

Packard Company Makes Survey of Its Distribution

Some Dealers Are Overstocked by Other Makers and Flooded Market Soon Results.

Motor car dealers and distributors through their organizations and individually have been making so strenuous a protest against the system of manufacturers loading them up with cars during low selling periods that results are in sight. At least promises are being made that it will not be done again.

Just plain good business dictated a policy in the Packard company against forcing cars on dealers and distributors years ago. From years of experience in manufacturing and world-wide marketing of its product the company established a set of principles for the conduct of its entire business. The first of these is that the right principle shall stand before profit and be executed fearlessly even to the loss of business. This in itself would have stood as a barrier had not experience taught that loading the retail organization with cars beyond its ability to dispose of them is, in the long run over a period of years, a profit wrecker rather than a profit builder.

Must Guard Reputation.

An automobile company must not only look to its dealers and distributors to dispose of its product, but, to a considerable extent, guard its reputation for fair dealing with the general public. It is the dealer and the distributor who comes in direct contact with the public and we believe that the manufacturer, if he values his reputation and expects to preserve it on a high plane for years, must have dealers and distributors of high standing in their communities, firm financial footing and wholesome business integrity. The manufacturer must bend every effort possible to keep his field organization at a high standard. Forcing cars on the selling organization in the long run makes for a lowering of this standard.

Because of the system by which motor cars are built in America, production cannot be regulated closely to demand when the demand does not remain at a steady level. It is inevitable that the manufacturer will be forced to keep fluctuating widely without heavy losses. The ideal situation for successful automobile manufacturing would be that which permitted a factory to work at its production peak the year around and have the field absorb the daily output without demanding more.

Quotas Without Analyses.

Because of this, overstocking of dealers and distributors grew. In order to keep the factory working at its full capacity, the manufacturer makes a contract with a dealer or distributor with the number of cars that will be taken from the factory specified. Often these quotas are fixed arbitrarily and without an analysis of the market possibilities.

When the public is absorbing automobiles rapidly as they can be turned out and clamoring for more the dealer and distributor fights for as many cars as he can get. However, when the industry has overestimated market possibilities and a big reserve is built up before the rushing production gets checked down the overstocking sets in.

The machines are shipped from the factory, regardless of quotas. The dealer or distributor is notified that they are on their way. He may already have more cars stored than his credit will permit without much stretching. He may, however, must accept the shipments and pay for them. Failure to do so might cost him the loss of his franchise. To do so, on the other hand, might stretch his credit to the breaking point. He takes the cars, hoping business will grow better. Many times he keeps on accepting more and more cars until his credit snaps.

Retailer Slashes Prices.

Loaded with an inventory beyond him the retailer many times begins slashing prices, through overallowances on used cars taken in trade for new ones. He gets in some money, but his profit and sometimes an actual part of his capital becomes tied up in used cars. Slashing of prices again to dispose of this stock calls in the retailer.

The overstocking plan of the factory in a case like this is the almost direct cause of the crash and the factory draws from the community as its penalty, a loss of confidence. This is but one penalty, however. The owner cannot be extended that service which the factory knows he must have to continue buying its cars if the retailer in his district is being changed constantly. This leads to a direct loss in reputation, in confidence and, over a period of years, in a genuine sacrifice of business and profits.

Some of the overstocking problem years ago caused Packard to organize a plan of co-operation with its retail organization. The company demands a certain standard of any retailer and there is a thorough checking up before a new one is appointed.

EYES OF SCIENCE

Only a few much-favored eyes of men of science have been privileged to look upon vitamins, yet everybody must have these nutrition factors in abundance to assure growth and sustain strength.

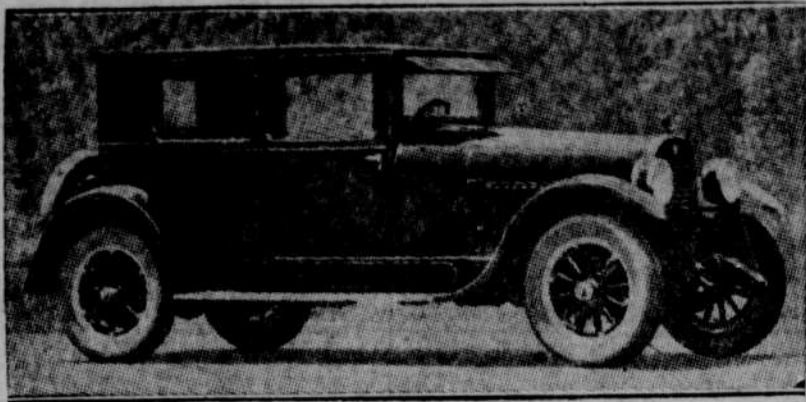
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for fifty years has earned world-wide repute as a builder of strength. It is the much favored food- tonic that supplies vitamins in abundance.

Scott's taken regularly helps grown people and children alike realize strength and vigor.

Scott & Bowman, Bloomfield, N. J.

Hudson Coach at Chicago Show



One of the outstanding models to be shown at the Chicago show this coming week, is the Hudson Coach pictured above. This beautiful closed car is the result of three years of experience in coach building and sells for \$1485 in Omaha.

FLINT PLANT ADDS ANOTHER BUILDING

The formal opening of the new administration building of the Flint Motor company, of Flint, Mich., December 21, signalized the 20-year development of Flint from a city of 50,000 population to 130,000 people. Flint is the second largest center of automobile building in the country.

The close of Michigan's logging days found Flint, Mich., searching for new industries to replace the old. W. C. Durant and J. Dallas Dort established the Durant-Dort Carriage company. This company developed an industrial, business and residential district in Flint that is still prominent in the city's life.

Durant first concentrated his remarkable automobile genius upon the development of the Buick Motor company, which led to the growth of the "Buick section," a city within a city. He next turned his attention to the Chevrolet Motor company, which under Durant guidance developed another, the western section of Flint.

CADILLAC COACH IN BIG DEMAND

So great has been the demand for the new Cadillac coach that J. H. Hansen Cadillac company has several unfilled orders on file for cars of this body style.

This coach body, mounted on the standard V63 chassis with its V-type, 90 degree, eight cylinder motor and four-wheel safety brakes, represents a car of true Cadillac quality that at its open car price enables the man of moderate means to secure the finest and latest motor car creation at a price not much in excess of many of the lighter motor cars.

NEW YELLOW CAB TRUCKS EFFICIENT

That big companies and large corporations have placed their stamp of approval on Yellow Cab one-ton trucks is attested by the long list of owners representing some of the foremost industries in the country, operating Yellow Cab equipment.

A few of the familiar names making use of this exceptionally rugged equipment are: Cudahy Packing company, Chicago; Fleishman company, New York; Interborough News company, New York; Milwaukee Journal; Schulze Baking company, Chicago; Parmelee Transportation company, Chicago; Chicago Daily News; Standard Oil company of New York and California; Washburn-Crosby Milling company, Minneapolis; United States Treasury department; J. R. Thompson Restaurant company, Chicago; Corn Products company, New York; Associated Pipe Line company, San Francisco; Pacific Oil company, San Francisco; R. H. Macy, New York, and numerous others.

WILLS FINANCES ON FIRM BASIS

"Wills Sainte Claire, Inc., enters 1925 in a remarkably strong and organized financial condition," C. Harold Wills, president, says. "The company has a net worth of approximately \$10,000,000 and of this amount approximately \$3,500,000 are quick assets, with cash on hand in banks and government certificates of approximately \$1,700,000. There are no loans, mortgages or outstanding indebtedness of any kind other than current accounts, which are very low. No trade paper is being issued and all available cash discounts are being taken advantage of. The year 1924 closed with very satisfactory operating results and the statement shows the company to be in a healthy and prosperous condition."

"With the unanimous acceptance of the Vogue series eight and the new six and the general prosperity which I believe will be enjoyed during 1925 Wills Sainte Claire, Inc., has every assurance for the biggest and most successful year in its history."

And you can't make the sun shine where there's no moonshine. And nothing's important, I think you'll confess, That adds not a whit to man's happiness.

Auto Schools Are Great Benefit to Motor Industry

Principles of Mechanics Are Taught Students First; Drawing Easy to Learn.

In a good automobile school, instead of starting the course by teaching the students how to drive, that is the last thing covered, if indeed it is covered at all.

For the main thing is to get the principles thoroughly clear to the student and to make them understand why certain things happen rather than to demonstrate that they do happen. Anyone can learn to drive in a few hours, because it is simple. But to get an accurate knowledge of motor car design and construction that will enable the student to think and talk correctly about motor cars, and to know good or bad design when he sees it, the work must be constructive and thorough, and it must start at the beginning.

First Step.

For example, the first step in building a Buick car is to rivet the side members and cross members of the frame together. A properly conducted class in an automobile school will be drilled on these points. They will be told where the greatest strain on the frame occurs under various conditions; they will be told why the outside cross members are not riveted to the extreme ends of the frame, instead of being placed at certain distances from the ends.

They will be told why channel sections are used for the side members and cross members; why angle braces are used; why reinforcement plates are triangular in shape and flanged at the base. And by the time these classes are ready to pass on to the other chassis units they will be able to tell whether the frame on any car they see is well fitted to do its work, just by finding out what material it is made of, the weight of the car and an inspection of the frame itself to see how it is put together.

Next Step Motor.

The next step would logically be the motor. The student in a good automobile school will first take up the study of the principles behind the internal combustion engine. He will doubtless be surprised at first to learn that all such engines are run by the expansion of heated gases, rather than by explosions. And then he will learn why it is necessary to water-jacket the cylinders and exhaust valves, and what types of motors make possible the greatest economy in water-jacketed space— for naturally the smaller the water-jacketed area the more economical the engine will be in fuel consumption.

He will learn that valves must have a certain relation to the size of the cylinder bore, that certain materials make the best motor bearings. He will learn the theory and practice of lubrication, of drop forging, of heat treatment, of casting metals. From the motor the student passes to the clutch, which hooks the power up with the driving mechanism or

disconnects it at the will of the operator. Next comes the transmission, the universal joints, the drive shaft, the rear axle with its marvelous differential gears and pinions, and then the less complex matters of running gear and other parts.

Better Mechanics.

Good automobile schools will be a big factor in developing a better class of motor mechanics thousands of miles away from the big automobile factory centers. They will interest more of the young men in taking up motor car designing and building as a life work. And, best of all, they will succeed in giving thousands of people, both men and women, a good insight into the things they ought to know before they purchase a motor car for their own use and enable them to get the utmost efficiency from their cars.

20-Year Employees Honored by Reo

Many Have Been With Veteran Manufacturer More Than Two Decades.

For a number of years the Reo Motor Car company has followed the practice of honoring those employees of the company completing five and 10-year periods of continuous employment. This year, while these two classes of steady workmen will continue to be rewarded, two new classes will be established when Reo honors the workers who have been with the company steadily for 20 years and for 15 years.

It is of more than passing interest that this veteran automobile manufacturing company, which has just celebrated its own 20th anniversary, should have a group of employees who have been with the company steadily, almost since its organization.

This year there are 10 men representing executive and production departments, who have been with the company 20 years. Eighty-seven men are completing their 15th year with Reo, while 106 have been on the payroll continuously for 10 years. The class completing five years' service includes more than 400 names.

Twenty-year men are to receive a newly designed emblem with the "twenty" in Roman numerals of white gold set in a field together with a carefully selected diamond. For the 15-year employees, there is an emblem in which the number of years of service is designated by Roman numerals in green gold. This badge is jeweled with a ruby.

Coming soon after the announcement of Reo's extremely low labor turnover for 1924, the establishment of these two new classes of honored employees is especially interesting. Reo is known to have the lowest labor turnover in the automobile manufacturing industry, and it is quite probable that its figures would compare favorably with the best in any industry where large numbers of people are employed.

And we'll lose all our molars, The dentist all say, If we don't, like the cattle, Eat roughage like hay.

Dodge Brothers Slated to Open Canadian Plant

Will Be Ready for Production in Toronto in February—Machines Will Also Be Exported.

Dodge Brothers' new Canadian plant, scheduled to begin operations in February, will be a factory of real productive capacity, and not merely an assembling station.

The factory will be in Toronto, Ont., and will displace the one established by Dodge Brothers several years ago at Walkerville, directly across the river from Detroit. The buildings acquired for the purpose in Toronto are among the finest erected by the imperial government for munitions work during the world war. Their original cost was \$1,250,000 and subsequent improvements represent an investment of another \$500,000. Facilities are available for one of the largest automobile plants in Canada.

The Canadian business will be conducted by a subsidiary company, Dodge Brothers (Canada) Limited, incorporated under the laws of the Dominion. It will govern its own production and formulate its own policy, in harmony with those of the parent organization and with the requirements of the countries to be served. E. P. Clarkson, it is announced, is general manager. Mr. Clarkson, a native Canadian, has represented Dodge Brothers in Canada nearly 10 years.

"The natural preference of British subjects for products manufactured by fellow subjects of Great Britain, together with the possible tariff advantages, make it entirely logical for Dodge Brothers to produce cars in Canada for export to other British territory," said Mr. Clarkson.

"This was the thought in mind in establishing a manufacturing and assembling plant in Walkerville several years ago. The output of this plant, however, was practically all absorbed in Canada and we are now preparing to enlarge production enough to leave a good surplus for export."

"The population of Canada is slightly less than \$,000,000. The per capita ability to absorb automobiles is substantially the same as that of the United States. The Dominion government, realizing that manufacture of automobiles in Canada for Canadian consumption exclusively would have comparable volume to permit prices insufficient to permit prices in the United States, amended the tariff regulations, making Canada a free trade country for export. That is, raw materials imported into Canada for manufacture, and parts or units brought in for assembling, are assessed at the time of entry and the duty is remitted when the completed motor vehicle is exported. This naturally makes more desirable the expansion we have always had in mind.

"As soon as possible after the opening of the Toronto plant in February, production will be on a much larger scale than in the former Canadian plant, to care for the ever in-

creasing Canadian and other British demand for Dodge Brothers motor cars."

STUDEBAKER AGAIN WINNER OF TROPHY

Permit No. 1 to tour the Yosemite valley, a trophy sought eagerly every year by every automobile on the Pacific coast, has been awarded for the fifth consecutive time to Studebaker.

Each year there is a race to see who shall be first into the valley. To get there means a 24-hour grind through seemingly impassable roads, snow banked and drifted as high as across the uneven trail during the stormy winter. No tackle, towing of other aids to motoring may be used. The car must go in under its own power exclusively.

At 8:15 in the morning of January 4, Chief Ranger F. S. Townsend of the California forestry service found out side his cabin in the valley, which during the winter is made an "island" by the towering drifts without, William J. Silva, Studebaker dealer of Modesto, Cal., in a Standard six duplex phaeton.

"Well, winter is over and spring will be coming soon," he said. "You fellows with your Studebakers are as sure a sign of the seasons as the first robin. For five years you have taken away permit No. 1. Guess I may as well have a rubber stamp made for you. How did you find the going?"

Silva had to admit that the going had taxed every resource of the Standard six car. In places he had to back up several times and back drifts like a battering ram. Several other places a start had to be made with shovels.

CREEPER HANDY FOR REPAIRING

A creeper is a handy thing about the workshop for getting under the car to make a repair or an adjustment. It not only provides a means of getting under the car, but keeps one off the dirty oily floor, as well as protecting the health during cold and disagreeable weather. It is so simple to construct that no shop or private garage should be without one. It consists of a frame made from two by three boards about three feet long. A pillow is provided for a head rest and castor rollers, the latter permitting one to slide under the car with it.—Automobile Digest.

3,560,813 CARS MADE LAST YEAR

Automobile production for December as estimated from shipping reports to the National Automobile chamber of commerce today totaled 211,665 cars and trucks. This brings the total United States production for the year to 3,560,813. The Canadian figures of certain companies, however, are not included, so that the grand total is estimated to be over 3,650,000.

Reports from dealers throughout the country indicate that the business is in a very strong position. Stocks on hand of both new and used vehicles are light and the winter outlook is improved over last year.

MOTORISTS WANT SAFER MACHINES

Safety has become of such primary importance in motoring that owners are giving more consideration than ever before to safer types of motor cars, according to L. E. Corcoran, general sales manager of the Pierce-Arrow Motor Car company.

"Prudent owners now are demanding cars which are safe not only from the standpoint of pedestrians and others, but which afford the occupants themselves a high degree of protection," said Corcoran.

"For that reason, an increasing number of motor car buyers are regarding the higher first cost of the better class of automobiles as a sensible form of insurance which protects themselves and their families, as well as others."

UNIQUE BELGIAN TRAFFIC RULES

New Belgian road traffic regulations, which go into effect in February, provide that a speed limit will no longer apply to motor cars. So says an Associated Press dispatch from Brussels.

"Motorists merely must avoid driving in any fashion which may endanger the public, and pedestrians must be out of the way and allow cars to pass."

Is Your Child Thin and Weak?

In just a few days—quicker than you ever dreamt of—these wonderful health building, flesh making tablets called McCoy's Cod Liver Oil Compound Tablets will start to help any thin, underweight little one.

After sickness and where rickets are suspected they are especially valuable. No need to give them any more nasty Cod Liver Oil—these tablets are made to take the place of that good, but evil-smelling, stomach upsetting medicine and they surely do it.

A very sickly child, age 9, gained 12 pounds in 7 months.

Ask Sherman & McConnell Drug Co., Beaton Drug Co., Brandels or any druggist for McCoy's Cod Liver Oil Compound Tablets—as easy to take as candy and 60 tablets, 60 cents.

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Its smooth, quiet performance is a matter of common observation.

People who pay no particular attention, as a rule, to the finer shades of chassis operation, are instantly impressed by the restfulness of the car in action.

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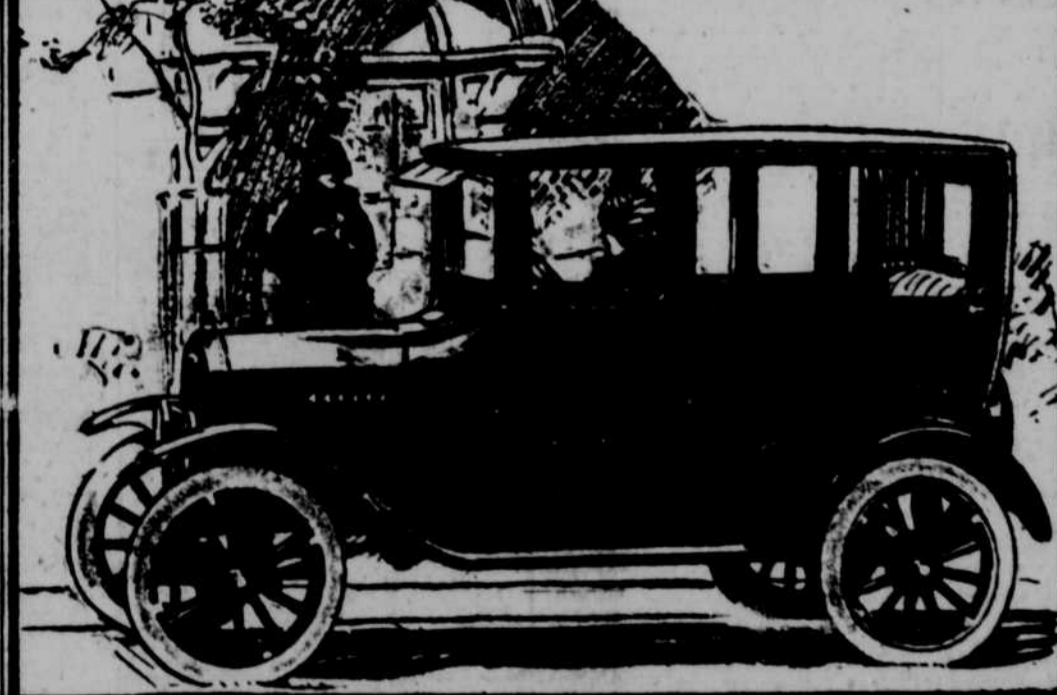
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The biggest value in a winter car for the family

The Fordor Sedan provides room for the whole family. Yet it is a light, easily handled car—the kind you want for the months of changeable weather and difficult driving conditions.

It is fitted with carpet and curtains that harmonize with the color tones of the two wide, deeply upholstered seats. It enables you to keep comfortably warm, yet have plenty of fresh air since the Fordor Sedan is equipped with Cowl Ventilator and windows that lower by revolving regulators.

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- Coupe - - - \$520
 - Tudor Sedan - 580
 - Runabout - - 260
 - Touring Car - 290
- On open cars demountable rims and tires are extra. All prices f. o. b. Detroit.

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