

*The*  
J. WALTER THOMPSON  
*NEWS*  
*BULLETIN*

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NOVEMBER 1923

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In the United States and Great Britain  
**J. WALTER THOMPSON COMPANY**

## "Oh, but we are different"

BY S. H. PARADISE

*London Office*

TO discover differences between ourselves and others—to analyze them—to dwell upon them—to exaggerate them—is only human. It is the differences he has discovered upon which the returning traveller dilates—and quite naturally. Why travel if you find no variety?

Those little differences which distinguish us from others are our most cherished possessions—perhaps because the very fact of difference seems to imply superiority. The Englishman is, as proud of his ability to "muddle through somehow," as the American is of the rush and bustle which to the foreigner seems unnecessary and overdone.

Consequently we associate foreign countries more with differences than with likenesses. We hesitate to undertake extensive business ventures where customs, desires and temperaments seem so unfamiliar.

And yet—

Stockholm dances to Irving Berlin's latest melody while it is still the rage in New York.

Paris finds Charlie Chaplin as irresistible as does St. Louis.

London stands in delighted crowds before the flashing electric advertisements which are beginning to brighten its streets,—or so far forgets its traditional reserve as to shout its applause of Paul Whiteman.

Just as a bridge is built on the same basic principles in the Himalayas as in the Rockies,

—or a disease is cured by the same methods in Australia as in Arkansas,

—so consumer demand can be created by using the same fundamental appeal in any country.

That is why the familiar little Lux lady washes the same filmy garments in Amsterdam as in New York. That is why the same teeth, white and free from film, gleam from almost every English publication. That is why the promise of a school-girl complexion has made an American soap one of the biggest sellers in Great Britain.

It was found in New York that women were using the actual phraseology of the Cutex advertising whenever they spoke of manicuring. The Cutex appeal to their love of daintiness and refinement had made such an impression that the wording of it had actually become a part of their vocabulary. In England women were asked to write letters answering questions on manicuring in general. No indication of a brand name was given. And in these letters, too, the exact phraseology of the Cutex advertising appeared again and again.

Facts of this sort are gradually proving to business men that it is possible to go deeper than the differences—to find and play upon the great likenesses in human nature. In the mass, people react uniformly to the same stimulus, just as they do to the same environment. Figures showing the response among large groups to the appeal of "*A skin you love to touch*," would very likely be as uniform as the number of births, suicides or wrongly posted letters among large groups are known to be.

The truth is these differences of which we hear so much and which seem so important, are on the surface—that is why we see them so clearly—why they bulk so large. Just because they are conspicuous they form an entertaining and never-failing source of conversation. Or frequently they afford a refuge from arguments which become too pressing.



But down below are the fundamental likenesses—less easily recognized, but more certainly the motives of action. It is these likenesses which remain constant, and the reactions from which can be predicted.

It would be blindness to ignore that differences of habit, of temperament, of buying power, just as differences in media, territory or distributing systems, do exist between countries as they do within any one country. Any attempt to launch an American advertising campaign without careful study of these differences by a competent representative on the spot, would certainly not attain the greatest success. But granted such representation, the exporter to a foreign country should be on his guard against letting these differences seem too important.

The problem to be solved abroad, remains what it is at home, no more difficult—perhaps less difficult—than the problem of appealing to the inhabitants of Western Pennsylvania or to the Mississippi Delta—"a study of the article, its market, and its competition, and then with a knowledge of human reactions, planning the force that will sell it."

Saint Paul spoke with a marked contempt of the Athenians because they were always in search of "some new thing." Like all travellers he was on the watch for differences, and was able to see them where, perhaps, they did not actually exist. And even today there are many individuals who feel bound to defend their countrymen against the charge of being too keenly interested in what is new and untried by time. But experience is showing every day to that increasing number of Americans who are successfully selling and advertising abroad, that people are not basically different, but alike, that a new thing is attractive to everybody, and if sold with an appeal based on the fundamental human emotions, will draw a response with a certainty that can almost be predicted.

# The great American cupboard

BY DAVID N. WALKER, JR.\*

*An analysis of the selling problems of the third largest food industry in the United States—an article of interest to every manufacturer whose product is sold through retail grocery outlets.*

A SALESMAN once said to a grocer, "Mr. Jones, you have three problems." To which the grocer replied, "My God, man, I have three thousand!"

Perhaps many of the bakers of the country likewise feel that they have thousands of problems, but the selling problems of the wholesale baker are but two in number—*selling the grocer and obtaining increased specification for his brand.*

To understand adequately the position of the grocer in the scheme of distribution today it is necessary to comprehend the recent economic history of the United States.

Let us review two phases of economic history during the last forty years which are known to all of us—the period of large scale production, and the period of advertising and selling.

## *The period of large scale production*

The rapid extension of railroads following the Civil War was indicative of the approach of a great industrial age. The railroads developed the great sources of supply of the country. They brought coal from Pennsylvania, grains from the Mid-West, and lumber from the Far West. In fact, in 1880, food, fuel, and material for shelter constituted four-fifths of the freight carried by railroads.

\*Address delivered at Annual Convention of the New England Bakers' Association, Swampscott, Mass., October 1st, 1923.

During the period of large scale production, which we may say started forty years ago, the size of industrial establishments was enlarged. The output was greatly increased, but the number of mills and factories was markedly decreased.

From 1880 to 1890 there was a reduction in the number of woolen mills; iron and steel mills decreased one-third; agricultural implement factories fell off one-half; three-fourths of the leather establishments of the country disappeared. Yet the woolen output was greater, the production of iron and steel increased almost half, the capital of agricultural implement factories was doubled, and the volume of leather products manufactured increased five-fold. Many economies were introduced—of material, machinery and labor. The first big companies as we know them today were organized during this period.

Today, five automobile companies produce more than 85 per cent. of the cars of the country; five tire companies already have three-fourths of the capital invested in their industry; a few steel companies produce our iron and steel; meats and slaughtering, the largest food industry in the United States, is chiefly handled by five packing companies, and a few men are reputed to direct, not only the manufacturing, but the distribution, in a most recent industry, the moving pictures.

But the baking industry, the third largest food industry in the United States, has not shown the same marked tendency toward centralization. While it is true that there have been several large consolidations of companies in the baking industry, as yet these companies are merely sectional in their field of distribution.

If the tendencies of the last five years toward centralization continue to develop, the large baking companies of the United States will tend to become larger, or necessarily will be supplanted in the baking field by growing companies which are now smaller—in proportion to their ability to overcome the two great selling



problems of the baking industry—selling the grocer and obtaining greater specification for their brand.

### *The period of advertising and selling*

The second economic period to be reviewed is the present period of advertising and selling.

To correctly understand this period, it is necessary for us to comprehend the changes in the buying habits of the American consumer since the start of our great industrial period forty years ago. These changes were brought about by:

An increase in the number of urban workers.

An increase in the general education and earning power of these urban workers.

Formerly the character of the American population was agricultural. At the start of the industrial period, half of the population was employed in city occupations. Since then, the increase in urban employment has been steady, until today seven out of every ten workers are employed in offices, factories, and stores.

Not only have we become a great nation of city workers, but our standards of living are constantly changing as a result of greater education and increased earning power.

Forty years ago at the commencement of the industrial era, 17 per cent. of the people did not know how to read and write. Today illiteracy has dropped to 6 per cent.

Between 1900 and 1910 the population of the United States increased one-fifth. Yet the attendance at high schools increased three-fourths during that same period. Our most recent census shows that the increase in population during the last ten years was 15 per cent., but the increase in the attendance at high schools was 140 per cent. and at colleges and technical schools was 90 per cent.

Today two and a half million pupils are in attendance



at high schools and over five hundred and fifty thousand students are in the universities of the country.

Together with this increase in the general education of the American public, there has been a marked increase in per capita wealth. The per capita wealth of the United States has more than doubled during the last twenty years. The incomes of wage earners show a steady increase.

Give a man a better education, give him more money to spend and you see the results in the retail stores.

### *Are there too many grocers?*

In 1860 there were 40,000 grocers in the United States; today over 335,000 grocers are in business. During the past ten years we have had an increase of 15 per cent. in population; yet during the same period we have had an increase of over 100 per cent. in the number of grocers. Recently there has been considerable discussion as to whether or not there are "Too many retailers," "Too many grocers." Let us look into the conditions that brought these grocers into being.

Years ago, a barrel of potatoes in the family cellar, eggs from your own chickens, milk from your neighbor's cow, the exchange of tomatoes grown in your garden for the string beans grown in a neighbor's, and baking bread at home, were usual occurrences.

But remember that today seven out of every ten people employed are engaged in industrial pursuits.

Where is the family cellar today? Where is the pantry shelf?—*The Neighborhood Grocery.*

The grocer, then, is *The Great American Cupboard*. Let's look at what people get from this cupboard. There is a greater variety of goods bought, they are bought in smaller quantities, and they are bought more often. (Today tea is bought by the quarter pound, butter by the half pound, milk by the pint, bread by the loaf.)

People's buying habits are constantly changing. Today we eat more fruits, vegetables, milk, sugar, and bread than ever before. Eight years ago there was practically no demand for prepared salad dressing. Last year the volume of business in salad dressings was \$17,500,000. A few years ago canned milk was a slightly known grocery item. Last year, the canned milk business amounted to over \$339,000,000.

Twenty years ago only two and one-half loaves out of every ten loaves of bread eaten were baker's bread. Today, in cities, seven out of every ten loaves of bread eaten are baker's bread.

The reasons then for the big development in the number of retail grocers, are: today most people are city workers; today the American population enjoys better education and has more money to spend; today the public buys a great variety of goods, buys them in smaller quantities and more often than ever before.

What does the American public spend for groceries? Thirty-eight cents out of each wage-earner's dollar goes for food. In fact, the average family spends over \$500 a year for groceries alone. Every day the American public spends \$40,000,000 for foodstuffs. Does the grocer make any profit from this enormous business?

It has been shown that the chances are 19 to 1 against the average grocer staying in business over seven years. Out of 100 grocers who start in business today but five will be successful seven years hence. In the drug, hardware and department store business, 60 per cent. of the stores have a rating of \$1,000, or over. In the grocery store field, only 15 per cent. have a rating of \$1,000.

### *What causes the financial instability of the grocer?*

An investigation among 100 representative city grocers showed that 38 were Italians, 16 Jews, 12 Germans, 4 Greeks, 2 Russians. Twenty-eight said they were Americans. Salesmen are apt to say, "Just

look at the trade I have. They're terrible! They're all foreigners." The answer is, one cannot expect anything else in the grocery business.

The history of the grocery business has been in effect the history of the recent immigrations from Europe. First, the Scotch and English, then the Irish, then Germans—more recently Italians, Russians and Polish Jews.

These one hundred representative grocers have had the following business experience: 20 were formerly grocer's clerks; 22 ran meat, dairy or fruit stores; 23 drove delivery wagons; 7 were farmers; 3 were trolley conductors; 3 were policemen; 1 was a carpenter, 1 was a fireman. The other 20 said that they were formerly laborers or did odd work.

These are the people who daily distribute \$40,000,000 worth of foodstuffs to people whose buying habits are constantly changing and who are daily becoming more discriminating purchasers!

No wonder so many grocers fail! The grocery business is the easiest business to get into and the easiest business to get out of! The independent grocer who cannot compete in education, business experience and capital is falling an easy prey to the chain store.

### *Development of chain grocery stores*

The chain grocery development is a most recent one. Ten years ago in Chicago the chain outlets numbered but 50. Today there are over 1,200. Ten years ago chains handled perhaps 10 per cent. of the Philadelphia grocery business. Today they handle over 65 per cent. Ten years ago the 600 chain grocery outlets in New York City did less than 10 per cent. of the total grocery volume. Last year 5,000 chain outlets in New York City, or 25 per cent. of the total number of grocery stores, are reported to have done a business of \$250,000,000—60 per cent. of the food purchases of the New York public.

The growth of the Great Atlantic & Pacific Tea



Company is a most interesting one. Twenty-eight hundred stores in 1916, 4,500 stores four years later, 8,600 stores today.

Today there are 40,000 chain grocery stores in the United States. They tend to do a majority of the grocery business in the larger cities.

What is the selling policy of the chain stores? When necessary, they cater to brand specification. When goods are not asked for by brand name they tend to substitute private brands. But do the chain stores sell much privately branded soap? No. They sell Lux, Rinso, Palmolive, Ivory, Lifebuoy, Fels Naptha, Octagon, etc. Why? The soap industry is highly organized and there is a high degree of brand specification in the soap business.

But this is not only true of soap, it is true of canned soups, pork and beans, catsup, pancake flour, chocolate, coconut, breakfast foods, and numerous other products.

Do the chain stores sell their own brands of bread? Yes, if the business is big enough to justify building their own bakeries, because there is a low degree of brand specification in the bread industry.

Few women go into stores and say, "I want a cake of soap, a can of soup, some pork and beans, a bottle of catsup, a package of breakfast food," without having definitely in mind the brand they want. Yet thousands of women daily go into stores and say, "I want a loaf of bread," and accept the bread that is offered.

The chain stores realize the lack of brand specification for bread today. They realize the importance of their bread business. That's why they constantly feature bread. That's why they carry but one or two advertised brands of bread.

Although chain stores rarely carry more than two brands of bread, less than half of the independent grocers in the United States carry as few as two. Most of them carry from three to five or more.

The history of the grocery chain shows that just as soon as it can get enough bread business in its stores in a given territory to justify building a bakery, it does so. But the history of the chain does not show that it builds a cracker and biscuit factory. For crackers and biscuits are bought by brand name.

Not so with bread. When the time is ripe the chain stores throw out the one or two brands of wholesale bakers' bread they have been carrying as a means of bringing in trade, and supplant these brands of bread with their own.

In certain cities the most difficult problem of the wholesale baker is his retail business—selling house to house. In some cities today it is unquestionably true that the large bakers making a good loaf and doing extensive advertising but unable to sell the chains are forced to go into the retail business in order to obtain justifiable volume. Does this mean that wholesale bakers, selling in cities where the chains do not handle their brand, must eventually sell house to house? Not necessarily. For the solution of the selling problems of the wholesale baker is first selling the grocer, and second, obtaining greater specification for his brand.

### *Selling the grocer*

How can the wholesale baker sell the grocer—both independent and chain—on his brand of bread? You will agree that the independent grocer knows very little about his own business. To get the grocer to stock more of your brand, you must first show him the value of bread in the store.

What is your argument to the grocers? All retail business is conducted upon three fundamentals—getting customers into the store, selling them more goods, and making a profit. Bread, more than any other article in the grocery store, can be sold on all three points.

The grocer is a slot machine. He buys goods or carries them because people have asked for them or



because salesmen have persuaded him that there will be a demand for them. There are only two reasons why a grocer stocks or pushes a manufacturer's merchandise—the goods have quality and are advertised.

Educate the grocer to the importance of bread. Demonstrate the quality of your brand. Make him feel the quality and extent of your advertising. Point out to him that he will conduct his business more efficiently by carrying but one or two brands of bread instead of four or five.

Then, if he finds that your product has the quality claimed for it, and that people buy it by brand specification, you should soon be the leader in the stores you sell. Many leading manufacturers of grocery products get the bulk of their business through brand specification. For convenience, or to insure satisfaction of his customers, the grocer automatically gives this same brand to customers who fail to ask for the product by name.

Eventually, you should find yourselves in the position that, were the chain stores to make their own brand of bread, they would be forced, for selfish reasons, to carry your brand along with their own in order to maintain adequate bread volume. And you should find that the independent stores, realizing the importance of having bread leadership in their stores will also push your brand for selfish reasons.

"But," you say, "who is going to sell the grocer for me? The men on the routes?" A sales manager of one of the largest baking companies in America says that out of 10,000 men on routes, not more than 1,000 show any sales tendencies whatsoever, despite the percentages and inducements offered them.

***Your route men should be regarded primarily as delivery men***

Today delivery and selling costs for bread are high. I believe that eventually men on routes will be com-



pensated as delivery men solely, and not paid the wages of super-salesmen in the grocery field.

Your delivery problem is a traffic problem. You should zone territories, establish key centers for checking time of delivery at stores. And, if necessary, you should make second deliveries of hot bread in order to maintain adequate volume in stores.

Too often bakers say, "Such and such a route runs \$700 or \$800 a week. That route man is certainly a good salesman." How often does your sales manager analyze his routes in terms of the size of the market, per capita consumption of bakers' bread, the number of families in the territory tapped by a given route, and the amount of competition there?

If your sales work is to be highly efficient, you must rely upon trained salesmen calling on grocers during the day.

You can get new ovens in which to bake your bread. You can make additions to your physical plant. You can buy more trucks for delivery. You can get the banks to loan you money to cover these expenditures. But you can't buy men to sell goods. You have to show them how. You must train and build your salesmen yourself.

### *Obtaining increased specification for your brand*

Now, your second problem—increased specification for your brand.

You will be successful only insofar as this problem is solved. For though selling the grocer is a big problem, it is merely a transitional one. The only solution to increased brand specification for a good loaf of bread is effective advertising.

What is effective advertising? Is it bonuses to salesmen or to dealers? Is it prize contests? Is it premiums to be given free with your bread? No. These forms of advertising do not build permanent brand specification.

Sell the public an idea about your bread. Don't sell them just a loaf of bread. Why does Lux outsell every other brand of soap flakes? Why does Aunt Jemima Pancake Flour outsell other pancake flours? The public knows the story of Lux, the story of Aunt Jemima. These products have a personality in the mind of the public.

You have a message to tell the public. You must sell them on your company. Get them to believe that you make a good loaf of bread. Get them to realize the distinguishing features of your bread that make it desirable for them to buy it.

To do this you must tell your story well—this is an art. The art of presentation, however, is only part of the work of advertising.

Years ago advertising consisted of painted signs. Later it was creating ideas for signs. Today it is not only developing a central selling thought for a product on the basis of facts and processes, but it is also insuring that personal selling, publication and billboard selling, all work in a united drive for leadership and volume.

If your product is right, your selling and advertising right, and you continuously and consistently keep them right, you will enjoy the brand specification that insures leadership.

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The following books are of constant service in answering problems regarding food and nutrition:

Sherman, H. C.

Food Products

N. Y. Macmillan, 1915

Rose, M. S.

Feeding the Family

N. Y. Macmillan, 1916

Sherman, H. C.

Chemistry of Food and Nutrition

N. Y. Macmillan, 1919

McCullom, E. V.

The New Knowledge of Nutrition

N. Y. Macmillan, 1919

# A discussion of business policies appropriate to present economic conditions.

BY EARLE CLARK, *Treasurer,*

*J. Walter Thompson Company*

AT the beginning of 1923, economists were in general agreement as to probable business developments during the year. The predictions which were then made, and which have since been justified by events, were the basis of a discussion of business policies which appeared in the January issue of the News Bulletin.

But the prediction of future business tendencies is much more difficult now than it was eight months ago. Business statisticians and economists seem to be divided into two groups. The members of the first group, relying on the movement of stock prices and the duration of past periods of prosperity and depression, predict a marked falling off in activity within the next six months; members of the second group look largely to the money market and the banking situation, and foresee the continuation of prosperity for some time to come.

What does this divergence of competent opinion mean in terms of actual business policy?

As the future is somewhat more than usually uncertain, it would clearly be imprudent to assume, as a basis for action, either that prosperity will continue indefinitely, or that a depression is about to begin. Undoubtedly, however, there are policies which are appropriate to a time when conditions cannot be readily foreseen.

The situation is one which calls for an attempt to control the speculative element in business. Speculation cannot be wholly avoided—so long as there are



fluctuations in wages and in commodity prices, speculative losses will be suffered and speculative profits realized. But when, as at present, it seems advisable, this speculative element can be reduced.

The control of speculation does not require a reduction of business operations. To restrict activity at this time would be, in effect, to speculate on the assumption that there will be a decline in business. In a time of prosperity, it is essential, above all else, to maintain current profits. It is only when conditions are good that businesses can recover losses sustained in previous depressions and build up reserves against future difficulties.

When the business outlook is uncertain, the safe rule is to keep all operations and processes well in hand. Thus, if production is maintained at its present level, this should be done without increasing plants and equipment, without purchasing materials much in advance of current needs, and without building up organizations which are not required at the present volume of business.

In selling, although every effort should be made to move goods promptly, selling costs should be watched with care. An advertising appropriation should be arranged, not on the basis of any extraordinary demand or lack of demand anticipated within the next half-year, but on the basis of sales quotas which have been set to determine the volume of sales desired during the year.

In a time of uncertainty, corporate finances should be fortified with a view to the possible requirements of two very different situations—either the continuation of fixed charges and overhead expenses during a period of unproductive operations, or some subsequent expenditure for the expansion of plants, inventories, etc. Depressions and business revivals, alike, make severe demands on the financial resources of a business.

By assuming at the present time a genuinely conservative policy, a firm will forego the possibility of making immediate speculative profits: it will forego,

also, the protection, with respect to declining commodity values, which can be obtained only through discontinuing activity altogether. But on the other hand, a business can protect itself, by the methods suggested, against any speculative losses of magnitude sufficient to impair its financial strength. What is equally important, it can remain in a position to adjust itself to future developments.

The policies of conservative executives are favored by the current situation. In times of severe depression, businesses are often in such a condition, financially and otherwise, that action cannot be controlled with a view to the future—it is necessary to meet definite emergencies as these arise. Business in most lines is now active and, in general, profitable, and this condition has existed throughout the past year. Most firms presumably have accumulated reserves and surpluses which will enable them to work toward lasting results.

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## Clients of the J. Walter Thompson Company

<i>Product</i>	<i>Client</i>
PAINTS, CRAYONS AND ALLIED PRODUCTS	The American Crayon Company Sandusky, Ohio
YUBAN COFFEE	Arbuckle Brothers New York City
AUNT JEMIMA PANCAKE FLOUR, BUCKWHEAT FLOUR, SELF RAISING FLOUR, BRAN FLUFFS	Aunt Jemima Mills Company Saint Joseph, Missouri
COCOANUT PRODUCTS	Franklin Baker Company Philadelphia, Pennsylvania
BRENLIN WINDOW SHADES	The Charles W. Breneman Com- pany, Cincinnati, Ohio
PATTERNS: BUTTERICK WITH DELTOR, STANDARD DESIGNER WITH BELROBE	The Butterick Publishing Company New York City
CARTER'S KNIT UNDERWEAR	The William Carter Company Needham Heights, Massachusetts

<i>Product</i>	<i>Client</i>
RAILROAD	Chicago, Burlington & Quincy Railroad, Chicago, Illinois
BREAD	City Baking Company Baltimore, Maryland
CLOSE'S CANDIES	The George Close Company Cambridge, Massachusetts
CORTICELLI SILK FABRICS, SILK HOSIERY, YARNS	Corticelli Silk Company Florence, Massachusetts
ROMANCE CHOCOLATES	Cox Confectionery Company East Boston, Massachusetts
CREAM OF WHEAT	Cream of Wheat Company Minneapolis, Minnesota
COLLIER'S FARM AND FIRESIDE	Crowell Publishing Company Springfield, Ohio
DAVEY TREE SURGERY	Davey Tree Expert Company Kent, Ohio
DIAMOND CRYSTAL TABLE SALT	Diamond Crystal Salt Company Saint Clair, Michigan
STANDISH MILLS DRAPERIES	Elms & Sellon New York City
DAVID & JOHN ANDERSON GINGHAMS	
DANERSK FURNITURE	Erskine-Danforth Corporation New York City
COMPTOMETER	Felt & Tarrant Manufacturing Company, Chicago, Illinois
FLEISCHMANN'S YEAST	The Fleischmann Company New York City
FIRE PROTECTION ENGINEERS AND MANUFACTURERS	Foamite-Childs Corporation Utica, New York
BREAD	Freihofer Baking Company Philadelphia, Pennsylvania
BREAD	William Freihofer Baking Company Philadelphia, Pennsylvania
SHIPPING CASES, DISPLAY CON- TAINERS, FOLDING CARTONS, WINDOW DISPLAYS, LABELS	Robert Gair Company New York City
FOREIGN TOURS	Gates Tours New York City
ROYAL ELECTRIC CLEANERS	The P. A. Geier Company Cleveland, Ohio
PREPARED PIE FILLINGS AND PUDDINGS	Good Luck Food Company, Inc. Rochester, New York
GRUEN GUILD WATCHES	Gruen Watchmakers Guild Cincinnati, Ohio
HAUSERMANN-SYSTEM SHELVING, SKYLIGHTS, PARTITIONS	The E. F. Hausermann Company Cleveland, Ohio
HOOSIER CABINETS	Hoosier Manufacturing Company New Castle, Indiana



<i>Product</i>	<i>Client</i>
CORDAGE	The Hooven & Allison Company Xenia, Ohio
HORLICK'S MALTED MILK	Horlick's Malted Milk Company Racine, Wisconsin
WATERSIDE CORDUROY, SUEDE- LIKE	Howlett & Hockmeyer Company New York City
BANKING	Irving Bank-Columbia Trust Com- pany, New York City
WOODBURY'S FACIAL SOAP	The Andrew Jergens Company Cincinnati, Ohio
JERGENS LOTION	Klearflax Linen Looms, Inc. Duluth, Minnesota
KLEARFLAX LINEN RUGS	For Lamont, Corliss and Company New York City
O'SULLIVAN'S HEELS	(1) O'Sullivan Rubber Company
PETER'S CHOCOLATE	(2) Peter, Cailler, Kohler Swiss Chocolate Company
POND'S COLD CREAM	(3) Pond's Extract Company
VANISHING CREAM	
PEBECO TOOTH PASTE	Lehn & Fink, Inc. New York City
LUX	Lever Brothers Company Cambridge, Massachusetts
RINSO	Libby, McNeill & Libby Chicago, Illinois
LIBBY'S FOOD PRODUCTS (MILK, MEATS, FRUITS, PICKLES, CONDIMENTS, ETC.)	Log Cabin Products Company Saint Paul, Minnesota
LOG CABIN SYRUP	Massachusetts Baking Company Springfield, Massachusetts
WHITE ROSE BREAD	McCawley & Company Baltimore, Maryland
SLIPOVA CLOTHES FOR CHILDREN	Morris, Mann & Reilly Chicago, Illinois
RED SEAL HAIR NETS	The Odorono Company Cincinnati, Ohio
WOMEN'S NOVELTIES	Penick & Ford, Ltd. New York City and New Orleans, Louisiana
ODO-RO-NO, DEPILATORY, AFTER CREAM	Phenix Cheese Company New York City
BRER RABBIT MOLASSES AND SYRUP	The Printz-Biederman Company Cleveland, Ohio
PENICK SYRUP	
PHILADELPHIA CREAM CHEESE	
PHENIX CLUB CHEESES	
PRINTZ WOMEN'S AND MISSES' COATS AND SUITS AND CHIL- DREN'S COATS	
RICHARDSON ROOFING AND SUPER GIANT SHINGLES	The Richardson Company Lockland, Ohio

<i>Product</i>	<i>Client</i>
BAKING POWDER	Royal Baking Powder Company New York City
FIREARMS AND METALLIC AM- MUNITION	Savage Arms Corporation New York City
DR. SCHOLL'S ZINO-PADS AND FOOT SPECIALTIES	Scholl Manufacturing Company Chicago, Illinois
DECORATIVE DRAPERY AND UP- HOLSTERY FABRICS	F. Schumacher & Company New York City
PEACE DALE YARNS	J. P. Stevens & Company New York City
SUN MAID RAISINS	Sun Maid Raisin Growers Fresno, California
SWIFT'S PREMIUM HAM, PRE- MIUM BACON, SUNBRITE CLEANSER, OLEOMARGARINE, WOOL SOAP, CLASSIC SOAP, FERTILIZER, INSTITUTIONAL AD- VERTISING	Swift & Company Chicago, Illinois
BARRELED SUNLIGHT (THE RICE PROCESS WHITE PAINT)	U. S. Gutta Percha Paint Company Providence, Rhode Island
LIGHT AND HEAVY RUBBER FOOT- WEAR	United States Rubber Company New York City
KEDS	
RAYNSTERS	
NAUGAHYDE	
"U. S." JAR RUBBERS	
WADSWORTH WATCH CASES	The Wadsworth Watch Case Com- pany, Dayton, Kentucky
WATER-SOFTENER AND DETERGENT	Tromite Corporation New York City
FORMAMINT, SLOAN'S LINIMENT AND COUGH SYRUPS	William R. Warner & Company, Inc. New York City
CUTEX MANICURE SPECIALTIES	Northam Warren Corporation New York City

J. WALTER THOMPSON COMPANY

*Advertising*

244 MADISON AVENUE  
NEW YORK



CHICAGO  
LYTTON BUILDING

BOSTON  
80 BOYLSTON STREET

CINCINNATI  
FIRST NATIONAL BANK BUILDING

CLEVELAND  
HANNA BUILDING

SAN FRANCISCO  
KOHL BUILDING

LONDON  
BUSH HOUSE

SPECIAL COLLECTIONS  
WEST HAVEN