

Price 15 cents

Advertising & Selling

Published Fortnightly



Photograph by H. Armstrong Roberts

April 4th
1928

The Choice of
AUTOMOBILE ADVERTISERS
with a plus

43%

"REACH THE HOME!" is a maxim as potent for automobile advertisers as for any of the hundreds of other commodity advertisers looking for short cuts to the buying public.

43% more display advertising of automobiles was placed in The Daily News in the first two months of 1928 than in the next highest Chicago daily paper. The total of 181,524 agate

lines in The Daily News represented a gain of 45% over the same period of 1927.

As approval of the policy of selling through home-directed advertising this practice of a great industry is significant. As a guide to the selection of a Chicago medium influential in its home selling appeal this choice of The Daily News is helpful to all advertisers in the rich Chicago market.

*Publishing More Advertising Than
 Any Other Chicago Daily Newspaper*

THE CHICAGO DAILY NEWS

Chicago's Home Newspaper

ADVERTISING REPRESENTATIVES

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

CHICAGO
 Woodward & Kelly
 360 N. Michigan Ave.

DETROIT
 Woodward & Kelly
 408 Fine Arts Bldg.

SAN FRANCISCO
 C. Geo. Krogness
 253 1st Nat'l Bank Bldg.

MEMBER OF THE 100,000 GROUP OF AMERICAN CITIES

PITTSBURGH'S mighty market can now be covered thoroughly and completely by one overwhelmingly dominant newspaper—the Pittsburgh PRESS. The PRESS in 1927 led all other evening-and-Sunday newspapers in the United States in national advertising and was fourth in the United States in local advertising. During 1927, the PRESS published 25,112,430 lines of paid advertising. PRESS circulation is concentrated in the true Pittsburgh market.



SCRIPPS-HOWARD

Pittsburgh Press

A Scripps-Howard Newspaper

National Advertising Department
250 Park Avenue New York

Chicago

Detroit

Atlanta

San Francisco

Los Angeles

Portland

Seattle

Why Sales Managers say: "Use The NEWS *Exclusively* in Indianapolis"

Sales management today is not conducted on guesswork. Every plan, every policy, every expense is carefully weighed. The successful sales executive must not only produce volume of sales but also *profitable* sales No sales manager wants a top-heavy advertising expense saddled on any of his territories.

In Indianapolis, The NEWS has such a large circulation, such complete coverage and such powerful prestige that no other advertising expenditure is necessary in this rich market. An adequate campaign concentrated in The NEWS carries the full load Use The NEWS *exclusively* in Indianapolis, as 447 national advertisers did in 1927.

GET ON THE 1928 "PAY-ROLL" OF THIS RICH MARKET



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

NEWS 1927 CIRCULATION WAS LARGEST IN NEWS 58-YEAR HISTORY



Courtesy, Book Review Section, New York Times

EVERYBODY'S BUSINESS

FLOYD W. PARSONS

Capitalizing the Future

FOUR-MILLION share days in the stock market are a bit confusing to many business men at the present time when they are finding it difficult to maintain earnings at a fair level in the face of bitter competition and low selling prices. The fact is that the profit hazards in industry were never so great as they are today. Approximately 45 per cent of the companies in America during the past four years have reported deficits. More than 100,000 small concerns disclosed an average profit of only \$95 a year apiece. On the other hand, 200 of our big American corporations showed an average annual profit exceeding \$15,000,000 apiece.

It never has been easy for the average person to make money and probably it never will be. The little chorus girl from the country has her ambitions fired and her hopes raised when she views the names of her successful sisters that blaze forth in the Broadway signs. The tens of thousands who fail get no advertising. The same thought carries on into practically every avenue of business. Victory reaches the front page in a hurry,

and it requires the exercise of much sense and restraint to keep one's head when money-making becomes a hysteria.

It's mighty pleasant to think of getting a fortune quickly without working for it. Tens of thousands of people throughout the United States are now engaged in that kind of an occupation. They have been taken in by pernicious propaganda. Their minds are possessed by the notion that because we live in a new day with a new order of things all precedents must be discarded.

I quite agree that current conditions in a great many fields are totally different from those of yesterday. Even the stock market now functions with improved methods and better machinery. But human nature remains practically the same. The effective use of exaggeration and prevarication has kept pace with the times. The more efficient facilities now available for spreading useful information are also employed for stirring up dangerous emotions and fostering the desire to get something for nothing by gambling.

My sole purpose in presenting these thoughts is to try and preserve the spirit of caution that is so necessary in the realm of business during a time of prosperity. It would be a great pity to find the growth of business halted and good times jeopardized by creating an inflation of values that would place enormous wealth in the hands of a few and bring losses and distress to a multitude of people. Already there are evidences that certain groups of financial and industrial leaders have become so intoxicated by the new power placed in their possession through the ownership of stupendous wealth that the warnings of conservative business are completely ignored.

That the people of the United States may look forward to a wonderful future perhaps even exceeding the expectations of the optimists themselves is quite probable. But the problems that lie ahead are not so simple that they can be entirely disregarded. It is far easier to put the price of a stock up fifty or a hundred dollars a share than it is later on to produce earnings that will justify the price. Not all dreams will be realized. In many places there will be disappointments. We gain absolutely nothing by trying to close our eyes to the realities of life and business. Excesses always bring days of reckoning.

This is not set forth in any spirit of pessimism. The whole history of America has shown that it pays to be a bull on the United States. Even Carnegie, smart as he was, could not foresee the rapidity of our country's growth. When the U. S. Steel Corporation was organized he said that the preferred stock was water and the common, air. He actually believed he would get his mills back eventually through defalcation of interest on bonds which he took in exchange. But while Carnegie was a great leader, Morgan had the keener vision. He foresaw a coming era in which dozens of mighty corporations would create values where there were none before.

But the situation today is far more complex than it was in Carnegie's time. Then the ruination of an industry was a matter of great importance. Now our commercial advance is by the destruction of old industries and the creation of new ones. The building up of the automobile business proceeded ruthlessly over the remains of [Continued on page 50]



VICTOR O. SCHWAB

- ¶ Started as newspaper reporter.
- ¶ Four years with Ruthrauff & Ryan, Inc. (New York Office) in Copy Dept. and as Account Executive.
- ¶ Two years Copy Chief in Chicago office of Ruthrauff & Ryan, Inc.
- ¶ Two years in New York as Advertising Manager of Thompson Barlow Co., Inc., a client of the above agency.
- ¶ One year in London and Paris as Promotion Manager and Director of Thompson Barlow Co., Limited.
- ¶ Two years in Chicago as Advertising and Promotion Manager of F. E. Compton & Co., publishers.
- ¶ Some of the well-known advertising accounts with which Mr. Schwab has been connected: Sears, Roebuck & Co., Doubleday, Page & Co., Compton's Pictured Encyclopedia, Parents Association, Roth Memory Course, Washington School of Art, Scribner's, Haldeman-Julius Little Blue Books, Power of Will, U. S. School of Music, Encyclopedia Britannica, Madame X Reducing Girdle, Allied Merke Institutes, Susanna Cocroft, National Salesman Training Assn., Golden Peacock Cosmetics, Arthur Murray School of Dancing, Bleachodent Tooth Paste.



ROBERT W. BEATTY

- ¶ Five years in retail book business.
- ¶ One year in Contract Dept., Hanff-Metzger, Inc.
- ¶ Two years Assistant to Space Buyer, Ruthrauff & Ryan, Inc.
- ¶ Seven years with Sackheim & Scherman, Inc., as Space Buyer and Account Executive.
- ¶ Secretary of Sackheim & Scherman, Inc.
- ¶ Personally responsible for the expenditure of over \$4,500,000 in advertising space.
- ¶ Scheduled and placed contracts for advertising space for these well-known accounts: Book-of-the-Month Club, The Pelman Institute of America, Mary Garden Perfumes, Sherwin Cody School of English, American Business Builders, Simon and Schuster, Annette Kellermann, National Music Lovers, Little Leather Library, Robert H. Ingersoll, Doubleday, Doran & Co.

ANNOUNCING

the change

of the firm name of

SACKHEIM & SCHERMAN, INC.

to

Sackheim, Schwab & Beatty, inc.

Effective at once, the firm of Sackheim & Scherman, Inc., founded in 1920, becomes Sackheim, Schwab & Beatty, Inc., with the following organization changes: —

Mr. Harry Scherman will devote his full time to the Book-of-the-Month Club of which he is Vice-President. He will remain on the Board of Directors of Sackheim, Schwab & Beatty, Inc.

Mr. Max B. Sackheim continues as President.

Mr. Victor O. Schwab joins the firm as Vice-President and Treasurer.

Mr. Robert W. Beatty continues as Secretary.

Sackheim, Schwab & Beatty, inc.

151 WEST FORTIETH STREET NEW YORK

Advertising



I'm Looking for Someone ...and perhaps he's looking for me

SOMEWHERE there is someone who seeks an advertising and merchandising executive representing all that the term implies. He wants a major leaguer—not a “busher.” He wants proven ability—not theories or conjectures. He wants a man young enough to have his best years before him—not behind him. He wants a man able to create real selling ideas and campaigns and support them with outstanding copy. He wants a man who knows the mechanics of advertising—the value of layout, art work and typography. He wants a man who can sit down in a sales meeting and “spark” instead of stammer. He wants a man who has kept pace with merchandising and who knows what present-day conditions demand, as they relate to the jobber, dealer and consumer. He wants a man who knows what publication copy, billboards, car cards and direct-by-mail may be expected to accomplish and how they may be intelligently applied to his business.

This someone I want to meet may be a manufacturer selling direct or through jobbers and dealers. He may be a Magazine or Newspaper Publisher—a Sales Manager or an Agency Head. If I can locate him I'll explain in detail—

A BACKGROUND OF EXPERIENCE FEW MEN ARE FORTUNATE ENOUGH TO POSSESS

Here's a “skeleton” sketch of some interesting and profitable years:

From “cub” reporter to the telegraph and city desk of various newspapers; sales promotion department of one of the country's largest manufacturers; advertising manager, large mail order house; copy and contact staff of Chicago Agency handling some nationally known accounts; advertising and merchandising executive on one of America's largest newspapers; author of “A New Angle of Sales Approach”; speaker before practically every prominent advertising club in the country.

I'm 32 years old and I married the right woman. I've played quarterback on a pretty good football team (no, I didn't make any “All Americans”), and I'm still physically fit. I believe in God, the United States of America, and life insurance.

References? Plenty of them, and from some of the best known advertising men in America.

I seek a connection where I can work and live happily; where I won't have to worry about internal policies and “politics”; where there is a real job to be done and where outstanding performance, loyalty and dependability will bring recognition.

**ADDRESS BOX 60, ADVERTISING & SELLING
410 NORTH MICHIGAN AVENUE, CHICAGO, ILLINOIS**

→ → → looking forward to a 350% increase in the use of power

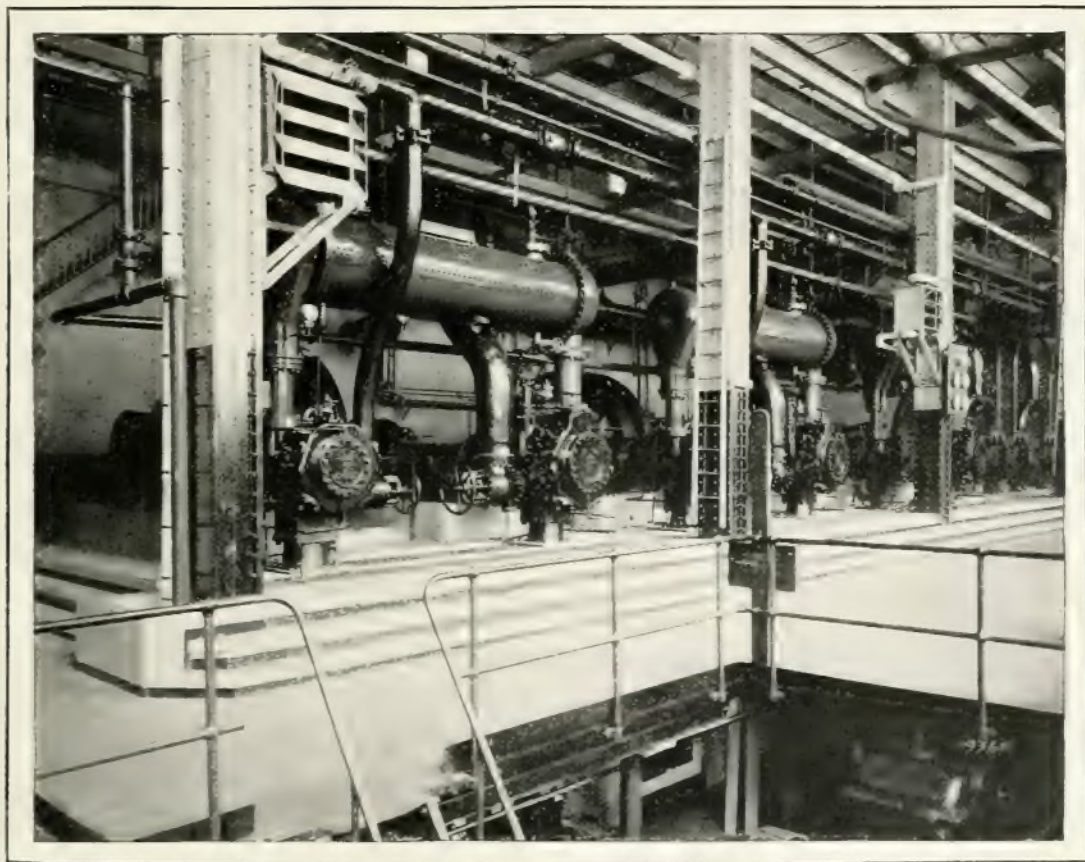
A recent survey by the Great Lakes Division of the N.E.L.A. indicates a probable population increase of 45% for that region by 1950. During the same period it is expected that there will be a 350% increase in the use of power.

This is a power decade. During the past ten years, the power equipment of industrial plants has almost doubled. Each year brings out new and improved equipment. Each year sees the authority of the power engineer extending over all plant services where power is applied.

That's one reason for the Annual Review Issue of POWER that will be published on May 29th.

It brings to the men responsible for the generation and application of power, the latest data on interesting installations where power costs are being reduced. It will be distributed at the N.E.L.A. Convention where it will be read by the generating officials because it treats of the problems of steam generation that will come up for discussion during the meetings.

The May 29th issue of POWER is devoted editorially, to a review of the past year's improved performances in power generation and application. It is an issue that the field will use for a long time as a reference volume . . . and therefore, a particularly effective issue to use.



a.b.p.



POWER



a.b.c.

A McGraw-Hill Publication

Tenth Avenue at 36th Street, New York

GAS—The Flame That Freezes!

ONE of the latest appliances to be introduced by the gas industry is a combination range and gas refrigerator.

Just imagine—cooking and freezing with the same appliance—a roast chicken and a plate of ice cream, both prepared by gas!

To our forefathers the mere idea would have been as magic, akin to the waving of a wand by Cinderella's fairy godmother.

Airplanes, radios and television would have seemed no more improbable.

Such is the gap "we moderns" have bridged. Such is the step forward the gas industry has taken.

Other indications of the gas industry's progressive march include gas househeating, laundry appliances, radiant heaters, heat control ranges, automatic water heaters, 60,000 industrial applications.

It is a far cry from 1803 when a chap by the name of Winsor wanted to organize the first gas company in London. Sir Walter Scott called him "a madman," and even Napoleon scoffed at the idea.

In 1817 the first gas company in this



country was incorporated in Baltimore. Today we have 1700 manufactured and natural gas companies, each a good-size market. They serve 15,000,000 homes and attract 600,000 new customers annually.

And, as Floyd W. Parsons would say, "The progress we have been making is not even worth talking about when viewed in the light of developments that will take place within the next decade."

Things are happening fast in the gas industry! The time is opportune to advertise for all who have a product to sell this thriving industry.

GAS AGE-RECORD

9 East 38th Street

New York City

N. B. A weekly, GAS AGE-RECORD is first in news interest. Also, it is first in constructive leadership. This has given it circulation and advertising dominance.

Tells
a GOOD Story

In mighty human fashion, some exclusive shop tells here of fine footwear for bridle path and ball room, for boulevard and links. For your goods, couldn't a story as good as this be told in a photograph, reproduced perfectly in roto-gravure? Give it a bit of thought.



ROTOGRAVURE
Prints Perfect Pictures - the Universal Language



OTOGRAVURE sections are published every week in fifty-two cities of North America by these eighty-six 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 Morning Post
- *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
- Nashville Tennessean
- *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 La Prensa
- *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-News
- *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

Rotoplate is a perfect paper for rotogravure printing, and 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

Write for our new book, the A B C of Rotogravure, showing many interesting specimens printed by this modern process. It will be sent to you without charge. Address Kimberly-Clark Company, Rotogravure Development Department, 208 S. LaSalle St., Chicago



DOMINANCE in Classified Advertising

*—the sure index to
Advertising value*



WHEN ALL THE OTHER TESTS have been applied, it is always wise to ascertain in which newspaper the reading public places its own advertising.

Every "Want-Ad" in this mass advertising is bought-and-paid-for evidence that another potential buyer thinks of one newspaper FIRST when he thinks of advertising.

(During 1927 The Oregonian carried more Classified Advertising than all the other Portland papers combined.)

That's PREFERENCE that means something to the national advertiser!



The Oregonian

PORTLAND, OREGON

The Preferred Newspaper of the Pacific Northwest

Circulation over 106,000 daily, over 158,000 Sunday

Nationally represented by VERREE & CONKLIN, Inc.: 285 Madison Ave., New York; Steger Building, Chicago; 321 Lafayette Blvd., Detroit; Monadnock Building, San Francisco

Unbroken Dominance of the Oregon Market for 77 Years



Let artists help sales letters as they have advertising.

Neither Pictures Nor Words Need Compromise When Illustrated Letters are Printed on Two-Text

UNTIL Two-Text was invented, you were compelled to choose between bond and coated papers for illustrated letters. Neither was altogether satisfactory.

If you chose bond papers, you had to compromise as far as pictures were concerned. For the printing of fine screen halftones was not practical. The color plates used in the magazines could not be re-utilized on bond stock.

If, on the other hand, you elected to use a coated stock that would do justice to the pictures, your mailing approached the appearance of a circular. It lost the letter appearance which bond stock alone seems to give.

But Two-Text has the advantages of both bond and coated papers without their disadvantages.

For the letter side, it provides a real bond surface with the bond feel and look.

For the illustrated side, it furnishes a coated surface that prints halftones of very fine screen. You have words typed on the bond surface. Pictures faithfully reproduced on the coated surface. There is no compromise between the typed and printed messages. Both are in their proper setting—free from limitations.

Quite a number of houses that sell entirely by mail—that keep careful records of selling costs—are making mailings of illustrated letters on Two-Text. Some now employ four-page letters for 75% of their offerings.

THE HANDBOOK SENT FREE

If you are concerned with making letters PAY, you should send for the Handbook of Illustrated Letters which suggests many ways to use quadri-letters. (Sent Free.) Tucked in the cover-pockets are samples of letters printed upon Two-Text and sample sheets all ready for the layout man's pencil. Standard Paper Manufacturing Company, Richmond, Va.

TWO-TEXT ILLUSTRATED LETTER PAPER

For the letter side a bond surface—for the illustrated side a coated surface.



There is no particular reason for the selection of these two Illustration-Posters from Mr. Van Loon's book, "America." Except perhaps, the shape. They are in color and are brilliant bits of proof of the artist's mastery of scale and gift of elimination—both qualities so necessary to Poster art.



Hendrik Willem Van Loon is a writer of History and Philosophy. His schooling has been fact, his intellect is liberal and progressive, his wit satiric, his rhetoric distinctly modern, a jazzy verbal etching of incisive and rather nervous line, his eye—so receptive to image that his very phrases have marked pictorial quality.

But as an illustrator Van Loon

is prolific and important. First of all he is quite the best illustrator possible for the writings of Hendrik Van Loon. He is in no sense a finished draughtsman. His drawings have the simplicity of the kindergarten, but it is only a shrewd illusion of technical puerility and they are always, mentally, seer. It may be that his draughtsmanship is, we quote, "by God and by Guess," but every stroke of his pen is an arresting bit of illustration. It can never do for gilt frame and wall decoration in "Americana." But also it is seldom guilty of that greater crime frequent among more academic illustration—it seldom bores. Quite every drawing by Van Loon is as heavy with

thought and satire, as laden with the gifts of mood and emotion as the actual draughtsmanship is light.

"America," the newest Van Loon book, contains drawings which are positively dramatic. Yet in the un-schooled genius of his drawing, drama and composition and perspective and design have been achieved with a directness and economy that ranks Van Loon among the notables of still another art. Hendrik Willem Van Loon is, *potentially, at least, a very capable Poster artist.*



WALKER ENGRAVING CORPORATION

MEMBER AMERICAN PHOTO-ENGRAVERS ASSOCIATION

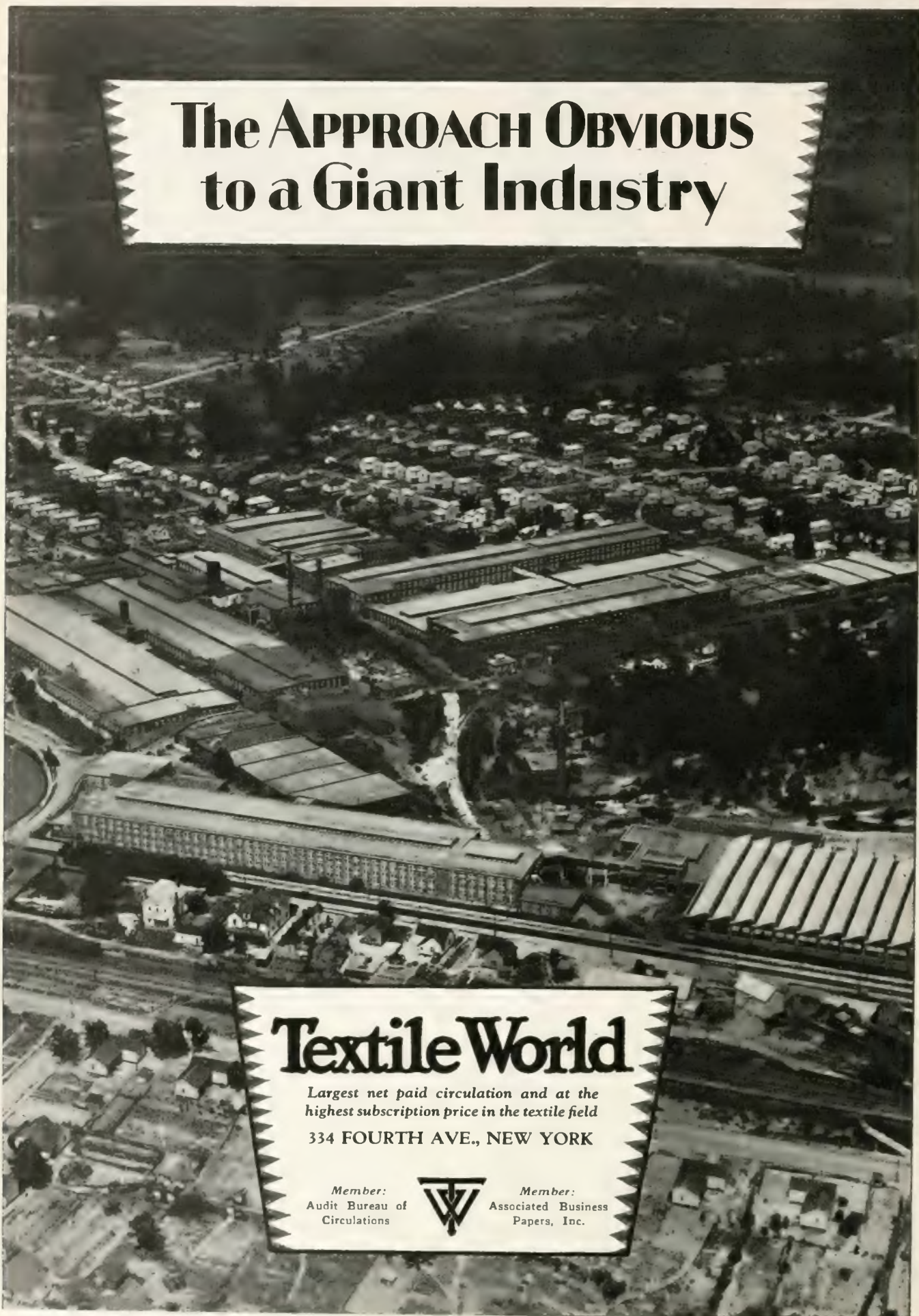
In a period of many art techniques, the thought comes to mind that any advertiser or publisher interested in the origin of a particular illustrative manner, or the whereabouts of its creator, might



do well to seek the information here. Or at any engraver's, for that matter. Especially if the technique is essentially in the engraving—but in any case—the engraver is likely to know.

NUMBER TWENTY-NINE OF THE SERIES WILL BE WALLACE MORGAN

The APPROACH OBVIOUS to a Giant Industry



Textile World

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

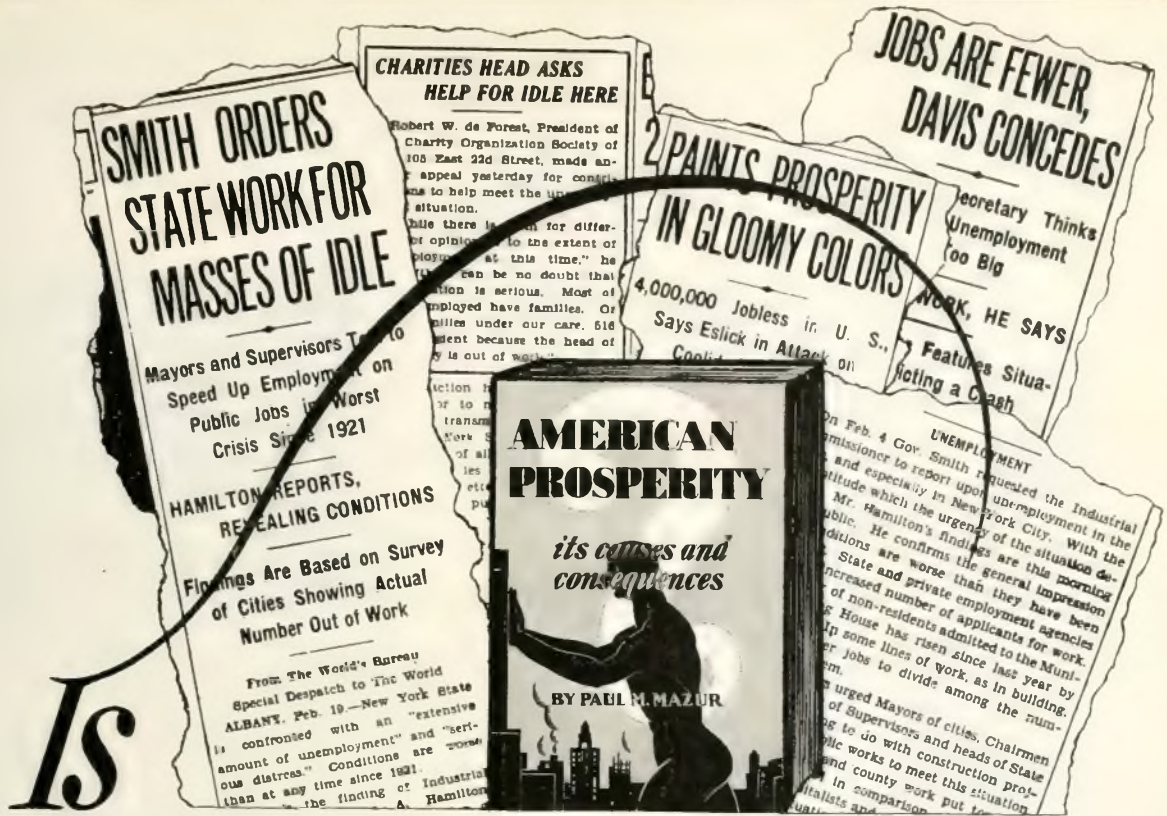
334 FOURTH AVE., NEW YORK

Member:
Audit Bureau of
Circulations



Member:
Associated Business
Papers, Inc.

Photo from Ewing Galloway



Is a business smash coming?

Banker writes prophetic new book on coming revolution in business



"AMERICAN PROSPERITY—its causes and consequences" is amazingly frank analysis of the queerly conflicting factors that have caused our present prosperity.

Today, "unemployment," "investigations," and "bread-lines" are front-page news. Is something happening to our much-vaunted prosperity?

Instalment buying is pyramiding. The buying power of a million families has been chopped in half. The economies of mass production are being eaten up by the cost of high-pressure distribution. New "circular" mergers absorb independent business. Europe's borrowings are now so huge it must either dump great masses of cheap goods on our markets or bar American products. Something must be done or our prosperity is ended.

Nothing could be more timely

than this momentous and prophetic book, "AMERICAN PROSPERITY—Its Causes and Consequences," written by a keen, far-sighted banker, Paul M. Mazur, partner in the banking firm of Lehman Brothers.

Mr. Mazur has had an unparalleled opportunity to study these tremendous conflicts, entirely uninfluenced by distracting details. His cool, unsparingly frank analysis of these conflicts, their causes and consequences (and solutions), is invaluable if you are an alert man of affairs, anxious to protect your own interests.

What "they say"

"A distinctly individual contribution toward a better understanding of the entire business situation"
KENNETH HOGATE, Managing Editor
WALL STREET JOURNAL

"A guide to clearer thinking."
DAVID SARNOFF, Vice-President
RADIO CORPORATION OF AMERICA
"A brilliant piece of work . . . the most fascinating book on economics I have ever seen"

NATHAN STRAUS, Jr.
"The best presentation of present-day problems and possibilities."
C. K. WOODBRIDGE, President
INTERNATIONAL ADVERTISING ASSOCIATION
"I feel that not only business men would profit largely by reading this book, but also bankers and attorneys."

LOUIS E. KIRSTEIN, Vice-President
WM. FOLEY'S SONS Co.
"Particularly timely . . . by far the best treatment of the present business situation"
VIRGIL JORDAN, Chief Economist
NATIONAL INDUSTRIAL CONFERENCE BOARD

Something is radically wrong with many of our present business oracles when a banker, of all men, becomes so aroused he heaves bombs at them, and blows their ideas sky high with the deadly accuracy of his facts.

Already the heads of a dozen great firms, fired by the study of Mr. Mazur's book, and realizing instantly its great aid to straight thinking, have ordered copies for all their executives.

If you, too, see the absolute necessity of sizing up what is coming—and how to face it—get this book at once. Phone your book-seller or the Viking Press for a copy. The price is only \$2.50. Clip the coupon as a reminder. Do not delay. Phone—or mail the coupon at once.

To your book-seller or
The Viking Press, 30 Irving Place,
New York City.
(Phone, Caledonia 2556)
Send me "AMERICAN PROSPERITY—Its Causes and Consequences."
 I enclose my check for \$2.50
 Please send C. O. D.

Name

Address

D-104



*Why Delineator Interiors
are planned and built
right here*

in the BUTTERICK BUILDING

SOME people have the impression that it's chiefly to impress visitors. While visitors are always welcome, this is far from the case. The reason Delineator Interiors are planned and built here is because this enables us to give new and original ideas... Delineator ideas... to the hundreds of thousands of Delineator readers. It enables us to offer interiors of charm and good taste that can be duplicated at moderate expense. For the successful theory of Delineator Interiors is that good taste is not necessarily expensive. And of course this is only one more way in which Delineator strives to meet the modern American woman's own desire...

TO FURTHER THE ART OF
GRACIOUS LIVING

*The APRIL issue in advertising lineage is
the biggest issue of Delineator ever published*

Delineator

Established 1868

THE BUTTERICK PUBLISHING COMPANY



*A charming nursery and
bedroom which has now
disappeared to make way
for new interiors*



*A corner of the combined
living and dining room...
in the French Provincial
mode*



*A luncheon in the Nor-
mandy dining room. This
room is a permanent part
of the Institute*

Advertising & Selling

MORE THAN 10,000 CIRCULATION

VOLUME X

April 4, 1928

NUMBER 12

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Photograph by Clarence White

EVERY so often the well known human race gets tired of what it happens to be doing and goes tootling off in a new and different direction.

The last time this happened was back in the fifteenth century, and the result has come to be known as the Renaissance.

Is the so-called "modern style" that pervades the arts and crafts today the manifestation of another of these periodic turning points? Is it a style at all, properly speaking, and if so, what is its significance in printing, publishing and advertising?

Walter Dorwin Teague, designer and craftsman extraordinary, asks and gives his answers to these questions in "This Modern Style—if Any" in this number.

M. C. ROBBINS, *President*

F. C. KENDALL, *Publisher*

J. H. MOORE, *Secretary*

9 EAST 38TH STREET, NEW YORK CITY

Telephone: Caledonia 9770

New York: F. K. KRETSCHMAR, Eastern Manager. H. C. LATIMER, 9 East 38th Street. Caledonia 9770.

Chicago: JUSTIN F. BARBOUR, Western Manager. 410 North Michigan Boulevard. Superior 3016.

Cleveland: A. E. LINDQUIST, Middle Western Manager. 405 Swetland Bldg. Superior 1817.

Subscription Prices: U. S. A. and Possessions and Canada \$3.00. Foreign \$4.00 a year. 15 cents a copy.

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The First 100,000

Harper's Bazar, in the April issue has achieved a record—over 100,000 lines of advertising, 101,304 lines, to be exact.

Our largest April Our largest issue

Behind each advertisement is the realization that Harper's Bazar dominates the Inner Circle, and that the Inner Circle group is essential to the social acceptance of advertised products. It has been proved. Our April issue is the result. The advertising pages are a social register of products with fashionable flair and potentialities of profit. Be sure to see the April issue.

Frederic Drake—Business Manager

Harper's Bazar



Advertising & Selling

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NUMBER 12

How a Manufacturer of a Seasonal Product Widened His Market

The Story of How the Jantzen Knitting Mills Gained Successful Distribution for Swimming Suits by "Making the Mountain Come to Mahomet"

STANLEY G. SWANBERG

Vice President, Botsford-Constantine Company, San Francisco

FREQUENT or occasional contact with the wit and wisdom of the ages helps us moderns to understand that it isn't human nature that changes, so much as human aspirations and wants. The quest for a just share of the comforts, pleasures and opportunities which this lavish, inventive, kaleidoscopic age provides, is likely to spur some dormant powers within us.

Mahomet unconsciously sounded good gospel for the modern merchandiser when he uttered his famous saying, "If the mountain will not go to Mahomet, let Mahomet go to the mountain." Or, as today's popular version might put it: If yonder potential market will not yield in a matter-of-fact way, then create responsive conditions in that market.

According to authentic government reports checked against Jantzen total sales, one out of every 59 swimming suits sold in the year 1923 was a Jantzen Swimming Suit. In 1925 the



GARDEN COURT NATATORIUM, PHILADELPHIA

ratio was one out of every 19; in 1927, one out of every 11. Less than 10 years ago the makers of this bit of apparel so essential to the successful conduct of that great American institution, the Bathing Beauty Contest, were content with a good business in the normal trading area of the home town, Portland, Ore. Now the shadow of the original successful attempt at marketing extends to every country of

consequence in Europe, Asia, Africa, and both Americas, and a companion knitting mill to the ones in Portland and Vancouver, Canada, is to be established in Sydney, Australia, to care for the requirements of Jantzen-clad swimmers in the far-famed South Seas.

There is plenty of romance in the story of how these resourceful merchandising pioneers of the Pacific Northwest have won a world-wide domination for their product within a decade. It is a story of success in jumping hurdle after hurdle of resistance and discouragement.

It is also a record of one of those "perfect cases" which refute the contention of certain pseudo-economists that advertising is a tax heaped on the ultimate consumer. The graphs reproduced with this article show how the steady growth of Jantzen sales from 1920 to 1927, inclusive, has been accompanied by a corresponding decrease in Jantzen prices. Simplification and standardization in production and

marketing have been carried to a point where an almost exact formula has been established to guide operations of the future.

Simplification and standardization "fans" in the merchandising fraternity will derive further satisfaction from other pertinent facts associated with the Jantzen business. Remember that swimming suits are a seasonable item, that most selling at retail is done during the three months of June, July and August. Yet where most knitting mills, as a result of the changing seasonal demand, pay tribute to Old Man Overhead in the form of miscellaneous product variety—sweaters, knit coats, caps, stockings and what not—Jantzen keeps its machines on the hum all the year round, making but one product—swimming suits—in 17 styles, 10 colors, 11 combinations of those colors, and a range of 13 sizes.

Commenting on the growth which has made possible this policy of extreme standardization of a seasonable



CAPITAL POOL, SEATTLE, WASHINGTON

The Thursday A. M. Reducing Class Gets in its Innings



No Pool can Display the Jantzen Emblem Until it Has Passed Stringent Sanitation Tests

and highly competitive item. Irwin A. Adams, assistant to John Zehnbauer, president of Jantzen Knitting Mills, recently told the writer:

"In 1919 we did 1/4 of 1 per cent of the total swimming suit volume (by value) as compared with 12 1/2 per cent in 1926. In 1920 we sold no merchandise outside of the 11 Western States; today 78 per cent of our business is done to the right of a red line on our sales map which divides these 11 States from those East. A volume approaching two and a half millions, domestic distribution which closely parallels purchasing power, sales representation in 40 foreign countries, and ownership of one of

the best known pictorial trademarks, the red diving girl, have come about for various reasons, one of the chief of which is 'elimination of needless variety.' Otherwise this job could not have been done.

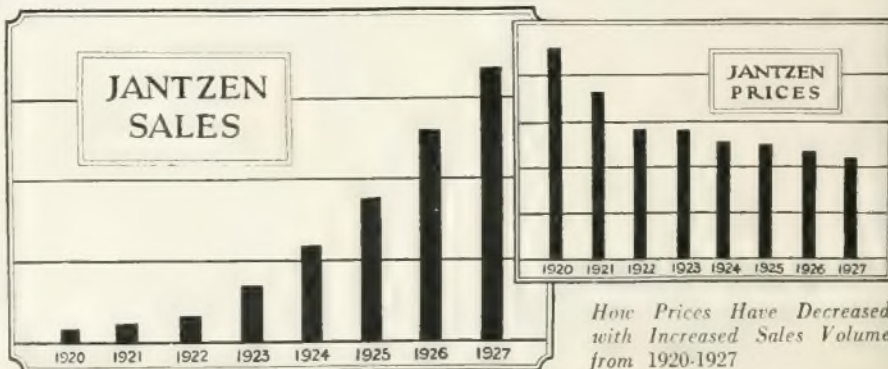
"It must not be supposed that our present program was inaugurated without a struggle. The germ had begun to work in 1920, and since then progress has been rapid. But it was not until 1926 that we decided to throw out the one line remaining in addition to swimming suits.

"When our business was smaller and differently conducted, it was necessary for employees to work on different machines, to make different products, and, in general, to hold themselves ready to undertake different tasks as occasion might arise. There is often an alarming loss under such a condition—or, to put it another way, a considerable saving may be effected.

"From the sales angle the benefits of simplification are real and appreciable.

"In the first place, a salesman cannot concentrate on a big line. Also, the buyer's attention is divided by an imposing array of samples, with the result, often, that he picks what looks like the bargains and lets it go at that. With a simplified line the salesman needs no sample room, he knows all about his product to an extent that would be impossible otherwise, and he is consequently a confident and competent operator. He knows that, under his company's plan of manufacture, niceties of fit, appearance, and style are developed first because they are the focal point for all the thinking of the organization. Nation-wide preference for a type of garment which in 1920 was unknown except on the Pacific Coast speaks volumes for such selling.

"Our line is restricted to the most



How Prices Have Decreased with Increased Sales Volume from 1920-1927

fashionable and fastest turning numbers as determined by our sales records."

But it is not so much with sales statistics that we are concerned in this presentation as with a recital of one particular element in the Jantzen campaign strategy that "brought the mountain to Mahomet."

No Jantzen or any other kind of swimming suit is going to be of very much use if the good old *aqua pura* isn't at hand in sufficient quantity and form. The instinct for "the old swimming hole" is just as keen and potent in the hearts of the vaster majority who inhabit the great prairie regions and the metropolitan centers where the well known Saturday night bath

has to serve in lieu of something better.

True, the genus clubman in almost every sizable city has for years past



Increases in The Number of Jantzens Sold as Compared with All Other Swimming Suits Sold

had his Roman plunge or some passable adaptation of it within the sacred precincts of his favorite retreat. So, too, has the snappy young collegian, who elects swimming instead of military drill at the State "U." And we

must not overlook the Y.M.C.A., as a pioneer in the cause of popularizing healthful recreation for the greater cross-section of livelihood-gainers. But, if you stop to think, the mode in club, college and Y.M.C.A. pools is very much *sans* swimming suits.

What was to be done about literalizing the magic call of "Come on in, the water's fine!" to the boys and girls and men and women who make up an eager market for swimming apparel, but who otherwise would be denied?

Mitchell Heinemann, general sales manager of the Jantzen Knitting Mills, and his associates supplied the answer through the medium of the Jantzen Swimming Association of America. This might [Continued on page 44]

Four Gentlemen's Comments

ROY S. DURSTINE

MARK SULLIVAN, in the second volume of "Our Times," records the coming of advertising into contemporary history in this fashion:

About the turn of the century, new mediums of culture arose and old ones changed in their relative influence. The stage was always a medium of culture, but in America up to about 1900 had comparatively little contact with the predominantly rural part of the population, or with the considerable body of people who held the stage under a taboo. After 1900 the influence of the stage spread and there was added to it a new and potent source of manners and points of view, the motion-picture. About 1900 also, part of one of the older sources of culture, reading matter, in so far as it appeared in newspapers and periodicals, came to be occupied in increasing degree by persons having wares to sell, was devoted mainly to causing people to want more goods, was called advertising, was highly organized and became extremely potent as an influence on American habits of mind.

Still earlier, in 1874, one Henry Sampson published in London "A History of Advertising from the Earliest Times, Illustrated by Anecdotes, Curious Specimens, and Biographical Notes."

All this time advertising was a growing art, and advertisements were beginning to make themselves manifest as the main support and chief source of profit of newspapers, as well as the most natural channel of communication between the buyers and sellers, the needing and supplying members of a vast community.

Even before that, if we are to believe a noted writer of an earlier day, advertising had established itself in England:

The trade of advertising is now so near to perfection that it is not easy to propose any improvement.

The gentleman who expressed that opinion was Samuel Johnson and he expressed it in 1759. It has been around for quite a while.

But it remained for Roger W. Babson in this year of 1928, in *Collier's*, *The National Weekly*, to make the most tangible comment on the place of advertising in American business. In his article called "Worth Your Money" these paragraphs occur:

Regarding individual men, it has been said that some are born great and others achieve greatness. Not so with a business. A permanently successful business is never born great, but must achieve greatness with national advertising playing an almost indispensable role.

The bankers of the coming generation will hesitate to lend money to a business man who is NOT advertising. For they know that he is probably due for a deficit. Likewise, INVESTORS will look more and more keenly into the advertising policies of corporations whose bonds and stocks are offered for sale.

Other judges and juries may be swayed by various influences, but the stock market is singularly hard-boiled. It registers but one sentiment and responds to but one golden string: namely, profits. You can, therefore, give considerable weight to the stock market's views on national advertisers. If you chart, as I have done, the average price of all stocks on the New York stock exchange, the course from 1923 to the end of 1927 will be represented by a tortuous line slowly rising from 60 to about 77. On the same chart the average price of the stocks of a group of the most prominent national advertisers is shown by an impressive upward swing from 73 to about 210. Here is evidence which is severely practical and cold-blooded.

If you number a banker or two among your acquaintances, as most of us can without boasting, it is suggested that you read the foregoing paragraphs aloud to him in a clear, ringing voice.

Advertising could hardly be improved in 1759, it was a main support and a most natural channel in 1792, it became extremely potent around 1900, and now in 1928, it is being advertised by that most conservative of advertisers, the stock market.

We are getting on.

Senator Capper States the Case For Price Integrity

"If the People Are Interested in Price Stability, They Should Have It; If Not, the Whole Thing Should Be Kicked Out of the Halls of Congress"

HON. ARTHUR CAPPER

U. S. Senator from Kansas and Sponsor of the Capper-Kelly Bill

IN the March 7 issue of ADVERTISING & SELLING, Prof. Harry R. Wellman asks and answers the question, "Isn't It Time to Revise Our Views on Price Maintenance?" I would like to join him in the affirmative. I would like also to see the old package renamed, because the present name has come to be regarded as a label for a bottle containing a mixture of gray matter extracted from two species of beans. Professor Wellman now finds in the consumer bean the really vital element. I suggest the new name of Price Integrity.

What we need to inquire into is whether the consumer is interested in price integrity. Nothing else really matters. If the people are interested in price stability they should have it; if not, the whole thing should be kicked out of the Halls of Congress.

Proceeding now from the standpoint of the consumer, let us consider the question: "What does price mean to him?" Price is the hurdle that the consumer has to clear to get into the field of acquisition. Sometimes he prefers a low one because it is easy, and sometimes he prefers a high one because it is hard and gives him, if he makes it, a gratifying sense of achievement. That is why he sometimes chooses a high one that brings him into an exclusive field.

But whether he chooses a high one or a low one, it is never the hurdle that attracts him; it is the field beyond. In other words, price can never be made an attraction: it is always a resistant. If one merchant should put up a sign reading, "You can spend one dollar here," and another merchant next door should proclaim, "You can spend fifty cents here," there would not be a competitive condition established, because no one is interested merely in spending. The consumer is interested solely in ac-



"There is absolutely no reason from the consumer's standpoint why the price-cutter should be permitted to make a game out of the sober and essential process of consumer buying. No consumer will support the practice unless deceived as to its real meaning."

quiring. You can't sell price. You can't sell resistance. You can only sell attraction.

Now let us ask what it is that the consumer buys. We used to say, "He buys what he wants at the lowest price he can get." That is one of the views we will have to revise by striking off the second half of the sentence. He buys what he wants. Sometimes he gets more kick out of a high price than a low price. Buying is purely a matter of getting as much satisfaction out of life as possible. Therefore, the common denominator of all buying is satisfaction. What makes up that sat-

isfaction? It is a combination of two factors, one supplied by the manufacturer and one by the retailer, and that is where the complexity enters. Out of the manufacturer's factory comes the product; out of the retailer's factory comes service; and the two parts assembled make the completed package for the consumer.

IN the case of trademarked merchandise, a third factor enters which is supplied by the manufacturer. That is the sale through advertising. The process is then figuratively as follows: The manufacturer induces the consumer to go to the retailer, with whom he assumes he has a partnership arrangement for the delivery of his product and the retailer's product (service) at an advertised price. Now, assuming a price cut, the retailer says to the consumer: "My partner, the manufacturer, is all wet; he shouldn't charge 35 cents. My price is 28 cents." This makes the manufacturer feel very badly, because he believes that he has been betrayed by his partner and has lost the respect of the customer. The manufacturer has assumed a great deal in taking it for granted that when the retailer purchased his product, he did enter into this gentlemen's agreement. Because of the wildness of this assumption, the manufacturer now seeks a statutory declaration making the act of purchase by the retailer a specific partnership agreement. But whether the retailer has broken faith with the manufacturer, or whether the manufacturer is peeved over it, is not the point of discussion at this stage of our evolution. What we want to know is how the consumer feels about it. Let's lay the cards on the table before the consumer.

The net profit in the retail business varies from [Continued on page 78]

This Modern Style—If Any

Is It Really a Style That Is Happening to Us in the Arts and Crafts Today; and If So, What Does It Signify?

WALTER DORWIN TEAGUE

IT looks very much as if we were assisting, like spectators at a royal accouchement, at the birth of a style. A style isn't born every day or every century, and if that is really what is happening in our startled and somewhat shocked presence, it behooves us to be properly attentive and edified.

To be less obstetrical, it appears that every so often the human race—or that part of it which is all that concerns us—comes to the end of the road it is traveling. Whereupon, after a period of more or less confusion and mental distress, it tightens its belt and starts off happily in a new direction. The last time this happened was in the fifteenth century, and before that, in the twelfth. In each case the fresh start was accompanied by a radical change in all the arts, architecture, painting, and sculpture, and in all the crafts, weaving, woodcarving, tailoring, the making of books, etc. The world seemed to feel the need of a grand spring cleaning, of ridding itself of all its outworn lumber and rubbish, and of rebuilding refurnishing and redecorating its house in accordance with its altered taste. This revision of taste in all the arts and crafts is what we mean by the coming of a new style.

Once launched, a style will change and develop for some centuries, passing through a series of phases that in time exhaust its possibilities. For instance, the Renaissance style that had its origin in Italy about 1400 died a natural death with the French Empire, a hundred years and more ago. Since that time the western world has been busy accommodating itself to new



EXPOSITION

▼ OF ▼

**MODERN FRENCH
DECORATIVE**

▼ ▼ ART ▼ ▼

SEVENTH FLOOR

From the Poster Drawn by Mr. Teague for the Recent Modernist Exhibition at Lord & Taylor's, New York

conditions of life, to revisions of religion, government, science, finance, industry, trade, education, manners and domestic economy. No small task, all that, and a hundred years is little enough for it. Meanwhile we have been practically styleless. Too much confusion, too constant change, too little unanimity of thought. And we have satisfied our æsthetic needs by studying and reproducing the styles of the past.

Now it looks as if we were straightening out on a new course and falling in line for an agreeable promenade down a few more centuries. A new unity is manifesting itself in the arts and crafts, and for the first time since the Empire we can see evidences of an

unmistakable and unself-conscious similarity among them all. We can see that jazz music is fundamentally related to skyscraper architecture and that both are echoed in modernist painting and textile design. Perfume bottles have a subtle cousinship with motor cars, and both with the ladies who use them. These ladies, indeed, are your most convincing evidence, for in every detail of their dresses and hats, their shoes and vanity cases and bags and jewels, they are, if they are smart, walking exhibits of modernist art. And they are rapidly revising their rooms and their furniture to conform to the prevailing taste.

When you have people living in houses, using furniture and utensils, wearing clothes and ornaments, riding in vehicles, making music, and reading books, all of which have a marked similarity of design and harmonize with each other, then you have a style and

not until then. Thus it was in the time of Louis XVI or of Lorenzo de Medici, and thus it may be again.

For a style is never created by any one artist or group of artists, or by any consciously organized effort at all. A style is determined by the habits of living, by the opinions, beliefs, prejudices, pleasures, desires, ambitions, prevailing in a given period. Naturally there must be a considerable degree of harmony in these factors before they can unite to generate a style. That is, a majority of people must think more or less alike, and largely share one another's tastes, preferences and aversions, before they can compel unity in their arts and crafts.

So if this really is a style that is



LE GANT NICOLET

18. RUE DUPHOT. 206. RUE DE RIVOLI
56. FAUBOURG ST HONORÉ. PARIS

Freedom and Directness both in Design and Lettering Characterize the Best Work in the New Manner

happening to us, it is an expression of what a majority of people today are thinking and feeling. Whether you like it or not doesn't matter; if a majority of people are really thinking and feeling and acting alike, then we are going to have a style, and that's all about it. Whoever doesn't like it had better learn to, if he cares for his comfort, for he will be confronted with it at every turn, every hour of the day.

It may be true here, as elsewhere, that to understand all is to forgive all. Certainly every day more and more people are finding something of interest to themselves in modern art, something they can accept and enjoy. These conversions come about through the spread of understanding, and when a movement is so general and active as this, it is worth while to investigate its background and discover, if not its significance, at least the sources which give it its special characteristics.

Epithet hurlers, when very cross with their times, call this the Age of Jazz. Such phrases have a way of sticking and turning into titles of dignity. Certainly we can't go on forever calling this style—if it is a style—"modern," and certainly jazz music is one of the most characteristic prod-

ucts of the age, and one of the most popular. It has been explained that the extraordinary appeal of jazz is due to the fact that its syncopated rhythm corresponds so exactly to the rhythm of our beating hearts. The throb of the music strengthens and quickens our pulses, stimulating us for a time to a more intense and passionate life. We hear too much of it and it tires and bores us, as does an excess of any good thing, but they are hardened arteries indeed that are always unresponsive to its stimulus.

The age likes it because this age has an intense love of purely physical living. Never, since Athens was a boom town, has man enjoyed himself so frankly and thoroughly. It has become respectable to get as much fun as possible out of our physical activities, and

slightly shameful to let our bodies become unhealthy or sub-normal.

With this love of life and pleasure comes a love of movement and speed. because movement and speed give a sense of intensified vitality. You may not approve of this speed-mad age—another epithet—but that has nothing to do with the fact that the age is to an extent speed-mad and finds ways of gratifying its mania. And this preoccupation is expressed in modern art, which is essentially dynamic. The repose, the static calm, of the classic styles are gone utterly. Movement, sometimes ordered, more often nervous, abrupt, contradictory, is the very law of modern art. Its symbol is a maze of intersecting planes and solids, and you need not go to Picasso's drawings to find them. Look at the General Motors Building

at Broadway and Fifty-seventh Street especially at noon on a sunny day. Or at a dozen other skyscrapers, or at the city itself from a high building. Or at a collection of perfume bottles in a shop window, or at a steel lathe, or a typesetting machine, or at certain hats by Reboux, or gowns by Vionnet or Lelong. Modern life is ruled by geometry, our eyes are accustomed to it at every turn, and it is in geometrical forms that the æsthetic spirit of today finds its satisfaction.

And this is an urban age. Perhaps not yet urbane, but certainly urban. Gone is rusticity and all the sentiment and romanticism of the bucolic scene. Urban life is simple as rural life never was, because urban life is hard, bare, pragmatic. Twilight and the evening star, dewy dawn and blue-bells, count for little in modern thought. You love them? Yes, but how much time do you give to them? How much Wordsworthian day dreaming do you do? To us the country is a place to drive through or gallop over, the fields are to play golf in, the rivers to row on, the sea to swim in, the sky to fly in. Likewise modern art is simple, hard, direct. Fog, sentiment and prettiness are alike gone from it. It rejoices in hard [Continued on page 70]

palais de marbre
77 champs élysées
paris

eric bagge
directeur artistique



mercier frères
100 faubourg saintoigne

Here the Design and Lettering Harmonize with the Modernist Furniture Advertised

A Catechism for Copy

Twenty Questions That Should Be Asked—and Answered—About Any Copy Job Before It Is Released for Production

JAMES C. KNOLLIN

Copy Executive, Johnston-Ayres Company Advertising Agency, San Francisco

GOOD books there are on advertising copy . . . and helpful articles galore. Most of these have contributed to the bulging reference file which, together with long and varied practical experience, gave rise to this "Copy Catechism." No claim is made, therefore, that it is distinctly my own creation.

If thoughts from other minds have been captured, stripped and exposed in unbecoming nakedness, my defense is this, that by condensing them into succinct, usable form, I have hoped to create a standard of measurement which would be of real service to the craft.

"But," you may say, "advertising copy cannot be standardized. It must be facile, original, spontaneous."

True. But Theory and Practice can meet on the common ground of Proved Principles. Such broad fundamentals—a part or all of which are applied in all successful copy—have been embodied in this outline.

The "Catechism" is intended, not for testing published advertisements, but for the guidance of the copy writer in his creative work. It concerns itself with other elements of the advertisement—illustration, layout, typography, etc.—only as they affect the planning and writing of the message.

In using the 20 questions as a yardstick for measuring copy, bear in mind the details of the complete outline, which follows:

THE CAMPAIGN

1. Was necessary study or research completed *in advance*?
 - A. Among consumers
 - B. In the market or among the "trade"
 - C. In the advertiser's organization
 - D. Statistical, technical or literary
2. Was the entire campaign *planned and outlined* before copy was written?

Grateful acknowledgment is made to colleagues who, by their criticism and suggestions, contributed to this outline. J.C.K.

Are There Any "Bugs" in Your Copy?

EVEN experienced writers like to "check back" their work frequently, and most beginners need constant guidance. For both purposes, this question-and-answer method has proved its practical value.

Some exceptions must be made for certain types of retail advertising. But all of these tests can be applied to most copy; most of them to all copy.

Bearing in mind the details of the accompanying outline, ask yourself these 20 questions about any copy job before it's released for production. The answers invariably will bring out any weakness in the message. Try it!

J.C.K.

THE CAMPAIGN

1. Was necessary study or research completed *in advance*?
2. Was the entire campaign *planned and outlined* before copy was written?

THE ADVERTISEMENT

3. Is it sufficiently *different* from other advertisements in the campaign to avoid an impression of repetition?
4. Was the advertisement *planned and visualized* as a complete unit?
5. Does the copy focus attention upon *one central thought*?
6. Does it "spark" with a real advertising *idea*?
7. Can the *headline* be improved? (See accompanying outline).
8. Does the copy establish a quick *point of contact* with the *group-to-be-influenced*?

9. Does it *sell* something?

10. Is it *interesting*?

11. Can it be read *quickly and smoothly*?

12. Is it as *concise* as possible, yet *long enough* to tell the story?

13. Is it *natural, spontaneous, enthusiastic*?

14. Is it *explicit, truthful, convincing*?

15. Is it *tactful*?

16. Is it designed for both the "*headline skimmer*" and the *thorough reader*?

17. Does it properly protect the *advertiser's interest*?

18. Is it *appropriate* in style and message?

a. For product, service or idea presented

b. For the season in which it will be published

c. For the media selected

19. Is it *correct* in all details?

20. Has it been *tested*?

A. Determining the *objective or purpose*, as:

a. To introduce a new product or a new use of an old product

b. To introduce a new product against existing competition

c. To increase the sale of an established product against existing competition

d. To maintain the present volume by "reminder" copy

e. To "sell" a company or trade name

f. To establish prestige

g. To mold public opinion

B. Deciding the *theme or dominant idea* of the campaign

C. Creating a "campaign key," such as:

a. Slogan to be used throughout

b. Standard unit or units

c. Distinctive style in all copy

d. Proposed uniform art treatment, layout, or typography

D. Outlining, for each unit of campaign:

a. Topic

b. Illustration-idea } Point-of-contact

c. Headline

d. Copy slant (the *message or sales*)

story you want the reader to remember)

- e. Action (what you want the reader to do)

THE ADVERTISEMENT

3. Is it sufficiently *different* from other advertisements of the campaign to avoid an impression of repetition? (Important in submitting to client or merchandising to sales force or "trade".)
 - A. Mental picture of finished advertisement
 - B. Visualization by rough layout or sketch
4. Was the advertisement *planned* and *visualized* as a *complete unit*?
 - A. Simplicity, directness
 - B. Proper emphasis
 - C. Repetition
 - D. Coordination and relevancy of headline, proposed illustration, text and other units
 - E. Elimination of all non-essentials, such as complicated signatures, unrelated boxes, panels, slugs, etc.
5. Does the copy focus attention upon *one central thought*?
 - A. Adaptable to simple, striking, or pleasing illustration, layout, or display
 - B. Unusual and original, but not "tricky" (except as a trick draws attention to and *not away from* the subject—Make the reader remember your message, not your cleverness!)
 - C. Presented in a fresh, virile, stimulating, sparkling manner
6. Does it "spark" with a real advertising *idea*?
 - A. Attention value or "stopping power"
7. Can the *headline* be improved? (Check it for each of these attributes):
 - a. Startling statements
 - b. Vivid contrasts
 - c. News value
 - d. Intriguing questions
 - e. Alliteration
 - B. Containing a message (preferably a sales-message) in itself, and—
 - C. Pushing or coaxing the reader into the copy
 - D. Brevity (at least of main headline)
 - E. Memory value
 - F. Aptness (for theme, message and product, or service)
 - G. Originality
 - H. "Tie-up" with proposed illustration
8. Does the copy establish a quick *point-of-contact* with the *group-to-be-influenced*?
 - A. *Psychological* factors in establishing a point-of-contact
 - a. An opening suggestion or statement with which the reader must agree
 - b. Appealing to his selfish motives by means of the "you" viewpoint
 - (1) Addressing him in terms of his own pleasure or benefit, by making use of such "impelling forces" as:

Gain	Beauty
Health	Curiosity
Pleasure	Honor
Ambition	Love
Utility	Vanity
 - (2) Offering physical comfort or mental relaxation
 - (3) Giving a practical reason to justify the purchase of a luxury. (Examples: "Nutrition"—Beer; "Aids digestion"—Gum)
 - c. Appealing to the reader's sense of humor
 - d. Flattering him
 - e. Employing negative or "scare" appeal. (Examples: "Halitosis"—Listerine; certain types of life insurance copy) [Continued on page 77]

memory of the one he has just visited is, "Nice town, pretty prosperous, sold some good orders, got to work it more thoroughly. Allow it more time next trip."

Without in any way realizing it, Bill Jones has sold to the farm market. He has made his products accessible to it, but he thinks that he has sold to a town market. By far the greater number of our towns are the development of farm trading. As local agriculture expanded, so did they grow. Their reason for existence today is to supply the requirements of their trading territory. And if their local agriculture were to fail, so would they become impoverished and dwindle away.

EVERY town and city is the metropolis of a trading territory, drawing the farm and country trade from within a five or ten mile radius—sometimes from within a twenty mile radius. Larger cities draw some farm trade from a territory within a fifty or hundred mile radius.

Isolated studies have been made of the percentage of farm trade of dealers in these towns. Some say that they sell 70 per cent of their goods to farmers, some 50 per cent, some 33 1/3 per cent, and some 15 per cent. Stores in larger cities do an appreciable percentage of their business with farmers.

The studies already made along these lines suggest possibilities for valuable farm market research which could be performed by a group of manufacturers and jobbers in cooperation.

The advertiser who is now using magazines to carry his message to our urban population and has a distribution of his products corresponding sufficiently to the distribution of magazine circulation to justify their use, is, whether he realizes it or not, reaching the farm market. Is he making an effort commensurate with its development through advertising—say a third of the effort? Some do, many do not. Those who do, deserve credit, not for acumen or foresight, but for common sense.

The farm market is not really strange or difficult to reach. It is so close to us that we often fail to see it.

And some of us are selling today a considerable part of our products to the farmer, and are crediting such sales to our urban business.

The Urban Farm Market

C. C. JACKSON

IT is undeniable that there are more facts available about American farms and the business of farming than there are about any other occupational class of our population. But it is not easy to visualize where and when and what the farm market buys.

Perhaps the picture could be made a little clearer were we to travel for a day or two with Bill Jones, salesman for the Blank Company, through a typical Middle-Western territory. He drives a fairly good car. His territory is easy to cover. Except for occasional detours, he travels on concrete. The farms along the road are

pretty good; there are trim houses, orderly barns, and clean, well cultivated fields. His port of call is a fair sized town with concrete pavements shaded by old trees. It has substantial homes, excellent stores, a pleasant square, and numbers of automobiles. It is hard to find parking space and he has to drive around a little to find a place. The town is prosperous apparently. Our salesman notices some factories and sees a good hotel. He thinks, "Nice town. Ought to sell lots of stuff."

Bill Jones makes his calls and moves on, along more concrete roads to another town just like it. His

How to Write the Servicing Manual

The Final Installment of the "Servicing" Series Wherein the Problems Facing the Manual Writer Are Discussed

HENRY MOFFETT

THE problems of servicing fall into four divisions, as follows:

1. Manufacture and distribution of parts.
2. Mechanical repair work.
3. Psychological servicing, with a purpose to build good-will.
4. Accounting, which includes the whole scheme of "who pays the bill?"

Of these, the first and the last are simple to set into operation when once a decision has been made of "objectives." With the second and third, however, the personality of the man on the repair job is a large factor; and for them, each consumer presents a slightly new problem, as do also the constantly changing models of the product.

For products that require much servicing therefore, manufacturers turn to two methods of fitting their repairmen to represent the factory: a period of intensive training and some sort of servicing manual.

As for training, it is the general belief that the factory is the proper teacher. The reasons are obvious. For such products as typewriters and adding machines, radios and household appliances, each manufacturer will have hundreds, if not thousands, of local servicing points. This fact, plus the nature of the article, makes it possible to send traveling instructors from the factory to give training to repairmen in local groups. Usually this method is supplemented by "expense-paid trips to the factory" for foremen or for promising men under some bonus or contest scheme. The intention is, however, to train men adequately for their task without taking them from home. Some concerns, of which the National Cash Register Company is representative, follow a system of "apprentices" by which a repairman



Photograph by H. W. Scandlin for The Hooven, Owens, Rentschler Company

When servicing of a more complicated product is considered, a factory training is indispensable. Printing machinery, textile mill equipment, the whole world of automatic and "built to order" machinery, heavy duty electrical equipment, ventilating systems, domestic oil burners, etc., need such a training as only the factory can give.

is given six months of training at the agency and then, if he is promising, he is brought to the Dayton plant for two weeks' supplementary coaching. As a matter of fact, this general plan, with many modifications in detail, has been found most profitable by hundreds of manufacturers. This is indicated most forcibly by their having 25 "schools" per year, one each fortnight except at Christmas time.

When servicing of a more complicated product is considered, a factory training is indispensable. Printing machinery, textile-mill equipment, the whole world of automatic and "built-to-order" machinery, heavy-duty elec-

trical equipment, ventilating systems, domestic oil burners, etc., need such a training as only the factory can give. Oil burners and electric refrigeration, for two common examples, demand a thorough understanding of the scientific principles underlying the product. Until the repairman grasps these, he remains a bungler or a "hit and miss" serviceman.

The servicing manual is the hand-maid of training. Whatever the extent of the apprenticeship, the printed manual is the device of the manufacturer to continue the personal instruction. The manual is the handbook of detail, the authority for engineering data and the "book of servicing etiquette"; more than anything else, it reiterates to the field men the "company" policies as to "customer relations."

The manual is immensely important to the manufacturers. Certainly, the books carry every evidence of unsparing care in preparation.

Possibly, too, it may sound unappreciative of the scores who have given and lent their manuals for the preparation of these articles to state that with very few exceptions the manuals are written from a wholly wrong premise. The manufacturer knows his product so intimately that his manual is above the mentality of the serviceman. The manuals assume—and in this they err—that repairmen appreciate the need of appearance and cleanliness on the owner's home, and that they possess infinite tact, and that they understand how to fill our reports, and, finally, that they know the most economical and most efficient arrangement for a tool kit or a shop bench or a garage floor. The writers of the manuals might profit- [Continued on page 58]

Fifteen Sales Steps Beyond "Knowing the Goods"

WALTER M. LOCKENBROOK

WE had listened to the sales promotion manager as he outlined the new sales manual. We had admired the compactness and completeness of the instruction book he had prepared for the men to carry with them. His compendium of facts was a marvel. His coverage of data was a thick, ample blanket. But as he completed his presentation, he went just a little too far. For, in the heat of his enthusiasm, he said, "With a manual like this, I believe we could pick up almost any kind of men off the street and turn them into passable salesmen."

Whereat the sales manager snorted. "You have eight important sections to that sales manual," he declared, "but I can name at least a dozen characteristics of good salesmanship which are not even mentioned in your book, but which are as indispensable to success as a basic knowledge of our line." Whereupon he began to reel them off. To his dozen, three others suggested themselves, making in all, fifteen steps in good salesmanship that are rarely taught in any sales manual.

They will not be taught here either, for they cover too much ground and reach too deep into the springs of human motives and actions. But the listing of them may help some salesman to understand better why he doesn't sell more goods. Or perhaps they will provide a handy check list for the sales executive who sees his men falling short, even when they are given the best of coaching and are provided with every bit of sales data that can be mustered. The listing here does not pretend to arrange these fac-



From a cover design by Kathleen Burrell

"In the old, simple days the salesman might walk right in and go to it without the need of much ability to analyze a dealer's problems. Today the salesman who hopes to succeed must first of all be a good business analyst." And this is only one of the fifteen steps.

tors in relation to their importance.

Analysis. In the old, simple days the salesman might walk right in and go to it without the need of much ability to analyze a dealer's problems. Today the salesman who hopes to succeed must first of all be a good business analyst. Brands are multitudinous. Advertising campaigns, too. The dealer can no longer put in a line merely because it is a good one and well advertised. It must fit in with his class of trade, his program for expansion. So if the salesman carries a very high-priced, high-quality line, he must, for example, be a business analyst to fit it into a tenement-house district. In some cases he can logically do so. In one instance he may discover that there are certain

luxury lovers even among the poor, and others who are not as poor as their outward appearance would indicate.

Synthesis. Analysis only gets at the facts. The sales analyst must become a synthetic worker. He may say to the tenement house dealer, "You are losing a fairly good volume of trade simply because you cater only to the poorest in the neighborhood. Put some of my goods in the window and catch the landlords who live here and own these tenement houses. And put the goods in because even those who buy the lower-grade goods like to splurge occasionally. And put them in because many of your poorest customers are increasing their incomes from time to time and are ready to move a notch farther up in the quality of the goods they buy."

This is not offered as a model sales talk. It simply brings home in a rough way that synthetic work must follow analysis.

Leadership. Says one of the best sales executives I have known, "The effective salesman is always a step ahead of the dealer he calls on. He is leading the way to greater opportunities. He must keep teaching the dealer something in a way that wins the dealer's respect. Where a salesman falls short of this he has a wrestling match on his hands instead of being a guide who is leading the way up to a mountain top."

Manners. The salesman of even the lowest priced goods usually calls on dealers throughout the whole range of social standing. Good manners are too unobtrusive to ever offend even the push-cart [Continued on page 75]

THE EDITORIAL PAGE

The Baking Powder Battle Goes Merrily On

THE Federal Trade Commission, "acting in the public interest," is out with another brand new Formal Complaint against the Royal Baking Powder Company in the progress of the fifty-year-old battle of the Killenny cats over the question of alum versus cream of tartar. This is merely the natural and normal fruit of the Formal Complaint next preceding on the same subject, which ran before the examiner to the extent of 4711 pages of typewritten testimony and 632 exhibits. What the Trade Commission objects to now (in its new complaint under date of March 7) is the conduct of the baking powder company pursuant to the submission of that record in publishing certain extracts therefrom, together with interpretations of its own, and hiring a press agent to spread the tidings abroad before the Commission had taken any official action.

With all due respect to the dignity of the Trade Commission, and without holding any brief for the Royal company or anybody else, one may be permitted to doubt whether there is any substantial public interest in the subject-matter at all. The Trade Commission has declared that it will not take cognizance of matters that merely represent a quarrel between competitors, in which no substantial public interest is involved, and it is hard to see where this baking powder row now represents anything more. To be sure, the "methods of competition" that are indulged in are not particularly admirable, but both sides to the controversy are tarred with the same stick.

So far as there is any scientific question concealed in the verbiage, it was settled so long ago as 1915, when a committee of the Bureau of Chemistry, headed by Dr. Ira Remsen, made a thorough investigation at the suggestion of Dr. Harvey Wiley. The committee found that the active ingredients of baking powders—cream of tartar, alum and phosphate—were all equally harmless, and were equally

injurious to a man who might attempt to live on an exclusive diet of baking powder biscuits.

The case is of particular interest to advertising men because the genesis of the whole disorderly affair was nothing more nor less than a "talking point," invented or adopted by the cream of tartar companies about 1876, when the alum powders first began to get a foothold. The ethical standards of those days being what they were, it was considered merely a stroke of shrewd policy to point out that alum was "poisonous," and baking powders containing it were dangerous. If the coiner of the phrase had been able to foresee what it was destined to let the industry in for, he might have thought twice about it.

On the whole, there doesn't seem to be any really good reason why this hang-over from the dark ages of advertising should go on breeding trouble and disorder for another fifty years. The Trade Commission can't settle it, and neither can the courts. The public can't settle it, for the net impression that they gain is the general notion that there is something wrong somewhere with baking powder. The only possible settlement is by way of a general agreement on the part of the companies themselves to forget it. It might be worth trying, even at the risk of its being construed as a conspiracy in restraint of trade!

"The Backward Industries"

IN the financial reviews of last year, statistical men picked out "the backward industries."

What are these backward industries, and what is their relation to advertising? Textiles, packing, shipping, coal, fertilizer, leather and oil are included in this category. It is obvious that there is a predominance of non-advertised industries in this group. Since packers are advertisers, their inclusion here raises a question. The answer is that inventory losses greatly affected this group and that Swift, Cudahy and the California Packing Company, the most prominent adver-

tisers, felt the pinch less than the others.

Searching in the fertilizer industry for an answer to backwardness, which is not the usual cry of farmer distress, we find that the common practice of a fertilizer concern is to market a single type of fertilizer under various brand names, each competing with the other, and advertising no one of them adequately. This has been a serious drawback which is now being recognized and remedied.

In this manner we might go through the entire list of backward industries and comment on their marketing status and methods. Industries are backward for definite reasons. We are learning that these reasons are likely to have their roots in marketing.

Good Wishes for Rice

THE southern rice millers, after years of flirtation and dilatory fooling with the advertising idea, really got up the courage a few weeks ago to vote \$500,000 annually for five years for an advertising campaign. The millers will be taxed 5 cents on each barrel of rough rice milled. Thirty of the fifty rice mills have signed up, and the rest are expected to affix their signatures shortly. Then an operating unit will be set up and activities begun. Another co-operatively pushed food product will greet us.

Magazine, newspaper and other advertising media will be used, and cooking schools will be operated all over the country. There will also be other demonstrations. The American people, sad to say, do not know how to cook rice. Samples of rice will be widely distributed.

Rice is the wheat of more millions of people than eat bread, and it is one of nature's greatest foods. Far too little of it is consumed in America. Usually it is served as a sticky, starchy mass which is neither attractive nor appetizing. That the education of the American housewife has been so long delayed in this matter by the backward rice interests is lamentable.

The Hand-to-Mouth Housekeeper Speaks Her Mind

ETNA M. KELLEY

"**W**HAT this country needs is a good five-cent cigar," remarked one of our ex-vice-presidents and thus made himself famous. Perhaps he was right. But an ever-increasing number of the citizens of this country are saying that it needs more packaged foods put up in small enough quantities for a meal for two people, with nothing left over.

They form an army made up of persons living in small apartments in groups of two or three, eating all their breakfasts and many of their dinners at home. They are women, young and old, but mostly young; office workers, school teachers, students, married couples (both husband and wife employed), and, contrary to general opinion, a sizable group of young men. Bored with restaurant fare, they prepare their meals by means of Sterno stoves, fireless cookers or electricity, the last-named being especially popular. And they do it without a great deal of effort—and like doing it.

The real reason for the home-cooked meal, however, is in most cases

I am a typical representative of this army, as I live with a friend in a tiny New York apartment without a kitchen or even a kitchenette. The real estate company calls it a "non-housekeeping apartment." Nevertheless, we average three dinners at home each week, which are cooked entirely on two small electric stoves. And we prepare all our breakfasts at home.

We seldom make advance plans. A hurried telephone call just before five arranges the details—"You do the shopping and I'll do the cooking"; and we're all set for action.

Shopping takes only a few minutes. Of course, it is the hand-to-mouth method. As a rule, nothing is bought which cannot be consumed at one meal, with the exception of such staples as sugar, crackers, tea or bouillon cubes. Our shelves are too small for leftovers; besides, with good luck and many invitations we might not eat at home for a whole week—in which case tonight's leftovers would have to be thrown away eventually in a condition somewhat the worse for age. Since there is no garbage pail—only a paper bag which is parked overnight in the waste basket—we try to keep its contents down to the minimum. For this reason we rarely have fresh vegetables; they leave a quantity of refuse in their wake, and most of them take a long time to cook by electricity.

WE are partial to advertised brands of packaged and canned foods which can be bought in small quantities. It is cheaper, of course, to buy groceries in bulk or in larger cans and packages. But we prefer to spend a few additional cents and have the extra space in the cupboard, which, by the way, is the top of the secretary, curtained and disguised as a bookcase.

How does this typical meal strike you? Soup (Richardson and Robinson's chicken broth, Campbell's cream of tomato, or bouillon made with Sterno cubes); creamed mushrooms

on toast; canned peas or corn; lettuce and tomato salad with Easton's mayonnaise or French dressing; Del Monte peaches with cake; tea or coffee. This meal would average about forty-five cents per person and can easily be prepared in thirty minutes.

There are several brands of canned mushrooms available, but the Green



Drawn by Russell Patterson for Beeman's Gum

Hill is our favorite. Canned in Pennsylvania, it is cheaper in price than the imported varieties, and according to our taste, better than the imported canned mushrooms or the fresh ones. There are two generous servings in each can, and by adding milk to the sauce you can stretch it to three servings.

Vegetables are on our home menus oftener than meats, because so large a proportion of our restaurant meals consists of proteins. However, we sometimes cook eggs; and if there is a guest we are apt to serve ham, shrimp salad (made from canned shrimp) or perhaps creamed chicken made from a small can of Richardson and Robinson's canned chicken. I defy anyone to tell the difference between this brand of chicken and fresh chicken. The creamed chicken is served on individual patties bought at the baker's. Creamed asparagus on toast is another of our standbys. Del Monte sells a small can for nineteen cents—just enough for two hungry business women. [Continued on page 80]



Drawn by Russell Patterson for Beeman's Gum

the money saved. A dinner in a tea-room costs, on an average, from seventy-five cents to a dollar and a half, plus the tip. Breakfast costs from twenty-five to sixty cents. On the other hand, a home-cooked dinner costs from forty to sixty cents per person, and breakfasts from fifteen to thirty cents.

BRUCE BARTON

ROY S. DURSTINE



ALEX F. OSBORN

BARTON, DURSTINE & OSBORN

INCORPORATED

AN ADVERTISING AGENCY

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

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

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

Has Financial Advertising Reached the Turn in the Road?

OSBORN FORT HEVENER

Advertising Manager, The Bank of America, New York

WHILE the story of banking goes back to the days of Croesus and beyond, the banker has probably been the slowest of all those in high circles in the business world to win favorable public acceptance. Despite the fact that he has played a monumental part in the building up of the nation, the public continues to regard him only as a moneyed aristocrat, more famous for his personal earnings than for his community deeds. In this the public is not altogether to blame. For the bank is perhaps the last great public institution to throw open wide its doors in the list of important businesses that have succumbed (?) to the searching rays of publicity. It was only in the post-war period, commencing in 1918, that there occurred the "awakening" among banks, brokers, bond houses, private bankers, mortgage houses, and various and sundry other forms of financial organization, coincident with the great chance in public consciousness toward everything that had to do with savings and investment.

The real trouble of the bank in advertising has been in the selection of its message, which is usually subjective rather than objective. It has told about resources, capital and location and has strung out long rows of ciphers, instead of recounting the many interesting phases of banking machinery, savings, investment, and thrift. The man in the street asks, "What can you do for me? What have you to sell?" He does not want to hear the bank tell how good it is, without tying in some suggestion of what its services will mean to him. Yet hundreds of banks have continued to plod along, seemingly content to ad-

You may not know it



but You have a Will

IF you haven't made a Will, the law has made one for you. It is known as the Law of Descent and Distribution and provides that when a man dies without having made a Will, his property must be distributed arbitrarily, in accordance with the inflexible laws of the State. This may not fit your case at all as you would wish.

The law also provides that some one must be appointed to administer your estate. Will that person, so appointed, be one whom you would choose? This is a selection which it is your privilege to arrange—you can choose an Executor and Trustee—in your Will.

Make your Will your own Will—and place your estate in the hands of a trained, experienced, responsible Executor—The Bank of America.

Our Trust Officers will be pleased to discuss these questions with you.

ON Thursday Nights at 8:20—Tune in On W.E.A.F.

At this time you will hear an interesting discussion along financial subjects of interest under the auspices of The Bank of America.



THE BANK OF AMERICA

ESTABLISHED 1812
Trust Department Organized 1888

MANHATTAN 44 Wall Street, corner William 257 Broadway, opposite City Hall 21 East 67th St., at Madison Ave. Produce Exchange Building	BROOKLYN 165 Montague Street, corner Clinton 569 Fulton Street, opp. Hanover Place 914 Third Ave., in Bush Terminal 41 Washington Ave., cor. Flushing Ave.
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THE BANK TODAY IS SELLING SERVICE

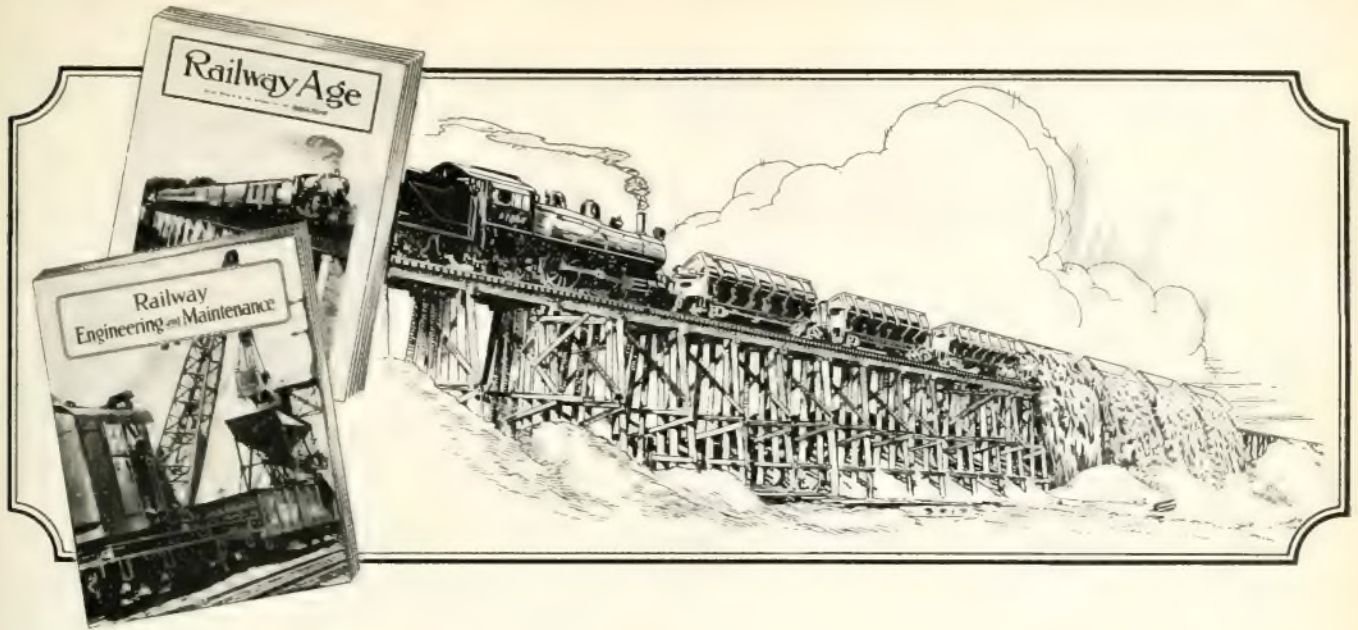
vertise in any old way, just so long as a beaming board of directors could be told that an advertising campaign was being conducted.

Fortunately, there are signs that an end to blind financial advertising is in sight. Indeed, there is the danger that our first line institutions will bend backwards in their zeal to discover the kind of advertising that brings results. If they bend too far, they are likely to twitch in pain. I, for one, am not a bit sure that there is any such thing as "results" in bank advertising. By that I mean results in *tangible* form. The advertising of banks differs from practically all other forms of financial publicity in the patent difficulty of tracing the advertising dollar. As has

been so often stated, bank service, as compared with other commercial products is atmospheric. Letters of credit are the solitary examples of a bank "something" that has four sides—a top and bottom—and they can't be played up all the time! A Chicago advertising authority recently said: "The line of demarcation that runs between bank advertising and mercantile advertising is the line that divides traceable advertising from that which cannot be checked for results in terms of new business or profits. . . . I know of trust and investment advertising that produced traceable results, but if the advertising were to be justified by the tangible results alone, the advertising would have a poor case in court."

Perhaps some enterprising statisticians will get together and help to shed more light on bank sales costs. In this, of course, new business effort through solicitors is included, as well as the cost of advertising. Such exact information would be of untold benefit to all executives engaged in bank promotional work.

The problems of the investment house come nearer to those of a mercantile organization, being concerned with distribution rather than intangibility. Bond houses actually have shelves from which withdrawals for sale may be readily noted, and, moreover, keying of advertisements is possible and practical. However, the investment houses, whose vaults serve as shelves, are just beginning to apply the principles of merchandising to their sales work, and I am hopeful that the next few years will witness a transformation in their manner of advertising. Let us not try to sell bonds like neck- [Continued on page 40]



\$75,000,000 Since February First for New Railway Construction

WITHIN recent weeks the number of large construction projects authorized by the steam railways bears out a previous forecast that 1928 will be another good engineering and maintenance year in the steam railway industry.

The market for materials and equipment entering into the construction and maintenance of track, bridges, buildings and water supply facilities is a big and active one. In the neighborhood of \$1,350,000,000 are spent annually by the steam railways for additions and betterments, and for maintenance of roadway and structures.

The leading and more successful manufacturers of products used in

engineering and maintenance work have made advertising campaigns in the *Railway Age* and in *Railway Engineering and Maintenance* an important part of their railway sales efforts. The *Railway Age* carries their sales story to railway executives, operating officials and purchasing officers, and *Railway Engineering and Maintenance* reaches the technical officers in the engineering and maintenance department who have the authority to specify technical products.

The *Railway Age* and *Railway Engineering and Maintenance* are two of the five Simmons-Boardman publications that comprise the *Railway Service Unit*.

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

Chicago: 105 West Adams St. Cleveland: 6007 Euclid Ave. Washington: 17th & H Sts., N. W.
San Francisco: 74 New Montgomery St.

Simmons-Boardman Publications

A.B.C. *Railway Age, Railway Mechanical Engineer, Railway Engineering and Maintenance, Railway Electrical Engineer, Railway Signaling, Boiler Maker, Marine Engineering and Shipping Age* A.B.P.

Learning the Lesson of Chain Store Success

E. M. WEST

THERE are two ways talked of to meet chain store competition.

One is to specialize on services which the chain store omits; the other is to take a leaf out of chain store practice and improve it.

Both are good ways.

\$843 A WEEK	\$380 A WEEK
\$843 A WEEK	\$380 A WEEK
\$843 A WEEK	\$380 A WEEK
\$843 A WEEK	\$380 A WEEK
\$843 A WEEK	\$380 A WEEK
\$843 A WEEK	\$380 A WEEK

Weekly Average for Three Chains, \$2,539. Weekly average for Seven Other Stores, \$2,660

But, like most good advice, this is difficult to follow.

Chain store development has been most successful in the variety and grocery fields.

Presumably, these fields are the ones to examine to find out what should be emulated and what should be supplied that the chains do not provide.

In the variety field, chains have attained a standard so far beyond anything which the individual stores have achieved in the field that there does not seem to be any place to practice the good advice and meet chain competition.

Except in isolated instances, the field appears to have been surrendered to the chain.

So let us look at the grocery field.

Here there are still many times as many individual stores as there are chain store units.

And the individual stores aggregate a much larger volume than the chains have secured.

Here, then, is the place to put the good advice to work.

There are said to be 335,000 grocery stores.

Those who ought to know say there

are 812 chain systems operating 57,000 unit stores.

Some contend the total would be 75,000 chain units if all two and three store chains were known and counted.

This leaves between 260,000 and 278,000 individual stores—enough to be reckoned with in either event.

Chains are credited with doing two and a half of the eight billion dollar volume of grocery store sales.

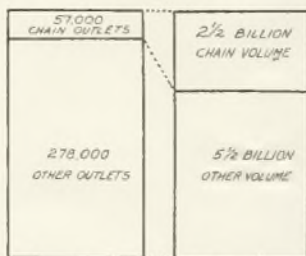
So 40 per cent of the total volume is done by 17 per cent to 22 per cent of the total outlets.

Plainly the chain methods are successful, and their expansion is justified.

But you cannot substitute chain store methods in individual stores en bloc. You have to isolate the individual store and practice on it.

It is necessary, then, to know about individual chain units and individual independent stores.

There is nothing you can deal with but averages.



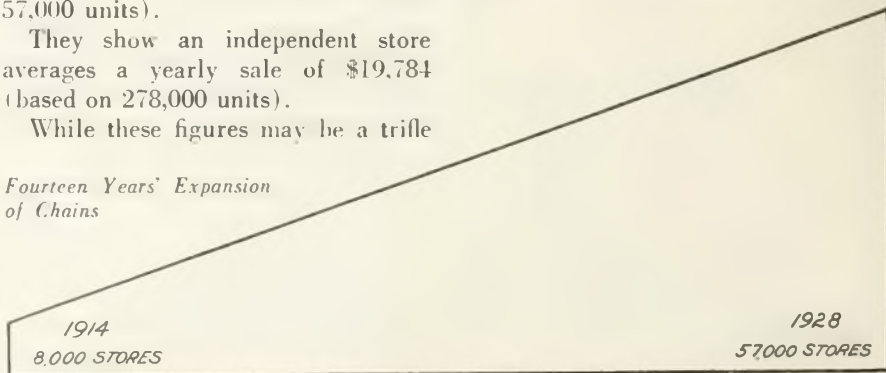
Chain Store Volume Compared with Volume of other Stores

These show a chain unit averages a yearly sale of \$43,859 (based on 57,000 units).

They show an independent store averages a yearly sale of \$19,784 (based on 278,000 units).

While these figures may be a trifle

Fourteen Years' Expansion of Chains



too high for the chains and a bit too low for the individual stores, they are close to the fact, as investigation proves.

This means that a chain unit does an average of \$843 a week, while an individual store does an average of \$380 a week.

We know that commonly averages of a number of units are made up with 70 per cent of the units below the average, with 30 per cent of the units above the average.

So \$380 a week is higher than the average sale of some 200,000 independents, while some 78,000 exceed it.

And \$843 a week is higher than the average sale of some 40,000 chain units and some 17,000 exceed it.

With this picture we can begin to figure.

We know the chains have been expanding very rapidly.

In 1914 there were less than 8000 units operated by 500 grocery chains.

If one of these chain units is doing more than twice the volume of an individual store, an increase of nearly 50,000 chain units must mean the elimination of nearly twice as many individual stores.


For consumption, which supplies the volume for both chains and individual stores, has not expanded very markedly.

It is figured that each three new chain units established means the eventual elimination of seven independent stores. [Continued on page 66]


Stromberg Carlson  *Steinite**


Farrand Speakers *Atwater Kent* 


 *Freshman**  *Walthal Electric**

*A. H. Mayers** 

Yorkville Radio 

Balkite 

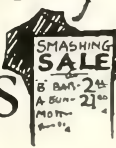
Haynes Griffin 



Saul Birns 

*Radio Shack** 

Perfection Radio Stores  *Modells*



Dubilier  *R-B Battery Eliminator**

Bright Star Batteries  *Altschuls**

 *Radio Foundation, Inc.** 

Fanmill Radio *City Radio Stores*

*Cunningham Tubes**  *Grebe**

 *Eveready Batteries*  *Colonial*

**Indicates Radio advertisers who spent more money in The News in 1927 than in any other New York paper.*

Largest Radio Gain in 1927 among all New York newspapers—238,136 lines. Total volume in 1927—541,718 lines, which included more set advertising than carried by any other paper. From nothing to the best radio medium in four years—because it sells. The News, New York's Picture Newspaper, 25 Park Place, New York. Tribune Tower, Chicago.

The Re-Shuffling of Retail Lines

Shall a "Sell All" Policy Be Followed by a Manufacturer or Shall He Adhere to a Restricted Distribution Scheme?

DE LESLIE JONES

OUR jokes about a store selling everything from pins to elephants were once confined to the department and drug stores. But not today. With the coming on the scene of the thousand new Schulte 5 cent to \$1 stores, together with many other developments, we are apparently entering an era when all retail lines are being shuffled anew. Many stores other than drug or department stores are becoming "convenience stores" and their traditional titular names are becoming rather meaningless. Just the other day a great grocery store chain made a tempting offer to a well-known advertiser of dentifrices. This chain of grocery stores desired to sell toothpaste and other drug products. This was a revolution in grocery merchandising; although another grocery chain once sold hair nets.

It is significant to note in passing that the dentifrice advertiser refused. He does not want to antagonize his drug dealers by letting chain stores sell his products. He had a sizeable task to persuade his dealers to agree to permitting the 5 and 10 cent stores to sell 10 cent sizes of tubes, on a policy of sampling and education. He also turned down the offer of a great chain of cigar stores which desired a 25 cent size of shaving cream, since it was already selling razors, and had also experimented in selling radio supplies. In one of the New York stores of this cigar chain an automatic vending machine which sells a varied line of package goods, has been installed.

It should be clear from these "straws" that a widespread and energetic re-shuffling of retail lines is



Courtesy, The United Cigar Stores Company

under way, and it is impossible to predict where it will end. Drug stores sell a few hundred alien items, which have absolutely no resemblance to drugs; grocery stores sell such items as electrical devices and dry goods; hardware stores carry numerous articles which certainly could never be construed to mean hardware; candy stores are retail outlets for notions, flowers and toys. The truth is that retail selling has come to a rather hazardous overlapping point; antagonisms, bitter competition and loss of interest being generated by the confusion. Apparently we must set up new standards and ideas as to what constitutes a specific retail outlet. Also deep-going problems of distribution policy arise. Shall a "sell all" policy be followed by a manufacturer or shall he adhere to a restricted distribution outlet scheme?

A recent survey disclosed the fact that small packages of candy are sold through about thirty-five different outlets, and among some of the incongruous channels were auto dealers, clothing and ready-to-wear stores, coal dealers, dry goods stores, gasoline and oil stations, meat, poultry and fish dealers, musical instrument and sheet music dealers, motorcycle and bicycle dealers!

Is this broadcasting tendency in distribution based upon a sound merchandising necessity of our fast-moving time, or should we try to go back to "purer" outlets? The answer is difficult, for there are certain cross currents at work today in the distribution end of a manufactured article; there are certain consumer reactions and conditions to be considered; there are time and convenience circumstances calling for revision of old-time dealer subdivisions.

THE method was born in the retailer's, not in the manufacturer's brain. The retailer's study of the customer's convenience is behind the trend.

Consumers, today, are not willing to go long distances to specific stores rigidly holding to their merchandise classifications. The consumer is usually pressed for time. He or she may have a list of personal or household needs carefully written on a slip of paper and wants to purchase them all at the least number of stores. Research has shown that whereas women once spent an average of three hours shopping per trip, they now spend one. This calls for cutting down "shopping" [Continued on page 72]

Get Your Money's Worth from a newspaper that

SELLS!

**The Press
is the
First
Advertising
Buy in
Cleveland**

IF your business is young, and you *must* get maximum value from every dollar you put into advertising—if you *must* look a profit and loss sheet squarely in the face at the end of the year—if you *must* answer to someone for the productivity of your advertising—then, your copy must SELL, and it belongs in The Cleveland Press.

For this is a *Selling* newspaper. Merchants and manufacturers get results that are actual, tangible, real—that can be heard to clink in the cash register and can be seen with the naked eye.

Not promises, or pretty pictures.

According to the reports of the Advertising Record Co., Chicago, Ill., The Press led the other Cleveland daily newspapers in the following display advertising classifications in 1927:

Grand total	Grocery
Local	Heating
Amusement	Household
Hotel	Jewelry
Automobile parts	Medical
Clothing	Musical

Dental	Opticians
Department Store	Radio
Educational	Tobacco
Furniture	Toilet Preparations

Either the second or third daily newspaper led The Press in these:

National	Miscellaneous
Restaurant	Publishers
Church	Railroad
Automobile	Resort
Financial	

Even if you like to run pictures of the factory, or "institutional" copy, or "publicity" advertising—even if your advertising is not required to produce results and show a profit—it should appear in The Press. For your dealers, who run *their* advertising in The Press because that's where they *know* they can make sales—would like your cooperation.

Get your money's worth! The Press has 33,000 more circulation in The TRUE Cleveland Market than any other daily newspaper, it publishes millions more lines of advertising than either, it really gets results, it actually makes SALES!

The Cleveland Press

NATIONAL ADVERTISING DEPARTMENT
250 Park Avenue, New York City
Atlanta · Detroit · San Francisco



SCRIPPS-HOWARD

TISING DEPARTMENT
400 N. Michigan Blvd., Chicago
Seattle · Los Angeles · Portland

CLEVELAND'S FIRST

ADVERTISING BUY!



LOADED AND READY FOR SERVICING THE RETAILER—A TYPICAL WAGON MAN'S FLEET

The "Wagon Man" Distributor and How He Operates

J. WILEY JONES

President, Old Homestead Company, Rochester, N. Y.

HAND to mouth buying, a demand for better service, and the necessity for more adequate handling of perishable specialties have brought into existence an army of "wagon men."

These "wagon men" are wont to give themselves the more dignified label of "direct distributors" or "wagon jobbers." Some are known to class themselves as "service jobbers." But call them what you will—for the time being, at least, we will refer to them as "wagon men."

The system employed by the modern wagon man as we see him today is probably an offshoot of the old bread route or yeast delivery. His method of operation and the unique service he renders, however, are considerably different from that of these pioneers.

A wagon man is a distributor of grocers' specialties who:

- A. Operates a truck or a fleet of trucks.
- B. Maintains his own warehouse.
- C. Supports his own control, office and bookkeeping system.
- D. Calls directly on the retail trade.
- E. Supplies retailer with small or large quantities of specialties carried on his truck.
- F. Sells for cash only or in case of some chain stores "on memo."
- G. Usually sells one or two major items and three or four "side" items, all of which are non-conflicting.



Map Showing Territory Covered by a "Wagon Man" Who Operates Eight Trucks from Syracuse, N. Y.

- H. Makes an average of sixty calls per day.
- I. Services his trade once, twice or three times weekly, depending on location.
- J. Knows retailers intimately.
- K. Sees that every retailer is adequately stocked, but not overloaded with each item carried on his truck.
- L. Makes sure these items are well displayed either on counter, in window or both.
- M. Receives for this service approximately 20 per cent discount for the manufacturers whom he represents.

A distributor who falls into the category of a "wagon man" comes into commercial existence under either one or two general auspices:

because he as an individual has foresight enough to perceive the possibilities of this type of service and is willing to invest sufficient capital to purchase equipment and stock, or else because he is a man who has proved himself in some definite capacity with a manufacturer and is set up in business by this manufacturer.

The great majority of wagon men are self made, having started from the bottom with a single truck. Many have grown, some more rapidly than others, until they have built a direct distributing organization consisting of thirty or forty or more trucks. Wagon men of this type have become immensely wealthy.

It is comparatively easy for a live wire, who might have clerked for a time in a grocery store at a weekly wage of eighteen dollars, to average fifty to a hundred dollars weekly, after acquiring a truck, some stock, and a little good will.

When a wagon man has succeeded in establishing a route with one truck, he immediately buys another truck and begins to build up trade in another section. The business he has built up on route No. 1 is turned over to a driver salesman whom he hires. This driver salesman generally is a man of some merchandising or selling background. [Continued on page 54]



7,000

Cute Iowa Babies

The Des Moines Sunday Register is publishing in rotogravure the pictures of more than seven thousand cute babies from every section of Iowa.

Over 170,000 Iowa families call The Des Moines Sunday Register

"Our Sunday Newspaper"

Has Financial Advertising Reached Its Turn?

[Continued from page 32]

ties. no; but let us learn to get away from the drab flotation or "matter of record" advertisement and describe the documents, not as pieces of negotiable paper, but as vital reminders of human undertaking.

THE great diversity of the modern investment market in itself cries for more enlightening publicity. Where once the investor simply chose between governments and rails, he now must make his selections from an ever-broadening list which includes public utilities, municipals, chain stores, foreign industrials, moving picture producers, newspapers and bank stocks. Perhaps our present unprecedented prosperity plays its part in the swelling of the investment market, and later we may find the point of absorption more easily reached; nevertheless, I doubt very strongly if the American inclination to place surplus monies in active businesses will ever lose its vogue, and educational advertising should more than ever be needed.

A definite improvement in investment advertising technique is discernible, I think, even in the past five

years. Just a few years back the flotation advertisement was the alpha and omega of bond advertising. There was "nothing else but." Hand in hand went the "hedge clause" and the "all these bonds have been sold" line. Today certain courageous souls in the financial district have elected to spurn both bromidic clauses. The time-worn announcement has been effectively supplemented with propaganda campaigns, wherein interesting facts are recited about the security of such-and-such bonds; histories of municipalities are enhanced with photographs in newspaper advertisements; booklets are especially prepared to present real merchandising factors to prospective bond-holders. News items directly or indirectly relating to bond issues are quite essential to modern syndicate operations. In fact, the larger financial advertising agencies in New York and other cities lay great stress on their news-distributing facilities, and so keen has competition become that separate news departments manned by former newspaper men are maintained and nation-wide wire service freely offered.

local newspaper advertising) bulks much larger. As an indication that financial advertising is also in a fair way to be considered an index, it is to be noted that the U. S. Department of Commerce in its Monthly Survey of Current Business now shows the fluctuations of this class of advertising, together with the other major divisions. Incidentally, the total of na-



San Paulo: the commercial, industrial, agricultural center of Brazil

THE State of San Paulo is commercially the most important and progressive of the 20 States of Brazil, the largest South American republic. In size it is equal to New England and New York State combined. In commerce and industry of Brazil it holds the same dominant position as those American States.

The City of San Paulo, the capital of the State of San Paulo, is the chief textile manufacturing center of the country.

8.47% annual yield on your money
 15-YEAR 8% SINKING FUND GOLD BONDS
 of the State of SAN PAULO, BRAZIL, DUE JAN. 1, 1950
(Period Loan of 1927)

Bonds due in 1928 and interest after January 1, 1927

THESE bonds, together with the Sinking and Sulfate Bonds continuously listed in London and Amsterdam, are a direct obligation of the State of San Paulo. They are secured by first charge on a substantial 500,000 acres of land on the front of all coffee grown in this State.

Interest is specified dollar value until August, 1928.

The bonds are listed in denominations of \$100 and \$1,000. They are traded on the New York Stock Exchange.

"We offer the bonds "where needed" in a liquid amount, subject to prior sale, at 97% and interest to yield at least 8.47% if held until redeemed.

San Paulo "The Empire State" of Brazil

The State of San Paulo holds the other States of Brazil in manufacturing, food production, railroad systems and telephone, telegraph, telegraph and industry works.

It is estimated that a month's average production of coffee worth 10% of the world's coffee supply is raised in this State.

In the United States comes from San Paulo.

San Paulo is regarded as one of the most important and progressive cities in the world.

San Paulo is rapidly becoming a great manufacturing center.

San Paulo is a large plant, center of Chicago, in San Paulo.

San Paulo has had a large factory in the city.

The population of this State and most of them in the population of the United States.

Send for booklet and circular giving particulars

The above information is a condensed form of the full and complete report. It is not prepared for the purpose of being used as a basis for investment.

This Advertisement is Designed to Sell a Specific Issue of Bonds and to Educate the Public Regarding the Security Back of the Issue.



MERCANTILE TRUST COMPANY
 CAPITAL, \$2,000,000
 THIS COMPANY PAYS DIVIDENDS PER QUARTER

CLINTON
 OFFICE: 100 N. BROAD ST., NEW YORK
 HOFFMAN
 100 N. BROAD ST., NEW YORK

RATIGNON BAKER
 OFFICE: 100 N. BROAD ST., NEW YORK

JAMES T. BATES & CO.
 BOSTON AND PHOENIX

JAMES T. BATES & CO.
 BOSTON AND PHOENIX

INVESTMENTS
 PORTLAND ANTIQUARIAN, CITY AND COUNTY BUREAU

T. RANDI & CO.
 100 N. BROAD ST., NEW YORK

ROUSSEAU ROTUNDA
 100 N. BROAD ST., NEW YORK

Courtesy "Advertisement Investment Securities" The Old "Card" Financial Advertising of the Late Nineteenth Century

THE Financial Advertisers' Association, a department of the International Advertising Association, has been engaged in research activities whose results should tend to stabilize this type of advertising. Through the functioning of carefully selected committees, definite marketing information has been gathered from banks and investment houses all over the country. Broad, co-operative work of this kind cannot help but benefit such a highly complicated phase of advertising effort. Indeed, it is just recently that financial advertising has had a look-in when it came to probing its share of the national advertising bill. The American Newspaper Association tells us that, out of a total of some \$230,000,000 for national advertising in newspapers in 1926, \$25,000,000 went for financial advertising. Of course, the figure for all financial advertising (magazines, etc., included, as well as

tional financial advertising lineage for the last quarter of 1927 is 17.0 higher than for the corresponding period of 1926. I feel certain that the total of all newspaper financial lineage for 1927 would compare very favorably with 1926, for the advertising experience of both banks and investment houses during the past few years has led them to accept newspapers as the logical medium to reach their primary market, the local community.

FINANCIAL advertising is a little too young yet to be done with experiments, but I think the more costly ones have been "got out of its system." The ten years since 1918 have contributed much good experience that could not possibly have been obtained any other way—and the first ten years in this case are probably the hardest.

Falling Trees in empty forests—

Compare these Average Sizes of New York Sunday Newspapers for the year 1927

(Based on figures from New York Evening Post Statistical Department)

Paper	Number pages	Sq. in. to page	Sq. in. per issue	Adv. linage	% of Adv. per day
NEWS	113.85	146	16,644	60,917	10.1
Paper A	213.10	356	75,828	122,941	20.5
Paper B	163.38	356	58,028	135,974	22.6
Paper C	145.81	337	49,876	152,906	25.5
Paper D	115.38	337	38,755	127,820	21.3

The Sunday News has fewer pages. Smaller pages—about two-fifths the size of the old style paper page. Less printed surface to cover; other papers have from two to five times as much printed matter. Less advertising—by half. Consequently the advertisement has a better chance to be seen, to be read—in the Sunday News.

REMEMBER the old puzzle put to children: When a tree falls where there is nobody to hear it, does it make a noise?

Here's a puzzle for adult advertisers: When copy is printed on a page that nobody sees, is it advertising?

Sunday has always been a good day for advertising. You catch folks at home, with time on their hands. You put your sales message up to them when they are most amenable to impression, responsive to suggestion.

But what happens to your advertisement if it lands on page eighteen in the sixth section of a whopping big bulky Sunday newspaper? Exactly!

That's one situation the Sunday News advertiser never has to worry about!

His advertisement goes into a paper which is a unit. Aside from the rotogravure section and the comic sheets, it is a one-section paper (unless you live in Brooklyn, where we favor you with an additional Brooklyn section). Main news, magazine features, automobiles, radio, amusements, sports, editorials—are all in one section!

The Sunday News is designed first to be read—an efficient Sunday newspaper that can be read by every reader. It has sequence in make-up that carries the eye through the whole paper.

The reader as well as yourself can find your advertisement in the Sunday News without a search party or snow glasses. It is situated on the main reading line!

BECAUSE The News is readable, it has secured the largest Sunday circulation in America in less than four years. At the present time it has more than 1,470,000 circulation every Sunday. This circulation means *reading* families—not just newspaper buying families.

More than fifty-eight percent of these families are in New York City—the *largest city* circulation of any New York paper (863,572 copies, Feb. '28 average).

Seventeen percent of them (250,742 copies Feb. '28 average) are in the New York suburban area.

Twenty-five percent of them are outside of New York—the *largest country* circulation of any New York

Sunday paper (357,677 copies, Feb. '28 average).

The chief disadvantage about the Sunday News is ours; it is extremely economical in space. We have few excuses for selling double trucks. And on a milline basis, roto or run of paper, the Sunday News has the lowest cost of any New York Sunday newspaper.

We urge advertisers who like to have their advertising *read* to investigate the Sunday News!

THE NEWS
New York's Picture Newspaper

Tribune Tower, Chicago
25 Park Place, New York



The 8 pt. Page by Odds Bodkins



A SHORT time ago I was interested in getting facts relative to the population, the industrial activity, the retail and jobbing interests, as well as the probable future growth of a small community.

Much to my surprise I found that the public service company of that section of the country had prepared a survey covering exactly the information I wanted. This survey had been made a couple of years before by their engineering department. It was made for the purpose of guiding the management in its plans for future expansion and the possibilities of developing additional business in this particular territory. As such, it impressed me as being very accurate and devoid of the enthusiasm that is apt to creep into any report of similar character when made by an interested party.

While I imagine public service companies generally would not welcome a flood of inquiries of this nature, it does suggest that here is a valuable source of community information.

— 8-pt —

Exceedingly interesting, these figures sent out by the International Advertising Association in a recent bulletin:

"An instance is recorded in which a drug store made a three weeks' test of its windows. All display material and merchandise were removed from the windows and simple drapes substituted. The loss in sales in the various departments was:

Specialty sales fell off	41%
Candy sales fell off	32%
Rubber goods sales fell off	22%
Toilet goods sales fell off	18%
Soda sales fell off	14%
Stationery sales fell off	10%
Prescription business sales fell off	2%

"The total loss in sales amounted to nearly \$3,000. Needless to say, the druggist not only hastened to return to the use of his windows for display purposes, but spent considerable money to improve them."

The same bulletin states that the Liggett Drug Stores recently sold \$1,000 worth of a single piece of jewelry in a week, 7122 bracelets in two weeks, 4000 pairs of silk stockings in a month, and 500 pounds of candy in two hours!

All of which makes me wonder if these Fifth Avenue style "atmosphere" windows are not a terrible mistake and an inexcusable economic waste.

Another advertising man turned novelist: Daniel Henderson, who has agencied in Baltimore and New York and is now connected with the International Magazine Company as a copywriter, has done a novel, "The Golden Bees."

The question is: does it require a versatile person to write advertising; or does one become versatile from writing advertising?

— 8-pt —

Earnest Elmo Calkins writes the Editor from the Hotel California, Cannes: "Odds Bodkins may be interested in a French sign painter's effort to punctuate the name of a well-known American car. On a roadside bulletin near here I saw today: *Willy's Knight.*"

— 8-pt —

This giant cabinet seems to be the latest thing in outdoor advertising. You can see how big it is by comparison with the young lady standing in front of it.



Yes; it is a Victrola—a "Cradenza" the company calls it—and it is on the roof of one of the buildings of the Victor Talking Machine Co., at Camden, New Jersey.

It talks and plays. The music is amplified

to an unbelievable degree. It has been heard, clear and full, at a distance of one mile from the instrument, in spite of the competitive noises of motors on the bridge, ferry-boats in the river and the traffic-hum of Camden.

I wonder if we shall soon be shouted at from monster cabinets all up and down Broadway? Talk about Babel!

— 8-pt —

Some unknown reader sends me a unique price list published by the Western Union Telegraph Company in Detroit with the comment, "Competition creates 'Instructive Selling'." The price list reads:

TELEGRAMS

Cost but little. For instance, One Dollar will buy at

DETROIT

One 12-word Fast Telegram to Lansing, Mich.	.35
One 12-word Fast Telegram to Cleveland, Ohio	.35
One 50-word Night Letter to Grand Rapids, Mich.	.30
Total \$1.00	

< OR >

One 14-word Fast Telegram to Chicago, Ill.	.46
One 50-word Day Letter to Cincinnati, Ohio	.54
Total \$1.00	

< OR >

One 11-word Fast Telegram to New York City	.52
One 50-word Night Letter to Philadelphia, Pa.	.48
Total \$1.00	

< OR >

One 10-word Night Message to Los Angeles, Cal.	.60
One 13-word Night Message to St. Louis, Mo.	.40
Total \$1.00	

< OR >

One 16-word Night Message to Boston, Mass.	.50
One 11-word Night Message to Miami, Fla.	.50
Total \$1.00	

The only trouble is none of their Combination Offers interests me. Now, if I could get a clubing price on a night letter to Painted Post, New York, and a fast telegram to Lower 12, Car 4 on the third section of the Broadway Limited, Westbound, and a Yom Kippur greeting message to the President of the Irish Free State—and it was a double-trading-stamp day so that there would be some point in wiring everybody at once, I'd dig up a dollar somehow and patronize W. U.

Seriously, though, this novel price list has a point, and a good many sales managers might well study it to discover if the principle might not be adapted in some way to their selling.

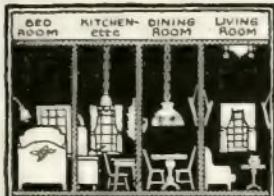
— 8-pt —

I note, in browsing through Emerson's Journals, this observation. "Among provocatives, the next best thing to good preaching is bad preaching. I have even more thoughts during or enduring it than at other times."

Arguments for regular church attendance by all advertising men and sales managers. Church calendars please copy.

A DISSERTATION ON EVOLUTION!

Please read down.
↓ The Hero + Heroine of this treatise lived in an apartment. The rent was high and the ceiling/low.



Showing cross section of the Apartment and not exaggerated either

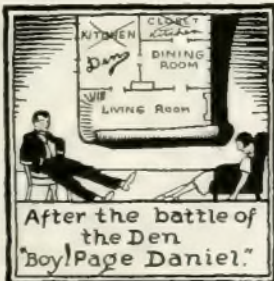
One day after washing the living room rug mistaking it for the kitchen floor, the Mrs. did broadcast as follows. "Hero my love, let us build a house."



Mental picture by Hero of the finished house

It proved a pleasant topic of conversation BUT

Before long many a verbal battle was being waged over the location of the fireplace in relation to the linen closet.



After the battle of the Den "Boy! Page Daniel!"

By the time they had their plans finished the house consisted of 7 Dens, 142 Closets a Breakfast room on the roof and a wine cellar to keep vegetables in.



The house if built!

About this time a very unsympathetic landlord suggested they needed an arena instead of an apartment.



Suggestion from cruel landlord

Hostilities ceased until one day during the rush for the morning mail the Mrs. found herself in possession of two letters & a magazine whose correct address was unknown.



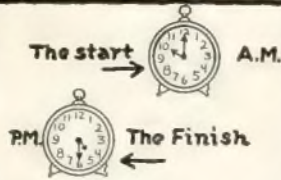
The Mail Rush

Lowering herself gently into a living room chair with one tiny foot in the dining room and the other seeking warmth and comfort in the kitchen she glanced at the magazine.

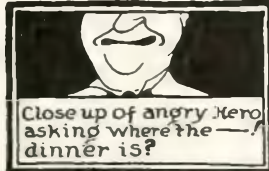


This sketch hard to believe but drawn direct from life

The name "THE HOUSE BEAUTIFUL" was enough to bring the old dreams back and so she started to read.



Coming from her trance hours later she realized luncheon had been forgotten and dinner not even removed from the can.



Close up of angry Hero asking where the dinner is?

Remembering that a soft reply turneth away wrath, timidly she held forth her dissipation.



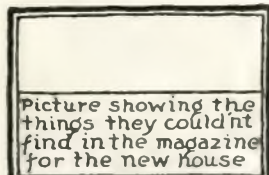
Consulting the delay And How

Using Air Mail stamps only, the now happy pair send for plans of the ideal house. Advertisers receive requests for booklets + catalogues.



Map showing location of advertisers. Each dot a factory and a good one too

The plans and booklets did arrive. The contracts have been awarded.



Picture showing the things they couldn't find in the magazine for the new house

At last the happy day arrives. The house is finished + furnished. They bid the landlord a fond Goo-by.



Decoration left on apartment door

The realization.



The House

And now we see them. They stand on the page 7 rug, gazing through the page 2 door, over the page 59 porch tile, at the bird-bath they found on page 43. The next picture shows only one room of the house. All we can say is the rest is a wow.



If you are interested in contrasts look back to picture #1

The name and address of the happy couple supplied under duress - The advertisers may be found in any issue of THE HOUSE BEAUTIFUL.



An important date

Country House Number - June over 90,000 circulation. \$800 per page closing date April 20th 1928

A Manufacturer Widens His Market

[Continued from page 21]

be termed the subsidiary organization which provides the "enjoyment" element, broadening the market for the company's one exclusive product. Other sales executives might take heart at the almost unbelievable success that has attended Mr. Heinemann's efforts, for in his accomplishment is evidence of the tribute the American public will pay any one who can deliver abundant service and happiness in a practical manner.

THE Jantzen Swimming Association of America has become the first general and recognized mouthpiece for the movement to make swimming the most popular and universal of all American sports, and an all-year sport as well. It has given courage to the business man of vision in the smallest hamlet in the land to invest his capital in the planning and equipment of a community swimming pool—one that will share honors with the Carnegie Library, the Ritz Cinema Palace, or the First Methodist Church as an institution to be catalogued in all the town's booster literature.

To have passed the tests for sanitation and cleanliness that are required for the right to display the emblem of the Jantzen Association is an achievement which these pool owners or managers covet as the local high school covets its high rating from the State Board of Education.

This Jantzen emblem, which canonizes *clean water*, has made a good healthy American democracy out of the country's swimming pools. It puts the Happyland Swimming Pool of Clinton, Ind., and the West End Casino of West End, N. J., on the same utilitarian level as the Broadmoor Hotel Swimming Pool of Colorado Springs and the Venetian Pool of Coral Gables, Fla. There is no more democratic sport than swimming. The beginner may get his first taste of this trouble-chasing diversion at the age of two, and generally, the earlier he starts, the longer he stays by it.

At the present writing there are a

few more than 200 swimming pools in 36 different States that are members of the Jantzen Swimming Association. Applications for recognition are constantly increasing, with scarcely any promotion effort on the part of the sponsors. So eager are some of the pool owners to capitalize on the magic which continuous national advertising has given the name Jantzen as applied to every suggestion of the fun of swimming, that they are discarding original names, many of them suggestive of Mt. Olympus or Coney Island, and asking permission to advertise themselves simply as the Jantzen Pool. A case in point is in Denver.

The Association is an active, public-spirited organization, with headquarters in the office of the general sales manager of the Jantzen company. It publishes handbooks on the financial side of pool organization and management, and it lays down the law of how the public's interest must always be safeguarded. Physicians in most communities, once they become familiar with the sanitation requirements which Jantzen insists upon before the emblem is awarded, are less prone to issue wholesale warnings against patronage of swimming pools for fear of the spread of contagion.

THE four cardinal principles of the movement may be thus summed up:

1. The meeting by every pool of certain carefully prescribed, high standards of sanitation and safety.
2. Education of the public to expect the best of swimming facilities through Jantzen's national advertising, individually and in co-operation with pool owners and manufacturers of pool equipment.
3. The promotion of classes throughout the year to teach more people how to swim and to make swimming an all-year-round sport.
4. Sounding of an all-year-round campaign note to a receptive public: "Learn to swim for health and beauty."

The first Jantzen "Learn to Swim

Week" was held in Denver, from June 25 to July 2, 1927. It was observed by the local members of the association in co-operation with local Jantzen merchants, who handled registrations for classes. It was an astounding success, registrations running high into the thousands.

It can be readily seen where the sales tie-up comes in. One success of this kind kindles a brotherhood of feeling among business men who, because of competitive aspects, are generally not permitted to sit down together at Rotary or Kiwanis lunches. The thousands of eager swimming pupils furnish an outlet for sales which makes it worth while for all the dealers to co-operate. They do, and they sign the petition for a "repeat" of the same kind of event summer after summer.

THE good will ambassador of the Jantzen Association is Paul H. Huedepohl, master swimming instructor and holder of some cherished medals for skill in the water. He goes from city to city conducting the "Learn to Swim" week, and by his results and radiant personality, engenders a feeling of respect for Jantzen ideals and Jantzen products which is priceless. In practically every city where the campaign is put on, there is some



The Jantzen Diving Girl Has Appeared in Newspaper Advertisements All Over the World.

newspaper eager to sponsor a "Learn to Swim" week under such notable auspices. Well written news and editorial mention naturally follow, and a coupon appears every day during

Good Position Service Can Sell More Newspaper Advertising

Good position service is **real** cooperation.

The make-up of a newspaper or farm paper offers splendid opportunities for delivering valuable and continuous "co-operation."

It is to the advantage of publisher, advertiser and reader for publishers to observe reasonable position requests.

Among the points for make-up men to consider are: appearance of paper to readers, relation (if any) of advertisements to appropriate page or department or special article, competitive advertising, non-related advertising but having possible negative effect on each other and, of course, just as many advertisements as possible next to reading matter.

None of this is new but sometimes its very triteness tends to minimize its importance.

Publishers can employ uniformly good position service to retain old advertisers and to obtain new ones.

Why not give this page preferred permanent position in your own make-up department?

E. Katz Special Advertising Agency

Established 1888

Publishers' Representatives

NEW YORK
CHICAGO

DETROIT
ATLANTA

KANSAS CITY
SAN FRANCISCO

He doesn't read the fashion magazines

yet he should be more familiar with the product than the patron - -

THE men who control the purchases and sales in drug stores rarely see the full page spreads in color on the pages of the fashion magazines. While these colorful, costly messages create a consenting desire on part of the patron to use the product, the final point of contact should be equally—if not more—familiar with this product, its uses, merits and proven selling plans in order to intelligently complete the sale. Otherwise it's a woman's privilege to change her mind.

When the drug store patron is reading the fashion magazines, the pharmacist is reading DRUG TOPICS—his publication for merchandising ideas and sales building plans. Each month "he" is as vitally interested in his trade news and selling information about the articles in his stock as his feminine patrons



are interested in the latest Paris fashion notes.

If your product is now sold, or can be sold, to or through the retail drug stores—you owe it to yourself to investigate DRUG TOPICS Service. Our close contact and intimate knowledge of the drug trade are at your service. Write or 'phone.

"Retail Awareness"—Has Your Product IT?

RETAIL AWARENESS makes for speedy sales and increases volume. The products which have IT find prominent places in drug store windows and upon drug store counters. Some two hundred manufacturers are, each month, building and keeping "Retail Awareness" for their products with regular messages in DRUG TOPICS. To 51,000 retail druggists, DRUG TOPICS is the accepted guide book of fast selling drug store merchandise.

Drug Topics

The National Magazine of the Drug Trade

TOPICS PUBLISHING COMPANY, Inc.

Also Publishers of Wholesale Druggist, Display Topics, Drug Trade News
291 BROADWAY, NEW YORK

Atlanta Boston Chicago Cleveland St. Louis San Francisco

the campaign which makes it easy for the ambitious to register.

No candidate need be disappointed, for enrollments may be made for at least seven different courses: beginners' lessons in swimming, the same for advanced pupils, and beginners' and advanced classes in diving, floating, life-saving and first-aid.

The founders of every creditable movement that justifies itself should always find possibilities unfolding before them that were not apparent during the formation period. So it was in the case of the Jantzen Swimming Association. Through the force of its idea and creed, people by the tens of thousands have found long sought swimming "enjoyment," and the sequel is shown on the sales graphs, not alone of the Jantzen Knitting Mills, but of companies making tiling for pools, filters, violet ray sterilizers, and other accessories. Certain companies in the pool-equipment industry have, in fact, been so gratified with the stimulus of the association's work that they have raised among them a rather substantial sum which, during 1928, will be devoted to advertising in a national way the aims and accomplishments of the association. This is but a prelude to the next logical step: the banding together of pool owners and equipment manufacturers for the united development of a great new industry along the lines of the National Laundrymen's Association.

It might very aptly be said, then, that the text at the beginning of this article about the "mountain coming to Mahomet," has a double significance. Merchandising success today is a fickle maiden, to be sure. But she can be won by looking beyond the horizon of the sample room into eyes that seek the elusive rainbow of happiness.

Henry Hale

HENRY HALE died at his home in Glen Ridge, N. J., on Sunday, March 25, from a sudden heart attack.

Until three years ago he was a solicitor on the staff of The Ethridge Company, New York, having served that organization for twelve years. He left this position to become art director of the Atlantic Lithographing & Printing Company, which position he held for more than a year.

At the time of his death, Mr. Hale was doing free lance work in the art field.

[THE SEVENTH OF A SERIES]

WHY THE CIRCULATION OF INDUSTRIAL GAS

ASSAYS 100 CENTS TO THE DOLLAR

The circulation of INDUSTRIAL GAS has an advertising value of no less than 100 per cent. There isn't a man among the 21,000 on the subscription lists whose company isn't a live prospect for gas equipment and heat-control apparatus . . . and who, personally, doesn't have either authority or influence in his company's purchases. These men are the ones in charge of the heating processes in all the industrial plants, in 300 cities, having problems in heating that gas can solve.

These men literally study INDUSTRIAL GAS. Each month's issue brings in a stream of letters . . . inquiring, informing, disputing. It is not uncommon for one article to draw more than 100 comments and inquiries. And, likewise, when equipment

is to be bought, INDUSTRIAL GAS is consulted. A prominent advertising agency established that fact with a searching survey.

Deadwood circulation is excluded in this way. The Brooklyn Union Gas Company combed the Borough of Brooklyn for industrial plants having problems in heat-treating. Ninety-two were singled out. Among them are such as Devoe & Raynolds, American Safety Razor Co., American Can Co., Arbuckle Bros., Mergenthaler Linotype Co., Robins Drydock Co. INDUSTRIAL GAS covers these plants with 1000 copies.

And so on, in 300 other cities. If you manufacture a product that can be used to solve the problem of heat in industry, INDUSTRIAL GAS is your inevitable medium.

INDUSTRIAL GAS

A ROBBINS PUBLICATION

NEW YORK
9 East 38th Street

CHICAGO
Peoples Gas Building

CLEVELAND
Swetland Building

SAN FRANCISCO
320 Market Street

—and the band played

"There'll be a hot time in

TWO years ago one night in June fifty thousand friendly voices broke into cheer after cheer as a mammoth bonfire of old Grand Rapids street cars climaxed the celebration that began a few days previously. The whole city declared holiday to witness a gala parade of new cars that replaced those consumed in the flames. The opposition of press, city officials and public had been transformed into enthusiasm, confidence and co-operation with the local railway.

Refused to Take the Count

Grand Rapids is only one of many examples of the come-back that is being staged by the electric railway industry. Atlanta, Pittsburgh, Chicago, Cincinnati, Cleveland, Richmond, Ft. Worth, Youngstown, Boston, Kansas City, Toronto, Houston and numerous other cities and localities have also made noteworthy progress. The industry hardest hit by the war and post-war turmoil is on the mend.

The come-back trail was blazed by a McGraw-Hill publication. While politicians rode into office on the 5-cent fare issue, when the automobile and the jitney ate into street railway revenue, when miracles in economies failed to stem the ebbing tide of income, but only made the car ride less attractive—in those seem-

ingly hopeless days *Electric Railway Journal* never for a moment lost its confidence in the basic soundness of the local transportation industry. It devoted every resource at its command to inspiring local transportation companies to fight their way out of the wilderness.

Business Journalism in Action

Electric Railway Journal maintained that the solution lay in two directions: First, in modernizing equipment and improving service so as to make the car ride attractive; second, in developing the bus as a de luxe service and co-ordinating it with existing rail service. By thus satisfying the demand for comfort, speed and faster schedule, *Electric Railway Journal* contended that patronage could be won, labor and public relations improved, and fare and other franchise difficulties relieved.

To win acceptance of this program throughout the industry, every publishing resource was used—news articles, editorials and research, meetings and personal conferences with operators, associations, manufacturers and bankers. *Electric Railway Journal* showed that modern equipment would quickly pay for itself in operating economies. Later car and equipment



NEW CARS FOR OLD — Grand Rapids, June 13, 1926, when the city's populace turned out to look over new street cars that were built on "specifications by the public."

the old town tonight"



builders and other agencies took active part in the campaign. Their industrial advertising was effectively teamed with the editorial program. Finally operating companies began adopting the new methods; the rift in the clouds appeared.

This modernization campaign won for *Electric Railway Journal* the 1927 award for the most outstanding editorial service by a business paper to its industry. The award was given by Associated Business Papers, Inc., a non-profit organization of the leading business papers, whose purpose is to stimulate achievement in business journalism.

An Every-Day Editorial Job

In the same purposeful way, each McGraw-Hill publication works in its field for better conditions, better production methods, better products, better marketing. *American Machinist* campaigns for modern machine tool equipment in the metal-working

industries; *Engineering News-Record* for year-round construction work; *Coal Age* for mechanization of the mines; and so on. Receptive markets are a natural by-product of such editing. It dredges the advertising channel to those markets.

The readers of McGraw-Hill publications are the decision men of Industry, the men who must keep in touch with developments vital to their progress. Because each industry needs and reads its McGraw-Hill publication, there is created a direct avenue of approach to the responsible men of industry. Thus through industrial advertising in these publications, waste is eliminated and results increased.

How to make better use of such business papers is shown by one of McGraw-Hill's researches, "Industrial Marketing at Work." Manufacturers selling to industry, their advertising agents and their bankers are welcome to a copy by addressing the nearest office listed below.

McGRAW-HILL PUBLICATIONS

McGRAW-HILL PUBLISHING COMPANY, INC.

New York Chicago Cleveland Philadelphia St. Louis San Francisco London



THE EXPLOSIVES ENGINEER

**DO YOU WANT TO
TELL YOUR STORY
TO SUPERINTEN-
DENTS, ENGINEERS,
EXECUTIVES, AND
OWNERS OF MINES,
QUARRIES, AND
CONSTRUCTION
COMPANIES?**

THE Explosives Engineer will carry your message to them every month. It will present it in an attractive setting, surrounded by editorial material in which those men are vitally interested, and of a kind which they can find in no other publication.

How to use explosives safely and efficiently is of major importance to the mining, quarrying, and construction industries. That's why the key men in these industries are keenly interested in the only publication devoted to this subject. That's why they are unusually responsive to advertisements appearing in *The Explosives Engineer*.

The Explosives Engineer
Member A. B. C.
1000 Delaware Trust Building
Wilmington, Delaware

**FORERUNNER
OF PROGRESS**



Everybody's Business

[Continued from page 5]

what were once successful buggy and wagon manufacturing concerns. Steel and cement have profited largely at the expense of lumber, and the introduction of artificial silks brought distress to the manufacturers of cotton goods.

The present is a time when no one can tell what will be the ultimate effect of a new idea. Bobbed hair nearly ruined the hairpin industry. Short skirts doubled the sales of stockings. The reward is a golden one to whichever manufacturing group wins out in the never-ending battle to dictate style.

A WHILE back Brussels lace was in such high favor that even the hands of the men were half hidden by it. Then the French Revolution came along and people turned to simplicity. Old laces that were almost as precious as the family jewels were either packed away or handed over to the servants. Just as the lace-makers and wig-makers of yesterday ran into difficulties most unexpectedly, so will the trades and crafts of tomorrow experience even more sudden reverses.

Nothing seems to be lasting. Neither climate, nor prosperity, nor depression, nor supremacy in any line or field — except when we change promptly with the times. Recently mass production had to cease until the element of style had been properly taken care of. Ziegfeld started the "Follies," but soon there were so many good imitations that the innovation lost much of its novelty. Oranges and nuts were always with us, but the market for these products was greatly restricted until a few far-sighted business men saw an opportunity to build up an extensive system of chain stores and stands.

Next we will find ourselves being educated to the virtues of pineapple juice and the necessity of buying collars that suit the shape of the face and the length of the neck. Various forces are always at work compelling us to change both our minds and our habits. Lately the statisticians have poured forth figures to prove that it is safer for us to invest our money in stocks than in bonds provided we diversify our selection.

It was the blizzard of 1888 that brought about a demand for the abolishment of overhead wires in New York City. No one can tell how far we are going in any direction. Such practices as taking out teeth, tonsils and appendix are likely at any minute to bring about a reaction. The development of the canning industry and the delicatessen has so simplified domestic cooking that married women are going in largely for commercial pursuits.

The complexity of the current movement in industry has overwhelmed the capacity of the average person to comprehend the full meaning of what is happening. Never have contrasts been so inexplicable. Commercial crime is so prevalent that fraudulent practices now bring a yearly loss of approximately 4000 millions of dollars. Nevertheless this widespread failure of law and education to protect the individual does not seem to bother us in the least. We are living on the cream of our resources — scalping the soil, recklessly exhausting irreplaceable mineral supplies, and using wood four times as fast as we grow it, and yet we are undisturbed.

IN the meantime, notwithstanding the slackening of trade and the increase in unemployment in recent months, bank and insurance figures show a continuation of the astonishing expansion of savings. In the field of installment sales, it is also amazing to find that "overdues" are now appreciably less than they were last year at this time when business was moving along serenely. Surely it must be clear that there is no wisdom in a policy of stubbornly opposing the sweep of the tide. It appears that we must focus our attention on the national picture — rather than engage in worry because the benefits of good times have not yet spread to every crack and corner of our vast land.

The problem of production was our chief concern ten or twenty years ago. After overcoming the obstacles in that field, we started in on the question of distribution, and we are now trying to write the answer. Our first step was to stabilize purchasing power

by improving the credit situation and reducing the dangers of inflation, and this was accomplished through the creation of a remarkable Federal Reserve System. Then in rapid succession came the installment plan of selling, hand-to-mouth buying, and a little later on a policy of extending large loans to foreigners. But notwithstanding all of this, and in addition, the introduction of the element of style to make last year's models obsolete, consumption has failed to catch up with production.

NOW we enter an even more thrilling era. The battle for the consumer's dollar is to continue with increasing force. It seems that we must have both mass production and mass distribution under the one control. Indications of this trend are evident in the plans of the big mail-order houses, which call for the organization of chain systems of retail stores. Working from the other end, the chain stores are commencing to go in for their own manufacturing.

The rise of our country to world preeminence in such a short span of years constitutes the most absorbing story in human history. Our accomplishments have transformed life and industry throughout the entire world. Perhaps too many of us are like the old gentleman who resigned from the Patent Office half a century ago because, as he said, "everything had been invented that could be invented." Perhaps we are only at the threshold of achievements that will surpass everything that has gone before.

And yet one may ask if there is any harm in suggesting the possibility of our becoming just a bit over-confident at times. An unswerving faith in America's destiny is both proper and essential.

But we have a long way to travel in this new-made country before we can afford to turn our attention from legitimate business to the precarious occupation of capitalizing an uncertain future through the manipulation of stock-market prices.

Some of the kind of wealth we are now creating overnight can disappear just as quickly. Hand-to-mouth buying removed the menace of inflated inventories. It almost seems that we need some hand-to-mouth buying of securities for cash to remove another danger from inflation in a different quarter.

Every Manufacturer of Power and Engineering Equipment . . .

. . . or any other commodity used in a great basic industry like textiles will be interested in the broad development in textile manufacturing which is taking place in the United States at the present time.

This development, which has been going on for a number of years, embraces not only considerable improvements in equipment but the elimination of many processes in the preparation of the fibre and other economies in production.

All of these activities, as well as spirited discussions by textile operating executives of leading American mills, are published in the American Wool and Cotton Reporter week by week. This is one of the great reasons why the "Reporter" enjoys unprecedented reader-interest.

If unusual reader-interest appeals to you as an advertising asset, then the American Wool and Cotton Reporter will be your accepted channel of communication to the textile industry which buys in terms of millions.

AMERICAN WOOL AND COTTON REPORTER

BENNETT SERVICE

530 Atlantic Avenue, Boston, Massachusetts

American Exporters and Manufacturers

Are you helping your Agents build a strong and sturdy business, for your products here in Peru?

The visit of your Representative is not sufficient, your foreign competitors are slowly but surely gaining ground.

The importance of forceful advertising here in Peru is an established fact, if you are to hold your place in this large and progressive market.

The house of Belmont is at your service, let it handle your advertising for you.

A. J. BELMONT & CO.

General Advertising Agents. Cable Address: "FERMA"

Calle Pando 719, Dept. 111, P. O. Box 1860

LIMA, PERU, SOUTH AMERICA



“Here’s our export salesman”

A MACHINERY manufacturer with customers in all civilized parts of the world built up a large share of his export business through his advertising in *The Iron Age*.

If you manufacture a product that can be used to advantage by foreign manufacturers of metal products, you can increase your export sales by using *The Iron Age*. For this great industrial

paper covers its field the world over, and has a powerful influence abroad as well as at home.

Use it to win favorable consideration of your product by such world-famous manufacturers as:

<i>Citroen</i>	<i>Mitsubishi</i>	<i>Poldi</i>	<i>Trust Yugostal</i>
<i>Hadfields</i>	<i>Ebbw Vale</i>	<i>Krupp</i>	<i>Stewarts &</i>
<i>A.E.G. (the</i>	<i>Yawata</i>	<i>Berliet</i>	<i>Lloyds</i>
<i>General Elec-</i>	<i>Mannesmann</i>	<i>Isotta Fraschini</i>	<i>Balfour</i>
<i>tric Co. of</i>	<i>Thyssen</i>	<i>Mitsui</i>	<i>De Wendel</i>
<i>Germany)</i>	<i>Ougree-Mari-</i>	<i>Tata</i>	<i>Siemens-Schu-</i>
<i>Fiat</i>	<i>haye</i>	<i>Michelin</i>	<i>kert</i>
<i>Metropolitan-</i>	<i>Shibaura</i>	<i>Han-Yeh-Ping</i>	<i>Kawasaki</i>
<i>Vickers</i>	<i>Uddeholms</i>	<i>Hoesch</i>	

Just a few of the important foreign manufacturers who can be reached through *The Iron Age*

HERE is a partial list of foreign cities in which The Iron Age will help you get your share of the steadily growing export business.

Some cities abroad visited weekly by The Iron Age

- | | | | | | | | |
|--|--|---|---|---|--|---|---|
| HOLLAND
Amsterdam
Delft
Gorinchem
Helmond
Ijmuiden
Ridderkerk
Rotterdam
The Hague
Utrecht
Weenhagen | Rheinfhausen
Riesla
Rockinghausen
Schlebusch-
Ehrenfeld
Soehnebeck
Slegburg
Slegen
Silberburg
Thale am Harz
Voelklingen-Saar
Wetter
Wezlar
Wiesbaden
Wissen-Sleg
Wittenberg
Vienna | Bologna
Brescin
Cornigliano
Dalmine
Florence
Terni
Genoa
Savona
Milan
Naples
Pavia
Pisa
Turin | Jamshedpur
Nagpur
Rangoon
Kalinga
Satara
Singbhum
CHINA
Hankow
Penhsibu
Pingsiang
Pingtung Hsien
Port Arthur
Hankow
Shanghai
Dabrowa Gornicza
Szevang
Tientsin | CANADA
Amberst
Aurora
Brantford
Britannia Beach
Bridgeburg
Brockville
Blairmore
Calgary
Campbellton
Charlottetown
Chatham
Collingwood
Copper Cliff
Cornwall
Dartmouth
Dundas
Drummondville
Edmonton
Fernele
Ford
Fort William
Galt
Gananoque
Gardenvale
Grand Mere
Guelph
Winnipeg
Woodstock | St. Thomas
Sandwich
Sarnia
Saskatoon
Sault Ste. Marie
Selkirk
Shawinigan
Falls
Sherbrooke
Stellarton
Stratford
Sydney
Theftord Mines
Three Rivers
Toronto
Trail
Trenton
Vancouver
Victoria
Waikerville
Ford
Westmount
Weston
West Selkirk
Windsor
Winnipeg
Woodstock | Honolulu
Kabulul
Labaina
Pearl Harbor
BRAZIL
Bello Horizonte
Rio de Janeiro
Sao Paulo
ARGENTINA
Buenos Aires
Lomas
Tres Arroyas
HOLIVIA
La Paz
Oruro
PERU
Lima
Pimental
Waterloo
Chiquilamata
Rancagua
Santiago de Chile
Tocopilla
Valparaiso
VENEZUELA
Caracas | Stoke-on-Trent
Thornaby-on-
Tees
Walsall
Warrington
Wednesbury
West Bromwich
West Hartlepool
Westminster
Workington
Wolverhampton
Wrexham
WALES
Cardiff
Londore
Llanelli
Morriston
Mostyn
Pontardulais
Shottin
Swansea
Whitchurch
SCOTLAND
Cambuslang
Coatbridge
Glasgow
Leven Fife
Motherwell
Musselburgh
Singer Clydebank
Westfield |
| DENMARK
Openhagen | SWEDEN
Avesta
Degerfors
Eskilstuna
Fagersta
Falun
Fillipstad
Finspong
Forsbacka
Goteborg
Hagfors
Halleforsnaa
Hallstahammar
Kallinge
Nykarppa
Sandvikens
Stockholm
Storfors
Sunnhammara
Uddeholms
Vaasteras
Wikmanshyttan | POLAND
Krakau
Warsaw | NEW CALEDONIA
Noumea | JAPAN
Akita
Amagasaki
Hiroshima
Kagoshima City
Keljo
Kobe
Kokura City
Kure
Kyoto
Mojl
Muraron
Nagaasaki
Nagoya
Osaka
Ottaru
Sapporo
Sasebo City
Tokyo
Tsurumi
Wakamatsu City
Yamaguchi
Yawata
Yokahama | St. John's
St. John's
MEXICO
Cananea
Cloette
Durango
Guadalajara
Mexico City
Monterey
Nacozari
Pachuca
San Luis Potosi
Tampico
Vera Cruz
Merida
CUBA
Delicia
Guantanamo
Habana
Tunucu
PORTO RICO
Sensada
San Juan
COSTA RICA
Limon
HONDURAS
Tela
HAITI
Port-au Prince
PANAMA
Balboa
Philippines
Manila
Pulupadan
HAWAII
Eleale
Hilo | FRANCE
Argenteuil
Decauville
Firmyn
Gennevillera
German
Guegnon
La Courneuve
Lyon
Metz
Montbrison
Nice
Paris
Pompey
Saint Ouen
Sedan
St. Chamond
St. Martin
St. Maurice
St. Sernin-de-
Plain
Thionville
Venissieux
SPAIN
Barcelona
Bilbao
Gijon
Madrid
Reinosa
Rio Tinto
Valencia
San Sebastian
Trubia
SWITZER-
LAND
Basel
Bienne
Geneva
Schaffhouse
Solothurn
Thoune
Winterthur | |
| AUSTRIA
In Graz
Kaernten
Vienna | GERMANY
Aachen
Altona
Barmen
Berlin
Bochum
Breslau
Buschnetten
Charlottenburg
Clausthal
Coen Muehelm
Cologne
Dahlbruch
Dinslaken
Dortmund
Dresden
Duisburg
Dusseldorf
Eisenach
Essen
Frankfort
Freiburg
Hamborn
Hamburg
Herne
Hesse
Hoerde
Husten
Junkerath
Kabel
Kiel
Kolin-Ehrenfeld
Kolin-Kalb
Krefeld
Leipzig
Luedenscheid
Luebeck
Ludwigshafen
Magdeburg
Meisinger
Muelheim
Munich
Neuss
Neuwied
Nurnberg
Oberhausen
Osnabruck
Peine
Remscheid | RUSSIA
Alapaevsk Ura-
leskel-Oblasti
Alchevsk
Bakou
Beloretak
Bezbitsa
Charkov
Dnepropetronsk
Ekaterinoslaw
Enakiewo
Golintvin
Kerich
Konstantinovka
Kramatorsvaja
Leningrad
Makeevka
Metovilkha
Moscow
Nowotscherkask
Rostov
Saporogskiy
Sartana
Sormovo
Taganrog
Tagil
Tchiatourl
Tomsk
Tula
Tver | AFRICA
Johannesburg
Port Elizabeth
Pretoria
Newcastle
Verereing
NEW ZEALAND
Christchurch
Wellington
TASMANIA
Hobart | NEW ZEALAND
Edmonton
Fernele
Ford
Fort William
Galt
Gananoque
Gardenvale
Grand Mere
Guelph
Winnipeg
Woodstock | NEW ZEALAND
Edmonton
Fernele
Ford
Fort William
Galt
Gananoque
Gardenvale
Grand Mere
Guelph
Winnipeg
Woodstock | NEW ZEALAND
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Fort William
Galt
Gananoque
Gardenvale
Grand Mere
Guelph
Winnipeg
Woodstock | NEW ZEALAND
Edmonton
Fernele
Ford
Fort William
Galt
Gananoque
Gardenvale
Grand Mere
Guelph
Winnipeg
Woodstock |

To Increase Your Sales to Industry at Home and Abroad, Advertise in

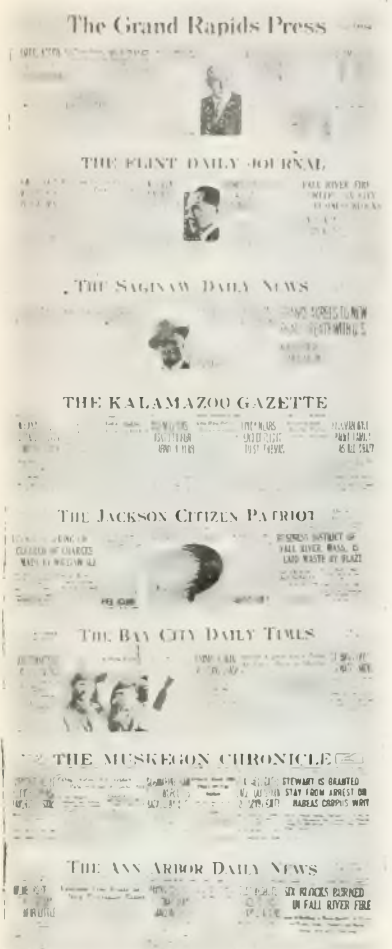
THE IRON AGE

Seventy-third Year

239 West 39th Street, New York City
Member A.B.C. and A.B.P.

These Booth Newspapers

Offer Concentrated Coverage of



MICHIGAN

(OUTSIDE OF DETROIT)

1,254,000 Population

There are more than a million and a quarter population concentrated within the trading areas of these eight principal centers. It is an intelligent, home owning, prosperous populace that has the means to buy and responds readily to national advertising.

Booth Newspapers Dominate Their Markets

They are all evening newspapers and in seven of the eight centers The Booth Newspaper is the only daily, while in the eighth it is the only evening medium and thoroughly dominates its market.

Combined Circulation Statement

For six months ending
Sept. 30, 1927

City	164,686
Suburban	77,771
Country	23,080
TOTAL	265,537

As made to A. B. C. (Ann Arbor and Kalamazoo are for 3 month periods).

THE BOOTH PUBLISHING CO.

Grand Rapids Press	Saginaw Daily News	Jackson Citizen Patriot	Muskegon Chronicle
Flint Daily Journal	Kalamazoo Gazette	Bay City Daily Times	Ann Arbor Daily News
I. A. KLEIN, Eastern Representative 50 East 42nd St., New York		J. E. LUTZ, Western Representative 6 North Michigan Ave., Chicago	

The "Wagon Man" and How He Operates

[Continued from page 38]

The average weekly wage for such a man is thirty-five dollars plus a bonus on increased business. When the owner of the business has succeeded in establishing route No. 2, he hires another man to cover it for him and he moves over to another territory, etc. This building process progresses until the "wagon man" has covered all territories where he can operate at a profit.

MOST wagon men have their schedules very accurately laid out. They make it a habit to call at each store at the same hour of the day each week. In case the retailer finds he is low on any stock supplied by this distributor before the scheduled call, he is privileged to telephone in his order and it will be delivered by special delivery. Generally wagon men make arrangements with their customers so that they do not have to ask them if they need goods every time they call.


They strive to *sell* a grocer once and after that *serve* him. In this way the wagon man is not held up by other salesmen or even by the retailer's customers.

He makes his own inventory, fills the order from his truck, makes out a slip for the grocer, gets the money and is on his way to the store down the street.

By the use of this same method the wagon men are calling every day in every section of the United States on the independent retail grocer, the chain retail grocer, the independent meat markets, the chain meat markets, the delicatessen stores, the combination grocery and delicatessen stores, the restaurants, the hotels and the clubs.

IT has been estimated that there are more than 6500 wagon men in the United States distributing goods direct from the manufacturer to the retailer.

The majority are finding wagon selling a profitable enterprise. Upon this majority will rest the responsibility of the development of a scheme for distributing goods that will in time replace the rapidly decaying orthodox jobbing system.



House Organs

Why not send a friendly house organ to your customers? It pays. Some of our users have been mailing out house organs every month for twenty years. Write for a copy of the William Feather Magazine.

The William Feather Company
605 Caxton Building, Cleveland, Ohio

THERMOMETERS



An effective tie-up between your advertising and the dealers' that costs little.

Dealers will pay the cost of this dealer help with a 365 day-a year effectiveness.

Every thermometer is manufactured in our factory and carries our guarantee.

Hundreds of national advertisers are now using them. Write us for samples and plan showing effective tie-up between your advertising and that of the dealer.

THE CHANEY MANUFACTURING CO.
800 East Pleasant St.,
Springfield, Ohio

Three Words *from* Business about Collier's

THROUGH ALL THE LETTERS about Collier's that come to us from manufacturers and their advertising agents runs the same theme.

The conviction that Collier's fulfills to an unusual degree the modern demand for a quick return on the advertising investment.

Business says, "Collier's — for ACTION!" And substantiates it again and again with facts and figures based on results.

"I was particularly delighted to learn that the last two insertions of our advertisements in Collier's have brought bigger returns than any advertising we have run with you, similar size space, before," writes an advertiser. "If this keeps up we shall certainly have to substantially increase our space in Collier's."

A sales manager says, "While about one-quarter of our advertising appropriation has been spent in Collier's and three-quarters of it in (other) publications—Collier's seems to have attracted more attention than the rest . . . I am convinced that we have spent our money wisely and know we have received more concrete results than from any other form of advertising . . ."

The vice-president of a company manufacturing a product selling from \$218 up writes, "Collier's has gone a long way toward selling (our product) to the general public and has created a widespread interest . . . We have had more than 70 dealer requests (in two weeks) from every portion of the United States . . . 30 of which have already signed our contract."

Another advertiser says, "We have used Collier's for many years and believe in it. . . I know from the unusual things which occur in the sales correspondence that the publication is productive. For example, a woman in San Francisco writes in (about our product) with the date indicating that she must have received the magazine in the morning and mailed her letter in the afternoon . . . Then again a man in Illinois wired our Chicago distributor to ship him (our product) as described in the Collier's ad of that date"

These comments about Collier's are typical of many. We shall be glad to furnish the names of the business executives making them— together with amplified evidence of the way in which Collier's is meeting the present-day demand for advertising ACTION.

THE CROWELL PUBLISHING COMPANY
NEW YORK

Now more than
1,600,000
with over
650,000
on the newsstands

THE OPEN FORUM

INDIVIDUAL VIEWS FRANKLY EXPRESSED

Who Is It That Is Being Hurt, Asks W. T. Grant

Regarding the article by Professor Wellman on "Price Maintenance," the first question that comes to me is: Who is it that is being hurt by this alleged price-cutting situation? Who is doing the kicking? It strikes me that the situation is rather in keeping with the complaints one hears about the chain store. On running down that situation, we find that the people who are finding the fault are either the merchants who can not or will not keep up in the race of modern merchants, or some sentimentalists who think of the poor fellows who are being driven out of business. They don't consider the thousands of consumers who are being benefited where one poor merchant must go to work or go out of business.

Professor Wellman's article was splendid. When we have professors like him who can think so straight about business problems, I do not think that business will get very far off the track.

W. T. GRANT
*Chairman of the Board
W. T. Grant Company
New York*

Destroys Interest of Retail Dealer in Sale of Article

I am one who does not agree with Professor Wellman that the desire for legislative modification of the laws which now prohibit a manufacturer from insuring the maintenance of price on his goods has been made unsound by the change in the situation brought about by the new types of retail outlets able to do business at overhead expense levels below those of the earlier types of retail outlets.

In a factory operating on a piece work basis, unusually skillful individual operators are frequently able to exceed their fellow workers by 50 to 100 per cent. This does not bring about readjustment of piece rates to a point where the fast operator is penalized for his speed by being given a lower rate. It does bring into review the whole piece rate to deter-

mine whether it is higher than it should be and whether a lowering of the rate would inject new life into the slower operators. In other words, the piece rate still remains the same for everyone, and the more skillful operator makes a bigger return.

Professor Wellman's article has apparently been written very largely from the point of view of the grocery and drug trade, where the individual items are small, the price low, the margin large, and the chain stores very much in evidence. While I do not agree with him, even on his premise that price maintenance is unnecessary and undesirable for this class of trade, I am perfectly willing to waive that point for the matter of argument, and raise the issue that there are a great many other types of industry interested in price maintenance in which no such conditions exist, and to claim for those other industries the right to urge legislative enactment permitting them to control the resale price of their goods. If the change in merchandising methods has made it unnecessary and undesirable for the drug and food manufacturers to take advantage of such a law, they do not need to do so, and will not do so. But why should industries in which such a price maintenance enactment would be of benefit be deprived of that benefit?

Professor Wellman has overlooked an essential point when he states that "all argument against price-cutting is based on the opinion that it injures the article in the eyes of the public." As a matter of fact, that is not the case. One of the greatest objections to price-cutting is that it destroys the interest of the retail dealer in the sale of the article.

Another point which Professor Wellman does not recognize is that many times well advertised and highly popular articles—and this applies to the food and drug trades especially—are used by some dealers as leaders to encourage the consuming public to come into their stores, and are definitely and intentionally sold at or below cost. This is trading on the reputation of the manufacturer, which is the property of the manufacturer

and not the dealer. Entirely ignoring, however, the ethics of the situation and even the influence on the article "in the eyes of the public," the immediate effect is to lessen the sales effort on that article in the stores of all other dealers competitive with the one who has started the price-cutting, and a consequent decrease in the sale of this merchandise.

I feel perfectly secure in saying that the sale of the merchandise will decrease, as mere price-cutting does not build new customers, but simply diverts old customers to different channels of supply, and will not replace the decrease in general sales effort on the part of other dealers handling the goods.

The reputation of a manufactured product and its ready acceptance by the public is something acquired by the manufacturer by years of effort and large expenditures of money in advertising. This so-called "good will" is certainly an asset which belongs to the manufacturer, and as such he should have the right to protect it.

NORMAN E. OLDS
*Advertising Manager
Perfection Stove Company
Cleveland, Ohio*

But What if the Dear Men Like It?

I have read Miss Birchall's article, "Women Writers—Bosh!" and quite agree with all she says. However, what are you to do with a manufacturer who would rather continue with the man copy writer who obviously does make mistakes in technique than admit a woman would do better?

When Miss Birchall says that it is time that women got down to business and cut out the "mysterious femininity" talk, she is saying something. But men like "mysterious femininity" talk whether it is from an advertising woman or from anyone else, so what are you to do?

Perhaps there is a happy medium between the two extremes, but personally I don't think I shall live to see it.

MARGARET PENNELL
Toronto, Canada

What is "The Priceless Ingredient" in Window Display?

{With acknowledgments to our good friends, E. R. Squibb & Sons}.

It isn't merely *cleverness*. It isn't only *art*. And it's far from being a mere question of ingenious construction.

All these factors play a part in successful store display. But "The Priceless Ingredient" which alone can insure success is always the element of—*Sound Merchandising!*

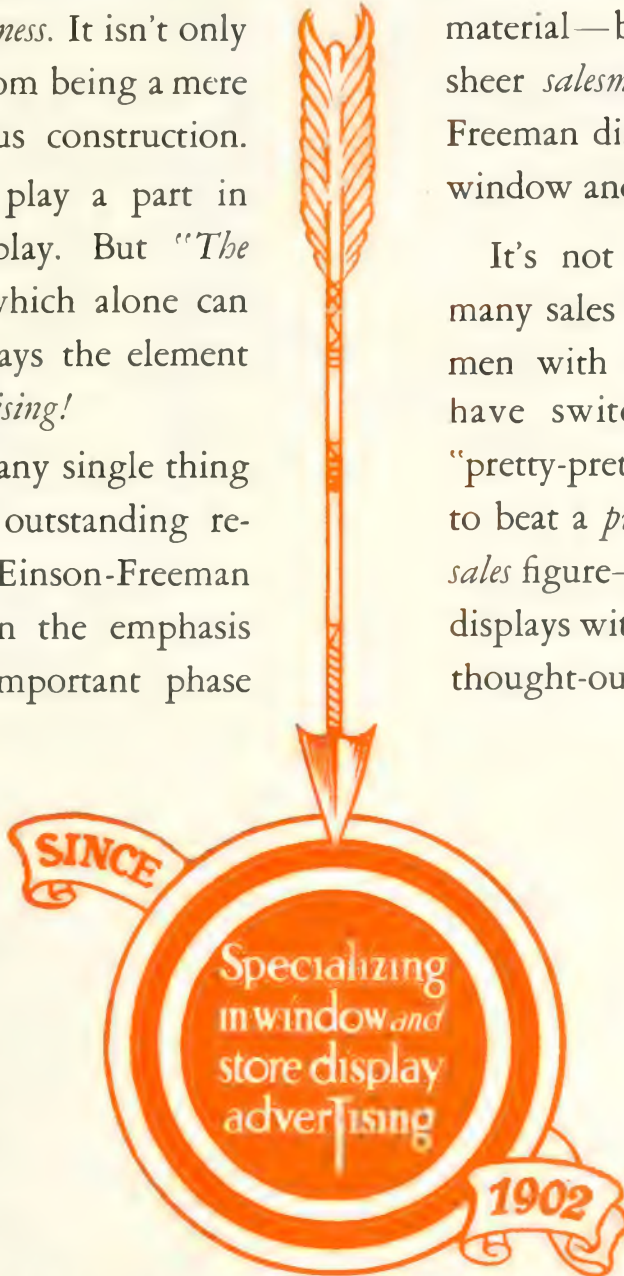
If there has been any single thing responsible for the outstanding results achieved by Einson-Freeman displays, it has been the emphasis placed on this all-important phase of the *selling idea* back of the display.

Fine art work—yes! Good reproduction—of course! Everything that contributes to make a display a workmanlike, practical, effective piece of advertising

material—but, above all things, it is sheer *salesmanship* that sets Einson-Freeman displays apart—both in the window and in figures of *actual sales*.

It's not very surprising that so many sales managers and advertising men with the true "sales instinct" have switched from chasing the "pretty-pretty" in displays—or trying to beat a *printing* figure instead of a *sales* figure—and ask us to invest their displays with a sound and thoroughly thought-out urge to BUY.

It will probably be one of the most profitable half-hours spent in planning your advertising or sales campaign, to get this new angle on store display from an Einson-Freeman executive.



EINSON-FREEMAN CO., INC.

Lithographers

OFFICES AND COMPLETE MANUFACTURING PLANT
511-519 East 72nd Street · New York City

Bernhard Cursive

BERNHARD ROMAN

BERNHARD ITALIC

The BAUER
TYPE FOUNDRY inc
230 West 43d St., New York



“They are trying to haul down Old Glory and hoist in its place the Union Jack.”

—Mayor Thompson
of Chicago

“ARE THEY?”

Then the Mayor of Chicago will have to wear knee-breeches and have steel buckles in his shoes.”

—P. W. Wilson
Former Member of Parliament

Argument in the April FORUM

From grim seriousness to dancing humor the question jumps. *Are* the British trying to make of us and Britain a Re-United State? An important citizen of Chicago, and an important ex-member of Parliament, try to argue it out. It makes interesting reading. Have a look at it in the April *Forum*. Also at “My Philosophy of Industry,” by Henry Ford. “Springtime,” a story by Zona Gale. And such diverse articles as a discussion of comic strips, a discussion of the Bible.

The *Forum* is read by 100,000 thinking readers. (Ford’s definition of thinking.) Such types of mind can analyze advertisements, and create their own needs about a product. *Forum* rates are \$300 a page, \$225 to publishers. Advertisers find it pays to use the *Forum*.

FORUM

Edited by HENRY GODDARD LEACH • 441 Lexington Avenue, New York

How to Write the Servicing Manual

[Continued from page 27]

ably examine each other’s books, especially the books of non-competitive industries. They might well use less technical phrasings, or, if used, give a list of definitions. They should forget factory methods with their engineering supervision and think of the inexperience of the apprentice who knows no more of orderliness than is covered by his bureau drawer.

FOR three hours a repairman struggled with an adjustment in my house. He and his helper were costing me \$2.80 per hour. Two hours had gone by before he discovered the need of the adjustment—followed by the three of resultless effort. Time and again he dropped his work and turned through the pages of his servicing manual, a book of nearly two hundred pages of 8 x 13 size, but repeatedly he threw it down with: “I can’t find it in the damned book. I know it’s there: I’ve seen it; but I can fix the thing quicker than I can find the instructions.” (An examination of the book was disconcerting—it has no index and no table of contents, but is a jumble of loose-leaf sheets.) And, when at last the page was found, the very first “trouble shooter” read: “Occasionally the screw B has a worn thread, etc.” “Screw B,” in my case, did have a worn thread. It was replaced and the “adjustment” perfected in less than one minute. Three hours’ time for two repairmen because of the lack of a proper index!

Manuals are written for three classes of readers.

First is the “owner’s instruction book.” This is the familiar pamphlet that comes with each radio, automobile, kitchen range or hot water heater. The Buick “Foreword” for their “Owner’s Reference Book” aptly states the purpose of such a manual:

Keep this book in your car. It is dedicated to your convenience and satisfaction with your purchase, not so much with the idea of helping you out of trouble as to help you in keeping away from it. . . . This reference book deals with such adjustments and recommendations as to care which seasonal changes may require and minor operations which the owner might wish to perform for himself or which emergencies might make necessary.

Of another type of the owner’s book is that which accompanies com-

plicated machinery. For this the most intricate of blue prints are not confusing, nor the most technical of descriptions.

For the ordinary owner, however, simplicity and directness are the essentials. Many books of this sort are models, notably those for automobiles. They take for granted an intelligent user who is looking for the cause of breakdown. These manuals serve best when diagrams are plentiful and not too complicated, and when lists are given of probable causes or "things to look for" to correspond with each kind of failure. Examination of a hundred owner's manuals indicates that they fit the need rather uniformly.

Possibly more of them might fittingly caution the owner against himself attempting certain adjustments. "Don't" should be followed by "Call the serviceman."

One of the most interesting is that of Freed-Eisemann, in loose sheets, which gives "circuit tests" for various radio models. They are worded "in the simplest language consistent with clarity" and "the only equipment necessary is a voltmeter of high-grade quality." Then directions, arranged in columns, are given. The first column is for touching one pick of the voltmeter to a certain terminal with the other against a second point, the next column gives "normal reading," the next column is headed "no reading of voltmeter indicates" and the final column "maximum voltmeter reading indicates."

The owner is thus enabled to run down, by repeated testings, the nature of his trouble; and, thereafter, to make correctly the proper adjustment.

THE second class of manual readers consists of the company's servicemen at outlying stations. This sort of manual seems to fall short in so many instances. Whatever may have been the repairman's training, the manual should be written as a complete textbook. The essentials of a first-class servicing station are:

Cleanliness of the building; reasonable cleanliness of men.

Prompt greeting of customers.

Courteous and friendly spirit (customers come "in trouble").

Definite delivery promises, made and kept.

Prompt, efficient and careful workmanship.

Definite standardized prices.



*An
Avalanche
of Mail
from Farm
Women
Interested
in Home
Furnishing*

THE February number of *THE FARMER'S WIFE* contained two articles on window curtains and draperies. No sooner had the magazines been placed in the mail than letters began to arrive.

The Editor of the Home Furnishing Department almost disappeared behind the avalanche of mail from farm women all over the country. She has "curtained" and "draped" and "refurnished" dozens of farm homes by mail every day since. She has sent samples of materials, suggested colors and arrangement of furniture.

Each farm home is considered as an individual problem; no two are alike. The Editor dictates personal replies to each one after a careful study of the specific problem presented.

Fully 850,000 farm women read the February number of *THE FARMER'S WIFE*. It 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



—for everyone who uses letters to build business—advertising and sales executives, copy writers, correspondents—

GARDNER'S

Effective Business Letters

Revised (1928) Edition Is Just Out

HELPS you strengthen your personal ability to write letters that grip and PULL—letters that are built around all that is latest and best in practical sales psychology.

You'll give this new book a place on your desk all its own.

It covers every type of persuasive "selling" correspondence—direct mail series, collections, service relations, routine, etc. It helps you size up your whole selling job—what you have to sell; who will buy it; how to reach him; what appeals are closest; makes each letter a message that puts your best selling personality into winning the action you want.

Over seventy thousand copies of this book were issued in its first edition. Now entirely revised, enlarged throughout and brought up to 1928 standards.

This famous book brings you countless practical points which the author has gotten in years of active work with big organizations in improving the effectiveness of their correspondence, and in building up one of the country's best university courses in letter writing.

Gives scores of letters that are being successfully used today, in a manner that helps you to write the same kind for yourself. 385 pages.

Sent Postpaid for Free Examination

USE THIS ORDER FORM

The Ronald Press Company

15 East 26th Street, New York, N. Y.

Send me postpaid Gardner and Aurner's Effective Business Letters, Revised Edition. Within five days after its receipt, I will send you the price, \$3.00, or return it and owe you nothing.

Name (Please print)

Address M 297

Company Position

Signature

Outside continental U. S. and Canada, orders cash plus 25c.

Correct billing.
Avoidance of arguments.

Mechanics are liable to become careless in their appearance. A manual should—although few of them do—impress upon them the effect of dirty overalls and thoughtless personal habits. One manufacturer, as a final item on the schedule for each job given in his manual, adds: "When you are done, clean off the machine and brighten the metal—doing so will remind the owner that you have been there." A repairman working for this company remarked to me: "Mighty damn clever stunt! They make us wipe off the machine—that reminds us to wash ourselves!"

WILLYS OVERLAND stresses personal appearance of mechanics. Buick and Studebaker do the same. National Cash Register and Williams Oil-O-Matic emphasize appearance and tact, the former of these two telling its men:

"You must always bear in mind that you are a representative of the National Cash Register Company, and the company is judged in a large measure by the way in which you impress the user"—followed by an explanation that "this does not mean that you must wear expensive clothes," and then telling the serviceman concretely (over four pages) what he should and should not do for appearance and effectiveness.

This same company has incorporated into its "Manual for Repairmen" a particularly fine outline of servicing policies. It is put in the form of 48 "service decisions" without preface or discussion, but it makes a complete presentation of answers to any question that is apt to arise. Other concerns, also, have evolved satisfactory outlines of policy, that of the Willys-Overland ("Service Regulations") being notable: yet, taken as a whole, manufacturers have missed the opportunity to set forth in their manuals the principles which they din into their men at the "servicing schools," but which, conceivably, become faint with time and under the irritations of daily tasks. A suggestion for anyone who prepares a manual is: write and rewrite the company's policy as to servicing, and, in doing so, elaborate the text with examples; be definite. National Cash Register hesitates not to say "hair cut" and "it is not necessary to have a

VITAL In The BOY FIELD

Coverage of the boy market is scant at best. Every advertiser using any boys' magazine should surely, un-failingly use The Open Road for Boys—a VITAL medium in the boy field.



is built right and priced right. Forging ahead circulation-wise, advertising volume mounting monthly. A powerful producer in the most responsive field of all. Vital in this field.

L. S. GLEASON
Advertising Manager

Eastern: Educational Adv. Co., Inc. 55 West 42nd Street New York, N. Y.
Western: Dwight H. Early 5 North LaSalle St. Chicago, Ill.

Pacific Coast: Hallett E. Cole 2320 Mar Vista, Pasadena, Calif.

THIS is the hall mark of Cargill of Grand Rapids. To see it on your printed matter means that your dollar has bought the utmost possible value.

The CARGILL COMPANY
GRAND RAPIDS

dirty face to prove to the owner that you have worked on his machine." Other companies can do the same for their men.

The repairman's manual should be rich in diagrams and illustrations. The Beckwith Company, for its Round Oak Furnaces, says to the installing crews:

In studying the text you will find frequent illustrations, which emphasize that the eye is twenty times more powerful than the ear; it is therefore recommended that you study carefully these illustrations and thus form in your mind a clear mental conception of Round Oak superiority.

The Williams Oil-O-Matic Corporation issue to their men an installation manual that is very impressive in its diagrams. Among other details so covered, this book gives 44 diagrams for bricking up that number of makes of furnaces before installing the company's own heater, 9 diagrams for piping and 22 for wiring the job, together with 20 miscellaneous diagrams that refer to their own product.

THE Buick shop manual is of the same sort, as are those of many other makers of cars and trucks. Manufacturers ought to remember that the local service station is untrained in shop layout. They ought to pattern the manuals after those of the automobile makers, who devote pages to service floors, storage rooms, tool rooms, repair shop layouts, storage rooms for owners' articles, and the like. These manuals give diagrams and detailed layouts as well as photographs of actual installations—all to the end of showing the serviceman how to operate his own shop. The necessary equipment for a service station is also of great help, the schedule being separately given for one-man stations and larger ones. Tool equipment is vital, the inexperienced serviceman usually investing altogether too much in tools while still not having the ones most needed: he buys under the guidance of the tool salesman, or the specialty salesman; he should have his equipment precisely plotted by the manufacturer whose product he intends to service.

Black & Decker follow this plan:

Our servicing stations throughout the country are standardized, including equipment and testing apparatus. Their bin equipment is all standard, the method of numerically marking these bins is so standard that a repairman from New York could step into our Oakland service sta-

The Most Widely Read
Boy's Book in
the World



42nd Edition
closes
April 15th.

BREAKING ALL RECORDS

The extraordinary and widespread demand has made necessary another printing of the Handbook For Boys. Popular enthusiasm for the completely revised cyclopedia of outdoor life has been a powerful factor in making the Handbook the most widely read boy's book in the world.

The Boy Scout Handbook is a comprehensive and official treatment of practically every phase of Scout activity. It grips the interest of its readers through the diversified subject matter of its pages. Although obviously the Handbook is "a textbook of Scouting" it is also widely read by thousands of enthusiasts of outdoor life. Nowhere else is this information gathered together in such an ever-useful form.

Advertising values in a publication of this sort are in direct proportion to the reader interest. The popularity of the revised Handbook For Boys has created a peak of reader interest, which in turn has intensified the value of advertising space in this edition. Only a limited amount of advertising sold; rates on request. Handbook For Boys is an A.B.C. publication.

Boy Scouts of America

2 Park Avenue, New York

You may know that you have good wares or service to offer, but if you keep silent about it you will be the only one who does know it. Well printed messages about your wares can be had here.

THE MARCHBANKS PRESS

Stuyvesant 1197

114 East 13th Street, New York

Do you really want to go into business for yourself?

Settled man with some advertising and specialty sales experience—will find here an opportunity to enter into a lucrative business that will net from \$4,000 to \$12,000 and upward each year.

We will help the right man establish a direct by mail advertising service in one of several cities of 100,000 population and over; the business will be patterned, equipped and fashioned after our 11-year-old Chicago organization.

Small investment required. All equipment is modern in every respect; this business is completely organized. Our method of turning out work will amaze you.

\$2,500 to \$7,500 starts you in a business today that will take care of you later; complete information without obligation. If you are really ready to build a business for yourself write, giving age, experience and references. Box A, ADVERTISING & SELLING, 410 North Michigan Ave., Chicago, Ill.

ALLENTOWN PENNSYLVANIA

Heart of the Cement
Industry — Well-Paid
Workers — A Rich and
Prosperous Community

THE Allentown Morning Call

REACHES 75% OF
ITS 250,000 TRADING
AREA

Story, Brooks & Finley
National Representatives

*"Ask Us About
Advertisers' Cooperation"*

tion and immediately start to work without taking a moment to familiarize himself with where everything is kept.

General Motors has adopted the policy, before letting a new model go into "production," of designing five sets of tools:

1. Jigs and fixtures for the factory production.
2. Repair tools and fixtures for service shops at factory branches and the larger distributors.
3. Repair tools and fixtures for large service stations.
4. Repair tools and fixtures for small service stations and sub-dealers.
5. Hand tools, for the owner, designed for the particular model.

ONE who is preparing a manual may profitably peruse the repairman's manual, for this matter of tools and equipment, as issued by any division of General Motors, by Hudson or Essex, by Willys-Overland, by Day-Fan Electric, by Copeland Refrigerator, by Baker Oil Burner, or by National Cash Register.

The manual for repairmen fails of its purpose unless it publishes a "table for diagnosis of troubles." The manuals contain an interesting lot of titles for this section, among which are:

On the Job of Finding it.
Trouble Shooting.
Ifs—
Causes.
?
Servicing Pointers.
Servicing Suggestions.
Corrective Data.
First Aid Suggestions.
Trouble Shooting Chart.
From Trouble to Cause.

Repairmen, be it remembered, are not literary in taste. Long descriptive pages tire, but every one of them will run his eye down a column of "diagnoses," and when he spots his "trouble of the moment" he will run a grimy finger across the page to the appropriate remedy. Here again it is well worth any man's time to examine manuals of non-competitive lines—no one can study through ten pages of a motor-car manual given to "diagnosis" without sensing the dollar-value of thus scheduling all possible difficulties. This section of the manual is the most used. If the manual be issued without it, the serviceman does not bother to carry a "book" in his kit: with it, he uses the manual until it falls apart—then he retains this part.

A third class of manual reader is the servicing crew of the factory that makes productive machinery. Ordinarily, a formal manual is not issued. The men are attached, all the time, to the factory or its few branches; they are in and out of the plant. They work, therefore, under general instructions as to company policy; supplemented by circular letters and "bulletins" which explain "kinks" and recount experiences with servicing difficulties. Such manuals as do exist for this class of servicemen are held pretty closely to engineering and technical matter, for the reason that the repairmen work under direct supervision of the factory.

A few minor matters should not be overlooked by the man who writes a manual—for any one of the three classes of readers.

ONE of these is an alphabetical index to the manual. Herein—that is, in the lack of indexes—is revealed that the factory knows so intimately what is in the "book" that it fails to consider the serviceman who does not know. Of more than 100 service manuals, of all types, that I have examined, I do not recall a single one with a proper index. If there is one, I have missed noting it. "Indexes"—so-called—there are. They are, however, properly only a "table of contents" because they are not alphabetical but follow the order of pages, and—of all-importance—they are not analytical.

The manual, further, should have a glossary. Day-Fan for radios and Copeland for refrigeration—and, of course, others—show how useful is a page or two of "definition of terms." The manufacturer uses technical terminology so commonly that he does not remember the serviceman, a thousand miles away, in whose neighborhood words connote a slightly different meaning; for example, in three or four States a "button" is "a piece of string without bone or other ornament."

No manual is complete without a list of parts. The serviceman should not be tempted to "guess the name of a part when ordering it and then expect the factory to know what is wanted." A needless caution, this? For an answer, examine the manual of your own company!

This is the last of a series of articles on servicing by Mr. Moffett. The first appeared in the December 28, 1927 issue.

Doing Something for an Advertiser

This letter published by permission of
 Jenny Wren Company
 Manufacturers of
 Jenny Wren "Ready-Mixed" Flour

Horace H. Delano, Western Advertising Manager
 The Christian Science Monitor
 1058 McCormick Building
 Chicago, Illinois

Dear Mr. Delano:

We have never seen such wonderful response to any work that we have done as we have had from the Monitor advertising. Practically all other promises of co-operation have fallen flat after they get the contract, but we are receiving co-operation from your representatives all over the country.

Being a new product and new on the market we need the Monitor's help and we certainly appreciate it. We hope that your organization can continue their efforts in our behalf and we assure you that we are going to continue and be an advertiser in the Monitor as long as it is possible for us to do it. The Monitor is the one paper that is living up to its promises to us.

Yours truly,

JENNY WREN COMPANY,

BY *R. J. Jackson*

PK.

Will you let us tell you more about the Monitor's special dealer co-operation and merchandising?

The Christian Science Monitor

AN INTERNATIONAL DAILY NEWSPAPER

"Nation-Wide Dealer Tie-In for Manufacturers"

ADVERTISING OFFICES IN

BOSTON, NEW YORK, PHILADELPHIA, MIAMI, CLEVELAND, DETROIT, CHICAGO, ST. LOUIS, KANSAS CITY, SAN FRANCISCO, LOS ANGELES, SEATTLE, PORTLAND, LONDON, PARIS, BERLIN, FLORENCE

SOME OF THE MEN WHO ARE WRITING FOR



MAURICE N. WEYL
President Edward Stern & Co.
Philadelphia



J. HORACE McFARLAND
President Mount Pleasant Press
Harrisburg, Pa.



JOHN CLYDE OSWALD
Author Lecturer
New York



W. J. BUIE
Treasurer Hughes-Buie Co.
El Paso, Texas



EDWIN H. STUART
President Edw. H. Stuart, Inc.
Pittsburgh

A periodical's standing in its industry may be accurately determined from the list of writers who contribute to its pages. Here are twenty-four men who write for

THE AMERICAN PRINTER

and four who are making its freshly designed covers. Have you ever met a more interesting group anywhere? They are leaders in the printing business, advanced thinkers, men of ideas and imagination. Other writers of the same high quality are being added monthly.



FLOYD W. PARSONS
Special Writer Saturday
Evening Post



WILLIAM REYDEL
Production Manager Newell-
Emmett Co., New York



HARRY A. GROESBECK, JR.
President Walker Engraving
Corporation, New York



ROBERT F. SALADE
Author, Technical Writer
Philadelphia



L. NELSON NICHOLS
New York Public Library
New York



EARL H. EMMONS
Author, Technical Writer
New York



FRED W. HOCH
Field Secretary New York
Employing Printers Association



R. W. WESSMAN
President J. F. Tapley Co.
Long Island City, N. Y.



H. H. HITCHNER
Supt. Pressroom University Press
Cambridge, Mass.

THE AMERICAN PRINTER DURING 1928



FREDERIC W. GOUDY
Type Designer, Author
Marlboro, N. Y.



JUDGE ALFRED E. OMMEN
Printers Legal Counsel
New York



W. ARTHUR COLE
General Manager Richard Grafton
Press, Rochester, N. Y.



WALTER D. TEAGUE
Designer and Writer
New York



PHILIP L. SNIFFIN
Specialist in Direct Advertising
New York

Advertisements of high class machinery, services, or supplies, make an excellent accompaniment for articles written by high-class men of the craft.

THE AMERICAN PRINTER

(A Robbins Periodical, edited by Edmund G. Gress) is a leader and its readers are of the progressive sort that welcome new material and machinery for a better product and more efficient production methods. Inquiries from those planning advertising for the printing field welcomed. Publishing address: 9 East 38th Street, New York.



MONTAGUE LEE
President Montague Lee, Inc.
New York



ROBERT CECIL MacMAHON
Bibliophile
New York



CHARLES HEALE
General Superintendent Federal
Ptg. Co., New York



ALBERT SCHILLER
Art Director, Advertising
Agencies Service Co., New York



THEODORE G. BIXLER
Production Manager
New York



O. W. JAQUISH
Designer of A. P. Covers
New York



ROBERT FOSTER
Designer of A. P. Covers
New York



CLARENCE P. HORNUNG
Designer of A. P. Covers
New York



GUSTAV B. JENSEN
Designer of A. P. Covers
New York



AT NIGHT downtown Detroit assumes every aspect of a metropolitan White Way. Electric lights sparkle and tell the tales of advertisers. Theatres, dancing places—all the activities of a great city at night. For Detroit is a great city, the fourth in the land, and already jostling for third place. A million and a half souls live and spend their dollars here—enough to merit the attention of any manufacturer. To cover Detroit completely—to reach *all* the coffers whence pours this stream of gold—Outdoor Advertising is necessary, for Outdoor Advertising blankets the town and all its people—thoroughly!

WALKER & Co.

OUTDOOR ADVERTISING
Selling Representatives for
POSTER, PAINTED and ELECTRIC DISPLAYS
throughout the United States and Canada
Flint DETROIT Saginaw

THE AMERICAN ARCHITECT

A. B. C. Est. 1876 A. B. P.
"Advertising and Selling to Architects," a booklet prepared to give you a better understanding of the architectural field, is now available. Your copy will be sent upon request.
501 Fifth Ave. New York

Bakers Weekly

A. B. C. - A. B. P.
New York City
NEW YORK OFFICE—45 West 45th St.
CHICAGO OFFICE—360 N. Michigan Ave.
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.

What Have You

that I can handle as a spare-time proposition? House organ, direct mail campaign, sales promotion plan or publication copy service? Obtain the spare time services of a man thoroughly familiar with the production of such material, at a worth-while price. Address Box 524, Advertising & Selling, 9 East 38th St., New York City.

The Taxi Weekly

Covers the Whole Cab Industry
New York Edition goes to 10,000 taxicab individual, fleet and company operators. Issued Mondays.
National Edition, goes to 4,000 fleet and company operators throughout the U. S. Issued Mondays.
Published in Its Own Printing Plant at
54 West 7th Street—New York City

Learning the Lesson of Chain Store Success

[Continued from page 34]

Chains are not set up where there are no stores. They start in neighborhoods where there is a proved prospect of doing a comfortable volume.

Unless the consumption of the neighborhood expands greatly, the new chain unit must take away the trade of existing individual stores, if it is successful.

The key to the situation is in consumption.

The chains do not succeed for any other reason than that they supply the needs of the people they serve more satisfactorily than the stores which these people have deserted.

We know that while the chain units do a larger volume of business, they concentrate on the items which move faster and build their volume on these items.

WE know that they carry a smaller variety of stock than the individual stores carry, however their relative total inventories may compare.

Yet we know that the individual stores can serve all of the public, while the chains cannot serve certain sections of the public.

The chains, operating cash and carry and self service stores, do not fit into the buying habits of two classes of consumers:

(1) Those who cannot arrange to have cash on hand to buy when they must buy;

(2) Those who can afford the convenience of deliveries and charge accounts, whether these increase cost or not.

So we have the chains carrying fewer items, yet doing a larger volume; plainly, they must serve a larger area and attract more customers.

We have the individual store carrying a larger variety, but doing a smaller volume: so they must serve a more restricted area.

Charges and delivery stores carry wider varieties than cash and carry stores.

Cash and carry stores, in turn, stock a wider variety than self service stores.

Plainly, the self service stores must attract more people than the cash and carry stores to provide them with the volume necessary to support them.

And the cash and carry stores must attract more people than the charge and delivery stores to provide them with the volume necessary to support them.

The lesson in this is that the self service stores could get the larger number of customers only by providing more nearly what these customers want.

SO the stock of a self service store is the truest reflection of developed consumer demand and general acceptance.

Price, made possible by concentration on fewer items and less expensive attendance, proves a stronger attraction than variety.



ADVANTAGES

of CHAINS:

of OTHERS:

- Larger volume
- Faster selling
- Smaller variety
- Larger area
- More customers

- Personal initiative
(when the owner really has it)

There is one other lesson that may be drawn from chain store methods.

This is coordination of supply with demand, made possible by the coordination of the warehouse and the individual units of the chain.

The success of the chain, experienced chain store operators say, depends on operating a capacity warehouse.

There must be enough unit stores to provide this aggregate volume.

Then the exact measure of the rate of flow for all items through the multiple stores permits buying advantageously and handling economically.

The individual store cannot reflect consumer demand and unerringly provide volume items in precise accord with consumer requirements as the chain stores can.

They cannot concentrate, en masse, to provide capacity warehouses which handle volume items to the maximum, with a minimum of slow moving items.

Slow movement costs money. Every minute that an item rests on the shelves or in the stockroom costs money.

To meet chain store competition, individual stores must solve this key problem: capacity warehouses of fast moving items, with a minimum, selective inventory.

12 MORE

adopt this seal

TO date 257 manufacturers are using the Child Life Seal of Approval.



They find it an important aid in both advertising and selling.

For it carries the approval of a 35c magazine read in more than 200,000 homes of good income—all with children.

And it brings the further endorsement of one of America's best known publishers, Rand McNally & Company.

Get all the facts! Ask your agency. Or write direct. The Merchandising Bureau, Child Life, 536 S. Clark Street, Chicago.

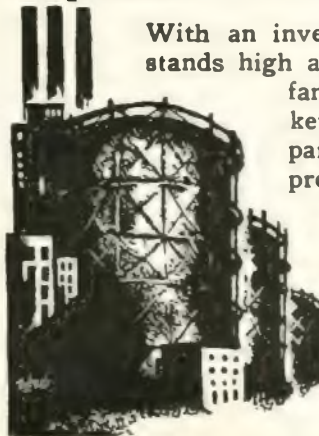
CHILD LIFE

Rand McNally & Company

Publishers

Chicago

"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

Equivalents

I WONDER why engineers and architects can't investigate the merits and suitability of products or devices and specify what they want, rather than leaving the bars down by naming a product—"or its equivalent."

What is an equivalent?

Is there any such thing?

Good advertising by makers of bond papers in recent years has taught buyers of printing to specify the exact brand, weight and tint of stock they desire—and all printers figuring on the job are on exactly the same basis:

And thereby hangs a tale:

Once upon a time a purchasing agent was promoted. In cleaning his desk for his successor he ran across a sheet of bond paper bearing the initialed inscription:

ADOPTED AS STANDARD:
MARCH 1, 1910

Then he compared it with the current letter head from his last purchase. They were *miles apart!* Yet every purchase he had made since 1910 had specified "match the last sample," without specifying the brand name. That, you see, was before the paper mills had established standards of quality through intelligent advertising.

A case where an equivalent never was quite an equivalent—and each successive bidder skinned the quality. Each bit of "skin" removed was imperceptible, of course, but the aggregate of all the skinnings was a sheet that looked poor indeed, beside the original standard.

Contractors like that "equivalent" stuff. It gives them a chance to buy the cheapest substitute they think they can get by with. Especially on political contracts, where inspectors are "good fellows"—or worse.

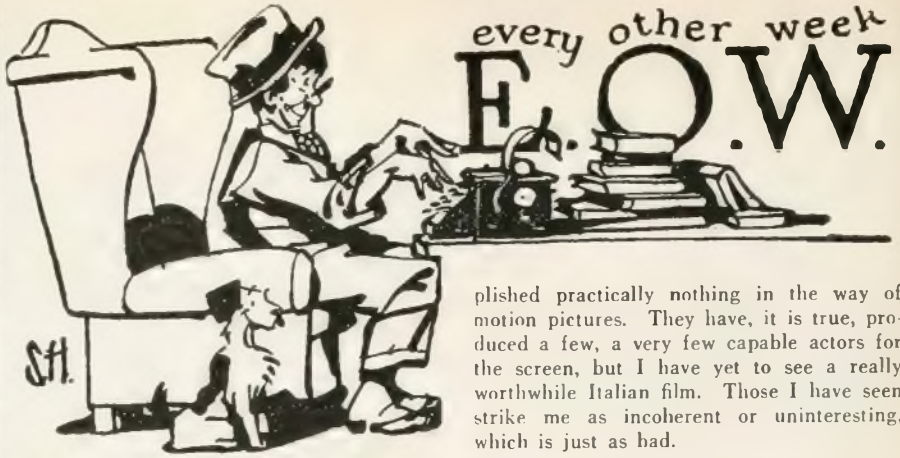
Isn't the paper mill plan the better? Good advertising to stimulate the demand. Quality held rigorously up to a high standard. Same price to everybody, in given quantities.

I'd like to get your reaction; with specific examples of the abuse of the "equivalent."

A. R. Maurer

for
INDUSTRIAL POWER
608 S. Dearborn St.
Chicago, Ill.

Industrial Power has NO "Equivalent." It is the only publication that covers the whole field for its advertisers. Only pocket size magazine and just about the only one that ever gets out of the hectic hurly-burly of the office, into the quiet of the home, the street car, suburban train or the long-distance Pullman trip. It reaches 42,000 of America's best plants at \$3.58 per page per 1000 plants reached.



In the Wrong Business

I make this extract from an English guide book to Rome—"In Italy, as in France, the sale of tobacco is a government monopoly. However, most of the well known foreign brands of tobacco and cigarettes can be purchased, especially in the larger cities. Cigars of the cheroot variety are on sale almost everywhere. They must be smoked to be believed."

The man who wrote this is in the wrong business. Instead of compiling guide books, he should be the star copywriter of some big advertising agency. In less than ten words, he conjures up a picture which every man who has ever been to Italy is familiar with. "They must be smoked to be believed,"—can you beat it?

The Americanization of Europe

Some time ago, in ADVERTISING & SELLING, Floyd Parsons commented on the fact that Europe is being Americanized. It is. Beyond question it is. And I, for one, regret it. This will be a sorry world when all the men and women in it think and act and dress alike. Nevertheless, that is the tendency nowadays. And, strange as it may seem, it is we of all peoples whose ideas in music, dress and in certain forms of art are being copied the world over.

On the station platform at Rome the morning I left, the news vendors' wagon was laden with copies of the *American Magazine*, *The Saturday Evening Post*, *Munsey's* and *Good Housekeeping*. Cash registers are in use in many of the stores in Italy. Typewriters of American make are everywhere. American lubricating oils are on sale all over Italy. So are American fountain pens, American safety razors, American cameras and American toothpastes. And in the windows of the music stores of Naples and Florence and Rome, songs of the "Brown Eyes—why are you blue?" variety outnumber the Italian songs three to one.

This last-named state of affairs is hard to understand. Here is, perhaps, the most musical race in the world—a race which has to its credit as long a list of operas as any other, a race which sings almost as easily as it talks. Yet, nowadays, the demand in the line of music is for the productions of a people who have no real ability as musicians. What is even stranger is that Italians, who have a sense of the dramatic far in excess of any other race, have accom-

plished practically nothing in the way of motion pictures. They have, it is true, produced a few, a very few capable actors for the screen, but I have yet to see a really worthwhile Italian film. Those I have seen strike me as incoherent or uninteresting, which is just as had.

The Language of Business

French may be (it once was, beyond doubt) the language of diplomacy, but English is becoming the Language of Business; and of sport as well. In Florence, for example, for one window sign in Italian there are three in English. Here are some examples:

In this shop you shall find the most moderate prices.

Ring! I come at once.

Second choice.

Enter! The best models are inside.

On account of the revaluation of the lira, our prices have been revised.

It is the American dollar and the English pound that these people are after. Even in the hotels, and not the highest priced ones only, the notices to guests are in English. In not one of the many hotels I have been in in the last three months have I seen a notice in any other language. One never hears French in these hotels. Seldom does one hear German. English, the American kind as well as the English, is pretty nearly universal.

Optimism Plus

The most optimistic man I have met since I left New York three months ago is an Englishman.

He isn't a bit disturbed about the fact that unemployment in Great Britain is almost, if not quite, as great as it was a year ago. "Conditions were far worse after the Napoleonic wars," he says. "We shall pull through." He has never been in America but he has a much better understanding of the political situation in the United States than the average American. He has an intense admiration for Mr. Hoover and entirely approves of the debt settlement. "I wish we could borrow Mr. Hoover for the next five years," he said. "If we paid the debt in full right now, you would not know what to do with the money. I think it might ruin you." And he believes that the experiences through which Britain is passing are exactly what she needs to toughen her. "We are at our best when our backs are to the wall. It is prosperity, not poverty, that is our greatest enemy."

No matter what argument one brings up, he has a cheerful and convincing answer. Nothing can daunt the man. And if all Britishers were like him, the future of the British Commonwealth of Nations would be bright indeed.

JAMOC

[Written from Trieste]

So vast a market is Chicago that it more than justifies special localized merchandising effort on a substantial scale by all advertisers. The potential return available to such effort is tremendous; Chicago possesses not only a huge populace but one which, in the aggregate, is invariably prosperous.

Naturally advertising designed to influence Chicago should be placed where the greatest number of Chicagoans will have opportunity to read and react to it.

In January the Chicago Evening American led all Chicago daily newspapers in city circulation; in the evening field the lead was more than one hundred thousand. Advertisers in the Chicago Evening American are assured a circulation of well over a half-million, more than 90% of which is concentrated in Chicago and Cook County.

National Advertising Executives

RODNEY E. BOONE
General Manager
National Advertising
9 E. 40th Street
New York City

H. A. KOEHLER
Manager
Chicago Office
929 Hearst Building
Chicago

W. M. NEWMAN
Manager
American Home Journal
1007 Hearst Building
Chicago

F. C. WHEELER
Manager
Automotive Advertising
901 Hearst Building
Chicago

L. C. BOONE
Manager
Book Tower Building
Detroit

S. B. CHITTENDEN
Manager
Boston Office
5 Winthrop Square
Boston

CONGER & MOODY
Representatives
on Pacific Coast
927 Hearst Building
San Francisco

FRED H. DRUEHL
Manager
Rochester Office
136 St. Paul Street
Rochester, N. Y.

KENNETH J. NIXON
Manager
Atlanta Office
82 Marietta Street
Atlanta, Ga.

CHICAGO AMERICAN
a good newspaper

This Modern Style—If Any

[Continued from page 24]

edges and shining surfaces. See the polished marble and brass eggs and cylinders of Brancusi's sculpture, but see, too, a Rolls Royce car, an airplane propeller, a printing press. Beautiful, efficient, of this day, all of them.

Then see the same qualities in women's hats and gowns—those at least that come from the smart Parisian courturiers. They are simple to the last degree, deriving their beauty from a subtlety of line that would have been inconceivable and imperceptible before this day. Women never before were content with so little nor were they capable of such delicate discrimination. And never were they more comfortable.

An urban spirit connotes a degree of sophistication that loathes pretense and pretentiousness. The modern sophisticate takes a cold delight in puncturing wind bags and unstuffing shirts. He is a reservoir of derision. He looks with indulgence on the natural and unadorned frailties of human nature but is merciless to its pompous virtues. He has no taste for gilt cornices and crimson plush, nor for any fussiness or stiffness whatever. Note the progressive simplification of motor cars not yet arrived at its ultimate goal, but evidencing a new and general appreciation of fine line and fine proportions. My lady is as trim and delicately designed as her car and the two suit each other perfectly. Good architects are designing their buildings in the same spirit of insistence on line and proportion, depending for their effect on the interplay of planes and solids. Those furnaces attended by dinner-coated gentlemen in the advertisements are noticeably lacking in the red bulls' eyes and nickel-plated urns that adorned our ancestral stoves. A refrigerator today is almost as chaste and severe a cube as the

block of ice it no longer requires. The smartest coiffures are tight to the wearers' skulls, but with infinite art in the disposition of their partings and their edges. Drawings, too, are re-



M. HUGUETTE

Objets d'Art d'un Modernisme Charmant

501 FIFTH AVENUE, NEW YORK

*The Work of Helen Dryden Illustrates the Union of
Ultra-Smartness and Ultra-Modernism*

duced to their bare bones, with only such elaboration as is necessary to complete a given pattern of line, form and color.

An urban spirit loathes, above all things, boredom. Along with the superfluous and pretentious, it rejects whatever is trite and too familiar. Consequently, it has no taste for realism, because realism is omnipresent and obvious and hence a bore. In art it deliberately avoids realism and seeks a fresh creation, a new significance in pattern, in pure design. It prefers a closer affinity to geometry

than to photography. People and objects are interesting, not in themselves but in their relation to the whole pattern, and their drawing is subordinated to that pattern. And in the pattern an effect of life and movement is sought by an unrealistic play of light, an arbitrary chiaroscuro. The dull, the heavy handed, the stupid rendition is the unforgivable sin. Omit what cannot be made significant; elaborate nothing beyond its structural necessities.

An urban spirit loves, above all things, to be amused. Humor is the ever-present salt of modern art. People are funny things and life a funny spectacle. Even tragedy and sorrow can be accepted with a smile, however wry. The humor of Matisse is not, of course, the humor of Bud Fisher, but, nevertheless, there is humor in Matisse's paintings. Practically all modern bric-a-brac is delicately amusing. There is humor, and I don't mean only the unintentional variety, in much modern typography, while practically all modernistic illustration and commercial design is done with the tongue slightly in the cheek.

See how all these characteristics add up to make an impressive total: a love of life, movement and speed; a love of hard and bare simplicity coupled with an extreme sensitiveness to fine line and proportion; a hatred of pretense and pretentiousness, of superfluities and fussiness: an equal repugnance to the hackneyed and the tiresome; a keen perception of the humorous element in all that exists and all that happens. Such is the truly modern man, and such are the characteristics that we find dormant in practically all his arts and crafts. Is it any wonder, then, that we begin to suspect that this age is giving birth to an authentic style? It has not yet reached its full development, of course, but, after all, it is only some 50 or 60 years since Cezanne, that first fruit of modernism, began dropping his canvasses absently in the fence corners of his native fields. There hasn't been much time for development as yet, but there

is a very considerable future ahead; and if this is really a style, we may expect it to spread until not a single newly-made chair or door-knob, house, or printed page, is unaffected by it.

What has this to do with printing? Why, simply everything. Modern art cannot be detached from its background of current life, and the new tendencies in printing cannot be understood except by comprehending their relationship to all phases of modern art. Such an understanding will lead one to see that a lot of the fearful and wonderful things being done today have no reason or justification and are in just as bad taste as they look. Good typography in the modernistic manner will be legible first of all—although legibility is yet to be defined. It will not be as static as the classic styles, but will have more movement and perhaps more symmetrical arrangements. It will be simple and honest, avoiding superfluities and extraneous elaborations. It will depart widely from classical precedents, but it will display a fine sensitiveness to good proportions and beautiful arrangements, wherein it has so far failed most lamentably.

IT will use little traditional material, although good classic types will be used in ways that relieve them of their triteness. It will gradually discard those archaisms which are now confused with modernism—the revivals of Directoire and Victorian types and rule twisting. The present craze for creating doubtful pictures and decorations out of rules and squares and parentheses will succumb to better taste and pass without regret. The printer will realize that modernism does not mean black face type, although he will be free to use black type if he has sufficient taste to do it properly.

In short, the modernistic typography as finally evolved will be very different from the classical, but it will be just as hard to do well. It will still require just as much taste, knowledge and skill on the part of the printer as good printing has always required. The difference will be that the printer will be guided by new rules and standards, and work to produce results, not unlike classical printing, but like the art of his current day. And the stimulus of a universal, accepted style will be so great that he will have more fun with his work than he has had for generations.

Frank Talk About the Subscription Methods of a Co-operative Dairy Paper

THE subscription methods of the Dairymen's League News are as clean-cut as those of any privately owned farm paper.

The contract signed by every member of the Dairymen's League Co-operative Association, Inc., authorizes the deduction of \$1 a year in advance for his subscription to the Dairymen's League News. The subscriber is fully aware of this deduction which is indicated upon one of his milk checks.

In addition, there are about 15,000 dairymen who send in voluntary subscriptions, fully paid. No circulation solicitors are employed, nor are premiums or other special inducements ever offered to attract subscribers.

While the great bulk of the circulation of the Dairymen's League News is concentrated in the New York City Milk Shed, there is also a scattering circulation throughout the world. Advertisers often receive inquiries from heads of dairy departments in foreign lands.

The farmer-owned dairy paper offers you the most complete coverage of the dairy farms in the New York City Milk Shed, and at lowest cost—50c a line.

Sample Copy and Rate Card forwarded on request.

Dairy farms of this area supply New York City with fluid milk at profitable prices.



DAIRYMEN'S

League

NEWS

New York
11 West 42nd Street
W. A. Schreyer, Bus. Mgr.
Phone Pennsylvania 4760

Chicago
10 S. La Salle Street
John D. Ross
Phone State 3652

Important Announcement

THE NEW AGE ILLUSTRATED, formerly SUCCESS MAGAZINE, has suspended publication. We take pleasure in announcing that we have contracted to fill all unexpired subscriptions of the above-mentioned magazine, thereby merging its circulation with that of PSYCHOLOGY MAGAZINE.

With these additional subscribers, PSYCHOLOGY now has 60,000 net paid subscriptions, together with 70,000 newsstand sales per month, totaling 130,000 guaranteed net paid circulation per issue.

The following rates will become effective with the May, 1928, issue: \$400.00 a page; \$285.00 two columns; \$160.00 a column, and \$1.20 a line.

PSYCHOLOGY is now entering its sixth year and enjoys an enviable reputation as a profitable advertising medium.

Ask any advertisers using it and they will tell you it will pay you to add PSYCHOLOGY to your list.

Advertising forms close the third of the month preceding date of issue.

PSYCHOLOGY PUBLISHING CO., Inc.

17 West 60th Street Charles H. Desgrey, Advertising Manager New York City

The 13th CHAIR



PAGEWOOD was injured in an automobile accident the day before the big meeting with the 12 members of the B.T. and U. He couldn't come; the meeting would not wait; so the 13th chair was filled by Johnson, a junior salesman.

Johnson got the order chiefly because Pagewood had been farsighted enough to have the *facts* properly arranged for presentation to carry his selling talk step by step—all in a visual selling display binder.

The human equation is always uncertain—the pre-arranged story is definite and sure.

Write for information on Burkhardt Visual Selling Helps—display binders for salesmen; Burk-Art book and catalog covers; loose-leaf devices, etc.

THE BURKHARDT COMPANY, Inc.
Larned and Second Streets • Detroit, Mich.



BURKHARDT VISUAL SELLING HELPS



The Re-Shuffling of Retail Lines

[Continued from page 36]

steps." The fewer retail outlets the consumer need visit, the sooner the shopping is over. Therein has lain the prosperity of the department store. But of late years the smaller store has come into greater favor—perhaps because of less rigidity in lines.

There is another significant factor in the situation—profit. It isn't all a beautiful dream of "service" on the part of the retailer. The bald fact is that these added, alien lines are picked for their exceptional profit possibilities.

THE cigar store has found that there is actually a bigger profit on "sundry" items than on their cigars and cigarettes. Cigarettes are but 60 per cent of the business in some of these stores, and the price margin is very small. Therefore many cigar stores are glad to handle a popular item which will show a good gross profit and will appeal to customers. For instance, a toothbrush! The theory is that common personal necessities, if displayed when a man is buying tobacco, will remind him of his refill needs. A man usually forgets to buy a new toothbrush, unless his wife does it for him; so by drawing his attention to it at an auspicious time he will quickly make the purchase. That is why razors, blades, shaving cream, etc. are also being sold—even umbrellas. The United Cigar Stores, outside of New York City, have a chain of combination drug and cigar stores called the United Chemists Stores. These are located in forty cities like Watertown, Waterbury, Hartford, etc., and these stores carry a complete line of smoking things, drugs and the sundries that go with the modern chain store. In practically all their New York City, and other city stores, they carry many items which are not connected with smoking. For instance, such articles as candy, clocks and watches, cameras, flashlights, safety razors and razor blades, toothbrushes, shaving creams and tooth pastes are stocked. Perhaps it does not seem so strange to have a man's retail outlet flooded with alien items which are, however, essentially, man's.

Very few retail outlets are, however, essentially, man's. His very underwear is not entirely his own pri-

NO SELLING TALK
Just Lots of Space
for Your Signature

ADVERTISING & SELLING
9 East 38th Street, New York

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

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

Company.....

Address.....

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



Executed by
the North
American
Press,
Milwaukee,
Wis.

Some catalogs go to work ...some go to pieces

WHEN the catalog to which you've given so much thought and work leaves your hands, is it going to work or is it going to pieces? Often a fault in the cover is responsible for waste of time and effort.

It pays to cover your catalogs with Fabrikoid. Tough, sturdy, durable, Fabrikoid stands up under rough handling and long usage. It is water-proof, scuff-proof, grease-proof, stain-proof—ink can be washed off with

water. Fabrikoid gives your catalog a cover of permanency.

In appearance, too. Fabrikoid immediately commands respectful attention. It is not expensive, yet it immediately makes an impression of quality, of prestige. It is the cover that introduces the catalog to the reader—and no finer introduction can be given.

For a long-living, hard-working catalog—use Fabrikoid.

E. I. du Pont de Nemours & Co., Inc.,
Fabrikoid Division, Newburgh, N. Y.



FABRIKOID

MAKES COVERS SAY "ATTENTION!"

DIARIO DE LA MARINA

LA HABANA, CUBA

YOU can estimate the relative values of the space in the different newspapers of Cuba by the same methods you use domestically. Advertising is good or bad; a success or a failure, for the same reasons there, as here. Given a worthy product, good distribution, a fair price, and a story well told—success depends on what means you use to tell the public about it.

Through sound editorial and business policies, Diario de La Marina has weathered 95 consecutive years of publishing in Cuba—something to be very proud of. Published every day, with a rotogravure section on Thursdays and Sundays; sold throughout the Island of Cuba, Diario de La Marina offers you a real way of reaching Cubans—and leaving a lasting impression.

Diario de La Marina has a tremendous circulation—but more than that it has quality circulation. Its readers are the leaders in Cuban life—sports—society—business.

For rates and full particulars on the daily, Sunday editions and the rotogravure section please apply to any of the accredited foreign advertising agencies in the United States, or direct to Jose Sobrino, Administrator, Diario de La Marina, Prado 103, Habana, Cuba.

DIARIO DE LA MARINA

Shoe and Leather Reporter

Boston

The outstanding publication of the shoe, leather and allied industries. Practically 100% coverage of the men who actually do the buying for these industries. In its 71st year. Published each Thursday. \$6 yearly. Member ABP and ABC.

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

THE JOHN IJELSTROEM COMPANY
Massillon, Ohio Good Salesmen Wanted

PHOTOGRAPHS
ANY SIZE—ANY QUANTITY
Schaefer-Ross Company, Inc.
ROCHESTER, N. Y.

"For the Discriminating"

Circular describing the best market in America's largest city and how to reach it, sent on request.

CLUB MEMBERS OF NEW YORK
355 Fifth Avenue New York City

vate affair, being purchased by his wife. Men's clothing stores have stocked women's top coats, and men's hat shops have women's hats! The Knox Hat Company, originally makers of men's hats, now sell women's hats, women's clothes, accessories like flowers, etc. Wallach Brothers sell women's coats as well as men's.

In the South, there are several large hardware stores that have furniture departments. In other sections of the country the general store has been displaced by the hardware store taking a part of its stock of sundries, and drug and other stores taking the rest. The bobbed hair vogue has brought clippers into the realm of the hardware store. And what brought such incongruous items into the hardware store it is difficult to say, but you may find gasoline, groceries, radio, silverware, watches, magazines, toys, fertilizers and leather goods; bird cages and automobile accessories there.

IN this overlapping era of retail merchandising, we find a clothing chain store in St. Louis (Gatling's) which sells automobile tires and jewelry; and the National Cloak and Suit Company sell automobile tires! Snyder's in St. Louis has women's hats in their men's hat chain stores, which they claim equalizes their sales throughout the year.

Even the "5 and 10 cent stores" are not really that alone. Their latest incursion is into the food field—canned foods, glassed preserves, etc. There is used in Woolworth's chain stores a scheme to get around the idea of selling at higher prices than 10 cents, by selling parts of a complete item at 10 cents per part. Thus the double boiler, for instance, with three parts; sells for 30 cents in the 5 and 10 cent stores. Electrical appurtenances, lamps, radio parts, are sold in this manner.

Large quantities of imitation jewelry are found in the drug and women's clothing stores. Hats and caps may be bought in shoe stores. Many shoe shops sell hosiery and also purses and bags to match shoes. Some women's shoe stores sell millinery.

Is it sound merchandising? Is it too muddled? Is there logic behind it? Apparently there is, but it should only be entered into by retailers or manufacturers after careful research. The thing has a mule-like kick in it, which may come when least expected.

Fifteen Sales Steps

[Continued from page 28]

peddler. With the cultured dealer, the lack of them may prove fatal. The sales manager for a house manufacturing an automotive specialty says, "Before I employ a salesman I take him out to a meal with me."

Integrity. Of course! But you can't teach it in a sales manual.

Faith. Yes, faith is a primary need. And the salesman must have faith in many varieties—faith in himself, faith in his line, faith in his dealers, faith in his territory. Practically all those forms of faith can be built up. The first—faith in one's self—may seem most difficult, but if all the other faiths are built up, it will usually be found that no reason can be found for the non-existence of the first. It simply disappears.

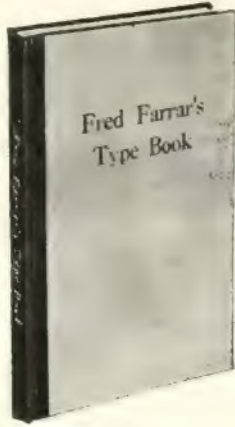
Recuperation. A New Yorker who has made an enviable record at selling motor-trucks may be found every Friday night at the ringside of Madison Square Garden. He explains. "I enjoy watching good boxing for its own sake, but on top of that, a good fight has the effect of bucking me up for days. It's a lesson in getting up after you're knocked over, and carrying on even when things are utterly against you." Certain it is that "Recuperation" is a most important characteristic in good salesmanship. The candidate must be able to take a lot of "Your price is too high" without getting groggy. He must be able to rise at the count of nine in face of that solar-plexus blow, "I buy only from my father-in-law." The salesman without extraordinary recuperative powers is no salesman at all.

Interest. That almost goes first, doesn't it? Interest in one's goods, interest in one's customer list, interest in one's territory. Of course, no one in any line of work gets far without interest, but probably the need is exceptionally great in selling.

Activity. Not mere rushing around. Not necessarily most calls per day. Not even, perhaps, a big clean-up in a new territory. Activity, rather, that is steady and sane at building up volume and stability. "When a man brags about his number of calls a day," says one sales executive, "I always begin to worry about the quality and effectiveness of his contacts."

Imagination. Every human being has imagination along his own pe-

Choose Type that helps you Sell!



DON HEROLD
in his Introduction says:
Fred Farrar has, almost alone, given a new complexion to the advertising whims of every newspaper in New York, and to the advertising whims of the newspapers of many other cities in this country as well. He has unquestionable taste in matters typographical.

AMOS PARRISH
says:
For years, Fred Farrar has been New York's best type counselor. Many of the really great things done in advertising layout, both in national and retail advertising, have come from him.

CHARLES H. BLODGETT
Brown-Blodgett Co.
says:

The great beauty of this book is that it is a working guide.

RETAIL REVIEW
says:

A better book because it's briefer, because the whole subject is thoroughly de-bunked and because every important phase of advertising typography is not merely covered but illustrated.

Read Fred Farrar's Type Book

by **FREDERICK M. FARRAR**
Vice-President and Art Director
The Typographic Service Company,
New York

A BOOK that should be in the hands of every one interested in advertising. In fact, anyone in any business can gain by studying it. The author stands out as one of the most actively influential in establishing a sane, mature, simplicity and orderliness in American advertising. His book preaches a doctrine of simplicity and good taste that is as true as it is simple. There is a multitude of type faces to cover every thought and Mr. Farrar can show better than another the tone of voice to use in order to accomplish the desired results.

HARPER & BROTHERS
New York, N. Y.

ON APPROVAL ORDER FORM

HARPER & BROTHERS A. S. 1
49 E. 33rd Street, New York, N. Y.
Gentlemen: Please send me postpaid for 10 days' free examination one copy of

FRED FARRAR'S TYPE BOOK

I agree to remit \$5.00 within 10 days of receipt of book or to return it.
 Enclosed find my check for \$5.00.
 Please send C.O.D.

Name

Address

Business Connection

(Please fill in)

This Beautiful Hotel Invites You!

.....those who like nice things
choose.....

Colton Manor

One of Atlantic City's finest Hotels
Reduced Winter Rates
American and European Plans
Charles D. Boughton, Manager

"Tulsa And Its Magic Empire"

As Created and Defined
by the

TULSA WORLD



YOUR COPY IS READY!

Facts, figures, charts, statistics, photographs giving a complete, comprehensive portrayal of the resources and characteristics of Oklahoma's greatest and richest market unit—the Magic Empire.

Send for your copy

TULSA WORLD

Oklahoma's Greatest Newspaper

The Newspaper That Made the Magic Empire
Oklahoma's Greatest Market Unit

cular lines. Since the salesman deals with dealers in big variety, his imagination must have great variety, too. He must see that Bill Bailey, the dealer, isn't interested in goods as such, but is keenly interested in giving his children a college education. So Mr. Salesman builds his sales talk in a way that relates his product to Bailey's goal. Then, Cy Simpson, another dealer, looks forward to retiring and becoming a country gentleman, and the sales talk must be built to relate to that goal.

Friendliness. You'd hardly think that men could get on sales department payrolls without this characteristic, and yet thousands do. You see them snubbing clerks, insulting telephone operators, and even high-hatting prospective customers.

Focus. This means that no matter how many sales points a salesman may use, he must be able to bring them all together like the many feeble rays that combine to make a powerful searchlight. To put it in another way, his selling story may of necessity be complicated, but he will be able to string together its elements into some semblance of unity and simplicity.

Vitality. In "Napoleon," Emil Ludwig writes, "During the last three years of warfare, he (Napoleon) was put out of action in decisive hours by paroxysms of gastric spasm. His courage and resolution were practically unimpaired; had it not been for these attacks, the history of his decline would have been different." It is obvious that many a failure to close a new account or hold onto a slipping one may be traced to such a thing as faulty spectacles, unwise eating, or any one of a dozen things that may handicap vitality either steadily or intermittently. So more than one manufacturer today insists upon yearly health examinations of their salesmen.

Presence. Something like Elinor Glynn's famous "It"—a quality that makes you like a salesman without being able to explain just why.

Penetration. In Jack Dempsey's case, the broadcaster spoke of it as "boring in." It seems as though the best salesmen never stop "boring in". They get closer and closer to their customer month after month. The relationship ripens into unity of thought and action like an ideal marriage. But this isn't a sentimental essay—it's simply some thoughts about salesmanship.

ADVERTISING?

Train the Eastman Way

... EMPHASIZING
practical result-getting
methods that qualify stu-
dents for quick advance-
ment into advertising posi-
tions that PAY.

Vivid—Dramatic—
DIRECT

The Eastman classroom sys-
tem, by mail, under a strong
faculty of keen business
men.

Entirely different from the
ordinary "book - course"
method.

BOX 16

EASTMAN-POUGHKEEPLE
*A National Institution for
over Half a Century*

Aptly Told, Amply Sold

That's the relation that the ad-
vertising message of your prod-
uct bears to its sale. You can
make your message most effec-
tive by using:

Slogans

Write to

WILLIAM THOMSHINSKY
312 E. 168th St., N. Y. C.

Distinctive Copy Deserves Distinctive Typography

... Wherefore up-to-date advertising men
are subscribing to THE AMERICAN
PRINTER at \$3.00 a year. It gives
them a better understanding of current
applications of type to all kinds of adver-
tising and helps them achieve more inter-
esting printed results.

THE AMERICAN PRINTER

"The Style Book of
the Advertising Profession"
9 EAST 38TH STREET
New York City

MASTER LAYOUTS INK DRAWINGS
ONE MASTER SKILL
IDEA ART & COPY PHOTO PLATE
DUKEY BUILDER OF ADS
AMERICAN BUILDING SUPPLY CO. INC.
4 WASHINGTON PL. NEW YORK

A Catechism for Copy

[Continued from page 26]

B. *Practical* factors (which may largely determine the point-of-contact for the particular group-to-be-influenced)

a. Study of market

- (1) General (entire buying public)
- (2) Men
- (3) Women
- (4) Young men or women
- (5) Children

- (6) Special or technical groups
 - business
 - professional
 - agricultural
 - sporting
 - industrial
 - foreign
 - etc.

b. Study of media selected

- (1) Local
 - Newspapers
 - metropolitan
 - country
 - Farm Journals
 - Trade or technical publications
 - Miscellaneous
- (2) National
 - General magazines
 - Trade and technical publications
 - Farm journals
 - Miscellaneous

9. Does it *sell* something?

- A. Attention
- B. Interest
 - a. Offering definite product or service
- C. Desire
 - a. Suggestion
 - b. Description
 - c. Association
 - d. Proposed illustration
 - e. Convincing facts which reader cannot dispute
- D. Action
 - a. Direct or indirect urge
 - b. "Scare" or negative appeal
 - c. Complete information (including prices when possible, and how and where to obtain article or service)
 - d. Sample, special offer or literature (with or without coupon)
 - e. Listing dealers' names
 - f. Soliciting request for interview by representative

10. Is it *interesting*?

- A. Designed to gain and hold the reader's attention through one or several of the following qualities:
 - a. Real news value
 - b. Dramatic, imaginative or "human" treatment
 - c. Valuable information
 - d. Some odd or unusual fact (may well be a sales point)
 - e. New light on old facts
 - f. An intriguing thought that the reader will remember, even though not at present in market for product or service advertised
 - g. "Action" in headline, first sentence,

first paragraph (avoiding long-winded preamble)

- h. Suspense
- i. Suggestion (leaving something to the reader's imagination)
- j. Pleasing humor when appropriate
- k. Narrative treatment
- l. Distinctive style, as: fast-moving, bright, alert, poetic, "singing," concrete, or figurative

11. Can it be read *quickly and smoothly*?

- A. Clarity and "swing," gained through:
 - a. Unity
 - b. Coherence
 - c. Emphasis
 - d. "Action" words and phrases (verbs rather than adjectives)
 - e. Brisk movement combined with smoothness
 - f. Short paragraphs and simple words and sentences
 - g. Avoiding trite, shopworn words and phrases

12. Is it as *concise* as possible, yet *long enough* to tell the story?

- A. Devoid of all unnecessary verbiage (allowed to "cool" and re-edited)
- B. Adapted in length to space available
- C. Adapted in length to media
 - a. Newspapers (as a rule, short copy)
 - b. Magazines (longer copy usually permissible)
- D. Adapted in length to *product* and *message* (Henry Ford's announcement of a new model undoubtedly would be read even in a full page of 8-point solid—but who would read long copy describing the merits of Spearmint Gum?)

13. Is it *natural, spontaneous, enthusiastic*?

- A. Not too professional in style or phraseology
- B. Not stiff or stilted
- C. Avoiding evidence of studied effort
- D. Enthusiastic for *selling-power*, yet restrained for *sincerity*

14. Is it *explicit, truthful, convincing*?

- A. Conservatively stated; not exaggerated
- B. True—and *believable* (The truth may sometimes seem unbelievable to the casual reader)
- C. Straightforward
 - a. Reflecting knowledge of the facts and honest belief in the value of service or product advertised
 - b. Avoidance of buncombe or "apple-sauce"
- D. Supported by evidence or "reasons why"
- E. Specific, rather than general
- F. Logical—displaying common sense
- G. Avoiding anything which may arouse doubt or argument in the reader's mind

15. Is it *tactful*?

- Devoid of any quality which might possibly offend a reader, as:
 - A. Ill-advised humor, such as "slapstick," or "lowbrow puns"
 - B. *Religious* or *racial* prejudice
 - C. Ugliness, vulgarity, bad taste, suggestiveness
 - D. Superciliousness, snobbishness
 - E. Insulting reader's intelligence in any way

16. Is it designed for both the "*headline-skimmer*" and *thorough* reader?

- A. Thoughtful writing and placing of headlines, subheads, captions, slogans, slugs, signatures, etc., enabling layout man and typographer to impart the *meat of the message* at a glance to the casual reader
- B. Giving sufficiently complete information to satisfy the more interested reader—or at least, definite instructions on how to get full particulars.

17. Does it properly protect the *advertiser's interests*?

- A. *Not* disclosing information valuable to competitors
- B. Properly representing advertiser's:
 - a. Policies and standards
 - b. Reputation, character and ideals
 - c. Type of service
- C. Suitable for merchandising to advertiser's sales force and to the trade

18. Is it *appropriate* in style and message?

- A. For product, service or idea presented
- B. For the *season* in which it will be published
- C. For the media selected
- D. For the objective of the campaign
 - a. Its style (humor, slang, colloquialism or sedateness) definitely contributing to its effectiveness

19. Is it *correct* in all details?

- A. Spelling and punctuation
- B. Grammar
- C. Diction (word-use)
 - a. Correct words, correctly used, exactly used
 - b. Simple, euphonious
- D. Facts, figures and *prices*
- E. Names and addresses
- F. Trademarks, copyright, etc.
- G. Signatures, slugs, emblems, etc.

20. Has it been *tested*?

- A. By checking returns (if keyed or mail-order copy)
- B. By submitting to typical representatives of the group-to-be-influenced (Applies to important campaigns, particularly those introducing new products or embodying untried themes. In such cases, a test of different pieces of copy may assume the proportions of a research job)
- C. By reading it or hearing it read aloud *without emphasis* (Many successful copy writers make this an invariable rule. It is especially helpful on rush jobs that can't be allowed to "cool")

Senator Capper States His Case

[Continued from page 22]

1½ to 5 per cent. Therefore, when a dealer cuts a price 20 per cent, he loses at least 15 per cent.

This revelation to the consumer naturally makes him ask why a dealer does this. Remember that the cards are on the table and all bunk must be eliminated. Therefore the answer to the above question is that a loss on one article means an excess profit on another. Thus, the purpose of the cut was to win a confidence from the consumer that later is to be betrayed. Now the moral factor becomes vital because it touches the consumer. The consumer is confronted with the question of whether he wants shopkeeping conducted as a legitimate and understandable service or as a game. He knows that if it is to a game, he cannot win, because he hasn't the time or inclination to learn all of the tricks of the different tradesmen. He desires honest service with wastes minimized and prices established by the law of competition.

THE whole problem now turns on the question of whether price integrity gives the consumer any guarantee against the game of merchandising. Trading requires a constant and variables. That is why it is so essential to a healthy commercial state to keep money at par. Price cutting and camouflaging really operate the same as a fluctuating currency. In the hypothetical example above, the retailer, by cutting 20 per cent, made the consumer's dollar worth \$1.25. In retrenching on another sale, he may depreciate it to 80 cents or 69 cents, or what not, through the excess price. Price juggling is just as inimical to trade as money juggling, because it destroys the constant. The consumer goes into the market with what he considers a positive invariable factor—namely, the dollar. He expects to find the variables of quality, quantity, service and time, which later involves delivery and payment terms. He has learned to avoid shops where price bargaining is possible. He wants no liberty taken with his yardstick. Hav-

ing passed beyond the stage where he will deal in a store that quotes one price through the clerk and another on appeal to the proprietor, he is now confronted by a modern merchandising system where the manufacturer quotes one price and the retailer another. He will find a remedy for this new assault on price integrity. The new multiple price system is worse than the old, because the clerk and the boss were to be dealt with in one place, whereas, to get full satisfaction in the new game, he must visit several shops, waste time, and be robbed of the satisfaction that comes from a fixed price.

That fixity of price restricts the operation of competitive appeal is entirely erroneous. The accepted rate for borrowing money is 6 per cent, yet a condition of competition exists among banks of differences in location, personnel, service and other variables. Price integrity does not mean a condition of uniformity of appeal. Such a condition is impossible, because every commodity is affected in its value by the retail store through which it passes. A given commodity from a conveniently located store that is sanitary, a store where the service is good and dealing is pleasant, is worth considerably more than when obtained from a store where these elements are lacking. These are the variables, and they make the vertical competition. The horizontal competition is effected by similar commodities of the same or different price level. Thus, by maintaining price integrity, there is plenty of opportunity for the play of honest and wholesome competition for both the manufacturer and the retailer. Competition in the variables is indeed the life of trade. Price disparity confounds and depresses it.

IF any retailer feels that a price is too high, there is nothing to prevent him from pouring into the transaction an extra measure of service. We know, though, that price-cutters are not actuated by a desire to give the customer more. Their real motive is

to give him less through a shell game. The game is possible only because there is a large volume of non-trademarked merchandise. If all commodities were identified, the price-cutting game would cease, for we all know that there is so little net profit that even to cut it all out does not give the dramatic effect desired.

One department store in New York that plays the price-cutting game finds that it does not work in the book department without sacrificing the entire department as a unit in the big game for the whole store. Since every book is an identified and definitely priced commodity, each one must carry a "leader loss."

THERE is absolutely no reason from the consumer's standpoint why the price-cutter should be permitted to make a game out of the sober and essential process of consumer buying. No consumer will support the practice unless deceived as to its real meaning. His interests dictate price integrity, for this gives him the one and only security against the gamester and permits competition in factors that he can readily understand.

The bill which I have introduced in the Senate (S. 1418) and which Representative Kelly of Pennsylvania has sponsored in the House (H. R. 11), known as the Capper-Kelly "Fair Trade Bill," is intended to compel observance of fair and just rules in the merchandising game, to protect the consumer against fraud, and to keep the door of opportunity open for competition in service, quality and honest value giving.

I. A. A. Committee to Study Government Statistics

The Bureau of Research and Education of the International Advertising Association, Chicago, will make a study of the possible improvements in the 1930 census and other statistical reports made by the United States Government.

A committee has been appointed for this study, consisting of Henry C. Campbell, J. Walter Thompson Company, Inc., Chicago, chairman; L. M. Barton, Chicago *Daily News*; D. R. Cowan, Swift & Company; J. D. Crain, Jr., Class and Industrial Marketing; F. M. Feiker, Associated Business Papers; O. C. Harn, Audit Bureau of Circulations, and J. W. Hayes, Crowell Publishing Company.

Rice Growers and Millers Plan Co-operative Campaign

ROMAIN J. EGGLESTON

THREE HUNDRED rice growers and millers of Arkansas, Louisiana and Texas met recently in Jennings, La., to discuss ways and means of nationally advertising rice.

At the meeting the National Rice Association was tentatively organized, and 21 millers representing 30 rice mills in the three states signed a contract to pay to the association 5 cents for each barrel of rough rice milled by the millers for a period of five years beginning March 1, 1928, providing that all rice millers in Arkansas, Louisiana and Texas would also sign the contract.

The Jennings Chamber of Commerce was delegated by the millers present to secure the signature of the remaining millers.

When this work is completed, the president of the Jennings Chamber of Commerce will call a meeting of rice millers of the three states, at which time officers for the National Rice Association will be elected and a per-

manent organization will be perfected.

Early in 1927, E. S. Shoaf, manager of the Jennings Chamber of Commerce, received many requests from millers, bankers and growers to study out a plan whereby the consumption of rice in the United States might be increased.

With the assistance of Louis Krielow, president of the Jennings Chamber of Commerce, R. C. Ritchie, rice planter, and E. F. Follett, Jennings banker, the plan as presented at Jennings was formulated and a canvass made of practically every rice miller in the three states.

A tax of 5 cents per barrel on all rice milled in Arkansas, Louisiana and Texas would give the association an estimated sum of approximately \$600,000 annually. This would be a little more than 1 per cent of the value of the products of the industry. The set-up of the association calls for a board of nine directors, to consist of three rice millers from each of the three rice producing states. The board of directors will elect a president and vice-president from their own number, and a manager will be employed to carry on the work of the association.

\$1,000 income groups ranging from below \$1,000 to \$10,000 and up.

Describing the objects of the survey, Irving R. Parsons, advertising director of the *Public Ledger*, said:

"Realizing that the present measurement of newspaper circulation value, based almost entirely upon amount of circulation and rate, is not the most efficient method of buying advertising space, the *Public Ledger* retained the services of Dr. Cawl to conduct an independent survey of newspaper circulations in Philadelphia and suburbs in order to allocate circulations of the different Philadelphia newspapers to the Philadelphia market and to determine circulation values through various other economic factors.

"As family income largely establishes the purchasing power of the reader of any newspaper, the principal findings of this survey have been charted by income brackets and advertising costs for the purpose of comparison.

"The results, as given in the charts prepared by Dr. Cawl, show actual sales-prospects per dollar of advertising cost offered by each newspaper's circulation, and each combination of newspapers, in Philadelphia.

"The charts give comparative tables by which any advertising schedule for any product may be determined upon a prospects-per-dollar basis under the individual income bracket which represents, in the opinion of the advertiser, the best sales-prospects for the product being marketed."

Mr. Parsons was introduced by J. J. O'Shaughnessy, secretary of the American Association of Advertising Agents, and in turn introduced John C. Martin, vice-president of the Curtis-Martin newspapers, who said a few words of greeting to the audience.

Sales Research Valuable in Forming Sales Policies

"Sales Research," the tenth of the series of "Business Organization" booklets, has recently been published by the Policyholders' Service Bureau, Metropolitan Life Insurance Company.

The report was made to point out the scope and duties of the sales research bureau and the types of problems which can be handled by it. It also offers suggestions to firms having only occasional need for a sales or market analyst.

Public Ledger Presents Results of Cawl Newspaper Survey

WHAT is probably the largest and most comprehensive survey of population and buying power that has yet been made for any large city in the country was described to a gathering of some 350 people from advertising and other concerns at a luncheon given at the Hotel Roosevelt, New York, on March 27 by the Philadelphia *Public Ledger*.

The survey, known as the Cawl Newspaper Census and Buying Power Survey, was undertaken for the *Public Ledger* by Franklin R. Cawl, assistant professor of Merchandising at the Wharton School of Finance and Commerce, University of Pennsylvania, and represents over nine months' work on the part of Dr. Cawl and his staff, which numbered about 100 people. It was a house-to-house questionnaire survey, based on an every-tenth-family count in the cities of Philadelphia and Camden and an

every-other-family count in all suburbs within twenty miles of the Philadelphia City Hall having a population of 1000 or over.

In all, more than 90,000 questionnaires were personally taken by the survey staff.

Dr. Cawl stated in his talk that while the results are not yet complete, owing to the great amount of work involved, the survey can give definite information in respect to the territory covered by Philadelphia newspapers on the following points relative to the newspaper reading families of the territory: income; rents; educational rating; native white, foreign or colored population; automobile ownership; occupations and newspaper preferences. Figures can be given in the form of totals and breakdowns by districts for individual newspapers or for different combinations of newspapers, and, in many instances, by



Rate for advertisements inserted in this department is \$3.00 per inch. Minimum charge \$1.50. Forms close Saturday noon before date of issue.

Positions Wanted

Field open in Pennsylvania to experienced and successful advertising solicitor on well known business paper. References and complete information exchanged. Address Box 523, Advertising & Selling, 9 East 38th St., New York City.

ADVERTISING MAN

Young man twenty seven with ten years' experience in managing, buying of art work, photo-engraving, printing and displays. Five years' experience operating advertising service, three years' experience as Advertising Manager. Christian, still single, residing in New York City. Address Box 526, Advertising & Selling, 9 East 38th St., New York City.

Aviation and automotive merchandising experience available to manufacturer or agency. Eight years in sales, sales engineering, sales promotion. Valuable connections, highest standing, moderate salary requirement. Address Box 527, Advertising & Selling, 9 East 38th St., New York City.

Young woman, college graduate, wants position with publishing company or advertising agency in New York City. Has had experience as a general correspondent and assistant in the advertising department of a class publishing company. Knowledge of lay-out and make-up. Details regarding personality, background and capability will be furnished on request. For an interview, write Box 515, Advertising & Selling, 9 East 38th Street, New York City.

FEMALE STENOGRAPHER

Stenographer, female, wants position with advertising agency where three years' experience with a nationally known advertising concern will be of benefit to her employer and remunerative to her. Reference and interview. Address Box 528, Advertising & Selling, 9 East 38th St., New York City.

Help Wanted

Young man or woman, intelligent and progressive, to become local representative for extension courses in modern, popular business subjects for which there is a large demand. Work will be backed by strong advertising campaign. Commission arrangement, earnings very large. Can start on part time if preferred. Excellent opportunity for immediate substantial income and future advancement. School is one of the best known in the United States. Over 100,000 graduates. Eastman School of Business Poughkeepsie, N. Y.

YOUNG CONTACT MAN

Acquainted with advertising agencies and concerns direct. Must know production, drawings and photography, prepare visuals, have a versatile mind, pleasing personality and must be a good mixer. Write full particulars. Salary or commission. Address Box 525, Advertising & Selling, 9 East 38th St., New York City.

Multigraphing

Quality and Quantity Multigraphing. Addressing, Filling In, Folding, Etc.
DEHAAN CIRCULAR LETTER CO., INC.
120 W. 42nd St., New York City
Telephone Wis. 5483

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.

Business Directory

THE BUSINESS WISE SLOGANIZE THEN ADVERTISE

Slogans Created. Sales Letters, Booklets, Pamphlets written for any business.

ADRITE SERVICE

2-4-6 Getty Square, Yonkers, N. Y.

Books

BUSINESS BOOKS

That Should Be in Every Marketing Executive's Library

DEVELOPING AND MANAGING SALESMEN. By Ray Giles. A practical treatment of the personal side of sales-management. Describes methods which have proved successful in developing right relationships between the sales executive and his men. \$3.50.

THE PRINCIPLES OF ADVERTISING. Tipper-Hotchkiss-Hollingsworth-Parsons. A comprehensive work covering advertising economics; market analysis; planning campaigns; choosing media; preparing copy; designing display; organization of advertising work. \$4.50.

THE ADVERTISING HANDBOOK. S. Roland Hall. Complete data on every phase of advertising. The book is a working guide for the business executive, the professional advertising man and the student of advertising. Contains suggestions on market analysis, dealer aids, mail-order advertising, printing practice, newspaper and magazine advertising, etc. 735 pages, illustrated. \$5.00.

MARKET ANALYSIS, ITS PRINCIPLES AND METHODS. Percival White, Research Engineer. A thorough revision of this pioneer book on market analysis, presenting new chapters on organizations for market research, agency market research, industrial and community surveys and newspaper surveys. \$4.00.

ROBBINS PUBLICATIONS BOOK SERVICE

9 East 38th Street New York City

The Hand-to-Mouth Housekeeper Speaks

[Continued from page 30]

Corn, peas, lima beans and other vegetables can be bought at from twelve to twenty cents the can, and they are all easy to prepare.

The buffet-size can of peaches, sold by Del Monte for ten cents, has had an honored place on our menu ever since I learned of it from a circular which a chain store grocer put in my bag of supplies one night. Canned raspberries and loganberries are delicious—as good as the fresh ones to my mind, and are far less trouble to prepare. Unfortunately, however, they come in rather large cans. Jams and jellies, as every boarding school girl knows, can be purchased in small cans and jars.

As to cheese, every delicatessen counter displays a tempting variety put up in small individual packages. With crackers and fruit it forms a pleasing finish to a meal.

Minced clams, canned in the State of Washington, sell for twenty cents. From the label I learned to make a clam stew, prepared with milk, which is both appetizing and nutritious. There is also a recipe for chowder which sounds good, and I intend to try that one of these days.

The 57 Varieties of Heinz need no introduction to anyone who reads the magazines. Their beans and spaghetti can be bought for as little as 9 cents.

I COULD not begin to enumerate the canned meats sold in grocery stores. Frankfurters, for instance, are reasonable, and it is hard for me to resist the brand which my grocer sells in a glass jar. Sardines and other fish are packed in cans selling for as little as five and six cents. Pickles, olives and other relishes are also put up in small jars.

The cake manufacturers have done their duty by the hand-to-mouth housekeepers. The Cox company, for instance, sells for five cents a devils-foot cake which, eaten fresh, is as good as home-made devilsfoot.

Tea balls are a boon when it comes to saving time, since they obviate the necessity of gathering up tea leaves and of straining this beverage. They are economical, too, for one tea ball makes tea enough for two or three per-

GIBBONS knows CANADA

J. J. GIBBONS Limited Advertising Agents
Toronto Montreal Winnipeg Vancouver Hamilton London Eng.
New York Office 2152 Graubar Blvd. Thomas L. Briggs Manager for United States

sons if it is allowed to stand for several minutes in a tea pot of freshly boiled water.

Being late sleepers, my room mate and I usually eat simple breakfasts on week days. Fruit or dry cereal, toast and coffee make up our typical morning meal. On Sundays and holidays we have oatmeal (the seven-minute kind) and sometimes eggs and bacon, in addition to the week-day fare. Domino loaf sugar and canned milk (condensed or evaporated) are time and trouble savers.

WHY doesn't some enterprising manufacturer make a specialty of small-sized cans and packages of food for the hand-to-mouth housekeepers? We are always on the lookout for a new kind of packaged food which can be bought in a quantity just large enough for two servings.

There are probably hundreds of such foods already on the market, but how are we to find out what they are? For instance, is there a small can of spinach on the market? I have never found one containing less than six servings. I would welcome a packaged butter, such as the Fox River brand, in a one-eighth pound package; for that would be just enough for our average evening meal. It is true, I can get a smaller portion of tub butter, but I do not like tub butter as well and it is harder to handle.

A five-cent loaf of bread just large enough for supper and breakfast would please me far more than the eight-cent loaf which lasts for several days. And it isn't only because I deplore the waste in throwing away half a loaf of bread occasionally; it's largely because the eight-cent loaf takes up so much room in the cupboard, and the discarded portion takes up too much room in the waste basket. Of course, I might buy rolls instead of bread; sometimes I do, but bread makes better toast, and that is a strong argument in its favor.

If any grocery manufacturer wants to start a line of foods for us—the hand-to-mouth consumers—calling it, for example, the "Us-Two" brand, I will be glad to give him some suggestions. And if any manufacturer wants to tell me about more kinds of food which come in small packages and are easy to prepare, I will be glad to listen to him. For after all, there is nothing I like better than variety with my meals!

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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 & SELLING, 9 East 38th Street, New York.

ISSUE OF APRIL 4, 1928

CHANGES IN PERSONNEL—[Advertisers, etc.]

Name	Former Company and Position	Now Associated With	Position
Milton Dammann	American Safety Razor Co., Brooklyn, N. Y., Sec'y & Gen. Counsel	Same Company	Pres.
J. D. Tew	B. F. Goodrich Co., Akron, Ohio, Vice-Pres.	Same Company	Pres.
Harry Hough	B. F. Goodrich Co., Akron, Ohio, Pres.	Same Company	Dir.
Clarence Francis	Post Products Co., Inc., New York, Pres.	Postum Co., Inc., New York	General Sales Mgr.
Ralph Starr Butler	Post Products Co., Inc., New York, Vice-Pres.	Postum Co., Inc., New York	Adv. Mgr.
J. F. Brownlee	American Sugar Refining Co., New York, Sales Mgr.	Baker Associated Companies, Inc., New York	Pres.
Carl Whiteman	Post Products Co., Inc., New York, Vice-Pres.	Same Company	Pres.
J. J. Seide	Acacia Mutual Life Association, Washington, D. C., Adv. Mgr.	Security Mutual Life Insurance Co., Binghamton, N. Y.	Publicity Dir.
Robert S. Wilson	Goodyear Tire & Rubber Co., Akron, Ohio, Sales Mgr.	Same Company	Vice-Pres.
W. C. Gray	Ohio Brass Co., Mansfield, Ohio, Publicity Mgr.	W. A. Sheaffer Pen Co., Fort Madison, Iowa	Sales Promotion Mgr.
Bert E. Smith	Aerovox Wireless Corp., Brooklyn, N. Y., Adv. Mgr.	Aero Products, Inc., Chicago, Ill.	Ass't to Pres.
G. E. Russell	Gilman Fanfold Corp., Ltd., Niagara Falls, N. Y., Ass't Adv. Mgr.	Same Company	Adv., Sales Promotion & Systems Service Div.
William F. Mohan	Scott Paper Co., Chester, Pa., Mgr. of Retail Sales	Same Company	Gen. Sales Mgr.
William S. Campbell	Scott Paper Co., Chester, Pa., Adv. Mgr.	Same Company	Mgr. of Sales Promotion Dept.
William W. Tomlinson	Scott Paper Co., Chester, Pa., Philadelphia Div. Sales Mgr.	Same Company	Adv. Mgr.
R. F. Callaway	Frigidaire Corp., Dayton, Ohio, Mgr. of Detroit Sales Branch	Same Company	Mgr. of Corp. Sales Branches
C. A. Copp	Frigidaire Corp., Dayton, Ohio, Commercial Sales Mgr.	Same Company	Ass't to Pres.
J. A. Harlan	Frigidaire Corp., Dayton, Ohio, Household Sales Mgr.	Same Company	Sales Mgr. for Distributors
A. C. Peters	Packard Motors Export Corp., New York, Sales & Adv. Mgr.	Resigned	
Clifford J. Christ	C. J. Christ Studio, New York	J. Michaels, Inc., Brooklyn, N. Y.	Adv. Mgr.
A. J. Foos	The Geyer Co., Dayton, Ohio, Acc't Executive	Angell Embossing Co., Dayton, Ohio	Vice-Pres. in Charge of Sales
Jay Rathbun	The White Co., Cleveland, Ohio, Vice-Pres. in Charge of Export Dept.	Same Company, New York	Vice-Pres. of Eastern Region
Charles Silver	Vanderhoof & Co., Chicago, Ill.	Taylor Washing Machine Co., Chicago, Ill.	Adv. Mgr.
Walter Heckman	The Welch Grape Juice Co., Westfield, N. J., N. Y. District Sales Mgr.	Same Company	Gen. Sales Mgr.
Harold A. Bates	Colgate & Co., Jersey City, N. J., Ass't Sales Mgr.	Same Company	Sales Mgr.
Louis McDavit	Colgate & Co., Jersey City, N. J., Sales Mgr.	Resigned	
Robert A. Dier	The Upson Co., Lockport, N. Y., Adv. Mgr.	Associated Leaders of Lumber and Fuel Dealers of America, Chicago, Ill.	Dir. of Merchandising Dept.

CHANGES IN PERSONNEL—[Agencies, etc.]

Name	Former Company and Position	Now Associated With	Position
S. J. Schwinn	George Batten Co., New York, Group-head	Wm. B. Remington, Inc., Springfield, Mass.	Copy & Plans
R. M. Newhall	American Optical Co., Southbridge, Mass., Art Dir.	Wm. B. Remington, Inc., Springfield, Mass.	Art Staff
W. C. Gallagher	H. K. McCann Co., San Francisco, Cal.	Wm. B. Remington, Inc., Springfield, Mass.	Visualizer
C. I. Leiby	Irvin F. Paschall, Inc., Chicago, Ill.	Same Company	Vice-Pres.
W. Shaw-Thomson	Foote & Morgan, Inc., New York, Vice-Pres. & Sec'y.	United Adv. Agency, Inc., New York	Vice-Pres.
Henry F. Baker	The Corman Co., Inc., New York	M. P. Gould Co., New York	Acc't Executive
Paul E. McElroy	Barton, Durstine & Osborn, Inc., New York	Same Company	Detroit Resident Rep.
J. W. Sieverling	R. O. Eastman, Inc., Cleveland, Ohio, Field Man	The Krichbaum-Liggett Co., Cleveland, Ohio	In Charge of Market Analysis



The Most-Talked-Of Magazine Article of the Month

IT is probable that if you asked 100 people what Herbert Hoover was doing between the time he left college in California and the time he embarked on relief work in Europe at the outbreak of the World War, not five of them could tell you.

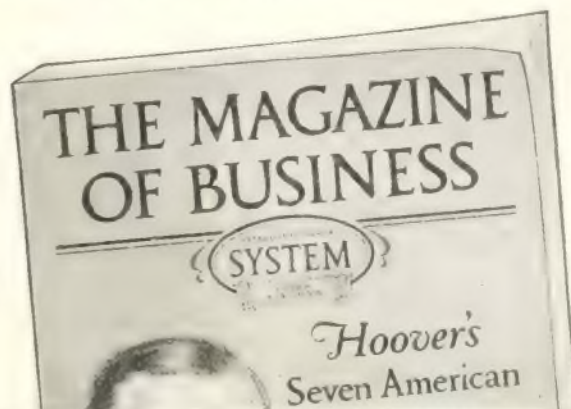
Robert R. Updegraff has written an authoritative article, "Hoover's Seven American Business Pilgrimages", dealing with

The Middle 15 Years of Hoover's Life

It is a remarkable story of human achievement, told *for the first time in any magazine.*

"Hoover's Seven American Business Pilgrimages" is but one of the many outstanding features of THE MAGAZINE OF BUSINESS for April. But it is typical of the editorial content that has built the largest monthly circulation among business leaders of any publication with service to business readers its sole objective.

*The April issue of THE
MAGAZINE OF BUSINESS
went on the newsstands March 27th.
Final advertising forms for the May
issue close April 5th.*



"WHERE BUSINESS LEADERS TALK WITH BUSINESS LEADERS"

THE NEWS DIGEST (Continued)

CHANGES IN PERSONNEL—[Agencies, etc., continued]

Name	Former Company and Position	Now Associated With	Position
Kinnon Jewett	Frank Seaman, Inc., New York, Dir. of Copy	The Geyer Co., Dayton, Ohio	Copy
E. D. Ring	Sherman Corp., Boston, Mass., Sales Mgr.	The Geyer Co., Dayton, Ohio	Member of Staff
Claude H. Miller	George Batten Co., Inc., Boston, Mass.	Wolcott & Holcomb, Boston, Mass.	Acc't Executive
Glenn Pierce	Dorrance, Sullivan & Co., Inc., New York, Art. Dir.	Peck Adv. Agcy., Inc., New York	Art. Dir.
John Chace	Albert Frank & Co., Chicago, Ill., Member of Staff	John Chace, Chicago, Ill.	Adv. Counsel & Publicity
William A. Brewer, Jr.	M. E. Harlan Adv. Agcy., San Francisco, Cal., Acc't Executive	Honig-Cooper Co., Inc., San Francisco, Cal.	Acc't Executive
Elizabeth Gregg MacGibbon	MacGibbon & Watson, Inc., Oakland, Cal.	Honig-Cooper Co., Inc., San Francisco, Cal.	Acc't Executive
Gordon Muir	Electric Refrigerator Corp., Detroit, Mich., Nizer Div., Adv. Mgr.	The Van Allen Co., Chicago, Ill.	Vice-Pres.
Frederic J. Elmiger	Palmer Adv. Service, New York, Art Staff	Warren Kelly, Inc., New York	Art Dir.
R. N. Watkins	John Morris Adv. Agcy., Philadelphia, Pa.	Warren Kelly, Inc., New York	In Charge of Research, Direct Mail & Booklets
Harry Scherman	Sackheim & Scherman, Inc., New York, Treas.	Sackheim, Schwab & Beatty, Inc., New York	Dir.
Victor O. Schwab	F. E. Compton & Co., Chicago, Ill., Adv. & Promotion Mgr.	Sackheim, Schwab & Beatty, Inc., New York	Vice-Pres. & Treas.
Robert W. Beatty	Sackheim & Scherman, Inc., New York, Sec'y	Sackheim, Schwab & Beatty, Inc., New York	Sec'y
H. P. Sigwalt	Milwaukee Corrugating Co., Milwaukee, Wis., Adv. Mgr.	Cramer-Krasselt Co., Milwaukee, Wis.	In Charge of Industrial Adv. Div.
Henry Edward Abt	The New Perfumers' Journal, New York, Adv. Mgr.	United Adv. Agcy., Inc., New York	Copy
Stanley E. Herbert	Frank D. Webb Adv. Co., Baltimore, Md., Acc't Executive	Kramer Associates, Inc., New York	Member of Staff
Charles F. Shriver	Liberty, Chicago, Ill., Adv. Dept.	Albert Frank & Co., Chicago, Ill.	Member of Staff
Murray L. Samuels	Reuter Adv. Agcy., New York, Space & Copy Dept.	Michaels & Heath, Inc., New York	In Charge of Space Dept.
Donald Wylie	Don Wylie Service, New Orleans, La.	Gardner Adv. Co., St. Louis, Mo.	Copy
H. I. Orwig	The Buchen Company, Lansing, Mich., Mgr.	Same Company	Mgr. of Brussels, Belgium, Office
L. J. Benison	McConnell & Fergusson, Ltd., London, Canada, Mgr. of Montreal Office	Same Company	Vice-Pres.
William A. Schmitt	The Corman Co., Inc., New York, Prod. Mgr. & Art Dir.	Central Adv. Service, Inc., New York	Gen. Mgr.
T. J. Burke	Bauerlein, Inc., New Orleans, La., Member of Staff	Same Company	Art Dir.
Dee Carlton Brown	Eugene McGuckin Co., Philadelphia, Pa., Art Dir.	Geare, Marston & Pilling, Inc., Philadelphia, Pa.	Art Dir.
Warren Franke	Tri-Arts Printing Corp., New York	M. P. Gould Co., New York	Ass't Prod. Mgr.

CHANGES IN PERSONNEL—[Media, etc.]

Name	Former Company and Position	Now Associated With	Position
Maurice A. Hanline	Boni & Liveright, New York, Publicity & Contact	Same Company	Vice-Pres. & European Rep.
Harry A. Ahern	Graphic, New York, Adv. Mgr.	Ledger, Newark, N. J.	Adv. Promotion Mgr.
H. E. Dreier	Oklahoman & Times, Oklahoma City, Okla., Adv. Mgr.	Times, St. Louis, Mo.	Bus. Mgr.
John E. Finneran	Gardner Adv. Co., Inc., St. Louis, Mo., Vice-Pres.	Scripps-Howard Newspapers, New York	Sales & Promotion Mgr.
Donald Gardner	Free Lance Illustrator, New York	Martin Ullman Studios, Inc., New York	Artist
Homer Smith	Dry Goods Economist, New York, Service Mgr.	Conde Nast Publications, Inc., New York	Promotion Dept.
Robert Cade Wilson, Jr.	George L. Dyer Co., Inc., New York, Acc't Executive	Liberty, New York	Southern Adv. Rep.
John Hammer	Free Lance Artist, New York	Martin Ullman Studios, Inc., New York	Artist
Winthrop Searles Tuttle	The News, New York, New England Rep.	Dispatch, Oneida, N. Y.	Vice-Pres. & Bus. Mgr.
Edward B. Howe	Gillette Publishing Co., Chicago, Ill., Sales Staff	Same Company	Vice-Pres.

Weekdays 405,707
Sundays 700,925 Copies
—*New Records*

THE average net paid sale of the weekday edition of The New York Times for the six months ended March 31 was 405,707, a gain of 30,458 over last year.

The average net paid sale of the Sunday edition was 700,925, a gain of 47,488.

Substantial gains in the suburbs and city contributed most to the increase in net paid sale. Of the weekday increase 91% was in city and suburbs; of the Sunday 72%.

*Intelligent readers
increasingly prefer*

The New York Times

THE NEWS DIGEST (Continued)

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS

Name	Address	Product	Now Advertising Through
Charles B. Knox Gelatine Co., Inc.	Johnstown, N. Y.	Gelatines	N. W. Ayer & Son, New York (Effective June 1)
¹ Curtiss Candy Co.	Chicago, Ill.	"Baby Ruth" Gum	Blackett & Sample, Inc., Chicago, Ill.
Minute Jelly, Inc.	New York	Minute Jelly	Barton, Durstine & Osborn, Inc., New York
Norris, Inc.	Atlanta, Ga.	Candies	Eastman, Scott & Co., Inc., Atlanta, Ga.
Educator Shoe Corp. of America	New York	Shoes	The George L. Dyer Co., Inc., New York
Where To Go Bureau	Boston, Mass.	Travel Bureau	Edward G. Boerger Co., Logansport, Ind.
Columbus Centennial Association	Columbus, Ga.	Association	Gottschaldt-Humphrey, Inc., Atlanta, Ga.
The Selig Company	Atlanta, Ga.	Insecticides	Gottschaldt-Humphrey, Inc., Atlanta, Ga.
The Pioneer Suspender Co	Philadelphia, Pa.	Suspenders, Belts & Garters	The Joseph Katz Co., Adv., Baltimore, Md.
International Baby Chick Association	Kansas City, Mo.	Association	The Geyer Co., Dayton, Ohio
Witchell-Sheill Co.	Detroit, Mich.	Sport & Athletic Footwear	C. C. Winningham, Inc., Detroit, Mich.
Art Centre Apartments	Detroit, Mich.	Apartments	C. C. Winningham, Inc., Detroit, Mich.
Puritan Knitting Mills, Inc.	Philadelphia, Pa.	"Puritan V Kote"	The Joseph Katz Co., Adv., Baltimore, Md.
American Well Works	Aurora, Ill.	Pumping Machinery	Paul A. Florian Adv. Agcy., Inc., Chicago, Ill.
² Knapp Electric Corp.	Port Chester, N. Y.	Fan Div.	The Dauchy Co., New York
Outdoor Club of Wisconsin	Wausau, Wis.	Community Campaign	The Storey-Bellack Co., Inc., Wausau, Wis.
Cohen Bros. Mfg. Co., Inc.	New York	Women's Sportswear	Hicks Adv. Agcy., New York
Goodell-Pratt Co.	Greenfield, Mass.	Tools	The Walter A. Allen Agcy., Inc., Hartford, Conn.
Metal Specialties Mfg. Co.	Chicago, Ill.	Automotive Electrical Specialties	The Buchen Co., Chicago, Ill.
Clorox Chemical Co.	Oakland, Cal.	"Clorox" Cleanser	Honig-Cooper Co., Inc., San Francisco, Cal.
Rex Spray Co.	Wenatchee, Wash.	Fly-tox	Western Agcy., Inc., Seattle, Wash.
Day-Fan Electric Co.	Dayton, Ohio	Radio Sets, Fans & Motors	Michaels & Heath, Inc., New York
Merchant Tailors of America	New York	Cooperative Campaign	The Homer McKee Co., Inc., Indianapolis, Ind.
India Tea Bureau	New York	Cooperative Campaign	Paris & Peart, Inc., New York
Canada Steamship Lines, Ltd.	Montreal, Canada	Steamship Company	Ronalds Adv. Agcy., Ltd., Montreal, Canada
American Bottlers of Carbonated Beverages	Washington, D. C.	Cooperative Campaign	Millis Adv. Co., Inc., Indianapolis, Ind.
Master Package Corp.	Owen, Wis.	Shipping Drums & Shipping Pails	Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee, Wis.
Monomelt Co.	Minneapolis, Minn.	Hot Metal Feed for Type Casting Machines	Greve Adv. Agcy., Inc., St. Paul, Minn.
White Bear Corp.	Indianapolis, Ind.	Electric Dishwashers & Dryers	Stack-Goble Adv. Agcy., Chicago, Ill.
Motor Improvements, Inc.	Newark, N. J.	Purolator	George L. Dyer Co., Inc., New York
Stead & Miller Co.	Philadelphia, Pa.	Drapery & Upholstery Material	Geare, Marston & Pilling, Inc., Philadelphia, Pa.
John William Warren Co.	New York	Publishers	Robinson, Lightfoot & Co., Inc., New York
The Salvarex Co.	Hoboken, N. J.	Antiseptic & Therapeutic Ointment	Evans, Kip & Hackett, Inc., New York
E. M. Gattle & Co.	New York	Jewelers	The Biow Co., Inc., New York
F. Liebovitz & Sons, Inc.	New York	Shirts	The Biow Co., Inc., New York
The Bolivar	New York	Hotel	The Biow Co., Inc., New York
C. E. Conover Co.	New York	Naiad Dress Shields & Sanitary Products	The Biow Co., Inc., New York
Tabin-Bergman, Inc	New York	Men's Clothing	The Biow Co., Inc., New York
Staze-Brite Co.	Arlington, Fla.	Automobile Polish	Frank B. White Co., Chicago, Ill.
Solvit-All Corp.	New York	Cleanser	Reimers & Osborn, Inc., New York
Finishing Research Laboratories, Inc.	Chicago, Ill.	Industrial Finishing Problems	The Clark Collard Co., Chicago, Ill.
The Sebring Pottery Co.	Schring, Ohio	Pottery	Oliver M. Byerly, Inc., Cleveland, Ohio
The Electric Sprayit Co., Inc.	Detroit, Mich.	Electric Spraying Device	Fechheimer, Frank & Spedden, Inc., Detroit, Mich.
W. S. Libbey Co.	Lewiston, Me.	Blankets	Walter B. Snow & Staff, Inc., Boston, Mass.
W. G. Reardon Laboratories	Port Chester, N. Y.	Mouse Seed	Churchill-Hall, Inc., New York
The Meter Service Corp.	New York	Sub-Metering Service	United Adv. Agcy., Inc., New York
Old Bleach Linen Co., Ltd.	New York	Linen	United Adv. Agcy., Inc., New York

¹Not to be confused with the advertising for other products of the Curtiss Candy Co., which continue to be handled by the Brandt Adv. Co., Chicago, Ill.

²Not to be confused with the advertising for the Toy Division which continues to be handled by Shaw Newton, New Canaan, Conn.

Memo: - To Mr. J. J. Geisinger,
Federal Advertising Agency,
New York City.

March 29, 1928.

Before the "Hammer boys" get busy on why, after ten years, we are leaving you for another Agency, I hasten to make this public announcement.

--Our business has increased each year since you have handled our advertising.

--We honestly believe you have rendered more constructive service than the average agency could possibly give.

--We have never had anything from you but sound judgment, sound, honest advice, and feel we have benefited in many ways from your years of experience in merchandising and advertising.

--Fred Bruns, your able assistant, has produced ideas and copy that we know have made sales.

--In fact, we consider you both "the salt of the earth."

Then, why change?

Well, the only reason I suppose is that we have been with Model "F" for such a long time that we have a hankering to try Model "A". So when N. W. Ayer & Son gave us one of the cleanest solicitations of the many that we have listened to, and were almost the exception in not "knocking" our present advertising, or what we have done in the past--confining themselves to constructive accomplishments of what they had done for others, we felt that they had something that we wanted and were the kind of folks we could be happy in working with.

The change takes place June 1st, and I know that my expression of best wishes will be returned, as we part and will remain the best of friends.

Cordially yours,

A handwritten signature in cursive script that reads "Jim Knox". The signature is written in dark ink and is positioned above a horizontal line.

KNOX SPARKLING GELATINE.

THE NEWS DIGEST (Continued)

CHANGES IN AGENCIES AND NEW ADVERTISING ACCOUNTS [Continued]

Name	Address	Product	Now Advertising Through
J. C. Haartz Co.	New Haven, Conn.	Raincoats & Sports Fabric	Dorrance, Sullivan & Co., New York
Moon Motor Car Co.	St. Louis, Mo.	Moon & Diana Motor Cars	La Porte & Austin, Inc., New York
Sidney Blumenthal & Co., Inc.	New York	Velvet	Federal Adv. Agcy., Inc., New York

PUBLICATION CHANGES AND APPOINTMENTS

The Publishers' Fiscal Corp., fiscal agents for The Clayton Magazines, New York	Has acquired Forest & Stream, New York, and has appointed Wm. Delaney as Adv. Mgr.
American, Baltimore, Md.	Has been consolidated with The News, Baltimore, Md. The Sunday American is to be continued.
Times, Oakland, Cal.	Has consolidated with the Examiner, San Francisco, Cal. The paper will be known as the Examiner, San Francisco, Cal.
New Era, Lancaster, Pa.	Has been purchased by J. F. & J. H. Steinman, Lancaster, Pa.
Lancaster Newspapers, Inc., Lancaster, Pa.	Has been formed from the New Era, Intelligencer and News-Journal, Lancaster, Pa. Paul Block, Inc., New York, has been appointed national advertising representative of these newspapers.
The Home News, New York	Has appointed R. F. R. Huntsman, Inc., New York, as its national advertising representative.
R. F. R. Huntsman, Inc., New York	Has relinquished representation of the Standard Union, Brooklyn, N. Y., but retains an interest in all advertising contracts now in force, until their termination.
Times, Elizabeth, N. J.	Has appointed New Jersey Newspapers, Inc., New York, as its national advertising representative.
New Age Illustrated, New York	Suspends publication with the April issue. Its circulation has been merged with Psychology Magazine, New York.

MISCELLANEOUS

Stanford Briggs, Inc., New York	Name changed to Byron Musser, New York. B. J. Musser, Pres.; Roger McE. Smith, Vice-Pres.; Irwin Smith, Sec'y-Treas.
Sonora Phonograph Co., Saginaw, Mich.	Has moved its advertising department to 50 W. 57th St., New York
Foote & Morgan, Inc., New York	Has suspended operation
The Buchen Company, Chicago, Ill.	Is opening a new office at Brussels, Belgium, which will be under the management of H. I. Orwig.
¹ The Green & Van Sant Co., Baltimore, Md.	Has purchased the advertising business of J. M. Daiger & Co., Baltimore, Md.
Sackheim & Scherman, Inc., New York	Name changed to Sackheim, Schawb & Beatty, Inc., New York.
Warren Kelly, Adv., New York	Has become incorporated under the name of Warren Kelly, Inc., New York.

¹ This is a correction of the item that appeared in a former issue.

CHANGES IN ADDRESSES—[Advertising Agencies and Services, Publications, etc.]

Name	Business	From	To
Amos Parrish & Co.	Advertising	475 Fifth Ave., New York	Empire Trust Bldg., New York (Effective Apr. 15)
The C. L. Houser Co.	Publication Representative	1 W. 47th St., New York	580 Fifth Ave., New York
F. J. Ross Co., Inc.	Advertising	119 W. 40th St., New York	49 W. 45th St., New York
La Porte & Austin, Inc.	Advertising	21 E. 40th St., New York	274 Madison Ave., New York
The Krichbaum-Liggett Co.	Advertising	1210 Engineers Bldg., Cleveland, Ohio	750 Leader Bldg., Cleveland, Ohio
The Montague Lee Co., Inc.	Printing	313 W. 37th St., New York	216 E. 45th St., New York
Mackenzie, Goldback & Berdan, Inc.	Advertising	734 Nicholas Bldg., Toledo, Ohio	Huron Bldg., Toledo, Ohio
Weinstock, Landsheft & Buck, Inc.	Advertising	1001 Genesee Bldg., Buffalo, N. Y.	810 Liberty Bank Bldg., Buffalo, N. Y.
Ben C. Pittsford Co.	Adv. Service	431 S. Dearborn St., Chicago, Ill.	421 North State St., Chicago, Ill.
Milton Weinberg Adv. Co.	Advertising	904 Bank of Italy Bldg., Los Angeles, Cal.	Union Bank Bldg., Los Angeles, Cal.
Stanley J. Ehlinger	Advertising	313 Wright Bldg., Tulsa, Okla.	Commercial Bldg., Tulsa, Okla.
Monahan Adv. Agcy.	Advertising	1987 Broadway, Denver, Colo.	Denham Bldg., Denver, Colo.
The Sportsman	Publication	50 E. 42nd St., New York	7 E. 44th St., New York
A. W. Advertising, Inc.	Advertising	1476 Broadway, New York	Graybar Bldg., New York



FROM A PAINTING BY E. McKNIGHT KAUFFER

THE THINGS ADDITIONAL

WE have said before—and we say it again—that it is the things additional we like to do for you, not merely the things traditional. We like to transcend our traditional functions and render our customers other little services and accommodations that they don't usually get from a photo-engraver.

When you are pressed for time, we can probably ease the pressure quite a bit. First of all, you have at your disposal Gotham's ceaseless service. You can send an assignment to us at any hour of the twenty-four, and it will be put into production immediately.

This service extends quite a way beyond the production of etchings and color plates. If there is anything else you want done, such as photographing, electrotyping, and stereotyping, we are able and ready to do it. And if it would save you time to have us pinch-hit on your typography and printing, we can do that also, and to your complete satisfaction. In short, there is nothing that is necessary to the production of your printed matter which you can't have done—and done well—at Gotham.

The next time you find yourself rushed, let us take care of these additional things, too.

GOTHAM
PHOTO-ENGRAVING COMPANY

229 West 28th Street, New York



Strong Woman Appeal

means home circulation ~.

Would you think of advertising manicure sets in the *Steve-dores' Journal*? Of course not—no reader interest. Nor should you think of advertising any of the thousand items of merchandise purchased by women, in any but a newspaper with a strong woman appeal.

Newspapers, such as The Buffalo *TIMES*, which have spent years in developing, particularly, woman reader interest, have done so with an eye to insuring their advertisers of *real home circulation*—for, the paper that women read is the one that goes into the home, and is read by all members of the family.

Newspapers which have developed strong woman appeal feel that it has been well worth while, for “women buy or influence the sale of 90% of the merchandise sold in retail stores today.” Incidentally, *THE TIMES* has been, for years, and continues to be *FIRST* in department store advertising.

Thus it is that The Buffalo *TIMES* carries your advertising message into the home . . . but also because it furnishes the man with the best sport news and a complete and accurate Financial edition that is on the street *first*, every afternoon.

THE BUFFALO TIMES

EVENING

BUFFALO, N. Y.

SUNDAY