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to the demands of peace created a tremendous demand for advertising. Out of the boss doing his own advertising evolved the advertising department of the firm and the advertising expert was born. The realm of advertisement had the effect of a newly discovered goldfield, the "born advertisers" rushed into the breach from all branches and professions. Only in the rarest instances did these greenhorns come possessed of sufficient experience and invention to create something which would interest the masses. It is not astonishing that all these untrained people were able to find a place because it is a fact, which must again and again be driven home, that most of our directors of industry, even to-day, are lacking in even the most primitive elementary knowledge of the psychological science of influencing the masses. Another situation, to which the new advertising laws will fortunately put an end, was also detrimental to the development of advertising: all advertising media—newspapers, magazines and bearers of posters—had their tariffs, to be sure, but these tariffs were nothing more than the starting point of wild arguments over prices and the cleverest advertising man was he who could report to his director that he

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most prominent position in the foreground of interest. Nearly all patent articles were controlled by the founder and personal owner of the firm. These owners were proud of their firm and of their wares and tried to make the product and their propaganda for it as attractive as possible. Development was very rapid. The firms grew larger and more impersonal and finally the war put an end to the whole movement. With its gigantic demands for goods of all kinds, it completely altered the whole structure of business undertakings. Small manufacturers and those with undertakings of merely medium size, themselves serving as soldiers at the front, returned to find their business ruined or supplanted and were confronted as rivals by the great concerns created and developed by war demands.

The re-adjustment from the needs of war

