

Advertising & Selling

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In this issue:

"Alert Marketing in the Industrial Field" By MELVIN T. COPELAND; "The Coming Competition with Europe" By DR. JULIUS KLEIN; "To Scare, or Not to Scare?" By LAURENCE G. SHERMAN; "Frank Trufax's Letters to His Salesmen" By A. JOS. NEWMAN; "The News Digest" on Page 94

WHAT THE NEIGHBORS say about THE DAILY NEWS

Best friends are often our severest critics. The man next door knows us pretty much as we are. It is almost impossible to fool the immediate family.

So when "home folks" and "neighbors" alike approve the character and effectiveness of The Daily News by placing in its columns more advertising than in any other Chicago week-day newspaper, their judgment is important.

Local advertisers prefer The Daily News above every other Chicago week-day newspaper.

They are our "home folks." They live within our circulation territory—know the type of newspaper The

Daily News is, the class of readers it reaches, the response that advertising in its columns evokes.

Western national advertisers—representing American industry from Pittsburgh to the Pacific—also choose The Daily News above every other Chicago week-day newspaper. And these are our "neighbors." Their

judgment speaks eloquently of the prestige of The Daily News in an ever widening field.

There are many evidences that The Daily News is a good newspaper and an effective advertising medium. But

none of them is more convincing than the fact that those who know it best value it most.

WESTERN NATIONAL ADVERTISING

The Chicago Daily News carried 1,581,021 lines of Western national advertising for the first eight months of 1927; 26,212 lines more than the highest week-day morning paper; 442,765 lines more than the next evening newspaper.

LOCAL ADVERTISING

The Chicago Daily News carried 8,204,737 lines of Local advertising in this period; 2,193,700 lines more than the highest week-day morning newspaper; 2,290,857 lines more than the next evening newspaper.

TOTAL DISPLAY ADVERTISING

The Chicago Daily News carried 10,810,166 lines of total display advertising for this period; 1,821,191 lines more than the highest week-day morning newspaper; 2,909,448 lines more than the next evening 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
408 Fine Arts Bldg.

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

MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES

Average Daily Net Paid Circulation for the First Six Months of 1927, 441,414

DO YOU PAY \$800,000

for a single magazine page advertisement?

... Some advertisers do!

CONSIDER two advertisers in the same field. The first invests \$8,000 in a single magazine page, which his agency fills with such skillful copy that the page interests the 2,600,000 readers of the magazine and influences their buying habits.

The second advertiser also invests \$8,000 in a page in the same magazine. But his agency prepares a dull and hard-to-read advertisement which interests only 26,000 readers. Oneone-hundredth as many as those who read the first advertiser's page.

Obviously, the second advertiser, with his mediocre copy, would be forced to buy 100 pages in order

to reach as many people as the first advertiser reached with 1 page. From the standpoint of value received, the second advertiser is paying \$800,000 for a page that costs the first advertiser \$8,000.

An exaggeration?—Perhaps. Yet not nearly as far-fetched as many complacent advertisers believe. For the day has long since passed when *any* advertisement gets a reading. Competition for reader attention has grown too strenuous.

Business executives, in choosing an agency, would do well to remember that they get no more circulation in a magazine or newspaper than their advertising is able to interest.

JOSEPH RICHARDS COMPANY, INC.

257 Park Avenue, New York City

**“NEWS
Exclusive!”**

**3 years
or more**

American Appraisal Co.	Jelke Good Luck Margarine	Philco Batteries
Armstrong's Linoleum	Kayser's Silk Gloves	Phoenix Brand Foods
Beeman's Gum	Keds	Pillsbury's Flour
Borden's Milk	Kellogg's Corn Flakes	Pittsburgh Plate Glass Co.
Burgess Batteries	Kellogg's Pep	Post Toasties
B. V. D. Underwear	Kraft Cheese Products	Ralston Cereals
Calif. Fruit Growers Exchange	Larvex	R. C. A. Radio
Clicquot Club Ginger Ale	Lifebuoy Soap	Rinso
Columbia Phonograph Records	Lux	Sacco Fertilizer
Del Monte Fruits	Maxwell House Coffee	Salada Tea
El Vampiro	Morton's Salt	Sunsweet Prunes
Flamingo Chocolate Icing	Mulkey's Salt	Tanglefoot
Florence Oil Stoves	Nebro's Herpicide	Tintex
Gastebury Underwear	Nicholson Files	Uskide Soles
Ingersoll Watches	Old Dutch Cleanser	Van Heusen Collars
Interwoven Socks	Orange Squeeze	Virginia Sweet Pancake Flour

SUCCESSFUL national advertisers — keen experienced buyers of space, familiar with the true newspaper conditions in every market throughout the nation — *concentrate* their Indianapolis newspaper advertising in The NEWS. . . . Note the many products listed above, all of which have been advertised in The NEWS *exclusively* for three years or more.

To anyone familiar with the facts, the reasons are obvious. . . . The NEWS has the largest daily circulation in Indiana. The NEWS has over 81% coverage of all Indianapolis families. The NEWS city circulation is 93% home-delivered to regular subscribers. The NEWS is the outstanding leader, year after year, in volume of national, local and classified advertising. The NEWS conveys to all its advertisers a prestige — a powerful good will — that can be obtained from no other source.

“NEWS exclusive” means more than good results. It means maximum results with minimum advertising cost.



The INDIANAPOLIS NEWS
sells The Indianapolis Radius

DON. BRIDGE, Advertising Manager

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

CHICAGO: J. E. LUTZ
The Tower Building

Everybody's Business

By Floyd W. Parsons

Air and Its Possibilities

THIS is the Age of Air. The development of air travel and radio and processes for getting an abundance of cheap oxygen, will not mark the end of the story. Out of the atmosphere will come still more wonders to amaze us.

Being creatures of land and water, it is not surprising we have given our chief attention to the earth and its oceans. Now we find we must either reckon with the air, or restrict our advances in the field of science.

Speed in transportation has become an element of greatest value. There are only three media through which we can travel, and many of the possibilities of two of these—earth and water—have already been exhausted. Fast trains on railroads operate on about the same schedules they did a quarter of a century ago. In fact, our fastest trains were faster years ago than they are now. Also through the water we seem to be approaching the limit of our speed accomplishments. Air travel still offers unlimited opportunities.

It does not require any large exercise of our imagination to visualize an early era when the earth's oceans will be literally bridged with floating landing fields, repair and fueling stations for air machines, and adequate accommodations for travelers who would tarry on their way. Planes for travel over land will be cheap in price due to quantity production, and most of the hazards will be taken out of flying. As has always been true in the case of a radical departure in current customs, no one is now able to comprehend the full effects of such a revolution in life generally. The motor car entirely upset realty values and air travel will bring about another and even more extensive revision of land prices. Mountain tops will probably sell at a premium.

But there is another sort of recognition we must give to the great mass of gas that enshrouds the earth. The sun's radiations would be fatal to our bodies if there were no atmosphere to intercept and protect us from certain classes of destructive light waves. We would be without food to eat if the air did not make possible nature's most fundamental process which is the fixation of carbon by plant life in every part of the earth.



© Ewing Galloway

The sand blaster at work

We call this process photo-synthesis. What this really means is that green plants through utilizing sunlight in some strange way are able to consume for their sustenance and growth the small amount of carbon dioxide normally in air.

Although this puzzling accomplishment on the part of nature has baffled man in all of his attempts to duplicate the feat, we recognize that the possibilities for future experiments in this field are tremendous. The average plant utilizes only one per cent of the solar energy that falls on it. Supposing we should find a way to increase this efficiency even in a small way, the result in food production alone would be of unmeasured value. It was proved conclusively during the War that plant growth can

be greatly accelerated and the final yield increased by adding carbon dioxide to the surrounding air. The results are even more favorable when at the same time we also supply high temperatures and greater light intensity.

The final outcome of this line of research will be farming methods enabling us to produce cereals, vegetables and flowers in a fraction of the time now required for such plants to reach maturity. Recent experiments with combinations of daylight supplemented with high-intensity artificial light, providing 24-hour illumination, proved beyond doubt that under such conditions many plants can be grown from seed to maturity in a remarkably short time. Spring wheat has been brought to maturity in 35 days by using this method.

But not all varieties of plants will stand up under the strain of constant growth. When the tomato is put on a 24-hour schedule, it wilts and dies in about two weeks. Twelve hours of daylight with six hours of artificial light, making an 18-hour day, is as long a period of photosynthesis as the tomato can stand. Lettuce will produce a large head in three weeks on an 18-hour schedule, but after this length of time it sends up a seed stalk. On a 12-hour growing day the lettuce produces no seed stalk at all. Red clover, like spring wheat, is able to withstand a 24-hour day, and in one instance a crop of clover was grown from seed to flower in 38 days. Such investigations are leading to

[CONTINUED ON PAGE 52]

The News Is Detroit's HOME Newspaper—



82% of Detroit homes taking any English newspaper take The News

A survey of 77,056 representative Detroit homes has recently been completed. Forty men were employed two months to make this survey and every item of information was checked for accuracy. The results of the survey proved conclusively The De-

troit News' assertion that it is the home newspaper of Detroit. Of all homes taking any English newspaper The News was found in 82%, the morning paper in 26% and the second evening paper in 52%.

{ The News, moreover, duplicates 85% of the morning paper's coverage and 66% of the second evening paper's coverage, proving that in Detroit you can get maximum returns at the lowest cost by concentrating in Detroit's HOME newspaper }

The Detroit News

For 54 years Detroit's HOME newspaper

354,000 Sunday Circulation

330,000 Weekday Circulation

“Give Me a Fulcrum . . .”

ARCHIMEDES of Syracuse, now deceased, got a sterling kick out of his mechanical discoveries. Playing around with crowbars and bricks, he discovered the principle of leverage in the days when that was front-page news.

“The bar is powerful as far as it goes,” he explained, “but it’s not much good without this little gadget to rest it on. However, with a proper fulcrum—why, just give me a fulcrum and I’ll move the world!”

Nobody gave him one, nor did he find any, so our old world has stuck to its trolley. But he started a tribe of fulcrum hunters. You meet them everywhere today. Some of them don’t know that a fulcrum is what they need, but they want it badly. Discussing their sales problems, puzzled executives tell us, “We think our advertising is sound and we have a first-rank sales organization—yet

we’re not getting half the sales volume that we should. Why is it that we don’t pry more business out of our market?”

For the same reason, dear sirs, that Archimedes failed to budge the world. No fulcrum.

The Newcomb organization is in business to supply the missing fulcrum. Our specialized work is the filling of that empty point in the marketing line-up on which the crowbar force of men and advertising can become a world-moving power for profitable sales.

Advertising alone won’t do it; personal selling alone won’t do it—and every day it becomes more and more difficult for those two forces (as ordinarily organized) to do it even together. When this condition faces a business, the fulcrum *must* be found, or sales will continue to decrease and selling costs continue to mount.

We don’t keep a supply of ready-made fulcrums, for there are no such things. Each problem presented for our solution is individual—often unique. The records that show how James F. Newcomb & Co. Inc. goes about the job of discovering what to do for a client, how to do it, and why, are always open to interested inquirers.

JAMES F. NEWCOMB & Co. INC.

Direct Advertising :: *Merchandising Counsel*

330 SEVENTH AVENUE, NEW YORK, N. Y.

Telephone PENnsylvania 7200

To Select the Proper Advertising Mediums—You Need

STANDARD RATE & DATA SERVICE

It gives up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.



magazines, business papers, religious and foreign language publications.

Confidence

Every great business enterprise, that has endured over a span of time, has been founded upon—and, has prospered through—the confidence of those comprising the market to which it sought to sell its merchandise or service—confidence in honor, intelligence, appreciation and goodwill!

The rate-cards and circulation statements are practically duplicated and placed in one convenient volume.

Published Monthly

—supplemented with bulletins—and, covers daily newspapers, farm papers, general

During the short span of eight years STANDARD RATE & DATA SERVICE has done what it has taken other successful institutions many years to accomplish.

USE THIS COUPON

Special 15-Day Approval Order

STANDARD RATE & DATA SERVICE,
536 Lake Shore Drive,
Chicago, Illinois.

.....192....

GENTLEMEN: You may send to us, prepaid, a copy of the current number of Standard Rate & Data Service, together with all bulletins issued since it was published for "15 days" use. Unless we return it at the end of fifteen days you may bill us for \$30.00, which is the cost of one year's subscription. The issue we receive is to be considered the initial number to be followed by a revised copy on the first of each month. The Service is to be maintained accurately by bulletins issued every other day.

Firm Name.....Street Address.....

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

Individual Signing Order.....Official Position.....

Sell Portland.... as Portland Merchants sell it!

DENTISTS

FOOD, GROC-
ERIES AND
BEVERAGES

MEN'S WEAR

DEPT. STORES

SHOES

DRUG STORES

GASOLINE

WOMEN'S WEAR

The Journal leads in Local Advertising
in the above classifications!

The **JOURNAL**
Afternoon-Sunday

Portland merchants have learned through long experience that the Journal possesses dominant pulling power in the Portland market.

Department stores are the most careful buyers of space in the business. The Journal is unquestionably the choice of every Portland de-

partment store—for six consecutive years it has led in department store advertising.

A majority of Portland's leading specialty merchants place the bulk of their advertising in the Journal, because it reaches and sells the market they must cover.

If you would sell Portland, use the Journal!

The **JOURNAL** Portland, Oregon

BENJAMIN & KENTNOR COMPANY, Special Representatives

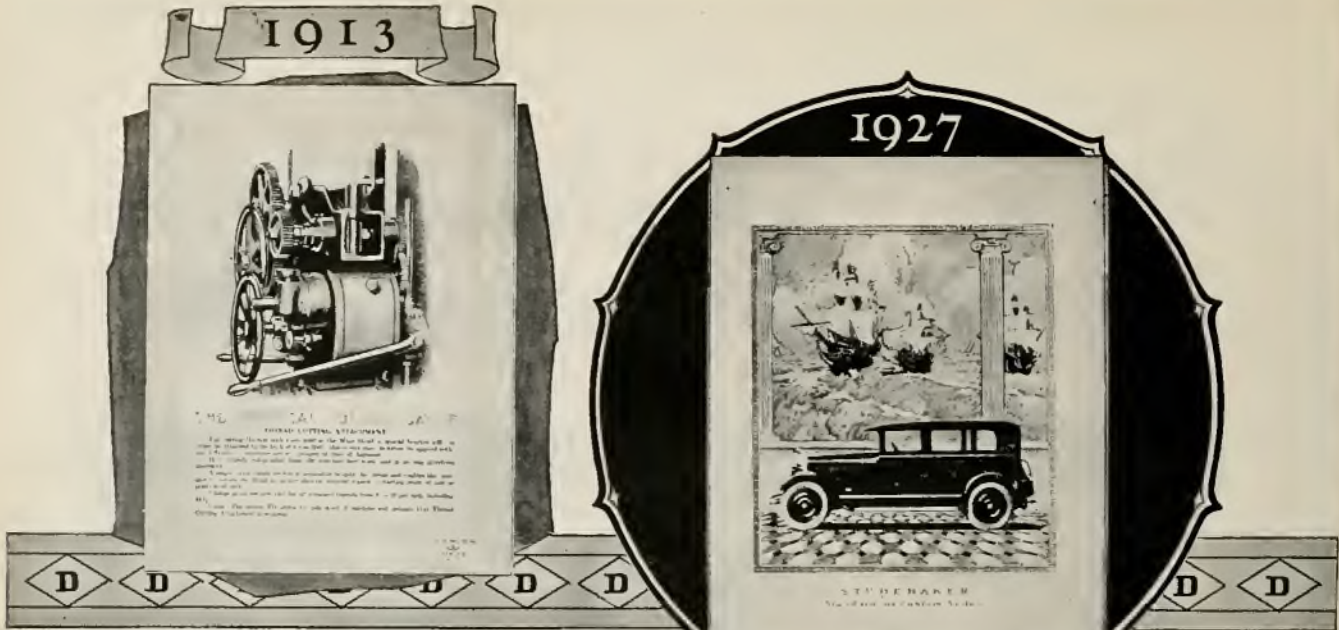
CHICAGO
Lake State Bank Bldg.

NEW YORK
2 West 45th Street

LOS ANGELES
401 Van Nuys Bldg.

SAN FRANCISCO
58 Sutter Street

PHILADELPHIA
1524 Chestnut Street



It's the same D & C Offset

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.


BEFORE the war—offset work was somewhat of a novelty. Today, its position is justly well established.

In 1913, The W. F. Powers Company lithographed an admirable catalog for the Bullard Machine Co.

The recent series of folders produced for Studebaker by Marquette Lithograph Company, of Chicago, are more beautiful, but no better done, because both are as near perfection as possible.

An important element in securing this excellence was the paper: the same D & C Offset was used in both.

For several generations D & C papers have been helping quality printers and lithographers produce quality results. New finishes, new colors, but always the one dependable quality — D & C.

DILL & COLLINS
Master Makers  of Printing Papers
P H I L A D E L P H I A



All things masculinely beautiful are in the realm of Mr. Paus. Particularly machinery. There is a beautiful relationship between the mighty thews of the symbolic figure and the steel muscles of wheels and gear and chain and engine in the Certain-teed advertisements. And incidentally this series is a good example of intelligent advertising art-direction.

P A U S



“God increase Herbert Paus.” For the reason that his every poster is a beautiful mural. And in faith to that robust art—every poster-mural of Herbert Paus is full of the spirit of glorious legend. Because his color is as daring as the scale of his monumental figures. (Daring—but beautifully arranged.) Because his

feeling for line in mass and an over-all decorative composition stirs in you a feeling of strange elation. For these good artistic reasons the admirers of fine poster art might wish Mr. Paus that rich Celtic

blessing. “God increase Herbert Paus.” Especially his Posters.

Art for Commerce, particularly in the infrequent Posters that represent that art in this country—is either just mediocre, or else “faddish”—following some art style that enjoys the passing vogue.

One type of poster art continues unaffected by the fickleness of the sensation makers. It is based on excellent draughtsmanship. Bold, masterful color, well arranged. Equally good arrangement of detail in composition. And a strong sense of ornament. There have been and there are a number of artists that are so capable. Penfield, Falls, Leyendecker, Wildhack, Cooper, Treidler—some others. And very representative—Herbert Paus.

THE WALKER ENGRAVING COMPANY

MEMBER AMERICAN PHOTO-ENGRAVERS ASSOCIATION

We borrow from the theme of the illustration, in proof that a poster by Mr. Paus is ever the ideal mural for a temple of industry. The force of mechanical science is nowhere more evident than in the laboratory of the



engraver who subjects it to the greater force of intelligent human guidance. Art, here, is the master—Science, the lackey.

NUMBER TWENTY-THREE OF THE SERIES
WILL BE GEORGE WRIGHT

Automobile Leadership



FROM January to June, 1927, twenty-four automobile manufacturers placed advertising in ten publications constituting the class magazine field. Of the 24 manufacturers, 16 used TOWN & COUNTRY, and one more account has been added to the list since July 1, 1927, making a total of 17:

BUICK MOTOR CO.

NASH MOTORS CO.

CADILLAC MOTOR CO.

PACKARD MOTOR CAR CO.

CHEVROLET MOTOR CO.

PIERCE-ARROW MOTOR CAR CO.

CHRYSLER MOTOR CO.

ROLLS-ROYCE OF AMERICA, INC.

DODGE BROS., INC.

F. B. STEARNS CO.

FRANKLIN AUTOMOBILE CO.

STUDEBAKER CORPORATION

LINCOLN MOTOR CO.

STUTZ MOTOR CAR CO.

MARMON MOTOR CO.

WILLYS-OVERLAND, INC.

THE WHITE COMPANY

Town & Country

NEW YORK, 119 West 40th Street

CHICAGO, Wrigley Building

BOSTON, 5 Winthrop Sq.

LONDON, 11 Haymarket, S. W. 1

MILAN, Via Bossi, 10

SAN FRANCISCO, 822 Kohl Bldg.

PARIS, 60 Rue Caumartin

The BOSTON MARKET

9th in Size . . . 4th in Wealth

MEASURED by population alone Boston ranks *ninth* among great cities. But measured by total wealth—Boston is *fourth* in sales importance—outstripped only by the much more populous cities of New York, Chicago and Philadelphia.

In Boston's Key Market live 388,000 families worth \$9,000 each—a tremendous concentration of people and wealth.

From this Key Market—within a twelve-mile radius of Boston's City Hall—the Boston department stores draw three-quarters of their total business. In its retail outlets of every description are most numerous and most prosperous.

Here the Globe dominates

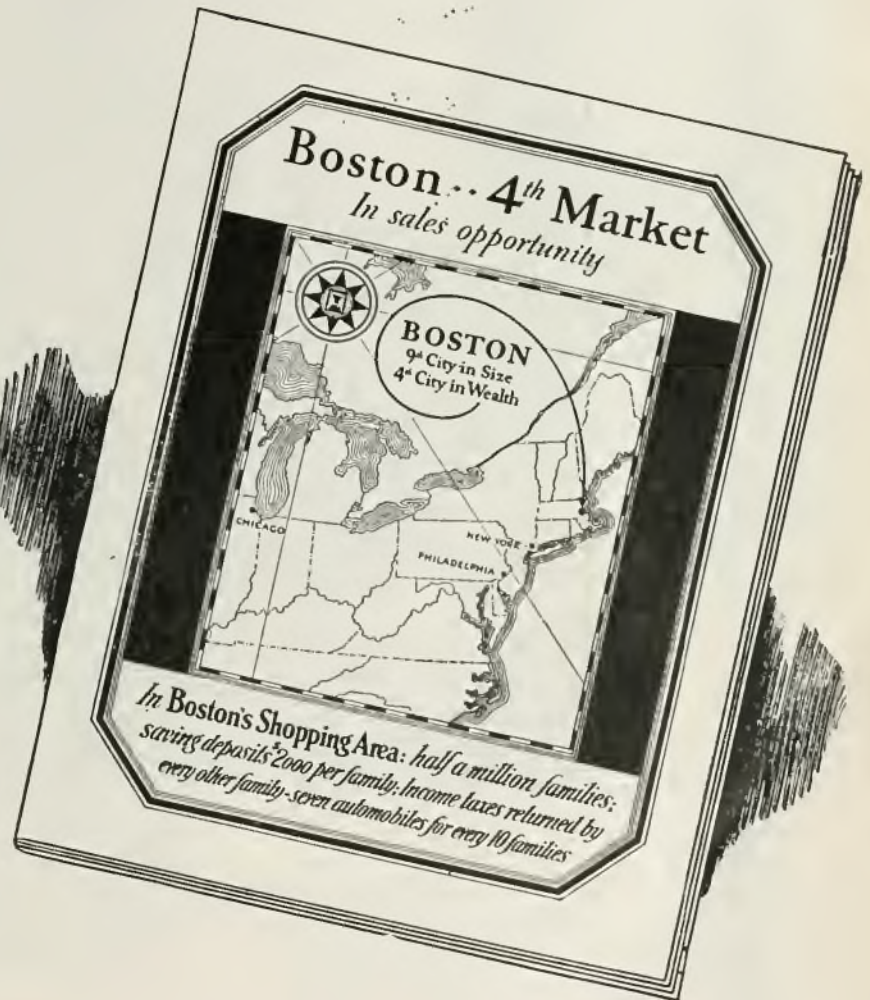
In this key area the Globe concentrates its circulation. Here the Sunday Globe has a larger circulation than any other Boston paper. The circulation of the daily Globe exceeds the Sunday.

Successful advertisers recognize this leadership by placing more lineage in the Globe than in any other paper.

The Globe stands out as a leader because it covers Boston's buying group—every day in the week. The reason for this day in and day out hold upon its readers is that the Globe appeals to all classes of Boston people—regardless of race, creed or political affiliations.

Men like the Globe's impartial editorial discussions—the facts in general news, free from bias. Women find in the Globe a Household Department that guides them in their daily problems.

These people form Boston's buying group. To reach them the Globe must be the back-bone of every Boston advertising campaign.



Our new booklet, "Boston—4th Market," contains valuable sales data about the Boston market. We shall be glad to send you a copy on request.

The Boston Globe

The Globe sells Boston's Buying Group



ASTONISHMENT is the essence of advertising and wise is the advertiser who selects his illustrations with this in mind.

The increasing popularity of essentially modern illustrations, such as this scratchboard work by the well-known Zéro, reveals the new spirit abroad in advertising.

Need we say further that the engraver, as well as the artist, should be selected only after the most serious consideration?

gotham photo-engraving co.

INCOMPARABLE

229-239 west 28th street

telephone longacre 3595-3596

new york, n. y.



Pomp and Circumstance

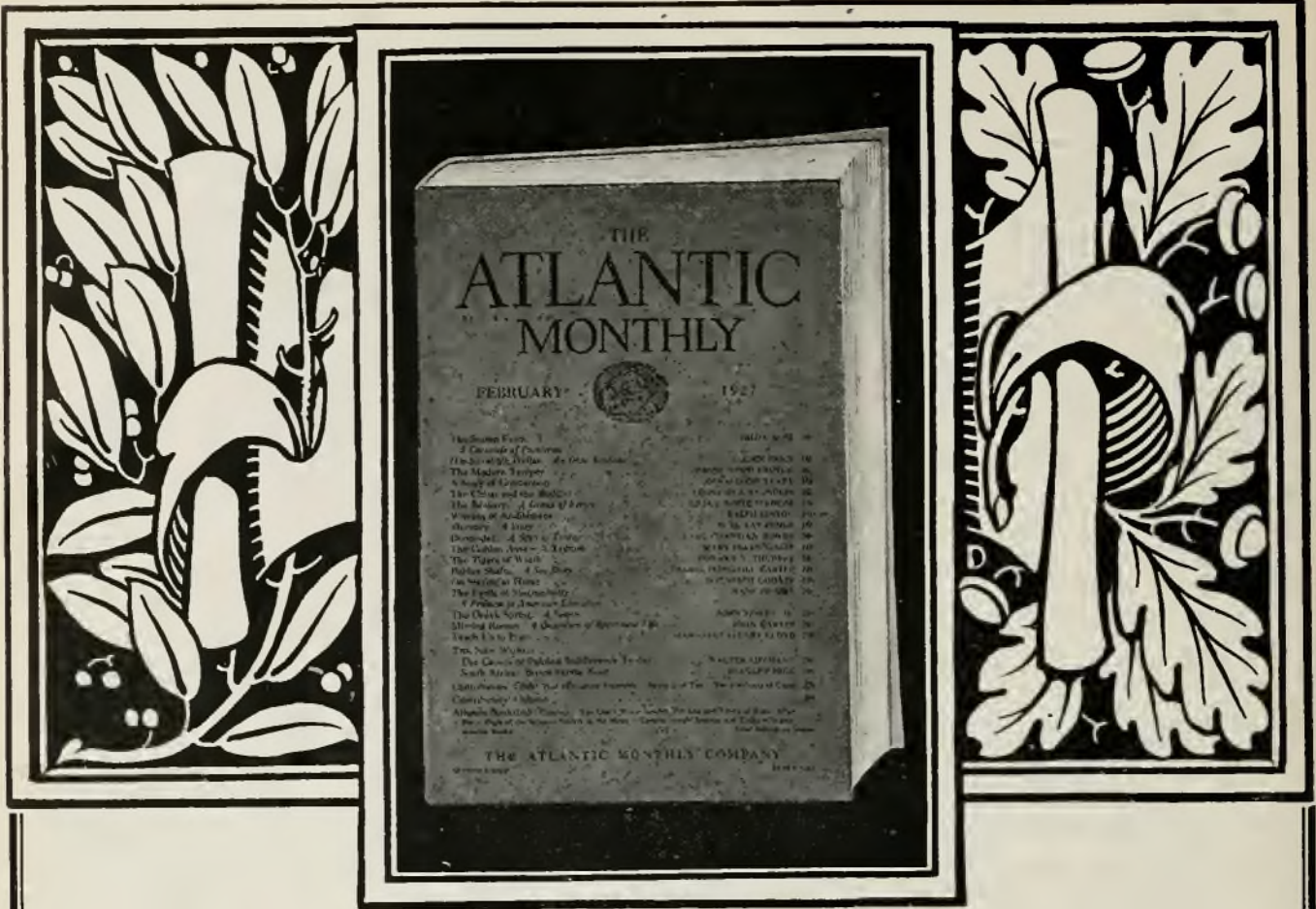
CEREMONY attends the presentation of this book to members of the Gruen Watch Makers Guild. To receive a copy of the Guild Book, they must ask for it—and the Gruen Watch Company has spared no effort to make it well worth asking for. Conspicuous among its many impressive features is its Molloy Made Cover, fashioned in the character of mediaeval hand-tooled leather, to instill the respect and admiration called for by the Gruen plan.

“But,” you observe, “that is a special cover. It would not do for my book.”

Every Molloy Made Cover is a special cover, sir, designed with full consideration for the requirements of each book. A letter of inquiry from you will bring prompt response, with samples and suggestions for the treatment of your own purpose, without obligation to you.



THE DAVID J. MOLLOY COMPANY
 2863 North Western Avenue
 CHICAGO
 Branch Offices in Principal Cities



12 Points of Distinction in The Atlantic Monthly

PRESTIGE OF THE ATLANTIC'S EDITORS

VIII

CIRCULATION 110,000 NET
PAID A.B.C. WITH SUB-
STANTIAL BONUS.

A list of The ATLANTIC'S editors beginning with James Russell Lowell in 1857 is a roll call of America's most distinguished men of letters.

Their discernment as to what topics have appealed to contemporary eminent leaders in commerce, finance, and the professions accounts for the constant expansion in influence and prestige of THE ATLANTIC MONTHLY.

This is reflected today in the largest circulation yet achieved by The Atlantic—a circulation of unsurpassed buying power, offering remarkable bonus values at your current advertising rates.

Buy on a Rising Tide

THE ATLANTIC MONTHLY

A Quality Group Magazine

8 Arlington Street

Boston, Mass.

Advertising & Selling

VOLUME NINE—NUMBER TWELVE

October 5, 1927

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©Clark Trucktractor Company

THE laborer requires tools and machinery before he can work; the industries that hire him and the industries that supply him and his employers with all the intricate equipment essential to the elaborate needs of modern manufacturing offer alike to the world of selling the great industrial market. Strangely enough this market in spite of its importance is by no means as well known or understood as is the consumer market with which it is often confused and from which it contains significant differentiations. That marketing in this field may be attacked with a more certain knowledge of the elements peculiar to it Melvin T. Copeland, professor of marketing at the Harvard School of Business Administration, has written on this subject a series of papers of which the leading article in this issue is the first.

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

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

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

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

NEW ORLEANS:
H. H. MARSH
Mandeville, Louisiana

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

Member Audit Bureau of Circulations and Associated Business Papers, Inc. Copyright, 1927, By Advertising Fortnightly, Inc.

We advertise:

- | | | | | |
|-------------------|--------------------|-------------------|-------------------|---------------------|
| Alaska | Corn | Hair Tonic | Municipal Water | Sauerkraut |
| Almonds | Corner Beads | Hair Groom | Service | Savings Bank |
| Apples | Crackers | Ham | Mustard | Seats |
| Apple Butter | Cranberry Sauce | Harness Oil | | Securities |
| Apple Sauce | Crank Cases | Harrowtooth | Noodles | Separator Oil |
| Animal Spray | Crayons | Clamps | | Shampoo |
| Antiseptics | Cream Separator | Harvester Oil | Oil Cookstoves | Shelled Walnuts |
| Apricots | Crow Repellant | Hawaii Islands | Oil Heaters | Skin Lotion |
| Artichokes | Crushed Pineapple | Hominy | Ointment | Sliced Bacon |
| Asparagus | Cultivator Parts | Honey | Olives | Sliced Beef |
| Asphalt | Cup Grease | Hoof Oil | Optical Products | Sliced Pineapple |
| Axle Grease | Cylinder Oil | Hotels | Ovens | Soap Chips |
| | | Household | | Spaghetti |
| Bacon | Depilatory | Lubricant | | Spices |
| Bangor, Maine | Dish Washing | Housing Covers | Paints | Spinach |
| Basement Windows | Powder | Hub Flanges | Paraffine Wax | Sprouts |
| Beans | Disinfectant | | (Refined) | Squash |
| Beets | Douglas, Arizona | Ice Cream | Peaches | State of California |
| Belt Dressing | Drains | Industrial Car | Peanut Butter | State of Maine |
| Berkshire County, | Dry Milk | Wheels | Pears | Step Langers |
| Mass. | Drygoods Store | Insecticide | Peas | Steel Budging |
| Blackberries | | Ironing Wax | Petroleum Jellies | Steel Platforms |
| Books | Electric Light | | Phoenix, Arizona | Strawberries |
| Borax | Service | Jams | Pickles | String Beans |
| Boric Acid | Electric Power | Jasper National | Pimentos | Stucco Mesh |
| Boric Talcum | Service | Park | Pineapples | Sweet Potatoes |
| Powder | Electric Railway | Jellies | Pipe Joints | |
| Brake Drums | Service | Joist Pin Anchors | Platform Boxes | Tank and Barrel |
| Breakfast Food | Electric | | Plows | Heads |
| | Refrigerators | Kerosene | Plumbers' Thread | Tea |
| Calculating | Encyclopedia | | Cutting Oil | Throat Spray |
| Machines | Erie, Pennsylvania | Land Roller Heads | Plums | Tin Foil |
| Camphor Ice | Evaporated Milk | Lever Latches | Pork and Beans | Tool Boxes |
| Camphorated | Expanded Metal | Lift Truck | Poultry House | Tomatoes |
| Cream | | Platforms | Spray | Tomato Sauce |
| Candles | Factory Sites | Lima Beans | Preserved Milk | Tours |
| Candle Holders | Farm Paper | Live Stock Oil | Preserves | Trains |
| Candy | Farms | | Pressed Steel | Transit Service |
| Caramels | Fibre Grease | Macaroni | Prunes | Tree Spray |
| Carrots | Floor Dressing | Machine Guard | Pumpkin | Trust Service |
| Carriage Oil | Flour | & Factory Parti- | | Tucson, Arizona |
| Catsup | Fly Spray | tion Material | Radiator Shells | Tuna Fish |
| Channels | Fuel Oil | Magazine | Radio Broad- | |
| Cheese Coating | Furnace Oil | Malted Milk | casting Stations | Underwear |
| Cherries | Furniture Polish | Maritime | Radio Store | Vanishing Cream |
| Chewing Gum | Floor Wax | Provinces | Railways | Vegetable |
| Chili Peppers | Fruit Cake | Marmalades | Raisins | Shortening |
| Chili Sauce | Fruit Drops | Meats | Real Estate | Vermicelli |
| Chocolate | Furrow and Gong | Metal Lath'ng | Redwood Lumber | |
| Chocolate Bars | Wheels | Milk Products | Roof Spray | Walnuts |
| Cigars | | Milking Machines | | Water Heaters |
| Clamps | Gasoline | Mineral Oil | Salad Oil | Washing Machines |
| Cleaning Pads | Gasoline Engine | Mineral Water | Salmon | Washing Machine |
| Clutch Discs | Oil | Mints | San Diego, | Soap |
| Coal Doors | Gasoline Rail Cars | Motor Buses | California | Weight Boxes |
| Coffee | Ginger Ale | Motor Oil | Santa Barbara, | Wheel Discs |
| Cold Formed | Glenwood Springs, | Motor Trucks | California | Wicks |
| Channels and | Colorado | Motorized Fire | Santa Monica, | |
| Angles | Graphite Lubricant | Apparatus | California | Yosemite Park |
| Cold Cream | Grease | | | |
| Commercial Banks | | | | |

THE H. K. McCANN COMPANY

Advertising

New York
Chicago

Cleveland
Los Angeles



San Francisco

Seattle
Montreal

Denver
Toronto

OCTOBER 5, 1927

Advertising & Selling

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Alert Marketing in the Industrial Field

By Melvin T. Copeland

ALERTNESS in marketing manifests itself first in a comprehension of the market to be served. It manifests itself secondly in an understanding of the motives which induce users or consumers to buy a particular product or to patronize a particular firm. Its third manifestation appears in the adaptation of the product or service to the requirements of the market. Then follow the selection of channels of distribution, the setting up of an effective marketing organization, the recognition of responsibility for guiding and aiding salesmen, the formulation of plans for sales promotion and advertising—if the product is advertisable—the determining of brand and trade-mark policies, and finally the adoption of price policies which not only will assure a profitable return to the business, but aid actively in sales promotion as well.

"Goods well made are half-sold," to paraphrase an old adage; but the selling is fully as important as the making. Profits can be reaped only

when the marketing of the goods is completed and when it is done effectively. These statements hold as truly for industrial goods as for consumers' goods.

The importance of marketing efforts to the prosperity of an indi-



© Eving Galloway

vidual business is indicated by the basic position which sales estimates occupy in a company's budget. During the last ten years, various types of businesses have made a good deal of progress in the budgeting of their operations. The purpose of a budget is to facilitate control of purchases,

inventories, and operating costs. This the budget does by serving as a thoroughly coordinated plan with which actual performance can be checked. In the preparation of a budget, the proper starting point is an estimate of sales. Sales are the

least controllable factor in the budget and furnish the most useful guide in controlling purchases, inventories, and operating expenses. For budgeting purposes, sales must be estimated, and the amount of sales which a company can expect to secure is largely controlled by the marketing methods used.

A business can justify its existence only by producing an article or by rendering a service which others wish to buy. From a practical standpoint, a man engaged in manufacturing, for instance, cannot expect to succeed if he undertakes to produce merely those things which he likes to produce in the way he likes to produce them. To operate a real business enterprise, he must carry on production, not to please himself, but to please his potential

customers. Unless he does please them, he cannot hope to hold their patronage. Inasmuch as competition is pressing in most industries, a manufacturer, to succeed, must be alert to sense what the market requires.

Within the last two years, because of insensitiveness to changing market requirements, a company which manufactures pumps faced a crisis which has necessitated a complete reorganization of its marketing program. This company, which is of medium size, had a strong reputation at one time for the production of pumps of the duplex and triplex types. Then the centrifugal pump came upon the market and was taken up by competitors who were alert to market conditions, and those competitors cut into the company's sales. The company struggled for nearly ten years to hold business by methods that were becoming more and more costly and which were not productive.

Now, however, the company is modernizing its line of pumps, eliminating many of the irregular types and sizes which it had been making in job lots, and is guiding its program by a careful marketing study. The company had attributed its difficulties to its production methods, whereas the real fault lay with its failure to comprehend the requirements of its market and to adopt a suitable merchandising and selling program. The new plan which is being introduced already has enabled the company to reduce its inventory one-third, and it is clearly evident that the company will be able to reduce its manufacturing costs and also to increase its sales volume.

THE experience of this pump manufacturing company, forced by vicissitude to take a new approach to its operating problems, is not uncommon. Prior to this change of attitude the company had been governed largely by what it desired to make and by tradition rather than by an understanding of what its potential customers desired. In numerous instances, furthermore, manufacturers are still operating as traders, order takers, or job producers, without careful and systematic planning of their marketing

activities. Among those who remain in business, however, a transformation in point of view similar to that experienced by the pump manufacturer is gradually occurring. This is true both in the field of consumers' goods and in the field of industrial marketing. In the textile industry, to cite one of many examples, a few companies are begin-

good example of success in the location of a potential market is furnished by the experience of a company which was manufacturing a variety of industrial products. As a result of careful study of the opportunities for selling products of the general type that it was making, the company decided that its best markets lay among public utility companies and mining companies. Accordingly, the company is specializing on five classes of products which can be sold in those markets. This company is more prosperous than some of its competitors which are following a promiscuous marketing program.



MELVIN T. COPELAND, Professor of Marketing of the Harvard Business School, is widely recognized as an authority in the complex field of business. The accompanying is the first of a series of twelve articles upon the various phases of industrial marketing which give to this intricate subject the most comprehensive treatment it has ever received in print. These will run in consecutive issues of ADVERTISING AND SELLING for the next six months.

The following brief record will serve further to identify Professor Copeland, although his standing is already well known:

Graduate of Bowdoin College, Class of 1906. A.M. 1907, and Ph.D., 1910, Harvard. Member of the faculty of the Harvard Business School since 1912. Professor of Marketing since 1919. Consulting economist for several large companies. Director of the Harvard Bureau of Business Research, 1916-1926. During that time superintended studies of the cost of doing business in various retail and wholesale trades and also special studies, such as international comparison of cotton cloth prices and distribution of textiles. 1917-18, Executive Secretary, Conservation Division, War Industries Board, which developed the program of industrial simplification for aiding industry in meeting war-time conditions. Author, *The Cotton Manufacturing Industry of the United States*, Business Statistics, Principles of Merchandising, Problems in Marketing, Editor of Volume III, Harvard Business Reports. Author of numerous articles published in professional and trade journals. Chairman of the Jury on the Bok Awards, 1925-27.

ning to manifest alertness in marketing; others will be forced to follow their example.

In arriving at an understanding of his market, it is necessary for a manufacturer to ascertain just where his particular market lies, what the requirements of each segment of the market are, what its limitations are, and where latent demand exists. A

ANOTHER example of the discovery of limitations to a market is furnished by the Standard Conveyor Company. In an article published in *System* in November, 1926, Mr. H. L. Donahower, president of that company, stated that, until within a year of the time when he was writing, his company maintained a list of over 120,000 prospective customers. When the sales promotion manager of the company began to examine this list, he concluded that many of the so-called prospects were not operating on a large enough scale to require use of elaborate conveyor installations. As a result of the sales promotion manager's analysis, which extended over about a year's time, the company reduced the prospective customers on its list from over 120,000 to 39,000. This determination of the limitations of the potential market undoubtedly was of great assistance to the company in laying out an effective marketing program and in avoiding wasteful sales effort.

The third example to be cited is that of a small newcomer in the ventilating fan business who was able to gain advantage over several large competitors through comprehension of market possibilities and limitations. This company, some years ago, began to manufacture mining equipment, including among other products ventilating fans for coal mines. The company gave special attention to the marketing of the fans, adjusting its product with care to the requirements of the coal mining companies and telling those companies about the product in their

Cigarette Advertising Blazes the New Trail

By Kenneth M. Goode

TO keep the United States happy takes 90,000,000,000 cigarettes a year. Through good times and bad the industry grows about ten per cent a year. This is more than twice the normal increase of the average business. To make real profits, a popular fifteen-cent cigarette must sell about 15,000,000,000 a year. Since the retail price of cigarettes runs but a little under a cent apiece, the \$900,000,000 market offers advertising a magnificent field.

Now remember that cigarettes are about the only article in which brands are practically indistinguishable except by the maker's mark. At the same time, paradoxically, cigarettes are practically the only article universally asked for by name. Add also the fact that popular taste in cigarettes seems to swing in fickle fashion every five years, apparently regardless of merit or promotion men. Keep all this in mind, and you will begin to appreciate the setting of the great cigarette "war" everyone is talking about.

Even then you will still have to consider what might be called the political situation. George J. Whal-

world has ever seen. Add the Lorillard Company's courageous resolve to buy itself a market for a popular fifteen-cent brand, absolutely regardless of cost. Add the Union Tobacco Company's response with an entirely new cigarette "radically different

zines for each other. He wanted to be free to edit the *Saturday Evening Post* for the man who wouldn't recognize an editorial coup if he met it on Main Street.

Much the same situation lasted for years in cigarette advertising. The gigantic selling was largely concentrated in the hands of half a dozen exceptionally strong men. They were primarily practical tobacco men. Where selling occupied their minds at all, it was in terms of stores—stores were the natural dynamos to pump tobacco into the people's pockets. Store windows, naturally, became the inspiration for all the early tobacco promotion. Small wonder then that cigarette advertising gradually developed a technique all its own. Even the newspapers echoed the influence of the window display. And everywhere was seen the mould of the lithographer and billboard artist.

The copy, too, developed qualities that reflected the tobacco barons themselves. It seldom stooped to wheedle or coax or even to persuade.

[CONTINUED ON PAGE 76]



Luckies First for Flavor and Goodness

Then note the verdict of 11,105* doctors

WHAT is the quality that Marie Chamber, Florence Easton, Miss Reginald, Renald Werrenst, Giuseppe De Luca, Fritz Estell, William Hodge, and other famous singers, actors, broadcasters and public speakers have found that makes LUCKY STRIKES delightful and of no possible injury to their voices?

For the answer returned to medical men and asked them this question: Do you think from your experience with LUCKY STRIKE cigarettes that they are less irritating to smokers' throats than other cigarettes, whatever the reason?

11,105 doctors answered this question "YES."

Consider what those figures mean, consider that they represent the opinion and experience of doctors, those whose business it is to know

Renald Werrenst, Famous Baritone

In my concert work, I must, of course, give first consideration to my voice. Naturally, I am very careful about my choice of cigarettes as I must have the kind which is kindly to my throat. I smoke Lucky Strikes, finding that they meet all my vocal requirements.



"It's toasted" No Throat Irritation - No Cough.

from present day blends." And finally picture for yourself all the chain grocery stores, from A. & P. down, selling fifteen-cent cigarettes at two packs for a quarter.

In the old days when an editor was mightier than the circulation man, George Horace Lorimer used to take great pride in keeping away from all other editors. They, he said, were meeting at lunch—and editing maga-



The Highest Quality Cigarette ever sold for 15¢

Since Eve raised Cain with Adam dogs have been man's best friend. But nobody loves a dog only because he doesn't bite and nobody smokes a cigarette merely to avoid a cough...

Barking Dog Cigarettes are friendly to your throat — but they're master-blended for people who smoke for pleasure.....

BARKING DOG CIGARETTES They Never Bite!

How to Start the Day Wrong

CREATING BRIGGS AND HIS MIND YOU GAVE FOR THE MORNING BRIGGS

BUT WHEN YOU LIGHT A CIGARETTE AFTER BREAKFAST IT TASTES SOMETHING AWFUL!

AND THE DOG ONE STARTS THE OLD TARGET TO TEALING

AND YOUR SPASMODIC FITS OF COUGHING MAKE EVERYBODY STARE AT YOU

AND FINALLY YOU COUGH THE RED TONGUE RIGHT OUT OF YOUR MOUTH BECAUSE YOU COULDN'T TAKE THAT LITTLE HAIR YOU WANTED

AND THE DOG ONE STARTS THE OLD TARGET TO TEALING

AND THE DOG ONE STARTS THE OLD TARGET TO TEALING

OLD GOLD
The Smoother and Better Cigarette
.... not a cough in a carload

en, with his United Cigar Store chain, and D. A. Schulte, with his own stores and his far reaching merchandising interests, join to make the greatest tobacco combination the

Six Principles for Appropriating Advertising Funds

With Special Application to Industrial and Association Advertising

By Malcolm McGhie

Principle 1. Appropriate for Advertising—As a Legitimate Current Sales Expense or as an Investment in Future Sales

SOUND advertising does one (and usually both) of two things:

Affects current sales (either through increasing sales volume or decreasing sales cost.)

Consolidates future sales by consolidating recognition and good will.

Apparently these simple functions are not as well understood as they should be. When appropriations are made, it is surprising in what ways advertising is sometimes considered as an expense; for example—

as a charge against "net available for dividends after taxes"
as admission to the "band wagon"
as charity
as personal display
as a luxury, and so on

Nobody ever questions transportation of finished goods, or insurance of goods in transit, as regular operating expenses, nor salesmen's salaries as regular sales expenses. Yet when it comes to advertising, they set up the expense as something different, although actually it is usually used to do some of the work formerly done by salesmen.

When advertising is planned for effect on current sales, set it up as a current sales expense and expect current sales returns. Where it is planned for investment in future sales, appropriate the funds and expect the returns on an investment basis. Until the advertiser determines to appropriate for advertising in this way, and gets these results from his expenditure, he is not really ready to advertise.

Principle 2. Appropriate to Reach Specific Objectives

Advertising money spent for the spending is usually grossly inefficient. Where waste exists in advertising

Editor's Note

THE accompanying article by Mr. McGhie was presented as a paper at the annual meeting of American Trade Association Executives. Mr. McGhie is a member of the marketing counsellor's staff of the McGraw-Hill Publishing Company. The essence of the paper can be expressed in the six key paragraphs found below:

"The appropriation should be built around the following six principles:"

1. Advertising expenditure should always be appropriated either as legitimate current sales expense, or as an investment in future business—or as a combination of both.
2. The appropriation should always be founded on the kind and amount of advertising necessary to accomplish certain objectives. Past figures and experience can well be used as guides or checks, but should not be the underlying control of the appropriation.
3. If the minimum expenditure required to accomplish the set objective is too large a sum, trim the appropriation by trimming the objective, rather than by aiming at the original objective with inadequate effort.
4. Budget the appropriation carefully for all legitimate advertising expenditure. Hold the advertising account as sacred as any other account. The budget may include sub-appropriations for separate departments.
5. Plan the appropriation as far as possible on long-term objectives, with intelligent provision for flexibility to meet changing conditions.
6. Where possible, and where circumstances demand, budget a reserve for contingencies or unforeseen special effort, the needs for which arise between fiscal dates.

it can generally be traced to an attitude of "so much per cent, how shall we spend it?" While most men who are at all familiar with advertising principles rarely go to this excess, the unfortunate psychological effect of first setting aside a sum and later planning what to do with it is considerable. This backward approach usually appropriates either too much or too little—rarely the right amount. Set the appropriation to pay for the job to be done. If it is necessary to trim the appropriation, first trim the job, but keep the same amount of advertising per "unit of objective."

The Objective. Impractical objec-

tives are obviously ruled out. Practical objectives can always be drafted. They can be founded on reasonable expectancy in the light of past sales volume, business conditions, or the "feel" of the market. Or they can be worked out more thoroughly by study of each market, past volume in that market, recent and probable growth, possible volume which could be reached through a given effort, and so on. When an objective is set in this way, it should naturally be checked for its practicability, against special competitive situations, fundamental market changes, sectional slumps, etc.

The following are the types of objective usually set. Different objectives often occur in different markets, and the final objective may combine a number of those listed:

To increase sales volume by a certain percentage.
To decrease sales cost by a certain percentage.
To purchase a desired number of inquiries or sales.
To add a desired number of new customers or distributors.
To dispose of a given inventory.
To gain a certain degree of recognition.
To establish new products.

These objectives can all be expressed in figures, and at the end of the year the results can also be measured in figures. To compare the results with the original objective provides figures and experience upon which to base future objectives and appropriations.

Some objectives are abstract. They must be set and measured by judgment, in abstract terms. But they are none the less practical. For example,

To lick certain resistances.
To correct false impressions.
To form or correct buying habits.
To clothe an organization or sales force with a definite personality.
To build prestige and confidence.

The Plan and the Appropriation. With a practical objective

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How Shall We Put More Pull Into Our Advertising for 1928?

By Ray Giles

ABOUT this time of the year the big shove begins. Plans are laid for the year ahead. The proofs of expiring 1927 are tacked to the bulletin board. We all gather around, roll up our sleeves, polish our spectacles, sharpen up the pencils, fish out yellow pads, and go through the various other preliminaries to settling down to sober thought about copy plans for 1928.

If the advertising man has New Year's resolutions to make, now is the time. January will be very much too late.

But getting back to those 1927 proofs. They are not so bad, to be sure; but are they, after all, any too good? Of course the best advertisement in the world looks pretty sad to the creative group that labored over it, threw out preliminaries, revised the first acceptable draft, re-wrote it into a text that received approval. For an advertisement runs much the same course as an amateur theatrical performance. By the time the dress rehearsal is reached and the one irrevocable performance ready to put before the public, the whole affair has gone stale to those who participate. They have seen it too much and too often. The recollection of its crude beginnings is still too active in their memories. The struggle for polish and apparent spontaneity has been so great that they are sure the performance lumbars along too clumsily to even get by.

And so it is with the advertisements of 1927. We saw the rough preliminary sketches and copy, the second to tenth revisions, the finals, the finished art, the proofs in type and then the advertisements as they came out in the magazines and newspapers. Now we look at the product and wonder how on earth we worked up high blood pressure over such tuff one short year ago! Well, maybe we can redeem ourselves in 1928.



But another thing comes up. Perhaps the business hasn't shown such spectacular advances. And some one voices the hope of all present when he says, "How can we get more pull from our advertising for 1928?" So it seems timely to put down some of the reasons why advertising fails to pull as hard as it might. And to make this article helpful I am assuming that these may be some of the most serious defects that are found in advertisement writing. We are looking here at copy technique only, not at such factors as competitive disadvantages in the goods, marketing short-comings, poorly chosen mediums or other reasons for copy failure which lie outside of the copy itself.

AS we sit about exchanging ideas and comments, several doubts have come into my mind. I will raise them one by one in the hope that they will help you as much as they helped me.

Did we really appeal to the reader's own selfish interest in himself? That's my first question. One of the best copy writers I have ever known

was a man who helped me a great deal when I was trying to break in. His simple formula was summed up in the injunction to remember that everyone is selfish. We all know that isn't entirely true, but for practical purposes we ought to feel that way when we sit down to write those advertisements for 1928. Even the philanthropist has his off days when the serpent of selfishness claws at his bosom. Let's not run the risk of catching him on an off day with some copy built to satisfy our own selfishness instead of his.

Quite seriously, though, there is a vast amount of advertising that calmly assumes that people read ads just for the fun of it. The headlines never reach out to the selfish interests of the reader. Sometimes, even, a big display name of the product tops off the copy with no heading at all. Only last night a cigarette advertisement appeared with a significant and effective message. But there was no headline that baited us to read—only a huge name of the cigarette on top with a general boast in a headline beneath. The appeal to the reader's self interest was nicely buried in smaller type beneath.

And so it is with many of us. We fail to appeal to basic wants not quite sure as to which want we can appeal to most effectively. We fail to test out appeals in personal salesmanship before attempting to make them sell in print. Let's remember the other fellow's selfishness for 1928.

Next—"Did we really pass out information of real value?" Was there a paragraph of real news in our half-page of copy? Was there some odd fact that repaid him for reading it? Was there new light on old facts? Was there something so interesting that he remembered it even if he was not at the moment in the market for what we had to sell? Examples: A tool manufacturer offers

a plan for making a work bench. You are interested in that, even though you may not soon need more tools. Or a shortening advertisement gives pointers on making pie which arrest you even if you are wedded to a rival product.

Then we might ask, "Were we over-reaching in telling the reader what he should do?" Did we tell him to "insist on X—; accept no substitutes"? Now, really, life is too short to go out fighting one merchant after another.

Did we attempt to sell him too big a package at the start? Advertisements have been known to attempt

that. Did we lose out through that over-reaching claim that "a woman is no more beautiful than her hair" (Put a horse-hair wig on Miss America and she will still be something to look at!) or "a car is no better than its steering gear"? as though there weren't times when brake lining was all-in-all!

And perhaps I am wondering—"Did we look too obviously like advertisers?" Did we smash the eye with stud-horse type? Did we put artificial enthusiasm into the mouths of grinning faces? Did we shovel in the outworn clichés of Adland such as "Buy today and use tomorrow"?

"Another epoch-making achievement in making X—"? For 1928, let's remember that the public is getting so sophisticated about advertising that it almost makes you shudder just to think of it.

"Did we omit necessary pictures and descriptions of product?" In almost any group of miscellaneous advertisements you can find some that leave too much to the imagination. For example, haven't you seen underwear copy that really didn't tell you how it felt and what the weight was? Haven't you seen sealed packages of commodities when the con-

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The Most Momentous Question Facing Our Business Today:

"What Are We Going to Do to Stem the Rising Tide of Exaggeration in Advertising?"

By R. L. Hurst

Vice-President, George Batten Corporation, Chicago

THE more one studies the prevailing tendency toward exaggeration in advertising, the more convinced he becomes that it is by far the most momentous question to all advertising interests.

Advertisers, publishers and agents are common stockholders in the public's belief in advertising, and when that belief is shaken or confidence in the truth of advertising statements is impaired, all advertising interests lose through the decrease in advertising efficiency.

There isn't any question about the fact that the trend toward exaggeration is costing advertisers more millions of dollars each year in round, hard currency. This is, of course, the result of competition. Advertisers and agencies strain in the effort to create interest. With some it becomes a regular practice. A statement was recently made by a so-called advertising man to one of our clients that "exaggeration is the life of advertising."

It would be a very bad thing if many men in advertising held this point of view, but it would seem that more and more are drifting in that way. On the billboards Camel is

proclaiming that Camel advertising tells the truth.

In a recent advertisement in *The Saturday Evening Post*, the U. S. Rubber Company said that "these statements are facts, not advertising copy." To anyone who reads that, it must be clear that the U. S. Rubber Company indicts the general truth of advertising statements.

The publishers tell me that their censorship difficulties are rapidly mounting and in many cases are quite out of hand. Let business have another slump and in the high-pressure anxiety to get immediate sales, you will see further increase in exaggeration in advertising.

The only way to curb this tendency is by education. It must be pointed out to all of the stockholders in advertising good will that the effect of exaggeration may eventually weaken the most powerful leverage they now have against competition. It could lead to a legislative curb. It exposes the whole advertising business to action on the part of Congress and legislators, to proposals of wide-eyed dreamers of the inauguration of a Will Hays in the advertising business and to continued increase in the dis-

count with which the public reads advertising statements.

I have heard men say that since the public is going to discount the statement anyway, it should be made stronger so that its actual effect may be more nearly that which is deserved. Taking all factors into consideration, it is high time that an alarm be sounded. While but a small part of the advertising body is infected, let us remember that this infection is more than a "gray spectre." It is a process of rot, actually in effect at the heart of our business.

Each advertising meeting is an opportunity for clarifying discussion. Each convention may well deal with the fallaciousness of over-statement. Each publication may devote continuous attention to the subject, calling upon a variety of contributors for a variety of viewpoints. Through such education, through placing this vital subject in the center of the advertising forum, exaggeration will decrease and such practices will be held beyond the pale. The combination of authoritative factors would accomplish the reform most needed in advertising practice.

Marketing By Zones

By H. A. Haring

IN a previous article it was maintained that "every smokestack is a potential advertiser." When, however, the owner of the smokestack begins to think of advertising as standing, in the organization chart over his desk, at a par with his sales force, he is plunged into new terrors.

The unadvertised product is sold where customers can be found. If marketed through others than the maker himself (jobbers, chains, or mail-order), the manufacturer often does not know what are the ultimate outlets into consumption. An Akron tire maker, as an illustration, was selling a third of all his output in Texas and almost nothing in Ohio. The original promoter of the company, and its first president, had a flair for Texas and Oklahoma. He knew that country well and had found it easier to establish jobbing connections in this distant market. It remained for a successor to ferret out the fact that the tires were being re-jobbed in Chicago and were actually being used within Ohio in large numbers.

If the manufacturer has nation-wide distribution, his advertising program is set for him. The remaining problem is that of manner of attack; that is, what media to use. Even for the smokestack without national distribution, first thoughts are apt to be of "national" advertising coverage. Every business man knows of the smashing successes where an unknown product has suddenly been marketed through daring methods so as to make a million in the first year. This wild conception as to the immediate returns of national advertising requires pruning to an extent that agencies and so-

licitors never guess. Next to the idea of being "too small to advertise" the most current belief of non-advertisers (at least among those personally encountered) is something of this sort: "If some one would loan me the money to push this thing, I could do what Gillette and Wrigley did."

Misconceptions of this sort abound behind desks down there by the smokestacks. Yet it is to the solicitors for national advertising that we owe much of the nation-wide vision of our market. The general publications cover this country with their space solicitors. These men are "selling" advertising ideas on a nation-wide basis. They are creative salesmen of advertising, and with it of national distribution. Possibly a bank president of Pittsburgh, in a luncheon talk, hit off this thought as squarely as any could do:

"I can name a dozen manufacturers, doing business with our bank, who never thought of national distribution until some energetic so-

licitor tried to sign them up for national advertising. Until that day they had gone on making goods and selling them where they could. The solicitor wakened up their slumbering habits. A lot of them never will do national advertising, but every one of them knows there is such a thing as an American market that is bigger than the Pittsburgh district."

When such a manufacturer as Mr. Atwater Kent determined, in 1922, to expand his radio making, it was possible to launch a campaign of national advertising. His resources, his aggressiveness, his reputation for quality products and his experience in kindred lines were an assurance of success. Beyond all these qualities, he already possessed outlets of distribution at all centers. Hence, with a previous radio output of but a few thousand sets, he was yet justified in expending hundreds of thousands for advertising. The results were as one would anticipate. There never was the least question as to the outcome.

Mr. Kent is typical of the rare few.

More typical of the ordinary concern was a factory which in 1924 faced a dilemma. This company made winter-frames for automobiles. Their product was good. To perfect machinery for fabrication had taken four months longer than schedule; to get their plant into production had run them well into August. Both delays had eaten into their capital of \$50,000, which had, however, been augmented by borrowing another \$25,000. They knew no way to market their product in the short season ahead, other than through national copy. What was their awakening may be visualized



© BROWN BROS.

THE small factory is often decisively ruined or obscurely stagnant because of a misconception that is all too common: the management feels that advertising must be national or nothing. Yet there exists for it a system indicated by Mr. Haring by which markets can be found, developed, and efficiently made use of in a way whose essential logic assures satisfactory results

My Life in Advertising—X.

Puffed Grains and Quaker Oats

By Claude C. Hopkins

ONE of my greatest successes came about through advertising puffed wheat and puffed rice. And it came about in this way:

Mr. H. P. Crowell, the president of The Quaker Oats Co., was a friend of an old associate of mine. That associate urged Mr. Crowell to learn what I could do to help him. So one day Mr. Crowell called me to his office and said something like this: "We have our long-established advertising connections, and they are satisfactory. But we have many lines not advertised. If you can find one which offers opportunity, we will experiment with you. We will spend \$50,000 or more to prove out your ideas."

I looked over the line and I found two appealing products. One was called Puffed Rice, the other, Wheat Berries. The rice was selling at ten cents then, and the wheat was advertised at seven cents. The sales had been declining. The makers were convinced that the products could not succeed.

I selected those products because of their unique appeals. I urged them to change the name of Wheat Berries to Puffed Wheat so that we could advertise the two puffed grains together. I asked them to change prices, so that Puffed Rice sold at fifteen cents and Puffed Wheat at ten cents. This added an average of \$1.25 per case to their billing price. That extra gave us an advertising appropriation. I was sure that extra price would not reduce the sale, in view of our advertising efforts. And it gave us a fund to develop new users.

I went to the plants where these puffed grains were made. Professor A. P. Anderson, the inventor of puffed grains, accompanied me. During nights on the train and days in the factories, we studied the possibilities.

I learned the reason for puffing. It exploded every food cell. I proved that it multiplied the grains to eight times normal size. It made every atom available as food.

I watched the process, where the grains were shot from guns. And I coined the phrase, "Foods shot from guns."



That idea aroused ridicule. One of the greatest advertisers in the country wrote an article about it in *Printers' Ink*. He said that of all the follies evolved in food advertising, this certainly was the worst. The idea of appealing to women on a "Food shot from guns" was the theory of an imbecile.

But that theory proved attractive. It aroused curiosity. And that is the greatest incentive we know in dealing with human nature.

THE theories behind this puffed grain campaign are worthy of deep consideration, for it proved itself the most successful campaign ever conducted on cereals. It made Puffed Wheat and Puffed Rice the largest money-earners in the field of breakfast foods.

First, I established a personality: Prof. A. P. Anderson. I have always done that wherever possible. Personalities appeal, while soulless corporations do not. Make a man famous, and you make his creation famous. All of us love to study men and their accomplishments.

Then in every ad I pictured these grains eight times normal size. I made people want to see them.

I told the reason for the puffing. In every grain we created 125,000-000 steam explosions—one for every food cell. Thus all the elements were fitted for digestion. I combined

every inducement, every appeal which these food products might offer.

Puffed grains had been advertised for years, and with increasing disappointment; advertised as one of countless cereal foods. Nothing was cited to give them particular interest or distinction. The new methods made them unique. They aroused curiosity. No one could read a puffed grain advertisement without wishing to see those grains. And the test won constant users.

Then we distributed millions of samples promiscuously. The samples themselves did not win many users. We had to first establish an interest, a respect.

So we stopped giving samples to uninterested people. Nobody gains much in that way. Then we published ads in tens of millions of magazines, each with a coupon good at any grocery store for a package of Puffed Wheat or Puffed Rice. The people first read our story. If they cut out the coupon, it was because our story had interested. Those people welcomed the package, and they found what they looked for in it. That is so in all sampling.

We learned much from another experiment. We published tens of millions of ads which offered Puffed Wheat free to anyone who bought Puffed Rice. The offer was ineffective, as all such offers are. It meant simply a price reduction. It is just as hard to sell at a half-price as a full price to people not converted. All our millions of ads along those lines brought us very few new users.

So advertisers always find it. A coupon good for half the price is very small inducement. A coupon which requires ten cents for a sample appeals to a small percentage. Remember that you are the seller. You are trying to win customers. Then make a trial easy to the people whom you interest. Don't ask them to pay for your efforts to sell them.

Economy on this point multiplies the cost of selling. Inquiries for free samples may cost twenty-five cents each. Ask ten cents for the sample, and the inquiries may cost you \$1.25 or more. To gain that ten cents, you may be losing one dollar. And you may start only one-fifth as many

[CONTINUED ON PAGE 56]

the so-called modern technique in current advertising



The artist: Lionel S. Reiss

The client: Paramount Pictures

The agency: Hanff-Metzger, Inc.



"McCall Street" by Hugh Ferriss. George Batten Company



A new technique devised by Samuel Davis Otis. Rogers, Lunt and Bowlen Company, client. Calkins & Holden, Inc.



Drawn by Vladimar Bobritsky. Courtesy of Steinway & Sons and N. W. Ayer & Son



Polly Hill, artist; A. Jaekel & Co. client; Michaels & Heath, Inc. advertising agents



Trademark for Wyko Projector Company by Lucian Bernhard



Border illustration drawn by Chappell for The Drake, New York. Huber Hoge, Inc., advertising agents



One of the extreme moderns. Drawn by Jacques Darcy for Saks-Fifth Avenue, New York



SAHIB: (considerately)

"There's onions in that dressing!"

THE APPLE OF HIS OPTIC: (considerately)

"And there's LIFE SAVERS in my bag!"

H. O. Hofman for Life Savers, Inc.



CAN YOU READ 10,000 BOOKS A YEAR?

TWENTY-ONE new books are published every year, some good, some bad, each annotated by someone. You read so many book reviews and receive so many tips from friends that you are only confused. How can you know what's what?

Buying and reading books always has been too much of a labor. So, of course, intelligent attempt has never been made to save books effectively for readers. For the first time in the history of book publishing that attempt is now being made by the Literary Guild of America. This is how it is being done:

1. **Distinction.** The Guild has a distinguished Board of Editors consisting of Carl Van Doren, Edmund Spenser, Helen Frank, Louis Cabot, Joseph B. Krutch, H. Odrik Willem van Loon, Elmore Wylie. This board, long before the publication dates of the books, reads in manuscript from the latest novels, magazines, plays, essays, etc. From these manuscripts the Guild Board selects what its editors believe to be the outstanding book for a certain month.

2. **First Copies.** This book is then issued in a special edition for the Guild members and is

sent to them postage prepaid. It reaches them on the very publication date of that book, the same day on which the book seller gets his regular edition. You get the book when it is absolutely new and fresh.

3. **Half Price.** Through the Literary Guild and only through the Guild, by subscribing for a year, you secure these books at about one-half the price which they would retail for in book stores. So that the Guild members read you nothing—it actually saves you about one-half. This half price is not offered by any organization except the Literary Guild of America.

Evidence that this plan works admirably is given by scores of letters that arrive daily from enthusiastic subscribers and by the long list of distinguished people all over the country who belong to the Guild, Government, business, letter books—that is the Guild plan.

Send the coupon for our booklet. See if this service isn't the smartest one for your needs. This booklet will tell you more of this absolute innovation in book buying, of its doubled advantages in price, of its assured advantage of a real literary service.



Literary Guild of America, Inc.
Dept. 771-14, 25 Fifth Avenue,
New York City
Please send me one booklet, 40c.
Name _____
Address _____
City _____

A Literary Guild page. Drawing by Bobritsky. Agents Reimers & Osborn, Inc.



Illustration by Witold Gordon for Cheney Brothers. Calkins & Holden, Inc., agents



LOOMING UP

THE FABRIC GROUP

Eight months ago we launched The Fabric Group. Heretofore it has been a mere word. We presented them something new in clothing—a well conceived adjustment in the scale of value. And the idea made good at once! Their success mounted every day. In the memory of those who have no clothes ever made good so rapidly and so convincingly as did The Fabric Group. These suits made of pure best weaving material had styled with crisp distinction in the New York manner. Turn up today to the outstanding review of our line.

\$35 \$40 \$45

Weber and Heilbroner

110 W. 42nd St. N. Y. C.
110 W. 42nd St. N. Y. C.
110 W. 42nd St. N. Y. C.
110 W. 42nd St. N. Y. C.
110 W. 42nd St. N. Y. C.
110 W. 42nd St. N. Y. C.
110 W. 42nd St. N. Y. C.
110 W. 42nd St. N. Y. C.
110 W. 42nd St. N. Y. C.
110 W. 42nd St. N. Y. C.



THE MANHATTERS

A full page newspaper advertisement by Zéro. At right a theatre program by Bernhard



The impulse that leads a man to buy a Howard Watch is the same as that which leads him to buy a fine automobile.

He acknowledges that "approximately the right time" is usually all he wants, just as 30 or 40 miles per hour is all he usually asks of his car.

But there are occasions when he has to know the exact time, with hair-splitting accuracy, just as he occasionally has to get a thunderbolt response out of his car.

The Howard Watch has been carried by three generations of American men because of its extreme precision. The making and adjusting of a single Howard Watch takes just about twelve months—a year of the most delicate workmanship. The casing of each Howard is a work of art.

As a consequence, the Howard like the fine car has another attraction for every man of taste and substance. It is not common because it cannot be cheap. There is no such thing

as a low priced Howard watch—as everybody knows. Sixty dollars seems to be the least at which such workmanship can be sold. Isn't it distinctly worth while to secure a watch in which you can take such pride and place such confidence?

THE HOWARD WATCH

Howard Watches are priced from \$60 upward. The price of the model illustrated is \$125

THE BAYSTONE WATCH CASE CO. • ESTABLISHED 1855 • RIVERSIDE NEW JERSEY



Drawn by Thomas Hunt. Courtesy of Aquazone Company and Barton, Durstine & Osborn, Inc.

Illustration by Everett Henry. Campbell Ewald Company, advertising agents

Frank Trufax's Letters to His Salesmen

By A. Jos. Newman

General Sales Manager, Baynk Cigars, Inc., Philadelphia

Analyze Your Territory

To My Salesmen:

"Mr. Trufax, I cover five counties and when I say 'cover,' I mean COVER. You say you want me to get 50 additional customers. Well, with all respect to you, Mr. Trufax, it can't be done." So said one of you boys the other day when we were talking about increasing our volume of business.

I go along with S. M. Vaulain's (President of Baldwin Locomotive Works) ideas of building business—he says, "The secret of selling is not altogether getting bigger orders so much so as in getting more customers."

Well, to be absolutely fair, I'll grant it's easy enough to say we want "more customers" but first we must ascertain if it is *possible* to get more customers.

How can this be determined? There must be some basis of figuring and surely we need not depend upon mere guessing to find out if in any territory more customers can be secured.

You take N. A. Daze, the salesman I was talking to for instance. He was sincere in saying "it can't be done," but how does he know? What knowledge has he actually got as to the potential customers in his territory and on what basis does he compute? Just to illustrate, I asked him what was the population of Easton, one of the good towns in his territory.

He said, "Around about 18,000." Population is 32,000.

I asked him, "How many cigar outlets in a town about the size of Easton?" He parried—"Well, some towns about the size of Easton would have more than other towns the same size and some towns would have less." He sure was on thick ice in that answer.

You see, boys, what I am getting at is that most always we "guess"

Editor's Note

WE publish herewith two more of the letters written by A. Joseph Newman under the name of Frank Trufax. Frank Trufax is an imaginary distributor who writes to his salesmen every now and then on subjects of vital interest. Each letter treats a real problem in the daily work of the jobber's salesman and does much to remove some of the kinks of the distribution problem. In the two letters published here Mr. Trufax gives his views on the following questions:

"Does a salesman really need guess how many potential customers of his product are in his territory? And furthermore, need he endeavor to figure without facts the possible sales of his product in his territory?"

on vital matters of this kind and yet we can get real concrete dope on the number of potential customers in any territory.

Let me analyze N. A. Daze's territory for you and you can follow through and get the same data on your own stamping grounds.

Daze has five counties for us. He has 290 customers. We want fifty more and Daze has time to get 'em and hold 'em without skimping his present bread-earners. Now the point is—is it possible to actually get fifty more? All right—let's go.

The population of Daze's five counties is 130,000. In that population, there are at least 520 outlets for cigars. At least 520. We have 290 and a straight possibility of securing 230 more. Out of the 230 we are not selling, can Daze get fifty? I'll say he can and so said he when we tackled the subject with facts instead of fiction.

I hear you say—"Fine, Mr. Trufax, but where do you get that eye-copener that there are 520 outlets for cigars in a population of 130,000?"

On statistics just as accurate as the U. S. Government Census, there is an absolute minimum of 4 cigar outlets for every 1000 population.

That is, a town or territory of 20,000 population has a minimum of eighty places selling cigars. A town or territory of 100,000 population has 400 places selling cigars and so on. Some sections of the country have a higher average than four to a 1000—some have as high as eight to a 1000, but you can bank on a minimum of four to a 1000 in *any* territory.

Now, take *your own* territory. How many customers *have you?* What is population of territory? How many *should you have?*

Maybe, you have all the customers you should have—maybe, you haven't. Why not find out? Say, facts show you possibility of 200 more. Dis-

count the 200. Cut out a certain number to eliminate the undesirable accounts you wouldn't want for a gift—cut out so many more for other sane reasons and then you'll have so many that you can get and then go get 'em. You'll find it a hel-u-vacite easier to do that which you KNOW can be done than to give a tussle to that which you think MIGHT be done.

While I was writing this so-called sales letter, Billy Kecepatem bounced in the office to ask—"How many cigars can be sold in my territory?" That's another good question, Billy, and the answer need not be a guess.

How many of you are interested in that question? Drop me a line, please. Best regards, boys.

Yours, factfully,

FRANK TRUFAX.

No Guesswork

To My Salesmen:

"In a territory of, say, a million population, how many cigars are consumed annually?"

"All right. Teacher, the answer is 55,742,312 cigars. Ask me another."

Then, the question can't be answered? Oh, yes! But—it cannot

[CONTINUED ON PAGE 63]

Your Money Isn't Worth It

Being a Morning in the Existence of Mrs. S. F. J. Schlink-Chase

Dramatized by Marsh K. Powers

SCENE—A breakfast table.

MR. S-C: Gosh, this oatmeal is pretty punk.

MRS. S-C: Yes—I'm afraid it is, dear, but I don't know what to do about it. It seems to spoil so since we started to buy it in bulk to save money and I don't believe it is quite as clean when we get it. Perhaps if we could add a large, mouse-proof, cool room to the basement, that would help. We really need more storage space nowadays and I don't think a new room would cost more than \$500. Our house wasn't designed for our new way of living.

MR. S-C (*ignoring the digression*): Well, don't serve this stuff again or we'll be paying doctors' bills. (*Changing subject abruptly*) Say, can't we meet out at the club this afternoon and shoot a round or two?

MRS. S-C: Oh, I'm so sorry but I just can't make it.

MR. S-C (*miffed*): For Lord's sake, why can't you ever do anything I ask?

MRS. S-C: Well, today it's because I've just got to make tooth paste, some face lotion and some silver polish and we haven't any materials in the house.

MR. S-C: That shouldn't take even all morning. Just run around the corner to Nabor's Drug Store. get the stuff and throw it together.

MRS. S-C: But you don't understand at all. Ever since you began to insist on my getting my money's worth Mr. Nabor isn't at all pleasant to deal with. I never go to him any more. He says he can't take time from his profitable customers to measuring out and wrapping up three cents' worth of this, a dime's worth of that and a nickel each of



"Let me tell you here and now your money isn't worth it"

four or five other things for me. I'm pretty nearly ashamed to go into any drug store any more and it always takes me half an hour to get everything one of your formulas calls for. And last week when I spoiled the first batch of that perspiration recipe I could hardly force myself to go back. Sometimes I really wonder if it . . . (*She breaks off.*)

MR. S-C: Oh, all right—if you don't want to play golf, don't. I'll find some one else.

MRS. S-C: Before you leave, dear, I do wish you would go up into the big storage room and see if we have everything I'll be needing for the floor-wax next week. I'm not exactly sure what formula you said to use—I thought you said it was No. 18,876-C but that seems to be a waterproofing dope for basements.

MR. S-C (*rattling his newspaper ostentatiously*): Yumph.

MRS. S-C (*hopefully*): And, while you're up there, see if you can see any way we can put up some more shelves. With all the carboys and big cans and crocks and things we

keep getting under this system, I don't see how the house is going to hold everything. When we get enough to save any real money, the quantities are so inconvenient.

MR. S-C: Yumph.

MRS. S-C: And I bought those scales you wanted but the kitchen's so crowded I wish you'd find a place for them. (*Plaintively*) Am I to weigh EVERYTHING I buy?

MR. S-C: Uh-Yumph.

A clock strikes.

MR. S-C (*jumping to his feet*): Did you take that spot off my driving coat?

MRS. S-C (*flushing*): Y-y-y-yes—at any rate, I tried. I got the spot off but the cleaner made a bigger stain. I think maybe we didn't get that last batch just right—either it isn't clean or we put something in that shouldn't be there. Maybe I got hold of the citronella bottle instead of that carbon-tetra-something-or-other. It's so hard to keep them all straight. I spoiled one of my dresses with it and I don't know yet whether Dyer's can fix your coat so that you'll want to wear it. Did the Government department you got that formula from guarantee it against damaging fabrics?

MR. S-C (*huffily*): Of course not—it costs money to guarantee things and we're saving money. That's the Big Idea in not buying branded goods.

MRS. S-C (*uncertainly*): Well, I just wanted to know. It just seems to me all the fun's gone out of life since you took this tack. I never spent so much time in the kitchen since we were married as I do now. Frieda is so used to prepared foods that she threatens to leave if we don't go back to some of them. And

[CONTINUED ON PAGE 60]

THE · EDITORIAL · PAGE

The 1927-28 Farm Market

ABOUT one-fourth of the inhabitants of the United States—some 27,900,000 people in all—live on farms. Their income totals over \$12,000,000,000 a year.

A good proportion of this income is available to spend for things among which the farmer may pick and choose. That is to say, when all his necessary expenditures are made, he has a sizable surplus left for purchasing many things that he does not really have to have, but which he wants to have—and he chooses these items from a long list of possible purchases.

The amount of this surplus of purchasing power for this year—much of which will be spent during the 1927-28 winter and the spring of 1928—has been estimated at close to \$1,000,000,000. This amount represents many advertisers' opportunity for sales in the rural markets of this country.

The farmer is greatly influenced by advertising. He is, in fact, largely dependent upon the advertising pages of magazines and newspapers for his information about new luxuries and conveniences for the farm and for his household—for all the varied things that directly serve to improve his standard of living.

With the probable exception of certain sections where the corn crop is not so good, the farm market in the United States as a whole this year should encourage all advertisers to farmers to expect good returns—from thoroughly informative advertising of the kind that farmers like to read.



Watch Regional Organizations

AMERICAN organizing genius asserts itself in many ways. Not only do we have scores of trade and technical associations, but also we have regional agricultural organizations that take in definite parts of states. There is, for example, Southeast Kansas, Inc.

This regional "combine" was organized in March, 1926. It embraces nine counties in Southeast Kansas, with headquarters at Parsons, Kans. Its function thus far has been primarily development of the poultry and egg business. Commercial hatcheries are being established in almost every community within these nine counties. And the car loadings from this district are increasing fast, carrying poultry and eggs to eastern markets.

Such developments are of considerable interest to many advertisers. They give rise to new marketing problems and they open up more active markets for many of the comforts and conveniences of life. South-eastern Kansas, for instance, should already be a better market for hundreds of advertised products than it was before the farmers of that region were organized to secure a larger and steadier income from a greater output of poultry and eggs—produced at lower costs

through more intelligent handling of their production as well as their marketing problems.

Incidentally, regional organization of this kind lifts competition up into the plane where group advertising can be profitably employed.



Thirty-Nine Years Ago and Now

FIGURES being its daily grist, the *Wall Street Journal* has worked out a most interesting comparison between 1887 and 1926; just thirty-nine years apart; little more than one generation of American life. Ordinarily such contrasts would not be profitable, but as the war period has proved itself such an amazing change-maker, it is really necessary occasionally to emphasize how fast we have traveled, in order to keep ourselves up-to-date.

First, take bank clearings, which measure the relative volume of business transacted then and now; 526 billions in 1926 as against eighty-four in 1887! The money in circulation is five billions today as against one and one-third billions then; a per capita circulation of \$42.62 as compared with \$22.45. The bank deposits rose from one to twenty billions; oil production rose from twenty-nine to 743 million barrels; wheat and corn production doubled; and our exports rose from less than one billion to five billions.

There now remains but to compute advertising volume to complete the *Wall Street Journal's* picture. According to J. George Frederick in his book "Masters of Advertising Copy," the volume was approximately \$80,000,000 in 1887, and is today about \$1,300,000,000, an increase of sixteen to one; many times any other increase in thirty-nine years.



The American Center of Industry

ALTHOUGH we are used to the phrase "center of population," we are not used to the term "center of industry"—meaning the geographical location which is the "middle" of the manufacture of the country.

The Government Geological Survey has just finished a new calculation, to see how much it has changed, and finds that it has moved 75 miles southwest. It was 110 miles east of Chicago, on the Indiana boundary, in 1908. By 1918 it had moved 50 miles nearer Chicago, but now it is 25 miles southwest, at a point about 50 miles southeast of Chicago. Obviously industry is trekking westward, with a slant south.

The center of population is in Owen County, southwestern Indiana, 170 miles south of the center of industry, while the geographical center is at about the center of the northern boundary line of Kansas, 640 miles west by south of the center of industry.

The Coming Competition With Europe

By *Dr. Julius Klein*

Director, Bureau of Foreign and Domestic Commerce

ONE of the first repercussions of the business comeback of Europe is the increasingly evident preparation for an aggressive drive for foreign markets—not simply the recovery of pre-war trade but rather to capitalize the vastly increased new opportunities which have developed since 1918. Foreign trade has always represented a far greater proportion of the commercial life of Europe than is the case in this country; at least fifty to eighty-five per cent of the trade of each European nation lies be-



Courtesy Canadian Pacific Railway

yond its borders as compared with about ten or twelve per cent in the case of the United States. The rehabilitation and expansion not simply of exports and imports but of all factors in international business—improved cable service, new radio connections, international air traffic, better shipping, new overseas investments—constitute, therefore, a prime element in the economic revival of the Old World.

American merchants, manufacturers, bankers, and shippers are thus confronted with a new Europe of vastly more effective competitive potentiality, whose past operations can by no means be used as an index to what we may expect during the coming months and years. Here are just a few random evidences of this change: France is today the world's leading exporter of iron and steel products (she was far in the rear in 1913). German electrical and chemical manufacturing has enormously expanded, partly as a result of the

war and these changes have profoundly altered and strengthened her place in world trade. The hydro-electric development in Italy and France is three or four times as great as in 1912. Britain has made an astounding recovery from the depression of last year and is marshalling the vast economic strength of her overseas dominions, colonies, and mandated territories in a manner which promises most vigorous rivalry with any American trade expansion. The foreign trade of the Empire is more than double that of the United States and the overseas holdings of British investors, though temporarily retarded by the war, now total upward of 20 billion dollars compared with the approximately eleven and one-half billions of American foreign investments.

THERE have been loud lamentations of late that post-war developments in one or two desirable markets have impaired the sales of some European commodities which were more or less prominent in pre-war trade. In most cases a careful scru-

tiny will reveal the fact that the loss of these items is actually far less important than has been assumed and that they are more than compensated for by certain so-called "invisible" items of the international traffic which do not appear on the balance sheets of merchandise statistics.

Indeed, the European business world is beginning to realize more and more that much of its future competitive power in adjusting international balance is to lie in the field of "invisible" items: profits

on overseas insurance operations, returns from various services and place from the performance of distributive functions for other nationals as middlemen, commission merchants, agents, etc. There are, of course, other more commonly mentioned elements in this category of imponderables which contribute materially toward the balancing of European commitments, notably remittances of her emigrants in the United States which totaled two hundred and eighty-seven million dollars in 1926, to say nothing of the increasing returns from similar sources in South America and the exploitation of tourist traffic which is rapidly becoming one of the leading European "industries." The United States is involved as a debtor in each of these important functions. So far as our own trade is concerned, we shall probably always resort in some measure to the facilities of Europe for cables, insurance, and certain distributive functions, especially in various colonial markets.

All of these elements are contributing materially to the increasing

Portions of an address delivered before the Export Managers' Club and the National Credit Men's Association.

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

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

Some of the Fundamentals of Headline Writing

Notes for a Lecture Before an Agency Copy Staff

By Ralph McKinley

SEVENTY-FIVE per cent effectiveness of an ad is in headline. Maybe. Certainly it's important. Some insist on long heads. Some short. That's like argument on long and short copy. Gets nowhere.

There are all kinds of headlines. Forty-seven different ways to classify them according to what you wish.

One of my classifications is "One Word" or "One Phrase" headlines. Look at this haberdashery page entitled "On Shipboard." Entitled is right. Then here's a food house with an "institutional" page also entitled "Confidence." Saw issue of *Home Journal* short time ago that had two advertisements of food houses headed "Confidence." Here's another "Entitled" head. Fire insurance page. Says "The Tempter." Not so good, these.

Another kind of headline is the "News" headline. Takes name from newspaper heads. Here's an original: "Police Guard Held in Payroll Murder." In advertising, "News" headlines run something like these: "Right and Wrong Ways of Removing Cold Cream." "How Corns Are Conquered by the Opera Ballet." "An Amazing New Principle for Cleaning Your Delicate Novelty Footwear." Sometimes a "One Phrase" headline is a "News" headline too, and a terribly good one although it only names the product. Will any advertisement get more attention and reading action than the first one with this caption: "The New Ford Car." News heads are subject to all kinds of sub-classifications. Won't go into that now.

Lots of testimonial advertising now. That's bringing lots of "Testimonial" headlines. Here are some: "Six months ago I was miserable, unhappy." "772 New York State Doctors declare: 'Cream of Tartar Baking Powder is most healthful.'" "The most luxurious one could provide," says Mrs. Howard Linn, prom-

inent society woman of Chicago."

Some folks think the headline should be a short advertisement of itself, like this: "Old Dutch safeguards your family with Healthful Cleanliness and protects porcelain and enamel," or this, "You can trust the name 'Squibb' as you trust your physician."

People who insist on this kind of headline say *public doesn't read advertisements*—that you've got to tell everything quick. These advertisers often defeat own purposes—bellow so loud no one hears what they say. Here are more "Tell Everything," or "Yell Everything" headlines: "Seiberling All-Treads, More Rubber—More Cotton—MORE TIRE," "Flit will completely rid your homes of *Flies and Mosquitoes*."

ADVERTISING men who insist on this kind of headline are coat tail grabbers. They yell "Hey!" as reader runs by. Try to substitute noise for interest. Admit there's nothing much to say, except what headline whoops.

But don't be too sure all such are N. G. Sometimes you see headlines that would be improved if product were named and head told more. Here's an appetite headline that may refer to baked beans, crackers, cookies or, as it happens to, Grape Nuts. It reads: "Baked to golden-brown crispness . . . baked to nut-like sweetness, this is a food made famous by flavor."

Think though, if it were my money, I'd pass up the "Tell Everything" heads and spend it on copy with headlines like these:

"Complexions are loveliest when they have this simple care."

"Women were quick to discover it! today the favorite salad dressing everywhere."

"The best jam or jelly now is made with only *one minute's* boiling."

"Pies men like—and a quicker way to make them."

Refer back to the news heads and testimonial heads. Many of these good, too.

But probably best headlines of all, those which are seductive—and are keyed to illustration. Repeat *keyed to illustration*. Like "Gay times for guests when the drain chokes up," "Dry when he wakes up," "All for Science," (Ivory Soap boy bathtub), "Waste's Red Figures Turned to Black," "All the king's horses and all the king's men cannot hurt '61' Floor Varnish," "In ten minutes they will be dead."

I think probably these last seven headlines are best of all for in these advertisements two attention getters—headline and illustration—work together to coax the reader into the text.

To get this kind of advertisements, however, we must stop thinking of copy as one unit and art as another unit.

We must write things that can be illustrated. Copy that will bring pictures into the minds of the men in the art department.

When we do that we will have better headlines and better advertisements.

I do think folks will read your copy when you write headlines like these. And the more of your copy they read, the more time they spend thinking about your message, the more your client will get out of it.

Believe that a headline on a magazine advertisement is good or bad to the degree that it encourages the reader to read the copy which follows it.

If the headline coaxes or pushes the reader into the text it is good. If it doesn't, it's bad.

If I were trying to set down a formula for headline writing that formula would read something like this:

Write headlines that will coax or push the reader into the text.

I would use the same formula in

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The Railway Service Unit



Largest Rail Program in the World

THE purchase of 300,000 tons of steel was recently authorized by the Pennsylvania Railroad for use in 1928. While this is the largest rail program authorized in any year by any railway in the world its magnitude may be appreciated by the fact that this quantity of rail is sufficient to lay a double track line between Philadelphia and Chicago.

This is but an indication of the size of steam railway purchases that annually include locomotives, cars and appliances; machine tools and shop equipment; bridge, building and track materials and tools and labor saving devices; and electrical materials and equipment for use in practically every branch of railway service.

In reaching the steam railway market the five Simmons-Boardman departmental publications that comprise the *Railway Service Unit* can aid you materially, for each one is devoted exclusively to the interests of one of the five branches of railway service.

Simmons-Boardman Publishing Company

"The House of Transportation"

30 Church Street New York, N. Y.

105 W. Adams St., Chicago

6007 Euclid Avenue, Cleveland

Mandeville, La.

San Francisco

Washington, D. C.

London



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

Are the Railroads Overlooking Their Advertising Opportunity?

By Ernest John

A STREAK of steel, a mighty thunder of wheels, a billow of spray as she fills her water tanks and then two glowing red spots fading into the West, to the sharp staccato of clicking rail joints.

That's the obvious high light in the railroad's picture—the appeal of its crack trains. But, as an advertising man with more than twenty years' of practice, I wonder why most railroad advertising never gets any further—if indeed it gets as far as this one advertising effort.

Have I grown callous to this thrilling spectacle? Not at all.

The thing happens every night, and not a stone's throw from my garage. Summer, winter, seed-time or harvest, hot or cold, blizzard or thunderstorm—nothing makes any appreciable difference. I can call off the minutes on my watch and tell you when she'll go racing through. What's more, I do it often.

She comes suddenly around a beautiful curve—she literally "bursts into view"—and the weather must be very bad or I must be very low in my mind if I do not stop other occupations long enough to enjoy that exalted moment.

That's how I feel about one of the famous trains of the country, and so it may be conceded that I do not lack appreciation. Still I wonder why it is that such railroads as make any widespread advertising effort feature so little when they have so much to feature.

A railroad is a business. It doesn't happen to be confined within four walls; it may not have the same centralization, but it is susceptible nevertheless to the same influences and responds to the same stimuli as other businesses. That it is less centralized makes widespread public appreciation and public acceptance the more imperative.

The case of the railroad, as is the case of all large corporations, is complicated by infrequency of contact, and of all such business organizations the railroad probably would be voted the most impersonal. Hence



Mr. John was for many years Advertising Manager of the Victor Talking Machine Company. He is now associated with the McLain-Simpers Organization of Philadelphia

there is a greater need of offsets.

At this point I shall perhaps be reminded that the railroads do make a persistent effort and spend both time and money to offset unfortunate occurrences. No doubt—but why so secretive?

The man who makes the welkin ring with the tale of sufferings imposed upon him by some railroad, has never in my experience hired a hall to tell how pleasant a recompense was subsequently provided. It is reasonably certain that if the railroad does not tell its own story—so that he who runs may read—then the story will not be told.

Important as these unfortunate occurrences may be in the aggregate, they would be relatively harmless if the policy of the railroad was to keep *itself* "sold."

Heretofore, with possibly an ex-

ception or two, the purpose of most railroad advertising has been to increase or stabilize passenger traffic by featuring the advantages of crack trains or the attractiveness of certain resorts or routes. Most of this has been good; much of it excellent; and no doubt it has accomplished its purpose in a satisfactory measure.

There have been other advertising or publicity efforts; for instance those which for the greater part tend to show that railroads do not make exorbitant profits. This, too, serves a purpose; but an advertising effort which takes the defensive attitude to a disproportionate extent will conquer few new worlds, whether of good-will or of increased receipts.

No program of such restricted scope can be adequate to bring to realization the advertising opportunities possessed by any railroad.

The development of freight and passenger traffic, the building of good-will in the commercial sense, the reduction of accidents through education of both public and employee, the tonic effect upon the railroad's organization of having its ideas of personal service emphasized to the public—each of these is desirable in itself; but the sum of them all still falls short of the accomplishment that is possible for an institution of such importance and such far-reaching influence.

WHEN we consider the extent and character of the territory served by a railroad; the degree to which industry, commerce and agriculture are affected by it; the millions of people who are largely dependent upon it for the everyday comforts and necessities of life—it is hard to believe that any advertising objective, however ambitious, can be beyond the bounds of reasonable expectation.

Is it so hard, really, to see a railroad as the dominant, constructive influence throughout the territory it serves, as a determining factor in economic, industrial and social problems?

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Herbert Tareyton is back at Federal. Federal created him. Federal prepared the advertising which helped him to achieve pre-eminence among the better quality cigarettes. And now Federal is happy to announce his return, and to add to its clients the name of the UNION TOBACCO COMPANY, *Purveyors of Better Cigarettes and Tobaccos*. Federal Advertising Agency, Inc., 6 E. 39th St., N. Y.

To Scare, or Not to Scare?

Is Not Scare Copy the Logical Appeal in Insurance Advertising?

By Laurence G. Sherman

EVERY time it falls to my lot to escort my three-year-old son to his room for the afternoon nap, I am confronted by an analogy between that particular situation and the business of advertising some kinds of insurance. My heir-apparent regards his nap as a hateful device invented by grown-ups with no sense of perspective, who take savage pleasure in shooing him off to his room for a couple of unproductive hours just when the day is going most excellently. All my arguments as to his health, sweetness of disposition at supper time and the like, have no effect on his opinion.

There is only one cogent argument. That is the sight of the bright orange gas-tank measure kept on the kitchen cabinet for similar persuasive purposes. Logic, appeal to reason, pleading — pouf! They don't make first base. But one brief brandishing of the measuring stick alters his point of view miraculously. Scare copy sells him that little white bed so effectively that he scoots upstairs with one eye warily covering his retreat.

I cannot escape making a comparison of this nap-time negative appeal with the business of advertising insurance. I am sure that I am in the decided minority when I lift up my voice in praise of negative insurance copy; but when we take the situation to pieces, the essence of the whole business is composed of emotional impulse in far greater proportion than the cold workings of logic. The real whip, after all is said and done, is the economic fear of death or disaster and the subsequent privation of the individual or his family. So I wonder a good many times when I read the carefully fabricated life insurance advertisements which sedulously avoid all moribund gestures in urging the benefits of creating an estate, if it isn't going around Robin Hood's barn to tell a story, the substance of which is really this: "If you die, will your wife and children suffer financial hardship?"

Of course, no one would be eccentric enough to suggest that all kinds of life insurance be advertised with



THE inside of this booklet put out by the Century Indemnity Company of Hartford, Conn., reads:

That paralyzing moment . . . the sudden looming of a frightened face . . . the screech of brakes . . . a desperate wrench at the wheel . . . too late. . . . It's all over: your savings . . . your home . . . plans for your children's education . . . everything you have been planning, working, and hoping for . . . gone . . . because you felt you could get by without public liability insurance on your automobile.

a background of economic pressure induced by fear of death. There are forms of insurance which contemplate the actual preservation of life as the big urge in buying. Annuities aren't any good to the man who dies before he is due to cash in on his policy. And many of the big, important policies are sold to men who are simply fitting one more unit into

their general estate scheme; men whose families would be comfortably situated through sheer inheritance of accumulated wealth. To this man nothing but the banking side of insurance would appeal; the death contingency is useful only as a guarantee that his plans will not miscarry if he is suddenly removed from his endeavors.

And there are a good many men in not such affluent circumstances who have a clear-headed understanding of insurance as a means to independence in old age, and who perhaps will be incited to action by the purely logical life insurance advertisements picturing retirement in comfort at the age of 65 or so.

YET there is an insistent undertone beneath the whole works; the undertone of life's uncertainty. No man of 35 can picture himself as being a failure at 65. Something is going to break that will make him independent. If he could be guaranteed absolutely that he would live to the age of 70, I wonder if he would buy any form of life insurance except possibly an annuity. All the accrued benefits which life insurance will some day pour into his own lap are really by-products. The real thought that impels him to buy his insurance is the reflection that before another birthday, his wife and his family may be facing the future without his income, or his plans for a well balanced and well regulated estate may be instantly demolished.

Life insurance is a shield against financial havoc wrought by death. All the ramifications and specialized developments in the way of payment methods, income arrangements, and educational schemes are just trimmings added to the main structure.

This being true, is it really such bad taste to come right out and talk turkey about the pure essence of life insurance, which is a simple statement that in the midst of life we are in death? I know it sounds mournful and depressing. But The Phoenix Mutual Life Insurance Company is managing to put it over pretty adroitly in some of their copy. They

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“Adequate retail representation

and dealer cooperation in pushing your line are necessary adjuncts to a national campaign.

“The retailer has the strategic position, and his aid must be obtained. His interest must be aroused and carefully continued.

“The retailer speaks with a voice of authority to the people of his community. They look to him for that refinement of merchandising—service. He is nearest the consumer. He extends credit to customers who would be unknown to the manufacturer. He makes possible small purchases. He shows goods in alluring display. He performs direct service, aiding in selection and making exchanges readily. His boys carry baskets to the neighboring farms, or his motor trucks deliver swiftly for miles around.”

**TRUE
TALK**

FROM SELLING FORCES,
CURTIS PUBLISHING CO.

First win an audience with the man who can make or break your success. Then show him why and how he can make real money with your product. In the dry goods and department store market, this man is the merchant. His selections are guided by constant use of his business papers.

Dry Goods Economist

239 W. 39th STREET, NEW YORK

OFFICES IN PRINCIPAL CITIES

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

The Baker's Dozen In Agency Service

Some of the Things an Agency Does Besides "Advertising"

By An Agency President

IT happened after a particularly busy day during which a half-dozen non-routine matters had wreaked such havoc with your present scribe's plans that his intended program had "gang" aft and widely "a-gley." In campus language, "extra-curriculum activities" had played hob with my normal assignments for the day.

That evening we were on the terrace of a neighbor's home and had just been introduced to a newcomer to the vicinity and his better half. When the feminine contingent had withdrawn indoors, to inspect a recent purchase of our hostess in the millinery line, and the masculine remainder had placed matches to their favorite smokes, the newcomer asked me a question.

"And what business are you in, Mr. M—?"

"Oh, I'm an advertising agent," I replied.

"Advertising agent?" he repeated with very obvious interest. "As I understand it, that means that you prepare advertising for various advertisers and then place it with the magazines, newspapers and so forth. That's all an agency does, isn't it?"

I admit that I was tired, mentally and physically. I plead guilty to playing false to my associates and contemporaries in my particular field of activity. And I confess that I answered, in apparently sprightly and cheerful agreement, "Yes—that covers it. That's what we do."

Later, when I was more relaxed and partially rested, I regretted all that I had left unsaid.

By the time I had entrusted my head to what should have been a drowsy pillow I was wide-awake with a sense of irritation and resentment at my inquirer's lack of understanding, even though I had fumbled a wide-open opportunity to enlighten him.

Before I finally coaxed myself into dreamland I had mentally tabulated the more recent services we had ren-

dered which could not, by any stretch of the definition, be included under "just handling advertising."

And since it seems to me that even among the readers of ADVERTISING & SELLING there are unquestionably many who have only an incomplete picture of the ramified activities of an agency organization, I believe that that midnight-made mental tabulation, slightly expanded as to details, should prove of some interest.

The agency which performed the services which are listed later serves twenty clients. It is not a "big agency" in the sense of its total dollar-volume. On the other hand, it is not a small agency, since its organization numbers well up into the twenties, all departments included. Whether we are more or less active in rendering extra-services or above or below average in our watchfulness for opportunities, I, of course, cannot say.

IF, however, our business is assumed to be somewhere near the "grand average" in size and volume and reasonably typical in energy, then this tabulation gives some picture and some measure of the "non-advertising services" rendered by the more-than-one-thousand agencies now operating between the Atlantic and Pacific coasts. If you keep in mind that this tabulation covers less than a half-year and then multiply it by 1000, the total gives a rather comprehensive—and impressive—picture of the influence of agencies on American businesses in other-than-advertising matters.

In the tabulation are included only the more interesting of the "outside services" recently rendered. A few of these were undertaken at the client's suggestion, the lion's share on our own initiative, but only where specifically stated did any part of the service involved appear on an invoice to the client in question.

1. For Client A, initiated the preliminary negotiations and assisted in

the later developments which led to a \$50,000 sale to another of our clients.

2. At the request of Client B called on his largest customer and, from the interview, discovered the reasons behind a radical and unfavorable change of attitude on the customer's part.

3. Recommended to Client C a change of company name. The recommendation was adopted and has proved highly beneficial.

4. Initiated and prepared a program of Salesmen's Contests for Client D, which is now in successful and productive operation. (Compensation under supplemental service fee.)

5. Brought Client E, owner of a patent, into touch with a manufacturer who is now financing E's production.

6. When Client F was invited to address an association of his customers and prospects on an important merchandising topic, he called on us for assistance and a member of our organization wrote and delivered the message. (Billed on a time-and-travel basis.)

7. Sought and found a suitable new product for Client B to manufacture. Deal fell through only when owner made his terms unacceptable.

8. Initiated a program for improving Client G's entire line of packages—the improvements embodying radical changes both in the design and construction of containers and in the materials used, and redesigning of labels. (No charge for preliminary work—balance of assignment handled on standard basis.)

9. Conceived the possibility of securing for Client H an "educational exhibit" under the auspices of a public institution and arranged for its appearance.

10. Initiated and made the presentation to Client I of a cooperative plan which, if adopted after engineering tests are completed, will result in Client J's product becoming a standard part of I's product.

11. Repeated above with Client K.

12. Prepared a bulletin for the guidance of salesmen of Client L on the subject of selling to one class of customers, which Client L has published in book form for permanent usefulness. (Compensation under supplemental service fee.)

13. Was instrumental in securing for Client H an invitation to prepare an article on his specialty to appear in a prominent magazine (the invitation being deflected from one of his competitors).

14. Conceived, developed and sub-

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The Record of 36 Advertisers

Just 36 advertisers of drug store products keyed their copy in Smart Set during 1926. Of these . . .

14 have written telling us of the extremely low cost at which Smart Set produced inquiries and sales for them.

9 are investing far more money and in most cases using larger space in Smart Set than in 1926.

11 have made heavy cuts in the whole magazine field, and 5 of these have so far used no space at all in the principal magazines during 1927.

2 have made agency changes during the past year, accompanied with an entire change in their advertising plans.

Certainly, a startling record of results—and for commodities other than drug products, Smart Set will produce results just as effectively for it reaches the responsive, younger buying element—buyers of everything from soup to silverware, from perfumes to automobiles.



SMART SET

Stories from Life

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

"For Immediate Release"

By Robert Douglas

POOOR old "publicity"—whatever that may be. Its lot is certainly a hard one. Watch the trade papers of the newspaper business if you want to see what is happening. The editors are on the warpath, armed with blue pencils, shears, and editorial invectives.

This is no news event; the editorial war on publicity is a continuous affair, smouldering all the time, except when some incident provokes its burst into flame. And the future outlook is for more of the same, for the two forces which started the feud, long ago, continue to wrangle over each incident, while they busily provide more incidents like it. Publicity always has been, and still is being, abused. As long as the abuse continues so long will the quarrel continue between the men who write publicity material and the editors who receive it. And yet, to a by-stander, the quarrel seems entirely unnecessary. Like all quarrels, it is born of a misunderstanding of the other fellow's viewpoint. It ought to be no harder to bring peace to the warring factions than to—well, than to get the lion and the lamb to lie down together.

Before we try to discover what the fight is all about, and what can be done about it, let me set down a few dogmatic opinions on the subject of publicity.

(1) We need a common interpretation of what "publicity" is, when the word is used in the sense in which we are now considering it. The dictionary definition of "publicity" heads off in a totally different direction. The publicity which Prof. W. Z. Ripley urges for corporations is more nearly in line with our interpretation. An excellent text book on Public Relations uses "public relations" as a synonym for publicity. An advertising man considers advertising and publicity as two wholly different things, but a great many other people use the two words interchangeably, without knowing whether they mean one thing or the other.

Suppose we define publicity, here, at least for our own purposes, and adhere to that interpretation throughout this discussion. Let us

define honest-to-goodness publicity news of a company or organization, its affairs and activities, sent by an interested person, to newspapers for free publication." So simple a definition requires enlarging, of course, but only the word "news" needs examination now. Which brings up the second point.

(2) Ninety per cent of the stuff sent out in the shape of publicity material is rubbish. The percentage of rubbish would have decreased long ago if the newspapers had not published so much of it. As long as newspapers accept rubbish, people will write it and send it out. Which brings up the question of responsibility for the present situation.

(3) Publicity writers and newspapers alike must share the blame. The writers have tried every conceivable trick to get free space, and the newspapers now are on their guard. But the newspapers continue to invite publicity material by the puff articles which appear in every issue. They are both defiant and yielding.

(4) The advertising man or agent who sends a press story along with his advertising order is doing all he can to make the situation worse. The only contributing evil of equal importance is the voluntary offer of a newspaper to run a story along with an advertisement. The advertising man is demanding something he has no right to expect; the newspaper is deliberately lowering the value of its columns and decreasing its own self-respect.

(5) Publicity writers should learn the genuine news value of their news, and shape their releases accordingly. If they decline to do this, they have no cause for complaint if editors do it for them, using what is good and rejecting what is rubbish.

(6) Editors should forget old grievances and not class as rubbish everything that comes to their desks in the form of press notices. In other words, they too, should gage the news value of the item, and give it a fair chance in competition with other news, regardless of the source from which it comes.

A prominent newspaper in the

Middle West has a form postal card with which it acknowledges every piece of publicity matter received. The postcard shows a table, piled high with bundles of manuscript. The caption below says, "If you don't see your publicity stuff in our columns, it is in this pile."

Publicity men ought to keep that photograph in mind. If any newspaper in the country is receiving press matter in such volume as to load a table in a short space of time, it is obvious that editors have no time either for careful hunting to find the news or for careful editing to make it presentable. The burden of editing, therefore, is clearly up to the man who writes the stuff. This burden involves three obligations: first, to judge impartially the news value of what he intends to write; second, to discard the rubbish before it is ever written and to write the real news in usable form; third, by these means to reduce the volume and improve the character of the stuff he sends out.

THE other half of the way to peace is up to the editors. Their new code must include these obligations: First, to treat news as news and to give the publicity man's news an even break; second, to treat all publicity alike in this respect and to weigh its value solely on its news merit; third, not to break down the system and bring confusion again by publishing rubbish—anybody's rubbish.

A few examples may clarify the principles these generalities intend to describe. Let us take, first, a recent case in which the editor is the guilty party. It will illustrate the state of mind into which editors have lashed themselves in their fury over past indignities. The Evaporated Milk Association sent out, as part of its publicity service, a Hallowe'en feature for the women's page. It is well written, appropriately illustrated and contains an introductory paragraph about Hallowe'en and then four good recipes for party refreshments. Three of the recipes call for "evaporated milk," and one calls for "cooked salad dressing." It is thoroughly good stuff for a household page, and only a suspicious

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The Corn of Plenty



OUT of the soil springs wealth! Wealth for Kansas City! Wealth for the whole Southwest! Wealth accruing to this fortunate territory from a corn crop exceeding by far all recent previous yields!

Every day increasingly optimistic returns come in from the corn lands. Present estimates predict 1,067 million bushels for the territory as against 881 million bushels last year. The combined yield of Missouri, Kansas, Nebraska and Oklahoma exceeds all records for the past fifteen years.

Nor is this all! A kind fate has decreed that high prices for corn shall stride hand in hand with the magnificent yield. Big yield—high prices! Magic words which summon the genii of prosperity to turn a golden flow of wealth into the Southwest. This combination of circumstances soon will unleash more than 800 million dollars of buying power in the territory!



Tap the Corn Wealth of the
Southwest Through
THE KANSAS CITY STAR
and The Weekly Kansas City Star

The Kansas City Star and The Weekly Kansas City Star saturate the prosperous Southwest with amazing thoroughness. The Kansas City Star, with nearly a quarter of a million circulation twice daily, completely covers Greater Kansas City and suburban territory. The Weekly Kansas City Star, with nearly half a million circulation, reaches the rural two-thirds of the Southwest not reached by metropolitan daily newspapers. In combination these two great newspapers have nearly a million circulation throughout the seven states surrounding Kansas City. This vast circulation is available at the lowest advertising rate, considering circulation, in America.

Plan your campaigns now—
Get your share of the corn money!

THE KANSAS CITY STAR
The Weekly Kansas City Star.

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

Chicago Office, 1418 Century Bldg. Wabash 1067

The 8 pt. Page

by

Odds Bodkins



WE Americans haven't much imagination, after all. This summer Mrs. Bodkins and I took a 1500-mile motor trip through New England, and one of the things that both of us marked was the paucity of imagination in the signs along the roadway, and the names of the towns, and the streets in the towns.

Main Street, Maple Street, Walnut Street, Elm Street, Center Street . . . Main Street, Maple Street, Walnut Street, Elm Street, Center Street.

East Conway, North Conway, South Conway, Conway Center.

Antiques . . . Antiques . . . Antiques.

Tourists Accommodated . . . Tourists Accommodated . . . Tourists Accommodated.

We had quite given up hope of any variation in the monotony (save for the crude attempts at being clever in the matter of heralding hot dogs), when we rounded a curve and beheld an antique shop bearing a sign reading: "Early New Hampshire Furniture."

"That," said Mrs. Bodkins, "is the only sign so far on this trip that has made me want to stop. It is both appropriate to the place and picturesque."

"Appropriate to the place—and picturesque," mused I to myself. "A very good specification for a sign."

—8-pt—

Another advertising man has written a novel—my young friend Leon Kelley of the Farnsworth & Brown agency. It is called "Margherita," and it is refreshing to discover that it is not of the world of commerce as might have been expected of an advertising man's novel—though not of Leon Kelley's, if you know him. He has done a rather exquisite etching of a woman's mind.

While the blurb sheet that Putnam's send out on "Margherita" classing it with "Monsieur Beaucaire," "Parnassus on Wheels," and "Lolly Willowses," is rather overwarm in its enthusiasm, there is no gainsaying that the book has a certain appeal and individuality which lift it out of the ordinary run of novels.

I have a feeling that Leon Kelley will persist at novel writing—he is that kind of a young man—and that he will develop a style and a technique that will be Leon Kelley's and his alone.

—8-pt—

This is a young magazine. It is kept young purposely, because advertising is young.

Yet we here in the editorial offices had never realized quite so consciously what we are striving to do as when we received a letter from Chicago this morning from one of the old "war-horses" of advertising, of whom the Editor has requested an article.

We older fellows, who have met with some degree of success in advertising work, usually flatter ourselves that the younger men like to have us tell them things that seem important to us as guide posts for their advancement.

But, after all, I wonder if it is not better for them to ride on the front seat of the pathfinder car and direct their search lights ahead, down the rough, unending advertising road—rather than to ask them to follow us and keep their eyes on our tail light.

Advertising, too much so, has been a game of "follow the leader." It ought to be more of "lead the leaders."

And so I am going to ask you to excuse me from the personal gratification of carrying out your suggested assignment and I propose, instead, that you get the younger, the trail-blazers, to write articles that will make us gray-heads wish we were again young in the business.

Isn't that an interesting point of view, and a gracious one? Of course, our correspondent cannot escape so easily—for his very letter proves that while he may be gray around the temples, what's beneath is as young as advertising. We shall have an article from his pen shortly, or I shall be disappointed in the persuasive powers of the Editor!

—8-pt—

Have you ever stopped to think what a morbid world this would be without advertising?

Think of the novels that we (or our wives) read. And of the stories. How many of them are happy?

Mostly they are unpleasant, and leave a sense of hopelessness or disgust.

It seems that unless they did this they would not be "literature."

Thank Heaven, the advertising pages smile! They may be commercial, but certainly they are cheerful.

Between "Elmer Gantry" and a Congoleum advertisement, there is little question which will contribute most to the national happiness!

—8-pt—

I sometimes wonder, just what sort of items you who read this page like best to find here.

Do you prefer the ones which stick closest to advertising and selling? Or do you like to wander more afield? Are my occasional reminiscences boring, and do I offend by seeming egotistical, when at heart I am quite human and humble?

I sometimes wonder.

This question of whether or not executives should answer their telephones themselves seems to have two sides to it. The publication on this page of the item about the *New York American's* policy has stirred up both camps. Sample communications submitted herewith.

From a secretary to the president:

Dear Mr. Bodkins:

Unfortunately, I did not give the fourth cheer for the *New York American's* letter in regard to executives answering the telephone. I should have felt like a tremendously poor sport if I had.

Look in on this moving picture if you will. The president is talking to BIG CUSTOMER from the West, try to sell him the idea of buying more goods than he did last season. He has reached the psychological moment and the phone rings. A voice asks for the President and the following conversation takes place:

"I represent Local No. 7 of railway yardmen. We have a couple of fellows going up to Saranac. We're fitting them out and wonder if you will be willing to supply them with a couple of hats? We know you don't like to advertise in our magazine and thought this would be a good way of letting you out."

After explanations the president resumes the conversation with BIG CUSTOMER but has to work up enthusiasm again. Just at the psychological moment again another call comes in. Etc., etc.

Now, in all fairness to business progress DON'T you think such calls should have been intercepted before reaching the president?

ANNA M. ANDERSON.

This from the Director of Public Relations of the Union Trust Company, Detroit.

Dear Odds:

In your most interesting 8-Pt. Page, on August 24, you printed Mr. Clarence R. Lindner's letter written to the personnel of the *New York American*, in which he suggests that the best way for the *American* to cultivate the good-will of the customers of the institution is to say that officers answer the telephone without too much delay.

You gave three cheers for the letter and you asked if you heard a fourth. Here is the fourth. President Frank W. Blair of the Union Trust Company long ago issued absolute instructions that every one of our fifty-six officers should answer his own telephone, under all circumstances, and should not permit his secretary or stenographer to do so.

This rule is absolutely insisted upon by Mr. Blair and we are very proud of the fact that the Union Trust Company maintains what we believe to be the good-will of all the people with whom we do business.

I congratulate you upon printing Mr. Lindner's letter and hope that the excellent example which he is inculcating in the *New York American* will be more generally broadcast among responsible business houses.

HOMER GUCK.

I can't help it if people simply won't agree on things!

Sell the Farm Market with Roto



FOR nearly a year now *Southern Ruralist* has led the way with roto-gravure in the farm paper field.

This distinctive cover service has given *Southern Ruralist* greater individuality, prestige, reader interest and pulling power.

Sell the Southern farm market with picturized advertising. The covers are produced in our own plant. Rates for back covers, full pages or broken pages on second and third covers, represent only a nominal advance over black and white rates.

Circulation over 435,000 net paid.

SOUTHERN RURALIST

ATLANTA, GA.

Serves Every Interest of the Farm Home

Special Representatives: E. Katz Special Advertising Agency
 New York Detroit Kansas City
 Chicago Atlanta San Francisco

* * *

1411 Syndicate Trust Bldg., St. Louis

Special Features in This Issue Oct. 1--Building Number

Rotogravure

Page of Pictures of Modern Home Conveniences.
 Page of Fall Fashions.

Editorials

Better Homes.
 Opportunity in Rural Sections.
 What Co-ops Must Have.
 Preparation Has Its Reward.
 Congratulations, Clemson.
 Another Forward Step by Government.

Special Stories

Out of Sacrifices We Have Built a Home.
 Good Fence Makes Friends and Saves Money.
 Through My Window I Can See the Trees.
 Pride, Like Murder, Will Out.
 Back in Mexico With Editors

Department Features

Plans for Farm Homes.
 An Old House Made New.
 Make Home a Place of Beauty.
 Electric Lights in Farm Homes.
 Wiring Farm Homes.
 Poultry Houses for the South.
 Concrete on the Farm.
 Growing Everlastings.
 Permanent Pastures.
 Infections Transmitted by Water.
 Greens in Gardens, Roses in Cheeks.
 How to Ship Sweet Potatoes.

Serial

First Installment,
 "Tom of Peace Valley."

How to Put More Pull Into Our Ads

[CONTINUED FROM PAGE 24]

tents themselves were what you were interested in? Each advertisement for 1928 should be a complete sales talk. If you once leave Mister and Missus up in the air after reading one of your advertisements, they may never read another!

AND—"Did we include the price and tell him how and where to buy?" Many commodities may be safely advertised without any mention of price. In some cases—such as chewing gum—all products are priced alike. The customary price is known and taken for granted. No mention is necessary. But there are cases where failure to mention price has been almost fatal. In buying a great range of goods from shoes to automobiles, we have a price limit in mind beyond which we do not go. If we buy \$10 shoes of a staple type, an advertisement which fails to mention price range leaves us uncertain as to whether we want to buy. It is much the same with underwear; the advertisement may well get us all worked up, but if price is omitted we may feel that the clerk will ask \$10 a suit when we are not yet convinced that we want to pay more than \$6.

And when we mention price, let's be as definite as possible. A manufacturer who once advertised simply "3 for 25," found that quite a few possible customers thought he meant "\$3 for 25" instead of "3 for 25c." Another company which sold goods on the partial payment plan, advertised "10 down" to the lowbrows and discovered that some of them thought he meant "\$10 and lower" because "\$10 and up" always meant "\$10 and higher"!

I hope we won't have to say yes to the question—"Did we order them to buy without telling them why?" I know there are advertising men who believe that commands are more effective than explanation, persuasion or inference. They think that an assumption of authority is never lost on the poor moron. He loves to be bossed.

But for every one who loves to be bossed there are at least two who are so darned contrary that when you try to boss them about they do just the other thing. So if we must order them to buy, let's at least explain why.

"Did we fail to arouse curiosity?" is a pertinent question as we look at the headlines for 1928. The number of headlines that still fail to do that is astonishing. So many are mere statements which give the whole works away. One example: "Nothing but quality can account for such popularity." Now why on earth should we read further? We know that fellow is going to claim superiority to every competitive product. We look for the same from "The Ultimate in Riding Luxury." If you insist that no one reads anything but headlines, write a good informative headline and stop there. But if you want to get a reading beyond that, couple the headline with some provocative sub-head or other bait. A headline that is simply a complete statement implies that the

copy below merely amplifies the one headline thought and so stops reading then and there.

"Did we finish without leaving them with something to think about?" In planning advertising I have usually urged that each text be a complete sale. But a really good piece of copy also leaves just a little to the imagination—something that starts an interesting train of thought. It is a difficult point to cover in a few words. It may be "the mysterious element which is so valuable in art." It may be a subtle implication that there are still a lot of points in favor of the product which have been left unsaid. We must be complete but still not too photographically so. The most effective paintings and music leave something to the imagination. This may not be so with drill presses or copper gutters, but it may mean a world of difference in the case of a dinner jacket or a bottle of perfume.

"DID we get hung in mid-air between our fear of long copy and our inability to deliver the message in short copy?" Here is a book subject. On the one hand is the fact that there is a very noticeable trend toward longer copy among the more successful advertisers. On the other side of the fence are the lusty shouts that "no one reads long copy." From most jobbers and many salesmen, this latter shout at times becomes siren-like. It is too big a subject to cover here, but there is one simple fact that is worth a mountain of argument. Here it is, brown and hot from the griddle: *A single convinced reader is worth a dozen mildly interested ones.* One reader of a complete sales talk of 250 words may buy more of your goods than a dozen who are simply tickled a bit with a fifty-word talk that is inconclusive. It isn't "readers" we want for 1928—it's customers!

As for short copy, some very successful products have thrived on it—from Dodge Brothers cars down to Life-Savers. This is no plea for either short or long copy or such. The hope is merely (1) that we won't fear long copy if only long copy can tell an effective story, (2) that we won't fear to use a single sentence if that sentence tells enough to sell the goods, and (3) that we refuse to compromise on middle measures if that sacrifices both the crispness of short copy and the completeness of long.

Another: "Were we all cold facts with no warm emotion?" Then put that in reverse: "Were we all warm emotion with no cold facts?" This mere reminder should be enough.

Since the general public is getting more and more hard-boiled about responding to advertising, we will want to ask "Is every statement about the product believable?" The conflicting claims made for today's tooth pastes can't all be sound. The claim is sometimes made that "you may pay more but you can't get a better — than —" and sometimes we can't believe

that either. Of a \$1,500 car, we read that "When better cars are built — will build them" and that's pretty hard to swallow in face of the price limitation. We read in the news columns that this famous person denies her endorsement of a certain cigarette and that another got a big sum for endorsing a beauty preparation; and we grow suspicious of all testimonials. Apart from such elements in advertising are the truthful statements which we must avoid at times merely because they sound suspicious. For example, the tobaccos used in one cigar that is sold at from 10c. to 15c., cost as much per pound as the tobaccos used in any 50c. imported cigar. But the advertiser rightly wonders if the public would believe that statement, and so decides to omit it from his advertising.

"Did we waste too many words in the introductions of our copy?" The first quarter of an amateur's copy can usually be cut out entirely, the only noticeable change being a marked gain in directness and strength. The best salesmen in person or in print usually plunge right into the heart of their message.

"Did we fail to picture the product in use?" Shoes are rarely pictured in use. Tools are not always pictured in use. Too often the product is described merely from the manufacturing standpoint. We cannot always allow our audience to sample the goods themselves but we can at least write about them so that the reader mentally goes through the sampling process. We appeal directly to his senses, make him see, feel, smell and taste the goods and hear what others say about them. We picture the product in his home instead of describing it as it looks on the dealer's shelves.

"DID we look too much to precedents established by competitive advertising?"

Did we show a big half tone of our tire simply because all the other tire companies do that? Do we talk about our men's clothes to college students merely because that has been done since glorious 1900? It has been said that the search for precedents is fatal to originality. That is why the legal type of mind is rarely successful in pioneering. A quick glance backward is all right in advertising so long as it is coupled with the ability to forget, if necessary, what one sees and treat with the present on the basis of its own needs.

At times some of the most successful advertising men deliberately disregard precedents to avoid reminding their audience of a competitive advertiser who has done the same thing better and for a longer period of time.

Sometimes we will want to ask, "Did we merely advertise our type of product without making our brand stand out in its field?" For example, in the early days of motor-truck advertising there was a year when nearly every manufacturer merely argued that in most cases motor trucks cost



Iowa wholesalers and retailers recognize newspaper advertising in Iowa's trade centers as an important factor in any successful plan for merchandising a general product.

Your Distributors Can Tell You How to make your selling plan fit the Iowa market

IN checking sales plans made to order for other states, your Iowa distributors can often show how one or two alterations will make these same plans much more profitable in Iowa.

They will point out, for example, that in contrast to other states, Iowa's population is more evenly divided throughout the state.

Iowa has a population of two and a half million, but no city of 200,000 or more. As a result, commercial activity, rather than being concentrated in one or two tremendous centers, is divided among a score of important cities, each serving some particular section of Iowa.

In these key centers, retailers and wholesalers regard advertising in the newspaper which serves their section as an essential factor in a successful merchandising plan.

To them, the sales-value of such advertising is definitely established—an important reason why you will find it of vital assistance in shaping sales plans to secure your full share of the business from the rich Iowa market.



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.

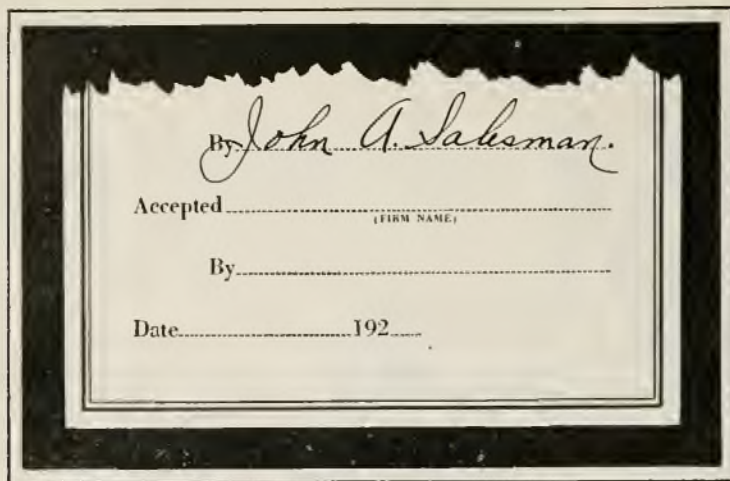
IOWA DAILY PRESS ASSOCIATION

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
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



Consider two conditions:

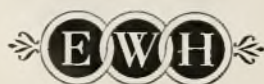
1) Few buyers will think of buying until they know that it is to their particular advantage to buy a certain product or service.

2) Few buyers will look at a dotted line seriously until they have confidence in the company from whom it is proposed that they buy.

Given sufficient time, good salesmen can overcome these obstacles. But why make them devote limited selling time to preliminaries that direct advertising can dispose of economically and effectively?

EVANS-WINTER-HEBB Inc. Detroit

822 Hancock Avenue West



The business of the Evans-Winter-Hebb organization is the execution of direct advertising as a definite medium, for the preparation and production of which it has within itself both capable personnel and complete facilities: Marketing Analysis • Plan • Copy • Design • Art • Engraving • Letterpress and Offset Printing • Binding • Mailing

less than horse-drawn vehicles. In effect these manufacturers were doing an association type of advertising. This was no doubt valuable at that period, but one manufacturer whose funds were limited decided that he had to get the greatest possible amount of sales out of his advertising. Letting the field supply the background of "Mr. Business Man, we can save you money over horses," he told his story from there on—why his chassis was easier to load, why his engine was more economical to operate, why green drivers could learn quickly how to operate his truck, and other facts which would interest possible buyers. So when we talk about our oatmeal in 1928 let's also put our best foot forward for our own particular brand in addition to talking about the food values in oats.

Then, *Did we let too many distractions enter into our advertisements?* Did we have a strong center of interest? Did we subordinate all details to that central theme or idea? Or did we clutter the space up with postscripts in the way of extra paragraphs inside or outside of boxes, and thumbnail sketches of unimportant incidentals put in to avoid a fight? Some advertisements look like chicken-pox, they are so spotted with name displays, slogans, dealer paragraphs, boxes, panels, bosses' signatures, and other afterthoughts. If these things are really important, they belong in the main body of the text. Scattered about, they make us suspect slovenly thinking or a mistaken faith in the power of a boxed paragraph to whip up excitement all over again after the body of the text is read.

"DID we try to high-hat our audience?" A great deal of advertising today is built on the Bertha M. Clay technique. Poor Bridget wants to be a lady! Of course she does, bless her dear heart. But let's be sincere. Let's remember that even servant girls are wiser than they used to be. This is a technique that can turn very sour through being mixed too much with the vinegar of cynicism. Not too high in the hats for 1928!

So we might go on. *"Did we talk against one set of conditions when the consumer was interested in something quite different?"* *"Did we brag and strut?"* *"Did we fail to arouse curiosity?"* *"Did we mistake placidity for becoming modesty?"* *"Did we thump tables under the illusion that they'd mistake it for real strength?"* And no doubt you have some very personal questions of your own.

Lynn Ellis to Address California Convention

Lynn Ellis of San Francisco, well-known counsellor in agency matters, will be the featured speaker at the convention of the California Advertising Service Association, to be held at Santa Barbara, Oct. 20-23 inclusive. Among the subjects to be given extended consideration will be the mooted two per cent cash discount by publishers, in which many leading local newspaper executives have been invited to participate.

THEN, THE FLOOD BEGAN

It was a page advertisement in the magazines comprising the ALL-FICTION FIELD that started things. In the copy the John B. Stetson Company offered to send a book describing their famous product and called "The Stetson Hat in Literature."

After that, the deluge. "The advertiser was fairly flooded with requests," says a report on the exceptional responsiveness of the alert, young-minded readers of All-Fiction.

An audience predominantly male, economical to reach and with a warm responsiveness unmatched in these days of "ad-hardened" readers—this is yours when you use the ALL-FICTION FIELD.

\$3,100 a page

All-Fiction Field

Magazines of Clean Fiction

NEW YORK CHICAGO BOSTON SAN FRANCISCO



THE EXPLOSIVES ENGINEER

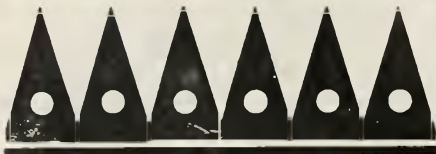
STOOD FIRST
AND
FOREMOST
IN RETURNS

THE quotation above is from an advertiser's letter. He wrote it after checking the orders received directly as a result of a campaign run in a number of publications.

The Explosives Engineer is a responsive medium for advertisers who have something to sell to the mining, quarrying, and construction industries, because it is the only publication devoted exclusively to helping operators solve the important problem of using explosives safely and effectively.

For A. B. C. statement and rates, address The Explosives Engineer, 1000 Delaware Trust Building, Wilmington, Delaware.

FORERUNNER
OF PROGRESS



Everybody's Business

[CONTINUED FROM PAGE 5]

great economic achievements in the production of foods and fuels.

Although man has been surrounded by air since life began, centuries passed before this common medium was utilized to any considerable extent in serving the industrial purposes of civilized peoples. It took us a thousands years to discover that air possesses compressibility which can be converted into a useful force. About 60 years ago George Westinghouse sat in the coach of a railroad train brooding over the delay caused by a wreck ahead. It was then he first conceived the idea of using air to operate brakes to stop moving vehicles. Later he started experiments to prove the merits of his idea and in a few years the first air brake was completed.

A RAILROAD superintendent offered Westinghouse the use of an accommodation train made up of a locomotive and four cars. The air brakes were attached, the train steamed out of the station, and in five minutes the new device had been subjected to an unexpected test. As the locomotive emerged from a near-by tunnel, the engineer saw a horse and sleigh standing upon the track only a short distance ahead. The instantaneous application of the air brake brought the train to a sudden stop, a serious accident was prevented and the world had evidence of the wonderful work of a new mechanical marvel. Train control is now recognized as being as vital as tractive power, and air is the heart of the whole matter.

A few years after Westinghouse started work on his revolutionary device, a young mechanic named Ingersoll was riding in a horse car in New York. He was explaining to the man sitting beside him the details of an air device that could throw a line through a second-story window in case of fire. On an opposite seat sat a prominent contractor who was engaged in excavation work. After the mechanic had finished his story the contractor inquired of him: "Why don't you invent something worth while? For instance, why not design a rock drill? Such a machine would save hand labor."

Ingersoll replied that he could do it if he had \$50 to make the model. The contractor handed him that amount of money, at the same time giving him his card and telling him to go ahead. The mechanic went back to the contractor for many times \$50, but the machine was finally finished and put to practical use. Since then rock drills operated by air have been shipped to every corner of the earth.

New uses for air now run all the way from the harmless practice of painting the body of an automobile to the deadly act of propelling a high-explosive torpedo from the tube of a battleship. It is compressed air that enables us to salvage sunken vessels, build deep foundations under water, transport grain and other materials by means of pneumatic conveyors, and clean the fronts of buildings and even automobile pistons with blasts of sand or steel grit.

Pneumatic tie-tampers save the railroads money and cotton is cheaper because of the vacuum picking machines. High-pressure air plays a part in the long-distance transmission of gas, and it is not only used to increase the flow of petroleum from wells, but to supply the force in great central telegraph offices that renders possible the transmission of 200,000 messages daily through 150 tubes.

Although the most abundant of a nature's elements, air still offers the inquisitive scientist unmeasured opportunities for investigative work. Oxygen is found in the air in a perfectly free state and yet we have not perfected a way to utilize this most common element on a large scale in concentrated form. Eventually cheap oxygen at a dollar a ton will revolutionize all of the metal industries as well as gas manufacture. Laboratory practices in chemistry and medicine will likewise be materially improved.

For years science has discussed the possibility of the development of a safe explosive; one that would reduce the hazards of industry, be unworkable in the hands of assassins, and yet would be abundant and low in cost. Liquid oxygen would seem to be the substance sought.

Also in the earth's great mass of atmosphere are a few nobles that can trace back their lineage to the beginning of creation. These lords of space form one per cent of the air we breathe and not one of them ever did a lick of work or served a useful purpose until a few years ago. The aristocrats referred to are the noble gases, argon, helium, neon, krypton and xenon, and these five stand farthest aloof of all the elements known to man. No one has ever succeeded in explaining or combining any of them and in the act of repiration they exert no effect whatever upon the human body.

ARGON forms about ninety-four hundredths of one per cent of the atmosphere. Imagine the infinitesimal quantities which the rest occur. Of neon there is one part in 55,000 by volume in the atmosphere; helium, one in 185,000; krypton, one in 20,000,000; and xenon, one in 170,000,000. If a person were existing on xenon alone, it would take him 2100 years to get a normal breath.

Argon was discovered by Sir William Ramsay a third of a century ago, but it continued in its happy state of idleness until Irving Langmuir put it to work in electric light bulbs where the lazy argon not only refuses to serve as a conductor of heat, but its density discourages the evaporation of the tungsten filament. Argon now saves humanity tens of millions of dollars annually in lighting alone.

One of these days we will see electric lights in the homes of the rich give off a strange and beautiful orange-pink glow, and inquiry will disclose that the striking effect is due to the use of the rare gas neon in the lamps employed. Krypton and xenon are yet a long way from earning their keep, but it is probable that if it were not for

← LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM →



Painted for Scripps-Howard Newspapers by Frank B. Hoffman

The leaders got together and a national crisis disappeared

An ominous coal strike appeared on the horizon . . . a threatening cloud to the national prosperity.

A SCRIPPS-HOWARD Newspaper circulated a petition, asking the President to appoint an impartial arbitrator and get the belligerents together.

A million signatures were secured. The President acted. A peacemaker was named. The leaders got together. And the black cloud rolled away.

There would be few wars if the leaders got together and smoked things out over their pipes, while their tempers were still cool . . . But the trick is to find a go-

between, trusted by both parties, to arrange the harmony meeting.

That has often been the privilege and achievement of SCRIPPS-HOWARD Newspapers. In a controversy between Capital and Labor, both sides know that SCRIPPS-HOWARD may be relied upon for a fair and strictly neutral attitude, until the right or the wrong of the issue has been justly determined.

But these newspapers remain impartial until they are sure which side has the righteous cause.

And that is the side they then champion . . . without giving or asking quarter.

NEW YORK . . . *Telegram* SAN FRANCISCO . . . *News* DENVER *Evening 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
 PORTLAND • DETROIT • LOS ANGELES • ATLANTA

New England's Second Largest Market

Rhode Island Resources

The total resources of Rhode Island Banks for the year ending June 30, 1927, were \$571,440,938.60. This represents a gain of \$39,458,582.00 over the previous year.

Savings accounts in Rhode Island Banks for the year ending June 30, 1927, amounted to \$320,916,157.60, an increase of \$21,799,450.00 over the previous year.

This prosperous and responsive market offers excellent sales opportunities to advertisers who use

The Providence Journal

AND

The Evening Bulletin

Circulation 110,042 Net Paid

In 1926, these newspapers carried 24,717,446 lines of paid advertising, an increase of 1,104,527 lines over 1925. This is 72.28% of all advertising carried in Providence newspapers last year.

PROVIDENCE JOURNAL COMPANY
PROVIDENCE, R. I.

Representatives

CHAS. H. EDDY COMPANY
Boston New York Chicago

R. J. BIDWELL COMPANY
Los Angeles San Francisco Seattle

former gas there could be no aurora borealis to awe us with its weird beauty.

Helium, which is the most buoyant of gases, and so inert that no outlet can explode it is making possible the more practical use of dirigibles.

Let us therefore give thought to the air and its possibilities. It is our friend and benefactor if we would have it so. It is our enemy when we rob it of its natural moisture in barbaric heating practices and then draw it into our lungs to dry up and weaken the membranes of the nose and throat. It all goes to show how slow we are to understand and utilize even the most common of all nature's bounties.

Railroads and Advertising

[CONTINUED FROM PAGE 38]

Is there any good reason why it might not occupy the position of confidential adviser to industry, and why it should not get the credit for all these things?

Are there no stories in the history of the railroad except those of wrecks and law suits, crack trains and resorts? Who tells them? How often? To how many people?

I do not find it difficult to visualize an entirely new order, a new relationship between the railroad and its public; but before that is brought about, the public will have to be weaned from its present habit of thought. The railroad today is taken for granted. Moreover, as a matter of habit, it has become something to growl at.

Consider for the moment an "unfortunate occurrence" in the concrete. You get off the Broadway or the Century in Chicago or New York. You forget all the miracles that have been performed in every mile of a thousand miles and remember only that you're twenty minutes late or that the waiter spilled your coffee.

Why?

Because while you know all about the late arrival and the spilled coffee, you know nothing about the miracles. Because your knowledge of railroads and their operation is limited to your own journeyings and those of your friends, you have only fragments to judge by; whereas the complete picture would show that every day in the year railroads are doing things which would stir your imagination and excite your personal enthusiasm, but if the railroads themselves do not show this complete picture—it will not be seen.

If I am not much mistaken, the president of one of our great railroads himself told how a child was given into the care of the railroad to be carried across the continent to waiting arms. That story and others as yet untold should be known to every mother in the land—and maybe to a few fathers.

I have heard the story of how a bride and groom once had a most marvelous journey on a western railroad, made marvelous because of the personal consideration afforded; but—and here is the point of my story—I

heard of it only by mere accident.

I should have heard of it by design. I should have heard of it and of the countless other occasions when the railroads, instead of being soulless machines, are groups of human beings interested in the other fellow's well-being.

Because my contacts with railroads have been those of a passenger rather than those of a shipper, I have written in terms of passenger business; but I can imagine no more fascinating task than that of delving into the freight archives of a railroad for "copy" with which to create business and good-will.

It is my sincere belief that all of the objectives touched upon and those that have been hinted at, can be realized as a logical evolution when the public sees the railroad as the far-reaching influence and vitally important factor in our daily life that it really is. When the almost unbelievable ramifications and the practical perfection of its highly complex services are appreciated, when together with this true valuation of actual performance comes a humanizing of the organization, then the railroad will become a personalized friend rather than an impersonal foe.

We must become "railroad conscious"—a nation of interested participants in railroad affairs.

Difficult of accomplishment?

Quite possibly, but not nearly so difficult as the miracles which the railroads themselves perform every day.

Baker's Dozen in Agency Service

[CONTINUED FROM PAGE 42]

mitted to Client M, manufacturer of a perishable product, a radically different substitute for "sampling" which, when tested, proved far more productive as well as far less expensive than the actual samples previously carried by M's salesmen. (The new "samples" are ordered through us.)

15. Served as "scout" for Client A to discover the key individuals in an important new project.

16. Initiated preliminary negotiations whereby Client C secured retail representation for the first time in an important locality.

17. Made three sales (all but the engineering details necessary to the actual orders) for Client H in three widely separated localities, totaling \$2,000—one of which was an important first sale in a previously unproductive territory.

I am truly sorry, now, that I did not tell our new neighbor what I have reported here. I would like him to realize both how far-reaching in its scope agency work can be and how fascinatingly un-monotonous it is.

On the other hand, if this article, which is a direct result of my passing mood of that evening, has induced some advertiser to stop and take stock of the non-advertising assistance which he has received from his chosen agency—help which it is all too easy to forget because "thrown in" with the service for which the agency is specifically paid—then I will stop regretting my act.

And if I convince some other advertiser who is now paddling his own canoe without benefit of agency, that "there may be something in agency service after all," I'll feel that I have erased the black mark that might otherwise stand against my name.

Automotive Executives

find our pages most interesting reading because of our authoritative information about their industry; our analyses of the financial condition of their companies and those of their competitors, and our intimate contact with many of their security holders.

They also find that 92 per cent of our subscribers are owners of from one of four automobiles, of which 46 per cent own cars costing \$3500 or more.

There are only 100 important automobile companies in the United States.

The MAGAZINE of WALL STREET

Member A. B. C.

42 BROADWAY

NEW YORK

No. 8 of a Series

75% Renew Their Subscriptions

The fact that practically 75% of its readers renew their subscriptions by mail shows they get real value from Bakers' Helper, the oldest magazine in its field.

Established 1897
ABC **BAKERS' HELPER** ABP
Chicago
Published Twice a Month
431 SOUTH DEARBORN St., CHICAGO



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



ADVERTISING AND SELLING EXPERIENCE

—at your fingers' ends

THIS is the indispensable advertising and selling reference and home-study set. Hundreds of men and women are using it to push themselves ahead. Hundreds of experts in all branches of marketing have it handy for reference. Agencies throughout the country have these books in their libraries. Colleges and universities use the books as texts. If you're in advertising, or selling, or any branch of marketing, don't be without the good this set can bring you.

S. Roland Hall's Advertising and Selling Handbooks

Three Volumes, 2788 Pages, 5 1/4 x 8, Flexible Binding, 700 Illustrations, \$2.50 in ten days and \$2.00 monthly for six months.

The big, well-paying jobs call for men with an all-around knowledge of the entire selling business—advertising, personal salesmanship, planning, managing, etc. Add to your own experience a working command of the principles and methods that have been proved in the experiences of the most successful selling organizations. You get them—hundreds of them—in

The best experience of leading organizations

Covers as much ground as course costing five or ten times as much. Written in the most instructive style, profusely illustrated with half tones, line drawings, graphs, charts, maps, tables. Complete campaigns of many kinds outlined. Thousands of sales ideas and plans. Time-saving methods and stimulating suggestions for daily use in solving marketing problems of all kinds—manufacturer to small retailer. Examples taken from scores of such prominent concerns as Burroughs Adding Machine Co., Kuppenheimer & Co., Morris & Co., National Cash Register Co., American Radiator Co., Conklin Pen Manufacturing Co., Eastern Kodak Co., etc.

Special Price \$14.50

No Money Down
Small Monthly Payments
Examine the Library
for 10 Days
FREE

FREE EXAMINATION COUPON

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

You may send me the **HALL LIBRARY OF ADVERTISING AND SELLING** for ten days' free examination.

If the books are satisfactory, I will send \$2.50 in ten days and \$2 a month until your special price of \$14.50 has been paid. If not wanted, I will write you for shipping instructions.

Name
Address
City and State
Position
Company AS-10-5-27

Puffed Grains and Quaker Oats

[CONTINUED FROM PAGE 26]

users for the money that you spend. That is one of the greatest follies in advertising.

My success on puffed grains led the Quaker Oats Company to ask me to study their other propositions. The main one was Quaker Oats. There I made one of the greatest mistakes of my life.

I figured that The Quaker Oats Company controlled a large percentage of the oatmeal business. If we could increase the consumption of oatmeal, we would reap most of the benefits. So I planned my first campaign on those lines.

I shall not describe the methods. They were far-reaching and effective, so far as they could go. I employed hundreds of men to gather data for me, but I was wrong. The eating of oatmeal has for centuries been regarded as important. Everybody knows the value of oatmeal. Those who do not employ it have a reason hard to overcome.

I ran an educational campaign which struck a new and appealing note. But it did not pay. We found that converting new users was a very expensive proposal. No new user would pay us in his lifetime the cost of his conversion.

That is so in many lines. For instance, converting people to the tooth brush to secure new tooth paste users. New converts, I figure, cost at least \$25. No tooth paste maker could get that cost back in decades.

New habits are created by general education. They are created largely by writers who occupy free space. I have never known of a line where individual advertisers could profitably change habits.

If that cannot be done on a big scale, it certainly cannot be done on a small scale. Every line, every word, directed to that end is a waste. No one can profitably change habits in paid print. The advertiser comes in when those habits are changed. He says, "Here is the right method."

Many millions of dollars have been wasted by advertisers who do not recognize that fact. They aim at people not yet schooled to use the products which they offer. The idea is fine and altruistic, but it never can be made to pay.

All my later advertising on Quaker Oats was aimed at oatmeal users. I never tried to win new users. I simply told existing users the advantages we offered. And we gained large results on those lines.

Our greatest results came during the War, when all of us were urged to meat substitutes; when the study of calories became a fad. The calories in Quaker Oats showed conspicuously. The cost per 1000 calories was about

one-tenth the cost of meat. We doubled the Quaker Oats sales on that calory presentation.

BUT we always had in mind that the use of oatmeal was retarded by long cooking. A competitor came out with oats which cooked quickly, and he made vast inroads on our sales. Just then an inventor came to us with the idea of ready-cooked oats. We called them Two-Minute Oats. All they required was the heating.

We considered this a great solution of the oatmeal problem. Most of us wanted to adopt it immediately. But I urged experiments.

So we tried Two-Minute Oats in a few towns. We offered a package free. Then we wrote to the users and asked their opinion. The verdict was against us. The flavor was different from oatmeal as they knew it. New users might consider it a better flavor. They probably would. But the regular users of oatmeal rebelled at the change, and new users were too few to consider.

So Two-Minute Oats proved a failure.

Later came the idea of oats that cooked in from 3 to 5 minutes. The flavor was not unique. Most of the directors voted against it, because Two-Minute Oats had failed. But I urged them to make a test, to learn what the housewives said.

We named it Quick Quaker Oats and made tests in a few towns. We offered to buy the first package for trial. We told every user we did not care whether they preferred Quaker Oats or Quick Quaker. All we wanted to know was their preference. Some 90 per cent of those users voted for Quick Quaker. And now Quick Quaker gives to Quaker Oats a very decided advantage.

All of which teaches us lessons of vast importance. Our success depends on pleasing people. By a very inexpensive test we can learn if we please them or not. We can guide our endeavors accordingly.

Two-Minute Oats failed because the unique flavor did not appeal to most people. But Quick Quaker gave to the Quaker Oats Company a new hold on the oatmeal business. The difference was decided by submitting the question to a few thousand housewives at small expense. That can always be done. One can always learn what is wanted, and what is not wanted, without any considerable risk.

That is about the only way to advertising success. Perhaps one time in fifty a guess may be right. But fifty times in fifty an actual test tells you what to do and avoid.

"Pepsodent" will be the title of the eleventh chapter of Mr. Hopkins autobiography, to appear in ADVERTISING AND SELLING for October 19. Therein will be described the advertising and merchandising principles underlying the phenomenal rise of that well known dentifrice.

The Handbook of Illustrated Letters

The Elbow Companion
for Men Who Plan
Direct Mail Matter and
Dealer Help Material

*Facts Taken from a Study
of Over
300 Letter Campaigns
Are Condensed
Into 32 Pages*

HAVE you ever checked the pulling power of illustrated letters as compared with the usual sales letter? One mail-order test on 100,000 names revealed 11% increased replies in favor of the illustrated letter. Another advertiser gets 20% greater returns.

Gloucester to sell a million dollars' worth of fish a year by mail.

You read about one publishing house that has sold 50,000,000 books without a personal salesman. You see how the makers of Fuller Brushes, Purina Chows, make use of illustrated letters in agent and dealer help work.

Whether you now use illustrated letters or not, you will be interested in the Handbook which we will send without cost to men who buy, plan, write, or produce printed matter.

The Handbook tells how illustrated letters are used—the twelve jobs they do best—and their advantages. Specimens of many of the letters referred to will be found tucked in the handy pocket in the front cover, and a few dummies for layout purposes are in the back.

The Handbook shows the kind of letters used by Herbert D. Shivers to sell millions of cigars by mail. It reproduces the text of a letter used by the New Process Company of Warren, Pa., who sold over a million dollars' worth of traveling bags.

If interested in making letters pay better for direct mail or dealer help work, the Handbook, which we will send free of cost, should be constantly at your elbow.

It describes the kind of letters that enable Frank E. Davis of

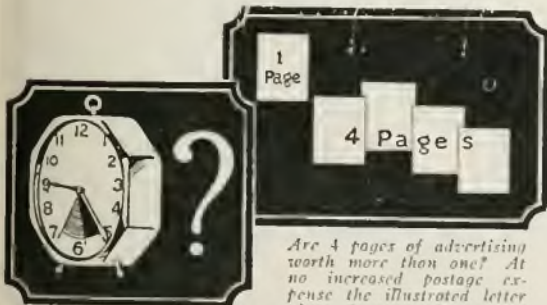


*The Problems
of Many
Advertisers Related
by the Men
Who Solved Them*

STANDARD PAPER MFG. CO.

Richmond, Virginia

Makers of Two-Text Illustrated Letter Paper



The Illustrated 4-page letter gives the same message as the single sheet letter plus 5 to 10 minutes' elaboration of the idea—a 10 minute interview instead of a 2-minute one.

Are 4 pages of advertising worth more than one? At no increased postage expense the illustrated letter gives 4 pages instead of one—permits showing the product and its uses in colors.

TWO-TEXT
for the
ILLUSTRATED
side-a coated paper-for-the
LETTER
side-a bond
paper

14 Advantages of Illustrated Letters

The illustrated letter on Two-Text gives the direct advertiser these advantages:

- Carries letters and complete information for 1st or 2nd class.
- Shows product in colors.
- Permits the selling of several articles in one letter.
- Lays entire information before prospect for ready action or reference.
- First page of letter can be shorter.
- Permits showing many uses for the article or many styles.
- Enables follow-up letters to continue the selling job without seeming unduly long.
- Permits pictures of installations or testimonials to be used. Localized pictures or testimonials if desired.
- Allows the letter accompanying the catalog to call attention to specials which can be pictured in colors even though the catalog is limited to one color.
- Makes letters to old customers picture advantages of what they have bought—keeps them sold—pictures new styles—models or other desirable purchases.
- Permits class distinctions as to locality—seasons, uses, etc., impossible in the big catalog.
- Provides an unfailingly good sales letter on the inside regardless of ability or mood of the correspondent with the first page available for personalizing the message.
- Pulls for a longer period of time than other letters.
- Gives from 15% to 33% more returns from the same skill in letter-writing and the same postage expense.



This Growing Recognition of INDUSTRIAL ADVERTISING

Within one year McGraw-Hill Publications have gained 500 industrial advertisers and 3,000 industrial advertising pages. Now 3,500 advertisers are using 48,000 pages annually in McGraw-Hill Publications to help industry buy more intelligently.

* * * *

A study of this growth shows that old and new advertisers alike are recognizing more and more the business-building value of Industrial Advertising. It shows, too, that their advertising agents and bankers are recognizing its fundamental soundness—its minimum of waste.

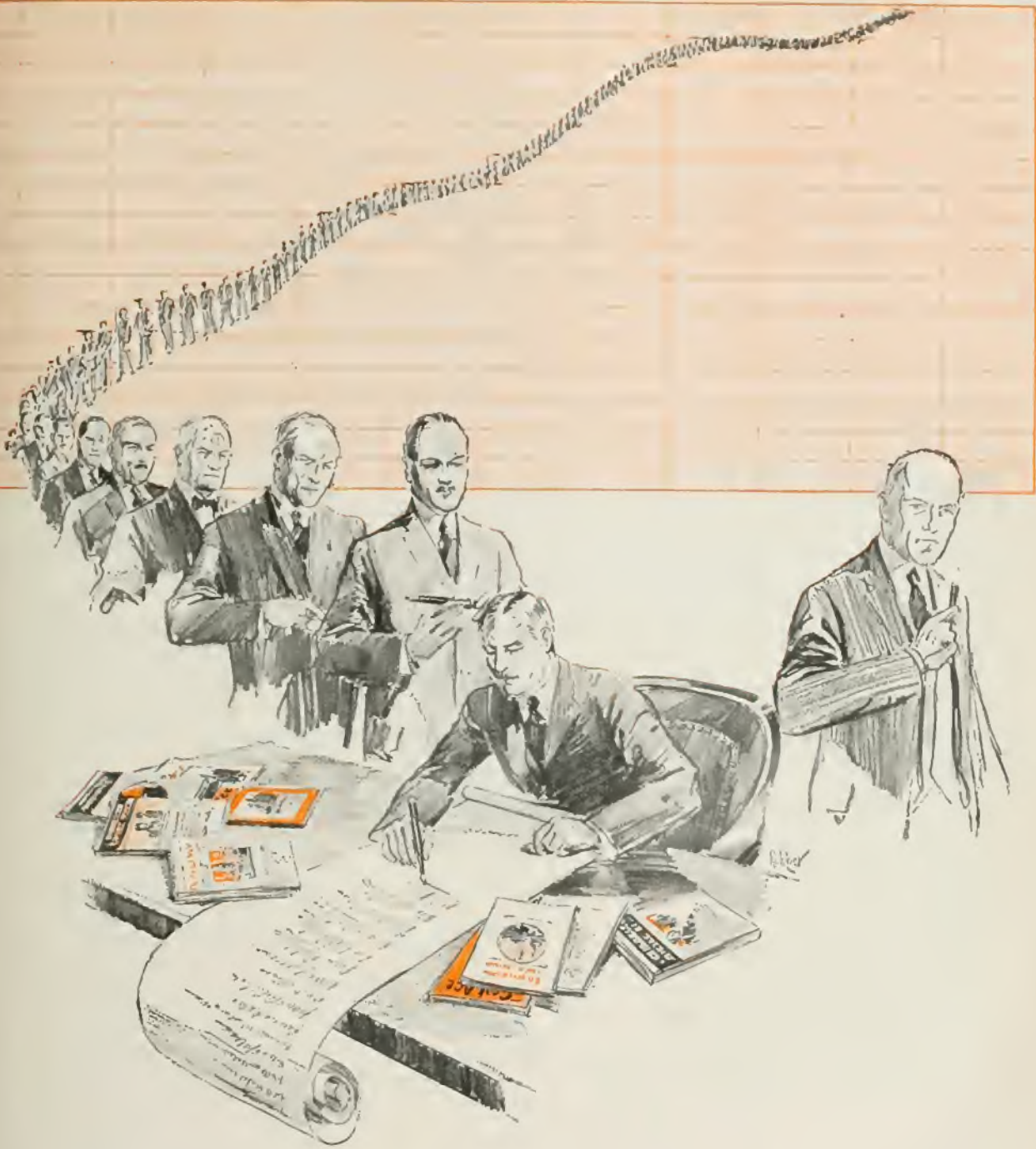
* * * *

Among these 500 new McGraw-Hill advertisers are a number of good sized concerns, who, after searching investigations, have discovered the importance

of authoritative industrial publications to the men who buy or influence the buying of what they have to sell. These concerns are using specialized Industrial Advertising for the first time—with continuous schedules in McGraw-Hill Publications.

* * * *

Many of these 500 new McGraw-Hill advertisers, however, are newcomers to the industrial field. Their capital is limited. Their advertising schedules are consequently small. But—in their ranks are the industrial leaders of another generation. Tomorrow—bankers, lawyers and advertising agents will sense with pride their good fortune in serving them. For they are starting out no differently than today's leading industries who were little advertising fellows in McGraw-Hill Publications 10, 20 and 40 years ago.



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 ENGINEERING
- CHEMICAL & METALLURGICAL ENGINEERING

Catalogs and Directories

- McGraw-Hill Electrical Engineering Catalog
- McGraw-Hill Electrical Trade Catalog
- McGraw Central Station Directory
- Keystone Coal Mining Catalog
- McGraw Electric Railway Directory
- Keystone Metal Quarry Catalog
- Metal Quarry Directory
- Keystone Coal Buyers Catalog
- Coal Field Directory
- Bonbright Survey of Electric Power & Light Companies in the U.S.

Radio

RADIO RETAILING

Transportation

- BUS TRANSPORTATION
- ELECTRIC RAILWAY JOURNAL

Mining

- COAL AGE
- COAL AGE NEWS
- ENGINEERING & MINING JOURNAL

Overseas

- INGENIERIA INTERNACIONAL
- AMERICAN MACHINIST (EUROPEAN EDITION)

10,000 PAGES USED ANNUALLY BY 3,500 INDUSTRIAL ADVERTISERS TO HELP INDUSTRY BUY MORE INTELLIGENTLY



The Star Salesman

IN ANY line he is the man who tells his story most interestingly, comprehensively and convincingly—with the least expenditure of valuable time.

His greatest ally is the human eye. By the use of graphic stories—visual presentations—he concentrates the buyer's attention, he never becomes side-tracked nor overlooks an important point. Burkhardt bindings, loose-leaf devices, and display binders can set the eye to work for your salesmen, inspire confidence in your product and definitely help to close sales.

*Burkhardt Visual
Selling Devices*

The Burkhardt Company, Inc.
Burkhardt Building
Second at Larned Detroit, Mich.



The Burkhardt Double Vision Display Binder—first aid to visual selling. Folds up flat and compact. Can be set into a pyramid in a few seconds, or folding your sales story correctly, concisely and convincingly.



"Visual Selling"

A book that is creating widespread interest among sales and advertising executives. If you have not already received your copy merely write your name on your letterhead and send in. It is mailed without charge or other obligation. Size 6x9 inches, 44 pages, printed in colors, more than 30 half-tone illustrations.

Your Money Isn't Worth It

[CONTINUED FROM PAGE 32]

the minute I get away from the kitchen, then I'm either out buying odds-and-ends to put together or else I'm up in the bath-room making myself all greasy and smelly mixing them. I never see the children any more—I'm just sort of a chemist's assistant and I hate it. And I'm always burning my hands or spilling some of the nasty stuff on the floor!

MR. S-C (*soothingly*): There—there—but you'll soon get used to it. Just remember how much money we are saving by keeping away from branded goods. You're teaching their makers a lesson they need! (He reaches in his pocket and pulls out a cardboard box of—cigarettes!)

MRS. S-C (*startled*): Why, dear, I thought you were rolling your own!

MR. S-C (*patronizingly*): Oh, I just did that for a couple of days as a gesture. That way is an awful nuisance and you don't really save much, counting all you spill.

MRS. S-C *says nothing but she is obviously doing some tall thinking in the next half minute.*

MRS. S-C: By the way, how is that paste you made for the office working out?—can you bring some home to-night? We've just got to start some better system of labeling for our store-room or we'll be poisoning ourselves and the children.

MR. S-C (*condescendingly*): Oh, buy a tube somewhere. We stopped making it—not that it wasn't good but it took too much time.

MRS. S-C (*with suspiciously sympathetic interest*): But it saved money, didn't it?

MR. S-C: Yes—I mean no—(*confused*) it did save money, of course, but not as a business proposition. You see, our time costs money down there.

MRS. S-C: Oh—I see. I'm to get our money's worth because my time isn't worth money. I'm to go back to my grandmother's status as a woman with no leisure and little comfort because it doesn't matter what I'm doing. Next year I suppose you'll want me to start weaving homespun for my dresses and pouring candle molds and twisting paper tapers and keeping a cow to milk instead of buying certified milk. (*Her voice rises*) My time isn't worth anything. I'm glad I've found that out. Just as soon as you start down-town this morning I'm going into our store rooms and a couple of hundred dollars' worth of home-made dopes and inconvenient bulk food is going to make a nice bon-fire in the vacant lot behind us. And, furthermore, this afternoon, while you're playing golf, I'm going to the telephone and replace it all with the best-known, most popular, most widely advertised goods I can think of and I'll get them in the most convenient packages that experts can design—and in just the most convenient quantities, too—and tomorrow noon I'll meet you at the club in plenty of time for lunch and I won't be too busy or too tired to play! But as for getting your money's worth, let me tell you here and now your money isn't worth it!

"Impressive Facts About the Gas Industry"

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



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

**GAS ENGINEERING AND
APPLIANCE CATALOGUE**



Hitch

this remarkable selling team
to your business

Here are two publications that offer an ideal combination for the manufacturer who wants to cover the construction market thoroughly yet economically.

For *Engineering News-Record* and *Construction Methods* are supplementary mediums—pulling together in the field of civil engineering and construction. Under the same management, each is doing a distinctive editorial job for its own group of readers by means best suited to their respective needs. Working together, with a minimum of overlap, they saturate this market from top to bottom.

How?

Engineering News-Record is the authoritative technical journal of 30,000 responsible men in every branch of civil engineering and construction—engineering executives, civil engineers in every capacity, and the contracting firms who handle the major jobs. For more than half a century these men have valued its technical articles and editorial comment, its trustworthy business and construction news service. It

assures the most effective possible COVERAGE of these key men.

Construction Methods is the monthly journal of field practice and equipment used by 40,000 construction men—contractors handling the large volume of moderate-sized jobs, field engineers, superintendents, and others in charge of construction operations. It brings to them graphically the latest developments in their work. It pictures for them up-to-date construction methods and shows them how contractors everywhere are using most effectively modern construction equipment and materials.

And through this strong appeal to this important group, it supplements the coverage of *Engineering News-Record*, so that the two papers effect a SATURATION of the specifying, recommending and buying factors throughout the field.

Use them together! These two publications will keep your advertising message before every worthwhile buying influence in the engineering, construction and allied industries with the utmost economy of appropriation.

McGraw-Hill Publications

Tenth Avenue at 36th Street

New York, N. Y.

Delicacy and Individuality

COMBINE TO LEND EFFECTIVENESS
TO YOUR COPY

BODONI
BODONI ITALIC
BERNHARD ROMAN
BERNHARD ITALIC
BERNHARD CURSIVE
BERNHARD CURSIVE
ORNAMENTS

Handsome Portfolio on Request

THE BAUER **Type** FOUNDRY, Inc.

239 WEST FORTY-THIRD STREET
NEW YORK

S. R. O.

DESPITE the fact that we printed many thousands of copies over and above our monthly requirements, the Annual Design Number of 1927 is *sold right out*.

We would suggest that you ensure for yourself a copy of the 1928 Special issue by sending in your subscription **NOW** to

THE POSTER

307 South Green Street
CHICAGO

\$3.00 a Year

\$3.25 for Mexico and Canada

\$3.50 for all other countries

Headline Writing

[CONTINUED FROM PAGE 36]

testing first sentences. And second sentences. And all the other sentences all the way through to the end of the text.

I haven't said anything about the pictures that take the place of headlines—and sometimes they do. But that's another story.

Would you like a demonstration—a little action instead of so many words? Maybe you'll believe what I say if I pull a rabbit, or a headline, out of my silk hat. So?

I'll ask you to think of an advertiser who makes something for women to wear. Style appeal. Let's start way back with one of the world's oldest headlines. It is the one word:

"NOTICE"

Yes, notice is the first thing we want reader to do. We might get some attention value by lettering the word in some outlandish way.

One of the many things this one word headline lacks is news interest. Let's tack some of that on. Like this—

"NOTICE
The Short Skirts"

Now we've got brevity, some attention, some news interest and a hint of our subject. That's important—to hint at our subject—not give it away, mind you, but hint at it. Didn't mention that before. Should have.

Seems to me it would be well to get some of the YOU interest into our head if we can. Let's try:

"Do you
NOTICE
The Short Skirts?"

So far, so good. The headline is now in the form of a question. Thing that bothers me, though, is we haven't got enough news interest. Also we're rather banal. Suppose we add this—

"Do you
NOTICE
The Short Skirts
Are Getting Shorter?"

That helped a lot . . . but I don't think our headline is right yet. It has some of the elements of a good one, but I wonder if we can't do something to make it more *seductive*.

Can we do something more to it so that it will have more pushing or coaxing power.

Remember, a headline is good to the degree that it encourages the reader to read the text which follows. I think I'll add another phrase. So:

"Do you
NOTICE
The Short Skirts
Are Getting Shorter—
And Do You Know Why?"

Now I think it's all there. It's kind of long, though. Maybe it needs re-writing. Most things do. Can we shorten it and hold all its value? I've done this trick before, so I think maybe we can. Like this:

"Why Your
Short Skirts
are
Getting Shorter"

And there you are.

Have tried, in all I've said to do just one thing: Tell you to T-H-I-N-K before you write a headline.



Distinguished Book Work on the
LINOTYPE

THIS INSERT of the series on Distinguished Composition is contributed by William Edwin Rudge of Mt. Vernon, New York, as a demonstration of the character that can be imparted to this class of work, as indeed to any other, by careful planning. It should be borne in mind that the actual production cost of such composition is but little greater than the cost of ordinary, characterless composition. Added on to the total cost the increase is but slight. — But what a difference it makes in the result! — The specimens shown in this insert were composed on the Linotype. Mr. Rudge operates three machines, setting many of his most distinguished works on the
LINOTYPE

was not so vehement, so vigorous as is expected of one who narrowly misses eternal ostracism. Loudly she bewailed the fact that being too wicked for the proselyter's Heaven, which because of its exclusiveness was therefore undoubtedly superior in every way, she was compelled to resign herself to the prospects of a Presbyterian Paradise, more easily entered, therefore, second rate.

However, there is one compensation for a grandmother—the Proselyter's Lord has no free dispensary here below.

The Modern Young Man

HE is a modern young man. He assures me of this in flawless English, sitting upon the deck, legs folded Buddha-fashion, as only an Oriental can. It is a fact patent to anybody. Instead of square-cornered Chinese garments, constricting the body nowhere, he wears a blue serge suit of Scotch weave, cut in Hong Kong by a British tailor. His feet, noticeably small, are conspicuous in American sport shoes, decorated with contrasting leather fancifully stitched. From a side pocket protrudes a soft Italian felt hat twisted into a cone. Altogether he is pleasant to look upon. His dark eyes, shadowed by thick fleshy lids, do not wince from the sunlight as mine do. Cowering beneath a hat brim I hug the miserable ribbon of noon-day shade lying along the cabin wall, while unaffected, he sits upon a blazing white scrubbed deck, with light raining from the sky, an inverted molten bowl, light incessantly caught and splintered upon the points of waves. His teeth shine, white and firm. His flesh, neither yellow nor white, is a smooth olive. To the body, supple and young, angularities are alien. Gestures trail gracefully from his fingertips. And about him there is a gaiety, a consistent gaiety, which at no time will get out of bounds, overflowing the reserve of his Oriental temperament.



*Epitomes of upstart snobisms -
always in evidence of civility*
P.D. Sargent
1917

MADE IN U.S.A. LINOTYPE

PAGES FROM "TURN TO THE EAST"
PUBLISHED BY MINTON, BALCH & COMPANY
Type: 12 point Caslon Old Face
(Leaded)

By the event of last night, already gossiped about at breakfast in the Second Cabin, his gaiety may be intensified. I know nothing. I have heard that this charming youth came away from an all-night poker game in the First Cabin at dawn. Having won more than his passage to America he left behind him among others an enraged traveling salesman and a forlorn Australian bookie. Not one of your trumpery peddlers this salesman but a traveler in something big, locomotives, steel rails, tractors. It may be he directly above us, a heavy man with jowls, leaning upon the rail of the upper deck. The bookie, after seeing the Treaty Ports, is going to horse-races in Canada. At this hour upon any other day he and this Chinese youth have been playing mah jong for small stakes; but now he stands alone, blazer collar pulled up to his ears, staring at nothing. Usually so cheery, so needful of a sympathetic audience, there is something desolate in this isolation. But my companion glances neither at him nor towards the rail above.

This young man is fond of foreign dancing, but his performance as well as being curious is something of a scandal. The most intricate steps he has mastered. He is agile beyond any white man, but the white man's negroid rhythms do not enter into him. From first to last his stepping remains unrelated to the emphasis of the bass drummer. And at times his dancing is subtly impertinent. It was found so by two wan half-grown girls traveling from mission stations in a country which is not home to school in America, which is for them even a stranger land. When he asked them to dance again they refused, glancing at him with startled eyes. Privately the missionaries, of whom there are many among the passengers, scold; but he is guiltless, his mannerisms being common to those American dance-halls welcoming young Orientals.

To criticism by missionaries he would be indifferent. Already he tells me that he is an agnostic, adding to this the commonplace of Young China that missionaries are the tools of imperialism. He is modern in all things except in marriage. When he went away to an American college he had long been wed to an old-style girl of his mother's choice. Of a university degree he is no less

47



CHARLES DAVIS

property of her son, Thomas Lawrence Motley (1835-1909) of Groton, Massachusetts, and at his death passed to his daughter, Maria Davis Motley, widow of Lawrence Park, Esq., of Groton.

EXHIBITED—

At the exhibition of Stuart's portraits, Boston, 1828, No. 186.

At the Museum of Fine Arts, Boston, from

September, 1915, to September, 1916.

A copy, made by Edgar Parker about 1885, is owned by Mr. Davis' great-grandson, Charles Motley Clark, Esq., of Boston.

[*Illustrated*]

•(215)•

MRS. CHARLES DAVIS

1783-1841

ELIZA, daughter of Benjamin (q.v.) and Judith (Gay) Bussey (q.v.) of Boston and "Woodland Hill," Jamaica Plain, Massachusetts. She married in Boston in 1803 Charles Davis (q.v.) of Boston.

Boston, 1808. Panel, $32\frac{1}{8} \times 26\frac{1}{4}$ inches. Life-size, half-length, showing her seated in an easy attitude, three-quarters left, in a gilt Empire armchair, upholstered in rich old rose velvet, with her gray-blue eyes to the spectator. She wears a short-sleeved, high-waisted, low-necked, black velvet gown, trimmed about the neck with narrow white lace. Her light brown hair is parted on her forehead and worn in large ringlets at her temples. Her coloring is brilliant. A cord of black velvet passes around her head. Her hands rest on her lap, with the fingers interlocked and her right forearm lies upon a cushion of the same shade as the chair covering. The background is plain and of brown tones.

Painted for her father, her portrait remained in his possession until his death in 1842, when it passed to her mother, and at her death in 1849 it was inherited by Mrs. Davis' daughter, Maria Bussey Davis (1814-1894), wife of Thomas Motley (1812-1895) of "Woodland Hill." At Mrs. Motley's death, it became the property of her daughter, Judith Eleanor Motley, wife of Edward Gilchrist

PAGE FROM "GILBERT STUART," BY LAWRENCE PARK

PUBLISHED BY WILLIAM EDWIN RUDGE

Type: 12, 14, 18 and 24 point Caslon Old Face

LINOTYPE

MERGENTHALER LINOTYPE COMPANY

BROOKLYN, NEW YORK

SAN FRANCISCO

CHICAGO

NEW ORLEANS

CANADIAN LINOTYPE LIMITED, TORONTO

[PRINTED
IN USA]

Frank Trufax's Letters

CONTINUED FROM PAGE 31]

be answered to the point of the exact number of cigars consumed, and yet an answer can be given that will serve as a basis of determining *approximately* the possibilities of cigar sales in any territory.

Follow me through on this — if so many million people in the good old U. S. A. enjoy so many billions of cigars annually, the per capita consumption would be just so many and that "so many" works out in round figures to *about* fifty-five cigars per capita per year.

That is, in a territory of a million people, about 55,000,000 cigars are smoked yearly. In a population of half a million, 27,500,000 cigars give ease and happiness to smokers during a year.

Now, boys, get me right. I'm not going to throw a lot of so-called inside info at you nor am I even attempting to give you other than closely estimated figures as founded on absolutely correct data furnished by the Government. All I offer is a method of figuring potential cigar sales in a territory based on the "law of averages" with facts as a foundation instead of just guessing.

Therefore, fifty-five cigars per capita, per year is the round number to start your pencil working.

All right. Now, let's get down to cases.

Billy Keepatem, one of our boys, works five counties with a total population of 300,000 population. He says he gets "about twenty-five per cent of the cigar business in his territory." About how many must he sell to hit the 25 per cent mark?

Approximately 16,500,000 cigars are sold in his territory. To get twenty-five per cent of this business, Billy would have to sell 4,125,000.

Billy does NOT "get twenty-five per cent of the cigar business" in his territory, and now he admits he doesn't.

But, do all territories afford equal consumption of cigars? Aren't some sections better than others? I'd say so and because of this situation, you can make proportionate allowances or additions to your estimated figures of potential sales. That is, if for good and valid reasons, Billy Keepatem would arrive at the conclusion that his territory is "ten per cent poorer cigar territory" than some other section, then deduct ten per cent from the potential sales of 4,125,000.

What percentage of the cigar business in your territory do YOU think you are entitled to by reason of your brands, your house and because of your own ability? Ten per cent? Fifteen per cent? Twenty-five per cent? What per cent? Are you getting it? What's the use of guessing? What's to be gained by kidding ourselves? Let's find out.

The procedure as outlined is not patented nor copyrighted—nor, by gad, does it give 100 per cent accurate information BUT, I ask you, doesn't it give you a concrete and authentic basis of computing estimated sales possibilities? Isn't that better than arriving at a conclusion of what can and should be done by *mere quessing* with no facts to guide you? The answer is "Yes."

Best regards, boys.

Yours, forandwithu,

FRANK TRUFAX.

A WINTER Market for SUMMER Products

JUST about the time when the northern merchant puts away his remaining straw hats, bathing suits and summer dresses for the winter, the Florida merchant sends in extra orders for summer goods in preparation for his biggest selling season.



In winter Florida has nearly three million people, residents and winter visitors, who offer a market for all kinds of summer goods—summer clothing, bathing suits, fishing tackle, golf equipment, motor boats, motor cars and the like. Here is an opportunity

for the maker of summer products to extend his selling season.

There's a year 'round market for summer products in Florida and it is greater in winter than in summer because the population of the state nearly doubles during the tourist season.

Plan a special selling and advertising campaign for Florida during the winter months. And remember—you can cover Florida best with—

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

—AND SO OUGHT YOU!

ADVERTISING AND SELLING

9 East 38th St., New York City

Please enter my subscription for one year at \$3 00.

Send bill.

Check attached.

Name Position.....

Company

Address City..... State.....

It's New!



and
BRIEFOLIO
is helping
Salesmen make
More Sales

A sales portfolio combined with a handsome brief case. Compact, easily convertible, convenient to carry. Merchandisers and salesmen are enthusiastic over the results obtained with Brieffolio. It makes it unnecessary for them to carry both a brief case



and sales portfolio as separate units—yet gives them the tremendous advantage of visual selling. To convert Brieffolio from a brief case into a display portfolio it is only necessary to fold back the base and press two snap-buttons into place. It is ready for use for catalogs, price lists, and other data.

Brieffolio comes in one standard size, equipped with 25 hinged display sheets for mounting photographs and other material. Equip your men with Brieffolios and watch the increasing percentage of difficult accounts they will close.

Send for illustrated folder describing Brieffolio and other styles and types of Pyramid Sales Portfolios. Mailed on request.

Pyramid Sales
Portfolio

"Ask the Man Who Uses One"

Michigan
Book Binding Company
Schmidt Power Bldg., Detroit, Mich.

Marketing in the Industrial Field

[CONTINUED FROM PAGE 20]

own language. As a result of these specialized efforts, directed at a particular market, that company has secured recognition as a leading producer of ventilating fans for coal mines, whereas some of the large blower manufacturers, who have not given specialized attention to the mining market, are said to have comparatively little business in that field.

A MANUFACTURER'S comprehension of his market usually is reflected in the recognition which he secures for his products. The McGraw-Hill Company recently made a survey of the markets for various industrial products in order to ascertain the degree to which different makes of goods were recognized by buyers in the respective fields. In the market for concrete mixers, for example, this inquiry showed that two manufacturers stood out far ahead of their competitors in recognition by the contractors who purchase such equipment. The market for power shovels in the contracting industry was shown to be practically in the hands of six companies, and the leading company in that field was one which had attained its position within a relatively short period. In the metal working industries two manufacturers of radial drills were rated far ahead of other manufacturers of such equipment.

In the rating of manufacturers of coal handling equipment by industrial power plants, the leader had secured an unusually high degree of recognition, and only three companies had secured recognition from more than ten per cent of the field covered, as compared with an average of five companies for all the industrial fields included in the survey. Among the manufacturers of Diesel engines the ratings given by industrial power plants indicated that there was no outstanding leader; seven companies received almost the same recognition rating. This also was true of the manufacturers of mine hoists. From these reports it would appear that among manufacturers of mine hoists and Diesel engines no company, as yet, has manifested conspicuous alertness in marketing. These examples, to which numerous others could be added, indicate great variations in marketing acumen not only between industries but also in many cases within an industry.

Marketing effort is partly informational, partly stimulative, and partly competitive. The industrial revolution, which has taken place during the last 170 years, has resulted in the establishment of a large number of specialized producers, served by a great variety of distributors. Each business organization must make purchases from many producers or distributors. Consider, for instance, the case of a cotton manufacturing company. In building its plant the company has purchased building materials for construction from

numerous sources and mill machinery from several manufacturers who specialize in that type of equipment. To carry on its operations it purchases raw cotton and a great variety of other materials, supplies, and equipment, including such items as starch, lubricants, brooms, ledgers and account books, stationery, motors, belts, gears, coal or oil for fuel, factory trucks, delivery trucks, time clocks, bobbins, shuttles, electric lights, baskets and other receptacles, packing cases, paint, portable blowers, and so on.

For every industry, a similarly diverse list of articles could be cited. Each of these items is produced by firms specializing in that particular class of products. With this network of potential business relationships, a buyer cannot purchase intelligently and economically without having information regarding possible sources and the merits of the various articles. Nor can the buyer be expected to search out of his own accord all the types of materials, equipment, and supplies potentially useful in his business, or to ascertain all available sources and the advantages of the various makes of products. It is the task of the producer to furnish the buyer with this information, either directly by salesmen and advertising, or indirectly through his distributors. This informational marketing effort is especially necessary in the industrial field.

For goods for which the want is spontaneous, informational effort alone is sufficient to effect sales. It is rare, however, that any substantial part of the demand for a particular article or material is spontaneous. The lack of spontaneity in demand results from the difficulty of discriminating between information that is dependable and misinformation and also, in even greater measure, from the lack of imaginative ability in mankind generally. The potential usefulness of an unfamiliar article or device usually is not grasped by the prospective buyer until his imagination has been laboriously kindled. Consequently, sales effort is necessary for stimulating the imagination and arousing latent wants. Stimulative marketing effort is needed for developing those parts of the market from which satisfactory results have not been secured and for introducing new articles or old articles adapted to new uses. Under such circumstances it is incumbent upon the producers to stimulate the imagination of potential buyers to comprehend the characteristics of the articles and their merits. This is one of the outstanding features of alert marketing.

THE third type of marketing effort is competitive. Competitive effort may not be necessary in the case of a device which is protected by a patent. Most goods are not covered by patents, however, and the buyer, when he feels a want, must choose the source from

The NOVEMBER

25 Cents

NEW AGE Illustrated

Introduction
**WHY
I WANT
TO DIE
BEFORE
I'M OLD**

By
Anna
Steese
Richardson

Beginning—
**"BLOODY
GROUND"**
*A New Novel of the
Pioneer West*



Formerly
SUCCESS
MAGAZINE

See Announcement Inside

The chapter of material success is written boldly in American life but we are only turning the first pages of that deeper success which is the real challenge to our courage in the new age.* All that is valuable in human achievement, all that is significant in human progress, all that is important to human interest, we shall try to give to you in The New Age Illustrated.*

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.

which to buy: then competition enters. To deal with these conditions, producers maintain competitive sales organizations.

COMPETITIVE marketing effort frequently results in economic waste. The view is still held in the United States, however, and correctly, I believe, that the wastes resulting from this competition are far more than counterbalanced by the gains. Competition affords a continual incentive to improvement in methods and products and encourages the stimulation of new wants, which directly or indirectly help to raise the general standard of living. With all its wastes and discomforts, competition such as exists in the United States is far healthier than the European system of "rings" and "cartels." Some manufacturers manifest a desire to have the Sherman Law repealed insofar as it applies to their particular sales activities, but few manufacturers indicate willingness to have that exception extended to those industries from which they purchase materials and equipment. As a practical matter, the solution of the competitive problems in many industries must be found in improved marketing methods.

The examples of marketing methods which have been cited in this article are from the industrial field. As regards the importance of alert marketing, no distinction properly can be made between consumers' goods and industrial goods; it is essential for both. In the working out of sound marketing plans, however, there are significant differentiations between the consumer market and the industrial market, and it is on the less well-known industrial market that attention is to be focussed in this series of articles.

This is the first of a series of articles on industrial marketing by Professor Copeland. The second will appear in the following issue.

Ice Cream Consumption Gains

The ice-cream manufacturers decided twenty years ago that if they were to get anywhere they would have to get there together. The realization of common interests and common problems roused them into industrial consciousness, and another industry stepped into the competitive ring.

The industry drafted its best brains for leadership, dug deep into its resources, marshalled its forces into a solid fighting line. Today, although one of the youngest members of the dairy products family, it ranks as one of the foremost. Numbered in its ranks are approximately four thousand wholesale manufacturers with a capital investment of close to half a billion dollars.

The industry is meeting outside competition by the organized force of cooperative effort and without the impairment of individual initiative or individual sales promotion. In 1905, every American consumed 1.04 gallons of ice cream. Last year he ate more than double that amount, or 2.77 gallons. This was due to the cooperation of those in the industry.—*Nation's Business Magazine.*

modern

SUCCESSFUL direct advertising today can only be produced by an organization which thinks and works in terms of today's needs and conditions.

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 agate 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

Magazine Advertisers are Buying More this Year than Last. *But buying differently*

EXAMPLE: LIBERTY'S Advertising Gain for First 6 Months of 1927 over First 6 Months of 1926 is $83\frac{3}{8}$ pages more than that of 12 Other Leaders *Combined*, for the same six months' period.

LIBERTY'S
GAIN:

$190\frac{7}{8}$ Pages

This is *by far* the largest gain made by any of the following twelve magazines:

NET GAIN, 12
MAGAZINES:

$107\frac{1}{2}$ Pages

Figures are tabulated from Reports of Publishers' Information Bureau

	Pages		Pages
SATURDAY EVENING POST	<i>Loss</i> 108	LADIES' HOME JOURNAL . . .	Gain 34 $\frac{3}{8}$
COLLIER'S WEEKLY . . .	Gain 14 $\frac{1}{2}$	GOOD HOUSEKEEPING . . .	Gain 15 $\frac{7}{8}$
LITERARY DIGEST	<i>Loss</i> 59 $\frac{7}{8}$	WOMAN'S HOME COMPANION	<i>Loss</i> 33 $\frac{1}{4}$
AMERICAN MAGAZINE . . .	Gain 15 $\frac{3}{4}$	PICTORIAL REVIEW . . .	Gain 47 $\frac{1}{2}$
COSMOPOLITAN . . .	Gain 27 $\frac{7}{8}$	DELINEATOR . . .	Gain 71 $\frac{1}{2}$
RED BOOK . . .	Gain 11 $\frac{5}{8}$	McCALL'S . . .	Gain 70 $\frac{1}{8}$
TOTAL GAIN: 308 $\frac{5}{8}$ Pages	TOTAL LOSS: 201 $\frac{1}{4}$ Pages	NET GAIN: 107 $\frac{1}{2}$ Pages	

THERE must be reasons why advertisers are giving LIBERTY such pronounced preference in their schedules. You will find these reasons explained in LIBERTY'S "Points of Advertising Difference." Ask for them.

Liberty
A Weekly for Everybody

NEW YORK
47 Park Avenue

CHICAGO
Tribune Square

DETROIT
General Motors Building

BOSTON
10 High Street

SAN FRANCISCO
820 Kohl Building

The OPEN FORUM

Individual Views Frankly Expressed

Mr. Chase Declines

I HAVE your kind invitation to answer certain criticisms of our book in the pages of ADVERTISING AND SELLING.

It is evident that our minds do not meet and it would be rather a waste of time to attempt to enter into a lengthy debate. I am quite content to let you have the last word accordingly.

STUART CHASE,
The Labor Bureau, Inc.,
New York.

Where Is the Waste in Selling?

NOW that the Federal Trade Commission has ordered a sales inquiry, to throw the spot light on waste in selling, the question arises as to just what is the sales waste to be eliminated.

Incidentally, some big manufacturers of the United States approached the Federal Government at Washington with the suggestion that selling as well as producing activities be included in the general movement against waste.

Such an inquiry, made by business men, would be constructive and practical, and would have a direct bearing on practical ways and means of eliminating waste in selling.

Nearly everybody admits that there's a lot of waste in selling. But just where is it—and what can be done about it?

Does it lie in the fact that each of several competing manufacturers sends his salesman into the same town, whereas one salesman could book all the orders available from that town if he had it all to himself.

If so, then the remedy lies in agreements among the competing manufacturers on a split-up of the market—which is, and should continue to be, illegal monopolistic restraint of free trade.

Therefore, that is forestalled from being the recognized trouble or cause of waste in selling, because its only remedy chokes off competition—and the administration at Washington, while bending the anti-trust laws, doubtless would not care for the responsibility of breaking them in two.

Then, where is the sales waste that can be remedied without breaking the law?

The answer is that this waste lies mainly within the sales and advertising policies, plans, and methods of individual business houses.

That there is great possibility for

eliminating selling waste by increasing sales efficiency—few, if any, will deny.

This is a problem for the individual manufacturer to solve as best he can. He can get much staff help from the Department of Commerce through its excellent statistical reports. But this problem of waste in selling is peculiarly the manufacturer's own problem. It is one very important avenue left open for him to excel in his tussle with manufacturers of competing products.

Vigorous competition for sales, the kind of competition that many manufacturers have experienced in recent years, is the greatest hope for the elimination of selling waste—and great progress has been made in this direction during the past five years. Furthermore, it seems to be certain that greater progress is to come as the producing costs of competing manufacturers gradually get closer together and more of responsibility in earning a satisfactory net profit is placed on the ability of the sales department to lower its costs per unit of product sold.

H. McJOHNSTON, *Director*
Business Management Dept., La Salle
Extension University, Chicago.

Canadian Circulation of American Magazines

J. M. CAMPBELL says in his article, "Canadian in name—American in Ownership," that curiously enough, prices of American products made in Canada—or purchased in Canada, are considerably higher than in this country. There is nothing curious about that fact whatever. When you add the amount of a protective duty to an invoice price, you are bound to arrive at a higher figure.

Mr. Campbell may be right when he says that the natural inclination of the people is to buy British made goods but the fact remains that for the past twenty-five years they have been advertised to the point where the preference is for American made goods. All our magazines are circulated in Canada and one at least of them has a circulation much larger than any Canadian or British periodical in that country. Consequently, it is only to be supposed that the products advertised in these magazines would come to be in general use in Canada.

I think we have found the ideal solution for the average sized manufacturer who advertises and who wishes to sell his product in Canada. Mr.

Campbell might have found, had he tried, a Spur Tie in Canada at exactly the same price as he paid in this country by reason of the fact that it is made in a Canadian factory, by Canadian workmen, with Canadian materials and not those imported into the country and on which a duty had to be paid.

In this way we get a return on the tremendous excess circulation of the magazines we are advertising in in this country and which circulation we otherwise would be paying for with no possibility of getting any return for our money. The business we get represents a clear profit because it is done on a royalty basis and in addition to taking up the slack of our waste advertising circulation up there we also derive the benefit of having our name linked up with the largest company of its kind in Canada.

J. K. MACNEILL, *Sales Manager*,
Hewes & Potter,
Boston, Mass.

Oceanic Advertising

A NEW medium for outdoor advertising which to my knowledge has neither been commented upon nor copied to any extent was observed by me recently on the Italian steamer "Roma." With the resourcefulness, imagination and energy of the modern Italian, the line that runs this ship has used spaces between the portholes of the cabins on the promenade decks to bear framed posters of watering places, jewelers, automobiles, tourist agencies and other such advertisers of articles and services that will presumably appeal to the type of "prospect" who travels in the first class section of an expensive liner. The "shop" on the ocean has been with us for some time, but it has never played a prominent rôle in the life on the ships. These posters however held the attention without irritating the sensibilities of every passenger able to leave his cabin. The well known monotony of mid-Atlantic scenery was happily enlivened; no one could claim that Nature was in any way desecrated; and the tourists with their letters of credit still untouched could be seen constantly examining the displays from which there was for no one any feasible escape. If our Shipping Board wants to increase its revenues here is a chance; but let us not have a Gay White Way where the life boats now offer convenient shelter on moonlight nights.

MALCOM BATES,
Hartford, Conn.



“This way to the big show”



A million dollar stock parade passed in front of grand stand of the Iowa State Fair.

Always a “big show,” this year the Iowa State Fair hung up a new attendance record . . . 429,000 paid admissions . . . an indication of a favorable trade outlook for Iowa.

All records for attendance were broken at the 1927 Iowa State Fair. Not even during the palmy years of war time prosperity was this year's figure of 429,051 paid admissions even equalled. Sixty-six thousand more Iowans went through the turnstiles of the Fair this year than in 1926.

The great success of this year's State Fair indicates to the business man here on the ground a most favorable trade outlook for Iowa this fall and winter. And why not? Iowa's crops are excellent. Iowa's factories are busy. Retailers and jobbers are reporting large sales of merchandise.

Fortunately, it is no difficult task to reach this responsive market. In Iowa, the backbone of a successful advertising campaign is THE DES MOINES REGISTER AND TRIBUNE-CAPITAL. 220,000 copies are daily distributed over the entire state in more than a thousand towns and cities. Statistics show that THE DES MOINES REGISTER AND TRIBUNE-CAPITAL covers Des Moines and Iowa with greater density than any other middle-western newspaper in its trade territory.

Long experience has given us an intimate knowledge of Iowa business which is always at the disposal of agencies and advertisers. We invite the opportunity to present detailed facts and figures relative to market possibilities in Iowa.

Dairy farms in this territory have sufficient capacity to meet the milk requirements of the New York metropolitan area.



This is
"The New York City
Milk Shed"

A LAND literally flowing with milk and honey, its thousands of hills dotted with a million heavy-milking cows. In summer these cattle wade in spring-fed streams and graze in green pastures; in winter, they munch succulent silage in sanitary modern barns.

From this favored region comes the milk required by the teeming millions of the Greater City. The bulk of this milk is marketed through one of the world's greatest farmer-owned organizations—the Dairymen's League Cooperative Association, Inc.

It is this Association which publishes the Dairymen's League News—the outstanding dairy paper of the East. Through the advertising columns of this paper you can reach the prosperous, progressive dairy farm families of this territory.

Write for Sample Copy and Rate Card

Dairymen's League News Circulation is concentrated in this "Milk-Shed."



DAIRYMEN'S League NEWS

New York Chicago
120 West 42nd Street 10 S. La Salle Street
W. A. Schreyer, Bus. Mgr. John D. Ross
Phone Wisconsin 6081 Phone State 3652

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

THE JOHN IGELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

FREE Book on **A SALES AID**

Your salesmen 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

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 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.

"For Immediate Release"

[CONTINUED FROM PAGE 44]

editor would characterize its 350 words as "press agent pap," as does the newspaper man's paper in which it is reproduced and pilloried.

What a lot of publicity stuff the newspapers do publish, without a whimper! In the country the circus advance man still swaps the rural publisher two Annie Oakleys for a couple of columns of reading matter. And almost every newspaper in the country helps to perpetuate this ancient bargain by publishing, daily, comments on the local theatrical productions and unlimited quantities of photoplay chatter. Book publishers receive reviews of their new offerings in return for copies of the books.

(I anticipate, here, a loud wail that comments on the theaters and notes of new books are *news*, and that the public does want this news; further, that the free ticket or the free book is not a consideration in return for the publicity received. I admit that the public wants the news; so do millions of women want new recipes. The question of consideration is beside the point, just now. We are considering only the relative value of news items from free sources.)

No business in the strictly commercial field gets any such attention, excepting one—the automobile industry. It gets the lion's share. Why all the world is waiting to hear of the improved gear shift on the Soandso Six, and is not interested in the new product of a golf club manufacturer is something editors know, and I don't.

I seem to be piling up evidence against the newspapers, but I have charged them with only half the blame. Before we dismiss them, let us just sum up the case against them thus: The newspapers are not consistent. They do publish a great deal of publicity matter; that which they publish has had some shifting for news value, but the chief distinction which separates news from rubbish seems to be the source from which the material emanates.

What is the publicity writer's part of the blame? First, he has too often used a club to get his rubbish printed. A nationally-known manufacturer of food products recently brought out a new cereal. That fact alone, because the company was large and conspicuous and because it was adding a product to its established line, had a certain element of news—say one per cent. It was worth one paragraph of news space. The rest of its story was appropriate for paid space. But by stretching and pulling and pumping in air the story spread out to most of a column in many of the papers which carried the display copy. The story never should have been sent; the papers should have refused it.

A newspaper publisher, interested in the works of a certain writer, recently sent out mats of a large display advertisement accompanied by a three-column news story. Editors in all parts of the country protested, and rightly raised the question as to whether the offending publisher would have accepted the paid space on the same basis

in his own publication. He had no right to expect other newspaper men to accede to terms he himself would have indignantly refused.

What is legitimate news for a publicity man to send out? The answer is simply, news.

A new product is news if the public has an interest in it. The manufacturer's interest is secondary, and of little or no consequence. A new building is news, but the fine cloaks and suits that are to be sold in the new building are a subject the merchant should present in paid space.

Recipes are news, and if they use evaporated milk as well as flour, sugar, nutmeg and the whites of a couple of eggs they are none the less news for that reason. (I have not the remotest connection with the milk business, by the way.)

The real test of the news value of any piece of publicity is this:

Would you be interested in it if you read the same article about someone else's company or product? If not, it isn't news.

I venture to prophesy that peace will reign when publicity men gage their stuff by this simple rule, and send out their news as news, to stand on its own feet without the support of an advertising contract, and when editors apply the same open and shut policy to all publicity material alike, without preconceived suspicions, and judge it on no other basis than its sheer news value.

This, I predict, will be one day before the blast is heard from Gabriel's trump.

Or possibly one day after.

Colored Stationery Most Resultful

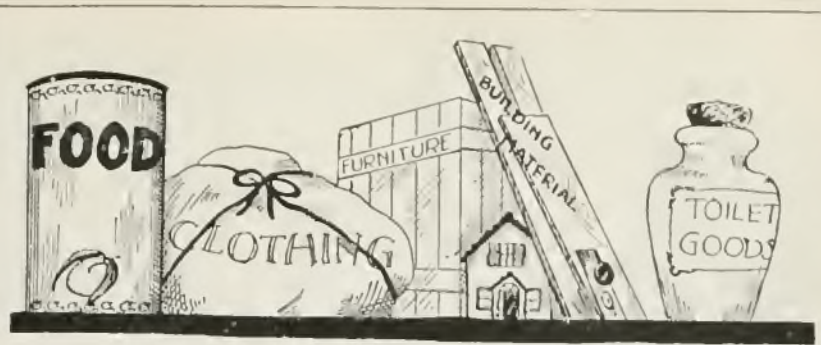
We have repeatedly stressed the desirability of using colored letterheads and envelopes. That they are more resultful than white is again borne out by the following:

An electrical jobbing house mailed processed letters on white letterheads and in white envelopes to a list of 12,000 prospects. The returns were 4 per cent. A follow up was prepared and the list divided into 11 groups of 1000 names each and a different combination of letterheads and envelopes used on each list. Nine per cent returns on one group of 1000 and 48 per cent returns on another group were the high and the low in the twelve groups.

The complete tabulation of the results of the various groups and the colors used follows:

Per Cent of List Responding	Color of Letterheads	Color of Envelopes
48	Pink	Blue
34	Canary	Blue
28	Green	Blue
26	Pink	White
26	Corn	Blue
21	Canary	White
18	White	White
16	Green	White
14	Corn	White
12	White	Blue
9	White	White

From "Mail" Published by The Letter Specialty Co., Cleveland, Ohio.



In Nine Out of Ten Farm Purchases

THE WOMAN MAKES THE DECISION

READERS of THE FARMER'S WIFE are important factors to manufacturers of every commodity used in farm living. They do 90% of the purchasing for their farms; they keep the books; they carry on the correspondence of the farm partnership. They represent the best buying ability, the highest intelligence among country women.

FARMER'S WIFE readers, when sold on your product, offer a big market, one which no manufacturer should overlook. THE FARMER'S WIFE is the only magazine in America published exclusively for farm women.

THE FARMER'S WIFE

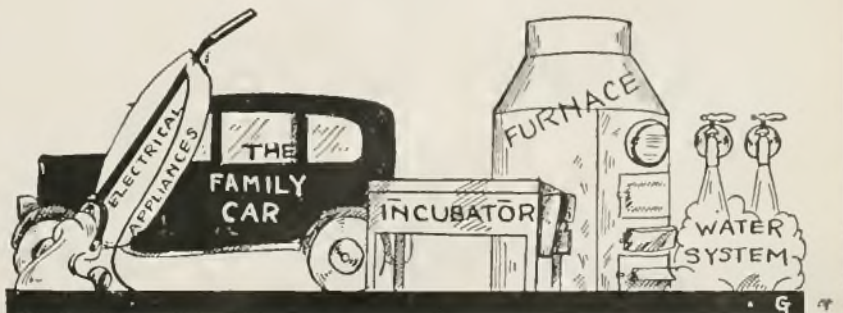
A Magazine for Farm Women

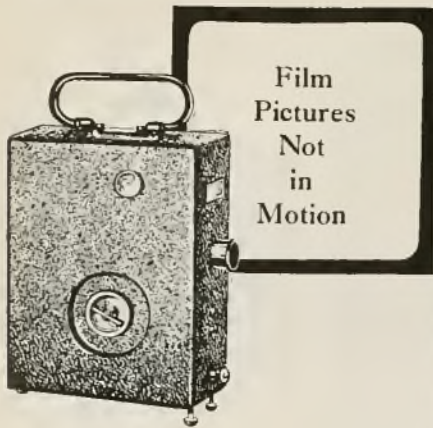
WEBB PUBLISHING COMPANY, PUBLISHERS
St. Paul, Minnesota

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

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

Member Audit Bureau of Circulations





During the NEXT
TWELVE MONTHS

Salesmen

equipped with

**BAUSCH & LOMB
SALES PROJECTORS**

Will have a great advantage over their non-equipped competitors. (After that time, their use will be almost universal!)

Make *first* use of this new dissolver of sales-resistance. 15 minutes explains it. Our representatives call on invitation. Please use

**BAUSCH & LOMB
OPTICAL CO.**

Sales Projector Division

694 St. Paul Street, Rochester, New York

*Tell us how we can make our
selling easier with a Bausch
& Lomb Optical Co.*

SALES PROJECTOR

Name _____

Address _____

ABLE MEN USE COUPONS

Competition With Europe

[CONTINUED FROM PAGE 34]

strength of European traders, and in appraising the competitive prospects of America's overseas business.

THE question is incidentally raised occasionally in connection with this European trade drive as to whether it is specially directed against American commerce. There are, of course, rare instances when American commerce is singled out for sudden and frankly discriminatory restriction but these seem to have been inspired by exceptional motives. The abrupt projection of such detour signs across the stream of business traffic naturally results in dislocation and a loss of good will which is so peculiarly valuable a factor in international trade. In the main, however, there is very little evidence of any vindictive hostility in the European business world toward its American counterpart. European traders have fixed their minds apparently upon the direct objective of building up their own trade in their own way and insofar as the element of America's export has entered into their calculations it has been rather by way of profiting by the general increase in overseas business resulting from our effort to improve demand by such devices as good roads movements, encouragement of better living standards, opening up of new raw material developments, etc.

There is obviously a growing appreciation across the Atlantic of the mutual value of such efforts—an increasing realization that trade begets trade and that the world has come a long way from the mediaeval conception of excessive nationalistic mercantilism. International commerce is no longer a mortal combat involving the annihilation of one of the participants; much can be gained by each from the successes achieved by the others.

This does not signify by any means that henceforth the marts of the world are to be transformed into paradises of filial affection, that terms of endearment are to replace the blunt, strong language which so often must cause the submarine cable to sizzle. The first purpose of business will still continue to be profit. The search for that objective will be prosecuted with rapidly increasing vigor in all parts of the world but the feeling is growing that better profits can be attained through new and constructive efforts of trade expansion rather than through more dubious methods. In fact, the real triumph is apt to be achieved by that trading group whose economic and commercial organization is the more resilient and quickly responsive to changing opportunity and to the rapidly altering conditions which are now presented in international business.

A clear indication of the speed and effectiveness with which European traders are readjusting their overseas operations is shown by the rehabilitation of the trade of Germany in certain highly competitive markets. In 1910 she supplied seventeen per cent of Argentina's imports; she is now back to twelve per cent and rapidly going up. In Brazil she supplied seventeen per cent of the total imports before the war

and now has recovered fourteen per cent and similar figures might be cited in other Latin American markets. Her position in the Far East is likewise improving rapidly; in fact, in India she has reached her prewar portion of seven per cent of the total trade. In general, it is significant that her exports, computed on a gold basis, have scored the impressive increase of over sixty-one per cent since 1923, having risen from \$1,453,561,000 to \$2,338,676,000.

The increasing competitive ability of European merchants, especially in capitalizing the new openings in the American market, is shown in the substantially increased proportion of European exports which are now sent to the United States. In 1919 the United Kingdom sold about 5.6 per cent of its total exports in the United States; the figure was raised in 1926 to 7.4 per cent. French exporters found a market in the United States for 6.1 per cent of their total overseas sales in 1913 and are now selling nearly 6.6 per cent of all their exports to this country. In Germany a comparable increase was recorded—from 7.1 per cent before the war to 7.6 per cent today. In the case of Spain the increase was even more rapid, our share of her exports having risen from seven per cent to eleven per cent. In the case of Belgium the exploitation of our market has made perhaps the most impressive relative gain of any European trade group; we took 2.9 per cent of her total exports in 1913 and now absorb nearly ten per cent. These gains are not due to advantages accruing from depreciated currency since that deplorable condition has largely disappeared from Europe. They are due to an alert watchfulness, a readiness to exploit every advantage afforded by the new buying power of the American market and, above all, the ability to readjust trading operations to suit new conditions.

THIS raises the question as to whether a comparable effort might be made by American traders to meet European competition right on its own ground. Proximity may be an advantage to a European manufacturer in exploiting other Continental markets, but this does not mean that we cannot match such a geographic factor by superiority in other directions. In fact, our manufacturers and merchants are already doing so. It is not generally realized that the exports of American finished manufactures to Europe have risen from a five-year prewar (1910-14) average of 209 million dollars to 591 million in 1926—a formidable increase of 183 per cent, which even with discounts for price variations leaves a wide margin for actual volume increase in that time.

Much of this represents precisely the most effective type of vigilance and prompt exploitation of opportunities by American manufacturers. They have taken nothing for granted as to the "impossibility" of meeting European competition right on its own threshold and it is that spirit which will determine the success of our efforts from now on both



Effective Oct. 3

Out Goes Another Paper— In Comes Advertising Economy

The Daily Pantagraph having purchased The Daily Bulletin, beginning Oct. 3 will offer a combined paper to appear EVENINGS (except Saturday and Sunday) and Saturday and Sunday mornings, with a special predate or morning edition to serve that portion of The Daily Pantagraph's present large suburban reader following which cannot be reached by afternoon deliveries. On Saturday and Sunday the entire circulation will be published and delivered in the morning.

Just ONE Paper to Cover a \$37,000,000 Market in Central Illinois—Home Contact with City, Suburban and Rural Buyers

The HOME-DELIVERED circulation of this combined newspaper will cover 94% of the homes in the twin cities of Bloomington and Normal, 80% of the homes of McLean County, and 68% of the homes in the outlying trading area—a region of 30,000 typical American homes maintained at an annual expenditure of more than 37,000,000 Dollars.

A New All-Day Coverage — Without Duplication
In the Richest Spot in Illinois

The Daily Pantagraph.
THE DAILY BULLETIN

Bloomington, Ill.

REPRESENTATIVES

Chas. H. Eddy Co., 247 Park Ave., New York City F. E. Wales, Room 1501, 140 S. Dearborn St., Chicago
294 Washington St., Boston

Member A. B. C., A. N. P. A., Associated Press

IN DALLAS a worthwhile newspaper advertising combination is available—The Dallas Morning News and The Dallas Journal. They represent full market coverage and their special combination rate means maximum efficiency. One order, one handling.

The Dallas Morning News
The Dallas Journal

Dallas, Texas

Advertising in LA PRENSA of Buenos Aires reaches all classes in the rich Argentine Republic

During the first seven months of 1927, LA PRENSA published an average of 1,264,758 lines of advertising monthly, exceeding its nearest competitor by 290,840 lines monthly. This includes advertising of all kinds.

In circulation also, LA PRENSA maintained its leadership, its average net distribution for the first seven months being 327,851 on Sundays and 248,670 daily and Sunday.

There are other yardsticks of newspaper value, notably prestige, news and features. Any journalist will tell you that it was excellence in these categories that first earned for LA PRENSA its reputation as "South America's greatest newspaper."

JOSHUA B. POWERS

Exclusive Advertising Representative

250 Park Avenue

New York

in the rapidly expanding trade openings in the Old World, as well as in the opportunities afforded in trans-Pacific and South American trade.

After all, the capacity of any given market for our wares is determined primarily by its buying power, and there can be no doubt about the impressive improvement in Europe in this connection. As one indication, the consumption of luxury articles has advanced rapidly. The reports of practically all continental cooperative associations show marked increases in demand for candies, tobacco, dried fruits, and other luxury or semi-luxury articles. In Germany, the per capita consumption of beer is double that of what it was in 1925 and that of the more expensive liquors has increased thirty-five per cent, while a recent report of the British Committee on National Debt and Taxation indicates improvement in the worker's buying power as against pre-war, particularly in the qualities of commodities which he now demands.

OUR exporters are capitalizing this situation, as is shown by the fact that the sale of American canned fruits, and vegetables, confectionery, nuts, chewing gum, and honey to Europe which totaled \$42,910,000 in 1921 had by 1926 registered an increase of 90 per cent, reaching eighty million dollars in value. The demand for raisins has been systematically exploited with highly efficient and characteristically American advertising campaigns, sales organizations, etc., with the result that sales have risen from \$927,000 in 1921 to \$6,972,000 in 1926, an increase of over 600 per cent.

In this connection it is worth noting that the supposedly devastating anti-American feeling, which has been so dolefully lamented by an earnest group of professional mourners, though possibly evident in other directions, has had no appreciable effect upon our exports of well known and clearly marked American commodities. In the case of automobiles, for example, a readily identifiable American product, we find that our exports to Europe rose from \$8,265,000 worth in 1922 to the astonishing figures of \$63,911,000 last year—clearly an indication of some profound emotion on the part of the European consumer, but evidently not one of bitterness toward that particular American commodity.

The sale of American tires in Europe, to take another instance, has nearly doubled since 1922 having risen from about \$6,600,000 to \$12,141,000 last year. A similar one hundred per cent increase was registered in typewriters; wheel tractors made a bound from \$527,000 to \$10,363,000; adding and calculating machines jumped from \$894,000 to \$5,932,000; cash registers went from \$1,339,000 to \$3,448,000; sewing machines from \$1,825,000 to \$2,042,000; printing presses from \$1,636,000 to \$2,446,000; motion picture films from \$1,627,000 to \$2,981,000; harvesters and binders from \$1,521,000 to \$2,138,000. The total values of our European sales of these eleven conspicuously marked American specialties, whose identity could not be lost as in the case of cotton, wheat, or petroleum, show the formidable increase of some three hundred per cent, having risen from \$30,950,000 in 1922 to \$116,600,000 in 1927.

There is no doubt whatever of our ability to take care of ourselves even in



for

76

Years

UNBROKEN DOMINANCE

A SURE INDEX of a newspaper's advertising value is its classified advertising.

The Oregonian prints more classified than all other Portland newspapers combined. And it leads all other papers in total advertising and in circulation This is one important phase of the Oregonian's



dominance in the Oregon market—unbroken for 76 years.

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

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

the presence of the most strongly entrenched competitive positions, for there is brisk European competition with every one of these lines. In each case the problem resolves itself into the application of those fundamental virtues which have always been conspicuous factors in the success of American business. A readiness to indulge in widespread, carefully planned advertising campaigns is peculiarly necessary at this time in overseas trade because of the need for demonstrating the special virtues which distinguish the newer types of American goods and services from their rivals. A resourceful readiness to change policies or products, to capitalize any change in a given trade situation, is another outstanding factor in the success of many American enterprises in export. Though we may deprecate our supposedly wasteful productive methods in some lines, we may well take pride in having the highest junk heaps of cast off machinery and antiquated ideas, in our impatience with the hindering encumbrances of the past. If one could scrape the dust and rust off the machinery of those plants whose managers are bemoaning the lack of business, one would be apt to find that they go back to the long forgotten period of prewar subnormalcy. Many American manufactured exports have been eminently successful and can face European competition in overseas markets with calm assurance not simply because of up-to-date mass production methods, but because of the vital qualities of constant vigilance and resourceful adaptability.

Cigarette Advertising

[CONTINUED FROM PAGE 21]

It rarely bothered to prove or even argue. Mostly it made magnificent statements. After the fashion of a good old poker game, it brought forward one boast to meet another. It stood off one man's claims to unsurpassed quality by another's claims to immeasurable popularity.

All of a sudden it jumped completely over the fence. Not even the flop to friendliness in bankers' advertising was more sudden—or more startling.

The effect on the public has been almost instantaneous. Funny papers print jokes about "Mild as Hay" and "The Smith Brothers in Search of an Old Gold Salesman." Popular songs ask, "Who Said Barking Dogs Won't Bite?" And one enterprising citizen has actually gone so far as to incorporate a "Society for Tobacco Improvement of the Voice."

And here is how it came about. Up to a year ago, cigarette-advertising—like most other advertising—was just advertising: a primrose on the river's edge and nothing more. Suddenly Lucky Strike went patent medicine. It dragged in 1100 doctors. It went back half a century to the signed testimonial. But, we opine, it was neither the thousand doctors nor the world's greatest voices, from Joe Humphries down, attributing their success to toasted tobacco that really did the trick. It was the sudden discovery by a tobacco advertiser that the advertisement reader was interested only in *himself*.

Just as post-war ladies gratefully discovered their legs, so post-war smokers suddenly discovered their

EASTERN
REPRESENTATION
for
Publications of Merit

John Schaefer
Publishers' Representative

55 WEST 42 St.
New York

WHEN Typog-
raphy of the most
exacting nature
is required all
roads lead to
Diamant's shop—
and it costs no more!

Write for booklet

E. M.

Diamant
Typographic Service

195 Lex. Ave. CALedonia 6741

430,242

Average daily and Sunday net paid sale of The New York Times as reported to the Post Office for the six months ended September 30, 1927

An increase of 38,777 copies
over the corresponding six months of 1926.

Average daily and Sunday reported September 30, 1927	430,242
Average daily and Sunday reported September 30, 1926	391,465
<i>Gain over last year</i>	<u>38,777</u>

The present net paid sale of The New York Times daily edition is in excess of 400,000 copies, 45,000 more than last year. Of this gain 81% is in New York City and suburbs.

The Sunday net paid sale exceeds 660,000 a gain of 80,000 copies over last year. Of this gain nearly 70% is in New York City and suburbs.

The New York Times is read more thoroughly than any other American newspaper.

The New York Times

All the News That's Fit to Print

IF you are selling anything to the Gas Industry, the October 22nd Issue of **GAS AGE-RECORD** is the best advertising buy available, because

IT is the special Post-Convention Issue, containing a detailed report of the events and meetings at the A. G. A. Convention, and therefore

IT will be read attentively by gas men, after they have returned home—just at the time when many of them will be deciding on their purchases, and moreover

IT will be kept as a reference, to be consulted throughout the year. Your page in this issue will hold its selling power for 12 months.

Send in your space reservation, before October 15th, to

GAS AGE-RECORD
9 East 38th St. New York

throats. And were, consequently, kindly disposed to any cigarette advertiser who was considerate of them. At any rate, the new sort of advertising hit the old time sales as a dum-dum bullet drills the eye of an oncoming elephant.

That Lucky Strikes' achievement was not a fluke but a fundamental, Old Gold soon demonstrated. Phil Lennen's facile and ingenious advertising is done in a spirit exactly opposed to the pompous publicity of a few years ago. But apt as is his "cough in a carload" slogan, and clever as are Briggs' cartoons, the successful element in Old Gold is precisely the same as in Lucky Strikes. The public welcomes the advertiser's recognition that its throat—its cough—is more important than the skill of anybody's blend or the size of anybody's sales.

One of the most depressing things in the whole field of advertising is the unwillingness of the average advertiser to make sure enough that his own method is right enough to stick through thick or thin. And his willingness—his eagerness—to follow the other fellow. Since Listerine so successfully dug up the scare appeal of Peruna and Dr. Munyon, four out of five advertisers seem to have adopted the Truестory photograph and the breath-of-a-nation copy formula. No doubt cigarettes will creep closer and closer alongside. No doubt we shall soon be hearing that a faithful smoking of Turkish blends made Hoover what he is today, and that no young man can hope to become a Mellon except through a skillful choice of cigarettes.

On the other hand, we find the consolation that all these great fashions in advertising move backward and downward toward the simple fundamentals of human nature. Fortunately for advertising, one more great industry begins to realize that it has no magic force. That advertising, as such, is not necessarily worth the paper it takes to print it.

Just as the nation-wide war against waste was about to begin, one more great industry discards advertising as a trumpet, turns away from advertising as a weapon, and takes up advertising as a tool. A tool of infinite possibilities when wielded by a master hand, but nevertheless a tool.

National Better Business Bureau Confers

MANAGERS and representatives of more than thirty Better Business Bureaus attended the National Better Business Bureau Conference held in New York recently. James C. Auchincloss, member of the board of governors of the New York Stock Exchange and president of the National Bureau, officially welcomed the delegates, who attended a lunch at the Exchange.

At the business session, the following officers were elected: President, E. L. Greene; vice-president, K. Barnard; secretary-treasurer, W. H. Mulligan.

The following were elected to the board of governors: K. Barnard, Detroit; D. Brown, Cleveland; G. Husser, Kansas City, Mo.; R. K. Mount, Portland, Ore.; and D. West, Buffalo.

OUTDOOR ADVERTISING
WHICH STRENGTHENS
AND SUSTAINS
THE NEWSPAPER
AND MAGAZINE
ATTACK . . .

AUNT JEMIMA

Plantation pancakes
...her own recipe
ready-mixed



A FURTHER STEP IN CHEESEMAKING!

Phenix Cheese

You'll like the
HALF POUND
PACKAGE

MADE BY THE MAKERS OF "PHILADELPHIA" CREAM CHEESE

Libby's

Just one of our
Pineapple
famous foods

These Outdoor Displays were placed by
the J. Walter Thompson Company
through the
NATIONAL OUTDOOR ADVERTISING BUREAU, INC.

Perfected Liaison

~ in three dominant campaigns

IN THEIR respective fields, Aunt Jemima Pancake Flour, Libby's 100 Foods, and Phenix Cheese are conspicuous successes. *Unified* advertising has been an important factor in making them so. In each case, all copy and media—newspaper, magazine and poster—were carefully correlated to effect the maximum in sales results.

The J. Walter Thompson Company, which prepared the newspaper and magazine copy, also prepared the outdoor advertising.

Your Advertising Agency

In addition some 500 other advertisers, large and small, are now placing their outdoor advertising through their advertising agencies.

In that way, outdoor advertising becomes an integral part of the general campaign. It reflects the spirit and excellence of the newspaper and magazine copy. It is directed toward the same objectives by the same directing minds.

And as a further advantage, the advertiser receives from plant owners everywhere the very best service obtainable in plant facilities. This includes such important elements as locations, servicing, checking information and dealer cooperation.

If your advertising agents are among the 220 members of the National Outdoor Advertising Bureau, Inc., talk to them about outdoor advertising.

National Outdoor Advertising Bureau

INCORPORATED

New York

Chicago

Detroit

over—

Jane Martin Dies

After a long illness, Jane J. Martin, prominent advertising woman, died on Sept. 21 at Maplewood, N. J.

Born in New York, Miss Martin entered business as a stenographer when she was sixteen years old. She was connected in the course of her work with Scott & Bowne, with the Alfred Rose Advertising Agency, with the for-



mer Carpenter & Co., publishers' representatives, whom she served as manager, and finally with Sperry & Hutchinson, for whom over a period of fourteen years she was advertising manager until her retirement a few years ago from active business work.

Miss Martin was a charter member of the New York League of Advertising Women, for two years its secretary-treasurer, for seven years its president, and since last year honorary president of the League. In 1919 the advertising women assembled at the New Orleans Advertising Convention conferred upon her a notable honor when they elected her to the office of woman executive member of the executive board of the International Advertising Association. Active among clubs and associations she was at various times connected with the Quota Club of New York, as honorary president; with the Conference Club, with the League of Business and Professional Women, with the State Board of the National Federation of Business and Professional Women, with the City Federation of Women's Clubs, and with the Women's Press Club.

New Tax Imposed by Canadian Government

By a recent action the Canadian Board of Customs has passed down a ruling which changes the status of some forty-nine periodicals of the fiction class, now entering Canada free. Henceforth there will be a duty of 25 per cent, plus four per cent sales tax.

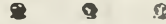
Representatives of practically all of the affected publications met on Sept. 12 to discuss the new problem. It was decided unanimously to increase the sales price in Canada in order to make up for the new expense and at the same time to announce to readers the reason for the increase.



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



Sweater News
and
Knitted Outerwear
May, 1928

The
Underwear & Hosiery
Review
Vol. 8, No. 1
May, 1928

Tie-up

Your Consumer Campaign
with Trade Publicity

for Sample Copies address:
KNIT GOODS PUBLISHING CORP.
99 Worth Street New York City

Men

IF I were privileged to take my choice between money and able men (for business purposes) I would unflinchingly and unanimously choose men.

An able man can take an almost hopeless cause and win. He makes what he has available serve his purpose.

An unable man will squander millions in futility. More businesses have been wrecked by falling into weak hands than by any other cause.

But, like the absence of golf balls on the wondrous fairways and greens of Hades, the hell of it is that able men are scarce. Believe you me, I know. I've been up against the shortage for years.

Another very distressing thing about this situation is that there is no reliable way in which to predetermine a man's ability.

It isn't size; it isn't shape; it isn't complexion, and it isn't clothes. It's something hidden away in the skull, out of sight and out of reach, that makes ability.

You can try all the phrenology, soothsaying, abracadabra or what have you, and you'll draw quite as many "fallen arches" as the man who just plunges his hand into the barrel, so to speak, and pulls out the first candidate he touches.

Then, if thou wouldst have thy business grow and thrive, cling to the able men (and women) whom good fortune cast into thy company.

Don't let anything—short-sightedness, false economy, politics, jealousy—wean them away from you.

A. R. Maujer.

for
INDUSTRIAL POWER
608 S. Dearborn St.
Chicago, Ill.

The staff of INDUSTRIAL POWER has been built up carefully, soundly. No capable man has ever left us, whom it has been within our ability to keep. This, in large measure, accounts for an unusually swift success.



An Advertising Classic

Says Gridley Adams in a recent issue of ADVERTISING AND SELLING: "His (John E. Powers') impress upon merchandising and advertising will be felt for many years to come."

Right! John E. Powers was not only "a most outstanding figure in the advertising world about twenty-five years or so ago," he was *the* outstanding figure—not in earning power, but in sheer ability, courage and character. I know of no man in the advertising world of today who compares with him.

I came in contact with him only once. For the Brownell Car Co. of St. Louis, he had written a book which bore the title, "The Car Buyer's Helper." I, a youngster of twenty-two, just "edging" into advertising, wrote him for a copy. I had little expectation that my request would be granted. But it was. Not only that, but Powers wrote me a little note in which he made it clear that my name was not unknown to him. The book itself was a marvel. It said comparatively little about the cars which the Brownell company built: it said a great deal about street cars in general. It showed where and how makers of cars cheapened quality. No man could read "The Car Buyer's Helper" without being far better qualified to buy cars than he had been. The "strategy" of the book was superb. Nothing finer in the way of an advertising hand-book has ever been written. Nothing finer could be written. It is a classic.

Lefts and Rights

"The right sleeve is too long," I said to the tailor who was giving my new suit a final fitting.

He measured it. Then he measured the left sleeve. "They're the same length, exactly," he said. And he showed me the tape to prove he was right.

"Well, then," said I, "my left arm must be longer than my right."

"Probably it is," answered the tailor. "Most people's are. Fact is, I've never run across anyone whose arms are exactly the same length and I've been in this business a good many years."

Poor—but dishonest. And noisy

Like many another building, the apartment house in which I live was reconstructed during the period of soaring rentals which made life almost unendurable for the New Yorker of moderate means. In the process of reconstruction, the eight room apartments were made into sixes and twos; and the seven room apartments into fours and threes.

The superintendent—New Yorkese for janitor—tells me he has ten times as much trouble with the occupants of these smaller units as with the tenants of the larger ones. Not only are they almost always behind in their rent, which is bad enough, but they "have a party" every once in so often, which is worse. "If hell breaks loose 'bout two o'clock in the morning," said he, "I know it's them two young winnin in 3F—'writers,' they call themselves—or that couple in 4D. You people in the fives and sixes never give no trouble. No!"

Is it an advertisement—or what?

Four western railroads have recently opened ground-floor offices on Fifth Avenue. Three of these roads are fairly prosperous; one is not.

What rentals they are paying I do not know. Nor have I the least idea what they paid for furnishings. But my guess is that the sum-total of these items would make a good-sized hole in a hundred thousand dollar bill. The thing that interests me chiefly is: Is any such expenditure justified? That is, will these railroads, as a result of establishing Fifth Avenue offices, gain enough additional business to make the venture a profitable one?

It is worth noting that the three most prosperous western railroads—the Burlington, Santa Fe and Union Pacific—show no disposition to follow the example which has been set them. But they may—you never can tell what a railroad will do.

A Little Knowledge

In the window of a fish market on upper Broadway is a car card which reads:

FISH AND SEA FOOD
Recommended by Physicians
for its Iodine Content.

Iodine Content! Iodine Content!
Does any sane man believe that people will buy fish because of its iodine content?
JAMOC.

June 10, 1927-

We said:

“... at this writing we are actually delivering well over 1,350,000. We anticipate 1,400,000 the latter months of this year.”

Sept. 20, 1927-

Collier's

—now has a total net paid circulation of more than 1,450,000—an average increase of 22,000 copies a month since January 1.

—now has more than 500,000 newsstand sales.

This assures the 427 advertisers who have already ordered space for 1928 an excess circulation of more than 350,000 copies per issue.

This acceptance and recognition has been established by careful building on the firm basis of a sound and brilliant editorial program.

THE CROWELL PUBLISHING COMPANY

427

ADVERTISERS

are assured **350,000** **EXCESS CIRCULATION**

[MR. AGENCY EXECUTIVE]

"I READ IT AT THE OFFICE"

BUT do you really read it? Of course your agency receives it regularly e—o—w, but if you're not the lucky one to get it fresh from the envelope—how long does it take to reach you—if ever?

Enjoy the pleasure of a personal copy, yours to read leisurely from cover to cover.

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

Address

City State.....

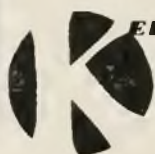
10-5-27

PHOTOSTAT SERVICE
RAPID—ECONOMICAL
 FACSIMILES · ENLARGEMENTS · REDUCTIONS

Commerce Photo-Print Corporation
 42 BROADWAY 45 MAIDEN LANE
 HARVARD 8/21 LICEN 3817

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.



KEEP YOUR COPIES

At the conclusion of each volume an index will be published and mailed to you.

International Advertising Association to Establish Bureau of Research and Education

AT a meeting of the International Advertising Association at the Bankers Club in New York on Friday, September 23, plans for a five-year program of research in the fields of advertising, marketing and distribution were announced. The meeting was in the form of a luncheon, presided over by Francis H. Sisson, vice-president of the Guaranty Trust Company and treasurer of the International Advertising Association.

Those who addressed the meeting were: C. K. Woodbridge, president of the association and president of the Electric Refrigeration Corporation of Detroit; Walter A. Strong, publisher of the *Chicago News* and chairman of the association's new Committee on Education and Research, and E. D. Gibbs, advertising director of the National Cash Register Company of Dayton, Ohio, and a past president of the association.

The Bureau of Research and Education will be established in Chicago and will be under the direction of N. W. Barnes, associate professor of marketing of the University of Chicago, and secretary-treasurer of the National Association of Teachers of Marketing and Advertising. The work will be incorporated in the regular program of the association with a budget of \$175,000.

The purpose of the new bureau is to coordinate the research and educational activities of the association's affiliated groups to bring about a better understanding of advertising. The bureau contemplates the formulation of standards for education in advertising, including a statement of minimum requirements for teaching advertising, for practicing advertising and for the general use of advertising knowledge in business.

The plan had its inception at the Baltimore meeting of The Advertising Commission of the International Advertising Association in May and in its tentative form was approved by the commission and later by the association at the annual convention in Denver last June. A few days ago, the plan, in specific detail, received the unanimous indorsement of the executive committee of the International Advertising Association at its fall meeting in Chicago. It is subject to the ratification of The Advertising Commission at its November meeting in Boston.

Mr. Gibbs has accepted the chairmanship of the Committee on Finance to raise the funds for the new work. Mr. Swartz is vice-chairman of the committee for New York and Homer J. Buckley, president, Buckley-Dement & Company, and president of the Advertising Council of the Chicago Association of Commerce, is vice-chairman for the West; Paul S. Armstrong, of the California Fruit Growers Exchange and president of the Advertising Club of Los Angeles, is vice-chairman for the Pacific Coast.

For 39 Years
COMFORT Has Led
Advertisers to Success



A. M. Goddard
 Editor



Miss Grace Pennock
 Cooking Department

Advertising history from COMFORT files of 30 and 40 years ago is interesting.

W. L. Douglas was making rapid strides with his \$3 shoe.

Sapolio with familiar old sayings was shining up to the hearts of the housewife.

Sears Roebuck & Co., with harness and buggy copy was just hitching up to enter the field of a National institution.

Mennen was dusting around with talcum powder—sparring for an opening.

COMFORT was one of the first to prove to these concerns the business-building power of advertising.

COMFORT was the first magazine in the world to have and to hold a million circulation.

COMFORT was the first to elaborate the departmental idea.

With the November issue COMFORT enters its fortieth year a veteran of a long and successful career, better able than ever to carry the message of advertising to the farm and country homes of America.

The seasoned advertiser knows that the so-called buying center is often made so by its country traders as by its local population. They know that

"COUNTRY COVERAGE COUNTS"

Surely a magazine that has grown so steadily for so long a time to such a commanding position in its field has proved through years of serving that it gives value and satisfaction to its readers and that it pays its advertisers.

Coincident with the appearance of the December issue the column width of COMFORT will be changed to meet the standard requirements of 13½ ems.

Two columns width will be 27½ ems, 3 columns 41½ and 4 columns 55½.

CLASSIFIED COLUMNS will also be set 13½ instead of 11½ ems and type size will be increased from 5½ to 6 pt.



Adin Ballou
 League of Cousins



Katherine Booth
 Pretty Girls' Club



Lena B. Ellingwood
 Cubby Bear Stories



Mrs. Alice B. Mooers
 Fancy Work



Cousin Marion
 (Mrs. Ruby Dunham)
 Talks With Girls



F. C. Sweeney, M. D.
 Mother and Baby Dept.



JULIUS MATHEWS SPECIAL AGENCY
 BOSTON—NEW YORK—DETROIT—CHICAGO

COMFORT'S Editorial folks are inspired with the motive to make every issue more valuable than the last.

COMFORT'S Department writers have developed a reader following that is absolutely unique in the magazine world.

The
Eastman Marketing Seminar

November 9, 10, and 11

The Engineering Societies Building
 29 West 39th Street
 New York

THIS Seminar will be a three-day study of market research methods, the results obtained, and their practical application to management.

Our purpose is to make available to business executives, in a condensed course of instruction, the accumulated experience of this organization in the conduct of marketing and sales surveys. The Seminar will be conducted by executives of the Eastman organization who have made market research and its application their life work.

Each day will include five study periods, in which subjects will be presented with an abundance of practical illustration. The sixth period will be an open forum for discussion, and the consideration of practical problems presented by those attending. Registration will be limited to executives, department heads, and educators. The group will be restricted to sixty, to insure effective study and intimate discussion.

Details regarding program, terms, and registration, on request.

R·O·EASTMAN, Incorporated
 7016 Euclid Avenue Cleveland 113 West 42nd Street New York

**National Publishers
 Association Holds
 Annual Meeting**

REPRESENTATIVES of general, trade, religious and agricultural papers attended the Eighth Annual Meeting of the National Publishers Association held at Shawnee-on-Delaware, Pa., Sept. 20 and 21.

At the business session, A. D. Mayo, vice-president of the association, and secretary of the Crowell Publishing Company, acted as chairman. Roger W. Allen of the Finance Committee reported on the finances of the association; its general activities during the past year were reviewed by the executive secretary, George C. Lucas.

An analysis of the wage situation in the printing industry in New York City was presented by John Clyde Oswald, managing director of the New York Employing Printers' Association. He stated that the three-year contracts with the Typographical and Pressmen's unions expire Oct. 1 of this year, and that the employing printers had refused to enter into negotiations for renewal of any contracts until the unions had abandoned their demand for the forty-hour week. T. J. Buttikofer of the International Magazine Company called attention to the increasing number of ordinances being passed by municipal authorities restricting the operations of magazine solicitors. Although the Supreme Court had declared such licenses, even if no fee were demanded, unconstitutional and interfering with interstate commerce, nevertheless attempts are being made to enforce them.

The report of the copyright committee was presented by Roger W. Allen, chairman. He was followed by Frederick S. Bigelow, associate editor of the *Saturday Evening Post*, who gave an analysis of the most important bills presented in Congress last year providing for complete revision of our present copyright laws.

A. C. Pearson, chairman of the postal committee and chairman of the board of directors of the United Publishers Corporation, reviewed the work done by the association during the past year in an effort to have Congress pass a bill reducing the rates on second class mail to those in effect in 1920.

William I. Denning and William L. Daley, Washington representatives of the National Publishers Association, gave some facts in regard to the attitude of Congressmen and the Post Office Department on the revision of postal rates. The following officers and directors were elected:

President, A. J. Baldwin, McGraw-Hill Pub. Co., New York; first vice-president, A. D. Mayo, Crowell Publishing Co., New York; second vice-president, P. S. Collins, Curtis Publishing Co., Philadelphia; secretary, F. L. Wurzburg, Condé Nast Publications, New York; treasurer, Roger W. Allen, Allen Business Papers, New York.

Directors for term expiring 1930: Charles Dana Gibson, *Life*, New York; Guy L. Harrington, Macfadden Publications, New York; B. A. Mackinnon, *Pictorial Review*, New York; Malcolm Muir, McGraw-Hill Pub. Co., New York; Henry W. Newhall, *Modern Priscilla*, Boston, Mass.; M. C. Robbins, ADVERTISING AND SELLING, New York.

Are You Neglecting Your Opportunities in America's Fastest Growing Market?

A 25 Year Record

1900 to 1926	U. S. Gain	Southeast Gain
True Value All Property	52%	393%
Value Farm Property	178	219
Value Farm Products	220	227
Value Manufactured Products	419	612
Active Cotton Spindles	78	313
Motor Vehicle Reg.	2080	3210



This booklet giving the fundamental reasons for the selection of Atlanta as Southern Headquarters by National Concerns, will be gladly sent to interested executives.

864 Leading American Corporations Have Found Increased Volume and Profit as a Result of ATLANTA Location

THREE fundamentals are becoming firmly established in the minds of executives directing sales for large American manufacturers.

First: That the South is growing at a much faster rate than the rest of the country as a whole.

Second: The increasing importance of the South as a market, coupled with hand-to-mouth buying, has made necessary a base of supply established at a point offering the best facilities for quick service to this market.

Third: Atlanta is the most logical location for a branch serving the South.

founded upon the inherent ability of a people to develop the immensely rich resources of their section.

Distribution City

From Atlanta fifteen main railroad lines reach 18 million people overnight; 70 million in 24 hours. From Atlanta you can render the quick fill-in service which is the keynote of successful merchandising today.

864 National concerns have proved the advantages of branch location in Atlanta. Their decisions to invest millions of dollars in Atlanta were

based on cold, unbiased facts, careful analysis and comparison. Today they are reaping the reward,—increased volume and profit.

One or more of your competitors are already here. Isn't it time for you to investigate the opportunities that Atlanta offers in your plan of merchandising?

The Atlanta Industrial Bureau is prepared to render you complete information upon market, labor conditions, raw materials, taxes, building costs and other factors of economy entering into your Southern production and distribution plans.

Many manufacturers owe their present volume of Southern business to the authentic information furnished by the Atlanta Industrial Bureau. We can be of equal service to you. Your correspondence will be held in strictest confidence. Write today.

INDUSTRIAL BUREAU
165 Chamber of Commerce

ATLANTA

Industrial Headquarters of the South

The increasing prosperity of the South is amazing even those who are in close touch with conditions. Behind the authoritative figures shown above is a mighty story of economic progress,

Ask your
Banker for
advice.

Tell other
Bankers
about your
company
and its prod-
ucts so they
will advise
correctly.

100,000 Bank Officers in 21,000
banks read the American Bank-
ers Association Journal.

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, 129 W. 2nd St., Los
Angeles

(MEMBER A.B.C.)

To Scare Or Not to Scare?

[CONTINUED FROM PAGE 40]

say frankly that no one likes to think of death. (And isn't it simple and strong to say "death" once in a while instead of using vaguely veiled references to mortality?) They admit that it's an unpleasant thought—and in the same breath they dismiss it in an orthodox way, but not until it has paused long enough in the reader's mind to make a sober impression in the middle of the rosy clouds of a story about an independent future. They are doing it in excellent taste. And the matter of taste is probably the turning point on which the whole controversy about scare copy rotates.

THE scare copy of other days was wisely abandoned, because it was horrible stuff. It smacked strongly of the old brimstone-hellfire revival meetings when the unregenerate were given a strong foretaste of sulphurous wrath when the unregenerate were given a strong foretaste of sulphurous wrath to come and were fumigated into repentance while yet there was time.

Of course such crude methods would be distasteful today, but no one can be offended at being made to think seriously. Every reader of national magazines remembers a life insurance advertisement a while ago that showed a little girl sitting on the floor, pointing to a magazine in her lap and asking her father what "lapse" means. Could the average father in moderate circumstances read that advertisement without taking serious counsel with himself? Could he picture himself explaining what "lapse" meant, with all the corollary explanation of what life insurance is and does, without feeling uncomfortable if he knew his own life insurance was inadequate? I, for one, have long wanted to give three cheers for the Prudential Life Insurance Company for so vividly presenting the true essence of life insurance in such unforgettable pictures. The little boy selling papers in a winter twilight—"His father let his life insurance lapse." The little chap in the orphan home, timidly twisting his cap and telling the visitors—"They said father let his life insurance lapse." Does that get under your skin, or doesn't it?

If you are the average man, with no independent means for your family to fall back on, which appeal would be more likely to jolt you into action: The rather hazily pleasant mental picture of your son bucking the line for a touchdown eighteen years from now—going to college because you took out an educational policy when he was three—or the torturing thought that on his fourteenth birthday, perhaps, that stinging picture in the Prudential advertisement might be a portrait to the life of your boy? Of course you want your son to go to college. And you admit the excellent features of a plan that will assure his education. But the sharp prod of urgency isn't provided in telling you all these fine things. You expect to prosper, and persistently you put the thought of death out of your mind. The thing that will make you wake up to action and shake off the state of placid inactive acquiescence, is

the cold chill of the thought that perhaps day after tomorrow the shrouded figure with the scissors will have forever taken away your opportunity to do for your boy by clipping your silver cord.

In the field of casualty insurance, a good hair-raising scare is often the only appeal that will get across. In selling automobile public liability insurance, for example, you encounter a situation in which plain logic is powerless. The man who could be moved by logic has already moved himself. He wouldn't drive a mile without plenty of insurance, and he doesn't take his car from the dealer's hands until all that has been attended to. The man who probably needs the insurance most finds it hard work to make ends meet without paying out twenty-five dollars or thirty dollars for an intangible life insurance. He will agree that the insurance is a good thing. But when it stacks up against realities like tires, oil, gas, windshield wipers and general upkeep, the competition is too stiff. It is going to take a hair-raising jolt to make him choose to pay for insurance instead of a spare tire, perhaps.

THE folder illustrated in this article is something of an experiment in putting the case-hardened prospect behind the wheel of an automobile which is running down a pedestrian. It portrays the fear-distorted image of the victim-to-be as it blurs before the brain of the driver at the instant when calamity is inevitable. The copy inside is intended to carry out the thought of breathless, disjointed terror at "that paralyzing moment." This particular scare folder had the virtue of being either well liked or cordially detested. There was no middle ground. The reactions of different classes of people to whom it was shown bear out pretty well the premise that scare appeal is all bosh to the man who buys from the standpoint of reason—but that it does the trick for the man who won't listen to logic. The substantial citizens who consider liability insurance as necessary as tires regarded the folder as being frankly pretty rotten. Yet in the field, where it is given to the man for whom it is intended, it apparently is ringing the bell, for it is now in its third large edition after seven months of circulation.

Casualty companies who write industrial insurance generally issue bulletins to post in factories in an effort to lessen industrial accidents. Some of these bulletins would mortally offend the sensitive spirit of the white collared critic who lives and works far from the sweaty atmosphere of steam hammers and bull ladles slopping molten steel. Such bulletins are honestly out to scare careless workers into being careful. A very unlovely safety poster comes to mind on this subject. It is a photograph of one Joe Plasikowski's right hand, showing the wages of neglect in the matter of ignoring a steel sliver in his finger. The hand looks startlingly like several sweet potatoes lunched together, and it constitutes an excellent reminder to Wladislaw Bom-

bolitski to go to the shop doctor and see about the sliver in his own thumb. Revolting? Oh, very! It violates all rules of polite good taste. But taste is relative, and if that ghastly picture saves Mr. Bombolitski's hand, it is in very good taste indeed. It's another case of knowing who's got to be scared, and how to scare him.

NO discussion of scare copy in insurance would be complete without mention of that grand old bugaboo of them all, the Hartford Fire Hellion. Ralph McKinley pigeon-holed him very neatly in the caption of his recent article in ADVERTISING & SELLING—"He's Good Because He's Bad." Ghoulish as is the Hellion, is he really out to scare us? Doesn't he rather inspire the sober thought that is the chief end of all good scare copy? I've never been covered with gooseflesh after seeing that black-and-red spook planking foot down on the unprotected roof of a house. But fire is an ever-present menace, and the Hellion keeps it always in mind. He is spectacular and unforgettable. He gets us to read the copy underneath, which isn't an hysterical fear-message, but simple facts simply stated.

Aside from the Hellion's value as a scarecrow, I wonder if he isn't worth more purely as an outstanding trade character, symbolic of the basic job of fire insurance. If I were to go into an insurance agency to buy fire insurance, I don't think my acceptance of a Hartford Fire policy would be the result of any panic, or of any very serious thought of the consequences of fire. When the agent offered me a Hartford policy, the accumulated impressions made by the Hellion would all click together, and the Hartford Fire, as an old acquaintance through years of consistent repetition of the Hellion, would be the easiest thing to accept. If I reasoned it out, I should probably say "The others are all good, I suppose—but I know the Hartford." Just because the Hellion wouldn't let me forget the Hartford.

Probably most of the outcries against scare copy in any kind of advertising have been revulsions against bad taste employed in the scaring. Mere rattling of skeletons may be repugnant, or may simply evoke the raucous laugh. Neither of which reactions leads to the merry jingle of the cash register. The Prudential copy, to me, is the quintessence of scare copy; scare copy with the fine Italian touch of the Borgias, because it makes the reader scare himself. The "paralyzing moment" folder and the infected hand poster are out and out bugaboos, directed at people who won't listen to anything else but the eerie screech of a banshee.

It seems to me that the foregoing paragraph is the answer to the question of whether scare copy is proper and effective in advertising insurance. It is easy enough to dismiss it with the statement that scare copy is all wrong. In a sense, all insurance copy is essentially scare advertising, varying only in its flavor and intensity. You can't talk safety without having a state of danger from which to be free. With human nature what it is, I can't escape the notion that the direct presentation of the ailment ought to make the best background for the cure, provided the proper degree of finesse is employed in mixing the ingredients.

CINCINNATI

Overnight from nearly all cities



At Fountain Square

HOTEL GIBSON

1,000 ROOMS

\$2.50 Up

*America's Logical Convention
Headquarters*

**2 Mammoth Ball Rooms
Seating Over 1000 Each**

20,000 sq. ft. Foyer Space for Displays
Accommodations for more than 2500 guests

WRITE FOR BOOKLET

RALPH HITZ, Manager

HENRY FORD Says—

"An employer who is going somewhere always attracts the right kind of employe."

I Want a Job

with a congenial and progressive organization "going somewhere." I cannot offer the "atmosphere" and "prestige" of a nice-sounding title or a large salary. However, I can offer you ability, intelligence, integrity and willingness to work and grow with the growth of the business. I can offer you broad and very varied experience in advertising, publishing and sales-promotion work in Chicago, New York, and in traveling the Eastern States.

I have written a great amount of copy; sold merchandise to the trade and to consumers; sold advertising space in magazines, newspapers, farm and trade journals; created and managed an advertising service department for a group of trade journals.

Any employer interested in *What I Know* more than *Who I Know* and who will be willing to give me an opportunity to work and prove my worth to his business is invited to write me a brief outline of the job for which he needs an efficient and dependable man. It does not have to be strictly advertising work. Any job requiring commonsense and all-round business experience in a small or medium-size (but growing) concern will interest me.

I am an American. Gentle. Single. Active and in good health. Right in the prime of life and willing to start at a modest salary.

Address: Box No. 484, Advertising and Selling, 9 East 38th St., New York City.

Advertising Appropriations

[CONTINUED FROM PAGE 22]

IT is all very well to be a highly regarded voice in farm affairs for 87 years—a paper that for almost a century has been welcomed in famous Southern manor houses—but we hold it equally as important to be indispensable to those younger spirits that are writing new pages in our agricultural history.

One subscriber writes us that he would not be without it for \$150.00 a year.

Another writes, "I started farming eighteen years ago on a rented farm, one horse, two cows, and today I have 568 acres, 75 head cows and heifers and it is all paid for. I have been a constant reader of the Southern Planter all this time and wish to give it due credit for my success."

There's a more important term than even "reader interest"—it's "reader friendship" which the Southern Planter evidently has. It means that your advertising is hospitably received in over 200,000 homes in Virginia and her neighbor states. The Southern Planter, Richmond, Va. Established 1840.



Home of the Southern Planter

jective set, the next step is to determine the kind and amount of advertising needed to do the job. Where the manufacturer has an advertising department this is their job. Drawing up the plan is also the special province of the advertising agency, trained and experienced in just this work. The plan should be built on a basis of departments, industries, or products. It should be complete in all major detail involving expense, before the final cost is figured. The blanket total obtained, with all legitimate overhead and preparation costs figured in, is the appropriation.

With these considerations, the inadequacy of the "percentage of sales" method should be apparent. Advertising requirements for different products, for different departments, or for different markets rarely correspond to set percentages, due to unusual expenses necessary to launch new products, to support weak products, to overcome special resistances, and so on.

The use of percentage figures for guidance or check is perfectly justifiable, so long as the objective and the advertising requirements are clearly pictured. The advertiser should be careful, however, that his percentage figures are reliable. The figures given by groups of advertisers are often not comparable, due to the fact that no two organizations are quite alike, due to the variation in factors which affect the sales plan, and due to the wide divergence of items included by advertisers in their advertising appropriations.

Caution should always be observed that the advertiser knows just what is included in the figures that he uses. In referring to percentage figures given by groups of advertisers, these figures should be regarded as minimum, due to the fact that the majority of advertisers appropriate much less for advertising than they actually need.

As previously mentioned, appropriating for specific objectives has profound advantages. It forces the advertiser to set an objective, it forces him to make a complete plan at the start, and it enables him to weigh his plan intelligently in relation to its cost. These advantages are being recognized more clearly every day by progressive manufacturers.

Principle 3. If Necessary to Trim the Appropriation, Trim the Objective First

Sometimes advertisers follow sound business methods in every business function, except their advertising. Here they seriously reduce the efficiency of their money by playing with theories or rule-of-thumb methods instead of following commonsense principles and sound methods.

If the advertising plan to reach a cer-

tain sales objective has been properly drawn up at first, no piece of it can be subtracted without correspondingly reducing the likelihood of reaching that objective. When the appropriation adds up to a larger figure than the advertiser should rightly use from his working funds, it simply means that his objective has been set too high for that year. Obviously he cannot thin out the advertising effort and still expect to reach the same objective—not until advertising goes into performing miracles. The common sense move is to go back and set a practical objective that can actually be accomplished with the funds available. Sometimes an objective cannot be modified at all and still remain practical, in which case it should be postponed altogether until sufficient funds accumulate to do it right.

Principle 4. Budget the Appropriation

The application of budget control to advertising funds is widely used, especially among the larger advertisers. It should be used by all advertisers. In addition to providing a written plan for income and outgo, it settles without argument the frequent questions of how to charge different advertising expenditures so as to reflect true results from efforts on each product or department. If seriously undertaken, it will protect the advertising account from being what it sometimes becomes, a dump for hundreds of miscellaneous items.

The budget can be prepared along with the process of setting the objective and drawing up the plan to get the final appropriation figure. Where a number of sales departments exist, each department should have its own objective, plan, appropriation, and in many cases its own budget. In addition to being divided by departments, the budget is also often divided according to products or markets.

Where the advertising for all departments, products or markets is handled as one campaign, each charge on the budget should be carefully thought out to avoid confusing charges between departments which would lead to false result and profit figures at the end of the year. In some companies each product group has its own campaign, separately drawn up, handled, and budgeted.

For the sake of simple business efficiency, as well as faith in the advertising work, the budget which has been carefully drawn, should be conscientiously adhered to. Increasing the expenditure over budgeted amounts should be surrounded with certain fixed formalities, such as requiring the department manager, advertising manager, or advertising agency, to present a "Request for Additional Appropriation," in which the reasons and purposes must

be fully stated in order to secure approval.

Principle 5. Plan the Appropriation as Far as Possible on Long-Term Objectives

Long-term thinking has probably always existed in business, but actual long-term planning is more recent. It is now gaining wider acceptance in advertising work, as reflected in the fact that more companies every year are appropriating on a basis of several years, in some cases five years or more.

Sales executives agree that many a hard sales and advertising job cannot possibly be put over in a single year. Once a long-term objective is set and planned for, it is wisest to set the appropriation on the same basis. If the executive is able to get his appropriation regularly every twelve months no harm is done by having it on this basis. It may also be advisable for fiscal reasons. But if there is danger of the appropriation being curtailed in the second or third year, the original objective and plan may easily be upset. Obviously every long-term plan or appropriation should provide for common-sense flexibility and modification as changing conditions may demand or as progress may require. Wider adoption of long-term planning in advertising work will help industrial advertising to do its real work effectively and efficiently.

Principle 6. Budget a Reserve for Contingencies

Of course, the main argument for a reserve fund is that the advertiser should have something on hand to take care of emergencies or special opportunities that cannot be predicted and provided for when the original budget is drawn. The nature of these contingencies will vary somewhat in different types of company, but the following are apt to occur:

1. Necessity for bolstering weak spots, territorially, by products, or by markets
2. Necessity for meeting unforeseen strategic moves by competitors.
3. To bring out new products. This is not so common as other contingencies, since new product campaigns are usually planned well in advance.
4. Rise in advertising cost: unforeseen advances in printing and engraving costs, etc.
5. Faulty advance accounting, a lamentable but occasional contingency causing original figures to be exceeded.
6. Special drives not planned in advance. Reserves are often made for this purpose alone, so that the advertiser can seize opportunities for unusual results or can put extra pressure in certain quarters as occasion arises.
7. Necessity to change advertising plans at increased cost. This should not happen, but must be provided for when it occurs as a real necessity.

Whether or not to maintain a reserve fund seem to be controversial among advertisers. The school opposed to any kind of reserve either recognizes no emergencies, or feels that a reserve is a temptation to spend money wastefully. One advertiser says "we decide the appropriation scientifically and then follow an undeviating policy. In this way we avoid temptations to go off on appealing tangents." Another puts it, "by adhering strictly to original plans, we are now inclined to fall for new ideas which may have advertising merit but do not fit into our plans." This

OPENINGS for ADVERTISING SALESMEN

The Public Ledger of Philadelphia has openings for salesmen of advertising space, which offer opportunity for men of ability and the right habits of thought.

These men need not be salesmen with years of experience and long records. In fact, younger men are more desired.

We are adding to our present organization, men who can learn the modern way of selling newspaper advertising space by being of *service to the advertiser*—

1. In presenting facts in relation to his business
2. In offering sound advice regarding the market, and
3. The best way to develop sales in that market

Young men from 25 to 35 years of age, having had a college education or technical merchandising or marketing education of some sort, and a year or two of experience in advertising agency work, or newspaper space selling, or in merchandising, or in actual wholesale merchandise selling, or experience as factory salesmen, could qualify.

Apply by letter, giving an outline of your qualifications, as you see them, paralleling our requirements.

I. R. PARSONS
Advertising Director

PUBLIC LEDGER
PHILADELPHIA

SELLING YOUR SERVICES?

9000 POTENTIAL
BUYERS
IN
THE MARKET
PLACE

LAUNDRIES

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

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

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

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

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

The Starchroom Publishing Co.
421 Commercial Square, Cincinnati, Ohio



ROCHESTER, N. Y.

has a German-speaking population of

47,282

according to the 1920 U. S. Census. There are

74,719 GERMANS

within the 40-mile radius of Rochester

Rochester has also received a big share of the 260,000 Germans, Austrians, Czechoslovakians and Swiss who have come to the U. S. since 1923.

ROCHESTER'S GERMAN DAILY

ABENDPOST

L. KLEBAHN FRANKLIN A. WALES
12 East 41st St. 140 S. Dearborn St.
New York Chicago
Eastern Adv. Rep. Western Adv. Rep.

ORAL HYGIENE
goes every place



The circulation that goes all the way . . . reaches every dentist whose name can be secured . . . East and West, North and South . . . Oral Hygiene goes every place, not just some places.

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., Venderbilt 3758.
ST. LOUIS: A. D. McKinney, Syndicate Trust Bldg., Olive 43.
SAN FRANCISCO: Roger A. Johnstone, 155 Mont gomery St., Kearny 8086.

school seems to feel that judgment is excellent when making the original plan but that it can't be trusted afterwards. Obviously, to administer advertising funds at all, the sales or advertising executives must be able, most of the time at least, to recognize an emergency, or to tell a real opportunity from a temptation.

Other advertisers prefer to meet emergencies by appropriating new funds. This method amounts virtually to maintaining a reserve, and is generally used where the appropriation is not actually budgeted.

The majority of advertisers acknowledge occasional emergencies and provide in some way for them. As a matter of principle it seems best to call a reserve of principle it seems best to call a reserve. Budget it as such, over and above the cost of the basic advertising plan, and meet all emergencies out of it, not of funds planned for other effort. The reserve can be amply protected by making certain formalities and checks necessary before it can be used.

Book Publishers Consolidate

ANNOUNCEMENT has been made of a merger between Doubleday, Page & Company and the George H. Doran Company, with a total capitalization of between \$5,000,000 and \$6,000,000. The Doran company will contribute to the capitalization approximately \$1,250,000; Doubleday, Page & Company, which a few years ago absorbed the London firm of William Heinemann, Limited, will contribute the balance of the capitalization and one-half of the 2000 active titles.

Until Jan. 1, 1928, when the consolidation will become effective through an exchange of stock certificates and by a joint directorate, the two houses will be operated as at present, as separate units. From that date on the company will be conducted: in America, as Doubleday, Doran & Company, Incorporated; in Great Britain, as William Heinemann, Limited. The executive offices will be at Garden City, Long Island, N. Y., 244 Madison Avenue, New York, N. Y., and 99 Great Russell Street, London. The publishing plants will be at Garden City, Long Island, N. Y., and at Kingswood, Surrey, England.

The following magazines are published by Doubleday, Page & Co.: *World's Work*, *Country Life*, *Garden and Home Builder*, *Radio Broadcast*, *American Sketch*, *Short Stories*, *Frontier Stories*, *West Weekly*, *Educational Review*, *el Echo*, Spain, and *Le Petit Journal*, France.

The companies and subsidiaries included in the merger are, in America: Doubleday, Page & Company, George H. Doran Company, Nelson Doubleday, Inc., Garden City Publishing Company, and Doubleday, Page Book Shops, Inc.; in England: William Heinemann, Limited; The World's Work, Limited; and William Heinemann (Medical Books), Limited.

The directors of the corporation will be: F. N. Doubleday, George H. Doran, John J. Hessian, Stanley M. Rinehart, Jr., John Farrar, Harry E. Maule, Donald McDonald, Theodore Byard, Nelson Doubleday, S. A. Everett, Russell Doubleday, W. J. Neal, Reginald T. Townsend, W. H. Eaton, C. S. Evans, Henry L. Jones.



"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

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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

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

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



ROTOGRAVURE

Prints *Perfect Pictures* - the Universal Language



Top coats or furniture, radio or mufflers, rotogravure pictures them accurately. The rotogravure representative of your newspaper can give you very interesting facts about the pulling power of his rotogravure section and what it will do to increase your sales.





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. 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

LOS ANGELES
716 Sun Finance Building

CHICAGO
208 S. La Salle Street

Marketing by Zones

[CONTINUED FROM PAGE 25]

from the statement of the management:

"When we sat down and figured what the magazine advertising would cost we did not have money enough!"

"Impatient to grow quickly, they all are." These are the words of a well-known banker. "They see in national advertising one means to fast expansion. Then, when they are advised by publishers of the uselessness of 'spurt advertising' and realize that a campaign would eat up their entire capital in one year, they rush to the other extreme of opinion that 'I'll have to wait 'till I'm big enough to stand the pace.'"

Thanks, however, to the newspapers, another set of advertising solicitation has come into the field. All the vagueness of national copy vanishes when the struggling manufacturer is told:

"All newspaper advertising must in final analysis be local advertising, designed to sell merchandise or service to individual readers of the paper. Newspaper copy does not vaguely build goodwill. The ad in the paper today usually produces sales tomorrow."

THE smokestack, unable to finance and unprepared to benefit from a national campaign, can yet do a zone job near at home. And by extending its efforts to other zones as it achieves its initial objectives, eventually will be able to sell and advertise nationally.

Zone marketing is, actually, the history of marketing. Gradual growth outwards into farther and farther centers was the only possible method in all the decades before advertising enabled us to speed up all distribution. In our plunge into nation-wide conceptions it is easy to overlook the unnumbered concerns which must still follow the slow process of growth from within. In our tribute to outstanding successes through bold and costly national advertising, we lose sight of all the others who have tried and failed. Equally do we miss recalling to mind all the grief and financial losses buried in the history of good products, rightly devised but wrongly marketed, with bankruptcy and reorganizations as steps in the final success—steps which usually squeeze out the original geniuses and transfer ownership to hands more practical though less inventive.

Zone marketing is one of the advantages of the newspaper. Only the local medium can parallel printed selling with the shoe leather of a district sales office.

These statements are obvious to any publisher or agency—so obvious, in fact, that they fail to see that others do not know them at all. To the local department store and local retailer, these truths are known; to the user of classified space they are likewise familiar. But to the harassed manufacturer, wishing to advertise but alarmed at the risks, these facts are, somehow, so obvious that they have been overlooked to large measure. Lest this be misinterpreted, we hasten to add that this ignorance applies to the non-advertising manufacturer who sees no

other choice than the alternative between costly national campaigns and nothing at all, implicating ignorance to the many who already follow zone marketing.

Zone marketing, with parallel local advertising, is the golden opportunity for the manufacturer who thinks himself too small to advertise, for those who want to grow, as also for the one whose distribution is less than national or whose product fits the requirements of but part of the country. Not only is the opportunity given; zone marketing is the common-sense procedure. Many manufacturers, as is well known, though leaders in their field, yet prefer the lower selling and advertising costs of concentrated markets over the more scattered national market. Of this class are Calumet in baking powders, Holland in furnaces, Maytag in washing machines, Standard Oil in lubricants and motor fuels—each doing, probably, the largest volume of its class in the country.

A PROGRESSIVE lumber yard and sawmill company, enjoying highly favoring freight rates, for three years studied a venture into "ready-cut homes." For a radius of 1000-1200 miles they could discern a distinct advantage over the Bay City makers—the more favorable freight offsetting their higher production costs. Throughout those three years, every ingenuity they could muster was directed on plans to cut costs to a point where they could compete in the market, it being their intention to "lick Bay City off the map." Better counsel, however, prevailed. They are, instead, concentrating their sales efforts to a radius of one-fifth of the 1000 miles, supported by parallel advertising, with the result that volume of sales is already three times their fondest anticipations.

An Ohio maker of office wire baskets died suddenly ten or twelve years ago. His business fell into the hands of a brother. Quickly the brother discovered that what had been the boast of the owner was a great danger. He had been selling in carload lots to three Detroit concerns and two New York department stores. Further than these five, the humming factory had not a sales connection. Death of the owner had been hastened, as it proved, by the threat of losing the Ford account, which was the largest outlet; and this did eventuate shortly after the change in management. Forty per cent of the market disappeared with the loss of that customer.

All selling had been done by the former owner in person and the brother was no salesman. Sound advice, nevertheless, saved the situation. Again it was a case of the obvious thing which had been overlooked.

With a dozen years of successful manufacturing behind it that smokestack had never cultivated the market right at home. The goods had always gone in carloads to distant buyers. Not a retailer in the home city had ever

WANTED:

A Newspaper Promotion Manager

The Business Manager of the leading and dominate newspaper in a medium-sized, highly prosperous western city has asked us to suggest the name of a suitable promotion manager.

This paper is looking for a young man about twenty-five years of age who can write good copy about a newspaper and its market; a young man whose mind naturally runs to practical and alert ways of building circulation through the printed word; of continually selling the editorial contact and the features to its readers; a young man who can translate the market opportunities through the printed word to local, national and classified advertisers.

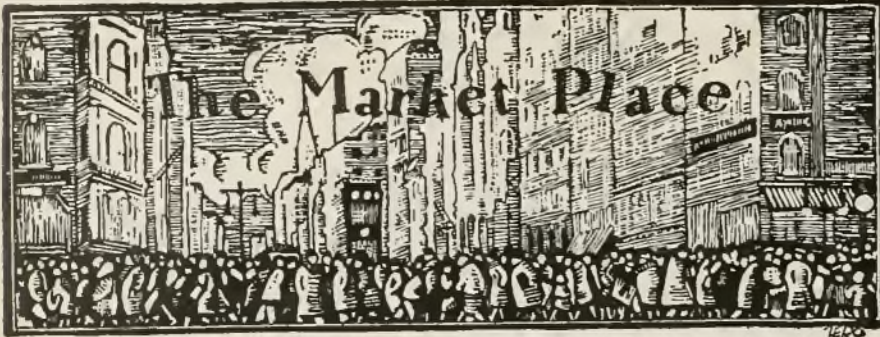
The man selected will probably have had similar newspaper or agency experience. He will be bright, intelligent and a fundamental thinker. He will not only be able to quickly pick up and improve on suggested ideas, but he will constantly be offering ideas of his own.

This position offers an unusual opportunity because the paper, though comparatively young, is substantially entrenched in one of the country's best junior markets. The only limit to future growth and opportunity is the ability of the man. The initial salary will be \$60.00 a week.

Please write a letter, fully setting forth the reasons why you believe you are fitted for this opportunity. State previous experience and give references. All correspondence will be held in the strictest confidence.

JUSTIN F. BARBOUR

Western Manager
Advertising & Selling
122 So. Michigan Ave.
Chicago, Illinois



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

SALES EXECUTIVE

Thoroughly experienced in handling salesmen and sales promotion—familiar with Sales Department routine and a good correspondent with constructive ideas, is open for connection with a reliable firm. Has had wide experience in handling sales of several national advertisers and can supply convincing references. Address Box No. 483, Advertising and Selling, 9 East 38th St., New York City.

ASSOCIATE EDITOR for monthly magazine going to producers and users of printing for sales purposes. Must have had experience in preparing and selling campaigns of printed matter and understand the printers problems. Editorial experience essential. State age, background and starting salary needed. J. C. ASPLEY, DARTNELL CORPORATION, 4660 Ravenswood Ave., Chicago.

SPECIALTY SALESMEN WANTED

One of the oldest and best established manufacturers of decalcomanias and transparencies has some very rich territories just now open for the right type of specialty or sign salesman. If you are the type of man to sell quality products strictly on their merits regardless of price, we will support you with price schedules that will make sales doubly sure. Such territories as Boston, Philadelphia, Cincinnati, Kansas City, Omaha, Minneapolis or St. Paul, Denver, Dallas, New Orleans, Louisville and Richmond are open—but not for long. If you measure up write promptly, giving full details in your first letter. Address Box 485, Advertising and Selling, 9 East 38th Street, New York City.

Position Wanted

A MAN

A man whose work has attracted attention in his industry and who is now doing important work for a large corporation.

A man who can plan, write and layout your advertising the way you want it done.

A man who can put your ideas and your thoughts into result producing advertising campaigns.

A man whose experience will save your money on art work and production.

A man whose selling, engineering and advertising experience of fifteen years qualifies him for the position of advertising manager (probably for some industrial advertiser), or copy writer for some agency.

If this man interests you let him tell you his story. He is thirty-five years old, married, and his hobbies are gardening, birds and writing fiction.

Address Box 480, Advertising and Selling, 9 East 38th Street, New York City.

Positions Wanted

ADVERTISING — MERCHANDISING SALES PROMOTION — SELLING

Advertising executive—age 29—experienced all phases advertising—merchandising—sales promotion—sales management—desires association with national advertiser.

Worked with retailer, jobber and their sales organizations. Now advertising and assistant sales manager of prominent manufacturer with factory chain stores and national distribution.

Has university education, fundamental business background, ability to produce results and sufficient energy and perspective to plan and completely execute successful retail and national sales and advertising campaigns.

Present earnings \$5,700.00.

Address Box No. 481, Advertising and Selling, 9 East 38th Street, New York City.

SALES AND ADV. EXECUTIVE WITH THE FOLLOWING EXPERIENCE IS AVAILABLE

10 years as advertising and sales promotion man with a large manufacturing company.

11 months in the Publicity Division of the U. S. Marine Corps.

7 years in newspaper editorial and advertising work.

This man has developed and conducted a successful statewide advertising and sales promotion campaign for an organization of retailers.

He has also taken over the salesmanship of a laundry which was losing money four years ago and which today is the best paying laundry property in its territory and one of the outstanding laundries in the country.

Box No. 482, Advertising and Selling, 9 East 38th Street, New York City.

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.

Stationery and Printing

STATIONERY AND PRINTING

Save money on Stationery, Printing and Office Supplies. Tell us your requirements and we will be pleased to quote lowest prices. Champion Stationery and Printing Co., 125 Church Street, New York City. Phone Barclay 1295.

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

stocked, much less displayed, the product. But, now tactics were altered. The local newspaper (community of 15,000) was used to tell neighbors of the product, paralleled with persuading local merchants to stock the line. Today after some ten years, zoning has gone on progressively out over Ohio. Even today, however, less than 24 Ohio counties have been cultivated; but the factory does not know a shut-down and has been three times enlarged. During 1926, for each dollar in advertising effort has come an offsetting sale of forty dollars within the parallel territory.

“THE terror of those big contracts worried my brother into his grave,” declares the present manager. “But now we are independent. We stand just where Ivory and Buick do. We are king in the tiny world of this section of Ohio for our line.”

Advertising remains, indeed, the opportunity of the small smokestack. Advertising, not national to begin with, but zoned to parallel distribution. Marketing by zones, follows the vision of this country as a succession of local markets, each fairly well defined with some city as center. Within such a restricted area newspapers can tie selling effort to advertising as no national medium can hope to do—or claim to do—thus keeping advertising in its rightful place as an adjunct to selling.

“Wholesale markets,” declares the government's atlas of wholesale grocers, “tend to be those of some newspaper coverage,” but the smokestack that tries to market by zones must not overlook that inconspicuous word “tend” in the quoted sentence. For practical coverage it is usually wise not to depend wholly on coverage through the single dominant paper of the principal city. Usually, for products going to individuals, this coverage must be supplemented in outlying communities by space in local papers of those communities, with their lower rates and their ability to get close to the hearts of their own people.

With marketing by zones, furthermore, the appeal has possibilities that are out of the question with the so-called “national” copy. It can be made distinctive, with many touches of local application. It can be made as vital as the newspaper itself; crammed with timeliness. Selling points may be converted into copy with real news value. The newspaper has the inestimable advantage of displaying in “the store window of the town” a product locally made, to a local body of prospects. All the turns of pay-day, crop-moving season, school or holiday, athletic and social occasions, climatic and racial peculiarities—everything local, in fact—may be utilized to the utmost of flexibility.

Advertising of this sort, beginning small and local but headed to become big and national, lies ahead in tremendous volume. To the solicitor or the agency such slow growth from tiny beginnings presents the discouragement of negligible return for immense effort, viewed as a source of immediate income. Considered, of course, with eye to the long future, these struggling smokestack accounts hold all the promise of budding youth.

Manufacturers, too, who have succeeded through zone marketing where every insertion is tied intimately with the sales curve beget a loyalty to the in-

“GIBBONS knows CANADA”

J. J. GIBBONS Limited, Advertising Agents

TORONTO

HAMILTON

MONTREAL

LONDON, ENG.

WINNIPEG

dividual medium. Of Calumet, three publishers in as many cities have made an identical remark: "And they never forget that town; they never quit their local advertising."

Akin to zone marketing is, of course, marketing within any limited field. The limited market is not necessarily a newspaper market—state farm papers and publications of single industrial groups present a similar method, with "zoning" for a group rather than for a geographical area. The maker of confectioners' equipment, of coal mine machinery, of chemical apparatus, uses, of course, the appropriate publications to reach his specialized market. The smokestack needs, first of all, to identify and isolate its market; then to objectify the most effective manner of touching that market.

This is the second of a group of articles written by Mr. Haring on the marketing problem of the small manufacturer. The third will appear in an early issue.

Obituary

Arthur Eastman Clifford, who was for more than thirty-five years actively engaged in industrial and trade publishing, died Sept. 20.

Born in Gilmanton, N. H., in 1868, Mr. Clifford began his publishing career in New York as business manager of the *American Exporter*. In 1892 he became business manager of *Electrical World*, then a Johnson publication, and two years later business manager of *Street Railway Journal*, one of the first McGraw Publishing Corporation papers, which he left a year later in order to return to his former position on *Electrical World*. When this paper was taken over in 1899 by the McGraw Publishing Corporation he remained on it as business manager.

Up to 1923 he continued with McGraw-Hill publications, most of the time as business manager of *Electrical World* but also serving, among other activities, as assistant to J. H. McGraw. In November, 1923, he resigned from McGraw-Hill to become business manager of *Automotive Industries*, a position in which he was active at the time of his death.

American Society of Sales Executives Elect Officers

The annual meeting of the American Society of Sales Executives was held at Buckwood Inn, Shawnee-on-Delaware, Pa., Sept. 22, 23, 24. The following officers were elected for the ensuing year: Chairman, G. R. Cain, Swift & Co., Chicago, Ill.; treasurer, F. C. Beckwith, Hamilton Watch Co., Lancaster, Pa.; secretary, Frank Hayden, Becton-Dickinson & Co., Rutherford, N. J.

These three officers and the following additional members comprise the executive committee: W. R. Cummings, Monroe Calculating Machine Co., Orange, N. J.; M. L. Havey, New Jersey Zinc Co., New York, N. Y.; G. W. Smith, Oneida Community, Ltd., Oneida, N. Y.; and F. P. Valentine, American Telephone & Telegraph Co., New York, N. Y.

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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
John B. English.....	John Wanamaker, New York, Ass't Adv. Mgr.	Hahne & Co., Newark, N. J.	Sales and Adv. Mgr.
Alvin Dessau	Goodell-Pratt Co., Greenfield, Mass., General Sales Mgr.	Borden, Sales Company, Inc., New York	Sales Dept.
Charles C. Mercer...	National Steel Fabric Co., Pittsburgh, Pa., Sales Counsel	Same Company	Adv. Mgr.
Robert L. Glöse.....	National Steel Fabric Co., Pittsburgh, Pa., Sales Agent	Same Company	Sales Mgr.
C. G. McDonough ...	Kelly Springfield Truck & Bus Corp., Springfield, Ohio, Sales Mgr.	Selden Truck Corp., Rochester, N. Y.	Director of Sales
Frederic Kammann..	Gillette Publishing Co., Chicago, Adv. Mgr.	Arctic Nu Air Corp., Minneapolis, Minn.	Sales Mgr.
Howard O. Frye.....	Walter Baker & Company, Inc., Dorchester, Mass., Adv. Dept.	Postum Company, Inc., New York	Adv. Dept.
N. R. Crawford.....	Industrial Works, Bay City, Mich., Director of Sales	Resigned	
Charles L. Reiersen..	Remington Arms Co., New York, President	Gilbert & Bennett Manufacturing Co., Chicago	General Sales Agent
Peter P. Carney.....	The Remington Arms Co., New York, Adv. and Publicity Director	Resigned	
E. F. Amos	Nestle Food Co., New York, Sales Mgr.	United Milk Products Corp., Cleveland, Ohio	Vice-Pres., New York
Katherine Gimnane..	Gotham Silk Hosiery Co., Inc., New York, Sales Promotion	Same Company	Adv. Mgr.
Donald Vance	National Screw & Manufacturing Co., Cleveland, Ohio	Perfection Stove Co., Cleveland, Ohio	Adv. Dept., In Charge of Production
L. B. Krick	Calvin Standford Adv. Agency, Atlanta	Citrus Products Co., Chicago	Adv. Mgr.
J. J. Hilt	Racine Radiator Co., Racine, Wis.	Young Radiator Co., Racine, Wis.	Sales Mgr.
Louis E. Shecter.....	The Joseph Katz Co., Baltimore, Member of Firm	Hecht Bros. Stores, Baltimore and New York	Adv. Director and Counsellor
Stephen I. Miller....	American Bankers' Association, New York, Nat'l Educational Director	Nat'l Association of Credit Men, New York	Executive Mgr. (effective Nov. 1)

CHANGES IN PERSONNEL—(Agencies, etc.)

Name	Former Company and Position	Now Associated With	Position
Paul R. Eager	Hahne & Co., Newark, N. J., Adv. and Sales Mgr.	Amos Parrish & Co., New York	Associate Director
C. M. Sommers.....	E. A. White Organization, New York, Adv. Mgr.	Reuter Advertising Agency, New York	Merchandising Service Manager
George F. Lord	Chevrolet Motor Co., Detroit, Adv. Mgr.	Colin Campbell Corp., New York	Partner
Colin Campbell	Chevrolet Motor Co., Detroit, Vice-President	Colin Campbell Corp., New York	Partner
S. J. Hanick	Reuben H. Donnelley Corp.	S. J. Hanick Co., Philadelphia	President
Harold W. Cooke ...	J. B. Colt Co., New York, Adv. and Sales Mgr.	N. W. Ayer & Son, Philadelphia	Plan Dept.

Lumber Yard or Building Merchant?

By *Dr. Wilson Compton,*
SECRETARY-MANAGER

National Lumber Manufacturers Association

(From a recent address to the National Lumber Manufacturers Association)

"There has been a striking transformation in the position of the retail lumber dealer. Formerly the retail dealer, in fact, as well as in name, was a dealer in lumber. In the rural line yards other supplementary materials were regularly handled; but usually not materials in direct competition with lumber. In larger towns and cities, a few lumber yards continue to handle lumber only, while the builders supply yards handle diversified building material. But the number is small and growing smaller."

"Speaking in general terms, the retail lumber dealers are in fact no longer lumbermen. They are friendly to lumber. They always have been. They formerly were partisan to lumber. A few still are. Most are not and they will not be.

"The transformation of the typical retail yard from a lumber yard to a distributor of diversified building materials has been gradual, not spectacular, but almost universal."

Because Building Supply News impartially discusses the advantages and uses of all building materials it is natural that it would be the favorite journal of retailers dealing in any and all character of building supplies. Therefore, it is not surprising that the more than 8,000 building supply dealers now reading this paper include a larger number of dealers handling lumber than the lumber dealer circulation of any other publication reporting to the A. B. C. If your product enters into the construction or maintenance of any character of building, we can show you how to successfully market it.

BUILDING SUPPLY NEWS

"Edited for the Merchant of the Building Industry"

407 South Dearborn Street, CHICAGO
Member: A. B. C. and A. B. P.

New York

Cleveland



Advertising
& Selling

The NEWS DIGEST

Issue of
Oct. 5, 1927



CHANGES IN PERSONNEL—(Agencies, etc., continued)

Name	Former Company and Position	Now Associated With	Position
John L. Boyd	N. W. Ayer & Son, San Francisco, Cal.	Geyer Company, Dayton, Ohio	Account Executive
Dudley H. Brattin	Millis Adv. Co., Indianapolis, Ind.	Geyer Company, Dayton, Ohio	Account Executive
T. O. Warfield	Warfield Advertising Co., Omaha, Neb.	Ferry-Hanly Adv. Co., Inc., New York	Account Executive
Bruce W. Elliott	Moser & Cotins, Utica, N. Y.	Chappelow Advertising Co., St. Louis	Copy
Benj. F. Meyers	Livermore & Knight Co., Inc., New York	James F. Newcomb & Co., New York	Member of Staff
Joseph Epstein	Item-Tribune, New Orleans	Fitzgerald Adv. Agcy., Inc., New Orleans	Acc't Executive
L. H. Coloney	General Chemical Co., New York	Street & Finney, Inc., New York	Vice-Pres.
Henry C. Colby	Frank Presbrey Co., Inc., New York	Olmstead, Perrin & Lef-fingwell, Inc., New York	Acc't Executive
Tom F. Blackburn	J. Walter Thompson Co., Chicago	Carroll Dean Murphy, Inc., Chicago	Copy
James A. Hausman	Henri, Hurst & McDonald, Chicago	Carroll Dean Murphy, Inc., Chicago	Production Manager
E. F. Kennedy	National City Company, N. Y. Representative in Southern Territory	Martin-Gessner Adv., Inc., New Orleans	Vice-Pres.
Ralph Richmond	National Board of Fire Underwriters, New York, Ass't Director of Public Relations	Z. L. Potter Co., Syracuse, N. Y.	Copy Chief
Robert Hunt	United Press, New York	Casey-Lewis Co., Nashville, Tenn.	Copy

CHANGES IN PERSONNEL—(Media, etc.)

Name	Former Company and Position	Now Associated With	Position
Paul Ray	E. Katz Special Adv. Agency, Chicago, Ill. Salesman	Same Company, Detroit Branch	Salesman
G. J. Dietrich	The Farm Journal, Philadelphia, Salesman	E. Katz Special Adv. Agency, Chicago	Salesman
Roy M. McDonald	Henri, Hurst & McDonald, Chicago	Gillette Publishing Co., Chicago	Adv. Mgr.
R. W. DeMott	Experimenter Publishing Company, Inc., and The Consrad Co., Inc., New York, Secretary and Business Mgr.	Resigned	
Stroud Gale	American Magazine, New York, Representative	Forum, New York	Western Advertising Mgr.
P. J. Flannery	Brooklyn Citizen, Brooklyn, N. Y., Adv. Manager	New York Sun	Adv. Representative, Brooklyn
W. J. Dougherty	The Music Trades, New York, Managing Editor	Same Company	General Manager
U. J. Kraemer	Cleveland Press, Cleveland, Ohio	Baltimore Post	Advertising Manager
E. G. Cooke	Cooke & Hance, Detroit	The Mulford Co., Detroit	Sales Dept.
Leonard A. Hecht	Baltimore Post, Baltimore, Adv. Mgr.	Baltimore News, Baltimore	Display Adv. Staff
Arvin L. Wheaton	Localized Advertising Corp., Detroit, Representative	The Mulford Company, Detroit	Representative
Mrs. Kenneth S. Kir-land	The Butterick Quarterlies, New York, Adv. Dept.	Children, The Magazine for Parents, New York	Adv. Staff
W. C. Weber	Philadelphia Record, Philadelphia, Book Dept.	Charles Scribner's Sons, New York	In charge Book Adv. Dept.
W. L. Ettinger	Frank Presbrey Co., Inc., New York	The Outlook, New York	Adv. Mgr.
A. L. Carmical	Chicago American, Chicago, Promotion Mgr.	Chicago Herald and Examiner, Chicago	Promotion Mgr.
Miss J. C. Coburn	LaSalle & Koch Co., Toledo, Ohio	Harper's Bazar, New York	Promotion and Merchandise Mgr.
Wallace Meyer	Charles Scribner's Sons, New York, in charge Book Adv. Dept.	Resigned	

13 AN ADVERTISEMENT BY
CHARLES W. HOYT, President, CHARLES W. HOYT COMPANY

WHEN the representative of a class paper appears before an advertiser he is armed with figures, charts, and maps. He states the extent of his circulation in certified figures; he indicates where those purchasers of the paper are located; he presents lists of subscribers to show the character of the circulation. Then he stops, content. He has demonstrated to his satisfaction the three "dimensions" of his publication: "How many," "Where" and "Who"

But the really wise advertiser is not satisfied. There remains unconsidered a fourth and very important dimension. "Do these people actually read your paper?" he shrewdly asks. "Do they look forward to its arrival? Do they read it as soon as it has come? Or do they feel that it won't matter if it lies around for a while unopened?"

In any of the class fields it is easy to discover the size of a circulation, how it is distributed and of what it consists. Those qualities are easily judged from standard tabulations; but whether the subscribers are really reading the publication is very much less evident. There is, however, one simple and significant rule of thumb to follow: Make an estimate of the editor.

IF I WERE SELLING SPACE



HIS STAFF

This editor has a staff of eleven contributing editors, a staff of a quality such as would in itself assure his paper's being read. Who can resist reading whatever Earnest Elmo Calkins writes? Who is there among all the authors of marketing articles who writes as well as "Bob" Updegraff? When Kenneth Goode makes a comment, all listen to what he says. Nobody who has heard or read an opinion of G. Lynn Sumner will fail to be interested in his published thoughts. When Charles Austin Bates takes up his pen, all of us stop, look and listen.

To make sure that his circulation consists of readers, Mr. Kendall has assembled this remarkable contributing staff. To depend upon them would satisfy the average editor; but it does not satisfy ADVERTISING AND SELLING. It scours the advertising world for feature articles; it keeps at its search for the unusual and the worthwhile. It secured one of the most remarkable biographies of advertising experience which has ever been published. It induced that brilliant advertising man Claude C. Hopkins to write the experiences of his life, a series that grips the attention—and holds it.

WHO DID IT?

Why did the *Ladies Home Journal* have so amazing a growth? What made the *American Magazine* go ahead in leaps and bounds? What made *The Saturday Evening Post*, the most remarkable of all weeklies? Were not their striking successes due to editors of the type of Bok, Siddall and Lorimer?

Those great editors were never satisfied until they had secured the definitely best, the most unusual and the most provocative articles to be had. Bok traveled over the entire world in his search for feature articles. Lorimer demanded the greatest from the market of business romances. Siddall secured the intimate life stories of the most interesting and successful people. As a result their publications were not mere desk and table decorations.

To have your advertisement read it must be in a medium that is itself read. To have readers who really read it is apparent that there must be the right sort of an editor—a man who has a keen instinct for what will interest his subscribers. ADVERTISING AND SELLING is fortunate. It has such an editor, one who is not a mere "desk editor." It has an editor who is in constant, close contact with advertising men; one who keeps his ear to the ground, who anticipates future wants accurately and then wisely stops when they have been supplied.

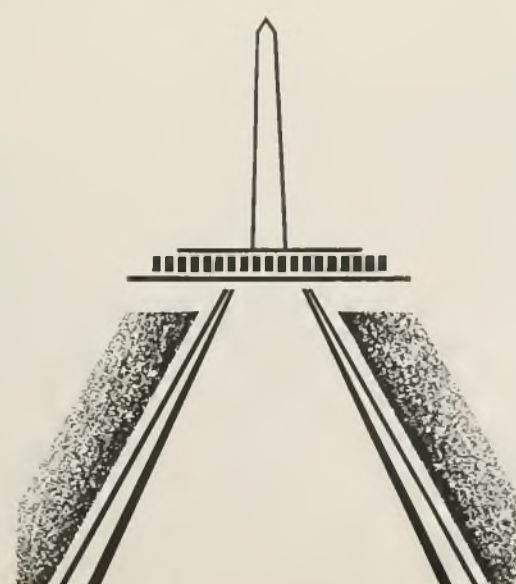
IN ONE ISSUE

Nobody in the advertising field is either so busy or so successful that he can resist the demands of Kendall. In one issue alone we may read articles by Theodore F. MacManus, a leader among advertising agencies, by Benjamin Jefferson, the originator of the Milline, and by F. G. Hubbard, another leader in advertising agency circles. Here are three authoritative writers any one of whom used as a feature might alone carry an issue of an ordinary publication.

Q. E. D.

So the representative of ADVERTISING AND SELLING should have a very easy job. He can quickly demonstrate in the customary way the three dimensions of his circulation. That should be enough. But if he is dealing with a very cautious buyer, he has a powerful advantage over most of his fellows. He can prove that he has the fourth dimension.

If I were a representative of ADVERTISING AND SELLING I would prepare a list of contributors and their contributions. It would leave no doubt that as to whether my paper possessed that great quality—*Readability*.



	<i>Advertising & Selling</i>	<h1 style="margin: 0;">The NEWS DIGEST</h1>	<i>Issue of Oct. 5, 1927</i>	
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CHANGES IN PERSONNEL—(Media, etc., continued)

Name	Former Company and Position	Now Associated With	Position
Thomas F. Kilroe	Furniture Record, Eastern Territory	Engineering and Contracting, Chicago, Ill.	N. Y. Representative
W. L. Ralston	McGraw-Hill Co., Cleveland, Ohio	Engineering and Contracting, Chicago, Ill.	Representative
A. F. Seested	The Star, Kansas City, Mo., First Vice-Pres. and General Mgr.	Same Company	President
F. W. Maas	The Magazine Advertiser, New York, Adv. Mgr.	Aviation Stories & Mechanics, New York	Adv. Mgr.
J. H. Kyle	E. M. Burke, Inc., New York	Paul Block, Inc., New York	Solicitor

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
The Marine Trust Company	Buffalo	Finance	Barton, Durstine & Osborn, Inc., Buffalo
R. B. Boak Co.	Chicago	Prefet Sardines	The Quinlan Co., Chicago
The Swanson Co.	Newark, Ohio	Drug Products	The Quinlan Co., Chicago
Siebel Institute of Technology	Chicago	School	Carroll Dean Murphy, Inc., Chicago
Reliable Knitting Works	Milwaukee	Knitted Caps and Scarfs	Carroll Dean Murphy, Inc., Chicago
Quinlan & Tyson, Inc.	Chicago	Real Estate and Mortgage Bonds	Carroll Dean Murphy, Inc., Chicago
*Philip Morris Co., Ltd., Inc.	New York	Barking Dog Cigarettes	Tuthill Adv. Agency, New York
Automotive Lighting & Ignition Co.	Chicago	Automobile Lamp Bulbs	Hurja-Johnson-Huwen, Inc., Chicago
The Shirtercraft Company, Inc.	New York	Everfit Collar Equipped Shirt	Charles W. Hoyt Co., Inc., New York
Bennett Better-Built Homes	North Tonawanda, N. Y.	Better-Built Homes	Z. L. Potter Co., Syracuse, N. Y.
Pass & Seymour	Syracuse, N. Y.	Porcelain Lighting Fixtures	Z. L. Potter Co., Syracuse, N. Y.
Protectahood Corp.	Auburn, N. Y.	Asbestos Inner Lining for Automobile Hoods	Z. L. Potter Co., Syracuse, N. Y.
Dexter Poultry Co.	New York	Poultry	Frank Presbrey Co., New York
Lebolt & Company	New York	Jewelry	The Wide World Advertising Corp., New York
The Chicago Record Co.	Chicago	"Black Patti," Phonograph Records	Reed G. Landis Company, Chicago
E. A. Kline & Co.	New York	Medalist Cigars	Federal Advertising Agency, New York
Gillette Safety Razor Co.	Boston	Gillette Razors	Barton, Durstine & Osborn, Inc. (Effective Jan. 1, 1928)
The Vermont Marble Co.	Proctor, Vt.	Marble	The Kenyon Co., Inc., Boston
The Illinois Watch Co.	Springfield, Ill.	Watches	D'Arcy Advertising Co., St. Louis, Mo.
The Mohawk Corp. of Ill.	Chicago	Radios	John H. Dunham Co., Chicago
Cosmo Products, Inc.	Chicago	Cosmo Hair Dressing	Pickus-Weiss, Inc., Chicago
The Royal Easy Chair Co.	Sturgis, Mich.	Royal Easy Chairs	Campbell-Ewald Co., Inc., Detroit
Florence Stove Co.	Boston	Heaters and Ovens	Cowan, Dempsey & Dengler, Inc., New York
The Meadow Brook Nurseries, Inc.	Englewood, N. J.	Nursery	Charles W. Hoyt Co., Inc., New York
Roethlisberger & Co.	New York	Cheese	Cecil, Warwick & Cecil, New York
Automotive Equipment Assn.	Chicago	Automotive Equipment	The Reed G. Landis Co., Chicago
Pioneer Packing Co.	Seattle	Minced Sea Clams	H. K. McCann Co., Seattle
The Pausin Engineering Co.	Newark, N. J.	Octacone Radio Loud Speakers	John O. Powers Co., New York
New Haven Copper Company	Seymour, Conn.	Copper	O. S. Tyson & Co., Inc., New York
Tyson & Company, Inc.	Paris, Tenn.	Perfume	Frankel-Rose Company, Chicago
Jacobson Mantel & Ornament Co.	New York	Ornaments	C. J. Oliphant Adv. Agency, Inc., New York
The Easton Trust Co.	Easton, Pa.	Finance	John Clark Sims Co., Philadelphia
Shu-Milk Products Corp.	Newark, N. J.	Dressings for Footwear	Paris & Peart, New York

*Not to be confused with the advertising for Marlboro Cigarettes, English Ovals, Players, Philip Morris, which continue to be handled by Picard, Bradner, Brown, Inc., New York.

The Unfettered Voice of American Business



In October

Page 1 of the Shaw Airplane Log

FUEL, hangar and maintenance costs, landing-field facilities and their accessibility to business centers, time-saving effected, influence of weather conditions—all these are being carefully recorded in the operation of the Shaw Publications' test ship that Business may find the answer to its question, "Can the airplane be adapted to our business?" You will find Page 1 of this Log in *THE MAGAZINE OF BUSINESS* for October.

"To Merge or Not to Merge"

WHEN is a merger justified? Can sales volume be bought rather than built? Does the merger offer a practical solution to rapidly rising sales and distribution costs? Two presidents of companies who have faced and answered this problem explain their decisions in *THE MAGAZINE OF BUSINESS* for October. Both answers are based on thorough analyses of all pertinent factors; yet these two companies made opposite decisions. You will want to read both sides of this story in *THE MAGAZINE OF BUSINESS* for October, now on newsstands.

WITH the increasing complexity of American business comes the ever-increasing demand for clear thinking, founded on unbiased, undistorted facts.

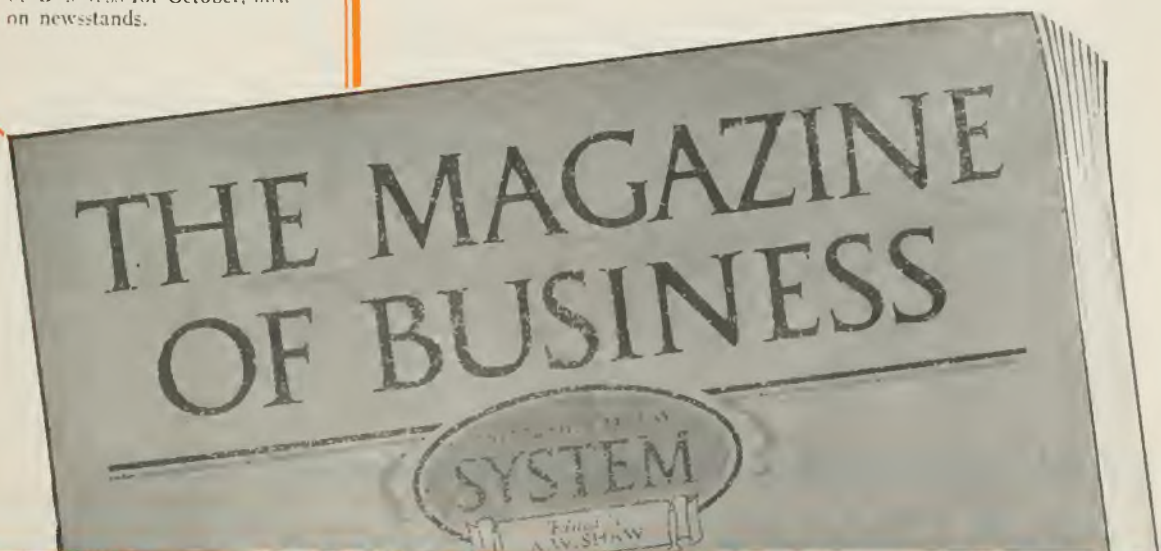
And the bias of class interest, of group against group, of section against section—all these tend to warp the interpretation of significant facts and developments as they are given to the business men of the nation.

Standing alone in its service to American business is *THE MAGAZINE OF BUSINESS*. It knows no subservience to any interest—to any group of interests—save one, the interests of American business men as a whole.

Moreover its direction is taken, not from any one individual or from any special group. Rather it touches and interprets all business. For these 21,000 men of The Council on The Trend of Business—leaders in all lines of Industry, Commerce and Finance in every section of the country—are the personal representatives of all business. And in *THE MAGAZINE OF BUSINESS* the business men of the country find unfettered voice.

It is this freedom from restraining influence—this ability to interpret business to business, as Business really is, that has brought the greatest subscriber audience. No other magazine with "service to business readers" as its sole appeal ever approached the 210,000 net paid circulation of *THE MAGAZINE OF BUSINESS*.

A. W. Shaw Company, Cass, Huron and Erie Streets, Chicago; 1 Park Avenue, New York City.



"WHERE BUSINESS LEADERS TALK WITH BUSINESS LEADERS"

	<i>Advertising & Selling</i>	<h1 style="margin: 0;">The NEWS DIGEST</h1>	<i>Issue of Oct. 5, 1927</i>	
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CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS (Continued)

Name	Address	Product	Now Advertising Through
B. A. Ballou & Co., Inc.	Providence	Jewelry	Larchar-Horton Co., Providence
The Metal Ware Corp.	Two Rivers, Wis.	Household Appliances	The Buchen Co., Chicago
Liggett Building Barber Shop	New York	Barber Shop	Hazard Advertising Corp., New York
Economy Pumping Machinery Co.	Chicago and Joliet	Pumping Machinery	Carroll Dean Murphy, Inc., Chicago
Kathryn Murray, Inc.	Chicago	Cosmetics	Carroll Dean Murphy, Inc., Chicago
Arlington Park National Jockey Club	Chicago	Jockey Club	Vanderhoof & Co., Chicago
The Hayes Body Co.	Grand Rapids, Mich.	Automobile Bodies	C. C. Winningham, Inc., Detroit
The Kelly Case Corp.	Chicago	Sample Cases	Frankel-Rose Co., Chicago

PUBLICATION CHANGES AND APPOINTMENTS

The Herald, Washington, D. C.	Has appointed E. M. Burke, Inc., New York, as its national advertising representative.
The American, Baltimore, Md.	Has appointed E. M. Burke, Inc., New York, as its national advertising representative.
The Mercury-Register, Oroville, Cal.	Has appointed M. C. Mogensen & Co., Inc., New York, as its national advertising representative.
Warren C. Platt	Publisher of the National Petroleum News, Cleveland, Ohio, has purchased Town & Country Club News, a monthly publication with circulation in and around Cleveland.
Nassau Daily Star, Lynbrook, N. Y.	Has appointed the George B. David Co., New York, as advertising representative in Eastern and Western territories.
The Ledger, Noblesville, Ind.	Has appointed Scheerer, Inc., New York and Chicago, as its national advertising representative.
The Talbot Publications, Des Moines, Iowa.	Have appointed A. G. Krahe as New York advertising representative, and F. W. Henkel as Chicago representative.
The Oroville Mercury Publishing Company, Oroville, Cal.	Has purchased the Oroville Register, which is consolidated with the Oroville Mercury, and known as the Oroville Mercury-Register.
The Lawyer & Banker Magazine, New Orleans, La., and Detroit, Mich.	Has taken over the Central Law Journal, St. Louis, Mo. The new magazine will continue to be known as The Lawyer & Banker Magazine.
The Daily Pantagraph, Bloomington, Ill.	Has purchased The Daily Bulletin, Bloomington, Ill. The new newspaper will continue to be known as The Daily Pantagraph, with a half-sized heading, The Daily Bulletin, superimposed below.

MISCELLANEOUS

Engineering & Contracting Publishing Co., Chicago	Name changed to Gillette Publishing Co.
Irwin Jordan Rose Co., Inc., Advertising Agency, New York	Has consolidated with the Palmer Gantert Co., New York. The new company will continue to be known as Irwin Jordan Rose Co., Inc.
Doubleday, Page & Co., New York, Publisher	Has consolidated with the George H. Doran Co., New York. The new company will be known as Doubleday, Doran & Co., Inc.
Success Magazine, New York	Name changed to New Age Illustrated.

NEW ADVERTISING AGENCIES AND SERVICES, ETC.

Colin Campbell Corp.	420 Lexington Ave., New York	Business Counsel.	Colin Campbell and George F. Lord
S. J. Hanick Co.	Philadelphia	Window Display Service	Samuel J. Hanick
*The Fashion Co-ordination Bureau, Inc.	247 Park Ave., New York	Fashion Service	J. Sherwood Smith, Pres.; Lucy Park, Vice-Pres.; Rene Clark, Sec'y, and R. P. Clayberger, Treasurer

The Rule-Williams Advertising Agency	Worcester, Mass.	Advertising	Edgar W. Rule and Otis Carl Williams
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*Associated with Calkins and Holden, Inc., New York, Advertising Agency.

CHANGES IN ADDRESSES

Advertising Agencies and Services, Publications, etc.

Name	Business	From	To
Martin-Gessner, Inc.	Advertising	1208 Pere Marquette Bldg., New Orleans	Canal Bank Bldg., New Orleans



Brown Bros.

" . . . St. Louis . . . 2000 Industrial Plants With Problems in Heat-Treating . . . "

Industrial Gas

delivers—intact—the market for industrial gas equipment and heat-control apparatus.

THERE is a vast number of industrial plants in this country that are handicapped with various problems in the application or control of heat in their manufacturing processes. Such plants are naturally the preferred prospects for gas fuel, and therefore for all manner of gas equipment and heat-control apparatus. And in every case, the responsible officials and influential employees in these plants are being soundly educated to the advantages of gas heating, through the magazine INDUSTRIAL GAS.

Which means just this—that if you are a manufacturer of any sort of equipment that can be used to solve the problem of heat in manufacture, your whole primary market is delivered to you here, *intact*. INDUSTRIAL GAS covers your market 100%; every copy registers high in positive advertising value. Circulation is carefully measured to your market, in this way: the LaClede Gas

Light Company of St. Louis, for example, found that there are 2000 of the city's industrial plants that have problems in heat-treating, to which problems the adoption of gas fuel guarantees a permanent solution. These are the firms in St. Louis to which INDUSTRIAL GAS is being sent—and they are the best and only prospects in this city for the manufacture of gas equipment or heat-control apparatus. Among them are such concerns as the American Stove Company, Chevrolet Motor Company, Federal Truck Company, Lambert Pharmacal Company, Moon Motor Cars, and Mack Motor Trucks. Any circulation beyond these 2000 is waste circulation.

And so on, all over the country. St. Louis is just one of the industrial cities in which INDUSTRIAL GAS has complete command of the market for industrial gas equipment. With such a conveyance for your advertising, your campaign in this market is certain to succeed from the first.

This is the second advertisement of a series citing some of the industrial cities in which INDUSTRIAL GAS has 100% coverage of the market for gas equipment and heat-control apparatus.

Industrial Gas

Published by the Robbins Publishing Company, Inc.

9 East 38th Street

New York City



PAINTED BY JAMES E. TAYLOR

THE GRAND REVIEW OF UNION TROOPS AT THE CLOSE OF THE WAR.

ENGRAVED BY J. W. EVANS.

Reproduced from the Century Magazine of February, 1890.

The Entire Union Army at any period of the Civil War did not equal the host that buys The Tribune every Sunday

With the nation torn asunder and brother fighting brother over the questions of national Union and slavery, the North and South stretched their resources to the limit in the Civil War. The North exhausted every expedient to obtain volunteers—maintained a rigorous draft—and poured every man it could obtain into the battle areas of Virginia, Tennessee, Mississippi and Georgia, until the persistent hammering of Grant and Sherman finally brought the bloody struggle to an end.

And yet, with its resources strained to the utmost, the North never once, in the entire four years, had as many men in the field as buy The Chicago Tribune every Sunday!

IT takes comparison with great events, and the great hosts of history, to give reality to the tremendous figures involved in describing Tribune circulation.

On one bloody day—July 3, 1863—the two widely separated struggles of Gettysburg and Vicksburg saved the Union. Yet the 233,000 men who participated on both sides in these gigantic struggles would form only a small part of The Tribune's present day circulation.

Add to them the 105,000 men Grant led into the Wilderness in '64 to "fight it out on this line if it takes all summer"—add the 62,000 with which Lee opposed him—and the city and suburban circulation only of The Daily Tribune would provide numbers enough for both sides of all these struggles, with enough left over to equal the number in the two-day triumphal parade of the Grand Army of the Republic through Washington after the war was ended!

When it comes to The Sunday Tribune, we must use the entire Civil War to get comparisons. Imagine the days of 1862 when both sides were at peak strength—Grant feeling his way down the Tennessee toward his bloody check at Shiloh—Buell hastening to his aid—McClellan's army of

the Potomac trying to hammer westward along the Peninsula—the forces in West Virginia, Missouri, everywhere.

Picture all the men in the field of all the Union armies at any one time in the war—and you wouldn't have as many as buy The Chicago Tribune every Sunday!

In four long years of bloody fighting the boys in blue fought through to victory. In the bloodless battles of commerce, The Chicago Tribune hammers through, every day, with any sales message you want carried to a dominating percentage of the buyers in Chicago and the Chicago trading territory.

The Daily Tribune carries your sales messages to 595,815 buyers in Chicago and suburbs alone—reaches 60% of the families in Chicago—61% of the families within Chicago and suburbs. No other Chicago daily reaches as many with its TOTAL circulation.

The Sunday Tribune's city and suburban circulation of 696,310 reaches 71% of the families in Chicago and suburbs. Its country circulation of 396,279 reaches 20 to 80% of the families in 547 cities and towns of more than 1000 population in the five states of The Chicago territory. No newspaper in America not owned by The Tribune can equal The Sunday Tribune's total circulation of 1,092,589.

Such coverage gives advertisers an opportunity to place their sales messages before a dominating percentage of the buyers of America's richest market!

Chicago Tribune

THE WORLD'S GREATEST NEWSPAPER

Circulation: 781,521 Daily; 1,092,589 Sunday