

# The Hudson Triangle

"He is a Soldier, fit to stand beside Caesar and give direction"—Gibbon

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No. 2

## Brilliant Anniversary Fête Honors Hudson's President

ONE of the most remarkable tributes ever paid to an industrial executive and leader was accorded to President William J. McAneeny, at the Banquet tendered at the Ritz-Carlton Hotel, New York, by Hudson-Essex distributors and dealers who are affiliated with the Company for ten or more years.

The formal purpose of the Banquet was to celebrate the twenty-first anniversary of the time when Mr. McAneeny joined the Company as purchasing agent, a position from which he rose, in succeeding years, to that of Commander-in-Chief and President. But in its progress the Dinner transcended its original formal intent. It became a veritable Fête, a glowing testimonial of personal friendship and business loyalty such as seldom falls to the lot of a man.



### THE PILOT—

Color cartoon by the famous cartoonist, Herbert Johnson, of *Saturday Evening Post*. The original was presented to President McAneeny at the Anniversary Banquet.

Because the celebration illustrated a unique phase in the history of the Hudson Motor Car Company, and pointed significantly to its future development, THE TRIANGLE here presents some of its highlights to the remainder of the Family.

# "'MAC' will keep the Flags Flying at Hudson"

ROY D. CHAPIN, Co-Founder, Chairman of the Board



"It was Mac," said Roy D. Chapin, Chairman of the Board, who helped found the Company and was its President for ten years. "It was he who developed the closed-car idea which changed the entire trend of the industry."

**H**ONOR, spontaneous, sincere honor, such as comes to few men, was paid to William J. McAneeny, your President and General Manager, at a testimonial banquet given in the Ritz-Carlton Hotel, New York, on the Monday of Show week, by veteran distributors and dealers.

It was a series of remarkable tributes, reaching their highest points when the usually suave, urbane, polished Roy D. Chapin, who is known for his calm, statesmanlike delivery, passed much of the credit for Hudson's success to his associate of 21 years' standing, and concluded with a slightly uncertain, emotional: "Happy New Year, Mac," and when Ed Gomery, the Philadelphia distributor, oldest veteran of them all, re-affirmed his belief that Hudson's leader was "a straight shooter—there never was a straight shooter. One of the things I cherish most deeply is the affection I hold for Mac."

### Roy D. Chapin's Tribute

William J. McAneeny, that night, became "Mac," "Bill"—yea, even "Willie." There was an absence of formality, but never a loss of dignity; a lack of carefully weighed words, but never a lapse from the spontaneity of the veterans and distinguished friends who sang the praises of

the man who started from scratch and today heads the most united, most loyal group in the industry.

Roy D. Chapin, who helped found the company, who was its president for ten years and today is Chairman of the Board, received a standing ovation when he was introduced as one of the thirty at the speakers' table. He was greeted with another standing cheer when he arose to present a cartoon to his friend Mac, and he received a spontaneous and prolonged deep cheer of sincerity and unqualified approval when he completed his most gracious and sincere tribute. It was in no sense a speech. Hudson's chairman at times struggled for words to express his deep affection—and not a few of the listeners were deeply touched at the glowing tribute he paid.

"I appreciate, deeply appreciate, the things that Winnie (C. C. Winningham), Lasker (Albert D. Lasker, former Chairman of the Shipping Board), Cox (James R. Cox, vice-president of the Consolidated Gas Corporation of New York), Schermerhorn (James R. Schermerhorn of Detroit), Ittleson (Henry Ittleson, President of C.I.T.) have said about me. But what Roy (Chapin) has just said hits me fairly between the eyes. It means a lot to me to have Roy say that. It embarrasses me more than I can say."

And then Mac, or Bill, or Willie, characteristically, passed all the credit for his success on to his associates, the distributors, dealers, salesmen, servicemen, his fellow workers, his friends, and (quite mistakenly) took the tribute to himself as meant for the Hudson organization.

It was, indeed, a tribute also to the Hudson organization: an organization that had weathered many a storm successfully, as every speaker affirmed; an organization that stood squarely behind its distributors and dealers, as Ed Gomery said—and Ed belied the title that C. C. Winningham had pinned on him of being the "most ancient" among the distributors. Ed is the oldest distributor, but his good-humored aggressiveness is the very antithesis of "ancient."

But this was a McAneeny banquet, and the President, from the facts gathered and broadcast at the gathering, increased in stature as the evening went on, and orphan or no orphan, street car conductor or farm hand, as his past record was unfolded, he stood there as one with all the mental

processes of a true aristocrat, just as Roy Chapin, in his gloriously unselfish tribute, took on a greater stature and won even more affection and higher regard than he already enjoyed.

C. C. Winningham, who started advertising Hudson cars 20 years ago, was the toastmaster. You may take Albert D. Lasker's opinion that "Winnie is a great advertising man." The president of one of the greatest advertising and merchandising agencies in the world testified to Winningham's greatness. "Sure, he's a good advertising man," said Lasker. "Why shouldn't he—he got his training in our office!"

### "Esprit de Corps" Continues

Winningham's tribute to McAneeny was as eulogistic as it was sincere. "This honor is paid to you, Mac, because you personify the spirit that accounts for Hudson's greatness. You have marked and outstanding personality. In your presence we become different people. You inspire loyalty, fidelity and courage."

"We talk of owner management. It is a term. It means much more than the mere fact that the men who own most of Hudson also operate it. Owner management, as we mean it, is perhaps better expressed by the French term 'esprit de corps.'"



"These honors are paid to you, 'Mac,'" emphasized C. C. Winningham, "because you personify the spirit and courage that account for Hudson's greatness. You have loyal and efficient associates, because you are a loyal and efficient leader. You inspire loyalty, fidelity and courage."

## THE HUDSON TRIANGLE

"The success of a business turns on its 'esprit de corps.' There is an animating spirit or soul in every concern, otherwise it is a dead one. Neither a commercial enterprise nor an army can succeed as long as it is filled with strife, doubt, fear and uncertainty.

"This 'esprit de corps' is largely supplied by the leader. The leader who can not inspire his corps with the spirit of victory has on his hands a force to feed, not one with which to fight.

"It is because we of your organization—whether at the Factory or in the field—realize your fitness to inspire the best we have in us, that this dinner is given to honor you and to celebrate the fact that the old 'esprit de corps' shall continue."

### Men of Character

Lasker, as Chris Sinsabaugh, veteran automotive news man, described him, "took off his hulo." He was in a happy, informal, reminiscent mood—and he broke a confidence of years' standing which, while not putting the president in any new light, emphasized the value he places upon character.

Ten years ago, Lasker related, his good friend Mac told him that he had been made an offer of \$75,000 a year to become general manager of a large plant. That sum was far in excess of Mr. McAnecny's salary. He did not know what to do, and Lasker could not advise. They walked along together for some minutes and Mr. McAnecny suddenly said: "I'll stick with Hudson; they're men of character there. I'd rather work with men of character at a small salary than accept \$75,000 annually from men I am not quite certain of."

Lasker remembered many things of the early days of motoring, notably when Roy Chapin went to see him from Lansing, Michigan. Mr. Chapin wanted to get to San Francisco, because he knew a man there who might lend him \$10,000 to start an automobile company. Lasker at that time was advertising agent for a railroad company, and he secured transportation (part payment of his agency commission) for Hudson's future president. "Roy, I believe, had advance notice of the Frisco earthquake. Anyhow, he got to the Coast, got his \$10,000 from a man named Thomas, and started back just before the 'quake'."

### No Horse Lover, He

With that \$10,000, Lasker said, Chapin and Thomas started the E. R. Thomas-Detroit Company. "Then," continued Lasker, "Mr. Chapin heard of a man in Dayton who had quit his job because the boss insisted that all employees ride horses. 'Any man who objects to horses that much must be automotive-minded,'" was Mr. Chapin's verdict and he invited the man who resented horses to Detroit.

The man was Hugh Chalmers, one of the respected pioneers of the auto industry, and he joined the partnership which became the Chalmers-Detroit Company. Out of that was born the Hudson Motor Car Company; actual cash invested—\$17,000.

"This country," boomed the veteran advertising man, "has seen crises, turmoils, panics. And each time it has emerged stronger, bigger than ever. There are great awards ahead, but they shall not go to the weak, the worthless. But out of this period

will be born leaders; strong, confident leaders—and to them will go the rewards."

James R. Coxe, now vice-president of the Consolidated Gas Company of New York, knew Willie McAnecny "when"—and this particular "when" went back to the times before the street car conductor days. It went to a small farm in northern New York State. Mr. Coxe read from his father's diary. He read that the day was fine and clear when Willie McAnecny, "a likely looking lad" was hired at the princely stipend of \$22 a month and his keep. "What a man," read that entry.

### Late Hours and Shakespeare

Some months later, Willie McAnecny had become Will—and also the hardest man to get up that Coxe, Sr., had ever hired, so the diary said—but it added: "when he does get



A fiery, able Frenchman is Joe Linteau, head of the great Legare Automobile and Supply Company of Montreal and other Canadian centers. He spoke feelings of his long association with Hudson and of his own and his dealers' appreciation of the Company's products.

up, he works like three men."

Will was hard to get up because he read Shakespeare till late at night after doing a two man job all day.

Following Mr. Coxe came Joseph Odina Linteau, one of the foremost automobile men in Canada. Joe started off to talk in machine gun French, talking about twenty to the dozen.

Then he recollected where he was, apologized and assured Mr. McAnecny that the distributors, dealers and salesmen in Canada were behind him to a man and, while they had seen less of him than their brothers in the U. S., they knew that the man behind the organization was the organization. He spoke of his long association with Hudson; of his appreciation of their products.

A fiery, able French-Canadian is Joe Linteau. A leader in his native Quebec, he is a dynamic force that has driven the great Legare Automobile and Supply Company to the heights in the Dominion.

Time after time during the evening, as speaker after speaker, most of them deeply moved, paid tribute to the pilot of the Hudson-Essex ship, the thought kept recurring: "These veterans made their money, established themselves and their reputation not simply in prosperous times, but in fighting, under confident leadership, in hard times."

And when Roy D. Chapin arose to present the splendid cartoon reproduced on the cover of this issue, that thought became a certainty. The Chairman of the Board talked of the early days: "Twenty-one years ago Mac joined us. We didn't know where we were going—but we knew we were going somewhere. At that time Detroit was not the center of the automobile industry. What automobile industry there was, was centered on the Atlantic coast, and Mac brought us precious knowledge and invaluable experience. He is one of the Hudson originals, for we drafted him to Hudson. He went along with us, Coffin, our loved and respected R. B. Jackson, and Mac."

### Created Closed-Car Trend

"Since that time he has held more jobs at Hudson than any other man. His journey upwards has been an inspiring one. Mac thinks straight, sees straight, heads straight. I want to say publicly and to give full credit to Mac, for it was he who developed the closed-car idea, worked on it, fought for it, experimented with it—and, as you know, the closed car revolutionized the automotive market. Mac is a born experimenter, and we were slightly skeptical about closed bodies. For one thing, Europe said it would never take closed-body cars. Well, today they sell closed cars in Europe in almost the same proportion they do here.

"This banquet and presentation to Mac is one of the finest things of my experience. Mac is one great fellow. He is a born leader, and everybody is behind him.

"After I had taken out the new models this year and tested them thoroughly, as I always do, I returned to Mac and told him that I thought they were great cars. That there wasn't a flaw in them. 'That,'" said Mac 'is the first time in history, Roy, that you couldn't find something the matter with our cars. They must be wonderful.' They are wonderful; the spirit of the organization is wonderful. And I can tell you that you will find a more intimate relationship at Hudson under Mac's guidance than ever before. You will find an ever open door there."

### "Will Keep Flags Flying!"

The sincerity of Roy Chapin's talk, for it wasn't a speech, cannot be reported in print. It was an intimate, sincere and unrestrained tribute from one gallant executive to another of the great, united Hudson organization. They had fought through many a battle, these two, shoulder to shoulder, in days when money was scarce, when the future was cloudy but they had come through together stronger, bigger for the troubles.

(Continued on Page Eight, Column One)

"We talk of owner management. It is a term. It means more than that the men who own most of the Hudson also operate it. It is perhaps better expressed by the term 'esprit de corps'."

# THESE, TOO, KNEW

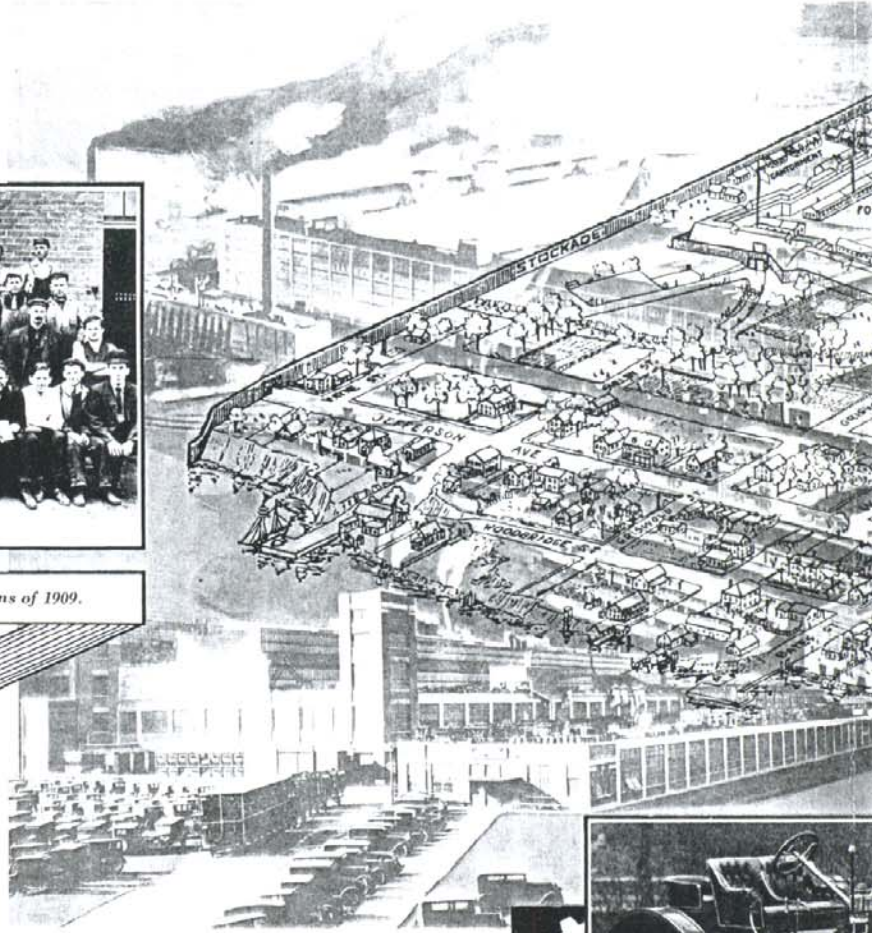
## In 1909 Hudson was a mere Hopeful William J. McAneeny Growing with the Compan

*The growth of Hudson during the 21 years of William J. McAneeny's  
ingly illustrated in the picture below. This shows how the present  
exceeds the total area (83 acres) covered by entire Det*

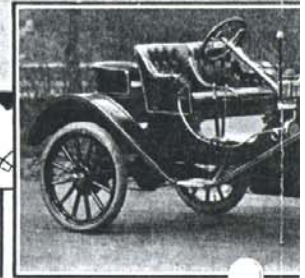
*When William J. McAneeny joined Hudson,  
the foremen and mechanics shown in this  
picture made up the infant company's entire  
factory force. It is typical of the camaraderie  
and loyalty even then pervading all  
departments that a number of these  
veterans of foundry forge and lathe are still  
part of the vast army of Hudson employees.*



*They are the men who built the Hudsons of 1909.*



*Lower Section shows Hudson's Body Plant*



*The first Hudson, one of the reall*



# Said Ed Gomery, the "Most Ancient"— Dean of Distributor Faculty



"K. B." after the admiral's name meant, or the "K. C. B." He guessed, though, that they meant some "doggone" title of aristocracy.

And on the reverse side of the silver centerpiece is another, a new, inscription bearing the name of William J. McAnecny. And after Mr. McAnecny's name there are no K. B.'s. Which struck Ed as rather wrong. It seemed to him, there should be some title for a fellow like his friend Bill McAnecny; something to show that here was the "straightest shooter" in the business, and that he headed an organization upon whose collective or individual word you could depend.

### Counts Friendships Highest

It gave Ed a great deal of pleasure to present this trophy to Bill McAnecny. He didn't mind being "the most ancient" a bit. He felt that the cars the factory was building this year were the greatest in all the 22 years, and that they were priced like "bargains." What more, he wanted to know, could a distributor want? Good cars, priced right, "bargains," built by a company whose integrity, honesty and "square shooting" couldn't be questioned; led by a man like McAnecny, a man like Chapin and all the rest of the executives.

"Aside from all success, aside from the money I have made handling the line," said Ed, "the thing I value most highly is the friendships I have made at Hudson."

"We're going to have a good year," said Ed,—and he handed the silver vessel to his

friend, and the friend of all the distributors, dealers and salesmen. "K. B." and "K. C. B.'s" were on one side of it. On the other side was the name of a man who, the banqueteers had just been told, spread loads of manure on an up-state New York farm at a salary of \$22 a month and his keep.

The one was a Knight of the Bath, one of the highest honors it was in the power of his sovereign to bestow for services rendered, to which the citizens of Barbadoes added their thanks for his protection in times of stress.

The other had just received as fitting tribute, as sincere tribute, as it was in the power of his co-workers to bestow. It was a worthy association, in Ed's opinion.

### Great Leaders, Both

The admiral had guided his fleet through troublous seas; so had the ex-farm boy.

The one had received honors from a grateful country; the other from an admiring and grateful organization that for loyalty, ability, unity, *esprit de corps*, can compare with the greatest organization, fleets, armies or industries, that ever could boast them.

And no better man than the "ancient" Ed Gomery could have expressed these thoughts more sincerely. Certainly, no one was better qualified, for Ed, of Philadelphia, has been with Hudson since 1910, and he is no prouder of the honor than Hudson is of the honor of holding him.

J. E. (ED) GOMERY'S talk was a masterpiece. "Winnie," said the "most ancient" distributor, referring to C. C. Wingham, "promised to write a speech for me. I guess he'll write it tomorrow." Then he went on to talk, for it was no speech that Ed made. He's a mixture of George M. Cohan and Will Rogers and what he doesn't know about selling automobiles just doesn't exist.

Roy D. Chapin, in Ed Gomery's opinion, is a super-salesman. Anyhow, he "high-pressured" Ed and his partner—Schwartz—into signing a large contract and Ed has never ceased being grateful that he allowed himself to be high-pressured. It's difficult to believe that Ed was ever high-pressured into anything that he didn't want to be high-pressured into.

### Who "Chiseled" Whom?

This "ancient," whose record is one of amazing successes and whose mental processes and ability enable him to place his finger on any strength or weakness in about half the time it takes an ordinary man, knows all about Hudson and Essex. He knows all about all the executives; all about contracts. And he didn't know whether to tell his brother hosts of his good friend McAnecny,—how, for 22 years, "the factory has 'chiseled' the distributors and dealers, or how, for 22 years, the distributors and dealers have 'chiseled' the factory."

Ed presented an old English centerpiece and cover to Mr. McAnecny, on behalf of veteran distributors and dealers. He didn't quite know who Rear Admiral Hood, to whom the piece was originally presented in 1807 by the citizens of Barbadoes, was. Nor could he imagine what the



With singular appropriateness, the beautiful, massive silver vessel, over a hundred years old, bears two engraved testimonials to outstanding deeds of leadership.

The original inscription reads: "Presented by the Merchants of Barbadoes to Rear Admiral Sir Samuel Hood, K. B. in Grateful Acknowledgment of the Protection Afforded to Their Trade During His Command on That Station from 1803 to 1805."

The new testimonial, bearing witness to industrial leadership of the most modern type, is as follows: "Presented to William J. McAnecny, January 5, 1931, by Distributors, Dealers and Friends in Affectionate Appreciation of His Inspiring and Courageous Leadership as President of the Hudson Motor Car Company."

# "That Ladder Is Still Out at Hudson for Any Man to Climb"

—WILLIAM J. McANEENY

MR. McANEENY'S thanks for the presentations were sincere; his appreciation of the tributes paid him were genuine, grateful in the extreme—but his thanks to his associates, co-workers, hosts, and distributors, dealers, salesmen, everywhere, for the major part they had played in his series of successes were sublime in their unselfishness and the nobility of the simple sentences that came slowly and hesitantly.

He confessed his embarrassment at the outset, but the confession wasn't necessary and it was wholly forgivable. There was no loss of dignity whatsoever, but the President was deeply moved—as were his hearers.

## The Spirit of Adventure

"Most of you gathered here this evening have contributed a great share, as distributors, dealers, salesmen, suppliers and fellow workers to create and continue the Hudson 'esprit de corps' and prestige, and I am taking this great tribute to me as intended for the Hudson institution and the men who created it.

"Our industry is still great. It has the obligations of leadership, and the courageous spirit of adventure that carried it to leadership will carry on.

"The law of compensation is still working. There cannot be hot without cold, plus without minus, positive without negative nor can there be depression without elation.

"The field forces of this industry are old campaigners of the depressions of 1907, 1921, 1926, 1930. They have given wonderful help and courageous inspiration to the manufacturers always. I believe they will again inspire the whole industry as they have in the past.

"Of one thing I am sure: the forces on the firing line for Hudson and Essex will pursue constructive methods; will continue their right to leadership, and through intensive, joyous effort, demonstrate the law of compensation and prove that our slogan 'Beyond Depression Lies Prosperity' is not a Pollyanna philosophy.

## As the Pilot, So the Crew

"You have given me a great start on my twenty-second voyage with the good ship Hudson. You have encouraged me and the officers and the crew to greater effort, and let me assure you on their behalf and my own that there will be a continuance of effort and study to provide the right ammunition to the firing line; and to make each succeeding voyage of the good ship profitable, and to keep the officers and crew satisfied with the pilot, who enjoys his job, even though the last voyage was a rough one.

"The pilot, officers and crew are in good condition, and very appreciative of this splendid send-off."

Then the President spoke of a young fellow who had presented himself at the small Hudson offices 21 years ago three different times,



## To the Family

"On Monday, January 5th, 1931, at the Ritz-Carlton in New York, I was singled out as one representing the spirit of Hudson, and heard from the lips of eloquent speakers the nicest things that could be said about my service with the company.

"I accepted the compliments as a tribute to a company outstanding in its policies and accomplishments, realizing that I was fortunate in being its head and having the assistance of so generous and talented a group of associates and helpers, with the most aggressive field force in the business.

"I appreciate very sincerely the presence of those who contributed to the success of this evening and as sincerely regret the absence of those who could not be with us."

William J. McAneny

hunting a job as stenographer. The third time he got the job, more because of his sincerity and enthusiasm for the automobile industry and for Hudson in particular. The subsequent career of the stenographer was traced through the purchasing department,

the Secretary's offices and on up to Director and Treasurer, with frequent stepplings into the shoes vacated by the speaker as he moved upwards. And Mr. A. Barit, Vice-President and Treasurer, who celebrated his twenty-first anniversary with Hudson on January 7th stood up at the President's request to receive a standing tribute from men who know and respect him not only for his financial ability, but also for his soft-spoken, decisive ideas that have meant so much to Hudson's success.

Chief Engineer Stuart G. Baits was then called upon to stand up and take his share of the tribute as "the creator of the 1931 Hudson and Essex cars." Lindy, himself, to whom the chief engineer had been likened at various intervals during the brilliant evening, never looked more thoroughly embarrassed when he presented his letters of introduction on his arrival in Paris.

And so on it went, with Mr. McAneny alternately thanking everybody even remotely connected with his advancement and generously passing the credit on to others. He looked at the cartoon and became reminiscent as he saw the various steps he had climbed on his way to the topmost rung of the ladder.

## No Brake on Ability Here

"That ladder is still out at Hudson," he said, "it's there for any man who shows the ability, energy, sincerity and honesty to climb; and the same helping hands that helped me up are there to push and pull others up just as they pushed and pulled me up. I stumbled several times on that ladder, bumped my shin once or twice, but, well, the help was there to get me over. It has been a great trip, too. I hope to extend to others the same help that has been extended to me."

Then he sat down, slowly and with obvious relief. The cheers resounded, bounded back and forth across the Ritz-Carlton ballroom. There may have been greater volume there, for the Ritz ballroom has witnessed many a triumph—but there were never more sincere cheers; never any more affection in the mere clapping of hands.

Subsequently the line formed on the President's right, and each man swung into that line, to circle behind the speakers' table and shake the hand of the President, the same hand that had played a prominent part in spreading that manure at \$22.00 a month on the farm, and had later guided the destinies of Brooklyn street car patrons a generation ago.

They shook Roy Chapin's hand, too, heartily, sincerely, for not a man there failed to recognize the graciousness of the tribute the Chairman of the Board had made to a loyal friend and valued executive.

A marvelous night, indeed, did the veteran distributors and dealers give to the President and his friends; one that will stand out in Hudson history for all time.

## Mac Will Keep Flags Flying at Hudson

(Continued from Page Three Column Three)

"Mac will keep the flags flying at Hudson," declared Mr. Chapin—and took his chair while the distributors, dealers and salesmen who had played a great part in the success of these two executives, who acknowledged the debt in full, gave him a standing ovation. "Some sportsman.—Roy D.," as one of the veteran distributors said.

Henry Ittleson, president of the C. I. T. and internationally known as a famous banker, paid eloquent tribute to the chief. "Here," he said, "we have a man who gives much thought to the problems of others—and that is an essential of great leadership. Mr. McAneeny has proven his right to leadership not simply in the last year, but during previous times of stress. With him at the helm, success is assured.

### What Breeds True Leadership

"Prosperity, you know, brings out a big crop of good men—but it takes adversity to show their caliber. When the going is easy, when everything is going up, many men look like leaders. But the reserve force has to be called upon in times of stress, and then your true executive comes to the front, and in him is vested the leadership for the future, and in him you can rely.

"I believe that Hudson shall go on. It has the product and the price; it has the reserve force; it is fully reconstructed for the new business; it is built on a sure, solid foundation and guided by a great leader in William J. McAneeny; I believe the future holds success for everybody."

And he called upon the men to drink a toast to McAneeny, to the future of the company, its officers, its workers, its friends. The orchestra played "He's a Jolly Good Fellow," and if Hudson and Essex distributors and dealers and the friends who had gathered there were not exactly meant for the Metropolitan Opera chorus, well, there is precedent for that, for the hired man who sang the Magnificat was not heard; where the usual singer, whose voice cracked and missed keys, had held the attention, so the story goes, of the hosts above, because of his sincerity.

### 700 Factory Veterans Speak

While the various speakers were felicitating the man who personified the very essence of Hudson's greatness, a telegram was brought into the banquet hall. Its message, straightforward and brief, was followed by 772 names—the names of 772 men and women, other veterans who were in the Company's employ for ten or more years. Indeed, many of them had served under Hudson's banner as long as the man who meanwhile had made the long and arduous climb to the Company's presidency.

The text of the message was as follows: "More than seven hundred of your associates, co-workers and employes, who have been with Hudson-Essex for ten or more years, unite in congratulating you on the uninterrupted successes that have marked your splendid career. They look to your past record of leadership for confidence in the future, which they face with faith as complete as you and your brother executives showed when Hudson was a struggling Company twenty-one years ago, when you joined it as a purchasing agent. "Under your leadership, they look forward with courage to the future, firm in the belief that the Hudson-Essex of today, grown to one of the most audacious of the industrial leaders of the country, will continue to prosper.

"These veterans ask you to assure the veteran distributors, dealers and salesmen who are today honoring you, that the personnel of the factory will give you their utmost, to see that the men on the fring-line are given the best that loyalty, efficiency and experience backed by large resources can give."

### Airplane Salesmen, Too, Let Prospects Drive

Says *Time* in a recent issue: "An automobile may be sold because the buyer's wife likes the color of the paint, the feel of the upholstery; the glitter of the nickel-plated gadgets; but more probably the sale is made because the demonstrator can say to the buyer, 'Now, just slide over here and take the wheel yourself'.

"Last month, the makers of airplanes asked a like privilege of the U. S. Department of Commerce. 'How,' they asked, 'can you interest a non-flying man in buying an airplane, unless you can let him feel for himself how easy and pleasant it is?'

"Last week, Assistant Secretary of Commerce Clarence Marshall Young conceded the manufacturers' point and rescinded the rule which had forbidden all but licensed pilots and holders of student permits from taking the stick of licensed planes in flight."

### What Leadership Means

Leadership is the guiding power of business at work. It represents the confidence and faith of the many in the few. It is responsible for the profits of business—for the livelihood of workers. It is the trusteeship of success. Especially do conditions today demand real leadership—knowledge, vision, fighting determination and courage. Dependable information must be more constructively used. Inefficiencies must be eliminated, more competent organizations built up, new ideas and better methods adopted—to prevent loss and insure profits and goodwill.

—Ernst & Ernst.

## Heard and Seen Twixt Soup and Demi-Tasse

HOWARD E. COFFIN, one of the originals, likewise one of the "48 Engineers," now owner of Sapelo Island. His government called on him in wartime; he's been host to Presidents, and he believes, with every justification, that Hudson's President is the "greatest in the industry."

R. M. (RAY) OWEN, N'Yawk Hudson, received a program signed by two of the veterans who used to join him in the old "Owen Magnetic Tours" so famous many years ago.

"ROBERT," the colo'd gen'man from the Hudson luncheon room, brought to New York to spread his famous smile about the headquarters in the Commodore, standing up in the orchestra balcony, tears running down his cheeks as he listened to the veterans say nice things about his "big bawws."

AARON DeROY, reckoned the "world's largest retail seller of automobiles," telling the boys that things will go better in 1931. He installed more branches this year than in any year of his automotive history.

CHRIS SINSABAUGH, now of *Automotive Daily News*, who has been writing about automobiles ever since there were automobiles, circulating around looking for the veteran DUNC. CURRY, automobile editor of the *N'Yawk American*, who is always willing to tell Chris that he antedates him as veteran auto editor of the country. But Jim Sullivan, of the *Boston Globe*, might have something to say to that.

"True to every covenant. He fulfills the best in American possibilities."—JIM SCHERMERHORN'S opinion of Mr. McAneeny.

"They told me I was not to talk business," said HENRY ITTLESON—"but (aside) if any of you boys want to see me afterwards, I'll be here."

The orchestra played the regimental march of the old New York "47" Regiment, National Guard. That was Mr. McAneeny's unit during the Spanish-American War.

Here is the menu: Melon. Mock Turtle Soup. Salted Nuts, Olives, Celery. Fruite de Riviere Meunier; Pommes Bermuda Persilleés. Caneton Poele aux Fruits; Petits Pois Nouveaux. Salads Endive et Betteraves; Russian Dressing. Fraises des Gourmets a la Ritz; Petits Fours. Demi Tasse.

THE COMMITTEE ON ARRANGEMENTS: R. B. Cole, New York, 1911. Fred A. Ordway, Boston, 1911. J. E. Gomery, Philadelphia, 1910. E. V. Stratton, Albany, 1913.

THE COMMITTEE ON RECEPTIONS: R. V. Law, Indianapolis, 1915. J. S. Harrington, Springfield, 1914. H. L. Boehm, New York, 1912. R. C. Frampton, St. Louis 1910. J. R. Pierpoint, Pittsburgh, 1925. Aaron DeRoy, 1922.

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