

# Advertising & Selling

PUBLISHED FORTNIGHTLY



Photograph by Oliver Calvert Underhill for Unguentine.

JUNE 29, 1927

15 CENTS A COPY

*In this issue:*

"Working the Old Accounts" By RAY GILES; "Earlier Experiences With Swift and Company" By CLAUDE C. HOPKINS; "Twenty-One Ways to Use an Advertisement" By WALTER LOCKENBROCK; "The Motion Picture Market" By RUEL MCDANIEL; "Glenn Frank Said—"; "The News Digest," Page 74


# Grocery Advertising Leadership

**T**HE Chicago Daily News leads all Chicago newspapers in the advertising of grocery store products. Its volume of 472,806 agate lines in the first five months of 1927 surpassed by a margin of over 80,000 lines the nearest evening paper, as well as the nearest morning and Sunday paper combined.

As an acknowledgment of superior home selling influence by a group of advertisers who must sell to the home (including its women) this leadership emphasizes the similar status of The Daily News in the total of all advertising.

Food advertisers by use of The Daily News columns are able to confine their expenditures to the Chicago marketing area, thus holding strictly to the reasonable margin of profit from their operations. For The Daily News circulation is concentrated 95 per cent in Chicago and its suburbs.

This factor, appraised favorably by food advertisers, is worthy of the consideration of all who analyze advertising values in Chicago.




*Chicago Market Facts*

Chicago is a two-news-paper city — morning and evening.

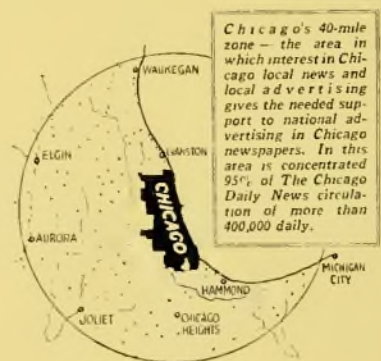
For the most part its reading begins with the fifteen to thirty or forty minute ride to work; then halts; then is resumed on the homeward trip at close of business and continued at home in the evening.

All the advantages of time is with the evening newspaper and with the advertisers in it. The additional readers gained at home constitute gratis circulation for the advertiser, not reflected in the circulation figures, represented in morning circulation by duplication within the family.

By selecting a family newspaper, published for evening reading and properly confined in its distribution to the desired market, an advertiser buys space with his eyes open.



On the basis of these considerations and their proved value, advertisers place more business in The Daily News than in any other Chicago week-day paper.



## THE CHICAGO DAILY NEWS

Member of The 100,000 Group of American Cities

<p><i>Advertising Representatives:</i></p>	<p><b>NEW YORK</b> J. B. Woodward 110 E. 42d St.</p>	<p><b>CHICAGO</b> Woodward &amp; Kelly 360 N. Michigan Ave.</p>	<p><b>DETROIT</b> Woodward &amp; Kelly Fine Arts Building</p>	<p><b>SAN FRANCISCO</b> C. Geo. Krogness 253 First National Bank Bldg.</p>
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Average Daily Net Paid Circulation for Six Months Ending May 31, 1927—439,990

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

# PITTSBURGH POWER

If you want power in the Pittsburgh market—if you want dominance—if you want real selling force—the Pittsburgh Press ALONE will carry your advertising and sales program to success.

During 1926, the Press carried the gigantic total of 25,254,684 lines of advertising, a figure exceeded by no other Evening and Sunday newspaper in the United States except the Detroit News and the Washington Star.

Greater Pittsburgh includes the corporate city of Pittsburgh and 56 nearby boroughs and townships. The Pittsburgh Press, daily, has 38,174 more net paid circulation in this area than both other evening newspapers combined. The Press, Sunday, has 19,083 more net paid circulation in this area than both the other Sunday newspapers combined.

The Press is first in everything in Pittsburgh. In some cities, the "leading" newspaper may have merely a few hundred more circulation than a competitor, or may have merely a few thousand lines of advertising more than a competitor. Pittsburgh, however, has only one GREAT newspaper. The Press has overwhelming leadership. And the Press gained 1,657,292 lines of advertising during 1926.

**Daily Circulation**  
198,046

**Sunday Circulation**  
259,155



SCRIPPS - HOWARD

# Pittsburgh Press

A Scripps-Howard Newspaper

Represented by Allied Newspapers, Inc., 250 Park Avenue, New York, N. Y.  
Chicago      Detroit      San Francisco      Los Angeles      Seattle



## Twice the Sales Calls per Man per Day!

**R**ADIATING from Indianapolis, 17 railroads, 13 electric interurban lines and 15 motor bus lines provide swift, convenient transportation to every part of The Indianapolis Radius. For salesmen who motor, a network of excellent highways is equally advantageous.

Salesmen say that in working The Indianapolis Radius they can make twice the national average of calls per man per day. This

cuts selling costs, speeds the winning of distribution and entrenches leadership through closer contact with the trade.

Add to this the prestige of The INDIANAPOLIS NEWS in this rich, concentrated market of 2,000,000 people—its powerful advertising influence with the trade and with the public—and you have a most favorable condition for sales success.



# The INDIANAPOLIS NEWS

*sells The Indianapolis Radius*

FRANK T. CARROLL, *Advertising Director*

New York: DAN A. CARROLL  
110 East 42nd St.

Chicago: J. E. LUTZ  
The Tower Bldg.

# Everybody's Business

By Floyd W. Parsons

## Guessing the Future

**F**ORECASTING tomorrow has come to be the common sport of the day. Glibly we are told of outcomes that are said to be inevitable. But when we analyze most of these flights of imagination, we find that the self-appointed prophets in drawing a picture of the future have merely multiplied and enlarged the latest things of our own age. Very little is presented that is new for the reason that the human mind finds it difficult to depart from the beaten road we are now traveling.

If we are using small airplanes, those of tomorrow are to be monsters in size. If our buildings are so high, those of the new age will be twice as tall. People throughout the earth are to see and talk to one another instantly, if they so desire, with distance and space practically eliminated. The atom is to give us power and wireless waves are to transmit it. On and on goes the story until the writer has exhausted every possibility in the development and use of all the marvels about us. These are the folks that appear to believe that everything new will supplant everything old.

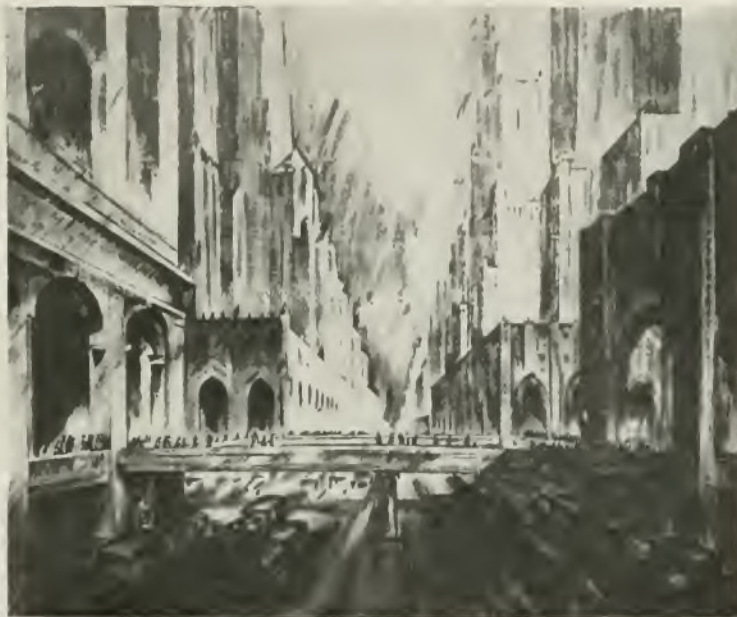
Then there is the other school of thought which adheres to the idea that civilization in the future as in the past will continue under the influence of the forces of action and reaction—progress and retrogression. We are warned of the probability that a backward swing of the pendulum will restore long skirts, long hair, hand labor and foods that never passed through a cannery.

One may well question the soundness of either viewpoint. The advance of civilization has not been straight ahead, but over a road that has twisted and turned in all directions. It will be even more winding in the future and no living person can see around the curves. Our recent progress has come as a result of dire necessity caused chiefly by a rapid growth of population. We have constructed higher buildings; established one-way streets for traffic; developed immense systems of sewage and sanitation; provided extensive facilities for the speedy distribution of heat, power and light; accustomed ourselves to subsisting largely on canned foods; and enacted laws to prevent the pollution of air and water, all because such changes were demanded by new living conditions and the resultant standards.

It is folly to assume that there will ever come any kind of reaction that will cause us to retreat down the same road over which we have traveled. The old order is dead beyond recovery. There can be no "back to nature" movement on any large scale. Nature will have to be brought to us by those who have perfected ways and means to provide artificial sunlight, properly

conditioned indoor air, and all the other health essentials that new customs and methods have taken away from dwellers in congested cities.

Each succeeding day discloses more clearly the multitude of limitations that surround our conception of the future. On every hand are hundreds of things which not even science can explain. We know that due to the laws of gravitation a liquid runs downhill. But no one can satisfactorily tell us why the coffee in our cups runs uphill when we touch a lump of sugar to the surface of the



Courtesy John Wanamaker

liquid. Pages of discussion about capillary attraction still leave us in the dark pit of black ignorance.

Not everything can be reduced to a mere matter of chemical analysis or mathematical solution. Things like the business cycle that are caused chiefly by the action of human nature still remain riddles. We have found it possible to provide our leaders of industry with facts and figures which reduce buying and selling to a science, thereby lessening the dangers of over-inflation, but no one is able to suggest a practical remedy for the ever-present urge within us to take a chance. On every golf course one will find some of the oldest and most experienced players trying to get distance out of the rough with a brassie instead of playing safe with the club intended for the job.

In many ways we are more clever than our ancestors, but nothing has been devised to take the place of human instincts in business and social affairs. No one has revealed any satisfactory substitute for our ancient methods of judgment, trial and error in selecting a wife, a business partner or a political party. We are more conscious than ever before of our shortcomings, and as a result we all agree that "something must be done," but our visionary powers appear to surpass our creative ability. We are long on "good intentions" and short on ways and means.

And let no one be deceived into believing that it is easy to provide plans and specifications for the new economic

[CONTINUED ON PAGE 64]

# PHOTO-ENGRAVING ON DISPLAY

*A University of Photo-Engraving  
and Printing Between the  
Covers of One Book*

The book "Achievement,"  
costing seventy-five dollars  
a copy to produce, and sold  
to advance subscribers at  
ten dollars plus postage,  
will in years to come be  
an important collector's  
item.

In the opinion of the  
experts I have con-  
sulted, such a  
volume will likely  
sell at auctions at  
one thousand  
dollars the copy.  
Its cost to you is  
an investment,  
not an expen-  
diture.

*J. B. Miller*

## "Achievement"

The American Photo-Engravers Association has undertaken the greatest task in all its glowing history in the publication of "Achievement in Photo-Engraving and Letter Press Printing 1927."

This bound volume will contain a world's fair of the engraving arts and crafts, a gallery of pictorial accomplishment, an exhibit of America's finest letter press printing and a veritable university course in processes and methods.

Everyone whether creator or buyer of printing and printing plates will profit beyond measure in the possession of this proud volume. Reserve your copy now through your engraver or electrotyper.

*"Your Story in  
Picture Leaves  
Nothing Untold"*

# AMERICAN PHOTO-ENGRAVERS ASSOCIATION

ORDER FROM YOUR PHOTO-ENGRAVER OR ELECTROTYPYER

Copyright 1927, American Photo-Engravers Association

# ON Washington Boulevard AT IN Bay County

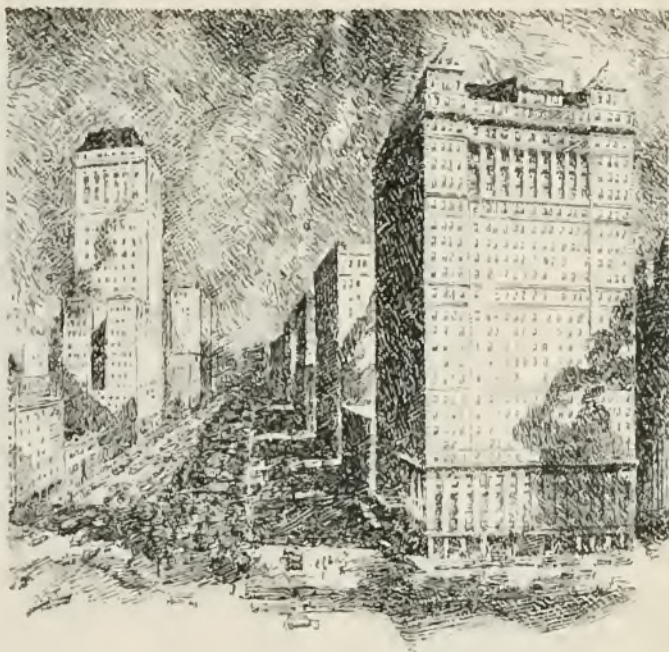
A MARKET is a place where you can make the most money with the least work, or make less money do more work, just as you may look at it.



The Greater Detroit market is one of those places. It is one of the richest markets in America, and you can reach every other one of the 538,828 homes in it, through The Free Press.



The northern boundary of this market is Bay County—one hundred eighty minutes from Detroit by motor. Nearly one half of all the homes in Bay County receive The Free Press regularly, and these



Washington Boulevard, Detroit

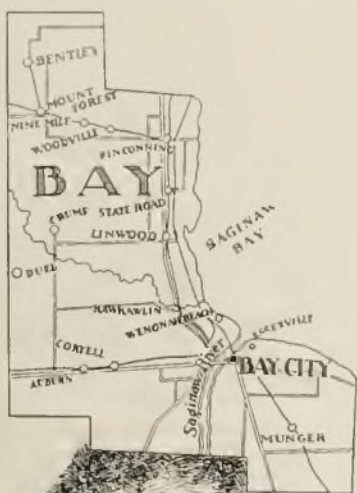
homes obviously represent the best buying units in the community. . . . they are the most alert, most intelligent people who live within sight of Saginaw Bay.



No matter what other advertising medium you may be using, you are not reaching the most important buying elements in the Greater Detroit market unless you are now including The Free Press on your schedule.



Failing to do that you are actually missing the greatest number of people who buy *most* through advertising, whether they live a few blocks or miles from Washington Boulevard, Detroit, or the Wenonah Hotel in Bay City, metropolis of Bay County.



The Wenonah Hotel, Bay City, Mich.



## The Detroit Free Press

VERREE & National



CONKLIN, Inc. Representatives

the net paid circulation of the current issue of Advertising and Selling (founded as Advertising Fortnightly May 9, 1923) is 9116.





Interior of a yarn mill

# How Does TEXTILE WORLD Rate in the South?

THIS question is frequently asked in view of the rapid expansion of the cotton manufacturing industry in the Southern States.

Of all the evidence we have to submit, the following single fact stands out preeminently.

During the past year Southern yarn mills (textile manufacturers themselves who sell their product to other textile mills) advertised, either direct or through their sales agents, as follows:

Used Textile World exclusively.....	86
Used Textile World and one or more other textile papers .....	22
Used other textile papers and not Textile World	1

In other words, Textile World is the outstanding choice of the Southern yarn spinners themselves.

There is no more direct route to the buying power of America's second manufacturing industry than its predominantly first textile publication.

## Textile World

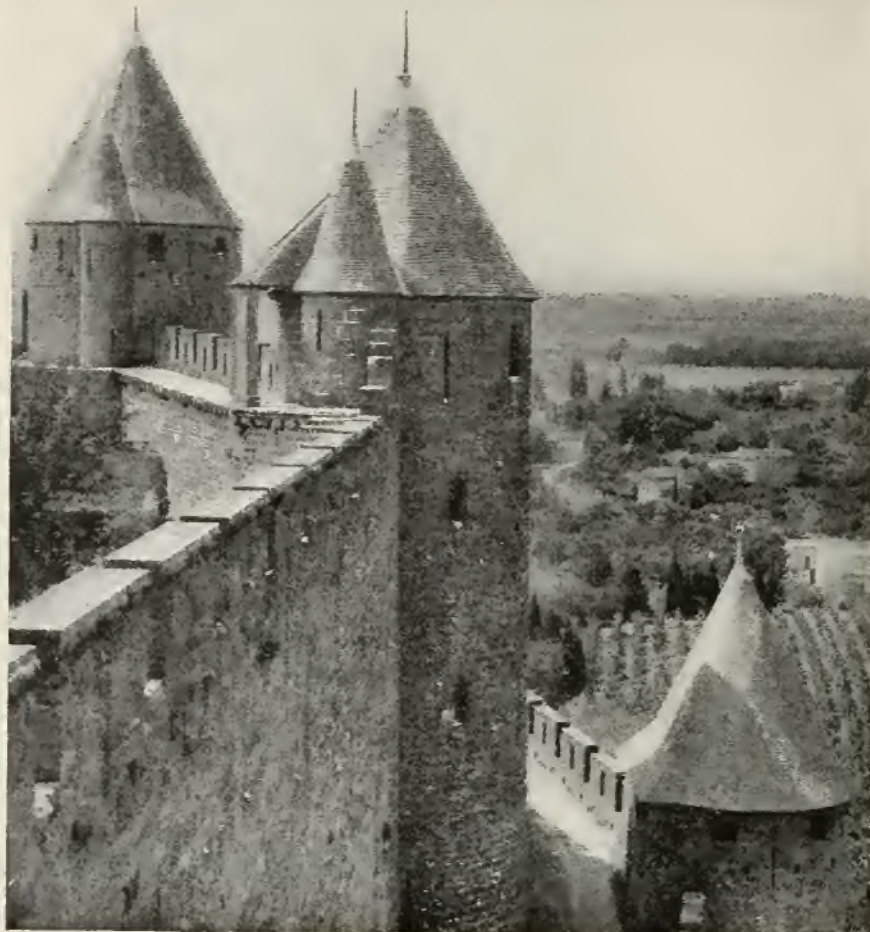
Largest net paid circulation and at the highest subscription price in the textile field.

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

334 FOURTH AVE.



NEW YORK



The Walls of Carcassonne

## MEDIEVAL FRANCE

*A thousand years of history awaits you at the gangplank*

ALL the glamour of tradition—of legend—envelopes you—the moment you board a French Liner. France—medieval, poetic, and France today—alive and laughing . . . Tear yourself away from Paris—its gayeties—its bewitchment and follow the lovely Loire down to the Chateau Country. Picture the exquisite Diane de Poitiers at Chenonceaux—tragic de Guise at Blois. Let your motor discover enchanting little nooks—all your own in the finding—some ancient hidden inn that sets you a feast for the Gods—a tiny peak-roofed village clinging to the walls of a grim old fortress.

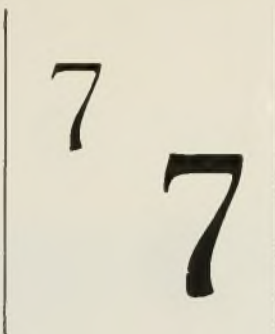
Enjoy the very spirit of France six days before you had expected—on a de luxe French liner . . . a weekly express service to London and Paris . . . at Le Havre de Paris—a special boat train waits—a swift flight through the quaint old towns, the blossoming country of Normandy—three hours and you are in Paris . . . terminus to all the playgrounds and capitals of Europe.

Four One-Class Cabin liners direct to Havre . . . Overnight the Riviera . . . The New York-Vigo-Bordeaux Service, three liners to southern France and Spain.

# French Line



Illustrated booklets or information from any French Line Agent or Tourist Office, or write to 19 State Street, New York City



“—the same quantity, but expressing different values—”

## Light face, bold face

A FIGURE seven is a figure seven—a slanting line with a horizontal bar at the top. Yet, printed, a figure seven may be light face or bold face—the same quantity, but expressing different values.

That is why magazine statistics must be interpreted as well as tabulated. Figures of *The Baseball Magazine*, for instance, are light face for the milliner, bold face for the sporting goods manufacturer. Of two magazines, each listing some 150,000 readers, one may be going up, the other going down.

It's the bold face figures that count—and no magazine has bolder faced figures than TIME. It is not so much that TIME has plus-135,000 subscribers today, as that it had only 9,000 subscribers four years ago, as that it will have 160,000 by Jan. 1, 1928. It is not so much that it has 3.4 readers for each subscriber\*, as that 82.5 per cent of those readers are of the cover-to-cover

variety. It is not so much that TIME's policy prevents more pages of advertising than of reading matter, as that every advertisement has a high visibility and appears on a well-scanned page.

Perhaps least statistical, perhaps most important, of TIME's features is its reader-interest. TIME's circulation is about 95 per cent mail-circulation, yet it is not high-pressured into reluctant households by glib persuaders, premiums or club offers. TIME costs more per word than any other general magazine in the U. S. That its readers carefully eye all the words they pay for is shown by its floods of subscriber-letters—sometimes critical, sometimes corrective, never dull.

TIME can tell—does tell—a good “figure story.” But it's the readers behind the figures that make the figures bold.

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

\*The usual figure is 4.3, this being the census estimate of the average persons per family. TIME does not appeal to—does not add in—the .9 of a person under the age of ten.

# TIME

To Press Tuesday—THE WEEKLY NEWSMAGAZINE—To Readers Friday

# TYPICAL SUBSCRIBERS to The American Printer

Edwin H. Stuart, Inc., Pittsburgh



The seventh person on the left in this picture is Mr. Stuart himself, head of this well known firm of advertising typographers. On his left is his daughter; on his right is Mr. Davis, secretary and office manager. On the extreme right of the picture is George Kinnard, treasurer and superintendent of production.

## Says Mr. Stuart:

“THE AMERICAN PRINTER is one of my favorites among the trade journals. Its warm and friendly tone, its understanding of the kindred feeling that exists between craftsmen, its constant advancement of the best interests of the craft, to say nothing of its pleasing appearance, make it always interesting. After a careful perusal, with notations of any special articles so that our fellow executives will see them, I turn THE AMERICAN PRINTER over to our superintendent, Mr. Kinnard, who reads it within a few days and then puts it on top of his desk so that others in the shop may read it also.”

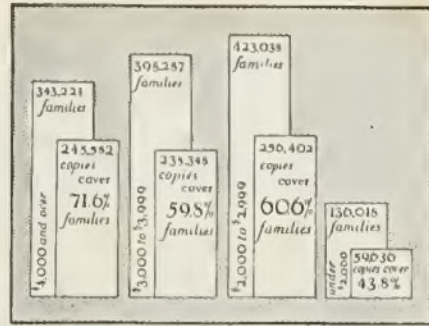
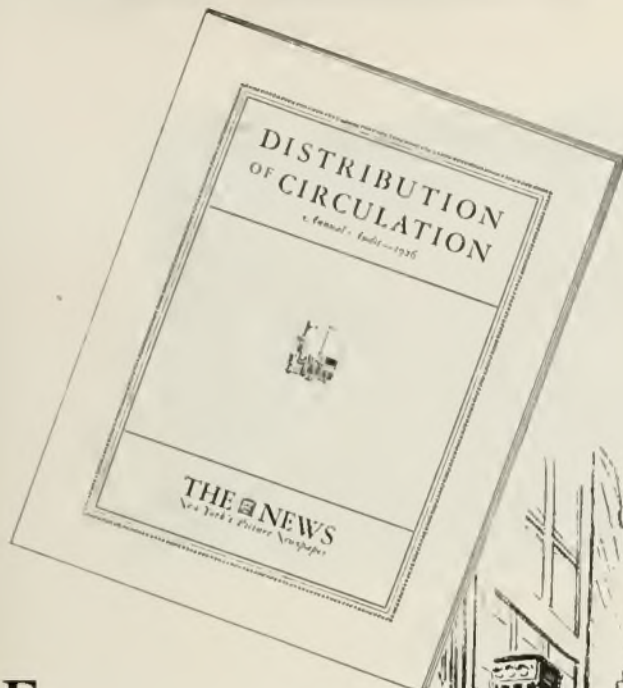


Every subscription on THE AMERICAN PRINTER list counts big in its value to advertisers. Much of the circulation is printshop circulation and THE AMERICAN PRINTER is read by those who buy machinery, paper, devices and supplies of all kinds. Advertisers should arrange now to take advantage of the September Printing Exposition and Craftsmen Number of THE AMERICAN PRINTER, to announce new models, devices and papers. These annual inspirational feature numbers are internationally famous.

The American Printer, Inc. Telephone Caledonia 9770 9 East Thirty-Eighth Street, New York

CHICAGO: Peoples Gas Bldg.  
Telephone Wabash 4000

CLEVELAND: 405 Sweetland Bldg.  
Telephone Superior 1817



# Definite!

—not diffident

FOR years New York newspapers have been bought on assumption. A certain paper is assumed to be read by a certain class or type of people. This assumption arrangement was extremely convenient in space buying, even if it wasn't true! And for years, New York newspapers were sold by the attractiveness of the impression, and the persistence with which the publisher stuck to it.



From these books we make an annual distribution audit of city circulation. The 1926 audit is now ready, issued in booklet form. It is available to any advertiser interested enough to ask for it. News circulation, Daily and Sunday, is distributed by New York survey districts. Population, number of families, average annual family expenditures of these districts are known. Our audit allocates our paper's sales, shows where they go, to whom they go; proportion of coverage; and coverage by expenditure groups. Percentages of population and circulation by districts are charted.

On the other hand, for some years newspapers in other cities have been analyzing, classifying and localizing their circulation, giving the figures a local habitation and a name. But because most newspapers in New York are bought from newsstands, instead of from carriers or by subscription, New York circulations escaped analysis. New York publishers were charmingly diffident as to where and to whom their papers went.

For instance the tables will show you that Central Park West, Manhattan District 13, has 23,457 families, with an average expenditure of \$10,199 per family, a Daily sale of 11,329 copies, and a Sunday sale of 7,392 copies of The News; and so on for all districts in four boroughs. This audit also shows how much of any income group News circulation covers. It exposes the population and buying power of the market, the quantity and quality of News circulation.

In the morning field, the publisher printed so many copies, sold them in bulk to jobbers or distributors, didn't know and sometimes didn't care where the papers went. True enough, the ABC defines city circulation and suburban circulation; but "city" meant six million people and "suburban" included three million. The situation allowed considerable imaginative enterprise.

GIVEN an intelligent understanding of the market, and advertising space in The News, you have all you need for selling New York. Without obligation, follow up, liability to solicitation or personal persuasion; for your own information and a better understanding and appreciation of the New York market—may we send you this book? Business letterhead preferred.

MORE than five years ago The News established its own independent distribution, serving directly 15,000 newsdealers in the Metropolitan district. Their names and orders are on our books; our representatives call on them at least once a day; we pack, ship, deliver and collect for their orders.

**THE NEWS**  
*New York's Picture Newspaper*  
 Tribune Tower, Chicago 25 Park Place, New York



Meeting of the Advisory Committee of the Simplified Practice Division of the Department of Commerce with representatives of the business press to discuss the award of prizes offered by a member of The Associated Business Papers, Inc., for the best application of simplified practice to a business.

**T**O cut production costs and to reduce distribution wastes, thousands of manufacturers, wholesalers and retailers have voluntarily agreed to eliminate excess sizes and varieties under the direction of the Simplified Practice Division of the Department of Commerce.

Business publications have taken a primary part in this great movement to reduce manufacturing and selling expense and prevent rising prices. Editors and advertising men are serving on committees; editorial articles and advertising copy have told the story of these savings to millions of readers, trade by trade, industry by industry. It is this intimacy of the

business paper with its field that carries conviction with the reader and gives it editorial vitality and business-getting strength.

Advertiser and advertising agent may obtain from the intimate knowledge of the business paper publisher, editor and advertising man guidance and counsel to put great movements in industry to work in the channels of trade.

Business publications are geared to industry. A technical or trade or class journal enables the advertiser to specialize in his advertising in the same way that he is specializing in his selling.

## THE ASSOCIATED BUSINESS PAPERS, INC.

52 Vanderbilt Avenue, New York



*The A. B. P. is a non-profit organization whose members have pledged themselves to a working code of practice in which the interests of the men of American industry, trade and professions are placed first—a code demanding unbiased editorial pages, classified and verified paid subscribers, and honest advertising of dependable products.*

## YOUR WORLD HAS CHANGED

Inventions scarcely need comment. We contemplate a new one every day. Hardly has the radio become practicable when the air is overcrowded, and a plea goes up for government regulation of wave lengths.

"See the airplane," said a father to his ten-year-old daughter the other day, with the wonder of a generation which has seen the birth of flying.

"No, father," replied the child of a new era, "that is a hydroplane."

We have already seen the old familiar cellar freed from coal and ashes by means of the oil burner. The coal wagon disappears in the offing, following the oil lamp, and the petticoat, the horse and buggy, the square piano, cotton stockings, and the summer kitchen.

Your world is being recreated today by three important influences; first, the closeness of



science and discovery to commercial manufacturing; second, the shortness of the link between the manufacturer and the consumer; and third, the amazing speed with which the American public makes up its mind to change its mind.

Of these three, the most vital in selling is the last one. There is great opportunity for the manufacturer who makes up his mind quick enough.

**CALKINS & HOLDEN, INC.**  
247 PARK AVENUE • NEW YORK CITY



*But what woman has done to many long-established industries is a tale to make bankers weep and economists tear their hair. Never in the history of mankind has woman undergone so complete a transformation—social, political, moral and sartorial—as in the last decade.*

— EARNEST ELMO CALKINS *In The Atlantic Monthly*

# Yes— woman *has* changed!

**A**ND Delineator has changed, too, to meet a woman's new, increasing demands.

For women of today are constantly asking, "What is new? What is unusual? What is smart?"

And this new and changed Delineator answers exactly their questions.

*Every month more advertisers are co-operating with Delineator in its purpose—to further the Art of Gracious Living.*



## Delineator

*Established 1868*

THE BUTTERICK PUBLISHING COMPANY

### CONSISTENT PROGRESS

*The July issue shows a gain in advertising lineage of 30% compared with the July issue last year; while for the first six months of 1927 the average gain over the year before was 30.3%*



# Advertising & Selling

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June 29, 1927

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Drawn by Rene Clarke  
Courtesy Calkins & Holden, Inc.

**P**RESENT day sales management appears to be over-stressing the sustained driving for new accounts. In his current article, "Working the Old Accounts," Ray Giles points out some of the dangers of such a method of procedure, and at the same time emphasizes the advantages to be gained by closer cooperation with the dealers already on the books. Pointing out that it is cheaper to advance an old account than to sell a new one, Mr. Giles goes on to explain various methods of cooperation with retailers which have produced greatly increased business for companies with which he is acquainted.

M. C. ROBBINS, PRESIDENT

J. H. MOORE, *General Manager*

OFFICES: 9 EAST 38TH STREET, NEW YORK

Telephone: Caledonia 9770

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

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

NEW ORLEANS:  
H. H. MARSH  
Mandeville, Louisiana

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

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

*Subscription Prices: U. S. A. \$3.00 a year. Canada \$3.50 a year. Foreign \$4.00 a year. 15 cents a copy*  
Through purchase of *Advertising and Selling*, this publication absorbed *Profitable Advertising*, *Advertising News*, *Selling Magazine*, *The Business World*, *Trade Journal Advertiser* and *The Publishers Guide*. *Industrial Selling* absorbed 1925.

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# Once an Orchid was an Orgy!

Remember that first orchid?

Hit the old wallet hard, didn't it? But then, maybe the occasion warranted such an orgy of extravagance.

Funny how times have changed.

You can buy all the orchids you want now, and never bat an eye.

And it's just like that with lots of things. What yesterday you would have rated rank extravagances today you look upon as mere every day necessities.

Well, did you ever stop to consider how many there are just like you? Lots of folks have been making money. A decade ago there were just a few hundred thousand who moved in the orchid-buying group. Today that class has grown to several million!

They buy the motor cars, the automatic refrigerators, the period furniture, the select branded goods of every description. They've got the money, and they just will have these things.

If you are a manufacturer of a quality product, you have got to talk to millions! Just a hundred thousand, more or less, won't do.

Cosmopolitan goes monthly into the homes of a million and a half of the very class we have been talking about. These homes are situated in the 2787 towns and cities and wealthy suburbs where over 80% of the Nation's business is concentrated.

Cosmopolitan goes to this class of luxury buyers today for the same reason that it went to them yesterday. It is written to them, favored by them, bought by them because its editors have planned it that way. They know what these sophisticated people want in the way of reading matter, and select the contents of Cosmopolitan accordingly.

That this luxury buying class has expanded to its present proportions is entirely consistent with the Nation's unprecedented prosperity. It is Cosmopolitan's good fortune to be in such high favor with them.

Is it necessary to point the manufacturer's opportunity in such a combination?

*Let a Cosmopolitan representative give you more complete information.*

## Advertising Offices

326 West Madison Street  
CHICAGO, ILLINOIS

General Motors Building  
DETROIT, MICHIGAN

119 West 40th Street  
NEW YORK CITY

625 Market Street  
SAN FRANCISCO, CAL.

5 Winthrop Square  
BOSTON, MASS.

JUNE 29, 1927

# Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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## Working the Old Accounts

Following Up Old Accounts Is as Important as  
Soliciting New Ones

*By Ray Giles*

**W**E were looking over the factors in the Prize Contest which is each year carried on by one of the more successful manufacturers in the grocery field. At the top of the list was a heading:

*Percentage of increase in business from old accounts (at least two years on our books.)*

No doubt an item of this sort is included in many salesmen's prize contests, or remuneration plans. It happens, however, that I have never before seen it made so prominent a factor in a manufacturer's plans. To my comment on this the sales manager



**I**N many cases so much emphasis is placed on the soliciting and securing of new accounts that the old ones are apt to be neglected. Sales managers should study the field of their dealer outlets thoroughly so that they may become acquainted with the conditions and sales potentialities of their present and old accounts. In this way they are in a position to wring out all the values of their customer's field, perhaps previously unconsidered

in many cases the emphasis is so heavily put on securing new accounts that the old ones may be neglected.

"My idea is that a marketing program is something like an advancing army. Gains are never sure until they are consolidated. A new account represents new ground taken, but you are never certain of holding it until you have the trenches manned and your artillery backing them up. That takes time and effort. Leaving out any further comparisons to military tactics, the old account must be a growing one if it is to satisfy the dealer himself. If his business on your line isn't growing, he will begin to

replied, "I suppose the growth of our old accounts is of more importance to us than it is to the average manufacturer, because we are already doing business with a very large percentage of our desirable outlets.

But regardless of the state of an individual manufacturer's business, I have always felt that this growth of old accounts should be the major consideration in building a business. It probably is in most instances, but

look for faults in the line even if criticism may be far more logically directed at his own efforts and methods. And then you have an account that may flop over night to a rival. Again, the old account, once

lost, is usually harder to get back than three new ones."

There is nothing particularly new in this line of thought. But it is a matter which may be considered again from time to time, particularly in the light of what others are doing to build up their old accounts.

One of the leading automobile manufacturers, the "A" car, is now out hot after the manufacturer in his price class who is just ahead of him and making the "B" car. About two years ago the maker of the "A" car discovered that in certain cities and counties in different sections of the country his dealers were disposing of more "A" automobiles than the dealers who sold "B" cars. So "A" began to study the methods of these super-men. He found nothing particularly striking. It was simply a case where the "A" dealers had a conviction that their car was so good that it ought to outsell "B." So the facts were sent to all the "A" field men. They took them to other "A"

dealers. They didn't use pressure. They simply presented an interesting picture, a nice oil painting of the chance there was for the listener to pass the local "B" dealer in volume of sales. It had been done in many parts of the country. It had been done without any special equipment. It had been done by dealers who were presumably no brighter or abler than themselves. As a result more and more of the "A" dealers are passing the "B" dealers in their communities.

In all this there is a principle which has as yet been used by only comparatively few manufacturers. It lies in the fact that there is a way of getting one dealer's example to stimulate other dealers. Even the manufacturer who ranks low in volume among his competitors usually has at least a few dealers here and there who are making his product the leader in their communities. He should use these records to stimulate other dealers just as he uses his high

salesmen's records to stimulate the salesmen who rank lower.

The manufacturer who sells through exclusive agents has the right to expect that these accounts will grow from year to year. But sometimes the maximum seems to have been reached. What then? One house selling through exclusive dealers has had great success in encouraging these dealers in the larger cities to open branches in other parts of town or in the suburbs. To the progressive dealer this represents an interesting venture. And almost invariably it turns out profitably both for the merchant and for the manufacturer.

The manufacturer of a line of heating equipment is now trying an interesting plan which promises to increase substantially his business from old accounts. Ordinarily the plumber has little or no follow-up on his customers. He has no ways for reaching out for new trade.

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# Who Writes This Hotel Literature Anyway?

*By Earnest Elmo Calkins*

I HAVE just been going through some hotel booklets trying to find a place to spend a vacation. This is the acid test of any advertising. If it cannot sell a man who is seeking that particular product, it must be lamentable indeed. All the booklets I examined reminded me of Tallyrand's famous epigram that speech was given man to conceal thought. These booklets appear to have been gotten out for the sole purpose of hiding the hotel. They all use the same words, and apparently even the same pictures. In fact, I read one book carefully without discovering that it was describing another hotel elsewhere under the same management. One was in the mountains, the other beside the sea, but there did not seem to be anything much to say about either.

How I longed for just one sincere, straightforward booklet, telling exactly what the hotel was, with some indication of its individuality, if any; a plan of its floors, with the sizes of rooms; location of furniture, and points of the compass distinctly marked, with accurately captioned photographs; a specimen menu; a schedule of approximate prices; and especially an honest statement of what are usually considered adverse circum-

stances, such as a raise in rates during the high season, that dinner is served at noon on Sundays, that rooms are or are not heated, that the proprietor lives in the hotel, some statement about what he tries to do with his caravansary (besides make money), what class it is aimed at, and how it adapts itself to that class. Two hotels—one the simple sort, where you can eat in sports clothes if you like, with no dress parade, no valets' or maids' quarters, no high-hat headwaiter or condescending bell boys, sounds in its literature exactly like that other hotel where three wardrobe trunks are hardly enough to last out the month, and the doorman is dressed like a Swiss admiral, and the menu card contains 197 different dishes every night. Both have "perfect service and unsurpassed cuisine." And they both look the same in the photographs, and talk the same in the text, and are surrounded by views of the eighteenth putting green.

I have seen books about hotels that were intelligent, discriminating, individual and informative, but unfortunately I have never been able to secure accommodations at those places. The kind of advertising they do keeps them full up.

# Glenn Frank Said—

## Notes from His Address Before the Sixth Annual Convention of the National Industrial Advertisers Association

**T**HE casual observer is likely to think of the advertising man as a mere merchant of catchwords to caress the ears of the credulous and lure them into buying things they do not need. Maybe there are advertising men who do not rise above this confidence-man philosophy of their profession. If there are such men in the business of advertising, it is a case of the littleness in the man libeling the largeness of the profession.

§

The business order and the social order are too intimately related for the advertising man who aspires to be more than a tricky trader to tear them apart in his thinking. The really great advertising man knows that a good business cannot be permanently maintained in a bad civilization. And this is why the great advertising man must be a statesman as well as a salesman.

§

The art of salesmanship is something more fundamental than the mere gaudy tricks of the high-power salesman who has learned his trade in six snappy lessons by mail.

§

It doesn't pay to take the old adages too seriously. I am sure that no end of harm has been done by the time-honored theory that if you build a better mouse-trap than anyone else you can bury yourself in the woods and rest assured that the world will beat a path to your door and demand your superior product. This is a very busy world we are living in. Even excellence must fight for attention. The world is sure to be waylaid by a good salesman long before it reaches your cabin in the woods. The regrettable truth is that you dare not do good work and let it go at that. Miracles do not happen even for the right.



*Dr. Glenn Frank*  
*President, University of Wisconsin*

You must know how to sell as well as how to create.

§

The advertising man's profession is a profession of dignity, not only because the art of salesmanship with which it deals is so fundamental to civilization, but because it is one of the key posts in the field of business. And business has a significance and dignity we are coming more and more to appreciate.

Most of us at some time have sighed for some more challenging and exciting and socially significant undertaking than the job out of which we are making our bread and butter. This is usually a matter of misplaced halos. It is easy to idealize the more spectacular undertakings of mankind and to underestimate the significance of the task in hand.

§

The flowerings of literature and art and music, all of the things that give grace and distinction to life, sink their roots in the soil of economics. I do not mean to say that

riches and luxury are necessarily the parents either of art or of happiness. My contention is simpler than that—and truer. Poverty has spurred many men to great art and great achievement. Drudgery has no such claims to enter. Poverty prods men. Drudgery poisons men.

And the emancipation of mankind from drudgery can come only through the further and finer development of the much-abused machine civilization that is coming out of our factories.

§

The ultimate dignity of the advertising profession must depend upon the faithful facing of certain duties. I suggest four such duties:

*First*, the duty to use slogans honestly.

*Second*, the duty to educate the nation in the uses of prosperity and times of plenty.

*Third*, the duty to socialize the idea of business success.

*Fourth*, the duty to merchandise modern thought.

§

I am more and more convinced that business is one of humanity's most promising instruments for its emancipation; that business, damned and derided as it has often been, is today writing a new Magna Charta for the race.

The old Magna Charta meant the conquest of despotism. The new Magna Charta means the conquest of drudgery. The old Magna Charta was won by the insistence of great mobs. The new Magna Charta may be won by the inventiveness of great manufacturers.

I have just read the first line of the new Magna Charta.

In Henry Ford's new book, "Today and Tomorrow," I find this sentence: "Hard labor is for machines, not men." Here are eight short and simple words. There are no polished phrases in this brief sentence. And yet, if I mistake not, the germs of a new civilization are hidden in it.

## My Life in Advertising—III

# My Earlier Experiences With Swift and Company

By Claude C. Hopkins

**S**WIFT & CO., packers of Chicago, advertised for an advertising manager. I looked them up, and I found that their capital at that time was \$15,000,000. I inquired about them, and I learned that they intended to spend \$300,000 a year. That would place them at that time among the largest American advertisers. I could not see in the Bissell line one-tenth the chance they offered, so I resolved to obtain that Chicago position. I had no doubt of my ability to do so. In my Michigan field I was king, and I never dreamed that other potentates might treat me as a slave.

I went to Chicago, then out to the stock yards, and was referred to Mr. I. H. Rich. He was head of the butterine department and the man who had urged them to advertise.

"Mr. Rich," I said, "I have come for that position."

He smiled at me benevolently and asked me for my name and address. These he wrote down on a sheet which held many names before mine.

"What are all those names?" I asked.

"Why, they are other applicants," said Mr. Rich. "There are 105 of them. Your number is 106."

I was astounded. One hundred and six men considered themselves fitted for that high position. What effrontery!

I turned to Mr. Rich and said: "I came here mainly to learn where I stood in advertising. I did not really desire this position. My heart is in Grand Rapids, and I feel that my happiness lies there. But this is a challenge. I am going to prove myself best fitted for this place."

Mr. Rich smiled. "Go ahead," he said, "and God bless you. We are waiting to be convinced." Then after a brief talk he dismissed me.

I knew all of the leading advertising agents of Chicago. They had solicited my business. So that afternoon I went to each and said: "Please write today to I. H. Rich,

care Swift & Co., Union Stock Yards, Chicago, and say what you think of Claude Hopkins." All promised to do that, and I knew that some of them would write very flattering things.

That night I returned to Grand Rapids. It happened that I had lately been employed there by the Board of Trade to write a history of the city. The members were delighted with it. Writing that book had brought me into contact with all the leading business men. I started out the next morning to see them. First I called on the bankers, then on the furniture makers, then on the wholesalers, then on other business men. I spent several days in this quest. To each one I said: "Please write to I. H. Rich, care Swift & Co., Union Stock Yards, Chicago, and say what you think of Claude Hopkins as a writer and an advertising man." That started a flood of letters.

**T**HEN I went to the *Grand Rapids Herald* and said: "I want to write for you a daily two-column article on advertising. It will cost you nothing, and it will educate your advertisers. All I ask is that you let me sign the articles and that you publish my picture in them."

They agreed, so every evening after office hours I wrote that two-column article. Then I took it to the office on my bicycle to reach the paper before midnight. Every article was addressed in reality to Swift & Co., to Mr. I. H. Rich. It was written to show what I knew about advertising. As the articles appeared I mailed them to Mr. Rich.

After three weeks of that daily bombardment I received a telegram from Swift & Co. asking me to come to Chicago. I went, but with little idea of accepting the position. I had come to realize more than ever that I would be lonesome away from Grand Rapids. But I had to complete my conquest, so I went.

We had not discussed salary; that

was too remote. So my idea of escape was to ask a salary higher than they would pay. I did so, and Mr. L. F. Swift, now president of the company, refused to consider it. He had read none of my letters or articles. I had made no impression on him, so all he considered was my salary demand.

Mr. Rich then asked for another conference in the afternoon, and took me out to lunch. At the table he talked like a father. He pointed out the narrow sphere I had, and always would have, where I was. Swift & Co. were offering me one of the greatest positions in my line. They had a score of lines to advertise. There I would have an unlimited scope. He pictured the folly of refusing such an opportunity, and I yielded to his persuasions. After lunch I went back and accepted the salary offered, promising to start in three weeks.

The next morning in Grand Rapids I went up to my home and saw the family on the porch. There were shade trees in front and many flowers in the yard. I contrasted that setting with the stock yards, where the outlook covered only dirty pens filled with cattle and hogs. The way to the office led through a half-mile of mud. Then I regretted my action. The price seemed too great to pay. Had I not given my word I would have turned back that morning to quiet insignificance. And now, after looking back thirty years, I think I would turn back this morning.

**I**N three weeks I went to Chicago. I secured a room on Forty-third Street, because the cars there ran to the stock yards. The room was a small one, dark and dingy. I had to climb over my trunk to get into bed. On the dresser I placed a picture of my home in Grand Rapids, but I had to turn that picture to the wall before I could go to sleep.

The next morning I went to the stock yards and presented myself for

[CONTINUED ON PAGE 66]



Courtesy Western Electric Co.

# Twenty-two Ways to Use an Advertisement

By *Walter M. Lockenbrook*

"**T**HERE," said the vice-president, as he put his okay on the final proof of the season's first advertisement, "we're through with that."

"But we aren't," replied the advertising manager, "this is only the beginning." And then he went on to outline the different ways in which the advertisement would be used either coincident with—or after—its publication appearance.

Many of today's advertisers are doing far more with their advertisements than merely seeing them safely printed in magazines or newspapers. Advertisements are useless unless seen. Printed in the chosen publications, they get their major audience in point of numbers. But, of course, there is waste in any form of advertising medium. In the case of certain groups of people, the advertiser tries to cut down this waste as far as possible. Hence the supplementary use of the advertisement in the forms listed here:

*Proofs posted within the plant:* The current advertisements may be posted on bulletins throughout the plant. The reasons for this vary

somewhat. Other things being equal, human beings prefer to work for well-known companies, producing well-known products. When inspectors or operators of drill presses, or elevator men have the advertisements where they can see them regularly, there is built up that much more house pride. These workers are not always close readers of magazines, newspapers or trade publications. It costs next to nothing to post the proofs where they are sure to see them.

*Reprint in letter to trade:* The four-page form of letter is used four times a year by one advertiser. On page 1, he may type some interesting letter which has no direct relation to advertising. On pages 2, 3 and 4, he reprints three of his current advertisements just to further make sure that the advertising is being seen by the trade.

*Jumbo reproductions for window display:* In this form, the advertisement serves several purposes. The message is again brought to the attention of the trade. In the store window it ties the store up to the

advertising which the consumer saw in print. To the passerby who did not see it in print, it gives a fuller message about the product than the usual form of display card which carries little or no wording.

*Proofs to department heads of the advertiser's own organization:* This is their house in print. Their interest in its welfare may be fostered further by placing proofs of all advertisements before them.

*Proofs to stockholders:* Every stockholder should be a customer, and more. He or she should be an advertising medium for the goods. Since it is to the stockholder's interest to sell more goods, feed him with the facts which will provide conversational material for converting others to the use of the commodity.

*Proofs to important stockholders and directors of the company:* Somewhat different from the foregoing paragraph. Here we keep posted those who have a heavy financial interest in the company. Obviously, they are worth catering to.

*To present dealers with important parts of text, ringed in red or otherwise emphasized:* One advertiser,

for example, is trying to direct sales away from the cheaper chain stores to the higher-grade independent dealers. Three sentences in each of his advertisements remind his dealers of this effort he makes on their behalf. In sending out proofs of his advertisements, he always calls attention to this part of the text which is so important to the trade.

*To branch houses:* Advertising is one of the "ties that bind" up the component parts of a far-flung organization.

*To wholesale distributors:* Because they may be bombarded with so many advertising campaigns on different items in their stock that an advertiser does not want his product lost sight of in the shuffle.

*To jobbers' salesmen:* If the jobber will give you a list of his men and their addresses. In one case I know of, the manufacturer gets his proofs before the men by providing a bulletin board and thumb-tacks. On the board, his advertisements are tacked when and as received by the jobber. There they greet the salesman as he goes in and out of the office.

*To the manufacturer's own salesmen:* Of course!

*In miniature form at the left side of correspondence envelopes:* Not many advertisements can be used in this way, but where they can, it is one more way to carry the message to the trade. The same reduced cut of an advertisement may be printed on letterheads, invoices and other forms which are used in correspondence between the house and its customers.

*Mail to employees at home:* This is another and more striking way of keeping all operatives, clerks, salesmen and executives posted about the

appearance in print of the house for which they work.

*Reprint in house organs:* This seems like one of those obvious things to do, but a review of quite a collection of house organs shows that many of them do not include reproductions of current advertisements which are being sent out by the manufacturer.

*Pack proof with package of goods:* This may be done either to advertise to the ultimate consumer or to bring the current advertising again to the attention of the retailer or wholesaler.

**I**T is fairly common practice to pack a certain amount of "dealer help" material with each lot of goods shipped to the retailer. In fact, some houses waste too much money in this way. Proofs of advertisements cost less, so the possible waste of money is far smaller. Mail a proof of an advertisement to a dealer, and he may throw away the envelope unopened. In some cases the chances of his reading the advertisement are greater when it pops out of a carton of goods which he is opening.

When the consumer finds an advertisement in a package of the goods he has bought, there are fair chances that he will read it. If so, the advertisement may put him in a

favorable frame of mind toward the product before using it. This desirable condition may enlarge the chances of his becoming a repeat buyer and a regular customer.

*Proofs to store clerks:* Not so easy. This is a shifting class of help. There is hardly any use in trying to keep up a mailing list. Sometimes the manufacturer's salesman gets permission from the retailer to hand out sets of proofs to the clerks, or they are sent to the proprietor, who may distribute them with his own hands.

*Framed "keystone" advertisements:* In some cases the manufacturer has at times printed advertisements which were of special importance. Some "institutional" advertisements, perhaps, or public statements of policy, or advertisements of historical or other importance which makes these announcements have more than temporary value. In some cases it is worth while to frame these advertisements to be hung in executives' offices, branch offices or elsewhere. But be sure the advertisement is really worth a frame!

*To schools:* In some cases school teachers will circulate advertisements among the members of their classes. For example, advertisements containing recipes may be handed out to members of a domestic science class.

*Information bulletins:* Now and then an advertisement contains information of specific and permanent value. Such was the case with one advertisement put out by the manufacturers of an accessory for the Ford car. It contained the biggest

[CONTINUED ON PAGE 65]

Read this letter to your pupils

Children in Holland Use Ribbon Dental Cream



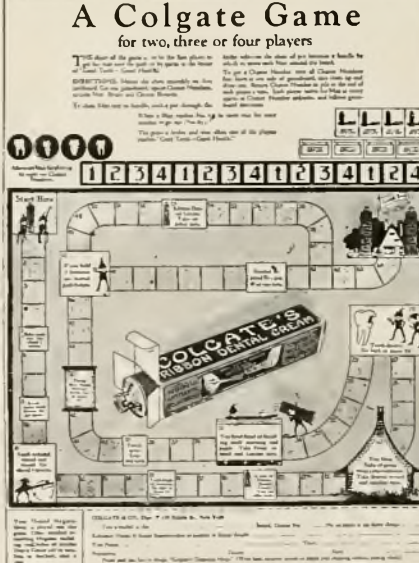
My dear Mr. Colgate:

I have written you to know how well I liked your Ribbon Dental Cream. I have used it for some time and I find it is the best I have ever used. It is so soft and so pleasant to use. I have told my children to use it and they like it very much. I have also told my friends to use it and they like it very much. I have also told my neighbors to use it and they like it very much. I have also told my schoolmates to use it and they like it very much. I have also told my teachers to use it and they like it very much. I have also told my parents to use it and they like it very much. I have also told my friends to use it and they like it very much. I have also told my neighbors to use it and they like it very much. I have also told my schoolmates to use it and they like it very much. I have also told my teachers to use it and they like it very much. I have also told my parents to use it and they like it very much.

Yours truly,  
 [Signature]

### A Colgate Game

for two, three or four players



THE object of the game is to be the first to reach the center of the board. The game is played on a circular board with 12 numbered spaces. A box of Colgate Ribbon Dental Cream is in the center. There are instructions and rules for the game.

**T**HE accompanying illustrations show one of the methods by which an advertiser may keep his publication insertions working for him long after they have disappeared as actual display material. These were devised for school use, with an eye to the needs and conditions of the classroom and its work

### OH, OH, JELL-O!



OH, OH, JELL-O!

The Jell-O mold is a large, decorative mold for making Jell-O. It is held up by three children, a boy and two girls, who are smiling and looking at the mold. The mold is shaped like a large, ornate letter 'J'.



# The Farm Business Is Well Worth Cultivating

By Hon. Sam R. McKelvie

Ex-Governor of Nebraska; Publisher, *Nebraska Farmer*



**T**HE small town merchant is in competition not only with dealers in nearby towns, but particularly with those in the cities. Therefore, when the major portions of most advertising appropriations are spent for city circulation, he is compelled to compete on a most difficult basis. He has a very real grievance against all those who are spending the advertising money

**N**OT long ago I heard a man who stands high in the councils of industry say in effect that American industry must exert itself to create foreign markets as an outlet for our growing factories. To do this, he would stimulate in the minds of the people in those countries a desire for the things that they do not now enjoy. I assume that he would accomplish this in no small part by advertising and personal salesmanship.

It is not surprising that this longing look should be cast in the direction of new fields to conquer. But I could not help feeling that even as charity begins at home, so also it is with the development of trade. In other words, until we have fairly exhausted the resources of the home market, is it practical to exert such unusual influence among people who do not have our standard of living—will not and cannot have it for generations to come—and who are not susceptible of ready education on account of varying customs and differing tongues?

There are branches of the domestic market that have been fairly saturated. High-powered selling has mortgaged the income of large numbers of our wage earners until increased demand in that quarter must come at abnormal cost, to say nothing of the hazards that accompany overselling. But there is a class of which this is not true. It is the market at our door. I refer to the farm

Portions of an address delivered before the general sessions of the Twenty-third Annual Convention of the International Advertising Association, Denver, Colo.

with its population of over thirty million American buyers.

Indicative of the scope and possibilities of this market, I cite the following facts furnished me by the United States Department of Agriculture:

The agricultural industry exercises normally a purchasing power of nearly ten billion dollars annually for goods and services produced by others.

It purchases about six billion dollars worth of manufactured products annually, or about a tenth of the value of the manufactured goods produced.

It supplies materials upon which dependent industries giving employment to over half of our industrial workers.

It pays directly at least two and a half billion dollars of the wages of urban employees.

It supplies about an eighth of the total tonnage of freight carried by our railroad system.

Its products constitute nearly half of the value of our exports.

It pays in taxes about one-fifth of the total cost of government.

Our farms and farm property repre-

sent nearly one-fifth of our tangible national wealth, and agriculture has contributed in recent years about one-sixth of the national income.

The current value of the total capital invested in agriculture in 1919-20 was seventy-nine billions of dollars as compared with forty-four billions invested in manufacturing industries, seven billions in mines and quarries, and twenty billions in our railroads in 1919.

This market has not been exhausted, and in many cases not even intelligently approached. You may have seen the figures compiled by a competent advertising authority to the effect that during 1924 (the latest figures compiled) \$850,000,000 was spent in adver-

tising to reach the city dweller, while only \$30,000,000 was spent to reach the farmer. The ratio, based both on population and purchasing power, is so out of proportion as to appear almost ridiculous.

Having spent half of my life on a farm and the other half publishing a farm paper, I may be pardoned for my inability to understand the ways of those who make and spend advertising appropriations. I have pointed out according to their own figures the way in which the money is spent, but I cannot give any really good reason for this neglect of the rural field. The farmer is not different from anyone else in his desires or inclinations. He is human. Thus he is susceptible of the same sales treatment as any other good American citizen. The trouble seems to be that those who would sell to him have such a vague idea of how to reach him, and it is apparently so much easier to reach the city dweller that

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**Where would you expect to find French Dressing?**



Where would you expect to find French Dressing—the smartest of all salad dressings—if not on the tables in apartment residences along the Avenue, in imposing homes along the exclusive cross-town streets, in famous hotels and supper clubs?

This delicate salad dressing won its eminent place among connoisseurs of the good things of life because of its own exquisite merit. A thing may be good to be adopted by those who demand the best.

French Dressing is the style because it is so deliciously good.

But French Dressing is so simply made as can be, and with no other essentials than a glass and spoon.

*3 parts Wesson Oil*  
*1 part vinegar or lemon juice.*  
*Salt and pepper to taste. Mix it up well.*

**Where Glasses Are Tall and Fretted!**  
**And the Service is Silent and Defe!**

In the exclusive dining places the expert always mixes up his own French Dressing for the salad course.

You see him working quietly and swiftly at the side table. He gets in some of this and some of that more salt and some pepper, and lo!—French Dressing, an exquisitely prepared dressing is ready to use on all Paris in itself!

To make a perfect French Dressing, take 3 tumbles and 1 spoon. Put in

*3 parts Wesson Oil*  
*1 part vinegar or lemon juice.*  
*Salt and pepper to taste. Shake it up well.*

See it up thoroughly with the spoon to blend the oil and the acid and you have French Dressing! In summer when salads are so frequently served you can make up hundreds of large quantities and keep in in a covered jar in the ice box. The oil you have on hand before using it is shaken thoroughly to mix the ingredients.

To vary the fundamental recipe try Wesson Oil French Dressing made with a dash of Worcestershire Sauce (for salads of tongue, ham, or fish) with one-half cupful Chili Sauce (for any green salad), or with finely chopped roasted nuts (for fruit salads).




**At the Playgrounds of the Continent**



The people who know all Europe—the people who regularly make up the gay scene on the Riviera, at Biarritz, Le Touquet, Deauville—are the ones who have made French Dressing the correct dressing for salads of fruit or vegetables.

You find the same taste reflected in New York. Go to all the fashionable places, order a salad at the smart night club or at the big hotel, and it will be served with French Dressing. Ask the captain what these people prefer and he will say with a shrug, "French Dressing of course."

And here this: It is as easy to have French Dressing at home as when you are dining out. There isn't anything more to making French Dressing than this:

*3 parts Wesson Oil*  
*1 part vinegar or lemon juice.*  
*Salt and pepper to taste. Shake it up well.*

That is more than the best of all salad dressings should also be the simplest to prepare.

**The Successful New York Party**



The successful party here, as in London and Paris, includes among its refreshments a salad.

The salad is very well dressed—and, of course, that means French Dressing. Popular hostesses rely on French Dressing implicitly, and it never fails to please the most exacting taste.

It is certainly easy enough to make French Dressing properly. This is the way:

*3 parts Wesson Oil*  
*1 part vinegar or lemon juice.*  
*Salt and pepper to taste. Shake it up well.*

You'd be surprised to know how many kinds of French Dressing there are and how easy it is to make these variations and how good they are. Many are included in a little book you can get out by the Wesson Oil People, 147 Park Avenue, New York City. You can ask for it with a postal card.

**In the Cool of the Evening—Dinner at the Casino**

When the terrace is gay with dainty frocks and the will-o-the-wisp lights of Chinese lanterns, a cool and leisurely dinner seems to represent ideal living.

The people who are accustomed to all the refinements like the piquancy of a salad dressed with French Dressing.

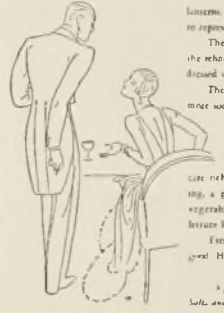
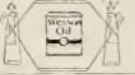
There is no food more delightful or more socially correct blended with the delicate rich mellowness of fine French Dressing, a good salad made of fruit, or cold vegetables, or even the simplest, modest lettuce leaf, never fails to win esteem.

French Dressing is so simple that it is good. Here's the way to make it:

*3 parts Wesson Oil*  
*1 part vinegar or lemon juice.*  
*Salt and pepper to taste. Shake it up well.*

Try it, too, with Worcestershire Sauce.

To one-half cupful of French Dressing add one-half cupful of Worcestershire Sauce. Use with meat salads such as tongue, ham, etc., or with salmon or any other fish salad. Other variations of French Dressing are covered in our salad booklet. If you'd like to have it, send a card asking to the Wesson Oil People, 147 Park Avenue, New York City.



**Many Charming People Make it a Habit**

Service of the salad course at the beginning of the dinner has the cachet of smartness.

It is distinctly worth while to begin the dinner with the salad. None of the piquancy of the dressing is lost that way, and the meat course seems even better if it follows a good salad of fruit or vegetables well-dressed with French Dressing.

This is the perfect way to make French Dressing:

*3 parts Wesson Oil*  
*1 part vinegar or lemon juice. Salt and pepper to taste.*  
*Shake it up well.*

IN these crowded days when every newspaper advertiser is obliged to compete for the reader's attention with acres of staid black type there seems to have been a rather wide tendency to fight fire with fire. But Wesson Oil has done just the opposite and won attention by sheer contrast. There is a refreshing amount of white space here; the line drawings and type set-up look extraordinarily clean. The campaign savors of quality appeal and, if good taste, good copy and good art work are any criteria, it should prove highly successful.

# The Function of Financial Advertising

By C. H. Handerson

Asst. Vice-President, The Union Trust Company, Cleveland, Ohio

**O**BVIOUSLY, the function of financial advertising is to reflect truly our institutions and their services to the public. I say "reflect," because advertising can do nothing but "reflect." It cannot "create." I say "truly reflect," because, unless advertising reflects truly, the public will be the first to sense the insincerity and it will become a dangerous tool, creating ill will instead of good will.

But in the present degree of financial advertising perfection, we must give it a broader definition than to "truly reflect our institution and its services to the public." It is part of our function to interpret correctly advertising to our institutions that may not only enable us to use it properly, but may properly cooperate with it. The banking fraternity sometimes seems prone to point to certain so-called "advertising successes" of the industrial world and regard them as sheer advertising successes. The banking fraternity sometimes seems prone to consider advertising as a thing disassociated from the organization and the product, as merely type and pictures exerting some occult influence on the public. Successful industrial advertisers long ago learned that advertising is not a self-supporting, self-contained or unattached entity, but rather is it a golden thread supporting, and supported by, the balance of the fabric of organization, product and service.

It becomes our function as financial advertising men, not merely to sway the public by our advertising, but to interpret diligently and persistently, advertising to our organizations that they may understand it, its functions, its limitations. If our organizations expect too much of advertising, they will expect too much of us and will consider that we have failed when the fault has been



neither with ourselves nor with advertising, but with their over-estimation of advertising and its capabilities.

Against difficulties which sometimes seem unsurmountable, I, personally, believe that we advertising men, if we are thoroughly grounded, capable and conservative, face the greatest opportunity in banking today. Banking is awakening to the fact that it lacks something, but as yet it is not quite articulate as to this lack. It feels a void, but is not cognizant of what will properly fill this void.

**T**EN years ago or a little more, they tried to fill this void with advertising, but found that advertising alone was only a partial antidote for that emptiness. Now banking is looking through or beyond advertising, since the wise banker has realized that advertising in itself is not a complete suit of the clothes for successful distribution. It requires, in addition, the coat and vest of merchandising and selling.

The bank advertising man in many cases is the only man in the

institution who enjoys a speaking acquaintance with those things or forces called merchandising and selling. Understand me, advertising has not failed, nor is it on trial. It was, unfortunately, either sold wrongly to many bankers in the beginning, or, in spite of intelligent selling, was unintelligently bought as a universal panacea for all banking ills.

Economists are beginning to hint that the new economic era is one which favors the industry which has the closest contact with the public. The basic industry, which does not immediately feel the whims of public preference, is suffering from the most intense price competition. There are those who hint that banking is dangerously near to being a basic industry, dangerously remote from the public. It becomes not merely the opportunity, but the responsibility, of us financial advertising men, not only to reflect our institution, but to revamp and revise our institutions to tune in more nearly with the dominating public tendency so that our institutions may ride on the crest of the wave of public approval rather than be caught in the undertow of public ignorance or indifference.

Some years ago a well-known manufacturer of motor cars became dissatisfied with the amount of sales effort required to place his product with the consumer—mechanically perfect though it was. Students of public tendencies urged him to redesign his car, not mechanically, but artistically. He employed a prominent French designer and the next season produced the identical car, but in a new "package"—a different body, different lines. Immediately sales skyrocketed. The car, per se, was no different; the service was no better. Merely the package had been tuned to public approval.

We are presumed to be specialists on public reactions. If we are not, we are not on to our jobs. As specialists, it becomes not alone our opportunity, but our bounden duty, to

Portions of an address delivered before the Financial Advertisers Session, at the Twenty-third Annual Convention of the International Advertising Association, Denver, Colo.



Courtesy Paramount Famous Lasky ("Beau Geste")

# A Glance at the Motion Picture Market

This Giant Industry Buys Millions of Dollars Worth of Nearly Every Conceivable Sort of Merchandise Each Year

By Ruel McDaniel

**T**HE moving picture, once a luxury and phenomenon, has become, like the automobile and the radio, part and parcel of our national life. The "movie" of today is no longer classed as a recreation, but rather as a necessity. Were the motion picture to be eliminated suddenly, the newer generation would feel the loss as keenly as the amputation of legs or arms. Consequently, the industry has reached fifth place in the class rating of national business, and with its program of expansion well under way at the present time, there is every indication that the march of the cinema's progress has by no means reached its maximum.

After an existence of more than 21 years, the moving picture is about to enter into its greatest period of expansion. At the present time Hollywood studios are spend-

ing some \$2,500,000 on expansion. The Hollywood Chamber of Commerce recently prepared some figures on eight of the big companies

in that city to show the rapid growth of the industry. Here they are:

Paramount-Famous Lasky, 1925 investment, \$15,000,000; 1926, \$20,000,000. Warner Brothers, 1925, \$10,000,000; 1926, \$14,000,000. Fox Film Corporation, 1925, \$30,000,000; 1926, \$40,000,000. First National, 1925, \$4,500,000; 1926, \$10,125,000. Universal, 1925, \$5,625,000; 1926, \$7,500,000. United Artists, 1925, \$2,000,000; 1926, \$4,000,000. Christie Film Co., 1925, \$1,270,000; 1926, \$1,575,000. Metropolitan, 1925, \$1,440,000; 1926, \$2,240,000.



Courtesy First National Pictures

**S**OMETHING of the vast scope of the motion picture industry is indicated by the two contrasting illustrations on this page. Elaborate artificial sets, huge camps maintained on remote "locations" where nearly every natural obstacle has to be overcome—these are a few of the problems to meet which this industry spends millions every year for a diversity of merchandise

Figures from Hollywood are fairly representative, since it is estimated that about 85 per cent of the motion pictures in the United States are produced in or near Hollywood. There are nineteen major studios, employing approximately 250 producing companies. That means that there are many comparatively large companies that are renting studio space and much of the equipment for

[CONTINUED ON PAGE 44]

# THE · EDITORIAL · PAGE

## At Last, the Right to Be Heard!

THE resentment which rolled up among business men in recent years against the Federal Trade Commission reached a high pitch a year or more ago. Changes were ordered, but still the plan imposed serious hardships upon business houses hit by the Commission's lightning.

In the last week or two the Commission has taken the final step of reform. Hereafter, before the Board of Review recommends that a complaint be issued, the proposed respondent is afforded a hearing on three weeks' notice to show cause why a complaint *should not issue*; an informal hearing which does not involve the taking of testimony.

The very poor showing which the Federal Trade Commission cases have made when later reviewed by the courts is undoubtedly due to the failure to apply such a common sense plan as this new one adopted. Many a case which has cost the manufacturer thousands of dollars to defend, and which has fallen apart like a pastry house when all the testimony was in, could have been avoided by half an hour's talk before competent men. In a recent case which has involved sittings all over the United States and the hearing of nearly 2000 witnesses, the costs will probably reach hundreds of thousands of dollars. Yet there is very general belief that the Commission's view has been proved thoroughly untenable, and that business men of experience might have decided so in a few hours' conference.

It is good news to learn that other manufacturers will, in the future, have an opportunity to let reason and not accusation decide whether a "case" has genuine basis of complaint.



## The Farm Facts Come Out

SO much crepe has been hung upon farm economics in the past few years that it has been hard to make up one's mind to the real facts. When the farm papers, which are closely acquainted with the situation, have protested against the surplus of crepe, it has naturally been assumed that they were biased in their endeavor to urge advertisers to use space more freely.

Now along come the census figures on the manufacture and sale of farm equipment in 1926, as contrasted with other years, and we begin to see the whole farm picture.

The 1926 volume of farm equipment manufactured and sold was \$461,000,000, which is the startling amount of 42.7 per cent more than 1924, and 17.8 per cent over 1925. This increase certainly registers a notable spurt forward in farm health, for it is very decidedly above the general average of increase of sale of manufactured goods. Tractors alone have increased in sale in the United States from \$74,000,000 worth in 1924 to \$105,000,000 worth in 1926, while harvesting machinery more than doubled, increasing from \$14,000,000 worth in 1924 to \$29,000,000 worth in 1926. Planting and fertilizing machinery also doubled.

Surely such a showing leaves little room for crepe on the door of the farmer. He is sturdily working himself out of his undeniable basic difficulties, and is spending money for equipment as never before.



## Plaudits for Advertising

THERE have been recently a number of unusual comments on advertising from those who are not advertising men. In view of a certain amount of clatter from a few who write frequently to undermine advertising as a principle—writers like Stuart Chase—it is significant to bring together a few comments of a different sort.

A. E. Phillips, president of the American Grocery Specialty Manufacturers' Association (also vice-president of the Welch Grape Juice Co.), said the other day:

"National advertising performs a service without which grocery wholesaling and retailing would rapidly fall into a confused state of unestablished standards of quality, unstandardized values in merchandising and unstable fluctuations in habits and demand."

*Barron's Weekly*, a financial review, said, June 6, in reviewing Listerine's financial progress from \$1.96 earnings per share in 1923 to \$5.30 in 1925:

"Lavish advertising expenditures have made a company with net tangible assets amounting to only \$1,526,102 on Dec. 31, last, worth over \$19,500,000 at current market quotations. Here is a concrete answer to the question 'does it pay to advertise?' Lambert's history is interesting as an extreme example of faith in advertising. Most business men believe in advertising appropriations only so long as a dollar spent in advertising will bring back its cost and another dollar of profit, or some such ratio.... The record of leading companies indicates that with aggressive sales and advertising policies the household remedy business is immune from business depressions."



## What Do Your Advertisements Say?

ONE of the questions discussed at the June meeting of the Industrial Advertising Division of the Cleveland Advertising Club might profitably be a frequent subject for discussion in every advertising club—and in every advertising department and every advertising agency.

The question was this: "Am I concealing the thing I am advertising? In other words, am I making what I am advertising very obvious?"

How many times the advertising writer strives so hard for a fresh "angle" or a compelling "appeal" that the thing advertised is actually concealed, and the real message of the advertiser gets to few of those who are logical prospects.

A fine way to check any advertisement before it is finally ok'd is to hold it off at arm's length and ask: "What does this advertisement say?"

# A Table of Measures for Typographical Desk-Pounding

By Robert Douglas

THE cry for more punch in advertising copy has raised hob with the type case. The exclamation points are worn to mere shadows of their former selves. The italics and caps are gasping for relief. And a good under-line rule, these days, is hardly out of its gas-line bath and back on the rack before it is slapped into another advertisement.

Now, type is molded and cast for work, hard work and plenty of it, and there is no more use in getting sentimental over its hardship than there is in sympathizing with a beast of burden for having to be a beast of burden. But the murmur of complaint, which night watchmen are hearing in composing rooms just now, comes from the fact that certain type pieces are being mis-used, employed for work for which they never were intended, and in fact, selected blindly for any old purpose at all.

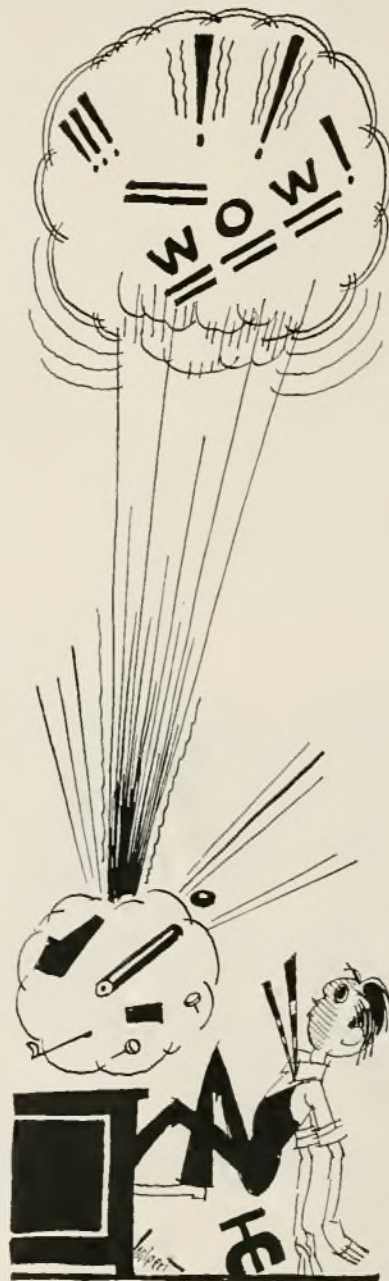
The advertising man is the innocent cause of this present state of affairs. The compositor is not to blame; he sticks his type according to the copy and layout furnished him. It is the advertising man, sitting at his drawing board or with his typewriter before him, who surveys the wide scope of the typographical universe and makes the choices.

If he chooses with the skill of a small blindfolded boy from the audience, it is probably due to the fact that no table for guidance in his selection has ever been furnished him. Nobody has ever supplied him with figures to show the bursting point of an underlined caption, or the velocity of a headline with two exclamation points.

It was the discovery of his notable lack in scientific knowledge that started me on my experimental work, and my observation of the distress in the type-case, already referred to, spurred me to further efforts.

The experiments were conducted to determine and record the exact force of emphasis represented by

any typographical combination chosen for the purpose of putting a "punch" in an advertisement. (Thus



does advertising progress toward its place among the exact sciences.)

I am pleased to report, now, for the first time the successful con-

clusion of these experiments. To the advertising and printing world I offer the result of my work, with the twofold hope that it may guide advertising men along the safe and sure path in the preparation of their copy, and that it may distribute the hard work of emphasis more equably among the physically fit in the type-founder's catalog.

A printed copy of the complete report may be had by addressing the author on board his Florida houseboat, and enclosing a box of Coronas or a little Scotch flavored sarsaparilla to cover postage and packing. The following examples, however, will serve to illustrate the nature of the tests and the observations recorded.

*Let us solve your gutta percha problems!*

(This illustrates the first-degree scream. When this sentence was released in the Whispering Gallery of St. Paul's, London, our sismograph at Leningrad distinctly recorded the shock. Thus, when you have an idea of this magnitude to impart, and wish to do so with this proportion of emphasis, the first-degree scream is the proper medium to employ.)

This FREE book is FREE.


(The compound fracture. This sentence, liberated gradually in the office of the agency man who wrote it, shook dishes off the shelves in Broadway restaurants and agitated the contents of a right hand drawer into a perfect cocktail. Should be used with discretion.)

Now is the time for every good citizen to come to the aid of his party.

(Known as the hop-scotch pattern of underlining. Good for three echoes in the Grand Canyon. Has been distinctly heard through the covers of a year old magazine by patients waiting to have bi-cuspids crowned. Reasonably safe, in the hands of adults.)

[CONTINUED ON PAGE 69].

BRUCE BARTON

ROY S. DURSTINE  ALEX F. OSBORN

# BARTON, DURSTINE & OSBORN

INCORPORATED

## AN ADVERTISING AGENCY

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

James Adams	G. G. Flory	Frank J. McCullough
Mary L. Alexander	K. D. Frankenstein	Frank W. McGuirk
Joseph Alger	B. E. Giffen	Allyn B. McIntire
John D. Anderson	Geo. F. Gouge	Walter G. Miller
Kenneth Andrews	Louis F. Grant	Loretta V. O'Neill
J. A. Archbald, jr.	Gilson Gray	A. M. Orme
R. P. Bagg	E. Dorothy Greig	Alex F. Osborn
W. R. Baker, jr.	Girard Hammond	Leslie S. Pearl
F. T. Baldwin	Mabel P. Hanford	Grace A. Pearson
Bruce Barton	Chester E. Haring	T. Arnold Rau
Carl Burger	F. W. Hatch	James Rorty
Heyworth Campbell	Boynton Hayward	Mary Scanlan
H. G. Canda	Roland Hintermeister	Paul J. Senft
A. D. Chiquoine, jr.	P. M. Hollister	Irene Smith
Thoreau Cronyn	F. G. Hubbard	J. Burton Stevens
J. Davis Danforth	Matthew Hufnagel	William M. Strong
Webster David	Gustave E. Hult	A. A. Trenchard
Clarence Davis	S. P. Irvin	Anne M. Vesely
Rowland Davis	Rob't N. King	Charles Wadsworth
A. H. Deute	D. P. Kingston	D. B. Wheeler
Ernest Donohue	Wm. C. Magee	George W. Winter
B. C. Duffy	Carolyn T. March	C. S. Woolley
Roy S. Durstine	Elmer Mason	J. H. Wright
Harriet Elias	Thomas E. Maytham	

*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*

# Marketing Products of the West

By George W. Kleiser

ON the other side of this Great Continental Divide, the sun has arisen on the possibilities of the present and of the future. Here is a community of eleven progressive states, whose area covers one million square miles, populated by ten million people engaged in practically every branch of agriculture, horticulture, animal husbandry, mining, and lumbering; in fact, with the production of all of those commodities having to do with natural re-



sources, and with which this great territory has been unusually favored.

Why of the West see as our consumers one hundred and ten million people, concentrated in cities, in well developed agricultural communities, in great industrial centers. They must be fed, and we are educating them through advertising to eat of our food production.

It can be readily seen that one of the great marketing problems of the Pacific West has been transportation. To haul fresh peaches, pears, apricots, apples, grapes, melons, celery, asparagus, and other similar products over thousands of miles of roadbed, from sea level to altitudes of seven and eight thousand feet, and to have them arrive in edible condition, has called for tremendous outlays of capital and rolling stock. Refrigerator cars, iced at various points enroute, keep the perishables fresh. In winter, heated cars are provided to insure against freezing. From two hundred to four hundred cars of citrus fruits are shipped daily from California during the winter season. Within a two months' period, fifteen thousand carloads of cantaloupes were shipped to distant markets from the far West. These are marketing problems, for one measure of financial success to the producer is

the ability to ship products to the consumer, maintaining the quality and at the same time securing a profit.

The primary function of cooperative marketing is to distribute an entire crop over a yearly period without speculative manipulation, thus returning to producers all that the crops sell for, less the marketing expenses. The success of some of the cooperatives has proved an embarrassment. Growers attracted by favorable prices that have been secured have come into the territory in ever increasing numbers. In 1917 there were one hundred thousand acres planted to raisins; in 1926 this had increased to over three hundred thousand, which is a tremendous jump in a very short period. Acres of prunes and apricots have materially increased. Peaches for fresh shipment and canning are coming in in ever increasing quantities. Over fourteen million cases of this fruit were packed last year, exceeding the entire pack of all California fruits combined in any previous years but two.

THE men at the heads of these big organizations are big men with full appreciation of the power of the various marketing processes. To facilitate distribution, brokerage connections were established by some organizations, while others, like the

Sun-Maid Association, put in their own district offices to call on jobbers and the trade in order that the fullest possible cooperation be secured. Specialty salesmen calling on retailers and supplementing the efforts of jobbers' salesmen were also employed. These men aim not only to make sales, but also to point out to the retailer how to sell the products they are handling; they arrange for window displays and in every way see that the dealer ties up to both the national and local ad-

vertising. To amplify this work, the home offices have, through their broadsides and direct mail literature, bombarded all those who might handle their products, acquainting them with selling talks and informing them of advertising campaigns. Thousands of dollars of window display material of the highest order has been designed, and in many cases window display crews have been organized to place this material. There is an acute recognition among western merchandisers of the value of dealer cooperation, as almost every well established grocer will testify. Recognition of consumer advertising has been substantial. Sun-kist Oranges, Sunmaid Raisins, Sunsweet Prunes and Apricots, Diamond Brand Walnuts and Almonds, Wenatchee and Skookum Apples, all evidence faith in publicity.

Special problems have arisen within these organizations, the solutions of which have taxed the ingenuity of marketing men on the Coast. For instance, when the California Fruit Growers' Exchange found it difficult to dispose of its lemon crop in winter, it started a campaign of education, featuring such uses as lemon pie, lemon for garnishings, for hair rinse, and doubtless some of you will remember the winter campaign suggesting hot lemonade to counteract influenza. The answer to this publicity was an increase in winter sales

Portions of an address delivered before the Twenty-third Annual Convention of the International Advertising Association, Denver, Colo.





## Reaching Executives, Purchasing Officers and Department Heads

FROM the standpoint of your railway sales you are interested in reaching the executive officers of the steam railway industry.

They are concerned with the major problems of railroading, and as appropriating officers their knowledge of your products is important to you. Their approval is required on all expenditures for additions and betterments, and they are vitally concerned in the efficient and economical handling of traffic. Consequently, materials or railway appliances which will cut costs, improve rail-

way operation, speed up repairs and keep rolling stock in service will receive special attention in connection with capital expenditures and maintenance appropriations.

As one of the five Simmons-Boardman departmental publications devoted to the steam railway industry, the *Railway Age* is edited for the railway executives, operating officials, purchasing officers and department heads. It is recognized throughout the railway industry and the financial world as *the* authority on railway matters.

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Simmons-Boardman Publishing Co., 30 Church St., New York  
*"The House of Transportation"*

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

# The Railway Service Unit

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

# An Advertiser's Viewpoint

By *W. W. Galbreath*

President Youngstown Pressed Steel Company

**T**HE Youngstown Pressed Steel Co. was incorporated in 1917 to take over the fabricating departments of the Youngstown Iron & Steel Co. and the Sharon Steel Hoop Co., which had recently been consolidated. One of the conditions was that we were to move all of the machinery out of these two plants as soon as possible.

We operated two departments—a fireproofing department in which we manufactured metal lath, expanded metal, corner bead and other fireproof building specialties which were sold principally through building supply dealers to the plastering trade. In the other department we manufactured pressed steel parts. By way of explanation, let me say that a pressed steel part means a part which has been formed out of a piece of plate, strip or sheet steel by means of heavy pressure exerted by a hydraulic or power press. The part thus formed usually replaces a part which had been made out of cast iron, cast steel, or a forging.

During the war we manufactured munitions, such as aeroplane drop bombs, parts for artillery tractors and tanks, expanded metal for the trenches, casings for the depth mines which lined the North Sea, and many other pressed steel articles which our armies and navies required. Immediately following the war, during 1919 and 1920, when anybody could sell anything for any price he chose to ask, we sold parts to the automobile and agricultural implement manufacturers.

During these two years, in accordance with our agreement, we planned and built an entirely new factory at Warren. By Jan. 1, 1921, we had moved all of our machinery from its previous location into the new plant. By this time, as you will recall, the bottom had completely dropped out of business, and we found ourselves with about five times our previous capacity and about 50 per cent of our previous sales. You can well imagine our mental reactions when we were selling about 10 per cent of our ca-

capacity and the overhead of our new factory was going on every day.

As the space is limited, I can tell only the story of our pressed steel campaign. The fireproofing campaign is equally interesting, but I will not have time to cover both. When I first came into this particular industry, I could not understand why practically all of our customers were automobile manufacturers. Constant questioning brought the almost universal answer that the pressed steel industry really started when the automobile manufacturer set out to build a light, popularly priced car. Prior to that time almost all of the automobiles had been built out of heavy castings, forgings and rolled shapes. The automobile manufacturer found that if he was to succeed he must get volume, and to get volume he must get a cheaper car. To do this, he must get a lighter car, both cheaper to build and cheaper to run. His first great decision was to replace his heavy castings, forgings, etc., by simply forming a sheet of steel to take their place, and this was the real birth of the pressed steel industry. Today, the frame, body, wheels, crank case, brake drums, radiator shells, in fact almost the entire car, is built of pressed steel.

**T**HUS, the automotive engineer and not the pressed steel manufacturer was responsible for the birth and growth of the pressed steel industry. He designed the parts as he wanted them, sent the blue prints to the pressed steel manufacturer, who submitted prices, and the lowest quotation took the business. So far as I can learn, no pressed steel manufacturer up to that time had ever done any creative selling.

With a condition in the industry such as I have described, you can well picture our condition in 1921. The competition was terrific. Old concerns quoted on orders covering labor, material and a part of the overhead only, to say nothing of administration or profit. A new manufacturer, such as ourselves, literally had to *buy* his business.

During all this time we could not

get the thought out of our heads that if pressed steel was a good thing for the automobile manufacturer, it would be a good thing for a thousand other industries in this country if we could only get them to appreciate the perfectly remarkable savings that they would make by substituting pressed steel for castings, just as the automotive manufacturer had already done. We all know the old saying that fools rush in where angels fear to tread, but, would it be possible for us to sell this idea to hundreds of manufacturers in scores of other industries in the country? Could we advertise this idea and could we build a business on it?

**W**E were in a serious situation. We wanted counsel and advice on this, an advertising and marketing, principally advertising, problem. We knew we could take care of the manufacturing, but we wanted the very best advertising advice that we could get. We did not want an agency just to take some example which we might give them and write an advertisement for which they received 15 per cent. We wanted advice based on the results of years of experience as to the soundness of our basic idea. We certainly expected to pay for the advice, just as we would pay a lawyer or a doctor for professional service.

It was at this time that we had our first conference with Lynn Ellis, at that time vice-president of the H. K. McCann Co. We outlined our problem to him in the greatest detail. We asked him the simple question: Can we advertise and build a business on this idea? Having interviewed at least one hundred advertising agency solicitors in the preceding ten years, I fully expected him to immediately say "yes", as every agency man I had ever seen always spoke of advertising as a panacea for all evils. Consequently, I was surprised when Mr. Ellis said that he would have to think the matter over and give me an answer later. When he returned he brought in a carefully prepared report covering fourteen pages. This report covered every phase of our business, our

[CONTINUED ON PAGE 70]

Portions of an address delivered before the Annual Convention of the National Industrial Advertisers Association, Cleveland.



# Pieces of 8

## THE NEW AND FAR-REACHING IDEA IN SILVERWARE MERCHANDISING

A TRADE-CUSTOM is often just an ingrown bad habit. For instance, the main retail assortment in the silverware business, for several generations, was a set made up in "six of each piece" . . . six knives, six forks, six tea spoons and six dessert spoons.

Two years ago, Lennen & Mitchell, Inc. suggested to the makers of 1847 ROGERS BROS. Silverplate that a "set of eights" might prove a more adequate and acceptable set for the young housewife; just as easily sold as "sixes" and more profitable to sell.

So came THE PIECES OF 8 . . . a set of silverware

with eight of each piece instead of the traditional sixes; in a chest designed and named by the undersigned advertising agency.

The results have been far-reaching. For the PIECES OF 8 idea has revolutionized tray and chest merchandising; increasing, by 33 1/3%, the merchant's average unit of sale to the young housewife.

Today, nearly all other silverware makers are following the lead of 1847 ROGERS BROS. Silverplate, in adopting and featuring "eights" rather than "sixes."

It is the function of a good advertising agency to assist the advertiser in getting the right appeal into his product; into its quality, its packing and its pricing. That's where good advertising service begins.

CLIENTS: INTERNATIONAL SILVER COMPANY (1847 ROGERS BROS. Silverplate); BAUER & BLACK; ELGIN NATIONAL WATCH COMPANY; LORILLARD COMPANY; THE HOUSE OF KUPPENHEIMER; SCRIPPS-HOWARD NEWSPAPERS; REID, MURDOCH & COMPANY (for 1928)

LENNEN & MITCHELL, INC.

AN ADVERTISING AGENCY SERVING A LIMITED NUMBER OF LARGE-VOLUME ADVERTISERS  
17 EAST 45TH STREET, NEW YORK CITY



# International Advertising Association, Denver, 1927

Significant Extracts from Some of the Addresses Delivered  
Before the Twenty-third Annual Convention of the I.A.A.

## Problems of Prosperity

Francis H. Sisson

Vice-President Guaranty Trust Company,  
New York

THE most significant feature of our present prosperity is one which is not susceptible of clear statistical measurement, but which is evidenced in numerous ways. It is that our economic welfare is not only on a higher plane than ever before, but is more widely distributed. With unemployment almost at zero, and with the level of wages higher relatively to the cost of living than at any other time in our history, the purchasing power of the masses of the people has



reached a new peak. This is what has made possible the sustained activity of the automobile industry; the years of record-breaking building construction, particularly in the erection of residential buildings; the phenomenal growth of the radio and motion picture industries; and, indirectly, the enormous volume of manufacture and trade in the basic commodities.

It has not only permitted an unprecedented volume of business by providing an enormous and uninterrupted market for consumers' goods, but has resulted in a very rapid increase in the wealth of the country through saving and investment by people of the so-called working classes. Witness the growth of savings bank deposits, the expansion of building and loan associations, the increase in life insurance, the volume of new corporate securities issued, and the success of the customer-ownership movement in public utilities and in industrial enterprise. The industrial workers and the consumers of the industrial output are gradually becoming the owners of the industries; and this is bringing about a closer identity of interests between economic groups, thus providing the

soundest possible basis for industrial coöperation and harmony.

But in considering the facts and figures regarding our economic achievements, let us not forget that our prosperity is due largely to our good fortune. What we have made of our opportunities is to our credit, and may well be a source of pride to every American. Our prosperity, however, is made possible by the fact that we are heirs to the greatest natural gifts that have ever fallen to the lot of any people. This is a thought to temper our pride with humility, and to lead to a quicker perception of our true position. For as peace has its problems no less than war, so prosperity, no less than adversity, presents questions and responsibilities of great difficulty and urgency; and to ignore or avoid them, or to decide them carelessly, selfishly, with consideration only of our own immediate advantage, would turn our pride to shame. *Noblesse oblige.* A nation is a political, not an economic unit; and natural gifts are the common heritage of the race. Private ownership is the device by which these gifts are used for the greatest benefit of all the people; if it is not, its justification disappears. In us, as a nation, is vested the ownership, the custody, of this treasure-house of the world. It is a task in which we must not fail.

## The Tourist as an Industry

Charles W. Stokes

Assistant General Publicity Agent, Canadian Pacific Railway

THE American tourist traffic is worth about \$350,000,000 a year to Europe. Foreign tourist trade, including American, is worth to Canada almost as much. Accurate statistics are not obtainable, but approximate ones are available from the records of border immigration examination, and from these a rough-and-ready annual total, based on a per capita expenditure, can be arrived at of from \$250 to \$275,000,000. In 1926 American tourists spent \$50,000,000 in the province of Quebec alone. This is six times the production of Canada's gold mines, and makes the tourist business the third largest of Canada's industries, surpassed only by agricultural and lumber production.

What is tourist business worth to United States? It has comparatively only a negligible number of foreign

tourists, the only kind that can be registered; but every person tries, or hopes to take at least one vacation a year. The only way to make an estimate would be to track down each vacationist and ask him what he had spent. But, generally figuring that, if



every man, woman and child in the U. S. took 2 weeks vacation per annum at the very moderate cost of only \$5 per day, and then, making allowance for those who prefer to go to Europe, and then for the poor, the sick, the aged and the very young, cutting the latter groups' expenditures down to only \$1 per day, the aggregate would give a total of over \$1,600,000,000.

We are rather inclined to scoff at those European countries, like Switzerland, which make the major part of their income from tourists, overlooking the fact that a great many communities of this continent—Canada and U. S., North, East, South and West—do exactly the same thing. A poor tourist year means a tightening of the belt in hundreds of places, whether it be Atlantic City, Palm Beach, or the little cross roads villages in the Maine Woods that live on sportsmen. Merchants in cities who talk about the "summer slump" see only half the picture.

Tourist or sporting assets are as visible as those of land, mining or water power. For example, the Province of New Brunswick recently, at an auction sale, leased the salmon fishing rights of the Restigouche and two other rivers for a period of five years for the rent of \$75,500 per annum. It is calculated also that every bull moose shot in New Brunswick brings in \$1,000, distributed almost entirely in

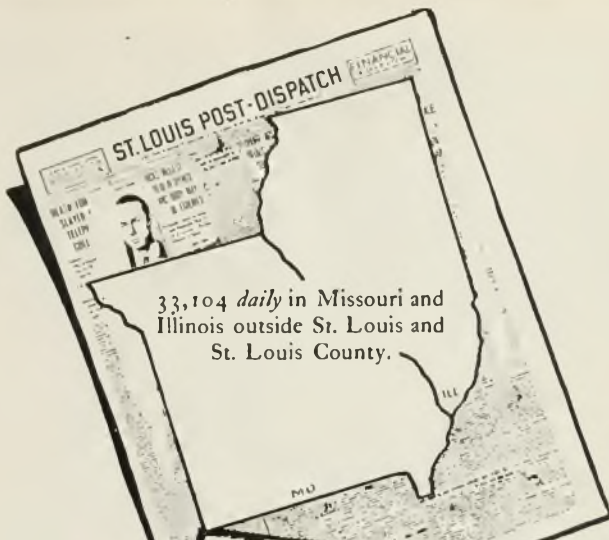
# Comparison--

establishes

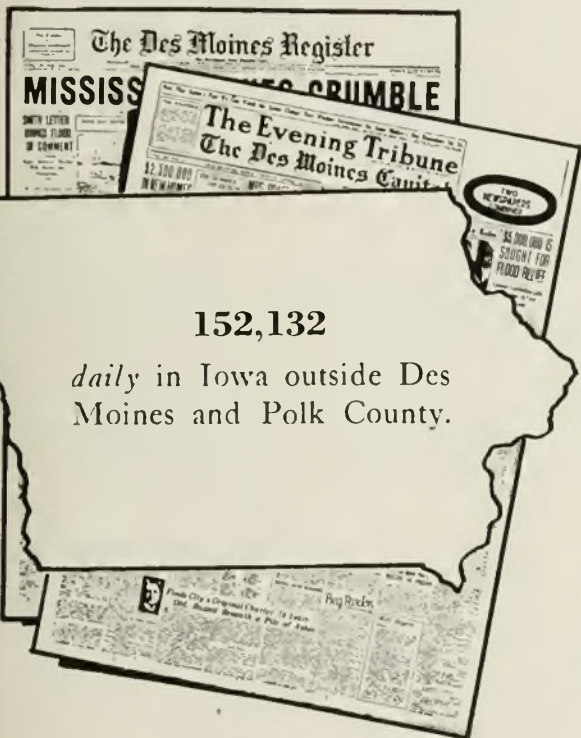
The DES MOINES REGISTER  
and TRIBUNE-CAPITAL

as having the

*Most Thorough Coverage*  
*of Any Middle-Western Newspaper*

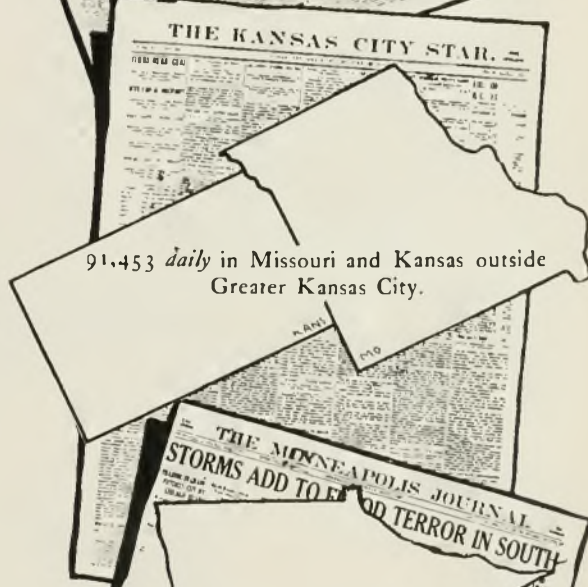


33,104 daily in Missouri and Illinois outside St. Louis and St. Louis County.

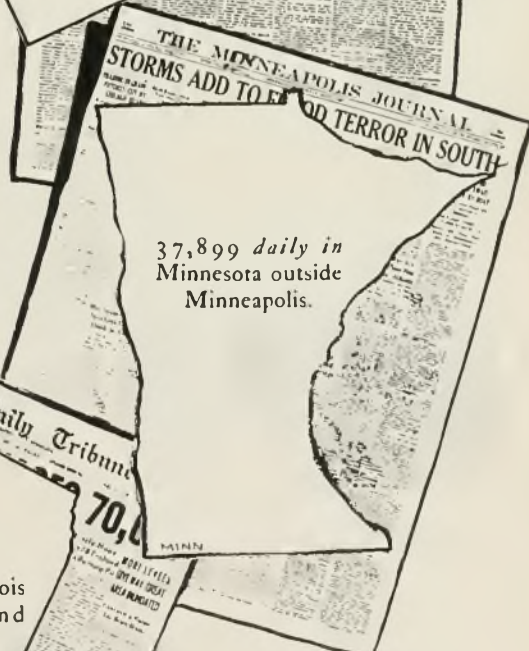


152,132

daily in Iowa outside Des Moines and Polk County.



91,453 daily in Missouri and Kansas outside Greater Kansas City.



37,899 daily in Minnesota outside Minneapolis.



94,826 daily in Illinois outside Chicago and Cook County.

Note that in Iowa outside Des Moines and Polk County The Des Moines Register and Tribune-Capital has 119,028 more circulation daily than the St. Louis Post-Dispatch in Missouri and Illinois outside St. Louis and St. Louis County; 60,679 more than the Kansas City Star in Missouri and Kansas outside Greater Kansas City; 114,233 more than the Minneapolis Journal in Minnesota outside Minneapolis; 57,306 more than the Chicago Tribune in Illinois outside Chicago and Cook County.

New booklet shows detailed circulations daily and Sunday in every Iowa county and 1,011 Iowa cities and towns.

the province through transportation, guides and provisions.

The vacation business is such an important economic factor that every community which possesses an advertising appropriation and also possesses tourist attractions cannot spend its money more wisely than by advertising to draw tourists. While not attempting to make any distinction between advertising to get tourists or advertising to get industries, it may nevertheless be submitted that industries follow tourists. The tourist ought to be the white-headed boy of community advertising.

In developing a resort, one should try to capitalize our inherent characteristics. When so many resorts are coming down to a standardized dead level, the places that tourists remember are the places that are "different." Montreal, for example, owes part of its remarkable tourist appeal, apart from its liquor laws or the lack of them, to its French atmosphere; it now deliberately advertises itself as "foreign." Victoria, B. C., with its rather haughty English atmosphere, is just the same way. Any points of historic, artistic, or literary interest, such as the sites of historic events, homes of famous men, etc., should be capitalized. I remember, for example, up in the Yukon Territory seeing the ruined hut of a certain Sam McGee whose name Robert Service borrowed to attach to a very famous poem. Prince Edward Island, down east, draws a great many tourists every year who want to see the place where "Anne of Green Gables" was written. A little Quebec town has developed an annual "Passion Play" that for four weeks each fall draws three to four thousand people a day to that little town.



## Selling Building and Loan by Mail

Thomas L. Crawford

Advertising Manager, National Savings & Loan Association, Wichita, Kan.

ONE of the first things I did when I got into this business was to find out exactly what classes of people were investing their savings with the Building and Loan Associations. Our advertising appropriation was low (very low), and it was necessary, therefore, that we direct our appeal to our best prospects rather than to send our message to the general public and trust to luck that we would accomplish the desired results.

A survey of our shareholder list was made for this purpose, and here are the results covering twelve classifications. I shall name the classes in order of their importance, giving the percentage that buy installment shares and paid-up shares.

	Installment Shares, Per Cent	Paid-Up Shares, Per Cent
1. Clerks, such as we find in the offices and stores.....	57	43
2. Office managers, chiefs, foremen and departmental heads	80	20
3. Farmers .....	54	46
4. Housewives .....	57	43
5. Teachers .....	70	30
6. Salesmen and sales-ladies .....	66	34
7. Laborers .....	61	39
8. Stenographers .....	67	33
9. Railroaders .....	64	36
10. Doctors .....	42	58
11. Bookkeepers .....	69	31
12. Barbers .....	50	50

Our findings differ somewhat from those of other associations made in other parts of the country, but we all seem to agree that the wage earners are our best prospects.

I am going to give you my rules for writing letters to these people:

1. Choose but one subject, one idea or theme for your letter—one which is bound to appeal to your reader and then stick to it—avoiding any breaks or disconnections of thought. This excludes from your letter all elements that tend to disturb the attention of the reader, such, for example, as difficult words, misspelled words, strike overs—anything that distracts the reader's attention even momentarily.

2. Use simple words, short sentences and paragraphs. Make your letter easy to read.

3. "Give the reader all of the facts necessary for him to decide and act intelligently, making it as easy for him to act as possible."

This rule answers the question as to how long or how short your letter is to be. State your story concisely, without involving wasted words. Tell your whole story and the length will take care of itself.

4. Make no statements or assertions which arouse debate, doubt, question, denial or hesitation on the part of the reader. Make your letter carry conviction throughout by keeping the reader constantly saying "yes," that is, agreeing with each succeeding assertion made.

5. "Play up advantages to be gained rather than disadvantages to be avoided. Make your letters Positive rather than Negative."

This rule is exceeding important and is easily broken. I know because I've broken it myself. This rule applies to the effect on the reader's feelings. It means that there should be nothing in the letter to cause the reader to feel resentment. Here's a letter recently sent out by a Texas Association. It starts off like this:

"Unless you open a systematic savings account with us the chances are you will be dependent upon others for support in your old age."

Such an appeal is a direct contradiction to Rule 5.

We should show our reader that by saving with us he can own his home, educate his children, have a car—in short, he can have everything that money can give him, when he accumulates the necessary amount. Every material thing by the way must be purchased and paid for with money or its equivalent. Let us not forget this.

6. "In so far as possible, offer the reader but one course of action in the close. Avoid making the reader choose between several different plans."

## The Success of Department Store Advertising

Miss Dorothy Dignam

W. D. McJunkin Co., Chicago

IT may surprise some of you to know that out of the thirty-six billion dollars worth of retail business done in this country last year, including groceries, shoes, hardware, everything—

exactly one-third of that business was done by department stores. And yet the average advertising appropriation of the department store is only 3.2 per cent of gross trade. We all know of specialty shops that spend five times that amount, and I have in mind an electric refrigerator dealer who has



averaged as high as 20 per cent for advertising.

If department stores can do one-third of all the business in the country on an advertising appropriation of 3 or 4 per cent, it must be pretty good advertising; at least we could call it *successful* advertising.

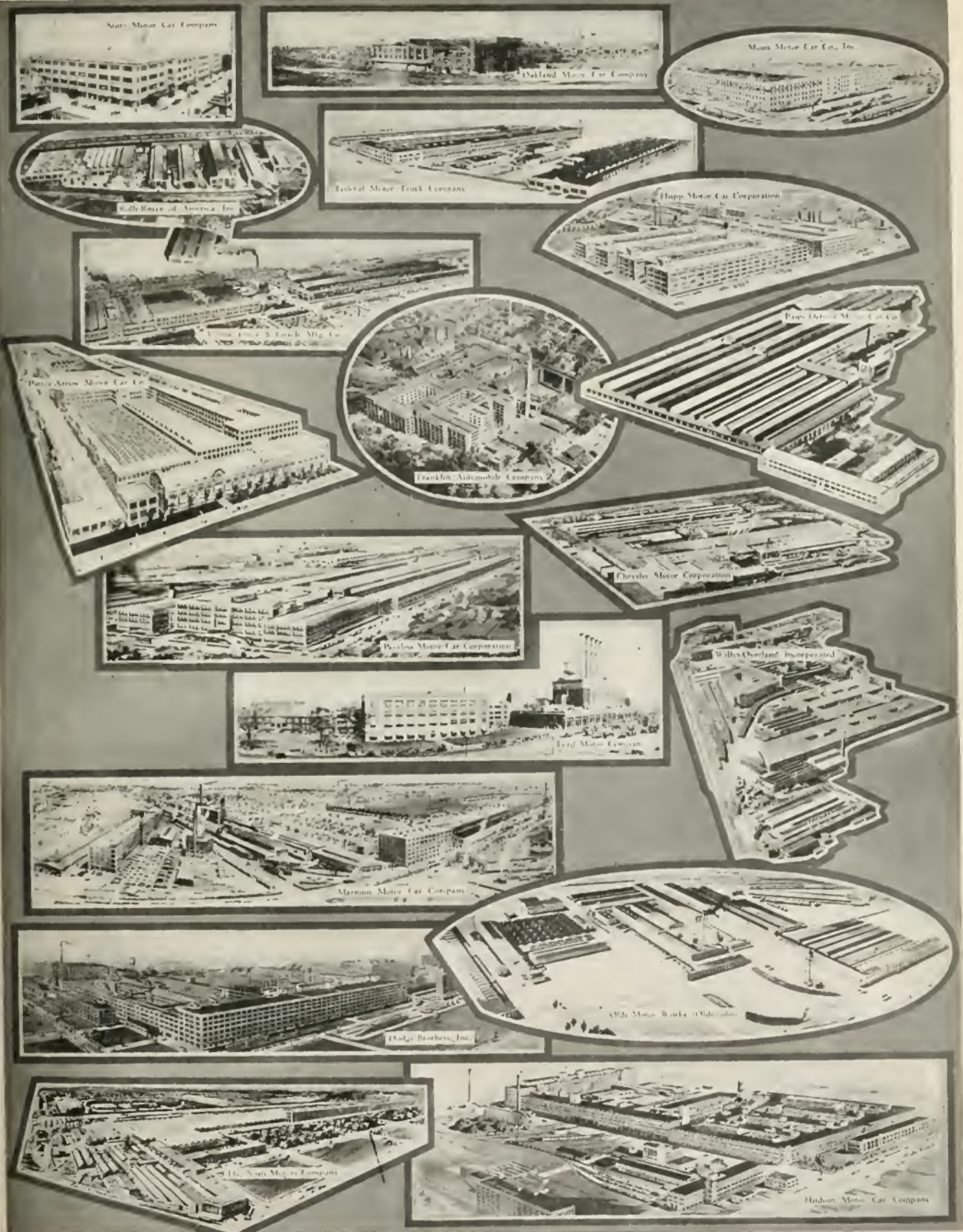
Just *why* it is successful is a little more difficult to analyze. But from the woman's standpoint—and women are the close scrutinizers of department store copy—I would say it's because we get the style-news from this source or the news of a money-saving opportunity.

And then two important things that department store advertising always tells us are where to get the goods and how much it will cost. We don't have to clip a coupon, or write for additional facts, or address an inquiry to Department J—and then wait until the intended purchase is entirely forgotten and the money entirely spent. Within an hour we can respond to a department store invitation, and actually examine the goods or experience the thrill of saying suavely, "Just charge and send."

If the existing style of department store advertising were not successful, you may be sure that the stores themselves would be using some other kind. As it is, most stores couldn't exist without the daily newspaper message.

We had a good example of this in Chicago during the Spanish-American war. Just the week of the siege of Santiago the pressmen on the Chicago newspapers went on strike, and every paper in the city suspended publication for about five days.

The retail store business dropped from 25 to 33 1/3 per cent almost at once, and aisles and bargain counters looked about as busy as 8 a. m. on a rainy Monday. Finally, because people wanted the news of the progress at Santiago, newspapers began coming into Chicago from Aurora and Elgin and Joliet, Ill., and the State Street department stores, hoping desperately to do a little business before the end of the week, began to advertise successfully in what were then just country newspapers.



**The plants illustrated on this page, subscribing to The Iron Age, are typical of the big group of manufacturing establishments making up the automotive industry. These plants,**

**together with many others that serve them by supplying parts and units, form one of the largest single metal-consuming and metal-working groups in the field served by The Iron Age.**

## Who Pays for the Advertising?

Rhey T. Snodgrass

Advertising Director, *Minneapolis Journal*

**W**HO pays for the advertising? Suppose the consumer pays for it. If this be true, then the price which he pays for a given value in merchandise must be higher than he would pay if that merchandise were not advertised. If the price were just the same then the unadvertised value must be greater than the advertised value.

Is this the case? You remember the celebrated Ingersoll dollar watch, of which some thirty or forty million had been sold at the time the war jostled the manufacturing cost of all of our goods. Where could you get a better watch for a dollar? Where could you get as good a watch for less than a dollar?

Go right down the line with the well known and thoroughly established brands of advertised merchandise. Take Palmolive Soap, Ivory Soap, and Campbell's Soup for instance. Where can you get better soap or soup for the price? Take Kodak. Plenty of people can make cameras. Lots of people have done so. Some other good makes are on the market. Some have been well advertised and widely sold. But who offers an unadvertised camera as good as Kodak at the same price? You may consider as many advertised brands of goods as you will take time to consider. You might find here and there an apparent or temporary contradiction; but in almost all cases, certainly enough to establish the rule adequately, you will find in the advertised goods better service for the same money or the same service for less money than you will find among the non-advertisers. Certainly, the advertising does not cost the consumer money.

Now suppose it costs the advertiser money. If this were true, then the prosperous business would be the non-advertiser—the one whose resources were saved instead of spent. And the more money a business put into advertising, the poorer it would become.

## The Westinghouse Newspaper Campaign

J. C. McQuiston

Manager, Department of Publicity, Westinghouse Electric & Manufacturing Co.

**I**N making our plans for the present year, we felt that now, having built up a thorough distribution system for our products and the public having been fully educated to the advantages of electricity and its use, we should very definitely capitalize all this previous advertising by going out after immediate and definite sales of our product. While the announcement of our newspaper plans came suddenly to the trade, many months were spent in

planning and analyzing before the step was decided upon. After we had determined on a newspaper plan we began work on its perfection.

First, we had to select those products that are, in our opinion, susceptible to stimulation by newspaper advertising. When it is considered that we manu-



facture some 300,000 different articles, this in itself became a real job. Then, we had to decide how we would apportion our space, how many cities we would attempt to cover, how often we would advertise per month, what size space units we would use, what appeal we should stress in our copy, what type of illustration we would follow, how we would best serve our jobbers and dealers in specific localities and at the same time maintain the national aspects of our plan and other similar questions.

We determined that the proper thing to do was to lay out a complete plan for one of our typical district offices and we chose the Chicago territory as being well balanced between industrial and agricultural interests, large cities and smaller towns; in fact as nearly representative of the country as a whole as any one district could be. So we went into our Chicago district, gathered together our sales and service executives and laid out a complete plan for that district based on an analysis of sales figures, of loadings, of markets and of classes of customers. When we had arrived at a plan for Chicago which was satisfactory to all concerned, we then went into all our other districts and adapted this same plan to their local requirements.

Following, came the designing of the general character of the advertisements and the preparation of more than 125 preliminary layouts with headings, sketches of illustrations and with sufficient complete copy to indicate how this advertising would appear in finished shape. Many of these advertisements are put in completed form; some are retained only in their preliminary stage of completion. This we call our advertising copy reservoir. From this reservoir various offices draw such advertisements as will benefit the sales possibilities in their communities. Not all of the advertisements will be used in any one district,

but we have attempted to make the reservoir so complete that advertisements are available for any eventuality.

Occasionally, an instance occurs requiring an advertisement that is not in the reservoir. This happened in the case of one of our branch offices which recently asked for an advertisement featuring the personnel in that office. We prepared a full page advertisement showing pictures of this entire sales force and stating that these men "Live, Run a Business, Own Homes, and Vote Right Here." The result of this advertisement was that the Chamber of Commerce and other service clubs of that city immediately responded to this very definite and intimate appeal for recognition.

But, we found that for certain products the West Coast presented entirely different problems than the rest of the country. Accordingly we have prepared a number of advertisements for use in West Coast papers only.

An amusing incident occurred in connection with one of our industrial advertisements. The subject of this particular advertisement was "Motors Are Like Pumpkin Pie." When we sent proofs around to our various branches we were informed that the advertisement was not suitable for Atlanta and adjacent cities. They didn't recognize pumpkin pie in those communities. So for the southern cities we changed the advertisement to read "Motors Are Like Potato Pies" and it was enthusiastically received.

## Regarding the "Paid For" Testimonial

Elsie E. Wilson

American Radiator Company

**L**ET it be said that I have no quarrel with the spontaneous type of testimonial, but rather with the testimonial for which money or its equivalent has been paid.

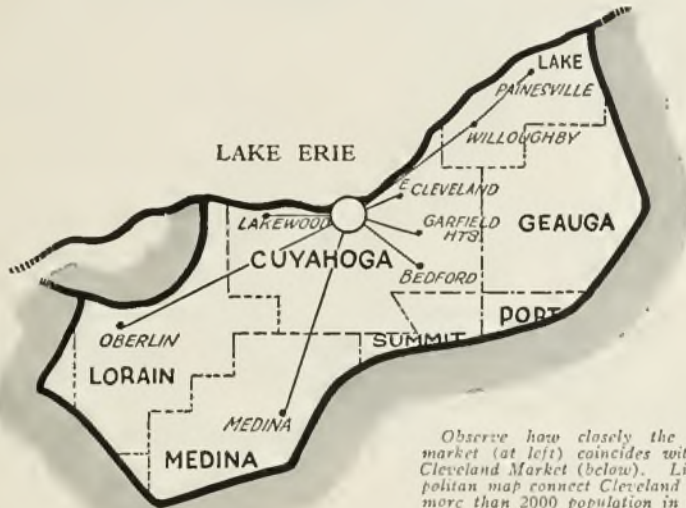
As treasurer of the League of Advertising Women for the past three years it has been my custom to let the figures speak for themselves. With this principle in mind and since this is a discussion on the subject of testimonial advertising I decided to secure some testimonials on the subject, rather than express my own opinions. I wrote to a number of men prominent in the advertising profession and asked their opinions. I can assure you that their replies are not the paid-for-testimonial type of reply.

Let me quote (with permission) from a letter from Earnest Elmo Calkins, president of Calkins and Holden, a man whose integrity and clear vision is recognized from Coast to Coast:

There is no doubt that a testimonial when genuine and honest, especially when unrequested, is one of the most effective forms of advertising, but the strong prejudice I have against the testimonial which is now used based on a circular sent out by the Famous Names, Inc., in which they offer to secure the signature of almost any actor, musician, moving picture star, opera singer or society woman to any kind of statement about any product, and allow the adver-



# See What **Cosmopolitan** Says About THE TRUE CLEVELAND MARKET!



Observe how closely the Cosmopolitan market (at left) coincides with the TRUE Cleveland Market (below). Lines in Cosmopolitan map connect Cleveland with towns of more than 2000 population in the market.



THE above map is from page 10 of "A Merchandising Atlas of the United States," a comprehensive analysis of American markets issued by Cosmopolitan Magazine.

It is a picture of the trading area of Cleveland. Akron isn't in it, Ashtabula isn't in it, even Lorain isn't in it. For Akron, Ashtabula, and Lorain are trading territories in their own right—their merchants sufficient unto the population, their newspapers serving that population well. Cleveland business has little influence over these three thriving cities. Cleveland newspaper advertising has less.

This map and this Cosmopolitan market analysis is merely additional proof of the oft-repeated

statement of The Cleveland Press that the TRUE Cleveland market is small, that it extends but 35-miles from Public Square, that it does NOT cover all of Northern Ohio, nor all of north-eastern Ohio, or even any considerable portion of it.

Study the Cosmopolitan market map. Study the one of the TRUE Cleveland market. Write for detailed information.

## The Cleveland Press

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



ALLIED NEWSPAPERS, INC.  
410 N. Michigan Blvd., Chicago  
Seattle · Los Angeles · Portland

FIRST IN CLEVELAND

LARGEST IN OHIO

# The 8 pt. Page

by  
Odds Bodkins

ADVERTISING seems to have acquired a Graybar complex! One advertising agency after another, and one publisher after another, is moving into this annex to the Grand Central Terminal. If it keeps up, space will soon be renting by the agate line.

I'm strong for this concentration of advertising and publishing. It makes for efficiency in solicitation and for facility in catching issues. For example, it will soon be practicable to devote one elevator entirely to soliciting. Just as the mail chute bears a card on each floor informing tenants as to the time of mail collections in the box below, beside this Soliciting Elevator on each floor should be a table of space buying hours for each agency in the building. In this way the representative for *Capper's Weekly* (Graybar tenant) starting out in the morning, would only have to step to the elevator and make up his schedule of agency calls for the day and then press the button. If, on entering the Soliciting Elevator, he should bump into a Condé Nast representative (Graybar tenant), and learn that he, too, had selected 9:15 as the hour to call at J. Walter Thompson's (Graybar tenant), they could get together and swap hours, one of them going three floors higher or two lower



for a call on the Michaels & Heath agency (Graybar tenant). And so on.

Another elevator could be devoted entirely to Closing Dates. Think how it would cut down the margin of time now required by agencies to meet publication closing dates if, on each floor beside this Closing Date elevator, was a schedule of the closing second for copy and cuts for that particular floor, covering every publication represented in the building!

Yes; I'm all for this Graybar idea. My only fear is that there won't be room for us all and they'll have to tear down the Grand Central Terminal in order to get enough pica ems of floor space to serve advertising!

—8-pt.—

Paragraph from a note from a bank president, that my secretary just laid on my work table:

"In the approaching business period, men's brains will do the work rather than their hands. More thinking and much of it from the customer's side of the fence. The public's restlessness comes from being oversold. The customer from now on is more likely to consult its own wants, and is beginning to take time to find out what he wants. The business executive had better slip down into the crowd and help people think by judicious advertising—get their cue, think a little faster than they do, and have the answer ready."

Needs no comment from me.

- 8-pt. -

My hat is off to Campbell-Ewald Co. It has done an utterly obvious (and therefore generally neglected!) thing, and done it exceedingly well. I refer to a modest little booklet recently published by this agency, a copy of which is placed in the hands of every person who is engaged by the agency. This booklet is sort of an official introduction, not to the personnel of the company, but to the philosophy behind it.

It serves first to welcome the newcomer, then briefly to outline the history of the business and "sell" its place and prestige. This is followed by four pages of office customs and a short description of the "Ceco Circle," and the book concludes with several pages of assorted information as to office hours, holidays observed, vacation practices, salary arrangements, etc. Just the information every newcomer in any business wants.

Never, so far as I can recall, have I seen a piece of personnel literature so



well worked out and so admirably calculated to orientate a new worker promptly and give him or her that feeling of "belonging"—and belonging with pride.

This little booklet might well be studied by the highest executive of any kind of a business. It is a vest-pocket lesson in applied leadership.

- 8-pt. -

It has been borne in on me of late that it is exceedingly important to report back to people on things if you want to win their good will and their further cooperation.

The thought came to me afresh this morning when I opened a letter from The Charity Organization Society of New York and read:

Dear Mr. Bodkins:

Now that the winter is over, we want you to know how much good gifts like yours have accomplished for the "100 Neediest," whose stories appeared in the *New York Times* last December.

Enclosed are reports on two widows' families that illustrate pretty well the progress that is being made by all the "Neediest" families in our care.

Each family is in the personal care of one of our visitors, who carries the "Neediest Fund" money to them, week by week, and at the same time helps them to build up their health and strength toward the day when they will not need our help any more.

I had completely forgotten the modest contribution I sent the *Times* last Christmas, but next Christmas I shall not have forgotten this letter. I know human nature well enough to realize that it will at least double one subscription!

As applied to orders received, favors enjoyed, promises made, help volunteered, books borrowed, or what not, reporting back later to thank or inform or return is the least that one can do—yet how seldom it is done! So seldom that the simple act earns commendation and appreciation out of all proportion to the trouble it takes.

- 8-pt. -

Not too early to be laying plans for submitting entries for the Harvard Advertising Awards for 1927.

The lists do not close until December 31, 1927, but it is well to be forehanded in such matters, as time has a distressing way of fugiting!



# HIGH VISIBILITY

Your advertisement in **THE HOUSE BEAUTIFUL** is certain to be seen—

Because every advertisement in *The House Beautiful* faces or adjoins interesting Editorial matter (two-page spreads excepted).

## NO BURIED ADS—NO BULK PAGES

*Flat size magazines were designed to provide this feature—are you getting it?*

# THE HOUSE BEAUTIFUL

Guarantees maximum visibility to your display and places it before a clientele of more than 90,000 readers directly interested in homes and how to make them livable.

*Current rates based on 80,000 Net Paid  
(ABC) Guaranteed and Rebate Backed.  
Actual circulation over 90,000 copies.*

**BUY ON A RISING TIDE!**

**THE HOUSE BEAUTIFUL PUBLISHING CORPORATION**

*A Member of the Class Group*

8 ARLINGTON STREET

BOSTON, MASS.

# A Glance at the Motion Picture Market

[CONTINUED FROM PAGE 28]

making pictures, rather than providing their own.

FULLY conscious as they are of the present status of the cinema industry in the business world today, theatre-goers, however, are egregiously ignorant of all the material and expense entailed in the production of a single picture. The wide range of demand for materials in the production branch of the motion picture industry is limited only by the imagination of dreaming writers, hard-boiled directors and the antics of "gag men." Name any known product manufactured in the United States and the alert purchasing agent of the average big producer in Hollywood will either show you a sample of product in stock, or tell just when and where it was used at one time or another in the filming of some picture. Each major producing company has its own purchasing staff, and much of the buying for the small "independent" companies is transacted through a central office operated by these concerns.

Motion picture producers are estimated to have invested in property and equipment more than \$1,500,000,000. Obviously such a field consumes a lot of raw products, more, no doubt, than the investment would indicate. One of the major Hollywood producing concerns spent about \$1,200,000 last year for supplies and equipment to make pictures, aside from salaries and interest on the investment. Half of this went for film, while the rest was divided among nearly a million different articles.

Desert pictures are popularly supposed to be cheaply produced from the standpoint of materials used, yet in the filming of the desert scenes in the Paramount feature, "Beau Geste," in Arizona, the company found it necessary to use more than 25,000 feet of new lumber to set up a simple desert camp; scores of horses, mules and cattle were bought from local ranchers in Arizona; hundreds of camp cots and blankets were ordered from a jobber in San Francisco. Harness came from an Arizona hardware store, and Arizona meat distributors and grocers supplied food to this temporary city located 18 miles from the nearest post office. The dealers and distributors who supplied these needs "cashed in" on the making of this picture, as well as the firms who supplied the more or less regular needs of the production companies, such as film, cameras, electrical supplies and so on.

What makes the motion picture producing industry particularly enticing to the average business man is that its needs are so varied that there is scarcely any line of industry that cannot, either directly or indirectly, come in for its share of the market. "We buy from every class of business firm, from the peanut stand to the biggest

manufacturers in the world," declares Lynn H. Buell, purchasing agent for Paramount Famous Lasky Corporation, Hollywood.

"We need a wide range of products, and getting them quickly is our biggest problem. That means that we must buy from every field of business, and from every size of business in each field, in order to fill our needs promptly. Because of our ever-changing needs, we can buy little or none of our supplies in advance of known needs. About 95 per cent must be bought hurriedly, when the need for them arises."

The average manufacturer and jobber no doubt thinks of the motion picture industry as one which consumes a great deal of film, several cameras, chemicals and a few other highly specialized products, and therefore does not merit his consideration as a possible market for his own lines. No popular business conception can be further from the facts.

For example, the hardware purchases of the average major producer are so important that jobbers' salesmen call upon the purchasing agents of the producing companies every working day. And they usually get an order. These salesmen get every conceivable sort of an order ranging all the way from a dozen thumb tacks to a carload of lead pipe.

THE efficiency of a producer's purchasing agent is judged to a large degree by his file of product sources. The more unusual a product is and the less the apparent demand for it, the more eager is the efficient purchasing agent to secure the name and address of the manufacturer making it, for he knows that sooner or later he is going to get a rush requisition from the local "lot" or from some distant "location" for that product. The moving picture purchasing agent is not supposed to ask where to get an item. He must know at once where to get it, regardless of how unusual it may be. In the well-kept purchasing office this supply-source file takes precedence over all other records and files.

Just how important it is to know where to buy unusual products is illustrated by an experience encountered by Mr. Buell recently during the making of a picture called "Wings." The production company was down in Texas making the aviation scenes of the picture. Quite suddenly one afternoon a telegram came ordering the purchasing department to rush through ten gallons of liquid smoke. Although Buell had been buying for the motion picture industry for ten years, this was the first time he had ever been called upon to supply liquid smoke. Yet he knew that a whole company was likely idle while the smoke was being found and delivered to Texas, because directors have the habit of waiting until they actually

need a thing before asking for it. He knew that he was expected to get that ten gallons of smoke at once. He had nothing in his file of more than 4600 names of unusual products and their manufacturers to show where the product could be bought. He knew one thing: it was a chemical. So he telephoned Arthur Moss, city chemist of Los Angeles, and asked where the stuff could be bought. He learned that it was manufactured and "canned" by a chemical concern in Buffalo. In less than an hour after the wire came from Texas, there was a telegram on its way to Buffalo.

Four days after the receipt of the requisition, the director in Texas had the ten gallons of liquid smoke and was grumbling about the poor service that one received from purchasing office in Hollywood. It goes without saying that the name and address of this manufacturer who supplied the product will ever remain a permanent part of Buell's file.

Lumber is the greatest single purchased item of the average producer, aside from film. During 1926 Paramount Famous Lasky Corporation used about 2,500,000 feet of lumber on its own "lots" in Hollywood in addition to another 1,000,000 feet on various out-of-town "locations." One feature picture, "Old Ironsides," consumed 1,500,000 feet of lumber. Besides the regular lumber used, the company consumed over 1,000,000 feet of wall board last year, 33,000 yards of lock lath, 10,000 sacks of plaster, and ten tons of casting fiber. The company employs about 300 men in its own sawmill and wood-working plant, and its investment in machinery alone runs into hundreds of thousands of dollars.

Although as much lumber as possible is salvaged, the average use of it before being junked is less than twice. None of the wall board is used more than once. The entire 1,500,000 feet of first class lumber, some of it 16-inch redwood timbers at \$85 per thousand feet, was destroyed with the sinking of the "fleet" in "Old Ironsides."

LAST year 50,000 feet of 5,000,000 circular mills lead conduit cable was used by this same studio for the laying of a new underground power line. This is a sample of the purchases made by producers in the electrical field. Some predict that the electrical industry will be a major factor in supplying the production pictures in the near future as a result of the progress made in synchronizing pictures with the human voice. Already millions have been spent in perfecting several different plans of making pictures "talk," and each method calls for the extensive use of electrical products.

One would not ordinarily consider the motion picture studio as being a large consumer of rope and other cord-



**M**ILLIONAIRES—their number has doubled and re-doubled in the last few years. Naturally, stories of "How I Made My First Million" become less and less interesting.

On the other hand, stories of struggle and achievement which tell of unusual people doing unusual things, carry a strong human interest appeal.

"These College Girls Paint" shows how McCLURE'S strikes a new keynote of popular appeal which results in a fast growing circulation among those who are reaching out for the better things of life. That is one reason why advertisers find that it pays to—

*include McCLURE'S!*

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

119 West 40th St., New York  
Chicago Office, 360 N. Michigan Ave.



### INDETERMINATE SENTENCE

It is apparent that druggist-readers of DRUG TOPICS have sentenced the Boyd-Scott Company, Inc., to a period of indefinite recollection.

What we mean is that druggists are still inquiring about the name of the advertiser who used modest space in January DRUG TOPICS to announce a cartoon service for druggists. And Boyd-Scott was the advertiser.

Say what you will, the situation is unusual—especially when you think of all the commercial artists in the country and all the "business builders" offering circular letters, electrotypes, etc. Snap judgment would indicate that the life of a single advertisement of this kind would hardly be six months. But it seems the end is not yet!

This means another one of those "products" sometimes considered outside of the druggist's province that DRUG TOPICS convincingly proves can be advertised profitably.

### THANKS, DOC!

"Thank you for the way you handled my claim. It is surely the kind of attention to such small matters that is making your papers the most interesting to the drug trade."—F. E. Bristol, Persons Pharmacy, West Brookfield, Mass.

Apropos of the opportunity he gave us of playing the role of champion recently. After answering an advertisement in DRUG TOPICS and sending money for certain merchandise, he failed to receive either response or remittance. This rightfully annoyed him. So we placed the facts before the advertiser, and the advertiser was as mystified as we were. Investigation showed that a clerk had erroneously filed the letter received from the druggist as an "order sent." Accordingly the incident proved to be the simplest of simple slip-ups.

But the point is that the druggist is enthusiastic about a service rendered by DRUG TOPICS. It is that kind of enthusiasm that DRUG TOPICS advertisers capitalize on.

### GEE, WE HAVE ANOTHER PAPER!

It takes a letter from Hall & Ruckel (manufacturers of X-Bazin Depilatory Powder and Cream) to remind us that thus far we have contrived successfully to omit all reference in these columns to DRUG TOPICS' sister publication, DISPLAY TOPICS. Here's the letter:

"Under date of May 2nd, 1927, we received a request from C. Schous Factories, Ltd., of Copenhagen, Denmark, to the effect that they had seen our advertisement in DISPLAY TOPICS and were interested in our product and would like to have details as to both the X-Bazin Cream and Powder, for sale in their nine hundred retail stores in Denmark.

"Needless to say, we were very much pleased to know that your publication is so widely distributed, and our response in the United States for window displays in 1927 has far exceeded our expectations. As you know, since the new advertisement appeared, we have been averaging upwards of four hundred requests per month. We consider this a very splendid showing."—(Signed) E. B. Bave, Treasurer.

### PRESIDENT'S SPECIAL

"The more sales you expose yourself to, the more sales you will make," says Aglar Cook—

Whose name will be found on a Topics Publishing Company letter head, immediately over the title "President."

DRUG TOPICS' advertising pages enter more drug stores than any other drug trade publication has ever reached.

If you have a product to sell to, or through, drug stores DRUG TOPICS will expose you to greater sales possibilities than any other medium you can find—and at less cost.

### COLLUSION, WE CALL IT

Broad mindedness may be a virtue all right, and in the little red school house we heard that every one was deserving of the benefit of the doubt.

At the same time, try as we may, we can't assume a middle of the road position on the proposed campaign to increase the consumption of onions. Strikes us that some breath purifier must be behind this—Necco Wafers, Life Savers, Spearmint, May Breath or somethin'!

### JUSTIFIABLE SELFISHNESS

If they could talk, every one of the products featured in the 200 pages of advertising in June DRUG TOPICS would say:

"We're in DRUG TOPICS because we're after more sales and distribution through all drug stores—not just a fraction of the total number.

### TRYING IT ON THE HOG

So far as we know, the man who recently slept in a 'phone booth all night, may have been an apartment house owner. You know, sort of demonstrating the roominess of the modern apartment by comparison.

### STATUS QUO

In spite of the cost of these two columns in A & S, the drug store circulation of DRUG TOPICS, which is over 50,000, is still maintained. And you can buy as nice a page in DRUG TOPICS today for \$165.00 (on a twelve time basis) as you could when "believe it or not" started.

Come on in, the results are fine!

# Drug Topics

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

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

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

age, yet Paramount Famous Lasky Corporation bought and used more than 50 tons of rope on one picture alone in 1926.

This company keeps stock on hand worth about \$50,000. Half of this is lumber, because it is one of the very few commodities which can be bought in advance of actual needs. The firm uses on an average of \$25,000 worth of film a week, and the standing stock of chemicals is worth about \$5,000.

Costumes and furniture are becoming more and more important factors in moving picture production. Where unusual clothing and costumes are required in a picture, the company buys them for the players, the latter furnishing their own clothing only when the clothing so bought will be of general use later. This means that each player provides only his own street wear, hosiery, underwear, hats and shoes. All other wearing apparel is provided by the company, and the greater part of it is made to order by costumers. Much old clothing is renovated and used over and over, particularly army uniforms and related apparel.

"TIME was when producers 'faked' most of their furniture," Mr. Buell said once, "but they can't get by with it any more. It has reached the point now that moving pictures are becoming something of models for correctness in home furnishings. For that reason we have to be very careful about the purchase of material for our interior settings. We must buy furniture of the right design and period, and we must have the real thing. Furniture for interior 'shots' costs many times more today than a few years ago when the industry had not progressed so far.

"We rent some of it, but the majority is bought. We have to buy often, too, for we have found that if we use the same furniture in more than three or four pictures in succession, fans will write in and tell us about it. You can't get by with much in pictures nowadays!"

It is the tendency of the big producers to make more and more of their scenes in their own studios, rather than go outside for them. For example: The big concerns find it more satisfactory to build their own department store right in the studio than to go out and use a real store for scenes that may be needed in such a "shot." Not long ago First National "erected" a sizable pine forest on one of its huge stages and found it more natural and satisfactory than a ready-made forest in the wilderness. This trend means the gradual increase and widening of the range of necessary purchases.

This is but a surface description of what supplies are necessary for the production of pictures that "fans" enjoy for not much more than two hours in a single evening. Probably very few give a second's thought to the vast machinery behind a motion picture creation. The finished picture is all that particularly interests them, and only out of a motive of sheer curiosity do they manifest any desire to become acquainted with the field. It is different in the case of the manufacturer, however. Here is a prodigious market open wide for his products, a lavish market that spares neither expense nor volume in its effort to give the public the utmost in this popular form of entertainment.

K N O W N M E R I T



HAROLD BELL  
WRIGHT

*Fiction*



Every  
advertiser  
can use the  
Journal to  
advantage.

A sweeping  
statement but  
investigate!

You'll want  
facts to  
substantiate.

We have them  
ready for you.

◆ ◆ ◆

*The Journal is the only magazine of paid circulation with a complete coverage of every member bank of the American Bankers Association.*

◆ ◆ ◆

### American Bankers Association Journal

*Edited by James E. Clark*  
110 East 42nd St., New York City

*Advertising Managers*  
ALDEN B. BAXTER, 110 East 12nd St.,  
New York City.  
CHARLES H. RAVELL, 332 S. La Salle  
St., Chicago, Ill.

STANLEY IKERD, 120 W. 2nd St., Los  
Angeles.

(MEMBER A.B.C.)

# Denver Addresses

[CONTINUED FROM PAGE 40]

tiser to write what he wishes to have signed. I consider such advertising dishonest and corrupt and calculated to destroy the faith of the public in all other advertising.

Of course, you realize that the pay is not always in money. Sometimes it is in publicity. Rich society women, I imagine, are content to have their faces or boudoirs or luncheon tables featured in the magazines without further consideration in return for what they are willing to say about the article advertised.

We have never had any experience with this type of advertising and I might say that under no circumstances would we use any testimonial for which any consideration was given.

Picture the predicament of the advertiser who had secured the photograph and testimonial of a well known social leader and was anxious to publish it immediately when he was told it would be impossible to make the June magazines because that month she had a cold cream testimonial; appearing in July she was scheduled for a dessert; August she was down for a bed, so that it would be September before she could release this testimonial. Can you imagine what might happen if they all appeared in the same issue?

## Outdoor Community Advertising

Clarence B. Lovell

General Manager of Outdoor Advertising  
Association

**T**HE ten advantages of the outdoor medium in community advertising to my mind are:

*First:* Size, thus insuring that the advertising is seen and that it dominates.

*Second:* Color, which increases the attractive and advertising value of the message at no added cost.

*Third:* Permanence. Painted bulletins are constructed and painted to endure, and painted display remains fresh, bright, and clean, month after month. It proves to the public that the advertiser has come to stay, an argument for the faith and belief of the advertiser in his products or services.

*Fourth:* Dignity. Outdoor advertising is used by leading financial institutions and business concerns in America.

*Fifth:* Flexibility. It can be localized to cover any geographical division down to sections of a community. It can be placed to reach class as well as mass circulation.

*Sixth:* Availability. It is front page advertising, freely available to all the public, all the time.

*Seventh:* Mass circulation. Every moving person in a community sees outdoor advertising, most of them many, many times during the life of the advertising.

*Eighth:* It is basic. Advertising

success when closely analyzed depends largely on constant repetition of the message. In no other form of advertising can such a high degree of economical repetition be obtained.

*Ninth:* It is economical. In advertising the greatest waste is found in waste circulation. Outdoor advertising can be concentrated on exactly the markets which the advertiser wishes to reach.

*Tenth:* It has pictorial appeal. Pictures are the greatest common denominator in the transmission of an idea. A long message can be quickly flashed by a picture and the story is more pleasingly and effectively told.

## Selling Financial Ideas

Paul Loughridge

Chanute, Loughridge & Co., Denver

**U**NDoubtedly the time will come when newspaper advertising will be in general use by financial houses as a means of selling ideas as well as bond issues; of selling the whole market, the undeveloped portion as well as that which now makes up the business.

I wish to emphasize five principles guiding investment houses in newspaper advertising.

*First:* The prestige of the firm must be continually impressed. We plan to advertise in the newspapers every day. The type of advertisement depends always on the condition of our list. Some days the space is large, sometimes as small as possible. But the name is in the paper nearly every day.

*Second:* Formal announcement of new issues. There is no quarrel with this phase of newspaper advertising. It is the most convenient method of conveying information to experienced investors concerning any new bond issue, enabling salesmen to call their clients on the phone and tell them to look in the newspaper for a description of the issue.

*Third:* Educational advertising for the new or inexperienced investor. This educational process is not an overnight thing, and it covers a vast field. Expenditure of a part of the firm's advertising appropriation for this kind of advertising may be likened to an industrial concern putting a portion of its earnings into brick and mortar instead of dividends. It doesn't bring immediate profits, but it builds wisely for the future.

*Fourth:* The advertisement of single issues or odd lots for direct sale. Here is an opportunity for a complete breaking away from the stereotyped forms. The set-up of the copy must be dignified and conservative, of course. One small advertisement on an odd lot



## AT THE HOT SPOT OF YOUR SALES

Magazines that make up the All-Fiction Field sell where your products sell—at the outlets *where most buyers buy most.*

In drug-stores and other retail centers, a great cross-section of America is buying its favorite magazines every day in the year.

To put your selling story in the All-Fiction Field is to put it squarely in the line of least sales resistance.

\$3,100 a page

# All-Fiction Field

*Magazines of Clean Fiction*

NEW YORK

CHICAGO

BOSTON

SAN FRANCISCO



a more productive market than in Bridgeport, Connecticut trading area?

It is compact, unified, accessible and easily covered at one cost.

50,000 families live well, earn and spend in this territory. They are all good producers, their incomes are steady and there is no such thing as hard times because in Bridgeport 443 manufacturers producing over 5,000 different commodities are busy all year 'round.

For complete coverage, the

**BRIDGEPORT**  
**Post-Telegram**

with its 44,446 daily circulation is the medium that stands supreme in circulation, reader interest and prestige, in a trading territory that is remarkable for thrift and for its compactness.

National Representatives  
GILMAN, NICOL & RUTHMAN  
New York, Boston, Chicago, San Francisco

brought to us a new client who has since bought more than 100 bonds.

*Fifth:* Providing the incentive to buy bonds. This is a field in which there is the greatest opportunity for newspaper advertising. The average buyer buys bonds for a purpose. People with money who don't buy bonds, won't buy them unless they are given the inspiration of a purpose. They must have a picture painted for them which shows conclusively what bond buying will do for them.

### Increased Problems of Newspaper Advertising

F. St. John Richards

Manager, Eastern Office, St. Louis  
*Globe-Democrat*

THE increase in the variety of classifications of newspaper advertising has made necessary an increased knowledge of the conditions surrounding these various lines of business in the territory covered by our newspapers. No newspaper representative can hope to sell his paper's advertising space intelligently or successfully unless he has at hand accurate information regarding the market in his territory for the advertiser's product.

This is now being taken care of most elaborately by many publications, and, with the facts in his possession, a special representative is able not only to get for his paper proper consideration on established campaigns, but is often able to get advertisers to enter territory not previously cultivated by them. Many times he is able to establish as newspaper advertisers lines of business that had not been in the newspapers in the past.

To do this successfully there must be close cooperation between special representatives and their publishers. You must be able to furnish the local data needed to interest the advertisers with whom you are in contact, and without your aid and sympathetic appreciation of the problems involved, the work cannot possibly be accomplished.

Service work asked for by the representatives has as much value for you as for the advertiser. It brings you in close contact with the people of your town and particularly with the merchants. You learn of prospective campaigns of national advertising from them, when you in turn are telling them of others. The tie-up advertising which national advertisers desire, furnishes you with an added opportunity to sell your paper to the local advertiser, and selling the local merchant means more than the particular lineage for which you are working at the moment.

Tips from local merchants regarding products being distributed in your city are most helpful to the national men, but tips of all kinds should be given reasonable thought and consideration before being sent out.

Your representative is on the firing line, meeting competition daily and

hourly, and he can tell you what others are doing. And let me tell you there never was a time when the sellers of newspaper space had to work harder than now. There is more business to get, but there are more people trying to get it.

### Retail Advertising and the "Special Sale"

W. L. Whitman

Advertising Director, J. C. Penney Co.

I FEEL that the position of our company on the question of ethics in retailing is well known and defined. Hence we are entitled to serious consideration when I tell you frankly that the time has come to push on one step further and abolish a practice that is slowly but surely destroying the confidence and trust of the public; a practice that increases overhead operating expenses; that is harmful to business as a whole and, if permitted to go on, will eventually destroy the importance and value of the newspaper as an advertising medium for the retail store; a practice indorsed, or apparently so, by nearly every retailer in the country and one that has been handed down through generations of tradesmen.

I refer to the practice called the "Special Sale."

One merchant in a town decides that he must stimulate business, so he holds a great "Whoop Hurrah Sale." His competitor hears the noise and decides that he must not let him get the better of the situation; so he plans a bigger sale. And so on, up and down the street, everybody catches the fever, everybody shouts to attract attention, and the "Whoop Hurrah Sale" captures the town. The first thing that happens is that every merchant in town is saling, saling, saling.

Now, if you stop to analyze what is being done, you will find, in most cases, that ninety per cent or more of the merchandise advertised at a "special sale" price is marked as high as, and in many cases higher than, the regular price ought to be.

What is the result? Dissatisfaction among customers; shattered confidence; suspicion in the minds of newspaper readers when a *bona fide* offer is made in an advertisement. Then follows mistrust, a loss of faith and a feeling of unbelief and uncertainty. The influence and force of advertising in general is materially reduced. The newspaper suffers.

Newspaper publishers can do a constructive job in situations of this kind, if they wish. When the confidence of the readers is shaken, the influence and force of advertising in general is materially reduced and the newspaper suffers in proportion.

The newspaper publisher should be the first to feel alarm over the wrong kind of advertising because, if the structure of retail advertising totters, he will be the first to feel the effects of the fall.

## Farm Business Is Worth Cultivating

[CONTINUED FROM PAGE 25]

they spend their advertising money largely in channels that do not reach the farmer at all or fail to influence him

The farmer does his buying principally through local distributors just as the city dweller does. Therefore, if you want to know the most potential sources of influence with the farmer, ask your small-town dealer. He will tell you at once the classes of media to use.

Speaking of this rural distributor of yours, the small-town merchant, I think he has a real grievance against those who are spending advertising money. He is in competition not only with dealers in nearby towns, but particularly with those in the cities. Therefore, when you spend the major part of your appropriation in greatly duplicated circulation in cities before even securing adequate coverage among his prospective customers, he is compelled to compete upon a most difficult basis.

Add to this the difficulties under which he labors due to being unable to buy as advantageously as larger merchants, it is little short of surprising that he survives at all.

AND there are those who think the small-town merchant will not survive. Those who so believe must also think that the farmer is doomed, for the two are associated inseparably. The farmer, even with the greatly improved facilities of transportation, will not travel twenty miles or more to do his daily or weekly shopping unless he is compelled to. Thus the small town and its agencies of distribution survive because there is a real need for them. In the aggregate, they constitute a balance of trade, the impairment of disarrangement of which would have an almost overpowering effect on industry.

Therefore, when manufacturers or jobbers neglect this source of distribution and disregard the importance of the market upon which it depends, they strike at the foundation of their own welfare.

Some economists have indicated that it is not necessary for agriculture—hence the small town and its merchants—to prosper in order that industry may prosper. The facts set forth by these economists seem to be conclusive—at least they apply to the present. Industry has prospered in times when agricultural prices were at low ebb. The latest case in point is the period since 1921. There is no gainsaying the prosperity of industry during this time nor the relatively unfavorable conditions which pertained in the field of agriculture.

It is easy to see that low priced raw materials enable the manufacturer to compete on a more favorable basis, especially in foreign markets. It is equally apparent that the less the laborer must spend for food the more he has to spend for products of the factory. But the economic problem does not quite end there. It may be that the manufacturer can live for a time on the fat wages of his employees. In fact, he has been doing so, and in

**“Once upon a time”—  
is the way  
Mother Goose would  
start the story of  
“one paper coverage”  
in Detroit—now that  
the Detroit Times has  
over 300,000 daily\*  
and 330,000 Sunday  
it’s a different story—**

\*Evening except Saturday

# Recent Mergers

have concentrated buying power into the hands of executives of Key Public Utility, Railroad and Industrial Corporations in the United States, to which this medium goes, at their request, for \$7.50 a year or 35 cents a copy.

The securities of these companies are owned by the public; listed on the principal stock exchanges and are analyzed continually in our columns.

We are a necessary magazine to these executives as our recommendations are followed by a quarter-of-a-million investors.

There are only 720 Industrial Corporations listed on the New York Stock Exchange.

V. E. GRAHAM  
*Advertising Director.*

## The MAGAZINE of WALL STREET

Member A. B. C.

42 BROADWAY

NEW YORK

No. 4 of a Series

order to make his position doubly sure, he has mortgaged these wages in advance through a system of installment selling. But with this manufacturer looking for new markets, it is evident that he cannot disregard the potentialities of the rural market as a prime requisite to the permanent prosperity or growth of his business.

The interests of industry, labor and agriculture are as one. Therefore, when the advertiser disregards or neglects the rural market and its agencies of distribution, he subordinates the permanence and future of his business to the exigencies of the moment.

## Function of Financial Advertising

[CONTINUED FROM PAGE 27]

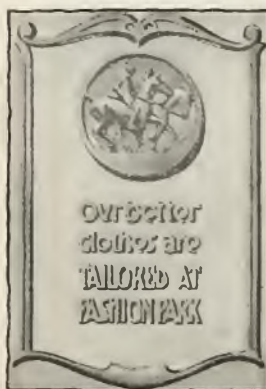
do what we can, misunderstood though we may be, to re-align our banking services so that it accord closer with prevailing public tendencies. Mere reflection in type and picture is not enough. If we are to fulfill truly our opportunity and responsibility we must exert every pressure—misunderstood at the beginning though we may be—to redesign some of our services to attune more accurately to the current of public preference.

Within the past ten years, almost every industry and profession in the United States has faced a turning point in its career. Banking today is no exception. Owing to the strategic and fundamental position of banking, perhaps we do not feel public tendencies as do some others. We are comparatively well entrenched and, in many phases of our work, comparatively far removed from the public. But we are likewise comparatively far removed from accurate and strong reactions reflecting public preferences. Our relatively remote and comparatively secure position, however, by no means eliminates us from the necessity of taking full cognizance of the tendency and power of the public undertow.

We have the choice today of continuing at an undisturbed pace, perhaps, smugly conscious of our relatively impregnable position, smugly unconscious of the beating waves of public indifference, or of so redesigning our services that we may become a live, pulsing item in the daily life and appreciation of 110 million people.

The financial advertiser cannot afford to be satisfied with the esoteric discussion of typography, layout, balance and comma hunting, important though they are. He must become a true specialist in designing services and service "packages" for the consumption of the general public.

Banking wants such men far more than strictly advertising men. Perhaps, for the moment, it is not at present cognizant of what it wants, but ultimately the astute minds of banking will awake to the fact that much as banking needs advertising, far more does it need those handmaidens of advertising, thoroughly seasoned sales and merchandising plans which in themselves sometimes redesign a product or its "package," thereby saving hundreds of thousands of dollars' worth of advertising and vastly shortening the road to public approval.



Main Street is Demanding the Fifth Avenue Type of

### DISPLAYS

Astute Advertisers are meeting this demand through

OLD KING COLE, INC.  
Canton, Ohio  
Third Dimension Displays

Send for Catalog:  
Eastern Representative

R. E. McKimney Co., Inc.

389 5th Ave., at 36th St., N. Y. C.  
Caledonia 8776-8778

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

Effective-Dignified  
Planned Inexpensively

CONSULT WITH EXPERTS

---

**ANIMATED PRODUCTS CORP.**  
19 WEST 27<sup>th</sup> ST. NEW YORK

# Starved and hungry for an IDEA

A brave professor of psychology, martyred to his vocation, has diligently played eavesdropper for several years.

He now reports that, "the best minds discuss ideas; the second ranking talks about things; while the third and lowest mentality—starved for ideas—gossips about people."

The populace is always starved for ideas. It has always been set afire by ideas. Eight crusades pursued an

idea across Europe into Asia. An idea split our country into North and South.

Take a more humble example. The world's heavyweight championship is merely an idea. Nothing tangible changes hands when a champion is dethroned.

Business competition today is largely a competition between ideas.

Listen to a salesman reporting an interview. Says he, "I gave him a *picture* of our line

that he had never *seen* before . . ."

Idea-starved millions! Reading newspapers, thumbing through magazines, strolling past billboards with the money in their pockets that they gladly slaved away their working hours just to have ready to spend—when their imaginations are stirred.

Will they exchange this money for the article you sell? Yes . . . if you'll bundle it up in an idea.

GEORGE BATTEN COMPANY, INC.

*Advertising*



## Arthur Henry Co., Inc.

Designers and Producers of  
Distinctive Direct Advertising

Leaflets  
Folders

Broadsides  
Booklets

House Organs  
Catalogues

Copy Writing  
Illustrating

Engraving  
Printing

Are now located at

40 EAST 49th STREET  
Cor. Madison Ave., New York

# Working Old Accounts

[CONTINUED FROM PAGE 20]

Hundreds of home-owners nearby may be thinking of installing new heating equipment, but the plumber does nothing to fan their mild wish into a decision to buy.

This manufacturer is sending out a junior force of direct salesmen. One of these men goes to the leading plumber in a given town. He offers to do door-to-door canvassing to see if additional new business can be secured on heating plants. For this service the plumber pays nothing during a trial period. If, at the end of the trial two weeks, the plumber decides that it will pay him to put on a man to do this work, he can do so. The manufacturer is thus showing his old accounts how to grow more business.

OLD accounts often remain small because they never put in stocks large enough to attract brisk business. That was the case with the luggage section of one of New York's biggest department stores. One day the buyer asked a luggage salesman why the store did not sell more trunks and bags. The salesman looked about. In all sincerity he was able to say, "I think it is because your stock is too small. You are simply feeling your way in an experiment, rather than having a first-class stock that offers the same range of selection that your customer can find in a first-class luggage store. Your department suffers by comparison and so people go elsewhere." This led to a thorough discussion of what was meant by "an adequate stock." The salesman went away with a real order and when it was delivered the department store began for the first time to do a real business in luggage.

Failure to keep old accounts growing is often due to failure to keep on re-selling the customer. The salesman feels that the dealer knows all about the line and so gradually gives up talking about it. A salesman said to me once, "I've learned one good lesson from you advertising fellows. You keep right on telling the same old story but you serve it up each time in a way that makes it look new. That's just what more salesmen need to do. To get talking to dealers almost entirely about golf or the weather is just as ridiculous in personal salesmanship as it would be in follow-up advertising." A mighty good point that!

Very often the old account grows bigger when the salesman encourages the dealer to branch out and carry other types of goods as well as his own. For example, a piano salesman gets a piano store to add a sheet music department. Pianos may be bought but once or twice in a lifetime but sheet music is bought frequently. Such an added department may bring in lots of new faces. New customers for sheet music may be turned into buyers of new pianos. Old customers who bought pianos now come in oftener in order to buy sheet music.

With each new type of goods added to a drug store, hardware store, or book store, many new people are attracted to the store and old customers come in with increased frequency. This exposes

them to more of each type of goods stocked. That is one reason why many salesmen urge such a policy on the dealers from whom they are trying to get bigger orders for their own line of goods.

Getting more business from old accounts often involves getting the dealer to stock more of the line. In the case of one manufacturer it was found that only about 20 per cent of the accounts on his books carried the full line. This condition has held for many years. Ways are now being worked out to make a higher percentage of the dealers carry the full line.

For one thing, the manufacturer now sees the wisdom of advertising his full line. There is a reason for every item, and these reasons are being played up to the consumer. He reminds the public also of the fact that satisfactory selection is made possible through the many varieties carried by the dealers who stock this line. The salesman is showing this advertising to dealers, reminding them that it will pay to live up to the picture that is painted of them in print.

In another case the problem of stocking and displaying the line has often been offered as an excuse by the dealer who wanted to handle only a few items. The manufacturer has lately worked out a display rack which he gives to every dealer who handles the full line. This rack is so useful and attractive that practically every dealer wants it. It behooves every manufacturer of a long line to be sure that he can show dealers how to carry the line conveniently.

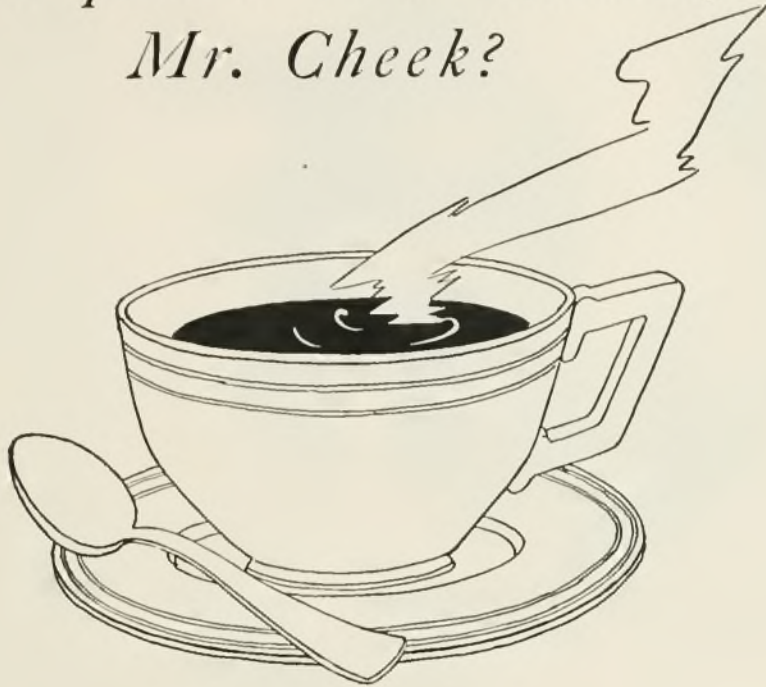
IN other cases special discounts are offered to dealers as an inducement to stock the line. Special, scientifically planned assortments should be considered in some cases. The underwear or the shoe manufacturer may get in a full line of sizes by showing the dealer just how to order the different sizes in the right proportions. When such help is missing the dealer may come to the end of the season with so many odd-size left-overs that he scales down his whole order for the following reason.

The manufacturer of a line of toilet specialties for a long time had but little success in getting in his full line. His perfume was very successful but the rest of the line went slow. Then his advertising agent suggested mentioning more items in each advertisement coupled with the statement that the thoughtful woman always saw to it that there was no clash between the odor of her perfume and the odors of her rouge, lipstick, sachet, talcum, etc. They all should be harmonious. This result could be achieved through sticking to this one line of goods. This simple move quickly got greater acceptability for the line from both user and dealer.

The mere personal side of getting more business from the old account is a matter that deserves study. The salesman may get so well acquainted with his customers that the connection is too friendly. The dealer can put off

Offering a suggestion to Mr. Robert S. Cheek of Cheek-Neal Coffee Company

*Why not please this million, too,  
Mr. Cheek?*



Pretty nearly everybody, Mr. Cheek, who has any reasonable supply of world's goods is eager for the best of everything going. You've discovered that. You've taken a mighty fine coffee and created for it a truly *national* market. But, even so, there are still millions who would like to be "pleased."

For example, the million well-to-do homes where *Comfort* is read. It's a market that would be peculiarly receptive to a good coffee. Families fond of good living and able to afford it. 78% of *Comfort* subscribers own their own homes—and the average size of these farms is 198 acres.

And a *million* really first class prospects—good to the last family—is a potential sales increase to be reckoned with. The duplication in circulation with other magazines is amazingly small. With the *Ladies' Home Journal* it is only 3.13. With the *Woman's Home Companion* only 5.22.

We'd like an opportunity to present the whole story of *Comfort* to you.

*COMFORT*—THE KEY TO HAPPINESS AND SUCCESS IN OVER A MILLION FARM HOMES—*AUGUSTA, ME.*

*JULIUS MATHEWS SPECIAL AGENCY* · BOSTON · NEW YORK · DETROIT · CHICAGO



## picture readers ~ all!

**F**IFTEEN minutes to wait for the train! Out comes the current magazine. Does he bury himself in some story, to be brought up sharply with that exasperating "Continued next month"?

Not on your life! No time for anything but pictures. Like a kid with a new picture book, his eye seeks them. They *tell* him something.

Serve him what he wants. Tell him—*sell* him the story of your product, in attractive half-tone, line-cut, or color. Make him *see* it. He'll remember it long after mere type is forgotten.

*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.  
P H I L A D E L P H I A

the salesman too easily. For this reason some manufacturers shift their salesmen every two years to new territories. Coming fresh into a new territory the salesman resells all the old dealers. He thinks up ways to make them grow, for that is the best way in which he can make a showing. To the old customer he is a stranger and so there is none of the time waste in badinage or other conversational horse-play.

The salesman is often so immersed in details that he cannot help the dealer much in getting a bigger general outlook which may lead to bigger orders. For this reason every manufacturer should provide some means of enlarging the outlooks of his more promising accounts. It may be done through special representatives who call, not to sell more goods but to help the dealer in formulating a general program of expansion. The sales manager himself—or even some one higher up—may do this work in person or by mail.

**O**NE sales executive says: "The problem of getting the old account to grow still larger is often one of increasing the dealer's personal wants. A dealer may have only modest ambitions and begin to rest on his oars when he has reached a certain point in financial security. This operates against an increase in his operations. When I was a salesman I always tried to find some way of making such a dealer develop a new incentive to add to his income. For example, I once found that a bog-bound customer was crazy about automobiles. He had a very good car that had cost him about \$3,500. I talked motoring. I described my ride in a wealthy friend's Rolls-Royce. I don't suppose any Rolls-Royce salesman ever sold that car as hard as I did. Finally it worked. He got a picture of himself in his mind's eye as the owner of one of these \$10,000 cars. You can guess the rest."

Other indirect ways to increase business from old accounts include:

Paying salesmen extra commission or bonuses on full-line customers; seeing that store display material features the full line instead of only a part of it; assisting the dealer to get a more profitable store location; educate the dealer's clerks so that they are more inclined to push your goods; getting the dealer to go after quantity orders from hotels, schools and other institutions.

### Allen Collier Dies

Allen Collier, president and treasurer of the Procter & Collier Company, Cincinnati, died on June 16 in his sixty-fourth year. Mr. Collier was not only a successful advertising man but also an active printer having interests centered in both an advertising agency and a printing establishment. Mr. Collier merged his printing shop with the advertising business of Percy Procter, a cousin of the head of the Procter & Gamble Company. With this consolidation, the firm of Procter & Collier was formed.

Since Mr. Procter's retirement some twelve years ago, Mr. Collier has been the head of the agency. He played an important part in the activities of the American Association of Advertising Agencies of which his agency was a charter member.



## THE ERICKSON COMPANY

*Advertising*

381 FOURTH AVENUE, NEW YORK

---

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

BON AMI  
CONGOLEUM RUGS  
VALSPAR VARNISH  
GRINNELL SPRINKLERS  
McCUTCHEON LINENS  
PETER SCHUYLER CIGARS  
ANSCO CAMERAS AND FILM  
COLUMBIA WINDOW SHADES  
ARCADIAN SULPHATE OF AMMONIA  
TARVIA  
DUZ  
WOODTONE  
HAVOLINE OIL  
WALLACE SILVER  
THE DICTAPHONE  
BARRETT ROOFINGS  
NAIRN INLAID LINOLEUM  
COOPER HEWITT WORK-LIGHT  
McKESSON & ROBBINS PHARMACEUTICALS  
NEWSPAPER INSTITUTE OF AMERICA  
PLYMOUTH BINDER TWINE  
SEMET-SOLVAY COKE  
TAVANNES WATCHES  
INDIAN GASOLINE  
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 OPEN FORUM

*Individual Views Frankly Expressed*

## Taking the "Blinders" from Advertising

THERE is no question in my mind but what Mr. Conybeare's suggestion of a national audit of lineage figures points out a need in advertising which we must recognize if we are sincere in applying the "engineering viewpoint," which came into the limelight during our recent A. N. A. meeting in Detroit.

Just as we wonder now how advertising space was ever bought before the advent of the A. B. C., so we shall look back on some of these other factors which keep the "blinders" on advertising.

By all means let's clearly define the logical classifications for advertising lineage figures and then set up the machinery for auditing them centrally and uniformly.

W. A. HART, *Director of Advertising*  
E. I. Du Pont de Nemours & Co.  
Wilmington, Del.

## Cooperating with the A. B. C.

IN my opinion there is no necessity for such an added item of expense on advertising traffic as Mr. S. E. Conybeare suggests in his article "Wanted: A National Audit of Lineage Figures." (ADVERTISING AND SELLING, June 15.)

The daily newspapers in nearly all of the large cities keep a fairly accurate record. All that is lacking is the element of standardization regarding classifications.

The A. N. P. A. could very easily adopt recommendations for use by members which would produce comparable figures.

Advertising lineage figures at best are but an indication of trends. Their significance can be thrown far out of line by rate increases or concessions.

If the advertisers will focus their efforts to further refinements regarding the standardization of circulations as audited by the A. B. C., to the end that every 1000 of circulation can be correctly appraised, they will be doing something much more effective.

I sincerely believe that a new construction of the 50 per cent rule of the A. B. C. is the best way out of a very confused situation in many cities.

By insisting that "the publisher receive from the carrier or news dealer at least 50 per cent of the advertised price," instead of that "the subscriber pay at least one-half of the advertised

price," would produce one step toward reform.

Then again, the application of the so-called "5 per cent rule" produces unnecessary friction and confusion.

I believe that the auditing of the newspaper to prove circulation as checked up against book records should not be accepted until it is proved that the publisher is crowding more than 5 per cent of overs on the carriers or dealers.

In cases where that is found to be the practice the A. B. C. could very properly penalize the newspapers for the excess over 5 per cent.

I am in favor of cleaning up these differences before seeking out ways to inflict further overhead expense on advertisers.

JASON ROGERS, *General Manager*  
*Kansas City Journal-Post,*  
Kansas City, Mo.

## Mr. Conybeare's Audit

I HAVE read with considerable interest Mr. Conybeare's article in your June 15 issue, entitled: "Wanted—A National Audit of Lineage Figures."

I am impressed with the logic of his presentation and believe that some central organization for the auditing and defining of the various classifications of lineage for comparative purposes would prove of great value to advertisers generally.

EDWIN S. FRIENDLY, *Business Manager,*  
*The Sun,*  
New York.

## Filing Media Data

WITH reference to the article, "How to Give the Media Buyer a Chance to Think," by Lynn Ellis, allow me to state that insofar as the space buyer is concerned in determining media in which to portray any particular client's business, he cannot specifically put his finger on the information he desires, even though he should have his standard data file. The well conducted agency selects mediums for its client's advertising on information it has from the publishers, the Audit Bureau of Circulations, and from its own sources of information. This information cannot be supplied in any form by any publisher, but rather is the result of years of experience on the part of the space buyer as well as the other executives in the organization.

A newspaper may have the largest circulation, print the most advertising, and be admirable as the dispenser of news, but be useless as the medium for a particular article. Nobody knows exactly why. Nobody can give a reason, and least of all the advertiser or the publisher. The agency is obliged to judge mediums at this angle of the general point of view.

There is in every large agency a factor employed in judging mediums which cannot be expressed in its merits of statistical information—which no representative can furnish, and which is difficult even to indicate. The expert space buyer knows instinctively what mediums to select for any particular advertising, though he may find it impossible wholly to justify his judgment. A medium which he rejects may have the best possible ratings in every bureau of associations dealing with the efficiency of advertising mediums, and yet be visioned by the space buyer as undesirable for some campaigns.

It is, we believe, a fact that no agency of size is basing its policy with regard to advertising mediums wholly upon the figures of their able advertising managers, upon the data furnished by the ABC, or upon the always interesting and plausible presentations of the representatives calling upon them. The information that is being supplied today by publishers might very efficiently be issued in standardized form as mentioned by Mr. Ellis, but in the writer's opinion this data information will never supplant the spontaneous information given by representatives at various times and peculiar to accounts in question. Neither can this information supplant the experience or the results we have secured from publications which may never furnish data to us. This is the case with several of our most successful inquiry producing mediums.

C. B. DONOVAN,  
Charles W. Hoyt Company, Inc.,  
New York.

## Concerning the "Boss"

JAMES M. CAMPBELL'S article in your June 15 issue, "The Status of the Advertising Manager," is interesting. His "The boss is the boss" is right, but, it has been hard for some advertising managers to be thrust into positions where for years the "boss" has been "The Man Nobody Noes."

GRIDLEY ADAMS,  
New York.



*THREE principal units of an unusually striking window display designed and created — in its entirety — for Johnson & Johnson, by the Einson-Freeman Organization*

Making its subtle appeal direct to the mothers of America—this Johnson & Johnson display, thru the presentation of a basic idea, "The Story of Baby's Life"—is earning an appreciative sales response and an enviable record of acceptance by the drug trade.

**T**HROUGH the medium of window display you can place your advertisement on the "buy ways" of the country where crowds pass and shoppers linger, on Main Street or side street, and always at the actual point of sale—your dealer's window.

No other medium offers the advantage, the flexibility, or the low cost of window display advertising. You can cover the entire country, one city, one sec-

tion, one street, as your budget permits, but always at the point of sale—your dealer's window.

Irrespective of the other links in your sales chain, soundly planned window display advertising will demonstrate its specific sales power at low cost in your sales program.

An Einson-Freeman executive will gladly present new proven facts regarding this profitable medium.

# EINSON-FREEMAN CO., INC.

OFFICES AND COMPLETE MANUFACTURING PLANT

*Lithographers*

511-519 East 72nd Street, New York City



## An Island of Prosperity

Despite the assertions of Will Rogers that the farmers are getting a "dirty deal," we know of one territory where farming continues to be a highly profitable pursuit.

This territory includes the two Virginias, Maryland, and North Carolina. Here you find an island of prosperity, where per acre crop values are among the highest in the country, and the farmers are able to raise four-fifths of what they consume for living purposes. Consequently, a greater part of their incomes is set free from the purchase of "bare necessities," and they can grant themselves many comforts—now and then, some luxuries. Their tastes are not limited, and neither is their buying power.

In one out of every three white families in this territory, the Southern Planter is one of the "bare necessities." It is as essential to the lives of these people as their automobiles, and serves them in much the same way, as a means of contact with the world beyond their own fertile acres.

The Southern Planter is highly influential, and its influence will impart itself to your advertising.

## The Southern Planter Richmond, Va.

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



### "Pay-Day Has Come"

A man who used to live in "my town," out West, told me this story. It has to do with conditions which, some people think, will not occur again. On that subject, I prefer to maintain a discreet silence.

Years and years ago he was a newspaper reporter. Overnight, almost, business slumped horribly, and A. was instructed to interview several of the local captains of industry and find out from them just what the trouble was. Most of the l. c. of i. didn't know; and said so in a great many words. Finally, in the hope of getting something real, A. called on a Swedish implement dealer, who had the reputation of being more than ordinarily hard-headed. A. explained what was in his mind. "What's your explanation, Mr. Swanson?"

Mr. Swanson grunted and looked at the ceiling. He grunted again and looked at the floor. "Vell, I tell you," he said, after a long silence, "I tank that pay-day has come. Some fellah vant his money. He say 'No notes goes. I vant cash.' Anoder fellah say same thing. First thing you know, everybody say 'No notes. We want cash.' Yeh, that's it. Pay-day has come."

### The Case for the "Realtors"

In a recent issue of ADVERTISING AND SELLING, I commented on the tendency of men in certain lines of business to give those businesses a status which, in my opinion, is not theirs. Among other things I said, "Nowadays, undertakers are not undertakers, they are morticians. Real estate men are not real estate agents, they are realtors. Barbers are tonsorialists. And half the men in the United States who make livings by methods other than manual labor talk about 'our profession' as if they meant it. Some of them do—that is the trouble."

Mr. John Masek, executive secretary of the Orlando Realty Board of Orlando, Florida, takes good-natured exception to what I said about real estate agents. I quote from his letter:

"In buying or selling real estate you want to deal with a man who shows enough interest in his work to join his

trade association whereby he agrees to operate under a code of ethics which has been built for the protection of the public. You would prefer a certified public accountant as compared with a public accountant, and you would also want a lawyer or doctor who has been licensed by the State. . . . By the organization of local, State and national boards, the serious-minded brokers have been able to apply certain remedies for the protection of the public and themselves. It was logical, therefore, that these same men who were giving of their time and money to improve the real estate business should adopt the designation whereby you as a prospect could be assisted in selecting a reputable broker. . . . Speaking in a general way I think you will find that the realtors represent by far the leaders in the business."


### What He Wants Is—Orders

The sales manager of a recently organized company operating in a field which is pretty thoroughly filled by existing concerns tells me that he does not intend trying to market his product in this country. "We haven't the money to buck the big fellows," he says. "For every dollar we spend for advertising and introductory work, they can spend twenty." So, through business friends who live in other countries, he is establishing connections which give promise of immediate, not ultimate, profit. He is very much encouraged by what has happened thus far. His distribution is decidedly "spotty." Yet, he says, there is profit in every order he gets.

This way of doing business is not in accord with accepted ideas. The average sales manager tries to "establish a brand" as well as make sales. That is the wise thing to do—if one has the funds to do it. Some people haven't. They seek out sections where the advertiser is unknown—or where advertising does not count as it does here.

I imagine there are more concerns who do business that way than the advertising world suspects. Quite a good many years ago I made a winter trip to the West Indies. We stopped at all sorts of out-of-the-way ports. And the quantities of stuff that were unloaded at some of these places were beyond belief—stuff the names of which were quite unknown to me. And I happen to know one manufacturer who kept going for years and years because, without his competitors' knowledge, he had entrenched himself in semi-barbaric lands which very few of us have ever heard of.

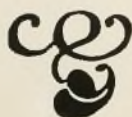
JAMOC.



**I**t costs a National  
Advertiser less than  
one-third of a cent per  
copy for a full page  
advertisement in *the*  
Chicago Evening  
American



**That's what you call  
economy in  
advertising**



# Our Point Is, We're Afraid,



**T**HERE are those people over the country who find the New Yorker a trifle distasteful. Indeed, there are those right here in New York whose cheers sound muffled. But not the true New Yorkers—not those who share in that point of view that is New York's.

Because New York is the most provincial of American cities, The New Yorker is provincial too—essentially, exclusively of New York.

And how these Bright People on Our Island do acclaim The New Yorker!

In two and one half years of publication The New Yorker has attained in New York a circu-

# of View a Bit Insular

lation amounting to more than half the coverage of the 20 leading class magazines put together.

We can afford to be disliked a little abroad, we think, to win the warm enthusiasm of this ultra smart group at home—

—who incidentally set the pace for all New York, and most of the rest of the country.

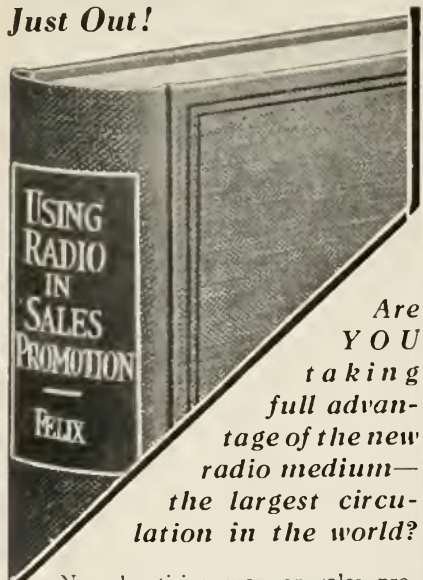


*Of The New Yorker's total circulation,  
exceeding 50,000, 45,000 are in  
the Metropolitan District*

THE  
NEW YORKER

25 West 45th Street  
New York City

Just Out!



Are  
YOU  
taking  
full advantage  
of the new  
radio medium—  
the largest circulation  
in the world?

No advertising man or sales promotion expert can afford to disregard radio broadcasting; he must be prepared to decide whether or not his product lends itself to successful use of the radio medium and, if it does so, how that medium may be used effectively to achieve the desired goodwill.

## Using Radio in Sales Promotion

By Edgar H. Felix

Broadcasting and Merchandising Consultant  
Contributing Editor, Radio Broadcast; Member,  
Institute of Radio Engineers.

386 Pages, 6x9, 43 Illustrations—  
\$5.00 net, postpaid

Here is a book that gives you the "How and Why" of up-to-the-minute practice in commercial radio broadcasting. It is the first book to cover this new field. The subject is discussed from every possible angle, from a consideration of who should use the radio medium, to the relation of broadcasting to advertising and publicity.

### Some of the Chapters

- I.—Logical Users of the Radio Medium;
- III.—Qualities of Successful Good Will Programs;
- VIII.—Formulating the Program Policy;
- X.—Directing the Broadcasting Effort;
- XI.—Opening and Closing Announcements.

### EXAMINE THE BOOK FOR 10 DAYS FREE

Send for this new book for 10 days' free examination. This does not place you under any obligation to purchase. You merely agree to return the book, postage prepaid, in 10 days, or to send us \$5 as payment in full at that time. Mail the coupon NOW!

### FREE EXAMINATION COUPON

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

You may send me for 10 days' examination  
Felix's USING RADIO IN SALES PROMOTION, \$5.00.

I agree to return the book, postpaid, within  
10 days of receipt or to remit for it.

Name .....

Address .....

Official Position .....

Name of Company .....

A.P. 6-29-27

# Everybody's Business

[CONTINUED FROM PAGE 5]

order. So many contradictions surround us that we cannot even reach a common ground of thought with respect to such basic institutions as politics and education. Long ago we departed from the principles of government set forth by our forefathers. The centralization of power in the hands of commissions, mostly appointed by the President, is in opposition to our early fundamentals. Now instead of business being governed by laws created by Congress, it is largely controlled by boards, commissions and bureaus such as The Interstate Commerce Commission, The Federal Reserve Board, The Shipping Board, The United States Tariff Commission and The Federal Power Commission. This concentrates tremendous power in the hands of men appointed by the head of the nation, and largely substitutes a bureaucratic government for a government of law.

It is natural that those who believe in the infallibility of our foundation principles should roundly criticize the removal of regulatory powers from the hands of legislators. But it is pertinent to ask where we would be today if we had been compelled to wait for our great law-making bodies to settle their differences and take the action necessary to modernize current customs and practices. Even now in some of our greatest states the representatives of the people in the legislatures are wholly unable to comprehend the simple fundamentals of enlightened public service. This refusal to delegate powers to the Public Service Commissions in such Commonwealths as New York is preventing the introduction of lower rates by some of the utilities, thereby perpetuating the use of raw coal with its air pollution, excessive laundry bills, damage to property and health and increase in traffic congestion. It is no more necessary to burn raw coal than to draw water from an old-fashioned well in the backyard.

It is very easy for one to say that truth will prevail eventually and then dismiss the problem as being already on the road to solution. It was evident long ago that unworthy and unqualified students should be kept out of our crowded colleges, many activities curtailed and the courses more vocationalized, ethics taught as a primary subject, professionalism in athletics eradicated, extravagance discouraged, and candidates for education selected on a basis of intellectual achievement and promise rather than for less tangible qualities such as the inherited privilege of being the son or daughter of an alumnus. Few things are more basic in our national life than education and yet we pursue methods that should have been abandoned decades ago.

The big point is that we seldom change an accepted practice or a common habit until forced to do so by urgent necessity. New inventions are coming at the rate of one every seven minutes and it is impossible to predict what will be the ultimate effect of any discovery. The radio and the automobile have reversed the migratory move-

ment from farm to city, and this has all happened while we were hopelessly debating what to do about our deserted farms. The big trust that was in high disfavor a few years ago now has most of the advantage, for it is only the powerful organization with its immense facilities for research that can so increase its manufacturing efficiency as to reduce operating costs as rapidly as price levels decline.

Probably the thing of greatest importance and the one we know the least about is the growth of population. The figures covering the last century supply us with no good base for future calculations. We have passed through a period of exceptional growth due largely to scientific achievement, the development of transportation, and the occupation of what were heretofore waste lands. The population of North America remained practically stationary at about a million inhabitants for more than a hundred generations. Our continent yielded to bow and arrow sustenance for just that many people, and the population total refused to pass this limit until the white man came with his machinery and started to produce the necessities of life for a hundred times as many people as had occupied the land in the ages gone before.

If we go back through the centuries we find that two acres of cultivated land were added for each increase of one in the population. As we reach population saturation, the future will be regulated by the production of synthetic foods and the introduction of enforced diets. Such developments coupled with plans for intensified cultivation will engage our attention before any effort is put forth to restrict births. In fact, we may find eventually that birth-rates and death-rates are secondary matters, being determined ultimately by such economic considerations as an adequate food supply.

THEN there is the possibility that a revolutionary discovery will upset all calculations. Professor Steenbock's disclosure that ultra-violet rays will greatly increase the vitamin content of foods may eventually solve the greatest problem of China and India, which is national nutrition.

So many of our ambitious generalizations are built either on thin air or on faulty analogies. The mere stabilization of prices and foreign exchange through exercising control of the supply of money metals would doubtless bring results no one can now anticipate. We regulate the production of common commodities like rubber, so it is safe to say we can regulate the production of gold. An international body could buy up gold mines and gold-bearing lands in the interests of everybody, and then control the production of the metal in such a way as to stabilize its value or purchasing power. Similar conditions of uncertainty will be found in any direction we turn, which indicates the necessity of being everlastingly on the lookout for the new roads that branch off the beaten highway to virgin fields of opportunity.



## Twenty-One Ways to Use an Advertisement

[CONTINUED FROM PAGE 24]

detailed out of a Ford engine that had been put in print. When proofs were mailed to Ford dealers, it was found that many of them hung it out in the garage where repair men could refer to it. Good business, that!

*Envelope stuffers for dealers:* But be sure that the dealers really will use them before you put too much money into proofs for this purpose.

*To quantity buyers or other important customers:* A cigarette manufacturer might not consider for a minute a proposal to mail proofs of his advertisements to every dealer who sold his products. But chain store buyers, big men's clubs, and other exceptionally large outlets might well be followed in this way.

*To prospective dealers:* Some houses take great pains to mail proofs of all advertisements to the dealers who already handle their goods, but make no effort to send the same proofs to dealers who are still on the "prospect" list.

Advertisements have been known to open new accounts, even after many calls from the salesman had failed to make a dent. Of course, they were exceptional advertisements, but who does not think he puts out such an advertisement now and then? One of the smartest advertising managers I know said recently, "I try to send our advertisements to every important dealer who does not handle our goods. If he is wavering, they may help to swing him. If he is owned by one of our competitors, they may rub off some of his enthusiasm for the other fellow's goods. And finally, many salesmen tend to slight or omit their calls on dealers they never hope to get."

### Birmingham Paper Changes Hands

Transactions in the purchasing of the *Birmingham Age-Herald*, morning paper, were completed on March 7 by E. D. Dewitt when he took over the controlling interests in the paper from Messrs. B. B. Comer, Donald Comer and F. I. Thompson. Announcement of the deal which took place early in the spring was not made until a few days ago. Mr. Dewitt was acting for the Birmingham News Company, which publishes the *Birmingham News*, an afternoon paper, and controlled by Victor H. Hanson. On June 1, Mr. Dewitt turned the acquisition over to the publishing company which he represented with the full knowledge of the men from whom the paper had been bought. The 10 per cent stock interest of Robert R. Meyer and R. H. McIntosh outstanding at the time of the sale was subsequently acquired by Mr. Hanson and by this later transaction complete ownership was obtained.

Since June 1 both papers have been published under their own names and will continue as morning and evening papers as before, though the plant of the *News* will turn out the two editions. The Sunday edition will be a consolidation bearing the names of the two papers.

*The list of advertisers who used space in the first issue of the*

(NEW)

AMERICAN DRUGGIST

The Pharmaceutical Business Paper

*is one proof of its value as an advertising medium.*

*Another proof is a copy of the magazine. If you want to see the*

(NEW)

AMERICAN DRUGGIST

*A copy will be sent you*

•••

### Advertisers Index—July

The first issue under the new management

Abbott Laboratories Co.	Marchiony Spumoni Co.
Albany College of Pharmacy	Merrell Company, Wm. S.
American Hard Rubber Co.	Mulford Co., H. K.
Andron Hygienic Co.	Nashua Package Sealing Co.
Ansonia Clock Co.	New Jersey College of Pharmacy
Arnold Electric Co.	New York Handkerchief Mfg. Co.
Binney & Smith Co.	Norida Parfumerie
Boals Rolls Corp.	Parfums d'Orsay
Carpenter Chemical Co.	Parke, Davis & Co.
Chamberlain Medicine Co.	Philadelphia College of Pharmacy & Science
Clements Products, F. W.	Pneumo-Phthysine Chemical Co.
Coca Cola Co.	Schering & Glatz, Inc.
Eimer & Amend	Schnepel Brothers
Fitzgerald Mfg. Co.	Scholl Mfg. Co.
Fougera & Co., E.	Scovill Mfg. Co.
Gillette Safety Razor Co.	Sharpe & Dohme
Good Housekeeping	Standard Allied Products Corp.
Gould Co., M. P.	Squibb & Sons, E. R.
Hugel Co., C.	Thompson's Malted Food Co.
Johnson & Johnson	United Remedies, Inc.
Kleinert Rubber Co., I. B.	Valentine's Meat Juice Company
Kotex Co.	White & Wyckoff Mfg. Co.
Lehn & Fink Co.	Wupperman Angostura Bitters Agency
Lippincott Co., J. P.	Zonite Products Company
Luit Co., George W.	
Major Manufacturing Co.	

119 WEST 40th STREET, NEW YORK

A New 300 Room Hotel  
and a  
22 Story Skyscraper

Two of the many evidences  
of Unusual Prosperity in

ALLENTOWN  
PA.

75% of its 250,000  
Trading Area  
Read The

Allentown Morning  
Call

Story, Brooks & Finley  
National Representatives

"Ask Us About  
Advertisers Cooperation"

Sell  
COLUMBUS  
and the G.C.O.M.

29 Rich Counties  
More than a million people

The G. C. O. M. (Great Central Ohio Market), with Columbus its trading center and Capital, is one of the most attractive fields in America for the sale of all kinds of Merchandise. The wealth of this territory is more than 2½ billion dollars.

One newspaper . . . The Columbus Dispatch, can give you the key to sales in this fertile territory.

During 1926 The Dispatch carried more agate lines of paid advertising than any other Ohio newspaper.

The Dispatch, with a circulation of 113,678, reaches practically all of the worthwhile homes in Columbus and covers the great Central Ohio Market as no other newspaper even claims to do.

**Dispatch**  
OHIO'S GREATEST HOME DAILY

# My Earlier Experiences with Swift & Company

[CONTINUED FROM PAGE 22]

work. Mr. Rich was away, so I was referred to Mr. L. F. Swift. He did not remember me.

I said: "Three weeks ago you employed me as advertising manager."

"Is that so?" he replied. "I had entirely forgotten. If you are really employed here, go out and talk with Howes."

CONSIDER that reception for a lonely man, already half discouraged; for a proud man, who considered himself important; for a man from a small city where everybody knew him, his importance and his place.

But I was more unwelcome than I supposed. Mr. G. F. Swift, then head of the company, was in Europe when I was employed. It was his first vacation, and he could not endure it, so he hurried back. At once he asked what I was doing in his office. When told that I was there to spend his money, he took an intense dislike to me, and it never changed.

He set out at once to make my position untenable. The business he headed had been built without the use of print. He catered to nobody, asked nobody's patronage. He had gained what he could by sheer force. So he had the same contempt for an advertising man that a general must have for a poet.

He made my way very hard. I had come from gentle surroundings, from an office filled with friends. Here I entered the atmosphere of war. Here every conception of business was conflict, inside and outside of the office. We have nothing left in big business today to compare with the packing business of thirty years ago.

Mr. G. F. Swift was a deeply religious man. I am sure he did the right thing as he knew it. But he was an autocrat in the days when business was much like war. No one gave quarter or asked it. That was the attitude which later brought business into bad repute.

Mr. Swift was a fighter, and I became one of his targets. I typified a foolish outgo. I had been installed in his absence to waste his hard-earned money. So I suffered the consequences. Among the many who trembled at his word, I always trembled most.

Mr. Swift's conception of advertising referred in particular to signs on refrigerator cars. They went everywhere. Good advertising there consisted of light letters. I could never get them light enough.

Next came the annual calendars. He had very decided ideas about them, and they never agreed with mine. Nor could I carry out his ideas to his satisfaction.

One day he asked me to photograph a side of beef for hanging in his beef houses. I recognized this as a crucial test, so I called in a half-dozen photographers. The best sides of beef in storage were brought out for photo-

graphing. The next morning I sent him some dozens of pictures and asked him to make his choice.

Soon I saw Mr. Swift charging from his office like a mad bull, his arms full of photographs. He started for my desk, but stopped some twenty feet away and threw the pictures at me.

"Do you think that those things look like sides of beef?" he roared. "Where are the colors in them? Do you think that anybody wants black beef?"

I explained that photography could not show colors. Then he said, "I know a girl who can paint beef in colors. I will take my job to her." Thereafter that girl held a place in our office very much better than mine.

The chief advertising project of Swift & Company in those days was Cotosuet. The N. K. Fairbank Company was advertising Cottolene and making considerable strides. My chief problem was to fight that competition.

Cottolene and Cotosuet were both brands of compound lard. They consisted of a mixture of cottonseed oil and beef suet. They were offered as substitutes for lard and butter in cooking, at a much lower price.

Cottolene, being the original product, had attained a big start and advantage. But it was expected that I, as an advertising man, could quickly overtake and defeat it. It was something like combating Ivory Soap with another white soap today.

WE opened a sales office in Boston and started advertising in New England. We had hardly started when Mr. L. F. Swift came to my desk one day.

"Father is very nervous about this money spent in advertising," he told me. "He considers it an utter waste. The results so far are not very encouraging. You have been here nearly six weeks, but our sales on Cotosuet have hardly increased at all."

I had no need to explain to him. He knew that advertising had hardly started. But I saw that I had to help him out by making some quick showing.

That night after dinner I paced the streets. I tried to analyze myself. I had made a great success in Grand Rapids; I was making a fizzle here. What were the reasons? What was there I did in the old field which I could apply to Swift & Company's problems?

At midnight, on Indiana Avenue, I thought of an idea. In Grand Rapids I created sensations. I presented enticing ideas. I did not say to people, "Buy my brand instead of the other fellow's." I offered them inducements which naturally led them to buy.

Why not apply those principles to Cotosuet? Rothschild & Company were then completing a new store. They would have an opening in two weeks. I knew Charles Jones, the advertising manager, and I decided to go to him and offer a sensation for his opening.

The next day I did so. His grocery

department was on the fifth floor, and it included a large bay window. I urged him to let me have that window for a unique exhibit. "I will build there," I said, "the largest cake in the world. I will advertise the cake in a big way in the newspapers. I will make that," I promised, "the greatest feature in your opening."

My idea was to make a cake with Cotosuet in place of butter. Then to argue that a product better than butter was certainly better than lard.

Mr. Jones accepted my proposition. Then I went next door to H. H. Kohlsaat & Co., bakers, and asked them to bake the cake. I told them to make the special tins which were necessary, to decorate the cake in a magnificent way, and to build it as high as the room. They did so.

At the time of the opening I inserted half-page advertisements in the newspapers announcing the biggest cake in the world. That was on Saturday, and that night the store was to open. After dinner I started down to see the cake myself, but the cars stopped on State Street long before they reached the store. I stepped out and saw before me a perfect sea of people. After a long struggle I wended my way to the doors. At every door I found a policeman. The authorities had closed the doors because the crowd was too large to admit.

During the next week, 105,000 people climbed four flights of stairs to see that cake. The elevators could not carry them. There I had demonstrators to offer samples of the cake. Then we had prizes to offer to those who guessed nearest to the weight, but every guesser had to buy a pail of Cotosuet.

As a result of that week, Cotosuet was placed on a profit-paying basis in Chicago. We gained many thousands of users.

Then I organized a group to carry our plan through the Eastern States. The group consisted of a baker and decorator, three demonstrators and myself. We went to Boston and arranged an exhibit at the store of Cobb, Bates & Yerxa, but they threw us out the first forenoon. The crowd was so great that it destroyed all their chance to do business.

We went along the New York Central, and in every city we learned new ways to increase the results of our efforts. We went to the leading baker and showed him newspaper clippings of what we had done elsewhere. We offered to let him build the cake and be advertised as its creator, on condition that he bought a carload of Cotosuet. Sometimes it was two carloads. We went to the leading grocery and proved the results of our cake-show. Then we offered to place the cake in his store if he ordered a carload in tins.

WHEREVER we went we sold enough Cotosuet to insure us a profit in advance. Then we hired boys on Main Street to cry out with their papers, "Evening News, all about the Big Cake." As a result, people mobbed the stores where the cake was on display. And in every city we established thousands of regular users.

At last we came to Cleveland where they had a public market. We could not there sell a carload to a grocer. But we arranged with the market to give us their band for a week, also

**N**O business in America occupies a stronger and more favorable position at the present time than the gas industry. In the past ten years it has experienced a soundly consistent and impressive growth. To meet this steady expansion, which has been at the rate of 10% yearly, the capacity of the industry has been taxed to the utmost. Cities have expanded and the uses of gas have multiplied enormously as industry adopts gas for the solution of its heating problems. Industry alone, now takes 25% of all the manufactured gas sold. It is impossible to calculate the future demands on the industry as new applications, industrial and domestic, are being made almost daily.

Gas companies are now buying more equipment than ever before as increased facilities for manufacture and distribution are absolutely necessary. If you are a manufacturer of equipment applicable to this industry your product should be placed firmly and conspicuously in the market by advertising in the Gas Age-Record which is read by men producing over 99% of the annual gas output. Practically every manufacturer uses Gas Age-Record for it accomplishes coverage with a single cost.

## Gas Age-Record

A. B. C.

A. B. P.

9 East 38th Street

New York

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

# Gas Age-Record

*"Spokesman for the gas industry"*

A speaker may have a wonderful message but fail to interest because of his poor delivery. . . Likewise, a piece of copy may be a masterpiece and yet fail to gain the audience it deserves because of poor typography



### WIENES TYPOGRAPHIC SERVICE

INCORPORATED

203 West 40th Street, New York

LONGACRE 7034

their newspaper space. As a result, half the policemen in Cleveland were called there to keep the crowd moving. Ropes were stretched through the market. I doubt if the stalls sold very much that week, but we certainly sold Cotosuet.

When I returned to Chicago, Mr. L. F. Swift welcomed me warmly. "That is the greatest advertising stunt I have ever known," he declared. "You have made good, both with father and with me."

Thus I won out with Swift & Company.

That, many say, was not advertising. Advertising to them is placing some dignified phrases in print. But commonplace dignity doesn't get very far. Study salesmen and canvassers if you want to know how to sell goods. No argument in the world can ever compare with one dramatic demonstration.

I have no sympathy with those who feel that fine language is going to sell goods at a profit. I have listened to their arguments for hours. They might as well say that full dress is an excellent diving suit. No dilettantes have any chance in prying money out of pockets. The way to sell goods is to sample and demonstrate, and the more attractive you can make your demonstration, the better it will be for you. The men who succeed in advertising are not the highly-bred, not the men careful to be unobtrusive and polite, but the men who know what arouses enthusiasm in very simple people.

The fourth installment of Mr. Hopkins' autobiography will appear in our issue of July 13. In it he describes how he invaded the New England territory and in one week succeeded in selling more Cotosuet than six salesmen had been able to sell in six weeks, simply by talking service rather than product. When Mr. Swift, with characteristic brusqueness, wired him to fire the whole Boston force, Mr. Hopkins protested and explained his selling method. It could not be taught, he maintained, because it was based upon a different fundamental conception of selling. He holds that opinion to this day for reasons which he explains in this third remarkable chapter.

## A Comprehensive Survey of Industry

THE present day scope of American industry, from the viewpoint of both its major sales problems and the number of units engaged in manufacture in the United States, is indicated in the report of an industrial survey entitled, "Industrial Marketing at Work," which has just been completed and made public by the Marketing Counselors Staff of the McGraw-Hill Publishing Company. The report divides manufacture into five general classifications, those of the process or chemical engineering industries; metal working; textiles, lumber manufacture and miscellaneous industries, the last-named including printing and publishing, leather footwear and tobacco.

Today the major problem facing the American manufacturer, says the survey report, is that of concentrating his sales strategy and tactics efficiently in his most profitable markets. These must be determined by scientific study and by a careful process of elimination. The immediate and well-defined objective of the industrialist who aims to sell to industry without waste is recognition of the performance possibilities of his

Established 1877  
**BAKERS' HELPER**  
Chicago

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

Bakers' Helper is the oldest magazine in its field. It has given practical help to bakery owners for 40 years. The fact that over 75 per cent of its readers renew their subscriptions by mail shows they want it.

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

### 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.

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

THE JOHN IGLSTROEM COMPANY  
Massillon, Ohio Good Salesmen Wanted

### Topeka Daily Capital

The only Kansas daily with circulation throuth the state. Thoroughly covers Topeka, a midwest primary market. Gives real cooperation. An Arthur Copper publication.

Topeka, Kansas

### 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.

239 West 39th St. New York

### Bakers Weekly A.B.C. - A.B.P. New York City NEW YORK OFFICE—45 West 45th St. CHICAGO OFFICE—343 S. Dearborn St.

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

### The Standard Advertising Register

Is the best in its field. Ask any user. Supplies valuable information on more than 8,000 advertisers. Write for data and prices.

National Register Publishing Co.  
Incorporated

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

### PART TIME SALESMEN WANTED

High class and profitable side line for men selling advertising specialties or advertising space. Territories open throughout the United States. Address K. G., care Box 468, Advertising & Selling, 9 East 38th St., New York, N. Y.

product among the men who actually control buying in his worthwhile markets.

American industry is shown in the report to be formed by 196,309 manufacturing plants which utilize 33,094,228 primary horsepower in turning out products valued at \$60,555,998,200 each year. Of the total number of plants making up industry in the United States, only 54,163 employ more than twenty workers each.

The survey report points out ten steps for the development of efficient industrial sales plans. The steps are outlined as, 1.—Select and rate worthwhile markets according to practical potential yield; 2.—Select the men who control buying in each market, isolating them by responsibilities, not by titles; 3.—Build and maintain a prospect list of companies and of men who have been found to control buying in each of the markets selected; 4.—Determine the nature of the sales and distribution system according to the purchasing requirements of the buyers in each market; 5.—Place the sales force and distribution facilities strategically, according to geographic location and concentration of the markets selected; 6.—Select, train and compensate sales and distribution personnel according to the nature and plan of sales organization.

The next three steps involve decision as to the most efficient use of advertising media, the manufacturer's literature and special promotion activities in the sales plan. Number ten in the list of steps involves the development of those sales and advertising appeals that tie the product directly to the self-interest of the buyer.

## Typographical Desk-Pounding

[CONTINUED FROM PAGE 30]

*My friends were amazed to hear me play the oboe.*

(This is the underline-in-toto. It plays the red and the black, and cannot lose. Prepositions and indefinite articles are given a dignity equal to that of verbs taking objects and proper names. Use this form when you wish the reader to tear out whole pages in his frenzy to get the coupon—and thereby spoil the serial story for all other readers.)

Give HER a new dust pan for her birthday!

(Here we have a simple example combining two forms of emphasis. It is equivalent to shooting off both barrels at once, or about seven grams heavier than Pelion piled on Ossa. Do not use this form in publications reaching the feeble or aged, or persons with weak hearts.)

Uncle Sam wants YOU to be a Federal Prohibition Officer!

(This form piles on a couple more of Pelions and an Ossa or two. It wakes the dead, and increases the



Take advantage of the tremendous buying power behind this emblem !



The net paid circulation of The Shrine Magazine is 607,112 copies monthly. A distribution statement, by states, will be mailed upon request.

## THE SHRINE MAGAZINE

1440 Broadway · New York

Phone: Pennsylvania 7827

### CHICAGO

122 So. Michigan Blvd.

Telephone: Wabash 6944-5

### BOSTON

Little Building

Telephone: Hancock 8086

## LAUNDRIES

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

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

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

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

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

The Starchroom Publishing Co.

421 Commercial Square, Cincinnati, Ohio



PAPERS WE SERVE No. 3

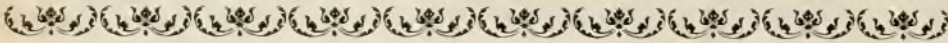
Multiple Advertisements conceived and executed by this organization appear in the June and July Special Convention Issues of the Purchasing Agent.

LE ROY P. WIGHT, INC.

LE ROY P. WIGHT WISE JOHN B. PHILLIPS

SALES ADVERTISING

25 WEST 43rd STREET, NEW YORK CITY



**T**HERE are so many talkers and claimers in this world and few enough, how very few, who, modestly sure of themselves, go ahead and do the job.

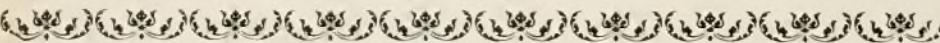
Our work is good printing and we welcome inquiries from those who want it.

*If you request, your name will be put on our mailing list*

## THE MARCHBANKS PRESS

114 EAST 13TH STREET, NEW YORK

Telephone: Stuyvesant 1197



### Thousands of New Words

spelled, pronounced,  
and defined in

### WEBSTER'S NEW INTERNATIONAL DICTIONARY

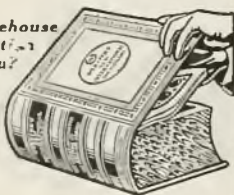
The "Supreme Authority"

Here are a few samples:

- |                 |                  |
|-----------------|------------------|
| hot pursuit     | Red Star         |
| Air Council     | capital ship     |
| mud gun         | mystery ship     |
| S. P. boat      | irredenta        |
| aerial cascade  | Esthonia         |
| American Legion | Blue Cross       |
| girl scout      | airport          |
| cyper           | crystal detector |
| sippio          | superheterodyne  |
| shoneen         |                  |

Is this storehouse  
of information  
serving you?

2700 Pages  
6000 Illustrations  
407,000  
Words and  
Phrases



Gazetteer and Biographical Dictionary

Get the Best! — Write for a sample page of the *New Words*, specimen of Regular and India Papers, FREE.

**G. & C. MERRIAM CO.**  
Springfield, Mass., U. S. A.

### NO SELLING TALK Just Lots of Space for Your Signature

ADVERTISING AND SELLING  
9 East 38th Street, New York

Please enter my subscription for one year (26 issues) at \$3.00 and send bill.

Name..... Position.....

Company.....

Address.....

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

6-29-27

number of sales prospects proportionately.)

Man, MAN, learn the joy of a REAL rubber collar!

(A sentence of this kind is adequate for the community Fourth of July celebration for a town of 3500 inhabitants.)

**YOU TOO CAN BECOME A BICYCLE REPAIR MAN!!**

T... Th... There now. That one blew up my machine, and I shall have to finish in long-hand. I shall be brief, since I believe the examples are largely self-explanatory.

Let by-gones be by-gones. The advertising man never meant any harm, anyway. But now that this accurate data has been made available for him, he may be expected to use more caution in the preparation of his copy. Hit or miss selection of emphatic typography, from now on, will be but little short of criminal recklessness. A carelessly emphasized advertisement, instead of moving a prospect to action, is liable to knock him dead.

Then where would you be? ANSWER ME THAT!

## An Advertiser's Viewpoint

[CONTINUED FROM PAGE 34]

product, our personnel, our factory, our sales force, and finally, our executives. In brief it recommended that only if we were willing to go into advertising for a long pull and if we would not expect results in a short time, that they believed the idea was sound and that a business could be built on the idea.

After studying the report for several weeks, it was with great hesitation that I asked our board of directors for an appropriation of \$20,000 for the Pressed Steel Department for the first year to advertise this new idea. This was at a time when every dollar spent meant another dollar added to the deficit. With still greater hesitation the directors approved my request and we started in on our campaign about the first of April, 1921. From this point on the agency took almost complete charge of the whole promotion campaign.

The first job, and I still think one of the biggest jobs of the campaign, and one where the agency did heroic service, was to sell our own force, both sales and manufacturing, on the soundness of this idea. We had all been trained in the old school where the automobile manufacturer sent out his inquiry and the man who quoted the low price got the business. This idea of persuading another manufacturer to change his process of manufacturing in order to make a market for our product was entirely new to every one of us. It seemed even harder to us than the agency's job of teaching us steel men that steel could be advertised. It was seven months before we sold a single order. After the ice was once broken,

it was a little easier. The agency was certainly right when they said it would be slow, because it was at least three years before we put this business on a paying basis. It took a lot of nerve to stick to it through all those long years, but being convinced that we were right, we kept on and it has certainly paid.

Now a word about the campaign itself. About the first thing that the agency did when getting the campaign under way was to develop the slogan "Press it From Steel Instead." This was, is, and always will be the keynote of our whole sales effort. It is featured in all of our advertisements and it is all our boys think or talk about. The first advertisements simply showed the picture of a casting and the picture of the pressed steel part which replaced it, pointing out the savings in weight, in machining cost, and in assembly cost which had been effected by the particular manufacturer who used that part.

These advertisements created a great deal of interest and we received many inquiries, but the inquiries did not turn into orders. It was a long, long road to educate and teach the prospective customers how to use pressed steel. There were many, many problems which both the agents and ourselves had to work out as we came to them. It was a new thought, this idea of selling creative service in our industry, and we had to work out the details as we went along. The result is that instead of having 90 per cent automotive business and 10 per cent general business, today we have 10 per cent automotive and 90 per cent general.

During all of this time we have never considered any new product, we have never made any change in any old product, in fact we have never made a single move in marketing or sales work without first consulting the agency about it. They have recommended that we turn down several propositions which we were about ready to accept which would have meant thousands of dollars in advertising, had we taken them up. Our advertising agent is only human. I maintained that if his compensation had depended entirely upon the amount of our expenditure, it would have been his very natural inclination to be in favor of, rather than against, the propositions which they turned down.

## Marketing Western Products

[CONTINUED FROM PAGE 32]

licity was an increase in winter sales at a pace three times as great as the autumn sales, thus straightening out the selling curve.

The Washington Navel Orange is a winter product, but conditions of soil and climate were found to be so favorable in some sections of the West that many growers planted the Valencia variety which matures between May and November. This brought the Valencia into direct competition with fresh fruit. To relieve the situation, the association ran special campaigns of advertising which have made the orange an all-year-round seller.

Walnuts have been commonly regarded as a holiday food, to be eaten in the period from Thanksgiving to the first of the year. To extend the season,

*Bernhard Cursive*

*This beautiful new type face is designed by*  
*Lucien Bernhard to express Charm,*  
*Grace, Elegance and Delicacy.*

H A R P E R ' S B A Z A R

*selected it for their new layout as*  
*the leading Display type for*  
*Headings and Captions*

---

*Ask for our Portfolio of Inspirational Prints*  
**The BAUER TYPE FOUNDRY inc**  
*New York · 230 W<sup>o</sup> 43<sup>d</sup> Street*

15,000  
x 5  
-----  
75,000

THAT'S  
RIGHT  
  
isn't  
it  
?



TAKE that 15,000 and think of it as the circulation of the *Forum* in January, 1925. Take that 75,000 and think of it as the circulation of the *Forum* in January, 1927.  $5 \times 15,000 = 75,000$ . That is right!

The *Forum* is read by 75,000 of the best type of people in this country. They are alert, responsive and

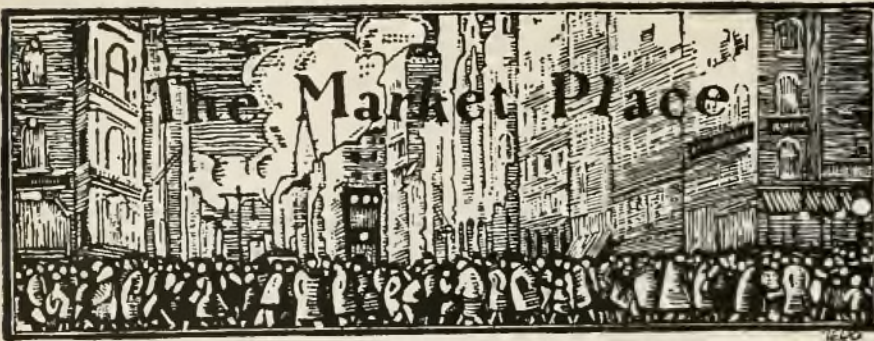
interested. They've got their thinking caps on. And what is more they are telling their friends. The 15,000 in 1925 have told 60,000 in two years. Not a bad beginning.

When do you begin reaching this growing market through the advertising pages of the *Forum*? Why not begin now?

# FORUM

*A Magazine of Controversy*

Edited by HENRY GODDARD LEACH  
441 Lexington Ave., New York



Rate for advertisements inserted in this department is \$3.00 per inch. Minimum charge \$1.50. Forms close Saturday noon before date of issue.

### Position Wanted

ADVERTISING MANAGER of bank magazine with exceptional record as salesman and copy-writer desires a position with larger company or one offering greater opportunities. Age 26, college education, honest, industrious and willing to work until MIDNIGHT for the right company. Address Box 470, Advertising and Selling, 9 East 38th St., New York, N. Y.

### Are You the One?

Somewhere there is a live wire advertising agency or business concern which needs a good advertising man—experienced, sincere, loyal and enthusiastic.

The above organization has employed "good" men before—men with "years of experience," but these men have always been just average men—similar to the case of the woman who thought she bought a comfortable pillow, but it was filled with feathers that grew on the wrong kind of birds.

The concern which needs this man will write to Box 471, Advertising and Selling. Forthcoming correspondence will bring about a beneficial acquaintance.

Digging up plenty of facts and ideas about the business, to keep salesmen and customers interested—and sometimes to get them enthusiastic—has been one big part of my present job. I have disseminated the facts and ideas through a "house organ" prepared from stem to stern by me. My job also includes preparation and supervision of sales literature and advertising.

I wish now to connect with an organization, preferably in or near Philadelphia, where my experience and qualifications would be attractive. Address Box 469, Advertising and Selling, 9 East 38th St., New York, N. Y.

### ADVERTISING SALESMAN

with a downtown office in Chicago wants a live publication to represent in the Middle West. Over twenty years' metropolitan newspaper and trade paper experience. If you want a man who is a builder of profitable business, write me. My record will bear a strict investigation. Address Box 458, Advertising & Selling, 9 East 38th St., New York, N. Y.

### Help Wanted

PRINTING SALESMAN who lacks "talking points" in present connection can locate with organization capable of helping him increase income. Drawing account to man with following. Address Box 465, Advertising and Selling, 9 East 38th St., New York City.

Wanted: Sales representative in eastern territory for practical, popular, nationally advertised salesmen's portfolios. Our product is being purchased by thousands among firms with large sales forces. To a reputable man calling on such firms we will give an exclusive territory on a profitable commission basis. Leads furnished. All correspondence held in strict confidence. Box A, Advertising and Selling, 1328 Peoples Gas Bldg., Chicago, Ill.

### Multigraphing

Quality and Quantity Multigraphing, Addressing, Filling In, Folding, Etc.  
DEHAAN CIRCULAR LETTER CO. INC.  
120 W. 42nd St., New York City  
Telephone Wis. 5483

FOR SERVICE Telephone  
Barclay 3355  
Multigraphing  
Mimeographing  
Addressing  
**BUREAU**  
19 Park Place, New York City  
JOHN F. FITZPATRICK, Proprietor

### For Sale

For Sale: A complete set of Bound Volumes of Printers' Ink Weekly from October 3, 1918, to September 28, 1922, in good condition. Volume numbers 105 to 120. Price for sixteen volumes \$30.00. Box 456, Advertising and Selling, 9 East 38th St., New York City.

For sale—Bound Volumes (5) of Printers' Ink Monthly from December, 1919, to May, 1922. In perfect condition. Price for the set, \$15.00. Box 464, Advertising and Selling, 9 East 38th St., New York City.

### Direct Mail Service

Productive Sales Literature. Sales letters, \$3.00; 3x6 circulars, \$2.00; 6x9 circulars, \$5.00; 2 inch display, \$2.00; classified, \$1.00. Branch office service and mail address, \$5.00 monthly. Forwarded daily. Circulars, booklets, samples, etc., distributed house to house, \$3.50 per thousand. Address The Egyptian Exchange, Barclay, Fairfield, Illinois.

### Miscellaneous

#### BOUND VOLUMES

A bound volume of Advertising and Selling makes a handsome and valuable addition to your library. They are bound in black cloth and die-stamped in gold lettering. Each volume is complete with index, cross-filed under title of article and name of author making it valuable for reference purposes. The cost (which includes postage) is \$5.00 per volume. Send your check to Advertising and Selling, 9 East 38th St., New York City.

#### BINDERS

Use a binder to preserve your file of Advertising and Selling copies for reference. Stiff cloth covered covers, and die-stamped in gold lettering, each holding approximately 9 issues, \$1.85 including postage. Send your Check to Advertising and Selling, 9 E. 38th St., New York City.

to stop price cutting and losses, advertising has been successfully resorted to, so that the crop is going into consumers' hands all year round.

I have already referred to the tremendous acreage increase of the Sun-maid Raisin Association. A two-million-dollar campaign was planned for 1924 when production was at its height. In the first five months of that year the association sold, packed and shipped double the maximum of tonnage ever handled in a similar period. You all recall Raisin Bread Day and the small five cent package of raisins with its familiar slogan, "Have you had your iron today?" Penny packages are being sold in Japan. Extensive advertising has been done in the Orient and all through the Far East as well as Europe and Latin-America. The consumption of raisins in the United States has increased from 1.1 pounds per capita in 1921 to 3.26 pounds in 1926.

THE Hawaiian Pineapple Association about five years ago was faced with a difficult marketing problem. A tremendous demand had been created for sliced pineapple. In coring the pines for making slices, there is a considerable amount of the edible part remaining. As production increased so did this surplus, which the canner packed and labeled "Crushed or Grated." The soda fountain trade could not absorb the added volume, so national advertising was tried. The consumer responded to a point that today the crushed pineapple is in as great demand as the sliced.

The salmon packers of the Northwest each year have been piling up a surplus stock of the so-called "Pinks" or "Chums." This fish, while of good quality, does not have the color or oil content of the Red Alaska, or Sockeye and Chinook, which have always had a ready consumer acceptance. Advertising was called upon, and with a favorable price factor the surplus stock was moved.

The California Packing Corporation, largest canners of fruits and vegetables in the world, has had its problems. With its chain of plants extending from Alaska to Mexico, through Washington, Oregon, California, Utah, Idaho and the Hawaiian Islands, it has made possible the sale of tremendous increases in raw production by steadily enlarging its pack and taking care of the surplus by consistent and persistent advertising. There are few civilized countries in the world in which Del Monte brand cannot be found. Their objective today is to increase the per capita consumption of canned fruits and vegetables, and they are meeting it with increased advertising appropriations.

The marketing problems of the West to this year of 1927 have been centered largely around food products. To look ahead, we can see the time when other products will come forth to take a leading part in the national field. Other foods will be grown, shipped and advertised. There is a lot to be done more efficiently to distribute and sell so-called perishables, which, from their very nature, cannot be individually labeled. Fresh grapes offer an example of what I mean. The alligator pear is assuming volume proportions. The artichoke industry, tuna, sardine and crab canning, all have future marketing possibilities.



## Industrial Advertisers Elect Officers

At the sixth annual meeting of the National Industrial Advertisers Association held in Cleveland, Ohio, from June 12 to 15, new officers were elected for the ensuing year. J. R. Hopkins, Chicago Belting Company, was elected to the presidency of the organization, succeeding W. A. Wolff, Western Electric Company, New York. Mr. Hopkins was president of the Engineering Advertisers Association two years ago. The officers elected with Mr. Hopkins are: First vice-president, N. S. Greensfelder, advertising manager, Hercules Powder Company, Wilmington, Del.; second vice-president, George H. Corey, advertising manager, The Cleveland Twist Drill Company, Cleveland; third vice-president, H. P. Sigwalt, advertising manager, Milwaukee Corrugating Company, Milwaukee; secretary-treasurer, H. von P. Thomas, merchandising manager, Bussman Manufacturing Company, St. Louis.

The directors are: Allan Brown, Bakelite Corporation, and R. W. Bacon, U. T. Hungerford Brass & Copper Company, representing the Technical Publicity Association, New York; S. Bowles King, Sullivan Machinery Company, and James H. Gregory, Barber-Greene Company, representing the Engineering Advertisers Association, Chicago; O. C. Dahlman, Koehring Company, and Arthur H. Obendorfer, Sawyer Steel Castings Company, representing the Milwaukee Industrial Advertisers Association; Ernest H. Smith, Hollow Center Packing Company, and L. Glenn Hewins, Van Dorn & Dutton, representing the Cleveland Industrial Advertisers Association; Warren J. Chandler, Lehigh Portland Cement Company, and R. B. Cook, David Lupton's Sons Company, representing Philadelphia; Ernest L. Becker, The Newport Rolling Mill Company, and Frederiek B. Heitkamp, Cincinnati Milling Machine Company, representing Cincinnati; Jerome L. Ashcroft, Ludlow-Saylor Wire Company, and K. G. Baker, Fulton Iron Works, representing St. Louis; Cedric B. Smith, Blaw-Knox Company, and C. C. Mercer, National Steel Fabric Company, representing Pittsburgh. Members-at-large are Paul E. Kendall, Long-Bell Lumber Company, and J. E. McMahon, Graton & Knight Manufacturing Company.

The most important event of the convention ensued as a result of the submitting of new by-laws to the members for ratification. The redrafted by-laws not only failed to provide for the Association's affiliation with the International Advertising Association, but also omitted any reference at all to the Industrial Association's membership in the larger organization. A heated issue then arose as a result of the protests filed by those who opposed the implicit proposal in the new by-laws to break off from the International Advertisers Association. The directors had approved the new set of laws, but upon their disclosure to the members, a determined disapproval from the floor was met. Ultimately, it was decided to remain a member of the parent organization and the dues standard was increased.

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# The NEWS DIGEST

A complete digest of the news of advertising and selling is here compiled for quick and convenient reference. The Editor will be glad to receive items of news for inclusion in this department. Address ADVERTISING AND SELLING, Number Nine East Thirty-eighth Street, New York City

## CHANGES IN PERSONNEL—(Advertisers, etc.)

Name	Former Company and Position	Now Associated With	Position
Allen T. McKay	Calkins & Holden, New York	Brown, Durrell Co., New York	Adv. Mgr.
H. K. Klingler	Chevrolet Motor Co., Detroit, Ass't Sales Mgr.	Same Company	Gen. Sales Mgr.
C. K. Woodbridge	Electric Refrigeration Corp., Detroit, Vice-Pres.	Same Company	Pres.
G. Sanford	Pepperell Mfg. Co., Boston, Adv. Mgr.	Same Company	Mgr. Industrial Relations
H. H. Morse	Florence Stove Co., Boston, Sales and Export Mgr.	Same Company	Vice-Pres.
M. Schwartz	Miller Co., Meriden, Conn., Vice-Pres. and Gen. Mgr.	Same Company	Pres.
Harlowe P. Roberts	The Pepsodent Co., Chicago, Adv. Mgr.	Same Company	Adv. & Sales Mgr
R. E. Spline	The Pepsodent Co., Chicago, Sales Mgr.	Resigned	
B. Neuer	William Knabe & Co., New York	Same Company	Vice-Pres.
D. G. Clark	Ferth-Sterling Steel Co., McKeesport, Pa., Eastern Mgr.	Same Company	Dir. of Sales
T. B. McCabe	Scott Paper Co., Chester, Pa.	Same Company	Pres.
R. G. Whale	Butler Paper Co., Detroit, Sales Staff	Same Company	In Charge of Adv. & Sales Pro.
G. G. Whitney	Kelvinator Corp., Detroit, Ass't Adv. Mgr.	Belding-Hall Electric Co., Belding, Mich.	Adv. & Sales Pro. Mgr.
Henry T. Wheelock	Moline Pressed Steel Co., Moline, Ill., Sales Mgr.	International Harvester Co., Milwaukee	Motor Sales Div.

## CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
C. R. De Bevoise	Charles R. De Bevoise Co., Newark, N. J., Vice-Pres. & Sales Mgr.	The Paul Cornell Co., New York	Merchandising
Maurice A. Berman	Marx-Flarsheim Co., Cincinnati	Maurice A. Berman Co., Cincinnati	Owner
Norman A. Fyffe	Norman A. Fyffe Corp., New York, Pres.	Michaels & Heath, Inc., New York	Acc't Executive
N. J. Donovan	Caples Advertising Agency, New York, Vice-Pres.	Frank Presbrey Co., New York	Acc't Executive
Paul C. Smith	General Electric Co., New York	Frank Presbrey Co., New York	Acc't Executive
James N. Slee	Doremus & Co., New York	Albert Frank & Co., New York	Acc't Executive
D. M. Budd	Frank Seaman, Inc., New York, Art Dir.	Frank Presbrey Co., New York	Art Dir.
J. L. Bradlee	International News Co., New York, Adv. Mgr.	McKennee & Taylor, Inc., New York	Member of Staff
H. C. Joslin	H. W. Kastor & Sons Adv. Co., Inc., Chicago	John H. Dunham Co., Chicago	Copy
F. D. Connor	Illinois Merchants Trust Company, Chicago, Business Extension Mgr.	Call's Bankers Service Corp., Savannah	Vice-Pres.
O. Ober	United Adv. Agcy., New Haven, Conn.	Same Company	Treas.
E. C. Wright	Hostess Pub. Corp., New York, Pres.	Einson-Freeman Co., Inc., New York	Member of Staff
Ralph Johnson	The David Co., St. Paul	Addison Lewis & Associates, Minneapolis	Acc't Executive
William Watrous	Evers, Watrous & Co., Chicago, Pres.	The Van Allen Co., Chicago	Vice-Pres.

# How's Business?

## Answered by a Council of 21,000 Business Leaders

### July Editorial High Spots

#### "The Mississippi Flood and Business"

The aspects of the flood with which business must concern itself are summed up by Lawrence A. Downs, President, Illinois Central Systems,—a man who has been forced by his business to recognize and study the vagaries of The River.

#### "Nomadic America's \$3,300,000,000 Market"

The automobile has created new outlets for American dollars—outlets which are in one place today and in another tomorrow. Frank E. Brimmer tells what this market is, how much buying power it represents, what it requires and how to reach its well-filled purse.

#### "We Make 1400% More Cars With 10% More Men"

Perhaps no company has more advanced methods of production than Buick, whose "unified assembly" plan forms the basis of this article by Cady B. Durham, Vice-President, Buick Motor Company.

—and 16 other articles and departments—including "The Business Outlook," "The Underlying Trend," and "The Business Weather Map"—of the calibre which has made this THE MAGAZINE OF BUSINESS, where business leaders talk to business leaders.

HOW'S business now? How is business over the country? In each state? In each important trading center? There is only one real answer.

Car loadings, money rates, security trends—these are merely the after effects of past decisions. They show today's results of the thinking and planning which business leaders did 30, 60 or 90 days ago. But get that question "How's Business?" to these business leaders today, and they can look ahead with you to future days when their present plans will be reflected in railway terminals, in banking circles, on the Exchange.

It is by doing this that THE MAGAZINE OF BUSINESS is able each month to give you a new, unduplicated answer to "How's Business?"—an answer which enables you to keep abreast of current Business thinking rather than in its wake. For here, through THE MAGAZINE OF BUSINESS, over 21,000 top executives in America's highest rated enterprises have united to get the answer to "How's Business?" as you would (if you had the facilities) get the answer yourself.

Each month a great group of these top executives report the exact status of business conditions, the outlook for months ahead. Here is not one man's answer to this vital question, but the reflection of the combined thinking of the guiding men in the majority of America's greatest businesses. Where else have business executives found available so accurate a guide for their business planning?

*It is because of such features as this and the others listed to the left, found only in THE MAGAZINE OF BUSINESS, that business executives have given it the largest monthly \$4.00 circulation in the world.*

N.S.E.

# THE MAGAZINE OF BUSINESS

ESTABLISHED 1900 AS  
SYSTEM  
Edited by  
A.W. SHAW

"WHERE BUSINESS LEADERS TALK TO BUSINESS LEADERS"

Advertising  
& Selling

# The NEWS DIGEST

Issue of  
June 29, 1927

## CHANGES IN PERSONNEL—(Agencies, etc., continued)

Name	Former Company and Position	Now Associated With	Position
J. E. Sanford	N. W. Ayer & Son, Chicago	Doremus & Co., Chicago	Member of the Staff
E. L. Michaelson	Brenninger & Wolcott, Inc., Boston	The Youlston Co. Inc., Boston	Sales Mgr.
C. H. Davis	Walker & Co., Detroit	Harry L. Packer Co., Cleveland	Sales Pro. Mgr.
F. E. Chizzini	Public Service Cup Co., New York	Robert E. Ramsey Organization, Inc., New York	Research
T. J. Mulvey	B. F. Duvees Co., Philadelphia, Adv. Mgr.	Barnes & Fehling Co., Philadelphia	Copy

## CHANGES IN PERSONNEL—(Media, etc.)

Name	Former Company and Position	Now Associated With	Position
B. H. Gordon	Public Ledger and Illustrated Sun, Philadelphia	Same Company	Nat'l Adv. Mgr.
H. W. Garner	Public Ledger and Illustrated Sun, Philadelphia	Same Company	Mgr. Merchandising Service Dept.
C. F. Jenkins	The Farm Journal, Philadelphia, Pres. & Gen. Mgr.	Resigned	
P. E. Ward	The Farm Journal, Philadelphia, Circulation Dir.	Same Company	Pres. & Gen. Mgr.
F. C. Brokaw	The Forum, New York, Adv. Dept.	Same Company	Ass't Adv. Mgr.
H. Conover, Jr.	The Engineering Magazine Co., New York, Vice-Pres.	Same Company	Pres.
B. P. Mast	The Engineering Magazine Co., Chicago, Mgr. Western Office	Same Company	Vice-Pres.
David Sacks	Mt. Pleasant News, Schenectady, N. Y., Adv. Mgr.	Fairchild Publications, New York	Adv. Staff
T. P. Jones	Cecil, Barreto & Cecil, Richmond, Va.	Daily News, Washington, D. C.	Nat'l Adv. Mgr.
M. S. Campbell	Johns-Manville Corp., New York	Crowell Publishing Co., New York	Sales Pro.
R. B. Hotchkiss	International Trade Papers, Inc., New York	Commerce & Finance, New York	Adv. Staff
D. E. Gilman	The Christian Science Monitor, San Francisco, Mgr. San Francisco Office	The Sunset Press, San Francisco	Member of Staff
Letitia Chaffee	Vanderhoff & Co., Chicago	Chicago Tribune	Adv. Staff
M. Hallowell	Journal of Commerce, New York	News & American, Baltimore	Business Mgr.
J. R. Winter	Journal-Post, Kansas City, Adv. Mgr.	Post, Denver	Adv. Mgr.
Rhey T. Snodgrass	St. Paul Dispatch and Pioneer Press, St. Paul, Adv. Mgr.	Minneapolis Journal	Adv. Mgr.
William F. Johns	Erwin, Wasey & Co., Chicago	St. Paul Dispatch and Pioneer-Press, St. Paul	Adv. Mgr.
F. Masterson	Physical Culture, Chicago	Same Company	Western Adv. Mgr.
H. W. Kellogg	The Kellogg Group, Inc., Chicago, Adv. Mgr. for Traffic World	Same Company	Pres.
Spencer Young	Wolf-Thomsen, Inc., New York	The Quality Group, New York	Adv. Dept.
J. B. Cox	Traffic World, Chicago, Field Rep.	Same Company	Adv. Sales Mgr.
M. F. Riblett	Wooley & Riblett, Inc., Denver	Rocky Mountain News, Denver	Nat'l Adv. Mgr.
James Doherty	American, Boston	Times-Union, Albany	Merchandising Dept.
R. W. Disque	Post-Standard, Syracuse, N. Y., Business Manager	Democrat & Chronicle, Rochester, N. Y.	Ass't Publisher
H. E. Pueschel	William J. Morton Co., Chicago	Post-Dispatch, St. Louis	Member of Staff, Chicago Office
R. Imlay	Barton, Durstine & Osborn, Inc., Buffalo	Life, New York	Adv. Staff



## When Jobber and Retailer Fail You--Then What?

**Y**OU know your product has a market. You know the public will buy it if given a chance. But—the jobbers and retailers won't push it! They will FILL ORDERS but you must create the market. They cannot visualise the market as you see it, and refuse to put it on their shelves unless you establish DEMAND.

There is a way out! DIRECT SELLING! Marketing goods direct from maker to user. If your product has merit, thousands of ambitious responsible men and women will talk, demonstrate and SELL your product to the people who use it. They will work for you on a straight commission basis. They will give you national distribution quickly—distribution that YOU can control.

Thousands of manufacturers who were faced with jobber-dealer inertia have found the way to a big profitable business through DIRECT SELLING. Perhaps you can, too!

Check your product against the requirements listed at the right. Then write us at once. Our representative will, without obligation, analyze your sales possibilities in this field and answer your questions.

Advertising Agencies: Send for copies of these magazines. Many of your clients can use them profitably.

### Does Your Product Meet These Requirements?

1. Can it be demonstrated before the prospect's eyes?
2. Is it portable and the unit of retail sale not over \$10.00?
3. Is it a specialty, preferably not usually found in stores?
4. Is the retail price at least double the manufacturing cost?
5. Has your product unusual features which the salesman can stress in his selling talk?
6. Are you equipped to manufacture on a large enough scale to fill orders in great volume?

**The DIRECT SELLING PUBLISHERS**  
Two Million Professional Go-Getter Readers Every Month  
565 FIFTH AVENUE . . . NEW YORK

Extra Money—Salesology—Opportunity—Spare Time Money Making—How to Sell

	<i>Advertising &amp; Selling</i>	<h1 style="margin: 0;">The NEWS DIGEST</h1>	<i>Issue of June 29, 1927</i>	
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## CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
The Cosin Co., Inc.	New York	Powder Puffs	Wilson & Bristol, New York
Komo Chemical Co.	Philadelphia	Komo Insecticide	Charles C. Green Adv. Agcy., Inc., New York
Consolidated Coal Co. of New York	New York	Coal	Husband & Thomas Co., Inc., New York
The Cloverland Dairy Products Co., Inc.	New Orleans	Dairy Products	Martin-Gessner Adv., Inc., New Orleans
Copper & Brass Research Ass'n.	New York	Copper & Brass industries	Dorrance, Sullivan & Co., New York, Effective August 1
Driwood Corp.	Elmhurst, Long Island	Office Partitions	Ajax Adv. Agcy., Inc., New York
The Inkograph Co., Inc.	New York	Fountain Pens	Michaels & Heath, Inc., New York
The Ross Co.	New York	Winx Eyelash Preparation	Erwin, Wasey & Co., New York
United States Bond & Mortgage Corp.	Boston	Finance	M. P. Gould Co., New York
The Indian Motorcycle Co.	Springfield, Mass.	Motorcycles	Wm. B. Remington, Inc., Springfield
The Grale Products Corp.	Plainfield, N. J.	Grales Fruit Laxative	Edwards, Ewing & Jones, Inc., New York
The Oakland Chemical Co.	New York	Dioxogen	George Batten Co., Inc., New York
Irving Hamlin	Evanston, Ill.	Sound Proof Doors	Hurja-Johnson-Huwen, Inc., New York
The Fay & Bowen Engine Co.	Geneva, N. Y.	Engines	Williams & Cunnyingham, Inc., Philadelphia
Spark-Lin-Ale, Inc.	New York	Ginger Ale	Wm. H. Rankin Co., Inc., New York
The Bulle Clock Corp.	Chicago	Clocks	The Van Allen Co., Chicago
The Seattle Boiler Works	Seattle	Boilers	Mercantile Printing Advertising Co., Seattle
Yardley & Co., Ltd.	London	Toilet Requisites	N. W. Ayer & Son, Philadelphia (to direct American advertising)
Neale, Inc.	Los Angeles	Neon Signs	Emil Brisacher & Staff, Los Angeles
Quaker Mfg. Co.	Chicago	Pipeless Furnaces	Kling-Gibson Co., Chicago
The First National Bank	Jersey City, N. J.	Finance	Scovil Bros. & Co., Inc., New York
The Wooley Machine Co.	Minneapolis	Railway Equipment	W. Warren Anderson Adv. Agcy., Minneapolis
The Quaker Products Co., Inc.	Philadelphia	Cleanser	Spector & Goldensky, Philadelphia
The Coburn Trolley Mfg. Co.	Holyoke, Mass.	Partitions	Charles E. Vautrain Associates, Holyoke
Holmes Projector Co.	Chicago	Motion Picture Projector Equipment	Hurja-Johnson-Huwen, Inc., Chicago
Henry Hyman & Co.	New York	Electrical Supplies	Ferry-Hanly Adv. Co., New York
Thomas Maddock's Sons Co.	Trenton, N. J.	Durock Plumbing Fixtures	Edwards, Ewing & Jones, Inc., Philadelphia
Robert R. Burrage	New York	Glue	Charles Z. Offin, New York
Merck & Co.	Rahway, N. J.	Iodine Vermicide and Iodine Suspensoid	Wilson & Bristol, New York
Lambert Tire & Rubber Co.	Akron, Ohio	Tires	H. L. Stuart Co., Cleveland
The Oliver Chilled Plow Works	South Bend, Ind.	Plows	Campbell Adv. Service, Toledo
Colin B. Kennedy Co.	St. Louis	Radios	C. H. Trapp Adv. Agcy., St. Louis
Century Mfg. Co.	St. Louis	Electrical Supplies	C. H. Trapp Adv. Agcy., St. Louis

6 AN ADVERTISEMENT  
BY H. T. EWALD, CAMPBELL-EWALD COMPANY



## NOT LISTENING—

*just watching him work!*

THEY like to pause and catch a few words from the World Reformer as he expatiates on the dangers of Too Many Millions or the Drop In Waistlines and Birth Rates...The subject doesn't interest them, but they like to see him work—just as they always stop to watch a man wash windows or break up pavement.

Now if our friend on the soap-box were half as sensible as he is insensible, he'd pick his audience first and save himself the cost of many packets of throat balm, to say nothing of getting an occasional cheer or ringing up an occasional sale.

For instance—if you, reader (gentle or otherwise) had a message for a certain species of business men, you'd probably hire a hall, announce the meeting and and make 'em pay to get in and hear you.

If you wanted to talk to the Romans you'd go where the Romans are. If you had something to sell to advertising men

you'd go to Advertisia—which reminds us!...We've got the hall and have filled every seat. We've got your market all picked out and wrapped up for you. Sure, you guessed it—within the pages of Advertising & Selling!

Its subscribers may give you an argument. They'll certainly make you prove your statements because they aren't like the usual park crowd—more interested in watching you work than listening to what you have to say.

They subscribe to Advertising & Selling because they know it is the official clearing-house for worth-while information; because they can learn something from its pages; and because they can read thought-provoking articles.

As we said before—every seat is filled. The curtain is up. The audience is eager, expectant, waiting for you. Man—*what a chance to tell them your story!*

THIS IS AN ADVERTISEMENT  
FOR ADVERTISING & SELLING

For the Statistically Minded: Founded as Advertising Fortnightly in May, 1923, the name was changed to Advertising & Selling upon purchase of that publication in 1924. In four years its circulation has increased 131%. Its volume of business has increased from an average of 21 pages per issue in 1923 to an average of 59 pages per issue in 1926. It will continue to capitalize its courageous editorial policy and through able business management make further substantial progress in 1927.

	<i>Advertising &amp; Selling</i>	<h1 style="margin: 0;">The NEWS DIGEST</h1>	<i>Issue of June 29, 1927</i>	
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## NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Maurice A. Berman Co. . . . 930 Keith Bldg., Cincinnati . . . . . Advertising . . . . . Maurice A. Berman  
 C. H. Trapp Adv. Agcy. . . . Paul Brown Bldg., St. Louis . . . . . Advertising . . . . . C. H. Trapp

## PUBLICATION CHANGES AND APPOINTMENTS

House Furnishing Review, New York, Dry Goods Review and Power House, Toronto, Canada . . . . . Have been elected to membership in the Associated Business Papers, Inc., New York.

The Petroleum Register, New York . . . . . Has been purchased by the United Business Publishers, Inc., which is affiliated with the United Publishers Corp.

Trade Publications, Inc., New York . . . . . Has been formed by the consolidation of the following business papers: The American Architect, Barbers' Journal, Perfumer's Journal, Beauty Culture, Musical America and Music Trades. All these papers are of New York.

Birmingham News, Birmingham, Ala. . . . . Has purchased the Birmingham Age-Herald.

News-Review, Roseburg, Oregon . . . . . Has appointed M. C. Mogensen & Co., San Francisco, as its national advertising representative.

Enterprise, Oregon City, Oregon . . . . . Has appointed M. C. Mogensen & Co., Inc., New York, as its eastern advertising representative.

Sun, Clearwater, Fla. . . . . Has appointed the S. C. Theis Company, New York, as its national advertising representative.

Jerome D. Barnum . . . . . Is now publisher of the Democrat and Chronicle, Rochester, N. Y. He will continue his duties as publisher of the Post-Standard, Syracuse, N. Y., which post he has held for the past ten years.

The Republican, Blackfoot, Idaho . . . . . Formerly a semi-weekly, is now being published daily.

## NEW PUBLICATIONS

<i>Name</i>	<i>Published by</i>	<i>Address</i>	<i>First Issue</i>	<i>Issuance</i>	<i>Page Type Size</i>
Office Management . . . . .	The Richardson Publications . . . . .	186 Lincoln Street, Boston . . . . .	July 10 . . . . .	Monthly . . . . .	7x10

## MISCELLANEOUS

Barteau & Van Demark, Springfield, Mass., Advertising Agency . . . . . Name changed to John F. Barteau.

Reo Motor Car Company, Lansing, Mich. . . . . Has been elected to membership in the Association of National Advertisers, Inc., New York. Its advertising manager is H. T. de Hart.

It was recently announced in The News Digest that the advertising account of Cluett, Peabody & Co., Inc., of Troy, N. Y., had been placed with the Carter Advertising Agency, New York. The newspaper advertising for this account will continue to be handled by Roberts & MacAvinche, Chicago.

## CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

<i>Name</i>	<i>Business</i>	<i>From</i>	<i>To</i>
The Petroleum Register . . . . .	Publication . . . . .	40 Rector St., New York . . . . .	238 West 39th St., New York



# 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.



magazines, business papers, religious and foreign language publications.

### Confidence

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

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

### Published Monthly

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

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

USE THIS COUPON

### Special 15-Day Approval Order

STANDARD RATE & DATA SERVICE,  
536 Lake Shore Drive,  
Chicago, Illinois.

.....192...

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 "15 days" use. Unless we return it at the end of fifteen 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 first 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.....

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## MILWAUKEE—First City in Diversity of Industry!

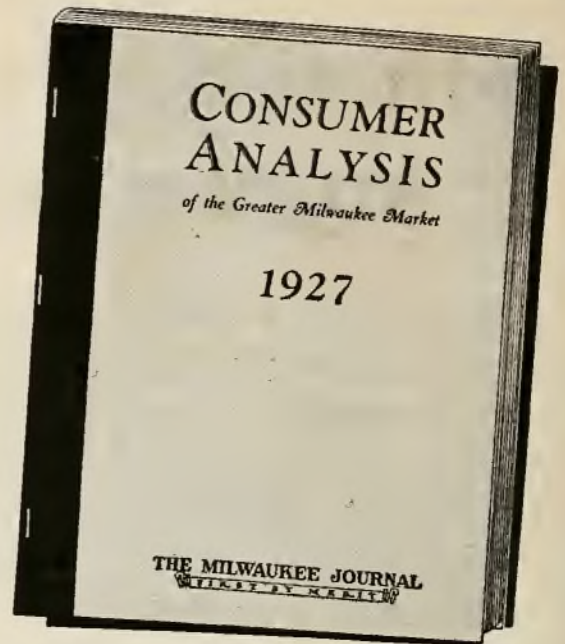
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# Are Greater Milwaukee People Buying Your Product?

**Y**OU can build a maximum volume of business at a far lower advertising cost per sale in the rich and stable Greater Milwaukee market than in most metropolitan sales areas. The 1927 Consumer Analysis of this rich territory is now being mailed to sales and advertising executives.

### What and How Milwaukee People Buy

Each year the Consumer Analysis is compiled by The Milwaukee Journal from 5,000 questionnaires personally answered by a representative cross-section of all Greater Milwaukee families. The 1927 edition includes the buying experiences of 600,000 consumers here and offers an index to sales possibilities in 1927. The past five-year period is also covered in showing consumer preference, total quantities of



individual brands purchased, methods of distribution, and trade outlets.

### Send for Your Copy Now!

The Analysis is presented in three volumes as listed here. If you have not already received your copy, write for it today—on your business stationery. It will take the "blue sky" out of your advertising in America's most stable metropolitan market.

### Which Volume Do You Want?

VOLUME I—Grocery and Tobacco Products; VOLUME II—Radio and Musical Instruments; VOLUME III—Electrical Appliances, Household Equipment, Buying Habits and Wearing Apparel.

# THE MILWAUKEE JOURNAL

**FIRST BY MERIT**

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## WISCONSIN—First State in Value of Dairy Products!

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