Kotex, Kleenex, Huggies

Heinrich, Thomas, Batchelor, Bob

Published by The Ohio State University Press

Heinrich, Thomas and Bob Batchelor.
Kotex, Kleenex, Huggies: Kimberly-Clark and the Consumer Revolution in American Business.
Project MUSE. muse.jhu.edu/book/28319.

For additional information about this book
https://muse.jhu.edu/book/28319

For content related to this chapter
https://muse.jhu.edu/related_content?type=book&id=1178250
List of Tables

Table 1.1 Fox River paper companies, 1892 (Glaab and Larsen, 1969) 23
Table 1.2 Net earnings of Kimberly-Clark, 1893–1898 (“Meeting of the Directors, 1894–1899,” Kimberly & Clark Co. Minute Book, 1907–1921, RG 6, Box 1, Folder 2) 25
Table 1.3 Kimberly-Clark newsprint production at the Niagara mill, 1901–1907 (60th Congress, House Select Committee on Pulp and Paper, “Pulp and Paper Hearings, vol. 3,” 1869, House Documents Vol. 143, No. 1502) 30
Table 1.4 Kimberly-Clark newsprint price per 100 pounds, 1878–1907 (60th Congress, “Pulp and Paper Hearings, vol. 3,” 1869) 31
Table 1.5 Kimberly-Clark Niagara mill production costs and market prices, 1901–1907 (60th Congress, “Pulp and Paper Hearings, vol. 3,” 1869) 32
Table 2.1 Kotex advertising expenses, 1921–1929 (“Kotex Sales and Advertising, 1921–1929,” RG 9, Subgroup 2, Series 5, Oversize Folder 3) 62
Table 2.2 Kotex per-unit price in cents, 1921–1929 (“Kotex Sales and Advertising, 1921–1929”) 63
Table 2.3 Kleenex net sales, 1926–1929 (“Marketing Milestones in the History of Kleenex Tissues,” RG 9, Subgroup 1, Series 5, Box 9–8, Folder 15) 69
Table 3.1 Kimberly-Clark net sales, 1929–1939 (Kimberly-Clark Annual Reports, 1930–1940) 80
Table 3.2  Kimberly-Clark earnings, 1929–1939 (Kimberly-Clark Annual Reports, 1930–1940) 80
Table 3.3  Kleenex sales, 1926–1940 (“Marketing Milestones in the History of Kleenex Tissues”) 83
Table 3.4  Net earnings of International Cellucotton Products Company, 1929–1939 (ICPC Annual Reports) 85
Table 3.5A Net earnings of Kimberly-Clark, IP, Mead Corporation, and Union Bag, 1930–1936 (Kimberly-Clark, IP, Mead Corporation, and Union Bag, Annual Reports, 1931–1937) 102
Table 3.5B Net earnings of Kimberly-Clark, Container Corporation, Scott Paper, and St. Regis, 1930–1936 (Kimberly-Clark, Container Corporation, Scott Paper, and St. Regis, Annual Reports, 1931–1937) 102
Table 4.1  Eight largest U.S. pulp and paper companies, 1962 (U.S. v. Kimberly-Clark, U.S. District Court for the Northern District of California, 264 F, Supp. 439) 112
Table 4.2  Kimberly-Clark return on investment, 1945–1952 (Kimberly-Clark Annual Reports) 117
Table 4.3  Tampon market shares by company, 1965–1974 (C. K. Clarke, “Rough Draft—History of Tampon Process and Product Development,” 4 June 1975, 5, Record Group 9, Series 1, Box 6, Folder 79) 138
Table 4.5  Kleenex market share, 1949–1965 (“Chronological History of Kleenex Tissues,” 5, RG 9, Series 1, Box 5, Folder 4) 140
Table 4.7  Net earnings of Kimberly-Clark and Johnson & Johnson, 1956–1971 (Kimberly-Clark and Johnson & Johnson, Annual Reports, 1957–1972) 147
Table 4.8  Net earnings of Kimberly-Clark and Scott Paper, 1957–1970 (Kimberly-Clark and Scott Paper, Annual Reports, 1957–1971) 149
Table 4.9  Kimberly-Clark organization chart, 1959 (“Consolidated Administrative Structure of Kimberly-Clark Corporation, April 6,” 1961, RG 11, Series 2, Box 1, Folder 1) 152
List of Tables

Table 5.1  Feminine care products market shares, 1970–1986

Table 5.2  Feminine care external products market shares, 1970–1986
(“Chart of Significant Events,” 1975) 174

Table 5.3  Feminine care products market shares, 1970–1986
(W. H. Drew, “Kimberly-Clark Corporation Involvement in the U.S. Feminine Hygiene Business (1970 through May 1987),” 1 July 1987, 77, Record Group 9, Series 1, Subseries 6, Box 42 (oversize)) 175

Table 5.4  Kotex market share and advertising, 1970–1986
(W. H. Drew, 1 July 1987) 178

Table 5.5  Johnson & Johnson pad market share and advertising, 1970–1986 (W. H. Drew, 1 July 1987) 178

Table 5.6  New Freedom pad market share and advertising, 1972–1986
(W. H. Drew, 1 July 1987) 179

Table 5.7  Net income as percentage of net profits (excluding all extraordinary charges and gains), 1971–1990
(Kimberly-Clark Annual Reports, 1972–1991) 199
