to the agent on credit is frequently an important part of this type of business.

One more type includes the houses which sell pictures, perfumes, salves and similar small and low cost units

HOUSE TO HOUSE SELLING

Are you following the interesting articles on direct selling by Henry B. Flarsheim, secretary of the Marx-Flarsheim Co.?

The second article of the series, "High Brow and Low Brow Types of Direct Selling," appears on Page 27 in this issue. This series will be invaluable to the executive who is desirous of getting complete details of this much-misunderstood plan of reaching the consumer.

Mailing the coupon below will assure you of the balance of the house-to-house series of articles together with every issue for a year at a cost of \$3.00. The house-to-house series alone is worth that.

Advertising and Selling,
9 East 38th St.,
New York, N. Y.

Please enter my name for a year's subscription. Send me a bill for \$3.00 after I receive the first issue.

Name

Position

Company

Address

City

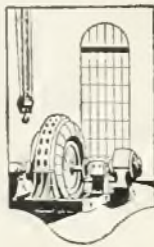
The Buying Power of 23,000 subscribers to

POWER PLANT ENGINEERING



IN order to furnish the highest service to the power plant field of the United States, Power Plant Engineering necessarily limits itself to drawing upon foreign countries for such engineering ideas and methods as seem adaptable to the development of power in this, the greatest power-using nation of the world.

Its subscription men secure the subscriptions of



the men with buying power for the country's largest projected and operating power plants.

Advertisements in Power Plant Engineering receive the attention of over 23,000 progressive power plant men in the United States.

May we send you advertising rates and A. B. C. report which show the comparatively low cost of advertising to these 23,000 power plant buyers?

POWER PLANT ENGINEERING

Established over 30 years

A. B. P.

53 West Jackson Blvd., Chicago, Ill.

A. B. C.



The "COAST" is Building

Almost daily, some new development is begun on the Mississippi Coast. Thousands of acres of high, dry land, fronting on the water and dotted with majestic oaks, murmuring pines and magnolias, are being developed. People, from all over the United States, are building homes along this "Riviera of America." Palatial hotels; golf links; clubhouses; surfaced roads; bridges; sea walls—construction everywhere.

Advertisers can best cultivate this prosperous, growing group through The Daily Herald, which "Covers the Mississippi Coast."

THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers

MOVING

Be sure to send both your old and your new address one week before date of issue with which the change is to take effect.

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.
50 Years of Service to the Architectural Profession and Its Results

THE AMERICAN ARCHITECT numbers among its readers several who have been continuous subscribers for half a century and its average renewal for a period of years is over 77%.

When considering the cultivation of this market write for information and the complete service we render.

239 West 39th St.

New York

through boys and girls, offering premiums like motion-picture machines, baseball outfits, dolls, etc. The children appeal to their families and neighbors, who usually purchase more out of a desire to help the child than because they have any real desire for the articles.

Other types of direct-selling which might be touched upon would be subscription salesmen, newsboys, salesmen put out by retailers, etc.

Now as anyone who has read this far can plainly see, the manufacturer contemplating direct-selling must decide for himself, in advance, just what kind of a business he is to develop. As is evident, there are many kinds of direct-selling. Seldom, or never, can features of all the methods be employed profitably in one organization.

Naturally, the question of method is not to be decided off-hand or by the inexperienced. Many factors will influence the decision. First and foremost, the type of merchandise. If it is low priced—a specialty easy to sell and requiring little sales talk, so that even the untrained and unintelligent agent can take a few orders, one of the plans described in the latter part of this paper may be most appropriate.

If the article requires extensive demonstration, intelligent sales talk and intensive sales effort, and particularly if the article sells for a considerable amount of money, the first or second plan may be best.

[This is the third of a series of articles by Mr. Flarsheim. In an early issue he will discuss "Making Advertising Dollars Go Further—As the Direct Sellers Do It."—Editor.]

Delegates of Democracy

[CONTINUED FROM PAGE 22]

it, try to get votes out of it, sometimes succeed, sometimes fail when the voters turn and rend the politicians whom they have discovered to be demagogues. But politicians pass. Laws come and go. Yet the inevitable change and growth of public opinion, the common morals of the common folk without laws and quite outside of government, do finally produce that balance of justice which from decade to decade makes it possible for commerce as one of the instinctive needs of modern man to thrive in a changing civilization. Kick at reformers as we will, rail at demagogues as we please, it will make no difference. From within our own commercial units—that is to say within our own trades and callings—business will respond to these intuitive urges of humanity for justice.

Men in business and in the professions today are all selling service. We are a lot of service peddlers with our packs on our backs, practically going from door to door offering our wares to each other. And, combined, all of us, each some sort of a service peddler,

make up the public. And it is not the policeman at the door who checks up on our goods, who regulates the character of our wares, who keeps us straight. The governmental policeman is noisy but not important. We can beat his game often.

But when we throw down our pack and open our sack to spread out our goods, we cannot fool the lady of the house. And despite the clamor and racket of the policeman, despite his whistle, his patrol wagon and the whole kit and accouterment of government outside of the house where we sell our wares, finally and in the last analysis we have got to please the lady of the house. The lady of the house being the instinctive sense of justice in the human heart which will have its way and will finally buy goods to its own liking upon its own terms and that frequently, and indeed generally, without bothering with the policeman, without resorting to the government to bind the bargain.

WE who are selling service, whether under private ownership or under public ownership, must first of all consider the genius of the people to whom we are selling it. We could not sell American public utility service, crisp, shiny, snappy and tremendously competent, to any other country except America until we had educated that country along many lines. Democracy, by giving men and women political power, has developed a certain amount of economic freedom, shorter hours, better wages, self-respecting conditions of labor. The householder, growing up in those conditions of self-respect, no longer is willing to drudge. Hence the demand for electric power. And one way or another, whether by private ownership in increased profits, or public ownership in increased taxes, the householder is going to have that power in his home to save the drudgery which is distasteful.

And the more democracy we have, the more freedom we give to the common man who works with his hands, then the more light, heat, and power we are going to sell that man one way or another. And the newspaper or the public utility man who objects to democracy is just biting off his own nose to spite his own reactionary face.

We are in for a period of broadening democracy which does not necessarily mean much politics. The democracy which really counts in the world does not mean universal voting and the use of the political weapons of democracy. The democracy which really counts has come as the result of industrial and economic forces. Democracy means more in its economic and industrial phases than it means in its political phase. For indeed the political aspects of democracy are merely instituted to secure the economic benefits of democracy.

Let me illustrate. Twenty-five years ago the automobile was an aristocratic institution. It has been democratized.

Advertising Rate Increase

EFFECTIVE JULY 1, 1926 advertising rates in the FORUM will be as follows—General \$200 per page, Publishers \$135 per page, 4th Cover \$400, 2nd and 3rd Covers \$300. Rates based on a guaranteed average circulation of 60,000 net paid ABC or rebate pro rata.


"Buy on a Rising Market"

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Controversy

WALDO W. SELLEW, Advertising Manager, 247 PARK AVENUE, NEW YORK



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JEWETT

Spots local outlets for your nationally known product

You can give real *selling* impetus to your national advertising by spotting your local dealer-outlets for the millions who read your magazine and newspaper copy. Then, too, your dealer takes eagerly to this very effective and permanent form of advertising cooperation. For a Flexlume Electric Sign satisfies his local as well as your national needs.

"Is the cost high?" No. Let us show you how comparatively inexpensive it is to put this powerful "selling aid" into operation.

We also build exposed lamp and other types of electric signs for those who prefer or require them.



Flexlume Corporation
1460 Military Road, Buffalo, N. Y.
"Flexlume" Offices All Principal Cities

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Again let me illustrate the growth of democracy: Thirty years ago the electric light shone only in the proud windows of the rich. Now electricity has been democratized, and light, heat, and power go into the homes of the workers. There is no distinction between the light of the poor man's cottage and the light of the rich man's house, either in the rate one pays or the character of the illumination. We have democratized electricity as we have democratized the automobile. We are democratizing the radio as we have democratized the phonograph and the telephone. Our politicians have had very little to do with it. They will have little to do with the forces which are about to extend democracy further and further into our lives. And we who sell service, whether it be light in the form in which you sell it, or light in the form in which I sell it, should welcome this democracy and not fear the chatter of the politicians.

One fine thing the British strike has done; it has laid forever the fear of bolshevism. Prattle about communism is idle in a civilization where there is a dominant middle class, where democracy has genuinely taken hold of the life of the people. For nine days England stood firm. Why? Because the economic distribution of this world's goods was so equitable; every man had such a fair share of the things of this world.

We who are selling service are the distributors of democracy. It is the man who sells service, the man who makes well and distributes cheaply the material things of this civilization—that man is the guardian of our institutions. America is safe and sound. America is impregnable to the assaults of the discontented because America, by some inner commercial prescience, some deep economic intuition, sees that a great majority of her people enjoy the blessings of this marvellous civilization which American genius creates.

Ideas for Orders

[CONTINUED FROM PAGE 24]

facturing plants were faced with the problem of maintaining production in spite of an obvious labor shortage. The problem was a real one and caused much concern on the part of those who employed many hands to do the manual tasks necessary to keep the wheels of output turning.

Into this situation came the Jeffrey Manufacturing Company, of Columbus, Ohio, builders of automatic material handling equipment. Realizing that the installation of their equipment would help solve the problem of labor shortage, this company brought a real idea to industry at a time when industry needed help. Secretary Hoover's department in Washington was then engaged in spreading throughout industry a program dealing with standardization and conservation of labor, and using this educational program as

a backing, Jeffrey started an intensive advertising campaign to interest industry in a big idea. Their material handling equipment was only incidental to the main thought, which was to give industry the idea that despite the promised shortage of men, its tasks might still be carried on with economy and profit.

SO certain was the Jeffrey Company that their idea was of real value to industry, that the advertising copy in its preliminary stages was taken to Washington and submitted to the direct representative of Secretary Hoover, who was in charge of this particular branch of educational work being carried on by the Government. The copy was approved and complimented upon as being of direct assistance in the program, and permission was secured to incorporate a picture of the Capitol hooked up to a brief statement that the adoption of material handling equipment was a step approved by Secretary Hoover. Thus the tie-up was complete and industry received an idea from a manufacturer backed by Government approval. Let me repeat that industry uses a buying yardstick entirely different from the standard of measurement used by the private consumer. The tools which industry uses in its work are looked upon simply as mediums through which certain results can be accomplished, hence ideas that sell these tools must be linked strongly to the things they will accomplish, figured in terms of new sales outlets, performance and results. In the privacy of his home a man may take pride in the ownership of an object of art, but the lathe which is placed in a machine shop instills no pride other than is found in the work it does and the dollars it earns. Successful selling to industry clings to this truth and never lets go.

That this seeming lack of interest in the industrial product itself is often carried to extremes is shown in the case of the salesman who brought a new idea to a certain large manufacturer concerning the methods used by the plant for generating power to run the machinery and heat the buildings. The entire presentation was built around greater fuel economy and less labor in the boiler room. Guarantees of savings were submitted and the idea was presented that out of these assured savings the manufacturer could build an addition to his plant to take care of expansion. So logically were the arguments presented and so attractive was the thought of the new building, that it was only toward the close of the conference that the salesman was asked what specific changes he proposed making. The fact that automatic stokers were to be substituted in place of hand-firing methods was almost a detail. It was the idea of the new building, erected out of the savings that was swapped for the order.

Summed up, a manufacturer can take from industry in proportion to what he gives in exchange, not combinations of iron and steel formed into products, but ideas to direct them.



The Magazine of a Great New Fast Turning Market

Price 25 Cents a Copy



What the Filling Station Buys and Sells in Addition to Gasoline, Oil and Equipment:

- Foodstuffs
- Soft Drinks
- Cigars and Tobacco
- Candy and Gum
- Toilet Goods
- Cameras and Films
- Sporting Goods
- Automobile Accessories
- Tires and Tubes
- Household Goods
- General Merchandise

A NEW market for practically all kinds of merchandise! A great, thriving, virgin sales outlet! An entirely new and wide-awake class of merchants have almost overnight become a real factor in sales!

Trade follows the people. That's why the gasoline filling station has become the trading post of the highway and why every far-sighted sales executive is showing such keen interest in this new merchant—the filling station owner.

Let us tell you what this new market offers for your product and how you can reach 25,000 of these new merchants without waste through the pages of Gas Station Topics.

As a retailer of gasoline, oil, and accessories, the filling station owner is a better merchant than ever before—as a big sales factor in the distribution of general merchandise the filling station is growing by leaps and bounds.

Write today for sample copy

GAS STATION TOPICS

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In the first four months of 1926 Iron Trade Review advertising showed a *gain* of 99 pages compared with the corresponding period last year.

The only weekly paper in its field to show in 1925 a gain in both advertising and circulation.

IRON TRADE
REVIEW

A Penton Publication

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

Cleveland, Ohio

The NEWS DIGEST

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

CHANGES IN PERSONNEL

Name	Farmer Company and Position	Now Associated With	Position
F. H. Hilson	H. K. McCann Co., New York, <i>Space Buyer</i>	"Household Magazine," Topeka, Kans.	<i>Promotion</i>
R. P. Willigan	H. K. McCann Co., New York, <i>Ass't Space Buyer</i>	I. A. Klein, New York	<i>Representative</i>
Bates Compton	H. K. McCann Co., New York	Same Company	<i>Will take care of space buying for the present.</i>
W. S. Ashby	Western Clock Co., La Salle, Ill. <i>Adv. Mgr.</i>	Resigned	
L. B. Richards	Western Clock Co., La Salle, Ill. <i>Representative</i>	Same Company	<i>Adv. Mgr.</i>
Thomas R. Gowenlock	H. W. Kastor & Sons, Inc., Chicago, <i>Copy Chief</i>	Kling-Gihson Co., Chicago	<i>Vice-Pres. & Gen'l Mgr.</i>
E. R. McBride	Frank Presbrey Co., Pittsburgh, <i>Copy Staff</i>	Barker, Duff & Morris, Pittsburgh	<i>Copy Staff</i>
M. H. Arends	"New York Commercial" <i>Charge Food Dept.</i>	National Farm News, and Fellowship Forum, Washington, D. C.	<i>Adv. Mgr.</i>
Fergus Mead	The American Appraisal Co., Milwaukee, <i>Director of Publicity</i>	The Buchen Co., Chicago	<i>Staff</i>
Brian Townend	Iliffe & Son, Coventry, England, <i>Adv. Staff</i>	Cadillac Motor Car Co., Detroit	<i>Adv. Staff</i>
John R. Lee	Dodge Bros., Inc., Detroit, <i>Ass't Gen'l Sales Mgr.</i>	Same Company	<i>Gen'l Sales Mgr.</i>
Paul M. Hollister	Barton, Durstine & Osborn, Inc., Boston, <i>New England Manager</i>	Same Company	<i>New York Office, Sept. 1</i>
Allyn B. MacIntire	Barton, Durstine & Osborn, Inc., N. Y., <i>Acc't Exec.</i>	Same Company, Boston	<i>New England Mgr., Sept. 1</i>
John Clayton	Buckley, Dement & Co., Chicago	District of Columbia Paper Mfg. Co., Washington, D. C.	<i>Adv. Mgr.</i>
Ruth de Forest Lamb	Ruthrauff & Ryan, New York, <i>Copy Dept.</i>	The G. Lynn Sumner Co., Inc., N. Y.	<i>Copy Dept.</i>
John H. Lemmon	Henri, Hurst & McDonald, Chicago, <i>Copy Dept.</i>	Klau-Van Pietersom-Dunlap-Young-green, Inc., Milwaukee	<i>Staff</i>
Jerome B. Taft	The Richard A. Foley Adv. Agcy., Inc., New York, <i>Acc't. Executive</i>	Joseph Richards Co., New York	<i>Charge of Sales</i>
R. E. Hutchinson	N. W. Ayer & Son, Chicago	American Legion Monthly, Chicago	<i>Representative</i>
W. M. Williamson	Calkins & Holden, Inc., New York, <i>Production Dept.</i>	Carl Percy, Inc., New York	<i>Ass't Production Mgr.</i>
Richard R. Harris	Pittsburgh Steel Products Co., <i>Gen'l Sales Mgr.</i>	Pittsburgh Steel Co., Pittsburgh	<i>Gen'l Sales Mgr. for entire company</i>
Howard E. Jones	The Nat'l Trade Extension Bureau of the Plumbing & Heating Industries Evansville, <i>Director, Sales-Help Service</i>	"Sheet Metal Worker," New York	<i>Editor, effective July 1</i>
J. L. S. Scrymgeour	Ford Motor Co., of Canada, <i>Pub. Writer</i>	C. C. Winningham, Inc., Detroit	<i>Publicity and Copy Writer</i>
Elizabeth Nash	Robinson Cohen Co., Detroit, <i>Ass't Adv. Mgr.</i>	C. C. Winningham, Inc., Detroit	<i>Copy Writer</i>
M. L. Crowther	"Oklahoma News," Oklahoma City, <i>Business Mgr.</i>	"Capper's Farmer," New York	<i>Adv. Mgr.</i>
Charles E. Sweet	"Kansas Farmer," Topeka, Kansas, <i>Adv. Mgr.</i>	The Capper Publications, Kansas	<i>Ass't Adv. Director</i>
Roy R. Moore	"Petroleum Age," Chicago, <i>Editor</i>	"Kansas Farmer," Topeka, Kansas	<i>Adv. Mgr.</i>
W. Telford	A. McKim, Ltd., Montreal, <i>Order Dept.</i>	Same Company	<i>Mgr., Contract Dept.</i>
Walter R. Brown	Billings-Chapin Co., Cleveland, <i>Ass't Adv. Mgr.</i>	John S. King Co., Inc., Cleveland	<i>Staff</i>
F. M. Tibbits	"Dairymen's League News," New York, <i>Business Mgr.</i>	"The American Girl," New York	<i>Business Mgr.</i>
R. W. Anderson	Finley H. Greene Adv. Ag'cy, Buffalo	The Krichbaum-Liggett Co., Cleveland	<i>Production Dept.</i>
Albert A. Scheg	"Oil Bulletin," Los Angeles, <i>Adv. Mgr.</i>	"California Oil World," Los Angeles	<i>Gen'l Mgr.</i>
Charles W. Flanigan	I. A. Klein, New York	"New York Evening Journal"	<i>Nat'l Adv. Dept. Representative</i>
Lehman Hisey	Standard Oil Co. of California, <i>Representative</i>	"The Christian Science Monitor," Paris, France	<i>Adv. Staff</i>
Deane Moffat Linton	O-Cedar Corp., Chicago, Ill. <i>Adv. and Sales Director</i>	The Geyer-Dayton Co., Dayton, O.	
Charles W. Curran	Henri, Hurst & McDonald, Chicago	The Geyer-Dayton Co., Dayton, O.	<i>Acc't Executive</i>
Charles T. Mutchner	Rotospeed Co., Dayton, Ohio, <i>Sales and Adv. Mgr.</i>	The Geyer-Dayton Co., Dayton, O.	<i>Publicity Dept.</i>
Harry E. Burns	Russell Gress Organization, Orlando, Fla., <i>Adv. Mgr.</i>	Carl J. Balliett, Inc., Orlando, Fla.	<i>Plan and Copy Chief</i>
Edward T. Slackford	Marion Steam Shovel Co., Marion, Ohio, <i>Adv. Mgr.</i>	The Buchen Co., Chicago	<i>Copy and Research Dept.</i>

The
New *McCLURE'S*
The Magazine of Romance

A FOREWORD by the Editor Reprinted
Here Because It Tells So Well The New
Purpose of this New-Old Magazine



Arthur McKeogh, Editor of the new McClure's. Mr. McKeogh was formerly editor of the *Cosmopolitan Book Corporation* and, before that, Associate Editor of the *Saturday Evening Post*.

"I am Old and I am Young"

I AM old and I am young. I appear today for the first time as you see me, yet I have matured during three decades in the swift development of American life.

I have seen great wars; kings dethroned; and peasants uplifted; miracles of invention; civic upheavels; vast industrial enterprises in ruin and in resurrection.

Marconi knows me. And Edison. The Wrights launched their feeble planes as I hailed their courage. I saluted Bertillon and Montessori. Rockefeller in his might felt the power of my voice. Long ago Ford tinkered, and I was there.

Yet I am young again—striding out upon unbeaten roads, sailing uncharted, glamorous seas.

Comedy and tragedy, mystery and adventure, sentiment and love—these are my escorts. Ahead lies all romance—my goal. I set out in search of it.

I am the new McCLURE'S.

Young America goes with me. Because youth and romance are two words with the same meaning.

But my friends are the older ones, as well. If all the world loves a lover, all the world is my friend. And I shall capture the warmth of impetuous youth for slackening age to relive.

In the past, illustrious story tellers have been my inspiration. Rudyard Kipling, Conan Doyle, Anthony Hope built their fame on this continent in these pages that you finger. O. Henry, Jack London, Booth Tarkington, and Rex Beach were unknown when it was my good fortune to find them.

Now, as then, I seek young talent, young ambition, young ideals.

With youth to guide me, I shall reflect all modern life for you. And youth is content with nothing but the newest.

The galleon that was embossed boldly upon an older horizon becomes the sleek

express yacht against a contemporary sky. The feasts of imperial Rome are the revels of Broadway's night clubs. Homer's lyre is Whiteman's saxophone.

Yet underneath the altered forms of life, whether they be decried or approved, the honest splendor of love is unchanged and unchangeable.

Moonlight can be just as magic at 42nd Street and Broadway, or in the lanes of a small modern town, as ever it was above the old Venetian canals.

And so, with honesty of purpose, I shall tell you about yourselves as you like to be told.

Not from any pulpit. Not through pretentious campaigns. Not with any slogan to put the cosmos on its I cel.

But romantically—so that your imagination, the life blood of the mind, may picture you to yourself as you would like to be. And thus you will be entertained.

THE EDITOR.

The new McClure's is published by International Publications, Inc., at 119 West 40th Street, New York: the rates are \$1.10 a line; \$450 a page. This is based on a guaranteed net paid A. B. C. circulation of 200,000. A copy will be mailed to any advertiser or advertising agent upon request. Write to R. E. Berlin, Business Manager.

Advertising
& Selling• **The NEWS DIGEST** •Issue of
June 2, 1926**CHANGES IN PERSONNEL (Continued)**

Name	Former Company and Position	Now Associate With	Position
George E. Ingham	The Caples Co., Chicago, <i>Vice Pres.</i>	H. E. Lesan Co., Chicago	<i>Vice-Pres. and Mgr.</i>
Stanley C. Speer	"Milwaukee Sentinel," Milwaukee <i>Natl Adv. Mgr.</i>	"Milwaukee Sentinel," Milwaukee	<i>Adv. Director</i>
V. W. Burnside	"New York Morning Telegraph," <i>Representative</i>	Same Company	<i>Adv. Mgr.</i>
Orsen Angell	College of Emporia, Kansas <i>Director of Adv.</i>	"Nation's Business," Washington, D. C.	<i>Prom. and Research</i>
P. J. Gray	"Telegraph-Gazette," Colorado Springs	Broadmoor Hotel, Colo. Spugs, Colo.	<i>Adv. Mgr.</i>
F. A. Arnold	Frank Seaman, Inc., New York <i>Sec'y and Director</i>	Resigned	
Greenville Talbott	"New York Sun," <i>Publicity Mgr.</i>	"The Fourth Estate," New York	<i>Associate Editor</i>
Oliver E. Everett	"Dairymen's League News," New York <i>Adv. Mgr.</i>	"McCall's Magazine," New York	<i>Ass't Pro. Mgr.</i>
John Pierre Roche	McJunkin Adv. Co., Chicago, <i>Vice Pres.</i>	Roche Adv. Co., Chicago	<i>Pres.</i>
S. H. Giellerup	George Batten Co., New York <i>Acc't Executive</i>	Sackheim & Scherman, New York	<i>Vice-Pres.</i>
H. J. Koch	Dodge Bros. Inc., Detroit, <i>Adv. Mgr.</i>	Same Company	<i>Director of Adv.</i>
Samuel F. Melcher	Wm. H. Rankin Co., Inc., New York	Patterson-Andress Co., Inc., N. Y.	<i>Copy Dept.</i>
Ralph A. Meade	Sonora Phono. Co., New York, <i>Adv. Mgr.</i>	Henry Decker, Ltd., New York	<i>Account Executive</i>
E. W. Brewer	H. W. Kastor & Sons Co., Chicago	The Lamson Co. Inc.	<i>Adv. Mgr.</i>
H. Kempner	"Lo-Hed" electric hoist division of American Eng'ring Co., Philadelphia <i>Sales and Adv. Promotion</i>	Same Company	<i>Sales Manager</i>
Elinor English	Hicks Adv. Ag'cy, Inc., New York, <i>Sec'y.</i>	Foote & Morgan, Inc., New York	<i>Copy Dept.</i>
H. J. Griffin	Frank Presbrey Co., Inc., New York	Foote & Morgan, Inc., New York	<i>Production Dept.</i>
W. R. Wright	"Baltimore American," <i>Adv. Director</i>	E. B. Knight, Inc., Indianapolis	<i>Vice-Pres.</i>
W. E. Kinnane	"Chicago Tribune," <i>Adv. Dept.</i>	The Van Allen Co., Chicago	<i>Acc't Executive</i>
Lester D. Morse	W. L. Douglas Shoe Co., Brockton <i>Adv. Dept.</i>	Same Company	<i>Adv. Mgr.</i>
George B. Hendricks	W. L. Douglas Shoe Co., Brockton <i>Sales Mgr.</i>	Same Company	<i>Director of Sales</i>
W. L. Dodd	Commonwealth Shoe & Leather Co., Brockton, <i>Adv. Mgr.</i>	W. L. Douglas Shoe Co., Brockton	<i>Sales Mgr.</i>
William LaVarre	"New York Times," <i>Magazine Dept Mgr.</i>	"The World," New York	<i>Charge Rotogravure and Advertising Dept.</i>
H. T. Hand, Jr.	Doremus & Co., Boston	George Batten Co., Inc., Boston	<i>Acc't Executive</i>
W. A. Schreyer	Dairymen's League Co-operative Ass'n., New York, <i>Tax & Insurance Dept.</i>	"Dairymen's League News," N. Y.	<i>Bus. Mgr.</i>

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Midland Mfg. Co.	Sandusky, Ohio	Toys & Boats	The Brotherton Co., Detroit
Homeland Co.	New York	Real Estate	Street & Finney, New York
The Scientific Heater Co.	Cleveland	Garage Heater	Oliver M. Byerly, Cleveland
The J. H. Grayson Mfg Co.	Athens, Ohio	Rayglo Heaters	Robbins & Pearson Co., Columbus, O.
Wilmington Chamber of Commerce	Wilmington, Del.	Community	H. E. Lesan Adv. Ag'cy, New York
The Automatic Movie Display Corp.	New York	Vitalux Automatic Proj. and Display Cab.	Critchfield & Co., New York
The Studebaker Corp. of America	South Bend, Ind.	Automobiles	Roche Adv. Co., Chicago
The Chero-Cola Co.	Columbus, Ga.	Beverages	Roche Adv. Co., Chicago
Kling Bros. & Co. Inc.	Chicago, Ill.	Men's Clothing	Roche Adv. Co., Chicago
Central Commercial Co.	Chicago, Ill.	Silicate of Soda	Roche Adv. Co., Chicago
Chicago Concrete Post Co.	Chicago, Ill.	Concrete Posts	Roche Adv. Co., Chicago
Robert Hagen Tailoring Co.	Cincinnati, Ohio	Men's Clothing	M. L. Staadeker Adv. Ag'cy, Cincinnati, O.
The Laxford Laboratories	Cincinnati, Ohio	Mfg. Chemists	M. L. Staadeker Adv. Ag'cy, Cincinnati, O.
The Grimes Radio Engineering Co.	Staten Island, N. Y.	Radio	Evans, Kip & Hackett, Inc., New York
Del-Mar-Va Eastern Shore Ass'n.	Salisbury, Md.	Real Estate	H. E. Lesan Adv. Ag'cy, Inc., New York
Laminated Shim Co.	Long Island City, N. Y.	Vernay Shutters	Harry Varley, Inc., New York
Ponsell Floor Machine Co.	New York	Floor Polishing	Sackheim & Scherman, Inc., New York
The Style-Arch Shoe Co.	Cincinnati, O.	Women's Shoes	The Marx-Flarsheim Co., Cincinnati, Ohio
The R. B. Specialty Co.	Cincinnati, O.	Radio Accessories	The Marx-Flarsheim Co., Cincinnati, Ohio
Imperial Underwear Co.	Piqua, O.	Men's Underwear	The Marx-Flarsheim Co., Cincinnati, Ohio
The F. M. Paist Co.	Philadelphia, Pa.	Five Cent Confection "IT"	Groesbeck-Hearn, Inc., New York
United Artists' Theatre Circuit, Inc.	New York	Motion Pictures	Albert Frank & Co., New York, (Financial Campaign)
The Scovill Mfg. Co.	Waterbury, Conn.	Brass Goods & Metal Specialties	Manternach Co., Hartford, Conn.
Galey & Lord	New York, N. Y.	Distributor of Fabrics	George Batten Co. Inc., New York
Edgar A. Murray Co.	Detroit, Mich.	Insecticides	The Fred M. Randall Co., Detroit
*Arco Vacuum Corp.	New York, N. Y.	Arco-Wand Vac. Cleaners	Evans, Kip & Hackett, Inc., New York
Thomas Strahan Co.	Chelsea, Mass.	Wall Paper	Lyddon & Hanford Co., New York

*A division of the American Radiator Co., New York, N. Y.



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

Mrs. Evanston... "G. M."

HER desk is no massive affair of glass-topped mahogany—just a slender-legged spinet creation, standing in a corner of the big living room. But what business is conducted from its dainty writing top!

For Mrs. Evanston is a real "General Manager." No whirring factory does her bidding, but in that equally important province—the home—her generalship is famous. Quietly, smoothly, the affairs of each day are ordered.

Yet, like every efficient executive, Mrs. Evanston has time for many outside interests. And like leaders in the outside business world, she is a regular reader of The Enquirer. Each morning finds this paper

on the spinet desk; each morning finds Mrs. Evanston reading it before she turns to household duties. And Mrs. Evanston is the rule, not the exception, in her community—to the 997 residence buildings, 747 Enquirers are delivered every day.

Is Mrs. Evanston's conduct of her home and her purchases for it (running into hundreds of thousands of dollars every year) connected in any way with the newspaper she reads? Only Mrs. Evanston and the advertisers in The Enquirer can tell you. Suffice it that there is a market rich in profits for the advertiser who cultivates it—before, not after, the shopping trip—with the medium Mrs. Evanston prefers—The Enquirer.

I. A. KLEIN

New York

Chicago

THE CINCINNATI

"Goes to the home,



R. J. BIDWELL CO.

San Francisco Los Angeles

ENQUIRER

stays in the home"



Advertising
& Selling

The NEWS DIGEST

Issue of
June 2, 1926



CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
Helbein Stone Co.	New York, N. Y.	Helbros Watches	Lyddon & Hanford Co., New York
Prince & Ripley	New York, N. Y.	Real Estate	H. E. Lesan Adv. Agcy., New York
Own-Your-Home Exposition	Chicago, Ill.	Real Estate	H. E. Lesan Adv. Agcy., Chicago
Martin & Martin	Chicago, Ill.	Household Spec.	H. E. Lesan Adv. Agcy., Chicago
Cornell Wood Products Co.	Chicago, Ill.	Cornell Wood Board	H. E. Lesan Adv. Agcy., Chicago
Auburn Rubber Co.	Auburn, Ind.	Ustikon Rubber Soles	H. E. Lesan Adv. Agcy., Chicago
Garrison Fire Detecting System, Inc.	New York, N. Y.	Fire Systems	Evans, Kip & Hackett, Inc., New York
Brown Dnrrell Co.	New York, N. Y.	Hosiery and Underwear	Olmstead, Perrin & Leffingwell, Inc., N. Y.
Robert S. Strauss & Co.	Chicago	Investment Securities	The Van Allen Co., Chicago
The Graton & Knight Mfg. Co.	Worcester, Mass.	Machinery Supplies	Barrows, Richardson & Alley, Boston
Maison Madeleine	Philadelphia, Pa.	Beauty Preparations	Mathewson & Sinclair, New York
Blair Mfg. Co.	Springfield, Mass.	Lawn Mowers	J. D. Bates Adv. Agcy., Springfield, Mass.
The United States Sand Paper Co.	Williamsport, Pa.	Sand Paper	Myers-Beeson-Golden, Inc., New York
Lyon & Healy, Inc.	Chicago	Musical Instruments	Aubrey & Moore, Chicago (Wholesale Division)
The Toga Towel Co.	Bethel, Conn.	Bath Towels	The Manternach Co., Hartford, Conn.
Holyoke Silk Hosiery Co.	Holyoke, Mass.	Hosiery	J. D. Bates Adv. Agcy., Springfield, Mass.

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page	Type	Size
"The Infants' & Children's Review"	Haire Publishing Co.	1170 Broadway, New York	June 2	Monthly			7x10
"Bean"	Beau Publishing Co.	50 Church St., New York	Sept. 15	Monthly			7 1/4 x 10
"Roadside Profits"	Lightner Pub. Corp.	Chicago	June 1	Monthly			
"Gas Station Topics"	Gas Station Topics Publishing Co.	250 Park Ave., New York	May 1	Monthly			7x10

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Bolland-McNary, Inc.	570 Seventh Ave., New York	Advertising Agency	J. E. Bolland, Pres. & Sec'y S. G. McNary, Jr., Vice-Pres. & Treas.
Hanford Ad-Check Bureau	10 So. Second Ave., Mt. Vernon, N. Y.	Monthly Newspaper	Lineage of National Advertising
Roche Advertising Co.	Stranss Bldg., Chicago	Advertising Agency	John Pierre Roche, Pres. Stewart Weston, Vice-Pres. D. C. Plank, Treas. M. F. Williamson, Sec'y

PUBLICATION CHANGES AND APPOINTMENTS

"National Farm News," Washington, D. C.	Appoints, A. H. Billingslea, New York, Eastern Representative and J. C. Billingslea, Inc., Chicago, Western Representative.
"United States Daily," Washington, D. C.	Appoints, Robert S. Farley, New York, as Eastern Financial Advertising Representative.
"Pacific Coast Undertaker," San Francisco	Name Changed to "Mortuary Management."
"American Legion Weekly," Indianapolis	Changed to Monthly, Effective July Issue.

MISCELLANEOUS

Lord & Thomas, Inc., and Thomas F. Logan, Inc.	Have merged and all offices in the United States and abroad will function as one company. Firm name will probably be Lord & Thomas & Logan, Inc.	A. D. Lasker, Chairman of Board, T. F. Logan, Pres.
Gayner, Inc., Los Angeles	Name changed to Gayner-Harris, Inc.	Walter, Gayner, Pres.; M. F. Harris, Vice-Pres.
The B. C. Forbes Publishing Co.	New Office General Motors Bldg., Detroit	David O. Murray, Manager
C. C. Winningham Adv. Agcy., Detroit	Name changed to C. C. Winningham, Inc.	Officers and Board of Directors:—C. C. Winningham, Pres. and Treas., Sidney Willis, Vice-Pres., Harold E. Middleton, Sec'y, Harold E. Murphy and Fred M. Barrett.
Atlas Letter Service, Inc., Chicago	Name changed to Atlas-Robinson Co., Chicago	Joseph H. Robinson, Pres., Samuel J. Robinson, Vice-Pres.
C. E. Brinckerhoff, Advertising, Chicago	New office Cleveland, Ohio	M. M. Wanderman, Manager



Railroads and Steamship lines

Advertise regularly in
The Columbus Dispatch
— Why!

THEY found and now know that in 1925 The Dispatch carried 136,672 lines of Railroad and Steamship advertising—more than the other two Columbus papers combined—that 94% or 100,400 of its 106,451 daily readers is concentrated in 33 counties having a population of more than a million intelligent 93.2% American-born citizens—that the reader interest and responsiveness to such advertising far exceeds their expectations—that the Dispatch is known and recognized as “Ohio’s Greatest Home Daily” and covers the great Central Ohio buying

power completely and conclusively.

Railroad and Steamship advertisers have in Central Ohio the most fertile and responsive area per advertising dollar cost to be obtained. No media enjoys more wholehearted confidence, goodwill and impels greater buying impulse than this great Central Ohio Daily—The Columbus Dispatch. Obviously such advertisers desiring the greatest tangible results in the

shortest possible time and at a cost in keeping with limited appropriations, naturally turn to The Dispatch. Once it is used, it is ever after included on Railroad and Steamship schedules.



The Columbus Dispatch

HARVEY R. YOUNG, Advertising Director

O'MARA & ORMSBEE, Inc.
 National Representatives

Peoples Gas Building
 CHICAGO, ILL.

280 Madison Ave.
 NEW YORK, N. Y.

Monadnock Building
 SAN FRANCISCO, CAL.

General Motors Building
 DETROIT, MICH.



Advertising
& Selling

The NEWS DIGEST

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CHANGES IN ADDRESSES

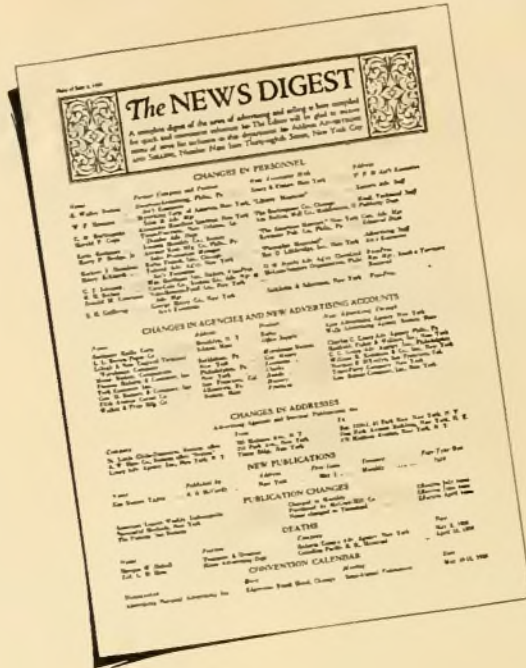
Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
R. B. Newell Co.....	Advertising Agency	14 W. Washington St., Chicago	58 E. Washington St., Chicago
The Brotherton Co.....	Advertising Agency	Cass Ave., at Willis, Detroit	Cass Ave., at Grand Blvd., Detroit
Ingram-Richardson Mfg. Co.....	Manufacturers	227 Fulton St., New York	26 Cortlandt St., New York
Associated Dress Industries of America	Mfrs. Ass'n	1328 Broadway, New York	570 Fifth Ave., New York
A. B. Leach & Co., Inc.....	Investment Securities	La Salle & Monroe Sts., Chicago	39 S. La Salle St., Chicago
The Hart Company.....	Publishers	360 N. Michigan Ave., Chicago	367 West Adams St., Chicago
Tracy-Parry Co., Inc.....	Advertising Agency	347 Fifth Ave., New York	330 Fifth Ave., New York

CONVENTION CALENDAR

Organization	Place	Meeting	Date
Associated Adv. Clubs of the World...	Philadelphia, (Univ. of Penna.)...	Annual	June 19-24
Associated Adv. Clubs (12th District)...	San Francisco	Annual	July 5-8
Financial Advertisers Ass'n.....	Detroit	Annual	September 21-23
Window Display Adv. Ass'n.....	New York, (Pennsylvania Hotel) ..	Annual	October 5-7
American Ass'n Adv. Agencies.....	To Be Decided at July Meeting....	Annual	October 13-14
Direct Mail Adv. Ass'n (Eastern).....	Detroit, (Hotel Statler).....	Annual	October 27-29

and now— The Revised News Digest



Complete, Accurate, Convenient

It fills a need that has long been felt; it condenses and classifies *all* the news and places it at your finger tips in a single section—to be perused at a glance and to be filed at your leisure. A complete history of contemporary advertising in fortnightly installments, it makes other news sources superfluous and saves you the hours previously spent in thumbing through interminable, diversified publication pages. Turn to page 91 and you have it complete. And if you are reading a borrowed copy, turn back to this page, sign the coupon below and mail it now.

ADVERTISING AND SELLING
9 East 38th Street, New York City

Canadian, \$3.50
Foreign, \$4.00

Enter my subscription for one year and bill me for \$3.00.

Name Company.....

Address Position.....