
SMALL RADIO

*Yesterday and in the World
of Tomorrow*



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Realities and Opportunities in Radio-Electronics

FOND hopes and rosy prospects of great things to come are ingredients of high incentive. Men who never build air castles seldom erect anything else. But hope alone and visions of a bountiful "electronic" future will not pay the rent in days immediately following the war.

Returned soldiers and sailors and women in the services cannot be re-employed on dim and distant "futures." Manufacturers, distributors, dealers, salesmen and all others in this industry must have specific materials to produce and goods to sell—and promptly. This is fundamental in any sound postwar planning for the radio business as it is in most other enterprises. We cannot wait until dream sets become realities.

There is, to be sure, romance and almost fantastic promise in the wartime achievements of our engineers. No writer of fact or fiction can extend his imagination to the limits of electronic possibilities. But until the new devices and newly harnessed principles have become fabricated into practical home, office and personal appliances for which there is need and demand, they can and should count for little in the considerations of radio distributors and dealers.

There is a great deal of talk about "electronics." To quote an authority in "Electronics Industries," it would take pages to list and describe the multitudinous applications of electronics in research, development and quality control laboratories. In almost any laboratory project one finds electronic devices for instrumentation or for performing other functions which cannot be accomplished in any other way. Tubes and special circuits are the tools of the research scientist.

In times of war, research and development are tremendously accelerated to bring forth new instruments of defense and destruction. This is particularly true in the field of electronics at the present time. There has probably been more expansion in personnel for the study, research, development and production of electronic devices than in any other war development.

The findings of radio-electronics engineers are destined to be of great peacetime value. But we are dealing here with the more immediate considerations of getting back to civilian operations as rapidly as possible when the war ends—perhaps before the *global* war has been won.

Radio Is Electronics

A radio receiver is an electronic instrument. It employs the identical basic phenomena—free electrons—which enable planes and ships and tanks to detect and destroy far-off enemies in the dark of night. These are the same phenomena which are finding and will continue to find countless other applications in many different fields as scientific development progresses.

The point is that *radio receivers* are complete, workable and salable

units which are now being utilized by countless people every day—and for which there will be an immediate postwar and continuing demand for years to come. For practical employment and dollars-and-cents purposes promptly following the war, this is chiefly with what we, as makers and sellers of radio, should concern ourselves today.

Here are products and a business with which we are all familiar. We can see radio, hear it and use it for dozens of purposes in our everyday lives. It is something we know how to design, manufacture and market by the million. It can be displayed in stores and advertised and sold within a comparatively short time after materials and manpower have again become available for this purpose.

Like the automobile and many other modern conveniences and necessities, radio receivers are susceptible to all manner of design and style improvements. With each addition of desirable features, there will be renewed consumer demand and by that token we shall be able to continue to progress in our respective branches of the business.

☆ ☆ ☆

What Will be the Immediate Postwar Prospects for Radio?

*For Manufacturers, Distributors,
Dealers, Consumers*

It is quite the fashion nowadays among economists and other "experts" to calculate and limit America's postwar production and consumption capacities. Those calculations are usually based upon established and contemplated manufacturing facilities, numbers of

people, purchasing power, the probable demands of war torn countries and our past performance. Theoretically many of such calculations appear to be logical. But most of them do not take into account the most vital and unpredictable factors of all—the boundless imagination and initiative and resourcefulness of this generation.

Who is there to say what men and women will and will not do in given circumstances—what “authorities” are there on the desires and capacities of a people which maintains more than twenty millions of automobiles in peacetime, a nation which has always responded to discoveries and inventions designed to raise the standard of living?

Emerson admits of NO limitations.

But, lest we be accused of overoptimism, let us get down to cases.

*Backlog of Replacement and
New Consumer Demand*

Today there are approximately 55,000,000 radio sets in use in the United States. The average life of a radio receiver being about six years, the industry's annual replacement market had by 1942 mounted to between 9,000,000 and 10,000,000 receivers. This replacement demand, in addition to the requirements of new buyers and the increasing desire for more than one set per home, brought about an industry production in 1941 of approximately 14,000,000 sets of all types.

A huge backlog of new-home demand, in addition to the replacement market, has been piling up since civilian production ceased early in 1942. Distributor and dealer stocks of radios all over the country have become virtually depleted. The breakdown and obsolescence of

sets have been continuing at an accelerated rate due to shortages of repair parts and service.

All of these factors, aided by a vast accumulated purchasing power and an ever growing interest in and use of radio, are combining to build up a waiting market for from 20,000,000 to 25,000,000 sets—with progressively higher proportionate levels of demand in years to follow.

This, in general, is the postwar outlook for radio distributors and dealers. Conservative estimates of industrial and marketing experts are that from a \$250,000,000.00 annual business before the war, radio-electronics in all branches of the industry are destined to assume billion-dollar proportions in a not far distant future.

This growth, more rapid and ramified than that of any other industry, not excluding the automobile, carries with it incalculable opportunities for merchants, salesmen, servicemen and specialists. It likewise imposes heavy responsibilities upon the manufacturers to whom the trade will look for the essential products, service and exploitation.

Immediate Considerations of Radio Distributors and Dealers

The selection of lines to carry, the reputation, policies and capacities of manufacturers, and the merchandising resourcefulness of producers and distributing organizations should be carefully weighed by dealers who want to operate profitably in the postwar radio business.

Emerson's post-war plans have yet to be "frozen" into any set pattern, but the principles upon which they are based can be generally

stated. Those same principles apply in the main to the conduct of retail merchandising.

The fundamentals of radio style, performance and value, for instance, will undoubtedly be the same after the war as they were in preceding years. The methods of distribution, advertising and sales promotion will no doubt be similar, at least in principle. The relationships and policies which made for constructive merchandising will be but slightly altered. Human nature being what it is, public preference will be activitated by quality and value inducements after the war as it was before. And in such considerations farsighted dealers will find answers on how best to renew and establish manufacturer and distributor associations and plan for postwar business. They will choose merchandise which has the backing of public confidence. They will not risk their first stock investments on goods for which no public acceptance has been developed. They will not be influenced by untimely gadgets or extravagant promises of "cooperation." While looking to the future, they will take into account their actual experience in the past.

Emerson's Postwar Position

How Emerson Radio measures up in these respects—its relative position in the radio industry, and its capacities for again serving the best interests of distributors and dealers—can readily be judged on the basis of past and present performance.

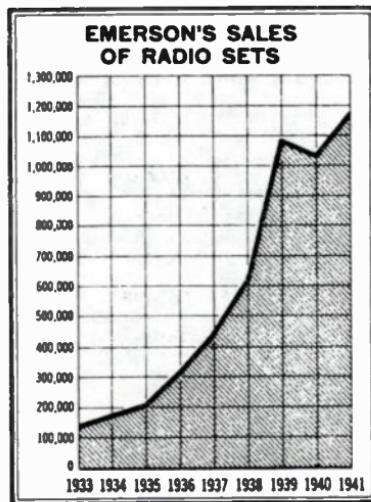
In 1924, when radio was in its swaddling clothes, Emerson Radio and Phonograph Corporation was formed by consolidating the Emerson Radio Corporation and the Emerson Phonograph Company, Inc. When the company started in 1924, it had only modest capital funds, but in the trade name of "Emerson" it had an asset which was

familiar to the entire country through the sale of many thousands of phonographs and more than a hundred million records.

From 1924 to 1932 the company distributed radios bearing the Emerson trade name, selling them through many channels, including department stores and sporting goods houses. In 1932 Emerson began to specialize in small receiving sets for homes. The story of Emerson Small Radio from then on is recounted in a later section of this book.

During the ten years between 1932 and 1942 Emerson's output, in comparison with industry production, increased from 1½% to 17½% of the total of all home receivers.

In terms of units manufactured and sold, Emerson became the industry's largest maker of home sets, specializing chiefly in small receivers. Emerson's production in 1941 and for several years before was in excess of a million radio sets per year.



Wider Public Ownership of Emerson

In 1942 approximately forty percent of the stock of Emerson Radio was sold to investors all over the United States. This offering, 175,000 shares of Capital Stock, was oversubscribed almost overnight.

Additional directors were elected to the Board, but the management, the executive personnel and the basic policies of the corporation continue as heretofore. The spread of financial interest in the company and the augmented Board are already contributing substantially to the thinking and the programs for future development.

Emerson "Firsts"

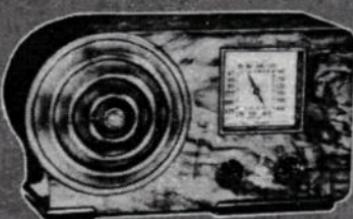
Among Emerson's contributions to radio have been its ability to anticipate public desires, to design models which satisfy those desires and to manufacture quality radio sets swiftly and economically. Listed below are a few of Emerson's "Firsts." In many instances these innovations and improved features were later adopted by other manufacturers.

- First to produce the efficient Compact
- First to produce the Multi-Band Compact
- First to apply "Full-Vision" Dials to Small Radios
- First to apply "Beam Power Output" to Small Radios
- First to apply "Inverse Feed-back" to Small Radios
- First to produce a Miniature AC-DC Superheterodyne
- First with "3-Way 3-Gang" Portable
- Developed "Sta-Bent" Cabinet Construction
- Developed "Miracle Tone Chamber"
- Developed the One Dial AC-DC "FM" Table Model
- Developed the smallest and lightest weight "Self - Powered" Pocket Size Radio

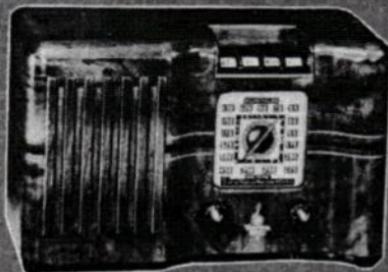
EMERSON "MILLIONTHS"



First Millionth Emerson
February, 1937



Second Millionth Emerson
November, 1938



Third Millionth Emerson
October, 1939

Fifth Millionth Emerson
September, 1941



Fourth Millionth Emerson
October, 1940

Emerson Radio at War

On Land, At Sea and In the Air

UNLIKE many widely publicized engineering and production exploits, most all of Emerson's wartime accomplishments must remain secret until government, military and naval officials give permission to reveal them.

Today, in almost fantastically equipped laboratories, closely guarded by armed sentries, several hundreds of specialists are working day and night on electronic instruments and devices which would confound the engineer of a few years back.

On long production lines other hundreds of men and women are assembling detection, signaling, broadcasting and receiving apparatus for dozens of vital machines and services of defense and offense.

Wartime equipment produced by Emerson includes, among other items, Two-way Manborne Communication Equipment—the "Walky Talky;" Pocket-size Receivers; Hand-operated Generating Equipment; Airport Ground Station Receiving Equipment; Vehicular Receiving Equipment—for jeeps, tanks, etc.; Airborne Communication Equipment—sending and receiving; Electronic Ordnance Devices; Underwater Sound Devices; Submarine Warfare Equipment; Radio Direction Finder; Navigational Equipment; Radio Field Test Equipment.

Wartime Conversion

Emerson's laboratory and factory conversion from civilian work to war production was effected rapidly and efficiently. From a few experimental orders to commitments for many and huge contracts, the expansion of facilities went far beyond anything its executives contemplated when war was declared.

New machinery, new apparatus, new methods were added at enormous costs. Suppliers and sub-contractors all over the country were brought into cooperative producing arrangements. Field and expediting staffs were organized. Labor-Management Committees were formed. Model shops, drafting departments, testing divisions and shipping facilities were greatly enlarged.

Emerson engineers and production experts have been called upon for technical advice and service in laboratories other than those at the New York plant. Working in collaboration with Army and Navy specialists, they have contributed substantially to wartime radio-electronic invention and development.

How well the entire Emerson organization has been functioning to speed the victory is evidenced by the many commendations received from army and navy officials—in this country and on far flung battle fronts.

Citations from governmental agencies for exceptional service have been many and generous. Records for accident prevention, for time-on-the-job and for meeting and beating schedules quickly, became a habit in all departments.

We believe that every Emerson distributor, dealer and salesman will forever take pride in the war achievements of their company.

And here, too, we should like to extend our thanks and pay tribute to the U. S. Army Signal Corps, the Navy, the Air Forces and to all others who are so untiringly and loyally sharing in our efforts to produce "enough and on time."

Quality in War—Quality in Peace

Millions of soldiers, sailors, marines and fliers will come home from the war with a new conception of radio's potentialities and, we are confident, with renewed respect and regard for Emerson Radio products.

The unfailing performance of Emerson instruments and devices in many phases of the war, the quality of materials, precision of workmanship and the efficiency of their manufacture and performance could hardly have escaped the notice of anyone. Those features and developments produced under the critical scrutiny of government engineers and inspectors, called for skill and resources beyond anything ever involved in the production of civilian radio receivers.

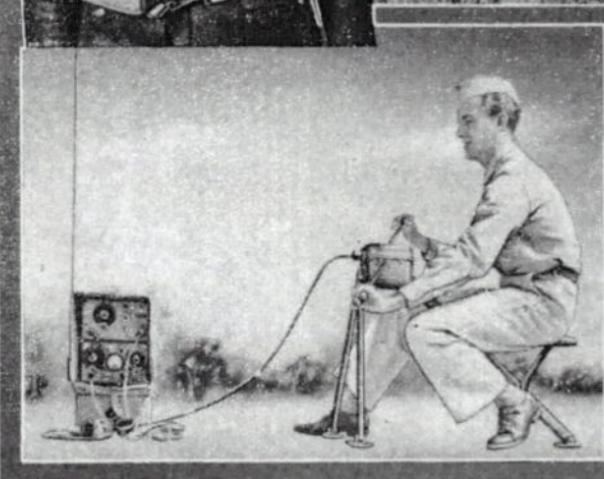
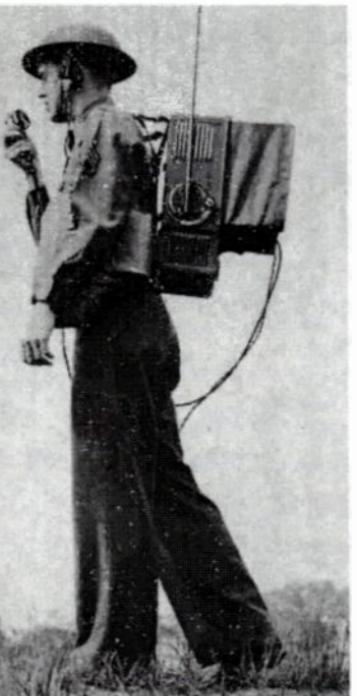
While working on specific war assignments—research, development and production—Emerson engineers have made innumerable discoveries and inventions which will eventually be applied to civilian products. New design and manufacturing techniques have been worked out. New plastics and metals have been tested and used. Woods have yielded to the need for greater flexibility in cabinet design and construction. Finer sensitivity, selectivity, tone and other qualities of reception will be but a few of the war-born improvements to be incorporated in Emerson receivers of tomorrow.

The manufacturing methods employed, the workmanship, the experience and most of the enlarged and improved facilities will be utilized in the program to produce more and better than ever before.

The Famous "Walky-Talky"
Two-way Transmitter and
Receiver



Marine "Raider" Receiver



Hand
Operated
Field
Generator



Portable Receiver—Manborne
or Vehicular Equipment

The foregoing illustrations give but an inkling of Emerson's war research, development and production. When the complete story of Emerson's contribution to victory can be released, we shall tell it. Meanwhile, we are proud to observe the secrecy which our Government has requested.

DORMAN D. ISRAEL
Vice President, in charge
of Engineering



Major General William H. Harrison of U. S. Army Signal Corps talks it over with Benjamin Abrams, President, and Sol Gross, Vice-President, of Emerson



Emerson Labor-Management Committee adopts the slogan "Volume plus Velocity equals Victory"



Part of the expediting staff. Additional men operate in the field.

Corner of the drafting department. Approximately two-thirds of Emerson war workers are women and girls.

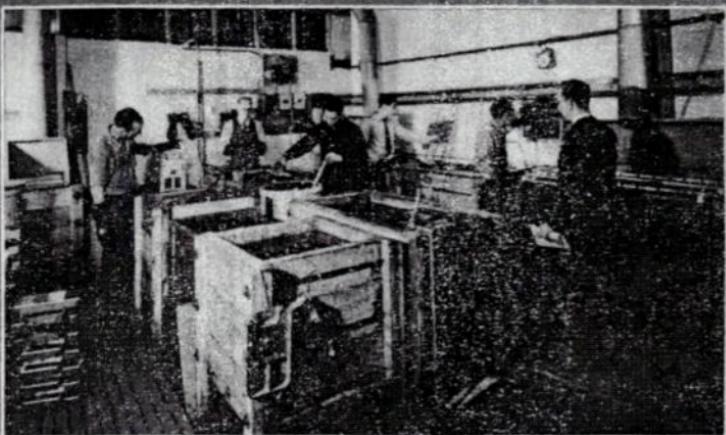




Section of Emerson's large model shop where a wide range of devices are patterned.

View of one of the many assembly sections.





Plating section where moisture, heat and cold-resistant finishes are applied.



Another assembly line in a block long building.



At White House Major General Edwin M. Watson receives Emerson employee pledge to President Roosevelt.

Scene of an Emerson employee rally. Worker receiving War Production Award from Mr. Abrams, Vice-President.



Postal Telegraph

WASHINGTON DC 23 1500

TO THE MEN AND WOMEN OF EISENHOWER RADIO AND PHONOGRAPH CORP.
NEW YORK N.Y.

ON THIS SACRED DAY OF OUR LORD BE THE SOLDIERS ON THE
FIRING LINE GIVE THANKS TO YOU SOLDIERS ON THE PRODUCTION
LINE FOR THE SINERS OF RAY THAT MAKE VICTORY POSSIBLE.
WE ARE DEDICATING THIS CHRISTMAS DAY TO THE DEFEAT OF OUR
ENEMY TEH, THIS CHRISTMAS DAY, THE DAY AFTER AND EVERY
DAY THEREAFTER UNTIL WE ESTABLISH PEACE ON EARTH AND GOOD
WILL TO MEN.

WACANTHUR.

TH TH 101P MFP R (INR) 96/93 GOVT NL3 EXTRA
WASHINGTON DC MAR 3 1943

PRESIDENT,
EISENHOWER RADIO AND PHONOGRAPH CORP. PEX CFP

THE DURABILITY AND PERFORMANCE OF EQUIPMENT PRODUCED
BY AMERICAN INDUSTRY WHICH I HAVE JUST SEEN ON A 36,000
MILE INSPECTION TRIP THRU THE CARIBBEAN, SOUTH AMERICA,
NORTH AND CENTRAL AMERICA, AFRICA, PALESTINE, ISRAEL, INDIA,
AND BURMA IS A TRIBUTE TO THE GENIUS OF AMERICAN ENGINEERS
AND TO THE SKILL OF THE WORKERS WHO MADE IT. ITS ADEQUACY
EVERWHERE WAS A SOURCE OF GREAT SATISFACTION TO ME. YOU
CONTRIBUTION AND THE IMPORTANT PART YOU ARE PLAYING IN
HELPING US TO VICTORY.

BRENDON BOMBERWELL,
LIEUTENANT GENERAL,
COMMANDING SERVICES OF SUPPLY.

TO THE MEN AND WOMEN OF EVERBEC RADIO AND PHONOGRAPH CORP.
(NEW YORK N.Y.)

THIS MESSAGE FROM THE COMMANDER IN CHIEF OF THE ALLIED
FORCES IN AFRICA IS RELATED BY THE WAR DEPARTMENT.
OUR FIGHTING MEN, STANDING SHOULDER TO SHOULDER WITH OUR
GALLANT ALLIES, THE BRITISH AND THE FRENCH, HAVE DRIVEN
THE ENEMY OUT OF NORTH AFRICA. IN THIS VICTORY THE CONTRIBUTIONS
MADE BY AMERICAN INDUSTRY, LABOR AND MANAGEMENT PLAYED A
VERY IMPORTANT ROLE. THERE IS GLORY FOR US ALL IN THIS
ACHIEVEMENT.

EISENHOWER
GENERAL, COMMANDER IN CHIEF OF THE ALLIED FORCES IN AFRICA

9468



Emerson
Radio and
Electronics



SMALL RADIO

Yesterday and in the World of Tomorrow

By **BENJAMIN ABRAMS**

President of **Emerson Radio and Phonograph Corporation**

ON SOME near or distant tomorrow the world will again be at peace. And then an orderly transition from wartime to peacetime business operations will be essential to a safe, sound economy in the years to follow. Only an orderly transition can assure jobs to our returning soldiers and sailors. Only an orderly transition can provide ample peacetime products for a long-deprived civilian population. And only an orderly transition can protect us against a long period of depression and unemployment.

Therefore, while all of our engineering, production and management personnel are concentrating on the war needs of this and other nations, I believe it is vitally important to scan the post-war position of our industry. This position can, to some extent, be appraised by a study of the past of radio and by some speculation on its apparently boundless possibilities in the future.

The most immediately apparent fact about the future of radio is that the government will play a more important part in its business operations than it has in the past. As the world becomes smaller in

terms of radio communication, indeed in terms of almost everything which more closely relates and intermeshes the affairs of one country with another, our government must necessarily take a hand in controlling or regulating the broad aspects of our industry. It is still up to us, however, as engineers, manufacturers, distributors and dealers, to work out, as nearly as possible, specific patterns for business conduct within our own spheres of interest.

In some respects the forced suspension of civilian design and manufacture has been a boon to the radio industry. It has broken threads of custom and procedure. It has made advances in technology and production methods so great that our past evolution seems groping and lumbering in comparison.

We have been given a broader perspective. There have been handed to us new yardsticks with which to measure the degree of success we may achieve and the methods we can employ for such accomplishments. No one with imagination can fail to see that not only our industry but our entire way of life is destined to be altered profoundly by the technical achievements which have been brought about since radio-electronics went to war. We should be in every way prepared to meet and capitalize those changes.

On these premises we can review the past and plan for the future. Unless we face realities now, the adaptation to civilian use of the new techniques and methods, made possible by war invention and production, may face a number of difficulties.

The air is bristling with rumors about fantastic radio and electronic discoveries. The man on the street and the woman in her kitchen are being led to believe that post-war radio, equipped with all manner of electronic gadgets and devices, will out-perform Aladdin's lamp.

Many people tolerate their present radio sets only in anticipation of wonders to come. They expect those instruments of magic will be theirs to enjoy almost immediately after the peace is signed. This is obviously a false impression. If we allow it to persist and grow, the radio industry could well emerge from the war period seriously handicapped. Public disappointment could lead to buying paralysis. And buying paralysis could immeasurably retard our post-war efforts.

It seems to me more than likely that the radio of the future—the radio of three or four years from today—will be a product of evolution rather than revolution and I believe the public should be made aware of this probability.

In this connection I think there are two "pasts" which should be considered and analysed. There is the immediate "past"—the "present" of our war production period. And there is the normal past of our peacetime operations. Natural exuberance over the almost miraculous technical advance made by radio during the past year or two and the possibilities this conjures up, should not lead us to throw the hard-learned lessons of that other "past" out the window.

* * *

A History of Small Radio

The history of small radio—its design, production and distribution—can be of service to us and should be considered in plans for a return to civilian operations. For whatever it may be worth to engineers, manufacturers, distributors and dealers, I am glad to pass along the story of Emerson's experience in this branch of the industry.

A review of the strictly technical evolution of small radio would, no

doubt, be of interest and value. In this outline, however, I propose to deal mainly with its commercial development, from the public introduction of the first light-socket units to FM, television and the "portable" and "pocket" sets which were hitting their stride when peacetime production was brought to a halt.

The history of small radio is the age-old success story of the unwanted child—born in travail, brought up in misunderstanding, and reaching its maturity in time to pay off the family mortgage.

Small radio was ushered into the world on the California coast in 1929. It justified its existence almost entirely on the basis of its size and low price. It disregarded almost completely the accepted performance and profit standards of the time. Against stubborn opposition, however, it quickly edged its way into so many homes that within a year California had more radios per capita than any other state in the Union.

In that year—1929—less than half the homes in the United States, according to Department of Commerce figures, had radio receivers. If California could be accepted as a criterion, prospects looked bright indeed for this infant of the industry.

Small Radio—from West to East

Fresh from its triumphs in the west, where 15 to 20 concerns were in production, small radio worked its way eastward. In the spring of 1930 some half dozen alert eastern manufacturers introduced their own "Midget" models. These manufacturers hoped to build volume sales against the passiveness of distributors and dealers who at that time regarded the "Midget" as a cash and carry novelty for which no substantial continuing or profitable patronage could ever be developed.



An early Midget model. The Emerson "Emfant," regarded in 1929 as a "work of art."

One of the first newspaper advertisements exploiting the "Midget" radio ran something like this: "*Only 17½ inches high, 16 inches wide, with reception limited only by the suitability of your location — at the sensationally low price of \$49.50!*" This announcement today is a contradiction in terms. But in 1930 it was indeed a sensation.

And the fact that it was a sensation was in itself one of the main reasons for the temporary set-back which small radio was about to experience.

In general, there were two kinds of dealers in the east, as there had been on the west coast, who immediately took on the "Midget." There

were, one: the poorly capitalized traders who seized upon it as something easy to sell for cash because of its novelty and low price; and, two: those who saw in it something which might serve as a "come-on" for the sale of higher priced units. There was the further consideration that the "Midget" might offset in part the dwindling sale of radio parts to the "hams" who made their own sets. And there was the consideration of increased replacement tube sales which was a highly profitable part of the retail radio business at that time.

However, despite their brief spectacular popularity in the west and this temporary activity in the east, sales failed to meet expectations. Manufacturers folded up as rapidly as they had started.

A few of the major producers of radio consoles reluctantly continued their "Midget" models, as price and gift items, or to round out their lines. But in 1931, so far as research, engineering and promotion were concerned, small radio all but died.

The Struggle for Small Set Survival

Now, there must have been some very definite reasons for this temporary failure of small radio, for small radio was such an obviously sound innovation.

Most of you who read this article will recall the "Midget" of 1929-31. It was usually a tuned-radio-frequency set with isolated but built-in magnetic speaker. It employed the then new screen-grid tubes, with small, usually uncalibrated dials. It was housed in "tombstone" shaped wood, or moulded-wood cabinets. It weighed an average of twenty-five pounds. Its power, tone and general performance left much to be desired, but we should not forget that the price established by the well-known manufacturers was as low as \$49.50. And consoles were selling at from \$100.00 to many times that price. By accepted

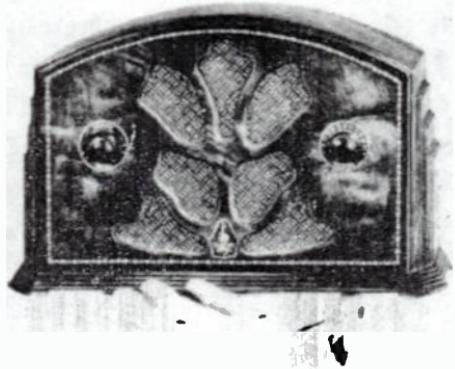
standards of comparison, the average "Midget" represented exceptional value.

Why, then, did the "Midget" fail to hold its market and increase in public favor? Were its introduction and promotion untimely? Was it to pass out of the radio picture for good, or could anything—even smaller size or better styling, for instance, revive the patient? These were questions which it seemed to me to be worth asking at the time, for here was a product, or rather a kind of product, which not only served a sound purpose in the public interest, however lacking it may have been in some respects, but also one which brought radio within buying reach of millions of families who could not afford the larger units.

The Emerson "Model 25"

In 1932, when the fortunes of small radio were at their lowest ebb, I found what I was looking for and what later pointed the way to a successful operation. It was a clock, or rather a clock case—handsomely styled as style was understood in those days, and only ten inches wide, six and a half inches high, and four inches deep. The idea of squeezing a radio chassis, complete with speaker and tubes, into a case of such dimensions was, of course, preposterous. And who would buy it anyway? How could public confidence be inspired and engendered by such a hybrid?

A few attempts had previously been made to produce a set smaller than the "Midget", but nothing quite so small as that clock case. There were no "standard" speakers, condensers, coils, dials or tube complements for such a miniature unit and skeptical suppliers showed little enthusiasm about making them. It was a pioneering job, and I should pay tribute at this point to the engineers who did *not*



The Emerson "Model 25" that made radio and radio merchandising history.

reject the idea, but who went ahead and helped me turn the trick regardless of the discouragements which were thrown in our paths. The point is that insurmountable difficulties *were* surmounted and the first practical, popularly accepted COMPACT came into being. It was the "Emerson Model 25"—a four-tube receiver with a six-inch speaker as an integral part of the chassis—delivering astonishing performance and weighing only six pounds as compared with the previous "Midget" weight of twenty-five. The list price was established at \$25.00.

The Emerson Compact "25" made radio as well as merchandising history. More than two hundred thousand sets were sold during 1932 and 1933 by distributors and dealers who could hardly believe their eyes.

(Continued on Page 34)

They Called it a "Depression Product"

How wrong "economists" and businessmen can be at times was strikingly indicated by reaction to the skyrocketing success of Emerson Small Radio in 1932.

The Emerson Model 25 was presented to the public late in 1932 when the country was at the lowest depth of the depression. But the overwhelming response of dealers and consumers to that set was a magnificent contradiction of despair. Orders poured in from every section of the United States. For more than a year the demand was far greater than our ability to manufacture. It was not until the latter part of 1933 that production and sales of that one model alone came within balance.

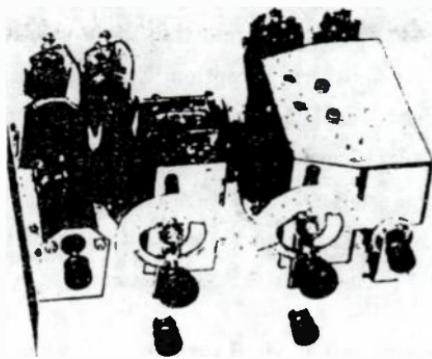
In the stated opinion of many experienced manufacturers and merchants, Emerson Small Radio was a "depression product," the sales of which would decline with the return of prosperity.

Instead, sales of Small Radio mounted to new high levels each succeeding year.

The Most Important Factor in Home Radio

The reawakened public interest in small radio which the Compact had aroused assured me that with a change in design, acceleration in pace, resourceful engineering, mass production, and courageous promotion, Small Radio would eventually become perhaps the most important factor in the home set field. How soundly that assurance was founded is evidenced by the fact that of all home sets produced in 1941, about eighty percent were compacts.

One of the many interesting developments which immediately fol-



Chassis of an early long-and-short wave Midget. Note double dial and knob complements.

lowed the introduction of the Compact was a revived acceptance of the "Midget." For several years both types, in varying sizes, enjoyed a wide sale. Most of the small-set engineering, however, was devoted to the Compact and the "Midget" gradually faded out of the picture.

First Long-and-Short Wave Compact

Each year more Compact models were added. Small radio matched and often surpassed the features of consoles selling at higher prices. Shortly after the introduction of Model 25, Emerson engineers designed the first long-and-short wave Compact receiver to be offered to the public. Despite the fact that short-wave broadcasts were limited in number and quality, public response to the innovation was highly encouraging. This model and its contemporaries served as trail blazers for subsequent short-wave home-receiver development.

The Ever Increasing Trend

Toward Small Radio

At this point it became apparent that there was a growing demand for automobile and farm reception. Emerson engineers, therefore, altered the first Model 25 for 32-volt and 6-volt battery operation as well as for AC-DC socket power. Tuned-radio-frequency gave way to the superheterodyne. Dials were restyled—enlarged and illuminated. Multi-wave compacts were introduced. Additional output made for somewhat better fidelity. Style became an outstanding factor.

By 1935 the production of all types of receivers reached a total of 5,500,000 of which 2,600,000 were small sets. All of the major radio manufacturers as well as distributors, dealers and the general public, had been forced to take small radio seriously. As new developments and improvements came along, those which had permanent merit were adopted by the industry generally. Competition became more intense each year, but it is a tribute to our democratic way of doing business that each manufacturer profited by the research, engineering, manufacturing and merchandising methods of the others.

From the beginning of small radio it seemed to be an accepted fact that not much could be expected in the way of tone quality from such units. But because of their low price and small size, in comparison with consoles, the public appeared to be content with whatever occasional refinements were presented. These, however, were remarkably rapid. As new tube developments were introduced and as circuits and speakers were improved, tone and other reception qualities were stepped up and public appreciation and patronage increased accordingly.

(Continued on Page 38)

*The Emerson "Miracle
Tone Chamber"*

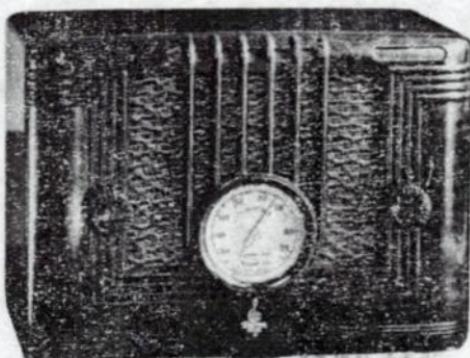
Up until 1937 radio cabinets were equipped with cloth grilles in all sorts of patterns to conceal the loud speakers. The "muffling" effect of such materials was finally overcome by the introduction of the Emerson "Miracle Tone Chamber," variations of which were later adopted by other manufacturers. As a consequence the appearance of small radio sets was greatly improved.

*\$9.95—and More Sets
in the Home*

An outstanding development in the growth of small radio was the trend toward more than one set in the home. This movement was enormously accelerated by Emerson's production of the \$9.95 Compact. This was in 1937 at a time when the leaning of most distributors and dealers was again toward higher priced sets—consoles which afforded a larger unit profit. The Emerson Model BA-199 was a well-designed, well-styled, modern five-tube set embodying all of the basic features and quality of receivers selling currently for twice the amount, but carrying a shorter distributor and dealer discount than most sets on the market.

The moment this model was announced, doubts were expressed in all quarters—by members of Emerson's own organization and by manufacturers, distributors, dealers, trade publications, and even by business men in other fields. Such a policy, they warned, would break down the economic structure of the industry. All existing stocks would be devalued and never again would the public be willing to pay substantially higher prices.

But what happened? Not only were hundreds of thousands of the
(Continued on Page 40)



Emerson model EA-119. The set that *again* made merchandising history.

new set sold all over the country, *but the sale of all other receivers, regardless of price, was given a mighty impetus!*

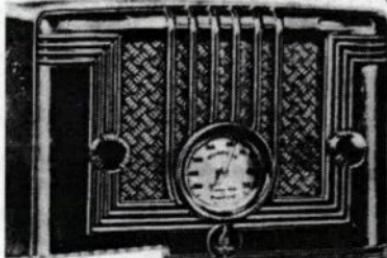
The Emerson "Little Miracle"

In 1938, came the Emerson "Little Miracle"—the smallest 5-tube superheterodyne set ever produced. It was presented in a wide range of cabinet styles, materials and colors, so compactly made that it could fit into any available niche in the home, office or traveling bag. Here, at last, were efficient radios which gave meaning to the slogan, "A radio for every purpose." They were bought by hundreds of thousands as gifts—for living rooms, bedrooms, kitchens, offices and countless other places and uses. Multiple-radio in the home was here to stay. It is significant that, whereas in 1938 the total production of all types of receivers dropped to 7,000,000, the production of small sets that year jumped to the all-time high of 4,200,000.

(Continued on Page 42)

FIRST AT STERN! AN UNHEARD-OF VALUE! *Sensation of the Radio World!*

Emerson 5-TUBE $\frac{1}{2}$ AC/DC RADIOS



MAIL THIS COUPON
FOR YOUR FREE CATALOGUE
STERN & CO.

STERN & CO.

WITH AMERICAN RECEIPTION AND POLICE CALLS

1000 HRS
10000 HRS

5-TUBE $\frac{1}{2}$ AC/DC RADIOS

9.95

NOTHING TO COMPARE UNDER \$20

A Radio Marvel! The "World's Biggest Seller" of Radio! It is a 5-tube receiving instrument. A brand new 1938 model. See at STERN! American reception plus Police calls.

PAY ONLY \$20 DOWN - \$1 A MONTH

P. B. A. month includes "American Radio" by "Stern" government Life and War Broadcasts



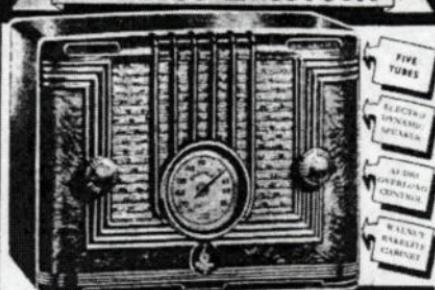
700-711 MARKET ST.

PHILADELPHIA, PA.

Telephone: 2-1000

RECEPTION, 1000 HRS AND 10000 HRS

**GREATEST RADIO
VALUE IN HISTORY!**
New 1938 Emerson



WITH THE AMAZING NEW
MIRACLE TONE CHAMBER



FIRST TIME A 1938
EMERSON HAS SOLD
FOR LESS THAN \$14.95

Emerson Radio again the offering for the
lowest price in the Nation. A new, powerful
radio instrument. The new "Miracle Tone Chamber"
at \$9.95. Look at its many features. And
remember, Emerson makes the
best receivers, and gives extra
value for the money.

\$9.95

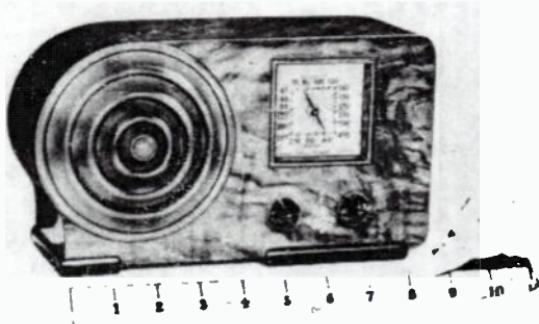
Customer Will Pay
Today

EASY TERMS

Distributed By

ROCHESTER NORGE CORP.

230 East Avenue



One of the many "Little Miracle" models which ushered in a new type of styling.

In 1939, following closely on the heels of the "Little Miracle," we brought out the "Emersonette," this time a two-tube t.r.f. set only six inches wide and five inches high, at a price of \$6.95—and more hundred-thousand sales records were stacked up, again giving further stimulus to radio buying and enjoyment. The t.r.f. circuit made this type of unit effective in certain sections only and so it could not have universal appeal. The phenomenal sales, however, served again to prove that in this country there are countless market strata and innumerable tastes which should be taken into account by engineers when they design the radio of the future.

The Factors of Price and Value

Price, of course, will doubtless always be a factor in the production and purchase of radio, as it is in all other items made for public use. However, I have never regarded "low price" as being *the* paramount issue. Value, utility, service have been, and always will be, greater

(Continued on Page 44)

AMONG THE SOCIALLY ELECT... AMONG PEOPLE OF MEANS, TASTE AND DISCERNMENT...

The Swing is to Emerson

World's Biggest Selling Little Radio



Extending Its Distinguished Record
of Achievements, Emerson Presents
the 1938 Achievements of Radio . . .

FEATURING
a



Emerson has always been featured as the "Ideal Gift." Typical window display.



1095

古一

PEPPER JELLY

118

10

10

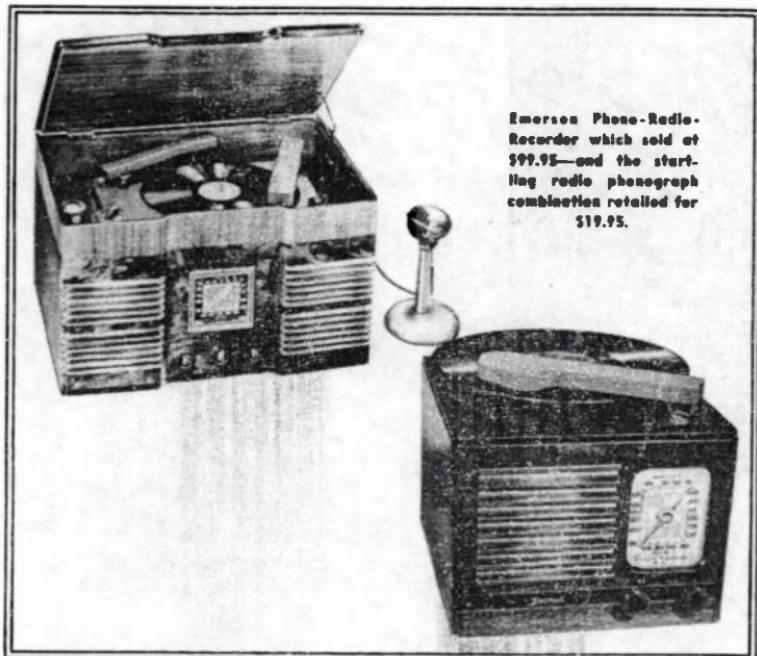


THE MOST REVOLUTIONARY DEVELOPMENT IN RADIO

THE MOST REVOLUTIONARY DEVELOPMENT IN *Emerson*

For Every Purpose and Every Purse

One of the many billboard advertisements.



Emerson Phone-Radio-Recorder which sold at \$99.95—and the startling radio phonograph combination retailed for \$19.95.

considerations. If I may be permitted a definition, the right price for a product is the one which favors the flow of goods from raw to finished state easily, quickly, economically and profitably through all of the channels of trade—and which, by so doing, delivers a definite service in the public interest. This is a fundamental in our economic system and to attempt to circumvent it is to invite disaster. It is the fundamental, for example, which was observed in Emerson's design, production and sale of table model radio-and-phonograph combinations, one of which sold for as low as \$19.95 complete, in a line which included models selling for more than \$100.00.

With further reference to the factor of price, it will be of interest to note that while engineers, stylists and manufacturers were com-

(Continued on Page 46)

MARSHALL FIELD & COMPANY



This tremendous value in a little radio
EMERSON

at the incredibly low price of **695**

Worth many times its price to you, an entertainment

shop or . . . or at repeat listeners fine quality at a price nothing phenomenal. This little wonder produces a family of tone you would expect a radio station owner to use. Ideal for any room in the house . . . for the parlor, den, bedroom, kitchen, in the bathroom. At this price, you can afford to be particular about a radio or a very good one, enjoy the pleasure of several rooms in your home.

Seven significant features:
 * Four-band control * Three wave bands * 45 or 50 * * * * *
 * Four 6P6, 6L6, 6P2 tubes * * * * *
 Radio—Records Phone—Guitar—Wurlitzer

Amelia—For Every Family and Every Purse"



Model 125-2H
Emerson high-fidelity portable radio. Frequency converter and two built-in speakers. **\$29.95**



Model 125-2B
Emerson high-fidelity portable radio. Frequency converter and two built-in speakers. **\$29.95**

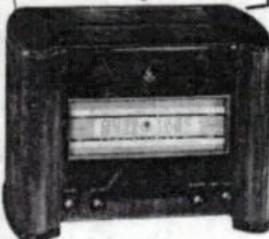


Model CH-201

56.95 and 54.95—these are Emerson Table Models and both made impressive sales records.

NOW! A New Kind of Radio

Emerson
presents the
"Studio Grand"



Model 365

Convince Yourself!

that there is more performance, more sound, more convenience—than a radio within your means. Prove the superior performance of this unique radio—buy it on payment plan. Call any dealer handling radios—then be glad to attempt a listening trial of the "Studio Grand."

High Fidelity

FULL RANGE of voice and instrument reproduction—
FULL VOLUME from low volume to exciting expressiveness—
FULL TIMBRE of tones and deep bass—
from the bottom, up the middle, out the top.

20-Watts Output

4 to 10 times greater power
than average radio! Doubles the number of tone tones reproduced. 10 Watts more power than any other Emerson-Sylvania radio you need. High Fidelity!

69.95

EASY TERMS
... LIBERAL
TRADE-IN
available on
older radios for
any Model 365



FOR HOME TRIAL CALL NEAREST EMERSON DEALER BELOW



One of the many different types and styles of Emerson 3-Way Portables in wood, leather and plastics.

peting with each other in the small radio field, introducing "gadgets" from time to time to step up demand, one universal desire always persisted—and that was for fidelity of tone. This is perhaps synonymous with the generic term of "quality" which recurs from time to time as a classic in radio advertising. The fact that we produced a high-quality compact model with only one wave band and no push buttons, but with twenty watts output, and sold it by the thousand at a price of \$69.95, is a phenomenon with which to reckon.

Enter the Emerson "Portables"

In the meteoric popularity of the battery portable, and the battery-and-light-socket portables, (the production of which jumped from 850,000 sets in 1939 to 1,570,000 in 1941), we have another example of public preference for small units. This development forecasts what may prove to be one of the most momentous radio and electronic advances of the future. The military "Walky-Talky" is

(Continued on Page 48)

No Plugs...No Aerial...Plays Anywhere!

Emerson

SELF-POWERED PORTABLE



Radio's Newest
Development

\$24.95
Complete

Buy Radio Direct

It's the thrill of the trip—the life of the party—your broadcast companion wherever you go—in your room, by train, airplane and automobile. Another creation by **EMERSON**, World's Largest Manufacturer of Small Radios. No plugs, no aerial. No connections whatsoever. There is higher power and around twice—all standard broadcast and police calls—in no creature lightweight enough to carry or as inexplicably low price. Get in for a free demonstration.

There is an **EMERSON** for Every Purpose
and Every Power—\$14.95 to \$299.95

DAVEGA
CITY RADIO



Above—Early advertising of Emerson battery portables. Followed later by widespread advertising of the "3-Way" model.

3-Way Super-Power Portable Advertising.

AT VIM SUPER VALUE STORES *THE BARGAINS TO SAVINGS EVERYWHERE*

SUPER POWER SUPER VALUE!

NEW TWO
The Ideal Gift
Emerson
with "Miracle Tone"

The Super-Power Special

1. Price on One Broadcast Oct. 1940 Model
2. Price on All Music Control
3. Price on 300 Music Control
4. 300 Broadcast, Standard Model in Large Permanent Storage Bureau Speaker

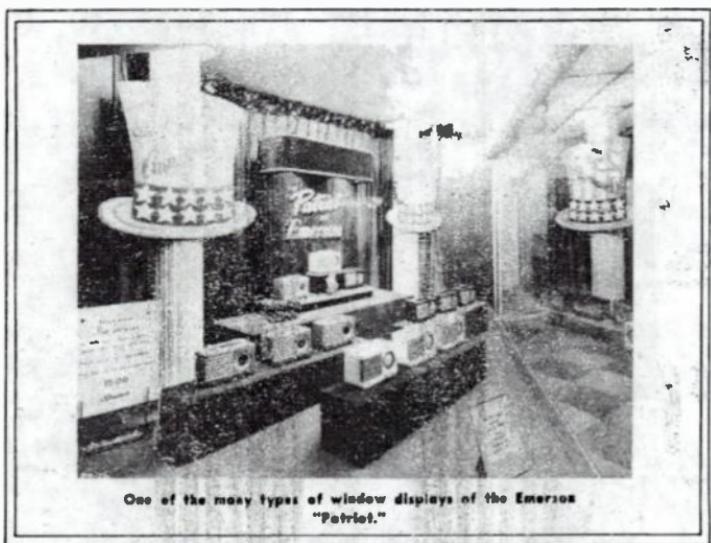
On the Weekday-Weekend Sales Period

\$ 29.95

AT VIM - PAY AS LITTLE AS **40 WEEKLY!**

VIM

RADIOS • VEHICLES • REFRIGERATORS • MACHINES • SPORTS • GENERAL



One of the many types of window displays of the Emerson "Patriot."

vastly improved today because of the civilian portable radio engineering background. Civilian communicating instruments of tomorrow will stem from the same origins.

Certainly here is a challenge and a promise which must stir the minds of engineers, industrialists, distributors and users everywhere.

When "personal" battery radios were first introduced, the aim of Emerson engineers was to produce the smallest efficient commercial radio ever manufactured. The result was a set six inches in length and two inches thick which truly merited the description of "pocket radio."

The Emerson "Patriot"

Just as engineering discoveries and inventions have influenced the progress of small radio, so events and fashions have had their

(Continued on Page 50)

...proudly presents this dramatic new 1941 radio—



A fine radio that expresses in a dignified way the patriotic sentiments of the American home

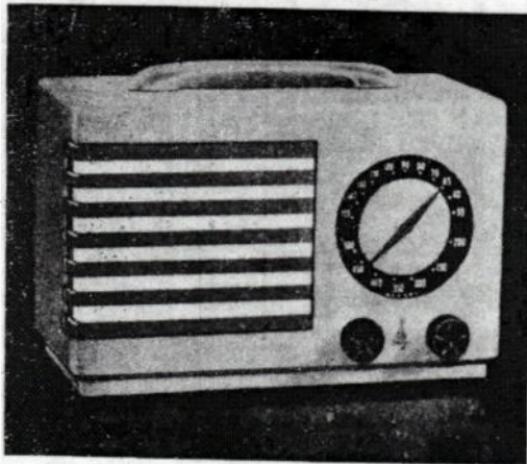
Only
\$15⁰⁰

in any of the 3 styles shown



Emerson model 400-1. Radio
red with white and blue trim.

The PATRIOT Emerson Radio



Emerson model 400-1. Radio
white with red and blue trim.

A luxuriously-designed radio worthy of a place of honor in your home or office . . . or as a Christmas Gift

STRIKING MONTAÑO PLASTIC CABINET that will appeal to your eyes with its beauty, to your hand with its splendid artistic quality.

AC-DC OPERATION—Just plug it in anywhere.

"SUPER-LOOP" ANTENNA—Built in. No outside aerial needed.

BIG ELECTRO DYNAMIC SPEAKER.

AUTOMATIC - VOLUME CONTROL — Turn on. Turn on. That's all.

RECEPTION includes short wave as well as standard broadcasts.

ENTIRELY NEW illuminated dial for "Tip-Sense" tuning.

Other Emerson Radios, \$6.95 to \$19.95

Inquire about our budget payment plan.

AMERICAN COMMERCIAL BANKS PLAZA—SERIES

USE THIS MAIL-ORDER-GRAM

Jordan Manufacturing Company, Boston.
Please send me an Emerson Patriot Radio
of \$15.

- Radio white with red and blue trim.
- Radio blue with red and white trim.
- Radio red with white and blue trim.

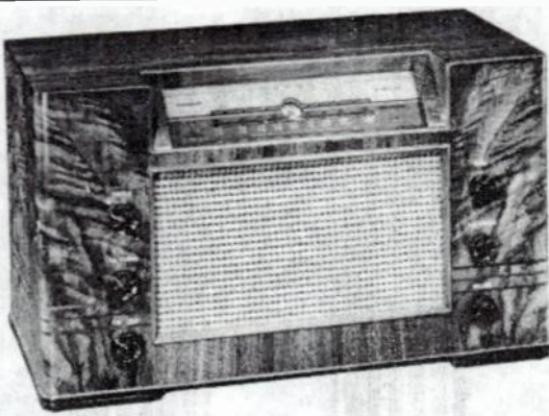
Name _____

Street _____

City _____ State _____

Chase City C. O. S.

COME IN—or USE THE MAIL-ORDER-GRAM—or CALL HUBBARD 2786 UNTIL 10 P. M. (Except Sundays)



Emerson "FM" receiver. Note full-vision slide-rule dial and other advance features.

part in its onward march. A notable instance was the design of a Compact which outwardly expressed the public sentiment prevailing at the time of its creation in 1940. It was fashioned at Emerson's request by the famous industrial designer, Norman Bel Geddes—a red, white and blue plastic cabinet—and was called the Emerson "Patriot." The sale of this receiver, which might have been considered a novelty, reached unexpectedly large proportions and again indicated that style, timing and the current affairs of people should always be considered by radio engineers.

"Compact" Television

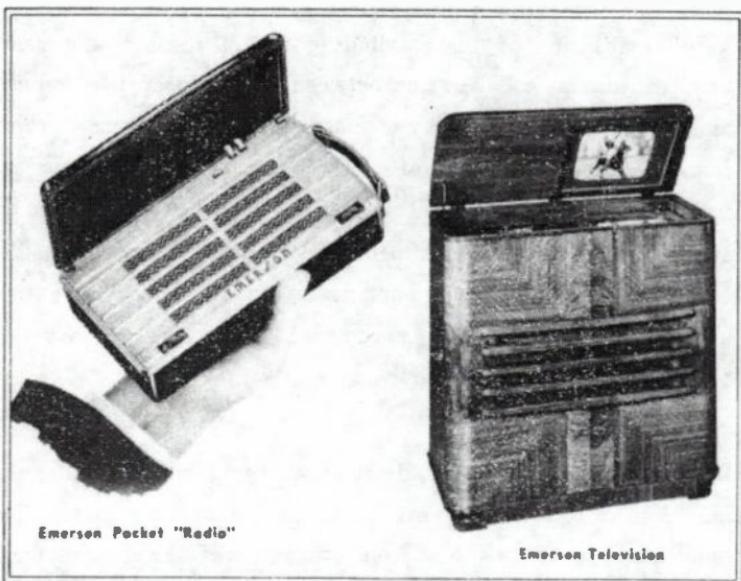
To conclude this review of our merchandising experience in small radio, which included the manufacture and sale of FM receivers, I predict that practical television will be quickly brought within the confines of the Compact when manufacturers return to civilian production. Many new tube developments and other electronic ad-

vances and applications give high promise to this phase of communication.

☆ ☆ ☆

It will be seen from the foregoing that while far-reaching progress has been made in the design, production and promotion of small radio during the past fourteen years, it was progress with no well calculated-in-advance plans such as, for example, were found in the year to year improvements of the automobile.

As radio engineering refinements were perfected they were applied, and for the most part retained, but in the main they were sporadic and were inspired largely by strictly commercial considerations. Each year the advertising and sales departments wanted something new to talk about and each year the engineers obliged. It



seemed that there was no saturation point to public demand. And thus there was no stiff challenge to engineering ingenuity.

This is not meant as disparagement of engineering accomplishments. In many ways those achievements were remarkable. It is mentioned only as speculation on what might have been achieved had public acceptance and demand not been so spontaneous, or had the inherent talent of our engineers been given full play.

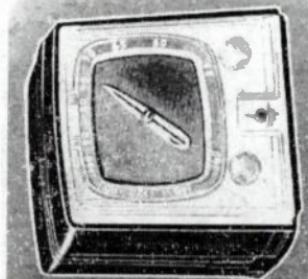
Close Collaboration

Required in Future

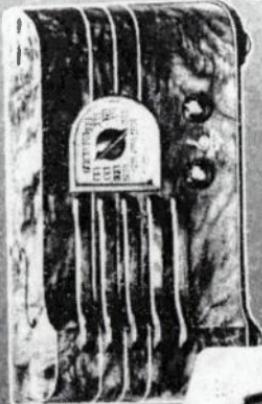
It may be that these remarks will be of slight value to the exacting research worker of tomorrow. But I trust that they will not be without some lesson or suggestion to radio engineers, manufacturers, distributors and dealers. As a manufacturer with years of production and marketing experience, attempting to look backward and forward at this industry of ours, I find it impossible to envision a full realization of our possibilities except through closer and more continuous collaboration between the engineer, the producer and the seller. In the heyday of mass production and mass promotion the engineer was too often at the mercy of the whims and profit considerations of the management and the opinionated instructions of the sales department. So long as the public was willing to buy the goods thus devised and manufactured, there was no great urgency and little encouragement for radical technical innovations. I feel sure that in days to come that situation will be greatly altered.

In prospect, the technical and commercial possibilities in the coming "Age of Electronics" are, of course, staggering in fact and implication. It remains to be seen, however, whether radio and pro-

(Continued on Page 54)

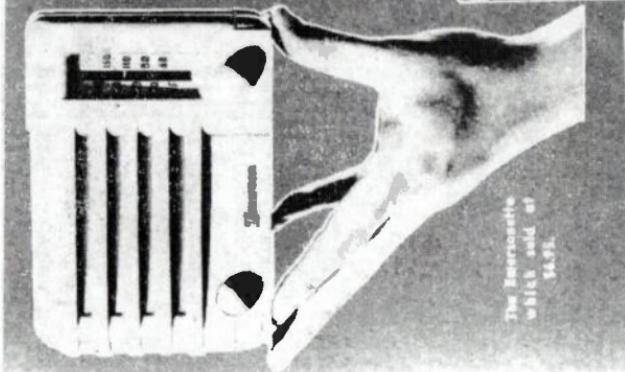


ANALOG WRISTWATCH

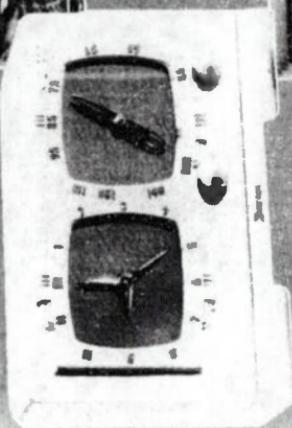


The "Stretch"—example of "no-beat" cushion construction.

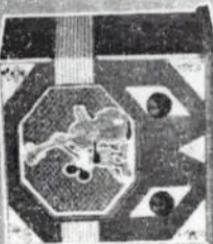
Radio and clock
"Mickey Mouse" and
"Walt Disney" models.



The "Incredible" which sold up
\$1,000.



2000



duction engineers and management will be able to mesh their gears, and keep them meshed, through the many stages of design, manufacture, promotion and the ultimate utilization of the products now in embryo.

A Plea for Realistic Planning

As I have pointed out, it is not to be expected that all of the discoveries, inventions and improvements which war needs have brought about will find immediate commercial expression. Nor do I think that anything of the sort should be attempted. To be realistic, radio receivers—standard, F.M., television, facsimile or whatever they may ultimately be—will depend at least for some time to come upon existing broadcasting facilities; and it should be borne in mind that hundreds of millions of dollars are now invested in stations which at present have definite limitations. They will not be junked and replaced with more modern equipment overnight.

Again, more than 55,000,000 standard receivers are now giving service in homes, offices and automobiles all over the country. There is little likelihood that this vast radio audience will, or should, submit to any change which would make all of this equipment obsolete at once.

Radio will undoubtedly take on a greater proportionate role in the post-war world, but we should face facts before we plunge into enterprises which have not been thought through.

There are, of course, many other considerations which engineers and management must take into account, both for an orderly conversion to normal operations, and for future development. The engineer must appraise all of the elements with respect to national

(Continued on Page 56)



Emerson Quality Tubes

The New High Standard Tubes

for Superlative Performance

(Glass, Metal, "G," "GT," Lohtail)



The new line of **EMERSON QUALITY TUBES** gives the Emerson dealer a new and sure-to-increase source of revenue and profit.

EMERSON QUALITY TUBES are being included in Emerson sets, and this fact will be noted in all advertising and instruction literature. With millions of Emerson sets now in use — with the production of more Emersons than any other make — public acceptance and demand are definitely assured. Millions of prospective replacement buyers constitute a ready-made market.

EMERSON QUALITY TUBES embody the latest engineering and material developments. Every tube is factory tested in accordance with the highest standards of reception, long life and dependability.

Emerson Quality Tube Advertising, Sales Promotion and Constructive Merchandising methods and materials will be made available to all Emerson dealers.

and international broadcasts and reception and be guided in his creations accordingly. He must learn when and where to "freeze" his designs, and not attempt to embody everything he has learned during the past two years in one receiving set. This with the assurance that there will be a continuing and progressive acceptance of whatever practical improvements he adds from time to time.

The radio-electronics industry as a whole should, so far as practicable, pool its basic thinking and findings. It should formulate policies which will inspire and deserve public confidence and patronage.

It should move forward carefully—and with due regard for past experience. By so doing, and only by so doing, can our industry realize in full the incalculable opportunities which lie ahead.

☆ ☆ ☆

LIFE



out of a
proving ground
wide as
the world...

Out of the mists of battle, out of the clanging industry, out of the
smoke of deshipping ports and the urgent drive of the war
producers, in the face of an oncoming terrible tomorrow, we were
surely efficient, well-nigh day long, doing great productive jobs. As surely
as the stars will live on, we can expect, more performance, more
efficiency, well-nigh day long, doing great productive jobs.

Not the stars will live on, we can expect, more performance, more
efficiency, well-nigh day long, doing great productive jobs.

Not the stars will live on, we can expect, more performance, more
efficiency, well-nigh day long, doing great productive jobs.

Or, to put it another way, we can expect the stars to shine and the productive
jobs to go on, well-nigh day long, doing great productive jobs.

Or, to put it another way, we can expect the stars to shine and the productive
jobs to go on, well-nigh day long, doing great productive jobs.

Emerson, leader in its field, will provide
you stars' greatest achievements in
radio equipment for all Americans to
enjoy. The Emerson Electronic
Radio Division is at the top.

In the meantime, we urge you to take good care of your
present Emerson. Try to make a tour, and the new Emerson Electronic Radio
is wonderful. Don't wait for that. Emerson Electronic Division
Buy every time. Health and strength today!

EMERSON RADIO AND PHONOGRAPH CORPORATION, 10000 Mayfield Road, Elgin, Illinois
ON VOLUME LEADERSHIP BASED ON HOME SOUNDS



Emerson wartime advertising appears in leading national magazines
and newspapers. Reproduction of four-color ad.

a letter

To Cpl Donald (Sister) ...
at Broad St. 87 Broad Gr.
APO 168, Postmaster, New York, N.Y.



Dear Donald:

On this, the eve of Christmas, we're thinking of you . . . you and the other Emerson men and women in uniform scattered in far-off places.

You probably haven't much time to think about what's happening back here at home. But you must wonder what things are going to be like when this is all over.

It occurs to me that you would like to hear what your company is doing . . . on our present wartime job, and to get ready for the day when you come home. In the first place, I want you to know that you are still a part of this organization. We

expect you back . . . we want you back.

The papers here are full of talk about post-war plans. We have ideas too. But right now we're using every minute, every idea, every bit of ingenuity we possess for one purpose only . . . to step up volume . . . to get things done better and faster. Still, we can't help thinking ahead . . . as you are. When the time comes to return to civilian production, we're going to move and move fast.

You've seen our new Emerson wartime products in the field. How well you know how ruggedly they are built . . . how well they stand up. You can appreciate how our present "battle experience" is going to

help us build even finer Emersons than ever before.

Everybody in this plant is straining every nerve and muscle to turn out the things that are needed to help bring you back as soon as possible.

And so, to you and everyone in service wherever you are . . . a Merry Christmas and a speedy, safe return.

Sincerely,

John G. Emerson

President

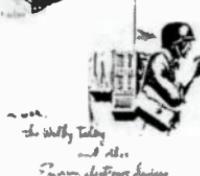
EMERSON RADIO & PHONOGRAPH CORPORATION, R.I.W. 1001
Please let a copy of a letter sent to one of Emerson's employees now serving with the armed forces receive. While addressed to Cpl Donald (Sister) it is intended to express Emerson's feelings toward all of its employees now in the service.



Back to civilian work and leisure, back to come through soft and carpeted rooms . . . through cold, noisy, wind-swept rooms and sounding void . . . that's the Wally. Talks to Emerson. Plays out of the future. He Emerson Electronic Radio and Television equipment which will be yours to enjoy when this war is over.

Emerson

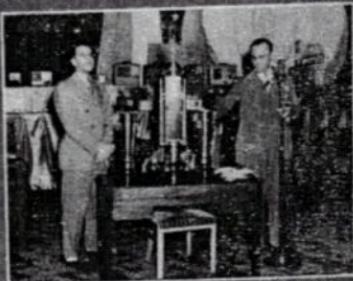
Electronic-Radio





Typical of Emerson

Elliott Roosevelt, broadcasting for Emerson, greets Benjamin Abrams



Annual award of trophies at Emerson distributor conventions.



Typical Emerson "Silent Salesman" display.







Emerson Radio exhibit at Paris, France. One of many showings in foreign countries.

... won Grand Prize
at International Exhibition
at Salonika, Greece.



Other Awards of Merit have
been received for design
and performance features
in many competitions.

Views of Emerson Dealers

Planning for Emerson Radio in the Future

AMONG the most important factors contributing to Emerson's growth in the past have been the ideas and constructive criticism of our distributors, dealers and representatives.

This open-door policy and the receptiveness to suggestions from outside the organization have kept our engineering and promotion departments currently aware of conditions in all sections of the country. Because of such flexibility of manufacture and general business conduct, which is maintained at all times, the expressed needs and desires of the trade can always be readily met.

Visits of distributors and dealers to Emerson Headquarters, and personal calls by Emerson representatives, have maintained contacts with the trade all during this period of exclusive war production. Ideas and suggestions for distributor and retail operations in wartime have been passed along.

Recent communications from Emerson dealers all over the country indicate high hopes for constructive radio merchandising after the war. They are planning soundly to capitalize coming opportunities. Their views in general—their expectations with respect to featuring Emerson Small Radio from the beginning of post-war business—are expressed in the following reproductions and excerpts from a few of the letters received.

MAY CO.

BROADWAY, EIGHTH AND HILL • WILSHIRE AT FAIRFAX • LOS ANGELES

EXECUTIVE OFFICES

November 15, 1943.

Mr. Benjamin Abrams
Emerson Radio & Phonograph Corp.
111 Eighth Avenue
New York, N. Y.

Dear Mr. Abrams:

Judging by the information I received on Emerson's post-war planning while I was in New York recently, it looks as though great things are in store for radio dealers in the future. I am writing you now to register our interest and to assure you of our desire to continue the association which was broken off by war.

Emerson Radio has always been regarded by our store as an outstanding merchandising product and as a result has been extensively featured in our advertising as well as on our display floors and in our windows. Emerson always enjoyed good public acceptance in our radio departments because of unusual styling, fine performance and outstanding value.

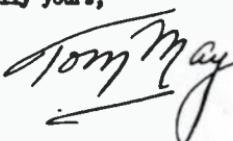
Likewise, we were always impressed with your policies with respect to advertising, promotion and other constructive trade practices.

We believe that the small radio will be in great demand immediately following the war because of the style, price and technical developments which can be supplied readily to small radio and because they can be made quickly available in quantities. If your advertising and sales promotion departments go through with the programs they have hinted to me, I am sure that business will boom here.

We assure you that we are looking forward with a great deal of pleasure to resuming our relationship with Emerson and that it will continue to be our policy to give your product the same prominence it has always enjoyed before.

Cordially yours,

T.M.C.



Davega-City Radio, Inc.

Executive Offices

76 Ninth Avenue
New York City

Nov. 10, 1945

Mr. Ben Abrams, Pres.
Emerson Radio & Phonograph Corp.
111-8th Ave.
New York City

My dear Ben:

You are, as usual, showing great foresight in publishing a book which will indicate to the dealers, distributors, and the industry in general, Emerson's thinking on the post-war period which is so interesting a subject to everybody.

Here at Davega we have always considered Emerson among our best and most profitable lines and we feel sure that when the smoke and the thunder has died down, you will again take your position as a leader in the industry and again show us the merchandising, initiative, and thinking that has always made Emerson the product it is.

It takes no very great genius to be fully aware of the tremendous market that is being developed at the present time, and it is obvious that the man who hits the market first with the most will do the best. It seems to me, therefore, that although the public is being and has been led to expect some great wonders and some new marvels in the post-war radios, merchandise like this will not be manufactured in the immediate post-war period. It would, therefore, I think, be good business, in order to supply the great and immediate demand after the war, a company like yours should not hesitate to give us the very same merchandise which you had been producing when manufacturing ceased. This would allow the manufacturer to get back into production with the minimum delay and expense and after the initial rush, there should be plenty of time for planning and developing the great radio which the electronics industry has been promising. Certainly the public will want sets and especially small sets, and I believe you will agree with me that you will serve best your own interests and that of the public, to say nothing of your dealers and distributors, for Emerson to be among the first sets to reappear on the dealer's sadly depleted shelves.

With best wishes for your continued success, I am

Yours very sincerely,


Jules M. Smith

On past experience, your merchandising plans have been a protection for the dealer and consumer alike. Your effective forthright advertising gained the approval of the retailer, inducing additional local advertising on his part, and complete cooperation.

The stability and performance of your product in all price ranges has been outstanding. Only since Emerson radios have no longer been obtainable have we really appreciated this feature. Our customers tell us that their little Emersons are as good as new. The importance you formerly placed on attractive small Radios we trust will be continued—there is a place for one of these in almost every room and office.

MICHAELS INC.
New Haven, Conn.

☆ ☆ ☆

The remarkable turnover of Emerson Radios has made a splendid showing in our profits and that is one of the reasons it has had our unreserved support. Emerson radios require no radio experts for maintenance. They are readily and easily repaired if need be.

The ideal radio set for any dealer to sell is one that has a wide range of reasonable prices, low cost maintenance, excellent profits, very quick turnover and requires no effort to sell and Emerson Radio possesses all these qualities

STAR RADIO CO.
Washington, D. C.

☆ ☆ ☆

Maison Blanche Company have sold Emerson radios ever since they were introduced to the New Orleans trade. We have been very much satisfied with their line of merchandise and believe that Emerson has definitely been the leader in the small radio field.

MAISON BLANCHE COMPANY
New Orleans, La.
11

☆ ☆ ☆

Regardless of economic conditions there will always be a distinct line drawn between small radios and "good" small radios. Emerson Radio is definitely a "good" answer. The remarkable growth of Emerson can be attributed to the vision of its owners in creating style, performance and value in the production of millions of small radios good enough to be the preference of millions of listeners.

LIL' PAL STORE
Houston, Tex.

MARSHALL FIELD & COMPANY

STATE, WASHINGTON, RANDOLPH & WARREN

TELEPHONE STATE 1000

CHICAGO

November 19, 1945

Mr. Ben Abrams
Emerson Radio and Phonograph Corporation
111 Eighth Avenue
New York 11, New York

Dear Ben:

In these days when we have nothing to sell, we retailers are in a good position to view our past merchandising problems and devise ways and means to do an ever better job come peace again.

We cannot fail to appreciate the contribution that the Emerson Company has made to the radio industry and the writer considers that being one of the first Emerson dealers, he is able to qualify as a critic.

Your ability to sense the trend of the public toward small radios, beautifully designed, of excellent performance, and at a reasonable price has had its own reward in the acceptance of the public, and we feel that every Emerson radio now in use will call for two new sets once you are in civilian production again.

Your product's excellence, coupled with the sound advertising and sales promotion, has carried your name to a worthwhile place in the minds of both the public and your dealers. We are looking for you to continue the pace you have set, and hope that we may be able to show as great strides as a dealer as you as a manufacturer.

We are planning now for a post war radio business that will far exceed any previous record and expect to call on you to furnish a goodly part of our small set business, with new radios even better than we now contemplate.

We shall be glad to have you keep us informed from time to time as to your plans and progress so that we may keep abreast of them.

With kindest regards,

Yours very truly,


A. O. Casey

Radios - Buyer

The public demand for small radio was never so forcibly brought to our attention as during the past few months when we have been without these sets. We were heartily in accord with Emerson's pre-war policy of frequent changes of models and types. We wish to convey our earnest wish for a continuance of that policy of foresightedness for our mutual benefit.

AMERICAN SUPPLY COMPANY, INC.
Worcester, Mass.

★ ★ ★ *

Your line has always found ready acceptance on our selling floor. Our customers have chosen Emerson time and again because of its appearance, its quality and price appeal. Your advertising nationally has likewise been a great help. Because of this, we have found it beneficial to advertise and display your product extensively in our store.

F. C. NASH & CO.
Pasadena, Calif.

★ ★ ★

There will definitely be a place in our postwar plans for this same type of merchandise and we are already making plans for the displaying and selling of Emerson radios.

SPEAR AND COMPANY
Pittsburgh, Pa.

★ ★ ★

In addition to the exceptional service you have given to us we are listing other important reasons why we find it worthwhile to be an Emerson dealer:

Your styling is up to date—you seem to know what the public wanted.

Emerson sets are easily displayed, handled and delivered as package merchandise.

Low cost of keeping Emerson sold—there is less service on Emerson.

Selling Emerson receivers is always at a profit.

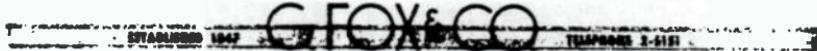
Again we say—we are happy to hold the Emerson franchise.

EARLE F. HUTTON
Canandaigua, N. Y.

★ ★ ★

We are completely sold on Emerson Radio. When the radio industry goes back to civilian production, we will go back to Emerson stronger than ever.

SHAW JEWELRY COMPANY
Dallas, Tex.



HARTFORD CONNECTICUT

November 16, 1943

Emerson Radio & Phonograph Corp.
111 Eighth Avenue
New York, New York

Gentlemen:

In view of the important contribution you have made to profitable radio volume by the styling, performance, and merchandising of your small radios, we trust you are making plans for an aggressive post-war operation.

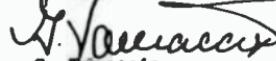
It is our feeling that your sets were particularly successful because of your creation of ready consumer acceptance for Emerson, through your effective advertising, and also by the unusual styling of your sets. In connection with styling, we cannot overlook the importance of the wood cabinets, both as to their design and finish. These cabinets, in themselves, set Emerson apart from practically all other small sets.

We definitely feel that there will be a larger demand for small radios after the war than there ever has been, and that "a radio in every room" will become a practical reality, instead of just a radio manufacturer's or retailer's slogan. In this connection we feel that sets designed for specific rooms and uses will be of considerable importance.

In conclusion, we sincerely wish you continued success, and trust that you will very soon be able to resume the manufacture of civilian radios.

Very truly yours

G. FOX & COMPANY INC.



G. T. Maccio
Department Manager

GT/FR

Your merchandising and advertising campaigns have always produced good business for our company. The performance of EMERSON RADIO has always been outstanding.

We believe that public demand for small radios, although heretofore great, will be much greater after the war is over. We endorse your policy,

GILCHRIST COMPANY
Boston, Mass.

☆ ☆ ☆

The public preference for small radio sets has been due to the attractiveness of the Emerson Models, and the performance and styling, backed with effective advertising campaigns. The store display too, has helped us with a rapid turnover, giving us greater profits.

HENRY'S CREDIT JEWELERS
Geneva, New York

☆ ☆ ☆

It is my opinion that among many advantages of Emerson Radios is their smartness and compact design. The large selection of models and comparable competitive price which has made the Emerson Table Model Radio the leader in its field.

One of the outstanding features which has assisted us in placing Emerson Radios before the buying public is the splendid factory, distributor, dealer cooperation in the matter of "heads up", advertising and display material. I find this is constantly changed with promotion ideas in order aggressively to keep before the public the fine and advanced features of your product.

FEDERAL
Sacramento, Calif.

☆ ☆ ☆

Emerson's aggressive advertising policy is firmly implanted in the minds of the buying public. This policy has proven successful in the past and we trust that it will be continued in the future.

The styling of Emerson radio cabinets is excellent, and since this styling has always been particularly attractive, we feel that this feature has contributed considerably to your success.

R. H. WHITE CO.
Boston, Mass.

Lee's Department Store

HUNTINGTON PARK, CALIFORNIA

November 20, 1943.

AIR MAIL

Mr. Benjamin Abrams
c/o Emerson Radio & Phonograph Corp.
111 Eighth Avenue
New York City, N.Y.

Dear Mr. Abrams:

Our company has always felt that Emerson was an outstanding merchandising item. Thus it is with a great deal of pleasure that we see that Emerson's post-war planning is going forward on such a practical, constructive basis.

The Emerson Radio has always been one of the fastest sellers on our radio floor. The obvious reason for this, of course, is the fact that Emerson radio has always has eye appeal, price appeal and fine quality. Because of this we have always made it a point to advertise it and display it extensively and the result has been gratifying.

The demand for small radio will, of course, be tremendous after the war. Emerson will get a goodly share of this because of Emerson's acceptance in our market. This will be particularly true if your advertising and sales promotion departments goes through with the program they have hinted at to me.

Our relationship with Emerson has always been a pleasure. We hope that it will be renewed in the very near future, when this terrible war has been won.

Very truly yours,

LEE'S DEPARTMENT STORE



Ben Platt.

PP:LM

6501 Pacific Blvd.

Elmhall 3311

We have been an Emerson dealer for the past eleven years, and we are looking forward to the near future in which we hope to resume again our pleasant relationship with your company; when again we will be receiving shipments of the biggest little package in radio.

Once they are sold, they insure the owner of continuous service plus fine performance, and in a price field that is accessible to every one who wants a second or third radio in their home.

ADAMS RADIO COMPANY
Providence, R. I.

☆ ☆ ☆

Emerson enjoys a most enviable top position in the small radio field, both in public preference and performance.

The values are exceedingly good and are well supported by an exceptional abundance of models which were well styled. They completely cover the public demands in the small radio field.

The promotional and advertising policies of the company are fine and sufficiently well planned and very helpful to the dealer in both the national and local phases of doing a good job, both educationally and in sales.

The post-war demand for small radios, judging by the present day enquiry and search for them, will be enormous.

E. W. EDWARDS & SON
Buffalo, New York

☆ ☆ ☆

We have always felt ourselves privileged in featuring Emerson Radio in pre-war days as articles of the finest quality and performance. We feel certain that we can rely again upon Emerson to continue its incomparable policy in being one step ahead in improvements, new design and better performance.

BARR'S
Norfolk, Va.

☆ ☆ ☆

We have in the past handled Emerson Radio in large quantities and have always found the wide assortment of cabinets and designs to be very appealing to customers.

This is a very fine line of merchandise to have in your store and it is very easy to merchandise with the fine help of the Emerson Radio and Phonograph Corporation.

KAROTKIN
FURNITURE COMPANY
Austin, Tex.

WALTER J. EPSTEIN
835 MARKET STREET
SAN FRANCISCO, CALIFORNIA

November 8, 1945

Mr. Benjamin Abrams
Emerson Radio and Phonograph Corp.
111 - 8 Avenue
New York

Dear Mr. Abrams:

We have been so successful with Emerson radios over the past years that I am prompted to write you this letter for whatever help it may be to you in your post-war planning.

Emerson has been by far our leading line in the small-set field. The wide variety of models that we have received from you, their fine styling, excellent performance and retail values have unquestionably been responsible for the dominant position your line has held in our retail sales.

The effectiveness of your national advertising, and your cooperation with us with local advertising have brought the people into our store and have created an actual demand for Emerson instead of mere acceptance. Once customers were in our store and shown your various models the completion of the sale was easy.

Your system of distribution through strong jobbers, financially able to carry representative stocks has enabled us to attain a greater rate of turnover than in any other line that we carry, with consequent larger profit.

We trust that your post-war planning takes all these things into consideration and that you realize the tremendous market that will exist for small sets after the war is over. We expect to count heavily on Emerson as our source of supply for this type of merchandise and we feel sure that you will fulfill all our expectations.

Very sincerely yours,

Walter J. Epstein
Walter J. Epstein

WJE:f

CONRAD'S JEWELERS

DIAMONDS

WATCHES

TELEPHONE
22-939

500 TRUST BUILDING
ERIE, PENNSYLVANIA

STATE AT
TENTH

November 13, 1945

Warren Radio Company
1125-1127 State Street
Erie, Pennsylvania

Attention: Mr. W. M. Schuster

Dear Mr. Schuster:

We are patiently awaiting and looking forward to the day when we can sell the new line of Emerson radios that is sure to come. As you know, we have sold Emerson radios almost exclusively for several years. Emerson small radios always seemed to fit perfectly into our merchandising picture.

Because of their effective styling, they always attracted customers' interest. Because of their outstanding performance, we had a minimum of complaints and servicing. Because of their size, they made an ideal package unit readily saleable in a modern jewelry store. Your cooperative advertising program provided effective promotional assistance.

A direct contribution to the profitable operation of our radio department was the fact that our Emerson inventory was exceptionally low in relation to our volume of business. In the post war period, we cannot help but feel that Emerson will again lead the small set parade. Certainly the demand for small quality radios will be greater than ever.

With smart looking Emerson radios again on our shelves, we fully expect our peace-time radio department to be one of our most important profit makers.

Yours very truly,

CONRAD'S JEWELERS

Marvin Elfenbein
Marvin Elfenbein

ME:AR

SYRACUSE

ROCHESTER

BUFFALO

E.W. Edwards & Son

ESTABLISHED 1832

ROCHESTER, NEW YORK

November 12, 1943

Erskine-Healy, Inc.
420 St. Paul St.
Rochester, N. Y.

Dear Mr. Healy:

Our opinion that the merchandising of Emerson Radios has been a very successful one, is that - they were the creators of the tremendous small radio market, which was due to the outstanding performance and styling of these radios. Many of our customers have used Emerson Radio Sets for years, and have expressed their enthusiasm for Emerson's small radios.

It has given our customers that "extra" radio set where they were not in a position to use or purchase a console. We feel that a tremendous small radio set market will be developed because of the new homes that have been built, and the return of millions of newly married service men.

We hope to return to the merchandising of Emerson Sets when they are available, and that through effective advertising and store displays, we know that a rapid turnover and profits will be there for the aggressive dealer.

May we soon return to the Emerson picture when the war has come to a successful conclusion.

Cordially yours,

E. W. EDWARDS & SON


Eugene F. Murphy
Merchandise Mgr.,
Major Appliances

"Home of Nationally Known Radios and Westinghouse Refrigerators"

Metropolitan 3500

11th and E Sts. N. W.
1327 H St. N. E.



938 F Street Northwest
Washington, D. C.

106 No. Howard Street
Baltimore, Md.

November 6, 1943

Mr. B. Abrams
Emerson Radio & Phonograph Corp.
111 - 8th Avenue
New York, N. Y.

Dear Mr. Abrams:

It is with great pride that we have been fortunate enough to be one of the pioneers in retailing Emerson's small radio sets in the entire South. We feel that we owe our present standing as one of the leading Radio Stores in the South to the splendid job of merchandising done by the Emerson Factory.

In giving us a complete line of radios in every price range, Emerson has enabled us to satisfy every whim and desire of our customers -- no matter how meticulous they were and what price they had intended to spend. Every Emerson radio has been practically "Custom Tailored" to meet the customers' desire and the price was "Fitted" to his pocketbook. This in itself has been a major factor in Emerson's outstanding success.

When the small radio was a dire necessity in every home, "A Radio For Every Room", Emerson promptly solved that problem and met the demand with their smart styling and great variety of models to choose from, but always a super value at every price.

Emerson Radio will always be a leader in the small set field and certainly have created a great demand with newspaper and published magazine advertising to the customer direct. There is no compromise for "Truthful Advertising", and the large demand for Emerson Radios has proved it beyond a shadow of a doubt.

Yours for Victory,

SUN RADIO COMPANY


Emanuel M. Rosensweig

Emanuel M. Rosensweig

KMR:j



CARONDELET STREET AT LAFAYETTE

ESTABLISHED 1888

MAX BARNETT
FURNITURE CO., Inc.

BRANCH EXCHANGE
RAYMOND 8881

WHOLESALE
AND RETAIL

MAX BARNETT CO., Inc.

November 12, 1943

Emerson Radio & Phonograph Company
New York City
New York

Gentlemen:

In the past the Emerson Radio line offered us great merchandising possibilities because of the many low and medium priced models, fitting the purse of every prospective radio buyer.

Most families prefer to have several small radios which can be used individually by each member of the family rather than one high priced radio in the home and we believe that the trend will continue in the future.

We will be looking forward to the time when the lights go on again all over the world and we will again be able to advertise and promote Emerson.

Yours very truly

MAX BARNETT FURNITURE CO., Inc.


Milton Barnett, Manager
Radio Department

MB:jw

LARGEST COMPLETE HOME FURNISHERS SOUTH

Phone TW 0211

COAST MUSIC CO.

801-837 South Broadway
(The May Company)
Los Angeles, Calif.

November 17, 1943.

Mr. Benjamin Abrams
c/o Emerson Radio & Phonograph Corp.
111 Eighth Avenue
New York City, N.Y.

Dear Mr. Abrams:

Emerson's post-war planning has been of great interest to us and we would like to assure you that we look forward with pleasure to a re-newal of our fine association with Emerson when this war is won.

We have always considered Emerson radio as a fine product. Merchandise with eye appeal, pocket-book appeal, and an instrument of quality. For this reason Emerson has always enjoyed wide acceptance by customer and salesmen alike on our selling floors.

The demand for small radio will, of course, be great immediately following the war and thus Emerson, who has always been a leader in the small set field will be an item that the dealer and consumer alike will be looking for.

Your advertising and sales promotion has been outstanding and we know we can expect even greater things when you convert from war to peace time efforts.

With hopes that our business association will be re-newed very soon, we remain

Very truly yours,

COAST MUSIC CO.

Herman Platt
Herman Platt,
Manager.

HP:PM



Lyon & Healy

Everything Known in Music
Wabash Ave. at Jackson Blvd.
CHICAGO, ILLINOIS

G. W. WARD
MANAGER
RADIO DEPARTMENT

November 20, 1943

Emerson Radio & Phonograph Co.
111 Eighth Avenue
New York City, New York

Attention: Mr. Ben Abrams

Gentlemen:

The Emerson line of radios has been a most important item in our Radio Family.

For years we have featured this merchandise in our Midget Radio Department. The wide variety of models, splendid workmanship, excellent tone quality and price range offered the discriminating buyer an opportunity to select an instrument suitable to any occasion.

We look forward eagerly to the day when radio merchandise will again appear on our shelves and to be sure Emerson will take its rightful place in our Radio Section.

Congratulations for your past achievements and best wishes for even greater achievements to come.

Very truly yours,

LYON & HEALY, Inc.


G.W. Ward, Mgr.

Radio-Combination Division

G.W.W.

Davidson Furniture Co.

717 West Seventh Street
PHONE 9470

Little Rock, Ark.
November 8, 1945

Emerson Radio & Phonograph Corp.
111 Eighth Avenue
New York City, New York

Gentlemen:

We have featured the Emerson radio line for a number of years because we find ready acceptance and active demand for these small sets. The public seems to prefer small radio sets and Emerson's variety of models with the styling, performance, value and other features makes them the best and most complete line of all small sets we have ever handled.

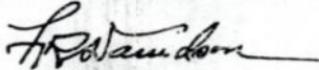
We find that many of our customers buy more than one of these sets and put them in different rooms in their homes. They also buy the portable sets and seem to look for the Emerson name in selecting small sets.

Emerson sales helps are very effective and the store displays and advertising give rapid turnover. The line is unusually profitable because these sets can be sold without a trade-in.

We anticipate a large demand for these sets in the future and intend to cash in on this market when civilian goods again become available.

Yours truly,

DAVIDSON FURNITURE COMPANY


L. R. Davidson

LHD:vg

Original from

The May Department Stores Company
Famous-Barn Co.

PLEASE ADD THIS REPORT
FOR ATTENTION OF:

THE SIGHT

ST LOUIS CLEVELAND LOS ANGELES DENVER MIRON BALTIMORE

NEW YORK OFFICE
16 SO BROADWAY

St. Louis November 10, 1943

Emerson Radio Phonol Corporation
111 Eighth Street
New York, 11 N.Y.

ATTENTION: B. ABRAAMS
President

Dear Sirs

As we look into the future the thought occurred to me that Emerson radios in their field can serve a purpose such as they have in the past, being outstanding in price brackets, appearance and performance.

The public today is starved for small radios. As this is one br.-cket of the industry that is cleaned of merchandise and the poor man has to do without, as we or no other store at this time can take care of small radio sets. Therefore, when victory is here the small radio will be the important factor for about six months to a year in my estimation. Emerson in the past have been noted for their marvelous assortment, for their smart styling, and for their tremendous advertising campaign which popularized the small radio of yesterday.

For the future we look to Emersons to be the guiding light, to be first with the new improvements, to continue in the price brackets that made them famous, maintaining at all times their high standard of quality and performance.

At this time might I suggest that Emerson add to their line a good console radio as well as console combinations. Might I also add that I appreciate the close contact of Mr. Eugene Strauss of the Mayflower Sales Company who has worked with us in a very efficient and outstanding manner making Emerson one of our foremost lines in the stores.

Very truly yours

James T. Ross
FAMOUS-BARR COMPANY

DIAMONDS

WATCHES

JEWELRY

Diamond Jewelry Company

PHONE MA 5000

7 ELMWOOD AVENUE
ATLANTA GEORGIA

CONVENIENT TERMS

November, 15th, 1948.

Emerson Radio & Phonograph Corp.
111 - 8th, Ave.
New York, N.Y.

Gentlemen;

For your information, Emerson has served our complete needs in radio. We have never found it necessary to clutter our stock with numerous different makes. Emerson covered the small set field perfectly.

In our particular instance, our customers demand small radios. We therefore, sincerely hope that Emerson will continue in the future to produce the assortment of table model and portable radios as they have in the past.

We can recall several famous Emerson sets that did more to stimulate business for us than any other single item we carry. Hundreds and hundreds of fine accounts were opened as a result of Emerson's policies in advertising, promotion, and many other constructive trade practices.

In our opinion the demand for small radios after the war, will be far greater than ever before. Many of our customers are already asking-- "When will I be able buy a small radio again?"

Our plans in radio are now centered on what Emerson is going to do in the future, after Victory, so far as small radio is concerned. If you continue then, as you have in the past, we will be very well satisfied.

Yours very truly,

DIAMOND JEWELRY COMPANY

Oscar Levin
Oscar Levin
General Manager

OL/mfg

Blueprinting for the Future Emerson's Postwar Plans

ABUNDANCE of opportunity is one thing. Practical measures for capitalizing it is quite another matter. Unless every element and factor in our industry is intelligently appraised and blueprinted well in advance, months of vital employment can be lost before production and distribution are resumed.

Between peace and demobilization many millions of men and women must find jobs in civilian business. War contracts must be liquidated. Laboratory and factory reconversion must be effected. Suppliers must be equipped to produce and deliver materials on time. New designs, new tools, new packaging, literature, advertising and a hundred incidental headquarters and field operations must be adapted to changed conditions.

To provide for all of these needs rapidly and efficiently calls for a type and extent of planning which, in many respects, is an entirely new experience for most concerns whose development in the past was largely of an evolutionary nature.

Emerson is doing its postwar planning now.

While our technicians and factory workers are devoting all of their efforts to war production, our executives and specially employed experts in designing, manufacturing and marketing are establishing bases for an orderly resumption of civilian production in the shortest possible time.

Confronted with all manner of possible new radio-electronic developments and applications, it is the responsibility of Emerson's post-war planners to appraise and choose only those which can be utilized immediately following the war—while providing at the same time a type of product which will be in all ways acceptable to the trade and the general public.

*Emerson Will Continue to Concentrate
on Small Radio*

For years one of Emerson's slogans was "World's Biggest Selling Little Radio." It was Small Radio that built Emerson in the past—it will be so again.

For in Small Radio the public has a larger variety of products for its choosing—greater value for less money—more easily utilized receivers—and sets for every purpose and every purse.

The dealer can carry more merchandise and wider selections with more attractive window and store displays, with less investment and more rapid turnover than are afforded by any other kind of instruments.

Although Emerson will manufacture consoles and other types of radio-electronic products in the future, the initial production will be chiefly Small Radio.

Advance Advertising and Promotion

While plans are being worked out for early and rapid production of radio receivers, Emerson's postwar committee is arranging for equitable allotments of representative merchandise to the trade as receivers come off the assembly lines.

Through radio trade publications, factory communications and local and national advertising, Emerson is keeping distributors, dealers and the general public informed of its operations and progress. The first releases of merchandise will be widely publicised and all of the supplementary point-of-sale and other promotion plans, ideas and materials will be provided well in advance.

Manufacturer and Trade Policies

In peacetime Emerson worked with approximately 100 wholesale distributors throughout the United States and approximately 20,000 retail dealers. We also carried on an export business in many foreign countries. The policies which helped to establish and maintain mutually beneficial relationships in this huge family have always been of paramount consideration with executives of the company.

Today those policies are being scrutinized more carefully and critically than ever before. The opportunities and needs of the dealer, the salesman and the distributor, and the probable reactions of the public in the postwar world, are being anticipated now. Emerson is shaping its plans and will conduct its affairs in a manner designed to serve the best interests of all concerned.

Production "controls" will be maintained in a manner which will keep factory output in line with trends of public demand. Quantities of all items produced will be so governed that distributor and dealer investments in goods will be kept constantly fluid. As new designs are presented the trade will be in a position to stock them.

It has become a tradition that there has never been a "bargain sale" of Emerson Radio. There never has been an advertised "liquidation" of Emerson merchandise. Not merely because of

Emerson's protective policies, but also because Emerson Radio has always been worth one hundred cents of the dealer's dollar investment.

Design of Emerson Radio-Electronics

Styling has always been an important influence in the sale of radio. While directing efforts to producing high quality instruments for sale at popular prices, Emerson has paid particular attention to style trends and has introduced many innovations.

In this connection we are proud to announce that much of Emerson Radio-Electronic styling of the future will be executed by the outstanding industrial designer, Raymond Loewy.

Mr. Loewy, aided by a large organization of engineers and designers, has been responsible for many of the world's finest creations in a wide range of industries—radio, locomotive, furniture, automobile, home appliance, personal items, instruments of war, on down to packaging countless products. Working with Emerson engineers, Mr. Loewy and his associates will set new standards of style and performance as postwar operations progress.



Prepare — Now

Emerson Distributors and Dealers Should Also Plan

WHILE Emerson's postwar planning board is charting a course for an orderly transition from wartime to peacetime operations, it is also urging distributors and dealers to get set for the opportunities which lie ahead.

Radio departments in stores should be reviewed in the light of past and possible future business. Displays and features should be planned now. Lists of past customers should be compiled and names of prospects added. Dealers and salesmen should study the entire situation in their respective sections. Methods of advertising and marketing should be worked out well ahead of the time when merchandise will become available. Commitments for requirements should be made as early as possible.

There should also be a determination that only constructive distributor and dealer policies will be observed. There should be no countenancing of destructive price-cutting, excessive trade-in allowance, unwarranted buying terms and undermining competition. All of these and other practices which grew up in former days can and should be eliminated through cooperative associations of distributors and dealers in all communities.

As stated, in these and in other merchandising respects, Emerson will maintain rigid controls and will so conduct its affairs as to

engender and hold trade and public confidence. This will likewise be expected of Emerson representatives, distributors and dealers.

Conclusion

In this presentation of "Small Radio—Yesterday and in the World of Tomorrow"—we have touched but a few of the high spots of the enterprise in which we, as makers and sellers, are engaged.

Radio-Electronics is a great young business. Its past is rich with accomplishment. Its future is filled with promise of miracles which will make pre-war achievements seem trivial in comparison.

It should not be expected, however, that those miracles are to be delivered to us on a silver platter. They represent opportunities for which we should willingly plan and work to our utmost capacities. They will come to us at a time when the entire world is beset with problems such as never before faced mankind.

A sense of proportion and high and hopeful endeavor will sustain us and enable us to measure up to the possibilities and responsibilities which will be ours in the wonderful days to come.