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Advertising & Selling

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In this issue:

"Is It Poor Manufacturing to Cut Wages?" By W. R. BASSET; "Unappreciated Phases of Advertising" By BRUCE BARTON; "We Are Missing the Fundamentals" By EDWARD S. JORDAN; "Radio Dealer Problems" By H. A. HARING; "Getting the Facts Through a Survey" By PAUL T. CHERINGTON.



At "the World's Busiest Corner"

FRONTAGE values at the corner of Madison and State streets, Chicago, the heart of the "Loop," rank among the highest in the world. Within a stone's throw are the world's greatest department stores, offering to Chicago shoppers the largest volume and variety of merchandise on display anywhere in the world.

But before shopping Chicagoans read the advertising in *The Daily News* because in its pages they find the largest volume and variety of "shopping news" published in any Chicago daily newspaper.

This gives to advertising in The Daily News much the same advantage as "Loop" location gives a store. Advertisers therefore place more of their business in The Daily News than in any other Chicago daily newspaper.

THE CHICAGO DAILY NEWS

First in Chicago



**Quick—bulky—
full of MOISTURE**
*Williams lather softens the beard
—leaves the skin glove-smooth*



FREE—Mail the coupon—SOON
THE J. & W. RICHARDS COMPANY
Dept. A, 251 Park Avenue, New York
City



*These Cold Days
your face needs
AFTER-SHAVING care*



ON your face after shaving when a man's beard has been shaved the skin is more exposed to the cold winds of winter than it is in the summer. This is why you need a special after-shaving care.

What Aqua Velva does for the whole shaved face
Men who use Aqua Velva after shaving are more than 100,000,000.



FREE OFFER—CLIP AND MAIL COUPON



This LATHER really saturates the Beard makes shaving easy—leaves the skin glove-smooth




FREE OFFER—Send coupon for free trial tube

Facts need never be dull

A good salesman must not only have all the facts about his product at his finger-tips, but must be able to present those facts in a way that will interest prospects.

The Richards Company operates on the same principle—*facts first*—as a sound basis on which to work; *then advertising*—based upon the facts—advertising so interesting that those facts will be read.

Joseph Richards Company, Inc., 251 Park Avenue, New York City.

RICHARDS , , , Facts First , , , then Advertising

More power to them!

SOME advertisers are selfish—that is, the wise ones are. They obstinately refuse to believe that they are advertising for the benefit of the publications, and stubbornly insist that they are advertising for their own profit and advantage.

They are deaf to the blandishments and persuasive eloquence of the “me too” boys. Like good military strategists who bend every effort toward the attainment of a definite objective, they persistently buy and judge advertising solely by its *results*.

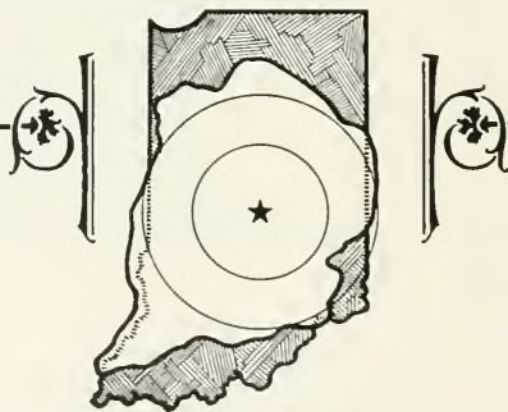
There are any number of interesting speculative and theoretical aspects of a newspaper as an advertising medium, but three fixed and changeless facts set them all aside:

Editorial merit—unless readers like, respect and believe a newspaper *for its own sake*, how can an advertiser hope to have an interested, responsive reading for his message?

Circulation pre-eminence—there has never been a substitute for the sheer *number* of readers, for numbers make volume, and a newspaper's influence is in direct proportion to the number of persons it reaches *in the right way*.

Advertising leadership—lineage leadership, maintained for years, is the direct, positive, incontrovertible evidence of *results*.

By one, or all, of these three paramount considerations, The Indianapolis News is beyond any comparison in Indianapolis.



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

THE common sport of the day is getting something from nothing, making values grow where before there was only waste. In the tropical regions of South America certain plants produce leaves from eight to fifteen feet long. Encouraged by the knowledge that silk is being made out of logs, some observing fellows started experiments that now make it possible to use the fiber of the leaves in weaving blankets and clothing, producing a material that closely resembles silk. The fiber may also be used in the manufacture of such things as fish lines. A similar development is the use of sunflower fiber as straw in Panama hats. The woven material is light, flexible and airy. Both of these fibers represent a real economy over the things they replace, and are obtained from sources that had no value before until science and imagination combined.

The Germans are starting to make artificial rubber, and in this process they get certain by-products that appeared to have no use whatever. A chemist went to work on the problem, and now they can get "totokain," a synthetic substitute for cocaine, from the substances that were going to waste. And speaking of artificial rubber, it is surprising what a lot of things appear to have unexpected possibilities in this field. The latest is the common soybean which is being made to yield an oil that seems to give us a rubber substitute.

Down in Texas, near a town called Burnet, the teamsters used to stop and grease the axles of their wagons with an oily substance that seeped from the ground. Now it is disclosed that this oil comes from a deposit of fossil fish that covers an area of 2000 acres. Not only does the oil yield ichthyol, a curative agent for skin diseases, but the shale in which it is found can be made to supply a fertilizer and a base for paints and varnishes. We have always had to look to Germany for our ichthyol, so it is gratifying to know that this discovery opens a domestic source of supply that will take care of our needs for centuries to come.

Not even the lowly grape seed has been able to escape the close scrutiny of the scientist. Here in our own country, and especially in certain parts of France, the grape-pressing process results in the production of a large tonnage of seeds which have been thrown away. To be exact, a hundred pounds of grape husks give about twenty-three pounds of seeds. Now the French have perfected a method to get a twelve per cent yield of oil from the seeds. At present this oil is being used as a substitute for castor oil in the lubri-



Photo by Lewis W. Hine

cation of delicate motors, especially airplanes. Castor oil is imported for the most part from India and, of course, is much more expensive than the new oil from grape seeds. What could be more simple than this discovery? And yet it is proving to be the foundation of a small but profitable French industry.

All of this is but a mere scratching of the surface of the news of the day concerning the production of something useful from something else that had no value. I might go on and talk about the new business of manufacturing bricks from sea grass and the shredded fibers of palmetto. Or I might explain how a German scientist has paved the way for profitable production of artificial silk from the waste shells of lobsters, crabs and clams. But I am sure the point I am trying to make is clear.

It takes either exceptional ignorance or excessive hardihood, today, for anyone to declare that a substance, no matter what it may be, is wholly valueless.

Not many years ago the packers started with only one thought in mind—the production of beef. Now the things they once threw away are often worth more than the meat itself. Many a business has finally been compelled to recognize that what was the tail is now wagging the dog. The thing that will make coal expensive in the future will not be a depletion of resources, but rather the discovery of hundreds of highly valuable substances that will develop a condition of keen competition between the people who want heat and those who want perfumes, drugs, fats, and a multitude of other products that the coal will yield.

The Arabs say, "The date likes its head in a fire and its feet in a pool"; and some of our enterprising folk hit upon the idea that "Death Valley" was the answer if somebody would only provide the water. Now the water is there and date palms have started to grow. Even the isolation of the spot is an advantage, for pests bent on reaching the palms will have a weary journey over sizzling sands where in the summer-time the temperature hits 137 degrees in the shade. But the palms like it; and since the offshoots from a single healthy plant are worth more than \$200, the opportunities have proved enticing for at least a few bold spirits.

Nearly all of the good things in science came by accident. But they always happen to people eaten with curiosity and possessed of the habit of continually asking "Why?" This is a hazardous day for the fellow who is willing to say, "It can't be done."

*T*HE CIRCULATION of The New Yorker in New York —40,000 out of a total of 46,000—is equivalent to that of national periodicals exceeding a half million in circulation.

THE
NEW YORKER

25 West 45th Street, New York

*A*DVERTISERS numbering 374 have contracted for publication in The New Yorker during the remainder of 1926 a total of 1668 pages of advertising, an average of 64 pages to the issue.

THE
NEW YORKER

25 West 45th Street, New York



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
 BALTIMORE—J. Francis Hock & Co.
 BOSTON—John Carter & Co., Inc.
 BUFFALO—The Union Paper & Twine Company
 CHICAGO—The Paper Mills Company
 CHICAGO—Swigart Paper Company
 CINCINNATI—The Chatfield & Woods Company
 CLEVELAND—The Union Paper & Twine Co.
 CONCORD, N. H.—John Carter & Co., Inc.
 DES MOINES—Carpenter Paper Company
 DETROIT—The Union Paper & Twine Co.
 GREENSBORO, N. C.—Dillard Paper Co., Inc.
 HARTFORD—John Carter & Co., Inc.
 INDIANAPOLIS—C. P. Lesh Paper Company
 JACKSONVILLE—Knight Bros. Paper Co.
 KANSAS CITY—Birmingham, Little & Prosser Co.
 LOS ANGELES—Blake, Moffitt & Towne
 MILWAUKEE—The E. A. Bouer Company
 MINNEAPOLIS—Minneapolis Paper Co.
 NEW YORK CITY—Marquardt, Blake & Decker, Inc.

NEW YORK CITY—Miller & Wright Paper Co.
 NEW YORK CITY—M. & F. Schlosser
 OMAHA—Carpenter Paper Co.
 PHILADELPHIA—The Thomas W. Price Co.
 PHILADELPHIA—Riegel & Co., Inc.
 PITTSBURGH—The Chatfield & Woods Company
 PORTLAND, ORE.—Carter, Rice & Co.
 PROVIDENCE—John Carter & Co., Inc.
 RICHMOND—Virginia Paper Co.
 ROCHESTER, N. Y.—Geo. E. Doyle Company
 SACRAMENTO, CALIF.—Blake, Moffitt & Towne
 SEATTLE, WASH.—Carter, Rice & Co.
 ST. LOUIS—Acme Paper Company
 ST. PAUL—E. J. Stilwell Paper Co.
 SALT LAKE CITY—Carpenter Paper Co.
 SAN FRANCISCO—Blake, Moffitt & Towne
 SPRINGFIELD, MASS.—John Carter & Co., Inc.
 TACOMA—Tacoma Paper & Stationery Co.
 TAMPA—Knight Brothers Paper Co.
 WASHINGTON, D. C.—Virginia Paper Co.

Life presents ...

Andy Consumer

Reproduced from a full page in LIFE



ADVERTISING CAN'T PUT ANYTHING OVER ON ME

—or anybody else.

I'm pleased that advertising is an expensive sport for you big business boys. Ha! ha! ha! ha! ha! ha!

We consumers laugh.

The high cost of nation-wide advertising puts the situation entirely in our hands. Yes, we must laugh.

If you advertise, you can't afford to sell us just ONCE. You can't advertise and then run off and hide. We are poor pickin' until we repeat our purchase and pass the good word.

And what if we don't repeat our purchase and pass the good word? What then?

You may ballyhoö us into buying one package or box or can, but remember where you'll be if we don't buy two.

Fool us once if you will, Jack Dalton, but remember that after that we have you in our pow-wower.

Continuous advertisers are, therefore, birds who have passed our acid consumer test.

*Andy
Consumer*

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

(No consumer can regard advertising as an imposition after reading the above declaration of consumer superiority by Andy Consumer. Andy is gradually helping his fellow consumers to stand up like men and throw off the under-dog attitude toward big advertisers and to take national advertising fearlessly and for what it is worth.)

THE Andy Consumer campaign conceived and executed by LIFE in behalf of national advertisers is nothing more nor less than a most cunning attack on one of the most widespread and—ah—universal—inferiority complexes in the world today—ah—

—the inferiority complex of the average consumer towards national advertising.

The average consumer has been hearing of million-dollar advertising appropriations until he is inclined to be suspicious, craven and cringing. (We exaggerate.) He has come to wonder when and where he gets stuck.

Then along comes Andy and stands up and talks turkey to national advertisers—shows them that he, a puny consumer, is still the Master Mind—that the bigger the advertising, the more it puts the situation into his hand.

You get the idea. (We are doing it in token of our appreciation of the \$15,000,000 national advertisers have invested in LIFE space.)

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.

L i f e

127 Federal Street
BOSTON, MASS.

598 Madison Avenue
NEW YORK, N. Y.

360 N. Michigan Avenue
CHICAGO, ILL.

Where Vital Ideas Meet—



The men who build the machinery of America are men of ideas. And they are eager for more ideas.

That is why they read the advertising and editorial pages of *The American Machinist*.

The American Machinist is a forum of information about and discussion of the problems that underlie all metal-working manufacture.

The men who build locomotives, automobiles, steam shovels, typewriters, or what not, all have something to contribute to these pages and all have something to learn from them.

"It is from your advertising pages that we get most of our ideas for new equipment," writes the Mechanical Engineer of a large automobile plant.

His statement is typical of the confidence which the Production Men of America place in *American Machinist*.

Are YOU utilizing that confidence to widen your market?

AMERICAN MACHINIST

Tenth Avenue and 36th Street
New York

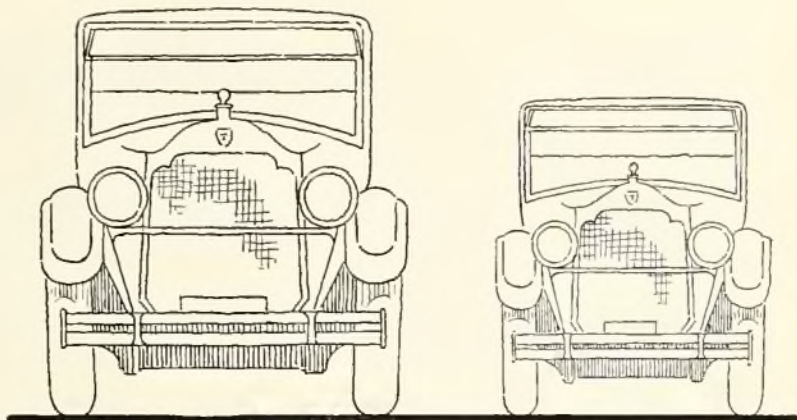
A.B.C.

A.B.P.

A.B.P.



In population, the Five Boroughs of New York compare to the Northern Nine Counties of New Jersey as 100 to 44.




—But—

In motor cars driven, the number of cars in the Five Boroughs of New York compare to those driven in the Northern Nine Counties of New Jersey only 100 to 80.

Sell to the motorists in the Northern Nine Counties

THE Northern Nine Counties of New Jersey represent an outstandingly worth-while market for automobiles.



In the Northern Nine Counties are registered 319,972 motor cars, as compared with the 400,801 cars in the Five Boroughs of New York City.

This is nearly car for car—although the population of the Northern Nine Counties is only 2,610,217 as com-

pared to that of 5,873,356 for the Five Boroughs.

Of course, every motor car manufacturer knows—as manufacturers of quality merchandise of all kinds know—that leadership in the Metropolitan market is of predominant importance.

How important then to recognize that although in population the Nine Counties

compare to the Five Boroughs as 44 to 100, in motor cars driven they compare as 80 to 100; that the Nine Counties alone represent 45 per cent of a total of 720,773 motor cars driven in the entire area.

Of course, the significance of these figures is plain at once to makers of automobiles—and to makers of quality merchandise of every kind.

A selected group of 80,000 of the most desirable prospects in the Northern Nine Counties may be reached with compelling effect through

CHARM

*The Magazine of
New Jersey Home Interests*

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

Announcing
SCHEERER, INC.
Serving Midwest Daily Newspapers

CHICAGO
35 E. Wacker Drive

NEW YORK
200 Fifth Avenue

EFFECTIVE JULY 1, 1926

Merging the Business of

CARPENTER & COMPANY

AND

H. EDMUND SCHEERER

in association with

W. F. KENTNOR

(formerly Secretary of Benjamin & Kentnor Co.)

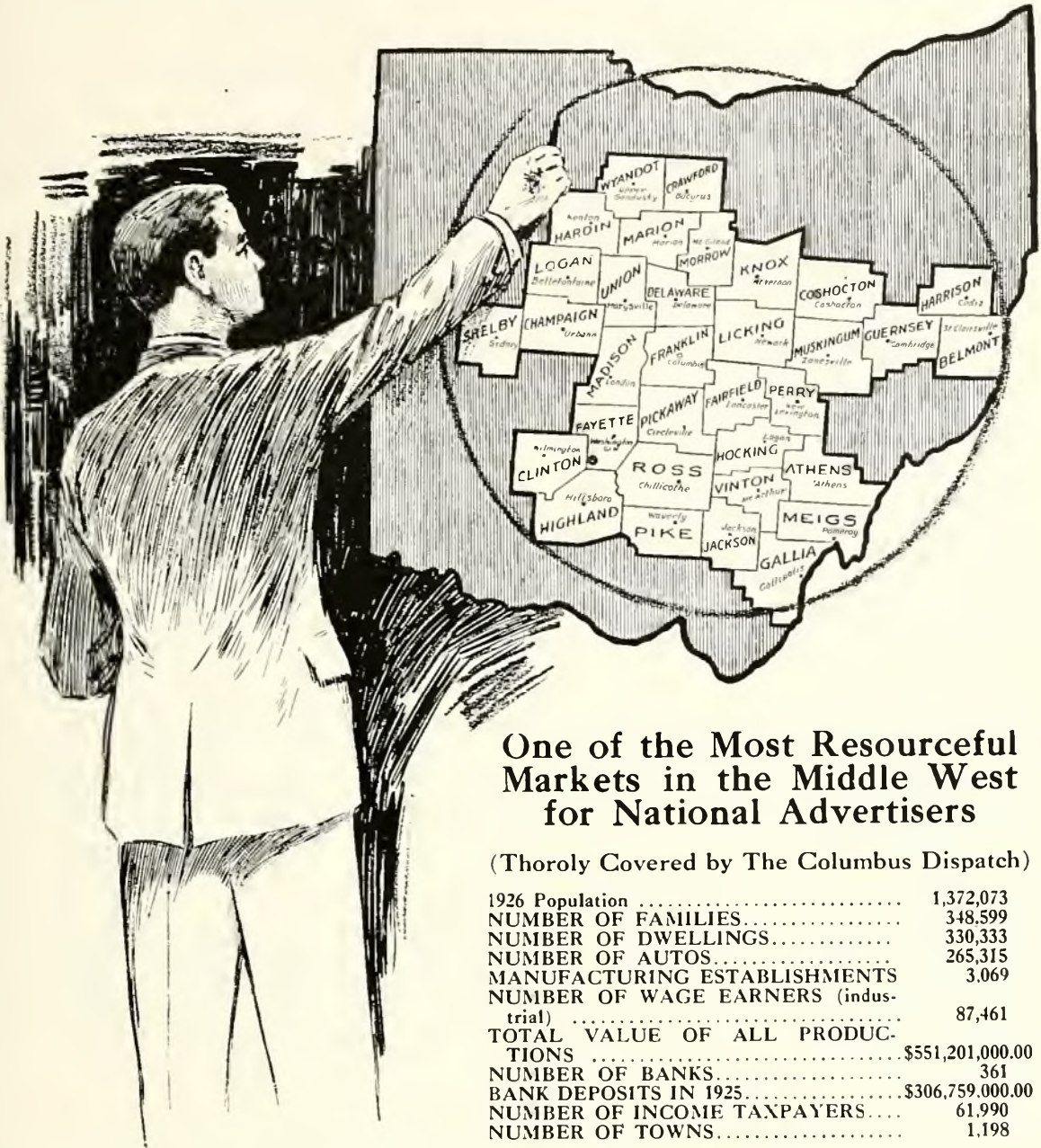


H. EDMUND SCHEERER, *Pres. and Treas.*

W. F. KENTNOR, *Vice. Pres.*

ALLYNE V. CARPENTER, *Secretary*

Circle These 33 Counties on Your Ohio Sales Map



One of the Most Resourceful Markets in the Middle West for National Advertisers

(Thoroughly Covered by The Columbus Dispatch)

1926 Population	1,372,073
NUMBER OF FAMILIES.....	348,599
NUMBER OF DWELLINGS.....	330,333
NUMBER OF AUTOS.....	265,315
MANUFACTURING ESTABLISHMENTS	3,069
NUMBER OF WAGE EARNERS (indus-	
trial)	87,461
TOTAL VALUE OF ALL PRODUC-	
TIONS	\$551,201,000.00
NUMBER OF BANKS.....	361
BANK DEPOSITS IN 1925.....	\$306,759,000.00
NUMBER OF INCOME TAXPAYERS....	61,990
NUMBER OF TOWNS.....	1,198

DISPATCH DAILY AVERAGE PAID CIRCULATION, 106,451

Advertisers planning to exploit the Ohio market will receive complete cooperation from the information and service bureau of

The Columbus Dispatch

Ohio's Greatest Home Daily

HARVEY R. YOUNG, Advertising Director

O'MARA & ORMSBEE, Inc., Representatives—New York, Chicago, Detroit, San Francisco

Continued Leadership

In the World's Greatest Market

THE value of The Sun as a medium for building sales in the great New York market is indicated by the pronounced and continued preference which advertisers show for The Sun.

For eleven consecutive months The Sun has published more advertising and has made larger gains in advertising than any other New York evening newspaper.

In May advertisers used 1,379,052 agate lines in The Sun. This was 78,770 more than the volume placed in the second New York evening newspaper.

The Sun's gain in advertising, comparing May of this year with May of last year, was larger than the combined gains of all the other New York evening newspapers.

This record is all the more significant because of the strict censorship which The Sun maintains on all advertising.

ADVERTISING in The Sun is equally productive for manufacturers who sell their products through local retailers and for New York merchants who draw customers from all parts of the New York market into their individual stores.

Both National Advertisers and the Manhattan Department Stores have for years used more space in The Sun than in any other New York evening newspaper.

The reason for the unusual productiveness of The Sun's advertising columns is found in the kind of people who read The Sun.

THE SUN'S large circulation is concentrated among intelligent people of moderate or more than moderate means—people who have money enough to buy not only the necessities of life but also the comforts and pleasures of life—people to whom quality and service and style are more important considerations than price—people who constitute the most profitable market for advertised products of good quality.

The Sun is a home newspaper. It enables advertisers to reach all members of the family six days a week. It is an effective medium for selling everything from automobiles and radio sets to laundry soaps and lingerie.

Eighty-two per cent of The Sun's circulation is distributed after 3:00 o'clock in the afternoon, when New Yorkers begin to go home with their newspapers, and 97% of its readers live in the New York city and suburban trading area.

EVERY department of news is presented to readers of The Sun by writers who are without peers in their respective fields. Its pages are entertaining as well as informative, and there is nothing of manufactured sensationalism in them.

The Sun has long had an enviable reputation for the literary qualities of its news articles, the fairness of its editorials, and the completeness of its sporting news, financial news, society news and the many other divisions of a modern newspaper.

THE SUN'S large, responsive circulation is a growing circulation. During the six months ended March 31, 1926, The Sun had a daily net paid circulation of 257,067. This represents an average increase of 11,593 copies a day over the corresponding period of 1925.

The



Sun

280 BROADWAY

NEW YORK

BOSTON
Old South Building

WASHINGTON, D. C.
Munsey Building

CHICAGO
208 So. La Salle St.

SAN FRANCISCO
First National Bank Building

LOS ANGELES
Van Noy Building

PARIS
10 Boulevard des Capucines

LONDON
Teafalgar Building

BERLIN
11 Unter den Linden

ROME
25 Piazza Mignanelli Roma 6

PEKIN
8 Hsi La Huutung

THE ERICKSON COMPANY

Advertising

381 FOURTH AVENUE, NEW YORK



*If you want to know about our work,
watch the advertising of the following:*

BON AMI
 CONGOLEUM RUGS
 VALSPAR VARNISH
 GRINNELL SPRINKLERS
 McCUTCHEON LINENS
 TAVANNES WATCHES
 PETER SCHUYLER CIGARS
 ANSCO CAMERAS AND FILM
 COLUMBIA WINDOW SHADES
 TARVIA
 DUZ
 MILLER TIRES
 WALLACE SILVER
 THE DICTAPHONE
 BARRETT ROOFINGS
 NAIRN INLAID LINOLEUM
 COOPER HEWITT WORK-LIGHT
 SILVER KING GINGER ALE
 BONDED FLOORS
 HAVOLINE OIL
 NEW-SKIN

What we've done for others we can do for you.



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



Those Who Learn to Buy Today Are the Buyers of Tomorrow

Are They Your Customers?

Here is a national market of more than a quarter million young people who will not only be the buyers of tomorrow but who, in a large measure, direct the buying of today.

The Youth's Companion goes directly to the heart of this *assertive* purchasing power. Clothes, food, luxuries or necessities—which do you market?

Prize Contests, Y. C. Lab. for boys, fashion articles for girls, in fact all live topics for the eager, younger generation are published weekly in the Youth's Companion.

Rates again advance \$100 per page October First. Buy on a rising tide—mail your order now.

*250,000 net paid, (ABC) circulation,
Rebate-backed, guaranteed*

THE YOUTH'S COMPANION

8 ARLINGTON ST.

One Hundred Years Young

BOSTON, MASS.

An Atlantic Monthly Publication

Advertising & Selling

VOLUME SEVEN—NUMBER FIVE

June 30, 1926

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C. K. WOODBRIDGE, president of The Dictaphone Company, was reelected president of the Associated Advertising Clubs of the World at the final meeting of the twenty-second annual convention of that organization. Other officers elected were: secretary, Rowe Stewart, business manager of the *Philadelphia Record*; and treasurer, Francis H. Sisson, vice-president of the Guaranty Trust Company, New York.

It was officially decided to change the name of the organization to the International Advertising Association, by which title the old A. A. C. of W. will be designated from now on. Denver, Col., was selected as the place where next year's convention will be held.

*Portions of addresses before the Philadelphia Convention, A. A. C. of W.

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 Swetland 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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In Cosmopolitan Homes where Luxuries Are Necessities



From a photograph of an actual Cosmopolitan Home in Concord, N. H.

Through This Doorway, Once a Month,
 *Enters ENCHANTMENT*

Through this doorway, come trooping romance, adventure, intimate glimpses into the lives of well-known people.

A vision of life as it should be; forgetfulness of one's worries; glorious, stimulating entertainment—these enter, too!

And with them come crowding a thousand-and-one impressions, suggestions, for furnishing the home within this doorway; for adding to the zest of the meals served here; for furthering the comfort and luxury inside these walls; for fulfilling and completing the happiness of the men and women who dwell here.

Through this doorway, once a month, enters Cosmopolitan.

And through a million-and-a-half more doorways like this.

A tremendous sale, surely, for a magazine which is itself, in many ways, a luxury.

But then Cosmopolitan's appeal, primarily, is to people who can afford the luxuries as well as the necessities.

{ *Ask a Cosmopolitan salesman to tell you in detail about Cosmopolitan's 1,500,000 homes* }

JUNE 30, 1926

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

Contributing Editors: EARNEST ELMO CALKINS ROBERT R. UPDEGRAFF MARSH K. POWERS
CHARLES AUSTIN BATES FLOYD W. PARSONS KENNETH M. GOODE G. LYNN SUMNER
R. BIGELOW LOCKWOOD JAMES M. CAMPBELL FRANK HOUGH, *Associate Editor*

Is It Poor Manufacturing to Cut Wages?

By William R. Basset

Chairman of the Board, Miller, Franklin, Basset & Company

WHEN an unskillful employer finds it "necessary" to reduce wages, it is customary to accompany the announcement of his incompetency with an insult to the intelligence of his workers in the form of a sermon on the text that "the interests of labor and capital are identical."

Fundamentally he is right. But his workers know that in the immediate case there is about the same community of interests as exists between the bull-fighter and the bull.

Such sermons stress the theme that the workers can prosper only as the business prospers. The business, it is pointed out, can prosper only if it is allowed to reduce wages. Therefore the lower the wages, the greater the prosperity of the workers!

That is the usual point of view on the relationship between capital and labor. But occasionally you will find a business man who sees that if there is actually anything to this community of interests theory, it works both ways—that only as the workers prosper can business prosper.

Unfortunately few on either side really believe in the soundness of the economic truth that their interests are identical. No matter what is preached they both believe that their interests are antagonistic. The



employer wants as much work as he can get for as low wages as possible. The aim of the workers is naturally just the reverse. In recent years the workers have had somewhat the better of the contest. They have made gains, and in many instances have held them. That is the chief reason for the sustained prosperity of the United States. Our large expenditures for wages provide purchasing power which stimulates the production of our factories. Many hard-headed business men

who once fought wage advances have been able to reduce costs in the face of advancing wages because they were intelligent as well as hard-headed. Instead of failing, their businesses are more profitable than ever before. A dawning of common-sense on the labor question together with a growing grasp of certain simple economic truths is gradually illuminating all but the most benightedly conservative of our industries. Some day even those who sermonize on capital and labor's identity of interest may believe their own sermons.

Do not gain the impression that I am a radical or a labor agitator. While I trust that I am not lacking in the usual humanitarian instincts, in my business I am not unduly concerned with improving the condition of the downtrodden other half, if indeed it is downtrodden. In fact, I secure my pots of flesh from the capitalists whom I show the way to greater profits. My apparent sympathy with the worker is really the result of a policy which I have invariably found brings greater profits for his employer—who is also my employer.

I have found that the man with the ability to make high wages is always the man who produces at the lowest cost. It does not follow that merely to pay a man more than he

is worth will automatically make him worth what he gets. The incompetent and the lazy should be fired if they resist efforts to teach and stimulate them. The man who will not exert himself to hold a well paid job is a mental defective who has no place in industry.

About the surest way to get inefficient service from workmen is to cut wages in the attempt to lower costs. On the other hand to demand and secure production commensurate with high wages is equally certain to result in lowered costs.

While not all manufacturers will agree with me, there is a rapidly growing group which is discovering that it is poor management to reduce wages. For example, take the Simmons Company, which manufactures metal bedroom furniture.

In 1923 its financial statements disclosed that because costs were too high, profits were not what they should be. Most concerns would have blamed this on labor and forthwith reduced wages. Instead, the management assumed the guilt and attributed the trouble to its own carelessness and to its complacency with existing conditions.

It turned the spotlight of intelligent study on the methods which were in use, with the result that in the following year net profits increased a million dollars in the face of a falling off or two and a half millions in sales. The next year's sales increased only a million dollars, but the profits were a million and a half more than in 1924. At the same time prices were cut, not raised.

And labor was not called upon to sacrifice anything. Not a wage rate was cut "in the interests of economy."

A big tannery did exactly the same thing, on a somewhat smaller scale. It effected efficiencies amounting to a million and a half dollars a year without cutting a single wage. This is particularly notable because the tanning industry is several thousand years old, and the methods have consequently had time to become well standardized.

Sweeping wage cuts never brought permanent good to anyone. First, they invariably bring lower labor efficiency. Through resentment the workers at once restrict production. Many times have I seen labor costs

rise in answer to a cut in wages. Secondly, lower wages have an immediate effect on the prosperity of all industry.

In industrial towns, such as the shoe-making or textile communities, this is strikingly shown. Within a week after a wage cut the merchants feel the falling off in purchasing power. Salesmen who sell to these merchants send home reports of poor trade instead of orders. Factories a thousand miles away making breakfast food, or hats, or soap, notice the falling off in trade and, if the wage cuts are widespread, either cut wages themselves or go on part time. Their workers are then unable to buy as many shoes or calico dresses as before, and the mills which first cut wages are worse off than before. The end may be a general business depression affecting all industries. All depressions are precipitated by a falling off in buying power caused either by wage reductions or by the failure of wages to keep pace with increased prices.

This is all very elementary. The trouble is that too few business men

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The High Hat

By *Earnest Elmo Calkins*

A RECENT advertisement of Black, Starr & Frost describing the largest blue diamond in the world, and incidentally giving the price, \$300,000, created a disproportionate amount of comment for the simple reason that it is not the custom to give the price of anything that costs so much. There is an absurd and snobbish idea that people who buy expensive things do not care what they cost and that to quote the price is offensive to them and detracts from the prestige of the house—that there is something exclusive in offering things without mentioning the prices and that people buy Rolls-Royces and pearl necklaces and Estey Organs without ever stooping to anything so vulgar as asking how much they are, but merely wave a lordly hand and tell the salesman to send the bill.

The other day I received a circular, from one of the "high hat" galleries on Fifth Avenue, giving a list of paintings by French masters of the last century, which they were offering, according to the text, at unusual reductions. But they did not deign to state what these reductions were or at what price I could buy a Cazin or Corot, and so

the circular was worthless as an advertisement because its information was incomplete. There is a book store on Fifth Avenue of which I am very fond and I am not going to give its name in this connection because I do not wish to say anything unkind about it. But at this shop the price of a book can be ascertained only by asking a salesman. Judging by the number of times that I, myself, have passed up an opportunity to buy a book rather than find a salesman and ask him the price, I should think that this store loses several hundred sales a year by its obstinacy in clinging to an obsolete practice, the hang-over and survival of the day when price was a vulgar thing, scrupulously avoided by all dealers who made any pretence to class. There is no one point in the description of an article that is so illuminating, which makes a classification so easy, as its price. And I note with pleasure that even the Rolls-Royce is advertising its price, and furthermore in one advertisement sets out to prove that a Rolls-Royce at \$14,500 is a better investment than a cheaper car. Bully for it! We think in larger prices these days but the price is still as pertinent to the advertising as it ever was.

The Unappreciated Phases of Advertising

By Bruce Barton

THE major arguments for advertising have been repeated almost to weariness: Advertising contributes to quantity production and so reduces costs. Advertising makes possible better quality without increased expense. Advertising is a force in the elevation of the standard of living, and hence an enricher of life. These three principles on which we rest our economic right to existence are established. It is time to treat them as self-evident like the Ten Commandments and the multiplication table.

There was perhaps a period in the early days of medicine when doctors had to assemble themselves in convention and there proclaim that on the whole they cured more than they killed. That period has passed for the doctors; it should pass for us. We are stepping out of the childhood of our business into maturity. An industry in which hard-headed business men invest hundreds of millions a year no longer needs to protest that it is important.

If the major principles of advertising are recognized, however, certain other phases of its service are still imperfectly appreciated. Let me touch on four of these.

Not much has been said about advertising as a conservator of time, "the stuff life's made of." Elias Howe invented the sewing machine, but he could not get women to buy it. His life was a long tragedy of want; he was forced to the bitter humiliation of attending his wife's funeral in borrowed clothes, and all the time he had in his hands the means of saving millions of women hours of drudgery. The daughters of those women profited by his invention, but a whole generation was deprived be-



© Pirie MacDonald

cause there was no advertising to inform and to persuade.

How swift and smooth is the pathway of inventions of the present day. The automobile, the radio, the iceless ice box—these are not condemned to stand idle for years, waiting a chance to render their service. They are known everywhere immediately, and are set to work at once.

Economists are only beginning to recognize the service of advertising as an increaser of wealth. So rapid and so overwhelming has been the growth of modern business that it has outrun the old-fashioned political economy. That political economy said: "Work, but spend as little as possible. This is the foundation of individual and national wealth." The newer political economy, which is still groping for expression, is based on an unconscious recognition of Ruskin's great principle: "There is no wealth but life."

Whatever increases life—that is to say, whatever increases men's capacity for productive labor, in-

creases wealth. And there is no power for increasing men's capacity like the power of desire. Set up before men the images of things that they want; give them goals of desire, and you transform ten horse-power men into fifty horse-power men.

Without advertising there would have been no national magazines. This is a subject for a book, not a paragraph. We can only touch upon its outer fringes and pass on.

Consider the modern home in which good taste has taken the place of fussiness and over-crowding. Consider the scientific care and feeding of the present-day child. Consider the effect of modern fashions—the slim figure—on women's diet and dress. Consider the passing of the corset, the germ-collecting skirt, the life long slavery to long hair. Consider modern sanitation, and remember

that so recent a gentleman as Frederick the Great never in his whole life took a bath.

Many forces have been at work to produce cleanliness and wholesomeness and healthfulness in modern life, but certainly none has been more powerful than the national magazines. And they are the product of advertising.

No proper study has been made, and perhaps no adequate study ever can be made, of the effect of advertising upon the ethics of business. It is one thing for a drunkard, in the privacy of his own bedroom, to sign a pledge of total abstinence. It is another thing for that same man to sign the same pledge before a church full of people. The first act is private and personal, the second makes the whole community a surrounding cloud of witnesses. Similarly, it is one thing for a group of men in a directors' room to say to themselves: "We will conduct this business decently and above-board." And it is quite another thing for

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In delivering this address before the general session of the A. A. C. of W. Convention, Mr. Barton was obliged because of lack of time to omit the closing portions. They will be found, however, in this version.

We Are Missing the Fundamentals

By Edward S. Jordan

President, Jordan Motor Car Company, Cleveland

APUBLISHER wrote me a letter not long ago and asked me whether I wouldn't write a book on salesmanship. I replied that if I wrote a book on salesmanship telling everything that I knew about it, the book would not be salable, because it would include only one page, and that page would be one of less than fifty words. Those words would probably be something like this:

If you want to sell anything, you must be able to speak the English language, first. You must be able to speak it so that you can be heard in an ordinary room. You must tell what you think about your own product and tell it to all the people you possibly can, and that is all there is to salesmanship.

Now, it wouldn't require a large book to tell that story.

The story about advertising is very much the same and quite as simple. The trouble with selling and advertising is that there are too many clever people connected with the business who are trying to make it complicated instead of making it simple. Almost everybody is thinking superficially. Very few people are thinking fundamentally. There is a simple, fundamental answer to every problem which arises in your own life, in your own business, in connection with your selling; a simple, very simple, fundamental answer.

People say to me, "Why is Henry Ford the greatest manufacturer in the automobile industry?" I could give them five million words on that if I wanted to, but why not put it in a few simple words; a simple, fundamental, true answer? Henry Ford is the most successful manufacturer in the automobile industry because he was the first man to build an automobile for the other fellow. All of the other early manufacturers built cars in which they liked to ride themselves.

If you will analyze that statement, you will discover that that is the



basis of Ford's success. All of the other early manufacturers built cars presumably for the rich man. He built a car for the mass and met a demand for individual transportation which had been accumulating for two thousand years, and then all he had to do was to be stubborn enough not to change it. All the other manufacturers changed jobs from year to year, increasing their overhead, increasing their cost, increasing their merchandising problem. Ford just went on and built the same thing. That is the basis of Ford's success. That is a fundamental answer.

YOU remember when we were talking about the Ku Klux Klan before election. You could get five million words on that from any man in any smoking compartment, and I ; m in the smoking compartments all the time. Eddie Cantor answered that whole problem with a very simple, fundamental statement. Some one said, "What do you think of the Ku Klux Klan?"

"Well," he said, "if it ever gets on a paying basis the Jews will take it over."

Now, I just mention those illustrations to make clear that in any situation which might confront you, you can't be clever and get anywhere, because there is nothing new in the world except the speed at which life moves. The fundamentals are just the same, always will be the same, and if you understand those fundamentals, you can be different because so few people do understand them. They are all trying to be complicated and clever.

Do you understand—I don't know whether you do—that the fundamental of all civilization is a very prosaic thing? It has to do with the cost per ton and mile. Isn't that peculiar? When the first farmer produced a little more on his plot of ground than he could use himself, he carried that on his back from that little plot of ground to the nearest market, and carried his profit back to the little farm. His trading radius depended upon what he could carry on his back and how far he could walk. His contact with the world, his contact with other human beings, his cultural possibilities absolutely depended upon the distance he could walk with that load. Finally he invented the wheel and thus increased his radius of distribution, increased his contact, increased his profit, widened his selling area, carried back his profit and put it into the ground.

Then the Phœnicians invented the sailing vessel, which widened the area of distribution around the Mediterranean Sea and established new contacts. Because they had the lowest cost per ton mile in transport, they became the dominant country of the world—the dominant nation.

They were followed by the Spaniards, the Portuguese, the Dutch, the English. Then a group of people came to this country, and Fulton invented the steamboat. Someone built the Erie Canal. The railroads spread out, delivering merchandise from here to there at a lower cost per ton mile. Of course, everything

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© Gifford-Wood Co.

The Renaissance in Ice

A Look Into the Iceman's Future

By *S. Bennis** and *S. H. Giellerup*

WE have had a cold spring, a big season at the North Pole, and intense advertising, manufacturing and domestic interest in household refrigeration.

That new marvel, the iceless ice-box, has found a cold spot in the hearts of the public, a spot which only a few people realized was there. So now scores of manufacturers are actively at work in an effort to satisfy the craving for frigidty. Hundreds of advertising men have jumped to supply the new need for publicity. And thousands of icemen have found cold comfort in the prospect of their business melting away.

At present every one is excited about the future of the electric refrigerator industry. That's natural. The product is new, marvelous in its mechanism, and astonishing in its results. But, after all, the industry is merely a new comer in a field which already supports an industry of immense proportions.

The McGraw-Hill Publishing Company estimates that 142,000 electric re-

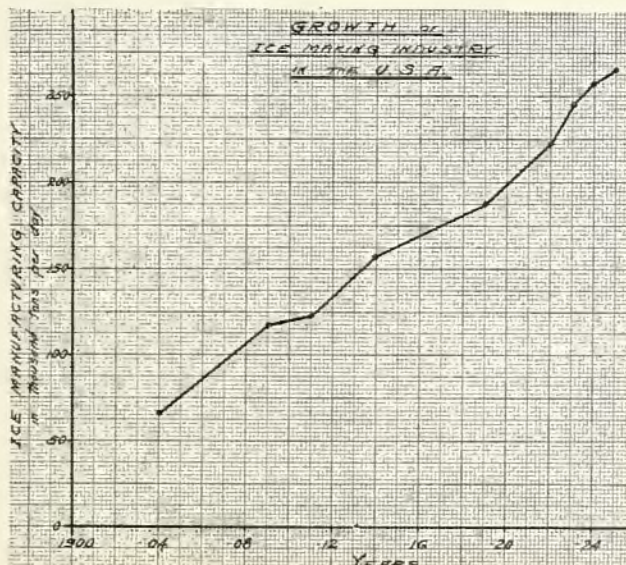
frigerators were sold up to January 1, 1926, and men in the business expect 200,000 more machines to be at work by the end of this year. Let us assume that the manufacturers receive an average of \$150 for a machine. Their 1926 revenue would then amount to about \$30,000,000. Contrast this with the annual revenue of the ice industry of approximately \$144,000,000.

The amazing progress of the electric refrigerator, however, is having a profound effect upon its very much larger competitor, and any

radical changes in an industry with \$450,000,000 invested capital will be of prime interest not only to the makers of the new product, but also to the advertising fraternity at large; and to all those other industries in which it is possible for inventive genius to completely upset existing conditions.

The iceman, like other human beings, did not appreciate what he had until he was threatened with the loss of it; especially at a time when his sales were mounting in a most satisfactory manner. In spite of constant reduction in the quantity of current necessary to manufacture a ton of ice, the kilowatt hour purchases of current by ice companies in a large eastern center rose from 50,000,000, in 1920, to 100,000,000, in 1925.

Each year has seen a substantial increase in the sale of ice. Will this continue? We think so. The big companies do not seem to be alarmed. The copy inserted by the Knickerbocker Ice Company, New York, reflects no anxiety on the part of its sponsors. And Mr. Wesley M. Oler, President of the American Ice Company, voices his



*Mr. Bennis is President of the New York section of the American Society of Refrigerating Engineers.

confidence as follows:

I can see nothing in the present ice situation that should cause pessimism in the future of the ice trade. In fact, this propaganda is a boon to the conservative ice manufacturer.

Neither has the public sold its ice company securities fearing that ice-making plants will go the way of the breweries. Today, as this is being written, the common stock of the American Ice Company is within two per cent of its highest 1926 price. Of the 412 New York Stock Exchange securities listed, only forty stand as well, and most of these are preferred stocks. Evidently the investing public has fixed in its memory the history of the gas business. Since 1916, in a period which saw ten million homes wired for electricity, the sales of manufactured gas have jumped from 225 billion cubic feet to 420 billion.

However, already the iceman walks in the shadow of the cloud.

Hundreds of thousands of his best customers have said good bye to him forever. At least two hundred enterprising manufacturers have begun making electric refrigerators or are considering doing so. One of these is said to have appropriated three million dollars for his next year's advertising, contracting with a single magazine for more than half a million dollars' worth of space. The knight of the tongs is due to find a great many more refrigerators too cold for him to open.

SOCRATES spoke of himself as a gadfly stinging the Athenians into action. Similarly, every electric refrigerator sold, every iceless ice-box advertisement printed goads the iceman toward better business methods. In order to offset the loss he will either have to get new customers or sell more ice to existing

buyers. There are in this country 26,000,000 homes of which only 14,500,000 are wired for current. Only a small number of these wired homes, however, are prospects for electric refrigerators at \$200 to \$300 prices. But there should also be added to these prospects the unwired homes financially able to buy iceless ice-boxes operated by either gas or kerosene, for such machines are shortly to be offered to the public. These two groups constitute, at a liberal estimate, about fifteen per cent of the total number of homes.

They do not, however, constitute a mere fifteen per cent of the iceman's business. To begin with, most of them are twelve-month users of ice, while the average ice-buyer uses it only about four months. They are the iceman's best customers. Secondly, it is not every home

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Logic Is Not the Best Technique for Seduction

By Mattie E. Barnes

LOGIC alone never convinced anybody. It is important, yes, but merely in backing up and sanctioning a decision already made for an entirely different reason. It is very necessary in gaining satisfaction with that choice. But it does *not* make the decision.

Let us explain. There are at least two reasons for doing everything: a "real" reason and a "good" reason.

The "real" reason is apt to be one of the instincts—appetite, pride, love of personal adornment; the "good" reasons are apt to be virtues which are the outgrowth of civilization—economy, appreciation of durability, practicality.

In advertising to consumers, the important appeal is to a more or less universal desire or need in people—an appeal which will constitute a "real" reason. Then after finding the sensitive spot in the prospect's make-up, comes the time to furnish all the subsidiary common-sense angles, all the *good reasons why*. This serves the double purpose of arming the new convert with substantiation of his choice, and confirming the old user in his present habits.

Sound but uninteresting merchandise is successful only insofar as it

furnishes means for rationalization of a choice made for an emotional reason (usually one not easily vaunted). For instance, Mrs. A reads an advertisement which tells her that a certain automobile is practical, easy to handle, and very durable. She remains unaffected. She won't go to see the car on the strength of these reasons. If she chances to have the car brought to her notice she will be impressed with its luxuriousness, its beauty of line, and style, and will want it because it is a handsome thing which will make her feel like a queen to ride in. She really makes her decision right there.

THEN she vaguely feels that as a motive her vanity is a little unworthy of her, and begins seeking practical, common-sense reasons why she should get this car. And in so doing she discovers that it is thus and thus, dull facts, *but* talking points. So she begins telling her husband and friends how convenient the car is, how well it will last—and all the other things which are perfectly true but fail to touch her in any vital spot. Finally she rationalizes herself into thinking those were the

reasons for which she wants the car.

Now the point to all this is: Why leave to chance the fundamental aesthetic or emotional appeal which will really make a decision? Furnish the fundamental appeal, thereby increasing the number of people to whom that appeal reaches, and then almost in the same breath stack up the sane, common-sense reasons—all the "good" reasons which people can possibly need or use to justify their choice.

ART work and "pretty pictures" are merely part of the technique for the seduction which must precede a sale. They best provide the necessary fundamental appeal. Copy best serves its purpose in providing all possible confirmations for the choice made. This copy need not be dull, uninteresting reason-why talk. It should be clothed in attractive garb, but its main theme should be hard, sound "good" reasons why. Such convincing copy is important, because a sale is not completed until a prospect wavering under a strong emotional impulse has satisfied himself that he is being very reasonable, practical, and level-headed, unswayed by any emotions.



AN advertising medium in which the word is suited to the action, and the action to the word. It is the first successful synchronization between picture and voice

The "Talking Movie"—A New Advertising Medium

By Robert R. Updegraff

A NEW advertising medium made its debut at the recent Atlantic City Convention of the National Electric Light Association. It is called the "phonofilm" and is an invention of Dr. Lee DeForest of radio fame.

Dr. DeForest has produced a motion picture that talks. At Atlantic City his phonofilm was used for the first time for advertising purposes. It formed the central feature of the Servel Electric Refrigerator exhibit, where it held crowds for 14 minutes while it pictured and told the story of Servel. The two illustrations above show two scenes from this novel talking advertising film.

For the benefit of the mechanically minded, it may be explained that the phonofilm, or "talking movie" as it is popularly called, represents the first successful synchronization between pictures and voice. No phonograph is used, the picture and the voice are both recorded *on the film*. The picture is projected by the usual motion picture apparatus. The voice is registered by means of light waves in the margin

of the film in a colored band about one-eighth of an inch wide. It consists of a series of horizontal lines of various thicknesses and spacings. These horizontal lines are run in front of a light which is separate from the light used to project the picture. This causes a light beam to flicker and produces a light wave which is transformed by means of a photo-electric cell into a sound wave. This sound wave is then amplified and reproduced by means of a loud speaker. Perfect synchronization between the voice and the action is thus obtained.

AS used by The Servel Corporation, the film told the story of Servel by means of a demonstration. The demonstrator (shown in the two pictures above) first explained to his movie auditors the principles of Servel electric refrigeration. His talk was interrupted by the entrance into the display room of a man and his wife who had come in to "look."

Excusing himself to his movie audience, which at the N. E. L. A. Convention consisted largely of men

and women interested in learning how best to demonstrate an electric refrigerator, he walked over to the couple and proceeded to tell them about Servel, suiting the word to the action at every step. The wife took occasion to ask questions, and the husband to raise objections, all of which were met promptly by the demonstrator. It was a realistic performance, such as might take place in any electric light company's sales room, and suggests the possibilities of the phonofilm as an educational as well as an advertising medium.

An interesting side-light is that Thomas Edison, inventor of both the motion picture and the phonograph, visited the Servel Booth during the convention and there met Dr. DeForest, whom he congratulated on his achievement. Dr. DeForest gave him a strip of this "talking film" as a souvenir, and it was this film that Edison showed our distinguished visitor, the Crown Prince of Sweden, when he visited the Edison laboratories at East Orange.



EXAGGERATION was one of the ancient epithets hurled at advertising by its habitual detractors. In the campaign for Gibson Refrigerators a possible vice has been transformed into a positive virtue. Used candidly and innocuously in a visual form, exaggeration serves to arrest the wandering attention and graphically indicate the tremendous bulk of family food purchases and the consequent importance of good refrigerators. The immediate needs of gargantuan pieces of butter and the incredible bottles of milk are definite. And the monotonous lack of imagination which would threaten such a series has been completely and deftly avoided

The Scope of the Advertising Agency

By Roy S. Durstine

Secretary and Treasurer, Barton, Durstine & Osborn, Inc., New York

ONE evening, recently, a certain after-dinner speaker, occupying a very prominent place in public life, was talking about advertising to a gathering of newspaper publishers. As his speech progressed it became evident that he was congratulating his audience on its ability to write advertisements and to buy unusually fine pictures for the advertising pages of the magazines—and his audience was almost exclusively composed of advertising managers of newspapers and their publishers.

Yet those who listened to him realized that it was not his fault if his ideas were hazy about the way in which advertising is prepared. Probably he never heard of an advertising agency.

We, who spend our lives in the agency business, realize better than anyone else how profound is the public's lack of knowledge about our daily work. All of us repeatedly are being asked by our friends:

"Just what does an advertising agency do?" Perhaps it is our fault that this situation exists. Perhaps this is something which must gradually remedy itself.

It may be argued that the public is not concerned about us and that if our customers and the publishers who pay us our commissions are thoroughly concerned with what we do, that is all that matters.

But is it? Every agency numbers among its customers those who represent every shade of understanding of the functions of an advertising agency. Every agency man knows that there are some of his customers who either by instinct or experience seem to know exactly how to utilize all the services of an advertising agency with the least lost motion for everybody. Every agency man knows how much more effectively an agency operates under those conditions. That is why we have welcomed the Harvard Business School's new method of teaching several hundred future executives not just to



write copy or make layouts, but to understand what advertising is and how to apply it properly.

TWO agency executives in recent articles deplored the general lack of understanding about agency work. One of them gave the public a very comprehensive description of advertising. The other urged the American Association of Advertising Agencies to cooperate with the Association of National Advertisers in a campaign of public education. Probably a way will be found to do something of this kind some day. Certainly we have been told often enough that the cobbler's children are going barefooted and that we ought to take our own medicine. The situation surely offers every opportunity for a field day of similar metaphors. But it has always been felt that there are three real difficulties in the way of such a campaign.

First, advertising agency service is by no means standardized. So far as I know it has never been the purpose of the Four "A's" to say to

its members that they must follow any beaten track in their daily work. The agency business is by the very nature of it an individualistic business and nothing would be more disheartening to individual creative effort than to be told exactly how it must perform.

The second reason is that advertising agencies vary so tremendously in size. They run all the way from the so-called one man agency rendering a personal type of intimate service to the larger organization whose members are numbered by the hundreds. Each fills its own place in the general scheme of agency work. The advertiser is able to choose just about any size that best fits his needs. But the person who starts out to write a series of advertisements describing the way an agency works must remember that he is covering a range of service as wide as the spread between the service of a brain specialist and the Presbyterian Hospital.

The third reason follows naturally. It would be almost impossible to describe the functions of an advertising agency in any way that would apply to all agencies. Inasmuch as almost all of them have been the results of evolution, starting with a small group of people, it is natural that the kind of work done by the founders of each agency should determine the way in which the rest of the organization develops.

Here we have one agency started by a former solicitor and copy writer. Across the street is one in which an artist and space buyer and a service man have collaborated. Let each of those two agencies grow and prosper for five years and then try to match functions and you will see that a description which applies to one will come very far from fitting the other.

These are just a few recent examples of and reasons for the public's unfamiliarity with advertising agency work. But perhaps the most

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Getting Facts Through a Survey

By Paul T. Cherington

J. Walter Thompson Company, Inc., New York

A BUYER is not a buyer in legal terms unless he is someone "able, willing and ready to buy." These qualifications—ability to buy, willingness to buy, and readiness to buy—must all three be present or the prospect is not a buyer.

The hunt for a market for any product is in effect a hunt for people who have these three qualifications with respect to a given product. Between the producer and these people the distributing mechanism intervenes so that the producer's market really is in two parts: (1) his immediate market—the wholesalers and retailers to whom he actually sells, and (2) his ultimate market—the consumers to whom his goods are destined whenever they are able, willing and ready to buy.

The study of the immediate market is rendered difficult by the absence of any trade census figures.

For all those who construct marketing plans, or who try to interpret sales records intelligently, there is no more disconcerting gap in the supply of basic data than that due to the absence of official figures for the channels of distribution.

The lack of generally accepted definitions for even the principal trades is, of course, only one of the troublesome phases of the absence of census statistics in this field. The term "grocery store," for instance, may range in meaning all the way from an Armenian popstand with a glass or two of pickles on the shelf to a highly departmentized grocery combined with fruit and vegetable, meat and bakery shops. Or again, a village general store may call itself a "department store" while a highly departmentized shop for ready-to-wear clothing may refuse to be classed as one because it sells no piece goods.

Before it is possible to formulate trade figures which can be accepted as even passably accurate and used with confidence, there must be both an agreement on definitions and the adoption of systematic methods of enumeration.



Even after definitions have been arrived at it usually is necessary to set up standards of classification within these trades.

The following descriptive classification of retail stores has served a useful purpose in helping investigators to appraise data collected in field investigations:

Class A. Stores of manifest excellence in their respective lines, giving courteous and intelligent service and catering for the most part to a discriminating clientele. The volume of business done is of minor importance.

Class B. Efficiently managed stores catering to a clientele the majority of whom are people of moderate means and at least ordinary intelligence.

Class C. Slipshod stores doing business for the most part with slipshod people. The clerks in these stores frequently are limited in outlook and except on a question of distribution are not as a rule worth interviewing.

Class D. Not necessarily inferior to Class B and Class C, but of a different type. Class D stores are found in foreign districts where it is difficult for American ways to penetrate. Unless the investigator has trustworthy knowledge of the language spoken in the district and of the local customs of the community group, he should be wary of visiting these stores, as he is more than likely to be entirely misled by appearances and arrive at unwarranted conclusions.

In spite of all the difficulties of study in this field due to lack of data the determination of trustworthy facts about the distributing mechanism is simple compared with market study of consumers.

Ability to buy on the part of consumers can be fairly well measured. It has only two dimensions, people and money. The relative importance of these two factors depends mainly on the nature of the product and the use to which it is put. The market for drinking water coincides precisely with the population, since nobody can live without this commodity. This, of course, is the only commodity in which the correspondence is perfect, although some other "necessities" having a low unit-sale price come very near it. At the other extreme are such things as extravagant luxuries for which, regardless of total population figures, it is only worth while to consider the few people with sufficient income to make them able to buy.

The big task of advertising is to select from the entire population with as little waste as possible those people who are able to buy and to make them willing to buy when they are ready or, in some cases, to stimulate both willingness and readiness. The study of the market thus falls into two distinct parts: first, the discovery of those who are able and, second, the discovery of a way to make them willing to buy A's product when ready, or to make them both willing and able to buy it at the advertiser's own chosen time.

For the first part the quantitative figures covering population, income and such other measures of buying power as are available, such as automobile registration, telephone subscriptions, and magazine circulations answer all practical purposes. These are in reality naturally operating processes of selection of people economically capable of moderate expansion of their spending habits and, consequently, people able to buy many advertisable products.

When it comes to discovering the facts on which to base plans for developing willingness and readiness to buy, the task is much more difficult than the discovery of facts about ability to buy. The markets

[CONTINUED ON PAGE 68]

THE · EDITORIAL · PAGE

An Economic Factor in Civilization

WITH this sweeping and significant statement Judge Vernon W. VanFleet, member of the Federal Trade Commission, opened his address at the Philadelphia Convention:

Advertising is the product of civilization and one of its essentials. From the narrow concept that it is the means only of the individual to market his wares for his benefit alone, it has come to be recognized as an economic factor in civilization itself.



The Gulf Stream of Human Nature

A WELL-KNOWN publicist, an editor, Walter Lippman, has written a book called "The Phantom Public." It arouses his ire, this phantom quality; this unpredictable, changeable and, to him, rather unsteady public.

There have been many wails of this character from those who have tried to make over the political and social ideas of the public, and failed. Why is it that the advertiser is succeeding where the publicist so often fails? Why is it that the advertiser in the pages of a paper often has more influence over the reader than the editorial writers?

It would be claiming too much to say that it is because of the greater ability of the advertiser, though there is some truth in that claim. Nor is it, as some would say, merely because the public is more easily influenced toward material possessions than toward ideas. Ideas have been "sold" very successfully by advertisers. The public fades into a "phantom" before the haranguing publicist because the publicist so often is a bad psychologist. So, too, are many unsuccessful advertisers. They do not use the "gulf stream" and currents of human nature. It is not for nothing that there are more and more high-priced copy writers, more and more high made art in advertising.

The public is an elusive phantom, a fickle jade, only to those who desire to push back the tide, or tilt water up-hill, or command the sun to stand still. That the American public can be led in the direction it wants to go; in the direction of its obvious best interests, is an established fact; and none have helped establish the fact more definitely than advertisers who know their business.



Pyrrhic Progress

ONE of the many sardonic fruits of the World War is a new mode of progress in business which has been discovered for stubborn Europe.

The Belgian steel plants were demolished by the Germans during the war, so there was no possibility of continuing to operate those plants. They were "done for." With somewhat doleful faces the Belgian steel men set about the task of reconstruction of the steel business. Since there was no way out by utilizing the old plants, the manufacturers set about to install the newest construction.

Now, since these new Belgian mills have been in op-

eration they have produced steel so cheaply that it can be exported into England and sold considerably cheaper than English steel, which is made in old mills, greatly over-manned! The English, not having had their old mills willfully destroyed, cling to them as if they were precious heirlooms.

Thus a devastating fire is shown to be the imperious agent of progress. What a wonderful opportunity for the imagination to guess how much the world would be advanced if its obsolete equipment of every sort were suddenly forcibly taken from it by fire, the ruthless destroyer! Modern men in Europe are literally begging manufacturers there to put in new machinery, adopt new methods. In Germany a lively debate is in progress as to whether it will be better to adopt new American methods at once or wait until Germany can develop her own advanced methods. England is bestirring herself to modernize, but finds it hard to "scrap." The operation is painful, but it must obviously be performed, either by voluntary action or by fire, earthquake or catastrophe!



\$100 Awarded

THE recent award of \$100 to Stephen Bourne of 247 Park Avenue, New York, by the New York Times for information which led to the arrest and conviction of Edwin Arden Noblett for using the advertising columns fraudulently, is the sort of news that is calculated to increase the public's respect for the advertising columns of the better newspapers at the same time that it is throwing some wholesome fear into the would-be unscrupulous advertisers. In cooperation with the *World*, the *Times* succeeded in having Noblett sentenced for fifteen years.

We doubt if any \$100 the *Times* has spent in many years has done more to increase the value of its columns to honest advertisers. Would that every newspaper and every magazine followed as militant a policy.



In Every Advertisement

IN the book, *Advertising and Selling Digest*, bearing the imprint of the Advertising Club of New York, and being a compilation of the lectures comprising the New York Club's advertising and selling course of last season, occurs a statement by Harry Varley that might well be permanently lettered on the walls of every room where advertising is prepared:

Every advertisement should be written as if it were the first advertisement on the subject.

It is the absence of the most elementary facts about products and services that results in so much advertising falling short of making sales. There are always a number of questions that must be answered before a sale can possibly result, and so far as possible those questions should be answered in the advertisements—and in every advertisement.



Courtesy Radio Retailing.

WHAT is the best outlet for radio—a hybrid, the union of furniture, electric mechanism and music? It has been claimed by furniture men, sporting goods stores and even jewelers. Mr. Haring feels that the personnel, which should be musical, is more important than the classification of the retail organization. In his opinion the radio shop is the logical outlet for cheap sets; the music store for expensive ones

Radio Dealer Problems

By H. A. Haring

THE youthfulness of radio, one of the infirmities that "ail" the industry, is the key to the Pandora's box of the radio-dealer problem.

To an outsider who studies radio the dealer problem is a joke because of its sheer simplicity. To the insiders—and this means primarily the manufacturers—the problem is a shadowy skeleton pointing a ghostly finger now here, now there, and screaming raucously the question: "Who makes the best radio dealer?" Those within the industry have so far lost their perspective by thinking of the ghost of radio (the dealer problem) that they are behaving like so many schoolboys. They are running in fright. A week spent in calm study, buttressed by clear thinking instead of nameless shudders, would clear up the problem.

Radio is young. Nowhere is this youthful character more apparent than in the inexperience and the boyishness revealed in dealer policies. Furthermore, it is in their dealer policies that the tiny group of manufacturers who will survive, outshine those who are doomed to fill the ditch of casualties. These

manufacturers, mature in experience, masters of factory methods, have taken time to study and investigate and think. They have, accordingly, planned their distribution; they have, beginning with the late months of 1925, begun to hand-pick their dealers; they are, in particular, showing courage to cut off unfit dealers. "Courage," in commercial affairs, is not the mark of youth; business "courage" comes from experience and mastery.

The problem of "Who makes the best radio dealer?" is greatly beclouded by the trade-paper publishers, whose solicitors befuddle the shuddering manufacturers with their favorite misconceptions. Furniture publications, fortified with "surveys" and colored graphs, "prove conclusively" that the furniture retailer is the ultimate radio outlet; hardware publications, with equally convincing statistics, upset this by showing that hardware stores control small-town selling; electrical publications show the utter rot of such an assumption with their favorite method of calculation; then come the music-trades publications to argue that their clientele is made up of the only gentlemanly retailers

in America; followed closely by another group whose claims are brazenly made that the department stores control some tremendous percentage of radio sales.

The common misconception that radio is like this or like that has wrought much damage to radio by obscuring the radio-dealer problem. That problem has been further complicated by the confusing and contradictory solicitations of those who alone, as a class, have made money out of radio: namely, the publishers.

In the first article of this series a passing mention was made of the antecedents of our radio makers. One who wishes to understand the radio-dealer problem gets his first clue through the confusions of that problem when he makes a list of radio manufacturers and then sets down in a parallel column their previous business experience. The radio maker who was an ex-bicycle fancy rider marketed his sets through the only business channel of which he had any knowledge: the bicycle shop. The ex-telegrapher rushed to the electrical shop; the automobile designer, to the local garage; the ignition maker, to automotive accessory dealers; the speedometer maker, to

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

the automotive specialty dealers; the telephone maker, to telephone and electrical repairmen; the ex-phonograph and ex-piano makers, to the musical store.

In choosing their distributors, the same practice was followed. Consequently it resulted that by 1924 radio makers had unwittingly run into grooves of distribution. Of planning there was none; of "trusting-to-God" there must have been enough to found a new faith. Radio manufacturers were inexperienced in their youthful industry. They selected distributors such as they could get. Ability to pay factory invoices was more vital than strategic dealer policy. An ignition distributor introduces radio to ignition dealers; an electrical distributor, to electricians; a furniture distributor, to furniture dealers; and so on.

And each of these distributors was prepared to argue with the manufacturer that his particular type of dealer was the logical radio outlet. Only too often the manufacturer, being himself of identical ex-business training, was of that opinion without argument. The result is that radio makers, without premeditation but solely as a result of the youthfulness of their industry, became set in certain molds of retail distribution.

Not until the late months of 1925, when real radio merchandising emerged, did anyone get aroused to what we now know as the "radio-dealer problem."

A person with nothing at stake in radio may find a great deal of excitement in a study of radio dealers. One of the largest dealers in Cleveland is a furniture store five miles from the Public Square whose name is probably wholly unknown to a half million Clevelanders. In Chicago a highly important outlet is a group of three stores, under one ownership, three miles from the Loop; another interesting Chicago dealer is an electrical shop, in size not greatly larger than a kitchenette, which in four months sold 120 sets of a single make at \$213.50 each.

In Akron a large, if not the largest, dealer is a jewelry store; in Atlantic City may be seen an illuminated sign, three stories high over the front of the building, with the words: "Paper, Paper Hanging, Radio." At Waukegan, in April, a leading retailer covered the front of his three-story building with a sign: "Selling out clothing stock and fixtures to give undivided attention and space to our big radio business."

From clothing to radio! Is it

any wonder that radio has its dealer-problem?

What the proprietor of this clothing store told me himself serves to illustrate the thrills of investigating such a new industry as radio. He is a leading dealer. Two years ago he offered a radio set as a prize—the "finest piece of business that ever came to us," in his own words. He talked radio to so many people that he became interested himself, and after awarding the prize he sold thirty more of the same make. With many friends, being something



Courtesy Radio Retailing

of a local politician and a member of the school board, that ex-clothing dealer is today distributor for three makes of radio and lays claim to having done the biggest retail business in Waukegan in 1925.

Near Hartford the best outlet for one make of radio is a filling station; just outside of Chicago, a drug store has made itself an important retailer for the highest priced radio on the market. All the helter-skelter "types" of radio dealers confirm the statement that radio is not, essentially, like anything else we have had. Radio has no distinctive "type" of dealer. Were a census to be taken of those who have scrambled into radio retailing, more significant than any statistical result would be their illusion in thinking that "all they had to do was to exhibit the sets and then telephone the

police to hold back the crowds of buyers."

Who, then, does make the best radio dealer?

Every manufacturer has his own answer. Every manufacturer qualifies that answer by appending a few "buts" or "ands" or "ifs."

In support of his answer each refers to some "survey" or some "questionnaire" or some sort of statistics, which gave a rating to types of dealer outlets. To the individual manufacturer his answer is conclusive.

An identical answer might, however, have been written without waiting for the return of questionnaires and without spending the postage. The answer was dictated by the manufacturer's previous business experience. He selected distributors; they appointed dealers. The average distributor will not reach out to unknown dealers, will not branch out unless the manufacturer is behind him, any more than the manufacturer himself broke away from his former business acquaintances and connections.

Not until the 1925 season was there any appreciable effort to climb out of the early ruts of radio selling. In the brief time since the radio-dealer problem emerged, all radio interests are attempting to determine upon the best type of dealer.

First of these methods has been the use of statistics. The manufacturer's desk includes a percentage tabulation of his dealers. The jobber keeps a similar record—to say nothing of the contradictory tables submitted by advertising solicitors. There may be manufacturers who have weighed these percentages for sales volume. If so, they have eluded my notice. One exclusive radio shop, one hardware store and one department store are rated as "one" each. No varying effect is given to represent the worth of the outlet that sells six sets a year. It is rated as the equivalent of the dealer who disposes of 25,000 sets, as many of them do.

Clear thinking has, therefore, been lacking. To rate a small outlet against a large one is to mix the facts. When facts are not properly tabulated, the conclusions are bound to be wrong. The second of these methods has not been a method. Rather it has been the lack of methods, the lack of analysis of radio selling. Radio is a complex bit of merchandise. A receiving set is a complicated electrical device, a piece of furniture, a musical instrument and a talking machine all in one. "Deprive it of competent elec-

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Steam Railways to Continue Liberal Expenditures

CAPITAL expenditures of \$822,000,000 have been authorized by the Class I railways of the United States for equipment and other additions and betterments in 1926 exclusive of current repairs and maintenance, according to a recent report of the Bureau of Railway Economics.

You can reach this important market effectively through the five departmental publications that comprise the *Railway Service Unit*—they select the railway men you want to reach, for each one of these publications is devoted exclusively to one of the five branches of railway service.

All five publications
are members of
A. B. C. and A. B. P.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street

New York, N. Y.

608 S. Dearborn St., Chicago
New Orleans, Mandeville, La.

6007 Euclid Ave., Cleveland
San Francisco Washington, D. C. London

The Railway Service Unit

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

Advertising the Public Utility

By *M. S. Sloan*

President, Brooklyn Edison Company

THE utility must sell its service in order to live. That means that it must make its service worth selling, which means worth using and paying for. It must sell its service at prices which will induce the widest possible use, and still keep it solvent and give it good credit. Its standards of service and its prices, mind you, are subject to the orders of public officials, because it is under the law a business affected with a public interest; so in effect the public has a control over its affairs which extend far beyond the decision whether or not to be its customers. And finally, since it is a business affected with a public interest, dependent on the use of public property under legal grant for the conduct of its business, supervised and regulated by agents of the public, the utility must sell itself to the public as an institution worthy of public confidence, public respect and public approval.

The growth of public utilities is one of the outstanding phenomena of our country's amazing progress. We accept them today, yet in our parents' time they were struggling pioneers. And today they are still pioneering—reaching out into territory not yet served, or insufficiently served, and bringing the genius of science, the skill of finance and the devotion of unconquerable zeal for improvement to bear on the needs and desires of mankind. Exemplifying their remarkable growth, take the record of the electric light and power companies. Their installed generating capacity on January 1 of this year was practically double what it was on January 1, 1920. The number of their customers in all three groups—domestic, commercial and industrial or power—practically doubled in that period. Their capital investment at the end of 1925 was somewhat more than double the investment in 1920. But their gross revenue for 1925 fell almost \$400,000,000 short of being double their gross revenue for 1920, which was an indication, among other elements, of a lowering of rates.

Such growth is an evidence of the pioneering I have spoken of, which is another way of saying that they



have been diligent at their selling job. Every time a new generator is installed in a power house, a load must be built up for it. In order to keep that new generator working profitably and not eating its head off in fixed charges we get out and sell electric service to new homes and stores and factories, or sell more electric service to homes and stores and factories already using it. Advertising helps us to prove that the service is worth the price, and to lower the price from time to time as the volume of our business lowers the unit costs.

An understanding of these basic facts by the public is essential to the utility on two counts—first, to make selling service easier, or to break down sales resistance, as I believe is the technical term in your profession; and, second, to break down a long-standing suspicion in the public mind that utilities are profiteers and habitual robbers of the people, which frequently impedes the carrying out of plans of far-reaching social benefit.

So in recent years the utilities have taken to advertising. Ten years ago advertising by public utilities was unusual. It was confined to organizations which were very large, or were far-visioned, or both. It was, almost always, what in my branch of the industry we call

merchandise advertising—matter to sell electrical appliances, gas ranges and the like. At that time I doubt whether all advertising which might be credited to utilities, including financial notices of new issues of securities, would have exceeded four or five million dollars a year. Last year, according to our Public Utilities Advertising Association, the aggregate of advertising expenditures by all branches of the utility industry amounted to \$25,000,000 and it is estimated that during the present year the expenditures may well amount to \$27,000,000 or \$28,000,000, with about \$20,000,000 of this good round sum in payment for advertising in newspaper columns.

The utility, being a quasi-public agency, is required by law, and by all considerations of good business and sound public policy to conduct its business openly and publicly. Some wit has said that there is no more concealment of their affairs than there is in the art of cookery as practised by the man baking flap jacks in the window of a Childs' restaurant. Officially that is true. Our accounts are kept according to a standard form stipulated by the official regulatory bodies; and our reports, which are public documents, are made up in the vast detail these bodies require and sworn to. These reports, however, are technical, and while useful as matters of record, are not often consulted by members of the general public. Hence a more general means of contact with the public, and a more interesting and human one, is needed. Advertising, chiefly newspaper advertising, has been found to meet the need.

Advertising has enabled us to obtain capital in large sums without which necessary and desirable extensions of our service would have been impossible. It has permitted us to tell facts about our service and the companies which furnish it which have convinced investors that their savings would be safe, and profitably employed, when put to work in the utility business. I think I am well within the facts when I say that without advertising the success of the customer-ownership method of selling securities, which has

[CONTINUED ON PAGE 61]

Tell It to Sweeney—Hessel did, twice!

MEET Morris Hessel, master merchandiser. Five years in the retail fur business, out of wholesale; fifteen in this country, out of Austria; and only thirty in this world. Ten years ago, with William Weinberg and Ben Hertz, he started manufacturing fur coats. The firm knew how to make fur coats. They also had certain convictions: that a good reputation exceeded rubies, that their word outweighed gold, that honesty was the only practicable policy in a business where others sometimes assumed it wasn't. The trio is a simple partnership even now. Every check bears three signatures. Each partner bears triple responsibility.



Business from the start was good. The war came and business was better. The 1920 slump came, and business was terrible—but not for Hessel, Weinberg and Hertz. They had airtight contracts made in the spring of 1920 at prevailing prices for fall deliveries. John Wanamaker said it was time to deflate, and did so drastically. John Wanamaker was one of their customers. Morris Hessel observed the situation. A silent young man, one of his characteristic expressions is "It's reasonable." What Wanamaker's was doing seemed reasonable. So H. W. & H. adjusted all their orders to lower fall prices, or cancelled them altogether—although their pelts on hand had been bought at peak prices. They will show you Wanamaker's framed letter of commendation. This step cost \$75,000 and wiped out four years surplus.

Morris Hessel was tired of manufacturing when he couldn't control sales, and decided to try retailing. The trio opened a retail store on Sixth Avenue, corner of Thirty-seventh Street, a single frontage with salesrooms one flight down. To distinguish the store from their wholesale business, they called it Wilson's.

They started advertising through a local agency, using various papers. John Glass of The News stopped in one day, early in January 1922 and saw Morris Hessel. Hessel is one of the world's champion long-distance listeners. He thought the News rate too high, but agreed that a low rate paper might not be the best business getter. Glass asked him to test his copy, to ask customers where they saw the advertising.

Hessel tested all Spring, until the season was over. In July, he cancelled his 2500 line contract with The News, paid the short rate, and signed a new contract for the lowest rate he could get. Between August '22 and September '23, Hessel, Weinberg & Hertz

used 110,886 agate lines in The News. They drew customers by thousands, and absorbed their entire factory output. Their unit of sale averaged \$100, and still does. There are interesting exceptions to this average, however. People in the business sent their friends to Wilson's. Women who knew values came to save money. One actress bought a sable wrap for \$10,000. Her friends think it was made for her in Paris. Sounds reasonable!

Hessel, Weinberg & Hertz carried out their usual policy. The slogan of Wilson's was "Truth in Furs." Every price tag tells the name of the actual skin used and the price in plain figures. Every coat is guaranteed against defects in manufacture for one year, and the purchase includes an insurance policy against theft or loss.

The News is proud of this account, because much of Wilson's success came from The News. Morris Hessel will tell you so; 90% of all the store's advertising has gone into The News. On their third contract, between September '23 and April '24, Wilson's used 102,502 lines; on the fourth, between May '24 and February '25—111,044 lines. And last year—read on, to the

* * *

SECOND CHAPTER—A year ago, the partners decided to expand. Selling more fur coats than anybody else in New York and working Wilson's to capacity all the time, they needed more room. So they opened a new store, for a better type of business. Thirty-seventh Street, a hundred feet off Fifth Avenue—Selbert's, Ltd. The store is named from a combination of syllables in the partners' names. It was expensively fitted, newly staffed—a Fifth Avenue store throughout. They contracted for hundreds of thousands of dollars worth of new stock.

It was a serious step. "If this flops," said Weinberg, "it's back to shirt-sleeves and the bench for us." So they considered advertising very seriously—where the new business was to come from. They didn't expect it out of The News, and were even afraid to compete with themselves in The News.

They opened last August. Ten newspapers were used, with only "representative" copy used in The News.

Forty thousand dollars were spent the first month. Almost as much the second. They checked sales constantly. And found that despite the competition of nine other papers, The News produced the highest quota of sales per dollar spent. So a major share of Selbert's copy has since gone to The News. The Hessel, Weinberg & Hertz contract for both stores, from February '25 to February '26, ran 199,840 lines—

and Wilson's closed this season with a volume of more than \$900,000. Selbert's reached \$800,000 in its first year, with the average unit of sale slightly in excess of \$200. The Sweeneys can read all price tags! And if you know any newspaper which has equalled this record for productivity, we'd be much obliged to learn of it.

* * *

THIRD CHAPTER—This outfit won't be satisfied with Thirty-seventh Street forever. If some real estate man has a lease expiring in a year or so on some desirable Fifty-seventh Street store, or on the Avenue near Fifty-seventh Street, we suggest he see Morris Hessel about that time. And when the third shop starts, we know that The News will again produce a record of higher-unit sales.

If at this point we have to tell you why you should Tell It to Sweeney, the average family in New York, through The News—you're hopeless! A million circulation is an inexhaustible market for anything, including your product. The News has more than a million every day. The small page gives advertising more visibility, more reader attention, more effectiveness, less advertising competition—at lower cost. The national rate is now \$1.40 per line, lowest per thousand circulation in New York. We usually have a rate increase every Fall. If your Fall schedule isn't in our shop, please get it in as soon as possible. Thank you.

THE NEWS
New York's Picture Newspaper

25 PARK PLACE, NEW YORK
Tribune Tower, Chicago





(c) The Photo-Illustrators

General view of dinner given in honor of overseas delegates by Philadelphia Club of Advertising Women, Ritz-Carlton Hotel, June 20

Advertising Clubs Hold Annual Convention

Portions of Addresses Delivered Before Various Departmental Sessions at the Meeting Held Last Week in Philadelphia

Newspaper Space for Public Utilities

By Louis Wiley

Business Manager, *New York Times*

ONE of the excellent results of advertising by companies having extensive public relations is the effect upon the employees themselves. The public utilities may learn something in this direction from the great department stores. In such stores the employees are required to know what the company has advertised in the daily papers, both merchandise and institutional copy. The managers find that the employees take the keenest interest in the public advertising of the stores' policy and goods. There is something stimulating in knowing that the news of the firm has been spread abroad. The influence which such advertising has upon employees is quite different from that made by a mere printed house organ or inspirational statements circulated only among the workers. Public utility advertising in newspapers should be carefully calculated to have the right effect upon the employees as well as upon the public.

Almost every public utility has been faced at some time by an emergency affecting its service to the public. Upon such an occasion it is wise to take the public into your confidence by frank statements of facts. That the newspapers afford the most effective means of doing so is obvious. I mention this in passing only to go on to another great world-news event which has recently taken place, and which has illustrated the necessity for news-

papers, and the public confidence which newspapers instill. The British general strike has, happily for civilization and everywhere, been won by the forces of orderly government, and for that victory we owe a great debt of gratitude to that wise and courageous leader, Premier Baldwin. But for days the British people were without newspapers, save for a few copies of the official *Gazette*, and mimeographed sheets of information. The wildest rumors were spread abroad—one was that 150 persons had been killed in a riot. Among a less level headed people than the British such rumors might have led to violent disorders. The point to remember, however, is what authority the printed news has, and how unreliable is irresponsible rumor, vouched for by hearsay. There is no calming influence at a time of excitement which can rival the truthful news. Among all the public services the newspaper renders, none is more important than the spiking of lies born of gossip. When you reflect upon the power of the printed word, bear this aspect of the daily newspaper in mind.

Where Business, Art and Profession Unite

By H. E. Lesan

President, H. E. Lesan Advertising Agency, Inc.

ADVERTISING is the only place where all the businesses and arts and professions unite, and advertising talent is the only talent which demands that a man qualify in all of them.

Advertising is manufactured or produced as the business man produces things to pick up and lay down, wrap and carry away, with all that means to the business man. It is written with all that means to the writer; published with all that means to the publisher; illustrated and decorated with all that means to the artist; built with all that means to the architect; practiced with all that means to the lawyer or doctor, and it carries with it a moral responsibility second only to ministers and other public teachers who consciously and unconsciously mold mass consciousness with the spoken and written comment on contemporaneous life.

What Medium for the Retail Store?

By David Lampe

Advertising Manager, The Hub, Baltimore

IF your store is situated in the trading area of a quarter of a million people, if the city itself has 150,000 people in it, and if there are four daily newspapers each with no more than 25,000 circulation, it is obvious that your newspapers are not yet strong and that you must depend to a great extent on direct-mail advertising to keep your business growing.

If, on the other hand, you are situated in a trading area of a quarter of a million population, with practically all of that population within the limits of your city, if there is no population to speak of in the outlying districts, if you have two daily newspapers, each



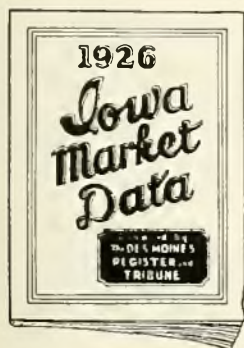
20% to 90% Coverage in Every Town Checked—

In the 801 Iowa cities and towns checked on this map the Sunday edition of The Des Moines Register and Tribune reaches from one-fifth to nine-tenths of the families. ¶ In these 801 cities and towns, therefore, as well as in Des Moines, merchants sell products advertised in The Register and Tribune.

THE DES MOINES REGISTER AND TRIBUNE

May Circulation, 181,473 Daily
Net Paid

154,052 Sunday



Write for "1926 Iowa Market Data"—a carefully compiled picture of the Iowa market. Shows population—number of families, and males and females over 16 years—wholesale and retail distribution—for every town of over 1,000 population.

Map showing electric service lines—number of electric appliances in use—list of all gas plants and gas appliances in use by cities.

Auto registrations and sales by counties— Iowa crop and livestock statistics for 1925 —data on Iowa manufacturing. Names and addresses of all Iowa jobbers of groceries, drugs, auto accessories, confectionery, hardware, radio and electrical appliances.

Map of Des Moines retail trade territory and data on city of Des Moines. Sent to any address on request.

with 75,000 circulation, it is obvious that those newspapers can do almost everything you want done in the way of building up your business. And, so, in a general way, direct-mail advertising is most important in those areas where newspaper coverage is weak.

Stores in big concentrated cities, with no outlying territories to draw on, spend as much as 90 per cent of an advertising appropriation in the newspapers, and ten per cent in direct-mail advertising.

The average, disregarding extreme cases in which there are absolutely no suburbs or in which there is absolutely no city, seems to be about 18 per cent of the entire appropriation.

The next question after how much a store should spend on direct-mail advertising, is where shall the money come from? The question is, shall it be deducted from money previously spent in newspapers? The answer is, if you have been spending too much money in the newspapers (and such a thing is highly possible), *yes*. But the warning is, be sure not to take money from the newspaper appropriation unless it is a well-established fact that you have appropriated too much to newspaper advertising. If you divert money from newspaper advertising appropriations to direct-mail advertising, you are not fundamentally doing a thing that will increase your business. You are simply changing your method of getting business.

The Church Should Use Business Methods

By The Rev. Kerrison Juniper

Pastor, First Congregational Church, St. Petersburg, Fla.

THE church is suffering today. Among other things, from a lack of practical lay help and expert busi-

ness advice. It isn't that men have lost interest in the church because they have grown out of some of her beliefs and dogmas, so much as they have lost interest in the church because they have never been brought into her service; they have never been asked to do any definite work for the church within their limitations.

Considering the time, money and energy expended by the church compared with other modern business organizations, the church today is considered by many a bankrupt concern. We know that this is not altogether true; nevertheless such criticism affords much food for thought and should command the careful consideration and investigation of our lead-

ers, even if they have to bring in advertising experts to help them.

The same expert knowledge is needed in the building-up of the church today. We must get down to facts. A thorough religious census will provide an intelligent survey of the religious attitude of the community. It is important to know exactly what the people living in your parish think of the church. Any criticism should be welcomed. Both the interested and indifferent have their ideas and impressions of the church.

By this means of investigation you will find out what the church means to them, if it means anything at all. You will learn why this man joined your church in preference to some other; why that man goes to another church instead of to yours; why this man never goes at all; and you will find out what it is that attracts them to your church, and what appeals to them and holds them when they are there. Some like the preaching; some like the music and others like the fellowship. You will then be able to come to definite conclusions, all of which should be invaluable. One conclusion you are certain to arrive at is that the



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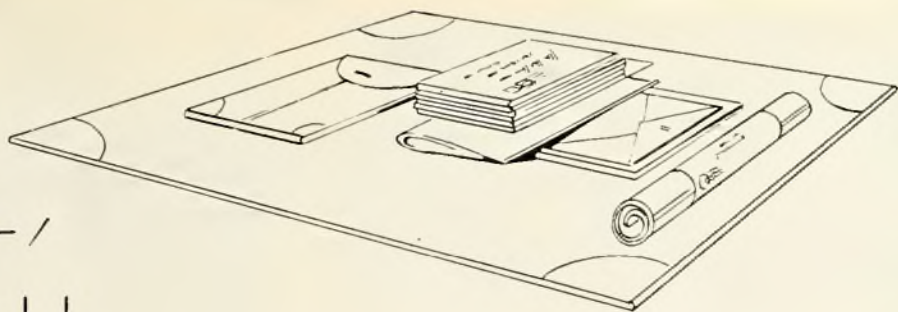
© Herbert Photos



© Underwood & Underwood

PHOTOGRAPHS showing the arrival in this country of the overseas delegates to the convention, taken upon their landing at New York. At left, the British delegation; above, the Frenchmen being greeted by representatives of the New York Advertising Club. Photograph at top of page shows Mayor and Mrs. Kendrick of Philadelphia officially welcoming the convention to that city

MAIL,
MAIL,
MAIL,



~ it may be
DIRECT but is it-

directive?

ONE OF A SERIES ON "DIRECTIVE" MAIL

DIRECT mail may be good, often is—but these days it has to be better than good to get past the barriers that every busy executive builds up between him and the outside world—unless it carries a real idea, a known name or some other striking evidence of worth.

But *directive* MAIL—by which we mean mail that is certain to guide the business action of those who receive it, is by very nature *productive* mail. *Noblesse oblige*—such material is ordered, needed, wanted, paid for, sure to be put to good use.

Pick up any example of the Economist Group, for instance. The thousands of buyers and department heads for whom that issue was published have paid their good money to receive it. They have bought its editorial pages—they have bought its advertising pages. They will buy and sell what you have to offer, provided your product fits their businesses—and their businesses are big. Tell and sell the merchant and *he'll* tell and sell the millions!

We have no quarrel with "direct mail,"—under certain conditions it can be a highly effective selling force. But we *have* unbounded faith in the power of *directive* MAIL—a faith backed by cold logic, bolstered up by market understanding and brassbound by results. We would like to talk business with anyone who is hoping now or later to "open up the department store market." It can be done!

The ECONOMIST GROUP

DRY GOODS ECONOMIST MERCHANT-ECONOMIST

The ECONOMIST GROUP reaches buyers and executives in more than 30,000 stores in 10,000 cities and towns—stores doing 75% of the business done in dry goods and department store lines. Ask aid: 239 W. 39th St., New York—and principal cities.



LOST in the jungle

Not long ago we made an interesting test. We asked the general manager of a busy department store in a city of 16,000 to save for us all direct mail matter of an advertising nature that came in during the week.

After three days of it he threw up his hands—"This is too much! Take it away!" There were no less than 793 separate pieces, proclaiming the virtues and broadcasting the benefits of this, that and the other thing, from filing cabinets to monogrammed garters—793 *promotive* missiles hitting a small store in three days!

What chance has your pet sales argument in competition with the other 792? Send it out in the form of *directive* MAIL—where you know it will be seen and studied. Send it out as part of a paid-for service that is ordered, awaited and put to work by more than 30,000 retail stores over the country.

For the department store market, the Economist Group is the "one and only"—its advertising pages the finest kind of *directive* MAIL. Your fast, certain, economical way to the minds of the men who matter. Come to headquarters for help.



© Phila. Public Ledger

minister must be a good salesman of the product he is selling.

Merchandising a Newspaper

By I. R. Parsons

Advertising Director, *New York Telegram*

WHAT is the difference between manufacturing and selling shoes or hosiery, or any other product, and manufacturing and selling a newspaper? In a newspaper we are manufacturing something to sell. We are seeking news, buying news, manufacturing news features, producing mechanically 36 to 60 sheets of paper folded twice, and we are attempting to sell what we have manufactured. In fact, let me go further with the parallel. In any store, for instance, we have counters and show-cases and windows. On them and in them we display our wares. By the attractive way we display our wares, and advertise our wares, and by the value of the wares themselves, and by the way we treat and serve our customers who come to look and to buy our wares, will our sales go up or down.

In any newspaper building, we start first with several white sheets made of paper pulp. They are our counters, display cases and windows. On these white-sheet counters we display our wares which are news, editorials and features of all kinds and descriptions. Then we offer these wares to the public through our circulation department, and the public buys or does not buy, as the case may be, according to the way they look upon these wares. If they do buy, they continue to do so only if we treat them well and serve them as they think they should be served.

You see, we newspaper men actually are in the manufacturing and retail

business, whether we realize it or not. But the sooner we do realize it the more successful we will be in making something of our newspaper, making it mean something, and grow.

National Community Advertising

By Don E. Mowry

General Secretary, Association of Commerce, Madison, Wis.

A NATIONAL advertising campaign for any community should be supervised by a national agency or by some such a person as a community advertising engineer, as President Hatfield put it this morning. It is true that there are many phases of many national community advertising campaigns which do not, necessarily, require this outside service. However, since practically all national advertising is handled through agencies, it is generally believed that a national campaign demands agency assistance.

The growth of community advertising is presenting another problem which, in future campaigns, must be given careful and studied attention. It is the problem of securing not agency assistance entirely, but technical or counselor assistance from the begin-

ning to the end of such campaigns as are initiated in a national way. Those who are employed in such work should be experienced in community undertakings and have knowledge of what applications should be made for given situations. It may be that this technical or counselor assistance will, itself, employ the advertising agency to handle, at least, the national phases of the campaign. The question is a new one and has not presented itself sufficiently to our community advertisers to warrant a full and complete statement regarding the ultimate outcome.

Make the Copy Ring True

By Robert Tinsman

President, Federal Advertising Agency, Inc.

ADVERTISEMENTS must ring true or they fail of their ultimate purpose.

The advertisement to achieve properly must rest on four fundamentals:

1. It must be planned to arrive.
2. It must tell the truth to be believed.
3. It must be attractive to be read.
4. It must be demonstrable to sell.

The final test of a good advertisement lies in its answer to the question:

Will it sell?

Will the salesmen use it?

If it is retail or mail order advertising, the use of test-copy, now generally practised, will speedily determine the answer. But if the advertising is designed to sell goods via the dealer, then the result is very often dependent to a large degree upon the effective use of the advertising by the salesmen and retailers.

It is here that simplicity of the basic idea is the copy-writer's best reliance for the most effective results.

[CONTINUED ON PAGE 69]



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CARNIVAL spirit characterized the advertising parade. At the top of the page are shown two typical floats of the occasion. Below, notables in the reviewing stand

Record Breaking! —in Radio Advertising!

THE outstanding leadership of The Cleveland Press in local radio advertising in the season just ended is a record never before attained in Cleveland. The Press ran 62,276 more lines of local radio advertising in SIX days than its nearest competitor ran in SEVEN days. In Cleveland, in the TRUE Cleveland Market, in all Ohio, The Press is the FIRST advertising Buy—and here are the figures:

Here is a list of the larger national radio advertisers who used The Press in Cleveland during the past season. Their judgment was sound, their choice of The Press was merited, their advertising campaigns were successful:

A. C. Electrical Mfg. Co.
Acme Electric & Mfg. Co.
Apex Electrical Mfg. Co.
Amsco Products, Inc.
Atwater Kent Mfg. Co.
Brach Mfg. Co.
C. Brandes, Inc.
Bremer Tulley Mfg. Co.
Brunswick-Balke-Collender Co.
Cambridge Sanitary Mfg. Co.
Carter Mfg. Co.
Central Radio Laboratories
Coneway Electric Laboratories
Cleartone Radio Tubes
E. T. Cunningham Co.
Dayton Fan & Motor Co.
De Forest Radio Co.
Dictograph Products Co.
F. A. D. Andrea Co.
Fansteel Products Co.
French Battery Co.
Fred-Bisemann Radio Corp.
Chas. Freshman Co., Inc.
Garol Corp.
Herbert H. Frost
Hope Webbing Co.
King Hiners Co.
Kenneth Harkness Radin Corp.
Kodak Radio Corp.
Glen L. Martin Aeroplane Corp.
Leslie F. Muter Co.
MuRad Laboratories, Inc.
Myers Radio Tube Corp.
National Carbon Co.
Radio Corporation of America
Radio Rahat Co.
Steinlite Laboratories
Sterling Mfg. Co.
Stromberg-Carlson Telephone Mfg. Co.
Thermodyne Radio Corp.
Teletone Co. of America
Victor Talking Machine Co.
Westinghouse Electric Co.
Work Rite Mfg. Co.

LOCAL RADIO LINEAGE

Season Beginning October 1, 1925—Ending April 30, 1926

PRESS (6 days)	178,913 LINES
Plain Dealer (7 Days).....	116,637 LINES
News (7 Days).....	112,288 LINES

The Press published 67,428 more lines of local radio advertising than the daily Plain Dealer and the daily News COMBINED!

—AND THE TEN LARGEST CLEVELAND RADIO MERCHANTS PLACED THEIR ADVERTISING AS FOLLOWS—

PRESS (6 Days).....	142,128 LINES
Plain Dealer (7 Days).....	51,681 LINES
News (7 Days).....	85,055 LINES

Without exception each of the ten largest Cleveland radio merchants ran more advertising in The Press than in any other daily or Sunday newspaper. And they ran 5,392 more lines of radio advertising in the six-day Cleveland Press than in the seven-day News and seven-day Plain Dealer COMBINED!

The Cleveland Press

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



SCRIPPS-HOWARD

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

FIRST IN CLEVELAND

LARGEST IN OHIO

Is It Poor Manufacturing to Cut Wages?

[CONTINUED FROM PAGE 20]

are able or inclined to think the matter through. It takes men of vision and high intelligence to realize that such a complicated relationship between wages and sales, inextricably entangled and interwoven across three thousand miles of continent, can have any real effect upon their own businesses. But any wage cut or increase does have a greater or less effect upon every other business, and in a surprisingly short time.

THOSE industries which have best learned how to pay high wages, while at the same time getting low labor costs per unit of output, are the ones which are most prosperous year in and year out, and which hardly know that there is such a thing as labor trouble. On the other hand, consider the various branches of the textile industry, coal mining and a few others. The workers are underpaid according to American standards. Periodically the front pages of the newspapers contain stories of strikes with more or less bloodshed, while on the financial pages we are regaled with unsatisfactory earning statements of the companies against which the strikes are aimed. How long is it since you heard of a strike in any of the Ford plants?

I do not believe that there is a business which cannot pay progressively higher wages and at the same time reduce costs. Great improvements have been made and are still being made by those who are trying to find better methods. We have not, and never will, reach an absolute limit to the possibility of increasing production. Invention and common sense working together will turn the trick in the future as it has in the past.

So I will cite a few instances in which it has been done. It is seldom the inefficient concerns which improve their methods. They are too hide-bound to believe that anything can be done. But show me a concern which has already greatly reduced its costs, and I will wager that it will be one of the first to find still further possibilities for improvement.

The Strathmore Paper Company, for example, once offered a bonus to its workmen based on the quality and quantity of their output. The innovation resulted in an increase of over 25 per cent in production. This increase had to be achieved through keeping to a minimum the amount of time the machines were shut down for repairs and through lessening the losses due to excessive spoilage.

Had this concern been like most, it would have sat back with a sigh of

satisfaction after achieving such an almost unheard of improvement. But it did not. Since then further improvements in methods have been made so that today those machines turn out more than twice as much production as at first. In other words, after raising good production 25 per cent, it went ahead and raised that production another 60 per cent. The workmen were remunerated for the greater production, yet the costs went down.

By studying the work of its loading and unloading gangs, the Armstrong Cork Company, which is the country's largest producer of cork products, found many better ways of handling that kind of unskilled work. Standards of accomplishment were set and a wage incentive offered to men for achieving the standards. Eighteen men shortly did the work that formerly required thirty-two, and each member of the gang received from 10 to 25 per cent more wages for doing labor that was no harder.

At the docks of the Bush Terminal Company the same sort of thing was done with the most ordinary kind of stevedore work. The workers received materially higher wages and the reduction in labor costs to the company was notable.

SUCH improvements as these increase what economists call "real wages," and it is only by constantly raising the real wages that we can prosper.

For that reason I am wholly opposed to basing wages upon the cost of living. In times of great emergency wages in certain trades which enjoy a monopoly of essential skill rise far out of proportion. When the emergency ends, such wages fall. The law of supply and demand sees to that automatically.

But there is no law—human, economic, natural or divine—which says that any worker is entitled to only so much of the world's goods yesterday, tomorrow and a hundred years hence. Yet that, in effect, is what basing wages on the cost of living implies. When based on the theory of "a living wage," the cost-of-living basis is not only inhuman and insulting to the worker, but unsound, for if it were generally accepted, it would preclude the possibility of greater prosperity for capital.

Had the sale of goods only kept pace with the growth of our population, the prosperity of this country would be far from notable. It is because all of us have steadily been able to buy and consume more and more things that we

are prosperous. Our per capita consumption of everything grows year by year. That makes prosperity. As this buying power continues to increase, per capita, we shall continue to prosper. When it stops, look for a depression. The idea that certain classes of people are entitled to only a certain amount of the necessaries, to say nothing of the comforts of life, is deeply rooted in a lot of employers. That attitude was expressed by a benign, kind-faced old gentleman who, I happened to know, was notable for his philanthropic work in a number of fields.

A MEMBER of my organization, who was doing some work in his plant, had been impressed with the production achieved by the operator of one of a group of machines. The men were on piece work and all but this man made fair but not spectacular earnings. He made on the average about a hundred dollars a week.

One day he was missing from the job. We asked about him.

"Oh," said the old gentleman, "he quit when I had his piece work rate cut. Why he was making a hundred dollars a week! No workman is worth that much. That is the price of an executive. It's wrong for a workman to make such big money."

"But that man," I objected, "turned out so much production that he cost you less per unit of output than his fellows on the same job who earned half as much. He was worth every cent of what he made. He was one of your best investments."

But it was useless to argue. That man was convinced that while it was all right for a not particularly efficient member of the managing class to make a hundred dollars a week, it was somehow or other scandalous for a highly efficient member of the working class to make as much.

High wages, when they can be paid without making a product cost more than it will sell for, are the best possible insurance for a manufacturer against labor troubles and business depressions, which will affect him and everyone else, whether very directly or merely indirectly.

When high wages cannot be paid it is nine times in ten the fault of the management. I have never seen a concern so efficient that it held no possibilities for reducing costs while still paying high wages. The trouble usually is that the management is either too self satisfied or too sluggish to put forth the effort to find better methods.

A Chain of Influences Which Promote the Sale of Sheaffer Pens



① Mr. and Mrs. Young, who are typical of the 550,000 youthful and enthusiastic people who read Photoplay Magazine,



② are thrown into frequent contact with that strongest builder of new interests, the moving picture.



③ In the pages of Photoplay, Mrs. Young is stirred again with longings first acquired on the screen.



④ The advertising pages of Photoplay add a further link in the chain of influences brought to bear upon her living interests.



⑤ The dealer's counter card exerts a renewed and decisive influence for the sale at the point of purchase.



⑥ And three influences—the moving picture, Photoplay and your dealer's cooperation—have won a new customer.

Moving Pictures *DO* Move

Day by day and week by week, enthusiastic young Americans (like Mr. and Mrs. Young) catch from the moving picture new desires, new ideas that mould their living standards.

They are stirred by more healthy dissatisfactions than any other group of people you can think of.

Photoplay Magazine has gathered 550,000 of these gloriously discontented young people into a single group—and in its own pages rekindles their enthusiasms, first born on the screen, in new and desirable things.

In fine clothes and beautiful homes, in shoes and ships and sealing wax, or what have you?

The screen is selling *your* product, too—and Photoplay is following through to clinch the sale.

Your advertising in Photoplay will at once benefit from these influences and will earn in addition the warm cooperation of your dealers.

May we show you how other advertisers have capitalized this chain of influences to their profit?

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

HEYWORTH CAMPBELL gave a talk a short while since before the Art Directors Club on the theme, "How can one strive for originality and still avoid the eccentric and bizarre?"

His "how" is both interesting and practical: "In putting your thoughts down on paper," he said, "it is unwise to be deliberately conscious of the mediocrity, on the one hand, or originality on the other. It is more important to think of origin rather than originality. According to any standard dictionary definition, the word 'origin' means 'that from which anything primarily proceeds, the cause, the foundation.'

"I approach the problem from two opposite directions. First, I try the conventional solution, and next (tentatively discarding the formal) I try the unconventional; experimenting with new forms and searching for a new and refreshing presentation. . . . Before trying to be original, be sure that you understand and give the benefit of the doubt to old forms and tried customs. Do not let your desire to be clever interfere with your getting a clear and full understanding of the facts. No matter how fascinating the subject, first see the problem in its 'bread-and-butter' lineup.

"This method may be the best way to seek conservative originality. First, try the formal, then the informal solution of the problem. Do not try to combine the major virtues of both, but build your solution on the fabric of either one or the other. . . . Aside from this double method of approach, the sure-fire way to be original is to prevent your mind from becoming hermetically sealed to new ideas."

Sound sense, this.

—8-pt—

About once a year, I deem it worth while to repeat this observation by Sir Auckland Geddes:

"The first duty of every man, woman and child is to so order their lives, that they may make the least possible demand at all times upon the energy of others."

—8-pt—

Perusing *The Golden Book Magazine* the other evening, I was reminded of "The New American Tempo" about which an article appeared in this publication recently. It was the contrast that reminded me—the contrast between the new American tempo and the

old English tempo as reflected in this choice paragraph from the *Quarterly Review* of 1825:

"What can be more palpably absurd and ridiculous than the prospect held out of locomotives traveling twice as fast as stage-coaches! We should as soon expect the people of Woolwich to suffer themselves to be fired off upon one of Congreve's ricochet rockets as trust themselves to the mercy of such a machine going at such a rate. . . . We trust that Parliament will, in all railways it may sanction, limit the speed to eight or nine miles an hour, which we entirely agree with Mr. Sylvester is as great as can be ventured on with safety."

What rare copy this would make for one of the United States Rubber Company's historical boards. . . . "Woolwich, four miles from here, home of Mr. Sylvester, who said: etc., etc."

—8-pt—

Always keen about package design, I almost burst with enthusiasm when I saw the new wrapper for Lady Pepperell sheets, reproduced in miniature herewith.



I fear if I were a housewife I should be carried away with this package and buy sheets and sheets and sheets, till I had wrappers enough to paper a room!



The *American Weekly* publishes this bit of very good advice from some unknown sage: "In the shortness of this life let us know well what we must know, and not try to know too well what others need to know. An honest exchange of knowledge saves us the futility of learning too much."

—8-pt—

"Just what did you mean by 'the private ownership of facts' in that editorial in a recent issue?" I asked the editor, for the term intrigued me.

"Well," he replied, "it was a pet idea of Samuel Gompers. Here's an excerpt from an editorial he once wrote which will answer your question more specifically." And he handed me this:

Facts about production are necessary to an understanding of what is wrong with production. Facts about production are today private property and in some cases are so treated with the sanction of government and courts.

The Federal Trade Commission carrying out an order of Congress, sought facts about coal production. It could get these facts only from the books of employers. The employers refused to allow access to those facts in their books. The court sustained the employers saying these facts belong to the mine owners.

Financial control makes this secrecy necessary. If industry were controlled by industry such secrecy would not be necessary and would cease. Competition for dividends would become obsolete by competition for efficiency and for high grade production and service would take its place, preserving the valuable principle of competition without robbing the workers and consumers.

Financial thievery is possible largely because industrial facts are private property and protected as such. Private ownership of facts must stop.

My own private opinion is that big business will always be in a precarious position, so far as good-will is concerned, until it abandons the idea of such facts being private property.

—8-pt—

On the cover of the current issue of *The Needle*, house organ of Young & McCallister, Inc., Los Angeles, is this observation by Sir William Temple: "Though I may not be able to inform men more than they know—yet I may give them the occasion to consider."

That explains why I have the temerity to write this page. I know no more than my readers, but I hope now and then to give them occasion to consider.

How Advertisers of Women's Wear Build Business Here—



DURING 1925, ten of the eleven national advertisers of women's wear who used Milwaukee newspaper space concentrated in *The Milwaukee Journal exclusively!* (Read the list at the left.)

Exclusively!

Associated Knit Underwear

American Rayon Products

Carter's Knit Underwear

Hickory Products

Jean Hair Nets

Kayser Gloves

Kayser Underwear

Normandy Voiles

Onyx Hosiery

Real Silk Hosiery

Warner Corsets

Local women's wear advertisers, last year, invested more than four and a half times as much in *The Journal* as in any other Milwaukee paper.

During the first five months of 1926, *The Milwaukee Journal* printed 461,206 lines of paid women's wear advertising—nearly twice as much as the other *two* Milwaukee papers combined!

In the rich Milwaukee-Wisconsin market you, too, can build a maximum volume of business at the lowest possible advertising cost per sale through *The Milwaukee Journal alone.*

This newspaper is read by more than four out of every five Milwaukee families, and influences the buying habits of more Milwaukee and Wisconsin people than any other publication in the world!

THE MILWAUKEE JOURNAL

FIRST BY MERIT

The Scope of the Advertising Agency

[CONTINUED FROM PAGE 27]

outstanding instance of this kind is the way in which the examination of witnesses in our Federal Trade Commission case has laid such unusual emphasis on the purely mechanical and clerical phases of advertising agency work, practically to the exclusion of the creative functions which occupy by far the greater part of an agency's time, and reflect its reason for existence.

In fact it seems that if there were a general knowledge of the true nature of an advertising agency it would have been impossible for such a case as this to have originated in the first place.

Take one instance. The Commission has coined a phrase unfamiliar to advertising men. It speaks of engravings, electrotypes and mats and calls them "type parts." Of course, it is apparent that the frequent reference to these "type parts" is for the purpose of seeking to prove that advertising is interstate commerce. But even granting this is an obvious purpose, it is still difficult to see why so much emphasis should be placed upon something so purely incidental to the agency business that it is difficult to find a fair comparison. Perhaps this will serve.

When the Federal League was fighting the National and American Leagues in the courts, the question of whether baseball was interstate commerce rested upon the movement of bats, balls, gloves and masks from State to State. The Supreme Court held that this did not constitute interstate commerce.

YET many of those base balls, masks and gloves were owned by the clubs. In the case of the agency business these so-called "type parts" are never owned by the agencies. They are bought for their clients when the need arises. The purely incidental nature of such supplies is obvious when it is remembered that they need not even be shipped by the agency. Frequently they are forwarded by the electrotypers or engravers. They may not even exist to enable advertising to be carried on successfully. On more than one occasion complete advertisements have been telegraphed on one evening from New York and appeared in Seattle or Los Angeles in the newspapers of the following morning.

Let your mind go back to the time when a good sized account came into your agency a year ago. You remember the negotiations that occurred before you obtained the account. Perhaps it was necessary for you to have

several conferences with this advertiser before you could convince him that this was the agency for him. Then remember the study that followed. Go back over your talks with his executives, your trip through his plants, your interviews with his branch managers and wholesale distributors. Think of the days and weeks and possibly months that you spent in a field study of the people who sell his product and of the men and women who buy it. Then take yourself back to your own organization where the findings of these surveys were gathered together. Recall the first time these findings were discussed, the first attempts at interpreting his story in terms of advertising. Remember the plans that were written and discarded and revised, the discussions over media and distribution and methods of marketing.

REMEMBER the meetings at which you finally submitted your findings to your customer. Think back to all of the talks you had with him and his associates. Then remember the way your own organization polished and improved your ideas before you were ready to put them down on paper in the form of concrete copy and layouts. Then more meetings with your customer, probably more revisions of copy and layouts and lists and marketing suggestions. Then ordering the art work, making the exact typographical specifications, scaling the art work down to its proper size.

And finally, after all this time has passed and all of these steps have been successfully taken, one of the clerks in your production department by ordering an engraving in the name of your customer, and as his agent, takes the first step that applies to "type parts."

Show a person through an advertising agency. All he sees is a lot of people picking up pieces of paper and putting them down or carrying them from one part of the office to another. The work is going on behind doors that are closed or out in some retailer's store or in the office of a client. It is the exact opposite from that type of factory where you can stand in one small room and watch the raw materials fall into a machine at one end and come out at the other ready to ship.

Walk into a laboratory and look at a row of test tubes. There is nothing on the surface to show that a discovery which may rock the scientific world is on the eve of developing. Go into a newspaper office even a few minutes before an edition goes to press

and there is nothing to tell you what tomorrow's front page will look like.

It has been said that advertising agencies deal in white space. It would be as accurate to say that they deal in wood pulp. Wood pulp is useless to the advertiser until it has been fabricated into newsprint. Newsprint or white space is useless to the advertiser until it has been fabricated into advertisements. Advertising does not come into existence until thought and experience and time and energy have been applied to it by creative service. Agency work is not a commodity; it is a creative service. That creative service is what the advertising agency sells. It is intangible, if you like, as imponderable as the knowledge which enables a doctor to diagnose and prescribe, a lawyer to give an opinion or to try a case, an artist to paint a picture, or a scientist to invent a new formula.

You can see an agency man calling on a manufacturer and telling him the market possibilities of his product, but you can't see the precise point at which the logic of his arguments convinces his prospect that he should advertise.

YOU can see a man or woman going from door to door, from store to store, asking questions, but you cannot see the experience and skill that decided what questions to ask nor the judgment that takes the answers and interprets them into advertising.

You can see pages of typewritten copy and designs for artistic pages. But you cannot see the creative ability that led to proportioning the picture to the text and to choosing one artist against another or one certain group of words when the whole dictionary was there to choose from.

You can see a neatly typewritten list of newspapers or magazines but you cannot see the interviews with solicitors and the files of information that led to the selection of one paper as against another or one magazine as against another.

At last you can see a series of finished advertisements. But you cannot see that these same advertisements are appearing in perhaps a hundred other cities or in a dozen other magazines. Nor can you see the letters and broadsides carefully prepared, each one dropped into its proper place, to make every ounce of every dollar work. Nor can you see the advertising of dealers inspired and created by the appearance of a national advertiser's copy in a newspaper or a magazine. Nor can

[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. Northside

.... "Mother-laureate"

"I'LL wait, Jim—I'll wait forever; but there's really no need of it. We'll get on—oh, we'll show the whole world!"

It was a slim, starry-eyed girl who spoke. Her faith was contagious; Jim's frown broke into a happy smile. A few weeks afterward the "For Rent" sign left the window of a cottage out beyond Pullan Avenue; Mr. and Mrs. Northside moved in.

That was twenty years ago. Today, the Northsides live in a larger house. There is money in the bank and bonds in a lock box. The Northsides have prospered!

But prosperity hasn't changed Mrs. Northside. She is as lovely as ever, and the same thoughtful planner. She has wonderful dreams for her children—and you can wager she'll make those dreams

come true. For, while her head is in the clouds, her feet are firmly fixed on the ground. She is a practical idealist.

She shows her practicality every day in her shopping—she is known everywhere as a "canny buyer." And here The Enquirer helps her. For Mrs. Northside has long been a subscriber to this paper; reading it is a regular part of her day. And a regular part of most of her neighbors' days. For in this community are 2,262 residence buildings; here 1,659 Enquirers are delivered.

To many merchants, these facts are not news—they have used The Enquirer for years to reach this market. And they have profited by doing so. Why not "steal a march" on Success, Mr. Advertiser, by following the lead of these merchants?

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"



ONE officer of the Powers-House organization, as a part of his duties, is assigned the entire responsibility for securing new business.

P-H

All the other members of the staff—more than thirty in number—are devoted to the task of serving established clients.

P-H

The gratifying result is that recommendations by clients is one of the major sources of our new accounts.

P-H

By holding our own sales-expense low, we are able to maintain a grade of service which more than satisfies.

you see the manufacturer's salesman going from store to store telling the story of the advertising, arranging displays in windows or on counters, putting the advertising where it will be seen and having the product where it can be bought.

The business of creating advertising as it exists today in the service of the modern advertising agency spreads over one generation at the most. Changes that have occurred in the past ten years have been overwhelming. The improvement of advertising technique has enabled manufacturers to achieve economy of mass production for the public's welfare and their own prosperity. Yet in the creating of advertising we are working with the most intangible factors of human life. We are dealing with the most volatile factor in modern civilization, human nature.

You cannot make a person read an advertisement and then put him under the microscope to see how he reacts. You cannot even be there when he reads the newspaper or magazine in which appears the message which you have prepared for him. Microbes may be small but they don't mind being put under the microscopic lens for examination and they don't get self-conscious when you question them. Human beings are another story. Yet even in dealing with so complex a being as the modern American man and woman, advertising agency service is making it possible for a great and constantly growing number of manufacturers to establish their products in the preferences, even in the affections, of men and women.

And the reason that this has come about is that the scope of advertising agency service represents something which, like the iceberg, has more than seven-eighths of its bulk out of sight.

Renaissance in Ice

[CONTINUED FROM PAGE 24]

in the country that uses ice. An investigation made in Boston disclosed that 30 to 40 per cent of the homes had no use for a refrigerator. Thus it is in cities; thus in the North. In communities of 500 and less (39 per cent of the population) little ice is sold, and the same is true in certain Southern communities where the population is largely colored. It is likely that less than 40 per cent of the homes are at present buying ice, something like 10,000,000 of the 26,000,000 total.

Almost 4,000,000 of these 40 per cent of the iceman's present customers and purchasers of much more than half his output will eventually install iceless ice-boxes.

The effort to offset this great loss will bring about a renaissance in ice, will institute a new era in its production and its sale. As soon as the companies begin taking active measures to sell more ice, they will find it necessary to approach their problems in an

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

Publishers' Promotion Matter



How To Make It Effective

With the mass of medium and market data passing over the desk of a busy representative of only one list of newspapers, just imagine that printed information multiplied many times, passing over the desk of a busy space buyer!

Does he read it?

He does *not*. He *can't*!

The main reasons why most publishers' promotion matter is wasted are:

Irrelevant.

Inaccurate.

Hard to read.

Too bulky, too long.

Unimportant points over-emphasized.

Hard to file and find.

A lack of uniformity or standardization on the part of the publishers, agents and advertisers for handling this sort of information.

The ultimate answer may be in the buyers and sellers cooperating to develop a somewhat standardized method comparable to the uniform system of circulation analyses.

Meanwhile a publisher can profit by having his material prepared or at least approved by a man of seasoned experience in the national field.

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

Detroit

Atlanta

New York

Chicago

Kansas City

San Francisco



Concentrated sales appeal is difficult where the one message must consider the thought processes of two types of people.

Men and women are seldom sold through the same sales argument.

Narrow the classification of your readers and you enhance the pulling power of your copy.

Women do the buying on the farms and it's women you want to reach. They may read other publications, but they're sure to read **THE FARMER'S WIFE**. More than 800,000 farm women have paid our subscription department good money for the privilege of reading it regularly.

Farm women justly feel that **THE FARMER'S WIFE** is their very own. It has an influence with them not possible with any other type of publication.

Dealers recognize the power of **THE FARMER'S WIFE** and are glad to see it on the schedules of merchandise they are asked to handle.

Data will be sent you on application, showing how brand preference in farm homes has been increased through sales effort concentrated on women.

Why take two bites to the cherry?

Strengthen your advertising through undivided appeal. Talk to the farm woman direct—in her own language—through the only magazine that interprets modern life through the viewpoint of the farm woman—

THE FARMER'S WIFE

A Magazine for Farm Women

WEBB PUBLISHING COMPANY, PUBLISHERS
St. Paul, Minnesota

Western Representatives
Standard Farm Papers, Inc.
307 North Michigan Ave.
Chicago, Illinois



Eastern Representatives
Wallace C. Richardson, Inc.
250 Park Avenue
New York City

Members Audit Bureau of Circulation

entirely different spirit. The new competition, instead of resulting in the end of the iceman, will really result in the making of him.

Heretofore he has been rather indifferent to space advertising; in fact, to advertising of any sort. How is he going to feel when every magazine and newspaper carries the advertised praises of his competitor? What is he going to do when he sees his competitor wax prosperous upon advertising? He is going to try some of it himself, individually and collectively. The cooperative fund started two years ago under the auspices of the National Association of Ice Industries will take up the gauntlet thrown down by the Electric Refrigeration Council. All of the large ice companies will advertise their own particular service.

AND how does Mr. Iceman feel when he sees in his favorite publications references to his muddy feet and his dripping block of ice as evils that no longer need be suffered? And what is he going to do about it? Gradually he will find some way to make his routemen less objectionable, and immediately he will advertise that: "A block of ice cannot get out of order"; that: "It's better to have an iceman in your kitchen than a mechanic."

By degrees he will learn that it is better to talk about himself than his competitor. He will find many qualities of his product either unknown or unappreciated by the public, and these he will make known in print. How many of our readers know, for instance, that commercial ice is purer than city water? Yet germ-fearing mothers refuse to let their children use it. Most of the ice sold in this country is manufactured from city water, pure enough for the householder but not for Mr. Iceman. He filters it. One set of impurities is taken out in this way. In freezing the water in huge cans a strange thing happens. Ice forms in layers, one upon the other, beginning at the sides of the can and building up toward the center. At length there is a block of ice with a little cavity in the center, a cavity filled with cloudy water. This cloudy water is drawn off and replaced because it contains a second set of impurities which passed through the filter but which the ice rejected. What a story that is for copy!

And there is a copy story in the usefulness of ice. The preservation of food is just as much a subject for the iceman as it is for his competitor. The use of ice in the preparation of food has possibilities. Its use need not be confined to pastry. He will want to urge his customers to install efficient refrigerators with adequate storage capacity, and to buy ice in larger units. He will want to tell them how inexpensive ice is, especially when used in the way he recommends. He will try to persuade six-month users to become twelve-month users, four-month to become six-month, and those who do not

Announcing
the New

DELINEATOR



PORTRAIT OF MISS CARLOTTA MONTEREY

*In appearance as well as in content, the NEW
DELINEATOR will be a magazine distinguished
from any publication in the women's field today.*

With the November Issue
The **D**ELINEATOR
and the **D**ESIGNER

will be combined in one
magazine to be known as

DELINEATOR

IN appearance and in content, the new Delineator will be a magazine distinguished from any publication in the women's field today.

It is the fixed intent of the publishers to make a magazine for that comparatively large number of American women who have critical taste and the means to gratify it.

This influential class is not restricted to the few nor does it include the millions. It is composed largely of the wives and daughters of substantial men in business and the professions.

These women and girls are interested in the latest authors, the smartest fashions, the most advanced information for directing their households.

The new Delineator will mark both an evolution and a

revolution. It will appeal to these women with an intensity and to a degree that has no precedence.

The price of the new Delineator will be 25 cents.

The guaranteed circulation, from the November issue, will be 1,250,000.

The present guaranteed circulations of The Delineator and Designer are 1,700,000.

Obviously, the advertiser for some time to come will be receiving several hundred thousand excess circulation.

The new Delineator, November issue, closes September 1.

THE BUTTERICK PUBLISHING COMPANY

S. R. LATSHAW, *President*

use ice at all to try it at least for the summer months.

And he will have to live up to his advertising. Once he really gets in touch with his buying public his ears will be sensitive to their opinions of his product. He will see to it that buyers get the weight they pay for. Already he has begun to score his blocks so that the purchaser may know how much she receives. The small dealer, however, does not see the wisdom of this and prefers to buy from a manufacturer whose ice bears no telltale markings. Only through the cooperation of a community's ice plant is it possible to maintain this substantial service to the consumer. But this cooperation will be a fine thing for the industry.

Once sugar and crackers came out of a barrel. The package business of today had not been dreamed of. Perhaps the ice which today lies covered by a muddy looking tarpaulin on the slimy floor of a truck will in the future travel to its porcelain-enamel lined destination in a procelain enamel-lined vehicle.

IS the idea of trade-marked ice fantastic when so many other products difficult to mark now bear the identity of their makers? Is it unreasonable to predict great changes in the iceman's retail service when for so long he has been following the methods of the past? Have we not better phonographs today since radio became a threat to their existence?

The new conditions will of themselves do much to change the business. In an industry fighting for its life there is little room for the slipshod participant. The little man as a rule will go his way oblivious of the great forces in motion around him. Consequently, the alert big company, with a stake so large that it must be defended with every modern commercial weapon, will gradually draw his customers away. Only a big company, probably, will be able to give the service of the future. Only a big company will be able to advertise ice as it is going to be advertised. There is even more reason to expect large ice companies than large bread companies. Already big consolidations of ice companies are under way. Scores of small plants recently combined to form the Southern Ice Utilities Corporation. The new Middle West Ice Utilities is similar in form. In Buffalo another merger has just been consummated. And so it goes. The more brains it takes to operate-- and it will take brains to offset the loss of more than half the business--the more the business is likely to pass into the hands of fewer and larger companies.

The public will benefit. States are taking notice of the trend, watchful of a public service so important. Oklahoma is about to pass a law classing ice companies with public utilities. And advertising will win over not the one industry only, but its big competitor as well.

**the only
markets that
justify
"one paper buys"
are places that have
no more than
one newspaper—
and those
usually require
some auxiliary
media—
in the Greater
Detroit Area the
Detroit Times
offers as its share
of coverage
286,000 evenings
330,000 Sundays**



THE OPEN FORUM

WHEREIN INDIVIDUAL VIEWS
ARE FRANKLY EXPRESSED



What Price Cut Prices?

IF we permit any manufacturer to govern the terms, not of sale, but of resale, on his merchandise once he has disposed of it to the retailer, and to govern these terms not by virtue of persuasion but by force of law, do we not embark on uncharted seas? Do we not begin a serious precedent for the whole institutions of barter and sale?"

That is the question Mr. Krichbaum asks in your issue of June 16 under the caption "What Price Price Maintenance?"

It is a fair question and deserves a fair answer.

The answer to both questions is "No, we don't."

It is high time that advertising men paid more attention to this issue of price maintenance and understood it better. For it is nothing if not an advertising issue.

In the first place, the proponents of price maintenance or, at least, most of them, do not seek to permit any manufacturer to govern the resale price, but only the manufacturers of identified or branded merchandise.

The price maintenance issue applies chiefly to merchandise sold under a nationally known brand. The establishment of the brand is almost invariably the result of advertising. It is the chief property value that advertising creates. It is the protection of this property value created by advertising that the proponent of price maintenance demands.

The manufacturer of such identified or branded merchandise does not "dispose of his merchandise to the retailer." The doctrine of *caveat emptor* (let the buyer beware) does not apply. The retailer seldom takes a chance. He merely stocks to meet a known demand from the consumer which was created for him long before he made his "purchase."

Let something go wrong with the retailer's stock of some branded item, and see who owns it then. It is back on the manufacturer's hands in no time. The manufacturer can neither dispose of his brand nor shirk the responsibility which the brand implies, even if he wants to.

Almost any manufacturer of a packaged product will tell you that if the retailer wants to take the goods out of the branded package and sell them in unidentified form (which, of course, he doesn't) he, the manufacturer, does not care a fig about the resale price.

The truth of the matter is that the retailer does not own and cannot own

the most important part of such merchandise, which is the manufacturer's good will.

The merchant does not really buy such merchandise. He only buys the opportunity or right to sell it.

Only the United States Government can apply price maintenance freely and without restraint. Your druggist can buy all the postage stamps he wants and he owns them, too, because he has to pay cash for them—no 30-day bills. But let him advertise a half-price sale on postage stamps and see what happens.

R. O. EASTMAN, *President*,
R. O. Eastman, Inc.,
Cleveland, Ohio.

Change and Progress

MR. UPDEGRAFF starts with 1900—why not with 1492? Conwell, the preacher, wrote a book about the same principle and called it "Acres of Diamonds." Wells' "Outline of History" records changes that destroyed civilizations. The changes Mr. Updegraff writes so well about make business good, distribute wealth and raise the ambitious and energetic poor to the seats of the mighty.

While some seats have been vacated, many new ones have been added. The power of advertising has materially helped these vast changes and will continue to do so. But powerful as it is, it cannot hold a public against progress.

This was demonstrated in the case of the phonograph.

Any day, even now, gasoline may be replaced by a cheaper fuel, and millions sold to holders of oil securities. And, perhaps, directly or indirectly remade overnight.

Someone once said it is easier to get what you haven't than to keep what you've got, and Mr. Updegraff alarmingly emphasizes the reason.

E. M. SWAZEY,
Pacific Coast Manager,
The American Weekly,
Los Angeles, Cal.

Advertising License

IT is very probable that your readers may be able to help us in a friendly discussion which we have had with the license department of both our city and our State.

In Louisiana the Act of 1924, known as Act 205, defines the basis on which occupation license may be assessed against various classes of businesses, and, like many laws, it is somewhat ambiguous in one or two places.

Paragraph No. 20 of our city code reads as follows:

"Be it further Ordained, etc., That every individual firm, association or corporation carrying on the profession or business of keeping cabs, carriages, hacks, horses, or motor vehicles for hire, undertaker, funeral director, agency for steamboats or steamships and owners or lessees of toll bridges or ferries, stevedores, and those engaged in the business or profession of bill posting, tacking or advertising, the license shall be based upon the gross annual receipts from such profession or business.

Paragraph No. 21 then reads:

"Be it further ordained, etc., That every individual firm, association or corporation carrying on the business or professions of physician, osteopath, dentist, oculist, attorney-at-law, editor, publisher, printer, engraver, lithographer, photographer, architect, jeweler, or any other professional occupation, shall be graded according to the classification name in Paragraph No. 20, but the license for the various professions included in this paragraph shall be one-half of those established by the foregoing provisions of this Section; provided that no license shall be issued hereunder for less than five dollars."

It is our contention that merely because we happen to be engaged in conducting an ethical agency we should by no means be classed with bill posters, sign painters and persons making and selling advertising novelties, etc., and that we should be classed with lawyers, inasmuch as we are retained to render unbiased counsel and are, therefore, acting purely in the capacity of professional men.

M. L. BRYAN.

Bryan & Bryan, Advertising,
Shreveport, La.

The Virtue of Simplicity

IHAVE been interested in Mr. Eckhardt's article, "England in the Early 'Fifties," particularly in the advertisement outlined of John James, Draper, 32 High Holborn.

Don't you think that a simple statement of this character attracts more attention from women than the interminable guff that department stores pay for page upon page of space to print?

I am of the opinion that a great deal of advertising is a sheer waste of energy, due to the fact that the virtues of simplicity and directness of statement are lost sight of in striving after what passes for originality and "punch."

Ask the average Canadian to give you the name of a jeweler and silversmith in New York. The answer will be "Tiffany's."

Why? Because "Tiffany's" in a few words tell all you need to know about the goods they have for sale. Consequently, you remember them.

THORNTON PURKIS,
Toronto, Canada.

When does your advertising start to do its work?

In most publications, the work of your advertising does not start until the reader sees it.

As the reader comes to your advertisement in the average magazine, the mind is often "a thousand miles from home." And, before it can do effective work, your advertisement must drag the mind back home.

In *Better Homes and Gardens*, the work of your advertisement starts the minute the reader picks up the magazine.

From the time the magazine is opened, the reader of *Better Homes and Gardens* is thinking about home. When the page opens to your advertisement, the mind is ready for your message. That is why advertising in *Better Homes and Gardens* has such a tremendous influence on the sale of any product to the home market.

RATES INCREASE


Through the December issue, the rate on Better Homes and Gardens remains at \$5 a line. Beginning with the issue of January, the rate goes to \$6 a line to keep pace with the growth in circulation to 850,000.

National advertisers who keep a check on the work done by their advertising know that these facts are proved by results.

BETTER HOMES *and* GARDENS

E. T. MEREDITH, PUBLISHER

DES MOINES, IOWA



Serving power generation for the 35 leading industries

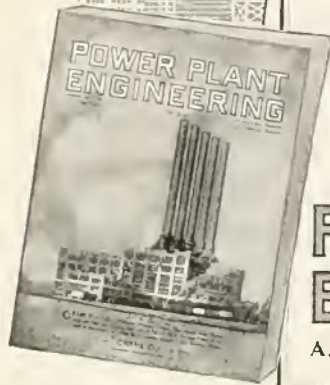
HIGH steam pressures, developed in central station practice, are now available to industrial power plants with the result that more power plants than ever before are being built new, extended or re-equipped.

23,274 men with buying authority in the large and progressive power plants of the country, including central stations, subscribe to Power Plant Engineering for their operating and buying guide.

Distribution by industries and other data freely furnished on request.

POWER PLANT ENGINEERING

A.B.P. 53 W. Jackson Blvd., Chicago, Ill. A.B.C.



Now THIRD in Mississippi

The circulation of The Daily Herald is steadily increasing—keeping pace with the growth and prosperity of the Mississippi Coast, the “Riviera of America.”

A recent audit of the circulation of The Daily Herald shows a total, in March, of 6512—the THIRD newspaper of the state! Only two newspapers in Mississippi now have an ABC circulation larger than The Daily Herald.

The Daily Herald carries Associated Press news, and is eagerly read by the best American “buyers.” A real market is here for meritorious, advertised products.

The Daily Herald has the largest circulation of any newspaper in south Mississippi

THE DAILY HERALD

GULFPORT

MISSISSIPPI

BILOXI

Geo. W. Wilkes' Sons, Publishers



The Only Denne in Canadian Advertising

Canada may be “just over the border,” but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.

A-J-DENNE & Company Ltd.
Reford Bldg. TORONTO.

American Lumberman

Est. 1873 A. B. C. CHICAGO

With over 100 paid correspondents in the largest producing and marketing centers the American Lumberman—published weekly—effectively

COVERS LUMBER FIELD



RECENTLY PUBLISHED

BY THE DARTNELL CORPORATION, Chicago. — “The Dartnell Advertiser’s Guide.” The 1926 edition has increased its scope to include not only data on advertising agencies, but also data on markets and media—with a section on Canadian advertising. In addition to its lists of agencies and their executive personnels, the guide contains numerous tables of statistics. Price, \$3.50.

BY THE A. W. SHAW CO., CHICAGO. — “Principles of Personal Selling.” By Harry R. Todsall, Ph.D. A comprehensive study of the subject by the professor of marketing at Harvard University. A detailed analysis is made of personal selling processes as applied to buyers in general. The problems and relationships of the salesman and his employer are dealt with in the direction of personal selling as a business activity, avoiding the introduction of fads while aiming to develop a broader background for an understanding of the problems of personal selling and their solution. The volume is well equipped with footnotes, charts, index and bibliography.

BY D. APPLETON AND COMPANY, New York. “Advertising; Its Problems and Methods.” By John H. Cover. This is a clear and concise manual of advertising. It gives a compact survey of the field with analyses of practices and problems, the examples both good and bad being taken from modern advertisements. The text, which is equipped with an excellent bibliography, has proved its worth in several years of university teaching and is designed to be of value to the business man as well as to the student. Illustrated. Price \$3.

BY D. VAN NOSTRAND CO., New York. — “Twentieth Century Advertising,” by George French. This volume is a narrative review of the development of advertising since 1900. The manner is historical but not academic; the style not that of a text or technical book. The author’s relationship to the business has allowed him to write of its contributing factors, its influential figures, and its achievements with charm and comprehension, as well as with authority. Illustrated. Price, \$6.

BY B. C. FORBES PUBLISHING COMPANY, Inc., New York. — “Bothering Business,” by H. A. Toulmin, Jr. A criticism of the Federal Trade Commission as it now functions. Points out its injustices and the harm that it does to honest and legitimate business without rectifying the bad practices that it is supposed to prevent. This book also offers constructive suggestions along the line of changes that should be made in the method of procedure.



Courtesy NIAGARA FALLS POWER CO.

Photo-Engraving, the Niagara of Sales Power

AN OBSERVATION *by* JAMES WALLEN

Great engineers diverting a fraction of Niagara's power turned the Falls from a mere tourists' paradise into a mighty servitor of mankind . . . Photo-Engraving, ever progressing, has become the Niagara of sales power—illustrating the nation's products with a minimum of selling resistance and a maximum of appeal.

["THE RELIGHTED LAMP OF PAUL REVERE" *the association booklet*]
is offered by members and the central office at Chicago.

AMERICAN PHOTO-ENGRAVERS ASSOCIATION

GENERAL OFFICES • 863 MONADNOCK BLOCK • CHICAGO



**Mr. Agent
If Your Client
Sells
Ready-to-Wear
at Wholesale
Advertising in**

Nugents
The Garment Weekly

will carry his business message to 75% of the best Ready-to-Wear Retailers, Department Stores, Dry-Goods Stores and Specialty Shops in nearly 3,000 cities and towns every week.

NUGENTS is exclusively a Women's, Misses' and Children's Ready-to-Wear paper which goes only where it does its advertisers the most good—to their customers and prospective customers.

**National Circulation
11,000 Copies Weekly**

And because of this specialized circulation which eliminates all waste distribution among persons and concerns that never would buy a button's worth of Ready-to-Wear at wholesale, advertising in NUGENTS costs less.

*Advertising in NUGENTS
reaches buyers and sells
the goods*

Published by

THE ALLEN BUSINESS PAPERS, Inc.

1225 Broadway, New York
Lackawanna 9150

In Sharper Focus

Ward Haven Marsh

I SUPPOSE to be in character the great advertising executive should be photographed on the bridge of his yacht, with his police dog in a secluded corner of his estate, or, with his trainer, critically examining the horse on which his Derby hopes are pinned.

But to be brutally honest my own perverted idea of a good time is a large cigar, a large problem and a large amount of time in which to wrestle with it. From this you may gather that life for me has not been inordinately full of fun. True, there have been problems enough. Instead of being able to just muse and smoke



and wait for a flash of inspiration, it has been necessary all too often to hink. And hard thinking is no pastime for anybody.

I am quite proud of having been born on a farm in Michigan, but wish to disclaim all credit for this. While there is no place I would rather have had this important event occur, I was not consulted.

After a number of years of intensive training in animal and vegetable husbandry, cow milking, horse urging and the various other pastimes that make the big city look like heaven to the farm boy, I came to the realization that a grade and high school education had been thrust upon me, and that I might now go to college.

For about two years after matriculating at the Michigan State College at East Lansing, the world was my oyster, at least more so than it was before or has been since. Studies were a mere circumstance compared to

farm chores, and there was much splendid companionship. I think I may say without bragging that due in part to my study of painting (outside of classes) permanent improvements in the college's sanitary arrangements were effected.

Thus, while family reverses forced me into the cruel money-grubbing world after two years of aesthetic contact, I like to think that I left my mark at M. S. C.

Whatever college pranks I may have been led into by the older boys were atoned for in the years of school teaching that followed. In fact, I discovered there were a lot of tricks I didn't know about, but I also found far more recompense in this work than the salary paid. Having enlarged my responsibilities during these years, however, to include a wife and two children, I was finally forced to regard the salary very critically and disappointingly.

My interest in advertising (which dates back to the days when, resting behind the plow, I envied the dapper young men who drove smart rigs about the country tacking tin signs to wayside trees) had swelled to the point where something had to be done about it. So I invested my savings in a third interest in a country weekly. Then I set about making that interest worth something. I sold space, told my clients what to put in it, and then went out and collected for it, in money or otherwise—frequently otherwise.

Anticipating the panic of 1907 by only a few months, I moved to Chicago to take a job in the advertising department of the International Harvester Company. And being the newest man there was promptly let out when retrenchment set in. My next job was with Deere & Company at Moline, where I remained for several years as assistant advertising manager.

Again bitten by the newspaper bug, I went into the publishing business in Toronto, which flourished until the big push on Paris began in 1914, when it promptly collapsed.

The following year I came to Detroit to take a job with the Burroughs Adding Machine Company where, for the last four years of my stay, I was advertising manager.

I left Burroughs to enter agency work which has led to the swivel chair with the upholstery on it which reposes behind the president's desk at McKinney, Marsh and Cushing. This brings the chronology up to date, and I hope will keep it so indefinitely.

For there is no job in the world I would rather have than that of directing the activities of the modern agency. It has for its tools music, art, literature, and all the traditions of mankind.

The Plain Dealer-ALONE

-will
sell
it

THE PYLE & ALLEN COMPANY
Wholesale Cigars
110 EAST ST. CLAIR AVENUE
CLEVELAND, OHIO

May 17, 1926.

Mr. B. A. Collins,
National Advertising Mgr.,
Cleveland Plain Dealer,
Cleveland, Ohio.

Dear Sir:

It certainly gives a fellow a glow of satisfaction to have a product he is handling climb up to one of the top two or three products in its class.

That's what has happened on DUTCH MASTERS CIGARS in Cleveland and Northern Ohio since we started advertising exclusively in the Plain Dealer in 1925.

Our DUTCH MASTERS sales for 1925 were 70% greater than in 1924. Also DUTCH MASTERS sales for the first quarter of 1926 increased 85% over the same period of 1925.

As I have said, these increases are from Cleveland and the territory of Northern Ohio. To me, they demonstrate the power of consistent advertising in the Plain Dealer. Especially is this true since DUTCH MASTERS advertising, from the first of 1925, has been persistently full pages, exclusively in the Plain Dealer.

In giving you this information, we wish to add our thanks for the splendid cooperation rendered by your organization.

Very truly yours,

THE PYLE & ALLEN COMPANY.

Carl J. Allen
President.

CDA:ES



Dutch Masters Sales in Northern Ohio for 1925 were 70% Greater than in 1924

The first quarter of this year was 85% over the first quarter of 1925.

And here's the significant point:—

“Dutch Masters advertising from the first of 1925, has been persistently full pages, exclusively in the Plain Dealer.”

Cigars or clothing—safety razors or sewing machines — beverages or

buildings — The Plain Dealer ALONE will sell them all in Northern Ohio.

The Plain Dealer is Cleveland's Greatest salesman of merchandise of any kind or any price.

Adequate space—consistently used in The Plain Dealer ALONE—reaches and sees the BUYERS in the great 3,000,000 Market of Northern Ohio.

The Cleveland Plain Dealer

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

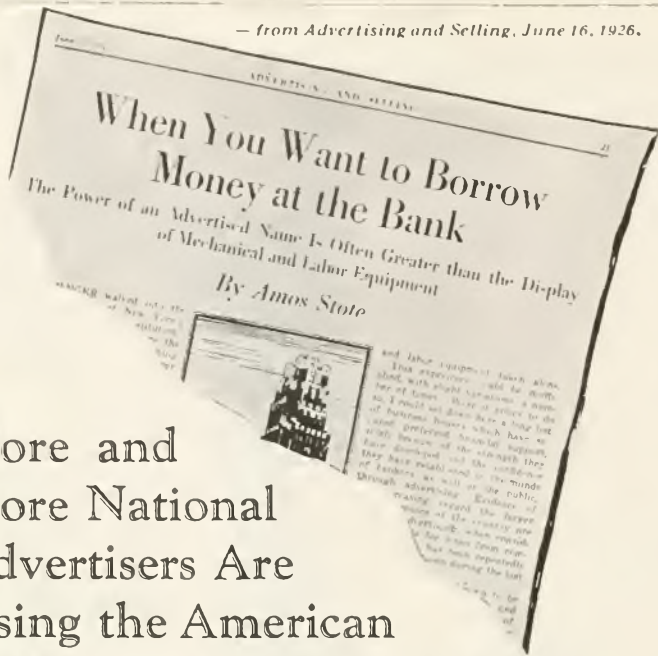
I. B. WOODWARD
110 E. 42nd St.
New York

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.

— from Advertising and Selling, June 16, 1926.



More and
More National
Advertisers Are
Using the American
Bankers Association Journal

- to make sure that Bankers are familiar with their names.
- to keep Bankers advised that they are making the progress which persistent advertising assures.

A reprint of the entire article shown above is available upon request.

AMERICAN BANKERS
ASSOCIATION JOURNAL

110 EAST 42nd STREET - NEW YORK CITY

Advertising Managers

ALDEN B. BAXTER, 110 E. 42nd St., New York City
CHARLES H. RAVELL, 332 S. La Salle St., Chicago, Ill.
GEORGE WIGHT, 25 Kearny St., San Francisco, Cal.

Unappreciated Phases
of Advertising

[CONTINUED FROM PAGE 21]

those men to say: "We will put ourselves on record as to the quality of our product, our service, and our business ideals, through advertisements in newspapers and magazines."

The advertising of every great company is a daily challenge to that company. "You have gone on record with the public," it says. "Now make good." The influence of that challenge in raising the standard of men's thinking about business is a force beyond all calculation. It cannot be disregarded when the historians come to take account of the factors which have produced the America of today.

SO much for the past. What of the future? Has advertising done its principal work? Are we as a nation over-advertised? What is there left to do?

To these questions I offer three brief suggestions:

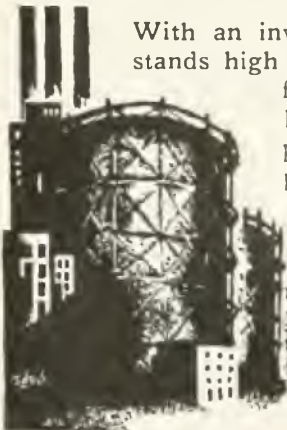
1. The work of advertising will never be done. No single market in the United States is saturated, nor even approaching saturation. The textile industry is in the doldrums. Yet there is not one household in a hundred that has extra sheets and towels enough properly to equip a guest room. The shoe industry is despondent, but the shoe industry never lifted a finger to teach me that it is more economical to have several pairs of shoes and change from one to another every day or two. I had to find that out for myself. The electrical industry goes forward by leaps and bounds, but seventy-five per cent of the women of the land are still doing drudgery which electric motors could do for a wage of three cents an hour.

Advertising has made us clothes conscious, car conscious, radio conscious. But in no department of our lives has advertising completed its work. In no section of the market is there saturation.

2. We do need to recognize, however, that conditions have changed and that the future in many industries will demand a different and simpler type of advertising. When the automobile was new, it was necessary in advertising to tell all about it. Today twenty million automobiles on the road are their own most powerful advertisement. The general facts of their construction are known to our children years before they are old enough to have a driver's license. There is very little information to be given through advertising about automobiles, and if you read the advertisements you find that very little is being given. The public is reminded, and it will always need to be reminded. But the words are largely waste.

Similarly, much toilet goods advertising and food advertising is either

"Impressive Facts About the Gas Industry"



With an investment of \$4,000,000,000, the gas industry stands high among the country's leading industries. To familiarize advertisers with the enormous market which this business affords, we have prepared an attractive little booklet entitled "Impressive Facts about the Gas Industry." You are invited to send for a copy.

Robbins Publishing Co., Inc.
9 East 38th Street New York

**GAS ENGINEERING AND
APPLIANCE CATALOGUE**

A list of good bonds
mailed to you monthly



OFFICES
in
Chicago
New York
St. Louis
Philadelphia
San Francisco
Washington

The National City Company
INVESTMENT SECURITIES

HQ. OFFICE
37 WALL STREET
New York



War-time Advertising Methods Sell Bonds to Peace-time Investment Markets

Sales of Liberty and Victory Bonds disclosed the fact that the enormous aggregate investment capacity of America's moderate income classes could be reached by Outdoor Advertising. A poster advertising campaign of national scope is now teaching investors the security, marketability and income value of the investment bonds sold by the National City Company of New York through its main and branch offices in fifty-four principal cities.

One Park Avenue
New York City

General Outdoor Advertising Co.

Sales Offices and Branches in 44 other cities

Harrison & Loomis Sts.
Chicago, Illinois



Booklet Making for any Season-

VARIETY and richness of color and shade found in Lodestone Covers offers the solution of the seasonal booklet problem for Summer—Fall—Winter or Spring. It becomes the appropriate background for the picture unusual.

Are you on our list to receive the interesting Lodestone Cover creations designed especially for their simplicity and effectiveness? Send the coupon today.

HAMPDEN GLAZED PAPER AND CARD CO. HOLYOKE, MASSACHUSETTS

Distributors for Great Britain
FRED'K JOHNSON, LTD.
11-b Upper Thames St.
London, E. C. 4

Export Office
W. H. MILES
59 Pearl St., New York City

HAMPDEN GLAZED PAPER & CARD CO., Holyoke, Mass.

Please see that my name is on your list to receive the LODESTONE booklets regularly.

Name

Company

Address

City..... State.....
A&S

Sales Offices

NEW YORK, N. Y.

CHICAGO, ILL.

SAN FRANCISCO, CAL.

TORONTO, CAN.

meaningless or misinforming through exaggerated emphasis. What has become of the famous vitamin that was to transform all of our lives? What happened to the discovery that raisins contain iron? Is there any woman whose nature is so sweet and trusting that she believes what is told her in beauty advertisements?

We have created for ourselves a very much more sophisticated audience. It is an audience that has very little time; an audience for whose attention a thousand voices are clamoring, in newspapers, in magazines, from bill boards, in the movies, over the radio. More and more the advertising of the future is going to be simpler, briefer, more truthful, freer from bunk. This is an inevitable result of popular education, of which advertising is one powerful department. The reputation of the maker is going to be more and more the deciding factor, and reputation will be built upon simplicity and underselling rather than overselling.

3. There are two problems which confront business, and they are so great that they overshadow all others. Whether advertising can help in their solution, I do not know, but it seems to me that we ought at least to try.

FIRST, is the problem of world-wide distribution. America has almost solved its own production problems. Machinery is transforming farm life. When farmers are in trouble these days it is not usually because they have raised too little but because they have raised too much. When industry languishes it is not from failure to make enough but because of the temporary glutting of the market. Yet there are the hordes of Russia without purchasing power. Here are the millions of Central Europe to whom the passing of the monarchies gave, for the first time, a right to aspire and hope and want—hundreds of millions of people with awakened desires and no power to satisfy them. Here are food stuffs rotting on our farms, and industries closed from overproduction, while China starves and goes barefoot and lives in huts.

I have seen somewhere the interesting statement that if some good fairy were to build a thousand miles of good roads in China it would set that country a century ahead. Suppose American business as a whole were to build those roads and give them to the Chinese. Would such an impulse, given freely and without condition to a marvelously rich but totally undeveloped nation, tend to waken it into productivity and hence into purchasing power? And would the ultimate effect on American business be greater than the effect which could be produced by a similar expenditure at home? Would it be advertising of the finest, most profitable sort?

I cannot answer these questions. But we have reached a place in the development of our industry, I believe, where we ought at least to ask them.

The second great problem is inti-

mately related to the first. It is the problem of international good will.

We have a major portion of the world's wealth, and almost a monopoly of the world's envy, jealousy, and resentment. Not an entire monopoly, for Frenchmen still hate Germans, and Italians hate Austrians, and Poles hate Russians. But every nation hates us. Whether we deserve it or not, whether we have acted generously or meanly, whether we have been wise or merely pennywise, the fact remains that there is in the present bitter feelings of the nations the making of a conflict which could not only hurl us down from our high position but would, in destroying us, destroy civilization itself.

I am no alarmist, but when you read the comment in foreign journals and consider the contrast between our prosperity and the destitution abroad, it takes a very blunt imagination not to be disturbed.

What is the remedy? Must conditions drift until a crisis brings destruction? Must the old-fashioned machinery of diplomacy be relied upon alone to deal with conditions which, as all history since 1914 has proved, are far beyond its capacity? Isn't there some way in which the business brains of all the world can be brought to bear upon this universal problem? Isn't here initiative enough, courage enough, vision enough in American business to find a way in which America can be reestablished in the confidence and affection of the world?

I pay little heed to the petty criticisms directed against advertising. Its faults are the faults of all finite institutions. If advertising encourages men to live beyond their means, so does marriage. If advertising speaks to a thousand in order to influence one, so does the church. If advertising is often garrulous and redundant, so is the United States Senate.

I THINK of advertising as I think of transportation. The street cars, buses, elevated lines, taxicabs, private cars, are noisy, obtrusive, even dangerous; they run in conflicting directions, and no one of them is of service to everybody. Yet all are needed, and every one is carrying somebody somewhere to an important destination. So with advertising. Only a small part of the total of all advertisements is useful to me personally. The older I grow, the more advanced in education and experience, the less I am dependent upon any of it. But every advertisement is a part of somebody's useful education, and every day a thousand babies are born for whom the whole process of education must be gone through from the beginning.

The sicknesses of advertising are growing pains; they are none of them mortal. We can diminish them by frank counsel, and little by little they will disappear. But the two major problems of business are almost entirely without solution—the problem of world-wide distribution through the creation of world-wide purchasing

“As I see them”



by

S. Roland Hall

It was about ten years ago, I think, that I wrote to the Ethridge organization, of New York, indicating my belief that the time was ripe for a first-class book on Advertising Illustration. I said I had a check ready to send for such a book.

Ten years was a long wait, but the book finally came—from the versatile pen of W. Livingston Larned, Vice-President and Art Director of the Ethridge Company.

It is an easy thing for many of us to write our general observations about Illustration, which is a whale of a subject. But Larned did what I hoped he would do. He dug deep into the basic principles of Illustration—classified, analyzed and clarified a good number of things that most of us have thought about in only a vague way.

Necessarily, he had to deal with the usual topics of the subject—the argument for and against negative illustration, getting poster value, putting character into figures, the value of white space, and getting melodramatic action. However, his greatest contributions to the cause of better illustration—it seems to me—are what he has written on the subjects of adapting art to the medium, so as to get the best possible showing for the pictures; the value of continuity in illustration; principles and expedients for directing the eye properly; the use of illustrative borders and mortises; the strategic employment of black areas, animating the trade-mark; showing the product in heroic size; glorifying the homely article; methods of interpreting halftone subjects in line; how to use history as subject material, and the profitable use of the humorous motif.

This is not all, by any means, of Larned's new book *Illustration in Advertising*. 318 pages, freely illustrated. But it is enough to give you a picture of a book that will make you think about illustration and its possibilities as you have probably never thought of it before. At least, that was my experience.

S. R. II.

Free Examination Coupon

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

Send me for 10 days' free examination:

..... Larned's *Illustration in Advertising*, \$4.00.

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

Name

Home Address

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

Position

Name of Company..... A.F. 6-30-26

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

\$ 300,000,000

[Name and Address Furnished]

To Be Gone By Christmas

THERE'S often so much said about circulation it's hard to keep one's mind on it. Words count, of course, but it is hard to sell them anything. Three Hundred Million Dollars, however, is Money—and since the door is open it ought to be called on. For by Christmas it will be gone—spent by the Disbursement Managers of the nearly Three Hundred Thousand homes into which **MODES & MANNERS** is to be regularly mailed while the spending is going on. Spent for the things either you or your competitors sell—at home where the very best stores let them say "Charge it."

"Brass Tacks"

Modes & Manners Magazines

will influence the spending of that Three Hundred Million Dollars this fall in the following areas:

- CALIFORNIA
- NEW ENGLAND STATES
- ST. LOUIS DISTRICT
- SOUTHERN TEXAS
- PITTSBURGH DISTRICT
- OMAHA DISTRICT
- CENTRAL ILLINOIS
- RICHMOND
- WEST VIRGINIA
- BROOKLYN
- SOUTHERN INDIANA

1. Modes & Manners Magazines are home magazines. And for magazines with messages meant to be read "there is no 'space' like home."
2. Every copy, every number uses the front door to call and recall upon folks who dwell in residential districts where wolves never howl.
3. Each home is selected because of its known spending ability and habits, and is called on just so long as it continues to do what's expected of it.
4. There are enough of these homes in each of the areas to make a sloganeer want to shout "Quality in Quantity."
5. The money which makes increased circulation possible lives where the readers live. It knows them "on the books." It knows their interest.
6. Home circulation now on the books of **MODES & MANNERS** for the rest of 1926 is:

June	215,000
August	275,000
December	290,000

Buy now—while rates are still based on 200,000 circulation.

Modes & Manners

PUBLISHED BY STANDARD PUBLISHING CO.
222 East Superior Street Chicago

New York—Chicago—Paris

AMOS H. WEIGEL
Business Manager

JOHN R. REILLY
Advertising Manager

JOSEPH C. QUIRK
Eastern Advertising Manager

power, and the problem of universal peace.

Ought not advertising in its largest aspects to be the imagination of business? Is it not our function to leap ahead of the present in our thinking and to dare to concern ourselves with problems which are frankly beyond our own unaided power? We have such a function, I believe, a definite responsibility.

Advertising the Public Utility

[CONTINUED FROM PAGE 34]

been so outstanding a feature of public utility progress in recent years, could never have been possible.

The value of advertising in creating a market for utility securities, both among their customers and among the general public which must absorb securities underwritten by bankers and syndicates, has been highly important to us. My belief is that it has been, at the least, equally important to the public. It has brought to the attention of hundreds of thousands of small investors the possibility of purchasing sound securities, frequently on the partial payment plan. It has made their purchase simple, understandable, easy. It has been instrumental in the last few years in giving to a great army of American citizens the satisfaction of knowing that their capital, no less than Wall Street's, can be hired out with advantage to them and with benefit to the social-economic system in which they thus acquire an interest other than that of labor.

More and more advertising of this educational type—good-will advertising we call it—is being used by the utilities. Some not yet converted to it argue that it is unpardonable. I have even heard the argument advanced that it is uninteresting because it does not touch directly the immediate concerns of the people who are expected to read it. As to that, there are two things to say. The first is that if it is undertaken, and proves uninteresting, the fault is in the advertising matter itself, not in the principle. The second is that nothing could touch more directly the interests of the public than an exposition of the basic facts of utility financing, regulation and operation, because on them depend the quality of utility service and the prices of utility service for the various classes of users. And on service and price, in turn, depend the use of utility service, which directly affects practically every home, every store and factory, the growth of the community, standards of living.

Advertising is the servant of understanding. It must interpret our policies and our complicated operations to the public; it must weave between our industry and the people the bond of understanding which comes from a knowledge of facts. It must build stronger for us, as it can do, the structure of customer-confidence.

Industrial Advertising Field Has Grown

By Ezra W. Clark

INDUSTRIAL advertising concerns itself primarily with the problems of moving materials from industry to industry or merchandising special services to the various industries. During recent years men in industry have had opportunity to observe the effectiveness of advertising as applied to their particular problems. They have seen small concerns grow large in the industrial world under the influence of sound merchandising plans energized by sane advertising.

Indeed so successful have some individual companies been in their campaigns that now whole industries are entering upon cooperative advertising to hold old or develop new markets. Industry is being pitted against industry.

This conflict is not entirely industrial. It is also sectional or geographic. The orange growers of California reach out for the lucrative markets of the East, and the apple growers of Washington covet the markets of Michigan and New York orchards. So we have coordination of the resources of an entire industry behind a cooperative campaign. Brass becomes jealous of lead, and an organization of brass manufacturers seeks to preempt new markets. Textile belting and leather substitutes alarm the tanneries.

We do not have to go outside of the sphere of our own activity to experience the thrill of combat. Industrial advertising offers an arena for those who enjoy the clash of battle, whether as participant or spectator. I venture the assertion that there is no more profitable field for imaginative genius or creative skill for the advertising man than can be found in the various phases of industrial advertising.

Permanent values can be built into a business structure by sane advertising. Permanent tangible values that can be transmitted into ledger values. "Only within comparative recent times have the advertising appropriations of industrial enterprises become of large permanent business importance," says Guy Emerson, vice-president of the National Bank of Commerce, New York. He throws around this salient remark a protective warning when he says, "The banker is coming to realize that public interest is not necessarily a permanent possession—it can be won only by skillful competition. To win a place in the crowded and besieged mind of the man is not equal to holding such a place. Not even the greatest corporation or the most popular product can hope to build up a reputation which will, of its own force, endure. The history of advertising is filled with striking proofs of human forgetfulness." The creation of permanent values carries, also, the responsibility of maintaining these values by continuous effort.

WORDS and TYPE

No matter how much copy an advertisement contains—whether it be six words or six hundred—the use of good typography will make a more effective selling message. To cause a favorable reaction in the reader's mind is your goal—and ours, too.



WIENES TYPOGRAPHIC SERVICE, INC.
203 WEST FORTIETH STREET
NEW YORK CITY

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 July 14th issue must reach us not later than July 5th. Classified advertisements will be accepted up to Saturday, July 10.

LIBERTY OFFERS

These Major Short-Cuts to Consumer Influence

In the Weekly Field

— to the Consumer Influence that writes dealer orders

YOU tell the millions— they'll tell the dealer," is the creed of men who advertise for profit.

Retailers buy what Mrs. O'Grady and the Colonel's Lady, what Banker Vanderbilt and plain Bill Jones tell them to buy.

Jobbers buy what retailers ask for— and retailers buy what their trade asks for. Sales sheets fluctuate with consumer demand. Trade marks worth countless millions rest on it. The chief object of national advertising is to win it.

Seasoned advertisers work on that basis. Advertising to them is simply a means of talking to the millions. For all records prove *consumer demand* is the one, traceable source of dealer demand.

"
Meet
the Wife
Too"

Thus the great question men ask of advertising today is, "Will it be seen and read by the millions?" Dealer sales rest chiefly on that factor.

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. 46% of LIBERTY's readers are women. Every issue appeals alike to men and women because of LIBERTY's unique policy of editing to both. That means a 100% reading in the home. Because

"No Buried Ads"

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.

99% Newsdealer Circulation

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.

Those factors have made LIBERTY an advertising sensation. Note how America's leading advertisers have flocked to its columns. Inquiry costs are being cut 40% and more, dealer sales multiplied, sales organizations activated beyond previous conceptions. All on the simple proposition of *advertising primarily to the REAL BUYERS of the country.*

78% Circulation in Big Buying Centers Only

Have You Read LIBERTY'S Home Building Book—"One Little Innocent Article Started It"—Ask For It

5¢ 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.

Mystery

"PROFESSOR," asked the freshman, "What in heaven's name happened to people and things before Newton discovered gravitation?"

Many business people reflect this naive attitude toward advertising. As if this force, which has existed since Man learned a sign language, were newly discovered!

The organization of advertising into something resembling order has been a matter of comparatively few years. These might have been shortened much had advertising got off to a decent start. But with the patent medicine people the first really to recognize and sponsor it and with Barnum's humbug slogan its given name, its heritage was fraud and its patrimony suspicion.

The first job of those choice souls who found that square advertising was a power for progress was to clean house. There's a bit of dirt in the corners and some over the picture moldings, but that will be reached in time. Eventually any little boy who forgets to wash behind his ears will not be allowed to play at all.

Then advertising traversed the path from chance to system. It developed from humbug to sincerity. It came from noise to sense.

Now—and here's the rub and moral, if any, in this screed—there is some tendency toward another species of humbug. I refer to the tendency to make a mystery of the simple processes of advertising and to give everything a trick title from "Channels of Approach" to "Consumer Acceptance," and so on to the bitter end.

All of this would simply sound funny and work no harm were it not for the fact that the promulgators of this nonsense become so shrouded in their own fog that they lose sight of the real purposes of advertising. Or they use this sophistry to mask weaknesses in ideas, copy or media. After all, it is upon those three that successful advertising is founded.

There need be no mystery about advertising. The simple, old-fashioned names for publication, circulation, seller, buyer, and so on are not improved by gilding.

BETTER WAYS OF DOING THE SAME OLD THINGS—that is the motif of the future.

A. R. Maujer

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

Editorially Industrial Power thinks straight. It is plainly, simply, interestingly and constructively edited for the influential men in 42,000 important industrial plants.



A Cross-Section of American Life

A very interesting young man landed on these—more or less—hospitable shores a few days ago.

Though born in France, educated in England and a resident of Paris, he calls himself an American because his father and mother were. The purpose of his visit is "to become acquainted with the United States." He will spend about a month here and his itinerary covers only three cities—New York, Washington and—Hollywood!

Hollywood, he believes, will give him a "cross-section of American life." Wow!

The Sesqui-Centennial Exposition

The Sesqui-Centennial Exposition, it seems to me, has been unduly secretive in the matter of advertising.

In April I passed through Philadelphia on my way south; and on the train, I fell in conversation with a man who lives in Philadelphia. We talked about all sorts of things. Finally, I asked him about the Exposition. Was it to be held this year or next? Or had it been abandoned? He did not know! Nor did I!

The Exposition opened June 1; but six weeks before that date, two fairly intelligent men, one living in New York, the other in Philadelphia, were quite in the dark as to whether it would be held this year or next—or not at all.

Coupons

There are exceptions, of course, but as a rule, the "chain-stores" sell at somewhat lower prices than the "independents."

This does not seem to be true of the cigar and cigarette chains. Their prices, my experience is, are noticeably higher than those of competitors—the chain drug-stores, for example; not to mention the "Why Pay More?" stores.

The reason? Coupons, I imagine. Which brings up for discussion a very pretty question: Has the coupon justified itself as a business-getter and a business holder?

Granting that a large proportion of the patrons of the cigar-chain stores want coupons, it is not possible that

the chain-cigar stores, by adhering to their policy of higher prices with coupons are not getting the patronage of a still larger number of smokers who prefer lower prices without coupons?

I ask this question because I am very strongly of the belief that I am not the only man who prefers to pay \$1.20 for a carton of cigarettes without coupons as against \$1.35 with coupons.

A Year Without a Summer

The belief that 1926 may be a "year without a summer" seems to be gaining ground.

If this should prove to be the case, there is no telling what the effect on business might be.

The garment trade, the railroads, the summer hotels, the production of food-stuffs, the automobile industry—an abnormally cool summer would raise the very dickens with them.

St. Andrew's Day!

The man who occupies the apartment adjoining mine is a Scot. Occasionally—Saturday nights, particularly—he and his wife break loose. They talk, sing and laugh until all hours.

Not long ago I protested, as good-naturedly as I knew how, against the noise that had come through the window of his living-room the night before and which had echoed and re-echoed in the air-shaft of the building.

He was shocked to have me complain. "Do you not know," he asked "that it was Saint Andrew's Day?"

Far-Flung Advertising

On the bench in Riverside Park, whereon I sat last night to smoke an after-dinner cigar, was a copy of "El Espectador—República de Colombia, Bogota, miercoles 21 de abril de 1926"—Wednesday, April 21, 1926. It had, of course, been left there by some Latin-American.

The largest advertisements in it were of American and Canadian business concerns—the National Cash Register Company, the Sun Life Assurance Company, Royal Baking Powder Company, the Royal Bank of Canada, Mentholatum, Van Heusen Collars and Chesterfield Cigarettes—which latter, by the way, was incomparably the best advertisement, typographically, in the paper. Two or three patent-medicine advertisers were represented; and a Newark, N. J., "especialista" had a good-sized advertisement, offering to make "perfect men" of those who are "preparing for matrimony."

JAMOC.

Radio Dealer Problems

[CONTINUED FROM PAGE 32]

trical servicing and it will not work; put it in the hands of a demonstrator who has no musical appreciation and it will not appeal; house it in an unsightly case and it will not sell."

Sales managers for radio manufacturers can quickly satisfy themselves as to "Who makes the best radio dealer?" by tossing away their statistics and the reports of their distributors and substituting a few days personal interviewing of retailers.

IF a hardware store is a good outlet, do not be satisfied to "score one" for the hardware dealer; if a department store, let not that main fact obscure a further analysis of radio selling. It is important to discover whether the radio manager for the store is an ex-rug salesman, an ex-electrician, an ex-phonograph man, or an ex-what-not. Carry the same searching analysis into the department by learning the antecedent training of the successful salesman.

The radio-dealer problem resolves itself down to this:

- (1) The manufacturer will not determine where people will ultimately buy radios. The people will decide.
- (2) the type of dealer is less important than the type of individual man.
- (3) Cheap sets, very expensive sets, portable sets and a price range from \$75 to \$450 represent four distinct types of radio merchandise. They will be marketed through slightly differing channels.

Bearing in mind these three qualifications, what becomes of the question "Who makes the best radio dealer?" In statistical percentages five types of outlet contend for first place: department, electrical, furniture, music and radio shop (alphabetically arranged).

If the sales manager breaks down the percentage ratings of these five by weighing them for sales volume, the electrical dealer and the exclusive radio shop will drop out; except that

- (1) Individual dealers will make themselves important through their individuality.
- (2) The exclusive radio shop is a noisy outlet for cheap sets.
- (3) The exclusive radio shop is "done," save in the large city, because of the seasonal nature of radio. Theoretically the best, actually it is the poorest outlet.
- (4) Electrical stores deal more in radio parts and accessories than in sets.

The remaining outlets (department, furniture, music stores) will break down into a single type so quickly that the sales manager will scarcely believe his own conclusions. If the same conclusions were brought to him by any "survey" or investigator, they would be thrown out at once.

These three major radio outlets

merge into one when analyzed under a question—"what was your business before you began selling radio?"

If there is a radio manager for an important department store in this country who has not been either a piano or a phonograph salesman, or a musician, I have failed to find him. If there is a radio manager for an important furniture store without like antecedents, he has escaped me. The Waukegan clothier is a musician; the Akron jeweler's radio manager, an ex-phonograph man, the Chicago electrical-supply dealer, an unusual violinist.

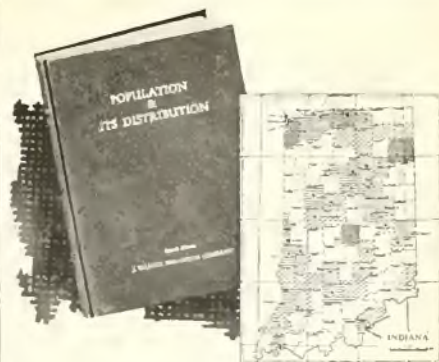
Forget, then, all the considerations urged by the music dealers: that they have an established clientele, know how to deal with ladies, have attractive rooms, provide sound-proof demonstration rooms, are open evenings, understand instalment selling, etc. Such are but the externals of the musical dealer.

"Type of dealer is less important than type of individual." Analysis of the "type of individual" in the three important "types of dealer" reveals a single predominating type; the musical—either the man who knows music as an art or the man who has learned to sell musical instruments.

NOTHING in radio will come as so great a surprise to the sales manager. Nothing will be so illuminating to him as he lays out merchandising plans. Cabinets? Of course the trend will be toward finer finish and greater eye-appeal. All the traditions of music point to the answer. Tone? The roars and buzzes which do not bother the ex-telegrapher and the radio expert will not satisfy the music dealer. If a receiving set has no tone quality, it cannot be marketed on any permanent basis. Price? Of course fair prices will be obtained. The music store has the reputation of selling quality at quality prices. Selectivity and distance? They are of less and less importance. The music store talks enjoyment, not lunacy. Loud speakers? "The low notes of the cello solo—so low that the ear can almost count the string's vibrations—as important as the high soprano; and unobtrusive appearance all the time."

The department store, the furniture dealer and the music shop may shift among themselves as "best radio dealer" but the three of them combined cover the major radio outlet of the immediate future.

The radio shop (exclusive) and the electrical shop are the natural outlets for cheap radios. Portables have an additional number of outlets to themselves. The very expensive sets and those ranging in price from \$75 to \$450



New, Enlarged Edition—two complete sets of state maps showing income tax returns and shopping areas—Price \$7.50

1925 Mid-census population figures

THE fourth edition of "Population and Its Distribution" has been completely revised and expanded. It contains nearly 400 pages of maps and statistics, many of which have never before been available in book form.

This book contains—

679 Retail Shopping Areas—The retail buying areas of the entire country are given—together with a complete set of maps showing each area according to its commercial rather than political boundaries.

Income Tax Returns—Tables and maps showing tax returns for every county in the United States arranged for ready comparison with population figures for the same county.

Retail and Wholesale Dealers—A new compilation made for this book covering eighteen trades by states and cities—including hardware, grocery, drugs, automotive, etc.

Chain Stores—The number of chain stores in every city over 25,000 is listed.

1925 Population Figures—Latest figures based on state censuses and Federal estimates. The population of cities and towns in each state is grouped according to size. The number of cities in each group and the population of each group can be seen at a glance.

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.

J. Walter Thompson Company, Dept. J
244 Madison Ave., New York City

I enclose \$7.50 for the fourth edition of "Population and Its Distribution."

Name

Address

The Gusher in the Oil Business

The Gusher is spectacular, but it wastes oil. A steady flow of well-directed advertising is preferable to the spectacular kind with no controlled and directed purpose. OIL TRADE is a paying medium that brings consistent and regular results to the surface.

Our Department of Research and Selling Helps has prepared a comprehensive survey of the market in the oil industry, in booklet form, under the title: "More Business from the Oil Industry." Send for a copy.

The Oil Trade

350 Madison Avenue

New York City

Chicago

Pittsburgh

Tulsa

Los Angeles

New Directory of Mexican Industries

Compiled and revised by the Mexican Department of Industry, Commerce and Labor.

Containing 16,000 valuable addresses of all industries now operating in the Republic of Mexico.

Machinery manufacturers, raw material houses, exporters, lumbermen, merchants and bankers. You all want to have a copy of this valuable book on Mexican Industries.

Order your copy TO-DAY.

\$10.00 Post Paid or remitted C. O. D. Parcel Post if desired.

Campaña Mexicana de Rotograbado
(Mexican Rotogravure Co.)
MEXICO CITY

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

—in other words the real volume of radio—find their best outlet through retailers with the musical type of man on their staffs.

This is the second of a series of articles on radio by Mr. Haring. The third will appear in an early issue.—Editor.

We Are Missing the Fundamentals

[CONTINUED FROM PAGE 22]

is based upon economics—culture, religion, civilization—everything must have an economic background, and the cost per ton mile is the background of the fundamental of civilization.

It means a higher rate of wages, a higher standard of living, and with a higher standard of living, a greater inclination to contribute to cultural developments, to the progress of religion, to the progress of people, and to civilization. That is the fundamental.

We are not in the business of selling pleasure cars. We have a lot of fun with the business now, because it is just in the mining camp stage. It is just beginning to open up.

You know, there are about 20,000,000 automobiles in this country and only about 5,000,000 in all the world besides. Last year the industry shipped 750,000 cars abroad. That is a good beginning but it is not the end. The saturation point will be reached in the business of transportation when every civilized individual on the face of the earth has some means of individual transportation and none ever wear out. That is the business we are engaged in. It has been interesting, fascinating, more than reasonably profitable, because the demand had been accumulating for 2,000 years.

You people are all alike; you are no different from me. You may think you are smarter than I am. You may think you are peculiar. You may think you are strange, but you are not. You are all alike when it comes to selling and advertising. You have just the same reactions, and here is what they are:

Father over there thinks in terms of economy—the payroll. He has to produce the money. Mother over here thinks in terms of her children's opportunity. Daughter thinks of social prestige and a happy marriage. The boy thinks of travel, speed, adventure, get-up and go. That is true in every family.

Then there is a pet in every family. It is a horse, a dog, a baby, or a radio outfit, a Victrola, automobile, or something else in which they have pride of ownership. Those are the five fundamental family factors and points of view. If you depart from those, you are wasting your money. You are selling from your point of view. You are telling the girl that you want to marry all about yourself instead of telling her how wonderful she is. It is just fundamental—perfectly simple.

But clever people can't seem to understand it. They don't do it that way because it isn't clever enough; it isn't complicated enough.

Those four people in that family have just five ordinary recognized senses. They haven't any other except this thing called balance which is controlled by little canals of the ear, but they react ordinarily in accordance with their five senses.

YOU don't have to go far to get ideas for advertising. It isn't hard to write advertising to people like that. It is based upon those simple, human fundamentals, and when you do it that way, you can sell your output for one-fifth the amount of money that any other manufacturer is spending doing an equal volume. It is interesting, isn't it? It is economic. It is just cheaper, that is all. The other fellows are writing long pages, reading like the Declaration of Independence and the Congressional Record. Why do they do it? Because the first successful men in this country probably couldn't sign their own names. They just had the knack of making money. They weren't educated, so they hired school teachers and ministers to write their advertising.

In these times advertising in the advertising pages of a publication must compete in reader interest with the reading matter in the publication, and if you can't put romance, if you can't put jazz into your advertising, you are whipped; people won't read it. There are too many pages in the publication. They won't pick you out and read your copy unless it is as interesting as the copy inside the publication. They may see your name. They may get a reiterating impression of your name, but they won't read it and they won't write 150 or 200 letters a week commenting upon it.

There is nothing to this whole problem of advertising and selling except thinking in terms of fundamentals, thinking in terms of ourselves—how we feel about things, how the other fellow feels about them—and if you think from his point of view and write it from his point of view, he will read it and like it and talk about it. And then you will have advertising.

Sales Manager Club Elects

At the final meeting of the fiscal year, held on June 18, the New York Sales Managers' Club elected the following officers: President—O. C. Harn, chairman of the sales committee, National Lead Company; vice-president—R. D. Keim, director and general sales manager, E. R. Squibb & Son; treasurer—C. R. Acker, vice-president, Brandt Automatic Cashier Company. Owing to the prolonged illness of C. H. Rohrbach, who has been secretary of the club for many years, Bevan Lawson, promotion sales manager, Dictaphone Sales Corporation, was elected secretary.

Its Editorial Influence Is National!



MATTHEW O. FOLEY, the Outstanding Hospital Editor, Founder of National Hospital Day, now an International Institution.

RECENTLY, in one day, Mr. Foley, editor of *Hospital Management*, had correspondence with hospitals in nearly half the states in the Union. The list of states which follows gives an idea of the widespread contact of *Hospital Management* in hospitals throughout the country.

Massachusetts
Washington
California
Arizona
Illinois
New York

New Jersey

Ohio
Connecticut
Vermont
Pennsylvania
Idaho
North Dakota

Indiana
Mississippi
Wisconsin
Virginia
Arkansas
North Carolina
Nebraska

Most of these letters were in answer to some inquiry regarding hospital administration, for to Mr. Foley, the outstanding editor of the hospital field, the hospitals of the nation have learned to look for authoritative advice and helpful suggestion.

No journal is better than its editorial service, and it is because of the high character of the service of *Hospital Management* that it is giving to its advertisers not only coverage, but the intimate, friendly contact that is the biggest factor in advertising.

Hospital Management

Member Associated Business Papers, Inc.

Member Audit Bureau of Circulations

537 S. Dearborn Street

CHICAGO

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 Capper publication.

Topeka, Kansas

THE JEWELERS' CIRCULAR, New York, has for many years published more advertising than have seven other jewelry journals combined.

House to House Selling

Here's an organization of direct selling specialists, serving many of the most successful firms in the field. Our long experience and accumulated knowledge of "Straight Line Marketing" will be valuable to you. Write us about your plans before you experiment. THE MARX-FLARSHEIM CO., Rockaway Bldg., Cincinnati.

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.



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

If it's a triumph in
every way
it's an
**EINSON-FREEMAN
WINDOW DISPLAY**

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



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 sub-
scribers 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

The Standard Advertising Register

is the best in its field. Ask any user. Supplies
valuable information on more than 8,000 ad-
vertisers. Write for data and prices.

National Register Publishing Co.
Incorporated

15 Moore St., New York City
R. W. Ferrel, Manager

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 in-
dustry. Also a Research Merchandising De-
partment, furnishing statistics and sales analy-
sis data.

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

THE JOHN IJELSTROEM COMPANY
Massillon, Ohio Good Salesman Wanted

Getting Facts Through A Survey

[CONTINUED FROM PAGE 28]

for some products are determined by the economic status of the people. Silk underwear, for instance, may be ever so much desired but, under present circumstances, it is a luxury not practical for general use. Other markets rest on habits and customs, as for example, market preferences for brown eggs in Boston and for white eggs in New York. Others are dependent on prejudices such as those which account for the difficulty of selling certain cuts of meat. Climatic conditions are another factor. Mufflers and ear tabs sell briskly in New England, and not at all in certain other sections of the country. Racial influences are among the strongest factors determining markets. The 978 foreign language newspapers published in the United States bear evidence of the importance of racial cleavages.

THE technique for conducting inquiries has been assuming more definite form from year to year. Some generalizations about working methods now in use are possible when the activities of some of the leaders in this field are examined.

The investigations which are conducted by advertising organizations for the purpose of collecting data on which to base advertising plans fall into two main classes:

- (1) Those which are designed to produce simple facts.
- (2) Those which are designed to yield collections of opinions or judgments of considerable numbers of people.

Generally speaking, the first type can be cast in the form of questions calling for categorical answers. The second, in contrast, involves more or less complex or qualified answers based on human views or reactions. These two types of inquiry merge into each other and they may even be carried on side by side, but in discussing them there is an advantage in keeping clear the underlying distinction between them. In the first type, the emphasis is mainly on the quantitative aspects of the investigation. If, for example, a given food product were under investigation, one of the first points to establish is how many people there are who either do, or can, use the product; and not until some conception of this mathematical fact is in hand, is it feasible to evaluate properly the supplementary data reflecting the more detailed opinions or judgments which are the result of habits or other qualitative factors.

For investigations in quest of factual data, the procedure is in the main comparatively simple and direct. In de-

termining the field for investigation, the problem is largely one of numbers. The questionnaires designed to bring out data from the field once selected ordinarily are simple and short, asking for straight categorical affirmative or negative answers. The actual gathering of these data is also relatively simple, the factors involved being mainly those concerned with securing a large number of answers cheaply, quickly, and impersonally, and the final tabulation of the material after it has been collected usually is equally direct and free from serious complications.

The second type of investigation, covering opinions and judgments on which decisions about consumer purchases may be based, involves much greater complexity in each of the four essential steps.

In the first step—determining the field for investigation—great care is necessary in the selection of representative sample groups. To a certain extent it is possible to make good use of existing selections. For example, the subscription lists of magazines often present the result of a process of natural selection which has been going on over a period of years, so that by taking into consideration the character of the magazine it sometimes is possible to get a fairly well-chosen sample group. Similarly, there is a certain amount of selection represented by some types of previous purchase. Owners of high-priced automobiles, for instance, may be assumed to be a reasonably well-selected group for other high-priced purchases.

IN the second step—the preparation of questionnaires—this more complicated type of investigation calls for careful planning. This involves not only care in the selecting of strategic facts, but also in the formulation of the questions so as to secure the truthful answers with a minimum of distortion due to self-consciousness on the part of those answering them. At the same time it is necessary so to plan the questionnaires as to keep the way open for obtaining any unusual reactions, thus avoiding deadening or deceptive standardization.

In the third step—the collection of data for this type of inquiry—the working methods need to be carefully chosen in order to insure securing enough material to make the result representative without collecting more than is necessary for insuring accuracy. Personal visits to those whose reactions are sought are the most thorough, and in many respects the best method

of procedure; but this method is costly, slow, and under ordinary circumstances yields relatively a small amount of data. The facts thus gathered also have the disadvantage of being constantly in danger of modification by the personal reactions of investigators. Mail inquiries will yield reactions from large numbers and are thoroughly impersonal. In fact, their impersonal character is one of their chief drawbacks. Combinations of these two methods, or perhaps combinations of these with still other methods of investigation, make it possible to get enough reactions to be representative, and at the same time to insure responses which are significant.

In the fourth step—the tabulation of data once obtained—this more complicated type of investigation makes it impossible to set hard and fast rules which are uniformly applicable. In brief, it may be said that it is necessary to conduct the work of tabulation in such a way as to insure accuracy while at the same time preserving such personal or individual qualities as are likely to be useful in interpreting results.

Advertising Clubs Convention

[CONTINUED FROM PAGE 40]

The Study of Advertising for the Churchman

By George French

THE first step toward advertising a church is manifestly to get a right conception of advertising. As I am supposed to refer to publications which may be read, or studied, by the church advertiser, I will refer to what I regard as the best presentation of the advertising idea that has been recently published—perhaps the best that ever has been published in limited space, "The Truth About Advertising," by Earnest Elmo Calkins, in the *Atlantic Monthly* for May, 1926. This article is written in the cool light of fact by a man who has been an advertising agent for a generation.

Following the careful reading of this article, I suggest that the seeker after advertising knowledge read Mr. Calkins's book on advertising, entitled "Modern Advertising." It is quite professional, but is about the best book I know of for this purpose. It gives a very good idea of what the business of advertising is and how it is applied to promote business enterprises; and that is what a church must consider itself to be if it is to make itself felt by large numbers of people.

When one has a fairly good idea of what advertising is and does in business, it is well to take cognizance of what it has accomplished, and for that purpose I am obliged to specify a book of my own, "Twentieth Century Advertising," recently issued. It reviews

Three Years' Record

THE circulation of The FORUM three years ago — July 1923 — was but 2,000 net paid.

TODAY over 60,000 men and women purchase the FORUM every month.

THESE people have responded to live editorial content. They also respond to good advertising.

Member Audit Bureau of Circulations

FORUM

America's Quality Magazine of Controversy

247 PARK AVENUE

NEW YORK

Are you looking for an employee?

If so, turn to page 73 on which THE MARKET PLACE appears. There you will find the advertisements of several advertising men looking for good connections. Perhaps one will just suit your requirements.

The NEIL HOUSE

The newest and now the Leading Hotel in COLUMBUS, OHIO
Opposite the State Capital
655 ROOMS—655 BATHS
RATES FROM \$10.17
EUROPEAN PLAN

SPECIAL FEATURES
Club Meals in Main Dining Room and Grill Room.
Blue Plate Luncheon.
COUNTER SERVICE AT POPULAR PRICES

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

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

Field Surveys

We have 220 cities and towns covered with resident investigators trained to get answers to questionnaires. Dealers, \$1.50; Consumers 75c. Jobbers, business houses, \$3.00.

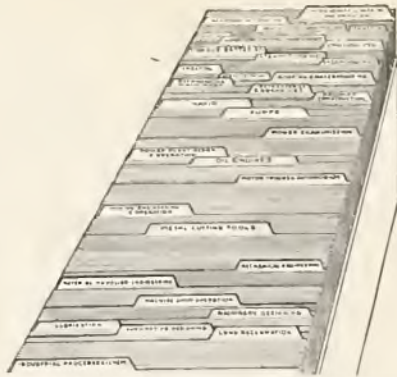
Seventeen years' of experience behind our work.

THE BUSINESS BOURSE

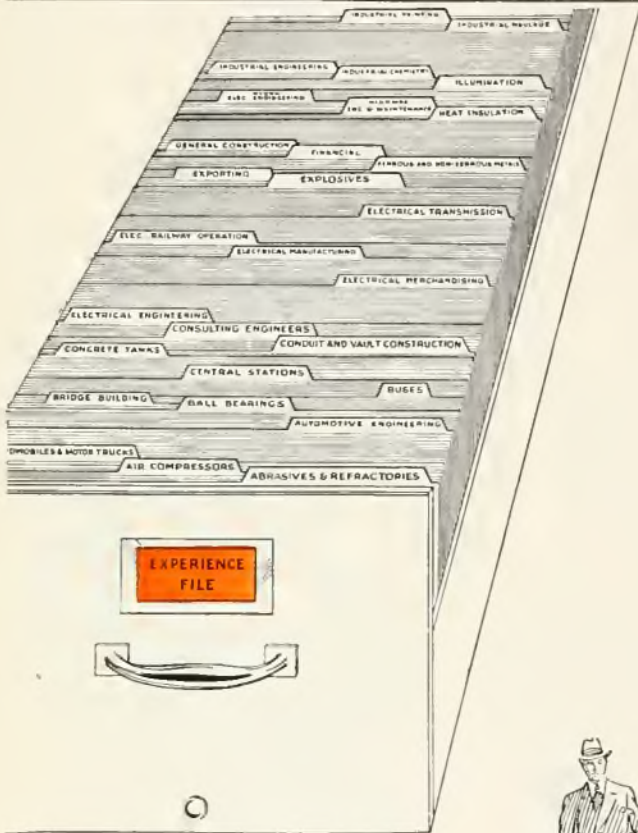
15 West 37th St., New York City

Tel.: Wisconsin 5067

In London, represented by Business Research Service, Aldwych House, Strand



Knowledge of your industry



A Few Facts From The Experience Index

Going through the McGraw-Hill experience file at random you will find such facts as these:

- 5 McGraw-Hill men formerly in automotive engineering.
- 8 McGraw-Hill men formerly in material-handling engineering.
- 2 McGraw-Hill men formerly in subway construction.
- 12 McGraw-Hill men formerly with process (chemical) industries.
- 9 McGraw-Hill men formerly in electrical merchandising.
- 4 McGraw-Hill men formerly consulting engineers.
- 16 McGraw-Hill men formerly with central stations.
- 9 McGraw-Hill men formerly with electric railways.
- 6 McGraw-Hill men formerly machinery designers.

And so on.

From shop and mine, from factory and generating station, from chemical laboratory and construction job, from jobber and dealer, have come the men who make the McGraw-Hill organization. Production men, operating experts, specialists in selling from many industries have come to develop the McGraw-Hill Publications as authorities in industry . . . authorities, first, to their subscribers, the creators and builders of industry . . . authorities, next, to the men who are selling to industry.

As editors, department heads, service men, marketing counselors and field representatives, these men have become essential units in the McGraw-Hill organization, absorbing its purpose and spirit and devoting their fine attainments to carrying forward its tradition of over a half-century's service to industry.

The experience of these men has been cataloged, classified and filed for instant reference. That file is the nerve center of the organization. Thumb over the index tabs and it will be strange if you do not find a man, or twenty men, who have a working knowledge of the industry to which you sell, or the equipment which you make.

For more than fifty years the McGraw-Hill Company has known industrial America. Its contacts have been inside contacts; its fund of experience is the composite gained in shop, factory and field.

Through this intimate knowledge and constant contact, McGraw-Hill seven years ago sensed the step that industry is now taking in applying to its selling the same science and caution that have advanced industrial production and reduced costs. The service of McGraw-Hill Publications was extended to embrace not only the publishing of technical information on production and engineering but counsel on scientific, waste-free selling. This counsel is epitomized in the following McGraw-Hill Four Principles of Industrial Marketing which today are bringing country-wide endorsement from industry, bank, advertising agency and university.

MARKET DETERMINATION—An analysis of markets or related buying groups to determine the



is here!

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.

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

These Four Principles are more than a formula. They are a method, repeatedly tested by practical application, backed by a half-century of intimate acquaintance with industry. Any manufacturer selling to industry can apply them to advantage in his own marketing program. Our Marketing Counselors will be glad to lay the details before you or your advertising agent. A conference can be arranged by communicating with our nearest office.



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.

CONSTRUCTION & CIVIL ENGINEERING
 ENGINEERING NEWS-RECORD
 SUCCESSFUL METHODS

ELECTRICAL
 ELECTRICAL WORLD & JOURNAL OF ELECTRICITY
 ELECTRICAL MERCHANDISING

INDUSTRIAL
 AMERICAN MACHINIST INDUSTRIAL ENGINEER
 CHEMICAL & METALLURGICAL ENGINEERING
 POWER

MINING
 ENGINEERING & MINING JOURNAL
 COAL AGE

TRANSPORTATION
 ELECTRIC RAILWAY JOURNAL
 BUS TRANSPORTATION

OVERSEAS
 INGENIERIA INTERNACIONAL
 AMERICAN MACHINIST
 (EUROPEAN EDITION)

RADIO
 RADIO RETAILING

CATALOGS & DIRECTORIES
 ELECTRICAL TRADE CATALOG
 RADIO TRADE CATALOG
 KEYSTONE CATALOG (COAL EDITION) KEYSTONE CATALOG (METAL-QUARRY EDITION)
 COAL CATALOG CENTRAL STATION DIRECTORY
 ELECTRIC RAILWAY DIRECTORY
 COAL FIELD DIRECTORY
 ANALYSIS OF METALLIC AND NON-METALLIC
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[e]		[s]	
Economist Group, The	39	Scheerer, Inc.	12
Einson & Freeman Co.	68	Shoe & Leather Reporter	67
Empire Hotel	68	Simmons-Boardman Pub. Co.	33
Empire State Engraving	80		
Erickson Co., The	15	[t]	
		Thompson Co., J. Walter	65
[f]		Topeka Daily Capital	67
Farmer's Wife, The	50		
Forum	69	[w]	
		Weines Typographic Service	61
[g]		[y]	
General Outdoor Advertising Co., Inc.		Youth's Companion	16
Insert 58-59			
Gibbons, Ltd., J. J.	73		
Gray, Russell T.	82		
Gulfport Daily Herald, The	54		
[h]			
Hampden Glazed Paper and Card Co.			
Insert 58-59			
[i]			
Igelstrom Co., The J.	68		
Indianapolis News, The	4		
Industrial Power	64		

the growth of functioning of advertising in every phase from about 1900, without undertaking to demonstrate any particular theory.

To discover the easy route into peoples' minds, through the eye, read with care and thoroughness the first part of Huey's "Psychology and Pedagogy of Reading," which is, I believe, one of the two or three most important books for advertisers ever written. It gives in concrete and non-professional language a fascinating revelation of the powers and inclinations of the eye.

Having some good copy, it is necessary to make the advertisement equally good as a design. It has always to be remembered that the first optical quality of an advertisement which is to be read is that it be agreeable to the eye, a picture that will charm and please, and so lead to the reading of the copy. A great proportion of advertisements fail, partially or wholly, because they are not set in a physical framework that is enough of a picture to lure the casual reader of periodicals.

Radio Advertising

By Martin P. Rice

Manager, Advertising, Publicity and Broadcasting, General Electric Company

BBROADCASTING will probably not be employed in direct selling until some plan is provided by which such advertising can be definitely segregated from all other programs. However, broadcasting supplies us with a new medium which permits us to speak to vast audiences simultaneously. It has already been widely used for entertainment; education; the dissemination of news; the presentation of political opinions; the extension of church services; financial, market and stock reports; and detailed accounts of athletic events. It has been successfully employed in institutional or good-will advertising, and many of the applications for broadcasting stations now pending in Washington are undoubtedly inspired by the desire to employ broadcasting in this capacity.

The extent to which broadcasting may be employed in advertising will depend ultimately upon the facilities available and upon the adaptability and ingenuity of advertisers to make use of an entirely new medium. In the field of public utility advertising it has the peculiar advantage of expressing personality and of reaching customers in their homes when they are at leisure and their minds receptive.

Broadcasting is not suggested as a substitute for older forms of advertising and publicity, but as a supplementary agency. The public has not been educated to believe that it should pay the cost of broadcast programs any more than it expects to pay the cost of a newspaper or popular magazine—the advertiser pays, and there seem to be many advertisers interested in educational or institutional programs who are willing to pay the cost of broadcasting.

Prizes for Industrial Advertisements

A LARGE and interesting exhibit of industrial advertisements was held by the National Industrial Advertisers' Association in conjunction with their departmental session at the twenty-second annual convention of the Associated Advertising Clubs of the World, held last week in Philadelphia. Various prizes were awarded for excellence of one sort or another, announcements of which are made herewith.

Best exhibit of industrial advertising

- 1st prize—Silver cup offered by G. D. Crain, Editor and Publisher of *Class*, Chicago, won by the Link-Belt Company.
- 2nd prize—Choice of books offered by McGraw-Hill Company, won by Milwaukee Corrugating Company.

Best exhibit of a campaign

- 1st prize—Silver cup offered by McGraw-Hill Company, won by Warner-Swasey.
- 2nd prize—Choice of books offered by McGraw-Hill Company, won by Graybar Electric Company.

Best business paper advertisement

- 1st prize—Barometer offered by Penton Publishing Company, won by Niles, Bement, Pond Company. ("What will it do?—this?")
- 2nd prize—Choice of books offered by McGraw-Hill Company, won by American Brass Company. ("The copper cable held")

Best industrial advertising

- 1st prize—Silver cup offered by Combustion Publishing Company, won by Western Electric Company.
- 2nd prize—Choice of books offered by McGraw-Hill Company, won by American Rolling Mills Company.

Best direct-mail advertising

- 1st prize—Desk clock offered by Buckley-Dement and Company, won by Graton-Knight.
- 2nd prize—Choice of books offered by McGraw-Hill Company, won by General Electric Company.

Best use of art in industrial advertising

- 1st prize—Frame, full color art print of the "Spirit of Transportation"—Maxfield Parrish, offered by Mr. Ezra Clark, Clark Contractor Company, won by Bridgeport Brass Company.
- 2nd prize—Choice of books offered by McGraw-Hill Company, won by Rome Wire Company.

For the exhibit that makes the best use of color

- 1st prize—Full leather travelling bag offered by National Engineers, won by Jenkins Valve Company.

For the exhibit that shows throughout all its publicity work the best general tie-up to sell its institution, its line, etc.

- 1st prize—Choice of books offered by A. W. Shaw, won by Kearney-Tucker Company.

For the 12 Pieces of copy featuring real news interest

- 1st prize—Offered by New York Business Publishers Association, won by Bakelite Corporation.

For the best piece of advertising featuring a product which is neither manufactured nor processed but is delivered in its natural and raw state, as coal is

- 1st prize—Silver cup offered by Coal, published by Combustion Publishing Corporation, won by National Slate Association.

For the industrial association making the best showing at the Club

- 1st prize—President's cup offered by Bennett Chappell of the American Rolling Mills Company, won by Milwaukee Club.

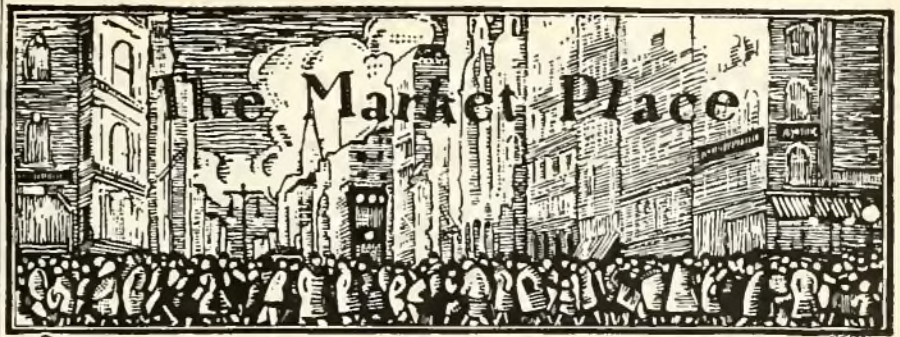
President—W. A. Wolff, Western Electric Company.

First Vice-President—Ezra Clark, Clark Contractor Company.

Second Vice-President—N. S. Greensfelder, Hercules Powder Company.

Secretary—H. E. Sigwalt, Milwaukee Corrugating Company.

Treasurer—J. N. McDonald, Anaconda Copper & Mining Company.



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.

Position Wanted

Single, 29-year old, high type, steady and reliable young man, now secretary and treasurer of prominent realtor company in exclusive Phila. suburb, desires change.

Eight years' advertising agency (account executive, copywriting, space buyer, charge of service and production, N. Y. Agency) and N. Y. Times newspaper experience.

Open for only a really worth-while interesting connection. Can meet people. Likes to travel. Write Box 400, Advertising and Selling, 9 E. 38th Street, New York City.

Responsible employers in California or Florida especially invited to respond.

ADVERTISING MAN, the sort who gets right in and under your proposition and then produces individualistic advertising that is absolutely different; this man has two progressive clients, and is now ready for the third; correspondence confidential. Box No. 397, Advertising and Selling, 9 East 38th St., New York City.

DIRECT SELLING SPECIALIST. 15 years' sales and advertising experience qualifies me to establish a paying sales-by-mail department. Now with prominent advertising agency. Box No. 396, Advertising and Selling, 9 East 38th St., New York City.

SALES AND ADVERTISING EXECUTIVE Able and experienced in applying principles and meeting problems in market analysis, promotion, advertising and sales production. Successful organizer and coach. Staples, specialties, service, agency or manufacturer. Box No. 398, Advertising and Selling, 9 East 38th St., New York City.

SECRETARY

Competent young woman (25), thoroughly familiar with advertising operation, desires position as assistant to agency executive or advertising manager. Eight years' experience. Expert stenographer with ability to handle all advertising records and other details neatly and accurately. Thoroughly experienced in the preparation of schedules, ordering of space, billing and checking; also thorough knowledge of bookkeeping. Employed at present. Salary \$40. Box No. 399, Advertising and Selling, 9 East 38th St., New York City.

Here is a young ADVERTISING-SALES EXECUTIVE

that some business can profitably employ as Advertising, or Assistant Sales Manager. Thoroughly capable in preparing advertising of every form and to assist in directing dealer and sales forces. At present Sales Promotion Manager National Manufacturer. College trained—28. Box No. 401, Advertising and Selling, 9 East 38th St., New York City.

Help Wanted

BANK SALESMEN

Wanted in a few open territories. Excellent commissions to good men and a real opportunity to earn big money. Can be handled as a side line or alone. Commissions justify the right men. Apply by letter, furnishing at least two references and giving particulars of ability and experience. DIETZ PRESS, RICHMOND, VIRGINIA.

SALESMEN WANTED

We desire to add to our New York selling force two experienced salesmen who are capable of selling high class lithographed cloth and paper display, cloth charts, posters, hangers, and outdoor signs. We have a modernly equipped plant with photo lith process, automatic offset presses and splendid Sketch Department. We can give the right men unusual support and co-operation in the way of sketches, dummies, samples and finest reproductions. Replies will be treated strictly confidential.

Sweeney Lithograph Co., Inc.
Belleville, N. J.
Belleville 1700

Business Opportunities

Am organizing a sales agency for intensive coverage of the drug store trade in greater New York. Would like to hear from concerns having a meritorious product and interested to secure this additional sales outlet. Address Box No. 402, Advertising and Selling, 9 East 38th St., New York City.

CAPITAL REQUIRED trade monthly in last growing field 60,000 to 100,000 advertising revenue first year. Principals are experienced in publishing. Will consider only offers from responsible publishing houses or persons. Box No. 402, Advertising and Selling, 9 East 38th St., New York City.

Multigraphing

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

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

Miscellaneous

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.

"GIBBONS knows CANADA"

TORONTO

J. J. Gibbons Limited, Advertising Agents

MONTREAL

WINNIPEG

The NEWS DIGEST

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

CHANGES IN PERSONNEL

Name	Former Company and Position	Now Associated With	Position
Ralph S. Page	F. R. Steel Co., Chicago	Fred M. Randall Co., Chicago	Acc't Exec.
Reed Taft Bayne	"News Tribune," Duluth, Minn. Vice-Pres. & Mgr. Editor	Same Company	Owner, Pres. & Editor
Laurence Riker	Olmstead, Perrin & Leffingwell, Inc. New York, Ass't Treas.	Same Company	Sec'y and Treas.
Edward H. Brown	"Herald & Examiner," Chicago Class. Adv. Mgr. (Out of Town)	E. H. Brown Adv. Agcy., Chicago	Pres.
S. F. Merena	"Herald & Examiner," Chicago Sales Representative	E. H. Brown Adv. Agcy., Chicago	Acc't Exec.
Edwin J. Sommers	F. R. Steel Co., Chicago	C. E. Brinckerhoff Organization Chicago	Mdse. Staff
M. A. Holmes	Transport Truck Co., Mt. Pleasant, Mich. Gen'l Mgr.	Commerce Motor Truck Co., Ypsilanti, Mich.	Sales Director
Frank P. Harrington	Polson Rubber Co., Cleveland Eastern Sales Mgr.	The General Tire & Rubber Co., Akron, Ohio	Mgr., Accessory Sales
George S. Dyer	Irwin Jordan Rose Co., Inc., New York	Friend-Wiener-Donohue Adv. Co., New York	Production Dept.
Frank P. Soper	Federal Motor Truck Co., Detroit Ass't Sales Mgr.	Same Company	Sales Mgr. (Distributor Division)
F. Edgar McGee	Kardex Rand Co., Tonawanda, N. Y.	The Globe-Wernicke Co., Cincinnati	Sales Pro. Mgr.
Walter M. Ringer	Washburn-Crosby Co., Minneapolis Mgr. Food Products Division	Rye Products Co., Minneapolis	Pres.
Henry B. Lent	Martin-Parry Corp., York, Pa. Charge of Advertising	Philadelphia Storage Battery Co., Philadelphia	Adv. Mgr.
Earl Shack	Littlehale Adv. Agcy., New York Head Copy Writer	Sheridan, Shawhan & Sheridan, Inc., New York	Production Mgr.
J. E. Heckel	Kuehnle, Inc., Philadelphia	Keystone Albumen & Paint Co., Philadelphia	Sales Mgr.
Paul R. Fish	National Hardwood Lumber Ass'n. Acting Ass't Sec'y	"Lumber World Review," Chicago	Western Mgr.
Reed L. Parker	Whiting & Co., Chicago	The George L. Dyer Co., Inc., New York and Chicago	Vice-Pres. and Western Mgr.
Edward W. Tree	"Good Roads," Chicago Editor and Publisher	Interflash Signal Corp., New York	Adv. Mgr.
M. C. Meigs	"The Chicago Evening American" Adv. Director	"The Chicago Herald & Examiner"	Publisher
W. M. McNamee	"The Chicago Evening American" Ass't Adv. Mgr.	Same Company	Adv. Director
William R. Stewart	"Smart Set" and "McClure's" Western Adv. Mgr.	"Time"	Adv. Representative
John C. Keplinger	Timken Roller Bearing Co., Akron, Ohio Ass't Sup't Bearing Factory	Same Company	Adv. Mgr.
A. H. Thomson	"The Confectioners Gazette," Mgr.	Barrister Publishing Corp., New York	Pacific Coast Representative
D. J. Casper	"The Confectioners Gazette," New York Adv. Dept.	Barrister Publishing Corp., New York	Bus. Mgr.
William F. Rightor	Coty Company, New York	Fioret, Inc., New York	Gen'l Mgr., effective July 1
P. N. Rothe	Radford Publications, Chicago Bus. Mgr.	Trade Periodical Co., Chicago	Gen'l Mgr.
C. W. Jackson	Gundlach Adv. Agency, New York Vice-Pres.	C. W. Jackson & Co., Inc., New York	Pres. and Treas.
George H. Rails	Nicola, Stone & Myers Co., Cleveland Ass't Sales Mgr.	Gabriel Snubber Mfg. Co., Cleveland	Pres.
Mason Clogg	"Baltimore American"	"The Suffolk News," Suffolk, Va.	Adv. Mgr.
E. Francis Hertzog	The American Sugar Refining Co., New York Adv. Mgr.	Resigned	This company is discontinuing its Advertising Division.
George Willard Freeman	Corday & Gross Co., Cleveland Director of Adv. Service	Doremus & Co., New York	Acc't Exec.
E. N. Dillon	"Bronx Home News," New York	National Better Business Bureau, Inc., New York	Financial Investigations Dept.
Thomas R. Elcock	Central Leather Co., New York Sec'y	Frank Seaman, Inc., New York	Sales Dept.
George d'Utassy	"Daily Mirror," New York Treas.	Same Company	Pres. and Treas.
W. B. Dimon	"The Tribune," Tulsa, Okla. Nat'l Adv. Mgr.	Resigned	
J. T. Cargile	"The Tribune," Tulsa, Okla. Acting Nat'l Adv. Mgr.	Same Company	Treas.
Crawford Wheeler	"The Tribune," Tulsa, Okla. Nat'l Adv. Mgr.	Same Company	Business Mgr.
Charles M. Barde	"The Tribune," Tulsa, Okla. Adv. Mgr.	Same Company	Promotion Adv. Mgr.
Lewis R. Malone	"The Tribune," Tulsa, Okla. Ass't Local Adv. Mgr.	Same Company	Local Adv. Mgr.



LAUNCHED!

The new McCLURE'S is launched—successfully launched!

There is a sentimental interest in seeing such an old friend, as McCLURE'S was to so many people, revived and re-established.

The second number of this new McCLURE'S,—The Magazine of Romance,—is now on the newsstands with 60,000 distributors to push it, with 94 metropolitan newspapers carrying display circulation copy of generous size.

The rate of \$1.10 a line and \$450 a page is based on a guaranteed net paid A. B. C. sale of 200,000 copies. Buy now! Buy ahead now, for we believe you'll receive a substantial circulation bonus that will increase every month.

The new McCLURE'S is safely launched—prosperously launched, successfully launched—with the good wishes of many of the advertising fraternity and with the entire power of the International Magazine Company behind it.

The **McCLURE'S**
New **McCLURE'S**
The Magazine of Romance

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



Advertising
& Selling

The NEWS DIGEST

Issue of
June 30, 1926



CHANGES IN PERSONNEL (Continued)

Name	Former Company and Position	Now Associated With	Position
H. W. Hussey	"The Tribune," Tulsa, Okla. Local Adv. Staff	Same Company	Nat'l Adv. Mgr.
H. F. Best	M. C. Mogensen & Co., Inc., San Francisco Salesman	Same Company, New York	Ass't Mgr.
Edward Gans	"The Herald," Fall River, Mass. Gen'l Mgr.	Resigned	
Louis J. F. Moore	Murok Realty Corp., St. Petersburg, Fla. Adv. Mgr.	Hearst Newspapers, New York	Promotion Dept.
Van R. Pavey	Wienes Typographic Service, New York	Ray D. Lillibridge, Inc., New York	Production Mgr.
James Stack	"American Weekly," New York	"Current History," New York	Adv. Representative
Arthur O. Roberts	The Miller Rubber Co., Akron, Ohio Editor "Tire Trade News"	Star Rubber Co., Akron, Ohio	Adv. and Sale Promotion Mgr.
Norris E. Inveen	"Tacoma Daily Ledger," Tacoma National Adv. Mgr.	Same Company	Automobile and Nat'l Adv. Mgr.
Howard Perry	"Tacoma Daily Ledger," Tacoma Automobile Editor	"Portland Oregonian"	Display Dept.
H. J. Rosier	Henry C. Lytton & Sons, Chicago Ass't Adv. Mgr.	"Chicago Journal of Commerce"	Adv. Representative
Horace W. O'Connor	Marshall Field & Co., Chicago Charge of Advertising	Resigned	
J. Michael Kelly	"Advertising Club News" Editor and Bus. Mgr.	Standard Rate & Data Service, Chicago	Eastern Adv. Mgr.
D. J. Hinman	Campbell-Moss-Johnson, Inc., New York Bus. Mgr. and Space Buyer	I. A. Klein, New York	Adv. Representative
F. Kammann	Bureau of Engraving, Minneapolis Director of Adv.	"Engineering & Contracting," Chicago	Adv. Mgr.
H. J. Thorsen	Critchfield & Co., Chicago, Dir. of Service	Kling-Gibson Co., Chicago	Dir. of Service
F. William Haemmel	W. W. Hodkinson Corp., New York	H. E. Lesan Adv. Agency, New York	Art Director
W. B. Larsen	Royal Typewriter Co., Chicago Chicago Mgr.	Same Company, New York	Gen'l Mgr.
E. C. Sullivan	"Evening American," Chicago Nat'l Adv. Dept.	"Wisconsin News," Milwaukee	Nat'l Adv. Mgr.
Walter E. Hoots	"Whig-Journal," Quincy, Ill. Circulation Mgr.	"News and American," Baltimore	Promotion Mgr.
Carl R. Miller	The Adamars Co., St. Louis, Vice-Pres.	Louis H. Frohman, New York	Staff
T. I. Crowell, Jr.	Charles W. Hoyt Co., Boston, Mgr.	Colgate & Co., New York	Ass't to Adv. Director
Earl Lines	Rex Mfg. Co., Connersville, Ind., Adv. Mgr.	The Leonard Refrigerator Co., Division Electric Refrigeration Co., Grand Rapids, Mich.	Adv. Mgr.
Edward V. Peters	New Jersey Zinc Co., New York Gen'l Sales Mgr.	Tubize Artificial Silk Co., of America, New York	Vice-Pres., effective July 1
W. E. Cameron	Geyer-Dayton Co., Dayton, Ohio	Resigned	
W. F. Kentner	Benjamin & Kentner Co., New York, Sec'y.	Scheerer, Inc., Chicago	Vice-Pres.
W. G. Andrews	Pratt & Lambert, Inc., Buffalo Sales Mgr., Central Division	Resigned	Will remain a director of company.
W. G. Andrews	Pratt & Lambert, Inc., Buffalo Sales Mgr., Central Division	Tucker Rubber Corp., Buffalo	Chairman, Executive Committee and Gen'l Mgr.
J. W. Peckham	"Ceramic Industry," Chicago Charge, Pittsburgh Office	"Ceramic Industry" and "Brick & Clay Record," New York	Eastern Representative

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
*The Jell-o Co., Inc.	LeRoy, N. Y.	Jell-o Products	Young & Rubicam, New York
Brilliantone Steel Needle Co. of America	New York	Steel Phono. Needles	Henry Decker, Ltd., New York
Larned, Carter & Co.	Detroit	"Headlight" Overall	C. C. Winningham, Inc., Detroit
Walbert Mfg. Co.	Chicago	Radio Equipment	John H. Dunham Co., Chicago
American Gas Machine Co., Inc.	Albert Lea, Minn.	Electric & Power Washing Machines	Greve Adv. Agency, Inc., St. Paul, Minn.
The Lancaster Tire & Rubber Co.	Columbus, Ohio	Tires	Mumm-Romer-Jaycox, Inc., Columbus, Ohio
Republic Metalware Co.	Buffalo, N. Y.	Cooking Utensils	Mumm-Romer-Jaycox, Inc., Columbus, Ohio
The National Tourists Commission of Cuba	Cuba	Cuban Tours	The Caples Co., Tampa, Fla.
Fioret, Inc.	New York	Perfumes	Pedlar & Ryan, Inc., New York
The Herman Nelson Corp.	Moline, Ill.	Invisible Radiator	Wm. H. Rankin Co., Chicago
The Three Feathers Malt Extract Co.	Cincinnati, Ohio	Malt Extract	M. L. Staadeker, Cincinnati
James Boring's Travel Service	New York	Tours	C. W. Jackson & Co., Inc., New York
Buffalo Lithia Springs Corp.	Buffalo Lithia Springs, Va.	Mineral Water	C. W. Jackson & Co., Inc., New York
De Bower Publishing Co.	New York	Books	C. W. Jackson & Co., Inc., New York
Western Co.	Chicago	Dr. West's Tooth Brushes and "Gainsborough" Hair Nets	Mitchell-Faust Adv. Co., Inc., Chicago

* This company was taken over recently by Postum Cereal Co., New York.

ON THE SAME FOUNDATION

Look into any excavation in New York City, and you will see men driving shafts down to the bedrock on which old Manhattan stands to get a sure foothold for the steel struts that will support the building.

Those are foundation men. The work is thoroughly standardized and is sublet to companies that do nothing else.

When they get through, no matter how well they have done their work, there is nothing you can see. The foundation is necessary, but it isn't the building. The building is still to be built.

Every successful advertising plan is erected on a foundation of facts. The facts are necessary but they are not the advertising.

On the same foundation some men erect skyscrapers; others, gas tanks. Of the same materials some men construct palaces; others, hovels. Out of the same words, some men make platitudes; others, advertisements.

Facts are necessary, but it is the structure erected on the facts that determines the success or failure of the advertising.

CALKINS & HOLDEN, INC.

247 PARK AVENUE · NEW YORK CITY


Advertising & Selling • **The NEWS DIGEST** • Issue of June 30, 1926


CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
*E. R. Squibb & Sons	New York	Squibb's Cod Liver Oil	William Douglas McAdam, Chicago
Trimm Radio Mfg. Co.	Chicago	Radio Accessories	Kling-Gibson Co., Chicago
Colonial Bond & Mortgage Co.	New Haven, Conn.	Investments	Pratt & Lindsey Co., Inc., New York
Marden-Wild Corp.	Somerville, Mass.	Cod Liver Oil	The Charles Adv. Service, Inc., New York
A. E. Moeller Co.	Brooklyn	Thermometers and Incubators	The Charles Adv. Service, Inc., New York
H. A. Lockwood & Co.	New York	Real Estate	Ferry-Hanly Adv. Co., New York
The Hospital Specialty Co.	New York	"Fem" and "Femonaps"	James H. Rothschild & Associates, New York
United Light & Fixture Co.	Brooklyn, N. Y.	Lighting Fixtures	James H. Rothschild & Associates, New York
Commercial Credit Co.	Baltimore, Md.	Banking	The Green & Van Sant Co., Baltimore, Md.
United Hotels Company of America	New York	Hotels	United Adv. Agcy., Inc., New York
Hotel Roosevelt	New York	Hotel	United Adv. Agcy., Inc., New York
The National Mail Order House	Montreal, Canada	Mail Order	Marx-Flarsheim Co., Cincinnati
Barton Tailoring Co., Ltd.	Montreal, Canada	Clothing	Marx-Flarsheim Co., Cincinnati
Commonwealth Shoe & Leather Co.	Whitman, Mass.	Men's Shoes	F. J. Ross Co., Inc., New York
The Kolynos Co.	New Haven, Conn.	Dental Cream	Reimers & Osborn, Inc., New York
Cleveland & Whitehill Co.	Newburgh, N. Y.	Trousers and Knickers	Reimers & Osborn, Inc., New York
A. P. Babcock Co.	New York	Toilet Preparations	Dorland Agency, Inc., New York
North American Cement Corp.	Albany, N. Y.	Cement	The H. K. McCann Co., New York
Fischer-Jelenko, Inc.	New York	Capes, Coats, etc.	M. Spivak Adv. Agcy., New York
Ostrow Relman Silk Corp.	New York	Silk Dress Goods	M. Spivak Adv. Agcy., New York
Wilson Brothers	Chicago	Men's Haberdashery	Charles Daniel Frey Advertising, Inc., Chicago
Foster Bolt & Nut Mfg. Co.	Cleveland	Bolts and Nuts	Oliver M. Byerly, Cleveland
The American Leather Producers, Inc.	New York	Ass'n of Tanners	Frank Seaman, Inc., New York
American Optical Co.	Southbridge, Mass.	Optical Goods	Barton, Durstine & Osborn, Inc., New York
The Polymet Mfg. Co.	New York	Radio Parts	Henry Decker, Ltd., New York
The Ridge Tool Co.	No. Ridgeville, Ohio	Pipe Wrenches, Cutters, etc.	Krichbaum-Liggett Co., Cleveland
The Bertha Studios, Inc.	Springfield, Mass.	Greeting Cards	J. D. Bates Adv. Agcy., Springfield, Mass.
Snell Mfg. Co.	Fiskdale, Mass.	Carpenters' Augers	J. D. Bates Adv. Agcy., Springfield, Mass.
Remmers-Graham Co.	Cincinnati	"Antoinette Donnelly"	Potts-Turnbull Co., Chicago
The Haskellite Mfg. Co.	Chicago	Toilet Products	
Chamber of Commerce	Chicago	Laminated Woods	Russell T. Gray, Chicago
American Enameled Brick & Tile Co.	Tannersville, N. Y.	Summer Resort	Martin Adv. Agcy., New York
	New York, N. Y.	Brick and Tile	Lyddon & Hanford Co., New York

*The advertising of other Squibb products will continue to be handled by N. W. Ayer & Sons, Philadelphia.

NEW PUBLICATIONS

Name	Published by	Address	First Issue	Issuance	Page Type Size
"Oil Field Engineering"	Oil Field Engineering Co.	Petroleum Securities Bldg., Los Angeles, Cal.	June	Quarterly	4 1/2 x 7 1/2

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

C. W. Jackson & Co., Inc., 175 Fifth Avenue, New York	Advertising Agency	C. W. Jackson, Pres. and Treas. Katherine Mooney, Sec'y Fred Michaelson, Director
E. H. Brown Adv. Agcy., 140 So. Dearborn Street, Chicago	Advertising Agency	E. H. Brown, Pres.
James H. Rothschild & Associates, Inc., 33 Fifth Ave., New York	Advertising Service	James H. Rothschild, Pres. Nat C. Wildman, Vice-Pres. and Gen'l Mgr.

PUBLICATION CHANGES AND APPOINTMENTS

- "Standard," Watertown, N. Y. Appoints Kelly-Smith Co., New York, as their advertising representative in New York, Philadelphia, Boston and Chicago.
- "House Furnishing Review," New York, and "Home Equipment," Des Moines, Ia. Will be combined beginning with the August issue.
- "Six State Golfer," Boston. Appoints the Par Golf Group, Chicago, as its advertising representative.
- "News," Greensboro, N. C. Appoints Cone, Rothenburg & Noee, Inc., New York, as advertising representative for the entire United States and Canada, effective July 1, 1926.
- "Farming," Knoxville, Tenn. and "Southern Cultivator," Atlanta, Ga. Have merged and will be known as "Southern Cultivator and Farming" with publication offices at Knoxville, Tenn. and Atlanta, Ga.
- Miller Freeman Publications, San Francisco. Have purchased the "Western Canner & Packer" of San Francisco

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



*Drawn by Rene Clarke for Black, Starr & Frost.
Courtesy of Calkins & Holden, Inc.*

ONLY the master craftsman can cut and polish a rough gem so that all its potential loveliness will be crystallized into a radiant actuality. Only the master engraver can make a finished reproduction that will be the very life and essence of the original. Our engravers are craftsmen of the first order. If your present engraving is but a compromise with what you really desire the services of these men are at your disposal.

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


 Advertising & Selling

 Issue of
 June 30, 1926
 

 • The NEWS DIGEST •

MISCELLANEOUS

Paul Block, Paul Block, Inc., New York..... Has purchased "Blade," Toledo, Ohio, newspaper
 "The Buffalo Star" Was merged with the "Buffalo Courier-Express" on Monday, June 21, 1926
 Reed Taft Bayne Has purchased "News Tribune," Duluth, Minn.
 "Tribune," Reading, Pa..... Was purchased by John H. Perry, publisher of "Times," Reading, Pa., who suspended publication of it June 23.
 Barrister Publishing Corp., New York..... Has purchased "The Confectioners Gazette," New York
 "The New York Times," New York..... Publishing three new rotogravure sections with the Sunday edition:
 1—New Jersey section, first number, May 23, 1926.
 2—Brooklyn and Long Island section, first number June 20, 1926.
 3—Westchester section, first number will be issued June 27, 1926.
 H. M. Tucker & Co., Dayton, Ohio..... Name changed to Tuck-Nell Advertising Laboratories.. H. M. Tucker,
Partner and Gen'l Mgr.
W. E. Grenell,
Partner and Sales Mgr.
 Lord & Thomas and Logan Co., Chicago..... Offices will be located at 400 N. Michigan Avenue,
 former headquarters of Lord & Thomas, Inc.
 Montana, Inc. New organization to advertise the resources of Montana. C. A. McMonogle, Mgr.
 with headquarters at Havre, Mont.
 Carpenter & Co., and H. Edmund Scheerer Have merged and will be known as Scheerer, Inc.,.. H. Edmund Scheerer,
Pres. and Treas.
W. F. Kentnor, Vice-Pres.
A. V. Carpenter, Sec'y
 with offices in Chicago and New York.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
Hevey & Durkee.....	Publishers Representatives	17 W. 42d Street, New York	15 W. 44th Street, New York
Joseph E. Hanson Co., Inc.....	Advertising Agency	12 Washington Place, Newark, N. J.	Own Building at 85 Lincoln Park, Newark, N. J.
"Milwaukee Herald" and..... "Sonntagspost"	Publishers	105 Wells Street, Milwaukee	178-184 Seventh Street, Milwaukee
W. Austin Campbell Co.....	Advertising Agency	902 Detwiler Bldg., Los Angeles	715 Broadway Arcade Bldg., Los Angeles
W. G. Bryan	Newspaper Service Organiza- tion	25 W. 43rd Street, New York	475 Fifth Avenue, New York

CONVENTION CALENDAR

Organization	Place	Meeting	Date
International Adv. Ass'n (12th District)	San Francisco	Annual	July 5-8
Southern Newspaper Publishers Ass'n	Asheville, N. C. (Grove Park Inn)	Annual	July 6-8
American Photo-Engravers Ass'n	Detroit	Annual	July 22-24
Financial Advertisers Ass'n	Detroit (Hotel Statler)	Annual	September 20-23
Art-in-Trades Club	New York (Waldorf Astoria Hotel)	Annual	Sept. 28—Oct. 27 (Except Sundays)
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 (International)	Detroit (New Masonic Hotel)	Annual	October 20-22
Audit Bureau of Circulations	Chicago (Hotel La Salle)	Annual	Oct. 21-22

DEATHS

Name	Position	Company	Date
C. Waller Pank.....	Vice-President	MacWhyte Co., Kenosha, Wis.	June 21, 1926
A. George Bullock.....	Vice-President	State Mutual Life Assurance Co., Worcester, Mass.	June 22, 1926
Victor H. Emerson.....	Former President	Emerson Phonograph Co., New York	June 22, 1926
U. T. Hungerford.....	Chairman, Board Directors	U. T. Hungerford Brass & Copper Co., New York	June 16, 1926

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Every client of this agency has enjoyed a consistent, steady growth in sales volume; several have made remarkable advances in a comparatively short time. We are quite content to be judged by results, the work we have done for others. Our present accounts are old, well established concerns; the average length of our association with them is five years, and this organization is not yet ten years old.

The details of what we have accomplished will indicate what we can do for you if you sell to the industrial markets.

You can have these details by asking, without incurring any obligation.

RUSSELL T. GRAY, Inc.

Advertising Engineers
Peoples Life Building
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