

Advertising & Selling

PUBLISHED FORTNIGHTLY



Drawn by Wallace Morgan for the Standard Oil Company of New York

SEPTEMBER 7, 1927

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In this issue:

"Nine Factors That Changed the Status of the Farmer" By JOHN ALLEN MURPHY; "Bite Yourself An Advertisement" By RALPH MCKINLEY; "Salesmen Who Travel Abroad" By B. OLNEY HOUGH; "Canadian in Name—American in Ownership" By JAMES M. CAMPBELL; "News Digest," Page 102

The National Advertiser Speaks:

“FIRST, our entire interest is to enable the advertiser to buy circulation which represents a maximum degree of profitableness to him. This implies *concentration* in local trading areas, sound *character* of readers, and a sustained *reader interest*.”

A. H. Ogle, Secretary Association of National Advertisers, in Editor and Publisher, May 28, 1927.
(The italics are our own.)

The Daily News Replies:

CONCENTRATION

The accepted “local trading area” of Chicago comprises that territory within a forty-mile radius of the city’s center. In this area 95 per cent of the circulation of The Daily News is concentrated.

CHARACTER

The more than 400,000 circulation of The Daily News reaches a majority of the financially responsible families in Chicago. These readers have been won to The Daily News by no inducements except The Daily News itself,

convincing indication that they reflect in their personal characteristics its sane, clean-thinking, progressive spirit.

READER INTEREST

The best proof of the reader interest in a newspaper is the responsiveness of its circulation to the advertising in its columns. Advertisers have put their stamp of approval on the responsiveness as well as on the quality and distribution of the circulation of The Daily News by placing in its columns more lines of display advertising than in any other Chicago week-day newspaper.

THE CHICAGO DAILY NEWS

Advertising Representatives:

NEW YORK J. B. Woodward 110 E. 42d St.	CHICAGO Woodward & Kelly 360 N. Michigan Ave.	DETROIT Woodward & Kelly Fine Arts Building	SAN FRANCISCO C. Geo. Krogness 253 First National Bank Bldg.
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Average Daily Net Paid Circulation for the Six Months Ending June 30, 1927,
441,414—95 Per Cent in Chicago and Its Suburbs



The gentle strength of Cellucotton Absorbent Wadding can be felt just as the absorbent quality of its moisture is rapid heating is maintained in hot weather climates. Just use it in water in which Cellucotton Absorbent Wadding is superior to other absorbents.

Comfort for patients in sultry weather

days you do keep yourself such for your days when al. Beds are ay cool. You can help weather— Cellucotton lighter and than cotton, permits the necessary to

of 8 out- Cellucotton unsurpassed economy as standard majority of hospitals, acts of Cellucotton—Korea

CELLUCOTTON ABSORBENT WADDING



Every inch absorbs! . . . no extravagant waste of material

It can be seen in the picture that the absorbent quality of Cellucotton is not only in the fact that it absorbs, but in the fact that it absorbs every inch of material. . . .



"Indispensable!" . . . because of its remarkable absorbency

It is the fact that Cellucotton Absorbent Wadding is so indispensable in the hospital, that it is the only absorbent that is used in the hospital. . . .

CELLUCOTTON ABSORBENT WADDING

Is the Doctor in?

The best "brass tacks" advertisement in the world won't sell a nickel's worth unless the advertisement is read. This agency always has contended that to get an advertisement read in competition with the content matter of magazines or newspapers, both headline and copy must be far above ordinary—whether the interest is attained by skillful writing, by pertinent facts or by both.

. . . . Consequently when we ad-

dress doctors and hospital authorities we talk in facts they cannot afford to overlook—sparing no effort to make those facts vitally alive and interesting.

If you are the "doctor" in a company whose sales need stimulation, we shall be glad to show you examples of advertising that have helped to increase sales for several manufacturers.

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

Meeting Exactly the Space Buyer's Specifications



THE INDIANAPOLIS NEWS measures up—thoroughly and precisely—to the definite requirements that the experienced advertising space buyer holds so essential for wise selections.

The largest daily circulation. . . . The most complete coverage in Indianapolis, plus the proper ratio of suburban and outlying coverage. . . . Journalistic prestige and advertising standards that

command respect for every advertisement. . . . A permanent audience assured by carrier-delivered home circulation. . . . Constant leadership in local and national advertising lineage Intelligent merchandising cooperation.

When the space buyer writes The INDIANAPOLIS NEWS on his list, he knows *absolutely* that he has made the correct selection.



The INDIANAPOLIS NEWS *sells* The Indianapolis Radius

FRANK T. CARROLL, *Advertising Director*

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

CHICAGO: J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

A Pattern to Model After

IT is time we appreciated the necessity of developing a proper understanding of man himself. We brag about how scientific we are and then in our handling of business and industry, we fail to make careful application of fundamental principles that Divine Wisdom has seen fit to employ in constructing that most perfect of all machines—the human body."

We had just finished dinner, and the doctor, who had been speaking, settled back in his most reflective mood.

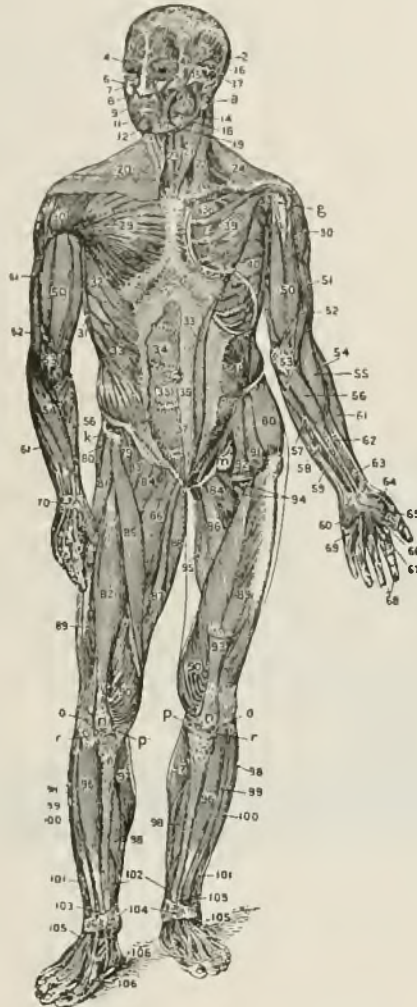
"I don't quite get just what you are driving at," said the manufacturer, a bit nettled over the thought of a medical man presuming to lecture management.

"I'll try to make myself clear," continued the doctor. "First let me remind you that no machine ever constructed is so efficient as man himself. As an organization the human body is unequalled. It is so flawless in its functioning under a wide variety of conditions that no great change has been made in it for thousands of years.

"May I ask if anyone has ever created a pump as perfect as the human heart? Here we have a machine that makes more than two and a half billion strokes and pumps more than nine million gallons in the course of an average lifetime. The heart makes 4320 strokes, pumps 15 gallons an hour, and stays on the job for more than 600,000 hours unless the owner does something foolish that closes down the plant.

"Where is there a telegraphic mechanism equal to that comprised in our nervous system; a wireless apparatus so efficient as the voice and the ear; a motion-picture machine so perfect as the human eye, and a ventilating plant so wonderful as the nose, lungs and skin?

"No electrical switchboard can compare with the spinal cord, and no other system of power transmission is so efficient as the red corpuscles which carry oxygen to the tissues. The nerves of odor are so sensitive that they will detect less than one-millionth of a gram of oil of roses, and they are so reliable that there is never any mistake in the message they carry from the nose to the cerebrum or



The human body—the most perfect of all machines

executive headquarters. Our sensory nerve of light and color sensation which carries impulses from the organs of vision to the cerebrum is so wonderfully made that a cross section of it will show more than half a million nerve fibers."

"But what has all this got to do with the policies of management?" interrupted the sales manager who was one of those at the table.

"I once had an interesting talk with an extremely clever industrial engineer whose services were in great demand throughout the country," continued the doctor. "Perhaps it was because this fellow talked in a language I understand, or maybe it was due to the fact that his conclusions were so entirely plausible; at any rate he outlined the best pattern for business executives to model after that ever came to my attention.

"He started with the assumption that the human body is the best example of organized control that can be found in the world. Its component parts are of a finer design than we shall ever approximate, and the functions and their relations are co-ordinated more smoothly than we shall ever be able to arrange human relations.

"All of this being true and easy to accept, he proceeded to the next step which is to pattern our industrial organization after this perfect model, with the full expectation of securing both economy in the expenditure of energy and efficiency in the attainment of results.

"A careful study of the body as a mechanism, as an organism, and as an organization discloses principles of prime importance for application in our industrial life. First comes the delegation of authority. Regardless of from which point instructions are received, the brain decides and then delegates the task to be done to the function or functions designed to perform the job. The body is run by experts.

"The heart never attempts to breathe, nor the stomach to carry blood from place to place. The ear does not make an effort to see, nor the tongue to smell. Everywhere the work is done by specialists. There is centralization; the body does not

[CONTINUED ON PAGE 70]

Detroit is third in building in America; the News is Detroit's building medium



AMERICA'S fourth city has the distinction of being the third in the value of buildings constructed during the first six months of 1927.

During 1926 building construction in Detroit amounted to \$183,721,438, not including the value of the land. It was third in building in 1926 and is third for the first half of 1927. During last year \$103,384,805 was spent in dwelling construction alone.

This gives some idea what a wonder market Detroit is for building and insulating advertisers, and particularly

since Detroit can be thoroughly covered by one newspaper.

Five of the six insulation advertisers in the Detroit field use The Detroit News; three of them employing The News exclusively. The local builders—those on the ground—place the bulk of their advertising in The Detroit News. During the first half of 1927 The News carried 16,000 lines more builders' advertising than both competitors combined.

Through the use of The Detroit News, alone, advertisers can get the maximum returns at the lowest cost per unit of sale—a fact well known to insulating and building advertisers.

The Detroit News

For 54 Years Detroit's HOME newspaper

354,000 Sunday Circulation

325,000 Weekly Circulation

that man named Zilch

JOSEPH ZILCH is a skeptic, a crab, and a tightwad. He is genial, trusting, and free spending. He has more money than any other man in the world, with a bit more of common sense thrown in for good measure. Mr. Zilch is the American buyer—jobber, retailer, and ultimate consumer.

Every manufacturer wants to sell him something. Many find the going very rough. The trouble is they think of Mr. Zilch as a very complicated piece of mechanism who can be won only by dogged solicitation or by hip-hip-hurrahing him into a trance of enthusiasm. If the spell lasts until the opportunity presents itself, he'll buy.

Underneath his coat of many colors Joseph is truly orthodox. His reactions to the application of certain

sound fundamental principles have been charted. They can be counted on to the *n*th degree.

The good advertising he sees in his newspapers and magazines is doing all that can be expected of it. Personal salesmanship is of a higher order today than it ever was. But there is something between advertising and selling—an ingredient that molds them into one harmonious force. It is marketing strategy.

All our experience has demonstrated that there seldom is a satisfactory solution to any marketing problem except through careful research and analysis, sound planning and concentrated sales work that takes the interest aroused by the advertising and nurses it into a friendly reception for the salesman.

Our clients find our service particularly invaluable in influencing jobber and dealer cooperation. We'll be glad to explain our methods to any executive who is meeting with stubborn resistance in that field, or in any domicile of Joseph Zilch.

JAMES F. NEWCOMB & Co. INC.

Direct Advertising :: *Merchandising Counsel*

330 SEVENTH AVENUE, NEW YORK, N. Y.

Telephone PENnsylvania 7200

11

AN ADVERTISEMENT BY
G. LYNN SUMNER AND ROBERT K. LEAVITT

He was a Finished Speaker

..... before he ever started

"What this great country needs, my friends . . . from the sun kissed shores . . . bequeathed to us by our forefathers . . . land of golden opportunity . . . inspiring prospect . . . brook no interference . . . entangling alliances . . . of the people, for the people . . . fair daughters . . . noble sons . . . ideals of your great organization . . . I am reminded . . . two Irishmen . . ."

Thunderous platitudes; resounding generalities.

And we suspect that somewhere in the audience was the editor of Advertising and Selling. We don't know where he learned how to edit, but as a long suffering, professional listener, he has learned how *not* to. He knows how easy it is to get someone to speak and how hard to get anyone to listen. He knows the one sure way to get attention is to say something worth while.

On that idea he has built the editorial success of Advertising and Selling. He has got *his* audience into the habit of *expecting* something worth reading in every page of the magazine—and he never disappoints them. "When I write for A & S," says one contributor, "I know my stuff is read because I get such a raft of letters about it."

People READ

Advertising & Selling

WHEN PEOPLE READ A MAGAZINE, IT'S
A SAFE BET THAT THEY ALSO READ ITS
ADVERTISING PAGES.

do you know *Why* these prominent Advertisers use the 'Journal' exclusively?

SANKA
COFFEE

LIPTON'S
TEA

TILLAMOOK
Full Cream
CHEESE



KRAFT CHEESE



Local advertising leadership is the forerunner of exclusive advertising in any one newspaper.

The Journal has led in local display advertising lineage for the last six years. This accounts for more and more keen buyers of advertising using the Journal, exclusively, to cover the Portland market.

The Journal has the largest daily concentrated circulation of any newspaper in Portland and, with a local daily circulation of 69,065, has a lead of 3,112 over and above the second paper.

Here are a few of the Journal's exclusive national advertisers.

If you would sell Portland, concentrate in the Journal!



Wear
Day's
tailored
Trousers

Westclox

Winton
WATCHES

Brownie
-the simplest real camera

LUX

FLAKES

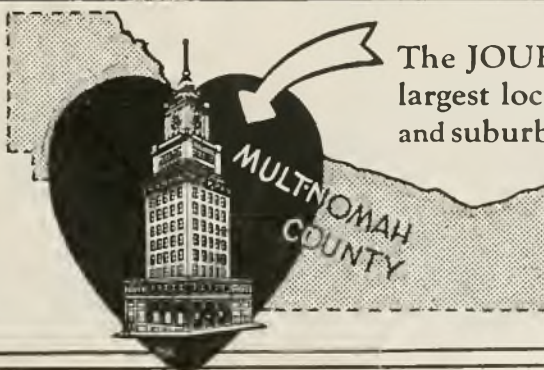


The **JOURNAL**
Portland-Oregon

3327

BENJAMIN & KENTNOR COMPANY
Special Representatives

CHICAGO—Lake State Bank Bldg.
NEW YORK—2 West 45th St.
PHILADELPHIA—1524 Chestnut St.
LOS ANGELES—401 Van Nuys Bldg.
SAN FRANCISCO—58 Sutter St.



The JOURNAL has the largest local DAILY city and suburban circulation *in* Portland!



It's the same D & C Black and White

DILL & COLLINS CO.'S.
Distributors

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

WE'VE forgotten how we trimmed the wicks, polished the smoky chimneys and filled the bases of the kerosene lamps of our childhood—but in our files is a permanent record, beautifully printed in process colors, of the lamps of those days. Edward Stern & Co., Inc., of Philadelphia, produced it for the Pittsburgh Lamp, Brass & Glass Company years ago, and the color work is as pleasing today as when it came from the press. It is on Black and White.

A generation later another type of lighting book, produced for the Pittsburgh Reflector Company by the Meyer-Rotier-Pate Co., of Milwaukee, tells the same message of quality on the same paper.

Continuously recognized preference for one paper over a span of years cannot be accident or temporary vogue. It must be based on merit. D & C papers have stood the test of time. If you are not familiar with the complete line ask your paper distributor to show it to you. It contains a quality paper for every printing purpose.

DILL & COLLINS
Master Makers  *of Printing Papers*

P H I L A D E L P H I A

It's a Cap from which the Contents Cannot Escape

Yet with only a quarter turn the container is unsealed or resealed. It gives your product an *extra* sales value—one that is being used and pushed by others.

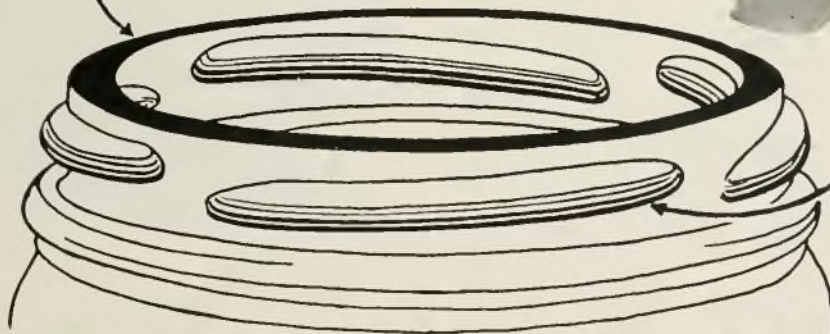
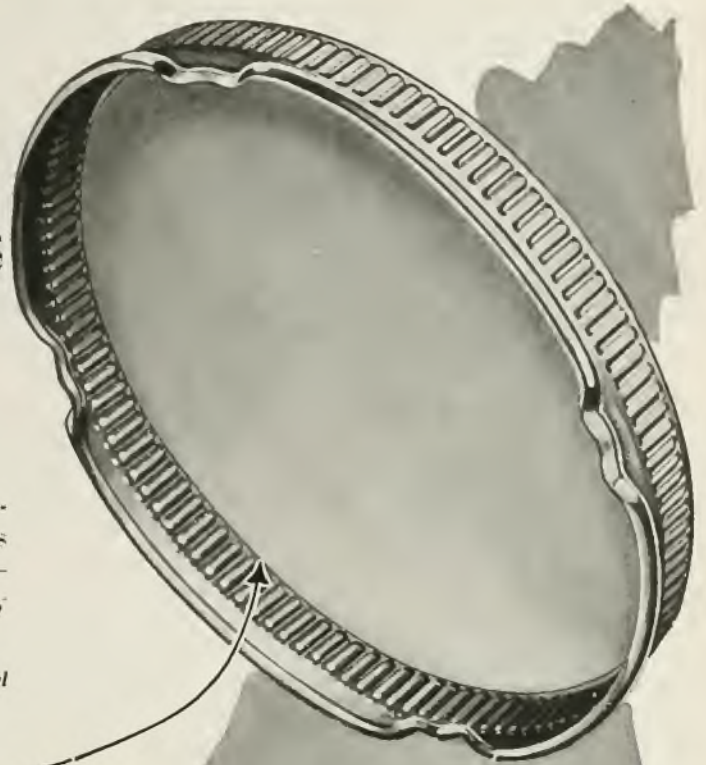
Cash in on this part of your package. Send for samples and data.

**American Metal Cap Company
BROOKLYN, N. Y.**

Branch Offices

- Chicago
- Cleveland
- Detroit
- St. Louis
- Los Angeles
- San Francisco
- Portland
- Seattle
- Louisville

This Surface
against
This Surface
forms a Positive
All around Contact
there-by making
a Perfectly Air tight Cap



*This Slightly Inclined
Multiple Thread Forces Even
Pressure all around
Sealing Surfaces.*

*TURN SECURELY SEALS
TURN QUICKLY UNSEALS*



THE AMERSEAL
REG. U.S. PAT. OFF.
CAP

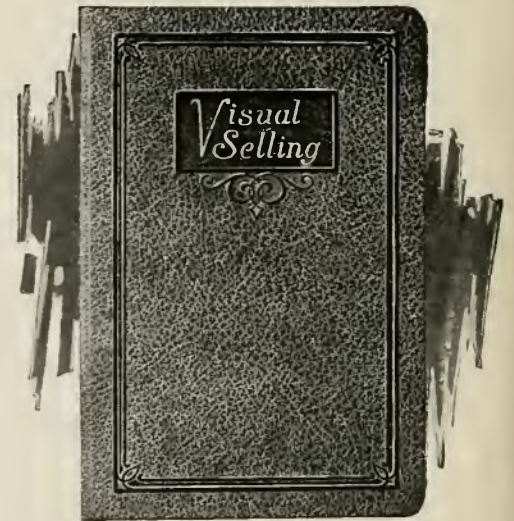


A New Book on a new idea in merchandising

THE principles of visual selling—or selling through the eye are outlined in this remarkable new Book. It will be wanted by every sales and advertising executive facing the problems of training salesmen; of selling direct-by-mail; of personal selling. The edition is limited to one thousand copies, printed in colors and beautifully bound. Mailed without charge upon request.

—
“The eye gets it”
—

The Burkhardt Company, Inc.
Burkhardt Building , , Detroit, Michigan



Size 6 inches by 9 inches. 44 pages. Printed in colors. Sewed. Bound in a flexible BURK-ART process cover. More than 40 half-tone illustrations. "Visual Selling" is one of the finest contributions ever made to merchandising literature.

To get a copy of "Visual Selling" merely write your name on your letter head and mail it to us.



Courtesy N. Y. Tribune. The ink brush in the hands of Mr. Falls is as boldly moving as a piece of charcoal and as value sensitive as an etching needle. In poster manner Falls is Brangwynesque. When an elephant bulks in a Falls Poster it bulks like the great span of a bridge.

C. B. FALLS



TO anyone that might ask who stands in the same relation to American Art, abstractly, that Professor Ludwig Holwein does to the German we should answer, C. B. Falls. If anything, the German is limited compared to this distinctly American contemporary.

C. B. Falls is probably the most distinguished of America's potential Poster artists. Potential is the word — for that poorest of America's commercial art expressions has hardly been intelligent enough to capitalize the fact of this man's special talent. Rather it has been content to dabble with mediocrity and ugliness while practically every other field of applied art seized the opportunity to divert to itself an *artist intelligence* (*TFETRK) that can touch nothing unless to embellish it.

Thus one does not know exactly, where to look for the next specimen of Mr. Falls' work. It comes upon you unexpectedly from the pages

of a book. Or a trade-mark for some especially significant merchant. The graphic decoration for some fine volume. A beautifully decorative bit of lettering. An alphabet in striking block tints. A design for some fabric. Costume and setting for some unusual theatrical presentation. Always for some distinguished client. Always a masterpiece of drawing, — a triumph of color. Ever dominated by a distinctly decorative composition that is as typical of Falls as another historic decorative manner indicated Albrecht Durer.

C. B. Falls is the panacea for many of the ills attendant upon an age of artistic specialization. When an art director falls heir to some important art problem that is a bit too hot for him he can act on the variation of an old adage — "When in doubt — make a desperate effort to get Charley Falls."



*Thanks for expression to Rockwell Kent

THE WALKER ENGRAVING COMPANY

An engraving assignment from an artist like C. B. Falls would surely be an interesting example to a layman getting acquainted with engraving. The paper is selected to influence the ultimate design. The sketch covered with an apparently



chance coating of blue tells only to the intelligent engraver how a preconceived knowledge of the mechanics of engraving is expected to serve the artist. There is a ready understanding between craftsmen who are artists and the artist who is a craftsman.

12% less

but

22% more

While Department of Commerce figures show a decrease of slightly more than 12% in the number of manufacturing plants, between the period 1919 and 1926...

They also show a 22% increase in the amount of horse-power utilized!

The enlargement and consolidation of plants...the use of improved machinery...the demand for greater production...all have been made possible through the more efficient production of power...with fewer workers.

Remember...whether from central station or private power plant...this energy is generated by the readers of

POWER

The recognized authority on power plant design,
operation and power application.

Tenth Avenue at 36th Street

New York, N. Y.

How

Boston's shrewdest merchants sell their market

AMONG Boston's department store managers are numbered many of the most successful merchants in the country—some of them national authorities on sound and aggressive marketing methods.

These men know the Boston market—and know how to reach it. Their actions can be studied with profit by all who look for greater sales volume in the Boston territory.

Boston's department stores concentrate their selling in Boston's 12-mile trading area. Here they make 74% of their package deliveries. This area is Boston's Key market—the greatest concentration of people and wealth in New England.

How the Globe covers this buying group

And to sell this market these stores use the Globe first—daily and Sunday. The daily Globe carries more department store advertising than any other Boston paper. The Sunday Globe carries more than the 3 other Boston papers combined.

The Globe has attained and held this position of leadership because it appeals to *all classes* of Boston people regardless of race, creed or political views. It is the only Boston paper to hold a uniform circulation seven days out of every week.

To men the Globe offers general news, editorials and sports, free from bias or favoritism.

To women the Household Department is a daily guide in thousands of New England homes.

Merchants who know Boston have found that the Globe's readers constitute the strongest buying group in this territory. That is why the Globe is the backbone of successful advertising efforts directed at the Boston market.



Department stores concentrate their selling in Boston's 12-mile Trading Area

In this area are—

74% of all department store package deliveries

61% of all grocery stores

60% of all hardware stores

57% of all drug stores

57% of all dry goods stores

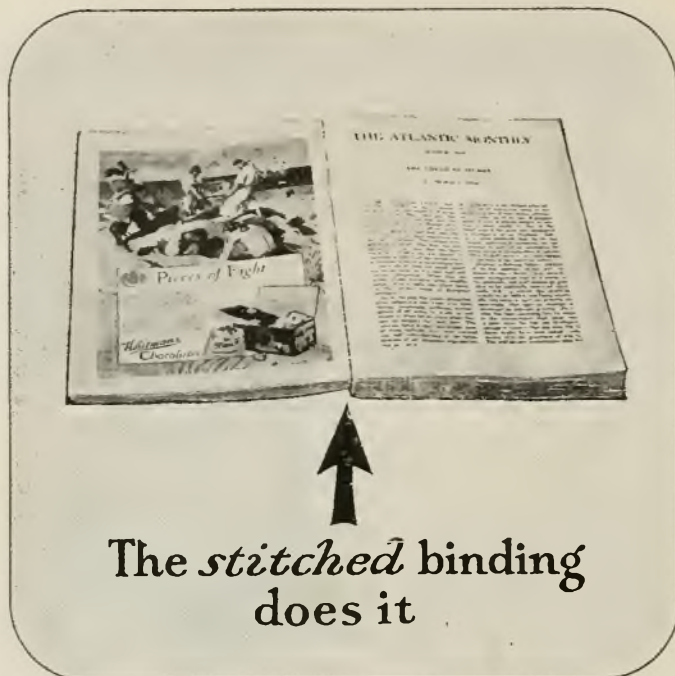
55% of all furniture stores

46% of all auto dealers and garages

The Boston Globe

The Globe sells Boston's Buying Group

Audited Net Paid Circulation for 6 months ending March 31st, 1927—Daily 286,361; Sunday 333,452



The *stitched* binding
does it

12 Points of Distinction in The Atlantic Monthly

OPENS EASILY—
STAYS OPEN!

III

No need to jump on The Atlantic before reading, to keep the magazine from snapping shut when each page is turned.

Mere mechanical detail, but important, because it establishes the line of least resistance to each advertising page.

Circulation 110,000, ABC
Net Paid—Rebate Backed
Guaranteed

*An Original Atlantic
Feature Since 1857*

THE ATLANTIC MONTHLY

A Quality Group Magazine

8 Arlington Street

Boston, Mass.

Advertising & Selling

VOLUME NINE—NUMBER TEN

September 7, 1927

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THE status of the farmer, particularly the economic status, has changed greatly within the past few years. This change has vitally affected his needs and buying habits, and the wide-awake advertiser is the one who keeps abreast of this change and meets the new conditions as quickly as they arise. In this issue John Allen Murphy contributes an article which discusses in some detail nine of the most important influences which have conspired to bring this change about. This article is in part supplementary to a previous article of his, "Getting Farm Business Today," which appeared in the June 15 issue of ADVERTISING & SELLING.

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

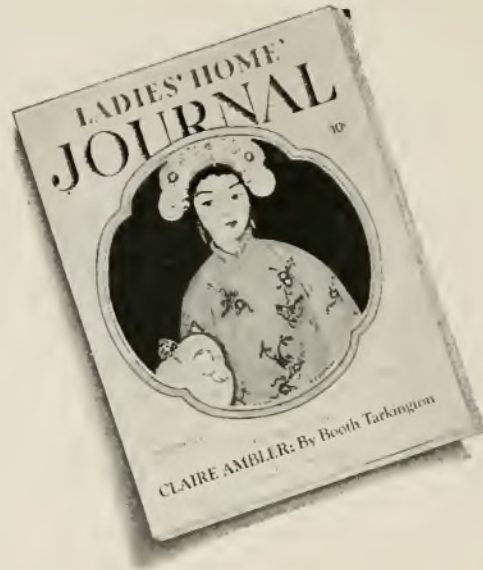
NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

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

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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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The new Ladies' Home Journal is on the stands

The new Ladies' Home Journal is on the stands, containing a representative showing of advertising prepared by The H. K. McCann Company for its clients. Please note particularly the versatility indicated by the advertisements on the following pages:

- Page 148 Borden's Evaporated Milk
- Page 165 Cannery League of California
- Page 190 Twenty Mule Team Borax
- Page 196 "Vaseline" Petroleum Jelly
- Page 197 Hawaiian Sliced and Crushed Pineapple
- Page 210 Beech-Nut Foods

THE H. K. McCANN COMPANY
Advertising

NEW YORK
CHICAGO

CLEVELAND
LOS ANGELES



SAN FRANCISCO

SEATTLE
MONTREAL

DENVER
TORONTO

SEPTEMBER 7, 1927

Advertising & Selling

FREDERICK C. KENDALL, *Editor*

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

Nine Influences That Changed the Status of the Farmer

By John Allen Murphy

“GETTING Farm Business Today” is the title of an article which I wrote for ADVERTISING AND SELLING a few months ago. That article attracted much attention. It has been reprinted, it has been made the subject of advertisements, and it has been alluded to in several publications. For instance, Dr. Glenn Frank, president of the University of Wisconsin, epitomized the article in one of his syndicated newspaper editorials.

The article attempted to depict the present status of the farm market. It showed that the farmer is not nearly as badly off as he thinks he is. The average farm income for the United States is \$2,350. The average farm income for the good counties in such rich agricultural states as Illinois, Kansas, and Iowa, is well over \$4,000. Furthermore the farmer's income has much greater buying power than the city man's.

However, statistics do not do justice to the farm market. Citing the farmer's income and estimating his buying power tells only part of the story. It is true that half of the country's population lives on farms and in towns that are dependent on

farm trade. It is true that the income of the rural half of the population, in buying power at least, does not fall far short of the income of the urban half. But this does not fully explain the importance of the farm market.

To explain it, we must strike out

on another tack entirely. Let us compare the farmer of today with his father of thirty years ago. There is a vast difference between the two. The farmer of thirty years ago was popularly known as a “rube” or “hayseed”. The hick type of farmer no longer exists, except in funny pictures and in vaudeville. The 1927 model farmer does not differ from the city man as far as knowledge, culture, clothes and appearance is concerned.

What has brought about this change? There are nine factors or influences which must be given the major credit for having placed the farmer on a social par with the city resident. These influences are:

- Rural Free Delivery
- The Telephone
- The Motor Car
- Good Roads
- Concrete
- Water Systems
- Moving Pictures
- Radio
- Electric Light and Power.

Other influences played a part in the metamorphosis of the farmer. Some of these other factors are: the gasoline engine, central heating plants, the phonograph, the Chautauqua, the agricultural



Courtesy McGraw-Hill

college, consolidated rural schools and the county agent. In the present study, however, we are concerned with only the nine influences first enumerated.

The thing that made the farmer a "hick" was his isolation. Cut off any person from frequent contact with the outside world and in a few years he will become a "hick". As a "hick" he will think, talk, act and live differently from city people. People who are in constant communication with the outside world, are greatly influenced by this contact. They come under the power of suggestion and before they realize it they begin accepting the suggestions which they are daily receiving from society.

It is for this reason that all persons living in an urban society, tend to live on the same plane as their neighbors. Some one in a community puts a composition roof on his

house. Presently others follow suit. In a few years, the composition roof has become the vogue in a locality.

Remember the first owner of an automobile in your town? His townsmen laughed at him. After a time, some one else got enough nerve to buy a car. Shortly, a few more joined the automobile-owning class. In a few years the mental resistance of the whole town against automobiles was broken and everyone bought them that could scrape the money together.

It was the same with short skirts, balloon tires, furs in summer, rayon, the vacuum cleaner, the washing machine, sending children to a summer camp, and every other innovation that has ever been introduced. People scoffed at them at first and wound up by accepting them.

Anyone who understands psychology knows that these people could not help themselves. As soon as

they fell under the subtle influence of suggestion, they were doomed to accept the innovation that was being proffered. Suggestion, if it is kept up long enough, always works. People think that they will be able to hold out against it, but eventually ninety-nine per cent of them will capitulate. Trace the history of any new thing that you please and it will be found that that has been the invariable history of the public's attitude toward it.

But until the nine influences, that have been mentioned, came into existence, the farmer was comparatively immune to suggestion. Not having daily contact with society, he did not receive the innumerable suggestions that are constantly being sent out by fashion, by change and by the every-day actions and habits of people.

As soon as the nine influences did
[CONTINUED ON PAGE 48]

Is Newspaper Experience an Aid to Copy Writers?

By S. E. Kiser

IT might be supposed that a man who has had newspaper training, especially on the editorial side, would be peculiarly qualified for the production of advertising copy, but there are certain reasons why such a supposition would not always be well-founded.

The successful editorial or feature writer is pretty sure to develop style. His work takes on certain characteristics by which his associates are able to identify it immediately, though it may not be signed.

Having developed a style of his own, the editorial man is likely to find, when he begins to write advertising copy, that, instead of having an advantage, he is burdened by a handicap.

The advertiser usually knows exactly what he wants, as far as copy is concerned, and it is useless to argue with him if he does not happen to like the individual style the writer has acquired. He is not paying for style, nor is he interested in the enhancement of the copy man's literary reputation. His one purpose is to sell his product. If he has found that a certain kind of copy is effective in advancing that purpose he will not be persuaded to change it for the sake of artistic improvement.

To the former newspaper man, keen upon the scent of subjects, and trained to strive for originality in presenting them, it will probably seem absurd to work one idea over and over, or to say the same thing in about the same way time after time.

He will want to introduce ideas of his own, and, perhaps, try to make each piece of copy tell an entirely new story, or tell the old story in an entirely new way.

If his ideas happen to find favor with the advertiser, or if his new copy "slants" and "appeals" win approval, he may consider himself lucky, but if there are objections it will be wise for him to submit without argument. Making a stand for an idea or for the manner in which it shall be presented may be effective in an editorial council. It is useless, however, to try to convince an advertiser against his will. The thing isn't being done.

Here, then, is a bit of advice to former editorial men who are endeavoring to write advertising copy, and it is offered by one of them:

Give the advertiser what he wants, no matter how badly it may hurt. If you don't, somebody else will.

Bite Yourself An Advertisement

By Ralph McKinley

SHE was rumbling along toward home atop a Fifth Avenue bus when she glanced up and noticed in the seat ahead a certainly big, and probably tired, business man intently reading an advertisement in his *Sun*. As her own salary flows from an advertising pen, the young lady read over his shoulder. And this is what she read:

"Bite Yourself an Alphabet"
"What did she spell?"

"They were sitting. The sun was setting. He said, 'You are the only one I ever loved.' She was a pretzeler. She grabbed a handful of O-So-Guds from the lunch basket. She bit rapidly and laid each completed letter on the green grass. The first three letters were:

A P P

"Can you supply the other seven letters of this compound word and tell what her answer was?"

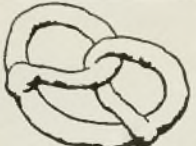
"You, too, can pretzeler, but you'd better eat about seven before you start making letters. The O-So-Guds are so good that it's hard to stop eating to spell—unless you eat first."

And so on to the end. The gentleman reader then went back to the "A P P" and began moving his lips and counting on his fingers as he concentrated on the problem of finding a ten-letter compound word beginning with "A P P."

This is the only one of the sixteen advertisements in the newspaper series on National Biscuit Company pretzels which requires any head work. The rest of them have no puzzle department. All are recommended to those who are interested in advertising that is worth reading because it amuses the audience to which it is directed.

The National Biscuit Company is one of the very largest units in the food industry, with thousands of employees, hundreds of products and millions in sales. It is refreshing to find a concern of this size and importance willing to run copy completely free of that silk-hatted pomposity, mistaken for dignity, which makes the advertising of so many large concerns stuffy and dull. The National Biscuit Company treats its pretzel advertising with the lightness and frivolity that

Bite yourself an Alphabet



"Mr. Pretzeler is busy in conference"

Very, very high pressure executives make it a rule to pretend to leave once every after-noon. They find that biting out letters even saves 100 H.P. hours. Try it. Lock the doors. Seal out word you're in conference and start biting. A good word to bite is

BUSY

because it helps make you believe you are—

—busy, at least, being a pretzeler. It was a pretzeler who invented the word *busines*. He was thinking of the fine heavy salty flavor that comes from every O-So-Gud. And the crispness and brittleness. To see nothing of the crutchman. The more you chew with O-So-Guds the better you like it. Pretzel fingers going to bed. With soup, salad, dessert. When you drink things etc. If the youngsters will not believe make them something better than a hokey hot nice good. And you don't have to worry about digesting them. That's easy.

Uneeda Bakers pretend, of course. We sell them O-So-Gud because they are.

O-SO-GUD
PRETZELS



Bite yourself an Alphabet



What did she spell?

They were sitting. The sun was setting. He said, "You are the only one I ever loved." This was a pretzeler. She grabbed a handful of O-So-Guds from the lunch basket. She bit rapidly and laid each completed letter on the green grass. The first three letters were:

A P P

Can you supply the other seven letters of this compound word and tell what her answer was?

You, too, can pretzeler, but you'd better eat about seven before you start making letters. The O-So-Guds are so good if you eat first. Uneeda Bakers bake pretzels brown, bake them brittle, bake them crisp, bake them crunchy. That's what makes O-So-Gud so good to eat and so easy to digest. And they're salty. Pretzellers eat pretzels with hard desserts, with soup, with salad, with dessert, with cheese, with cold drinks, with tea, on picnics, between meals and all the other times there are to eat. Good for children.

O-SO-GUD
PRETZELS



"And they're salty. Pretzellers eat pretzels with hors d'oeuvres, with soup, with salad, with dessert, with cheese, with iced drinks, with tea, on picnics, between meals and all the other times there are to eat. Good for children."

Then in small type beside the illustration of two styles of pretzels:

"O-So-Gud is a full grown pretzel all tied up in knots. Who tied it? Uneeda Bakers. Ask us another."

"Slim Jim: Not so big but just as good to eat. Slim Jim is long, lean, lanky. Sold in handy packages."

All the advertisements suggest the formation of letters by biting away certain sections of the twisted pretzel. The first of the series explains:

"There's a new order—the Order of Pretzellers. Any man, woman or child, from 6 to 60 can join. All you need to belong is a set of teeth (first teeth, second teeth, or store teeth) and some O-So-Gud pretzels.

You initiate yourself by biting out an A. Like this. . . . Bite your A and you're a member. After you bite your A, eat it. Then go as far as you like up to Z."

Another one begins like this:

"Very, very high pressure executives make it a rule to pretzel at least once every afternoon. They find that biting out letters rests their 90 hp. brains. Try it. Lock the doors. Seal out word you're in conference and start biting. A good word to bite is

BUSY

because it helps make you believe you are—busy, at least, being a pretzeler."

And another:

"Back in '73 Grandpa was the pretzel biting champion of Kokono County—and he's still good. He can bite straight through the alphabet without spoiling a single pretzel. Bobby can already make a 'L' in a single bite, but he's apt to leave rough edges on his 'Q's.'"

"In a statement recently bitten, for the press, Grandpa said: 'Uneeda Bakers' pretzels are

O K

Pretzels today are better than ever. Crispier than the kind we had when Grant was president."

What a lot more fun for the writer to write and the reader to read this kind of copy than some of the things that might have been:

National Biscuit Pretzels are crisp and abounding in flavor because of the skillfulness of our pretzel benders, some of whom have been with us for 97 years."

Or this one:

"Pretzels baked by Uneeda Bakers have that supreme goodness because they are made from handpicked flour, garnered with the dew still on it and rushed to the foundry at the gardenside."

Or this one:

"Science says now you, too, can have the apple cheeks of perfect health if you will eat a peck of pretzels a day."

That had better be enough.

the subject deserves, yet the copy has plenty of straight selling punch. The advertisement above goes on to say:

"Uneeda Bakers bake pretzels brown, bake them brittle, bake them crisp, bake them crunchy. That's what makes O-So-Guds so good to eat and so easy to digest.

My Life in Advertising—VIII

From Steam Car to Studebaker

My Automobile and Tire Advertising Experiences

By Claude C. Hopkins

I WROTE my first advertisements for an automobile in 1899, I believe. They were in the interests of a steam car made in Milwaukee. My book on the car was entitled "The Sport of Kings." The model I owned was the first motor car in Racine. My first day of ownership cost me \$300, through the scaring of hack horses and other forms of damage.

I was chauffeur and garage man. It required thirty minutes to start the car, which we had to count on in catching a train. And on more than that. Starting was a small problem when compared with keeping the car going. When we drove ten miles without a breakdown, we boasted of the record. When we ever got through to Milwaukee, about 25 miles, we went directly to the factory for repairs, and we rarely returned that day.

Every ten miles we stopped for water. Then we watched the boiler gage. As the car moved it pumped water, but it often moved too slowly on the roads of those days to keep the boiler supplied. Our seat was on top of the boiler. I remember nights on muddy roads when we watched the water gage go down. At a certain point we knew the boiler would explode, but we kept on going to shorten our walk back home. There are pleasanter experiences than sitting over a boiler on a gloomy night, waiting for it to explode and contemplating the long muddy road ahead.

But that experience made me an automobile enthusiast. In the time since then I have written successful automobile ads about some twenty cars.

During my early days with Lord & Thomas, Hugh Chalmers bought out the Thomas-Detroit car, and he came to consult me about it. Mr. Chalmers was a remarkable man.



Photo by Poling Studios

He had been, it was said, the highest paid sales manager in the United States while with the National Cash Register Company. I learned much of salesmanship from him. And I was gratified to note that in all our years together he and I never disagreed.

The problems in automobile advertising then were very different from the problems now. For years the situation was constantly changing, like a kaleidoscope. One had to keep very well informed to strike the responsive chord.

IN connection with Mr. Chalmers' advertising I featured Howard E. Coffin, then chief engineer for the Chalmers Company. As we go along my readers will note that wherever possible I inject some personality into an advertising campaign. This has always proved itself a very impressive idea. People like to deal with men whose names are connected with certain accomplishments. They

would rather do that. I have found, than deal with soulless corporations. The naming of an expert in an advertising campaign indicates a man of unique ability and prominence. He may be unknown to the public. He generally is at the start. But when a manufacturer features him, people accord him respect. He soon becomes famous; then his name becomes an exclusive feature of great value. Howard Coffin was unknown when I first featured him. Advertising gave him such prominence that he was made head of the Aircraft Board in the war.

For somewhat similar reasons an individual's name is usually better than a coined name on a product, and far better than a trademark. It identifies the sponsor as a man proud of his creation. It is far easier to make a man famous than to make famous an institution. Consider how much names count in theatrical productions, in the movies or in authorship. They are often names created for the purpose. This is also true in merchandising.

In those early days Cadillac and Chalmers cars sold at about the same price—around \$1,500. The Cadillac had an older reputation and was a much handsomer car. But the featuring of Howard E. Coffin gave to the Chalmers a distinction which brought it great success.

We met other conditions as they came up. We found a growing impression that automobile profits were excessive. We met the situation with headlines announcing, "Our Profit Is 9 Per Cent." Then we stated the actual costs on many hidden parts. The total was over \$700, and it omitted all the conspicuous parts, like the body, upholstery, etc.

That brings up another point in advertising: the advantage of being specific. Platitudes and generalities

[CONTINUED ON PAGE 88]

Salesmen Who Travel Abroad

By B. Olney Hough

"SAWDUST was still in his hair—he came to us directly from a mill. His clothes were something fantastic—they still are—and he never has learned to buy a hat that fits. He can't spell, you ought to see his letters. But good Heavens, how that man can sell saws! When it comes to foreign traveling men, as for me I don't give a tinker's damn whether he can read and write so long as he can sell goods." It is an experienced and successful export manager talking.

Is there something of a shock in this for those of us who have been impressed by the strenuous teaching that no representative of an American house must ever be sent into foreign fields who is not a combination of the Admirable Crichton and Beau Brummel? We need not be shocked, we need not revise our ideas and our theories, for the answer to the puzzle,—“What sort of men should be chosen as foreign traveling salesmen”—is simple in expression, if exceedingly difficult in execution. That answer is, the first qualification of a salesman anywhere, abroad just as at home,—the ability to sell. All else is secondary. But there comes the rub. How can one determine whether a man can sell, or not? The answer is try him out at home first.

Scores of men have been despatched into foreign countries to sell the products of American manufacturers whose sole recommendation has been the ability to speak a foreign language, or a residence (in apparently any sort of capacity) in the foreign markets to be visited. This seems to be a variation of the old notion that used to prevail among manufacturers that an export man is one who wears his hair



Drawn by Rene Clark for Crane & Co.

long and speaks twelve languages, including the Eskimo.

On the other hand there is the type of exporting manufacturer represented by a friend of mine who makes cheap jewelry. He came to the conclusion that he could probably increase his trade in some of the Latin American markets if he were to send a factory representative to them. So one day the representative he had chosen appeared at my office to get advice, or tips, in regard to his trip and the markets he was to visit.

AS I talked to the man I was more and more dumfounded at his choice as representative, not so much because he was a rough-neck of the crudest description, not so much because he knew not a word of Spanish, had never been outside the State of Rhode Island (we will say) and had no comprehension of other peoples of the world, as because he had had no selling experience whatever. When he had gone I wrote a letter to my friend the manufacturer protesting against his choice. The manufac-

turer thereupon paid me a visit in person. "Well," he said, "that man has been in our employ for twenty years, he knows the business inside and out, he is the most faithful and loyal employee we have. We lately made him book-keeper. For years he had been the most expert of our operators of machines. We thought that he deserved this trip abroad." "Oh, I didn't know that you were running a Home for the Friendless or an Orphan Asylum," I observed with some feeling. "That's a long and expensive trip, you know. Don't you want to make it pay? That man won't do a thing except spend your good money." And he did

not. A year later the manufacturer confessed to me that the trip was an utter fizzle from start to finish. Something more than an intimate, inside knowledge of goods and plant is necessary.

Absurd, it seems, to emphasize so elementary a principle, but equally absurd is the ridiculous fashion in which so many manufacturers kiss all common sense goodbye when foreign work or export trade rises on their horizon. A foreign trip is not a junket, nor is there anything mysterious about it. It is a strictly business proposition, involving dollars and cents—plenty of them. If worth doing at all, it is worth doing right.

It is by no means infrequently remarked that the best of all ways of selling goods is through their personal presentation by an adroit salesman. If true at home, this is even more true abroad. Expense and a fear of the unknown deter the great majority of manufacturers from sending salesmen into distant countries, and undoubtedly, as well as rightly, few manufacturers un-

dertake that policy until their trade in export markets has been started and gives encouraging promise. When that point is reached, then every aggressive manufacturer sends his salesmen abroad, regularly or occasionally. Many years ago a cer-

tain American manufacturer of hardware specialties was the butt of much ridicule because he supinely allowed German manufacturers to imitate his goods and steal trade away from him. Today that manufacturer maintains twelve salesmen

of his own in other countries of the world, and laughs at the poor German goods. No illustration better indicates the present disposition of modern manufacturers.

But the saw manufacturer whose
[CONTINUED ON PAGE 62]

The New Thought in Industry

By Fred W. Shibley

Vice-President, Bankers Trust Company, New York

THE new thought in industry embraces a system of scientific management having three primary essentials:

1. Advance knowledge (research)
2. Planned operation
3. Management control of operation as planned.

This conception of a scientific industrial system is by no means new in point of time. It is really very old. It is termed new because it appears bright and fresh, having been polished up a bit in recent years and made to sparkle when employed by certain efficient individuals and corporations.

Commercial bankers have learned within the past few years a great deal about sales research and its potentialities as a basis of merchandising and distribution and as a foundation for building a balanced industrial or commercial structure.

One of the first problems that I had to tackle during the depression of 1920-21 was the reorganization of a concern manufacturing chewing gum, a business that I knew absolutely nothing at all about. This business was greatly over-expanded; it was out of balance in every particular.

In order to liquidate the surplus assets without undue sacrifice it was necessary to continue operations. Current operating losses, however, were excessive and therefore the problem confronting us was, in the first place, to continue operations without loss and, secondly, to establish the business on such a profitable basis as would enable the company to pay its debts and re-establish its credit.

The first step was to separate the good, active assets from the surplus and questionable assets. The question of my banker associates which I then had to answer was, "Could the good active assets be utilized in an operation without loss?"

To answer this very pertinent inquiry it was necessary to determine in what amounts and at what price the several products of the company could be sold and where they could be sold.

The key salesmen covering the sales

territory of the company in the United States and Canada were called in and consulted as to sales conditions in their several locations. They were asked the size and conditions of current stocks in jobbers' retailers' hands, sales methods and the selling influence of advertising and other sales stimulants. Finally they were requested to estimate for the coming year what they thought could be sold and to whom, in their territories

The salesmen so consulted realized, as I did, the gravity of the situation and gave serious consideration to each question propounded. They hesitated to estimate possible and probable sales. Their jobbers were in every instance overstocked and demand was by no means as great as during the war period.

Nevertheless a sales estimate by months was obtained, an estimate well under the sales volume of preceding years, but each of the salesmen when he had submitted his estimate, assured me it was conservative and that he would go back to his territory and produce the volume of business he had forecasted.

THE next problem was to plan a production schedule which would harmonize with the sales volume forecasted and to relate working capital, plant requirements and personnel to the operations so planned. It had to be co-ordinated with the sales forecast so that the income from sales should exceed somewhat the costs of material, labor, sales expense, advertising, administration and interest on active capital employed. To demonstrate the ability of the management to do this the dollar of sales was broken down into its constituent parts, as above enumerated. The dollar of expense had to be fitted into the dollar of income.

The planning and accomplishing of this desired result was our greatest task. The first sales dollar set up showed, as I recall, that the cost of each dollar of sales was one dollar and fifteen cents. Then began a process of squeezing a \$1.15 bulk into a \$1.00 space and to do this each item of expense had to be scrutinized, pared down wherever possible and in some cases decimated.

In particular, I remember clearly

that we had a tremendous struggle, lasting several days, over the expense item "Advertising" which had been left to the last in the squeezing process. Advertising was considered the life blood of this business and I was warned to go slow in reducing it. After patient study of this acute problem, the knife had to be used for the simple reason that no other expense item could be pared further, and this was done with the feeling of the surgeon who conducts a kill-or-cure operation.

The making of the sales dollar accomplished, the next thing to do was to find a man as president of the company to put the plan, as outlined, into action and control its operation. The old management was not in sympathy with our proceedings and went its way.

At the end of the first year the sales were only a few thousand dollars less than had been forecasted and a small operating profit had been made. The second year, sales were increased and we of the bankers' committee, watching this company convalesce, saw that under the system of control originally devised, every dollar of increased sales bore only a cost covering raw material, direct labor and a small variable burden. In brief we saw that profit is made in largest volume on the last \$10,000 of sales within the fiscal year.

I said to the president of this company several months ago, "We have done so well let's go after another million dollars' worth of business."

I did not wish to break that sacred budget of ours, but I wanted to be shown. So it was planned to feel our way by testing different advertising methods in various markets, employing them as advertising laboratories on different styles of product.

This experiment convinced us that when other expense items of a sales dollar are fairly well standardized, the result of increasing or decreasing the percentage allocated to advertising can be observed in a convincing way. The float feed in a carburetor must be so adjusted that it will permit the flow of exactly so much gasoline into the explosion chamber of an engine and no more. In a similar way the advertising budget should be so planned that it will obtain the maximum result with the minimum of cost.

Portions of an address delivered before a dinner to the officers and clients of Cowan, Dempsey & Dangler, Inc., New York.

I Speak for Cinderella

By Christopher James

IT is in some such rough and ready way as this that most advertisers determine their advertising appropriations:

Sales last year.....So much
Expenditures for advertising.....So much
Advertising cost per unit.....So much
Raw materials will cost, { more } than last
 { less } year
Competition will be, { keener } than last
 { less } year

Other factors, such as labor, freight and selling expense, are considered. These, however, do not vary greatly. Indeed, they vary so little that the estimates which well-organized enterprises set down as covering them are astonishingly close to actuality. In most cases the advertising appropriation is fixed without very much regard for these factors. What the sales and advertising managers chiefly concern themselves with is—how much did we sell last year? What was the advertising cost? How much should we sell next year? In what way and to what extent will raw-material costs and competition interfere with our ambitions? When approximately correct conclusions are reached on those points, the rest is easy.

The next step, usually, is to apportion the appropriation. So much is set aside for magazine advertising, so much for newspapers, so much for outdoor advertising, so much for store signs, so much for street cars. It is all very simple.

In the last year or two, another medium has insisted on being recognized. This is the radio. To provide for it, many advertisers have increased their appropriations. Others, and I imagine they are in the majority, have rearranged their appropriations. They have lopped off ten or twenty thousand dollars from this and as much more from that. In this way they have found money for the air-man.

May I point out that all these media are brought to the advertiser's attention in ways that leave little to be desired from the seller's standpoint? An extremely effective business-creating ma-

chine is constantly at work in their behalf. Letters are written, calls are made, the telephone and telegraph are requisitioned. Equally important is the fact that the advertising trade journals, quite unconsciously of course, further the interests of these mediums in that a very large percentage of the articles they print have to do with some phase of newspaper, magazine, street car, billboard or store advertising.

MEANWHILE, an extremely potent form of advertising is in grave danger of being overlooked. This refers to sampling. This medium has no paid advocates. No advertising trade journal devotes pages to it. Such a thing as an annual convention of samplers is unheard of. No high-powered salesman ever calls on advertisers and tells them they ought to sample, regardless of whatever else they do.

There are more than a few things in Claude Hopkins' reminiscences now appearing in ADVERTISING AND

SELLING regarding which there is room for honest difference of opinion. However, when he says the following in the June 1 issue, he puts into words the undying conviction of every man who has practised advertising, not merely theorized about it:

The hardest struggle of my life, has been to educate advertisers to the use of samples; or to trials of some kind. They would not think of sending out a salesman without samples. But they will spend fortunes on advertising to urge people to buy without seeing or testing. Some say that samples cost too much. Some argue that repeaters will ask for them again. But persuasion alone is vastly more expensive.

Advertising copy is more brilliant today than ever before. It is, if anything, too brilliant—so much so, that often it defeats its own purpose. Art work is far better than it was only a few years ago. Outdoor and street car advertising have been put on a sound basis. But most men who have to do with advertising are so busy passing judgment on the details of what might be called the accepted mediums of advertising, that they forget that such a thing as sampling exists.

Sampling is the Cinderella of advertising. The great trouble with being a Cinderella is that one is apt to be forgotten. The dear girl sits in a corner and waits, hoping against hope that Prince Charming will see her—not only see her, but speak to her and ask her to dance with him. Sometimes, he does; but the chances are all against it. It is for that reason that I speak for her.

Mr. Hopkins will bear me out when I say that there is hardly an advertising problem which sampling, in some form or other, will not help to solve. This may seem to be an extreme statement. But it isn't. Any advertising agent who is worth his salt can, if the advertiser insists, find work for Cinderella. That is, he can figure out a method whereby sampling can be applied to his particular problem.



[CONTINUED ON PAGE 87]

"Be Yourself!"

By Laurence G. Sherman

SUPPOSE I have just purchased a new-fangled egg-beater, widely advertised as being everlasting in point of wearing qualities, finish and material. It is a good egg-beater, which beats eggs better than anything yet devised. But it has little crannies in the blades which are very hard to clean, and my wife says that this defect offsets its admirable qualities, because the yolk of egg is a notably obdurate substance which will not readily yield to hot soap-suds, but must needs be scoured off; and scouring in the narrow crannies is a laborious task.

Now, suppose further that I personally know the sales manager of the egg beater company. I take the offending beater to him one day and tell him that I think it is a world-beating egg-beater, but it has one serious fault, which I proceed to point out to him in a spirit of constructive criticism. What does the sales manager say and do? First, he expresses his appreciation of the criticism; and if it is something that lends itself to practical correction, he starts the wheels turning to eliminate the trouble. Or he may explain to me just why it would be utterly impracticable to cure the fault. In any event, when I leave his office, I feel satisfied that this concern is sincerely trying to produce a real egg-beater, and is on the alert to perfect it in every possible way. And I go home and stoutly defend the egg-beater to my wife.

Now let us suppose that I don't know the sales manager or anyone else connected with the organization. The company is located in a distant state, and is a personality to me only as I have visualized it through its advertising.

I have been told in four-color double spreads in the national magazines that this company is the very dickens of a going concern; that it



IT would be folly to suppose that the highly paid executive of a large corporation gives his personal attention to every letter that comes to his desk. Rather he passes his mail on to some thirty dollar a week correspondent who answers it in his characteristic thirty dollar a week style. In a single instant good will built up by long years of extensive advertising may be destroyed.

is just what all the rest of the big advertisers are, if I make myself clear. My plaintive note about the crannies in the beater blades must perforce be sounded by mail, instead of in person. So I write a letter which says exactly the same words I would say in the hypothetical interview cited in the first paragraph.

THREE weeks later I receive this reply: "Subject: Defective Egg-Beater. Dear Sir: Yours of the 20th ult. received and contents noted. We are sorry you have experienced trouble with your Beatemup Egg-Beater, and will be glad to replace same if the fault is due to any defect of material or workmanship. If you will mail the egg-beater to us, securely packed, we will examine same and will make replacement if the trouble is not due to abuse or rough handling. Please be sure to write your name and address plainly on the package. Yours very truly, (stamped signature) Sales Department, The Beatemup Mfg. Co."

Now just who is the Beatemup Company trying to be when it writes that kind of a reply to an intelligent letter? It surely isn't itself. It has spent hundreds of thousands of dollars each year to invest itself with a personality which stands for cheerful willing performance; it has humanized itself so that people will think of it as a real group of regular people, understanding the knotty problems of egg-beating in the American home. And when the pinch comes, it falls down with a resounding whack, and assumes the form of a meager, thirty-dollar-a-week sales department correspondent, whose job it is to sort out the mail and fit form paragraphs together to compose a reply which in his opinion answers the question.

Day after day, all over the country, this process of concealing the real personality of important companies by a shoddy cloak of apathy and indifference goes on. Years ago I was in the sales department of a large small-tool manufacturer. I saw letters go out to important customers which would arouse a shout of laughter, if the situation weren't so tragic. Imagine this one—and it's gospel truth: "We have your valued inquiry of the steenth instant, and are pleased to advise that we do not make this model any more, so cannot quote you prices. Thanking you for your inquiry, however, we beg to remain, Very Truly Yours," . . . When the sales manager saw the carbon copy he groaned and said, "Poor M— doesn't view with alarm, but points with pride!"

Just this last spring, I bought two or three phonograph records of a type that was a distinct innovation. After playing them a few times, I noticed that where the volume of sound was greatest, the material of which the record was made broke down, and the result was a scratch

[CONTINUED ON PAGE 72]

How Advertisers are Using Humor



To illustrate "The Singing Shave" an advertisement prepared by Federal Advertising Agency for American Safety Razor Corporation. Photograph by Lejuren à Miller



One of a series of ingenious photographs by Anton Bruchl to animate the Fabric Group trade-mark of Weber & Heilbronner



INSTRUCTING THE COOK—a long time ago

This comes from London. It is taken from an order blank of Fortnum and Mason. H. Stuart Menzies, London



A domestic tragedy pictured in woodcut style by John Held, Jr. The product: Hind's Honey and Almond Cream. The agency: Barton, Durstine & Osborn



Why Venus and I Parted

I am a man who loved—and lost \$75.
Venus appealed to two of my weaknesses: I love beauty, and I like to expose my individuality.

How lovely she was! Her lines were luminous, she was grace personified, she shone like a silver goddess in the summer sunshine. But (I learned later) she was as dumb as she was beautiful.

I thought Venus on my radiator would express my individuality. (In that way I have my initials embossed on my shirt.) I wanted my motor car to be different—to show personality. I thought that when people saw a car with Venus on the radiator they would say: "There goes Don Herold. He has that car with Venus on the radiator."

Fine! But no sooner had I taken Venus as my one and only than I began to see her on other cars—hundreds—thousands—all of whose owners were expressing their individuality with the same Venus. Venus was a girl with a lot of love!

Then one day, 52 miles from Nowhere, my car went dead. The garage man who towed me in found the connecting rod bearing fried to a crisp. "Didn't you know you were out of oil and water?" he said.

"No, how could I?" I said.

He looked at Venus and replied: "It's that

date on the radiator. You birds with them pretty paper weights on the fronts of your cars always have this kind of trouble. The place for them ornamental statues is home on the mantelpiece. What you need there is a Boyce Moto Meter. The repair bill was \$75.

Then Venus and I parted—and we parted bad friends. I gave her to Aunt Ella to use for a door-stop—or throw at the cat.

From now on, I keep a Boyce Moto Meter on my radiator—and on ornamental piazzas, teddy bears, chorus girls, angels, or other animals from the menagerie. Before I'd do without a Moto Meter I'd let somebody talk me into taking the motor out and filling the spare with a greasum head. Beauty is all right in its place—but beauty is as beauty does—and Venus does.

I have a weakness for knockknocks, but I would just as soon try to raise guffins inside my radiator as to keep a greasum on top of it. No more dumb doodads for me. I parted with my piston cover—that's enough.

Hereafter, I carry my useless ornaments in the trunk. Venus was a nice girl—but she wouldn't sell temperature.

don herold



At left, humor meets a peculiar marketing situation. Picture and text by Don Herold. Agency: Barrows, Richardson & Alley. Above, illustration for The Sesamee Company: Lyddon & Hanford Company, agency. Drawn by J. W. Williamson.



WALLACE MORGAN drew this picture for O. K. Cigarettes. C. W. Hoyt Company, advertising agency. At right one of the Macy pages from "The New Yorker."

Park Your Tire Troubles!

***Supre-Macy Tires**

are good for 12,000 miles!
Less Expensive, Too!

Balloon tires and super-size cords that are the equals, quality for quality, of any first-line tire on the market. Tread strips skilfully placed, in center for silence and grip, and two off center for strength. Guaranteed for 12,000 miles, for one year, on an adjustment basis, against defects in manufacture or materials

Recent reductions make prices remarkably low

MACY'S
34th Street @ B'way, New York

* Reg. U. S. Pat. Office



A STORE card designed by Lucian Bernhard for American Mercury. At right one of the notable cartoon series by Briggs. The product, Old Gold Cigarettes; the agency, Lennen and Mitchell.



At left, one of a series for McCreery's. Above, part of a letterhead design by Lucian Bernhard for Jerome Walter

If You Have Tears, Prepare To Shed Them Now!

By *Carroll Rheinstrom*

Director, Advertising Service Bureau, Macfadden Publications, Inc.

I WAS very much pleased to read the caption of Mr. Goode's article in the Aug. 24 issue of ADVERTISING AND SELLING: "Why All the Sadness About Duplicate Circulation?"

I had not realized that there yet existed any sadness about duplicate circulation. According to my previous cynical belief, advertising men still bought magazines of about 2,000,000 circulation each, and sincerely believed that they were talking to 10,000,000 readers. And, to continue the reasoning, they multiplied the circulation by a mystic "four," insuring a coverage of nearly half of these United States!

I hope that Mr. Goode is right about this "sadness" business. And if he is, some one should really take five valuable minutes and give him the answer to his question. For when an advertising man in these days of diminishing returns spends stockholders' money to buy a theoretical

10,000,000 circulation—and is *actually delivered a number that has been expertly estimated at less than ONE-THIRD* of 10,000,000—it is time to thoroughly investigate just what investigations that "big Detroit" wept over, and whether or not his tears were warranted.

The most recent of these investigations is the National Advertising Survey conducted by R. O. Eastman, Inc. A staff of trained reporters visited 6849 urban homes. They found that not 4000 or 6000 or 10,000, but actually 23,469 copies of magazines went regularly or frequently into these 6849 homes.

An advertiser buying a dozen magazines with a theoretical 23,469 circulation, according to this investigation, practically receives only 6,849 readers. Less than 30 per cent of the circulation that he paid for. For each hypothetical \$1,000 worth

Editor's Note

SOMEWHAT to our surprise, an article in our August 24 issue has already elicited one emphatic rejoinder. When Mr. Rheinstrom's accompanying contribution came into the office, we sent it, with discreet smiles, to Kenneth M. Goode, author of "Why All the Sadness About Duplicate Circulation?" the article which started all this. We hereby proclaim our neutrality, and quote a portion of Mr. Goode's letter of reply in the belief that it reflects very aptly our editorial policy in controversial matters of this kind:

Thanks for letting me see Mr. Rheinstrom's story. Other "old timers" like myself will remember when Mike Donlin of the New York Giants stepped into the Knickerbocker Bar and found the floor covered with a magnificent brawl of punching arms and kicking feet.

Mike stood it as long as his Irish would allow. Then he stepped up to the bartender and whispered, "Say, bo, is this a private fight? Or can anybody get into it?"

This topic is too big for a private controversy. Why not let everybody in?

We hereby announce that this fight is not private. Everybody in the business is cordially invited to participate—everybody but ourselves, that is.

of prospects that he plans to reach, he really only talks to \$300 worth!

A previous investigation made in 1925 by no less an authority than the Association of National Advertisers disclosed that the average magazine group of 1,000,000 circulation reaches approximately only 282,485 readers. This survey corroborates the Eastman conclusions that the advertiser using a full list of magazines actually receives only about 30 per cent of his total "guaranteed" circulation. For every dollar of his appropriation that he spends, seventy cents goes to this mythical master, "Duplication."

But hold your tears. . . .

Jason Rogers, through his former property, the *Advertiser's Weekly*, conducted duplication surveys in New Rochelle, N. Y.; Waterbury, Conn.; South Bend, Ind., and Newburgh, N. Y. His findings indicated that

a magazine list of 2,000,000 circulation actually reached little more than 600,000 readers. Again, the advertiser using a number of magazines was shown to be receiving only 30 per cent of the merchandise he had contracted for. . . . to be paying a 70 per cent premium to the powerful "duplication" factor which Mr. Goode, for some unknown reason, defends.

The Thresher Service, Inc., since dissolved into the Batten organization, conducting one of the earlier duplication studies, reported conditions almost identical with those later found by Rogers, the A. N. A. and Eastman.

Over and over the story runs, thousands of magazines published but only hundreds of readers reached. Millions of dollars expended for advertising and 70 per cent of the appropriation thrown to the great god, "Duplication."

Just think for a moment.

The advertiser buys one magazine with 2,000,000 circulation at \$10 a line. Are advertising rates high today? Perhaps. But let's see what happens when this advertiser adds another 2,000,000 magazine at \$10 a line. Does he receive 4,000,000 readers for his \$20? These surveys prove that the total is closer to 2,800,000! And when the advertiser adds another magazine at \$10, his real circulation has become, not 6,000,000, but more likely 3,000,000.

With the addition of each new magazine, the advertiser's real rate does not add, but multiplies. Many economists complain at a theoretical \$50 line rate for 10,000,000 circulation, but what would such gentlemen as Messrs. Chase and Schlink (well known to Mr. Goode) have to say about that line rate as actually applying to 3,000,000 circulation!

Weep? Why, there should be such a moaning and beating of advertis-

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Canadian in Name—American in Ownership

By James M. Campbell

GETTING into Canada is so easy—so gratifyingly free from complications—that one is apt to lose sight of the fact that the Dominion is not a part of the United States. Two minutes after one crosses the border, however, one realizes that one is in a foreign land. The Union Jack flutters from a score of flagposts, the buildings have a solid appearance than on our side the line and there is something about the people—the men rather than the women—which stamps them as of a different race. Unmistakably English, Scotch and Irish faces are more common than with us. But the feeling that one is outside the United States wears off quickly, if one strolls through the business section of any Canadian town and examines the wares with which the shop-windows are filled. All or nearly all our old friends are on display—soaps and collars and breakfast-foods and ready-mixed paints and tooth-powders and typewriters and talking-machines the names of which have been familiar to us since childhood. And on at least one corner, just outside the shopping district, is a filling station or a garage which is plastered all over with signs of tires and automobiles and lubricating oils whose names we know as well as we do our own.

It gives one a home-like feeling—so much so that one is likely to say: "It's just the same here as in 'God's country.'" Which is not at all the case. For, if you look deeper, you find that these things which are displayed so prominently are not the products of factories located in the U. S. A., as you might suppose, but of factories located in Canada. And the vast majority of Canadians, I am sure, regard them as "sure enough" Canadian goods.

For example: The Ivory Soap



© Herbert Photos, Inc.

which the Belleville, Ontario, grocer sells you was manufactured at Hamilton, Ontario, and not at Cincinnati, Ohio; and the name of its maker is Procter & Gamble, Limited, not The Procter & Gamble Company. The pork and beans, a dozen cans of which you buy before you start out on a camping trip, is not the product of the H. J. Heinz Company of Pittsburgh, Penn., but of the H. J. Heinz Company, Ltd., of Leamington, Ontario. In like manner, the Quaker Oats which you buy in Canada were not made by the Quaker Oats Company of Chicago, Ill., but by the Quaker Oats Company of Peterborough, Ontario. The B. F. Goodrich Company of Akron, Ohio, is known in Canada as the Canadian Goodrich Company, Kitchener, Ontario; the Postum Company of Battle Creek, Mich., as the Canadian Postum Company, Limited, of Toronto, Ontario; and The Sherwin-Williams Company of Cleveland, Ohio, as the Canadian Sherwin-Williams Company—"largest paint and varnish makers in the British Empire."

SO it goes. Scores and scores of concerns which are owned in the United States and whose policies are dictated by American business men,

are, by a slight change in name and also, of course, by the addition of the word Limited to their corporate title, given a truly Canadian flavor.

This is as it should be. Canada, though small in population as compared with the United States (9,000,000 as against 120,000,000), is a self-contained and self-sufficient unit; as much so as the United States. Not only that, it is a part of the British Commonwealth of Nations. The very natural inclination of its people is to buy British goods. And the attitude of the buying

public of Canada is: "If you want us to buy your goods, establish a factory here." And that is what American manufacturers have done and are doing.

The largest American-owned manufacturing plant in Canada is that of the General Motors Corporation at Oshawa, Ontario, thirty-five miles or so east of Toronto. The plant of the Ford Motor Company of Canada is at Windsor, Ontario, opposite Detroit. The Ford Motor Company of Canada is not, I understand, a branch of the Ford Motor Company of Detroit. Nor is it owned solely by H. F. and his son, Edsel.

These two factories turn out five-sixths of the automobiles produced in Canada.

In view of the fact that the general run of wages in Canada is considerably lower than in the United States, it is rather curious that motor-car prices in Canada are noticeably higher than in the United States. Another curious circumstance is that thousands of motor-cars, made in Canada, are exported to Great Britain and other parts of the British Empire; and, though made in factories owned by American capital, are regarded as "British made."

The American motor-car manufac-

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THE · EDITORIAL · PAGE

The "Vanishing" Independent Retailer

IT has been the fashion to talk of the decline of the independent retailer. Year by year the chain stores grow. The Western Piggly Wiggly led all chain store increase in 1926, with 82 per cent. Other increases are 15 per cent for Liggett stores, 29 per cent for J. C. Penney stores.

The *Progressive Grocer* has made a survey in eighteen cities in which the population grew 48 per cent in ten years. The number of independent grocers had grown 53 per cent. There is one grocer to every 319 people, as compared to 331 ten years ago. A study of the rating of grocers in Ohio indicates that 30 per cent of them are rated at \$3,000, and over 51 per cent at \$1,000 and over.

The truth appears to be that the number of stores of all types is increasing faster than the population, and that independent stores are increasing with almost the same rapidity as chains. The situation is distinctly inflated, unless modern consumer service demands seem to indicate a real need for more neighborhood outlets. Whether this is so is not yet proved, but it is proved that the independent retailer is not "vanishing."



A City's Family Budget

THE first distribution survey made by our government is a noteworthy event in itself, but it shows some very interesting things. The 11,466 retail stores of forty-eight different types in Baltimore (which was the city studied) do an annual volume of \$390,000,000, an average per resident of the city of \$489. On a family basis this would be \$2,102 per "statistical family" (4.3 people). The average volume per store was \$17,000 in the grocery field, and \$2,000,000 for department stores, which did 27.96 per cent of all the city's volume, while the groceries did 13.9 per cent. The stores doing the next highest in volume were automobile, 4.6 per cent; furniture and house furnishings, 4.2 per cent. Drug stores did only 2.8 per cent. If a luxury-necessity comparison be made, the result is surprisingly poor for luxuries: candy, 1.6 per cent; jewelry, 1.5 per cent; tobacco, 0.9 per cent; ice cream and soft drinks, 0.8 per cent; music, 0.5 per cent; radio, 0.2 per cent—the entire luxury class not running up to more than 11 per cent, inclusive of automobile, which is at least one-half necessity. The Baltimore figures are something of a shock. Perhaps we are due for more shocks as the seventeen other cities now being researched are reported upon.



Tea Gathers Speed

THE other day a five million dollar tea merger was put through, merging the Carter, Macy Co., New York, with Brooke, Bond & Co., Ltd., of London. Tea enters the "big business" class.

The vigorous campaign conducted by the India tea interests, under the lively direction of Sir Charles Higham, has now really resulted in starting us along the road to tea drinking; something we've merely toyed with before. The annual volume of tea business in the United

States has attained the interesting total of \$30,000,000—more than double what it was not many years ago.

It is to be hoped that our genial visitor and yachtsman, Sir Thomas Lipton, will be spurred to put more thoroughly modern energy behind his American business. It has only occasionally been pushed with real enterprise and adequate advertising; and when it was so pushed, it always went forward. Our American trademarked teas, too, should gird themselves for a new tea day for America. We may yet become a nation of tea drinkers!



Breakfast Food Giants in Battle

THE Shredded Wheat Company is striving to prevent the Kellogg Company from use of the word "shredded," which the latter is trying to use for a whole wheat biscuit. The Shredded Wheat plaint in court discloses that it has expended a grand total of over \$24,000,000 in educational work, until, so it claims, the words "shredded wheat" (descriptive, as so many inexpertly selected trade-names are) have come to mean but one thing to the public. The Shredded Wheat Company says an average of 100,000 people a year have gone through its factory in the last 20 years, thus adding to its public prestige.

The breakfast food field, once a shambles, but of latter years working fairly quietly and effectively, seems once again to be on the verge of a battle royal. Advertising, for a breakfast food very particularly, is the very breath of life. It will now be seen whether such advertising can lay complete hold of words of the English language and exclude others. It is a moot point of some delicacy.



England's Big Advertising Job

IT has already been pointed out that although the English, with characteristic self-criticism, consider themselves behind America in advertising, nevertheless the per capita expenditure for advertising is actually slightly greater in England than in the United States.

Those who are curious to know how this can be, need only to consider how fully the British Government itself is "sold" on advertising. The new Empire Marketing Board, which aims to increase trade between the Dominions, has just started an annual advertising expenditure of \$4,866,000. A large part of this is to popularize Empire products sold in Great Britain. The result of success with this enterprise is frequently to drive American products out; therefore it is distinctly a matter of American interest.

The English Government proved during the war that it knew a good tool when it saw one, and set a record for a government's use of advertising. It has not hesitated to make use for peace purposes of the trusty advertising tool. The job of commercially integrating the Empire and encouraging Dominion intertrade is a job of gigantic, world-encircling proportions; but advertising is equal to it. It was once said that what held the British Empire together was a state of mind. It will apparently soon be a state of advertising.

Question Your Questionnaire

By Kenneth M. Goode

IN 1917 our nation divided. The young men went to war. Those too old to fight sent out questionnaires. The war ended. But not the questionnaire. It became our national substitute for thought.

Honestly handled by an impartial expert, the questionnaire prevents advertising mistakes. Even a few simple questions to the people you meet at dinner tonight may avert disaster. But in ignorant, careless or stupid hands, posing as impartial testimony from a cloud of disinterested witnesses, the questionnaire often furnishes information less accurate than the Ouija board.

Let's assume that John Dodo blows up the New York Public Library. He is about to hang. Our good Governor leaves the question of a reprieve to a mail vote of the first thousand names chosen alphabetically from the New York Telephone Book. The first name is a lawyer; the second, a carpenter; the third, a stenographer; the fourth, an aviator; the fifth, a manicurist; the sixth, an advertising writer; the seventh, a chauffeur; the eighth, a clergyman; the ninth, an editor; the tenth, a subway guard. And so on down the whole list.

Now it is only reasonable to suppose that John Dodo's crime against literature has particularly prejudiced all who write for a living. Therefore, let us divide the names picked into those with desks and those without desks.

"A"
Desk workers
Lawyer
Stenographer
Advertising Writer
Clergyman
Editor

"B"
No desks
Carpenter
Aviator
Manicurist
Chauffeur
Subway Guard

Not alone the Governor's questionnaire, but any good letter on any subject, ought easily to draw two replies from every ten people in Group "A." But in Group "B" the most skilled letter on any imaginable subject could hardly hope to average more than one reply

from every twenty. To the clergyman at his sermon—the lawyer at his brief—the editor at his proof—answering letters is just part of the day's job. To a sailor, civil engineer, cowboy, writing is an adventure. Chauffeurs and subway guards are as glad to write a letter as you are to put in half an hour with a crowbar. A stenographer and a manicurist in adjoining offices are at different ends of the earth when it comes to filling out a questionnaire.

So friend John is hanged—as he no doubt deserves—by a large and enthusiastic majority of those who write easily. But when some editor claims that the mail returns, showing, say, 360 votes for hanging to only 40 votes against it, indicate that all New York strongly favored Dodo's execution, he is talking rot. And one good reporter from the *New York Evening Post* might in one day's investigation prove a vast majority favored a reprieve, if not a pardon!

All that this mail questionnaire does show is the biased opinion of a small special group to whom Dodo's hanging was important enough to offset their respective difficulties in writing a letter about it. Somewhat the same way, all ordinary questionnaires tend sharply away from the average. In the first place,

not enough people answer to be representative of any great class. Secondly—and infinitely more important—those who do answer are not representative people. On the contrary, they are a particular minority who, for one reason or another, are especially interested in your product or your questions.

To say a certain "cross-section" questionnaire is absolutely false when universally extended doesn't mean it isn't true as it stands.

Nor vice versa.

Nevertheless, probably not one questionnaire in a hundred represents a true cross-section of any greater group. And, unless extraordinary care is taken against this fallacy, any argument adduced from a questionnaire is likely to be altogether fantastic. Especially when expressed in percentages. A loaded shot-gun in the hands of a seven-year-old cowboy is safer than the questionnaire recklessly turned into a testimonial.

Or worse yet, used as proof of facts.


Therefore, in judging any information announced as a result of any questionnaire—in fact, in judging any advertisement or news article—an outsider does well to keep in mind the improbability of spontaneous, unselfish action on a large scale. There are two sides to every question.

All advertising, and a lot else, consists in stating one side so plausibly that the other is forgotten. As someone has said: "Figures don't lie; but they lick the hand that feeds them." Just as anybody can get plenty of signatures on a petition to hang his most popular friend, so a smart statistician can—quite honestly—make his researches prove whatever he has in mind.

For impartial research, undertaken by skillful outside agencies for the purpose of getting real facts, no praise can be too high. Far too few advertising researches, unfortunately, can be undertaken purely in interests of science.



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.	E. Dorothy Greig	A. M. Orme
R. P. Bagg	Girard Hammond	Alex F. Osborn
W. R. Baker, jr.	Mabel P. Hanford	Leslie S. Pearl
F. T. Baldwin	Chester E. Haring	Grace A. Pearson
Bruce Barton	F. W. Hatch	T. Arnold Rau
Carl Burger	Boynton Hayward	James Rorty
Heyworth Campbell	Roland Hintermeister	Mary Scanlan
H. G. Canda	P. M. Hollister	Paul J. Senft
A. D. Chiquoine, jr.	F. G. Hubbard	Irene Smith
Thoreau Cronyn	Matthew Hufnagel	J. Burton Stevens
J. Davis Danforth	Gustave E. Hult	William M. Strong
Webster David	S. P. Irvin	A. A. Trenchard
Clarence Davis	Rob't N. King	Anne M. Vesely
Rowland Davis	D. P. Kingston	Charles Wadsworth
A. H. Deute	Wm. C. Magee	D. B. Wheeler
Ernest Donohue	Carolyn T. March	George W. Winter
B. C. Duffy	Elmer Mason	C. S. Woolley
Roy S. Durstine	Thomas E. Maytham	J. H. Wright
Harriet Elias		

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

"This Nervous Shifting of Accounts"

An Advertising Agent Tells a Prospective Client Why Some of His Accounts Changed Hands

By H. W. L.

IT lies before me—another of those questionnaires by means of which many manufacturers are trying today to discover which new advertising agent can serve them best. The quizzes vary in many respects, but one question has happened to be on all of the lists that have come to me. It reads, "What accounts have you lost since starting business?" Such an easy question to ask! And so easy to answer.

I might as well admit that my company has been long enough in business to have lost quite a few accounts—including many good ones, too. The mere listing of them almost gives me an inferiority complex. But this time I have decided to answer the question in a new way—I am through with merely typing off lists of names. In the hope that the broadcasting of my reply in this publication may be of service both to advertisers and to agencies, I am including that part of my letter which may be of general interest.

* * *

I am not going to list our lost accounts by names. A mere catalogue of them means nothing. The reasons why they were lost are of more importance to you; in some cases I do not think I know the real cause. But I am going to do my best to tell you. The explanations are peculiar in some cases, involving confidence, so that is why I am not going to give the names of the companies.

Cases 1, 2 and 3. These companies were all involved in mergers. In each instance my client was smaller than the company which absorbed it. In these cases my organization had served the client for from three to twelve years, so naturally I tried to hold the business when the merger took place. But the new executives in each case would not allow me even to talk with them. They had agencies serving them with whom

they were satisfied, and they simply transferred these new products to them. In each case the client had been well satisfied with our service.

Case 4. We served this advertiser for only two years. We proposed a novel type of advertising which showed quick and definite sales improvement—the first actual gains in six years. During the first year there was a gain of ten per cent; during the second year, of sixteen per cent.

The president was thoroughly satisfied. The group of executives under him were not. They insisted that the product should be advertised in a more dignified way, but the president stood pat. Then he was laid up with a severe attack of influenza, and came back without his normal health. He was pestered so persistently to change the advertising that he consented to go back to the old style of copy, which meant a break with us. Sales dropped off again, and last year the company was bought out by a competitor.

Case 5. This company came to me saying that they had been much impressed by work we had done for another manufacturer in a related field. They wanted us to prepare the advertising for their commodity; an inexpensive, somewhat perishable article. I commenced the work in good faith.

SOME activity was noted during the first six months. The manufacturer was non-committal, then began to show a negative attitude, abruptly dismissing me at the end of the year in a three-line note. He refused either to see me or to talk with me over the telephone.

Confidentially, from one of his executives, I learned why the advertising was stopped. He had never believed in advertising. For years he had counted on loading his jobbers so heavily with goods that they

would be forced to sell hard and work for store display. He had got his jobbers to a generally overloaded condition—and their goods were old and stale. The manufacturer then decided to try advertising as a means of unloading. The advertising induced people to try the product, but they naturally found it disappointing and there were no repeat sales.

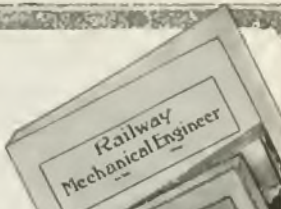



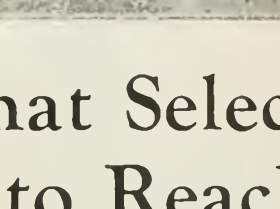
Case 6. This was a textile business. The president believed in advertising and used it for three years with satisfaction. Then he died. The newcomers did not believe in advertising and cut it off.

Case 7. This company was with us for four years. Their success was marked and they wished to do some new financing to permit immediate large expansion. Another agent had financial connections with which he put them in touch. The contact resulted in a solution of their financing problem and they felt it only right to transfer their advertising account to the agent who rendered this unusual service.

Case 8. This was an account where about \$100,000 a year was involved. A rather difficult product to advertise. I put one of our highest priced men on it. Another agent proposed putting a man on the account on a full time basis. This appealed to the manufacturer and he told me about it, proposing that our man give up work on any other account except his. I told him that such a change would result in an unprofitable situation as far as I was concerned. It would also block my man's chance to advance in business. More important, I explained why I believed that part of a star's time would accomplish more for him than full time from a less capable man. However, I lost out and the account went to the other agent.

Case 9. This advertiser induced

[CONTINUED ON PAGE 54]

8,303	Average Net Paid Circulation Jan. to June, 1927	To Mechanical Officers. Locomotive and Car Design, Construction and Repairs, shop equipment and machine tools.	
9,228	"	To Engineering and Maintenance Officers. Bridge Building, Water Service and Track Construction and Maintenance.	
2,751	"	To Electrical Officers. Electric Power and Light for shops, cars and buildings. Heavy Electric Traction.	
5,349	"	To Signal Officers. Signaling, Telephone and Telegraph. Automatic Train Control.	
13,443	"	To Executives, Operating Officials, Purchasing Officers and Department Heads.	
<u>39,074</u>	Total Average Net Paid Circulation	All A.B.C. and A.B.P.	

Departmental Publications That Select the Railway Men You Want to Reach

That is the outstanding value to you of the five departmental publications in the *Railway Service Unit*.

The net paid circulation figures listed above prove that the men in each branch of railway service want a publication which is devoted exclusively to railway problems from the standpoint of their department—and the classification of subscribers given in the

A. B. C. statements proves that these departmental publications reach the men who specify and influence purchases in each of the five branches of railway service.

Our research department will gladly cooperate with you to determine who specify and influence purchases of your railway products and how those railway men can be reached most effectively.

Simmons-Boardman Publishing Company, 30 Church St., New York.

"The House of Transportation"

Chicago: 105 West Adams Street
Mandeville, Louisiana

Cleveland: 6007 Euclid Avenue
San Francisco: 74 New Montgomery Street

Washington: 17th and H Streets, N.W.
London: 34 Victoria Street

The Railway Service Unit

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



© Herbert Photos

Since 1900

By *Nelson R. Perry*

Advertising Manager, *Liberty*

JUST a few years ago, a charming miss in a bright red one-piece bathing suit would have started a riot. Outraged housewives in beach front cottages would have drawn the blinds and pulled in their husbands.

Look at the beaches today.

We are just beginning to realize the changes that have taken place in this country during the last decade or so. Many powerful new currents are struggling daily to turn the trend of our lives and consume our leisure time and money.

The individual in a vast spectacle seldom realizes the force of the great drama he is helping to enact. One must get off the stage and climb high in the gallery to get a true overview.

Just a few years back the newspapers never carried the words air mail, lipstick, rum-runner, chain store, step-ins, Federal Reserve Bank, boyish bob, camouflage, parcel post, jazz, League of Nations, Agricultural Bloc, tractor, income tax.

Get out some of your old magazines and read the ads. Here is what you will find: Two and three-roll wire bustles, fifty cents each and guaranteed not to rust; steel waist bands to equalize the strain on the shirt-waist and upper skirt, that resulted

from milady strangling her waist-line to produce the unnatural contours style demanded; flannel kimonos; rats; and bicycles with high frames and special guards to keep long skirts from catching in the wheels. Manufacturers' of electric carriages such as the American Bicycle Co. guaranteed a speed of eighteen miles per hour "to the physician to whom rapid transit is often a matter of life and death." Franklin Automobile advertised a thrilling booklet as a result of their car actually being driven from New York to San Francisco in less than thirty-three days.

CONTRAST these statements with what we have today.

Lindbergh hops from New York to Paris in thirty-three hours. Air mail now carries our letters from New York to San Francisco in thirty-one hours. Since 1905, 5,500,000 miles of telephone wire have been extended to over 58,000,000 miles, and we are still kicking about the split second we have to wait for our connection. The speed devil who got a cup and made roaring newspaper headlines for driving his car sixty miles per hour, has been shoved aside by a man driving over 203 miles per hour—an item which

hardly interested the public for more than a few moments.

Consider the movies. In place of the old melodrama, swaggering to the rattling tattoo of the electric piano in the old nickelodeon, we now have luxurious million dollar productions dancing across the silver screens of the greatest theaters the world has ever seen.

In 1895, Will Hayes tells us, the capital invested in films (not production costs) was slightly over \$1,000. Today the estimated figure is well over \$86,000,000. And every day over 15,000,000 men and women exchange their money for the little tickets that carry them into the romantic world of moviedom.

The legitimate stage is still thriving. The amusement industry is the seventh largest in this country today.

Consider the automobile. In 1905 England was reported to be driving more cars than this country. The United States registration in 1906 was approximately 106,000 cars. Today we have some 27,000,000 families driving over 19,000,000 automobiles—yet thousands of shiny new cars, resplendent in all the color combinations conceivable to man, still glide away from the shipping platforms daily.

[CONTINUED ON PAGE 71]



TRADE MARK REGISTRATION PENDING

THIS is a great American emblem which comparatively few Americans know. Yet in Liverpool, Bremen, Havre, Barcelona, Vienna, and other spinning centers throughout Europe and the Orient, to say nothing of the great mills of this country, it is the familiar symbol of the 300,000 farmer members of the American Cotton Growers Exchange.

THE marking of cotton bales, and the advertising of the emblem to the cotton industry has been planned and executed by the Federal Advertising Agency, Inc., 6 East 39th Street, New York City.

INDUSTRIAL ADVERTISING and SELLING

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

Warming Cold Facts

By
William E. Kerrish

Advertising Manager, Boston Gear Works Sales Co.

INDUSTRIAL marketing and advertising involve, among other things, an untiring search for hard, cold facts—and also the translation of these facts into a sales story which is warm, human and convincing.

In marketing, for example, a line of three thousand sizes and styles of standardized gears—stocked for immediate delivery anywhere in the country—important mechanical and economic facts have to be driven home.

As soon as a buyer is thoroughly aware of, and practically informed about the advantages of, standardized gears over other gears, he readily turns from a prospect into a customer.

We say to a gear user: "You can get gear No. 441B over the counter from our Chicago stock. It will meet your exact specifications and cost you \$5.80, whereas if you have it made to order you will have to pay about \$12 for it plus a four day wait." When thus addressed that man will pay attention to what we say.

Therefore, reduced to its simplest terms, our problem is to find out definitely who the almost countless gear buyers really are, and then place before them in a clear and positive manner the facts about gear standardization as they relate to (1) price, (2) workmanship, and (3) what is vitally important in this case, performance.

In presenting such a sales story to the proper persons, pictures help greatly. To secure pictures which are to the point, we send to our branch managers and salesmen throughout the country such bulletins as this:

INSTALLATION PICTURES

Prospective buyers of gears are mainly interested in one thing: What our products will do for them.

The size of our factories, the process of gear manufacture, etc., are of secondary importance: it is results and performance that count.

Performance facts, therefore, are the real basis of any effective industrial advertising, whether in the industrial publications, by direct mail, booklets, or otherwise.

When we present, in an attractive and convincing manner, proven performance facts, showing just what our gears, speed reducers, and silent chains are doing for others in production increased and money saved, we have the material from which effective industrial advertising is built.

Less missionary work is then required of the salesman, and he can devote more effort to actually getting orders.

We are therefore asking every salesman to send to the advertising department at the home office pictures of our products in action in industrial plants. With such photos a short statement telling about the application is needed. The more promi-

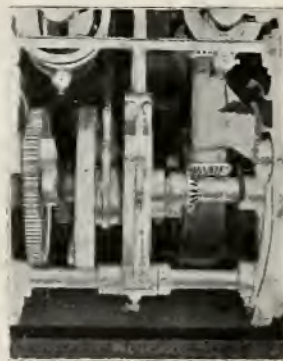
"STANDARDIZATION PAYS"

GEARS and BUTTER!



Boston Standardized Gears were used when this butter packaging machine was designed, because they simplify construction—and can be replaced *immediately*.

More and more manufacturers are adapting standardized gears. They find that standardization *does* pay—in initial costs reduced as well as in time saved and inconvenience avoided.



A copy of Gear Catalog No. 47 is yours for the asking.

Detail of a butter packaging machine showing Boston Standardized Gears and Gear Cases

BOSTON GEARS

BOSTON GEAR WORKS SALES CO.
NORFOLK DOWNS, MASS.

Boston New York Philadelphia Cleveland Chicago
Service stations in principal cities

Reprints from "Machinery," Aug. 1927

ment the manufacturer in whose factories the application is shown, the better we like it. His name or picture will not be used without his permission.

Besides photographs, we need statements, if possible signed, from master mechanics, shop superintendents, and other plant executives telling in a few words what our gears mean to their organizations in service and performance.

Our advertising cannot be 100 per cent effective without such data; therefore send all you can, and our advertising will work for you more than ever before.

These pictures, as received, are turned over to our advertising department, and then soon appear in technical publications under such titles as, "Gears and Butter" (reproduced here), "Evidence," "They Save Time and Money, That's Why There Are Millions in Use," and "Standardized Speed Reducers Save Your Time and Reduce Your Costs."

"Dear Mr. Editor"

By Charles-Allen Clark

General Manager, American Paint Journal Co.

I BELIEVE that about 99 per cent of the industrial advertisers do not get the publicity that publishers would be glad to give them and their products.

I think that this is due principally to the frequently disregarded difference between news and "write-up" copy. If you send an editor a story telling how good your product is, how much better than anything else on the market, and so on, he is bored. But if you are announcing a new product that is quite different. Publishers are paying news correspondents money for just such copy. Your sending it in not only saves time and money, but insures accuracy.

Such publicity is worth while, and costs nothing. I think every large concern ought to have some one in the advertising department responsible for publicity; some one who would study each paper's field, become familiar with its closing dates, and send all of the news copy that is applicable. If I were running an agency, I would have some one in my organization do nothing but work with clients in getting such publicity; always bearing in mind that pretty nearly every editor knows his job and his limitations as to space, and that copy should be sent to help him rather than to antagonize him.

E. A. A. to Continue Tuesday Luncheons

The Engineering Advertisers Association, Chicago, will continue during the coming year the Tuesday luncheons, which have in the past proved so helpful in providing a means for interchange of information between their members who are buyers of advertising space.

The following are a few of the subjects that will be discussed at an early meeting: Relative merits editorially of various trade publications and a comparison of their results in producing inquiries for advertisers; methods employed by various members in handling inquiries; frank, constructive criticism of advertisements which members care to submit.

D. J. Benoliel

THEY tell me that I was born on October 21, 1899 in New York City, but moved to Niagara Falls, N. Y., when I was about a year old. At any rate, I first came into consciousness at a snowball fight between the Russians and Japs some place near the Niagara River.



This must have cast a shadow upon

“The next thing is to begin treating department store distribution as a unique problem, different from that of the corner drug store.”

TRUE TALK, BY RALPH L. YONKER, ADVERTISING MANAGER, THE J. L. HUDSON COMPANY, DETROIT, IN PRINTERS' INK

WE'VE said the same thing many times before. We'll say it again with Mr. Yonker: obtaining and maintaining department store distribution is a unique problem, vastly different from selling the corner drug store, or selling the consumer, or selling any other factor.

It is unique, it is difficult, it requires informed thinking and strenuous effort—but the rewards in this field are richer than in any other. Once you sell a department store on your product you have retained the most powerful existing sales advocate to plead your case with the consuming public. You have employed an assistant who works for you at the point of final sale, where your success is determined. And where the product and price are right the department store *never fails*.

The way to success in merchandising your product to and through department stores is charted; the proper approach is known; and the influence which can help you make and keep contact is at your service—

Tell and sell the merchant and he'll tell and sell the millions.

Dry Goods Economist

239 WEST 39th STREET, NEW YORK

OFFICES IN PRINCIPAL CITIES

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

my inner consciousness because I moved to the City of Brotherly Love in 1906. attended the public schools, and graduated at the University of Pennsylvania in 1920. During the many hours of leisure afforded by a combined course in Arts and Sciences and Chemical Engineering I had fun editing the *Pennsylvania Punch-Bowl*, and doing much extra curricula work.

Immediately upon graduation I started selling for the International Chemical Company, traveling in special territories throughout the East. Right at the start I began to dabble in advertising, and by 1923 I was awarded the fancy title of Advertising Manager. During the past year I have also been held responsible for sales. And that's that.

Back in 1924 I read with great interest about the T. P. A. of New York City and the N. I. A. A. of Chicago. Several kindred spirits interested in industrial advertising discussed these organizations with me, and we thought it would be wonderful if we could have an organization on this order in Philadelphia. I believe the three or four of us wrote independently to the N. I. A. A. headquarters in Chicago, and Brother Wolff introduced some of us by mail. As a result Bill Hays, Greensfelder, Charley Simon and myself met one day at luncheon, and this gathering germinated the Eastern Industrial Advertisers Association.

All of us rounded up a number of other industrial advertising men, and we had a nice turnout at the Adelphia Hotel. The E. I. A. A. was formed, and we petitioned the N. I. A. A. for a charter, which was quickly forthcoming. W. S. Hays was elected President; N. S. Greensfelder, Vice-President; R. L. Bonard, Treasurer, and D. J. Benoiel, Secretary. During the first year we had regular monthly dinner meetings at the Hotel Adelphia and regular Tuesday luncheons at the Russian Tea Room. Great enthusiasm was prevalent throughout the year, and the E. I. A. A. was really a success right from the start.

A Valuable Book for Industrial Advertisers

The 1927 Book of Proceedings, now being compiled by the National Industrial Advertisers Association, is one which every industrial advertiser should own and keep.

It will contain all of the papers presented at the annual convention of the Association held in Cleveland last May, as well as complete reports of the general meetings, breakfast round table sessions, business and group meetings.

This book, which contains over 200 pages, is priced at \$1.50 to members of the N. I. A. A.; \$2.00 to non-members. As the edition is limited, all who wish to be sure of securing a copy should forward their orders at once to H. von P. Thomas, care of Bussman Manufacturing Co., 3819 North 23rd St., St. Louis, Mo.

Can Renewal Percentages Be Too High?

By a Business Paper Publisher

A few years ago I used to believe that it was highly desirable that a paper show a very high renewal percentage. I think that in some fields a 60 per cent to 80 per cent renewal percentage is desirable. But I have changed my opinion, decidedly, in respect to many other fields.

When we started a new member of our group of publications a few years ago, we solicited only two-year subscriptions, and our subscription promotion job was completed—for two years—two or three months before the first issue appeared. We had promised advertisers a guaranteed minimum circulation of 10,000 and instead had over 18,000! A manufacturer ran full pages the first year and when it came around to renewing his contract he told us that while they were not measuring the value of their investment entirely by the number of replies received, that the nature of their copy had brought a large number of direct replies at the beginning of the campaign, but that each month saw a decreasing number received. We changed the copy angle—but the number of inquiries did not increase to any extent. We finally concluded that they had heard from most of the people who were interested or who might be interested in their proposition.

That started me thinking, and investigating. It seemed to me that it was highly important that we get a lot of new names on our subscription lists. I heard that a certain farm paper has little or no paid circulation and that it guarantees to mail its paper every month, or every three or four months, to an entirely different list. I was told that they did this after they found that they could get 12-time contracts by proving that they were "revitalizing" their list every few months.

We have, accordingly, changed our ideas about circulation a bit. We are carefully scanning all expirations and

dropping, without soliciting renewals, subscriptions that are not especially valuable to our advertisers. We are not seeking renewals as persistently as we did. In spite of this the renewal percentage of the June issue of one of our publications was over 60 per cent—and instead of being pleased about it I almost wish that it were around forty per cent! Another of our magazines showed a renewal percentage, for June, was around forty per cent—and I wonder if that figure isn't about right.

This is an interesting subject, one that I think is deserving of discussion. I wonder if advertising managers would not prefer, in a great number of fields, a renewal percentage of say 30 per cent to 40 per cent, the publisher bringing their advertising to the attention of a lot of new subscribers who are desirable customers.

The publisher of a well known group of business publications who submitted these thoughts on renewal percentages has suggested that we compile a symposium of the opinions held by advertising managers on this important subject.

Discussion is invited, and the letters received will be published for the information of all our readers who are interested.

—EDITOR.

Cleveland Industrial Division Organizes

At a preliminary meeting of the Industrial Advertising Division of the Cleveland Advertising Club, the following committee chairmen for the coming season were appointed by Division Chairman George H. Corey, advertising manager of the Cleveland Twist Drill Co.

PROGRAM COMMITTEE: Ernest H. Smith, president Hollow Center Packing Co. (Member N. I. A. A. Board of Directors).

PROMOTION COMMITTEE: Joseph C. Bowman, president The Jos. C. Bowman Co.

MEMBERSHIP COMMITTEE: Theo. H. Ball, T. H. Ball & Staff. (Treasurer of the Division).

NATIONAL CONTACT: C. B. Cook, advertising manager The Elwell Parker Co. (Secretary of the Division).

EDUCATIONAL: Paul Teas, president Paul Teas, Inc. (Division Vice-Pres.).

ENTERTAINMENT: Harry W. Dankworth, president The Dankworth Co.

The new national contact committee seemed desirable in view of the increasing activities of the N. I. A. A. Mr. Cook's work on this committee will be to keep in close touch with the officers of the national association, and to make regular reports of his findings to the division. He will also cooperate with each of the other seven local groups in the N. I. A. A.

The first regular meeting of the Cleveland Industrial Division will be held on Friday, Oct. 7, 6:30 p. m. in the Allerton Club residence ballroom.



A GROUP of miners in the Grand Rapids Gypsum Mine of the Beaver Products Company, Inc., recently adjudged winner in the Non-Metallic Group of the National Safety Competition conducted by the United States Bureau of Mines

Reaching 462 Readers for One Dollar

AN EXCEPTIONALLY LOW RATE, as shown by the figures below, is one reason why so many advertisers have found that SMART SET produces sales at the lowest cost.

Another reason—SMART SET reaches the younger buying element, many of whom are just establishing their own homes.

Thus, SMART SET, published "for the 4,000,000 not the 400," reaches this younger buying element, when they are for the first time ready to buy many new products—a youthful market, buyers of everything from table silver to kitchen cabinets, from tooth-paste to automobiles.

*Number of Readers Reached per Dollar Spent
for Advertising {Figured on a Page Rate Basis}*

Smart Set 462

Average for three leading
monthly general magazines
388

Average for four leading
weekly magazines
320

Average for six leading
women's magazines
279

Source: Current rate cards and Standard Rate & Data Service



SMART SET

Stories from Life

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

Cleverness versus Character In Modern Selling

By James H. Warren

THE swing of the sales pendulum during the past five years has been to the right. We have come, not unscathed, through an era in which cleverness was vaunted to the skies. In that era the straightforward in selling all but needed apology when sales executives convened. It was a disgrace to admit that sales success came solely through rigid adherence to sound ethics as well as sound selling.

Thinly disguised as "stunts" and "strategy," the cleverness of the dishonest was encroaching on the mines of many inherently honest sales executives. The Get-Rich-Quick-Wallingford sales and advertising manager was in his glory.

In that era sales managers looked for cleverness rather than character when hiring salesmen. They did not intentionally overlook the importance of character. But they insisted upon cleverness. As a result, the younger salesmen were, primarily, "slick talkers." They dressed well and lived well and out-talked many a buyer. But it is an axiom in credit circles that the buyers who are easily out-talked are the same who crowd bankruptcy courts.

In the war and immediate post-war era a Pennsylvania manufacturer of factory equipment was impressed by the number of "clever young salesmen" who applied to him for positions. His older salesmen, under the pressure of higher costs of living, were demanding higher compensation. Finally the sales manager lost patience. He quietly began hiring and training, not a couple, but three score of these clever live-wires. Then he dropped his old-time sales force, leaving but a few.

By this coup he cut a payroll of just under \$400,000 down to just over \$135,000. It was a seller's paradise into which his new crew ventured—but a paradise that could not last. While rising prices and speculation in the most absurd of commodities existed, these clever young men brought in orders, more than the old-time, high-priced squadron

of sound, seasoned salesmen had brought.

The sales manager congratulated himself. No one, apparently, thought that the government was paying 80 per cent of the bill and that the saving was a paper-saving rather than a real one.

When 1920 and then 1921 hit American manufacturers a straight-from-the-shoulder blow, this organization was wrecked. There was no market for clever young talkers. It was a market that demanded the seasoned judgment of mature salesmen—men who had won the confidence of their customers.

That manufacturer is still suffering from 1921 and is, by stunt selling, endeavoring to keep up volume. His stunt selling costs more than the one-time saving in salesmen's salaries. It is not only less effective but already has led to rumors of a receivership.

It is as true, however, that cleverness is desirable, provided it is honest cleverness, as it is that character is desirable. There is need today in advertising and in sales circles for intelligence which justifies the true use of the word "cleverness." But, with the swinging back of the pendulum, dependability is now rated above cleverness in sales circles and is about to pass cleverness in advertising circles.

THE year-in-and-year-out value of blunt honesty has reached others besides sales and advertising executives. It is now ringing in the Boards of Directors' rooms and, in some cases, even in the conclaves of entire industries.

Only five years ago one of the most brilliant sales executives in the United States told me that he didn't mind a slight touch of dishonesty in a youngster provided the lad was clever. He added, "I don't mean dishonesty of the type that would borrow money from customers and cheat on hotel bills. The lad I speak of is one with enough nerve and imagination to try to lick me at the start on expenses or to pick up a

side dollar here and there. . . . I'll beat that youngster at his own game, and once he sees that I am riding him with both spurs and a bit, I've got a high-spirited salesman who will bring home the bacon while the tortoise that you prefer is just leaving headquarters."

It was doubly amusing, as well as pleasing, to me a few weeks ago when I heard him read the riot act to a sales manager who was attempting to build up a compensation system along military lines. This sales manager had included twenty out of one hundred points for honesty. My friend stung him with a single query, "Would you hire a man who was even 1 per cent dishonest?"

THE Welch Grape Juice Company has for years been noted for its skill in selling—international selling. It has proceeded soundly in its merchandising, and it has never yielded to the lure of the clever stunt, lacking in basic character. But in its 1927 marketing in this country it is taking an angle which is clever in its truest sense.

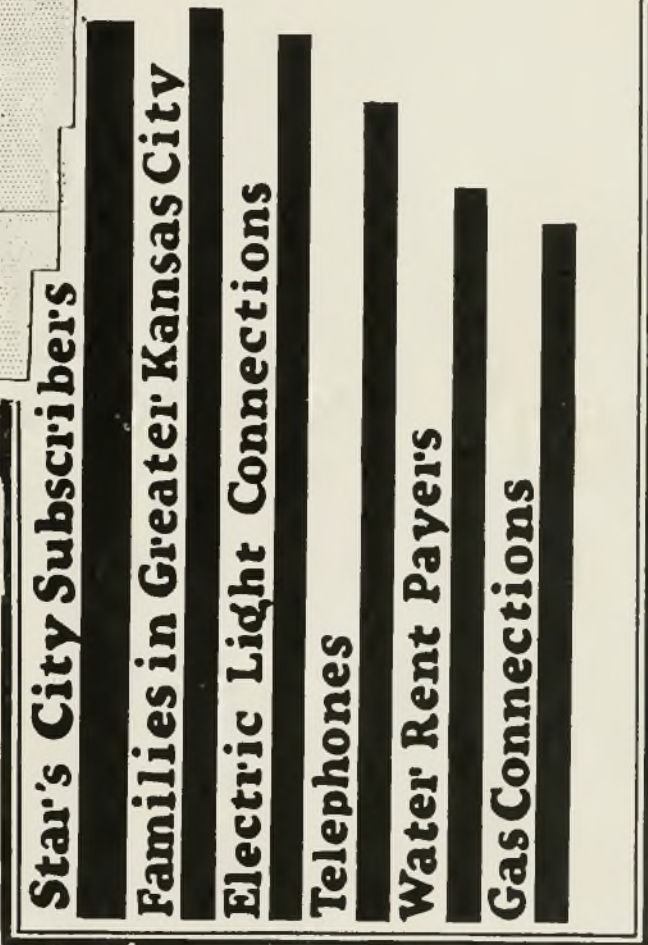
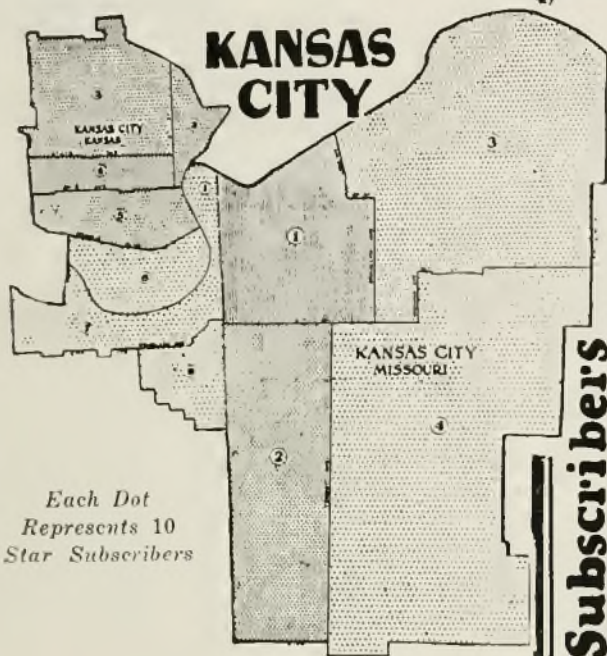
Welch in 1927, building on the foundation it laid so carefully in 1926, is merchandising, with character, the idea of drinking Welch's raw fruit juice—grape juice. It has not merely been placed on the menu of a few dining-cars, but is being prescribed by thousands of physicians. It is appearing on the menu of clubs, hotels, steamships, and dining-car systems as well as innumerable restaurants.

They simply play up the idea that the American public needs a greater consumption of raw fruit juices. A decade ago some other manufacturer of a similar product might have played this across sensationally, cleverly, and with a world of surface appeal, but it would have lacked dignity.

A. E. Philips, vice-president in charge of sales of the Welch Grape Juice Company, has a rigid belief that first of all any deal must be a square deal. In this "Declaration of Belief" to the American Grocery

[CONTINUED ON PAGE 79]

complete coverage of Kansas City!



THE chart and map on this page tell a story of circulation coverage which reflects an unusual condition.

The Kansas City Star possesses the quality of appealing to the masses as well as to the classes.

So broad is The Star's scope of service, so manifold are its uses to the business men of Kansas City and its territory, that The Star is an integral part of the city's social and commercial life.

Star's City Subscribers (evening)	144,496
Star's City Subscribers (morning)	139,153
Star's City Subscribers (Sunday)	139,788
Families in Greater Kansas City	146,341
Electric Light Connections	143,542
Telephones	132,383
Water Rent Payers	120,122
Gas Connections	115,150

(Figures and Circulation as of July 1, 1927.)

TOTAL Net Paid Circulation (July Averages)

Evening 242,705

Morning 238,441

Sunday 279,162

THE KANSAS CITY STAR

New York Office, 15 East 40th Street.
Lexington 10122

Chicago Office, 1418 Century Bldg.
Wabash 1067

The 8 pt. Page

by

Odds Bodkins

IT has always been an interesting subject of conjecture with me as to what our advertisements would read like if the men responsible for the copy were required to set them up in type from the case directly, without writing them on paper at all, and without any opportunity to revise their original set-up.

I have now ceased to "conject" about this. I have witnessed what happens when an earnest soul with a message composes from the case. For I am in receipt of a newspaper published in a Pennsylvania village which is hand set and head set at the same time, without benefit of revision. I quote one paragraph as a sample:

The timely and harmonious singing, the sweet accord in the voices of the Girls' Choir in St. John's Lutheran Choir at last Sunday morning's service caused a passing thought. If they ever valued the opportunity in church music to a higher study of vocal art, if they set real value on the membership side of choir vocalism, which has an artistic side, a more brighter side, a more sacred and sweetly joyful side, than the weekly rehearsal hour. Very near where we sat a young mother very sweetly raised her voice in the hymns and her low intoning in the litany was perfect. We wondered who she could be! If she was a St. John's girl? She was, a former choir girl, one who was in a seat it seemed as it were yesterday. A half dozen years had passed. Girls, it is one of your chances in a lifetime. Be perfect in study.

If this can be done over a simple Sunday morning service, what might we not expect to come out of a composing stick in the hands of one of our modern copy geniuses in the throes of immortalizing a breath sweetener or a waterproof lip-stick?

—8-pt.—

Perhaps advertising copy can be classified as to style. I know it has been tried, and that one ambitious classifier has achieved a list of forty-two styles of copy, from "reason-why" to "philosophical."

Actually, there are only two classifications of copy, to my way of thinking. One is copy that produces results, (in terms of sales, good-will or prestige) and the other is copy that does not produce results.

Personally, I have little patience with the classifiers. They remind me of the story of Zuloaga, the Spanish painter, who was guest of honor at a dinner. When the coffee was reached there were speeches, and one speaker said that they were all curious to know with what school the painter identified himself, and who of the great masters had influenced him.

According to newspaper reports, the painter, somewhat embarrassed, arose


and asked indulgence on the ground of his lack of English, and that he felt the questions would be difficult to answer in any language.

"I just start out and paint," he said. "I do not think who is influencing me. What I try to say upon the canvas is here in me."

This appeals to me as the best formula for writing advertising that produces results: to get full of the subject, and then get it on to paper in terms of the lives of people you want to influence, rather than in terms of any particular style or school of copy.

—8-pt.—

The other evening at the theater I ran across this quarter-page advertisement in the program:



Someone
Is in this audience
Who would not
Be here
If tuberculosis
Were killing
As many
As it did
Twenty years ago.

For information on the prevention and cure of tuberculosis call or write the New York Tuberculosis and Health Association, 244 Madison Avenue, New York City. Caledonia 2240.

It carried me back to a previous editorial incarnation, when I was crossing *t*'s and dotting *i*'s for Leroy Fairman on the old ADVERTISING AND SELLING, back in 1910.

Ever since hanging my hat in the editorial sanctum I had cherished a secret ambition to write a world-stirring editorial. The only trouble was, I didn't seem to know where editorials grew!

But one noon while returning from lunch I came upon one most unexpectedly in Madison Square in the window of a tuberculosis display. Hastening back to the office, I devoted the entire afternoon to writing and rewrit-



ing my masterpiece. Toward five o'clock I tremblingly handed it to L. F. He puffed on his pipe stolidly as he read it, and I stopped breathing as he neared the bottom.

"It's all right, Jake," he grunted. "Set it up."

Thus did I become an Editor!

Following is the masterpiece, and I quote it because it has a bearing on the theater program advertisement:

A ONE-LIGHT ELECTRIC SIGN

A very unusual electric sign is being used by the Committee on the Prevention of Tuberculosis of the Charity Organization of the City of New York. This sign forms the window display at one of its free exhibition rooms in New York City.

Though the sign bears but a single electric light, it is attracting almost as much attention from the passers-by as the elaborate Broadway signs. The light is mounted at the top of a sign about three feet high which reads:

EVERY TIME
THIS LIGHT
GOES OUT
SOME ONE IN THE
CIVILIZED WORLD
DIES FROM
CONSUMPTION
2 EVERY MINUTE
120 EVERY HOUR
2880 EVERY DAY
1,000,000 EVERY YEAR

There is something about this sign that causes people to stand in silent awe and watch the light go out every 30 seconds. It is impressing the serious nature of the disease, and the enormous number of deaths resulting, upon the public mind more indelibly than could tons of literature. Once having seen the sign you are not likely to forget it soon.

After fighting the disease in the dark, so to speak, for many years, those arrayed against it have at last put into practice their own doctrine of light: they have brought the subject into the light of publicity. They are telling their story to the world, graphically and convincingly; and thus again has advertising come to the aid of humanity.

While this was not quite twenty years ago, it was seventeen, and I think we would all like to know how many times that light would flash now. Perhaps the New York Tuberculosis and Health Association will enlighten us.

—8-pt.—

Ray Giles' article (When Does a Caption Outlive Its Usefulness?) in ADVERTISING AND SELLING of a fortnight ago is given further point by the fact that a well-known mail-order advertiser discovered recently that his advertising of 14 years ago was better than his late copy, and this fall he is going to repeat it verbatim.



Cough drops, cut stone, or circulation—carloads cost less than case lots ☞ Small packages step up costs—in space buying as well as commodity purchases ☞ When you can cover approximately 70% of the families in the New York market in one paper, naturally it costs more to use several for the same coverage ☞ If you buy all the other morning papers (but *The News*) in New York, you get only 31% more circulation at 103% greater cost. If you buy all the evening papers, you get 52% more circulation than *The News* offers, at 150% greater cost ☞ AND whatever papers you use, none is a better advertising medium. Other papers carry more advertising, but *The News* carries advertising to readers' eyes. The small page gives visibility to all sizes of copy. The contents compel attention to every page. The make-up gives a continuity of interest to the whole paper. Consequently no advertisement blushes unseen on waste pages! ☞ Every advertiser in the New York market needs *The News* for its efficiency alone. Add the tremendous concentrated coverage of more than 1,200,000 circulation, and the low cost—and *The News* is easily the indispensable medium in New York ☞ Inquiries cost nothing and may save much! When may we tell you more about—

THE NEWS

New York's Picture Newspaper

Tribune Tower, Chicago 25 PARK PLACE, NEW YORK



Courtesy Society for Electrical Development

Nine Influences That Changed the Status of the Farmer

[CONTINUED FROM PAGE 20]

start to work on the farmer he, too, came under the power of suggestion and began to accept fashion and the dictates of society, just as city people have been doing. Let us see what each of these influences accomplished.

Rural Free Delivery: The free delivery of mail in the rural districts was the first big step that was taken to remove the farmer's isolation from the rest of the world. It enabled him to get his mail every day, regardless of the weather or the condition of the roads. Thus he got his letters, farm papers, newspapers and magazines promptly.

This placed him in daily touch with what was going on outside. It made him a more systematic reader. He became interested in advertising. He began to answer advertisements more than he used to, and to correspond about goods that he was thinking of buying. He wrote to the agricultural paper, the state agricultural college, and his representatives in Congress about his problems.

And then, later, when the Parcel Post system was inaugurated, the farmer began to buy more by mail—not necessarily from the mail-order houses, but from the

stores in his nearby towns. As a result the farmer could get goods quicker and easier than he could in the old days. He was less frequently out of necessities because he was too busy to go to town to get them, or the roads were too bad to permit him to go to town. A note given to the rural mail carrier one day, would bring him salt or coffee or bacon or whatever he wanted, the next day.

The Telephone: While the telephone is older than Rural Free Delivery, it naturally did not immediately come into such widespread use as did the Government's free mail service. Rural America is still less than fifty per cent telephoned,

although in the states that produce the bulk of our agricultural income, about three-quarters of farm homes have telephones.

Anyway, the telephone is decidedly one of the influences that removed the farmer's isolation. It enabled him to increase the number of his contacts with outsiders. It made it possible for him to communicate quickly with his neighbors and with business institutions in the surrounding towns. It enabled him to call up the local grain, cattle, or produce markets and ascertain current quotations. In case of illness, the telephone could be used to summon a doctor instantly. Before the telephone, a long trip had to be made to town to get a doctor. As a result, many hours often elapsed before the physician was able to reach the sick person's bedside. Never did farm life seem so cut off from the world, as it did when there was serious illness in the family.

The Motor Car: The coming of the automobile wrought a bigger change in country living than any other influence that came into it in modern times. No one, who has an automobile, can be cut off from society. For all practical purposes the automobile has made the



© Herbert Photos



“This Year Our Advertising Covers These Key Centers”

SELLING IOWA IS Not an Open-and-Shut Proposition.

To build a successful sales and advertising plan for the Iowa market, it is necessary to know more about the state than merely “bounded on the east by” etc. Certain factors in the Iowa situation are unusual, and are worthy of careful study.

One of these factors is the number and location of Iowa’s chief distribution points. Iowa has a population of two and a half million, but only one city of more than 100,000. Commercial activity, rather than being concentrated in one or two tremendous centers, is divided among a group of important cities, each serving some particular section of the Iowa market.

Advertisers who understand the Iowa situation know that newspaper advertising in these cities is necessary in getting your full share of the business on any general commodity in the rich Iowa market.

IOWA DAILY PRESS ASSOCIATION

Davenport, Iowa

Ames Tribune
Boone News-Republican
Burlington Gazette
Burlington Hawk-Eye
Cedar Rapids Gazette & Republican
Centerville Iowegian & Citizen
Council Bluffs Nonpareil
Davenport Democrat & Leader
Davenport Times

Dubuque Telegraph-Herald and Times Journal
Fort Dodge Messenger & Chronicle
Fort Madison Democrat
Iowa City Press Citizen
Keokuk Gate City
Marshalltown Times Republican
Mason City Globe-Gazette & Times

Muscatine Journal & News-Tribune
Oelwein Register
Oskaloosa Herald
Ottumwa Courier
Sioux City Journal
Sioux City Tribune
Washington Journal
Waterloo Evening Courier
Waterloo Tribune



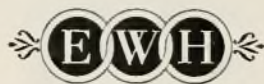
Up-to-date, accurate information on the Iowa market has been condensed into a 32-page book. If you do business in Iowa, you'll be interested in reading it. Free to executives on request.



The interviewing mask! That is what the salesman faces when he calls on a prospect cold.

The prospect listens (business courtesy) either with his mind on other things or for a turn that he can use to bring the interview to a decisive end.

Only the exceptional salesman, calling cold, can make the prospect shed his interviewing mask. But when the prospect has been prepared by interest-arousing direct advertising, he reserves his mask for other occasions. He is reasonably willing to talk.



EVANS-WINTER-HEBB Inc. Detroit

822 Hancock Avenue West

town and the country one. Before its advent, farmers went to town only once every two or three weeks, and during bad weather they did not go that often. Besides, when they did go to market, they visited a nearby village where stores were few and stocks extremely limited.

With the horse and buggy or wagon, the farmer's buying range was limited to towns within eight or ten miles of his home. Two or three times a year he might travel to the large town fifteen or twenty miles distant. But now, with the automobile, the farmer's buying range has been extended to two hundred miles. If he chooses he can run into the nearby town in his car, every day. He can visit his county seat once or twice a week. He can drive in to the movies any evening in a few minutes. He can go to the big cities in his state, even though they are one hundred or two hundred miles off, as often as he wishes.

The automobile has removed the farmer's last trace of isolation. Coming into contact, as he does now, with society every day, the farmer accepts the habits and customs of society as readily as do city people.

ANOTHER thing the automobile has done for the farmer is that it has given him accessibility to merchandise. Most goods are bought on impulse rather than on deliberate intention. City folks used to buy more than farmers, not necessarily because they had more money to spend, but because they were accessible to merchandise. They had more opportunities to buy than did farmers. Now that the automobile has given the farmer merchandise-accessibility, he is just as ready a buyer of the fads and vogues of the hour as any city resident ever was.

Good Roads: The automobile brought good roads, as without them the automobile's own usefulness was limited. Poor roads, as much as anything else, detached the farmer from society. For months each year, country roads used to be impassable. The farmer's contact during this time was shut off to all, except his nearest neighbors. But now, with many country roads as good as city streets, impassable roads are no longer a very acute cause of rural isolation.

Concrete: For the same reason that country roads were bad during winter and rainy weather, the farmer's yards were a sea of mud and slush during several months of the year. Wallowing around in this mire had a depressing mental effect on the farmer. It was one of the things that caused him to regard his lot as hard. It was this eternal slush that drove thousands of young farm lads to the city. But the widespread use of portland cement, in recent years, has largely removed this condition. Farmers have become adepts in the use of cement. Now the progressive farmer's barnyards are paved. Cement walks are laid out between buildings. Mud is no longer an adjunct of farm chores in this day and age.

Water Systems: Another cause of farm drudgery was the lack of water systems. Water had to be hauled to barns and carried into the house. Pumps often froze in winter, adding to the difficulty of getting water. Because of the job it was to carry water into the house, water was seldom as plentiful in the house as it should be. For

WHEN THE BUYING MOOD IS ON

Wide-awake advertisers are bringing to bear upon the proverbial responsiveness of the more generous spending male the forces that are tied up with the sheer pleasure of fiction reading. Nowhere else in the field of magazine making do they find so ideal an approach to man in his most generous mood than is to be found in the advertising pages of the magazines that make up the All-Fiction Field.

\$3,100 a page

All-Fiction Field

Magazines of Clean Fiction

NEW YORK CHICAGO BOSTON SAN FRANCISCO

IF YOU SELL TO
MINES—QUARRIES—
CONTRACTORS
WE CAN HELP YOU

THE EXPLOSIVES
ENGINEER

MEMBER OF THE A. B. C.

For five years we have been serving some of the country's best-known industrial advertisers, most of whom have been in every issue. A number of these firms have written us most enthusiastically regarding traceable results.

FORERUNNER
OF PROGRESS

One reason for the exceptional pulling power of this magazine is the unusually high standard of its illustrations, typography, and printing. In this respect it ranks among the finest publications in the country. Another reason is—we are the only magazine devoted to an important phase of operation in four basic industries.

IN MINING
QUARRYING &
CONSTRUCTION

Because our space available for advertising is limited, we give preference to manufacturers whom we can serve most effectively and economically, namely those who are interested in the important markets in which we have become so influential.

For our A.B.C. statement, rate card or other information, write The Explosives Engineer, 1000 Delaware Trust Building, Wilmington, Delaware.

this reason farmers did not wash or bathe as frequently as city people. But the adoption of water systems has removed this point of inferiority, thus elevating the farmer in one more respect on a par with the average urbanite.

Moving Pictures: Moving pictures have had a far-reaching influence on all those who see them regularly. Since the automobile has made it as easy for the farmer to see moving pictures as anyone else, he, too, has fallen under their influence. The movies have shown their audiences how people live all over the world. Through the movies are exhibited the customs, habits, dress, food, housing, furnishings, and everything else of the nations of the world. Watching these pictures has increased the farmer's number of outside contacts, breadth of view, and just to that extent has made him more a man of the world in place of the near-hermit that he used to be thirty years ago.

Radio: It is significant that farmers have accepted radio more than have city people. Proportionately more farm homes have sets than have city homes. With a radio set in the home, it is impossible for the farmer to regard himself as being removed from society. By means of it he can sit at banquets with the great and the near-great. He can have the music of the Waldorf-Astoria or any other famous hotel, while he is eating his evening meal. With radio, he can turn the voice of the world into his home any time he chooses and benefit accordingly.

Electric Light and Power: This subject has been placed last only because it is the most recent influence to change fundamentally the farmer's method of living and of doing business. As yet rural electrification has not proceeded very far, but it has advanced far enough to show the tremendous change that it will bring about in farming methods and in rural living, before many more years have passed. Farm homes will soon become as completely electrified as city homes are now. A market in the country will be found for the dozens of electrical appliances that are now being used so extensively in the city.

But it is in the operation of farm machinery of every kind that electricity will undoubtedly play its biggest part. Long ago farmers learned to make money from the use of machinery. Farmers, however, have not learned to make money out of labor as the city business man has. To be sure, the farmer hires labor, but he regards it as an expense instead of an investment. One reason for this is that farmers have found it difficult to get competent labor.

So, most farmers have only one second-rate hired man. The rest of the labor done on the place is limited to what can be performed by the farmer and his family.

BUT with the coming of electricity to the farm, an equivalent of many hired hands can be put to work. There are at least 175 operations that can be performed on the farm by electric motors. Most of these operations may be at present neglected, because the farmer hasn't the time to get to them. Electricity will not only do this work, but it will do it at a satisfactory profit to the farmer.

As yet, the rural districts of the

DISPLAY advertising forms of Advertising and Selling close 7 days preceding the date of issue.

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

Thus, space reservations and copy for display advertisements to appear in the September 21 issue must reach us not later than September 14. Classified advertisements will be accepted up to Saturday, September 17.

Effective January 1, 1928

The Advertising Rate of

SOUTHERN RURALIST

Will Be \$2.50 An Agate Line

Cover Positions in Rotogravure

Back cover	\$2,500
2nd and 3rd covers	2,200
½ page inside covers	1,100
¼ page inside covers	550

Circulation Over 435,000 Net Paid

SOUTHERN RURALIST

Established 1893

Serves Every Interest of the Farm Home

ATLANTA, GA.

National Advertising Representatives

E. Katz Special Advertising Agency

New York
58 West 40th St.

Chicago
307 No. Michigan Ave.

Detroit
General Motors Bldg.

Atlanta
22 Marietta St.

Kansas City
Waldheim Bldg.

San Francisco
Monadnock Bldg.

* * *

St. Louis
1411 Syndicate Trust Bldg.



The men who wear this emblem have climbed high upon the ladder of success



EVERY member of the Shrine is a reader of The Shrine Magazine. The circulation 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

BOSTON

EASTERN
REPRESENTATION
for
Publications of Merit

John Schaefer
Publishers' Representative

55 WEST 42 St.
New York

Tie-up
Your Consumer Campaign
with Trade Publicity
for Sample Copies address:
KNIT GOODS PUBLISHING CORP
93 Worth Street New York City

United States are not extensively electrified. Forty-five per cent of the farms of California are electrified, 30 per cent of the farms of Utah, 27 per cent of Washington and 18 per cent of New York State farms. Less than five per cent of the farms of the United States, as a whole, are electrified.

There are two reasons why rural electrification has proceeded slowly. In the first place the power companies cannot afford to extend service into the country until they are sure of a profitable rural load. In the second place, it has been necessary to do a lot of experimenting to find out just what sort of farm work electricity is able to do economically. To determine this, The National Committee on the Relation of Electricity to Agriculture, has been carrying on experiments in twenty-three states. The tests are made under scientific conditions. Average farms are selected for the experiment. From ten to twenty farms are wired for the experiment. Electrical machines are installed to do every imaginable sort of work from washing dishes to milking cows. These machines are furnished free by the manufacturers especially for the experiment. The oldest of these tests has been going on for three years at Red Wing, Minnesota. The farmers selected were not prosperous. Most of them contended that they could not pay for the current, let alone for the necessary machinery. Time, however, proved to these farmers that electricity enabled them to make more money than ever before. The farmers find that they can pay for the current, buy machinery, and have a good profit left over besides.

These various experiments are determining what types of motors are best suited for farm work. They are demonstrating the practicability of electricity in farm work, and because farmers are being convinced that electricity pays, we may expect from now on to find the rural districts being electrified much more rapidly than in the past.

The other eight factors mentioned, by removing the farmer's isolation, placed him on a social par with city people. Electricity, the ninth influence, will place the farmer eventually on an economic par with the city business man.

Nervous Shifting of Accounts

[CONTINUED FROM PAGE 36]

his advertising agent to quit business and go with him in an executive capacity. The ex-agent gave us the account. The plan did not work out. He left the manufacturer, went back to his agency work, and asked for the account back again.

Case 10. This company was headed by a group of executives all of whom were over sixty. It was handled by our president who was well over fifty. He tried to transfer the account to me. At that time I was thirty-five. I found that these gentlemen could not believe that a man had sound, mature judgment until he was over fifty—but I found it out too late. We lost the account to another advertising agent with white hair.

Case 11. This was purely a pro-

motion scheme. I had every reason to believe that it was a regular business with a promising future. We started with a bang, and then the young men at the head told me they had sold out at a handsome profit to another company.

Case 12. This was one of those War Babies. I should have known better than to try general advertising on so technical a product, but a lot of us made the same mistake during war time. After the armistice I lost this client—and quite justly, too.

Case 13. There were four changes of administration in this company within seven years. We lasted through three changes, but the fourth group dismissed us with the general statement, "We think perhaps a new broom will sweep cleaner."

Case 14. This company was so firmly wedded to one artist—a brother-in-law to the two partners—that I had orders to use only his work. I did not know of this limitation until we were engaged and had done several months of preliminary work. The artist was a good man in his line, but his style did not fit in with the kind of copy we felt was best for the product. After two years of rather futile compromise I asked this manufacturer to find another agent.

Case 15. This was a small national account. We were particularly successful in working out an appeal that resulted in almost immediate and phenomenal success. The manufacturer was so badly oversold that he insisted on quitting the advertising. That was two years ago. He writes me occasionally, telling me that when they begin to sag again he will want our services, but so far as I am concerned it is a lost account.

Case 16. I gave a new employee a great deal of responsibility in handling this account. He had an unfortunate personal mannerism which antagonized the client. I discovered this when it was too late.

Case 17. This big corporation was full of political currents and cross-currents. We served them for three years and managed to keep pretty well out of the feuds and cliques. But one day we were in a conference where we had to line up with one side or the other, and as we are not good at that sort of thing we found ourselves completely out of the picture very soon thereafter.

* * *

I am well aware that my organization must have been lacking in one respect or another to have lost these seventeen accounts during half as many years. However, the facts put down here may suggest that not every account changes hands because of some deficiency in the advertising agent who loses it.

I consider it significant that we have lost only one account at the end of our first year with them.

And now, my dear sir, I am tempted in return to ask you two questions, either or both of which may sound impertinent. They are:

(1) How many big accounts (either retailers or wholesalers) have you lost since you started in business?—and—

(2) Why have you changed advertising agents four times in the past seven years?



¶ Here's a story that bears repeating--*700,000 people have moved into Detroit since 1920.* The city is no longer the Detroit of seven years ago.

¶ These people have created a new newspaper market and in your fall advertising plans you must consider seriously the effect these 700,000 people have had on newspaper circulations which is evident from the figures below.

¶ The growth of the Times indicates that it has kept pace with the expansion of the market and *is the only newspaper which has done so.*

	1920	1927
DETROIT TIMES	5,025	241,834*
(City Circulation)		

DETROIT NEWS	205,911	249,036
(City Circulation)		

*EVENINGS EXCEPT SATURDAY

The Times Is Growing With Detroit

**B e h i n d
every enter-
prise — the
B a n k e r .
Talk to him
through the
one maga-
zine he reads
thoroughly
each month
—the Amer-
ican Bankers
Association
Journal.**

Write us for information on how
Banker Influence can help the
marketing of your product.

American Bankers Association Journal

Edited by James E. Clark

110 East 42nd St., New York City

Advertising Managers

ALDEN B. BAXTER, 110 East 42nd 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.)

New Officers of the I. A. N. A. E.

The International Association of
Newspaper Advertising Executives an-
nounces the new officers and directors
to serve for the coming year. The
complete list follows:

PRESIDENT: Harvey R. Young, Advertising
Director, *The Columbus Dispatch*.

FIRST VICE-PRESIDENT: John F. Tims, Jr.,
Business Manager, *The New Orleans Times-
Picayune*.

SECRETARY-TREASURER: Don Bridge, Mgr.
Merchandising and National Advertising,
The Indianapolis News.

DIRECTORS: L. M. Barton, Advertising
Manager, *The Chicago Daily News*; Frank
T. Carroll, Advertising Director, *The In-
dianapolis News*; Frank I. Carruthers, Ad-
vertising Manager, *The Denver Post*; Thos.
F. Collins, Advertising Manager, *The Mil-
waukee Journal*; J. Carr Gamble, Mgr.
Rotogravure Advertising, *The St. Louis
Globe-Democrat*; Harry D. Guy, Advertis-
ing Manager, *The Dallas News*; C. M. Ken-
dall, Advertising Manager, *The Watertown
Daily Times*.

ADVERTISING COMMISSION, International
Advertising Association: Geo. M. Burbach,
Advertising Manager, *The St. Louis Post-
Dispatch*; Frank T. Carroll, Advertising
Director, *The Indianapolis News*; Wm. E.
Donahue, Mgr. Local Display Advertising,
The Chicago Tribune. (The President and
Secretary-Treasurer automatically are mem-
bers of the Advertising Commission.)

ADVISORY COUNCIL: M. F. Aronhine, Ad-
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Journal and Times*; O. S. Bruck, Advertising
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The New Orleans Item-Tribune; A. L. Poor-
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Journal-Bulletin*; G. W. Roche, Advertising
Manager, *The Spokane Chronicle*; A. L.
Shuman, Advertising Director, *The Ft.
Worth Star-Telegram*; Carl P. Slane, Pub-
lisher, *The Peoria Journal-Transcript*;
Rhey T. Snodgrass, Advertising Manager,
The Minneapolis Journal; H. A. Sprague,
Business Manager, *The St. Joseph News-
Press*; M. R. Thomas, Advertising Manager,
The Columbus Citizen; Harry T. Watts,
Business Manager, *The Des Moines Reg-
ister-Tribune-Capital*; Louis W. Wiley,
Business Manager, *The New York Times*.

COMMITTEE CHAIRMEN: Earl H. Maloney,
Advertising Manager, *The Peoria Journal-
Transcript*—Convention Displays; L. M.
Barton, Advertising Manager, *The Chicago
Daily News*—Convention Programs; H. W.
Roberts, Advertising Manager, *The Clevel-
and Plain Dealer*—Speakers Bureau; James
A. Austin, Advertising Manager, *The Omaha
Bee-News*—Idea Exchange.

VICE-PRESIDENTS

ENGLAND—Lt.-Col. Edward F. Lawson,
Asst. Managing Proprietor, *The London
Daily Telegraph*; **FRANCE**—Dr. Marcel
Knecht, General Secretary, *The Paris Le
Matin*; **HAWAII**—H. S. Hayward, General
Business Manager, *The Honolulu Star-Bul-
letin*; **PHILIPPINE ISLANDS**—Carson
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BERTA (Canada)**—George B. Cooper, Adv.
Mgr., *The Edmonton Journal*; **BRITISH
COLUMBIA (Canada)**—R. J. Cromie, Pub.,
The Vancouver Sun; **MANITOBA (Canada)**
—A. W. Moscarella, Adv. Mgr., *The Win-
nipeg Tribune*; **NOVA SCOTIA (Canada)**
—G. P. Greene, Adv. Mgr., *The Halifax
Chronicle*; **ONTARIO (Canada)**—R. K.
Stocks, Adv. Mgr., *The Toronto Globe*;
QUEBEC (Canada)—C. P. Buckland, Adv.
Mgr., *The Sherbrooke Daily Record*; **ALA-
BAMA**—Geo. C. Biggers, Adv. Mgr., *The
Birmingham News and Age-Herald*; **ARI-
ZONA**—Wesley W. Knorpp, Bus. Mgr., *The
Phoenix Republican*; **ARKANSAS**—K. A.
Engel, Gen. Mgr., *The Little Rock Demo-
crat*; **CALIFORNIA**—W. R. Penney, Adv.

600 replies

from
 $\frac{1}{2}$
page
in a
summer
issue



Mr. J. C. Clissold, manager of Odontex
Products Corp., writes ORAL HYGIENE:
"We thought you might be interested in
knowing the results we have obtained from
our half page advertisement in the July
issue of ORAL HYGIENE. As near as
we can compute, this advertisement
brought over six hundred (600) requests
for samples and information."

ORAL HYGIENE

Every Dentist Every Month

1116 Wolfendale Street, N. S.

PITTSBURGH, PA.

CHICAGO: W. B. Conant, Peoples Gas Bldg.,
Harrison 8448.

NEW YORK: Stuart M. Stanley, 62 West 45th St.,
Vanderbilt 3758.

ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg.,
Oliver 43.

SAN FRANCISCO: Roger A. Johnstone, 155 Mont-
gomery St., Keetry 8086.

PERFECT RUBBER CO.
62 Wayne St., Mansfield, O.

Write us for list of big
national advertisers
using "Perfect" balloons.
We furnish literature
and plans for promot-
ing their sale to your
dealers.

PERFECT RUBBER CO.
62 Wayne St., Mansfield, O.

PHOTOSTAT SERVICE

RAPID—ECONOMICAL
FACSIMILES - ENLARGEMENTS - REDUCTIONS

Commerce Photo-Print Corporation
42 BROADWAY 30 MAIDEN LANE
New York 1003 John 3797

CARTOONS—The “friendly” style of Advertising Illustration



Please retain this specimen sheet and list of popular cartoonists whose services can be profitably used in connection with Magazine, Newspaper, Car Card, Window Display, Booklet or Direct Mail Advertising.

THROUGH the constant viewing of newspaper and magazine cartoons, readers of all ages and classes have cultivated a sense of humor. So, now, cartoons have become a factor in modern advertising. ¶ In advertisements of any size, cartoons are the 'bull's eyes' of the advertising section. They receive the friendly attention that makes it easier for copy to deliver a sales punch. Readers prefer illustrations that entertain. ¶ When well planned and developed, you can use 'friendly and entertaining' cartoons to tell a selling story which the public will read as readily as they now read news cartoons and comic strips. ¶ There is an increased amount of competition among advertisers for reader attention. Recreational interests are also competing for the readers' time and are getting it. Advertising is not taken as seriously by readers as it is by advertisers. We must now bid for their time and attention with more interesting bait. ¶ To employ the services of the country's leading cartoonists, whose styles and signatures are immediately recognized by readers, is true economy, for it assures a receptive audience for your advertising.

Bruce Bairnsfather
Ralph Barton
Reginald Birch
Clare Briggs
Gene Byrnes
Lang Campbell
Fred G. Cooper
Percy Crosby
Thornton Fisher
Fontaine Fox
Chester I. Garde
Rube Goldberg
Don Herold
Ellison Hoover
G. B. Inwood
Merle Johnson
Eldon Kelley
Rollin Kirby
Henry Major
Winsor McCay
C. M. Payne
Ray Rohn
Herb Roth
Dick Spencer
H. T. Webster
Walter Wellman
Robt. J. Wildhack
Gluyas Williams
Crawford Young

¶ We will co-operate in adapting to your requirements, the work of these and other cartoonists or in offering suggestions for your consideration.

There are also available through us, the services of many popular story writers, who can produce interesting and colorful advertising matter for you

FRED A. WISH
INCORPORATED
12 EAST 41st STREET NEW YORK CITY



Reviving a Business

with INDUSTRIAL ADVERTISING

HOW OFTEN have the major markets of some great business disappeared without notice, because of fashion's change, a revolutionary scientific discovery or some strong, uncombatale force.

What is a great business to do? Retire with honor? Or revive with glory? Here is the story of one manufacturer who chose the latter course.

Life in the Balance

The Armistice, shortly followed by the "5-5-3 agreement" on naval limitations, cut this manufacturer's market to a critical fraction of his plant capacity. His corporate life hung in the balance. With the vanishing of the old market, this producer resourcefully turned to a comparatively new, and at that time little used secondary product.

A research bureau was established to determine the adaptability of the new product to different industries. As sales opportunities unfolded, salesmen were trained as specialists in the specific fields. The selling was pitched on the high plane of genuine service to the buyer. There was no promiscuous selling—no knocking at doors in hope that prospects would be found within.

Industrial Advertising, conceived to build industrial recognition for this new product and its salesmen, was

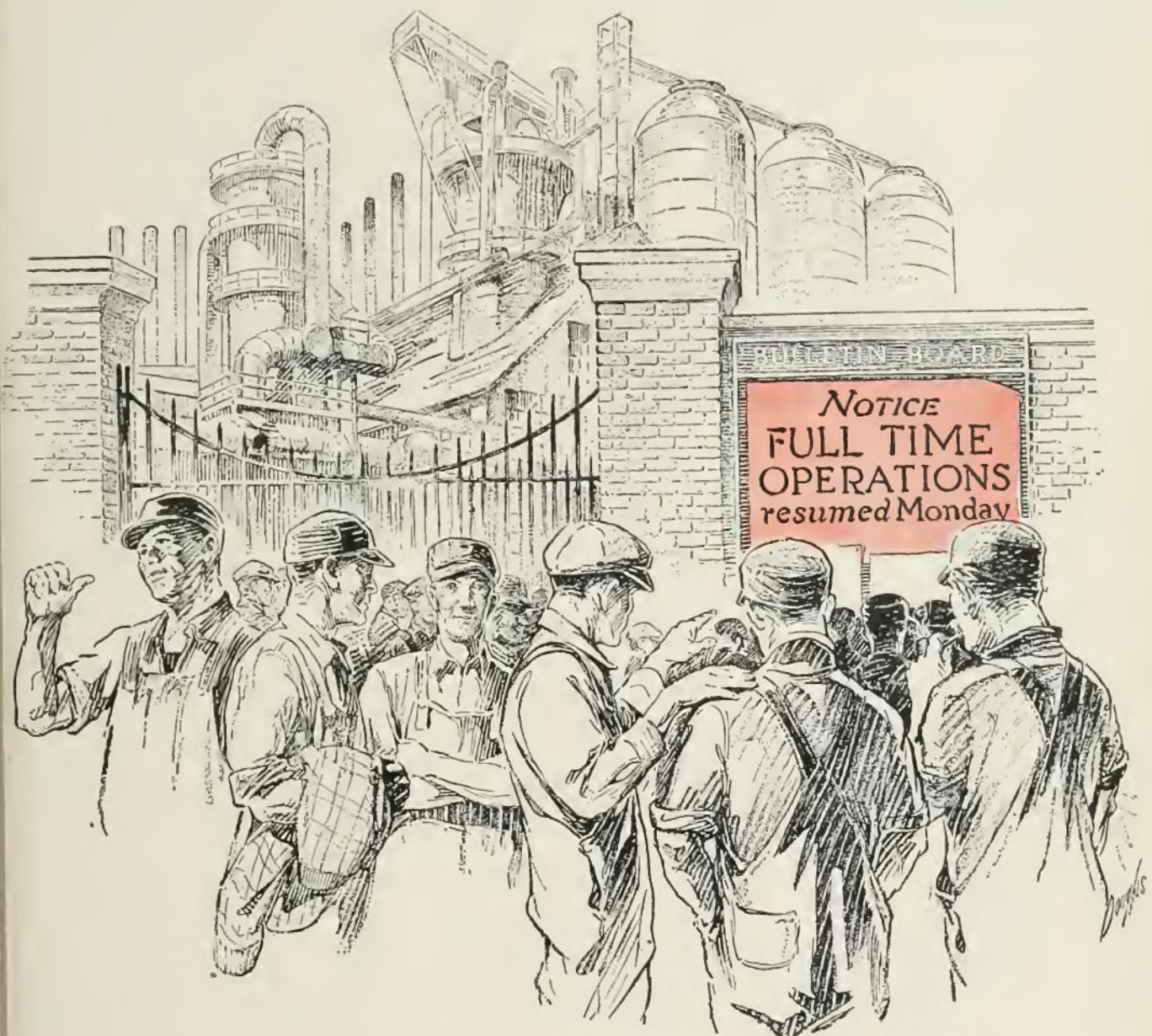
planned and scheduled with the same shrewd regard for specialization. The counsel of an experienced advertising agent was obtained. The Industrial Advertising, geared to the self-interests of the different classes of industrial buyers, was persistently published in McGraw-Hill Publications.

A Sensational Recovery

Aided by the power and force of Industrial Advertising, this producer "cheated the mourners" by developing a volume for the new product far in excess of the highest peak of any previous prosperity. And this achievement took place while the general business trend in collateral industries was in a declining direction.

If Industrial Advertising, co-ordinated with an Industrial Marketing plan, can rehabilitate a declining business, who can estimate its power and force when aided by favorable circumstances?

This sensational recovery was not the result of some miraculous chance. It was the outcome of just such common-sense marketing methods as are formulated in the McGraw-Hill book, "Industrial Marketing at Work." If you are an executive interested in the national industrial market, a McGraw-Hill representative will leave a copy of this book with you or your advertising agent. Notify the nearest McGraw-Hill office.



McGraw-Hill Publishing Company, Inc., New York, Chicago, Philadelphia, Cleveland, St. Louis, San Francisco, London Publishers of

McGraw-Hill Publications

Electrical

ELECTRICAL WEST
ELECTRICAL WORLD
ELECTRICAL MERCHANDISING

Construction & Civil Engineering

ENGINEERING NEWS-RECORD
CONSTRUCTION METHODS

Industrial

POWER
AMERICAN MACHINIST
INDUSTRIAL ENGINEER
CHEMICAL & METALLURGICAL ENGINEERING

Catalogs and Directories

COAL FIELD DIRECTORY	KEYSTONE COAL MINING CATALOG
RADIO TRADE CATALOG	ELECTRICAL ENGINEERING CATALOG
ELECTRICAL TRADE CATALOG	KEYSTONE METAL QUARRY CATALOG
CENTRAL STATION DIRECTORY	ANALYSIS OF METALLIC AND NON-
ELECTRIC RAILWAY DIRECTORY	METALLIC MINING, QUARRYING AND
KEYSTONE COAL BUYERS CATALOG	CEMENT INDUSTRIES
BONBRIGHT SURVEY OF ELECTRIC POWER & LIGHT COMPANIES IN THE U. S.	

Radio

RADIO RETAILING

Transportation
PLUS TRANSPORTATION
ELECTRIC RAILWAY JOURNAL

Mining

COAL AGE
COAL AGE NEWS
ENGINEERING & MINING JOURNAL

Overseas

INGENIERIA INTERNACIONAL
AMERICAN MACHINIST
(EUROPEAN EDITION)

45,000 ADVERTISING PAGES USED ANNUALLY BY 3,000 MANUFACTURERS TO HELP INDUSTRY BUY MORE EFFECTIVELY

A \$100,000,000 Market for FOOD

Products

IN spite of the fact that Florida is a rich agricultural state and exports annually nearly \$160,000,000 worth of farm products, the demands of the state for food products of many kinds are far outstripping supply.

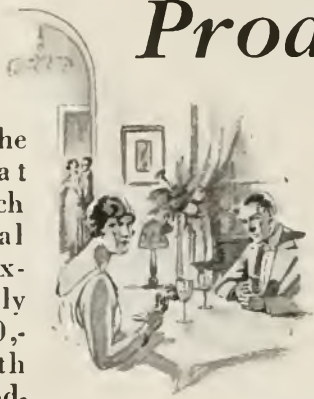
According to reports of the State Marketing Commissioner, Florida has to import annually more than \$100,000,000 worth of food products to care for

the needs of its fast increasing population.

In this fact the producer of meats, dairy and poultry products,

and various food supplies will find a real opportunity.

You can sell food products profitably to this fast-growing Florida market, if you will cultivate it through advertising. And you can reach this market economically by advertising in—



The ASSOCIATED DAILIES of Florida



DeLand Daily News
Fort Myers Press
Fort Myers Tropical News
Jacksonville Journal
Lakeland Star-Telegram
Miami Herald
New Smyrna News
Orlando Sentinel
Palm Beach News

Palm Beach Post
Pensacola News-Journal
Plant City Courier
St. Augustine Record
St. Petersburg Independent
St. Petersburg Times
Sanford Times
Tampa Times
Tampa Tribune

AJD
The Only Denne in
Canadian Advertising
Canada may be "just over the border," but when advertising there you need a Canadian Agency thoroughly conversant with local conditions. Let us tell you why.
A-J-DENNE & Company Ltd.
Reford Bldg. TORONTO.

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.

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

THE JOHN IGGLESTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

FREE Book on **A SALES AID**
Your salesman should show skeptical prospects the testimonial letters and orders received from satisfied customers—they supply proof and get the orders. Don't leave testimonial letters lying idle in your files—give them to your men and increase sales through their use. Send for a copy of booklet today.
AJAX PHOTO-PRINT CO. 31 W. Adams Street, Chicago

Dir., *The San Francisco Call*; COLORADO—W. C. Bussing, Adv. Mgr., *The Denver News*; CONNECTICUT—F. B. Dalton, Gen. Mgr., *The Danbury News*; DISTRICT OF COLUMBIA—C. I. Putnam, Pub., *The Washington Times-Herald*; DELAWARE—C. J. Pyle, Gen. Mgr., *The Wilmington News-Journal*; FLORIDA—J. M. Elliott, Jacksonville *Times-Union*; GEORGIA—Boykin Paschal, Vice-President, *The Savannah Morning News*; ILLINOIS—Louis Proehl, Adv. Mgr., *The Peoria Star*; INDIANA—Frank E. Hollis, Adv. Mgr., *The Terre Haute Star*; IOWA—F. Russell, Bus. Mgr., *The Davenport Times*; KANSAS—Knowlton Parker, Adv. Mgr., *The Kansas City Kansan*; KENTUCKY—Robt. J. Breckinridge, Bus. Mgr., *The Lexington Herald*; LOUISIANA—C. P. Manship, Publisher, *The Baton Rouge Advocate and State Times*; MARYLAND—Wm. F. Schunick, Bus. Mgr., *The Baltimore Sun*; MASSACHUSETTS—Jas. T. Murray, Bus. Mgr., *The New Bedford Standard-Mercury*; MICHIGAN—H. S. Conlon, Adv. Mgr., *The Grand Rapids Press*; MINNESOTA—W. F. Johns, Adv. Dir., *The St. Paul Dispatch & Pioneer Press*; MISSISSIPPI—W. G. Johnson, Gen. Mgr., *The Jackson Daily News*; MISSOURI—J. T. Barrons, Adv. Mgr., *The Kansas City Star*; NEBRASKA—Walter E. Lamb, Adv. Mgr., *The Omaha World-Herald*; NEW JERSEY—D. P. Olmstead, Gen. Mgr., *The Perth Amboy Evening News*; NEW YORK—Frank E. Tripp, Gen. Mgr., Gannett Newspapers, Elmira, N. Y.; NORTH CAROLINA—E. B. Jeffress, Pub., *The Greensboro Daily News*; NORTH DAKOTA—Norman B. Black, Gen. Mgr., *The Fargo Forum*; OHIO—H. A. Brandt, Adv. Mgr., *The Dayton News*; OKLAHOMA—H. S. Dreier, Adv. Mgr., *The Oklahoma City Oklahoman-Times*; OREGON—W. J. Hofmann, Adv. Mgr., *The Portland Oregonian*; PENNSYLVANIA—Homer E. Moyer, Adv. Mgr., *The Harrisburg Patriot-News*; RHODE ISLAND—Chas. O. Black, Gen. Mgr., *The Pawtucket Times*; SOUTH CAROLINA—Win. P. Etchinson, Adv. Mgr., *The Columbia State*; TENNESSEE—Martin Clark, Adv. Mgr., *The Nashville Banner*; TEXAS—A. L. Shuman, Adv. Dir., *The Ft. Worth Star-Telegram*; UTAH—H. F. Robinson, Bus. Mgr., *The Salt Lake Tribune*; VIRGINIA—L. E. Pugh, Bus. Mgr., *The Newport News-Press and Times-Herald*; WASHINGTON—J. Fred Braid, Adv. Mgr., *The Scattle Times*; WEST VIRGINIA—H. W. Manz, Adv. Mgr., *The Huntington Herald-Dispatch*; WISCONSIN—Irving C. Buntman, *The Milwaukee Herald*; WYOMING—W. S. Sopris, Bus. Mgr., *The Sheridan Post-Enterprise*.

Veteran Advertising Manager Dies

Charles H. Smith, widely known advertising executive associated with Berry Brothers for the past fifty years, died at his Calvert Avenue home in Detroit, Friday, Aug. 26. He is survived by his son Craig, a young advertising man connected with Printers' Incorporated.

The death of Mr. Smith marks the passing of the oldest and one of the most respected of Berry Brothers employees. Born in London seventy years ago, Mr. Smith went into the Canadian Northwest before reaching his majority. A few years later he came to Detroit and joined Berry Brothers' organization, then operated by its founders, Thomas and Joseph Berry.

When advertising became an important factor in the business, Mr. Smith was placed in charge of the work. He was a close observer, natural student and versatile writer. So he became Berry Brothers' first advertising manager.

He soon became recognized as an authority on varnish making, and he possessed that happy faculty of being able to translate technical information into interesting and understandable language for popular consumption.

427

427 Advertisers—the greatest volume
of advertising ever in Collier's for one year

427 national advertisers have placed orders for space in Collier's for the first six months of 1928. 40 of these are among the 75 advertisers who lead all others in yearly magazine expenditures.

This represents by far the greatest volume of advertising that has ever been run in Collier's for any one year.

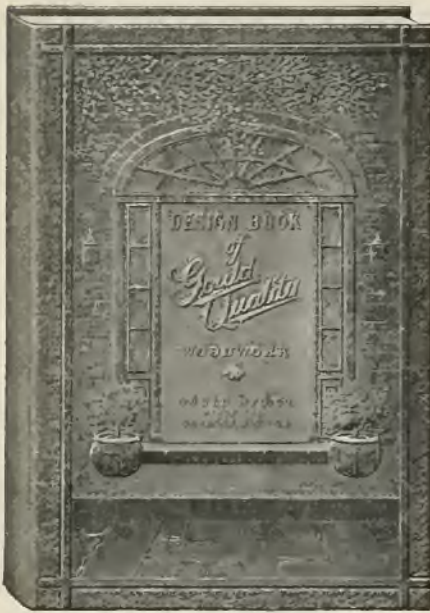
Another striking indication of Collier's growth.

NEWSY ~ PICTORIAL BRIEF

Collier's

Salesmen Who Travel Abroad

[CONTINUED FROM PAGE 24]



Quality

in a catalog cover should be in keeping with the quality of the product advertised

GOULD QUALITY millwork and interior finish—Molloy Made Covers—there's an example of perfect selling teamwork!

Designed by Molloy artists especially for this book; embossed in heavy Molloy leather-cloth to withstand constant handling by architects, contractors, and builders; on the whole, a book you would hardly lay down without looking through it—now, would you?

Ever think seriously of the value of Molloy Made Covers to your business? Let us send you samples and a sketch which will bring the matter home to you with a new significance! What will be the purpose of your next book? Page size? How many pages? How many books? Write to us—no obligation!

The
**DAVID J. MOLLOY
 COMPANY**
 2863 North Western Avenue
 CHICAGO



*Commercial Covers
 for Every Purpose*

remarks opened this article must not be accepted as our preceptor in the choice of foreign travelers. We must remember, and contrast, the conditions and circumstances which always have to govern in any business even more in foreign markets than here at home. The saw-dusty man was sent to Australia where the chief part of his duty was the cultivation of the good will. He was to impress saw mill operators with the tremendous superiority, from a practical point of view, of his special brand of saws, whether their orders were placed direct with the manufacturer or passed through importing merchants in the larger cities. The cultivation of the importing merchants, with that sort of a background of "service" to the actual users of saws was easy. But the same representative might not make a success in another market, or where prospects were of a different sort. The saw manufacturer confesses with a grin that when he found he could sell his American saws in Sheffield, England, the very heart of the British steel industry, he thought that the trade of the world lay at his feet.

But he discovered shortly that while high quality was recognized and desired in England, the buyers in South American markets cared nothing at all about quality. To sell them he had to make an entirely different appeal, and it was much more difficult selling them. So the market to be cultivated and the character of its trade has to be considered.

So must the calibre and personality of the prospects who are to be cultivated. If the attack is to be upon the big, rich, millionaire importing houses, the mental and physical equipment of the traveling salesman who is to call upon them should be rather different than it need be if small retail or native dealers only are to be approached. In the first case, the traveler had better carry a wardrobe trunk and pack in it his evening suit and dinner jacket—and know how to wear them. In the other case, he may, if he choose, travel with a suit case and a change of shirts—though I do not advise it by any manner of means.

IT seems extremely doubtful if an automobile manufacturer, should he emulate the example of the saw mill man, will secure large and important distributors and dealers by entrusting the introduction and sale of his motors to a grimy taxi driver or a greasy garage mechanic, no matter how expert. Not only are his sales likely to suffer, but—what is even worse—his prestige, which counts for more abroad than it does here at home. Intimate, expert knowledge of the merchandise to be sold is, indeed, desirable. When all is said and done, however, it is not half as essential as selling ability, and in this respect markets in other countries of the world do not differ mate-

rially from our own. But I am sorry for the salesman 3000 or 15,000 miles from home who cannot give explicit and satisfying answers about his line. References back to the factory for details, glittering generalities, are not satisfying. Hence we have one more reason for deciding that the foreign traveling salesman should have experience, should have been tested in the home markets before he is sent abroad.

CLEARLY enough we cannot generalize on this subject of selecting foreign traveling salesmen, or, for that matter, in any other regard to exporting trade. The line, the market, the class of the prospects, all have a bearing on it. So does something else which is all too commonly forgotten, or disregarded. This is the responsibility that resides, or should reside, in the representative of a firm far from home, among buyers, strangers to him and perhaps to his house. In principle the representative should be creditable to his house, but in any event he must be absolutely trusted by his house. When he takes an order, that order is regarded in other countries of the world as a contract binding on the house that has solicited it.

The buyer may cancel, if immediately or promptly, but the manufacturer must not. The manufacturer's representative has offered prices and terms; the manufacturer is bound by his representative's acts. It therefore behooves the manufacturer to send abroad no representative whom he is not willing to back to the limit.

Two or three years ago a nationally known American manufacturer sent his assistant export manager on a foreign sales trip. Either because it was the man's first actual experience abroad, or because the manufacturer did not fully trust his judgment, he was instructed that no order was to be taken except subject to factory approval and acceptance by the credit department at home. He was provided with a special cable code by means of which he was to report back home daily the names of customers, secured terms and amounts of their orders, on receipt of which the factory would wire back its approval or disapproval. Now, there are several things the matter with this complicated scheme.

There is the indignity to any self-respecting salesman, with his possible embarrassment in having to explain to each customer that he would have to wait a few days before confirming the order—or returning to some customers and reporting that the order he had solicited had been turned down by the factory.

There is the usually unwarranted assumption by the factory credit manager that he is a better judge of the reliability and responsibility of a dealer in Calcutta (perhaps) than is the traveling man on the spot. Yet no salesman ought to be sent abroad who

Kay

newest Kraft Cheese delicacy
is nationally advertised in
The Christian Science Monitor



The dealer "tie-in" advertisement above
is one of

277

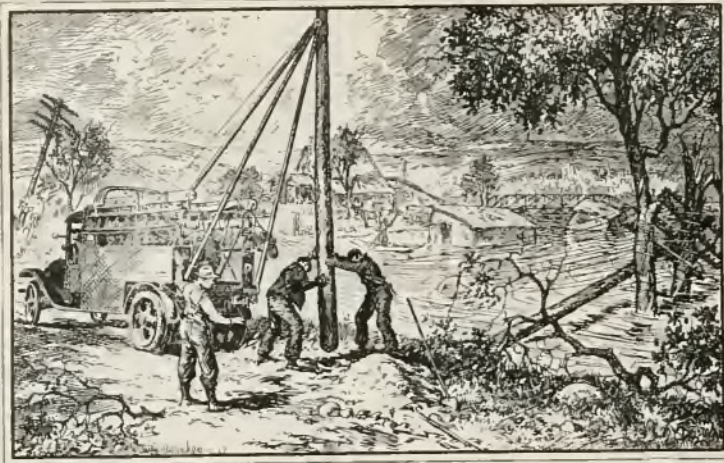
which appeared in the Monitor, from
51 different cities, within less than four
months after the national advertising
began to appear.

*A folder describing this free "tie-in"
service will be sent on request.*

THE CHRISTIAN SCIENCE MONITOR

AN INTERNATIONAL DAILY NEWSPAPER

107 Falmouth Street, Boston, Massachusetts



All for One

*An Advertisement of
the American Telephone and Telegraph Company*



A SLEET storm descends, carrying down trees and wires. A wind turns outlaw and blows down a pole line. Or some swollen river rambages through a circuit of destruction.

But wherever angry nature attacks the Bell Telephone System there are repairmen trained to meet the emergency, and everywhere trained in the same schools to the use of the same efficient tools. Supplies of surplus equipment and materials are kept at strategic points whence they may be rushed by train or truck to the devastated area.

Throughout the Bell

System, all construction and practice are standard, so that men and supplies, when necessary, may be sent from one state or company to another.

There are twenty-five Bell Companies, but only one Bell System—and but one Bell aim and ideal; stated by President Walter S. Gifford as:

“A telephone service for this nation, so far as humanly possible free from imperfections, errors and delays, and enabling anyone anywhere at any time to pick up a telephone and talk to anyone else anywhere else in this country, clearly, quickly and at a reasonable cost.”

cannot exercise good credit judgment, and while on the ground he has twenty times as many and better opportunities of learning details of the customer's resources and character than has the factory in Philadelphia. No traveling representative ought to be sent abroad who cannot be trusted to know all about a prospect before ever he solicits an order from him, and know definitely what credit he deserves and what terms may be extended. Such powers ought to reside in the representative. He should be chosen and trained with them in view.

ANOTHER story, of another aspect of the foreign traveling representative's relations. Once, when visiting Venezuela, I was asked by a large manufacturer of pumps to tell them what in my judgment would be an adequate allowance for expenses of a traveling salesman in that country.

They had had a man there who had turned in what they regarded as an exorbitant expense account which they were holding up until they could hear from me. I made inquiries and found that the representative was well remembered in Caracas where he had cut a pretty wide swath during his stay. There had been nightly champagne dinners and daily automobile excursions which must, indeed, have cost a lot of money. But then—the representative had been stalking big game. He was after certain large government contracts; he got some of them, with more to follow. Since when have government officials ceased to be susceptible to entertainment, even in our own country? The representative's expenses may have been huge, but it seemed to me to come with peculiarly bad grace from this manufacturer to quarrel with them, in full knowledge of the kind of business sought and results actually secured. Even if no business had been secured, there was no other way of trying for it.

So this is another thing that must, largely, at least, depend on the discretion and judgment of the foreign traveler—his expenses, and the time he can or should devote to a given market. The distant factory cannot judiciously control such things. The man actually on the ground must adapt himself to necessities as they arise, and he should be given a reasonable amount of leeway when he deviates from cut-and-dried methods.

It should not be forgotten that we have been speaking of the selection of salesmen to sell goods abroad, having in mind new men for their first trips, or new markets not previously cultivated by travelers. There is another kind of foreign traveling: the regular, systematic, continuous cultivation of an established market, where the often trodden ground becomes as commonplace, the traveler himself as familiar a face, as is the case with any “peddler” in his district in the United States.

There are a few manufacturers who have such conditions to meet and who may standardize traveling practices as they do at home. But even they had to make a start, as most of the rest of us have to do today, and the moral of this article is: Choose only creditable, responsible representatives for work abroad, reliable men whom you can and will trust and who (you know) are salesmen.



SELLING AID

Send 10c for proofs 500 cuts and plans for making your ads pay better.

SELLING AID
616 N. Michigan Ave., Chicago

Jewish Daily Forward, New York

Jewish Daily Forward is the world's largest Jewish daily. A.B.C. circulation equal to combined total circulation of all Jewish newspapers published. A leader in every Jewish community throughout the United States. A Home paper of distinction. A result producer of undisputed merit. Carries the largest volume of local and national advertising. Renders effective merchandising service. Rates on request.

An Easy Way to Recruit Salesmen for Specialties

If your product requires demonstration, sell it through your own direct representatives. Thousands of workers are ready to sell for you on a straight commission basis.

Reach them through these magazines:
Salesology
Extra Money
Opportunity
How to Sell
Spare Time Money Making



Advertising Agencies:

Here's a wide open field for you. Send for sample copies of these magazines.

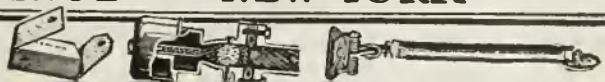
Does Your Product Meet These Requirements?

1. Can it be demonstrated before the prospect's eyes?
2. Is it portable?
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?

Check your product against the requirements listed above. Then write us at once. Our representative will, without obligation, analyze your sales possibilities in this field and answer your questions.



The DIRECT SELLING PUBLISHERS
Two Million Professional Go-Getter Readers Every Month
565 FIFTH AVENUE . . . NEW YORK



Buying Space in Britain

By Amos Stote

THINGS have considerably improved in the mighty realm of Fleet Street, in the matter of buying advertising space. No longer are you likely to have a publication return your copy with the statement that it does not pay agency commissions, does not appreciate your offer of advertising, and feels quite capable of soliciting its own accounts without any help from you, the agency.

Yet not so many years ago one of the oldest agencies in London had its proffer of twenty-eight pages for a trade paper returned to it with a brief note embodying the spirit of the message just given. Fortunately for the agency the client in that case was willing to back it up, with the result that the agency was finally, and reluctantly, given a seven per cent commission, but no thanks for the substantial business.

Yes, things have changed in that direction and it is seldom that a publication will not now give the standard ten per cent commission. But there are other features concerning the buying of space in Britain which it will be well for the American agency and manufacturer coming into this market to know something about.

The mechanics of the situation over here are not without interest. And there are two divisions to the mechanical problem. The mechanics of buying space; and the mechanics of using the space bought.

The mechanics of space buying are easily mastered and the routine of procedure is much the same as in the States. The agency space buyer has the job of making out the schedule (pronounced *shedule*), dealing with the publications and buying the space. Buying the space is still a matter of *buying*, in some instances even of bargaining. Few publications have absolutely fixed rates and there are favoritisms and friendships which still carry weight when it comes to settling on terms.

There are also conditions and seasons when rate bargaining has very great possibilities. What are termed "drapery rates," meaning the special terms offered the great stores by the newspapers, are given to the department stores direct, and

no agency can get this business. There are also what are known as "holiday rates," meaning special terms given by even the biggest papers during the height of the summer holiday season. At that time it is quite possible to secure reductions of hundreds of dollars on a single page. And then there are the "last minute" rates. A space which had been reserved is cancelled within a few hours of going to press. The advertising department of the newspaper gets on the telephone to some of the big agencies and offers this space at a very considerable reduction.

Then there is the other extreme to be considered. You may calmly decide, in conjunction with a client, to run a big program (still spelled programme), using large space on certain days in certain great daily papers. Naturally you would expect these papers to welcome such profitable business laid in their laps with expressions of keen appreciation.

You instruct your space buyer to secure you such and such spaces on such and such days. You send him a memorandum to that effect. An hour, or even perhaps twenty minutes later, he comes to you with the astonishing news that you can have, if you take it at once, such and such spaces on such and such days; neither the spaces nor the days being what you had ordered. In other words you take what you can get, and take it in a hurry. *You* do the special pleading and show the special appreciation—not the publication.

THE fact is that large papers, especially the London national dailies, have their best spaces booked long in advance. So instead of saying that you will take specified spaces on certain days your space buyer, in his most diplomatic manner, telephones the paper and requests information as to what spaces are available, or when any space will be available.

Or perhaps you want a "solus" position, meaning the only advertisement on that particular page. Of course you must pay an extra rate for it, and you are usually fortunate if you get it at any rate, and then it

can be had only on certain pages. Again, you may want "turn of page" position, which means the first page after the big general news page, and here again you pay an extra rate. The publication will tell you that a page on which you wish special position must bring in a certain revenue. It is not a question of the paper merely wanting that revenue. It is a question of the paper deciding it must have it, and it usually gets it.

SPACE is no longer bought by lines in Britain. That method of measurement has been abandoned for some time. The unit of space in the daily papers is an inch. The magazines work from the page rate downward. In the daily papers, the big ones, you can buy a page, if the space is available, or three full columns, but you cannot buy four full columns, nor five columns nor six columns of a seven column paper. You can buy a half page across the paper.

On certain days you may be able to secure defined spaces on the front pages of some of the big dailies. These pages and spaces are allotted to some of the general stores (department stores) for certain days of the week on long standing contracts. On the other days of the week this page can be had, at a price of astonishing proportions, until you consider circulation, by national advertisers; but in these cases the full page must be taken.

As an adequate national circulation in Britain has to come through the daily press the mechanics of using space are decidedly hampering. Color is not to be considered. Fine wash drawings, soft toned photographs, in fact anything other than coarse screened half-tones of illustrations having great contrast in tone values, are certain to lose much of their virtue in the press-room—assuming that virtue may be lost in part without being lost altogether.

So, if pleasing results are to be secured, the matter of illustration reduces itself to line work and the flat contrast drawings which are almost fool proof.

While you can be quite sure of the circulation you are buying when you deal with the larger publications,

there still remains a disconcerting speculative phase to this subject when many of the lesser journals are up for appraisal. Some of these attempt figures. Others ignore the subject as being beneath their journalistic dignity and influential position—and they get away with it.

There are a number of good magazines in Britain, but few so good, either in contents or composition, as those the American advertiser is accustomed to use. This is probably due to several conditions, chief among them being the fact that the reading public does not take too kindly to magazines when it can buy second hand books and belong to lending libraries for small sums.

Two other direct influences against magazines in Britain becoming the great advertising forces they are in the States arise from methods of distribution and price.

Magazines do not endeavor to secure yearly subscribers, on account of the cost of delivery by mail, there being no such bulk rate for publications as our second class postal service offers.

The second of these two influences may be said to grow, to a certain extent, from the same cause. Because of the difficulty good magazines experience in securing circulation, and so reducing cost per copy while increasing advertising revenue returns per copy, they are forced to charge a price for their journals which makes them prohibitive to the majority of the people.

THERE are other factors which militate against the development of strong national magazines in Britain, and I here refer to strength only from the standpoint of circulation, for there are some very powerful journals over here, when adjudged from literary-cultural standards.

However, the great conclusive reason why weekly and monthly magazines do not top the field when it comes to securing national circulation for advertising general commodities is simply because the newspapers do the work so well; at least so far as distribution is concerned.

The limited miles to be covered, the remarkable speed, frequency and completeness of the British railway system, the highly developed organizations for the rapid distribution of the daily papers all conspire to make these the national media. What you lose in beauty of illustration and reproduction you make up, to a great extent, in time and directness of results.

Instead of having to wait weeks after a national campaign has been prepared and released to magazines, and the weeks usually grow into months, as is the case in the States, you can rush through a campaign in Britain in a matter of hours. You can watch progress with the knowledge that you can make changes to meet emergencies, almost up to the hour of going to press, and but a few hours before the nation gets the message. From day to day you can check up response; test appeals, revise to secure results which an advertisement released forty-eight hours earlier has indicated as the more responsive method.

You may lose in appearance, but you get elasticity—opportunity to speed up, slow down, make the curves safely—when you have a national daily press. And how it helps you to get distribution and move goods over night!

“Salesman’s Fright”

“Salesman’s Fright” is an enlargement of an article which aroused so much interest that many of the leading manufacturers in the United States—and several in foreign countries—privately reprinted it for circulation among their salesmen.

by
Ray Giles
The Blackman Co.

Author: “500 Answers to Sales Objections,” “Breaking Through Competition,” and “Developing and Managing Salesmen.”

“Salesman’s Fright” is the first of the Kellogg Pocket-Profit Books. Constructive selling philosophy. Inspirational. Practical. Every salesman in your employ will appreciate a copy.

10 copies or more.....	25c per copy
50 copies or more.....	23c per copy
100 copies or more.....	22c per copy
500 copies or more.....	20c per copy
1000 copies or more.....	18c per copy

(Examination copy, 25c, postpaid)

Kellogg Publishing Company
6 Lyman Street
Springfield, Massachusetts

The OPEN FORUM

Individual Views Frankly Expressed

Criticism or Defense?

DOESN'T Mr. Buakhage in his letter (Aug. 24 issue) really ask for a genuine counter-attack from the advertising fraternity instead of a defense from Mr. Chase?

I have read both the book itself and the article by Mr. Goode which in your foot-note to Mr. Baukhage's letter is termed "a criticism of the book." I cannot see where Mr. Goode's article is either a criticism of the book or a defense of advertising. True, Mr. Goode began his lunge with a large sized road and some angry pawing upon the ground but he became milder and milder as the text progressed until at the end it seemed that he was attempting to persuade Messrs. Chase and Schlink that advertising was duly chastened and would now be good.

I cannot see where "Your Money's Worth" is any attack on advertising, save indirectly. It is really an attack on modern business methods first, and only incidentally upon copywriters who write without knowing whereof they speak.

It seems strange that none of those who have attempted to reply to the book have caught the full force of the idea that any attempt to educate the dear public to "standards" would require quite a bit of advertising on the part of the Bureau of Standards—that to follow the recommendations of Barsodi, Chase, and Schlink, would make Uncle Sam the biggest advertiser of them all.

ALLEN W. RUCKER,
The University Staff,
Cambridge, Mass.

Had You Thought of This Side?

THERE'S been a power of well-aimed stones thrown at "Your Moneys' Worth." To many of us, too many have been thrown farther than necessary. Occupying, as I am, a position on the cross arm of a telegraph pole looking down on the excitedness, *too few have really taken any aim.* Consequently a power of glass has been broken and no particular good done.

It doesn't take any great acumen of grey matter to agree or disagree with these two Knight Errant Collaborators, who through the kindly indulgence of The Book of the Month Club, have so successfully hopped off into the fog.

To see this thing straight, therefore, let's look at it crooked.

For instance, there's the so-called new school of painting. That yeasty group of brush bungling somebodies who pride themselves on having things out of whack, and using only colors that yell.

To "us safe and sane folks" first it's amusing; then it riles one.

A week at Provincetown amid the Hawthornesque monstrosities, and we yearn for a chance to beat the whole thing to a pulp.

Or we take down last winters coat from its moth ball hook, and laugh in their sleeve.

But there's more to it than that. A lot more.

Last night I sat with half a dozen artists at the Salmagundi Club. Five of them ranted at and ridiculed the Off Whackers. Finally the sixth one said calmly: "Well, fellows, these whacksters are doing us all good. We had grown a bit smug. Our work had become a bit stodgy. Slaves we had allowed ourselves to be to precedence. These off-eyed color rioters get on our nerves. But they also got under our skins.

"It's doing us all good. Somewhere between where they think they are and where everybody knows us to be, is the next great awakening. Let's not have to be handed Big Bens when that time comes. Let's call our own selves right here and now."

In like manner, folks, let's do some cup-handed listening to "Your Moneys' Worth." It may be blurby. It may be painfully out of whack with facts. But some of us who "practice advertising as a money getting pastime," know that advertising in its larger sense seriously needs debunking.

Even as the circuses no longer have their parades, advertising agencies might well cease walking the mahogany topped elephant around.

His ears have really grown rather floppy.

The fact-facing-fact that the average life of an advertising account, with the average advertising agency is but three years, is of itself a challenger for such young armor bucklers as the authors of "Your Money's Worth."

Looks to us, from up here looking down, as if in the years of tomorrow, we are going to be "powerful indebted" to these two for giving a good husky shove to advertising's debunking process so long—so strangely long—overdue.

Yes. Let's cup our hands and do a little early listening.

L. W. C. TUTHILL, *President,*
Tuthill Advertising Agency, Inc.,
New York.

Answering Mr. Ellis

JUDGING from Mr. Ellis' article in your issue of Aug. 24, the day is not far off when corps of engineers will invade our advertising agencies equipped with protractors, compasses, dividers, planimeters, verniers, tables of Powers, Roots and Reciprocals and Mantissas of Logarithms.

Good Heavens! The City of New York finds it hard enough to get sufficient engineers to build its subways now. What will happen if a real exodus of engineers should take place? Perhaps the advertising men will take to building subways.

No, Mr. Ellis, advertising is neither an art or a science. Advertising is a business. Business of selling goods through printed word. But by no stretch of imagination can engineers be considered business men. That old bogey of "Factor of Safety"—the training of engineers' minds to provide three or four times the necessary amount actually required to carry a certain load—is too much of a handicap in any business. Any honest engineer will admit this in his sober moments.

Advertising and engineering are far apart. Engineering is an exact science, whereas advertising cannot be considered as such.

Whether an advertisement is good or bad is always a matter of conjecture until after same has been published and we can check the results. Before two advertisements on the same subject are published—assuming that both have been written by well trained men and not novices—it is impossible to predict which one will be more resultful. Experienced advertising men agree that good advertising is the product of good judgment, good taste, good ideas and many other good things which cannot be reduced to a mathematical formula. At least it has not been done up to the present time.

When that happy day comes, our copywriters will have to go back to running speakeasies, or whatever profession they were pursuing before engaging in the advertising business.

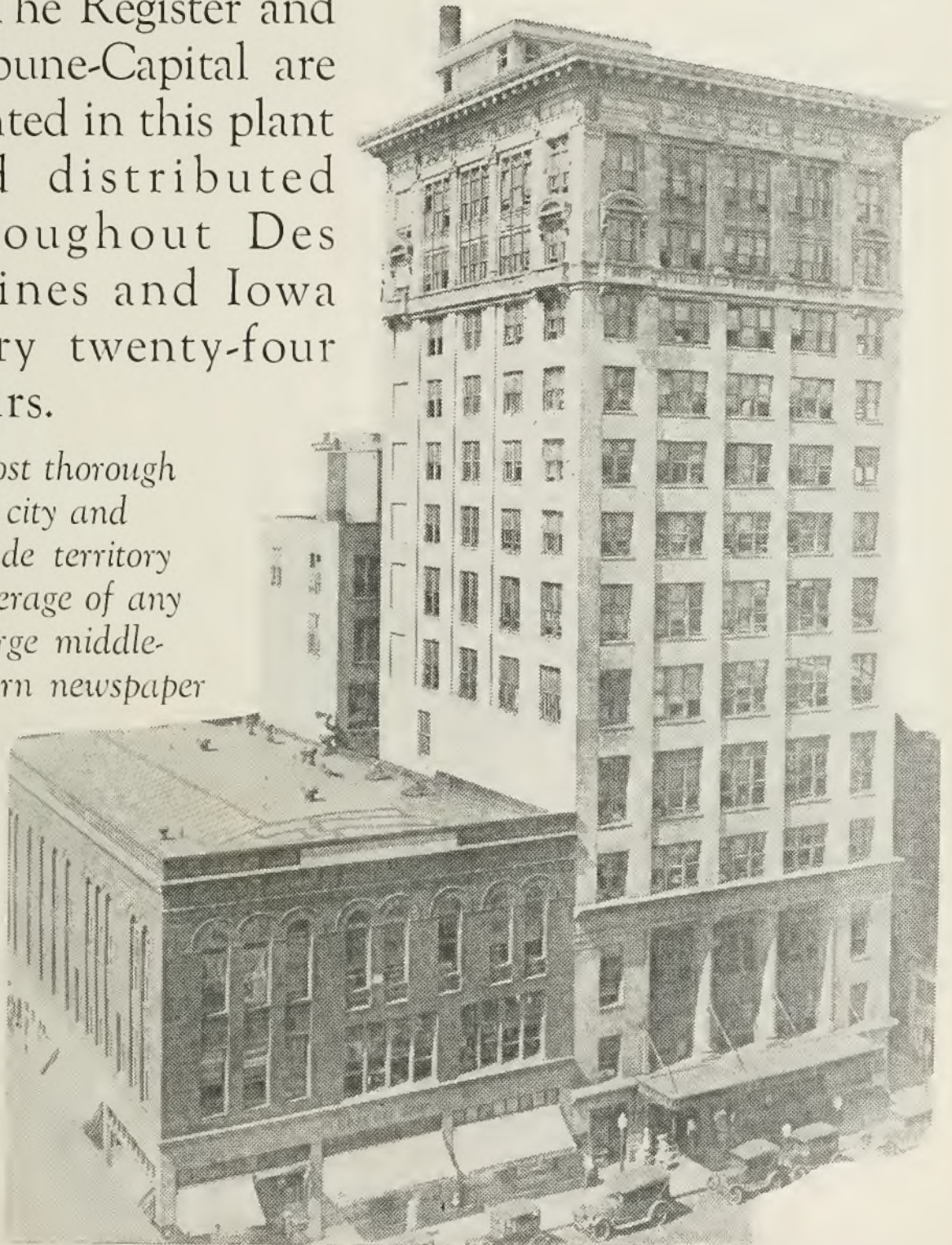
LOUIS BREWER,
Brooklyn, N. Y.

[CONTINUED ON PAGE 98]

More than 220,000 copies

of The Register and Tribune-Capital are printed in this plant and distributed throughout Des Moines and Iowa every twenty-four hours.

*Most thorough
city and
trade territory
coverage of any
large middle-
western newspaper*



The DES MOINES REGISTER
and TRIBUNE-CAPITAL

Sans Bunk

Tulsa's complete market unit . . . designated as the Magic Empire . . . comprises a rich, resourceful area 70 miles in radius covering 21 counties of eastern Oklahoma. It has a population of 750,000 . . . produces about 60% of the federal income tax of the state . . . and has nearly three-fifths of the paved highways of the state.

In the annual registration of automobiles there were a total of 449,960 in the state of which 188,554 or 42% were in the Magic Empire.

Of the 35,952 new automobiles registered in the state during the first six months of 1927, the Magic Empire had 16,466 or 46% of the state total.

There's the rich Oklahoma market for automotive and other manufacturers. And, of course, the Tulsa World is the newspaper to depend upon to win the Magic Empire trade.

No other newspaper even claims to reach this market as does the Tulsa World day after day.

The World's fast motor transport service, employing 38 motor trucks, and its city carrier type service throughout the Magic Empire assures distribution of a complete newspaper throughout this market as early as in the city of Tulsa . . . Morning, Evening and Sunday.

Detailed information concerning the market possibilities of the Magic Empire furnished on request.

Sworn Average Net Paid Circulation, July, 1927

DAILY (M. & E.)	SUNDAY
79,358	64,198

NATIONAL REPRESENTATIVES

THE FORD-PARSONS CO

360 N. Michigan Ave., Chicago;
58 Sutter St., San Francisco

BRYANT, GRIFFITH & BRUNSON

9 East 41st St., New York; 201 Devonshire St., Boston;
Walton Bldg., Atlanta, Ga.

DAVIES, DILLON & KELLY

707 Land Rank Bldg., Kansas City, Mo.

AN ALL DAY NEWSPAPER

TULSA WORLD

Oklahoma's Greatest Newspaper

MORNING EVENING SUNDAY

Everybody's Business

[CONTINUED FROM PAGE 5]

tolerate lines of divided authority. There is no indecision as regards what is to be done—each organ acts definitely and promptly.

"In the operation of the human body there is no passing the buck, and there is no butting in by major officials in the work of other major officials, nor in the work to be done by minor officials. The body is a 'we' proposition and not an 'I' affair. It concentrates, placing within a function all the factors that affect its performance. Fingers are not under the jurisdiction of the lungs, and the stomach is not ordered about by the heart. There is no element of know-it-all by the major officials of the body. Advice from every source is given respectful attention and acted upon promptly. At precisely the right moment, the body transfers work.

"THE Bible says: 'Go to the ant, thou sluggard; consider her ways, and be wise.' Let me suggest that a similar truth may be stated with reference to the benefits that would accrue to organized business from making a study of the human body. Capital and labor fight because neither fully understands the theories upon which good organization must rest and round which it must be developed.

"What a grand mixup there is today in many corporations where the performing machinery and the service machinery have been merged under a single head. This situation is practically the same as if the hands and feet and heart and liver were all a part of the same function. Just think what would happen to the human body if the hands or feet had to wait until the heart pumped a certain amount of blood or the stomach digested a definite quantity of food.

"In an efficient industrial organization, just as in the human body, routine performance must proceed unhampered and without interruption. Service must be rendered and requirements anticipated. The two must be directed and coordinated by some agency which can rely for information and advice on experts or specialists who are in possession of the required knowledge to reason, conclude and act.

"When the body organization violates any of the laws of health and nature, trouble quickly results. Likewise in business every violation of accepted principles brings confusion and waste. Things are disarranged the moment the big boss fails to place responsibility on the proper people. Each worker must be held accountable for certain results and must have authority to get them in his own way. It is the results that count, not the methods used. The executive who succeeds uses man-building methods which develop doers—not detail-chasing tactics which develop leaners. He never departs from the policy of giving full credit for work well done, and as a result this same policy quickly extends on down the line until it permeates the whole organization."

Having ended his interesting exposi-

tion of business philosophy, the doctor settled comfortably back in his chair and looked rather skeptically at the notes I had scribbled on the pad that lay before me. "Don't take me too seriously," he added. "You know it is only human nature for one to believe that he might improve on the methods of the other fellow. The comedian always aspires to play parts that are tragic."

Looking at his watch, the doctor left hurriedly, so he failed to hear the comments of the two highly successful corporation executives at the table.

"Interesting thoughts, cleverly presented," said the sales manager. "Good idea, that of imitating the handiwork of the Master Designer. If one organ of the body, such as the eye, has given us the basic knowledge needed to develop a wonderful photographic apparatus, then surely this same model may contain interesting possibilities for improving on the designs of present industrial organizations."

"You're dead right," said the manufacturer. "When Bell got his idea for the telephone, practically all of his time for several months was given up to a study of casts that showed as nearly as possible the human skull with every detail of our hearing mechanism. I remember an interesting talk given by an eminent automotive engineer. He suggested the use of the human body as a guide in mechanical work. Said that within us is the most amazing system of devices ever assembled in a single unit. Some parts turn like bearings, others move up and down like pistons and quite a number give all of their attention to controlling and regulating the operations taking place on every side.

"IT would probably be a good thing for all of us if we were to regard our bodies as machines for getting the energy out of food and using this energy to do various kinds of work. Such a viewpoint would certainly make it easier for the average person to understand many of the disorders that upset health and destroy individual efficiency. We know that the digestive apparatus is the body's power house; the muscles are the engines that do the work; the bones are the levers; and in all of the joints are ropes and belts and pulleys. We are aware that none of the muscles ever push—they always pull, and they do this by shortening their length. But no one can explain why this contraction takes place. In fact, we know very little about the operation of the glands and practically nothing at all about the ways in which the nerves of the organs of sense receive their sensation."

"Well, it was a profitable hour," said the sales manager as we arose from the table. "I have a couple of ideas in my mind that I want to work out."

On the way back to the office I could not help but think how foolish it is for anyone to believe that no worthwhile suggestions concerning his particular business can be obtained from people outside his own industry or profession.

Since 1900

[CONTINUED FROM PAGE 38]

A few weeks ago a notice was published in the office of the marines at Washington, D. C., stating that women employees could not be discriminated against in the matter of smoking—that they were just as free to enjoy a cigarette if they cared to do so, as the men. A few years back such a statement posted in a Government office would have been important enough to form an issue in a presidential election.

In 1907 there were only about five hundred and twenty-eight officially registered golf clubs, valued at approximately nine million dollars. Today we have about four thousand clubs, and an estimated value in excess of seven hundred and twenty-eight millions of dollars.

The attendance at inter-collegiate football has increased from two million to about twenty million in the last few years.

The radio audience has come from an estimated figure of seventy-five thousand, five years ago, to about twenty-six million today. Sales have increased from sixty million to an estimated figure in excess of five hundred and thirty-five million in 1926.

These statistics give but a few indications of the way various industries have grown, organized, and are successfully competing for the leisure time and money of Mr. and Mrs. Consumer. Yet one thing has remained static. A day is still made up with twenty-four hours. All these industries are bidding for our time and money, yet we have but the same twenty-four hours a day to live and invest that our forefathers had before us.

This terrific new competition for the leisure time and money of the public has put a new requirement on the sales policy and methods of all national manufacturers.

On the other hand, the physical, mental and economic status of the average American family has kept in step with this program:

- (1) We live longer.
- (2) Our health is better.
- (3) Higher education is free to all.
- (4) Grandmother is mentally interesting and dresses very attractively.
- (5) Our wives and children are insured.
- (6) Women may travel anywhere in safety.
- (7) Our population has increased many millions.
- (8) We have free libraries, hospitals and clinics.
- (9) Fewer children and mothers are lost in child birth.
- (10) Employment is steadier, and panics fewer.
- (11) We have more leisure time on our hands.
- (12) Despite increased prices, the average family has one-third more purchasing power than it had in 1914.

Portions of an article written for the October Issue of the Red Barrel, the house organ and dealer magazine of Coca-Cola, as part of their program to show their salesmen and dealers what advertising will do.

New England's Second Largest Market

An Optional Combination Rate

The Providence Journal and The Evening Bulletin are published by the same company in the same building. This is sane business and an economical saving. Advertisers benefit by this economy.

The circulation of these newspapers is sold separately and not in a forced combination, so there is comparatively little duplication between them.

For illustration, the combined daily net paid circulation of these papers for June, 1927, was 112,884, while the net paid circulation of the July 4th issue of The Providence Journal (The Evening Bulletin was not published on this date) was in excess of 102,000.

Display advertising in these newspapers is sold separately but local and national advertisers are given an opportunity to buy the combined circulation at a decided saving—a matter of economy.

The Providence Journal-Bulletin optional combination rate represents the best advertising buy in the concentrated Rhode Island market and enables advertisers to reach a very great majority of the English speaking homes in this state at a minimum cost.

Providence Journal Company

Providence, R. I.

Representatives

Chas. H. Eddy Company	R. J. Bidwell Company
Boston	New York
Chicago	San Francisco
	Los Angeles
	Seattle

"easy
to take"

WHEN they asked an Eastern customer of ours why he persisted in sending his printing to Grand Rapids he replied that one reason—one reason—was that we made it so very easy for him to get his printing done just the way he wanted it done.

The
Cargill Company
Grand Rapids

first! in
OHIO

DISPATCH SETS THE PACE

During the first six months of 1927 The Columbus Dispatch carried more paid advertising than the second Columbus paper by 4,639,750 ngate lines.

For years The Columbus Dispatch has enjoyed the distinction of being first in Ohio in paid advertising volume.

Columbus and central Ohio 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.

The Dispatch is first in news, first in circulation, and first in advertising.

NET PAID CIRCULATION

City	60,216
Suburban	28,937
Country	24,525
Total Circulation	113,678

Columbus Dispatch

OHIO'S GREATEST HOME DAILY

Be Yourself!

[CONTINUED FROM PAGE 26]

that sounded like very bad static over the radio. The records were dance records, and not worth quibbling about. However, I didn't want to replace all my expensive records with the new style if this breaking down was likely to happen.

SO I wrote the manufacturer and told him painstakingly all the details. I made it plain that I did not want a replacement of the records, as they had served their purpose; but that I would send them to him for examination if it would be helpful. My only point was that I wished to be assured that the same condition wouldn't crop up later in three dollar records. In four weeks the reply came racing back, substantially the same as the one I have manufactured in the case of the egg-beater company. "Glad to replace same if the fault is due to poor material or workmanship."

Not a sign of attention to my burning question of whether or not I shall buy new expensive records, nor to my unspoken question of *whether or not I shall buy a radio*, when I do start buying.

I haven't a radio, and am one of the few who have vowed never to get one. Yet That Day is probably approaching. Little by little I am being inched along the road to aeriels and dials and batteries and what not. My phonograph is twelve years old. Probably the course of two or three years will see me buying either a new phonograph or a radio. It won't be both, you may be sure. Who is going to win my little \$250 when that day dawns? Did the rubber-stamp-wielding clerk at the phonograph company put a kindly hand on my shoulder and benignly point my feet toward the path that leads to another phonograph? He did not.

If I knew that this company was slipshod, and was being its real self in that letter, it wouldn't have been so bad. But I know that it isn't. I know that a wall has been erected, shutting me off from the real concern which is combating the encroachments of radio; which is bending every effort to keep my friendship, as long as I am submerged in the great gray mass of the public. In its beautiful advertising—beautiful in art work, color effects, and copy—this company is being itself. I wonder to how many people besides myself it has appeared as a sniffling, office-coat-and-grubby-shoes clerk, bored with the monotony of grinding out a sheaf of letters every day, and counting his score on the basis of quantity production instead of thorough analysis and intelligent answers?

Of course, it takes time and thought to give the personal attention that the individual letter requires. It would probably require a staff of three times as many twice-as-good sales correspondents to attend to the day's mail. Still, the company pays, let us say, two hundred and fifty thousand dollars a year for advertising space; the art work is done by famous artists; high priced men polish and re-polish the copy that

goes in the many-thousand-dollar advertisements. These advertisements go all over the country, in the hope that the casual reader, who perhaps is not personally interested at the time, will absorb a little of the essence thereof. The directly interested individual who has for a moment stood forth from the crowd and written in for some reason or other . . . this individual gets a flat chested letter which wouldn't be accepted for copy in the *Bingville Bugle*. Millions for the casual reader—but darned small change for the man who is directly interested.

If ever there was a point of contact at which the company ought to be itself, it is right there at the spark between a customer and the sales department. To be sure, there are ten thousand readers of the advertisements to every one who writes in himself; but that one represents either an accomplished sale to be groomed for future business, or a potential sale that needs smoothing and stroking to bring it into the fold. The other 9,999 in the ten thousand are unknown factors.

IT seems as if there is something lopsided somewhere. Your average sales correspondent in a large house is probably a man who could successfully answer an advertisement for "High school graduate, quick, accurate, not afraid of work; good chance for advancement. State age and salary expected." I was one of them for quite a while during the war. When the boys who ran the steam hammers in the forge shop drew down from \$90 to \$120 a week, including war-time bonuses, I was awarded the princely sum of \$27.50 a week, also including a bonus. If the hammermen made a mistake, the result went out in the scrap heap and was salvaged. My mistakes ended up in the front office, started a hullabaloo, and perhaps involved somebody in a flying trip on the Wolverine to Detroit or Chicago or whatever. Something like 60 to 80 letters crossed my desk each day. I had to start in the raw, look up every bit of information on each letter and dictate the answer. When I told my superior that I couldn't be human and thorough with such a mass of letters, he said, "Treat 'em rough! Use form letters. Tell the girl which paragraphs to take. Use your time for something more valuable." Something more valuable, forsooth!

On the other hand, if the customer comes into the office in his own sacred person . . . ah! This way, Mr. Addison Sims, of Seattle! Into the special guest's reception room, fitted up with velvet hangings and circassian walnut furniture. Pall Mall cigarettes on hand-wrought iron stands; overstuffed lounging chairs, and deep-piled rugs. And the customer goes away glowing with warmth at his royal reception, and perchance, with a little tonic against the possibility of inclement weather nestling under his heart.

I wonder if there isn't an unsuspected and staggering proportion of the total number of enterprises in this

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*

Bernhard Cursive

This beautiful new type face is designed by
Lucian 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 · 239 W 43^d Street

Now You Ask One

- When and how and why do women use cold cream?
- Why (or why not) does a man going to Chicago on business choose to stop at a certain well-known hotel?
- What is the probable market demand for a new water heater in ten large cities?
- Does the husband or wife select the oil for the family motor?
- Have women popularized a certain grocery product because they like it or because it keeps them thin?
- Is the continued demand for small felt hats due to bobbed hair?
- What percent of specified dealer material is used?

These and hundreds of other problems influencing advertising appeal and determining methods of distribution have been solved, by specific and confidential surveys, for Advertising Agencies and Manufacturers.

ARNOLD RESEARCH SERVICE

4910 West Pine Boulevard
ST. LOUIS, MO.

Let Us Find Your Answer

Trade surveys
Market analyses
Consumer reactions

Know--Don't Guess

country doing this same sort of thing? The average morning's mail is certain to assay a far higher proportion of slipshod letters than genuine and intelligent answers to inquiries. Maybe I have been singled out by fate to run into more than the average share of this kind of thing. And I write plain enough inquiries. I try to picture an earnest young man, just out of high school, reading my letter. I say what I want in short and simple words; and I say it not once, but twice. And, oh, what sort of things come back!

There was the case of my old .22 rifle which had outlived its usefulness. The sights were expensive, and there was a special stock on the gun, so I wanted to save it. I wrote the manufacturers and asked if it would be practicable to bore it out to a .25 caliber and make it a center fire instead of a rim fire; if they could do it at the factory; if they could not, where could I have it done; and, finally, if it could not be done, whether I could get a .25 barrel fitted to my old stock and have the sights transferred. You know what the answer was. "We are sorry to say in reply to your inquiry, that we do not rebore rifles of our own or other makes. Very truly yours."

Of course it would be a troublesome job to answer this question, which was not new business, but a request for accommodation. Yet in the matter of new business perhaps there *was* a reflex. About three years later I bought a repeater for a friend, who had given me carte blanche in the matter. And it wasn't of that manufacturer who couldn't be bothered to bore out my old .22.

Such things rankle for years. They are probably out of proportion, from the standpoint of the real values in the case. But an offhand, superficial letter is a slap in the face of the man who has written in. He took his time to sit down with a fountain pen and write, and he can't help feeling that he has been belittled. And after such a snub, all the grand splurges in the magazines are sounding brass and a tinkling cymbal. He has seen at first hand what stands for the company. You can't fool him with high-hat institutional copy. It may seem trifling; but there is no such thing as a trifle in these days when competition is so keen that it will go to incredible lengths to win a point. There are lots of maxims laid down in the business-building handbooks; but one I haven't seen is this: "To everybody at all times—*Be Yourself!*"

The Drug Store Has Become a Convenience Store

By De Leslie Jones

MOST undeniably the drug store is a changed institution. Occasionally on a side street, one sees a real old-time pharmacy, without a soda fountain and with a cat in the window as well as red and green lights. It's a musty, forbidding place.

What has happened? Distribution has progressed, that is all. Consumers have got what they wanted. If you want the contrast, try to buy a tube of toothpaste late in the evening in

Come to Chicago

A B C WEEK

The 14TH CONVENTION of the AUDIT BUREAU OF CIRCULATIONS will be held at the new Stevens Hotel, Chicago, Oct. 20 and 21, 1927.

Thursday, Oct. 20—At 10 a. m., group meetings to discuss subjects which will be announced before the meetings. Divisional lines will not be drawn and all who are interested in the given subject are invited to take part. *This is a new feature of the Convention.*

Thursday, Oct. 20—At 2 p.m., regular divisional meetings. *Prospective members in all Divisions are invited.*

Friday, Oct. 21—All Divisions will join at 9 a. m. in the general meeting as usual.

The ANNUAL DINNER will be held Friday evening in the Grand Ball Room, Stevens Hotel. Never has an A. B. C. dinner been held under such comfortable conditions as will be enjoyed this year. The Grand Ball Room will seat the entire company without crowding or overflow.

MAKE YOUR RESERVATIONS EARLY

Audit Bureau of Circulations

165 West Wacker Drive

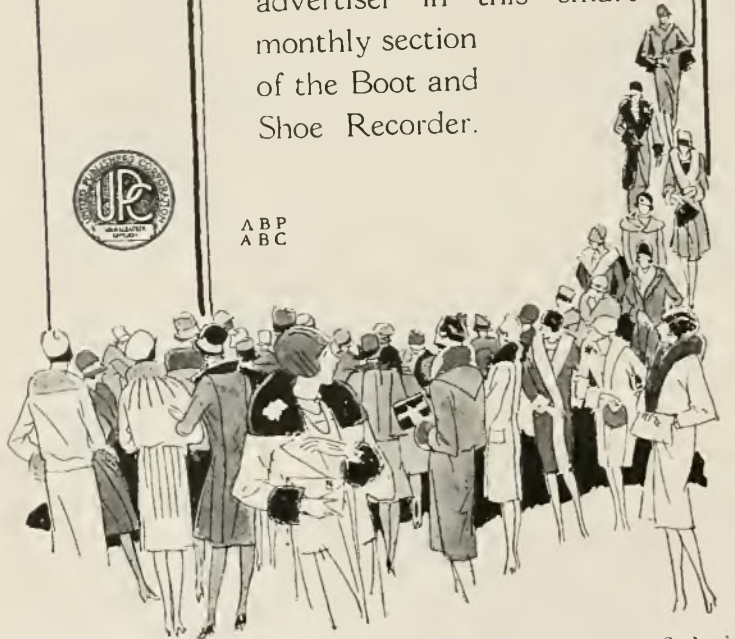
CHICAGO

As advertised in the BOOT and SHOE RECORDER

Because HOSIERY is a genuine inspiration to the sale of more stockings in shoe stores, The McCallum Hosiery Co., Northampton, Mass., is a regular advertiser in this smart monthly section of the Boot and Shoe Recorder.



ABP
ABC



Chicago New York Philadelphia BOSTON Rochester Cincinnati St. Louis

London or Paris. You will find that this is no easy task. But in any fair-sized town in America you may alight from a train, note that you are minus a hairbrush or a toothbrush and stop at almost any corner and be served promptly. Doubtless in your hotel there's a drug store, and lifting the receiver in your room is all the effort you'll need.

What has occurred is that the drug store has sensed its mission as an all-around convenience store. It began by being open at call by means of a night bell, for emergency reasons. Then it stayed open late. Finally it added a soda fountain to making staying open nights pay.

From this point forward the evolution has really been urged on the druggist by the public itself. Person after person came into the drug store, seeking some article which he needed and couldn't obtain because the other stores were closed. On the other hand, once the process started, manufacturers making specialties began seeking a more lively distributor.

Take cameras, for instance. Within the last few years drug stores have passed the photographic stores in volume of camera and camera supply distribution. As a matter of fact, they sell more fountain pens than stationers, and are the biggest outlets for safety razors. Numerous other items claim places of more or less prominence, too. The accompanying list does not include all items other than drugs, but at least the most interesting:

Paper clips
 Daters and pads
 Fire extinguishers
 Cleaning outfits (dusters, mops, etc.)
 Cigar lighters, tobacco pouches, etc.
 Pipes
 Billfolds
 Thermos bottles
 Watches
 Auto tires (Columbia brand)
 Rubber aprons, baseballs, tennis balls, rubber gloves
 Cribbage boards, checkers, dominoes, dice
 Ladies' hand bags
 Silver flasks, salt and pepper shakers
 Locks
 Ivory picture frames and infants' sets
 Ivory trays, soap boxes, puff boxes, hair receivers
 Shell jewel boxes and bridge sets
 Toy autos
 Christmas cards
 Vacuum cleaners (Bee-Vac)
 Playing cards, tally cards, score pads, place cards
 Curves and drawing instruments, drawing boards and sets, T squares, triangles, protractors, artists' supplies
 Deminon's labels, crepe paper, towels, napkins
 Inks and glues
 Wire file baskets, pens and pencils
 Dictionaries and maps, books (novels) and memo books
 School supplies, note books, composition books
 Social stationery
 Electric irons and stoves, percolators
 Fitted leather cases
 Razors and razor blades

One jobbing house selling such druggists' sundries does nearly a million dollars' worth of business a year with a customer list of 2000 independent druggists. And here is a peculiar fact: More of these miscellaneous articles are sold by druggists in small towns today than in the very big cities. This is contrary to impressions carried by many people, but the logic of it is quite apparent. There are very few specialty shops in smaller cities and towns, and few stores are open at night. The consequence is that the drug store is more of a convenience store there than in the large city.

16% Gain in Circulation

In the last six months Bakers' Helper has gained 16% in circulation. It now has over 9300 net paid in advance subscribers, more than 84% being executives and owners of bakeries.

Established 1907
ABC BAKERS' HELPER ABC
 Chicago
 Published Twice a Month
 431 SOUTH DEARBORN St., CHICAGO

OUR compositors work from clear instructions. They do not guess. They know, from the start, the requirements of each advertisement. An extra care this—a Diamant care—and it costs no more!

Write for booklet

E. M.

Diamant
 Typographic Service
 195 Lex. Ave. CALedonia 6741

UNBROKEN DOMINANCE

FOR

76 Years



THE PACIFIC NORTHWEST, with only 2⁴/₁₀% of the population, uses 25% of the nation's electric ranges. Such an amazing market for household electrical appliances is an index of the progressiveness and prosperity of this region. The Oregonian leads all Portland newspapers in volume of electrical goods advertising, just as it leads in total advertising and in circulation. Its dominance and influence in the Oregonian market enable it to *sell goods for advertisers quickly—economically.*



The Oregonian

PORTLAND, OREGON

The Great Newspaper of the Pacific Northwest

Circulation over 104,000 daily; over 154,000 Sunday

Nationally Represented by VERREE & CONKLIN

New York
285 Madison Ave.

Chicago
Steger Building

Detroit
Free Press Building

San Francisco
Monadnock Building



ROTOGRAVURE

Prints *Perfect Pictures* - the Universal Language



One picture can tell a story that a thousand words might fail to convey . . . Your sales message, whether it be for men's wear, furniture or "what nots," can be effectively delivered to most every worthwhile person in your trading area by the medium of rotogravure . . . Ask the roto man on your paper to submit some suggestions for further popularizing your store. He'll be glad to do it with not the slightest obligation to you. And you will find his help surprisingly valuable.

*Marx & Haas Clothing Company
Photograph by J. W. Pondliczek*





ROTOGRAVURE sections are
published every week in fifty-two
cities of North America by these
eighty-two newspapers

- *Albany Knickerbocker Press
- *Atlanta Constitution
- *Atlanta Journal
- *Baltimore Sun
- *Birmingham News
- *Boston Herald
- *Boston Traveler
- *Buffalo Courier Express
- *Buffalo Sunday Times
- *Chicago Daily News
- *Chicago Jewish Daily Forward
- *Chicago Sunday Tribune
- *Cincinnati Enquirer
- *Cleveland News
- *Cleveland Plain Dealer
- *Denver Rocky Mountain News
- *Des Moines Sunday Register
- *Detroit Free Press
- *Detroit News
- *Fort Wayne News-Sentinel
- *Fresno Bee
- *Habana, Cuba, Diario De La Marina
- *Hartford Courant
- *Houston Chronicle
- *Houston Post-Dispatch
- *Indianapolis Sunday Star
- *Kansas City Journal Post
- *Kansas City Star
- *Long Beach, Calif., Press Telegram
- *Los Angeles Sunday Times
- *Louisville Courier Journal
- *Louisville Sunday Herald Post
- *Memphis Commercial Appeal
- *Mexico City, El Excelsior
- *Mexico City, El Universal
- *Miami Daily News
- *Milwaukee Journal
- *Minneapolis Journal
- *Minneapolis Tribune
- *Montreal La Patrie
- *Montreal La Presse
- *Montreal Standard
- *Nashville Banner
- *Newark Sunday Call
- *New Bedford Sunday Standard
- *New Orleans Times Picayune
- *New York Bollettino Della Sera
- *New York Corriere D'America
- *New York Evening Graphic
- *New York Jewish Daily Forward
- *New York Morning Telegraph
- *New York Il Progresso Italo Americano
- *New York Evening Post
- *New York Herald Tribune
- *New York Times
- *New York Sunday News
- *New York World
- *Omaha Sunday Bee
- *Peoria Journal Transcript
- *Peoria Star
- *Philadelphia L'Opinione
- *Philadelphia Inquirer
- *Philadelphia Public Ledger & North American
- *Providence Sunday Journal
- *Richmond, Va., Times-Dispatch
- *Rochester Democrat Chronicle
- *St. Louis Globe-Democrat
- *St. Louis Post Dispatch
- *St. Paul Daily News
- *St. Paul Sunday Pioneer Press
- *San Francisco Chronicle
- *Seattle Daily Times
- *South Bend News Times
- *Springfield, Mass., Union-Republican
- *Syracuse Herald
- *Syracuse Post Standard
- *Toledo Sunday Times
- *Toronto Star Weekly
- *Washington Post
- *Washington Sunday Star
- *Waterbury Sunday Republican
- *Wichita Sunday Eagle
- *Youngstown, O., Vindicator

Reg. U. S. PAT. OFF. **ROTOPLATE** Pat. Off.

the perfect paper for rotogravure printing is supplied
by Kimberly-Clark Company to above
papers marked with a star

Kimberly-Clark Company

Established 1872

Neenah, Wis.

NEW YORK
51 Chambers Street

CHICAGO
208 S. La Salle Street

LOS ANGELES
716 Sun Finance Building

McGra
370
You
ADVE
free ex
If t
\$1.50
special
the L
Hall's
AND
you t
Nam
Add
Post
Con



ishing. It is only logical that the lessened reader interest due to forced circulation duplication should be an underlying cause. Another cause for tears, Mr. Goode!

Competition for business is growing keener every year. For every additional dollar that the competing advertiser spends, he is entitled to receive a dollar's worth of new prospects. Entitled! Nay, the ever more rigid economic situation demands that he receive his money's worth.

The advertiser who is talking to only 3,000,000 people today while he believes he is reaching and is paying to reach 10,000,000 may not notice a difference in his next semi-annual statement, but two years from now, or three, he will have to bow to the competitor who has been all this time talking to a real 10,000,000 persons at no greater advertising expense. He will have to study circulation duplication intensively, and buy space scientifically, or else cease all advertising.

Why wait? and why weep? Now is the time to fight. The duplication reports of authoritative surveys should be studied and acted upon; not worried about. Regular combination lists should be constructed from magazines that duplicate each other to a minimum, with the heavily duplicating magazines used for supplementary purposes only. Such a list is not only practicable but simple to devise. Some pairs of magazines will be found to duplicate each other heavily. As high as 40 per cent. Others will be found to have a minimum duplication. As low as 1 per cent and 2 per cent in many cases.

The average duplication of 10 magazines may be nearly 4, 5 or 6 copies to a home, but a schedule combining magazines A, B, and C, one month, in alternation with combinations of magazines D, E, F, and G, and H, I, and J, in rotating months, might give the same actual coverage, capitalize on the trade and reader good-will value of all—at one-third of the heretofore accepted cost.

Wipe away their tears about duplicate circulation, Brother Goode. But, do a permanent job by showing them how much stronger they are than the Bogey Man; don't hastily rock them to sleep so that you can continue to work undisturbed. A sudden tummy ache and a piercing shriek in the night may bring you back to do the job all over again.

Cleverness Vs. Character

[CONTINUED FROM PAGE 44]

Specialty Manufacturers' Association, he goes on record with the precept that the manufacturer must be guided by the fundamental principle that his business is dedicated to paramount public service. The declaration states that the motivating force of the manufacturer must be a true spirit of justice, amity, responsibility and service. He must try to preserve the opportunity and rights of all, for the benefit of all concerned.

Ten years ago the so-called clever sales executive would have deemed Mr. Philips of low mentality if he made an open statement involving the fundamentals of character. They would call it far-fetched and useless from a sales

WHEN YOU SIGN ONE OF THESE—

ADVERTISING and SELLING
9 East 38th St., New York

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

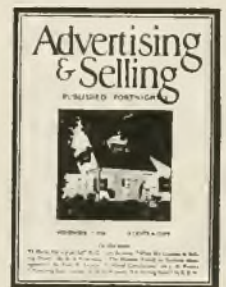
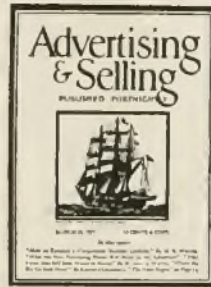
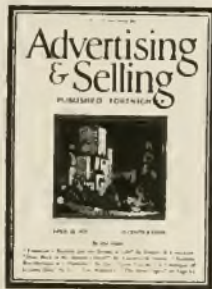
Name Position

Company Business

Address

City State

THIS IS WHAT YOU GET—



ONE EVERY OTHER WEDNESDAY FOR A YEAR

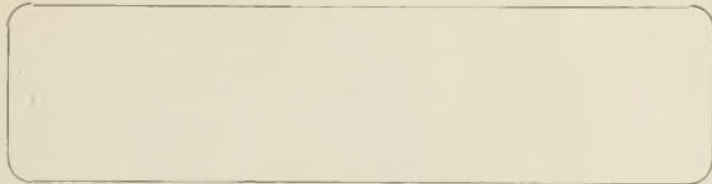
AND THIS—

Advertising and Selling

Domestic \$3.00
Canadian 3.50
Foreign 4.00

Nine East Thirty-Eighth Street
New York City

Date _____



Subscription to Advertising and Selling for YEAR ENDING.....	\$3 00
---	--------

To Insure Proper Credit, Please Return This Bill
No receipt will be sent unless requested. Our endorsement on
your check is your receipt.



A creation—

Lake Decatur is more than a picture . . .

It has been created to solve the last hampering problem of the corn belt. Central Illinois is in the heart of a section enjoying the joint wealth of farms and mines, but the country is flat. Decatur, the city of greatest interest in this same territory, with more than a hundred diversified industries, saw that water was an essential need to further development, and so its citizens created an artificial lake fourteen miles long.

The reward has been new industries, a permanent water supply for a city three times the present size, and recreational facilities that draw an increasing number of visitors into the city the year 'round. All this has meant a retail market widening in all directions, and THE REVIEW, known as "The Community Paper," is of greater value than ever before as an advertising medium.

In addition to 86% coverage of the city, it goes throughout rural districts and lesser towns for a wide radius, east, west, north, and south.

DECATUR (ILLINOIS) REVIEW

standpoint. Today big business as well as small business is insisting in its advertising and in its selling that the one royal road to maximum profits can come only through confidence from the buying public.

Confidence rarely comes instinctively from a recognition of cleverness; it has always come from a recognition of character.

Question Your Questionnaire

[CONTINUED FROM PAGE 34]

Somebody must spend money.

If intended for publication, the only profitable return for that money is distinctly favorable testimony. In these circumstances no intelligent person could be expected to investigate a poor locality. Or to frame a set of questions that would fail to bring in favorable answers. And if anything slips—so that the answer turns out less favorable than expected—the results, naturally enough, are never published.

The man who intelligently consults public opinion before committing himself to the smallest move may get lots of bad news—and die a millionaire. But the advertiser using a questionnaire to dig up favorable evidence is in the fortunate position of the young man who tossed up Sunday morning to see whether he should play golf or go to church. And had to flip the coin sixteen times in succession for the right answer.

A. N. A. to Discuss "Modern Trends in Marketing"

"Modern Trends in Marketing" will be the key-note subject of the program for the annual meeting of the Association of National Advertisers, Inc., to be held at the Hotel Roosevelt, New York, on Monday, Tuesday, and Wednesday, October 31—November 2, inclusive.

"A New Local Medium Through Standardizing Direct Mail Units" suggests an interesting tie-up between national advertisers and dealers. Other subjects which indicate that the program will be one to appeal, not only to advertising managers, but also to sales managers and other marketing executives, are: "The Purchasing Agent's Attitude Toward Advertised Merchandise," and "Economic Aspects of Price Maintenance."

Speakers on these and other subjects for the program will be announced later.

The following program committee has been appointed by the A. N. A. president, S. E. Conybeare, Armstrong Cork Company: Merle Banker Bates, Life Savers, Inc., chairman; Lee H. Bristol, Bristol-Myers Co.; S. Bayard Colgate, Colgate & Co.; W. S. Lockwood, Johns-Manville, Inc.; Carl J. Schumann, Hilo Varnish Corporation; Aldrich Taylor, Pacific Mills, and P. L. Thomson, of the Western Electric Company.



House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
605 Caxton Building :: Cleveland, Ohio



KEEP YOUR COPIES!

At the conclusion of each volume an index will be published and mailed to you.

And now the famous Arrow Shirts and Gotham Underwear will be made in ATLANTA

Why Cluett, Peabody & Co. Selected ATLANTA

"Having for several years maintained stockrooms in Atlanta for distributing our products through the entire Southeast, we have an added advantage in locating a plant in close proximity to this distributing center.

"Atlanta, itself, offers many advantages in labor, close proximity to the cloth mills and finishing plants, excellent transportation facilities for the distribution of our product in the South, splendid climate, as well as being a most desirable city in which to live.

"The labor supply is of a very high quality and this is very desirable in the manufacture of high-grade shirts."



ARROW SHIRTS

THE history of Cluett, Peabody parallels closely the history of many of the 864 nationally-known concerns that have established Southern headquarters in Atlanta. To begin with, these great concerns placed their Southern sales offices here because of the transportation facilities, the economy of routing men and merchandise.

The coming of hand-to-mouth buying caused them to warehouse their goods here, so as to better serve their Southern trade. They found that quick service, "overnight" delivery, meant increased volume and profit.

Then, as the Southern market expanded and developed, with amazing celerity, they analyzed the field for branch plant location from which to produce for this rich market. And as it developed that Atlanta location offered vital economies in the fundamental factors—savings in labor, power, raw materials, building costs, taxes and many other economies—they have, one by one, located their branch factories in the Atlanta Industrial Area.

Report Gains

A year ago, Sears Roebuck opened up their three million dollar branch in Atlanta. On the first anniversary they made this statement: "We have accomplished in our first year what we had hoped to accomplish in two . . . Atlanta taught us we were losing business."

Selecting the more aggressive concerns that sell the South from Atlanta, the Industrial Bureau secured from them statements of business gains since their Atlanta branches have been in operation. These concerns cover a widely diverse group of industries. The executives replying report gains that average 41.07% a year for a period averaging twelve years.

That is what an Atlanta branch actively and ag-



Above is shown Cluett, Peabody & Company's new factory in Atlanta, which will produce the famous Arrow Shirts and Gotham Underwear

gressively managed, can mean to a business. We will be glad to make a survey to determine whether or not it can mean as much to your business.

Without cost or obligation, the Atlanta Industrial Bureau will report to you, in full detail, the economic factors involved in your consideration of Atlanta as a location for your branch office, warehouse or factory. Write

INDUSTRIAL BUREAU
102 Chamber of Commerce

ATLANTA

Industrial Headquarters of the South



Agencies

IN advertising agencies, collectively, will be found all that has thus far been discovered about advertising and selling.

To use a current slang expression, "They know their groceries."

It would seem, then, logical to conclude that a publication frequently selected by advertising agencies—experts in sales promotion—had a considerable something of value as an advertising vehicle.

These representative and reputable advertising agencies are placing space in **INDUSTRIAL POWER** at this time.

Draw your own conclusions.

Advertisers Individual Service
The Aitkin-Kynett Co.
Aufenger Advertising Agency, Inc.
Aubrey & Moore, Inc.
T. H. Ball & Staff
Barrett-Kneibler, Inc.
Bartan, Durstine & Osborn, Inc.
G. M. Basford Co.
Breeding, Murray & Salzer
G. W. Brogan, Inc.
Campbell-Ewald Co.
David H. Colcord, Inc.
E. C. DeWolfe
Dorrance, Sullivan & Co., Inc.
Doyle, Kitchen & McCormick, Inc.
Eastman Advertising Service
A. H. Fensholt
Paul A. Florian
Fonda-Haupt Co., Inc.
Freystadt-Juraschek, Inc.
Geo. H. Gibson Co.
Russell T. Gray, Inc.
Hauff-Metzger, Inc.
Hannah-Crawford, Inc.
C. A. Heinecken Co.
Carl I. Henrikson
Interstate Advertising Service Co.
Robert June
I. L. Kentish-Rankin
George J. Kirkgasser & Co.
Wm. G. Kreicker & Co.
Landen Advertising Co.
R. E. Lovekin Corp.
F. J. Low Company, Inc.
McJunkin Advertising Co.
McLain-Simpers Organization
Mace Advertising Agency
MacManus, Inc.
A. Eugene Michel & Staff
The Morgan-Todd Co.
Moser & Cotins
The Moss-Chase Co., Inc.
Newell-Emmett Co., Inc.
John W. Odlin Co., Inc.
P. F. O'Keefe Advertising Agency, Inc.
C. J. Oliphant Advertising Agency, Inc.
Irvin F. Paschall, Inc.
Picard, Bradner & Brown, Inc.
The Powers-House Co.
Rickard and Co., Inc.
Sando Advertising Co.
Shankvetter Advertising Agency, Inc.
Smith-Elliott Co.
Smith Endicott Co.
Walter B. Snow and Staff, Inc.
Street & Finney, Inc.
Paul Teas, Inc.
Technic-Ad Service
C. H. Trapp Advertising Agency
O. S. Tyson & Co.
R. E. Tweed Co.
Walker & Downing
Whipple & Black, Inc.
Edmund S. Whitten, Inc.
Wightman-Hicks, Inc.
W. J. Williams Advertising Service
H. C. Winchell Advertising Agency
Yost Advertising Co.



Standard (?) Time

I am not half as enthusiastic about this daylight saving time as I used to be.

It's all right, quite all right, as long as one stays in New York. It is an infernal nuisance when one travels at all.

This is about what happens: The first city you reach operates on D. S. time. "Fine!" you say to yourself. "Just like New York." The next city doesn't. You get there at 8.30 a.m. by your watch and find, to your disgust, that none of the stores and only a few of the restaurants are open. You say to yourself "I guess they stick to railroad time this far from New York." You turn back your watch an hour, only to discover, when you enter Blankville, thirty miles away, that that enterprising burg has its own ideas as to what it should do in the matter of time. The thing is a good deal of a nightmare—you never know where you are.

For—I don't know how many years—we've tried the "double" standard. Isn't it about time we abandoned it? I do not mean to say that we should give up daylight saving time, though that would be better than the present plan of having one standard in one city and another standard in the next city.

Possibly, if the advocates of railroad time were to concede half an hour one way and the advocates of daylight saving time conceded half an hour another way, the problem would be solved satisfactorily.

We Can Always Afford Luxuries

In the chair in front of me, at last night's concert at the Stadium of the College of the City of New York, sat a small, bushy-whiskered man who looked not unlike the pictures one sees, sometimes, in the tabloids of "The Accused." He was enjoying himself hugely. As much cannot be said, however, of those of us who got an occasional whiff of the "two-fers" he smoked. Poison-gas was heavenly perfume in comparison with them, to put it mildly.

It seemed strange to me to see so roughly dressed a man occupying a seat for which he had paid a dollar, when hundreds of seats at a quarter that price were available. Then the thought came to me: "Aren't we all like that? We stint ourselves on the necessities of life, but we always have money for the luxuries."

JAMOC.

"Bonnie Blair"

There is a tiresome sameness in the way most towns make themselves known to those who enter them by automobile. Almost invariably, on the right-hand side of the highway leading into the town is a sign which reads about as follows:

You are now entering
the incorporated village of
BLANKVILLE
Reduce speed to 20 miles an hour
Occasionally the announcement is like this:

This is
BLANKVILLE
Rotary Club Luncheons Every Thursday at the Grand Hotel
You are invited

A week or so ago, while motoring in Ontario, I saw a greeting sign which sticks in my mind. Here it is:

Welcome to the Sporting Town of
Bonnie Blair
—the heart of the world

I call that pretty nearly perfect.

They Begin Young Nowadays

Myself: "What are you going to do when you're a man, Gordon?"

Gordon (aged seven): "I'm going to sell automobiles."

Myself: "What kind of automobiles?"

Gordon: "Chryslers."

Myself: "Chryslers, eh? Why not Fords?"

Gordon: "Aw, you don't get enough money for Fords."

The Perfect Home

My sister-in-law has just returned from a visit to relatives in—well, never mind where.

"I met all sorts of nice people," she says, "but I was appalled by the fact that they all seemed to have the same ideas about how their homes should be furnished. Their thought seemed to be that no home was completely and properly furnished which did not have a radio, a self-playing piano and a suite of overstuffed furniture."

← LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM →



DRAWN BY KARL GODWIN

While the walls tottered around them.. they buried the linotypes..and saved the city's news service

When the great fire of 1906 swept San Francisco, not a newspaper office was left standing.

But while the walls were still tottering, the men of the SCRIPPS-HOWARD *Daily News* were feverishly digging under the press room floor to bury and protect the linotypes.

So it came that the *San Francisco Daily News* was the first paper in the stricken city to resume news service.

Men do intrepid things when they work on their own. If they share in the profits, they will not weigh their share of the toil and hardship.

That is one reason why the history of SCRIPPS-

HOWARD Newspapers is illuminated by so many pages of heroic achievement by individual staff members.

For these newspapers are owned and controlled from within, by the men who make them, by the editors, writers, executives and publishers. Their concerted efforts to make SCRIPPS-HOWARD Newspapers still greater never lessen.

For there is ever sounding in their ears that stirring Marseillaise to ambition—the worker's right to share in the fruits of the progress he helps to create.

NEW YORK . *Telegram* SAN FRANCISCO . *News* DENVER *Rocky Mt. News*
 CLEVELAND . . . *Press* WASHINGTON . *News* DENVER . *Evening News*
 BALTIMORE . . . *Post* CINCINNATI . . . *Post* TOLEDO . . . *News-Bee*
 PITTSBURGH . . *Press* INDIANAPOLIS . *Times* COLUMBUS . . *Citizen*
 COVINGTON . . . *Kentucky Post—Kentucky Edition of Cincinnati Post*



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

SCRIPPS-HOWARD
 MEMBERS OF THE AUDIT BUREAU OF CIRCULATIONS

NEWSPAPERS
 AND MEMBERS OF THE UNITED PRESS

ALLIED NEWSPAPERS, INC., *National Representatives*
 250 PARK AVENUE, NEW YORK • CHICAGO • SEATTLE • SAN FRANCISCO
 CLEVELAND • DETROIT • LOS ANGELES

Pyramid Sales Portfolio

"Don't know how I ever got along without Pyramid."



THAT'S what one salesman wrote in to the Carter-Mayhew Manufacturing Company of Minneapolis, regarding his use of the Pyramid Sales Portfolio. And in matters such as these, salesman are, after all, the best judges. That is the reason so many manufacturers are supplying their men with Pyramids. Our booklet completely covers both the single and double visual Pyramid Sales Portfolio—may we send you a copy?

Ask the Man Who Uses One

Michigan Book Binding Co.

Schmidt Power Bldg., Detroit, Mich.

FACTORIES:

Detroit, Mich.

Walkerville, Ont.



"The Red Book"

The Standard Advertising Register aims to furnish

Accurate and Timely Information about National Advertisers and Agencies

IT HITS THE MARK

Its Listings are the Most Complete, Best Planned, and most Accurate of any Service

Put the Register in Your Reference Library

Publishers, Agencies and all serving National Advertisers

Can Use the Register to Create Business

National Register Pub. Co.

R. W. FERREL, Manager

- 15 Moore St. New York
- 140 S. Dearborn St. Chicago
- 209 California St. San Francisco
- 925 Walnut St. Philadelphia
- 7 Water St. Boston

An "Amazing" Epidemic

By Ira Fleming

Advertising Manager, Geo. P. Ide and Co., Inc.

IN a recent issue of ADVERTISING AND SELLING, Henry Eckhardt related his experience in discovering the "greats" of automobiles during a twenty-five mile motor trip.

The writer recently took a twenty-five minute trip in perusing periodical advertisements, with these "amazing" results:

"In Cadillac, we see one of those amazing paradoxes with which America is continuously astounding the world."

"Any owner will tell you amazing facts on Franklin economy."

"Chrysler conquest of Europe as amazing as its resistless advance in America."

"This amazing super-six performance and quality is economical to buy and own," says Essex.

"For at its amazing price, it is certain to be in high demand from the outset," adds Paige.

"Drive it—feel its responsiveness, its liveliness, the amazing power of it," is the way Willys-Knight puts it.

"Consistent progress and proved design have resulted in the most amazing quality in Chevrolet history. And too, amazing low prices."

And from Buick:—"Truly amazing performance! But amazing only in comparison with other cars."

Amazing qualities are not confined, however, to automobiles, as will be seen from the following:

"Send for this amazing book—how to work wonders with words"—North American Institute.

"And they started by reading this amazing book"—National Salesmen's Training Association.

"You must see this amazing book to appreciate it fully"—Walter J. Black Co.

"It can be written with amazing rapidity"—Brief English System.

"This amazing test proves the effectiveness of the Eureka High Vacuum principle of cleaning."

"The Bee-Vac meets every need at an amazingly low cost!"

"Now you can do amazing things"—Berry Bros. (paints).

"Amazing new shaving invention means no more blades to buy."—Kriss Kross.

"Even blasé New Yorkers marvel at this amazing lipstick"—Tangee.

"You'll be amazed at the transformation which will take place"—Ovaltine.

"You will be amazed by the improved appearance of your hair"—Pinaud's Eau de Quinine.

"Discover the amazing whiteness of your own skin."—Gervaise Graham.

"Amazing invention gives you a new kind of tire."—The Coffield Tire Protector Co.

"Amazing new invention banishes puncture trouble forever"—C. F. Johnson & Co.

"Amazing anti-glare device for automobiles"—The Lee See Co.

"This amazing new electrical discovery will end your dandruff—stop falling hair"—The Larson Institute.

"Until you hear the new Orthophonic Victrola play the new Orthophonic Victor Records, you cannot have the remotest conception of the thrill this amazing combination will bring you."

"Obtain a cake today. Then note the amazing difference one week makes"—Palmolive Soap.

"Cost of operations is amazingly low"—Frigidaire.

"Costing five whole dollars, and placed on the market when other razors were practically given free with shaving soap, Schick Repeating Razor has had an amazing sale."

"You will be amazed at the beauty of the lustrous, deep-toned polish so easily and quickly produced."—Johnson's Liquid Wax.

"And you'll be amazed at the improvement in the tone and feel that Mennen's brings to your face."

Advertising a City to Its Citizens

THE Schuman Trophy, presented annually by the Association of Newspaper Advertising Executives for the most constructive story of a newspaper advertising success, was won this year by *The Milwaukee Journal*. The campaign thus recognized con-



Milwaukee Harbor Gateway to the World.

The Great Lakes St. Lawrence Waterway

Please Clip and Post in a Conspicuous Place



sisted of twenty-six full page insertions, published bi-monthly in the Sunday edition of that paper, designed to promote various phases of the welfare of the city of Milwaukee. It was conceived and executed by the Promotion Department of the *Journal* and was



A PRIZE WINNER

The demonstration sheets planned by the Stamford Wall Paper Company and printed by Gillespie Bros. Inc., Stamford, Conn., won the Cantine Contest ending June 30th. Awards are made every three months for highest skill in advertising and printing on any Cantine paper. To enter the current contest, send samples of your work to The Martin Cantine Company.

Use Beautiful Surfaces to Sell Beautiful Surfaces

BEAUTY is surface deep only. Barren walls covered with a very thin decoration instantly become things of beauty and charm. The Stamford Wall Paper Company clearly demonstrates this through paintings of interiors reproduced in color on Cantine Coated Papers.

In planning your own booklets, catalogs or other literature, remember that it always takes beautifully surfaced paper to show beautifully surfaced merchandise adequately on a printed page.

The Cantine Mills have been devoted exclusively to the coating of paper since 1888. Here the art of coating has reached its highest development. For any purpose designing to show beauty in merchandise, you will find a Cantine paper that suits the requirements exactly.

Cantine jobbers service the country with quick deliveries. For free sample book showing Cantine Papers for all requirements, and name of nearest distributor, address Dept. 342.

The MARTIN CANTINE COMPANY, Saugerties, N. Y.
New York Office, 501 Fifth Avenue

Cantine's

COATED PAPERS

CANFOLD
SUPREMACY FOLDING
AND PRINTING QUALITY

ASHOKAN
NO. 1 ENAMEL BOOK

ESOPUS
REGULAR
NO. 2 ENAMEL BOOK

VELVETONE
SEMI DULL - Each 64 Print

LITHO C.I.S.
COATED ONE SIDE

ADVERTISERS sometimes play sheep-following and fall into a typographic rut. But there is no sheep-following here. We strive to give to each advertisement an individual character that is at once appropriate and sensible.

It sometimes takes a little more effort to think it out. But it helps our clients' advertising and that is what we're here for.



WIENES TYPOGRAPHIC SERVICE, INCORPORATED
203 WEST FORTIETH STREET
NEW YORK

"We do not advertise enough abroad.

"The feature of modern advertising is peculiarly American, and should be indulged in abroad to a greater extent. It surmounts the barrier of price, if convincing, for it conveys the thought of quality and service. Corollary thereto, it represents quality and service, for only a product which embodies these features justifies such an expenditure."

From "Markets for Prepared Medicines" by M. C. Bergin, Chemical Division, Bureau of Foreign and Domestic Commerce.

**LA PRENSA of Buenos Aires is
"South America's Greatest Newspaper"**

JOSHUA B. POWERS

Exclusive Advertising Representative

250 Park Avenue

New York

financed by a group of fifty concerns and individuals of the city.

The scope and handling of this campaign is described in the accompanying article, a somewhat abbreviated version of the *Journal's* original story which carried off the award in question.

"On the theory that civic interest, like charity, should begin at home, *The Milwaukee Journal* devised a plan by which to 'sell' the people of Milwaukee on the merits of their city.

"That the campaign produced satisfactory results will be seen in the successful drive for industrial promotional funds conducted by the Milwaukee Association of Commerce, and by the fact that after the first twenty-six pages had been published, the fifty sponsors who paid for the space were so well pleased that enough subscriptions were received by *The Journal* to continue the series for an additional twenty-six pages.

"The copy carried well executed drawings and photographs of Milwaukee parks, the zoo, library, museum, churches, schools and colleges. Manufacturing and business districts and institutions were treated in a similar manner. Good roads and streets, sanitation, health records, amusement and outdoor sport facilities, transportation facilities, financial advantages and institutions, and Milwaukee's beautiful residence sections were written up and illustrated in the series.

"The copy itself was handled in an inspirational, enthusiasm-breeding manner. For instance: It was shown that Milwaukee had a certain number of industries which are the largest of their kind in the world. It was shown how these industries contribute to the welfare of every citizen and the city at large by bringing money into Milwaukee from all parts of the world—money for the wage earners, who in turn use it to purchase commodities from Milwaukee merchants and others, thus providing a means of livelihood and profit for a large portion of Milwaukee's citizens.

"Detailed information on the activities of Milwaukee's educational institutions and churches, its library, museum and parks, and the benefits derived by Milwaukeeans from these institutions were featured in a number of pages.

"The entire series was aimed at creating, in the minds of the readers, a feeling of confidence in Milwaukee and its institutions; to make people feel satisfied with their citizenship. It was hoped to accomplish two things by this, namely:

1. To reduce the migration of people to other localities, and
2. To encourage Milwaukeeans to invest their money in Milwaukee property, or enterprises.

"That the campaign succeeded in both seems evident from the fact that Milwaukee's population shows an enormous increase and that its building record exceeds, by far, that of any other period in its history. Since the campaign started running, Milwaukee has added a two million dollar hotel, several other hotels in the half million or more class, several new bank buildings, a half million dollar college for girls, a million dollar fraternal clubhouse, and numerous apartment houses, office and store buildings, and additions to industrial and business institutions.

"The cost of the campaign was apportioned equally among fifty subscribers whose names were listed in a panel under the heading, 'Civic Leaders.' Aside from this, there was nothing in the nature of advertising. Yet so readily did Milwaukee's leaders and others see the advantages of the undertaking that the full fifty subscribers were secured by interviewing less than 100 people. Publication of the second series of full pages has now started."

American Ownership

[CONTINUED FROM PAGE 32]

turer who has no branch factory in Canada is handicapped in his effort to find a market for his cars there. The production of motor vehicles in Canada in 1925 was 161,970, valued at \$110,835,380. In the year ending March 31, 1926, Canada imported from the United States, 14,844 passenger cars and 1,153 trucks. These figures are illuminating. They seem to show that if a manufacturer wants to make a real dent in the Canadian market, he must, as they say there, "set up" a branch factory. Labor conditions in Canada are good—that is, there is an abundance of skilled and unskilled labor. Canada's laws are at least as good as ours and Canadian manufacturers enjoy certain tariff preferences throughout the British Empire. That, in itself, explains why so many American manufacturers have established branch factories in Canada. There will be more.

One thing which the visitor to Canada notices is that the prices of all sorts of products, especially those sold through grocery and drug stores, are almost always higher than in the United States. Any number of toilet preparations which retail at 25 cents on our side the line—and for less at the "cut-rate" stores—are priced at 35 cents in Canada. As for cigars and cigarettes, prepare for a shock when you ask for your favorite brand. It will cost you about three times what you pay at home. Coffee is equally high-priced. Friends told me they have to pay a dollar a pound for a fair grade.

The people of Canada are extremely optimistic as to the future of the Dominion. Not once, but a dozen times, during my recent visit, I heard some such statement as "The nineteenth century belonged to the United States. The twentieth will be ours."

Cinderella

[CONTINUED FROM PAGE 25]

The great advantage which sampling offers is that it *shortens the period of hesitation*. Advertising may, and usually does, arouse a desire to possess. But it is sampling that makes the buyer *decide* whether he will buy.

Sampling is not a substitute for some other form of advertising. It does not take the place of newspaper or magazine or street car or outdoor advertising, any more than selling does. Many a manufacturer gets along without advertising. Some get along without salesmen. Relatively few make use of sampling. Those who employ all three—advertising, salesmanship and sampling—travel fastest.

RESULTS

in ARGENTINA

After all, results count in ARGENTINA as in every market

LA NACION

of Buenos Aires

not only continues but is steadily increasing its leadership of years in the volume of display advertising carried in all classifications.

1927	LA NACION	Nearest Competitor
January	447,832 lines	321,062 lines
February	386,540 "	295,988 "
March	418,880 "	343,112 "
April	518,980 "	391,160 "
May	568,260 "	459,844 "
June	510,972 "	410,564 "
	2,851,464 lines	2,221,730 lines

LA NACION leads for the first half of 1927 by 629,734 lines.

LA NACION *gains* over first half of 1926 by 241,327 lines.

Nearest Competitor *loses* against first half of 1926, 139,485 lines.

LA NACION maintains and increases its margin of leadership because it produces results. Are you getting your share in one of the world's wealthiest markets?

"Ask LA NACION about ARGENTINA"

"Ask ARGENTINA about LA NACION"

Salesmanship

by DAVID F. JORDAN

Associate Professor of Finance, New York University; Investment Consultant, Halsey, Stuart & Co.; formerly Economist, General Electric Company. Author of "Investments."

Sent on Approval

Prentice-Hall, Inc.
NEW YORK

This book gives a concise survey of accepted principles as distinguished from debatable theories. It is a composite answer to

"How may American business plan intelligently for the future?"

Here, for the first time, is revealed how numerous companies plan ahead so that their businesses continue growing, regardless of local or national depressions. The material used in the preparation of this work was gathered from many sources including hundreds of representative American business houses.

285 pages

6 x 9 inches

\$5

----- FREE EXAMINATION COUPON -----

PRENTICE-HALL, Inc.,
70 Fifth Ave., New York, N. Y.
Without cost or obligation, you may send me SALESMANSHIP for examination. After five days I will either remit \$5 in full payment or return the book.

Name
Firm
Address

SF-501

LOUIS PHIL-
LIPPE was on the throne of France . . . there were no telegraph lines . . . no sewing machines . . . the gold rush of '49 was undreamed of . . . Texas belonged to Mexico. But even then the Southern Planter was a regularly expected guest at the famous manor houses just as it is today.

In 1840, John M. Preston subscribed, and there has been a John M. Preston on our books ever since. Three of that name can be found among our readers. This year brought a subscription from grandfather for his grandson, John M. Preston IV.

Advertisers in the Southern Planter are most hospitably received in over 200,000 homes in Virginia and her neighbor states, and 70% of these farmers own their own farms. Less than 20% are mortgaged. Their crop values average \$41.00 per acre. The Southern Planter, Richmond, Va. Established 1840.



Home of the Southern Planter

From Steam Car to Studebaker

[CONTINUED FROM PAGE 22]

make no more impression than water on a duck. To say, "Best in the world." "Cheapest in the long run," "The most economical," etc., does not create conviction. Such claims are expected. The most carefully censored magazines accept them as merely expressions of a salesman trying to put his best foot forward. They are not classed as falsehoods, but mere exaggerations. They probably do more harm than good, because they indicate a looseness of expression and cause people to discount whatever you say.

But when you make specific and definite claims, when you state actual figures or facts, you indicate weighed and measured expressions. You are either telling the truth or telling a lie. People do not expect big concerns to lie. They know that you cannot lie in the best mediums; so you get full credit for those claims.

The Hudson Company was an offshoot of the Chalmers Company. Mr. Chalmers was interested. The Hudson Company was organized because the Chalmers Company was over-manned in the selling end. Howard E. Coffin went with the Hudson, and I featured him there. But we went further. We pictured and named our board of 48 engineers. Thus we advertised the Hudson as an engineering accomplishment. That accorded with the conditions of the times. Motor cars were not then perfected. Troubles were very common. The average buyer thought more of good engineering than of any other factor. We made the Hudson stand for that in a very conspicuous way.

That proved itself a very sound foundation. The Hudson car has been a great success, and it remains so still. The reason lies largely in that underpinning which we built in those early days. I advertised the Hudson car for seven years, then relinquished the advertising to a protege of mine who continued very similar policies.

The story of the Overland reads like a romance. John Willys ran a store in Elmira, N. Y., called the Elmira Arms Company, I believe. He sold bicycles. Then, when the automobile made its appearance, he secured the agency for the Overland, then built at Indianapolis.

The Overland proved itself at that time one of the few satisfactory cars. One sold another, until the demand in the Elmira territory far exceeded the supply. Mr. Willys took orders with deposits and sent the deposits down to Indianapolis. But the cars failed to come. So he went to Indianapolis to learn the reason. Arriving on a Sunday morning, he met the Overland owners at the hotel, and they told him they were bankrupt. They had failed to meet their pay roll the night before. They owed some \$45,000 more than they could pay.

Mr. Willys could not return his deposits, so he sought a way to obtain the

cars, even though the owners told him frankly that they were quitting the business.

"Then suppose I can continue it," Mr. Willys said. "Will you turn it over to me, debts and all?"

They told him they would. The defaulted pay roll was \$450. Mr. Willys set about to raise it. He borrowed some money from the hotel clerk. He had a little of his own. The next morning he called the workmen together and paid them the wages due. Then he said, "Get together a car. Find parts enough, and quickly. We must raise more money."

They managed to put together a car, and Mr. Willys shipped it to a friend in Allentown, Pa. With it he sent a letter somewhat as follows:

"Dear Albert: I have shipped you an Overland car, sight draft with bill lading attached. It is necessary that you accept it, for I have cashed the sight draft and have used the money."

"Dear Albert" did accept it. Then they made up other cars and shipped them in the same way. About four in five of them stuck. The demand came for more cars, and the problem of financing became acute.

Mr. Willys went to the creditors with his famous inimitable smile. He said, "You will get nothing if you close us up, for we have nothing there. But give me a chance and I will try to pull through, to pay you every dollar we owe."

The creditors accepted that proposition, because they saw no other way out.

Mr. Willys raised some more money—a very little—and went on. Soon the factory capacity was oversold. There was no time to build more plants, so he erected tents. And in these tents he made that season, I believe, \$365,000.

I do not vouch for all the figures. I am telling the story from memory. But the essentials are correct and indicative.

Then Mr. Willys decided to go back to Elmira, his home town, and build a factory there. While he was shaving one night before taking the train, his agent in Toledo called him up. He told of a plant in Toledo—the Pope-Toledo plant—which was closed and bankrupt. "Come and see it," he urged, "you will find it wonderfully equipped. And you will find steel enough and parts enough to pay the price they ask."

As a result, Mr. Willys stopped off at Toledo. He walked through the plant the next day, then went on to New York and bought it. The next day he sailed for Europe. When he returned he found that his people had sold the steel alone for far more than the cost of the plant.

As I said before, this story may not be quite accurate, but it illustrates the point I bring out. The essentials are there.

The next season I took up the Overland advertising—the first advertising

GLEAMINGS *from* GOTHAM

*I*T is the things
additional we like to
do for you, not merely
the things *traditional!*

The GOTHAM
PHOTO-ENGRAVING CO., Inc.
229 WEST 28th STREET, N. Y.
Telephone LONGACRE 3595



K.O.C.H

Stability of Circulation

Over 90% Renewals of Dairymen's League News Readers

Less than 10% new subscribers

A Constant Group of Loyal Readers

ADVERTISING is most effective when it hammers away, year after year, at the same group of people. This is particularly true of farm and household equipment which may be renewed only at long intervals.

The readers of the Dairymen's League News are a constant group composed of the dairy farm families concentrated in the "New York City Milk Shed"—an area shown on the map below.

These readers are loyal to the Dairymen's League News because they are themselves the owners and publishers. The subscription list changes only as farmers retire from the dairy business and new ones take their places. This turnover is less than 10%, while the turnover in the subscription lists of general farm papers may run 40% or more.

A schedule in the Dairymen's League News will produce big results if consistently maintained.

Write for Sample Copy and Rate Card

The territory can be effectively covered through the use of the Dairymen's League News and one general farm paper.



DAIRYMEN'S *League* NEWS

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

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

Advertising Specialty Men

Manufacturer of high grade Metal Advertising Specialties, Etched, Embossed, Lithographed, Printed or Hard Enamelled Signs, Name Plates and Emblems is looking for experienced Specialty Men who:

—possess creative ability—know advertising specialty merchandising—can associate with and sell executives—recognize the value of representing a concern rated a million high, and conducting an extensive national advertising program—are open to represent, along with your other non-conflicting lines, the most complete Metal Specialty line ever assembled.

If you are one of these, address your selling experiences to

Box 479 c/o Advertising and Selling, 9 E. 38th St., New York City

they ever did. I analyzed the situation to find its most appealing features. But nothing in all the data I gathered appealed to me like the romance. So my first ads were headed: "The Wonderful Overland Story." I told how demands from users had led John E. Willys to undertake to supply them. How that demand had grown and grown, until it was necessary to erect a plant of tents.

It was also my lot to pioneer tire advertising. Tires had been advertised somewhat since bicycle days, but with scarcely more than a name. The Goodyear Company had for many years been customers of our agency. I believe that their expenditure never exceeded \$40,000 a year. Nobody suspected that tires could be popularized.

One day it occurred to us that we could increase our advertising business by increasing accounts on our books. Thereafter that became our dominant principle. Along those lines we grew to be one of the largest agencies in the world.

I HAVE rarely taken an account from another advertising agent. I have never tried to do so, save where a big opportunity was being spoiled by wrong methods. Nearly all my large accounts have been of my own creation. I have started with very small sums sometimes and made the advertising grow out of earnings. Such developments form the real satisfaction of advertising.

The Goodyear people, after much persuasion, were induced to enlarge their expenditure. For the first season they gave us \$200,000. It seemed to them a reckless amount.

They were then pioneering what they called the straight-side tire. I had heard about it, but did not know what it was. I was interested both in tires and in advertising, but was never enough impressed by their ads to learn what straight-side meant.

I asked them about it, and they showed me the difference between straight-side and clincher tires. I asked the reason for that difference. They told me the straight-side would not rim-cut, and that type of construction had, size for size, ten per cent greater air capacity.

"Then why," I asked, "don't you emphasize those results? Results are what men are after. They do not care how you get them."

That was a new idea to them. They were manufacturers, interested mainly in a type of construction. Being interested in manufacturing details, they naturally talked them to the public.

There lies the chief reason why no manufacturer should ever conduct his own advertising. Few attempt it now. The advertiser is too close to his factory. His own interests tend to blind him to the interests of his customers. He fails to appreciate the consumer's side.

He tells of the things he takes pride in—his methods and processes, the size of his plant, the age of his business, etc. The advertising man must study the consumer and tell what he wants to know.

I coined the name "No-Rim-Cut Tires." Across every ad we ran the heading, "No-Rim-Cut Tires, 10% Over-size." The results were immediate and enormous. Sales grew by leaps and

EXAMINE THE SEPTEMBER PRINTING EXPOSITION
AND CRAFTSMEN NUMBER OF THE AMERICAN PRINTER

AND YOU WILL AGREE THAT

THE
AMERICAN
PRINTER
IS THE
LEADER
AMONG
TYPOGRAPHIC
PERIODICALS
IN AMERICA



THE AMERICAN PRINTER INC., 9 E. 38TH ST., NEW YORK

A SURVEY of the newspaper-reading tendencies of Dallas homes has just been completed. In every section of the city where substantial homes and good buying power prevail, The Dallas Morning News outstripped all other papers in both circulation and preference.

A report of this survey is now being prepared and will be ready for mailing by September 15th.

The Dallas Morning News

*Dallas is the Door to Texas
The News is the key to Dallas*

More Subscribers —and the larger size

The Architectural Record has increased its number of architect and engineer subscribers to 7,202, and its lead over the nearest competitor to 36%. To this dominating position will be added, with January 1928, the advantages of the larger size, a new and striking typographical dress devised by Frederick W. Goudy, and many improvements in editorial presentation—all resulting in a special attention value that no other paper will enjoy.

On request—full information on The Architectural Record for 1928—latest A.B.C. Auditor's Report—new enlarged, and revised edition of "Selling the Architect" booklet—latest statistics on building activity—and sample copy.

(Average Net Paid 6 months ending June, 1927—11,586)

The ARCHITECTURAL RECORD

Division F. W. Dodge Corporation

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

Member A. B. C.

Member A. B. P., Inc.

bounds. Goodyear tires soon occupied the leading place in tiredom.

Another result was to force all rivals to this type of tire. In two or three years the time came when Goodyear, on that point, could not claim advantage. So we gradually reduced the name No-Rim-Cut and featured the name Goodyear.

By that time, however, we had another talking point even more impressive. That was the sensational growth in demand. We featured it in pictures and in type, until it seemed that the whole motor world was turning to Goodyear tires.

That is in most lines a great selling argument. People follow the crowds. It is hard for them in most things to analyze reasons and worth, so they accept the verdict of the majority.

We did another thing there through a name. We called the anti-skid tread All-Weather. We figured out what claim could count most and made the name imply it. So the name told our main story. It formed an ad in itself. Our main purpose then was to induce motorists to use this type of tire on all wheels in all weathers. That has since become the custom, largely through that influence.

There is a great advantage in a name that tells a story. The name is usually displayed. Thus the right name may form a reasonably complete ad which all who run may read. Coining the right name is often the major step in good advertising. No doubt such names often double the results of expenditures. Consider the value of such names as May-Breath, Dyanshine, 3-in-One Oil, Palmolive Soap, etc.

ANOTHER problem we had to solve was to get dealers to carry tire stocks. Few of them did so in those days. They bought from the Goodyear branches as they sold. We prepared a large newspaper campaign and offered to name in each ad all the dealers who stocked. The minimum requirement was a \$250 stock. In a few months we induced some 30,000 dealers to stock Goodyear tires on that basis. And that campaign did much to change the whole complexion of the tire business.

This naming of dealers in local advertising is an almost resistless inducement to stock. Few plans are more effective. No dealer likes to see his rivals named in a big campaign and his own name omitted. The more who join in the plan the easier it is to get others. I have often secured on new products almost universal distribution in this way.

The Goodyear campaign was one of my greatest successes. It placed Goodyear tires in the lead, where they remain, I believe, today. Never have I met changing situations in more effective ways. The advertising grew from \$40,000 to nearly two million dollars a year.

Still I lost it. There developed a desire for institutional advertising which I never could approve. It is natural. Great success brings to most men a desire to boast a little. But boasting is the last thing people want to hear. Men like to picture their plants, to tell how they grew, and to preach a little on methods and policies. That may be satisfying, but it isn't salesmanship. No man in advertising, or in anything else, can afford to offend his own principles. The moment he compromises for



"... in Rochester, for instance . . . 270 manufacturers with problems in industrial heating . . ."

INDUSTRIAL GAS—

*The Custom-Made Advertising Medium
For Manufacturers of Equipment for The
Application or Control of Gas Heat in Industry.*

The application and control of heat in manufacture is a problem of vital concern in thirty-two of the so-called manufacturing industries in this country.

Every manufacturer having such a problem is a desirable, maturable prospect for the manufacturer of heating or heat-controlling apparatus. Furthermore, every last one of these prospects is approachable—through INDUSTRIAL GAS.

INDUSTRIAL GAS is a publication of selective circulation. Wherever there is a manufacturing plant that has a problem in industrial heating, the plant officials responsible for the solution of the problem are reading this instructive practical magazine.

Take the city of Rochester, for instance. A careful survey made by the Rochester Gas & Electric Co. indicates 270 firms in the city that have a heating problem in

one or more of their manufacturing processes. INDUSTRIAL GAS covers every one of these 270 leading firms in the city's leading industries, such as Eastman Kodak, Todd Protectograph, Taylor Instrument, Hickey-Freeman, etc. These 270 companies are the best—and only—prospects in Rochester for the manufacturer of gas equipment.

Rochester is just one of the legion of industrial cities in which INDUSTRIAL GAS has 100% coverage of firms having a problem of heat in manufacture. With an absolutely wasteless circulation of 21,000, it is literally a custom-made advertising medium for any firm making a product that can be used to solve the problem of heat in manufacturing processes.

Every manufacturer of such products can realize 100 cents on the dollar through an advertising investment in INDUSTRIAL GAS.

This is the first advertisement of a series citing some of the industrial cities in which INDUSTRIAL GAS delivers 100% coverage of the market for gas equipment.

Industrial Gas

Published by the Robbins Publishing Company, Inc.

9 East 38th Street,

::

New York

why we don't print "Ghost Stories"

THE GHOST materialized in our reception room and wandered vaguely down the hall toward the editorial offices. We did not immediately recognize him as a ghost, for he wore none of the conventional trappings. He was a dapper enough individual with something of the lean and hungry look about the jowls, but with a steely glitter in his eye.

"I have here," said the ghost, passing us a twenty-five cent cigar, "a choice, not to say select, assortment of articles by presidents, vice-presidents, treasurers and chairmen of the board. All of them hail from large corporations which spend lots and lots of money for national advertising; they are men who have done BIG things and whose names mean SOMETHING...and names," he added complacently, "are what I specialize in."

"Yes?" we encouraged.

"Yes!" said the ghost. "There are twenty-two of them in all. Nineteen of them are signed—and how! Names that will knock your eye out—to say nothing of the collective eyes of your subscribers. And these articles are the REAL THING." (He talked just that way—in upper case letters; ghosts frequently do.)

"But who wrote these articles?" we inquired naively.

"Wrote 'em?" said the ghost. "I wrote 'em."

That was the point at which we recognized him. "Oh," we said disappointedly, "So you are a ghost!"

He looked a bit uncomfortable and hurried on. "Now, as I say, there are twenty-two of these. I'm willing to make you a good price at wholesale. Or I guess I can even slash the retail price a bit without getting into trouble with the American Fair Trade Association—eh?"

"Wait a minute," we interrupted. "We don't use —"

"How about Henry Ford at three cents a word?" he suggested insidiously. "Or perhaps Joe Cadillac, the big sedan magnate, at two and a half?"

"Sorry —" we began again.

"I'll cut it to two cents...No? Well, a cent and a half—and I'm giving it away at that price—positivel."

"Listen!" we cut in with some determination. "We do not use ghost stories!"

He viewed us in amazement. "Just think how those signatures will build up your circulation! And think of the wonderful series of promotional advertisements you can put out—'Big men who write for Advertising and Selling' or something original like that."

"Sorry!" we told him.

"But —" began the ghost.

"Sorry!" we repeated still more firmly.

"Oh, well!" said the ghost resignedly, and made a ghostly exit down the elevator shaft.

We watched him turn south at the nearest corner, and we grew very thoughtful indeed. All we had derived from that interview was one twenty-five cent cigar and

considerable food for thought. We chewed reflectively upon both, and as a result of our cogitation we decided to make our attitude known upon this particular vexatious point.

* * *

DOES it seem extraordinary that a publication which serves exclusively the business field should deliberately reject material signed by some of the most prominent figures in that field—men whose names alone would carry more than a little weight with nearly any business man?

The reason is not far to seek. Simply, articles of this type *are not written by the men who sign them*—except in a microscopic minority of cases. They are not so written for the easily understandable reason that, as a rule, the important executive is not an especially able writer—any more than the average successful writer is an able executive. (We are speaking of manufacturers, not advertising agents, trained to write.) Furthermore, the “big” man who is doing a “big” job has little time in which to tell the world what he is doing and why. His “bigness” translates itself in terms of action rather than words.

Usually these “signed” articles are written by reporters—like the “ghost” previously discussed. Such reporters sometimes get their facts from interviews and conferences at first hand; sometimes they interview minor executives, and at still other times they simply study advertising and marketing plans and weave their tales in their own minds from whole cloth. Once the article is written, it is submitted to the so-called “big man” with an explanation which is calculated to flatter him, and he is persuaded to grant permission for the use of his name as author.

In granting this permission he is swayed by two strong considerations: First, publicity accruing to his company (and this may be considerable, especially when reprints are made and sent to the trade), and, second, personal publicity (and it would surprise you to know how many “big men” have the personal publicity complex developed to

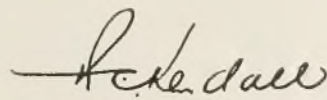
the point where they will sign interview articles on nearly any conceivable subject.)

* * *

WHEN all is said and done, we do not condemn the “ghost.” Nor do we necessarily cast any reflections upon the publishers who do use his material, for the ghost is generally a capable writer, better able to express the “big” man’s ideas clearly and concisely than is that executive himself. We do not employ him in our publication for two good and simple reasons: We consider that this particular form of traffic in names is just a trifle absurd on the face of things; and further, we flatter ourselves that the type of reader who enjoys our publication has passed through his period of childish naivete to the stage of adult sophistication where his intelligence will make him resentful of any such bland, though harmless subterfuge.

We are taking the trouble to explain our policy at this length simply to forestall any possibility that our comparative dearth of “big” names of presidents of manufacturing enterprises, may be used to our disadvantage.

We shall use “big” names in the future—as we have in the past—when the men behind those names have something important to say. But the writing under those names will be *bona fide*, unless it is clearly stated in the headline that the material is derived from a first hand interview. And we shall continue to give our readers clear, constructive articles on advertising, sales and marketing subjects—written by real people, by men whom they may know and who, while perhaps not internationally famous, are recognized for their personal contributions to the progress and development of the fields of endeavor with which they, together with our readers and ourselves, are associated.



Editor, Advertising & Selling



Make Letters Bring Big Returns

THE LETTER LABORATORY is a treasure house of business letter ideas, plans and secrets that you can put right to work in your business. Maxwell Droke reveals methods that have made him master of intensive get-the-order copy. He explains principles that make letters make good, and analyzes hundreds of examples. Material packed in sturdy portfolio. Price \$7.50.

How About Collections?

The CREDIT LABORATORY contains collection secrets and stratagems that get the money without losing customers. Hundreds of result-getting letters for accounts 15, 30, 45, 60 and 90 days past due. Experiences of scores of manufacturers, merchants, jobbers, mail order houses. Tells how to handle touchy debtor, the good but slow, the chronic promiser; how to get credit information; how to judge credit; how to turn poor credit risk into cash customer, etc. Price \$7.50.

Do You Sell on Installments?

Institute Survey No. 25 is a comprehensive study of Installment Selling. Discusses possibilities, limitations, policies; what merchandise can be safely sold on installments; what terms should be given; finance plans, and experiences in variety of line. Price \$5.00.

All offerings subject to money-back Guarantee. Sent on 5 days' approval to rated concerns. All three of above items for total price of \$17.50

BUSINESS LETTER INSTITUTE,
Box 611-E, Indianapolis, Ind.

Send following items subject to your money back guarantee. Check enclosed. Send on 5 days' approval.

Name

Firm

Address
Attach to letterhead and mail.

SELLING YOUR SERVICES?

9000 POTENTIAL BUYERS

IN

THE MARKET PLACE

money's sake he is lost. Not as a success, perhaps, but as an artist; as a man who contributes to his profession or calling and brings it to higher levels.

There lies the cause of most conflicts in advertising. The layman pays the bills. He naturally assumes the right to dictate. He is not apt to exercise that right in the early stages. The scheme is too new to him. But there comes a time when he feels that he is also an advertising expert. It is curious how we all desire to excel in something outside of our province.

THAT leads many men astray. Men make money in one business and lose it to many others. They seem to feel that one success makes them super-business men. And they fail some 19 times in 20, as I've learned by comparing notes.

These men would not venture to dictate to a surgeon. Or tell a lawyer how to win a certain case. Or an artist how to paint a picture. They recognize technical knowledge in vocations like those. But not in advertising, which seems so simple to them because it aims at simple people. They do not realize that no lifetime is long enough to learn much more than the rudiments of it.

Later I advertised Miller Tires. The situation had changed entirely. Buyers in general had come to regard good tires as about alike. It was necessary to upset that impression and to secure a preference in some way.

Miller Tires were largely used on bus lines on the Pacific Coast. I secured the data and the records. The figures on buses using Miller Tires were impressive. The mileage records were surprising. The trend toward Millers in commercial uses was significant.

I made those facts the keynote of my campaign. The ordinary tire buyer makes no comparisons. He rarely keeps track of tire mileage. When he does so, it is not done in a scientific way. But he knows that large tire users do not adopt a certain make on guess. I played on that knowledge. I stated in exact figures the results of comparisons. I pictured the trend toward Millers in commercial uses where men knew to exactness what they were doing.

I told of the tests made in the Miller factory, where great machines wore out all sorts of tires under actual road conditions. I created the impression—and a right impression—that the Miller people were doing their utmost to secure the maximum tire mileage.

That was a short but successful campaign. I wish I could have followed it out. Today the Miller tire commands vast respect. It is one of the leading factors in tiredom.

Our difference there, as in many lies, lay between dealers and consumers. My idea is that we cannot afford to sell anything twice. We cannot spend large sums in expense and concessions in selling our goods to dealers. Then spend other large sums in selling for the dealer. The tax is too great on the consumer. We must choose.

If a line can be sold by interesting dealers, let the dealer sell. But if we are going to sell our goods for him, we cannot pay him more than the profit of a mere distributor.

The greatest calamities in advertising come through doubling the selling expense. The advertiser wins the con-



Yes Sir!

ROOMS ARE LARGER AT THE DETROIT-LELAND

Where Luxury is Homelike

It is truly amazing how swift and far this news has traveled —that rooms are larger at the new Detroit-Leland. On every train someone is telling others the good news.

Important for sales travelers, too, are the really finer, and far larger sample rooms, with bath and in-a-door bed. All are outside rooms so that goods may be shown under natural light. Outstanding advantages in all rates and prices will gratify you.

700 Large Rooms with Bath
85% are priced from \$3.00 to \$5.00

DETROIT-LELAND HOTEL

Bagley at Cass, Detroit, Michigan
(a few steps from the Michigan Theater)

WM. J. CHITTENDEN, Jr., Manager
Direction Continental-Leland Corporation

Larger Sample Rooms
from \$5.00 to \$8.00 per day

sumer, and that is expense enough. Then he gives his profits to jobbers and dealers in an effort to interest them. He gives free goods and other costly inducements, and gets nothing at all. The dealers and jobbers supply the demand. Then they become mere order takers.

There is one of the greatest questions in merchandising. An unadvertised line without consumer demand must depend on distributors. And they demand a big toll. But however large you make it, somebody else will bid higher. The margin soon diminishes to insignificance.

If you are an advertiser, creating consumer demand, you must ignore to some extent these intermediary factors. Treat them fairly, but do not pay them for what they cannot do. The jobber will charge you, if you let him, his expense of competition. The dealer will compare your allotted profits with profits on lines he owns. They do not figure that in one case you do the selling, while in the other they do practically all of it.

Most lines which I have advertised have never employed a salesman. The whole idea has been to win consumers and to let them sell to dealers and to jobbers. Those who have tried to sell to consumers, then to dealers and jobbers, have attained prohibitive expense. One must choose. Margins in selling are not sufficient to accommodate both factors.

This is the eighth chapter of Mr. Hopkins' autobiography. The ninth will appear in our issue of September 21.—EDITOR.

Honesty Is the Best Policy

By Ralph McKinley

I REMEMBER working in my younger days for an advertiser who distributed butter. Each print of butter contained a coupon. A certain number of coupons, plus a little cash, entitled the thrifty housewife to a set of dishes. This premium offer was to be the theme of the advertising.

"Now, sir," said the butter man, "we must be careful about this. The dishes we give away are made by The Limoges China Company of So-and-So, Ohio. In your copy, do *not* say that this is 'Limoges china.' That wouldn't do. We must tell the truth. We have played straight for twenty years and our success . . . (here he waved a hand) . . . our success is due to belief in that good old sentiment, 'Honesty is the best policy.'"

"Quite right," said I. "In order to make sure that no one thinks these dishes are the imported French Limoges china, suppose in all our copy we say—'Beautiful set of dishes made by The Limoges China Company of So-and-So, Ohio?'"

"Oh, no, you needn't do that," replied the butter man, "just say 'China made by the Limoges Company.' That's enough. That's the fact. If anybody thinks something else, we can hardly help it."

And some of us wonder why folks still say: "Oh, that's just an advertisement."

Public Ownership In Industry

The stocks and bonds of most of our leading companies are owned by the public and have marketability through their listing on the Stock Exchange.

Executives of these corporations read our magazines to keep informed of the financial progress of their industry and competitors.

There are only 720 industrial securities listed on the New York Stock Exchange.

The MAGAZINE of WALL STREET

Member A. B. C.

42 BROADWAY

NEW YORK

No. 7 of a Series

The American Handbook of Printing

Here is a remarkable opportunity to obtain a complete knowledge of the uses and relations of the various printing arts. The American Handbook of Printing is indispensable to the workman desirous of extending his knowledge of the other branches of printing and to the advertising man interested in this important branch of his activities.

Size 5¼ x 7½ inches, cloth boards, \$2.50; 20 cents extra for postage and packing.

The American Printer, Inc., 9 East 38th St., New York, N. Y.

The Open Forum

[CONTINUED FROM PAGE 68]

No Work; Big Money

IN glancing through the current issue of a magazine edited for salesmen, I was attracted by the following advertisement, set in bold, mail order style—

"Advertising Pays Big Money"—You can quickly master this profitable profession. Many earn \$5,000 to \$25,000 yearly. Perhaps you think advertising is difficult to learn—you are wrong. It is the easiest of all professions to master—the one profession that is quickly and easily learned at home. No difficult formula; no brain-racking mathematics, no heart-breaking examinations. —If you have an ordinary common school education you can quickly qualify for a big advertising job through this school. Send for this Amazing Book—FREE. Increased Salaries and Promotion—ADVERTISING.—It tells the whole story! For over thirty years this school has been training men and women in advertising. Many of our students now hold positions paying them handsome salaries. This book tells how they won success—how you can win it. When you enroll with — you take no chances for—This School Guarantees Your Satisfaction. Surely you want one of the big-paying advertising jobs—there are thousands of them to be filled right now. Then mail the coupon below and get started in this pleasant, profitable profession without a moment's delay. We are here to help you—that's our job."

I wonder what some of our leading advertising men would say to this? Is advertising "easy to learn," is it "the easiest of all professions to master,"—are there "no heartbreaking examinations,"—no "difficult formulas," no "brain-racking mathematics"?

By reading this through, one would be led to suppose that all advertising men are mere fops. That any one with "an ordinary common school education" could do as well, if not better, than the presidents of our great agencies, after a few weeks of pleasant reading in the hand book advertised. That advertising is mere child's play, that it's all a bed of roses.

Maybe it would be well for embryonic advertising aspirants to learn the histories of a number of our successful advertising men. I dare say that in their steady climb to success, they have solved some of the most difficult formulas encountered in the business world. That they have had thousands of "heart-breaking examinations," and have seen a great number fail of solution. That they have spent many a dreary night endeavoring to solve "brain-racking problems" more intricate than those represented by figures.

And then those "big-paying advertising jobs—thousands to be filled right now". It's wonderful isn't it, to know that there are so many opportunities going begging. If these positions are so prevalent, I wonder why the sixteen men who interviewed me for jobs just this last week, and some of them were seasoned, capable advertising men, too, have not secured some of them.

It's the same old story. Get rich quick, no work, big money—forever the pot of gold at the end of the rainbow. Just clip the coupon and your working days are over.

I suppose there will always be



Art Prints

from covers of THE POSTER

"Leo Ornstein at the Piano" by Leon Kroll.
 "The Northwest Wind" by Chas. H. Davis.
 "The Port Douarnenez", Brittany, by George Elmer Browne.
 "Early Morning in Tarpon Springs" by George Inness.
 "Moonlight in a French Village" by George H. Bogert.
 "The Cavalier" by Mariano Fortuny.
 "The Little Shepherdess" by Jean Francois Millet.
 "Pilots, Puerto de Los Pasajes", Spain, by Frank W. Braugwyn.
 "Geese" by Jessie Arms Botke.
 "Love of Winter" by George Wesley Bellows.
 "To the Dance (Apaches)" by Leon Gaspard.

With each new subscription to THE POSTER, the magazine of outdoor advertising and poster art, your choice of one of these beautiful color prints, framed, size 9x12, or a portfolio of six of the above masterpieces suitable for framing.

FREE—This offer good only until December 1st. Subscription price \$3.00; Canada and Mexico \$3.25; all other countries \$3.50.

THE POSTER

307 South Green St.

Chicago, Ill.



The Bausch & Lomb Sport Glass is small enough for the vest pocket, has an enormous field of view and is fully corrected for color. Sold by high grade opticians everywhere.

Your Company's Christmas Gift

Not too expensive looking—sure to be appreciated—something not everyone will give—

Bausch & Lomb

SPORT GLASS

Specially priced for Christmas Giving

Can be engraved with your Company's Signature or the name of each recipient—this, however takes time and orders should be placed now.

A Sample On Memo If You Desire

BAUSCH & LOMB OPTICAL CO.

694 St. Paul St., Rochester, N. Y.

Other optical gift suggestions include the magnarule, Podset magnifiers, reducing glasses, etc. Ask for our booklet of these items.

spiders and flies in every walk of life. But the sooner young men, and old ones, too, realize, in advertising as in everything else worth while, that the surest road to success is the road of hard work, paved with difficult formulas, heart-breaking examinations, and brain-racking problems—the less there will be of dilettante and transitory opportunity seekers.

JOHN FALKNER ARNDT, *President*
John Falkner Arndt Company,
Philadelphia

Not Altogether Clear

I NOTE that you quoted a paragraph from my book: "How to Sell Newspaper Advertising," on your editorial page. Following this, several of your readers have offered comment upon it.

When a local merchant publishes a single advertisement in a newspaper and does not sell the merchandise offered, he immediately blames the newspaper.

It is possible, however, that his copy may have been poor, his merchandise untimely or over-priced. The same merchant, if he had used any form of direct mail advertising without success would have been forced to analyze his failure rather than merely to "blame" somebody.

This point is, I believe, perfectly clear in the book but the person reading the single paragraph, without knowing its context, might totally misunderstand what I was arguing about. In fact, two of your readers have written excellent letters to the "Open Forum" presenting excellent arguments on subjects which my book does not undertake to discuss in any way whatsoever.

Assistant to President,
HARRY A. CASEY,
Allied Newspapers, Inc.,
New York

American Photo-Engravers Assn. to Publish Book

An announcement which will undoubtedly be of interest to all those engaged in photo-engraving, advertising and the allied arts, is that the American Photo-Engravers Association will publish "Achievement in Photo-engraving and Letter Press Printing, 1927," some time in December, 1927. This book, containing 700 pages, will have over 500 pages of illustrations embodying a great variety of unusual photographic effects. It will contain suggestions that should be helpful to those engaged in art work, advertising, publishing, printing, electrotyping, paper making, ink making and photo-engraving.

In order to insure receiving a copy of this book, an order should be placed with the American Photo-Engravers Association, 862 Monadnock Block, Chicago. The price of the volume is ten dollars.

Q Suppose you have a product that can be advertised and sold to the gas industry—

Q Would you mind if your advertising missed fifty-three hundredths of one per cent of all the possible coverage in this market?

Q If not, we can guarantee you the rest through

GAS AGE-RECORD

9 EAST 38TH STREET
NEW YORK CITY



Rate for advertisements inserted in this department is \$3.00 per inch. Minimum charge \$1.50. Forms close Saturday noon before date of issue.

Help Wanted

An unusual opportunity is open to a live man who knows engineering and construction work and who has made good as the editor of a first-class house organ or similar publication. If practicable send with your answer some specimen copies of your paper. Address Box 476, Advertising and Selling, 9 East 38th Street, New York City.

WANTED

Mail-Order Copy Expert! For advertising agency. Must have at least 3 years' practical and successful experience in planning mail order campaigns, writing pulling copy and preparing good sales letters for thousands of agents. Man who is thoroughly familiar with the angles of direct-to-consumer marketing will be given preference. State experience, present earnings. Enclose samples. Your reply will be held in strictest confidence. Members of our organization know of this advertisement. Address Box 477, Advertising and Selling, 9 East 38th St., New York City.

ADVERTISING—JUNIOR SALESMAN

On trade publication well known in specialized field. State age, experience and salary expected. Address Box 473, Advertising and Selling, 9 E. 38th St., New York City.

Position Wanted

Some Chicago agency can surely profit by acquiring the services of an ambitious young man of 25, who has served his advertising apprenticeship through 5 years in various phases of commercial art, and in advertising, research, and sales promotion in the periodical publishing business. He wishes to invest his creative ability and versatility of experience in the field of copy and plan. Initial salary modest and commensurate with opportunity offered. Write now! Box 478, Advertising and Selling, 9 East 38th Street, New York City.

Production Manager, ten years practical experience in printing plants. Thoroughly understands art work, photography, engraving, typographic layout, electrotyping, presswork, paper, etc., also had publication experience. Twenty-eight years of age, Christian, American, Married. Excellent record for results. Available September first. Address Box 475, Advertising and Selling, 9 East 38th St., New York City.

FRENCH-CANADIAN MARKET

If you wish to secure your share of the ever growing market of the Province of Quebec, your appeals to the French-Canadians must be focussed a different way. They have different ideals which must be taken into consideration in your messages.

Advertising and translations into French, or rather proper adaptations for best results. Raoul Renault, managing editor of the French Advertising Monthly, "La Clé d'Or", Quebec, Canada.

Business Opportunities

I want to sell an automobile publication founded over fifteen years ago. Published monthly, circulation over 20,000 per month, principally among automobile owners in New York State. Publication is printed by outside printing concern, so there is no printing plant to bother with. Excellent opportunity for a live man with reasonable capital to pick a good business investment. Address P. O. Box 619, Hornell, N. Y.

Press Clippings

FRANK G. WHISTON AND ASSOCIATES offer reliable National or regional press clipping service. Branch offices Everywhere. General offices, One Terrace, Buffalo, N. Y.

Multigraphing

Quality and Quantity Multigraphing, Addressing, Filing In, Folding, Etc.

DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

Miscellaneous

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.

Winning Good Will by Educational Advertising

By M. J. Evans

Republic Flow Meters Co., Chicago

IT is an old axiom in selling that if you can approach a prospect on his "blind side" an excellent start toward a sale has been made. The experience of the Republic Flow Meters Company has been that engineering data and information, if of genuine value, may be said to be the engineer's "blind side" from the standpoint of an advertising approach.

The engineering profession requires the immediate availability of accurate data and information on a wide variety of subjects. The engineer is, therefore, continually seeking such material for future use. This statement applies both to the engineering executive and to the man in the ranks; each is striving to improve his product, make it more economically, or otherwise fill his position in a creditable way.

With this situation in mind, the Republic Flow Meters Company inaugurated the publication of a series of articles on "Boiler Room Operation" by Professor G. F. Gebhardt, well known in this field as author of "Steam Power Plant Engineering" and head of the Department of Mechanical Engineering of Armour Institute. They were written in a strictly educational way and no mention was made at any time of Republic Products. The only reference to the Republic Flow Meters Company was a small trade mark on the first page with the words, "Written for the Republic Flow Meters Company in the interest of greater Power Plant efficiency." These articles were mailed gratis, one a month, on request, to engineers or executives of responsible firms. Over fifteen thousand requests for this series were received, and hundreds of letters with reference to the material which they contained gave ample evidence that they were carefully read.

A large number of requests were received from presidents and general managers for 25, 50, or even 75 additional copies for distribution to their various plants and plant executives for use in an educational way. One request was received from a very prominent Government official, stating that he had read Article V and found it of such real value that he was inclosing a list of 250 Government engineers for our mailing list. As the men included were all influential in the purchase of this type of equipment, we were glad to include them.

Material of this sort greatly increases the respect for the other literature of the company. We found many prospects were not receiving their mail, but after the articles started they left instructions at their office for Republic mail to be held for their attention.

The results were so satisfactory that

"GIBBONS knows CANADA"

J. J. Gibbons Limited, Advertising Agents

TORONTO

MONTREAL

WINNIPEG

two other shorter series were started, one "Steel and Its Heat Treatment" by Professor H. M. Boylston, another, "Heavy Clay Products and Their Manufacture," by Professor C. W. Parmelee. These have been found equally valuable.

Are We a Nation of Snobs?

By Helen M. Rockey

TAKE a beautiful advertisement which teaches bad manners by using negative appeals. Any person from another country would think us a nation of snobs—reading our magazines and seeing the story of the girl who comes home from college ashamed of her home because it is not fully equipped with the furniture that she has seen in homes of wealthier classmates; of the people who leave their hostess' table remarking how they would have had a better time had she had the full complement of silver. The parody on this type of advertisement which lately appeared in the *New Yorker* is particularly good: "They laughed at him when he stirred his soup with his finger, but they stopped smiling when he addressed the waiter in flawless Greek."

Then there is the whispering, backbiting type of advertising—of the man with dandruff, or the girl who needed a deodorant—all again rather amazing instances of what we Americans think permissible, if we consider that our advertising columns reflect national tastes.

In my estimation, advertising not merely reflects our tastes; I feel that it molds them. After all, an advertisement is a manufacturer's statement of faith. A publicity story comes as a news item or a statement of someone else regarding your product; but your advertisement is your public declaration of your motives, of yourself.

Advertising is so educational that I tremble when I see it reflect an attitude of snobbishness and bad taste. Think of the children who have been urged—just in their formative years when they have the tendency to be snobbish—to examine their home surroundings and to condemn their parents because the latest fish fork is not to be found on their home table! Can we blame the outspoken language of the younger generation, and their discussion of matters formerly taboo, when we see these matters discussed in the advertising columns of newspapers and magazines? Thank goodness, already we have seen the passing in the best known publications of much of this ill-bred appeal in advertising—evidently the reaction could not have been any too favorable. Still there is a great deal of this raised-eyebrow and whispering advertising in the cheaper type of magazines, and even now, what about the woman who is afraid her guest will want to look into the one closed room in the house? And that room was a Bluebeard's closet because its plumbing fixtures were old!

Extracted from an address delivered before the Second District Convention, International Advertising Association, Schenectady, New York.

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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
E. R. Haddox	The Pacific Coast Borax Co., New York. In Charge of Pacific Coast Packaged Goods	Same Company	Sales Mgr. for Packaged Goods
L. O. Koons	Plough Chemical Co., Memphis, Tenn. Ass't Sales Mgr.	The Golden Peacock Co., Paris, Tenn.	Gen. Adv. & Sales Mgr.
Dudley R. Morean	American Colortype Co. of Illinois, Chicago. Sales Mgr.	American Colortype Co., of New York	Vice-Pres. & Gen. Mgr.
George A. Behrens	American Colortype Co. of Illinois, Chicago.	Same Company	Sales Mgr.
Russell A. Brown	Montgomery Ward & Co., Chicago. Gen. Adv. Mgr.	Broadway Department Store, Inc., Los Angeles	Sales Mgr.
M. B. Garber	Sanderson-Cyclone Drill Co., Orrville, Ohio. Sales Mgr.	The Thew Shovel Co., Lorain, Ohio	Sales Dept.
James F. Hayes	William H. Rankin Advertising Agency	The Fifth Avenue Association, New York	Manager Publicity Bureau

CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
F. W. Schnirring	Sonora Phonograph Co., Inc., New York, Adv. Mgr.	Grace & Holliday, New York	Member of New York Staff
T. Dartnell	Federal Adv. Agcy., Inc., New York, Mgr. Research Dept.	The Blackman Co., New York	Marketing Executive
D. E. Robinson	Federal Adv. Agcy., Inc., New York	Same Company	Dir. of Research
C. V. Dugan	Porter Eastman Byrne Co., Chicago	The Quinlan Co., Chicago	Space Buyer
Edward Hopkins, Jr.	Celotex Company, Chicago. Ass't to Pres.	The Quinlan Co., Chicago	Acc't Representative
W. C. Savage	Chicago Tribune, Mgr., Business Research Dept.	Fisher-Wilson Adv. Agcy., St. Louis, Mo.	Acc't Executive
Rich Cross	Wales Adv. Co., New York, Rep. in Central New York	Same Company	Acc't Executive
James Harley Nash	Lee & Nash, Inc., New York, Partner	George Batten Co., Inc., New York	Copy
Francis D. Crosby	James F. Newcomb & Co., Inc., New York	Evans-Winter-Hebb, Inc., Detroit	Member of the Staff
William E. Hawkins, Jr.	Doyle, Kitchen & McCormick, Inc., New York	Ruthrauff & Ryan, New York	Account Ex.
Geo. P. Nolan	United States Advertising Corp., New York. Copy Director	The Andrew Cone Advertising Agency	Executive Vice-President
W. H. Butler	Charles Austin Bates, New York	C. J. Oliphant Advertising Agency, Inc., New York	Plan & Copy Dept.
W. E. Simler	Philip Kobbe Advertising Agency, New York, Vice-President	Andrew Cone Advertising Agency, New York	Vice-President
E. Julian Birk	Advertising Club, St. Louis, Executive Secretary	Harrison Company, Engravers, St. Louis	Sales Staff
George R. Marek	Northam-Warren Company, New York, Advertising Manager	Frank Seaman, Inc., New York	Assistant to Production Manager



Dealer's 24-Hour Service Completes Stadium on Time

WHEN construction work started on the Northwestern University football stadium during the summer of 1926, the contractor was faced with unusual conditions and an emergency. How these conditions were met, and how this emergency was solved thru the cooperation of a building supply dealer forms a convincing story of the importance of the dealer, the scope of his activities and the equipment investment necessary to successful operation.

The material contract was awarded to the Central Coal & Material Co., Evanston, Ill., a building supply dealer. Because of their adequate handling equipment—including private railroad sidings, concrete storage bins, automatic conveyors and a fleet of motor trucks—the stadium was completed without loss of time and without the need of storing supplies on the grounds.

Most building supply dealers are equipped to deliver materials for the large spectacular construction jobs as well as for the every day demands of home building. As merchants they are outlets for everything that enters into the construction and maintenance of buildings, and, as building supply dealers, they are always prospects for practically every character of labor-saving handling equipment.

BUILDING SUPPLY NEWS

"Edited for the Merchant of the Building Industry"

407 South Dearborn Street, CHICAGO

Member: A. B. C. and A. B. P.


Advertising & Selling
The NEWS DIGEST
Issue of Sept. 7, 1927

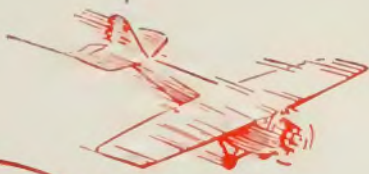

CHANGES IN PERSONNEL--(Media, etc.)

Name	Former Company and Position	Now Associated With	Position
F. M. Tibbitts.....	Dairymen's League News, New York, Business Mgr.	The Dairy Farmer, New York	New York Sales Staff
Ned Costello	Associated Farm Papers, Chicago	Same Company	Mgr. New York Office
G. N. Findlater, Jr..	Wm. J. Morton Co., New York, Rep. in New York Field	Same Company	Chicago Office
W. H. Ferris.....	Charles W. Hoyt Co., New York	Personality, New York	Adv. Rep.
R. A. Mooney.....	The Wall Street Journal, New York	The American Sketch, New York	New York Office
W. Calver Moore....	C. M. Wessels Company, Phila.	Vice-President	The Keystone Publishing Co., Phila., General Manager
A. F. Perrin.....	Pitt & Quarry	Gillette Publishing Co.	Adv. Staff
Nigel D. Campbell..	E. R. Crowe & Co., Inc.	Western Manager	Same Company, Chicago, Vice-President
W. H. Ferris.....	Chas. W. Hoyt Co., New York	Frank N. Doubleday, Doubleday, Page & Co., New York	Advertising representative
Urban J. Kraemer..	Cleveland Press, Dept. Store Adv. Mgr.	Baltimore Post, Baltimore	Adv. Mgr.
Grant Stone	Cleveland Press, Local Display Staff	Same Company	Dept. Store Adv. Mgr.
Frank T. Carroll...	Indianapolis News, Indianapolis, Advertising Manager	Pittsburgh Press, Pittsburgh (Effective Sept. 20)	
Don Bridge	The Indianapolis News, Manager National Advertising & Merchandising	Same Company	Adv. Mgr. (Effective Sept. 20)
Earl Shea	Indianapolis News, Manager Local Display Advertising	Same Company	Asst. Adv. Mgr. (Effective Sept. 20)
Wm. H. Pickett ...	Indianapolis News	Same Company	Manager Classified Adv. Division (Effective Sept. 20)
Dick Jemison	United States Advertising Corp., Toledo, Space Buyer	Cleveland News	Assistant to National Adv. Mgr.

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Andrew Smith Co.....	Milwaukee, Wis.	Bal-Ring Oar Locks	Hurja-Johnson-Huwen, Inc., Chicago
The Pale Moon Co. of America, Inc.	Philadelphia	Pale Moon Beverage	George Batten Co., Inc., New York
The Zenith Radio Corp.....	Chicago	Radios	United Adv. Agcy., New York
The Climax Engineering Co.....	Clinton, Iowa	Engines	The Buchen Co., Chicago
Reynolds Spring Co.....	Newark, N. J.	Reynolite	Campbell-Ewald Co., New York
The Dan Ross Tailoring Co.....	New York	Wearing Apparel	Arthur Rosenberg Co., Inc., New York
American Screw Co.....	Providence, R. I.	Hardware	Larchar-Horton Co., Providence
The Dorfan Co.....	Newark, N. J.	Toys	Joseph E. Hanson Co., Newark
Cellucraft Co.	Chicago	Celluloid Products	Hurja-Johnson-Huwen, Inc., Chicago
Julian M. White Mfg. Co.....	Sioux City, Iowa	White Radio Socket Power Units	United Adv. Agcy., Sioux City, Iowa
Aluminum Company of America..	Pittsburgh, Pa.	Lynite Pistons and Connecting Rods	Grace & Holliday, Detroit
The City of Coral Gables.....	Coral Gables, Fla.	Community Adv.	Grace & Holliday, Miami
The Federal Radio Corp.....	Buffalo, N. Y.	Federal OrthoOsonic Radio (Canadian Subsidiary)	Baker Adv. Agcy., Ltd., Toronto
Eclipse-Needles Co.	Philadelphia	Fruit-of-the-Loom and Eclipse Shirts	United Adv. Agcy., Inc., New York
The Coal Operators' Association of Illinois	Chicago	Cooperative Advertising	The Buchen Co., Chicago
The Ph. Postal Milling Co.....	Mascoutah, Ill.	Flour	Campbell-Ewald Co., Detroit
The Stutz Motor Car Co.....	Indianapolis	Motors	The Glen Buck Co., Chicago

This Machine Age - Where Is It Taking Us?



The Airplane - A New Tool of Business

IS the airplane ready for business use? Must we await those rumored "tremendous developments just around the corner" before giving this new arm of transportation a place in our commercial scheme?

Paul Henderson, President, Aeronautical Chamber of Commerce of the United States, tells how hundreds of large business enterprises have found practical, profitable use for commercial airplanes. He shows the airplane as an essential factor in industry's trend toward uninterrupted production and lower inventories.

And in connection with this timely article, the A. W. Shaw Company announces a business test of the airplane by adapting a standard ship to its daily needs and maintaining a complete "log" thereon for the information of its business readers.

ARE we as business men and American citizens paying too high a price for the luxuries of our machine civilization? Has it forced us to sacrifice some of the finer things born of the days of hand production? Are we developing a generation of super-men or breeding a race of automatons? What are the dangers of this machine age? Where the opportunities?

The answer - Dr. Glenn Frank, President, the University of Wisconsin, has written one for business. In three tremendously interesting articles he summarizes the study and observations of a decade. The first of these articles appears in the September issue of *THE MAGAZINE OF BUSINESS*, along with:

"You Can't Compete With Careless Overhead"

by Alvan Macauley, President,
Packard Motor Car Company.

"Using Ford's Ideas in Czecho-Slovakia"

as told to the editors by Richard Gibian.

"One Ship at a Time" - in which John Rowntree goes to school.

A hitherto unpublished chapter of "Captains in Conflict."

"HOW'S BUSINESS?" The Council on the Trend of Business tells you what Business executives are thinking NOW about the outlook for Fall. It presents a graphic picture of the current planning by which the volume of the last quarter of 1927 will be determined.

**THE MAGAZINE
OF BUSINESS**

ESTABLISHED 1901 IN
SYSTEM

Edited by
A. W. SHAW

"WHERE BUSINESS LEADERS TALK WITH BUSINESS LEADERS"

Advertising
& Selling

The NEWS DIGEST

Issue of
Sept. 7, 1927

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
The Great Atlantic & Pacific Tea Co.	Jersey City, N. J.	Chain Stores	Paris & Pearn, New York
The Ansonia Clock Co.	New York	Clocks	Newell-Emmett Co., Inc., New York
C. W. Beggs Sons & Co.	Chicago	Toilet Requisites	Bisberne Adv. Co., Chicago
The James Boring Travel Service, Inc.	New York	Travel	Wales Adv. Co., New York
Wm. Parke, Inc.	Camden, N. J.	Oven Shelves	J. X. Netter, Inc., New York
The Vapo-Cresolene Co.	New York	Proprietary Medicine	M. P. Gould Co., New York
Richmond Radiator Co.	New York	Heatomat Gas Boilers	Reed G. Landis Co., Chicago
Pycope, Inc.	Joplin, Mo.	Pycope Tooth Powder & Tooth Brushes	Stanley H. Jack Co., Omaha, Neb.
Johns-Manville Corp.	New York	Asbestos & allied products	W. L. Brann Agency, New York. Effective Jan. 1, 1928
Federal Oil Burner Corp.	Bridgeport, Conn.	Oil Burners	Winsten & Sullivan, Inc., New York
Mickleberry's Food Products Co.	Chicago	Pork Products	Henri, Hurst & McDonald
The Oneita Knitting Mills	Utica	Men's rayon underwear	Reimers & Osborn, Inc., New York
The Vac-A-Tap Company	Holland, Mich.	Mfg. electric washers	Erwin, Wasey & Co., Chicago
The Edgewater Athletic Club	Chicago	Club	Campbell-Ewald Co., Chicago
Newsom & Halle	Cleveland	Wood Working Machines	T. H. Ball & Staff, Cleveland
The Sidway-Topliff Company	Washington, Pa.	Children's Vehicles & Wicker Furniture	The Irwin L. Rosenberg Co., Chicago

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Middle Class Group, Inc.	171 Madison Ave., New York; 608 So. Dearborn St., Chicago	Publication Representatives	William B. Ziff, J. Fred Henry, A. Henry Young, Sam Craig, Arthur Green, Phil Willcox, J. V. Hotaling, B. George Davis, M. L. Weissmann, S. Huttner
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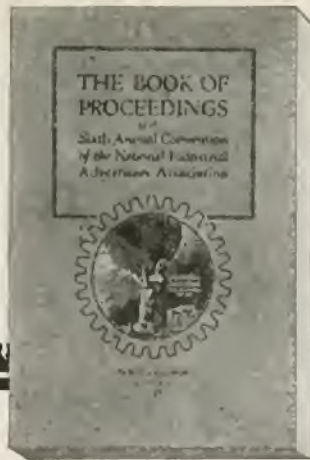
PUBLICATION CHANGES AND APPOINTMENTS

The Midwest Merchant and Commercial News, Kansas City, Mo.	Name changed to the Retail Review.
Management Magazines, Inc., Chicago	Has purchased Clubhouse and Fairway magazine, Chicago. This magazine will be merged with Club Management.
The Evening Recorder and Morning Olympian, Olympia, Wash.	Have consolidated into one publication to be known as The Daily Olympian.
Magazine Builders, Inc., New York	Has appointed Middle Class Group, Inc., New York and Chicago, as its national representative. Middle Class Group, Inc., has been organized for the selling of the three magazines published by Magazine Builders—namely: Screenland, Real Life Stories and America's Humor.
Food and Health Education, New York	Name changed to The Home Economist.
Air Stories, New York	Has appointed the Harry R. Fisher Co., Chicago, as its western advertising representative.
Chronicle-Telegram, Elyria, Ohio	Has been sold by J. F. Burke to A. C. Hudnutt.
Postage, New York	Has purchased The Mailbag, Cleveland. These publications will be merged under the name Postage and The Mailbag.
Nassau Daily News, Rockville Center, N. Y.	Has appointed Prudden, King & Prudden, Inc., New York, as its national advertising representative.
Talbot Publications, Des Moines, Iowa	Has appointed A. G. Krabe, 1 Union Square, New York, representative and F. W. Henkel, 306 S. Wabash Avenue, Chicago, representative for the Iowa Farmer and the Corn Belt Farmer, both published at Des Moines, Iowa.

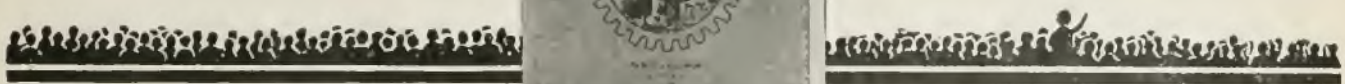
MISCELLANEOUS

The L. Needles-Brooker Co., Phila.	Has been merged with the Samuel Sternberger Co. of Philadelphia under the firm name of Eclipse-Needles Company.
The Packer Corp., Cleveland	Outdoor Advertising. Has purchased the Amsterdam Advertising Co., Amsterdam, N. Y.

In the 224 pages of this Book of Proceedings are recorded all the convention happenings, the speeches and comments of eighty industrial advertising authorities. Read the records of this important business conference . . . the stirring remarks of Dr. Glenn Frank . . . the agency discussion by W. W. Galbreath, Lynn Ellis and B. H. Miller . . . Educational Recommendations by Dr. Hess



the "prosecution" and "defense" presented in "The Trial", proving that industrial advertising methods pay . . . Westinghouse newspaper policies outlined by McQuisten . . . U. S. Dept. of Commerce cooperation offered by W. H. Rastall . . . valuable data on export marketing, direct mail, catalogs, trade papers and other media . . . and hundreds of "brass tacks" ideas.



'Twas a Great Convention — and here it is . . . in Book Form!

ADVERTISING history was written at Cleveland in June. What was it that brought together this record-breaking group of several hundred industrial advertisers from every corner of the industrial map? What urged them to pack so much action into those three days . . . starting with Breakfast Round Table Meetings and continuing through to midnight? What magnet drew forth that marvelous Exhibit of over 500 panels? What has attracted an increase of nearly 70% in N. I. A. A. membership during the past year?

There's a 224 page answer to those questions in this 1927 Book of Proceedings. You'll get the *spirit* of this go-getting, serious, constructive-minded organization from this printed record of the great Cleveland Convention.

What happened at Cleveland? You can't afford to miss seeing this in print — whether your interests are those of an industrial advertiser, an agency or a publisher. You need this Book. You'll cherish it! Incidentally, if you aren't a member of the N. I. A. A., this Book will make you want to be.

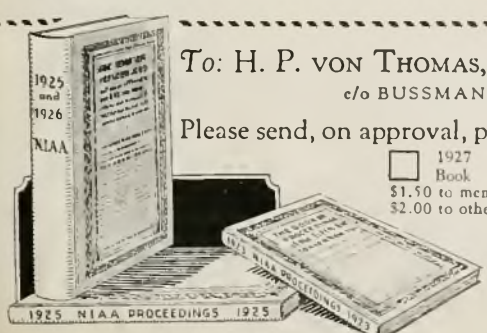
Less than 300 copies are being offered for sale, in addition to those reserved for members. Use the coupon to order your copy now.

Some Copies of Books of Proceedings of former N. I. A. A. Conventions are still available. 1924 Books are sold out, but some 1923, 1925 and 1926 Books can be furnished. Use the Coupon!

NATIONAL INDUSTRIAL ADVERTISERS ASSOCIATION

To: H. P. VON THOMAS, Secy.-Treas., National Industrial Advertisers Association
c/o BUSSMANN MFG. CO., UNIVERSITY AT JEFFERSON, St. Louis, Mo.

Please send, on approval, post-paid, the books indicated below, and mail invoice to the undersigned:



- | | | | | |
|--|---|--|--|--|
| <input type="checkbox"/> 1927 Book
\$1.50 to members
\$2.00 to others. | <input type="checkbox"/> Deluxe 1925 & 1926 Combined Book
\$1.50 to members
\$2.00 to others. | <input type="checkbox"/> 1926 Book
\$0.50 to members
\$1.00 to others. | <input type="checkbox"/> 1925 Book
\$0.50 to members
\$1.00 to others. | <input type="checkbox"/> 1923 Book
\$0.50 to members
\$1.00 to others. |
|--|---|--|--|--|

Name.....Firm Name.....
Address.....City and State

*Advertising
& Selling*

The NEWS DIGEST

*Issue of
Sept. 7, 1927*

MISCELLANEOUS (*Continued*)

- Allied Newspapers, Inc., New York..... Has opened an office in Atlanta, Ga., with George M. Kohn as manager.
- The Akron Barrow Co., Akron, Ohio..... Name changed to General Wheelbarrow Co.
- Caroline Fleischer, New York Artists' Representative Has been appointed to handle the work of John Alonzo Williams, illustrator. Miss Fleischer also represents Walter D. Teague, George Illian and Alice Donaldson.
- The Nassau Daily Star, Lynbrook, N. Y... Has appointed The Geo. B. David Co., New York, as its national advertising representative.
- The Dartnell Corporation, Chicago..... Has bought Printed Salesmanship from the University Press, Cambridge, Mass.
- The Kable-Spalding Company, Inc..... Mount Morris, Ill. Name changed to The Spalding Publications, Inc.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

<i>Name</i>	<i>Business</i>	<i>From</i>	<i>To</i>
Fay Leone Faurote.....	Technical Writer	677 Fifth Ave., New York	420 Lexington Ave., New York
Emil Brisacher and Staff (San Francisco Offices)	Advertising	Flood Building, San Francisco	Crocker Building, San Francisco
A. B. Research Service.....	Advertising	5717 Kingsbury Boul., St. Louis, Mo.	4910 West Pine St., St. Louis, Mo.

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.

During the short span of eight years STANDARD RATE & DATA SERVICE has done what it has taken other successful institutions many years to accomplish.

Published Monthly

—supplemented with bulletins—and, covers daily newspapers, farm papers, general

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.....

These bell-wether food advertisers have found it *wise* in Chicago to put *most* of their eggs in *one* basket

<i>Advertiser</i>	<i>Amount spent in The Tribune in 1926</i>	<i>Percentage of excess over amount spent in any other Chicago Paper</i>
Calumet Baking Powder Co.	\$24,229.60	126%
Canada Dry Ginger Ale Co.	\$71,441.00	211%
Chase & Sanborn	\$21,000.00	509.5%
Kellogg Co.	\$34,418.00	57.5%
Ward Baking Co.	\$20,160.00	36%

THERE'S nothing the matter with Chicago's appetite . . . and Chicago, populous, prosperous, is able to pay the bill. No mincing about the daily menu—no dallying with dinner . . . both market basket and dinner pail are full in this fertile territory.

Chicago housewives know their groceries and call them by their brand names because they have been educated in edibles by far-sighted advertisers of food-stuffs . . . and food product advertisers know their newspapers because they have spent their own money to find out how to sell housewives in Chicago and its suburbs.

In 1926, Canada Dry Ginger Ale, Calumet Baking Powder, Chase and Sanborn, Fleischmann, Kellogg, and Royal Baking Powder—prominent in the food product field—concentrated the bulk of their Chicago expenditure in The Chicago Tribune. They depended upon The Tribune to keep their merchandise moving from the dealers' shelves and they backed their judgment with dollars and cents—the ultimate test of confidence.

*In 1926 The Tribune Carried
\$168,445 More Food Lineage
Than Its Nearest Rival*

These leaders in their line invested more money in The Tribune in 1926 than in any other Chicago news-

paper, morning or evening, because The Tribune delivered so much greater results—and their experience has been duplicated by many other food product factors who have given The Tribune the largest slice of their advertising dollar.

Last year The Tribune gained more food product lineage than any other Chicago paper—50,626 lines—compared with a gain of 49,640 lines for the American and a loss of 13,007 lines for the News. During the first six months of 1927 The Tribune showed a larger gain, in lines and in percentage, in food accounts than any other Chicago paper. While The Tribune gained 62,084 lines, the American gained only 20,083 lines and the News gained 47,618 lines.

Tribune Is the Favorite Newspaper of Chicago Women Buyers

There is no myth or mystery about the newspaper to use in Chicago to appeal to the greatest number of women and the most responsive group of buyers. The stage setting of the evening lamp and the absorbed housewife has been made obsolete by the motor car, the movies, and the bridge game. No longer do present day buyers of space believe in the threadbare edict, "use evening newspapers to reach women." Experienced advertisers of foodstuffs use The Tribune because they know it is edited to appeal to women that women prepare its features for women, and that Chicago women read it with consuming interest.

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER
Circulation: Daily, 769,645; Sunday, 1,090,215

The Tribune reaches more buyers in Chicago and suburbs than can be reached with any other medium. The next greatest circulation in the metropolitan area, daily or Sunday, falls 230,000 short of the circulation of The Sunday Tribune in Chicago and suburbs. On week days The Tribune's city and suburban circulation exceeds the total circulation of any other Chicago daily. Advertisers wanting to reach the greatest accessible number of prospective buyers can do so by using The Chicago Tribune.

NOTE—And now Blue Valley Butter has scheduled a \$35,000 campaign in The Daily Tribune, and Anheuser Busch Ginger Ale has scheduled a \$53,000 campaign in The Sunday Tribune.