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# Advertising & Selling

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Painted by McClelland Barclay for Fisher Body Corporation

FEBRUARY 9, 1927

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*In this issue:*

"De-Bunking Foreign Salesmanship" By B. OLNEY HOUGH; "To Broadcast or Not to Broadcast" By EDGAR H. FELIX; "Truth is a Mighty Advertising Technique" By EARNEST ELMO CALKINS; "A Plan to Stabilize Used Automobile Prices" By HAROLD B. CROW; "The News Digest" on Page 83

# The Automobile Industry Verified Two Facts in 1926

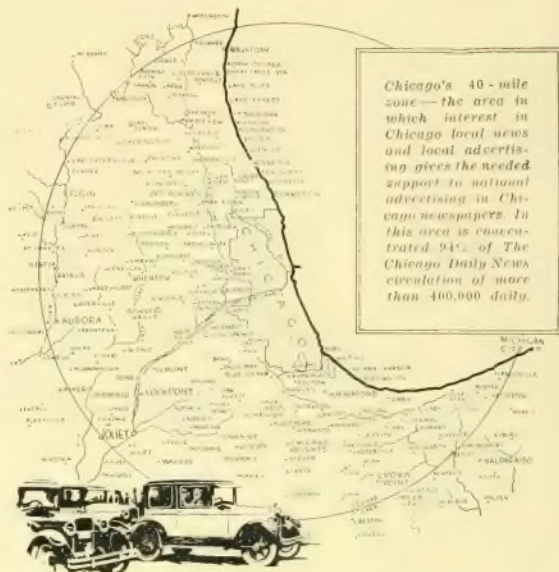
**F**IRST, that the Chicago market is a signally expandible one—in spite of its rapidly growing population it is ever increasing its quota of automobiles per capita—it is ever replacing old cars with new and better ones—it is ever yielding to intelligent sales effort.

Second, that the advertising medium of increasing value in automobile selling is The Daily News.

Automobile advertisers in 1926 increased their use of space in The Chicago Daily News 37% over 1925. Both the total volume and the gain were greater in The Daily News than in any other Chicago daily newspaper. Here is the comparison:

Automobile Display Advertising Lineage in Chicago Daily Newspapers in 1926, in Agate Lines

	1926	1925	Gain
The Chicago Daily News	668,255	503,050	165,205
Second paper	460,266	409,902	50,364
Third paper	413,546	362,929	50,617
Fourth paper	393,705	267,996	125,709
Fifth paper	240,032	192,853	47,179
Sixth paper	179,633	145,091	34,542



Year by year, including 1926—the greatest year in its history—The Chicago Daily News has demonstrated its selling power in Chicago by leadership in the daily newspaper field both in automobile advertising and in the total of all advertising. Its superior service to the automobile advertiser is based upon the interest and confidence with which it is read in more than 400,000 homes of the automobile-buying type.

## THE CHICAGO DAILY NEWS

First in Chicago

Member of The 100,000 Group of American Cities

Advertising Representatives:

NEW YORK  
J. B. Woodward  
110 E. 42d St.

CHICAGO  
Woodward & Kelly  
360 N. Michigan Ave.

DETROIT  
Woodward & Kelly  
Fine Arts Building

SAN FRANCISCO  
C. Geo. Krugness  
253 First National Bank Bldg.

Average Daily Net Paid Circulation for December, 1926, 426,851

Published every other Wednesday by Advertising Fortnightly, Inc., 9 East 38th St., New York, N. Y. Subscription price \$3.00 per year. Volume 8, No. 5. Entered as second class matter May 7, 1923, at Post Office at New York under Act of March 3, 1879.

# Not for just an Hour Not for just a Day

*But automatic, never-failing radio power  
that gets the most from your set—*

**ALWAYS**

**YES, ALWAYS!** . . . rich radio "A" power that is continuous . . . that starts over instantly from light socket to song . . . that never requires stress again and no hair-raising attention . . . that improves for all time the tone quality of your reception!

Unipower will bring just this kind of "A" power to your set, in less than 3 minutes! Hook two wires to the set, plug in on the light socket and Unipower is connected. Three simple motions in 30 seconds! Yet the results are permanent and permanent!

Your reception is no longer subject to failure from dead, worn-out "A" batteries . . . you need never again be without the use of your set for days—even hours at a time . . . for you the daily grilling cost of "A" batteries, its change, or renewal, is completely eliminated . . . and obviously, with exactly the right "A" power, in exactly the amount required, your set will produce the maximum results expected of it.

*Expressly designed—  
economically operated!*

Yet Unipower is not expensive—in its first cost is practically the last. A slight monthly addition to the electric light bill gives you this never-failing power with its finer, clearer results.

Unipower is a miniature power plant, carefully designed to furnish radio "A" power from the light socket. Inexpensive!



is it the simple change principle, which changes a better light socket into satisfactory radio power?

In addition, however, is constant electric, rapid change, not so necessary to keep your set at full power always—no under-constant conditions caused by over-work or neglect.

Time and performance have proven Unipower really first class. It is constructed of the most breakable parts or tubes in general use. Radio engineers, and manufacturers everywhere, gladly evaluate its superior construction!

Unipower, under a patent "A" power unit, was designed by the same engineer who, for 30 years, has been responsible for the renowned quality of all Gold products.

Your dealer will show you Unipower! Have him demonstrate it to you. Or we shall gladly mail you, free, complete description. Start today to experience the real difference in power—of undistorted reception. The Gold Storage Battery Company, Inc., 251 Park Ave., New York.

Unipower is available everywhere

On the West Coast		South
Albuquerque	Albany	San Antonio
Alhambra	Alton	San Diego
Anaheim	Alton	San Francisco
Arden	Alton	San Jose
Arden	Alton	Seattle
Arden	Alton	Spokane
Arden	Alton	Portland



*Unipower supplies rich, continuous "A" power and constant electric power—no under-constant conditions of the old device! It operates on the same change principle as your light socket.*

*Automatic "A" Power  
—that cannot fail*

**Unipower**  
A GOLD PRODUCT

*One of a series of advertisements prepared for the Gold Storage Battery Co., Inc.*

# Facts need never be dull

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

Yet this organization does not, nor has it ever, confused "soundness" with "dullness." It accepts the challenge that successful advertising must compete in interest, not only with other

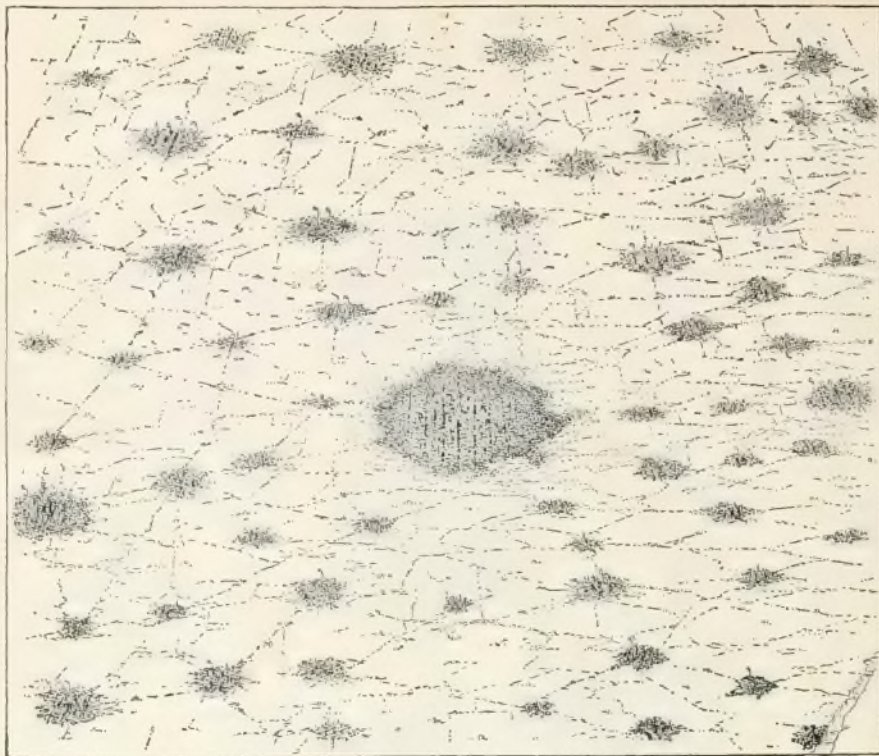
advertising, but with the absorbing reading matter which fills our present-day publications.

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

JOSEPH RICHARDS COMPANY, INC.  
251 Park Avenue, New York City

**JOSEPH RICHARDS COMPANY**

**FACTS FIRST . . . THEN ADVERTISING**



## A Birdseye View of the Indianapolis Radius

**T**HIS is a picture—not a map—of the center of population and the center of industry of the United States, set in the heart of some of the most fertile acres in the temperate zone—The Indianapolis Radius.

There is not another region like this in the United States. Picture a great flat plain, producing millions of new wealth annually, very near to the great consuming markets—dotted with thriving, prosperous industrial cities—and with rich mines adding other millions of new wealth every year.

Picture the two million thoroughly

American people who live here, welded together by a transportation system centering in Indianapolis that is literally without a parallel in America.

And then contemplate the dominant coverage of The Indianapolis News, its complete penetration of this market, its demonstrated ability over half a century to make the Indianapolis Radius *think alike and buy alike*.

By every factor that makes a market worth intensive cultivation, The Indianapolis Radius is outstanding—one of the brightest spots on the 1927 business map.

# 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 Good Old Days." What a misnomer! Prejudice was rooted deep, science condemned, and everything new regarded with suspicion. Many believed that nothing should ever be done the first time. They were sure that the really important discoveries in chemistry and physics had been made, and that future progress was dependent upon mere refinements in elements already known. No one had ever heard of anything smaller than a molecule, and the sensation of the day was Harvey's announcement of a system of blood circulation. Although cast into the Garden of the Gods, the folks of "the good old days" were content to subsist on weeds.

All worth-while advances were misunderstood and opposed. The press was dead set against the introduction of gas for illumination, chiefly on the grounds that it might encourage late retiring and frighten horses. One State taxed bathtubs \$30 a year. The Board of Education of a Pennsylvania town refused to permit the use of their public school auditorium for a debate about railroads and telegraphs on the ground that it would be rank infidelity to allow open discussions of such nefarious institutions. The waltz was denounced as a foreign abomination, for no lady could possibly allow a gentleman to place his arm around her waist. Joshua Coppersmith was suspected of fraud and jailed in New York for trying to interest people in a device that would transmit the human voice over wires, while a woman in Providence was arrested for going without a petticoat.

The people of yesterday saw Robert Fulton ridiculed, Westinghouse rebuffed and Edison jeered. They laughed at Goodyear when he became a showman and donned India rubber clothes in order to prove his point. Many of them read the words of the Ohio editor who lauded the bicycle, but added, "A man has invented a horseless wagon. Some day he will go back to his grocery and do some good in the world." Yesterday was as much like the present as the Indian's smoke signal is like the flash of a radio message to a ship at sea.

Now the waltz is nothing more or less than a breath restorer to the disciples of jazz. The newly-born babe has a life expectancy of 59 years, as compared with 32 a century ago. When Lincoln was President, twenty babies out of every 100 died before a year had passed—now only ten die. No longer need our men of science turn themselves into clowns in order to get a hearing, and it takes something more than the mere effort of a utility to increase the cost of a street-car ride or the price of a telephone call to start a mob marching on the City Hall.



Smart executives have come to realize that our greatest industries are in lineal descent from research laboratories. Nearly everyone appreciates how fortunate we are to have people among us who look at the apple on the tree and wonder why it grows, rather than how it tastes; and who are more interested in the structure of gold than in its possession. This new attitude has made possible the harnessing of the River Shannon and the construction of a railroad through Robin Hood's Sherwood Forest. It has built a dam across the Jordan and put automobiles on the Road to Mandalay.

The most startling happenings in history are now coming from men and women who, a few years ago, were classed in the

category of dreamers. They are the ones who have made it possible for us to produce radio dials from the hulls of oats, buttons from corncobs, poker chips from cheese, and umbrella handles from milk. A dozen new synthetic products in the last two years have revolutionized basic businesses. Not a day passes without some far-reaching change in style, habit, or viewpoint. The average person is almost as much annoyed at present when he misses a section of a revolving door as was his forefather when he failed to catch a stage coach that ran three times a week.

No human is wise enough today to know where the benefits of a new discovery will fall. Without telephones there would not be room on city streets for people carrying important messages. Without elevators we could not live and work in skyscrapers.

It was atmospheric conditions that made England the world's center of textile manufacturing not so many years ago. It was also climate that prevented us from locating our cotton mills down South where the plants grew. Then along came some engineers and chemists who gave the problem their attention, and now we can produce indoors any kind of climate that one desires. Textile manufacture is now carried on even in Southern California, which climate, because of its extreme variation from noon to night, would have been the last one selected a few years ago in which to manufacture textiles.

This same discovery is already exerting its influence in dozens of other industries. It saved the day for the Rayon (artificial silk) business by doing away with climatic hazards. It has shortened skirts by placing attractive stockings within the reach of more millions of women. It has made it possible for New York City to house a great national convention in the summer time in a building where the weather is manufactured and "Every day is a good day."

YOUR STORY IN PICTURE LEAVES NOTHING UNTOLD

ON the skill of Photo-Engravers advertisers must depend in a large measure for the faithful reproductions of their expensive paintings. In the old days of Beech-Nut Advertising we purchased costly paintings, as well as now, but then we often had real difficulty in securing creditable reproductions. During the present days of advertising, however, we often find that the reproductions are an improvement on the original designs. This is a genuine compliment to the skill of Photo-Engravers and their improved mechanical tools and is so intended.

*Flournoy Van Dine*

## Photo-Engraving Multiplies the Masterpieces

A NOTE BY JAMES WALLEN

Advertisers have created a new form of art—the persuasive picture. These modern masterpieces are multiplied by the millions, by means of photo-engraving. Fidelity to the picture—reproduction of every shade of the artist's meaning—is the ideal of the members of the American Photo-Engravers Association. Send for your copy of the "Relighted Lamp of Paul Revere."



*J. Wallen*

# AMERICAN PHOTO-ENGRAVERS

ASSOCIATION

GENERAL OFFICES ♦ 863 MONADNOCK BLOCK ♦ CHICAGO

# Nothing Mysterious About Boston

—if you “break down” newspaper circulations this way:

1. Compare morning papers with morning papers, and evening with evening papers.
2. Compare combinations with combinations rather than with individual newspapers.
3. Give equal consideration to *optional* and *compulsory* combinations of morning and evening newspapers.

Then you will get this real picture of the Boston newspaper situation:

1st combination (optional)	655,300
1st evening & 1st morning	
2nd combination (optional)	415,584
1st evening & 2nd morning	
3rd combination (compulsory)	273,240
2nd evening & 3rd morning	
4th combination (compulsory)	250,998
3rd evening & 4th morning	

**Boston American  
Boston Advertiser**



## Weekly Express Service to England and France via "The Longest Gangplank in the World"

**The New ILE de FRANCE**—flagship of the French Line—commissioned early in the summer. Proud—magnificent—she is the spirit of France itself. French to her very mast tips—the wondrous splendour of the decorations—the luxury of the cabins—the service with a courtier air—those lavish little shops. And the gayety—the verve of life aboard—the smart cosmopolitan throng—so wholly French—a bit of Paris, already! Now—with the de Luxe Liners Paris and France—a weekly express service will begin between New York, Plymouth, England, and Havre, the port of Paris.

France, Feb. 19 . . . Paris, Feb. 26  
Ile de France, July 2nd

At Havre—No long drawn out train ride—a dash through lovely, mellow Normandy—Rouen, of the spires and Jeanne d'Arc legends—three swift hours—then Paris—la Ville Lumiere of incomparable beauties and gayeties—and the starting point to all the capitals and playgrounds of Europe.

*No Transferring to Tenders—down the Gangplank to a Waiting Boat Train. Paris in Three Hours*  
Four One-Class Cabin Liners direct to Havre.  
The New York-Vigo-Bordeaux service—three Liners—to southern France and Spain.

# French Line

19 STATE STREET, NEW YORK CITY  
OR ANY FRENCH LINE AGENT OR RECOGNIZED TOURIST OR TRAVEL AGENCY

*Our illustrated booklets are a trip in themselves*



# “What Will the Harvest Be?”

**A**TTEMPTING to harvest before the ripening process had advanced to the proper stage would result in tremendous spoilage and waste in farming.

This is equally true in marketing.



The sale of practically every article above the five and ten cent class is brought about by a process of *mind ripening*. Business comes in precise proportion as the mental seed planted has germinated and ripened.

Yet we find hundreds of manufacturers planting good seeds, carefully cultivating the plants and then destroying the

half-ripe potential sales by attempting to harvest before the ripening process is complete.

This is due, generally speaking, to failure to consider a vital third ingredient that is essential in eight marketing campaigns out of ten — but which is not used (or is wrongly used) in seven cases out of those eight.

We have published an interesting book which deals with this “*Third Ingredient in Selling*.” Manufacturers who want maximum returns from the dollars they invest in sales cultivation are invited to ask for a copy.

 This book is expensive and distribution is limited to executives. Requests for the book, which will involve no expense or obligation, should be made on your business stationery. 

**JAMES F. NEWCOMB & Co. INC.**

*Direct Advertising*            ::            *Merchandising Counsel*

330 SEVENTH AVENUE, NEW YORK, N. Y.

There are three million men of voting age in the families of All-Fiction Field readers.

“They Have Money To Spend!”



86% of the Druggist Newsdealers who were asked the question replied:

“All-Fiction” readers are just as able as or *better* able to buy druggists’ merchandise than other readers.



# All-Fiction Field

Magazines of Clean Fiction

NEW YORK

CHICAGO

BOSTON

SAN FRANCISCO



# Portland Oregon— is an afternoon newspaper town

How's that?—

Almost twice as many people buy afternoon papers in Portland.

That is a rather decisive "vote"!

The fact is that Portland is very much of a home town. A high percentage of its people own their own homes.

The reading habits of its citizens are clearly demonstrated by the

preference for afternoon papers.

The Journal has an absolute leadership in local daily circulation.

And in spite of having two afternoon competitors, it has the largest daily circulation in Portland and 40-mile radius of any Portland newspaper.

'''

Buy the afternoon field in Portland—  
and the Journal to cover this field!

## The JOURNAL Portland-Oregon

BENJAMIN & KENTNOR COMPANY, Special Representatives

CHICAGO  
900 Mallers Bldg.

NEW YORK  
2 West 45th Street

LOS ANGELES  
401 Van Nuys Bldg.


SAN FRANCISCO  
58 Sutter Street

PHILADELPHIA  
1524 Chestnut Street

# *The Northern 9 Counties of New Jersey —leading section of the Metropolitan Market*

*The Northern 9 Counties of New Jersey comprise 28.1 per cent of the population of the Metropolitan District—and a still larger proportion of desirable prospects for better class merchandise of all kinds.*

**T**HE Northern 9 Counties of New Jersey represent an integral and indispensable part of the New York market.



And in both population and purchasing power, they are the most important section of Metropolitan New York.

In population they include 580,048 families, 28.1 per cent of the population of the Metropolitan District.



As to purchasing power, they include 39.2 per cent of the total domestic lighting customers in the Metropolitan District; and

38.3 per cent of the passenger cars driven.

No selling plan in the Northern 9 Counties of New Jersey is complete without the inclusion of the dominant medium in the territory: CHARM, the Magazine of New Jersey Home Interests.

The circulation of Charm, 81,234, is the largest of any magazine.

Charm is, moreover, the medium of greatest influence. In service and entertainment features it conforms to the highest standards of national periodicals; and adds to them the intimate, local flavor of a magazine edited for the community in which it is published.



**CHARM**  
*The Magazine of  
New Jersey Home Interests*

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

## CATO DID HIS STUFF!



We have always loved that story about Cato. (If interested, you can find it in McGuffie's third or fourth reader. We have forgotten which.) But the story's the thing—how Cato was captured in one of the first Punic wars, and later freed to go back to Rome with the strict understanding that he was

to persuade Rome to declare a lasting peace with her ancient enemy, Carthage.

But he didn't do it. He very much didn't do it. For during the next twenty years, every speech that Cato made in the Roman Senate on whatever subject—prohibition, tax refunds, or the latest graft connected with building the Appian Way—he always paused, and then added, with a force that 'woke the press gallery, "Carthago delenda est"—"Moreover, Carthage should be destroyed."

How weary a labor it must have been sometimes for Cato. They laughed at him, they pitied him, they "cussed" him, but the thing that makes it a story is that he kept at it.

And last year the excavator's spade dug up amongst the daisies, the remnants of Carthage, lost and fabled for 2,000 years.

We bow towards Cato and add that the reduction of public inertia is the reward of persistence. It is the force of reiteration that destroys Carthage.



**CALKINS & HOLDEN, Inc.**  
247 PARK AVENUE · NEW YORK

# Consider All Five Factors ~

*that make The Billionarea such an attractive market*

## **1. The actual existing Greater St. Louis Market.**

There is nothing mythical or artificial about The Billionarea. It is real! It is physical! Any salesman can see with his own eyes when he gets into The Billionarea and when he reaches the sparsely settled country districts beyond. The Billionarea includes all of the concentrated population in metropolitan St. Louis—the Greater St. Louis Market—on both the Missouri and Illinois sides of the Mississippi River.

## **2. One of America's greatest volume consuming markets.**

With a population of more than a million, The Billionarea is one of the greatest volume consuming markets in America for practically any product—a market so great in size as to offer a volume outlet for a large part of the production of any factory.

## **3. One of the richest markets in America.**

The people in The Billionarea earn and spend more than a Billion Dollars a year, making it one of the richest and most prosperous markets in America, and giving it a far higher purchasing power per family than the average of other

metropolitan markets. In addition, The Billionarea is in a remarkable era of business development with a billion dollar building program in process and an industrial development of tremendous proportions.

## **4. A compact market economically reached and sold.**

The Billionarea is only 16 miles wide by 21 miles long. It can be traversed by automobile in 45 to 60 minutes. Population is concentrated in The Billionarea to an average of more than 6,500 to the square mile. Retail stores are feet and minutes apart, not hours and miles. With its great population concentrated in a small area, The Billionarea offers an unusual opportunity for volume-selling at low cost.

## **5. One of the greatest market opportunities in America**

The Billionarea has one newspaper that reaches almost every home of purchasing consequence, at a lower advertising cost than is possible in most major markets.

That newspaper is the St. Louis Post-Dispatch, having by far the greatest circulation in The Billionarea and carrying by far the greatest volume of local, national and classified advertising.

# ST. LOUIS POST-DISPATCH

The highest ranking P+D+C newspaper of The BILLIONAREA—the Greater St. Louis Market

NEW YORK      CHICAGO      DETROIT      KANSAS CITY      SAN FRANCISCO      LOS ANGELES      SEATTLE  
285 Madison Ave.      Tribune Tower      General Motors Bldg.      Coca Cola Bldg.      304 Market St.      Title Insurance Bldg.      Union Record Bldg.

# The BILLIONAREA

~ the GREATER ST. LOUIS MARKET

**T**HE Billionarea is more than a market name. It is a market condition. It is an area in which there is the highest concentration of People, Dollars and Coverage; which makes it a profitable volume-market for advertisers.

In addition to its unusual prosperity and growth, Greater St. Louis offers advertisers an annual purchasing power of over a Billion Dollars—one of the highest average purchasing powers per family of any city in America.

An Actual Market



An Economical Market



A Volume Market



A Rich Market



A Reached Market





The modern, entirely practical kitchen of DELINEATOR HOME INSTITUTE on the 15th floor of the Butterick Building.

## *Come into the kitchen!*

**B**ACK of the brilliant covers and the scintillant fiction and the illustrations by the foremost artists of the day—we come to the real soul and purpose of Delineator—

We come into Delineator Home Institute.

We pass through an entrance hall, a living room, a dining room, a butler's pantry, a laundry, a laboratory, and so—

We come into the kitchen.

Here, every food and household appliance, every new idea or modern adaptation of old ideas in interior

decoration are considered, displayed, tried out—

Much as they will be tried out, sooner or later, in hundreds of thousands of charming homes, Delineator homes. Delineator Home Institute simply accelerates the present rapid movement toward better taste in the home, greater convenience, further luxury and—a *finer appreciation of the Art of Gracious Living.*

Yes, really to appreciate Delineator you have to know Delineator Home Institute.

You will have to come into the kitchen!

# Delineator

*Established 1868*

THE BUTTERICK PUBLISHING COMPANY



# Advertising & Selling

VOLUME EIGHT—NUMBER EIGHT

February 9, 1927

Everybody's Business FLOYD W. PARSONS	5
De-Bunking Foreign Salesmanship B. OLNEY HOUGH	19
Truth Is a Mighty Advertising Technique EARNEST ELMO CALKINS	20
133 Millions Gain in Five Years WILLARD SNOW	21
The Average Cost of Agency Copy Is Nearer \$40 . . . . or Maybe \$400 W. B. SWANN	22
To Broadcast or Not to Broadcast EDGAR H. FELIX	23
Calkins, Gundlach, et al. C. W. PAGE	24
Consider the Carpenter—a "Consumer-User" ALBERT E. MUDKINS	25
"And We Oughta Get Out a Magazine" ROBERT DOUGLAS	27
Structural Steel Meets the New Competition	28
The Editorial Page	29
A Plan to Stabilize Used Automobile Prices HAROLD B. CROW	30
Drama in Advertising THEODORE F. McMANUS	32
The Gold-Plated Age of Copy-Writing W. R. HOTCHKIN	34
The Inside Story of a Successful Merchandising Campaign LEON S. PALETOU	36
Industrial Advertising and Selling	38
The 8-Pt. Page by ODDS BODKINS	42
The Open Forum	56
E. O. W.	78
The News Digest	83



WHEN his steamer eases out into the channel the salesman going overseas finds his portfolios crammed and his ears still throbbing with the platitudinous advice of his older colleagues. The average American has not as yet had sufficiently extensive experience as a salesman in foreign countries to have rid himself of several misconceptions concerning the interviews at the end of a voyage; Mr. B. Olney Hough, whose long and close association with exporting gives authority to his words, has. In "De-Bunking Foreign Salesmanship," in this issue, he explodes a stale myth and points out some seldom considered facts of importance.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, General Manager

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 3770

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F. K. KRETSCHMAR  
CHESTER L. RICE

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

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

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

NEW ORLEANS:  
H. H. MARSH  
Mandeville, Louisiana

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## *A Primary Advertising Medium*

To qualify as a primary advertising medium a magazine must reach—

*Enough people.* Cosmopolitan reaches each month more than a million-and-a-half families.

*The right kind of people.* Cosmopolitan is a class magazine, edited for a class audience, those who know and appreciate quality and who willingly pay the higher price which the higher quality of Cosmopolitan demands. These are the families who set the buying standards for their neighbors and influence what dealers carry in stock.

*People living where your goods are on sale.* Ninety per cent of Cosmopolitan's circulation is concentrated in the 2787 cities and towns of 2,500 population and over, where statistics show that 80% of the nation's business is done. Where your own goods are on sale and where your best dealers are found.

Cosmopolitan possesses every essential requirement to make it a primary advertising medium in the magazine field.



*Let a Cosmopolitan representative give you further facts and help you to determine how Cosmopolitan can fit effectively into your own advertising and sales program.*

### *Advertising Offices*

326 West Madison Street  
CHICAGO, ILLINOIS

119 West 40th Street  
NEW YORK CITY

5 Winthrop Square  
BOSTON, MASS.

General Motors Building  
DETROIT, MICHIGAN

625 Market Street  
SAN FRANCISCO, CAL.

FEBRUARY 9, 1927

# 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  
N. S. GREENSFELDER    JAMES M. CAMPBELL    FRANK HOUGH, *Associate Editor*

## De-Bunking Foreign Salesmanship

*By B. Olney Hough*

**A**DVICE that is fifty years of age ought to be good as well as venerable. It isn't always even good; not by a long shot. Especially is this true of no small proportion of the advice we have for years swallowed gullibly about export trading.

One of the shibboleths that deserves devastating exposure is that time-worn warning that the traveling salesman in foreign countries, especially in Latin America, must on no account ever approach his prospect with the speech of business; that before ever a word of business is permitted to pass his lips, he must make formal, ceremonious calls and ingratiate himself, perhaps in the course of several calls, in the regards and affections of his prospects in a highly dignified social manner; that he must never speak of his goods, or of his desire to get an order; that he must never refer to such a vulgar thing as a sample until through later interviews an acquaintanceship has developed so far as quite naturally to bring into the conversation such delicate subjects; or, as some advisers have even been known to

declare, he should not refer to them until the prospect himself asks about them.

Well! well! I have never been able to refrain from wondering what, if anything, is supposed to be going on in the prospect's mind during all this time. Does he take a vivid interest in the state of the weather, or in the traveling man's naive comments on the beauties of the city or its local politics from an American point of view? Doesn't he ever suspect that possibly the traveler has some ulterior motive in cultivating his acquaintance? What is he in business for, anyhow?

The subject was discussed at a recent meeting of the Export Man-



*Courtesy French Line*

agers Club of New York where practically the foregoing advice was offered by a man, and a clever man, just returned from his first trip to South America. Another export manager, of probably greater experience, who employs a number of traveling salesmen, promptly declared that he would fire without warning any salesman of his who pursued such tactics; that when he went to see a new prospect, whether in Chile or Egypt, he at once an-

nounced who he was and why he was there and expressed his hope of being able to sell the prospect some of his goods. He had never found it desirable to "high-hat" his prospect or to beat about the bush. The prospect knew perfectly well what the object of his visit was: he was there to sell, and the sooner he began trying to sell, the sooner would the agony be over and the more impressive would be his effort.

Quite so! Yet what is the real answer? The answer is identical for the traveling man abroad and for the same man, or his brother, here at home: namely, conditions always govern. The peddler of matches who is expected to visit

twelve retail groceries daily along Third Avenue may start out with a sample case under his arm, walk into a grocery, without ado open his samples with one hand as he draws his order book out with the other, and demand to know, "How many?" But the star salesman for a big silk manufacturer does not first make the acquaintance of a new buyer at Wanamaker's by betaking himself to the sample rooms with his bag and sending down his card. No; he takes other means of first making that new buyer's acquaintance. Very likely he soon seeks a chance of sitting in on a poker game with him,

or, if he finds that he happens to be musical, of offering to share with him some "complimentary" opera tickets, no matter what they cost.

So it is in foreign selling. The Salesman ought to know a good deal about every prospect before ever he presents himself, including not only the prospect's financial status and the terms which may reasonably be extended, but also the prospect's idiosyncrasies and personal foibles and the fashion in which he should accordingly be handled. In other countries, as in this, there are Third Avenues and Fifth Avenues. But

experienced and successful foreign salesmen never have the slightest hesitation in avowing on first acquaintance, indeed usually in the first few minutes, the object of their visit and their hopes, whether the prospect be a petty shopkeeper or a multi-millionaire international merchant.

True it is that the experienced and successful foreign salesman does not try to "rush things." Still I have seen salesmen who emphatically merited those adjectives hurry ashore at small Latin American ports where the steamer called for only a few

[CONTINUED ON PAGE 44]

# Truth Is a Mighty Advertising Technique

By Earnest Elmo Calkins

WE are just beginning to realize that altruism, unselfishness, generosity, honesty, sincerity, frankness, all that list of old-fashioned virtues, have a definite dollars and cents value in business; that they are not vain gestures, that they are not throwing the dust in the eyes of the public, that they do build up that one commodity on which we depend: belief and confidence. And yet we stop short of these things in our copy. The effect of an unmistakable burst of frankness is dynamic, and yet how seldom it is employed. How seldom do we admit that our product is not the best, the biggest, the most widely sold? How seldom we concede some merit to a competitor. And how it would strengthen our story if we did. How much we do need a little humility in our copy to neutralize the bragging note!

I once knew a man, a pleasant chap, but an inveterate liar. And what is worse, he always advertised himself as a liar. When some one told of losing fifteen dollars in a poker game, he told how he lost thirty dollars. When some one caught a fish a foot long, he caught a fish two feet long. Whatever we talked about, he always went one better. It made very dull conversation, and it never sounded true. The sweeping claims of some forms of copy have somewhat the same effect. It isn't interesting, and it sounds like lies.

In the days when rivalry between New York newspapers was fierce, and each flaunted its claims at the masthead, old George P. Rowell inquired:

"If the *Sun* has the largest circulation in New York, and the *Herald* has a larger circulation than the *Sun* and *World* combined, what is the circulation of the *World*?"

We are all of us more or less straining the credulity of this believing world, and we will probably continue. But we ought to pause and study this matter, and ask ourselves what effect it has on the public acceptance of advertising.

It amuses you to hear truth suggested as an element of successful copy. Truth in Advertising has been made a slogan, and its promotion has become an uplift movement. It is touted by the Advertising Clubs with the virtuous uncton of Sunday-school evangelists. But I do not mean that kind of truth. I do not mean anything so simple as selling horse-hair mattresses stuffed with cotton, or veneered furniture as solid mahogany. We are not concerned with the kind of dishonesty that can be haled into court, or stopped by a fraud order. The cruder forms of dishonesty take care of themselves. They are outside the province of our copy writers. I am suggesting honesty as an ingredient of advertising to make it more believable, exactly as I would suggest a new technique in designing, or a new type of style.

IT is a peculiarity of this writing trade that a thing to sound true must be true. All evasions and pretenses reveal themselves as such. If we pretend, our copy is pretentious. This is recognized in some agencies, where no man is asked to write the copy for an article or service in which he does not believe. More than that, if we allow ourselves to be complacent about it, if our state of mind is that it does not matter, that state of mind gets over, too, and becomes part of the state of mind of our public, and adds to its impression that you can't believe advertisements.

# 133 Millions Gain in Five Years

Some of the Policies Behind Postum, a Remarkably  
Fast-Growing Advertiser

By Willard Snow

**T**HE Postum Cereal Company, on the present market quotation of its stock, is valued at 150 million dollars; whereas in 1922 it was valued at only seventeen millions. How has this come about? Few of us have kept pace with the development of this company since new hands took it over.

I knew C. W. Post personally. He was a true "Napoleon" of the old school in business; as shrewd and able a man as the "Napoleonic" era in American business ever produced. His bank was his pocket; his copy writer, his advertising agency, and his sales-manager were himself. He had a razor blade tongue and a cold, steely eye; and he had the so-called "fanaticism" that clung to his idea from the time in 1896 when he began business in some back-yard shed. His own life was a business romance of the first water.

But that is not my concern here. The "romance" of Post's humble start, his struggles and his peculiarities belong to a past decade, a pioneering decade. The "romance" of today is the romance of modern organization, keen analysis, large scale enterprise and the skillful use of advertising. Post died in 1914, and the Government at that time appraised the business at ten millions. Eight years later its value in the hands of the heirs was computed at seventeen millions. But five

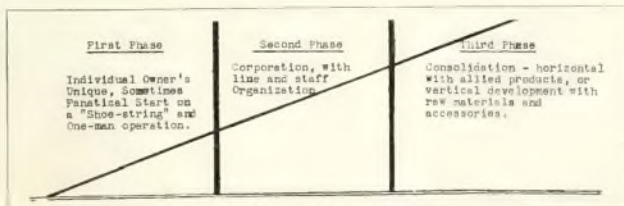


From an advertisement of Postum Cereal Company

years after it had been taken over and operated—not on the "Napoleonic" but on the modern staff organization principle—it has increased about nine-fold in value. The original shares sold in 1922 at 52½, and in current market quotation are equivalent to about 400. The present dividend is equal to \$20 a share on the original stock. Wall

Street bankers have had a great awakening in recent years as to the earning power of well-advertised articles. Postum has of course absorbed three other concerns in the interim: the JELL-O Company, Swans Down Flour, a seventy year old advertiser, and Minute Tapioca, the latter, a thirty-two year old advertiser, bought entirely out of surplus. It is obvious that the Postum Company's management is fully appreciative of the superior economy of consolidation. The 1926 profits are expected to be sixteen or eighteen per cent above those of 1925. The remarkable thing about the rise of 133 million dollars in value of the business is that it is

out of all proportion to the growth in sales. The sales of the Postum products, exclusive of the JELL-O and other new articles, have risen from seventeen millions in 1921 to twenty-seven millions in 1925, and probably thirty millions in 1926. JELL-O rose in the same period from 1¼ millions net profit to nearly 4¼ millions. Swans Down's net was \$737,000 in 1925. The Postum Company's combined profits in 1925 were about 9½ millions. It will be seen from this detail that while the Postum products will, by the close of the year, have almost doubled the 1921 record, and, by the sale of almost as much new stock as it had issued, acquired a



**T**HE typical history of a successful American business is indicated by the diagonal line on this graph, which shows the steady rise of the concern's organization from the first concentration of direction in the hands of the founder, up to the final highly organized state when the fabric of the company has become based on consolidation

# The Average Cost of Agency Copy Is Nearer \$40 ... or Maybe \$400

By *W. B. Swann*

Vice-President, Charles H. Touzalin Agency, Chicago

**W**R. HOTCHKIN in his recent article, "What Price Brains in Copy," started a discussion which will result, I believe, in a lot of good. Many writers, some less sincere than Mr. Hotchkin, have periodically scoured and panned the poor, plodding pencil pusher.

There is another side to the argument; in fact, a number of other sides. I believe that the effort, intelligence, and expense put into writing copy averages much higher than is commonly understood.

Not being so well known as Mr. Hotchkin, it may be allowable at this point to present my credentials and state that my comments are based on twenty years of experience; half of the time on large agency copy staffs, the balance as principal in a smaller agency.

Also it may be permissible for me to relate with pride that I was mentioned in Mr. John Lee Mahin's "Who's Who" of advertising men and again in his chapter in "Masters of Advertising Copy," where he says:

J. K. Fraser and W. B. Swann are of the type of men who have most largely made advertising what it is today. They are honest, painstaking, careful, courageous and earnest. Neither would thank me if I said he was a brilliant man.

During the twenty years I have been in the advertising agency business, I have known, more or less intimately, perhaps, a hundred copy men. I have hired and trained quite a number of them. Also I have a rather wide acquaintance with principals of other agencies, with whom I have exchanged experiences on the very subject under discussion.

There always have been, and no doubt always will be, writers of the "pencil pusher" type. They are the fellows who drift from one agency to another, and whose first question usually is "What do you pay?"

Also, there are copy writers of the "reporter" type, who fail to grasp the difference between a purely news story and a merchandising story



that embodies the "buying impulse."

I recall a very bright young man who came to an agency staff from writing up sporting events for a newspaper. I never knew a more versatile writer or a more voluminous one. Give him an assignment and his pencil hand fairly itched for action. But he was a dismal failure as an agency copy writer. Assign him a series of ten advertisements to be written and the chances were they would be delivered the following day. He simply would not dig. He was too superficial to succeed in advertising.

**A**MONG the copy writers I have known I can recall only two who paced the floor waiting for Heaven to send an inspiration. One of them would work himself into a frenzy in which he would read his clever phrases and chuckle aloud over their pleasing sound to him.

These are no more typical of the average copy writer than the plodding type of "pencil pusher" is.

I have "heard tell" of agencies where copy is ground out by the ream, following the requisitions and specifications of the copy chief. I have no personal knowledge of such impersonal copy writing. While it

may be true of a number of agencies, I cannot accept it as at all typical.

My own experience in a large agency was quite different. Here is an example of the way we worked: An agricultural account was landed for the house. The previous advertising was based on a catalogue that had been written by men who knew the manufacturing end of the business but had little knowledge of the selling end. As the copy man, I had no trouble in convincing the management that I should be allowed to go out on the road with some of the successful salesmen. We called on dealers and on consumers, and in ten days material was gathered for farm paper copy and broadsides to the dealer that talked the subject in the reader's own language and were very successful. This was not a particularly large account either.

In the waning days of the buggy, I remember a series of advertisements based on data gleaned from a similar trip that induced a great many people to put their money in buggies at a time when flivvers were becoming quite numerous. In other words, we found out the service which the buggy delivered and which the auto could not, and we featured it.

On another occasion, an advertising manager and the writer of this article found time from our official and executive duties, respectively, to ring door bells for a week in small towns and cities, to find out how much women knew about the product we were advertising and what they were saying and thinking. We also saw quite a number of dealers. The only reason the president of the company (a man with millions) did not accompany us was because of unforeseen manufacturing complications which kept him at home. The information we gained was very important and it struck home with more significance and impressiveness than could possibly have been true if we had secured it by any

[CONTINUED ON PAGE 48]

# To Broadcast or Not to Broadcast

By Edgar H. Felix

**Y**OUR personal feeling toward radio should not influence your willingness to give its sales promotion possibilities a thorough study. You may loathe the sound of a loud-speaker, and you may regard radio's entertainment value as comparable to a midnight cat fight; but the fact remains that twenty millions of people—normal, healthy citizens—do enjoy radio. These people buy all the necessities of life and represent a large part of the buying power of the country. If radio can make selling so important a group easier, it has a mission to perform in your business.

The successful utilization of broadcasting by national advertisers has led to a rapid increase in the number of commercial broadcasting stations and, in proportion, the number of solicitors who inflict their "high power" salesmanship on space buyers and advertising managers. At this time there must be a thousand of these blue sky salesmen representing some four hundred commercial stations, busily engaged in soliciting clients in every line of business from abattoir architect to zymosis service.

Only a few broadcasting stations have anything to sell to the commercial broadcaster. Most of them have imaginary audiences of small proportions. The few large stations with established followings confine their sales efforts to logical users of the broadcasting medium; that is, to those with a sales problem which can be aided by good will broadcasting. Most of those who have found good will broadcasting unprofitable were doomed to fail by the very nature of their business. It is worth while to analyze your selling problem in order to determine whether or not broadcasting can serve you.

Broadcasting has a definite sales promotion function. It humanizes an impersonal business and attaches good will to its trade name. Mass

production and mass salesmanship have removed the maker from the ultimate consumer by many intermediary distri-

capable of becoming an invaluable link in producer contact with the huge mass of consumers.

If you have not yet been told of the possibilities of broadcasting in serving your business, a broadcasting solicitor will knock on your door soon enough. He will probably tell you that broadcasting is the panacea for all your sales problems. But the fact remains that only in one case out of ten is a business in a position to utilize the broadcasting medium profitably. You can analyze more intelligently than a broadcasting solicitor whether or not you should embark upon a radio good will effort. Analysis is



Drawn by Edward Poucher for Aeolian Company

found upon six factors:

1. Name and identification of your product.
2. Extent of its sales field.
3. The nature and distribution of sales outlets.
4. The extent of your advertising.
5. The nature of competition.
6. The factors that lead the consumer to buy your product.

The logical user of the broadcasting medium has a product identified by a familiar trade name. This trade name must be more than a mere conception in the manufacturer's mind; it must be the name by which the product is bought by the ultimate consumer.

There is not one in a hundred readers, even though they are advertising men, who knows what brand of living room furniture graces his home. He may know the retailer from whom it was purchased, but he cannot tell offhand whether he has an Imperial or a Red Herring divan. On the other hand, if his wife has a kitchen cabinet, he knows whether it is a Hoover or a Sellers. In the office, paper clips and desk blotters may be of Columbia, Beechnut or Whatnot brand, but the fountain pen is definitely a Waterman or a Parker.

Almost any commodity can be made to sell by a trade name. To build up consumer demand for a particular brand requires only a trade-

PERSONALITY is still a necessary qualification of salesmanship. Entertainment figures in every important business deal. A good story has headed many an obdurate buyer headlong toward a dotted line. We still prefer to deal with those we like. But it is hard to get a true picture of a manufacturer's ideals, personality and likeableness to millions of consumers, thousands of miles from his plant.

Broadcasting enables the large producer to become a pleasing human entity to the mass of consumers. Instead of associating their friendly feelings with a personality, radio associates good will with a trade name or trademark. It enables a producer to make his customers smile and to make them feel that large corporations are not so "soulless" after all. It is a good will medium of power and usefulness.

mark, a degree of distinction in price, workmanship, material, design or service, backed by national advertising. Broadcasting can make such a name familiar, but it cannot do more. Advertising and plenty of it is needed to make the consumer demand the product by name.

The second requirement is that the manufacturer's sales field be represented in practically all classes of society. Radio receiving sets are

found in every kind of home. Loud-speakers are as familiar in marble mansions as in five-story walk-up tenements. In city, in town, in country village and in rural districts, antennae stretch to form their bond with the broadcasting station. If the sales appeal is confined to a special class of society, whether it be debutantes or bootblacks, millionaires or barbers, instead of to the general mass, broadcasting is likely to be

found to be inefficient and wasteful.

The third point is that normal distribution and sales outlets must be established in the areas served by the broadcasting stations utilized by the good will broadcaster. Broadcasting, however, may stimulate the establishment of retail outlets, provided the selling organization establishing contacts with retailers is active in the territory served. But

[CONTINUED ON PAGE 72]

# Calkins, Gundlach, et al.

By C. W. Page

C. W. Page Company, Richmond, Va.

United States of America  
in the Court of Public Opinion  
Earnest Elmo Calkins  
vs.  
E. T. Gundlach  
C. W. Page

Plaintiff  
Principal Defendant  
Co-Defendant

Note of Argument  
by  
Co-Defendant  
for  
Limitation of  
Art in Advertising

There are very few of the mail order type of advertising agents who belong to the "Old Guard." The little old "Record of Results" sheet won't let them belong. On the contrary, they are all of the time checking up on returns. When they get a winning piece of copy they know it, and make the most of it. When another piece falls down, they know it—quickly—and are instantly off on a new tack that may turn up something good. And right there is your anchor to windward, than which there is nothing more valuable to the advertiser. What has your agent who stakes all on high art with a stickful of copy "to fill in" and orders them out for a year's campaign got to set up against the mail order agent's tactical shifting of position when copy falls down? Don't class the Gundlachs of the business with the "Old Guard"—they don't belong.

"A fifty-dollar cut will do the work, so why pay two hundred dollars? Only an expert in mail order copy, trained to say a great deal in a small space, could cram so many mistaken points of view in such a short article."

CALKINS.

I THINK many business executives appreciate Mr. Gundlach's meaning in his article entitled "Art versus Advertising." There are advertising agencies that think of advertising illustrations mainly in terms of \$250 to \$2,500 drawings. Good art work can be bought for less, and that leaves more to invest in copy.

"He says the advertiser is after the reader's money, which is true, and that every reader knows it, which I doubt."

CALKINS.

What type of reader would it be who did not know that the advertiser is after his money? And what type of advertisement would it be so soft spoken as not to let the reader know?

"Even his example of the butcher selling a goose is wrong. The literary stuff in the advertisement should emphatically not be the kind of talk an intelligent butcher hands out when he is trying to sell a goose. Not one butcher in a thousand knows how to sell a goose—or anything else."

CALKINS.

Here's a serious commercial mix-up. What to do? The geese of the past have all been sold by the butcher, "who doesn't know how to sell a goose or anything else." Now, if the butchers of the country had had the support of a national advertising campaign on Geese, properly illustrated with art that cost enough, and so handled as to "conceal from the reader" the fact that the Butchers' Guild was "after their money," it doesn't take imagination to figure out how goose flesh must have "moved."

"And every housewife sees in her mind's eye, as she bargains for her goose, not the pale, white corpse with a bloody neck hanging from the market hook, but a crisp, brown, roasted goose, stuffed, garnished and dressed, ready to serve, the triumph of her culinary skill."

CALKINS.

I am sure Mr. Gundlach meant to illustrate the goose not freshly executed and nude, but fully dressed and in the "triumph of culinary skill" state, which Mr. Calkins so appetizingly describes. I firmly believe he could get a drawing to tickle the palate for fifty dollars.

"I am afraid that Mr. Gundlach belongs with the old guard in his unwillingness to use any new device which makes advertising more effective in selling goods."

CALKINS.

I think I get Mr. Gundlach's point of view, and I am sure that many others do.

Mr. Gundlach favors the limitation of art to showing the goods, either alone or in use, without the usual frills and useless scenery. He would limit the space taken by the picture so as to have most of the advertisement for talk about the article advertised. Talk of the right kind sells goods through the newspaper and magazine page in the way that it does the salesroom.

Nobody I know of in the advertising business wants to pattern all advertising exactly after mail order, but many sincere and able students believe that all advertising would produce much better results if proved mail order principles received more consideration.



# Consider the Carpenter— a "Consumer-User"

*By Albert E. Mudkins*

**A**S indicated in a previous article, the term "consumer-user" is held to cover the relation of a carpenter (plasterer, mason, etc.) to building materials. Recognizing this factor and developing selling plans accordingly is, we believe, one of the marketing problems that face many manufacturers of building materials and allied products for use and sale in this field.

To many of these manufacturers the carpenter, of whom there are 887,379 (U. S. Census), is in the strictest sense of the word the consumer-user.

The carpenter probably uses your product mainly for one of two reasons: as a material to be used in building some form of construction or, if the product be a tool, as a means of helping complete his daily task. In either case the use of your product is basically, to use a colloquialism, "all in his day's work."

Thus, seeking the fundamental marketing idea for a product to be sold to carpenter-customers will mean our thinking of it in connection with their daily work. This may lead us to a test of the product by lifting it, dropping it, trying to bend or break it or even exposing it to weight-bearing or strength determining tests. In short, all of our thinking and planning will be undertaken with the carpenter-customer's point of view in mind.

What is this point of view—or at least what are some shades of it? Ask a carpenter of what feeling he is most conscious at the end of the day's work and probably he will answer, "I'm dog-gone tired!"

That statement is easy to check, as anyone who has tried amateur carpentry knows. If you

take on an apparently simple, but to you sizable, job, such as building a closet in the attic or a dividing fence on part of your lot, you are soon conscious of physical fatigue.

Not being accustomed to such work, you are likely to place the cause of this fatigue upon your ineptitude, and undoubtedly some of it is due to that cause. On the other hand, physiologists tell us that a continuance of any manual labor results in a setting up within the body of very definite fatigue poisons which manifest their presence in, to put it simply, "tiredness."

**H**ERE, then, is a starting point for a marketing idea. Of course, there are others, but let us for the time being examine fatigue and its results as the basis of an appeal to carpenter-customers.

Let us suppose, for a moment, that the product to be marketed is a material for use in surfacing walls and

ceilings. Such a material must have, from a house owner's point of view, strength and thickness combined with a reasonable degree of economy. A material that meets those conditions is plaster wallboard made in standard sized sheets of 6 x 8 feet and larger.

How is plaster wallboard used in his "day's work" by a carpenter?

The average six-room house contains an area of some 4500 sq. ft. of wall and ceiling surface. A house of this size, depending upon the owner's use of it, as a summer cottage for himself or as living quarters for his servants, can be suitably surfaced on both walls and ceilings with plaster wallboard. The area involved would require in the neighborhood of 100 to 125 standard panels of the material and would call for the handling on the part of the carpenter of close to five tons.

Now, it does not take much imagination to see that a carpenter expending the energy required in a day's work to handle a portion of these five tons is going to feel a definite fatigue.

Conversely, it is easy to see that if, as a plaster wallboard manufacturer, you can meet the owner's requirements of strength, thickness, economy, and, at the same time, give the carpenter relief from the weight, you will have created a material which your "consumer-user"—the carpenter—will welcome.

Assume that these conditions have been met. (As a matter of actual fact, they have.) The interest in the situation so far as marketing is concerned is that you have been provided with marketing angles (copy appeals, if you wish) suitable for both the house-owner and the carpenter "consumer-user."



©Ewing Galloway

**T**HE material he uses is to a carpenter the basis of his daily work. The qualities peculiar to it govern his physical as well as his financial well-being. Consequently a fundamental idea in marketing a product to him might lay stress on some such point as relief of the fatigue that—contrary to popular superstition—forms his dominant sensation after a day's labor



Justly made a commodity and a habit

The habit of face-washing is a habit that is becoming more and more universal. It is a habit that is becoming more and more universal. It is a habit that is becoming more and more universal.

### There is more than one right method of face-washing

It is not a habit that is becoming more and more universal. It is a habit that is becoming more and more universal. It is a habit that is becoming more and more universal.

It is not a habit that is becoming more and more universal. It is a habit that is becoming more and more universal. It is a habit that is becoming more and more universal.

It is not a habit that is becoming more and more universal. It is a habit that is becoming more and more universal. It is a habit that is becoming more and more universal.

### IVORY SOAP

kind to everything it touches



Small text describing the soap box.



Small text describing the soap's benefits.

PHIL comes in the winter... (Small text block)



### What soap can and cannot do for your complexion

The skin is the largest organ of the body... (Small text block)

It is not a habit that is becoming more and more universal... (Small text block)



SALLY'S Beauty Secret

Small text describing Sally's beauty secret.



### IVORY SOAP

kind to everything it touches

Small text describing the soap's benefits.



Small text describing the soap's benefits.



Wife's Complaints (Part 1)

Small text block related to the illustration.

### What soap can do to promote beauty



Beauty is a habit that is becoming more and more universal... (Small text block)

It is not a habit that is becoming more and more universal... (Small text block)

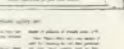
### IVORY SOAP

kind to everything it touches

Small text describing the soap's benefits.



Small text describing the soap's benefits.



### No-ferry couldn't have taken the splinters out!

Small text block related to the illustration.



### To girls around twenty - this expert advice on the care of the skin is especially important!

It is not a habit that is becoming more and more universal... (Small text block)

It is not a habit that is becoming more and more universal... (Small text block)

It is not a habit that is becoming more and more universal... (Small text block)

### IVORY SOAP

kind to everything it touches



Small text describing the soap's benefits.



ALL that a good soap can do, says Ivory Soap, is to clean the skin. Soap is not a panacea. This statement is not startling; its modesty is. "Understatement", long recognized but seldom used as an effective element of artistry, is here employed in advertising—an activity to which it would superficially appear to be ill adapted. But, when surrounded with announcements laying claim to powers little short of alchemy, the restraint of these newspaper advertisements—part of a larger, intensive campaign—should impress all except the most dull-witted, and even they will sense the reliability of the advice tendered in the copy

# "And We Oughta Get Out a Magazine"

By Robert Douglas

**I**F you have ever been a member of the Organization Committee, you are under suspicion. Until proved innocent you are suspected of being the member who, at one of the meetings of the committee, made the doleful suggestion which is our title.

From good and standard sources we learn that there are, in these United States, 2293 daily papers, 13,383 weeklies, and 5076 assorted periodicals of other classifications. Add to these totals the movie subtitles, the street car cards, and the output of the book publishers, and the public is amply supplied with reading matter. Now, as you look back on that meeting, just what led you to suggest the crying need for another publication?

Everybody belongs to some sort of an organization: a fraternal order, a chamber of commerce, a board of directors of a children's welfare league, or a horseshoe pitchers' social and benevolent association. With this membership there comes to many of us the hallucination of a regeneration. If the organization be social or fraternal, we discover that we are of a different clay from the rest of humanity, and in need of a different literary diet. If the society is philanthropic, we become evangelists, with a burning message for the waiting world. And the result is another magazine.

The magazine appears, in due course, with a foreword by the president, articles by prominent members or prominent outsiders whom the editorial board can induce to write, and an editorial page which, in one issue, covers the whole field of editorial ardor.

The second issue presents that which is left over from the first. Advertisements appear. The printer, poor devil, takes a page. The association's caterer antes one chip. Various members of the insurance business insert notices of their honorable calling. Altogether the magazine assembles about three pages of display advertising. Across the bottom of these three pages appears the irresistibly appealing line:

"Patronize Our Advertisers."

The history of the infant magazine can be briefly recorded. It is a robust youngster if it has not begun its decline by the fourth issue. This is usually the point at which the dearth of worth-while editorial matter becomes apparent. The advertising assumes a dormant state; the copy does not change, nor does the roster of advertisers. The cover plates which looked so brave and gay on earlier issues begin to have a familiar but no longer engaging appeal. Succeeding issues grow less and less interesting until the anniversary number, when the editor plunges in all over and spends the society's money for an extra color on the cover. Then the relapse.

**G**ENERALITIES are seldom true and never just. There are exceptions to every wholesale indictment. But it is the firm conviction of one who has seen many such magazines come and go that, if they all were to disappear over night, about eighty per cent of their eager readers would never think to miss them.

Before me, for inspiration, is the weekly magazine of a large city's chamber of commerce. It is just plain dull, in appearance and in con-

tents. It is exactly like every previous issue, and every succeeding issue will duplicate it. There is no business news in it which members of the chamber are not, presumably, already getting through their daily papers or trade press. The news of the chamber's activities might be sent on postcards more economically and with a better chance of being read.

A chamber of commerce is a conspicuous example, purposely chosen so that this dissertation may not seem to apply only to small fry. We are not concerned just now with house organs, for instance. Nor are we considering the ephemeral publications which are planned for one issue or one week, for special occasions, and which appear and disappear according to the plan. The souvenir program and the special edition—familiar menaces to anyone who has ever handled an advertising appropriation—need not be considered here afresh. Our interest is in the "magazine" of special appeal, launched, supposedly, to appear "not for a year, but all-1-ways."

Who wants it, besides the printer? Not the editor, usually, for the editorial labor is too frequently added to the secretary's cares, while the honorarium remains the same. Does the reader want it? It is hard to believe that the average member of the average society of whatever kind, can pass the heavily laden news-stands by and go hurrying home to his copy of the average special magazine. Not the advertisers, surely. Nearly everybody is counted out, now, except the few enthusiasts who attend all the meetings, make all the motions, hover around the bulletin boards and know all the society's news anyway.

The average member does not take his burden of membership so seriously. It is doubtful if he feels the need for a special magazine. The magazine is printed in the language in which he has the choice of a hundred others. The others give him more for his money, and they give it to him far more expertly served.



From an advertisement of Cadillac Motor Car Co.

# Structural Steel Meets the New Competition

**W**ITHIN the past five years the general public has become increasingly aware of the growing of that new business trend which has been so accurately described in these and other columns as "The New Competition." Competition in all lines of trade has become vastly broadened. Rival concerns who have been contesting bitterly for the same market over a period of years are meeting on common ground and bending every mutual effort at cooperation to combat a competition which is far more sweeping than any they have ever known; competition on too grand a scale to be met by individual companies. It is the competition of industry against industry.

Cooperative advertising in this country has developed on a scale unheard of abroad and without precedent in the history of commerce. Agricultural producers have been leaders in this movement, for this has long been the field in which efficient marketing has been the most crying need. But industry has been falling into line and going into the movement with a vengeance. And here, while marketing is of great importance, the paramount object is somewhat different. It is the pitting of industry against industry for the control of markets which are world-wide, and in the momentum of its sweep this movement is casting into the discard personal prejudices which have become traditional.

The latest recruit to this industrial struggle is the American Institute of Steel Construction, Inc. Although its advertising campaign has only broken within the past couple of weeks, this organization came into being in 1921. It is made up of the leading independent steel fabricators of this country and Canada, numbering 218 in its present membership, and represents an overwhelming preponderance of the structural steel production of the two countries.

The Institute's policies are best

**ONLY STEEL WILL STAND THE GAFF!**

represented by the following quotation from its own statement: "The structural steel industry is not merely a group of fabricators whose interest in steel ends with its fabrication, sale and erection; for the fabricator's true responsibility is discharged only when his product has been honestly produced, intelligently marketed and economically used."

**T**HE organization is financed by assessment of the member companies on tonnage produced. This gives the Institute a definite income for the performing of its regular functions, and from this income are derived the funds for financing the current advertising campaign. In addition, a number of important non-member concerns interested in the broad phases of the educational movement have contributed either substantial sums of money or less tangible but equally valuable advice and cooperation.

The campaign broke January 20 with the initial insertion in *Iron Age*. It is a national campaign in

every sense of the word and represents the first effort of such scope as yet undertaken by the Institute. Naturally there must be some limitation to its range as the move is to some extent experimental, but the campaign has been carefully merchandised so that it may cover the many-sided field with sufficient thoroughness.

Three definite types of publications are being utilized. First are consumer media reaching the general public; second, architectural media, and, third, media reaching engineers, contractors and the metal trades. The officials of the Institute believe that in this way they can obtain the best coverage of their prospects which is practical at this time and with their present resources. The illustration on this page is typical of the insertions in groups one and three. Here the photographic illustration is used with a section of steel construction superimposed on the main print. The insertions in the architectural publications, however, feature a series of twelve drawings by Hugh Ferriss in his well known and characteristic style.

The campaign as a whole is planned to run for the year. Full pages are to be used in all of the publications with the exception of one of the general consumer media, where twelve 2 3 pages will appear. Twelve time schedules are the rule in all the media used, although there are one or two exceptions to this.

As previously stated, the object of this campaign is primarily educational. But the Institute does not plan to limit itself to consolidating the existing market of its member companies. Already tentative moves have been made toward the development of new markets, although the way is being felt very carefully. One company, for instance, is advocating structural steel forms for private dwellings and has gone into this phase quite extensively. Others are contemplating similar steps.

# THE · EDITORIAL · PAGE

## Significant 1926 Magazine Figures

**D**URING 1926 nearly 5000 advertisers in twelve standard, nineteen flat, eighteen women's, thirty general and class, and fourteen weekly magazines, spent the grand total of \$177,447,949. This is a very substantial sum, and an increase of fifteen per cent over 1925. What is more, a particularly heavy concentration of it appeared in the closing months of the year, in spite of the sagging of business during those months.

The 1926 winner in volume of magazine advertising is drugs and toilet goods, which leads off all other classifications with \$25,865,147 expenditure, eclipsing the automotive industry, which is second with \$24,807,185. Food and beverages come next with \$22,000,000; house furnishings \$17,000,000, and building materials \$10,000,000. Tobacco shows only \$3,500,000.



## Cooperative Marketing Is No Good Unless It Markets

**O**N every hand we hear that cooperative marketing is the solution of the farmer's problems. Every one, from President Coolidge down to the humblest authority on the question, is advising the farmer to join a marketing association. The farmer is assured that if he does so, all his troubles will be over.

Judging from figures recently given out by the United States Department of Agriculture, the farmer does not have to be "sold" on cooperation. For the last ten years, while others have been talking, farmers have been quietly organizing and joining associations on a scale never before known.

"In the ten years ending with 1925, agricultural cooperation increased in every section of the country except in a few remote corners," says the Department of Agriculture. Membership in old associations grew enormously. During this period hundreds of new associations were organized. The business handled by these cooperative bodies increased even more than the membership. The volume done by these organizations in the West, South and East was more than 1000 per cent larger in 1925 than it was in 1915.

The increases shown by certain commodity groups is even more striking. There has been tremendous activity in the cooperative marketing of dairy products. These bodies increased their business 500 per cent in this ten-year period. The tobacco marketing associations increased their turnover 1300 per cent. But it is the cotton cooperatives that carry off the palm. They increased their business 9887 per cent since 1915!

These figures would indicate that there is no lack of appreciation in farm circles of the value of cooperative marketing. If anything, there is reason to believe that farmers are beginning to expect too much from cooperation. They are coming to believe that there is a magic potency in organization. They feel that all they have to do is to join an association and forthwith everything they produce will be sold at top prices.

Unfortunately, marketing is not so simple as that. An association that does not use modern selling

methods is in no better position to sell the production of its members than is any individual business man who sticks to old-fashioned methods. To succeed the association has to advertise, utilize by-products, find new uses, explore hidden markets and out-do the competition of rival associations just as the private company must in order to market its product profitably.

Those cooperative organizations that are using the same progressive selling methods that corporations are using are succeeding. On the other hand, those associations that are depending on the magic word "cooperation" to do all their marketing for them are not accomplishing enough to justify either the enthusiasm or the confidence of their members.



## The Come-Back of Retail Brands

**T**HE retailer's private brand showed unmistakable signs of coming back to life during 1926. For several years we have not been hearing much about the retailer's own brands. The overwhelming popularity of manufacturers' branded merchandise completely overshadowed the retailer's private label goods. But during the last year they came out of their obscurity.

There are two principal reasons for their come-back. The first of these is the extraordinary development of cooperative buying among retail merchants. Scores of strong buying groups were organized in 1926. It is the practice of many of these groups, particularly in department store and wearing apparel lines, to use an association trade-mark. Since associations in those lines do not, as a rule, extend membership to competing merchants, a group store has the exclusive use of the association trade-mark in its community. There are several other reasons for the adoption of these group brand names, but it is not necessary to detail them here. Suffice it to say that the association trade-mark has arrived at a point where manufacturers must give it serious attention.

The second cause for the "come-back" of retail brands is the fact that many retailers feel that some manufacturers who sell through exclusive retail agents do not give their agents sufficient protection. In the men's clothing field, for example, it is the custom for a number of manufacturers to sell through only one dealer in a community. In some cases the manufacturer fixes his dealer's quota. The retailer is expected to show an increase each year and to buy the quota which the manufacturer sets for him.

If, because of local business conditions, or for some other reason, the dealer is not able to take his quota, he is threatened with the loss of the account. And in some instances he does lose it. This is a hard blow to a retailer who has identified his store with a manufacturer's trade-mark for years.

It is because of this constant menace of losing the agency that a number of stores have recently adopted their own brands and have either thrown out the manufacturer's brand or have stopped featuring it. And who can say that such merchants are not acting wisely?

# A Plan to Stabilize Used Automobile Prices

By Harold B. Crow

Editor, Motor Trade

THE merchandising of second-hand cars, the great problem facing the automobile industry the world over, is being put on a new and a high level.

A plan which brings this complex problem closer to ultimate solution, developed at Windsor, Ontario, and operated successfully there for nearly a year, has now been adopted in Toronto, Hamilton, Montreal, Ottawa, Quebec, Brantford, London, Winnipeg and Calgary, in Canada, and in Akron, Ohio, San Antonio, Tex., Kalamazoo, Mich., and Fort Wayne, Ind., in the United States. In addition, many cities in both countries are watching the plan as it operates elsewhere and are considering its adoption. Leading men in the automobile industry have given months of study to this plan and have openly accorded it their support, so that it seems to be but a matter of time before the used car departments of the whole continent will be functioning in accordance with the plan originating in Windsor.

The Windsor plan is based upon newspaper advertising, with the definite object of stabilizing the value of the second-hand car. Heretofore the automobile has had but one value: the price of the car when new. This value, set by the manufacturer, has been definite and constant, subject only to the usual laws of competition: supply and demand. The used car, however, even if only a week old, has had no definite value at all. It has been subject to the whims of the dealers, and to the demands of the public. Both of these have been parties to its fluctuations from low to high, depending upon stocks and their mutual eagerness to strike up a deal involving a trade-in on a newer model.

The tendency of automobile owners to want the latest model has resulted in thousands of trading-in

deals far in advance of the economic death of the used car. An automobile depreciates rapidly, but taking into consideration the fact that the average motor car has a life of from seven to eight years, it is apparent that the ambitious car owner is partially responsible for forcing this depreciation. The automobile dealer, of course, receives a discount or commission on his new car sales, and his eagerness for volume of sales has led him to bid high for the used car.

IN other words, he overbids on the traded-in used car and apparently sacrifices part of his commission on the new one. The public naturally shops around to see which dealer will go highest, and that dealer gets the business. But if he does this often he loads himself up with used cars at a high figure and must crawl out by accepting his losses or passing them on to an unsuspecting public.

It is clear that this kind of merchandising is wrong; for the keen competition that prevails soon stocks

up the unwise dealer with over-valued second-hand cars. It is clear, too, that no article is actually worth more than the public will pay for it, so that the business works around to the point where the public itself establishes what the second-hand car is worth.

Here is where the Border Cities Plan starts in. From a series of merchandising articles in *Motor Trade*, Toronto, in which it was recommended that the public be educated as to the base resale value of its reconditioned used cars, G. Tate Easton, of the Easton-Edwards Motor Sales Company, Ltd., Windsor, built up a plan. Securing the cooperation of the Border Cities Automobile Dealers Association, of which he was, and is, president, Mr. Easton launched a half-page advertisement in the *Border Cities*

*Star*, Windsor, which was simply a market report of the prices of the used cars of various makes and models that had passed through these dealers' hands. The public soon found that the prices were genuine and accepted them as establishing values. They knew then what they could expect to receive for their old cars in deals for new ones, and what they could expect to pay for cars in the used class. These advertisements, altered to keep pace with varying prices and stocks of second-hand cars accepted in trade by the dealers, have appeared every month.

This substitution of knowledge for speculation pleased the public. It also suited the dealers, for they could see the futility of overbidding when they would have to sacrifice their profit or turn around and sell the over-valued car to that same public.

The plan calls for nothing in the way of promises or gentlemen's agreements. The dealer who underbids simply does not get the business, and the one who overbids jams

**Used Car Market Report and Buyers Protective Guide Number 8**

This list is compiled and published weekly for your protection. Get the use for the ready reference. You should not pay more than the prices listed below for cars in fair condition. Used models are shown here to guide you in determining the correct year and make of a car. Consult the guide before checking on any purchase. The dealer you should be able to show you whenever used cars are traded in.

Chevrolet		McLaughlin-Buick	
Model	Price	Model	Price
1926	1000	1926	1200
1925	800	1925	1000
1924	600	1924	800
1923	400	1923	600
1922	300	1922	500
1921	200	1921	400
1920	150	1920	300
1919	100	1919	200
1918	75	1918	150
1917	50	1917	100
1916	35	1916	75
1915	25	1915	50
1914	15	1914	35
1913	10	1913	25
1912	7	1912	15
1911	5	1911	10
1910	3	1910	7
1909	2	1909	5
1908	1	1908	3
1907	1	1907	2
1906	1	1906	1
1905	1	1905	1
1904	1	1904	1
1903	1	1903	1
1902	1	1902	1
1901	1	1901	1
1900	1	1900	1

Copyright 1926 by G. Tate Easton, Windsor, Ontario

BRUCE BARTON

ROY S. DURSTINE

ALEX F. OSBORN

# Barton, Durstine & Osborn

INCORPORATED

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

James Adams  
 Mary L. Alexander  
 Joseph Alger  
 John D. Anderson  
 Kenneth Andrews  
 J. A. Archbald, jr.  
 R. P. Bagg  
 W. R. Baker, jr.  
 F. T. Baldwin  
 Bruce Barton  
 Robert Barton  
 Carl Burger  
 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  
 Louis F. Grant  
 Gilson Gray  
 E. Dorothy Greig  
 Girard Hammond

Mabel P. Hanford  
 Chester E. Haring  
 F. W. Hatch  
 Boynton Hayward  
 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  
 Wm. C. Magee  
 Carolyn T. March  
 Elmer Mason  
 Frank J. McCullough  
 Frank W. McGuirk  
 Allyn B. McIntire  
 Walter G. Miller  
 Alex F. Osborn  
 Leslie S. Pearl  
 T. Arnold Rau  
 James Rorty  
 Paul 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

# Drama in Advertising

By Theodore F. MacManus

President, MacManus, Inc., Detroit

**T**HE accompanying article consists of a section lifted bodily from Mr. MacManus' new book, "The Sword-Arm of Business," just published by The Devin-Adair Co., New York. This is not in the nature of a text book on advertising. Rather, it deals with broad principles with which the author has come in contact and which he has developed beyond the stage of mere hypotheses by their actual application to business. In handling this material, Mr. MacManus has necessarily drawn deeply upon his own experience, but he has carefully avoided turning his work into an autobiography. It is, in fact, largely in the nature of a series of essays, so coherently hung together by the author's admirable gift of continuity as to merge into practically a single essay.

It is not the policy of ADVERTISING & SELLING to review books at any great length nor to quote from them to the extent that we are quoting herewith. But every once in a while there appears an exceptional book by a man of prominence in the business which appears to warrant more than cursory treatment. Believing that nothing else can do justice to "The Sword-Arm of Business," we submit to our readers this extraction which is quite typical of the style and material of the whole.—Editor.

**N**ATURALLY those who read this book who manufacture merchandise less capable of dramatization than the motor car. They will wonder whether the public cares anything about the motives which dominate the man who manufactures a chewing gum or a cigarette. These two commodities have been deliberately chosen because they are the two which really seem to be beyond the pale of humanization. I say "seem," because I would not despair even of these common-places. It is simple to fall back on my generalization that people actually do prefer that which is good—that there is none of us so poor and mean as to relish being tricked, and that there are ways and means (whether the manufacturers have found them or not) of conveying the honesty even of a chewing gum or a cigarette



Courtesy Russell Studio, Chicago

to the thousands who indulge in those twin abominations.

But the list of commodities which cannot be made to stand out from the ruck and mass of merchandise is so small as to be unworthy of consideration. We are considering now, more especially, commodities which constitute a general need or use or enjoyment, whose market is in a majority of American homes occupied by human beings subject to the law of suggestion. For the conquest of this market, the process, properly applied, is almost automatically certain in its results.

We are too close to this gigantic panorama called America to grasp its gargantuan possibilities. We are ever faring into far fields, forgetting that in a Chicago, or a Cleveland, or a New York, or a dozen other areas, are markets as huge as some States in the Union or entire nations in Europe. We do not realize what it means to be admitted to a preference in the homes which constitute this tremendous market—to have won the consent of several millions of minds to a modest assertion of superiority.

Only those manufacturers and merchants who have enjoyed the advantage of this preference, and only those manufacturers and merchants who have had to battle against it, realize what a priceless asset it is. The man who markets a product for which the public cherishes a predis-

position, is immune to at least fifty per cent of the daily business difficulties which beset the man whose product has still to create a prejudice in its favor.

There is nothing tougher or stronger in this world than the human will; and when that will bends beneficently and en masse toward a man or his work, the one and only problem remaining to him for the fulfillment of his dreams and ambitions is to continue to be worthy of it.

A number of years ago a brilliant man listened patiently while I endeavored to expound the intricate simplicities of this process of persuading the public to accept the integrity of the advertiser and the pre-eminence of his product. At the conclusion he requested the privilege of asking a few questions.

"Is not the process you are describing," he asked, "the purpose of all good advertising?"

"It is," I replied.

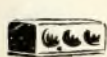
"Well, then, may I ask—with apologies," he continued, "if nearly all that you have said is not platitudinous?"

"It is," I said. "And so is the Golden Rule platitudinous until you dramatize and apply it."

**T**HERE was no intent to register a merely clever retort. He had put his finger on a fact and the answer was the statement of another fact. All advertising should have a definite objective. All advertising should be deliberate and proceed step by step toward that objective. All advertising should concern itself chiefly with the human mind and heart. All advertising should know its own mind and never veer or vary from its original purpose.

In other words, advertising was intended to be beneficent propaganda, but it has not been so. It has been anything but assured, anything but direct, anything but consistent. It has been a follower, not a leader. It is usually launched with a hope that it will help, not with the serene confidence that it is certain to do so as long as the human mind is properly and persistently applied.





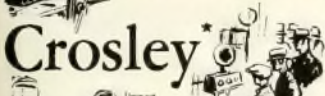
Atwater\* Kent

Colonial  Grebe



Stromberg Carlson

Freshman





Crosley\* Cunningham\* Balkite



Radio Corporation of America

Freed Eiseman  Kolster  Philco\*

Eveready Battery  Radiolite\*

R B Battery\* Eliminator  Steinite\*

Dictogrand Speakers  Tab\* Batteries

Farrand Speakers  Timmons Talkers

*Are some of the radio manufacturers who*

**used The New York News in 1926**

\*These advertisers each spent more money in The News in 1926 than in any other New York Newspaper

**THE  NEWS**

*New York's Picture Newspaper*

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK

# The Gold-Plated Age of Copy-Writing

By *W. R. Hotchkin*

Associate Director of Amos Parrish & Co., New York

**I** RAISE my voice not only when speaking to the eminent author of "Louder Please" but also when speaking about him and his work. In *ADVERTISING & SELLING* of January 26, Mr. Calkins says:

Among the influences that blight the fresh effectiveness of copy is monotony; over-use of the same idea, adoption of the prevailing fad or fancy, too much imitation, copy that looks and reads too much alike. . . . We are developing an advertising tone of voice: monotonous, banal, commonplace, trite. . . . We might as well buy the page facing the one that furnishes our model and print on it, "Same here, Cuckoo Candy Company."

Recently, I also expressed depression because autocratic manufacturers demanded just that sort of thing—aping their successful competitors in form and word—and I hinted that another cause of such copy work was that the salaries paid to copy writers were so low that as a result brains worthy of creating copy for publication in \$50,000 or more dollars' worth of space were not commonly being employed in that vital work.

Naturally, the conventional copy writer browses over the magazines to see what does the trick for other advertisers, and conscious or subconscious plagiarism of ideas is the sad result about which Mr. Calkins complains.

Simultaneously with the appearance of Mr. Calkins' article in *ADVERTISING & SELLING* there also appeared in the same publication an article by Mr. R. M. Blankenbaker, entitled "The Golden Age of Copy Writing—a Reply to W. R. Hotchkin's Article, 'What Price Brains in Copy,'" in which he took that author sharply to task for hibernating in a cold, dank, musty old cave—a cave in which he thinks I crawled some twenty years ago and in which I haven't seen the sunlight that has come to brighten the world of copy-writing in the two decades since my unrealized demise. Mr. B. makes fun also of my horn-rimmed "specs," which I have thought it good form

to wear since that style did so much for Harold Lloyd.

Now Mr. Blankenbaker performs a vital function in one of the agencies for which I never fail to cheer; and if I am really a reincarnation of old Diogenes, poking around with my stick to find worthy copy on which to spend millions of advertising dollars, why should my doddering words make him so peevisish in some spots and tickle him into such raucous merriment in others?

Surely the harmless little tennis ball that I threw among the puppies didn't hit *him!* Most definitely Mr. B.'s agency—and, shall I say twenty-five others?—does not belong in the picture of my criticism; but there are so many careless—or shall I say blind?—advertisers that many hundreds—some say more than a thousand—of other agencies exist, and employ hundreds of copy writers, who provide the messages upon which many millions of dollars are spent by hopeful advertisers.

**M**R. BLANKENBAKER'S paternal ancestry has been unkind to him. He deserves a revised nomenclature; for in his article he is a most optimistic *Goldex*baker. He not only paints the lily of advertising production; but he also lays a heavy plating of gold on the base metal that rewards most advertising copy-writers. I am glad to know that the gentleman of the pale ancestry will prove so golden to his posterity. Such exceptions to common practice only prove the rule. The president of another agency has written about his luxurious emporium, in which five copy-writers are employed, each of whom enjoys emoluments exceeding ten thousand dollars a year. Certainly such a state must forever be the dream of heaven to many thousands of copy-writers who never hope to attain such opulence in life.

Of course, I suspect that those copy-writers are principals of the organization and that there are many valuable by-products of their

time; yet one is glad to know that actual copy is written by people so handsomely rewarded.

**S**PEAKING, as I do, for the *sans* *Sculottes* of Greenwich Village who maintain an artistic existence by prostituting their art to commerce, and for some hundreds of other copy-writers—in which, as a reward for labor, I have been abundantly confirmed by the many letters received since my article appeared—I continue to maintain that six thousand dollars a year is the common level of pay for copy-writers who are not principals of an agency. While my own surprise was no smaller than that of Mr. B. to discover the mathematical error that showed \$4 as the average cost of a piece of copy, I hasten to explain and to correct it. I had first written the article in the blind optimism that five pieces of copy would be a good day's work in a labor-saving agency; for every retail copy-writer must do at least his daily dozen of such pieces to hold his job. But reconsideration caused me to cut down the daily agency output to three pieces, in order to be reasonable to the higher order of things there. Being suddenly called from my editing, and having a ticket for the South the next day, I unguardedly mailed the article without changing the other figure of \$4 per copy unit to the more munificent figure of \$6.67, which is better mathematics; but which does not even now seem to be a flattering price for the vital Message that is to be placed in a gown (drawing), costing several hundred dollars, as the hostess of a reception on which \$50,000 is to be spent (price of the space bought).

Mr. Blankenbaker wields a noble cudgel in defense of the good advertising that he sees in magazines; but, my dear Don Quixote, I adore good advertising as much as you do, and I am proud of my craft because there is so much of it that is splendid. But we are called upon to

[CONTINUED ON PAGE 51]

*With the exception*  
of two Saint Louis  
newspapers      ~      ~  
**THE DES MOINES**  
**REGISTER-TRIBUNE**  
. . . . . led . . . . .  
*all newspapers in the*  
*Mississippi Valley*  
in *National Adver-*  
tising lineage in 1926



National Lineage	
DES MOINES REGISTER AND TRIBUNE	
<i>(Evening and Sunday—not including Morning)</i>	
YEAR 1926	3,620,870 LINES
YEAR 1925	2,919,317 "
INCREASE - 701,553 "	

# The Inside Story of a Successful Merchandising Campaign

An Interview with

*Leon S. Paletou*

Manager, Miniature Lamp Sales, Westinghouse Lamp Company

THE usual method of distribution in this country is that of selling or distributing merchandise to retail dealers through wholesalers or jobbers. This jobber-dealer system of distribution offers advantages important to almost any line of merchandise, but particularly so to a product such as incandescent lamps; staple articles, purchased much as the housewife buys a loaf of bread or a pound of sugar. All Mazda lamps are made to conform to the same standards of quality, agreed upon by the manufacturers. Therefore the manufacturer who has the greatest number of effective distribution points stands the best chance of selling the greatest number of lamps.

It is difficult, however, for the manufacturer to convince dealers that the very fact that incandescent lamps are widely distributed and can be bought by the customer on a



moment's notice almost anywhere makes it necessary for him to keep the product in the foreground, so that customers will be reminded of their need for lamps and will buy them at once.

Another difficulty in the path of securing cooperation from the retailer is the low price of incandescent lamps. The dealer often takes the attitude that the sale of a single lamp is a comparatively small transaction, and that he has many other things to sell on which he makes more money each time. Particularly is this true of automobile accessory dealers and of service stations handling automobile lamps.

To make the sale of miniature lamps a bigger transaction for the dealer, the Westinghouse Lamp Company recently designed a "three-lamp kit": a lithographed square tin container designed to hold three lamps and to serve as an emergency kit. The dealer is supplied with a number of advertising displays pointing out to the automobilist the danger of night driving without extra lamps.

The jobbers and dealers accepted

the three-lamp kit, and its basic idea of selling three lamps at a time instead of one, with apparent enthusiasm; and then proceeded to sell the new kits on the same basis as they had sold lamps previously: when they were asked for.

It was decided that the remedy lay in proving to the retailers and jobbers that the public would buy the three-lamp kit if it were sold to them properly; and finally the company determined to inaugurate a campaign for promoting the sale of miniature lamps and kits, selecting one wholesaler and his territory at a time, and using every available means for interesting the public.

A wholesaler in Akron, Ohio, had for some time been steadily losing ground on his miniature lamp sales, so it was decided to run the campaign for his benefit. This whole-

[CONTINUED ON PAGE 66]

**DRIVE SANELY**  
*When Warned!*

**DANGER!**

**Carry Spare Lamps!**

**TAKE NO CHANCES**

*carry spare lamps!*

**DRIVE SANELY**

'TELL AND SELL THE MERCHANT—AND HE'LL TELL AND SELL THE MILLIONS'

# T R U E T A L K

From an article in PRINTERS' INK

**E**SPECIALLY true in our field—the department and dry goods store market. The merchant is at all times eager to know more about the lines that can help his business. If you have such lines, give him the good news. Unless you expect to skip him in your selling effort, don't leave him out when you plan your advertising.

“**C**ONSUMER acceptance, or even consumer demand is not sufficient in itself when the dealer is not thoroughly sold on the goods—or when he becomes unsold. \* \* \* \* These incidents indicate that the dealer is becoming more and more conscious of his power. They also indicate that he knows that quality comes before everything else as the cardinal principle in his buying as well as in his selling.”

**T**HE prestige and sales-promotion of “the best store in town” can work powerfully in your behalf—if you take the trouble to interest that store. We offer you merely the means of making direct contacts with many thousands of “best stores”—and will gladly give you logical reasons for doing this first job first.

## The **E**conomist Group

(Offices in Principal Cities)

DRY GOODS ECONOMIST

DRY GOODS REPORTER DRYGOODSMAN

[ The most effective, most economical way to reach  
and influence dry goods and department stores ]

# INDUSTRIAL ADVERTISING and SELLING

## Ohio Clubs Hold Meetings

THE January meeting of the Industrial Division of the Cleveland Advertising Club, held on Jan. 7, was devoted to a discussion of the practical problems of advertising production.

Four speakers discussed the following subjects: "Selecting the Paper," "Art Work," "Engraving" and "Printing and Typography."

The second meeting of the Cincinnati Association of Industrial Advertisers was held at the Hotel Gibson, Wednesday, Jan. 19.

Forty-six sales and advertising executives were present, and fifteen new members were signed up. This makes a total of 40 members since the start from scratch on Dec. 18.

Dr. Felix E. Held, professor of business organization and economics at Ohio State University, gave a very interesting and instructive talk on "Profit or Loss in Business Communication."

## Cooperative Course Given at University of Pennsylvania

A GENERAL course dealing with the selling aspects of business should give the proper attention to the subjects of Industrial Selling, or at least recognize its existence and importance. Recognizing the growing importance of this subject, the merchandising course of the Wharton School of Finance and Commerce this year, with the cooperation of the Eastern Industrial Advertisers, devoted a period of two weeks to this work. This plan as carried out for the period was as follows:

### Week of January 3 to 7

1. A lecture was given to the entire merchandising class, consisting of about 270 students. This lecture was given by Mr. Malcolm Muir, vice-president of the McGraw-Hill Publishing Co., Inc., on the topic of "Industrial Selling."

2. The quiz sections, which consist of approximately twenty students each, were conducted by various members of the Eastern Industrial Advertisers. At this time the students were presented with the particular industrial selling problems which the respective industrial firms were confronting.

### Week of January 10 to 14

3. In place of the regular lecture and the first quiz hour, each student visited one industrial firm. During this visit

*This department is devoted to discussions and news of particular interest to industrial advertisers. Other articles that apply to both industry-to-industry and manufacturer-to-consumer marketing will be found elsewhere in the issue.*

Nine thousand questionnaires were mailed. Complete replies were received from about 2 per cent of that list.

Service seems to be the factor of greatest importance to executives in making their decision when purchasing lubrication oils. More than half of those who answered stressed this fact. Price is next in importance; this was mentioned in 40 per cent of the replies. Of those who answered, 22 per cent said their choice was controlled by specifications.

Sixty-four per cent of the executives reported that they have noticed advertisements of concerns marketing lubricating oil for industrial purposes; 15 per cent said they never notice such advertisements. Slightly more than one-quarter of those men who notice oil advertisements reported

Vacuum Oil Company's advertising interests them most; Standard Oil ranked second and the Texas Company third.

The following list of officials in various instances influence the purchases of oil: president, general manager, general superintendent, superintendent, assistant superintendent, master mechanic, purchasing agent, chief electrician, chief mechanical engineer, power engineer, production engineer, department of mechanical engineering, heads of different departments.

## Warren J. Chandler

President Eastern Industrial Advertisers



I WAS born in Philadelphia, of Quaker stock, over forty years ago. Circumstances compelled me to start at the bottom rung of the business ladder with only the

background of a grammar school education.

For eight years I had a most colorful as well as educational experience as a salesman on the road for Thomas Meehan & Sons, nurserymen at Germantown, Philadelphia.



Courtesy Hercules Powder Co.

## Transporting explosives in India

the student not only had an opportunity to go through the plant but had explained to him the distributive and sales plans as worked out by the respective firms. It is the latter phase that was given the greatest emphasis.

4. The individual quiz sections were again conducted by the same members of the Eastern Industrial Advertisers that held the classes the first week. During this quiz hour, since the students had already had a lecture on Industrial Selling, a particular industrial selling problem and its solution, and a trip to an industrial plant, the time was spent in answering certain questions asked by the students and discussing the entire subject of Industrial Selling and its divergencies from the selling and distributive problems of firms that ultimately sell to the consumer.

In addition to the above schedule of work, students taking the merchandising course were invited to attend the regular monthly meeting of the Eastern Industrial Advertisers, which was held on the campus of the University on the evening of Jan. 14. Although their attendance was not compulsory, there were about fifty members of the class that availed themselves of this opportunity.

## BUYING MOTIVES OF INDUSTRY

A RECENT trade investigation disclosed some information of interest to manufacturers whose products are bought by mines and quarries.

# Do WOMEN

## *read the Cleveland Press?*

### —ADVERTISERS MUST THINK SO!

Advertisers of ironing machines, washing machines, sewing machines, stoves, and vacuum cleaners *must* think The Press is the First Advertising Buy in Cleveland, for The Press published — in the 12 months of 1926:

—7500 more lines of *ironing machine* advertising than the daily Plain Dealer, more than the Sunday Plain Dealer, the Daily News and Sunday News COMBINED—

—18,146 more lines of *washing machine* advertising than the daily and Sunday News and the daily and Sunday Plain Dealer COMBINED, six times as much as the daily Plain Dealer, twice as much as the Sunday Plain Dealer, five times as much as the daily and Sunday News COMBINED—

—more *sewing machine* advertising than the daily and Sunday Plain Dealer COMBINED, twice as much as the daily and Sunday News COMBINED, more than the daily Plain Dealer, the Sunday Plain Dealer, and the Sunday News COMBINED—

—14,115 more lines of *stove* advertising than the daily and Sunday News combined, three times as much as the daily Plain Dealer, more than the daily and Sunday Plain Dealer--

—7,385 more lines of *vacuum cleaner* advertising than the daily and Sunday Plain Dealer COMBINED, three times as much as the daily and Sunday News COMBINED.



*Here are the lineage figures for all Cleveland newspapers for the 12 months of 1926:*

	Press	D. Plain D.	S. P. D.	D. News	S. News
Ironing Machines . . .	21,691	14,191	5,207	10,183	1,230
Washing Machines . . .	192,707	31,320	79,615	21,906	11,720
Sewing Machines . . .	3,730	3,284	200	1,526	301
Stoves and Ranges . . .	20,997	6,959	12,049	4,133	2,749
Vacuum Cleaners . . .	35,609	20,165	8,059	9,777	440
Total . . . . .	274,734	75,919	105,130	47,525	16,440

Press lead over Daily Plain Dealer . . . . .	198,815
Press lead over Daily News . . . . .	227,209
Press lead over Sunday Plain Dealer . . . . .	169,604
Press lead over Sunday News . . . . .	258,294

**[ In these five classifications The Press published 29,720 more lines of advertising than the daily and Sunday Plain Dealer and the daily and Sunday News COMBINED! ]**

Press Circulation Is Wanted  
No Circulation Schemes  
Ever Employed.

# The Cleveland Press

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



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

FIRST IN CLEVELAND

LARGEST IN OHIO

Following my work as a salesman, I was advanced to the position of advertising manager and served in that capacity for six years.

In the autumn of 1912 I entered the employ of the S. S. White Dental Mfg. Company, and contrary to the usual custom of advertising men, remained with this company for eleven years.

During that period I was business manager of their publication, *The Dental Cosmos*. It was at that time I realized the handicap I was under in having had but a meager schooling, and I therefore studied English and public speaking at the University of Pennsylvania.

In 1923 I secured my present position as advertising manager of the Lehigh Portland Cement Company. The past three years have been busy ones, endeavoring to make the cement advertising of this company most effective.

If other reasons are wanted for succeeding in business, I can point to a family of four active children, all aspiring to a college education, one already matriculating at Swarthmore College.

We all have our hobbies and mine is bridge, though I am not a Work or Whitehead.

ANY manufacturer who is finding it difficult to solve the problem of properly packaging his goods will find inspiration in the following news. A new crate, employing the suspension method of packing, filled with eggs, was dropped 2000 feet from an airplane traveling more than 100 miles an hour. Practically no breakages were reported.

## Some Fundamentals of Direct Mail

By Homer J. Buckley

SOME industrial advertisers seem to confuse the two distinct phases of what is generally known as Direct Mail. One is a pure selling effort and the other is supplemental material—or at least it should be so considered—such as technical bulletins and complete catalogues.

You can't imagine a good salesman going into a plant and immediately reciting the foreword from the general catalogue; nor is he going to start his solicitation by reciting page one of Bulletin 141. The selling part of the Direct Mail effort should be as nearly a duplicate of the personal selling effort as it is possible to make it, through a definite knowledge of the salesman's problems, and of the customer's needs.

Let's follow the course of a new salesman, and see just how he finally gets into the productive groove. The manufacturer schools him; he gets all the fine points of the product; or he may be a young man who has come up through the works, and has a complete knowledge of his company's product. When does he start to produce? Only



Illustration by H. H. H. H.

after he has had a chance to make his customer's business his business—when he can talk the customer's language.

It should be as easy to put your Direct Mail selling effort on paper as it is to train salesmen to present your case properly, and both efforts should be absolutely coordinated. Obviously this cannot be done without a first hand knowledge of the salesman's job and of his prospects.

This brings us to the industrial advertising manager who insists upon handling every detail of work. If he keeps his head up so that he can look around, he will be able to do a better job of directing, of coordinating Direct Mail with the salesman's efforts, than he can do if he relies entirely upon his own point of view and is too busy with actual production to make helpful contacts.

## Efficient Trade Association Cooperative Promotion

Speaking before a recent meeting of the American Mining Congress in Washington, Thomas D. Brophy, sales promotion manager of the Anaconda Copper Mining Company, dwelt in some detail upon the successful trade development work which has been carried on by the Copper and Brass Research Association and its member companies. This significant statement on cooperative promotion sums up his discourse:

Stated briefly, it may be said that the domestic use of copper has increased in five years from a net capacity consumption of about 7.5% in 1921 to almost 15% per year for every man, woman and child of our population. This result has not been achieved without great and sustained effort. Not only has the buying public been educated to the advantages of using copper, brass and bronze through advertising and publicity, but the closest cooperation has been maintained with manufacturers in hundreds of lines to insure the most effective use of our metals. Commercial research of a most thorough and comprehensive character has been and is being assiduously carried on, to the end that the great potentialities for copper utilization may eventually be realized.

## "When Is a Special Issue Justified?"

By Malcolm Muir

THE publisher who is conscientiously striving to help the fields he has elected to serve, would defeat the very things he aims to accomplish if he discounted the importance of special issues. He would also fail to measure up to his responsibility if he countenanced special issues published without rhyme or reason. Special issues will always be with us who are striving to promote industry, for the following reasons:

1. Coordination with the field's outstanding convention and exposition, for the benefit of subscribers who cannot attend and for the memory checking of those subscribers who do attend. These issues are referred to as Convention Issues.

2. When apprehensive editors set the need for dramatic demonstration to cope with a psychological or physical situation that tends to check the progress of the industry. Such issues are generally called Special Service Issues.

3. For perennial review, charting and tabulation of the industry's past progress and pointing out the course of future developments. Such issues are generally listed under the heading of Statistical and Review Issues.

There is a difference between justifying a special issue and publishing a special issue which is justified. One is apt to be an alibi; the other is certain to be a service. In other words, the above reasons cannot be used to justify a special issue unless they are conscientiously interpreted.

Size is a factor which the advertiser should demand rather than combat. And he should also demand that the special issue fulfill its obligation of reader service.

## The Success of Negligible Failures

"Here is a complete description of our failures for the year 1926" is the only sentence that appears on the first page of a four page circular just received from the Hardinge Company, Inc., 120 Broadway, New York. The following three pages are blank—with the exception of a return address and the following brief note in 8 point type at the lower right hand corner of the third page:

"Every installation of our various devices has been a success. So much so that we expect next year to be by far the best in our history."

There are then listed five of the company's products and the addresses of its main office and branches.

This stout recalls memories of Elbert Hubbard, but it is still effective as evidenced by the fact that the purchasing agent of a large corporation was sufficiently impressed to forward the circular he received to us, accompanied by a suggestion that we make a note of the idea.





*"It's from the American Machinist Advertising Section we get most of our ideas for new equipment."*—A. TOMBSBY SHOP.

*"Your advertising section keeps us in touch with the latest developments."*—S. C. P. AGRICULTURAL IMPLEMENT MFG.

*"I read your advertising section to keep up to date."*—S. C. P. COPPER & BRASS WORKS.

*"We use your advertising section to keep abreast of the times."*—S. C. P. MOTIVE POWER R.R. SYSTEM.

*"The American Machinist is of inestimable value because of the advertising it carries."*—GEN. S. C. P. STEAM SHOVEL MFG.

These are a few typical comments from the book of 600 letters of shop executives testifying to the value of the American Machinist advertising pages.

These letters come from shops in every classification of metal-working industry.

And the book itself is typical of American Machinist readers as a whole—typical of

their status in the shop, of their enthusiasm for the American Machinist, and of the range of industry they cover.

American Machinist readers are the key men, the men who plan and buy, in a substantial majority of plants in every classification of metal-working manufacture.

**American Machinist**  
 A McGraw-Hill Publication-ABC-ABP Tenth Avenue at Thirty-Sixth Street - New York

# The 8pt. Page by Odds Bodkins



THE idea of being a millionaire has never appealed to me strongly. I have never even considered the desirability of being a multimillionaire. But my financial peace of mind has been wrecked.

The other evening I attended a lecture in the Engineering Building, in New York, with my brother, and he asked me if I had ever seen the Carnegie tablet in the lobby. I admitted that I hadn't, so he led me to it. There in bronze was a message addressed:

To the American Society of Mechanical Engineers American Society of Mining Engineers American Institute of Electrical Engineers and the Engineering Club  
I will give me great pleasure to devote say one and a half million dollars to erect a union building for you all, in New York City.

With best wishes,  
Very truly yours,  
Andrew Carnegie.

March 14, 1904.

Henceforth I shall never be satisfied with anything short of enough millions to use that word "say" in connection with a gift of a million or so to something or other!

—8-pt—

Now I suppose all the "class" publications will discover that the bulk of their circulations is on Park Avenue, New York. And the mass media will discover that there are eighty-six Sweeneys on Park Avenue between Forty-sixth and Seventy-third Streets. This sudden focusing on Park Avenue will be due to the statement given out by the Park Avenue Association, Inc., last Friday.

According to this statement, which is said to be based on statistics and careful estimates, Park Avenue spends \$280,000,000 a year, as follows:

Amusements, theatres, cabarets	\$3,000,000
Art galleries and antiques	15,000,000
Automobiles	10,000,000
Auto renting	1,000,000
Candies	2,000,000
Charity	5,000,000
Drugs, perfumes, etc.	4,000,000
Electric appliances	2,000,000
Flowers	3,000,000
Foodstuffs	20,000,000
Furniture, decorations, rugs, etc.	12,000,000
Furs	16,000,000
Garaging	5,000,000
Gift things	5,000,000
Glass and china	2,000,000
Hairdressing and beautifying	4,000,000
Hardware	2,000,000
Jewelry	20,000,000
Laundries and cleaners	3,500,000
Leather goods	12,000,000
Linens, laces, etc.	5,000,000
Men's shoes	2,000,000
Men's tailoring, haberdashery, etc.	15,000,000
Millinery	7,000,000
Moving and storage	1,000,000
Music, pianos, etc.	2,500,000
Real estate (rentals)	18,000,000
Restaurants and catering	10,000,000
Stationery	2,000,000

Traveling, foreign and domestic	15,000,000
Women's shoes	4,000,000
Women's wear	50,000,000
Yachts	7,000,000

Total ..... \$250,000,000

The statement continues: "Park Avenue, between Thirty-fourth Street and Ninety-sixth Street represents a population of 4000 families, constituting a concentrated purchasing force in excess of \$280,000,000 for comparative luxuries alone."

I confess to being interested in these figures; but I also seriously question them in several respects. However, figures have a way of being surprising, and perhaps these figures are accurate to a split decimal. . . . Anyway, they will probably serve to accomplish the Association's apparent purpose of establishing Park Avenue as New York's Luxury Lane.

—8-pt—

A fine piece of typography, this notice of the Dreicer & Company "final and absolute" sale.

## A Very SENSATIONAL EVENT

Being the Final and Absolute Sale of All the Effects of this Old Established House at Great Discounts!

Their very Special Bargains are Representative:

**For ONE HUNDRED DOLLARS**  
A superb quality diamond bracelet with 12 stones. The price, only \$100.00. A complete outfit in silk and satin. A fine silver tea set. A beautiful set of dishes. A complete set of cut glass. A beautiful set of silver. A complete set of silver. A complete set of silver. A complete set of silver.

**For FIVE HUNDRED DOLLARS**  
A beautiful set of dishes. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver.

**For ONE THOUSAND DOLLARS**  
A beautiful set of dishes. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver.

**For FIVE THOUSAND DOLLARS**  
A beautiful set of dishes. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver.

**And for TWELVE THOUSAND DOLLARS**  
A beautiful set of dishes. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver. A complete set of silver.

DREICER & CO. Inc.  
560 Fifth Avenue, New York

Pearls      Precious Stones      Jewels

—8-pt—

"I would write you a letter if you opened a London office," writes B. W. M., who sat behind me in school many years ago in Newburgh, N. Y., and aided and abetted me in publishing the "C" Class Gazette, a miniature 4-page publication done on a Kelsey press. (I might mention that the

Gazette was an illustrated publication, the illustrations being one of those black silhouette "speaker" cuts and a line cut of a cocoanut package.) And then B. W. M. goes on to spoof me:

"I'm going to open up an office in the Congo—in fact, I'm going to open up a chain of offices around the world. On a table in each office, at one end will be a copy of the *Congressional Record*, and at the other end the "C" Class Gazette!"

—8-pt—

This paragraph, from an address by E. St. Elmo Lewis before the fourth annual convention of the American Institute of Steel Construction, expresses a truth about markets that is all too often overlooked:

"People, after all, make trade. Their condition of mind, which governs their freedom of choice, is responsible for most business. A man with \$10 in his pocket is often a better prospect than a man with \$100. It depends on his state of mind."

Advertising is not merely printed salesmanship; it is often printed psychology, used to create the condition or attitude of mind which makes markets.

—8-pt—

Even if Hesketh Pearson, who wrote "The Whispering Gallery," isn't an exp-diplomat and hasn't listened in on all the things he tried to make us think he had, but was only trying to "amuse" us, as he so naively admitted on the witness stand in London last week, I am inclined to think he wrote a shrewd truth when he set it down (on page 79) that "the majority of self-made famous men achieved their eminence by virtue of their excessive ordinariness, by the extremity and intensity of their reactions to the commonest impulses; and that the rest of them, those who were born eminent, attained whatever popularity they possessed by their defects rather than their finer qualities."

—8-pt—

Well, Mrs. Bodkins persisted until she got a ticket for "Turandot," so the Metropolitan Opera Company's black pussy publicity won out after all!

THE  
HOUSE BEAUTIFUL  
ADVERTISING  
RATES ARE BASED  
ON 80,000 NET PAID  
(A.B.C.)  
YET ADVERTISERS  
GET AN ACTUAL  
CIRCULATION  
OF 90,000

## Egg-Chicken Priority Dispute Still Rages!

But reading matter admittedly is the beginning of magazines. Reading matter is the magnet that draws circulation and—

Circulation is the magnet that draws advertising. In The House Beautiful this double magnetic force is joined for—

The benefit of its readers and—the profit of its advertisers! For instance:—

Steadily increasing circulation proves editorial appeal. This reader's interest is applied directly to the advertiser's advantage because—

Each advertisement in The House Beautiful faces or adjoins reading matter.

No buried "ads"—no bulk advertising pages—but interesting text and instructive advertising side by side on every spread from cover to cover (double page displays excepted).

Your advertisement is entitled to space alongside reading matter. Are you getting it? The "flat" type of magazine was designed to provide such position.

The current advertising rates of The House Beautiful not only guarantee you space alongside reading matter—a *premium value*—but based on 80,000 net paid (A.B.C.) rebate-backed and guaranteed they also give you an actual circulation of 90,000.

Buy on a rising tide and secure the benefit of maximum visibility—bonus circulation and assured reader's attention.

**THE HOUSE BEAUTIFUL PUBLISHING  
CORPORATION**

*A Member of the Class Group*

8 ARLINGTON STREET BOSTON, MASS.





### PEANUTS AND PRINTING

Down in Suffolk, Virginia, the palatable-looking Planters Salted Peanuts are grown, shelled, salted and placed in their glassine bags.

Many advertising men know that, although, perhaps not so many know that the company has its own printing plant—

A plant capable of producing the attractive four-color insert which appeared in February DRUG TOPICS

### EATS AND DRINKS

Other drug store soda and fountain favorites advertised in the same issue included Mackie Cogan Salted Peanuts, Reed's Butter Scotch Patties, Green River, several leading Malted Milks, Coca-Cola, Reddy Chocolate Syrup, Bovril, Consome and Ice Cream.

### NOT ALONE BY BREAD DO WE LIVE

Rio Rita—oh boy—here's inspiration in volume for any jaded copy writer who must wrestle daily with "The Skin You Love to Touch" slant—

Our ad man returned from this beauty class with a gleam in his eye and a will to win.

### NUMBERS THAT TALK

DRUG TOPICS was honored with orders totaling \$34½ cents of advertising during January—

Advertising contracts we mean, not merely insertion orders.

Practically every section of the country was represented, as well as practically every type of product sold in the modern drug store, not to mention drug store equipment and supplies.

### DRUG ADVERTISING GEOGRAPHY

One of these orders covered the advertising of Sheaffer Pens (Iowa). Another was for Lux Toilet Soap (Cambridge, Mass.). Still others outlined schedules for True Story Magazine (New York), Williams Greeting Cards (Tennessee), Miller Rubber Goods (Ohio), Nashua Package Sealer (New Hampshire).

And over one hundred additional companies (including a lot of national advertisers), similarly scattered both by distance and diversification of product.

### GRATUITOUS COPY IDEA

(Featuring intellectual appeal): "Any girl who uses our rouge will be well red."

### THE CHINA SHOP BULL STEPS ASIDE FOR THE DRUG STORE MOTORCYCLE

Would you think DRUG TOPICS ad pages would sell motorcycles? We didn't—but the makers of Harley-Davidson Motorcycles insisted we could. And, degonne it, they were right! The Harley-Davidson Motorcycle has charged over the pages of DRUG TOPICS into drug store popularity.

Six months before the company's DRUG TOPICS advertising started, no Harley-Davidsons were being sold to druggists.

Shortly after the campaign got under way, six to eight motorcycles were sold to drug stores every week.

Probably more because this count merely includes those druggists sending in requisition cards. Of course, branch offices make drug store sales, too—and failed to report them.

"On Results"—Harley-Davidson has just renewed for a full schedule.

Think, too, they want us to go after more motorcycle advertising. They wisely know that the oftener these distance anni-

hilators are featured in our pages as aids to drug stores, the better it will be for all members of the motorcycle family. That's another (steel) horse on us!

### FROM A DRUGGIST'S DIARY

"As she mingled her Cutexed fingers with my Stacombed locks, I pressed my Menneked cheeks against her Dier-Kissed lips."

### CLASSIFIED COLUMNS AS CLINICAL THERMOMETERS

Want ads "hard to pay"? Convention oratory about "prestige and Prestige" fails distantly to impress the classified advertiser who wants immediate results—and fails to get them.

DRUG TOPICS has consistently carried F. V. Knies's classified advertising. Mr. Knies is a Registered Pharmacist in Omaha, Nebraska, who specializes in selling drug stores and furnishing drug stores to prospective buyers throughout the United States.

"I would not have continued advertising in DRUG TOPICS since your publication started if it were not for the results earned," candidly states Mr. Knies.

Which is a dollars-and-cents epistle to every advertiser and advertising agent interested in creating the greatest number of drug store sales in the shortest possible time.

### HEAD WORK

What was a "white plague" to many, has succumbed to hair dye.

### DOES SHE PULL

Relieve it or not—Bob Vansant of Van Ess Laboratories, Chicago, told us the other day that between January 8th and 23rd his full page ad in January DRUG TOPICS pulled over 220 inquiries from druggists, selling over \$600.00 worth of Van Ess with the tidal wave of inquiries still engulfing his desk when he left for the East.

### WHO'S GOING TO GET THE BREAK?

Tip to soap makers: A recent investigation by a New York advertising agency showed 690 toilet soaps now on the market in competition of this kind, the druggist can be a big help to some of the 690—if they play him right.

The circulation manager just blew in; says he wants "in" on this corner to "point with pride" that while he guarantees 51,000 copies March DRUG TOPICS—his print order to cover actual requirements is several thousand larger.

Is it out of the way to say this is the largest circulation ever achieved in the drug field?

Think it over—and keep on thinking of DRUG TOPICS. Whether it's because you want to know how many electric fans are sold annually by the corner druggist—

Or because you feel impelled to contribute a penny or two to "believe it or not!"

## Drug Topics

The National Magazine of the Drug Trade  
TOPICS PUBLISHING CO., Inc.

Also Publishers of  
WHOLESALE DRUGGIST,  
DISPENSARY TOPICS,  
DRUG TRADE NEWS

291 Broadway, New York  
Atlanta Chicago, St. Louis  
Boston Cleveland San Francisco

## De-Bunking Foreign Salesmanship

[CONTINUED FROM PAGE 20]

hours' sample cases in hand, call on two or three, chat a few moments with each, and return with orders on their books as the ship's siren was blowing for departure. But these were old customers and visited once a year or once in two years. Very likely the salesman talked a bit about the state of business, or inquired solicitously as to the health of Mrs. Prospect and all the little Prospects, but his sample case was to the fore, much in evidence, and Mr. Prospect realized that time was short. The point is, orders were taken in a hurry.

Doubtless what our friendly advisers really intend to say is that the rough-neck American "peddler" has no place in foreign selling. That is a job for men who by training, if not by instinct, are not only courteous but adaptable to all personalities and all temperaments, who have at least a passable veneer of the gentleman of breeding. The ballyhoo artist, anciently famous "on the road" in this free and easy land of ours, and still unfortunately popular in some sections of the Pan Handle, is not popular in London or Buenos Aires. Our foreign salesmen must have breeding, or a good imitation of it, and (here comes in the essence of that old advice) must be intelligent conversationalists. If I am selling a gross of files to a little hardware dealer in Paris, somewhere out near the *Place de la Republique*, it does not much matter what I know about French history or politics, but if I am cultivating a large wholesale distributor, while I may quite properly manifest ignorance in inquiring whether the *Rae Edouard VII* was so named because of some act of King Edward or merely through French admiration for him, still I have got to know who *Edouard VII* was, and I really ought to know whom, or what, *Hausmann*, *Wagram*, *Gambetta* commemorate.

But—lest we forget—breeding, education, address, tact and personality, still less complete familiarity with ocean bills of lading and marine insurance, never yet, by themselves alone, sold goods either at home or abroad, and to sell goods is usually the main reason why we hire foreign traveling men. The salesman must push and hammer with no less aggressiveness abroad. He can't talk poetry, politics, or scandal and thereby get worthwhile orders. He can't don evening clothes and frequent the clubs with what he fondly hopes are prospects and expect to turn them into customers unless he pushes them hard for orders, those reluctant orders, and brings into play every phase of sales persuasiveness, in no matter what country.

WHEN begin to hammer? That's quite another question. That depends on the conditions and circumstances in each individual case. But now we are talking about the advice we get by no means to talk business at first. My own experience is that large business men, whether Latin, Teuton, Slav, or Anglo-Saxon, are clever as well as intelligent; otherwise they would not be large. Further, that they want some excuse for the intrusion of

# 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  
McUTCHEON LINENS  
PETER SCHUYLER CIGARS  
ANSCO CAMERAS AND FILM  
COLUMBIA WINDOW SHADES  
TARVIA  
DUZ  
WOODTONE  
HAVOLINE OIL  
WALLACE SILVER  
THE DICTAPHONE  
BARRETT ROOFINGS  
NAIRN INLAID LINOLEUM  
COOPER HEWITT WORK-LIGHT  
TAVANNES WATCHES  
BONDED FLOORS  
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*

# The Powers & House Co.

## Advertising

HANNA BUILDING  
CLEVELAND, OHIO

ADVERTISING at times accomplishes business miracles—but no man can guarantee them in advance.

Advertising is only one member of the sales-team. It can't carry through without team-work.

No one outside your business can guarantee results because no one outside your business can guarantee the necessary team-work.

Select your advertising counsel not on the glitter and allure of its promises but on the calm, cold facts of its performance. Scrutinize its record of client-connections and the length of each. Buy facts—not hopes.

the traveling salesman, otherwise he is an intolerable impertinence. What other excuse is there than business? The pleas that one has come thousands of miles to "study business conditions" or to "get information" do not appeal convincingly to the large business man who has some grave problems of his own to wrestle with and no ambition at all to pose as an information bureau or a home for the friendless. What he really wants more than anything else in the world is to be shown how to make more money.

HOW then to introduce this delicate subject of business with these foreign prospects who are represented to be of such tender susceptibilities, whom all of us acknowledge to be more deliberate and possibly more dignified than similar types in the United States? Well, there is one thing that is usually forgotten by the average foreign traveler: the fact that he is introducing his house as well as himself. What, if anything, does the prospect know about his house, and isn't it reasonable to suppose that before he will contemplate doing business with it, he will have a rather keen interest in learning what sort of a house it is? Accordingly, I suggest that in those cases where it seems necessary or desirable to proceed somewhat diplomatically before arriving at talk of samples and orders, the preliminary conversation with a new acquaintance be made to revolve around this question: Who and what is the house that is presented?

Permit me a personal reminiscence. The biggest, richest and most important house that I ever acquired as a client in the days of long ago when I was trying to sell American goods around the world, a concern that ranks as first, or next to the first, in four or five different countries of the world, was thus secured. I was met most politely by a junior partner who fingered my card and dispassionately remarked, "I don't see what you can do for us."

"I have an idea that we may be able to do several things for you," I replied. "But before we begin to talk business I want you to know that my house was established in 1817, and that's pretty old for an American firm, isn't it?" The Englishman grinned and generously admitted that it was, and for a firm of any nationality.

"Then," said I, "you will probably want to know about our responsibility and character before you consider any business of importance with us. If you will send around the corner to the So-and-So Bank you will find that Mr. Smith, the manager, has received information on that score from his home office, and after that I shall feel much more at my ease in talking with you, while perhaps you will not feel that you are wasting your time in receiving me tomorrow."

Was that a good approach, combining dignity and deliberation with a distinct introduction to business? At any rate, it worked. And whether or not the illustration is worth anything, *per se*, there is a moral in the tale that ought to be more commonly appropriated by exporters. It is that it is a highly desirable adjunct to sales efforts in any and all foreign markets to have authoritative information about your house on file and open to immediate access by interested parties in all places where you hope to secure large people





CLIPPED WINGS—the story of an aviator who had been the comrade of war too long to adjust himself easily to peace, written only as Elliott White Springs can write.

You probably recall Captain Springs—one of the leading characters in "War Birds." McCLURE'S discovered this new author, published his first two stories, and now "Clipped Wings," his first novel, starts in the February issue.

Such editorial material will of itself increase circulation, but, when you tell 25,000,000 readers through newspaper advertising about stories such as "Clipped Wings," circulation literally jumps ahead.

That's what McCLURE'S is doing. That's one reason why more and more big advertisers—

*include McCLURE'S!*

The **McCLURE'S**  
The Magazine of Romance

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

## Deliver your message where selling costs are lowest!

**I**N THE practice of economical selling it is not only necessary, but vital, that greatest effort be concentrated upon the urban centers of population. Your advertising in The Shrine Magazine goes to the heart of the recognized low-cost sales areas.

### A brief statement of distribution by population groups:

Population Group	Shrine Circulation
Under 2,500 - - -	68,340
2,501 to 5,000 - - -	47,270
5,001 to 10,000 - - -	84,790
10,001 to 25,000 - - -	107,205
25,001 to 50,000 - - -	63,147
Over 50,000 - - -	222,637
Canada - - -	13,723
<b>Total - - -</b>	<b>607,112</b>

The black and white page rate is \$1,350—\$2.22 per thousand. A detailed rate card—and other data—will be mailed upon request.

## THE SHRINE MAGAZINE

1440 Broadway • New York

Phone: Pennsylvania 7827

CHICAGO  
122 So. Michigan Blvd.  
Phone: Wabash 6944-5

BOSTON  
Little Building  
Phone: Hancock 8086

as customers. It is easily enough managed by any reputable concern through New York, or other, international bankers. A reference to such information at a bank "around the corner" in the prospect's own city furnishes both a substantial basis for later negotiation of real business and a genuine excuse for a first call and ensuing conversation, whatever its character.

But, not to mention business? Ridiculous!

## The Average Cost of Agency Copy

[CONTINUED FROM PAGE 22]

indirect method. These are three examples that come quickly to mind—dozens of similar instances could be cited.

Our copy was always based on a thorough understanding of the merchandise. If the data were not available, or if it were too matter of fact, too dry, too devoid of face-to-face details, the copy writer either made a quest for better information or engineered the investigation.

Were there any advertisements written at \$4 per? Sometimes, no doubt, there were, if the actual time devoted to the writing was all that was considered. But no copy writer I ever knew was cooped up eight hours a day, forty-four hours a week, grinding out copy.

What about the time spent in getting familiar with the history of the business and with its policy; in talking with the trade and with consumers; in talking with the laboratory man, with the professional man? What about time spent in the plant talking to the superintendent, to the tool room foreman, to the experimental man; hours devoted to conferences with the sales manager, the advertising manager, the general manager, the president?

I have written a *Saturday Evening Post* page in two hours, but those two hours were the climax of years of close acquaintance with the advertised article, of days of policy discussion and hours of previous thought.

That a great many large advertisers are rated as advertising successes today is because a copy writer saw possibilities in them of development and gave them "plus" service, all out of proportion to the money actually spent for advertising. Many times this service involved thinking and planning for the advertiser outside of office hours and routine. Very seldom have I heard criticism or censure for putting too much time in on an account that was considered worth while.

In our own agency the copy hack has no place. All of our copy is all written by men in touch with the account. We don't believe successful copy can be written without knowing just about everything there is to know about the matter, and that takes in a whole lot of territory.

It is easy to understand where none of the twenty pieces would hit the mark unless the writer were in touch with the executives, the factory manager, the sales manager, the advertising manager, a typical inbber or two and typical dealers. There is always "something doing" with all of these mentioned factors, and often with many others, and we believe it essen-

## HOTEL EMPIRE

New York's newest and most  
beautifully furnished hotel—  
accommodating 1034 guests  
Broadway at 63rd Street.

ROOM WITH PRIVATE TOILET  
\$250  
ROOM WITH PRIVATE BATH—  
\$350

## Topeka Daily Capital

The only Kansas daily with circulation throughout the state. Thoroughly covers Topeka, a midwest primary market. Give real cooperation. An Arthur Capper publication.

Topeka, Kansas



The Only Denne in  
Canadian Advertising  
You cannot afford to place your  
Canadian Advertising in  
without a newspaper Directory. You  
need an Advertising Agency familiar  
with the spot conditions. Write

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





# Multiplying Readers and Reader Interest /

**T**HOUSANDS of textile mill superintendents, overseers, engineers and mechanics receive a monthly questionnaire covering current developments in machinery, operation, production, management, personnel, etc. All questions are based on articles in the preceding month's issues of *Textile World*.

In many mills these are being used as a basis for technical discussions in open meetings.

We believe that *Textile World* is exceeding all records for the most readers per unit of circulation.

Member  
Audit Bureau of  
Circulations

## Textile World

*Largest net paid circulation and at the  
highest subscription price in the textile field*

Member  
Associated Business  
Papers, Inc.

334 FOURTH AVE.,



NEW YORK

# Can you write "copy" to fill a window?

The periodical copy you are preparing may direct readers to let's say 3000 windows. Question: Do you know how to make the windows complete the sale? Can you prepare window material that will above all things BE USED? Natural advertising equipment—this ability with window "Copy." Basic principles for you in the

## Handbook of Window Display

428 pages, 5x8, Flexible \$5.00

This is the first handbook to cover completely and authoritatively the entire subject of window display principles and practice. It is literally an encyclopedia of window-display plans, working methods, kinks and expedients, every one of which has been successfully tried out by well-known retail stores in every part of the country. It is THE one standard working manual for manufacturers who prepare "dealer help" material, display men, students of window-dressing, merchants and advertising men.

### Some Important Features

—158 photographs showing windows of all kinds.

—48 drawings illustrating points in the book.

—The effective use of "display helps" — how these should be prepared, and distributed.

—The value of window in advertising, how to secure it.

—Separate chapter on the use of color in the window.

—Discussion of the use of window cards and how these should be prepared.

—Selection and care of window displays.

—A chapter on drawing windows.



### EXAMINE IT FREE

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

Send me my copy of THIS HANDBOOK OF WINDOW DISPLAY. I agree to return the book to you, postpaid, in ten days, or to send you \$5.00 in full payment.

Name \_\_\_\_\_ Address \_\_\_\_\_ Position \_\_\_\_\_ Company \_\_\_\_\_

tial for the copywriter to be in touch with all to handle properly his job of interpreting the advertiser and his product to the public.

In some recent article in ADVERTISING & SELLING I read of a practice of writing a large number of pieces of copy from which the contact man and the advertiser would pick two or three. This is a wasteful and unscientific procedure, and is not tolerated under our system. If the copy writer really knows whereof he writes, one piece of copy for each copy needed is all that is necessary.

After ten years as an agency principal, I still am writing most of the copy for the accounts I handle personally. I can't get away from it. How can I, when the presidents of nearly all these customers are as deeply interested in the advertising as the sales and advertising managers are? If they are interested enough to join the copy conference when the yearly and seasonal policies are discussed and decided, if they are interested enough to spend time with me when they are in the city or have a lunch hour available, I should be interested enough to follow through. More often than not it is the president's character and characteristics that gives the advertising its sincerity, its virility, its real qualities of success when properly used by the writer.

Try and figure out the cost of the advertising written in this manner, and the \$4 average annexes a cipher or maybe two.

I can hear the "comeback": "But your own experience is not typical." I rather believe it is. I have jotted down a list of copy writers I knew intimately a decade back. Ten are officials in agencies, half a dozen have prominent executive positions. One is president of a large corporation.

A good copy writer is, after all, merely a good business man with the ability to "sell" thoughts and ideas to others through the persuasiveness of his writing.

Time after time we hear the comment that the advertising pages of the average magazine are more interesting than the articles. Could this be possible if the writing were the work of mere pencil pushers?

I honestly believe that the advertising copy writer as a class is alert to absorb all the possible information he can get, to produce a story that will "create desire for possession of the goods advertised." The "hack" or "pencil pusher" is the exception and must be so considered when we generalize on the subject.

## Access to a Steady Market

The advisability of advertising to a rural market is determined by two factors: the prosperity, or purchasing power, of the territory, and the means available for reaching this purchasing power.

The best indication of the prosperity of any rural territory is the percentage of homes owned outright. In the territory of the Southern Planter, 79.3% of the farms are free from mortgage, and the farmers are comfortably well-to-do, with steady incomes that are amply sufficient for all their needs. Also, consider that the last five years have seen the establishment of 25,000 new farms.

In the states of Maryland, North Carolina, and the two Virginias, the Southern Planter's circulation of 180,000 reaches one home in every three, twice a month. This support is a signal tribute to the editorial worth of the paper, and therefore solid proof of its worth as an advertising medium.

Your advertising in the Southern Planter goes before an attentive and responsive audience that has buying ability and buying inclinations.

## Convention Calendar

FEBRUARY 26-28—Eleventh District Convention of the International Advertising Association, Greeley, Colo.

March 10-12—Mid-Year Conference of the Financial Advertiser Association, New Orleans, La.

MAY 9-11—Semi-Annual Convention of the Association of National Advertisers, Detroit, Mich.

JUNE 26-30—International Advertising Association, Denver, Colo.

OCTOBER 19-21—Direct Mail Advertising Association, Chicago.

# The Southern Planter Richmond, Va.

JAMES M. RIDDLE CO. Chicago New York Atlanta Kansas City San Francisco

## The Gold-Plated Age of Copy-Writing

[CONTINUED FROM PAGE 34]

bring sinners, not the righteous, to repentance; and you should be fighting shoulder to shoulder beside Mr. Calkins and myself to try to get advertising of equal excellence and efficiency for all advertisers, lest times less prolific than we now enjoy may bring discredit and discredit upon all advertising.

And yet, I must remember that it is your job to be *better* than your competitors—to be a worker rather than a teacher; but you should, on your part, realize that old fellows like myself, who have no strings in our noses and who have no client obligations to sterilize our activities and words, come to possess the instinct of helpfulness for all. My lips need not now be "sewed up with pack-threads," for my avocation is also my vocation.

IN any public debate of advertising copy, you must forever hold a tremendous advantage over anyone who attempts to prosecute the unworthy advertisements. You may quote and display good advertisements without limit, while I may not produce or criticize bad advertising in public without great harm and embarrassment to the creators of it. I am also rather keen to take a thrust at the soul-crushing darbs in what you would probably indicate as our most ubiquitous billboard-by-mail medium. But you say "No fair, to judge advertising which appears in the medium where most advertising money is spent."

In our homely business we first attack the most costly wastes, and if I could have you in my private office for an hour, I could show you such advertising waste as would break the hearts of your ancestors for six generations.

But, without a toss of a coin I shall grant you the choice of your own weapons and present to you, mixed metaphorically, the picture of a full page advertisement which recently appeared in one of our most beautiful and best-loved monthlies:

Here the artist (*sic*—omitting the *k*) rushes to a quite marvelous conclusion in nineteen (count 'em) dashes of his (her or its) impressionistic brush. The youthful effort really shows great promise when the child develops. If there had been less haste and the artist had not insisted upon using the handy whitewash brush, but had asked a neighbor for a one- or two-inch painter's dauber usually to be found in any cellar or closet, the result might have been quite extraordinary. Even if he (she or it) had taken thirty-six more seconds and added about four more dabs, the reader might have caught an idea of what it was all about. But the copy-writer—or was it the head of the firm—came to the rescue, in explaining the big idea to all whom it was worth while to cause to understand. For we must not appeal to the *sans culotte*. And these were the learned words of adulation, set in quite small Italics in four square inches of space:

The luxury of line, the piquancy of striking pattern, may be expressed with equal felicity and allurements in painting or—

There you are! Pardon me for

why risk  
a flop with a  
one paper buy when  
you can get  
into Greater Detroit  
market on both  
feet with  
*two* good media  
there are *only*  
two evening papers  
in Detroit  
and each has a  
strong Sunday  
that's *easy* tapping  
in such a big  
selling field

# Guard Your Mail from DELAY



The U. S. Government is now detailing the Machines to guard all mail trains and so protect your mail while in transit. It is equally important to guard the preparation of your mail in your own office thru the use of the

## STANDARD POSTAL PERMIT SYSTEM

and so protect yourself from all losses, annoyances and delays incident to the use of the ordinary adhesive postage stamp system.

Standard Postal Permit System Machine automatically separates, feeds, imprints stampmark, postmark, and cancellation marks in various colors of ink and denominations of postage; counts, seals, and stacks mail at the rate of 10,000 pieces per hour.

Standard Postal Permit System eliminates lost postage and labor of handling postage stamps, hand sealing, and cancellation of your mail at the Post Office. It is the most efficient and speediest way to mail; controls postage accounting; operates without rental or royalty charges. Try one on your own mail.

**STANDARD ENVELOPE SEALERS—**  
Seal, mail and count with maximum efficiency and minimum labor and maintenance expense.

**STANDARD STAMP AFFIXERS—**  
Affix postage stamps, pre-cancelled stamps, stickers or labels five times faster than by hand.

Send for free copy of booklet "How to Reduce the Cost of Mailing" which also explains the Standard Postal Permit System, or for folder "Reducing Costs by Modern Mailing Methods" describing all Standard Machines.

## STANDARD MAILING MACHINES CO.

Agencies in principal cities. Service extended throughout.

Boulevard, Everett, Mass.

omitting an identification of the proper nouns. Nothing proper is now being used in popular literature, so why identify the blushing parents? They may see dimples and features which they know and love, in this child of their brains. Mr. Blankenbaker claims quite a procession of parents for each brain child. As I write, Amos Parrish says: "Pity the child whose father is a committee. It isn't good manners or good biology; neither is it good advertising for a copy idea to have a flock of fathers. One daddy is enough for any copy idea. It is all right for a committee to decide what child to adopt after it is born—as some sororities do, but committee rooms, even with Early American furniture, aren't pleasant places for the obstrucal rites of a multi-parented copy idea."

Even too many cooks spoil the broth. When the Big Boss puts his finger in it, poor old Nebuchadnezzar's statue scandalously exposes the inevitable feet of clay, and you know what mamma did by trying that second dip on Achilles. The multiple birth of an idea tends inevitably to put a dog's head on Jo-Jo.

NOW let's go back to the cradle and look at the child a minute. Isn't that piece of copy as crystal clear as that old "Mene, Mene, Tekel, Upharsin," that gave such a thrill to Belshazzar's guests? But who shall be the Daniel who will volunteer to be town crier and let the lady readers into the teasing secret of what it is all about? How much of the commodity advertised will that copy sell? As Mr. Calkins would ask: "What have such words to do with creating desire for the goods, and would not that copy be equally good or banal applied to almost any other commodity?"

Mr. B. rather curdles the milk of his contention—creating much nourishment for my whole argument—when he admits: "The worst [piece of copy] I ever was blackjacked into using, etc." Why was Mr. Blankenbaker "blackjacked?" Because some meddler, higher up—perhaps the advertiser, himself—thought more of having copy written by an expensive somebody, than of judging the copy by its elements for selling the goods.

No, Mr. B., the Golden Age of copy writing is not here. Like Mr. Groundhog, you must be more conservative about announcing sunshine forever. Just because some warm rays have glowed upon your own head on the second day of February, beware of the First Day of April and its disillusionments. We must still look forward to the time when the copy department is not blackjacked; when Mr. Calkins has ceased to decry those "influences which blight advertising copy"—until fads and fancies, cheap imitation, and copy that is monotonous, banal, commonplace and trite, as Mr. Calkins names it, shall be more commonly displaced by copy written with knowledge of the merits of the goods, and the needs and desires of its prospective consumers, and with that wholesome imagination that truly and without exaggeration pictures the happiness and comfort that the goods will bestow upon possessors.

We glory in the golden days and in the fine percentage of splendid advertising; but we to whom that day's work belongs, find still before us hundreds of needy clients and many years of ceaseless service before your golden millennium may be anticipated.

## Reasonably-Priced Field Investigation

Perhaps the outstanding feature of our local questionnaire survey service is its low cost (we use resident investigators which eliminates traveling expense). We cover 220 cities. Dealer calls \$1.50; consumer calls 75c.

## The Business Bourse

J. GEORGE FREDERICK, PRES.

15 W. 37th St. (Wisconsin 5067) New York

In London, Business Research Services, Ltd.

## SPECIAL MECHANICAL DISPLAYS—

Designed for  
your individual  
products

Write for circulars of Mechanical Books,  
Start and Stop Revolving Tables.

CHESTER MECHANICAL CO., Inc.  
430 West 45th St. New York, N. Y.

# This is McCall Street



**S**EVEN years ago McCall Street accommodated 1,250,000 families, a home every twenty-five feet from New York to San Diego. Today there are 2,150,000 families on McCall Street. There is only one McCall Street; and there is one best way of reaching it—McCall's Magazine.

# McCALL'S

## MAGAZINE

# A Railway Age

18th  
Consecutive  
Year

**Railway Age**  
Railway Engineering and Maintenance  
DAILY EDITION

The crucial element makes a  
difference in the history of its  
performance.

**KERITE**

**Railway Age**  
Railway Engineering and Maintenance  
DAILY EDITION

**THE BIGGEST**  
Rail-Tie-Roadbed-Joint  
**SAVER**

Ever Put on

**HEAD-FREE**  
JOINT



A thorough test  
can save you  
**A Lot of M**  
The Rail Joint Company

**Railway Age**  
Railway Engineering and Maintenance  
DAILY EDITION

**Stop**  
RAIL CREEP

**THE MARBLE**  
RAIL ANTI-CREEP

**THE R.M.S.**

**Railway Age**  
Railway Engineering and Maintenance  
DAILY EDITION

**FORGET THE COST**  
For Thousand Pounds

You can't afford to  
forget the cost of  
thousand pounds  
of material.

**HIPOWER**  
RAIL ANTI-CREEP  
RAIL ANTI-CREEP

See Our Exhibit, Room 117  
The National Lead Works Co.  
London, E.C. 4

**IMPROVED**  
**HIPOWER**

March Daily Editions

March 8, 9, 10 and 11, 1927

# Every 24 Hours

## A Great Selling Force Multiplied 4 Times

FOR the eighteenth consecutive year the *Railway Age March Dailies* will serve the railway industry during the March Convention to be held in Chicago, March 7-10. This convention and exposition should be the greatest in the history of the American Railway Engineering Association, the American Railway Association—Signal Section, and the National Railway Appliances Association. Railway budgets indicate that approximately \$1,350,000,000 will be expended in 1927 for additions and improvements to roadway and structures and for maintenance.

You can appreciate that publishing a business paper like the *Railway Age*

every twenty-four hours for four days—delivering copies to those at the convention each morning with complete activities and reports of the sessions of the preceding day, and mailing copies to all interested railway executives, operating officials, purchasing, engineering and signal officers—is an achievement.

It is this service that has made the *Railway Age March Dailies* a recognized institution—and the more than 45,000 copies distributed a supreme influence throughout the railway industry.

Write for complete information regarding the convention, exhibits and the *Railway Age March Dailies*.

**Railway Age**  
and  
Railway Engineering and Maintenance

**Simmons-Boardman Publishing Company**

"The House of Transportation"

30 Church Street

New York, N. Y.

Chicago: 608 So. Dearborn St. Cleveland: 6007 Euclid Ave. Washington: 17th and H Sts., N. W.  
Mandeville, Louisiana San Francisco: 74 New Montgomery St. London: 34 Victoria St., S. W. 1.

# The OPEN FORUM

Individual Views Frankly Expressed

## Guarding Against Age

READ with much interest W. R. Hotchkin's article, "Past Fifty."

The *New York Times* of Jan. 16 contained the report of a survey conducted by David T. Rowlands of the Wharton School to determine the average age of presidents, vice-presidents and chairmen of the boards of directors of one hundred leading financial, transportation and industrial companies.

The survey showed that bank officials are the youngest group, averaging between fifty-five and fifty-six years; the average age of the presidents of the industrial companies is fifty-nine and a half years, while the chairmen of the boards of railroads average seventy-five years.

This reinforces Mr. Hotchkin's point, that judgment and capacity develop with the years and that business is foolishly wasteful if it arbitrarily cuts off men at fifty or sixty or any other age. On the other hand, we all know how hard it is to introduce an older man into an organization of young men, however much we may believe in his ability.

Maybe some day there will be a sort of mental and spiritual life extension institute to which a man can submit himself for annual examination after he passes thirty-five, with the question: "Do you see any danger in my business situation which is likely to leave me out in the cold at fifty? If so, let me know so that I can take corrective measures now."

BRUCE BARTON, *President*,  
Barton, Durstine & Osborn, Inc.,  
New York.

## Women Smokers

OSCAR WILLIAMSON'S article, "An Inhibition versus a Market," certainly seems a timely piece of copy. In this city, at any rate, women smokers have long ago ceased to attract attention as novelties, and the big tobacco companies would appear to be awaking to the fact at last. Witness, for instance, the Lucky Strike sample attached herewith. It seems to me that this constitutes a distinct step forward along the line indicated. The

past attitude of the cigarette manufacturers in neglecting the giant potential market savors of leaning over backward. It is a matter of satisfaction to note the apparent dying out of the prejudice throughout the country, for it is a pleasing commentary on the growing enlightenment of the people.



## Schumann-Heink's Youthful Voice

She recommends Lucky Strike  
—because "It's Toasted!"

Now celebrating her 80th year in opera and concert, Madam Schumann-Heink is an outstanding example of one who has been ever vital of her previous voice.

When smoking, she prefers Lucky Strike because they are the greatest enjoyments and health protectors.

Lucky Strike is smooth and soft—the most agreeable you ever smoked. They are made of the finest Turkish and domestic tobaccos, grown and blended with great skill and there is no care in treating the tobacco.

Smoke Lucky Strikes—you'll like them.

"It's toasted"  
Your Throat Protector



"Lucky Strike's" is a kind of comfort, a relief, a rest to my mind. I have smoked a great deal of this fine cigarette since I came to New York. I have found it to be one of the most enjoyable and healthful of all the cigarettes I have smoked. I recall the American Tobacco Company's agreement to purchase thousands of cigarettes to be smoked by the women of the world and how delighted they were in making them. I recommend Lucky Strike because they are kind to my throat."

—Madam Schumann-Heink

No doubt Mr. Williamson's "inhibition" still exists quite extensively, but is it really the frightful specter the tobacco men believe? I am inclined to doubt it.

PAUL R. SPENCER,  
New York City.

## Even in Tennessee!

CONGRATULATIONS upon Oscar Williamson's exceedingly interesting and stimulating article on the Marlboro Cigarette "feminine appeal" in your January 26 issue! It's a corking good article. If any one thing can stimulate all of us in advertising to take a real part in developing what your magazine has previously called "The New American Tempo"—it is such an analytical discussion as this.

As a matter of fact, first-hand contact on the part of the writer shows that even in a great many of the small

towns—small towns even in Tennessee, which used to be one of the five States prohibiting the sale of cigarettes—the feminine grown-ups started bobbing their hair, smoking, and playing bridge by the new rules quite a little while ago.

The fact that previous decades tolerated a dual standard of tobacco-ality has less and less to do with the case. And as smoking becomes increasingly universal the possibility of a quorum on the other side becomes more and more negligible.

In a recent issue the editor of *Tobacco Leaf*, one of the best-known tobacco trade journals, hits a number of nails squarely on the head. "The woman with a cigarette," he says, "ceased to be a novelty a generation ago. To assume that women do not smoke is like harboring the fiction that the automobile has not succeeded the horse and buggy. The writer ventures the assertion that there are more American women who smoke than wear corsets. The cigarette is just as securely a product for female consumption as tea, coffee, or fountain pens!"

LEE D. BROWN,  
Picard, Bradner & Brown, Inc.,  
New York.

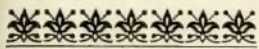
## "Past Fifty"

I AM still this side of thirty-five, but I want both Mr. W. R. Hotchkin and the Editor to know that I for one consider "Past Fifty" one of the best articles that has ever appeared in ADVERTISING AND SELLING.

The moving depth of feeling, the wealth of background shining through, the sheer smoothness and continuity of expression, the convincing arrangement of his argument, the vital sense of justice and the ringing steel of truth all combined in Mr. Hotchkin's article to form a beautiful piece of copy. Best of all, it was a courageous challenge to many business men who somehow or other have lost themselves in the convention of one of the most inane theories that ever appeared in American life. It is one of the numerous conventions which have sprung up from the seed sown by the "whoop-er-up" school. To those of us who are, in our school.

LEON KELLEY,  
Farnsworth & Brown,  
New York.





# The HOME FORUM

(conducted by Better Homes and Gardens)

*Individual experiences and problems in selling the Home, the basic American market.*

## Selling Refrigeration

"This morning," writes an agency executive, "when a salesman for Frigidaire called, I suggested a prospect. The salesman's first question was, 'Does he own his home?'"

"Since I had expected an inquiry about financial standing, I asked his reason for putting this question first. He replied,

"I sell ten to home owners for every one to non-owners. There are plenty of home owners for me to sell, and I naturally prefer to concentrate on them."

Ninety-one per cent of BETTER HOMES and GARDENS' readers own their homes. That fact alone makes advertising in BETTER HOMES and GARDENS a powerful force in selling electrical refrigeration.

## A Banker's View

In a recent article, John Poole, President of the Federal American National Bank of Washington, D. C., points to some errors in the management of salesmen. Criticizing particularly the tendency to strive for a maximum number of calls rather than a maximum number of effective calls, he suggests selective selling as the door to lower sales cost.

Manufacturers of products for the home have, in BETTER HOMES and GARDENS, a powerful means of selective selling.

BETTER HOMES and GARDENS is devoted to the complete home, both inside and out. It is edited only for families who take an active interest in making homes more attractive and making home life more enjoyable.

## "At the Top for 1926"

The profit-value of using these families as the basis for selective selling, is illustrated by a letter just received from H. B. Gessner of the Clinton Carpet Company.

Since the Clinton Carpet Company uses keyed copy, Mr. Gessner undoubtedly reads from the book of facts when he states, "BETTER HOMES and GARDENS has been one of the most successful magazines on our schedule for 1926."

# Devoted to the nation's greatest business HOME - MAKING

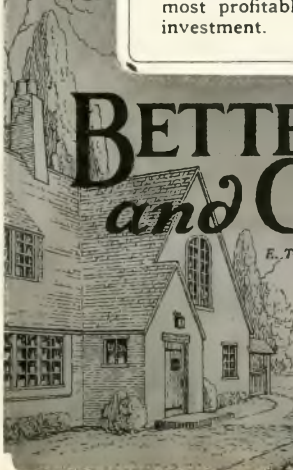


*850,000 new customers in less than five years*

**T**HE growth of BETTER HOMES and GARDENS to a circulation of 850,000 in less than five years shows the fundamental need for a magazine devoted exclusively to the nation's greatest business—Home Making.

The effect of this remarkable growth is not limited to the publishing field. Leaders in general business recognize that BETTER HOMES and GARDENS has become a vital influence on family purchases—

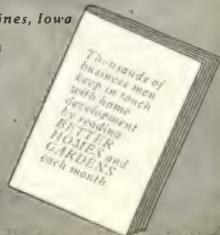
And many advertisers who check results have found that dollar for dollar, BETTER HOMES and GARDENS has produced the most profitable return on their advertising investment.



# BETTER HOMES and GARDENS

E. T. MEREDITH, Pub., Des Moines, Iowa

ADVERTISING OFFICES:  
 NEW YORK, PHILADELPHIA  
 CHICAGO, MINNEAPOLIS  
 KANSAS CITY, ST. LOUIS  
 SAN FRANCISCO



# If the Agency Goes Broke, Who Pays?

*Suppose client remits promptly to agency and agency fails to pay publisher or craftsman. Must advertiser pay these bills a second time? Do creditors usually force the issue? What can the advertiser do to avert such a situation?*

It's no disgrace to the agency to keep a check on it. What current practice is, how far the advertiser has the right or need to go, how this check-up can best be accomplished, what advantages it has for agency as well as client—Dope Sheet No. 25 from the Ellis Dope Book supplies the answer, illustrated by real cases.

In time of actual trouble Lynn Ellis is glad to give personal advice—at a fee. But you'll find it less expensive to *prevent* trouble. Get this Dope Sheet now (see offer below) and follow the sug-

gestions it makes for your protection.

\* \* \*

Dope Sheet No. 25 is part of a monthly subscription service—the Ellis Dope Book—dealing with relations and management problems of vital interest to advertisers and agencies, based on Lynn Ellis' wide experience as advertising manager, promotion manager and agency director, plus extended special investigation.

The Big Idea is to help advertising executives make the gears go 'round more smoothly *inside* the agency and advertising department and mesh with less friction at necessary contact points outside, something at which Mr. Ellis has steadily worked for fifteen years.

The special offer below gives you a quick, cheap look at the kind of material you'll find in the Dope Book. If you like the samples and order the service continued for a year, we'll give you these six sheets free as a bonus and credit their price against your subscription.

Every creative advertising man constantly bumps into bothersome business problems arising out of the very youthfulness of his profession. Here's a mine of helpfulness. Don't struggle along with problems for which you can so easily get a solution. *Fill out the coupon and send it today.*

**LYNN ELLIS, Inc.**  
One Madison Ave., New York  
Room 346, Desk C-21

Enclosed find \$3.00, for which you are to send me the 6 Dope Sheets listed below, this sum to be credited against subscription to the Dope Book service if ordered within 60 days.

- |   |  |
|---|--|
| Client's Audit of Agency Records (No. 25)                   | Classifying Advertising Accounts                                       |
| Personal Experience—Sell It Through the Personal Inventory! | Instruments of Service—Who Owns the Creative Material?                 |
| Agency Compensation Under Bargain Space Rates               | Agency Handling Charges—Discussion of the 15% on "Art and Mechanical." |

Name .....

Address .....

Firm .....



**ELECTRICAL ANIMATED AND STILL DISPLAYS** for WINDOW, COUNTER, and EXHIBITS

Effective—Dignified  
Planned Inexpensively

CONSULT WITH EXPERTS

ANIMATED PRODUCTS CORP.  
19 WEST 27th ST. NEW YORK

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

**The Standard Advertising Register** is the best in its field. Ask any user, Supplier valuable information on more than 8,000 advertisers. Write for data and prices.

**National Register Publishing Co.**  
Incorporated  
15 Moore St., New York City  
R. W. Farnel, Manager

# 133 Millions Gain in Five Years

[CONTINUED FROM PAGE 21]

new company which earns almost as much profit as itself, still the proportions are nowhere like nine-fold. What does Wall Street see in the Postum Company which tempts it to bid it up so high?

**T**HE answer is: well-established good will, sound policies and very able management. These are the new things on which Wall Street is betting nowadays, as against the old-time monopoly, patents, plant and equipment, real estate and mere past performance. It knows that these are the greatest "earners" in industry today; the safest industrial investments.

Let us then examine the policies and management of the Postum Company. We find at once that they are unusual, not in regard to the "scheme" of selling but in regard to the virile and meticulous manner in which the modern organization principles are emphasized and carried into effect. Many of the modern policies and principles which have long been talked about and urged in the business world, and which are regarded by many business heads of the old school as a bit theoretical or too self-evident to bother with, the Postum Company puts into effect with vigor and determination.

Take for instance the matter of executive action. Clarence Francis, general salesmanager of the Postum Company says, "It is a cardinal principle with us to think little of opinions; in fact we have little or no use for them. It is our idea that if you know a thing you should go ahead fearlessly, but first know if you don't know. We are very fussy about knowing if we don't know. We do not even assume anything we do is right, even after we do it. It still needs to be checked, even then. It is the logical process back of an opinion in which we are interested, a logical process built up on as much fact as is humanly possible."

Here in a few words is stated what in all likelihood—slight as it may seem—is the foundation stone of Postum success. It is a realistic point of view; a practical point of view; the very essence of the modern scientific point of view. C. W. Post took his company through the early struggles, where personal qualities counted and where inflexibility of personal will and opinion was effective. But the company that bears his name now could not grow large on opinion inflexibly held; it could grow large only on the exact opposite; on the courageous executive humility of modern "big-time" managers. Instead of being cock-sure that they "know," they go to the utmost lengths to prevent themselves and their subordinates from assuming that they know until they know they know, and until their knowing stands the test of logic.

All this seems like "a lot of talk" or academic theory to the many business men of today who still do business on the "Napoleonic" principle, but actually it is the "big secret" of the success of a concern like this one.

But there is still another secret or two. The next in importance is the

**EDITOR & PUBLISHER**

Issued every Saturday, forms closing ten P. M. Thursday preceding. Publication by The Editor & Publisher Co.  
 J. W. Brown, Publisher; Martin E. Paw, Editor; Suite 1700 Times Building, 42nd St., at Broadway,  
 New York. Telephone, Bryant 3052-3053-3054-3055-3056. Charter Member Audit Bureau  
 of Circulations. Member Associated Business Papers, Inc.

NEW YORK, JANUARY 8, 1927

Vol. 59 No. 33

**LEADERS IN SIX-DAY FIELD  
 —MORNING OR EVENING**

Chicago Daily News (e).....	21,811,512
Newark (N. J.) News (e) ..	21,200,163
Philadelphia Bulletin (e)....	20,698,656
Indianapolis News (e).....	18,272,586
Los Angeles Herald (e).....	17,505,474
Akron (Ohio) Beacon-Jour- nal (e) .....	16,355,175
New York Sun (e).....	16,245,237

**Now 6<sup>th</sup> in U. S.—1<sup>st</sup> in Ohio**

THE Akron Beacon Journal surpassed in advertising lineage all but five of the six-day newspapers in the United States, either morning or evening.

Its position has risen within the past year from 2nd in Ohio and 14th in the United States (1925) to 1st in Ohio and

8th in the United States (first half of 1926) until it now stands 1st in Ohio and 6th in the United States among six-day newspapers.

Confidence in the ability of the Akron Market to buy goods advertised in the Akron Beacon Journal can be the only reason for these recent lineage gains.

**AKRON BEACON JOURNAL**

Member of The 100,000 Group of American Cities

[ STORY, BROOKS & FINLEY, Representatives ]  
 New York Philadelphia  
 Chicago St. Louis Los Angeles San Francisco

## Arthur Henry Co., Inc.

Designers and Producers of  
Distinctive Direct Advertising

1482 Broadway, New York

Telephone BRYANT 8078

Leaflets

Folders

Broadsides

Booklets

House Organs

Catalogues

Copy Writing

Illustrating

Engraving

Printing

Send for further information

equally obvious one of giving real authority and responsibility to executives, and "pinning responsibility" definitely. A lot of people talk about it, but Postum goes to unusual lengths to carry it out. "There's always a particular man in the Postum organization," says Mr. Francis, "who is absolutely responsible for anything that may go amiss. We believe in our executives really controlling the controllable things which are in their jurisdiction. We believe that it is a vital question in the management of a large enterprise whether you are really controlling the supervision or whether the supervision is controlling you. The first principle in doing this is to pin responsibility hard and fast by clear organization methods."

Again I am sure that this sounds to old-timers in business like "a lot of talk." The old desk-thumping hell-raising boss tradition dies hard in America, thanks to the publicity which Vanderbilt, Armour, Simmons, Wanamaker, *et al.* received in a by-gone era. But today fast-moving enterprises are impossible without very meticulous attention to this matter.

THE Postum organization is well-knit and clear functioning. "The president of our company," says Mr. Francis, "is the only jack-of-all-trades in it. Function is determined with great care. You must not only have a plan; you must figure out exactly what you are going to do before you do it. Take for instance the way our sales organization functions. We have three divisions: Eastern, Western, Pacific Coast; each in charge of a divisional sales manager. These divisions are broken down into twenty-three sales districts. We have a separate sales manager at headquarters for every line of article we sell, but—mark this—his duties are confined entirely to: (1) knowing conditions; (2) formulating plans; (3) developing a budget; (4) seeing that work is carried out, but not actually executing the work. That is done by our executing sales department, which has charge of the carrying out of all sales plans. You see how this makes one boss for the workers in the field, not different bosses for every product. These workers in the field consist of jobbing salesmen who keep in contact with the jobbers and specialty salesmen who keep in contact with the retail stores."

Here again is proof of the exceptionally up-to-date nature of the Postum policies. They have adopted the plan, long advocated by sales experts, of splitting the function of sales-management into (1) planning and (2) executing. It has long been known that few sales managers combine in one brain top-notch sales *executing* ability and sales *planning* ability. A very big concern like Postum can afford not only to separate the planning from the executing, but actually to have a planning sales manager for every product.

What, now, is the other secret? Once more it is something we have all heard of: the budget. And once more Postum takes this subject with intense seriousness and goes further than most others. Not only do ninety-nine out of a hundred American businesses operate without any budget, but even those few that do use the system operate only *one* budget, or at most an additional one for the advertising depart-

"—none has answered  
our requirements quite  
so well as PYRAMID."

American Colortype.



The Pyramid Sales Portfolio is used to advantage by American Colortype in the displaying of Colortype specimens. It makes possible a picture sales talk. Holds strict attention, is neat, compact and more. Read the letter received from Mr. C. G. Howell, Advertising Manager.

"Of the several types of portfolios, employed by our salesmen, in displaying American Colortype specimens, none has answered our requirements quite so well as the PYRAMID.

Your portfolio is attractive, compact, convenient and serviceable, and last but not least, the prices are so arranged and inclined that the prints annexed are shown to the best possible advantage."

"Ask a Man Who Uses One"

Pyramid Sales  
Portfolio

U. S. Patent No. 1577697



Book-art superfinish Loose Leaf Sales Portfolios for sales presentations.

Michigan  
Book Binding Company

Schmidt Power Bldg. Detroit, Mich.



Each Week  
 He Gives  
 to President Keene a Review  
 of the Foreign Market Situation

Every week the cables flash from London, Paris, Berlin, bringing the news of European metal markets; reports are gleaned from the far corners of the earth—wherever machinery is used in the metal trades, ore mined, smelted, metals cast, machined, consumed. A random

issue tells of the formation of a Japanese pig iron syndicate, of the efforts to increase Italian iron and steel output, of a new high record in Belgian pig iron, of a new fabricating plant in Chile, of exports to New Zealand, Australia, of the gain in German exports.

*That's why he reads THE IRON AGE*



He is another of those whose time demands that facts be presented with brevity and with accuracy. There are thousands, and it is their loyalty to the publication that serves them that makes the Iron Age the choice of 1300 regular advertisers who sell to the metal trades.

**THE IRON AGE** ~ *The National Publication of the Metal Trades*

## A NOSE FOR NEWS

NEWSPAPER editors are notoriously immune to the commonplace. But they react immediately to fresh thought and clear statements of the topics of the day. In November, 847 newspapers quoted the *Forum*. These newspapers have a combined circulation of 56,797,749. Among others the *New York Times* and the *New York Herald-Tribune* gave the quoted articles front-page position.

The fact is that the *Forum* is read and quoted rather widely. Such editorial interest argues for keen intelligence and responsiveness on the part of 75,000 *Forum* readers.

Will this interested, wide-awake audience have the opportunity to read your advertising during 1927?

# FORUM

*A magazine of controversy*

Edited by HENRY GODDARD LEACH  
247 Park Avenue, New York

A soldier is a splendid eye rest in a crowd of civilians. But in a regiment you have difficulty in finding your own brother... Typography is just like that. You must think of the advertisement not only as standing alone but in a crowd of its fellows, too. We sit and think before we stand and set your type



WIENS TYPOGRAPHIC SERVICE, Inc.

203 West 40th Street, New York City

Telephone Longacre 7034

OUR OVERNIGHT SERVICE IS VALUABLE TO OUT-OF-TOWN CLIENTS

ment. But Postum operates entirely separate budgets for the administrative department, the production department, and the selling department. Furthermore it starts all its budgeting from the right premise: the selling premise. Bear in mind that in speaking of a selling budget we are talking about a financial budget, not about a sales quota, which is something else again. This financial selling budget is based on a five-year average on past performance; on present conditions; and on sales possibilities. This is then broken down into products, months, divisions, districts, and jobbing salesmen. So, also, of course is the sales quota.

The net result is that the local field executives are real executives. They really control. They study their expenses and their sales with all the completeness of a headquarters sales manager. In fact, with its policy of promoting from the inside, the aim of Postum is to develop these field-men into salesmanager material.

Note now how rigidly disciplined the budget is. At four o'clock on the last day of the month, without fail, the books close. By airplane mail the distant divisions have sent in their reports, and by the tenth of the month every executive throughout the country has in his possession complete information, in detail, about the previous month's business, with eleven months cumulative ("moving total") figures. There is not permitted a twenty-four hour's difference in the receipt, anywhere in the country, of these data. Nor are the field executives permitted to be the kind of men who are good salesmen but who slur statistics and are not capable of working closely with figures. Even the jobbing salesmen are supplied with a "Sales Bible" carrying, among other things, a four-year record of every customer.

In the Postum organization a budget is not merely an innovation, half-heartedly tried; it is the frame of the entire structure, and for it the severest discipline is maintained.

THE advertising of Postum is admitted everywhere to be up to very high standards; it is graphic, educational, intimate. Postum uses many forms of advertising, including radio, demonstrations, house-to-house distribution of booklets, and sampling. And in full keeping with its policy of making real executives out of its field managers, they are consulted as to local advertising methods. To be sure, final decision and adherence to general policy is in the hands of headquarters, but the local knowledge of managers is carefully drawn upon, for there are some towns known to be especially responsive to, for instance, poster advertising. Postum spends a greater sum of money for advertising, today, than any other food concern except the packers'.

Another indication of the exceptional policies Postum uses is the manner of judging salesmen. A well established food concern invariably pays its salesmen on a salary basis, and judges them on a purely horizontal basis. It is regarded as standard practice. Postum, however, has a much more discriminating method of judging the status of its men, and of giving them that zest which can come only from being on a competitive basis by means of which the men can figure out their own stand-

# Would You "Sample" Every Home —Or only One in Every Ten?

If your goods are of a nature which permit sampling, you insist that the sample crew leave a sample at every home.

You would be shocked to learn that a crew made a practice of stopping at every tenth house; you would quickly put a stop to such wasteful, inefficient "sampling" as that.

But when you back up your sampling with advertising, are you equally shocked at the idea of using mediums which reach only one home in ten? Probably not; you have become used to buying "coverage" that doesn't cover.

Whether you distribute samples or not, it is equally true that the only efficient coverage of a territory is that which reaches every home where possible buyers live.

That is the sort of coverage The Country Newspaper offers you. From one end of the country to the other, there are great small town and rural zones, populated by prosperous, progressive people, where The Country Newspaper goes into every family and is read by every man, woman and child.

To neglect this field is to neglect 60% of your possible market. And the only way you can cover it adequately and profitably is through The Country Newspaper.

The country newspapers represented by the American Press Association present the only intensive coverage of the largest single population group in the United States—the only 100% coverage of 60% of the entire National Market.



Country newspapers can be selected individually or in any combination; in any market, group of states, counties, or towns. This plan of buying fits in with the program of Governmental Simplification, designed to eliminate waste.

## AMERICAN PRESS ASSOCIATION

Represents 7,213 Country Newspapers—47½ Million Readers

Covers the COUNTRY Intensively

225 West 39th Street

New York City

122 So. Michigan Avenue  
CHICAGO

68 West Adams Avenue  
DETROIT

## To influence buying for power plants

**E**ditorially, Power Plant Engineering deals with the problems involved in the construction and operation of the large power plants of the country. 21,968 men who plan, construct and operate these plants, read and use it as their buying and operating guide.

Advertisements in Power Plant Engineering influence a large part of the orders placed for over a billion and a half dollars' worth of machinery, equipment and supplies annually required for power plants.

Sample copies and other information sent on request.

# POWER PLANT ENGINEERING

53 West Jackson Blvd.

Chicago, Ill.

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



ing in relation to the next man. Postum operates a rating plan on the point system for its specialty men, the basis being 1000 points, which is the total of possible points on ten separate tasks, covering "replacements," window display and other merchandising work. By "replacements" is meant bringing new stores into the fold or old ones back in again. And the difference between one territory and another is taken care of by calculating the salesman's percentage of "replacements" upon the number of possible "replacements." If, for instance, a salesman is working in a territory where 90 per cent distribution is enjoyed and he secures 2 per cent replacements, he is entitled to a credit of twenty, because he has sold 20 per cent of the unsecured distribution. Another salesman securing 2 per cent replacements in a territory where there is only 80 per cent distribution would be entitled to a credit of only ten because he sold only 10 per cent of unsecured customers—even though the actual number of "replacements" sold were the same in two cases.

**T**HE policy on sales contests is equally up-to-date. There is one year-long contest, the "Crest" contest, which only fifty high men at the end of the year can win. But using the well known fact that year contests are too long, and that wives of salesmen should be stimulated, there are other three-month contests, including one in which wives collect "stamps" on their husbands' sales to attain a piano or some other article of merchandise.

Incidentally, the Postum Company is of the belief that its specialty salesmen, calling on the retail trade, are a distinct form of protection and insurance for its interests, because they build up the percentage of distribution and see that dealers carry adequate stocks and keep them in line with the firm's advertising. Nevertheless these specialty salesmen do not take one-half of one per cent of the total orders.

Enough has been told here to indicate that the explanation of the Postum Company's success is not based on some special cinch-hold, patent or other automatic advantage, but very largely upon the most modern management and the actual, intensified, earnest use of business principles that are well known and fully agreed upon by business advisers, but which, strange to say, are actually practised in earnest by but few concerns; or if they are practised, are applied only in a desultory way. It is one of the nine wonders of the business world that while the elemental policies of modern success are not in dispute at all, but are fully described in detail in books and business periodicals, they are regarded as quite commonplace and even a bit theoretical. Here is a concern that has taken them seriously: line and staff organization, research, budget, creative advertising, etc; with this important difference, the difference of tremendously earnest and meticulous application.

We have too few executives with the Postum point of view; that is probably why forty-three per cent of all American corporations register a deficit instead of a profit.

## ALLENTOWN PA.

Where Wages Are High  
and  
Everybody's Prosperous

90% of its 100,000  
People  
Read The  
Allentown Morning  
Call

Story, Brooks & Finley  
National Representatives

"Ask Us About  
Advertisers Cooperation"

### 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.

### With a forward looking agency, this man will appreciate

Twenty-seven years old, Christian, university trained; has a newspaper past, a copy present, an advertising future; no oral salesman but persuasive with a pen; few ideals but a marching host of ideas.

Fledged in an organization where good advertising is deified; has put pen to dealer, retail and mailing copy, resultfully; can put pulse and picture into a selling message; knows Cheltenham from Bodoni, offset from letterpress and makes capable layouts. He contacts well.

New York agency preferred.

BOX No. 444  
Advertising & Selling  
9 East 38th Street, New York City

### Letters Have Helped to Bring \$84,000,000

Our Specialists Wrote Them  
They Are Ready to Write Yours

Address: FINE LINE ARTS  
740 Rush Street, Suite 505-7-9, Chicago





# The Space Buyer's Value To His Client Is— *His Knowledge of Media*

**T**HIS illustrated brochure is a complete analysis of the *financial* market and the leading publications in this important field.

It is made up in convenient form to fit snugly into your files, carrying the current issue of The Magazine of Wall Street for handy reference.

*We shall be glad to send  
you a copy on request.*

*The* **MAGAZINE**  
*of* **WALL STREET**

Member A.B.C.

VICTOR E. GRAHAM  
Advertising Manager

42 BROADWAY

NEW YORK

## A Successful Merchandising Campaign

[CONTINUED FROM PAGE 36]

sale distributor agreed readily, of course, to accept this help, and a merchandising man from the main office of the manufacturer was detailed to direct the campaign with the assistance of the local salesmen.

THE first step was to arrange a series of advertisements to run during the campaign, which was to last a month. This advertising was charged to the Westinghouse Lamp Company, and stressed the need to "Drive Sanely"—the slogan of the campaign—with special reference to sane driving as a result of proper lighting. The local newspapers were more than willing to give as much publicity as possible to the campaign, particularly as they were assured it would be backed by the city government. In addition to the advertising contracted for by the manufacturer, the automotive dealers of Akron were solicited for ten dollar contributions to pay for a double page spread on the opening day of the campaign. Thirty-seven dealers responded, and the result was a very striking advertisement.

The cooperation of the Mayor of Akron and the Director of Public Safety was solicited, and they took part by issuing statements on the subject. They also instructed the Police Department to tighten the enforcement of the local motoring ordinances and laws during the campaign.

Of course, this cooperation from the city officials was the result of the fact that the campaign was based entirely on the "Drive Sanely" idea, without any attempt to secure publicity either for the Westinghouse Lamp Company or for the local jobber. It was felt that arousing the interest of the general public in better driving would automatically result in increased sales for the local retailers and wholesalers. Naturally, the dealers were all ready to tie in with the campaign, not only through the newspaper advertising but through the use of special window display material supplied by the manufacturer, stressing the slogan. Several of the jobber's salesmen and the manufacturer's salesmen were detailed to a special drive for the purpose of securing new retail dealers during the campaign and of showing them how to cash in on the interest of the public.

A series of four broadcasting talks was arranged through a popular local station. The radio talks were prepared by the manufacturer, and were on the general subject of sane driving, no mention being made either of the Westinghouse Lamp Company or of the local jobber. Because of the absence of publicity material, it was possible to secure influential people to make the talks, and the newspapers con-



Vernon Room

### MARCH MUSICALES

EVERY SATURDAY EVENING

February 26th to March 26th

—FIFTH YEAR—

Beniamino Gigli — Mabel Ritch — Paul De Marly  
John Charles Thomas — Rosa Low — Benno Rabinoff  
Alberto Salvi — Irma Swift — Giuseppe Danuse  
Lucille Chalfant — Armand Tokatyan — Oscar Nicasstro  
Moriz Rosenthal — Dorothea Flexer — Curtiss Grove

### CHALFONTE-HADDON HALL

ATLANTIC CITY

Details of these Musicales together with hotel folder  
and rates on request

LEEDS AND LIPPINCOTT COMPANY

Where to Stay  
in New York



In the center of business and theatrical New York—yet as quiet as a pastoral home, the New Forrest is a place "for rest" when rest is needed. Three hundred beautiful, inviting, homey rooms, all outside, all with baths, showers and running ice water, await discriminative guests. At \$3.00-\$4.50 single, \$4.50-\$6.00 double, you will find refinement, comfort and true economy.

Telephone—Chickering 7070

MANAGER—WILLIAM F. THOMAN

New FORREST  
HOTEL  
49<sup>th</sup> ST. Just West of  
Broadway  
NEW YORK

**BAKERS' HELPER**  
CHICAGO

A. B. P. and A. B. C.  
Published  
Twice-a-month

Bakers' Helper has been of practical service to bakery owners for nearly 40 years. Over 75% of its readers renew their subscriptions by mail.

New York Office 431 S. DEARBORN ST.,  
17 E. 42nd St. CHICAGO, ILL.

### THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.

"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available.

Your copy will be sent upon request

243 West 39th St. New York

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

THE JOHN IGLSTROEM COMPANY  
Massillon, Ohio Good Salesmen Wanted

sequently gave the broadcasting a considerable amount of publicity.

Special streamers, in orange and black, bearing the "Drive Sanely" slogan, were provided by the manufacturer to tie up with the campaign. Permission was secured from the Northern Ohio Power and Light Company and the Akron Yellow Taxicab Company to paste these streamers on the backs of all street cars and on the windows of the buses and taxicabs. In addition, it was announced during the broadcasting that these streamers were obtainable by private motorists, and several hundred requests came for them. Practically all of the automotive dealers in Akron, and many private individuals, had these posters pasted on the back windows of their automobiles.

A standard Westinghouse display cutout, known as the "Westinghouse Cop," was also used during this campaign, particularly in the dealers' window displays. A number were posted on prominent corners of the city, with a large "Drive Sanely" banner pasted across the bottom of the display, which ordinarily bears advertising material.

On the first morning of the campaign several Westinghouse salesmen started traveling, each accompanied by one of the jobber's salesmen. Their instructions were to sell lamps, sell kits, sign retailers on contracts wherever possible, and make certain at all times that the jobber's salesman saw just how it was being done—and, in fact, did it himself wherever practicable. Each dealer who bought the lamps and kits was supplied with appropriate advertising material and was aided in arranging his window display.

One of the first results was the "signing up" of a new local distributor, who controls seven service stations. These were immediately supplied with a stock of lamps and kits, their windows were arranged to tie up with the campaign, and considerable time was spent with the men at the station, showing them how to sell kits and lamps to customers.

It was evident at the start that in order to make the campaign a success and to have the results continue after the campaign was over, it would be necessary to show as many dealers as possible how easy it is to sell three lamps instead of one to the motorist. For this purpose the Westinghouse salesmen and the jobber's salesmen spent every evening in different dealers' stores, actually selling the lamps and the kits. That this demonstration was successful was shown by the fact that on revisiting these dealers at the end of the week, some had sold as many as twenty-two kits, each full of lamps. None of these dealers had had kits in stock prior to the campaign, nor had they pushed the sale of lamps.

During the week of the campaign the local wholesale dealer sold eight times as many automobile lamps as he did the previous week. During this period he also added twenty-six new

# More

intensive selling effort is coming  
to be recognized as the quickest route  
to reduced selling cost.

# Sales

are made by selling, not by  
merely keeping one's name before  
the buying public.

# With

applied direct mail advertising  
as developed by us, real selling effort is  
expended upon real prospects.

# a·d·a

is worth looking into.



## THE CAXTON COMPANY

CLEVELAND



The manufactured gas industry, representing a capital investment of four billion dollars, is increasing its gas sales annually at a rate of ten per cent. Consequently, with this steady expansion of the market for gas, the market for equipment used in the gas industry expands at an even greater rate, for the industry focuses its plans and preparations on the demands of future decades.

Any engineering apparatus or other equipment, which can bring new efficiency to any phase of the manufacture, distribution or use of gas, has an immeasurable future in this market.

If you decide to introduce your product into this new field, *Gas Age-Record*, with a coverage of 99.47%, is the most swift and certain vehicle to the purchasing consideration of the industry's executives.

We will be glad to advise you concerning the possibilities for your product in this market.

# Gas Age-Record

A. B. C.

A. B. P.

*"The Spokesman of the Gas Industry"*

9 East 38th Street New York

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

retail dealers, under contract, to his list of distributors.

The campaign had many good results in addition to the actual sales made and the dealers secured. While working with the jobber and his salesmen, it was, of course, possible for the Westinghouse men to get a very good close-up of his methods of selling lamps and to make a number of suggestions for their improvement.

The result is that we now have a very much interested jobber. Each of his salesmen is enthusiastic about the sales possibilities of electric lamps, and probably will never again let them "take care of themselves." A number of new dealers have been secured. And finally, the interest of the public and of public officials in Akron has been focussed on the subject of sane driving, particularly at night, and thousands of motorists who had never before carried spare lamps in their cars are now doing so and will continue to do so.

## Consider the Carpenter —a "Consumer User"

[CONTINUED FROM PAGE 25]

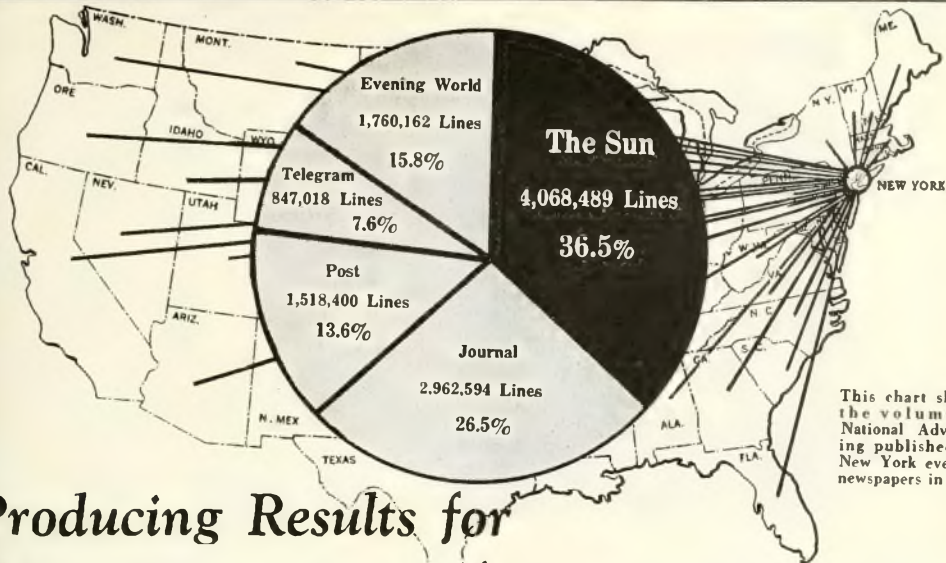
Two quite distinct marketing and copy jobs must be undertaken. We will consider, in view of the title of this article, only the one which has to do with the carpenter.

Copy written to him can be based on the thought of fatigue. One such piece runs under the headline "Ease up on your poor back and do a better job." The copy develops the fact that this product relieves the carpenter of fatigue, since he lifts ten pounds less weight every time he stoops to handle a sheet of the new material. In a word, he lifts and works with 80 pounds instead of with 90 to 95 pounds. The text goes on to reassure him that in cutting down weight, strength and thickness have not been sacrificed; and it tells him why this has been possible.

A variant of the appeal, still using the thought of making the carpenter's daily job easier and less tiring, has been used by a tool manufacturer. In this case the manufacturer, after careful study, has succeeded in making a plumb and level in which every requirement of accuracy and strength is met, and at the same time the advantage of lightness is added.

In advertising to his carpenter-consumer-users he stresses this lightness as making ease of handling. True, the text does not overlook the technical construction of the tool. Indeed, it makes quite a feature of it, but the main point in the marketing story is built around its lightness.

Naturally, it is not always possible or wise to use this appeal with a product or tool. Nevertheless, we think the cases cited illustrate the fact that in selling building materials there is an important secondary factor to consider—the "consumer-user," to whom real "human interest" advertising and marketing has to be done. They illustrate also that this advertising must be done



This chart shows the volume of National Advertising published by New York evening newspapers in 1926

# Producing Results for NATIONAL ADVERTISERS in the World's Greatest Market

TO reach the New York market—to sell their products to the people of the greatest sales territory—national advertisers use more space in The Sun than in any other New York evening newspaper.

During 1926 National Advertisers used 4,068,489 lines of advertising space in The Sun—a volume which exceeded that of the second New York evening newspaper by 1,105,895 lines.

Manufacturers from all parts of the country—manufacturers introducing new products and those seeking greater sales for products already established—manufacturers of expensive luxuries as well as manufacturers of inexpensive necessities—all have profitably utilized the advertising columns of The Sun to develop the New York market.

The Sun's gain in National Advertising during 1926—a gain of 303,339 lines—was larger than the gain of any other New York evening newspaper.

The Sun is New York's home newspaper. It is bought in the evening, read leisurely on the way home and carried into the home where it is read by all members of the family.

*Use The Sun to Sell New York in 1927*

# The



# Sun

280 Broadway

New York



© Louis Rheafer, N. Y.

## Interested!

A serious wonder at what is happening in life—that is a human trait in every prosperous community. A live newspaper answers it simply by telling the truth, when it is new and while it is stranger than fiction. The REVIEW, at Decatur, Illinois, studies community interest as well as human interest. It has two Associated Press wires and it wraps this news ramblabout with intimate, local news that interprets life as a whole for the Decatur community.

That may be its secret of 111% advance in paid circulation during the past year.

Mrs. Bertie M. Harris, while she was conducting a cooking school last month under REVIEW auspices said: "What on earth did you people do to get this crowd and this enthusiasm?"

There was no startling reason for it—unless it was Mrs. Harris herself. It was partly due to community trust and community interest in what the REVIEW does day by day.

# DECATUR (ILLINOIS) REVIEW

*If it drives home a sales message it's an*  
**EINSON-FREEMAN WINDOW DISPLAY**

511 E. 72d St.  
 Rhineland 3060  
 New York City



To Reach } Lumber Manufacturers,  
 Woodworking Plants  
 and Building Material  
 Dealers use the

**American Lumberman**

A. B. C. Est. 1873 CHICAGO, ILL.

**Bakers Weekly A. B. C.—A. B. P.**  
 NEW YORK OFFICE—45 West 45th St.  
 CHICAGO OFFICE—343 S. Dearborn St.

Maintaining a complete research laboratory and experimental bakery for determining the adaptability of products to the baking industry. Also a Research Merchandising Department, furnishing statistics and sales analysis data.

separately from such as may be directed to the consumer (home owner).

To look for a moment, in closing, at the outlets through which building materials are sold is to review also a marketing situation of considerable interest.

Most building materials are sold through dealers with whom the majority of us seldom come in contact.

These dealers are faced with marketing problems which to them are of as acute importance as are those that face a dealer retailing drugs or groceries.

Trade-marked materials are many, and competition is keen. We can think offhand of eight trade-marked brands of wallboards, eight trade-marked roofing materials, six or eight trade-marked brands of dressed, ready-cut lumber.

Thus it is easy to see that the building material dealer in handling a product that lightens the daily work of the carpenter has a very distinct edge on his competitor who can sell only the old fashioned type of material. This fact should naturally be used by the manufacturer in creating reselling plans for the dealer's use with "consumer-users."

It would seem only common sense, in setting about the problem of marketing materials in this field, that any manufacturer or his agency should acquaint themselves with the points of view and traditions of these three: the retailer, the "consumer-user," and the owner who will ultimately pay for the materials.

This has an old, familiar sound, but it is the story which cannot be repeated too often. Every manufacturer must learn that his interest lies in "playing the game" from the standpoint of this trio, whose members distribute, use, and finally pay for his products.

He can prosper only in that ratio in which his materials and services bring direct benefit in the broadest possible sense to each and every one of the three.

## "And We Oughta Get Out a Magazine"

[CONTINUED FROM PAGE 27]

He can choose between a literary meal at a hot-dog stand or at an established restaurant.

Suppose all the joiners who have read thus far were to watch their mail for one calendar month, and during that month were to save all the special magazines they receive.

And, at the end of the month, suppose they were to assay the contents of these magazines.

What would happen?

We would band together in a society to abolish special magazines. And publish one.

## Associated Business Papers, Inc. Meets

The Associated Business Papers, Inc., are holding an Eastern executive meeting at New York, Feb. 9. The speakers, J. H. Bragdon and F. M. Feiker, are to discuss plans for the new year.



... police allege...

## "All sicklied o'er with the pale cast of bunk"

A thick layer of applesauce\* encrusts the contemporary U. S. scene. Wedded cinema stars are perpetual honeymooners until the mutual filing of divorce complaints. The national game is above suspicion except when it develops a national scandal. Mr. Rockefeller became rich by saving pennies. The Alamo caused the Mexican War. Everything is lovely until the police begin to allege.

### *adulatory anthems*

But TIME sings no adulatory anthems. Without basing its style on the words "Babbitt," "Moron," and "Americano,"† it does photograph current events through the lens of a calmly unbiased intelligence. A Klan Wizard is "a mediocre dentist with an eye to business." Italian concentration on male teachers in public schools is referred to as inspiring young Italians with an enthusiasm for "black shirts, castor oil and kindred masculinities of

Fascism." Or a new Noel Coward play it is said that "this incessant tosser-off of suavely sexual plays tossed this one off a bit too carelessly."

### *of importance to advertisers*

TIME's character is of importance to advertisers because it automatically selects a favorable market. The TIME reader is a revolt from the dull, the stodgy, the traditional. Advertising, too, is largely an attempt to replace the old well-enough with the new something-better. When your advertisement reaches a TIME home it is welcomed by an atmosphere of alert progressiveness which insures it a ready response.

Then, too, TIME, costing more per word than any other general magazine, eloquently argues a pleasing purchasing power.

ROBERT L. JOHNSON, *Advertising Manager*  
25 W. 45th St., New York City  
Main Office: Penton Bldg., Cleveland, O.

\*Applesauce—optimism with an axe to grind. †Babbitt, "Moron," and "Americano" are practically synonyms for "bourgeois," a term which Anthony Hope calls "an epithet applied by the lower classes to what is respectable and by the upper classes to what is decent."

For the year 1927, TIME guarantees an average circulation of plus 135,000.

# TIME

To Press Tuesday—THE WEEKLY NEWSMAGAZINE—To Readers Friday

# 54 Thousand

Families do  
their shopping  
in Bridgeport's  
3,628 retail stores.

154 local jobbers  
supply most of these  
retail establishments  
with merchandise.

## Bridgeport

Connecticut

is a real market for every national advertiser. Its people are industrious and intelligent, of moderate or more than moderate means.

They earn good incomes — have money enough to buy more than the necessities of life. Service, quality and style appeal to them more than price.

The POST - TELEGRAM with a daily circulation of 44,446 copies is Bridgeport's productive medium. It enjoys an enviable reputation for the quality of its news articles, the integrity of its editorials and the completeness of its sporting news, financial and society columns and the other divisions that win reader confidence.

Bridgeport's families use the POST-TELEGRAM as their buying guide. National advertisers will find it profitable to enter the Bridgeport market.

**BRIDGEPORT**  
*The City of  
Diversified Industry*

National Representatives  
GILMAN, SHULL & RUTEMAN  
New York, Boston, Chicago, San Francisco

# To Broadcast or Not to Broadcast

[CONTINUED FROM PAGE 24]

all selling and advertising experience points to the desirability of establishing outlets first and applying consumer pressure last.

Distribution is particularly necessary when broadcasting is undertaken, because curiosity is the principal motive which leads the radio enthusiast to ask for a product the name of which he has heard by radio. Broadcasting is not suited to the presentation of sales arguments which build up consumer insistence upon a particular product; its influence is limited largely to publicity for a name. If broadcasting arouses consumer curiosity, there must be reasonable opportunity to satisfy it. The buying desire, once thwarted by lack of distribution, is not easily revived.

The fourth essential to the successful commercial broadcaster's business is extensive advertising support. The most widespread result of broadcasting is to stimulate the reading of the sponsor's advertising. Seeing a trademark, with which memories of a pleasing radio entertainment are associated, in the magazine or newspaper advertising columns, leads the consumer to read the sponsor's advertising.

Broadcasting is the natural adjunct to the large advertising campaign because (1) extensive advertising implies widespread distribution; (2) the use of many and large advertising media gives the opportunity of broadcasting good will to exert itself frequently by causing sympathetic reading of the sponsor's copy; and (3) effective advertising requires an established trade name to which consumer attention is directed.

If the broadcasting expenditure must be undertaken only at the cost of reducing printed advertising appropriations which have produced and demonstrated results, it is better not to undertake it at all. Any serious curtailment of the advertising appropriation, or the withdrawal of funds from successful printed media, is like pulling stones from the foundation of a building in order to complete its second story.

THE nature of the competition with which a prospective broadcasting sponsor is faced served as a valuable medium in determining the utility of the medium. The products best suited to broadcasting (but they are by no means the only ones) are those of low selling price, high turn-over, and great frequency of purchase. The more often a customer buys a product, the more frequent are the opportunities to capitalize the radio-won good will. Packaged foods, shaving creams, dentrifices, soaps, cigarettes, tobaccos, beverages and confections are likely items for broadcast exploitation. It is characteristic of such products that they are fighting in closely competing markets, with rivals offering about the same price, quality and performance. As a consequence, buyer affection between

brands rests on light foundations. Good will is a potent factor in making consumers hold to a particular brand. In this class of product lie radio's greatest opportunities.

INTENSIVELY advertised goods sold in closely competing markets are most in need of effective means of winning consumer loyalty. Their makers have difficulty in outdoing their competitors in most of the elements which contribute to firmly established buying habits. Close competition reduces margin of profit so that the price advantage is difficult to secure. Advertising finds close competition both in circulation and in diversity of media used. The search for new copy appeals is intensified and the advantage does not remain long with a particular advertiser. An improvement in the product which establishes temporary leadership is quickly overhauled by fighting rivals. There is a lack of good reasons why the consumer should not switch from one brand to another. Here broadcasting serves best because consumer loyalty is developed through personal feeling rather than through sales pressure or technical qualities in the product. In this class of advertiser also are found the most successful users of the broadcasting medium.

Finally we come to the sixth and last point: analysis of the factors which lead the consumer to buy. Why does the consumer select your product in preference to others?

In closely competing fields, perhaps the strongest influence is the fact that the name is familiar, that it occurs most readily to the consumer's mind as he stands before the druggist or grocery clerk. There is no question about broadcasting's ability to establish name familiarity which works with telling effect when the counter sale is made.

Some products are bought without serious consideration of their merits because many competitors of equally good performance are available. Other products, however, are purchased only after extended study by the consumer on the basis of technical merit alone. These are not suited to broadcasting, because the good will impression is easily overruled by a technical consideration. You may enjoy the Red Hot Mamma Serenaders every Sunday night at nine, but you will not buy a Red Hot Natural Gas Furnace if your architect recommends a coal or oil furnace for your New England homestead. Even if the Red Hot Serenaders bring down the radio house to the tune of a thousand letters of applause a week, it will not sell natural gas furnaces where there is no natural gas. Slide rules and suspension bridges, X-ray machines and stump pullers, printing presses and tire vulcanizers are bought for their fitness to do the job to be done. Their advertising belongs in trade papers, and broadcasting expen-



# The RADIO Situation in Northern Ohio

- - minus the "static"

National Radio advertisers who have studied the habits, buying power and merchandising possibilities of Northern Ohio for Radio sets and Equipment, placed 367,778 lines of advertising in ALL Cleveland newspapers in 1926. It was distributed as follows—

Plain Dealer	196,660 lines
Press	104,205 lines
News	56,913 lines

From its inception Radio has been fostered in Northern Ohio by The Plain Dealer. Long before any other Cleveland newspaper foresaw the possibilities of Radio as an extremely popular form of entertainment, The Plain Dealer printed authoritative articles and information constantly. Certainly this pioneering was responsible in great part for the tremendous interest

and spectacular growth of Radio in Northern Ohio.

Responsiveness by Plain Dealer readers has been commensurate with the promotion. Today the volume of radio advertising and volume and character of radio news carried in the Plain Dealer warrants a continuation of this leadership in this fertile field—made up of prosperous families who are thoroughly sold on Radio.

HERE is the best place in the United States  
to SELL Radio through ONE newspaper

*The* **Cleveland Plain Dealer**  
*in Cleveland and Northern Ohio—ONE Medium ALONE—One Cost Will sell it*

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

WOODWARD & KELLY  
360 N. Mich. Ave., Chicago  
Pine Arts Bldg., Detroit

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

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



## picture readers ~ all!

**B**ACK from lunch. A moment or two when his mind takes a stroll. An ideal time to tell him *your* story, if you make it interesting enough to catch his mind when it feels like playing.

Why do children's primers have a picture of pussy with c-a-t cat, *below*? Why the universal appeal of Andy and Min. Because the centuries have found no better or surer way to impress a fact than to picturize.

*For three generations we have helped advertisers, publishers and printers to make their pictures TALK. The best picture in the world is no better than the photo engraving that reproduces it.*

### Gatchel & Manning, INC.

C. A. STINSON, President

[Member of the American Photo Engravers Association]

### Photo Engravers

West Washington Square 230 South 7th St.

PHILADELPHIA

advertising in their behalf is largely wasted. Another class of products, though infrequently purchased in the life of the individual buyer, depends upon a long cumulative series of sales stimulants to bring the buying decision. With such products, the more frequently the trade name is stressed and the more often the consumer can be induced to read the sponsor's advertising copy, the sooner is the prospect converted into a purchaser.

Automobiles, for example, are bought as a result of many accumulated appeals. The first favorable impression of a car may have been created five or ten years before purchase by an effective advertisement or a successful demonstration. Insurance depends upon similar cumulative influence. Radio receiving sets will eventually be in this class when the resale market becomes of greater importance.

There is one special class of product which utilizes radio not only for its good will winning capacity but also for its demonstration value. Printed advertising is best adapted to the presentation of sales arguments most easily assimilated through the eye. Educational training makes the acquisition of most knowledge through the eye very much easier than through the ear. You recognize that fact when you ask a subordinate for a report which he has read to you in order that you may find out what it is about. You read it to yourself in one-fourth the time it took to hear it and you get ten times as much out of it by doing so. That is why printed advertising is effective and why broadcasting good will can never approach it in potency.

A few products, however, can be sold by aural propaganda to better effect than through the printed page. Phonograph records are sold by radio more effectively than through the agency of blatant, printed eulogies. Examine the advertising of phonograph concerns and you realize that they are nothing but word contests making general claims, unproved by the printed word. The eye cannot hear and printed words make no sound. One phonograph manufacturer claims a revolutionary principle and soon all his rivals announce much greater revolutions. But, if you could listen to a radio demonstration to compare the tone of rival machines, you would readily form your own conclusions. Radio is not yet used to demonstrate phonographs, but as good quality receivers become more widely distributed, the phonograph may be used as the source of radio programs.

One of the successful users of the broadcasting medium is the Victor Talking Machine Company. It "sells" its exclusive artists and it demonstrates the substance of its records in the home by radio. The Skinner residence organs and Hohner's harmonicas have been made welcome in thousands of homes through the loudspeaker.

**F**ROM the foregoing, it will be seen that the determination of the suitability of broadcasting as an aid to a particular sales problem is based upon rather definite considerations. If your study of broadcasting's potential service with your sales problem leads to the conclusion that broadcasting cannot serve, you have at once eliminated it from further consideration.

If your decision is favorable to broadcasting, it leads only to the

## BROOKLYN

is a

**Billion and a Half Dollar  
Market**

## BROOKLYN

is the

**City of Homes  
of Greater New York**

**THE  
BROOKLYN TIMES**  
is the  
**HOME NEWSPAPER**

OVER 1,400 carriers deliver the Brooklyn Times each and every day to the homes of paid subscribers.

The Brooklyn Times gained 1,727,054 lines of advertising during 1926.

This is the second largest gain in the entire morning and evening field in Greater New York.

The annual audit of the A. B. C. gives the Brooklyn Times the largest circulation in Brooklyn of any Brooklyn newspaper.

LORENZEN & THOMPSON, Inc.  
19 West 44th St., New York, N. Y.  
122 S. Michigan Blvd., Chicago

CUPIT & BIRCH, Inc.  
Kohl Bldg., San Francisco, Cal.

threshold of another, perhaps even more difficult, set of problems. What stations shall be utilized to present a good will program? What kind of program will secure the best results for the particular sponsor who must pay the broadcasting bill? What means shall be used to direct the good will attained by such a program effort into actual buying influence?

A good broadcasting station solicitor always has a definite plan for your particular sales problem. But do not be fascinated by its ingenuity until you are certain that broadcasting can serve you. The six principles outlined above may be of value in securing an unbiased answer to this question.

## A Plan to Stabilize Used Automobile Prices

[CONTINUED FROM PAGE 30]

up his show rooms with used cars. "In the past," says Mr. Easton, who organized the plan, "the poor, unsuspecting public absorbed the dealers' used car losses. Now the buying public brings in our published 'Market Report' to verify our prices. The dealer has found that he must buy his cars right, and sell them right, and since we started the present plan our dealers have made more money than ever before."

This plan began at once to interest automobile men who had experimented freely with so-called used car plans. Scores of plans had been tried throughout America in an attempt to clear away these used car stocks that blocked the way for new car sales. But none of them would work. Experts soon began to visit Windsor and to pass the word along that here something constructive was going on.

Men at the head of automobile affairs in America, after careful study, openly pronounced the Windsor Plan to be the most constructive step so far taken, and gave it their strong support. Bernard G. Koether, director of sales of the General Motors Corporation, Detroit, said at a meeting in Windsor: "We have discussed it from every angle with twelve of the largest automobile manufacturers in the United States. The consensus of opinion is that you have here a fine, practical idea, the first constructive thing we have seen that will hold water." O. C. Hutchinson, general sales manager of the Hupp Motor Car Corporation, Detroit, said: "This plan seems to be the best solution of the used car problem yet placed before the automobile dealers of Canada or the United States." Henry C. Weaver, assistant director of sales, General Motors Corporation, Detroit, said: "We have studied it from every angle, and subjected it to careful, hard-boiled analysis. It is sound both economically and theoretically, and speaks the language both of the man who sells and of the man who buys. It looks as if we may have to come to Canada to learn how to handle cars."

The Windsor success has resulted, as before mentioned, in this plan's adoption by automobile dealer associations in several large Canadian centers. In

## When you talk to YOUR Banker

Before you undertake a program of expansion involving the use of new capital or the extension of your line of credit, you go over your plans very carefully with your banker.

You realize that his point of view is sound, that his experience is broad, and that his counsel and advice will be of help in enabling you to expand without danger.

Other manufacturers counsel similarly with their bankers. The men at the helm of the financial institutions of the country sit in on most of the questions involving the installation of new equipment representing capital investments, on the erection of new plants or the rehabilitation of old ones.

You may well consider bankers and bank directors as men worth cultivating, worth informing and worth advertising to.

We have a story that may be of interest to you.

## AMERICAN BANKERS ASSOCIATION JOURNAL

MEMBER A. B. C.

110 EAST 42nd STREET  
NEW YORK CITY

Advertising Managers

ALDEN B. BAXTER,  
110 E. 42nd St., New York City

CHARLES B. RAVELL,  
332 S. LaSalle St., Chicago, Ill.

GEORGE WRIGHT,  
25 Kearny St., San Francisco, Cal.



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

Woman with experience as Editor of house publication making an appeal to women, wishes position as Editor of house-organ or sales publication. National reputation as writer for women's magazines. Especially qualified on subjects allied with housekeeping, interior decoration and home economics. Will work in own suburban studio or in a New York office. Address Box 446, Advertising & Selling, 9 East 38th St., New York City.

Advertising Copy Writer—Young woman, college graduate, three years' experience in retail, national, trade paper, and direct-by-mail fields; versatile writer. Now available. Address Box 441, Advertising and Selling, 9 East 38th St., New York City.

A young woman, for four years executive assistant in charge of office with concern employing a baker's dozen inside and eighty outside, like most of us has aspirations; change is necessary, she feels. The change must initiate her in advertising. She is a correspondent; organizer of routine and of files; buyer of printing, and has edited a house organ of educative stimulus for the field force. Former concerns have found her satisfactory to the extent of offering re-employment. Salary \$60 a week. (College education. Experienced stenographer. This is her first advertisement. She's coming again if necessary. Alternative propositions considered. What can you offer her in New York or Brooklyn? Address Box No. 438, Advertising & Selling, 9 East 38th St., New York City.

PUT THIS ADVERTISING MAN WITH proven record on your payroll for just \$1.25 a day. Will write your sales letters, booklets, advertisements, suggest new ideas, put a new sales vigor into your advertising copy. Write for details unusual limited offer. Box 882, Poughkeepsie, N. Y.

Position Wanted as sales or advertising manager or advertising solicitor for electrical, tool, hardware, cutlery or automotive trade paper. I am thoroughly familiar with copy writing, layout and promotion or kindred work. References will be furnished on request. Address all replies to Box No. 443, Advertising and Selling, 9 East 38th St., New York City.

Advertising Illustrator and Cartoonist. Young man, would like position with advertising firm, magazine, newspaper, or any place where they can use a talented man. Prefer East. Address Box 445, Advertising and Selling, 9 East 38th St., New York City.

### THE THIRST OF YOUTH

Most thirsty of human beings for accomplishment is the youth about to convert learning into dollars.

Having entered advertising only after serious thought, this young man for four years studied methods and absorbed ideas.

His layouts are effective, his choice of typography pleasing. With proper environment he will become a good copywriter. Christian, 28, married. Now conducting manufacturer's advertising department but seeks more exacting connection. Address Box No. 416, Advertising and Selling, 9 East 38th St., New York City.

### Position Wanted

New England representative for firm of nationally advertised product, desires to discontinue traveling. Familiar with wholesale drug and department store trade. Experienced sales director and advertising manager. Thirty-nine, married and with especially good references. Address Box No. 435, Advertising and Selling, 9 East 38th St., New York City.

I WRITE JINGLES that put pep into ads; exclusive stuff; \$1 each; six for \$5; Samples on receipt of data: No pay if not available. H M Caldwell, 399 Carondelet, New Orleans.

### Help Wanted

ADVERTISING SOLICITOR wanted by trade paper published in New England. We desire a young man of good personality. Give full details, including age, education, experience and present earnings. All replies treated confidentially. Address Box 432, Advertising and Selling, 9 East 38th St., New York City.

### Publishers' Representative

CALIFORNIA REPRESENTATION Trade and business paper publishers desiring complete advertising and editorial service in San Francisco and vicinity may arrange personal interview by addressing Box 439, Advertising and Selling, 9 East 38th St., New York City.

### Multigraphing

**SERVICE BUREAU** Telephone Barclay 3355  
Multigraphing Mimeo-graphing Addressing  
19 Park Place, New York City  
All Orders Called for and Delivered

Quality and Quantity Multigraphing. Addressing, Filing In, Folding, Etc.  
DEHAAN CIRCULAR LETTER CO., INC.  
120 W. 42nd St., New York City  
Telephone Wis. 5483

### Press Clippings

ASSOCIATED CLIPPING BUREAUS offers reliable National or regional newspaper reading service—General offices, One Terrace Buffalo, N. Y.

addition, individual dealers in all parts of the country are making use of the published market report of used car prices, because they find there is urgent need in their dealings with the public of having some stabilized value for the used cars that are turned in to them daily. Heretofore the dealers have been working absolutely in the dark, playing hide and seek with the public—and too often with their own profit account as well.

Another observer, the finance man, has been closely following developments. The discounting of dealer paper in time sales has been attended by some heart burnings, and the tendency is in the direction of a tightening up by the finance companies, especially as regards old, obsolete and orphan cars. As the plan improves the merchandizing methods of the car dealer, and discourages him from mishandling his own car transactions, the finance companies are giving the plan their strong indorsement, and manufacturers who maintain large dealer representation are supporting it for the same reason.

As more than 4,000,000 cars were sold in America last year, three-quarters of them involving trading-in deals, and as most of these cars, following custom, will be knocking at the dealers' doors for re-conditioning and re-sale, it is apparent that considerable importance attaches to the part played by the dealer in better methods of used car merchandising.

Interest for publishers centers in the fact that the plan originated in a trade publication and that it furnishes an example of advertising functioning at its best. Some of the automobile executives herein quoted feel that eventually motor car prices will be carried by the newspapers as regular news, along with quotations on pig iron, stocks, and wheat; but that is looking some distance ahead.

## Bureau of Advertising Awards Copy Prizes

THE Bureau of Advertising of the American Newspaper Publishers' Association announces the winners of the contest for prize advertisements for the purpose of selling the newspaper as an advertising medium. The contest, which closed on January 21, elicited from 245 contestants more than 600 pieces of copy.

Carl W. Jones, of the *Minneapolis Journal*, was awarded first prize on the strength of the excellence of a complete campaign submitted by him rather than on a single advertisement. Second prize went to Percy M. Stelle, of Orange, N. J., while the third prize was duplicated in order to award two contestants whose entries were judged of equal merit: Mrs. Elizabeth Dickens Schaffer, Albuquerque, N. M., and O. F. Ballou, Washington, D. C.

The contest was conducted under the direction of T. H. Moore, associate director of the Bureau of Advertising. The jury of award which examined the entries and selected the winners was composed of the following: Joseph H. Appel, advertising manager, John Wanamaker; James O'Shaughnessy, executive secretary of the American Association of Advertising Agencies, and Marlin E. Pew, editor, *Editor & Publisher*.

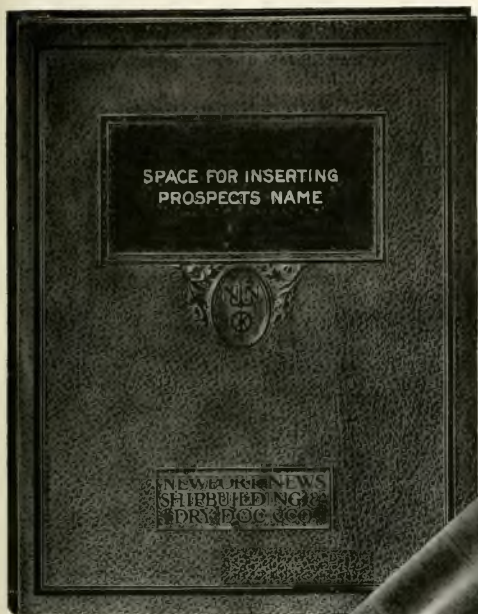
"GIBBONS knows CANADA"

TORONTO

G. Gibbons Limited, Advertising Agents

MONTREAL

WINNIPEG



# *A Wonderful New Cover— MOCOTAN*

*Beautiful  
Durable  
Flexible  
Waterproof  
Inexpensive*

**D**IFFERENT from anything ever before offered, MOCOTAN is also far more adaptable because its nature permits using it without any backing whatsoever. For instance, the Newport News Shipbuilding and Dry Dock Company cover shown here is used on their proposals and specifications—individualized by inserting the prospect's name in the upper panel. Note the flexibility—a feature of MOCOTAN Covers.

On the inch-thick Hoosier Catalog, the Florence Stove portfolio, and the Valentine sample book MOCOTAN is used in accordion-style loose leaf binding. The Calumet program was tied in with a cord, no end sheets or lining are needed. If desired, wire stitching can be put right through MOCOTAN.

Use MOCOTAN on your next catalog, booklet, prospectus, or portfolio—a Molloy Made design executed on MOCOTAN will add impressiveness. We shall be glad to send samples and complete information. Write to us.

*MOCOTAN is made upon an entirely new principle, without a cloth base—by uniting raw cotton fibre with raw latex (the sap of the rubber tree). Waterproof on both sides—tough—flexible—takes embossing beautifully.*

## MOLLOY MADE

THE DAVID J. MOLLOY COMPANY

Commercial Covers for Every Purpose

2863 N. Western Ave.  
CHICAGO, ILL.



Sales Offices in  
Principal Cities



## Production

THE keyword of America's almost inconceivable growth is PRODUCTION.

The dizzy statistics show that we lead the world in the production of this and that and of most everything.

The reason is that engineers and production men have tackled the job in a wholesale way. They have sought to make a product to conform with most applications and have helped consumers to conform most applications to the product. A two-way process.

Ahead, so they tell me, it is still felt to be good form to make things by hand. Each little part must be filed and hammered and patted and petted into its place.

Over here, no such pampering is indulged in. A few jigs and dies are made; the tireless muscles of an electric motor turn an automatic machine and the parts come gushing out—all beautifully alike and completely interchangeable.

That's production.

But, when it comes to the job of selling, methinks the story is a little different.

But for a few distinguished exceptions, all selling in America seems still to be on a hand-made basis.

Sales strategists must learn to think more in terms of mass production of sales instead of in terms of the individual sale.

Quantity sales-production managers are what we need. To shape sales policies and plans to conform to most opportunities and help most opportunities to conform to the sales-policies and plans.

This means, of course, keen sales analysis.

But, it also and decidedly means the multiplying of sales instrumentalities.

It means not being content in merely skimming the surface with ten or a few salesmen or agents when a hundred or many could happily produce a larger volume.

It means not hiding the light of your advertisements under the bushel of small circulation but letting it shine out to the enlightenment of many readers.

*A. R. Maujer.*

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

INDUSTRIAL POWER is a quantity sales-production tool. How would you like to receive plans, specifications and prices?



### A Head for Figures

I wonder, sometimes, if women are ready for Economic Independence. A case in point: Mrs. Jamoc has her own bank account. It is in the nature of an emergency fund and as such, is neither very large nor very active. My guess is that she does not average more than one withdrawal a month; and I doubt if she deposits money as often as that.

On the first of each month she receives a formidable-looking statement from her bank. Usually, I verify it. It would be nearer the truth to say that I try to verify it, for, with the data at hand, it is quite impossible to reach a correct conclusion as to how the account stands. For this reason: Almost never does she make a notation in her check-book of monies deposited; and while her record of withdrawals is somewhat better, it is nothing to boast about. The statement just to hand shows that she has a balance of \$563.88. Her bank-book indicates that the amount at her credit is \$436.70.

### Esprit de Corps

I am in the mood, this morning, to pay heartfelt tribute to a one-time employer of mine.

This employer was a railroad; a corporation without a soul. It was, notoriously, a poor paymaster, and a strict disciplinarian. It did nothing—not a blooming thing—in the way of "welfare work" it issued no employees' magazine. Nor did it offer to buy stock for its employees. Such things as "get-together" meetings were unheard of. Promotion was exasperatingly slow. The president was a hardheaded New Englander and the officers with whom most of us came in contact were quite as hardheaded as the president. Lastly—and for present purposes, most of all—the facilities we were given to work with were, almost always, distinctly inferior to those provided by competing railroads.

But there is not now—and I doubt if there ever has been—as loyally enthusiastic a body of workers as those of the A. B. & C. Railroad. They could—and did—do the impossible; regularly, systematically, as a matter of course.

Ninety-nine times in a hundred the man you talked to, first, had the power to say yes or no. And he said it. He

did not "pass the buck." He did not say, "I'll ask Mr. So-and-So." He said "Yes" or "No"; and he said it in a way that made you know that it was final. As it was.

You could turn up at a little way-station in Iowa or Nebraska and tell the \$70-a-month station agent that you wanted a special train to Chicago in an hour. He would say, "Uh, huh," ask a few questions, sit down at the telegraph table and "pound brass" a minute or two. Then—"All right! 4:15! Nine hundred and twenty-seven dollars."

This cheerful acceptance of responsibility was the despair of competing railroads. And it explains, more than anything else, why a score or more of America's railroads have, as their presidents, men who were once on the payroll of the A. B. & C.

Men want money. They must have it—to live. They also want power. They must have it—to be happy. My belief is that if they have to choose between little money and considerable power, and between considerable money and little power, they will take the former.

### New York and the Caesars

How many of us know that New York owes at least half its name to the Romans—that York, the English city after which New York is named, was, in the days of the Caesars, called Eboracum? And that the name by which it is now known is merely a contraction or perversion of that word?

### A Ray of Sunshine

A Scotch banker, whose acquaintance I made in 1925, writes me as follows: "You have seen from the papers that we have managed to get the miners back to work. What a futile, ruinous business it has all been! I think it is beginning to dawn on a lot of workers that they and their masters have more to gain by working hand-in-hand and pulling together than forever pulling against each other. Everyone hopes that with peace in industry practically assured, 1927 will see British trade getting under way. Competition with the United States and Germany is getting keener every year but that only provides an additional incentive and gives a sporting chance. Britain should prove she is by no means done. A great many people believe that our best plan is to try to develop the Empire as best we can and have a good commercial agreement with each colony. When we export to Europe and the United States, we have to try to overcome a tariff in the first place while other countries can dump most of their goods in here free." JAMOC.

# Cutting Sales Costs in the Chicago Market

In the rich, responsive Chicago market where sales opportunities for advertisers are practically unlimited, the Evening American stands as a superior selling force:

*BECAUSE it is read by people with purchasing impulse and purchasing power.*

*BECAUSE it is a HOME newspaper and reaches all members of the family.*

*BECAUSE its readers have confidence in the news and advertising which it publishes.*

Manufacturers and retailers interested in building volume sales at reduced cost during 1927 may do so by **CONCENTRATING** the bulk of their advertising in the Evening American. By doing this they are assured of reaching more **HOMES** than can be reached through any other Chicago daily newspaper—and certainly there is no question as to the value of **HOME** circulation.

**CHICAGO AMERICAN**  
  
*a good newspaper*

Daily average net-paid circulation for 1926 . . . 528,626 copies

*Which exceeded that of the second evening paper by 124,348*



## It's the same D & C Suede Finish

### DILL & COLLINS Co's.

#### Distributors

ATLANTA—The Chatfield & Woods Company  
BALTIMORE—The Baxter Paper Company  
BOSTON—John Carter & Co., Inc.  
BUFFALO—The Union Paper & Twine Co.  
CHICAGO—The Paper Mills Company  
CHICAGO—Swigart Paper Company  
CINCINNATI—The Chatfield & Woods Company  
CLEVELAND—The Union Paper & Twine Co.  
COLUMBUS, OHIO—Scioto Paper 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 & Prosser Co.  
LOS ANGELES—Blake, Moffitt & Towne  
MILWAUKEE—The E. A. Bauer 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—Raymond & McNutt 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  
SEATTLE, WASH.—Carter, Rice & Co.  
ST. LOUIS—Acme Paper Company  
ST. PAUL—E. J. Silwell 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.

MORE than ten years ago, the Wm. F. Fell Company was printing Direct Mail material for the Lehigh Portland Cement Company — four-color process work on antique stock — Suede Finish. In our file of 1926 samples we find larger and more ambitious specimens, printed by the same printer, printed for the same advertiser — and on the same paper, Suede Finish.

If we could plagiarize a well-known advertiser we'd say "such popularity must be deserved." As a matter of fact, can you name any other line of papers, recognized as the finest quality more than a generation ago, still acknowledged by printers and paper users to be without superior today?

Paper fashions change — we have added many new finishes to meet modern commercial needs. But paper quality is as basic a necessity today as a generation ago. D & C papers are made easily available through the strong line of D & C Distributors, reaching from the Atlantic to the Pacific.

**DILL & COLLINS**  
Master Makers  of Printing Papers  
P H I L A D E L P H I A



## In Memory of Stanley Clague

THE Advertising Council of The Chicago Association of Commerce has passed the following resolution in memory of their esteemed vice-chairman, Stanley Clague:

Be it resolved, That the Advertising Council of Chicago hereby spread upon its records this tribute to the memory of Stanley Clague.

In the passing of Stanley Clague the publishing and advertising world of the United States and Canada has suffered the loss of one of its most virile and constructive forces and the power of a personality whose influence will long survive.

As Managing Director of the Audit Bureau of Circulations he labored effectively toward the ideals of truth and sincerity, and aided vastly in lifting journalism to a higher plane of candor and honesty.

As a member of the Advertising Council of Chicago he strove effectively for the upbuilding of higher standards and the promotion of a broader vision of service.

As a representative of the advertising world he emphasized the cardinal virtues of loyalty, untiring industry and lofty integrity.

He was a staunch and tireless advocate of honorable methods in business and the relentless foe of every questionable practice.

In his personal character and social contacts he commanded the sincere respect and spontaneous affection of thousands whose names stand among the leaders of the world in which he labored.

His life stands as an inspiration in its devotion to the best and highest and in its splendid record of achievement.

Be it further resolved, That a copy of this resolution, together with an expression of sincerest sympathy from the Council, be transmitted to Mrs. Stanley Clague and members of the family.

Adopted by the Advertising Council of Chicago, Jan. 26, 1927.

ADVERTISING COUNCIL OF CHICAGO.

## Obituary

Matthew J. O'Neill, formerly treasurer and general manager of the Industrial Press of New York, publishers of *Machinery*, and for twenty-six years actively connected therewith, died on Feb. 3, last, after a long illness. In 1924 Mr. O'Neill withdrew from the Industrial Press for the purpose of establishing a business of his own, and purchased *The American Printer*, which he owned at the time of his death.

Mr. O'Neill was fifty-seven years of age when he died. He had long been prominent in the publishing field which he entered in 1898 and his passing is deeply felt by the host of friends he had made in business. He is survived by his wife and one daughter. Requiem mass was held at Holy Trinity Church on the morning of Feb. 5.

# Advertisers' Index

[a]	Akron Beacon Journal..... 59	Igelstroem Co., J..... 66
	All-Fiction Field..... 10	Indianapolis News..... 4
	Allentown Morning Call..... 64	Industrial Power..... 78
	American Architect..... 66	Iron Age..... 61
	American Bankers Association Journal..... 75	
	American Lumberman..... 70	[j]
	American Machinist..... 41	Jewelers' Circular..... 58
	American Photo Engravers Ass'n..... 6	
	American Press Association..... 63	[k]
	Animated Products Corp..... 58	Kansas City Star..... 35
	Arthur Henry Co., Inc..... 60	
[b]		[l]
Baker's Helper..... 66		Lithographers National Association, Inc. Between 74-75
Bakers' Weekly..... 70		
Barton, Durstine & Osborn, Inc..... 31		[m]
Better Homes & Gardens..... 57		Market Place..... 76
Boston American Advertiser..... 7		McCall's Magazine..... 53
Bridgeport Post-Telegram..... 72		McClure's Magazine..... 47
Brooklyn Daily Times..... 75		McClaw-Hill Book Co., Inc..... 50
Building Supply News, Inside Back Cover..... 63		Mergenthaler Linotype Co. Between 50-51
Business Bourse..... 52		Michigan Book Binding Co..... 60
Butterick Publishing Co..... 16		Milwaukee Journal..... 90
		Molloy Co., David J..... 77
[c]		[n]
Calkins & Holden, Inc..... 13		National Register Publishing Co..... 58
Caxton Co..... 67		Newcomb & Co., Inc., James F..... 9
Chalfonte-Haddon Hall..... 66		New York Daily News..... 33
Charm..... 12		New York Sun..... 69
Chester Mechanical Advertising Co..... 52		New York Times..... 86
Chemical & Metallurgical Engineering..... 84		
Chicago Evening American..... 79		[o]
Chicago Daily News, Inside Front Cover..... 63		Oregon Journal..... 11
Chicago Tribune, Back Cover..... 73		
Cleveland Plain Dealer..... 39		[p]
Cleveland Press..... 39		Power Plant Engineering..... 64
Cosmopolitan..... 18		Powers-House Co..... 46
[d]		[r]
Decatur Review..... 70		Review Publishing Co..... 70
Delineator..... 16		Richards Co., Inc., Joseph..... 3
Denne & Co., Ltd., A. J..... 48		Robbins Publishing Co., Inc..... 68
Des Moines Register & Tribune..... 35		
Detroit News..... 82		[s]
Detroit Times..... 51		St. James Hotel..... 54
Dill & Collins..... 80		St. Louis Post Dispatch..... 14-15
Drug Topics..... 44		Shoe & Leather Reporter..... 84
		Shrine Magazine..... 48
[e]		Simmons Boardman Co..... 54-55
Economist Group..... 37		Southern Planter..... 50
Einson-Freeman Co..... 70		Standard Mailing Machine Co..... 52
Ellis, Inc., Lynn..... 58		Standard Rate & Data Service..... 88
Empire Hotel..... 48		
Erickson Co..... 45		[t]
		Textile World..... 49
[f]		Time..... 71
Forrest Hotel..... 66		Topeka Daily Capital..... 48
Forum..... 62		
French Line..... 8		[w]
		Wall Street Magazine..... 65
[g]		Weines Typographic Service..... 62
Gas-Age Record..... 68		West Va. Paper & Pulp Co..... 67
Gatchel & Manning, Inc..... 74		
Gibbons, Limited, J. J..... 76		Insert Bet. 66-67
[h]		
Hancher Organization..... 64		
House Beautiful..... 43		

# Top of the World!

## The Detroit News Again First in Advertising 34,030,570 Lines in 1926

FOR the third year in succession The Detroit News led all other metropolitan newspapers of the world in advertising, exceeding in 1926 its own great record of 1925 by a substantial volume. For 13 years The Detroit News has also been either first, second or third in advertising in America. The volume of advertising printed by The Detroit News in 1926 is the greatest ever published by a metropolitan newspaper having six or seven issues a week. It reflects not only the wonderfully thorough coverage which The News enjoys in Detroit and suburbs, but also its singular appeal to the home dwellers who employ The News as their buying guide, and thus make it the outstanding advertising medium of the world, and one which you can employ to great profit.



### How The Detroit News Leads the Leaders

The Detroit News.....	34,030,570 lines
Chicago Tribune.....	32,715,561 "
New York Times.....	29,818,425 "
Washington Star.....	28,009,824 "
*Baltimore Sun (Evening & Sunday)	26,665,348 "
Los Angeles Times.....	26,489,386 "
Pittsburgh Press.....	25,254,684 "
St. Louis Post-Dispatch	25,160,920 "
Miami Herald.....	24,317,314 "
Columbus Dispatch.....	22,961,134 "
Los Angeles Examiner	22,953,248 "
Philadelphia Inquirer..	21,893,400 "
**Chicago Daily News..	21,811,512 "
**Newark News.....	21,200,163 "
**Philadelphia Bulletin.	20,698,656 "

\*The Baltimore Sun also carried 9,029,403 lines weekday mornings. \*\*These papers have no Sunday edition.

## The Detroit News

The HOME newspaper

Now 365,000 Circulation Sundays

Now 330,000 Circulation Weekdays

TRADE **LINOTYPE** MARK

# NARCISS

NARCISS, the newest of Linotype faces, should meet with wide acclaim because of its versatility as a display face used in combination with the majority of accepted body faces.

NARCISS might well be termed the "INTERNATIONAL" face because it is FRENCH in style; designed by a GERMAN; blends nicely with ENGLISH *Caslon*, ITALIAN *Benedictine*, *Cloister*, *Bodoni* and FRENCH *Garamond*; and is favored in AMERICA.

There is a striking brilliance in the letters, the result of the well-placed lights, which attracts the eye interestingly to the line, a feature which makes it ideal for advertising.

For almost any work Narciss gives to the body type a refreshing lustre.

Printing plants endeavoring to have at hand types to fulfill every need should most certainly add this beautiful face to their collection.

**MERGENTHALER  
LINOTYPE COMPANY**

*Brooklyn, New York*

SAN FRANCISCO CHICAGO NEW ORLEANS  
CANADIAN LINOTYPE LIMITED, TORONTO

Representatives in the Principal  
Cities of the World

# BRYN MAWR CHAINS

GOLD  
SILVER  
PLATINUM

DESIGNED  
FROM WORKS OF  
OLD WORLD MASTERS

THE  
FINAL LINK  
IN MAN'S PERFECT  
ATTIREMENT

GORDON'S  
HIGH AT BROAD  
TOLEDO

LINOTYPE

These six specimens show the versatility of Narciss to blend with any style of design and type face

A

NARCISS & BODONI  
Narciss blends with the rich ornateness of this advertisement

B

NARCISS & BODONI BOOK  
The severity of this advertisement finds Narciss in place

C

NARCISS & CASLON O. F.  
Narciss harmonizes with the flowery atmosphere of this design and type. The oval border is produced by casting two units on a line at measured intervals. The two top and bottom lines are overhanging

A

GREAT COATS  
TOP COATS  
ULSTERS

IMPORTED  
FABRICS

ODELL  
MADE

ODELL

FIFTH AVENUE AT FORTY-TH STREET

HELEN  
ROBERTA  
HARKESS

HER LIFE & WORKS

CHARLES OWEN  
MAXWELL  
D. D.

B

C

TRADE MARK  
**LINOTYPE** SYSTEM

Bodoni unit No. 1220 is used, mitered, to make the corner designs of the page borders

D

NARCISS & GARAMOND  
Narciss has the sparkle to blend with this striking style. In stepping-up the cap line each letter is cast overhanging on a full slug

E

NARCISS & CLOISTER  
To the simple type page Narciss gives life

F

NARCISS &  
BENEDICTINE BOOK  
In unusual contrasts  
Narciss is happy

D

NATTI'S

### STRIKING RAIMENT

Whether Milady has many frocks or just a few in her wardrobe *she needs a NATTI creation of a striking design which suits her style. There are sure to be occasions when a NATTI gown gives the distinction and individuality which the well-dressed woman always desires.*

AN EXCERPT FROM THE HISTORY OF

## LOMBARD HOUSE

TOLEDO

Printed for Private Distribution

E

## HATS

THE PICK OF  
FINE ITALIAN  
VELOURS AT  
A PRICE WAY  
BELOW THEIR  
APPEARANCE

\$350

DORSE

1234 KINGSWAY

F

# THE SIZES OF LINOTYPE NARCISS

LINOTYPE

LINOTYPE NARCISS is made in eight sizes: 10, 12, 14, 18, 21, 24, 30 and 36 point

LINOTYPE

NARCISS, THE NEWEST OF Linotype faces, should warrant

36 POINT

WIDE DEMAND BECAUSE OF ITS versatility as a display face, combining

30 POINT

WITH A MAJORITY OF BODY FACES. Narciss might very well be characterized as

24 POINT

AN "INTERNATIONAL" FACE BECAUSE IT IS French in style; designed by a German; blends nicely

21 POINT

WITH THE ENGLISH CASLON, ITALIAN BENEDICTINE, Cloister, Bodoni and French Garamond; and is used in America.

18 POINT

THERE IS A STRIKING BRILLIANCE IN THE LETTERS, THE RESULT of the well-placed lights, which attracts the eye to the line, making

14 POINT

IT SUITABLE FOR ADVERTISING. Narciss gives almost any body type a refreshing lustre. Printing plants endeavoring to have on hand types to meet every need should certainly

12 POINT

ADD THIS BEAUTIFUL FACE TO THEIR collection for they will discover that much of the better class of work entering the plant will be greatly improved and brightened by using this smart face for display headings. Study the examples in the inside carefully.

10 POINT

# The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

## CHANGES IN PERSONNEL—(Advertisers, etc.)

Name	Former Company and Position	Now Associated With	Position
O. C. Harn	National Lead Co., New York, <i>Adv. Mgr.</i>	Audit Bureau of Circulations, Chicago	<i>Mgr. Dir.</i>
Joseph R. Bolton	Retail Millinery Ass'n of America, New York <i>Business Mgr.</i>	Advertising Club of New York	<i>Executive Sec'y</i>
J. M. Gilbert	McGraw-Hill Pub. Co., Inc., New York	Silvray Co., Inc., New York	<i>Dir. of Sales</i>
W. B. Gellatly	Home Owners' Service Institute, Inc., New York, <i>Adv. Mgr.</i>	Broderick Firesafe Homes Ass'n, Inc., N. Y.	<i>Vice-Pres. &amp; Gen. Mgr.</i>
Peter P. Carney	Remington Arms Co., Inc., New York <i>Mgr., Pub. Dept.</i>	Same Company	<i>Adv. Mgr.</i>
C. B. Barton	Gainaday Electric Co., Pittsburgh, Pa., <i>Sec'y.</i>	Same Company	<i>Vice-Pres. in Charge of Sales</i>
Lawton Campbell	United States Rubber Co., New York <i>Adv. Dept.</i>	Postum Cereal Co., New York	<i>Adv. Dept.</i>
H. C. Woodsum	Boston Gear Works Sales Co., Norfolk, Downs, Mass., <i>Adv. &amp; Sales Pro. Mgr.</i>	Same Company	<i>Ass't to Mgr.</i>
William R. Kerrish	Boston Gear Works Sales Co., Norfolk, Downs, Mass., <i>Adv. Dept.</i>	Same Company	<i>Adv. Mgr.</i>
Norman F. Kimball	Foamite-Childs Corp., Utica, N. Y. <i>Ass't Gen. Sales Mgr.</i>	Same Company	<i>Adv. and Sales Pro. Mgr.</i>
Walter Stevens	Thomas A. Edison, Inc., and the Edison Storage Battery Co., West Orange, N. J., <i>Vice-Pres. and Export Mgr.</i>	Resigned	
J. Turner	"News" and "Herald," Birmingham, Ala.	Barber-Greene Co., Aurora, Ill.	<i>Pub. Dept.</i>
George C. Hubbs	Nash Motor Co., Kenosha, Wis. <i>Sales Mgr., Ajax Div.</i>	Durant Motors, Inc., New York	<i>Executive Staff</i>
J. J. Lawler	The Koch Co., Inc., Milwaukee, Wis. <i>Vice-Pres.</i>	Same Company	<i>Pres.</i>
K. Collins	Fuller & Smith, Cleveland	R. H. Macy & Co., Inc., New York	<i>Adv. Mgr.</i>
C. S. Dennison	The Texas Co., New York, <i>Foreign Adv. Mgr.</i>	General Motors Export Co., New York	<i>Adv. Staff</i>
C. D. Terrel	Ameritan Car & Foundry Co., Detroit <i>Ass't Vice-Pres.</i>	Same Company	<i>Vice-Pres., Chicago</i>
Paul H. Nystrom	Associated Merchandising Corp., New York <i>Director</i>	Resigned	
O. L. Harrison	Dayton Engineering Laboratories Co., Dayton, <i>Gen. Mgr.</i>	Delco-Remy Corp., Detroit	<i>Sales Mgr.</i>
T. P. Archer	Ternstedt Mfg. Co., Detroit, <i>Vice-Pres.</i>	Same Company	<i>Pres. &amp; Gen. Mgr.</i>
O. Ryan, Jr.	The Celotex Co., Chicago, <i>Adv. Mgr.</i>	Same Company	<i>Ass't Sales Mgr.</i>
F. B. Walker	Dodge Bros., Inc., Detroit <i>Ass't Gen. Sales Mgr.</i>	H. H. Franklin Mfg Co., Syracuse, N. Y.	<i>Gen. Sales Mgr.</i>
S. Kerk	Pacific Railways Adv. Co., San Francisco <i>Service Dept.</i>	Sperry Flour Co., San Francisco	<i>Adv. Mgr.</i>
John J. Quinn	Pinaud, Inc., New York, <i>Sec'y.</i>	Same Company	<i>Vice-Pres.</i>
Madeline Bohannon	Pepperell Mfg. Co., Boston, Mass.	Same Company	<i>Ass't Adv. Mgr.</i>
George L. Brown	J. C. Penney Co., New York, <i>Sales Dept.</i>	The Ross Stores, Inc., New York	<i>Executive Vice-Pres.</i>
F. P. Connolly	Valentine & Co., Chicago, <i>Sales Dept.</i>	Same Company	<i>Adv. Mgr.</i>

## CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
R. B. McDaniel	Westinghouse Electrical & Mfg. Co., Pittsburgh <i>Mgr. Pub. Div. Pittsburgh District</i>	Ketchum, MacLeod & Grove, Inc., Pittsburgh	<i>Acc't Executive</i>
E. Walter Mockler	"New York Commercial," <i>Editorial Staff.</i>	Albert Frank & Co., New York	<i>Copy</i>
Ben S. Trynin	Free Lance, New York	Wales Adv. Agency, New York	<i>Copy Chief</i>
B. L. Cochrane	Chicago Flexible Shaft Co., Chicago	Geo. J. Kirkgasser & Co., Chicago	<i>Copy</i>
Reed Landis	Ball Bros. Co., Muncie, Ind., <i>Adv. Mgr.</i>	Arnold Joerns Co., Chicago	<i>Vice-Pres. &amp; Gen. Mgr.</i>
Geo. P. Shutt	Street & Finney, New York	Lyddon & Hanford, Inc., New York	<i>Acc't Executive</i>
Merrill Rogers	The Corman Co., New York, <i>Copy Chief.</i>	Calkins & Holden, Inc., New York	<i>Copy</i>

# THE DEVELOPMENT OF A NEW INDUSTRY

of a series—the THIRD

*From Meters to Motors—  
from stair treads to turbines—  
what you make you can sell here*

**I**N DIVERSITY of equipment used, of raw materials converted into finished products, few markets can boast the potential offered by the Process Industries.

And through a related technique in the application of "basic processes," equipment necessary for production of one manufactured product finds a kindred utility in the manufacture of another product as different as chalk is from cheese.

But this common technique, this process interest not only links together a vast number of diversified industries into the "Process Industry" group but consolidates a tremendous buying field for intensive cultivation.

If your product effects an economy in time, labor, power, maintenance or fuel, the Process Industries are a vast market for you.

With a concentrated buying power invested in a few officials in each organization, the cost of selling these industries can be kept reasonably low. Because, back of a limited number of salesmen all you need in the way of publication advertising is an intensive campaign in the one paper on which the worthwhile production men in the Process Industries (your buyers) depend—*Chemical & Metallurgical Engineering*.

**CHEMICAL  
& METALLURGICAL  
ENGINEERING**

A McGraw-Hill Publication

Tenth Avenue at 36th Street, New York, N. Y.





Advertising  
& Selling

# The NEWS DIGEST

Issue of  
Feb. 9, 1927

## CHANGES IN PERSONNEL—(Agencies, etc. continued)

Name	Former Company and Position	Now Associated With	Position
Louis Cohn	Artemus Ward, Inc., New York <i>Mgr. Dir., Contract Dept.</i>	Resigned	
Arthur Cohn	Artemus Ward, Inc., New York	Same Company	<i>Mgr. Dir., Contract Dept.</i>
L. Meriwether, Jr.	General Outdoor Adv. Co., New York	Chappelow Adv. Co., St. Louis	<i>Contract Dept.</i>
A. H. Onthank	Dept. of Commerce, <i>Chief of the Domestic Commerce Div.</i>	George Harrison Phelps, Inc., Detroit	<i>Dir. of Research &amp; Marketing</i>
H. P. Vieth	George Batten Co., Inc., New York	The Geyer Co., Dayton, Ohio	<i>Field Service</i>
M. Gibbons-Neff	Dill & Collins, Phila., <i>Adv. Mgr.</i>	Charles Paist Co., Phila.	<i>Prod. Mgr.</i>
J. E. Finneran	Gardner Adv. Co., St. Louis <i>Mgr., St. Louis Office</i>	Same Company	<i>Executive in New York Office</i>
J. Jensen	The Williamson Heater Co., Cincinnati <i>Adv. Mgr.</i>	Henri-Hurst & McDonald, Chicago	<i>Copy</i>
J. H. Chipman	Houghton Mifflin Co., Boston, <i>Sales Dept.</i>	Doremus & Co., Boston	<i>Acc't Executive</i>
S. M. Foster	Curtis Publishing Co., New York <i>Adv. Office</i>	Doyle, Kitchen & McCormick, New York	<i>Acc't Executive</i>
Frank R. Farnham	Frank Seaman, Inc., New York, <i>Acc't Executive</i>	William H. Rankin Co., New York	<i>Copy</i>
Gordon H. Cilley	Cilley & Sims, Inc., Phila., <i>Pres.</i>	Resigned	
John C. Sims	Cilley & Sims, Inc., Phila., <i>Vice-Pres.</i>	Same Company	<i>Pres.</i>
J. G. Lieper, Jr.	Cilley & Sims, Inc., Phila., <i>Sec'y.</i>	Same Company	<i>Vice-Pres.</i>

## CHANGES IN PERSONNEL—(Media, etc.)

Name	Former Company and Position	Now Associated With	Position
Charles R. Johnson	"Petroleum World," Los Angeles, Cal. <i>Sales Pro. Mgr.</i>	Same Company	<i>Business Mgr.</i>
V. S. Anderson	"Baltimore American," Eastern Adv. Mgr., New York	"New York Masonic Outlook," New York	<i>Adv. Staff</i>
Albert Neaze	Barton, Durstine & Osborn, Inc., New York	"The Independent," Boston	<i>Eastern Adv. Rep., New York</i>
Robert W. Zinn	"Marine Engineering & Shipping Age," New York, <i>Circulation Dept.</i>	Same Company	<i>Salesman</i>
T. F. Rutledge, Jr.	"Marine Engineering & Shipping Age," New York, <i>Salesman</i>	Resigned	
Charles S. Anderson	Condé Nast Publication, New York	"Cosmopolitan" Magazine, New York	<i>Adv. Sales</i>
William F. Oakley	American Press Association, New York <i>Eastern Adv. Mgr.</i>	Benjamin & Kentnor Co., New York	<i>Member of Staff</i>
I. H. Young	"Columbus Dispatch," Columbus, Ohio	Same Company	<i>Mgr. Market Information and Service Bureau</i>
Wallis Howe, Jr.	The Atlantic Publications, New York	Same Company	<i>Eastern Mgr.</i>
William H. Capelle	"Vogue Fashion Bi-Monthly," New York	"The Butterick Quar- terlies	<i>Adv. Staff</i>
R. H. Scott	Carter Electric Co., <i>Adv. Dept.</i>	"Georgian," Atlanta	<i>Ass't to Pub.</i>
H. E. McManus	"American," Baltimore, <i>Head Adv. Dept.</i>	"News," Baltimore	<i>Adv. Mgr.</i>
A. Kleberg	Valentine & Co., New York, <i>Adv. Mgr.</i>	"Liberty," New York	<i>Eastern Adv. Staff</i>
C. L. Pancoast	Charles C. Green Adv. Agency, Inc., New York <i>Vice-Pres.</i>	The New York Times, New York	<i>Nat'l Adv. Mgr.</i>
H. A. Rouser	"Sentinel," Knoxville, Tenn., <i>Business Mgr.</i>	"Observer," Charlotte, N. C.	<i>Adv. Staff</i>
Harold B. Finnell	McMillan Co., New York	"The New York Times," New York	<i>Adv. Staff</i>
J. M. Schmid	"News," Indianapolis, Ind., <i>Business Mgr.</i>	Hearst Newspapers, Chicago	<i>Circulation Dept.</i>
J. M. Haskell	"Dry Goods Merchant Trade Journal," Des Moines, Ia., <i>Eastern Adv. Mgr.</i>	Same Company	<i>Vice-Pres. &amp; Eastern Mgr., New York</i>
J. L. Berry	Saturday Night Press, Inc., Detroit <i>In Charge of Order Dept.</i>	Same Company	<i>Sales Staff</i>
C. C. Kuh	"New York Times Midweek Pictorial," <i>Adv. Mgr.</i>	Harper's Magazine, New York	<i>Adv. Staff</i>

## CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Philadelphia Storage Battery Co.	Philadelphia	"Philon" Automobile, Batteries and Radio Socket Powers	The Eugene McGunkin Co., Phila.
The Universal Cooler Corp.	Detroit	"Universal" Coolers	Austin F. Bement, Inc., Detroit
National Biscuit Co.	New York	"Uneda" Biscuits "Nabisco" and other Baking Products	Calkins & Holden, Inc., New York
The Rubberset Co.	Newark, N. J.	Brushes	Steuerman Service, New York
Vita Glass Corp.	New York	Glass	N. W. Ayer & Son, New York
A. Jaekel & Co.	New York	Furs	Michaels & Heath, Inc., New York
The Pyott Foundry Co.	Chicago	Cast Iron Pulleys	Bellamy-Nef Co., Chicago



## FOR ½ CENT A PIECE

advertisers can place a full page beautifully illustrated rotogravure announcement in 320,000 homes in specified areas in the New York metropolitan district through

### THE NEW YORK TIMES SUBURBAN ROTOGRAVURE

*Picture Sections, tabloid size*

Intensified local interest and therefore *attention*—The New York Times quality of readers—the prestige and confidence which The Times advertis-

ing columns create—the beauty of rotogravure—a greater suburban circulation than any other quality medium.

First issued in May, 1926—total volume of rotogravure advertising in the eight months of first year, 255,238 agate lines. The four sections are:

NEW JERSEY  
BROOKLYN AND LONG ISLAND

WESTCHESTER AND CONNECTICUT  
BRONX, HARLEM, WASHINGTON HEIGHTS

*Advertising rate 45 cents an agate line each section. \$1.60 for all four sections*

*The most economical purchase for national advertisers who wish to focus their appeal upon the suburban area.*

# The New York Times

*The total net paid sale of The New York Times Sunday edition greatly exceeds 650,000 copies.*



Advertising  
& Selling

# The NEWS DIGEST

Issue of  
Feb. 9, 1927



## CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
Architectural and Allied Arts Exposition	New York	Art Exposition	The Paul Cornell Co., Inc., New York
Fruitatives, Ltd.	Ottawa, Can., and Ogdensburg, N. Y.	Proprietary Medicine	Charles C. Green Adv. Agcy., Inc., New York
Garrett & Co.	Brooklyn	Proprietary Medicine	Charles C. Green Adv. Agcy., Inc., New York
The A. Fisher & Son Co., Inc.	Stoneham, Mass.	Shoes and Slippers	S. A. Conover Co., Inc., Boston
Derry-Made Products, Inc.	Boston	"Derry-Made" Mattresses	The Wilson Adv. Agcy., Boston
American Radiator Co.	New York	"Ident Gas Boilers"	Hommann & Tarcher, Inc., New York
American Gas Products Corp.	New York	Gas-Fired Radiators	Hommann & Tarcher, Inc., New York
The New York School of Interior Decoration	New York	School	The Paul Cornell Co., Inc., New York
Loft, Inc.	New York	Chocolate Malted Milk	Wm. Rankin Co., Inc., New York
Tom Wye, Inc.	Winchendon, Mass.	Men's Sweaters	William B. Remington, Springfield, Mass.
Charles W. Poulson & Sons Carpet Co., Inc.	New York & Phila.	"Claridge" Seamless Carpet	Joseph E. Hanson Co., Inc., Newark
The Fairfield Engineering Co.	Marion, Ohio	Conveying Machinery	The Jay H. Maish Co., Marion, Ohio
Roddis Lumber & Veneer Co.	Marshfield, Wis.	Lumber	Freeze & Vogel, Inc., Milwaukee
Suo-Ray Lighting Products, Inc.	New York	Lighting Fixtures	C. J. Oliphant Adv. Agcy., Inc., New York
J. H. Little, Inc.	New York	Furniture	Brown Adv. Agcy., Inc., New York
Reliance State Securities Co.	Oak Park, Ill.	Investment Banking	Hurja-Johnson-Huwen, Inc., Chicago
Eastern Steamship Lines, Inc.	New York	Transportation	Albert Frank & Co., New York
The Barnes Mfg. Co.	Mansfield, Ohio	Pumps	The Lee E. Donnelly Co., Cleveland
The Cole Nursery Co.	Painesville, Ohio	Trees	A. T. De La Mare Horticultural Adv. Agcy., New York
James Good, Inc.	Philadelphia	Weed Killer, Insecti- cides and Chemicals	A. T. De La Mare Horticultural Adv. Agcy., New York
Hampton Auto Top Metal Co.	Springfield, Mass.	Automobile Tops	The Francis M. Waters Adv. Agcy., Spring- field, Mass.
Griggs, Cooper & Co.	St. Paul	Groceries	Greve Adv. Agcy., St. Paul
The Hayward Hosiery Co.	Ipswich, Mass.	Hosiery	John W. Queen Co., Boston
The Platt Drug Co.	Chicago	Drugs	Wolf-Curwitt Adv. Agcy., Chicago
Asam Brothers	Philadelphia	Wallpaper	Bloomington-Weiler Adv. Agcy., Phila.
The Manifold Supplies Co.	Brooklyn, N. Y.	"Panama" Typewriter Ribbons and Carbon Papers	C. P. McDonald Co., Inc., New York
Hy-Style Garment Mfg. Co.	Detroit	Clothing	The Fred M. Randall Co., Detroit
"Nation's Business"	Washington, D. C.	Publication	Campbell-Ewald Co., New York
Roach Appleton Co.	Chicago	Electrical Supplies	Turner-Wagener Co., Chicago
The Wolff Mfg. Corp.	Chicago	Plumbing Fixtures	Aubrey & Moore, Inc., Chicago
Simplex Piston Ring Co. of America	Cleveland	Piston Rings	Geo. F. Lees, Cleveland
Commercial Milling Co.	Detroit, Mich.	Cake & Pancake Flours	H. K. McCann Co., Cleveland
Langenberg Mfg. Co.	St. Louis	Furnaces	Chappelow Adv. Co., St. Louis

## NEW ADVERTISING AGENCIES AND SERVICES, ETC.

The Art Directors Service, Inc.	Chicago	Commercial Art	F. W. Boulton, L. I. Wylie, W. R. Maxwell and W. J. Phalen, Jr.
Cooper Advertising	Santa Monica, Cal.	Advertising	W. O. Cooper

## PUBLICATION CHANGES AND APPOINTMENTS

"Town & Country," New York	Has appointed J. C. Kelly, Boston, as its New England Advertising Representative.
"Reporter," Dover, Ohio	Has appointed the Benjamin & Kentnor Co., New York, as its National Advertising Representative. Effective Feb. 18.
American Newspapers Publishers Association, New York	Announces that the "Daily Jeffersonian," Cambridge, Ohio, has been elected to membership.
"Daily Times," Pekin, Ill.	Has been sold by C. N. Gunderson to C. C. McNaughton, publisher of the "Daily News," Bickell, Inc.
"Times" and "News," Hendersonville, N. C.	Have merged into the "Times-News." It will be issued as an afternoon paper daily, except Saturdays, and in the morning on Sundays.
"Times," Palm Beach, Fla.	Has been sold by the Southern Publishing Company headed by Frank P. Fildes.
"Morning Star," Wilmington, N. C.	Has been sold to the Page estate. The Page estate owns and publishes the "Herald," Bradentown, Fla., and the "Ledger," Columbus, Ga.
"Herald," Tyrone, Pa.	Appoints Lindenstein-Kimball, Inc., New York, as its National Advertising Representative.

## MISCELLANEOUS

Albert Frank & Co., New York	Is opening a Pacific Coast office at 507 Montgomery Street, San Francisco. E. E. Albersohn will be in charge.
Electric Refrigeration Department, General Electric Co.	Has established its general headquarters in Cleveland. Offices have been opened in the Hanna Bldg.
G. H. Bass & Co., Wilson, Me., Shoe Manufacturers	Have purchased the W. C. Russell Morcasin Co., Berlin, Wis. The latter company makes "Never-Leak" boots.

*Published monthly, supplemented with bulletins and covers daily newspapers, farm papers, general magazines and business papers*

# To Select the Proper Advertising Mediums you need

## STANDARD RATE & DATA SERVICE

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

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

USE THIS COUPON

### Special 30-Day Approval Order

STANDARD RATE & DATA SERVICE,

536 Lake Shore Drive,

Chicago, Illinois

1927

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "30 days" use. Unless we return it at the end of thirty days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the tenth of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name ..... Street Address .....

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

Individual Signing Order ..... Official Position .....



Advertising  
& Selling

**The NEWS DIGEST**

Issue of  
Feb. 9, 1927



MISCELLANEOUS (Continued)

- J. M. Daiger, Inc., Baltimore Advertising Agency..... Has opened a Washington, D. C. office. J. P. Daiger is in charge.
- Tucker & Scheuerman Co., Inc., Lithographers. Long Island City, N. Y. .... Name changed to the Tucker Lithograph Co., Inc.
- Knox Hat Co., New York..... Has purchased an interest in the Long Hat Stores, a retail chain operating in New York, Philadelphia and throughout the East. This purchase involves no change in the Long Hat Stores management.
- The American Telephone & Telegraph Co. and A. G. Spaulding & Bros., New York..... Have been elected to membership in the Association of National Advertisers.
- Cilley & Sims, Inc., Philadelphia..... Name changed to the John Clark Sims Co.
- The Sunstrand Adding Machine Co., Rockford, Ill. .... Has been taken over by the General Office Equipment Corp., New York, and will operate as a division of the latter corporation.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

<i>Name</i>	<i>Business</i>	<i>From</i>	<i>To</i>
Arthur Rosenberg Co., Inc.	Advertising	110 W. 34th St., New York	15 W. 37th St., New York
Wm. C. St. Clair Co.	Advertising	Witherspoon Bldg., Phila.	Real Estate Trust Co. Bldg., Phila.
Devlin, Merrill, Price & Bennett, Inc.	Advertising	Wrigley Bldg., Chicago	180 No. Michigan Ave., Chicago
Newell-Emmett Co.	Advertising	120 West 32d St., New York	40 East 34th St., New York
The John F. Murray Advertising Agency, Inc.	Advertising	598 Madison Ave., New York	Ley Bldg., Madison Ave., & 57th St., New York
The Adkay Co., Inc.	Advertising	1393 B'way, New York	242-244 West 41st St., New York

Read by More Than Four Out of Five Milwaukee Families!

## Sell It Through "The Motorists' Newspaper"

JUST as completely as The Milwaukee Journal covers The Milwaukee-Wisconsin market for advertisers in every other classification, this newspaper exerts an automotive selling influence unique in the national field. No other American newspaper maintains such a close personal contact with motorists as The Milwaukee Journal.

### A National Institution

The Milwaukee Journal Tour Club is the largest motoring organization of its kind in the world—with 32,000 members from 44 states who pay dues of \$1 a year. 250,000 road information and travel inquiries are answered by letter, wire and in person by The Tour Club service headquarters each season. The travel write-ups and road bulletins in The Journal by "Brownie," The Tour Club pathfinder, have a reader following among more Milwaukee and Wisconsin motorists than any other publication in the world.

The most successful advertisers in all lines, from automobiles to women's wear, concentrate their Milwaukee appropriations in The Journal for best results.



At the Secretary of State's branch automobile license bureau in The Journal Building.

THESE automotive advertisers invested more in The Journal in 1926 than in the other two Milwaukee papers combined.

#### Automobiles

Auburn	*Case	White Truck
Jordan	Buick	Franklin
Pontiac	Ford	Packard
Chrysler	Reo	Chevrolet
Hupmobile	Moon	Studebaker
Paige-Jewett	Cadillac	Stearns-Knight
Hudson-Essex		Wills Ste. Claire
*Big Brute Truck		*Stewart Truck
Pierce-Arrow Truck		Rolls-Royce
General Motors (Institutional)		

#### Auto Accessories

Champion Spark Plugs	Pines Winterfront
*Exide Batteries	*Michelin Tires
Globe Batteries	*Pyrac Products
*Racine Tires	*Imperial Primer
U. S. Tires	Simoniz
Prest-O-Lite Batteries	*Semdac
*Willard Batteries	*Whiz
Goodrich Tires	Veedol Oils
*Pennzoil	Ivo
	*Pittsburgh Plate Glass
*Weed Tire Chains	*Panyard Piston Rings
Gabriel Snubbers	*Pyrene Products
*Gargoyle Mabiloil	Texaco Products

\*Indicates exclusive advertisers

# THE MILWAUKEE JOURNAL

FIRST BY MERIT

More Than a Half Million Readers Throughout Wisconsin!



- [1] If you sell a product or service used in either the construction or maintenance of any character of building, the building supply dealers are the logical source of distribution.
- [2] If you sell a product or service that can be profitably used in the handling or distribution of any building supply, the building supply dealers represent a large and profitable market.
- [3] If you want to know about this field of building supply dealers; the market that it represents; how to sell it; the kind and extent of coverage that Building Supply News gives or any other information, an inquiry will bring the facts promptly.

Member: A. B. C. and A. B. P.

NEWS and comment about The Chicago Tribune, *zone* marketing, advertising, and Chicagoland . . . prepared by the Chicago Tribune Business Survey.

Agate Lines . . . . . After Eighty Years . . . .  
Adventure . . . . . Analyzing the Media . . . . .  
World's Record . . . . . Stories . . . Six Million People

# World's Greatest Newspaper

During 1926, The Chicago Tribune printed 32,715,501 agate lines of advertising. This is 10,004,040 more lines than the second Chicago newspaper; 18,089,078 more than the third newspaper; and 10,725,603 more than the fourth Chicago newspaper.

## AFTER EIGHTY YEARS . . . . .

AND now the Tribune is a self-contained organization controlling its raw material, operating its own plants. Tribune ships more Tribune pulpwood from Tribune timberlands to Tribune paper mills.

With the Tribune Tower scarcely completed, 40,000 square feet of new pressroom space has been constructed to keep pace with The Tribune's circulation growth. The organization which in 1914 employed 1,400 men, today employs 6,000.

Today the Tribune carries more advertising, circulation considered, than any other publication on earth. During 1926, the total swelled to more than twice what it was ten years ago. Back of this growth is a story of perseverance, of confidence in the future of the Chicago Territory and in the power of The Tribune to sell merchandise.

Next June the Chicago Tribune will celebrate its 80th anniversary. Organizations come and go. How many other companies can you think of that have enjoyed EIGHTY years of such continuous, sound expansion?

## ADVENTURE

ADVENTURE quickly changes its habitat. If Richard Harding Davis or Richard Henry Little or Rudyard Kipling or any of the famous old-time special correspondents could return to the scenes of their most stirring adventures, they would probably find things quiet, regular, even dull. Cuba, the Philippines, South America, Egypt, India, Africa—fountains of reportorial inspiration a generation back—are simply memories to the Soldier of Fortune.

China is the new theater of action. Adventure stalks in every valley, mountain pass and ancient city. One Tribune correspondent, traveling thousands of miles, in sampan, afoot, by chair, on stretcher, and horseback, helped to rescue a captive missionary. Another Tribune correspondent was held for ransom by Chinese bandits. Charles Dailey, who covers the northern half of China for The Tribune, has had a succession of adventures such as have befallen few correspondents.



**CHARLES DAILEY.** The Tribune's Chinese correspondent, recently captured a beleaguered Chinese City . . . was caught in a river crush where hundreds were drowned . . . wounded by Chinese soldiers . . . arrested . . . escaped . . . thrown into the turbulent Yangtze river . . . all in a single day's work of getting the news for Tribune readers.



**SIDNEY SMITH**—impresario comique to the nation. 430 daily and Sunday newspapers buy the *Giumps* from the Tribune and print this comic in their own columns. Andy thus has a following of 25 million readers.



## How Do You Analyze the Media You Buy?

An eastern shoe manufacturer wanted to get his own facts about newspaper reading habits in Chicago. He distributed cards to customers in his Chicago stores, asking that they state what Chicago newspapers they read regularly.

- 584 (76%) checked The Tribune
- 368 (47%) checked The American (evening)
- 204 (38%) checked The News (evening)
- 201 (26%) checked The Herald Examiner
- 53 (7%) checked The Journal (evening)
- 36 (4%) checked The Post (evening)

Note that with the preponderance of Tribune readers, there are more persons reading the two morning newspapers than read the four evening papers.

- Of the 584 persons who read The Tribune
- 251 (43%) read The American
- 247 (42%) read The News

The Tribune enabled this manufacturer to reach as many of his customers as the News and American combined, at a cost of 45 cents less per agate line.

## World's Record

SIX thousand miles of telegraph wire were used by the National City Company recently to send an investment advertisement simultaneously to eight cities. The ad then was relayed to newspapers in sixty cities. It is said to be a world's record in telegraph hookup for investment advertising purposes.

# World's Greatest Newspaper

The advertisement announced the \$6,000,000 McCrory Stores debenture issue. The 5,000-word message including the ad and instructions was received simultaneously in Chicago, Cleveland, Detroit, Houston, Los Angeles, San Francisco, New Orleans and Atlanta.

The Chicago Tribune, of course, carried the advertisement. The Tribune carries nearly as much financial advertising as all other Chicago newspapers combined. In millions (figuring circulation as well as line-age), The Tribune carries approximately 70% of all financial advertising in Chicago.

## DISTINCTIVE STORIES

Edward J. O'Brien, recognized authority on the short story, in his 1926 list mentions five Tribune short stories as among the most distinctive of the year. They were:

- WILL AND THE WAY by Frank Swinnerton
- MESA OF THE SEVEN GOATS . . . . . by Achmed Abdullah
- NAPOLEON WAS A LITTLE MAN . . . . . by Booth Turbington
- DUMMY . . . . . by Courtney Ryley Cooper
- YOU GOTTA EXPECT THE WOIST . . . . . by Achmed Abdullah

Tribune fiction helps make advertising in the Sunday rotogravure magazine so productive.

**COURTNEY RYLEY COOPER,** former Tribune reporter, whose story "DUMMY" was mentioned among the best of 1926.



## SIX MILLION

Chicago a city of 6,000,000 persons in 1926! So estimator George M. Reynolds, chairman of the board of directors of the Continental and Commercial National Bank of Chicago. His figures are based on the growth of population and of bank deposits during the last quarter of a century.

When Chicago is a city of 6,000,000 will you have built an enduring structure of good will for your product in this market?

1927 is The Chicago Tribune's eightieth year. And its present day vigor is such that during the year just closed The Tribune gained more in advertising and more in circulation than any other Chicago newspaper. And it was at the top to start.

Young men control the destinies of The Chicago Tribune. The Tribune organization is one of energy, imagination, vision.