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MILLER RUBBER AND THE EXEMPLARY TIRE BUILDER

The roots of the Miller company trace back to the modest business founded in 1892 by Jacob Pfeiffer, John Grether and John Lamparter. The three partners, owners of a retail establishment of medical goods and pharmaceuticals, decided to invest their savings in a more ambitious venture: the manufacture and marketing of rubber gloves for surgical purposes. After a difficult start due to the necessary investments for developing productive activity, the company rapidly grew. William F. Pfeiffer—Jacob's brother— and brothers Harvey and Lee R. Miller were added to the original partners. Together they founded the Miller Rubber Manufacturing Company, registered on May 1, 1898 with a capital stock of \$50,000.

The Miller catalog offered dozens of rubber products, mainly designed for hygiene and sanitary use, such as surgical gloves, bathing caps, baby bottle nipples, hot water bottles and rubber sponges. In addition, they produced items related to domestic cleaning and other activities such as rubber soles for shoes as well as balloons and balls for children's games. With the development of the motor vehicle industry, various molded parts and products such as rubber belts and tubes were added to their inventory.

In autumn 1906, the company was re-founded with the new name of The Miller Rubber Company, with a capital stock of \$200,000.¹ In the following years, the growth of the business was reflected in the constant improvement of the facilities and in the construction of more production buildings, as well as consecutive gains in capital. In 1910, Miller increased their capital from \$250,000 to \$500,000, with the intention of doubling productive capacity in the following months and starting the construction of complementary facilities to house the production of two new products: solid rubber tires for heavy-weight trucks and pneumatic tires and inner tubes for cars.²

By 1913, the Miller Rubber Company had already abandoned the production of solid rubber tires to focus solely on pneumatic tire technology. Of the 1,200 workers in the factory, 700 were directly involved in tasks related to tire production, estimated at about 1,000 daily units.³ By mid-1915, Miller's workforce had grown to reach a total of 1,500 workers, employed in the manufacture of tires and a long list of other merchandise such as rubber soles for shoes.⁴ In fact, by the end of 1920, in a comparison of the most important manufacturers located in Akron, Miller topped the ranking that year for the

production of rubber soles for footwear with 40 million pairs, exceeding Goodyear's 30 million pairs and Goodrich's 22 million.⁵ In terms of tire production, during the first half of 1921, nearly 3,000 units were manufactured daily.⁶ However, the 1920-1921 recession which affected the entire sector also weakened Miller—their sales fell by half during that period. They closed with losses—and found themselves in a delicate financial position.⁷ At the beginning of 1924, the productive capacity reached nearly 10,000 daily tires.⁸ In the autumn of 1925—a time of the year when demand fell due to the arrival of bad weather, rain and snow that limited the use of the automobile—, their production was 12,000 tires and 15,000 inner tubes per day.⁹

After the financial crisis caused by the 1929 stock market crash, hard times came for the Miller Rubber Co. as well as for a large part of the U.S. companies in the tire industry. On January 23, 1930, in response to an offer from Goodrich, Miller's board of directors approved the sale of the company, a decision that was endorsed the following month by shareholders.¹⁰ Goodrich, the giant of the rubber and tire industry, repeated the same operation which one year earlier had allowed them to acquire the Hood Rubber Co. in Watertown, Massachusetts, and which they had already applied in 1912 when they purchased the important competitor Diamond Rubber Co. in Akron, Ohio. The name "Miller" continued to be utilized and advertised—incorporated into the Goodrich brand list—, being associated with tires and their extensive catalog of medical products until the early 1950s, when it was withdrawn.

1. The first campaigns

The start of the Miller Rubber Co.'s tire production was backed by corresponding relevant advertising. During the initial years, the design of the advertisements emphasized the non-skid qualities of the rubber tread for Miller's Geared-to-the-road model. The term geared, participle of the verb to gear, is translatable in this case by the definitions of "assemble, adjust, interlock or connect." Thus, the "adjusted-to-the-road" tire—which used hyphens to link words that graphically reinforced the grip of the tread to the road—was interlocked to the road with the same precision as one gear connecting to another. This catchphrase was part of the company's corporate emblem and the idea would be used recurrently as the principal appeal for texts and certain illustrations in the press and other media advertisements over the years, based on the slogan's continuity (figs. 1-9 and 74-76).

The illustrations for the 1916 and 1917 campaigns showed typical characters involved in the customary circuit of manufacturer/seller/consumer, each occasionally portrayed in the form of humorous cartoons. These characters included the scientists of Miller's development department, tire salesmen or vehicle drivers, all of them engaged in ensuring the quality of the manufacturer's products (figs. **10-15**). In June 1916, Miller established a policy of free support to drivers that the contracted establishments linked to their commercial network would provide. In order to deliver this service with a distinguishing feature, the mascot Mr. Quick Service was created, which was utilized in advertisements of the respective businesses in local press and in decorating service delivery vehicles (figs. **19-21**).¹¹

One month later, Miller presented a new mascot, this time destined to promote their line of hygienic and sanitary products. It dealt with Mr. Miller Merit, an anthropomorphic being formed by linking together some of the most representative rubber items in the manufacturer's catalog: balls, hot water bottles, gloves and sponges. Mr. Miller Merit was also known as Major Miller Merit. His image was employed for both press advertisements and advertising elements at the point of sale, such as shop windows and cardboard cut-out posters (figs. **16-18**).¹²

In the autumn of that same year *Miller Talk* made its debut. This was Miller's monthly corporate magazine that offered eight pages with news about employees and other information, using a marked humorous approach peppered with jokes and numerous comic vignettes. The publication of the magazine was interrupted during the months of the Great War and was reissued in 1919 with H. Parker Lowell as the new editor in charge.¹³ In June 1920 it was replaced by *Tire Trade News*, the new monthly magazine directed mainly to the owners of the establishments associated with Miller's commercial network and their employees. This publication included general information on the rubber sector and on the productive, commercial and social activities of the company.¹⁴ According to its editors, in 1920 the publication's circulation reached 65,000 copies in a single month (fig. **81**).¹⁵

With regards to Miller's Advertising Department—in a possibly incomplete but representative list drawn up during the present investigation—some of the directors were: Clyde S. Thompson, since mid-1916; W. S. Campbell, in 1920; George Fishback, from 1923 to the end of 1924; H. R. Baker, active in 1927; Guy Blanchard, active at the time of the company's takeover by Goodrich and, after this occurrence, promoted as manager for the group's corporate magazines; and finally, Norman H. Keeling, in June 1930.¹⁶

2. Maximum demand

In January 1918, the mascot that would thereafter be the representative of the Miller Rubber Company made his first appearance: the Miller Man, an infallible, tireless and dutiful skilled worker.¹⁷ He was the archetypal representation of the professional category of 'tire builders' consisting of highly valued skilled workers, experts in the difficult manual and mechanical task of applying strips of nappa and rubber in different layers to cover the pneumatic tire that subsequently would be vulcanized. An idealized but realistic type of illustration sought to portray the Miller Man as the exemplary operator, a mature man dressed in a shirt—with rolled up sleeves and unbuttoned collar due to his work—donning a black vest and above it, protected with a bib or apron characteristic of the trade. However, this had a defining characteristic that identified him: the apron had the initial 'M' for Miller stamped on its center. Some excerpts from texts accompanying Miller's advertisements shed light on the mascot and the message that the company intended to inculcate:

"Uniform tires (99 per cent excellent) built by uniform men (96 per cent efficient)".¹⁸ "Tires are mostly hand-work. So they are bound to vary about as the workmen do. To build them uniform, 'human variables' must go. That's why we created a masterful system to rid men and tires both—of variables. Three years ago [1915] we began to keep books on every tire built, and on the man who built it. We brought in experts on scientific management. And the master tire builders were used to train the rest. Many withstood this new order of efficiency, and are building Miller Tires today. Those who fell below the mark had to go elsewhere. Perfection demanded the survival of the fittest. So today, this body of Miller Men is known as Tiredom's crack regiment. Their efficiency averages 96 per cent. And more than 99 per cent of their tires exceed the warranted mileage."¹⁹

"Our efficiency experts keep a record of every man and every tire he builds. To pass our inspectors it must reach our 99 per cent grade. If ever a Miller comes back, the builder's score is penalized. Under this rigid system, only one man in 25 makes good. But those who do average 96 per cent efficient."²⁰

These surprising statements, far from being the most neutral advertising messages, make reference to methods of scientific work organization, scientific management, the basis of the ideology advocated by Frederick W. Taylor (1856-1915). The so-called "Taylorism" sought maximum efficiency in industrial production processes and control and uniformity in the results. Following this policy, an analysis was applied on how long it took to execute tasks—timing each one of them—, the responsibility of the different agents involved and the corresponding salary remuneration. Another factor to take into account to understand the mascot's character and certain illustrations in their advertisements is the timeframe in which he made his debut. The war conflict that engaged Europe, which led to the military intervention of the United States in the First World War, strongly permeated the environment. The creation of Miller's efficient and obedient man and their "army of workers" was a reflection of this situation.

Miller invested significantly in advertising, as can be seen in the long-running advertisement campaigns that were full-page and in color (figs. **24-32** and **41-44**) as well as in black and white (figs. **23** and **33-40**). They were published in major generalist magazines with wide circulation, such as the biweekly *The Saturday Evening Post*, the weekly *The Literary Digest, Life, Collier's* and *Leslie's*, as well as in specialized automotive sector magazines such as *Motor Age*. The establishments adhering to Miller's commercial network received assorted clichés from the company's Advertising Department which were modular adaptations of the magazine advertisements. These were disseminated for publication as advertisements in corresponding local newspapers, as well as for other elements of identification and promotion such as large outdoor signs, cardboard cut-outs showing the mascot at point of sale, promotional stationery and slides for projection in local theaters and performance venues (figs. **68-73** and **77-84**).

The campaign illustrations featured Miller's 96% efficient superhero, usually portrayed from the waist up and smiling, presenting or holding a tire with one hand and pointing out something relevant with the other. An adamant slogan was employed to accompany that smile: "If ever one comes back—I'm penalized." Between 1918 and 1919, several authors were responsible for the illustrations. Among those that I identified were William Meade Prince (1893-1951), a prominent contributor to *The Country Gentleman* magazine—for which he made approximately fifty covers between 1924 and 1940—, and Raymond K. Perry (1886-1960) (fig. **34**), editorial and advertising illustrator who, in the thirties and forties, directed his career as a comic artist for the publishers Adventure Comics and Action Comics. He also worked in different publications and with popular characters such as Batman and subsequently became the Art Director for National Comics Publications.

3. Men in reserve

In 1920, the Miller Man stopped being featured as the company opted for other human figures that represented the quality and virtues of their tires and inner tubes. Instead of the qualified worker he turned into the white-coated scientist, an expert and prescriptive character who used technological appeals to demonstrate these qualities (figs. **45-48**). I have identified the signature stamped on the series of illustrations for these advertisements—made in a style similar to those of previous campaigns—, which corresponds to the illustrator Hyman Gilbert Levine (1891-1966).

Between 1921 and 1925, Miller limited their investment and advertising presence, undoubtedly deactivated so as to concentrate efforts in putting their financial accounts into order after the losses caused by the crisis at the beginning of the decade. In the 1926 advertisements the Miller Man regained prominence with the launch of the Miller Balloon tires based on low pressure technology. On this occasion,

however, the character was not presented as an active mascot but rather in the role of a symbol. He was portrayed from the waist up holding a pneumatic tire resting on his shoulder and in a fixed pose, being integrated into the corporate emblem. From that moment on, the character became definitively static, as immobile as a statue. Thus, in 1926 and as part of the emblem, the Miller Man signed a series of advertisements made with a graphic that recalls the sanguine line and published in two inks—black and sepia. He was portrayed in driving scenes set in rural and urban landscapes as well as working as a mechanic in Miller's official service stations (figs. **50-53**).

In 1927, in another series of advertisements designed with two inks as striking red/black or green/black binomials, close-ups of automobiles fitted with Miller tires were shown, accompanied by an increasingly diminished symbol (figs. **54-56**). The Miller Man was permanently eliminated from the corporate emblem as early as 1928, when Miller was absorbed by Goodrich. The company that he had worked for faithfully for almost a decade—founded precisely on May 1, 1898—assigned one of their best employees to early retirement.²¹

4. From exemplary worker to celebrities

Between 1928 and 1929 the advertising strategy was oriented towards another direction. To present and endorse Miller tires, they went from the exemplary model of the permanent, qualified, unpaid worker— a faithful brand mascot—to the temporary and well-paid work of real people. These dealt with personalities who were tire experts as well as popular celebrities whose charisma was employed as a product appeal. The graphic representation of these personalities followed a trend that would become more important over the next two decades. This consisted of the use of illustration for constructing scenes and imaginary characters being transferred to the photographic representation of performing and athletic stars, the popular celebrities of the time. An example of this change can also be seen in the transformation of certain leading American magazines such as *Life* and *Vogue*—together with *Vanity Fair*—, the feminine magazine that champions fashion and aspirational lifestyles. The first was transformed at the end of the thirties into a pioneering head of photojournalism. The second one abandoned a large part of their illustrated images, replacing them with the "reality" component contributed by photographs of model characters and celebrities.

Among the experts in the field who gave their testimony recommending Miller tires were the owners of certain passenger transport companies, executives of companies that manufactured vehicles such as Ford or General Motors as well as business magnates from other highly distinct sectors. All of them declared themselves unconditional users of the Miller brand, whether on a professional level—equipping the fleets of their company—or on a particular basis (figs. **57-59**).

Among the celebrities who employed their image as endorsers to be utilized in Miller tire campaigns were: Eddie Cantor (1892-1964), a renowned entertainer, actor and singer; Ben Turpin (1869-1940), a famous comedian who was also a star in silent films; George White (1890-1968), a producer, director and musical actor in vogue; Frankie Frisch (1898-1973) a figure and captain of the St. Louis Cardinals baseball team; Irène Bordoni (1885-1953) an actress and singer of Corsican origin; Marylin Miller (1898-1936) a tap dancer and star of musicals; Vincent Lopez (1895-1975), a pianist and one of the most famous directors of dance orchestras; Florenz Ziegfeld (1869-1932) an American theatrical producer and star manager of the show who, on occasion, worked with the musician, composer and violinist Paul Whiteman (1890-1967) who was famous as conductor of his Whiteman Band and other dance orchest-

tras ; and James Montgomery Flagg (1887-1960), a renowned illustrator and author of the iconic *I Want You for U.S. Army* poster that portrayed a commanding Uncle Sam in military recruiting propaganda campaigns during World War I (figs. **54-56** and **70-71**).

In addition, one of the glittering stars of Hollywood during the forties, the then-well-known MGM actor Clark Gable (1901-1960) utilized Miller tires in several of his luxury vehicles. It was not a coincidence. Gable, son of a worker dedicated to oil extraction, was born in Cadiz, Ohio. In September 1918 at the age of 17, he dropped out of school and moved to Akron, a major city in the state that offered numerous employment opportunities within the rubber sector's emerging industries. First he was employed at the offices of The Firestone Tire & Rubber Co. and in 1918, he went on to work as a time-keeper for The Miller Rubber Co., earning a salary of \$25 a week.²² There in Akron, America's tire capital, after attending a show at the city's Music Hall that made a great impression on him, Clark Gable decided he would become an actor. After years of experience on stage, his first notable performance in a film came with the movie *The Free Soul* (1931), which was very successful at the time. Playing the role of a tough gangster, Gable was part of the male cast that included actors Lionel Barrymore and Leslie Howard. The protagonist was the diva Norma Shearer (1902-1983) who, curiously, had worked as a model in her youth for the Kelly-Springfield tire company's advertising, portrayed in photographs and promotional illustrations embodying their female mascot Miss Lotta Miles.²³

Starting in 1930, with the brand already integrated into the Goodrich structure, Miller tires were advertised utilizing different illustrated scenes. They occasionally included characters and often resorted to humor and caricature as a way of presenting them (figs. **85-90**).

Notes

- 1. "New incorporations," *India Rubber Review*, November 15, 1906.
- 2. "The rubber trade at Akron," The India Rubber World, January 1, p. 139 and May 1, 1910.
- 3. "Akron, where 20,000 tires are made daily," *The Automobile*, June 26, 1913.
- 4. "Akron and vicinity," *India Rubber Review*, July 15, 1915.
- 5. "Make record in heel production," *The India Rubber World*, August 1, 1921.
- **6.** "The rubber trade in Ohio," *The India Rubber World*, July 1, 1921.
- 7. Blackford & Kerr (1996), p. 99.
- 8. "Successful year for Miller Rubber Co.," The India Rubber World, February 1, 1924.
- 9. "The rubber trade in Ohio," The India Rubber World, October 1, 1925, p. 31.
- 10. "Goodrich-Miller merger," The India Rubber World, February 1, 1930.
- 11. "Introducing Mr. Quick Service," *The Horseless Age*, June 1, 1916; "Mr. Quick Service is Miller man," *Automobile Topics*, June 10, 1916; "The rubber trade in Akron," *The India Rubber World*, July 1, 1916.
- **12.** As can be read in the text and appreciated in photographs published in the article "Two attractive window displays," *The Rubber Age and Tire News*, November 25, 1917, p. 181.
- **13.** As explained in the magazine *The India Rubber World* in the news report: "The editor's book table," October 1, 1916, p. 22, and "The rubber trade in Ohio," May 1, 1919.
- 14. "Miller Tire Trade News," The India Rubber World, July 1, 1920.
- **15.** As indicated in the news item "Year of achievement in Miller advertising," *Tire Trade News*, March 1921.
- 16. As explained in *The India Rubber World* in the news item: "The rubber trade in Akron," November 1, 1916, pp. 97-98; "The rubber trade in the Pacific coast," July 1, 1920; "Ohio notes," February 1, 1925; "H. R. Baker," June 1, 1927, p. 160; "Goodrich activities," June 1, 1930, p. 79.
- 17. The first identified appearance of the character is in an advertisement published in the magazine *The Literary Digest*, January 12, 1918.
- According to the slogan for Miller's advertisement in the monthly *The American Magazine*, February 1918.
- **19.** According to the text from the same advertisement in *The American Magazine*, February 1918.
- 20. According to the slogan for Miller's advertisement published in *The Literary Digest*, March 23, 1918.
- 21. May Day, falling on May 1st, has been the celebration of the World Labor Movement since 1889, and was the result of the agreement in the Socialist Labor Congress held in Paris that year. Homage was paid to the workers killed in the Chicago workers' revolts during 1896, in their struggle for better working conditions.
- 22. The timekeeper was a new type of occupation generated by the application of scientific management. As Gable himself explained in a story included in an interview by *McCall's* women's magazine in November 1960: "Akron was a big city, compared with what I was used to, and it fascinated me. I got a job as a timekeeper at the Miller Rubber Company by faking my age."
- **23.** For more information on Norma Shearer's role as a tire advertising mascot, see the "Kelly-Springfield and Miss Carlotta Miles" chapter included in the present study.

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DAVIDSON, Bill. "Clark Gable in his 60th year," *McCall's Magazine*, November 1960, pp. 67 and 224-228.



1. Emblem, 1917.



3. Emblem, 1919.



5. Logotype, 1929.



6. Emblem, 1929-1930.



7. Logotype, 1930.



8. Logotype, 1937.



2. Emblem, 1918.



FROM THE MIDDLE AGES TO THE MODERN ERA ... PASSING THROUGH EGYPT.

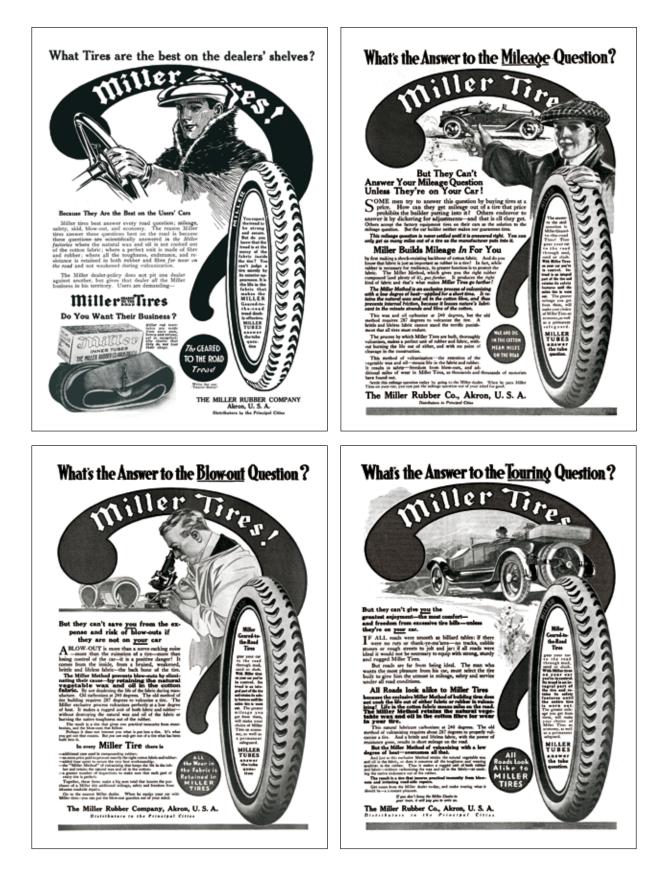
The logotype used by Miller between 1917 and 1930 was composed in upper and lower case utilizing Gothic script with a vertical structure and an angled construction, inclined 30° from the baseline. The word Miller was accompanied by the corporate slogan "Geared-to-the-road" and framed in a border.

After 1930 the elements were simplified. The logotype was composed of capital letters using a high-caliber Egyptian typeface. Egyptian typographies, rising in popularity during the early 1800s, were characterized by their rectangular base and marked angles. They owe their name to the historical moment of romantic exaltation of the Napoleonic campaigns in Egypt. However, they were also known by the name of Mecano as they were extensively employed during the Industrial Revolution.

In particular, this strong typography (figure **7**) is almost identical to Stymie typeface—in its Black version—a family created by the great American typographer Morris Fuller Benton (1872-1948) and registered between 1931 and 1935. Benton created more than 200 typefaces as the chief designer for American Type Founders, some being totally original work and others that systematized and renovated already known historical typefaces.



9. Emblem, 1947.



QUESTIONS OF THE DAY. Using the question mark as a compositional graphic element, Miller's 1915 advertising campaign raised different issues that affected driving and the use of tires. The series of advertisements shown above was inserted both in general as well as in specialized automobile sector press.

Advertisement in the magazine *Motor Age*, March 25, 1915.
 Advertisement in the magazine *The Literary Digest*, April 17, 1915.
 Advertisements published in the magazines *Motor* and *The Literary Digest*, May 29 and June 19, 1915.



ler Doesn't Pit One Dealer Against Another

THE Miller Plan gives a single dealer the exclusive privilege to sell Miller Tires. He doesn't have to divide the profits with other dealers. He owns his own tire trade. He gets all the profit—not a small slice of it. If you are dividing the profit with one or more dealers by handling other makes of tires-get out of the rutjoin the Miller Prosperity Procession.



are sold differently than most tires-and they are made differently, too.

The Miller Method of tire building doesn't cook the life out of the rubber and fabric in vulcanizing. It pre-



serves all the rubber's native toughness and the fabric's strength for wear on your car. The Miller Method is the net result of 23 years of rubber experience. That is why Miller Tires give your customers greater mileage, service and satisfaction. The Miller Plan of selling gives you real profit.

Write at once and get details of the Miller Selling Plan before some other dealer gets the Miller agency in your town.

THE MILLER RUBBER CO., Akron, Ohio.

It Rings the Bell PROFI D **Every Time**

It doesn't take a giant to ring the bell occa-sionally, but it does take a lot of punch and the "know-how" to ring the profit bell every time, and it is this punch and "know-how" that Miller supplies.

The tremendous mileage built into Miller tires by the Miller Method furnishes the "punch"-the Mil-ler plan of selling tires supplies the "know-how." They are a great team and they ring the profit bell every time.

You know that Miller dealers are successful-that they make money, but perhaps you don't know why. So we are going to tell you. We want you to know why Miller dealers don't have to cut prices to get business or split up the profit with other dealers in the same territory. That's a part of the "know-how."

But write us and get complete details of the Miller Selling Plan. It will enable you to ring the profit bell every time and, after all, that's all you are in business for.

GEARED-TO-THE-ROAD

111

iller



SELLING SMILES.

This page presents two examples of advertisements where Miller employed occasional cartoon characters in different scenes to introduce, through humor, their advertising appeals. These were aimed at attracting businesses to augment the list of establishments associated with their commercial network.

14. Advertising module published in the magazine The Automobile Journal, January 25, 1915. **15.** Full-page advertising module published in the specialized magazine

Motor Age, December 14, 1916.

MADE OF RUBBER. The mascot Mr. Miller Merit was introduced in 1916 to advertise sanitary products manufactured by the Miller Rubber Company. This being came to life by joining together rubber balls, hot water bottles and ice bags for the head, surgical gloves and rubber sponges. It was as though he were one of the characters that emerged from Arcimboldo's imagination, exchanging food for rubber goods. The image on the right shows the slogan "Guardians of Health and Comfort," above which two of these characters were presented in military formation, a direct reference to the state of alert that the country found itself given the armed conflict that had been unleashed in Europe.

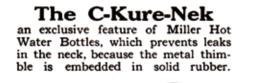
16. Advertisement published in The Saturday Evening Post, September 2, 1916. 17. Vertical advertising module published in *The Saturday Evening Post*, 1916. **18.** (opposite page) Advertisement published in *Good Housekeeping*, April 1917.





Guardians of Health and Comfort N the home in which rubber goods have fu opportunity lugities is a word of real meaning the bathroom, the nursery, the kitchen, every du he year, rubber goods stand guard over the he caning. In very day in le fa

Miller Standard RUBBER GOODS



BUY FOR SERVICE

HIGH prices are teaching people the meaning of value. A few years ago it wasn't so serious a matter if you did buy household rubber goods that soon gave out.

Today it is decidedly worth while to choose rubber goods that will give the longest possible service –

Miller Standard RUBBER GOODS

A hot water bottle is a necessity in every home. The Miller Hot Water Bottle is seamless, one solid piece of rubber, with the exclusive patented C-Kure-Nek in which the metal thimble is embedded in the solid rubber before vulcanizing. Most hot water bottles eventually leak at the neck—a Miller bottle cannot leak.

Keep your hands free from the roughness and stains of housework -wear Miller Household Gloves—the kind that really last.

If there is a baby in your home, you need Miller Sanitate Diapers —both for baby's comfort and for mother's convenience.

Miller Nursing Nipples are non-collapsible. The flow of milk is never too much nor too little. Miller Nipples prevent colic and other feeding troubles.

All Miller Standard Rubber Goods are sold by Miller authorized agencies which display the Miller Agency Sign. Look for the sign and ask for Miller goods by name.

> THE MILLER RUBBER COMPANY AKRON, OHIO, U. S. A.

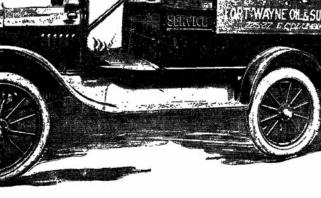
Also makers of the famous Geared-to-the-Road Tires

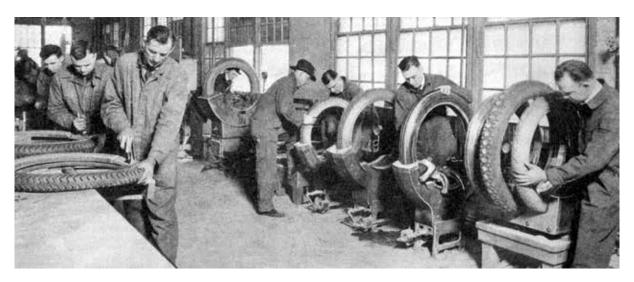


This page shows three samples of how Miller' mascot Mr. Quick Service was utilized. The word "Quick" was depicted on his face in the form of driving glasses and he donned a cap with a visor whose rounded crown

consisted of a pneumatic tire.

19. Advertisement published in the local newspaper *Fort Wayne Journal-Gazette* (Fort Wayne, Indiana), February 11, 1917.
20-21. Advertisement and detail (delivery truck) published in the *Fort Wayne Journal-Gazette*, April 17 and May 5, 1918.







Chain-Like in Uniformity Are Miller Tires and Men

Seventy per cent of all the American tires are made in Akron, Ohio. Here motorists know more than the average about tire materials and methods.

Here the Miller regiment of champion tire builders first became famous. And here Miller Tires outsell at retail every other make.

Mark why this weight of favor is for Miller Tires among those qualified to judge.

run stan-

dard guaran-

tees

Tires 99% Excellent

First because of Miller uniform mileage. Because these tires-99 in 100

How can you tell in buying other tires whether you'll get one that will run 5,000 miles or fail at 1,000?

Miller Tires are known as Uniform Tires. Miller achieved this uniform mile-age by training crack squads to build uniformly.

These men average 96% efficient. The tires they build are 99% excellent. That means that less than 1% ever need adjustment.

Miller Uniform Tires are Geared-to-the-Road. Look at their sharp rubber cogs that prevent the wheels from slipping when you start.

They make all roads safer by resisting at tendency to skid. th

The Miller built-in-side-wall is made of lature-waved fabric. So Miller Tires are pecially durable on rutty roads or stony nes where the sides of a tire are exposed Mature

Prepare For a Shortage

Few workmen can be trained to the Miller Uni-formity. So at the best. at the this ye this year we won't be able to supply more than one mo-torist in fifty.

To get Uni-form Tires, find the Miller dealer in your neighborhood and speak for your season's needs at once needs at once.

111725

GEARED-TO-THE-ROAD

For utmost air capacity—size for size—ask for Miller Cord Tires. They are wonderfully luxurious—yet not a luxury, because they cost less per mile than any other type.

THE MILLER RUBBER COMPANY, Akron, Ohio Makers of Miller Red and Gray Inner Tubes-the Team-Mates of Uniform Tires

UNIFORM

iller

CHAIN-LIKE WORK.

The above image shows Miller workers practicing at the Miller School of Tire Repairing completing three-week courses complemented with the reading of twenty-four manuals. The entire training process was carried out under the supervision of instructors from the Tire Repair and Vulcanization Department, an internal service of the company. On the left, a Miller advertisement employs the metal chain and its links as a metaphor for uniform and homogeneous assembly line work, carried out bu each individual machinist and by the group of specialized operators in the factory as a whole.

22. Photograph extracted from Miller's corporate magazine Tire Trade News, March 1921, p. 8.

23. Full-page advertisement published in the generalist magazine The Literary Digest, March 9, 1918.

I am penalized if ever one comes back

Uniform Tires Mean No "Second Bests"

Long-Distance Millers Not Only Look, But Wear Alike

TE do not claim that no tires equal the Miller. Many makers build some tires as good. But how can the buyer tell those "lucky" casings from lesser ones that look identical?

The greatest problem a manufacturer faces is how to build all his tires like his best ones. This we have solved. And the reason each Miller wears like its brother is much discussed. Here are the facts:

Uniform Workmanship

Any maker who pays the price can get the same super-quality of raw materials. Also the same machinery, for machines are standard too.

But uniform mileage is governed by uni-form workmanship and must be as long as tires contain handwork.

If the workmanship varies, the mileage is bound to vary.

is bound to vary. That's why we took a mark that was set by champions and trained other tire builders to this single standard. Each builder signs every tire he makes. If ever one comes back his score is penalized. This method, tested now three years, has proved to be the mileage solution.

Always a Shortage

The result is a new class of long-distance tires-tires that wear the same under like conditions. Not occasionally some that give exceptional service, but more than 99 in 100.

It takes much time to train uniform builders. Hence to make the best tires we had to forsake all thought of making the most.

So to get these remarkable long-distance Millers—the buoyant Cord, or the sturdy fabric type—be sure to go to the authorized Miller dealer, or write for his name.

To Dealers In Open Territory: Write for attractive proposition



FULL-COLOR SMILES. On this double page, examples of full-page, color advertisements inserted in generalist publications such as The Saturday Evening Post and in specialized automotive press such as Motor Age are presented. The Miller Man is smiling despite the [threatening] slogan that accompanies him which serves as the product's guarantee: "I am penalized if ever one comes back".

24. Full-page advertisement published in the generalist magazine The Saturday Evening Post, January 25, 1919.



25. Illustration extracted from a full-page advertisement published in the specialized magazine *Motor Age*, January 10, 1918. **26-32.** Full-page advertisements published in the magazine *The Saturday Evening Post*, on the following consecutive dates: March 22, July 12, September 6 and 27, November 1 and December 27, 1919; and December 25, 1920.



- **33.** Illustration extracted from a full-page advertisement published in *The Literary Digest*, January 26, 1918.
- **34.** Full-page advertisement published in the magazine *The Literary Digest*, March 23, 1918.
- **35.** Advertisement in the magazine *Motor Age*, May 30, 1918.
- **36.** Advertisement in *The Saturday Evening Post*, August 31, 1918.
- **37-38.** Full-page advertisements published in the generalist *Life* magazine, May 8 and 22, 1919.
- 39-40. Full-page advertisements published in the generalist magazine Collier's, April 5 and September 6, 1919.



41. Advertisement published in the generalist magazine Leslie's Weekly, January 10, 1920. Illustrated by William Meadow Prince.



Miller "Handy Andy." 50c. and \$1.00.



Miller "Fix-All" mends leaks in anything that's rubber. Every Home and Tool-Kit should have it. 50c and \$1.00.

The Big Idea in Repairing

Use Genuine Tire Stock-Not Shoddy

THE idea of putting up in convenient form for repair use the same high grade rubber and fabric that brand new lires and tubes are made of — this is the idea that has put the Miller Repair Materials and Tire Accessories into thousands of tool-kits and repair shops all over America and abroad.

You 'can't expect a repair to stand the merciless punishment of the road if you use repair stock composed of shoddy. "Mend with Miller Materials and you mend for keeps!" is the old repairman's adage. He knows there isn't an ounce of "short ends," salvage or left-overs in Miller repair goods.

(144)

Quick and Easy to Apply

The fact is that we spend more money in perfecting Tire Accessories and Repair Materials than many factories spend in building tires. Not only dowe we give topgrade stock, but our experts have contrived a score of features that save the motorist time and labor.

Ours are prepared materials — which means that most of the hard work of making your repair has been done by us when you get Miller goods

THE MILLER RUBBER COMPANY Dept. A-172, Akron Ohio Makers of Miller Uniform Tires and Tubes - Also Miller Surgeons Grade Rubber Goods, for Homes As Well as Hourista

If you want Tire Accessories and Repairs that won't work loose, crumble or petrify—if you want to guard against being stalled on the road, miles from the nearest repair shop—always carry Miller Tire Accessories and Emergency Repairs in your car.

For jobs that call for the skilled repairman's hand, be certain of red-blooded strength and invincible durability by specifying Miller Repair Materials for the work.



RANGE OF PRODUCTS. The Miller Man was the advertising mascot that endorsed and presented all items in The Miller Rubber Company's catalog linked to tire technology. These included pneumatic tires and inner tubes as well as a wide range of accessories and products needed for maintenance and repair in the case of blow outs.

42. Advertisement published in the generalist magazine *Collier's*, August 30, 1919. Illustrated by William Meadow Prince.



annunser

TRUCKS AND BUSES.

The sector of freight vehicles-trucks and vansand passenger vehicles such as buses constituted a specific market to which The Miller Rubber Co. devoted special attention. The Miller Man was also amply utilized for these cases in his role as promotional mascot as evidenced by the two examples shown here.

43-44. Full-page, color advertisements published in *The Saturday Evening Post*, August 9 and June 14, 1919.

How Miller Cords Outran 21 Prominent Makes

A Heroic Tire Contest on 17 Packard 'Buses, Going 78,000 Miles a Month

N^o more convincing proof of a tire's supremacy has ever been submitted to the court of public opinion. It comes from the private tests of the Eldorado Stage Company, Los Angeles, Cal. They're one of the largest users of tires in the world. To them it meant a lunge sum of money to establish which tire carries a heavy load lightly, and runs the farthest.

Twenty-two leading makes of tires were tested on the Eldorado's seventeen 12-Passenger Packards. They travel an average of 153 miles daily—a combined distance of 936,000 miles a year. That's more than 37 times around the world.

Proof of Uniform Mileage

This is the "Service de Luxe" for which the Miller Tires competed and won. Their victory was based—not on exceptional mileoge of a single casing—but on long distance uniformity, tire after tire.

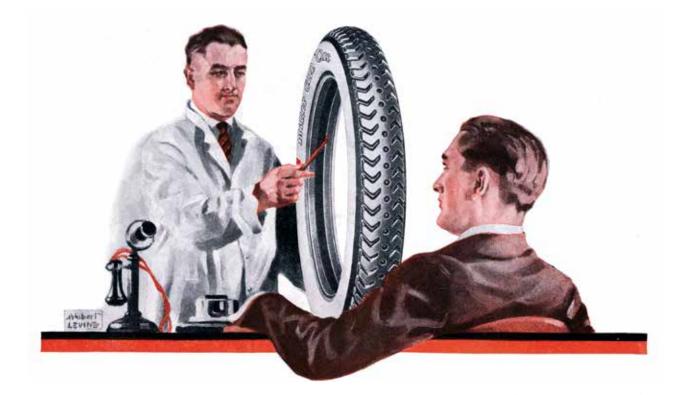
autormary, ore answ the only transportation where today this grand fleet carries thousands of passengers between Los Angeles. Balernfield and Talt. Here Nature has pointed with lavish hand a wide passenama of peaks, canyons, rivers, verdant hills and valleys.

THE MILLER RUBBER COMPANY, Dept. A-150, Aleron, Ohio Maleren af Miller Rol and Cary Joan Tabes -- Mar and Miller and Miller and Miller Tabes Alex Miller Sequence Guelt Relate Conference in Names at Will as Anaptatio TO DELERS: There Territory and be agene-writer as

Parlor Car Comfort

Next time you visit California don't miss this enchanting trip-made in parlor car comfort in an Eldorado stage running on buoysen Miller Cord Tires.

All Millers are uniform because their workmanship is uniform. The Eldorado tests have reaffirmed it. You can get these championship tires—but only from the anthorized Miller Dealer. If you don't know his name, write us.



until angles to for

35,000 Miles

on a Stage



Tire Mileage Doubled

At a cost of millionsse late Miller history

found a way," sold the chief Miller add 2,000 miles to our average tire and again, in Miller Tire kintery, some mult like Oak han name up, det maan the screeping of mobile or it worth handrich of thesaneth of R milgte man executed added out, bits fortunes. It always meant great very improvement, little or big, which arts prove out is adopted. The changes

perty percent out is assigned. The energies in methods in the percent of the percent of the methods in the percent free percent states. And the other Mither Trans has unsubjected 20-5 and 20 Years to Learn How 20 years the Miller factory has qualif-tation requer parts relative quarks in a source men, like surgeous' given, we still relation and.

ago we burned this superiorse to of super-grade tion. Shap by step well them. Our cost-permite has t teo sino 2014, even. liber minage is ronywhen discussel. of thousands have adopted Miller instrine longe tire same-on stage is derits and taske-bare proved their codes same meditive.

any Miller Too press ore 2 ller ш

Geared-to-the-Road

Cords

The Miller Meth sy heap 210 time running constantly under vation. They wear out 1,000 time party test, eight geared op machines in the un id time thit miss each per day, dissociate is of from each. Oh a fabulous d same the shows remarkable ar

noth is first vulcanized natory. We have more

makers of Miller Inner Tubes, laper on laper. The highest at-

22

Late Miller Records

Rigge & Rigge Finge Line, w. Col., reports so average of 0 miles per tire on a test of Miller Cords.

The Constant Ages Co., El Para, Era, esparta 80,000 miles from a Miller Cord on a test.

Ray C. Corports on a 23-pes-scoper bus, reports an average of 21,000 miles.

The Miller Rubber Co.

The demand, in late years, has multiplied 20-fold A sensition in Wandom, in the past few yoars, has been the Miller Tax. They have seen counting truth or uses also have some to personnece. Many testing comparison have been and adjusted dynam, And in planes the Milling, Mannan, where White tensors take the plane of entropy days are reached with Milling. Since 1915, the Miller experts have more than doubled they average tire solvage. Since 1914, the domand for Millers has multiplied point. And this raw, with humbrats of risessands new descenting its Miller, the demand is twice larger than own. A 24-Year Attainment Mon Began Talking

Why Men Came to Millers

to Miller Tim really started 24 years ago, when fregen the making of super-prior robbin goods, years ago we began to develop the Miller grade

mat \$1,000 daily just to watch and tost materials. They change anything at any mals, shape or lidets -- when a way in

Thus, in the part from yours alone, they have more than out in two the tree cost of units the gas the Millo.

then, but millions of deliges to before it. Many able men-el on it. They heap 200 then a under absorbation. And they

receives not more tabling. The more when rea look are closed longe users, who spend is per more that the spend Then Miller & gat Miller Tires the seconds. Wi dealers began to waith re opposite dival time o Within two prats the parts which were result pands of users had go where had 4 drads of the shout tires. That is what developed this sait the Milles. Last year's increas This poor's increas, of the press Disblight, And all because the have develop are extended.

What They'll Save You situate depends lengthy on load and path of our. The only was to have what Miller is any put to be by them. Compare them fore you are, which the multimer η, The Million-Mile Texts The set ages of the set of the You our such time a too. Be what our deathed minage master to you. It may not you many a dular. It may change your mempion of masters too.

er T ïres FABRICS Geared-to-the-Road Autoration 10. In Prove Other The Winners in Million-Mile Tests



It was a good tire





A Million Dollar Tire

On which mileage has been doubled in three years

15.000 Miles

The factory basis

The basic test on Miller Cor 15,000 milles. On Miller Fabrics, i miles. Then the tires are exam Thousands of lessons, in the cour years, are taught by these tested

Tires are b

ca, 8,000

Every tire is signed by the maker and inspector nd both are penalized if a tire comes back. Does It Pay?

began.

Try a Miller, watch the mile-age, compare it with the tires you know. See how you react-how you cling to Millers-how you tell your friends about them. You will see why it pays us to build tires like these,

the carelessly by many. Value is a matter of guess. So one might gain large tire sales without all this expense.

But times are changing. Ex-ceptional mileage is now talked about. One tells another about the Miller Tire. Miller sales have multiplied about 20 times over since this betterment becan.

Note How You Respond

Three years ago the Miller Tire had won a wide respect. But our average mileage has been doubled since them. On one type alone—the Miller Cord— we have spent \$1,136,419.00. Our laboratory and testing expense on that type last year averaged \$10,000 monthly

So the Miller Cord of 1920 is million-dollar tire. And the rfecting of Miller Fabrics has subtless cost as much.

Where the Money Goes

A large corps of experts work in the Miller Laboratories. We keep 250 tires constantly running under observation. Over 1,000 tires per year are worn out to show us what wear will do. Eight geared-up ma-chines run tires 650 milles doily under extreme rear-wheel conditions. Over \$1,000 daily is spent on our tests and inspections.

Every lot of tread stock is first vulca mized and tested in our laboratory. Over \$300 daily is spent to test just the fabrics and the cords.



THE ANATOMY LESSON. The 1920 campaigns developed technological persuasive texts that endorsed the "Miller" brand of tires and inner tubes. The corporate mascot was replaced by scientists, technicians and salesmen who were responsible for presenting the tires, as can be seen in the advertisements shown on this double page.

45. (at the top and bottom of the opposite page) Illustrations extracted from a full-page

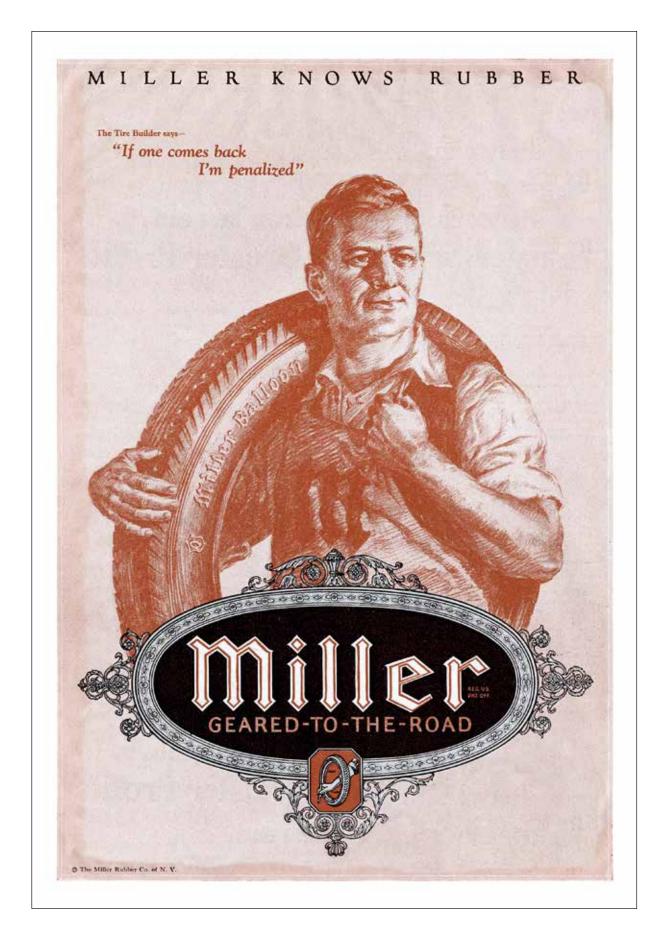
Tread Patented

tread smooth with cups, to firm wet asphalt. Geared-to-the-Ro eads mesh like cogs in dirt.

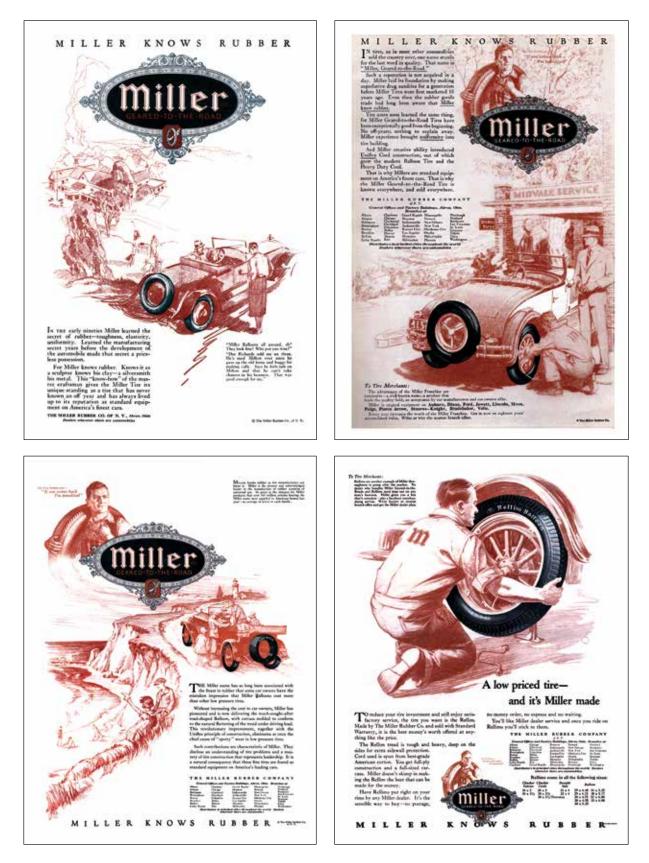
advertisement published in the generalist magazine The Saturday Evening Post, November 27, 1920.

46-47. (opposite page) Advertisements published in the magazine The Saturday Evening Post, July 10 and August 7, 1920.

48. (above image) Full-page advertisement published in the magazine The Saturday Evening Post, October 30, 1920.



49. Advertisement published in the generalized magazine *The Literary Digest*, April 17, 1926.



IN SEPIA AND BLACK. Miller's 1926 campaign incorporated a unique design based on illustrations reproduced in two inks and on the conformation of a new emblem where the mascot was incorporated, establishing its static, characteristic pose.

50. Full-page advertisement published in *The American Magazine*, 1926.

51. Full-page advertisement published in the magazine *The Literary Digest*, September 18, 1926.

52-53. Full-page advertisements published in the magazine *The Country Gentleman*, August and November 1926.

STRIKING PERSPECTIVES.

The low-pressure technology tires, present in the U.S. market since the second half of 1923, constituted the new technological and commercial battlefield where Miller and their rivals competed. In the graphic aspect, the illustrations were presented in two inks and portrayed the tires in pronounced foreground perspectives that emphasized the already large size of the new pneumatic products. They were accompanied by the emblem that welcomed the mascot in his new role as a corporate representative.

54. Full-page advertisement published in the magazine *The Literary Digest*, November 13, 1926.
55. Full-page advertisement published in the magazine *The Saturday Evening Post*, 1927.
56. Full-page advertisement published in the magazine *The Literary Digest*, January 8, 1927.







before I used Miller Tires"

20 MONTHS' EXPERIENCE with nearly every tire on the market brought the Albany Transit Company to Millers-100%

Miller Rubber Comp

.... Cleveland Railway

Company Busses average



Albany Transit Company

MILLER TIRES, in this hardest of all tire service, have done more than simply justify the confi-dence of the Albary Transit Company executives. They have added security and control of travel and commbused tangibly to this public service in which they have advected and the service of the form alay

might tell you that Millers are the only ill do a job like this-but-we prefer to but-we prefer to ing, the Albany Traoell f 10 ved it for the



н Т. will deli any individual se hal seeking definition at lowest cost e of wy or

THE MILLER RUBBER COMPANY of N.Y. AKRON, OHIO, U. S. A.



28 million tire miles a year on Millers

TRIAL BY BUS. During 1928 and 1929, Miller's publicity was based to a large extent on testimonial advertisements that provided the opinion of executives from companies dedicated to the regular transport of passengers by buses and coaches. They were expert spokespersons who were qualified to issue these opinions based on the results of Miller tires put to the test in the daily activity of their passenger vehicles. The above advertisement is signed by R. B. Hayes, President of the Albany Transit Co., a company that had nineteen regular buses covering nearly 49,000 miles each month. On the left, the advertisement displays the compliments of the Cleveland Railway Busses Co., which equipped their buses with Miller tires for two years. After obtaining satisfactory results, they extending their contract for three more years.

57. Advertisement published in the magazine The Saturday Evening Post, May 26, 1928. 58. Full-page advertisement published in the generalist magazine Liberty, May 18, 1929.



ALL FOR MILLER. At the top of the page, two more examples of Miller's advertising campaign based on testimonials are presented. The first case deals with an expert, Norval A. Hawkins,—former General Sales Manager for the Ford Motor Co. and Director of Advertising services and Sales for General Motors Corp.—, who provides his testimony stating that he also uses Miller tires on a personal level. The second advertisement features the magnate Stephen Rae Hickok (1884-1945), President of Hickok Manufacturing Co., formerly one of the world's largest manufacturers of belts and other accessories for men. The image directly above this text presents a joint advertisement divulging the testimonies of variety show entertainer Eddie Cantor and music producer George White, both acting as endorsers for Miller tires.

59-60. Advertisements published in the magazine *The Saturday Evening Post*, March 9, 1929 and September 22, 1928. **61.** Double-page advertisement published in the generalist magazine *The Saturday Evening Post*, September 1, 1928.



THE MILLER ADVOCATE. The above image presents the Miller advertisement featuring the famous illustrator James Montgomery Flagg as an endorser of the quality of Miller tires. His testimony, which was represented in a text between quotes and showed his signature, was already summarized in the first lines: "Beauty in everything has always been my creed, and now I have found beauty in tires—the Miller De Luxe Balloons. They complete the fine appearance of my car from the artistic viewpoint."

62. Full-page advertisement published in the generalist magazine The Saturday Evening Post, June 1, 1929.



SECURE ON STAGE ... AND ON THE ROAD. Above, the testimony of Irène Bordoni is presented who was a famous singer in Broadway musicals and a film actress. The advertisement portrays her at the wheel of her car, equipped with Miller tires, highlighting the qualities of "safety and comfort" that the tires provide while driving.

63. Full-page advertisement published in the generalist magazine The Saturday Evening Post, July 21, 1928.



SHOWS ON WHEELS. At the top of this page, two Miller advertisements are presented that depict new testimonial contributions. The first one portrays the producer of musical and variety shows Florenz Ziegfeld and Paul Whiteman, renowned director of music ensembles; both had worked together on several occasions. The second advertisement employs the endorsement of celebrity baseball player Frankie Frisch. The images at the bottom of the page present the musician Vincent Lopez and the singer and dancer Marilyn Miller, whose testimonies have their signature and are stated in quotation marks.

64-66. Advertisements published in *The Saturday Evening Post*, June 30 and December 15, 1928; and February 9, 1929. **67.** Full-page black and white advertisement published in the lifestyle and fashion magazine *Vogue*, February 16, 1929.







CHAINED SMILES.

The smiling corporate and promotional mascot of the Miller Rubber Company was replaced by the face and image of renowned celebrities of the time such as Ben Turpin, a successful comedian who forged his way to fame in variety shows, theaters and silent movies. As can be seen in the above image, his characteristic facial expression took advantage of marked natural crossed eyes, an authentic brand image characterizing the comedian.

68-69. Promotional slides with the Miller Man mascot, c. 1918. **70-71.** Promotional photograph autographed by Ben Turpin, c. 1930; and an advertisement endorsing Miller tires.

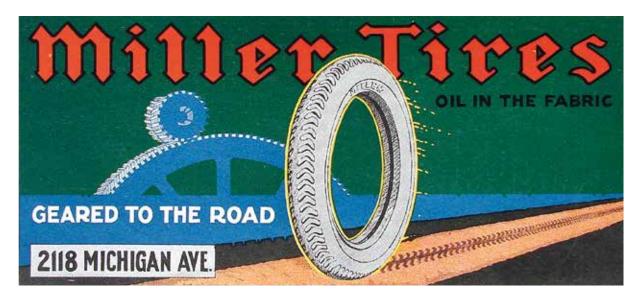




CARGO VEHICLES. The images shown here constitute two examples of promotional vehicles for Miller tires employed by businesses associated with their commercial network. Above, a group of women pose inside a tilted car, utilized as advertising for the D-L-D tire shop, Miller distributor in Holdrege, Nebraska. Below, a delivery van for the corporate fleet of the Northwest Auto Co.

72. Promotional advertising photograph published in the press for the establishment D-L-D Tire Shop in Holdrege, Nebraska, 1927.73. Photograph of a vehicle for the establishment Northwest Auto Company in Portland, Oregon, c. 1918.







TIGHTLY GRIPPED. "Geared-to-the-road" was the slogan that accompanied all the advertising campaigns of The Miller Rubber Co. On numerous occasions, the concept was represented by the proper fitting of gears, which had to be done with great precision. The examples shown here reflect this idea, offering an explicit comparison between the perfect coupling of these pieces of machinery and the non-skid tread of Miller's pneumatic tires on the roads.

74. Page extracted from the catalog *A 24 Sheet Poster* of the lithograph printshop
Edwards & Deutsch Lithographing Co., with
headquarters in Chicago and Milwaukee, c. 1917.
This includes 72 advertising reproductions
that were adapted to large outdoor billboards.
75. Metallic tinplate sign.
Dimensions: 128 x 60 cm, c. 1928.
76. Full-page advertisement published
in the magazine *Motor Age*, March 16, 1916.





MILLER ESTABLISHMENTS.

This page shows two examples of tire service and sales stations and the identification signs for establishments associated with Miller's commercial network. At the bottom of the page, a current image of a still-standing Standard Oil Company gas station from 1932, with two vertical enameled signs advertising Miller tires, after being restored. The service station is located in the town of Odell, Illinois, and is registered —November 9, 1997—in the National Register of Historic Places in the United States as part of the heritage recovery project carried out by the Route 66 Association of the Illinois Preservation Committee.

77. Facade of the establishment
Carl O. Wiley Auto Supplies, c. 1920.
78. Horizontal enameled metallic sign.
Dimensions: 180 x 55 cm, c. 1918.
79. Standard Oil Company gasoline station restored to its original 1932 appearance.
80. Vertical chromolithographed metallic tin sign. Dimensions: 40 x 180 cm, c. 1940.



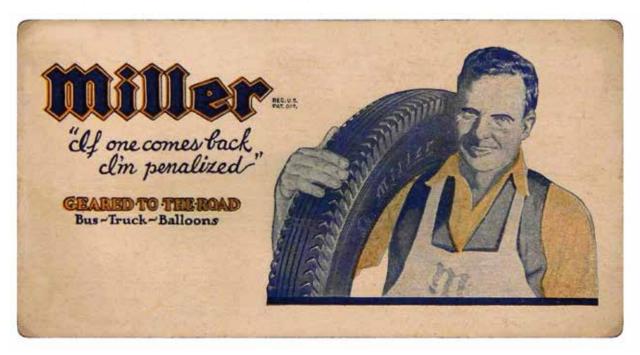


29. MILLER RUBBER AND THE EXEMPLARY TIRE BUILDER



MILLER'S MAGAZINE. The above images present two examples of *Tire Trade News*, the house organ or corporate magazine of Miller. The publication contained several sections with numerous news and short articles usually accompanied with photographs of the facades and interiors of establishments comprising the manufacturer's commercial network as well as portraits of their owners.

81. Two issues of the magazine *Tire Trade News* from 1921: volume II, number 1, (March) and number 3 (May).
82. Advertising card for Miller with their mascot, the exemplary tire builder, c. 1924.





FROM THE WAIST UP. This page shows two examples of the type of promotional items intended for point of sale that utilized the Miller Man. His figure, in different poses and actions extracted from press advertisement illustrations, was applied to lithographed and cut-out cardboard which was placed on windows and shelves to attract attention.

83. Photograph of the shop window of an unidentified establishment associated with Miller's commercial network, c. 1918.
84. Photograph of the interior of an establishment managed by J. H. Eddy in San Bernardino, California, associated with Miller's commercial network. Photograph published in the interior of the corporate magazine *Tire Trade News*, May 1921.

