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**SECOND ANNUAL  
CONVENTION**

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**Vacvette Distributors**

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AUGUST 25-26

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**1922**

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## FOREWORD



THIS little book has been prepared with the hope of embodying, within its pages, somewhat of the spirit of those who attended the Second Annual Convention. We hope that in referring to it, that you will again recall the spirit of the convention which was typified in the closing hours when we were all together and for the first time revealed to each other the depth of emotion engendered by the common knowledge of the real sincerity of our expression of good-will.

It has been said many, many times that sincerity is the gauge by which one's statements are weighed, and if this is true—and I, for one, am fully convinced that it is true—you must have been deeply impressed with the things you heard.

We, at the factory, are not orators and it is very difficult for us to put clearly into words, the things we feel; it is always difficult, even for those who *are* experienced speakers, to put into words the genuineness of their sincerity; if they are sincere, however, even the poorest delivery imaginable cannot fail to impress and it is this fact that leads us to hope that you knew what was in our hearts.

There is one thing I wish particularly to refer to here and that is the part which members of this organization, other than myself, took in making the convention a success: First, the all-round work of Myron Miller. The many valuable suggestions he made, his efforts in carrying out the arrangements, his work while the convention was in progress and, finally, his address at the banquet—all these were simply invaluable and indispensable. Second, Ralph Jones' helpfulness in attending to details, (many of which were of the annoying, petty variety) his work during the convention and his message given at the banquet. Third, the generosity of George Scott and Carl Fetzer in giving to us (The Sales Department) an unlimited appropriation for defraying expenses and for the many helpful suggestions they offered. Such credit as is due the factory organization for the success of the convention belongs to the organization as a whole and not to any one individual.

We want you to remember, always, that the Mr. Scott, the Mr. Fetzer and the rest of us at the factory, are the very same fellows you saw and talked with when you were here at the convention. We are just ordinary human beings with all the frailties of our kind and we sometimes make mistakes; we sometimes do things that may, at first glance, appear unfair, but we hope you will not forget, ever, that regardless of what we do or say, we have only one thing in our minds and hearts:—your welfare.

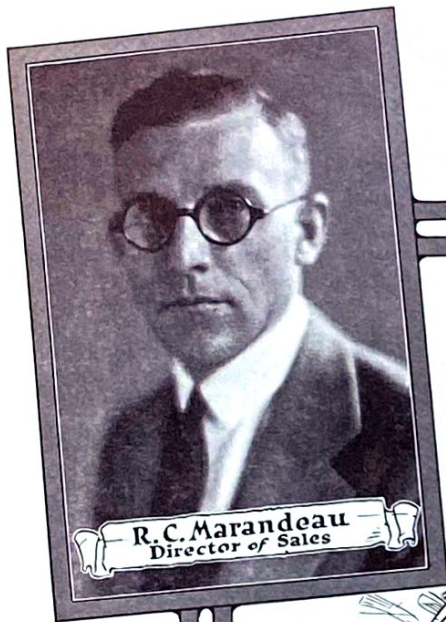
We are sincere when we say we want you to find happiness and prosperity in this organization, and we are just as sincere when we tell you that this desire of ours is *not* prompted by purely selfish motives. We *do* want you to succeed, not only because your success will determine our own, but we want you to succeed much more because we regard you as a friend. Ours is a friendship that has been cemented by our common ideals and our loyalty to and confidence in, each other.

How much better it is for us to know that the person to whom we address a letter is a friend and not merely a business correspondent; how much more interested and sympathetic we will be in his problems and how truly sincere we will be in our happiness over his triumphs.

This account of the convention is dedicated not to any one person or group of persons, but to the *ideal* which actuates our activities and to which expression was given on several occasions at the meeting. You will recall Mr. Culley's reference to the familiar passage: "Whosoever would be the greatest among you, would be the servant of all," and also Mr. Wayne C. Jones' quotation from Garrick "A fellow feeling makes one wondrous kind".

With these thoughts in our minds and hearts we have before us the ideal, Service—Service to those with whom we have cast our lot and through these, to those whom we ultimately serve.

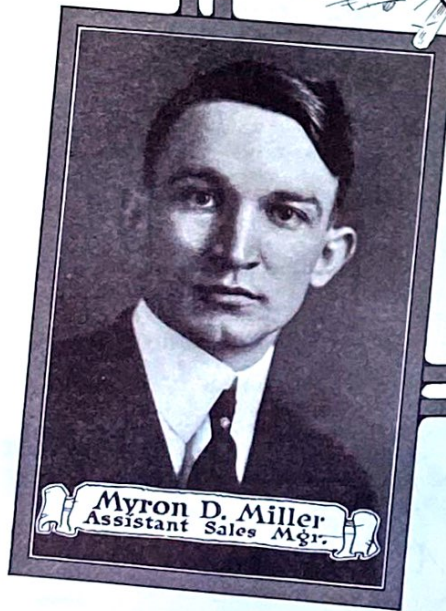
R. C. Marandean



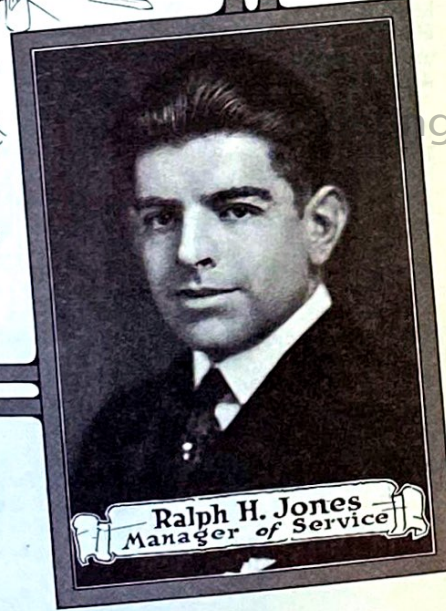
**R. C. Marandeu**  
Director of Sales



**L. W. Brownrigg**  
Export Manager



**Myron D. Miller**  
Assistant Sales Mgr.



**Ralph H. Jones**  
Manager of Service



THE second Annual Convention of VACUETTE distributors now has passed into history and while we shall attempt to chronicle here what took place during those two wonderful days when we were all together, we cannot hope to even approach an adequate expression of what is in our hearts and, we believe, in the hearts of all those who attended.

A report of this kind can present only, in cold type, the things that were said and done; it is not these things that are important, but rather the spirit in which they are said and done that counts. This report will, after all, be a very poor account of what the convention really was and what it meant to those in attendance.

This meeting will live forever in our memory, for never have we seen so large a gathering in which such a spirit of friendship and loyalty for each other and enthusiasm for the organization as a whole, was so universally apparent. We are indeed grateful to all of you for it was this wonderfully fine spirit that made the convention what we believe it was—a complete success.

Some few mistakes were made in the arrangements for taking care of our out-of-town guests, although none of these were of a really grievous nature, we are fully conscious of those instances where omissions occurred and we will surely profit by the experience and will be able to avoid them on the occasion of future meetings.

As a matter of record, the second Annual Convention was held in Cleveland, Ohio, on Friday and Saturday, August the twenty-fifth and twenty-sixth.

Guests began arriving as early as Thursday morning, among the early arrivals being several from the more distant points.

Reservations were made at Hotel Cleveland and upon arrival each guest received mail which consisted of a letter of welcome, a program of the convention, badges bearing name and organization represented, and for the ladies a selection of post cards which suggested that those who were not fortunate enough to attend the meeting were not to be forgotten.

All delegates assembled in the lobby of the hotel on Friday morning where the friendships of the previous convention were renewed and the foundations were laid for new friendships with those who were with us for the first time.

A word of commendation for the punctual arrival of the guests is certainly deserved for all were present at the appointed hour except the few who were unavoidably detained because of bad train service or auto accidents.

Except for a one-hour business session of Branch Managers, Friday was devoted to pleasure so that those in attendance would have ample opportunity to become well acquainted. This was a means of encouraging good fellowship when the more serious business of the convention was transacted the following day.

For several reasons it was appropriate for us to accept the very generous invitation of Mr. and Mrs. James B. Kirby to make use of their estate as the scene of our picnic.

Two large automobile busses, holding thirty people in each, left the Hotel Cleveland at a few minutes after eleven and these were followed by a long line of pleasure cars each with its quota of four or five people. Banners had been prepared and each car was equipped with one, which shouted to the populace the news that a VACUETTE distributors' convention was in progress.

The party arrived at the Kirby farm at about twelve-thirty—and after a half hour of sight-seeing—they assembled for lunch in the large tent which had been provided by the Scott & Fetzer Company. The table was arranged in a "U" shape with benches on either side. No formality was wasted in consuming the excellent lunch which was served.

The factory employed the Brandt Company, the oldest and best known caterers in Cleveland, to take full charge of the commissary branch of the picnic and both the lunch and the clam-bake, which was served later in the day, reflected the excellence of their service.

After lunch, most of the ladies retired to the veranda of the Kirby home, while a one-hour meeting was held at which the attending branch managers spoke. These speeches,

from the well-delivered and polished address of John L. O'Brien of the Binghamton organization to the vitrolic and unequivocal remarks of Frank Flynn of the same organization—were both interesting and fully appreciated by everyone.

The business meeting over, photographs were taken and then the rest of the afternoon was given over to sports. Some of the sports that were especially interesting were—the VACUETTE repairing, the baseball and the swimming contests. These contests were indulged in by both men and ladies and the real outstanding feature of the day was furnished by Miss Allen, of Columbus, Ohio, who won second prize repairing a VACUETTE cleaner, thus defeating four men who participated in the contest and being second only to Mr. Haley of Pittsburg.

The ladies' entertainment committee consisted of Mesdames Marandeu (Chairman), Scott, Miller, Brownrigg, Kirby, Richards and Metzger. These were in charge of all matters pertaining to the comfort and pleasure of the ladies and we feel they are to be specially commended for the arrangements and the fulfillment of those arrangements not only on Friday, but likewise at the Cleveland Yacht Club on Saturday.

At six-thirty, or slightly thereafter, mess-call sounded and everybody sat down once more, to enjoy a delicious clam-bake.

#### THE MENU (Clam-bake)

Clam Broth  
Saltine Wafers

Celery

Radishes  
Steamed Clams  
Drawn Butter

Olives

One-half Milkfed Chicken  
Sweet Potatoes  
Yellow Bantam Corn

French Rolls and Butter  
Watermelon

Coffee

During the meal, between courses, there was singing ensemble, led by Mr. Richard Hanlon of the Binghamton organization, and Mr. Hanlon also contributed further to the entertainment with a solo.

Mr. Fisher (Cleveland) and Mr. Evans (Flint) sang a duet to the refrain of "I'm Forever Blowing Bubbles" that brought great applause. The title of their song, improvised by Mr. Fisher during the meal, was:—"I am selling VACUETTE cleaners."

A four-piece orchestra furnished music and immediately after the meal those who wished to dance were given an opportunity to do so.

The feature of the evening was a prize waltz which was won by Mr. John L. O'Brien (Binghamton) and Miss Allen (Columbus). The judges had difficulty in reaching a decision for they were plainly reluctant to eliminate the couples who were dancing until only two such couples were left; their final selection, however, seemed universally popular and Mr. O'Brien was handed the prize to be presented to his partner—Miss Allen.

There were circle Two-Steps and Fox Trots galore and each dance was popularly considered as a "Robbers" dance and there was considerable "cutting in."

It had previously been arranged that the party should leave for the hotel at nine o'clock but because of a general reluctance on the part of the guests to do so, the orchestra was engaged for an extra hour, as were also the automobile busses and the dancing continued until ten o'clock, when all returned to the hotel.

Ten

We are indebted to Mr. and Mrs. Kirby for their gracious hospitality and their assistance in helping us entertain our guests, and the Company wishes to take this opportunity of expressing its sincere appreciation.

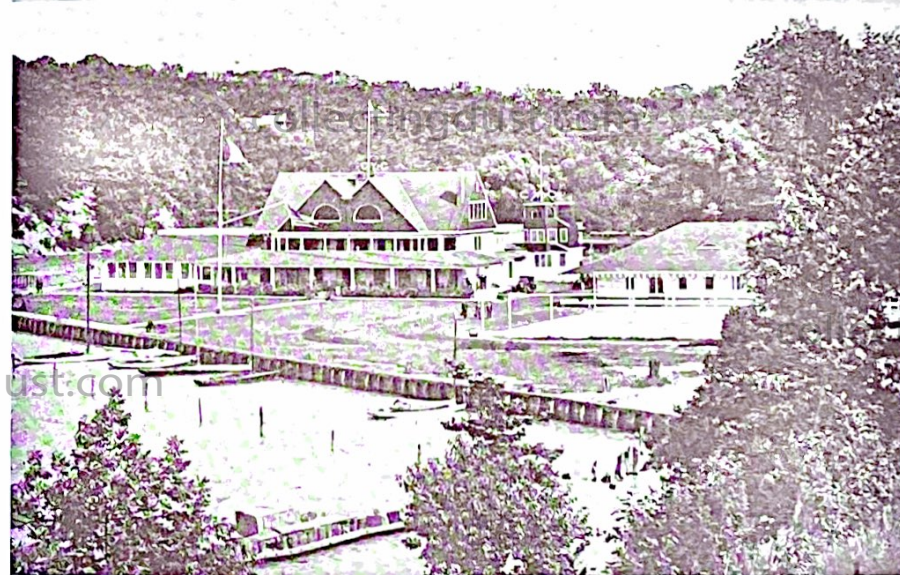
We feel that all those who attended the picnic will be especially interested in the views of the Kirby estate which are shown here, although we are frank to confess that these do not do justice to the beauty to be found there in such generous proportions.

One could not be blamed for assuming that upon their arrival at the hotel that the guests were glad to go to their rooms and to bed, but this assumption would be anything but correct, for, according to all reports groups of men and women could be seen here and there in the lobby of the hotel talking over events of the day and arguing ways and means of conducting their respective VACUETTE enterprises until an early morning hour. We are also informed that there was more than one "party" held in the guests' rooms.

On Saturday morning at eight o'clock the members of the factory Sales Department were on hand at the hotel to greet the guests and to arrange for their transportation to the factory. Some twelve automobiles were commandeered from the factory organization for this purpose.

In order to permit the executive heads of the different departments of factory production to attend the picnic on Friday, it had been closed on that day and on Saturday only sufficient workmen were present to enable the guests to see the various machines in operation.

The guests had strict injunctions to make themselves "right at home" and, from all appearances, they did so; not only were the men interested in seeing the plant and the

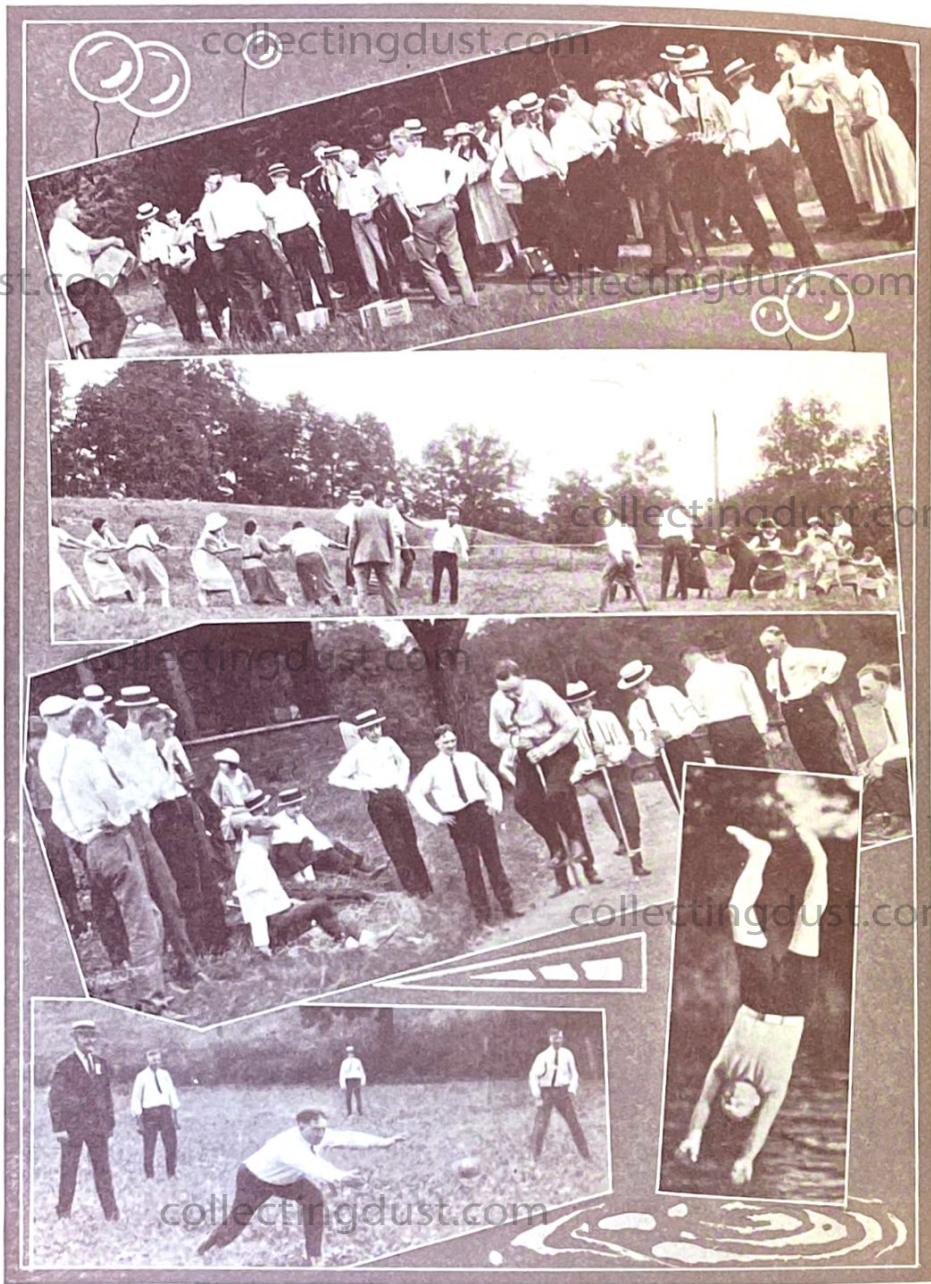


GENERAL VIEW OF CLEVELAND YACHT CLUB FROM THE BLUFF ABOVE ROCKY RIVER.

various operations necessary to complete a VACUETTE, but most of the ladies took advantage of the opportunity to make a tour of the factory.

Much surprise was expressed at the care taken in building the VACUETTE and in several of the letters which we have received since, this fact has been referred to. It was also apparent that the general appearance and cleanliness of the plant was noted

Eleven



UPPER—PREPARING FOR VACUETTE REPAIRING CONTEST. UPPER CENTER—THE LADIES' TUG OF WAR. LOWER CENTER—POGOING. LOWER LEFT—"IT'S A STRIKE!" LOWER RIGHT—GOING DOWN!

Twelve

and many expressions of approval were heard. In this connection, it may be of interest to know that there is a general clean-up of the machinery and plant each week and each workman is required to clean each night the particular machine which he is operating.

After the inspection of the plant, the visiting ladies boarded the bus for the Cleveland Yacht Club where they were the guests of the Ladies' Entertainment Committee of which Mrs. R. C. Marandeuau was chairman. At noon, a delightful luncheon was served by the C. Y. C. staff, the ladies receiving corsage bouquets as favors. The afternoon was devoted to cards, a lake trip on the yacht "North Star"—which the Committee chartered for the occasion—and "waiting for the return of the bus."

Mrs. Taylor, of Toledo, and Mrs. Cooley, of Rochester, received the prizes which were offered for the winners of Five Hundred and Bridge respectively.

While the ladies were enjoying the outing at the Yacht Club, the distributors had lunch at the Hotel Cleveland. (The detailed report of the business session which followed is given elsewhere.) After adjournment of the business session, which continued until 6:45, preparations were made for the grand finale—the banquet—which was scheduled for 8:00.

The Ball Room of the Hotel Cleveland—which is the most elegant the city affords—was the scene of the banquet; this proved to be the real inspirational meeting of the convention and will long be remembered by those who were in attendance. In addition to the regular distributors, the banquet was attended by Messrs. A. V. Cannon and Wayne C. Jones—directors of the Company—and a goodly representation from the different departments of the factory.

During the banquet, music was furnished by the Hotel Cleveland Dance Orchestra and trio of male voices that did yeoman service in dispelling thoughts of business or train schedules; but the part of the entertainment most appreciated was the solos of Mrs. Jas. B. Kirby, Richard Hanlon and Mr. Renk and we are much indebted to them for their kindness in contributing so much to the pleasure of the evening.

At the conclusion of the banquet, the chairman (R. C. Marandeuau) introduced Mr. G. H. Scott, President of the Scott and Fetzer Company. The entire audience rose to its feet, giving him an enthusiastic ovation. While Mr. Scott's address was brief, his words, and the genuine sincerity which prompted them, left nothing to be desired.

G. H. SCOTT

After this ovation—I don't see how any of you would expect much of a speech; nevertheless, this welcome has eliminated the necessity of my saying the usual "Mr. Chairman, Ladies and Gentlemen."

A few weeks ago, I attended a sales meeting in Rochester and in introducing me to the gathering Mr. Culley remarked that through hard work I had acquired wealth—that I was rich—Mr. Culley was both correct and incorrect in this statement; I do not count myself rich in dollars and cents but I know—when I look at this audience—that I am rich in men—that I am a successful man.

At that meeting in Rochester, the fact was impressed upon me that the great success Rochester is having is due to the loyal support and co-operation of the wives of the men, for many were present. This meeting confirms my judgment and I should not only say "I am rich in men" but that "I am rich in both men and women." History does not record the life of any great man who did not have the love, sympathy and encouragement of a woman to spur him on.

I am indeed proud to be at the head of this organization for it is one to which any man should be proud to belong. I am glad to see you all here and to have you as the guests of the Company whose directing head I am. This has been a wonderful convention and I trust you all enjoyed it and derived as much benefit from it as I have.

I sincerely hope we will see all of you next year. I am sure that the fine spirit shown here tonight will result in a much larger, if not a more enthusiastic gathering of the "VACUETTE family." I thank you.

Thirteen

Mr. Fetzter was to speak on a special subject later on, therefore, Mr. A. V. Cannon, a director and the legal advisor of the Company, was next introduced and he gave a truly wonderful talk in which he paid high tribute to Mr. Scott and Mr. Fetzter.

Mr. Wayne C. Jones was next introduced and gave a few extemporaneous remarks. Mr. Jones is not only a director of the Company but he is also a very close and personal friend of the Scott, Fetzter and Marandean families. He is likewise the father of our Manager of Service, Ralph H. Jones.

#### WAYNE C. JONES

If our presence here, as Mr. Cannon has said, is for the purpose of lending the dignity of years to this gathering, then this is a duty which is indeed a most pleasant one.

I must confess that I have been most agreeably surprised this evening to find that this organization has grown to such a degree. While my association with these boys is by no means an active one, serving them as I do in a minor capacity, still I have been very close to them both and have watched their growth with the greatest interest. I knew that they were successful, but I did not know that their success had grown to such proportions.

My own business associations in the past have convinced me that the success of any undertaking is gauged by the principle of service; the greater the service given, the correspondingly greater the return. The natures of these boys prompts them to give, rather than to take, and in giving to others they have found increased opportunities to receive. This is not limited in any sense to the giving of money or things, but rather to the giving of service, service to their fellow man. This principle which has actuated them from the very beginning has helped them in their achievement which is so evident this evening.

I have known them for a long time and remember very well when they first started in business. The early beginning is not comparable in any way to what they have accomplished as this gathering here will bear witness. We in like manner, each one of us individually, can make the same progress with his problems as they have done if we will only bear in mind that our real work is to be found in serving others. It is here that not only our success in a material way will be found, but our happiness as well.

This is the first opportunity I have had in seeing this organization—this "Family"—together, and I am grateful to be considered as one of you. It is indeed a "Family" for on every side I have heard expressions of friendship and loyalty that cannot be mistaken. "A fellow feeling makes one wondrous kind" and certainly it is true in this instance.

I hope that every member of this "family" will enjoy every happiness and achieve every success and that I may have the good fortune to be with you again.

Myron D. Miller, Assistant Manager of Sales, was the next speaker called upon; Mr. Miller's message was one which he was reluctant to deliver, referring, as it did, to the lack of co-operation on the part of the distributor toward the factory.

#### M. D. MILLER

The message which I have to deliver was intended for the business session. It is unfortunate that it could not be given at that time, not only because we regret to have it reach the ears of the ladies present, but more especially because the officers of the company are present and to them it may seem to be a public confession while we intended it as a heart-to-heart talk between the sales department and distributors alone.

For the past two years, the factory organization—and most particularly the Sales Department—have been looking forward to the time when our volume of business, as well as the size of the organization, would justify the publication of a VACUETTE "House Organ."

Such a magazine, devoted to the interests of our distributors, would aid very materially in the upbuilding of the organization, promoting, as it would, interest, loyalty

and enthusiasm and contributing very largely to the education and training of salesmen.

When the subject was first mentioned to Mr. Scott and to Mr. Fetzter, they gave it their unqualified endorsement but counseled delaying the time of its publication until we were assured of the full co-operation of all the distributors in its publication and use.

None of us in the factory organization have changed our views as regard the value of such a magazine where it is possible to secure the full co-operation of the distributors, but we have come to doubt that such co-operation would be forthcoming in this case.

This is really a serious charge but we feel justified in making it because of the very apparent indifference, on the part of the distributor, toward such aid as has been offered to them in the past. Such an indictment calls for evidence and we are prepared to offer it to you in sufficient measure to satisfy you that the accusation is justified; listen to this as an evidence of the indifference of distributors toward factory support:

After working for six months on the Sales Manual entitled "Selling the VACUETTE," after spending thousands of dollars for art work, cuts, printing, paper and the professional services of a specialist on such matters, we sent you the finished product—The Sales Manual—and we received just seven letters from distributors expressing appreciation. You will have to admit that this attitude of indifference, this coldness, this utter lack of enthusiasm, was sufficient to dampen our ardor. Is it any wonder that Mr. Scott and Mr. Fetzter are doubtful as to the wisdom of publishing a house organ?

Again—

When we announced our advertising program for the coming fall, we had mental visions of letters and telegrams pouring in on us with enthusiastic expressions of appreciation. What did we get? Six such letters; just six.

Then again—

We issued a bulletin telling the distributor how to co-operate with us on the advertising campaign: And what happened?

After this bulletin was sent out we received several letters from distributors asking us *what they should do* to cash in on our national campaign. Does that not indicate that the material we send out is disregarded? Is it unreasonable to ask the distributor to take five minutes to read an article that someone at the factory has given a day's time and effort to write? Is it any wonder that Messrs. Scott and Fetzter are doubtful as to the wisdom of spending five to six thousand dollars each year for a magazine for you? Do you blame them for thinking that we would not have your co-operation?

Another incident which many will recall and which has a more direct bearing on this matter is that pertaining to the monthly sales bulletin which we were requested to issue at the last convention. You will recall that Mr. Bryan of St. Louis made the suggestion that the factory issue a Sales Bulletin each month showing the standings of the different distributors and also the standings of some of the leading salesmen in the different organizations. This suggestion was met with a great deal of enthusiasm and the distributors indicated at the time of the last convention that they would do everything they could to further the enterprise. You will recall that we sent out questionnaires each month, for several months, which the distributors were to fill in and return to us so that we might issue the sales bulletin.

The first month, we received seven replies; the second month, seven replies and the third month, five replies. We had to abandon the idea of the monthly sales bulletin because the very distributors who had so enthusiastically endorsed the suggestion would not give us the information we requested and which was necessary for the publication of the sales report. It was not until we conceived the idea of basing such a report on factory orders instead of actual sales that we were able to send you a report such as you have received for the last few months.

I wish to state in this connection that I have had the opportunity to observe Mr. Marandean while he was preparing these reports and the other messages which you have received from him from time to time. Knowing as I did, that he had not received the proper co-operation (from you) it has been a constant source of wonder to me that

he could maintain that spirit of optimism which is ever present. I could not find the source of his inspiration.

We could cite numerous instances of a like nature to show seeming indifference to factory assistance, but we believe this is enough to satisfy you that we would be justified in doubting the willingness to co-operate should we decide to publish a VACUETTE magazine.

We have talked to several of our distributors about a house organ. Everyone of them have agreed that it would be a wonderful assistance to them providing, of course, we were successful in getting out the right kind.

We cannot imagine any distributor being anything other than enthusiastic about the idea. Why? A house organ would enable you to interest salesmen in the organization; it would help to educate and train them in their work; it would seek to inspire and entuse them; it would seek to create ambition in them; it would undoubtedly promote loyalty towards you and the VACUETTE organization as a whole; it would stimulate a friendly spirit of competition; it would spur the men on to greater effort in the hope that they might see their names published for meritorious salesmanship. In many ways, the house organ should be of wonderful assistance to every distributor. Taking the experience of other concerns who publish such house organs as a criterion—and this is, of course, the best proof in the world—an organization magazine would be of wonderful service to us.

Of course, the value of a magazine of this character depends entirely upon its general make-up and the quality of its editorials and other matter. Naturally, we cannot guarantee that a VACUETTE house organ would be a leader in its field but we can guarantee that it would be just exactly what each of you distributors help us make it.

We, ourselves, can gather the material, put it together and do the printing but it is up to the distributor—each one of you individually, all of you collectively—to give us the information we ask you for and give it to us promptly.

If you feel that you are ready to enter into this matter of publishing a house organ with your whole heart and soul and if you will give us your written pledges to that effect, I feel sure that both Mr. Scott and Mr. Fetzer will permit the Sales Department to proceed with plans for its publication.

We have given you some questionnaires to fill out. We are going to ask you to take a few minutes to fill them out, sign your name to them and hand them to Mr. Jones who will collect them. If you do not intend to give us 100% co-operation in this matter, for Heaven's sake don't encourage us to start this thing. Please remember too that this is going to mean an awful lot of work for us at the factory and while we are not afraid of additional work, still we are not begging for it unless it is going to be of some value in building up your business. If you don't intend to co-operate or if you don't like the idea of a house organ, say so frankly; if you do, fill out this questionnaire and sign your name."

The chairman explained that the Sales Department decided, only after careful consideration, to present the facts given to them by Mr. Miller and that he (Mr. Marandean), as head of the Sales Department was responsible for Mr. Miller's subject and, therefore, ready to shoulder any blame which the subject might provide, at the same time making it plain that the facts were presented only with the idea of pointing out a condition that was detrimental to the distributors' interest.

The chairman introduced Mr. Ralph H. Jones, our efficient and genial Manager of Service, who was requested to intersperse his remarks with sufficient humor to lend variety to the serious nature of the meeting. In this he admirably succeeded with the following as his subject—"The Service Department."

#### RALPH. H. JONES

"In being called upon to say a few words relative to the Service Department, I am aware that a distinct compliment has been paid to me. To outline even briefly the many

functions of that branch of the factory organization might lead you to believe that after Service everything else came first. A natural and becoming modesty forbids that I should create in your minds any such erroneous impression but those of you who have not had any personal contact with this frequently maligned department, in justice to you and to that branch of the factory which comes under my personal supervision, I should like to outline some of our duties.

Essentially and at heart the Service Department is just what its name implies and nothing more. We serve the customer and the distributor alike. This in itself is a very specific duty. When machines are in need of repair they are sent to the factory for attention. It is our place to see that these repairs are made and the machines returned as promptly as possible to their proper owners. In serving the customer we are linking the factory with its product as found on the "firing line," the Service Department is the intermediary.

This brings another element into our many duties. We are recipients of the complaints and fault findings of chronic kickers and at intervals when one of these vitriolic and sulphurous communications finds its way to the factory, and hesitates just long enough in the front office to be read, there follows a peremptory summons on the buzzer that theoretically brings the Manager of Service on the jump to receive the cryptic instructions "Write this bird one of those letters."

Just what is "One of those letters"? Briefly, oil on the troubled water, balm to the anguished spirit and salve to the troubled soul. Not that we are adamant or immune to the downright calling of names and to sarcasm that has been elevated to an art, but it is our job to see the other side whether there is another side or not. Usually not.

As a matter of fact, the name should be changed to the Detail Department for it is here that the bulk of the detail work is done. Not an order for machines but passes through our hands; every request for circulars, electros, mats, reprints from advertisements, stationery, office forms goes through this office to say nothing of the handling of guarantees. The guarantee post cards sent in by your salesmen or by the customers, as the case may be, have the Service Department for a destination. These guarantee cards are answered by letter, the formal guarantee is sent and the cards filed geographically for future reference. I want to add a few words on the subject of guarantee cards later, but before taking it up to make a few remarks on the subject of testimonial letters.

Here indeed is a subject worthy of the pen of a Dumas. A very treatise could well be written with this as the theme, but suffice to say that these testimonial letters, or rather the lack of them, is causing the Service Department some real anxiety. Now these testimonial letters, five in number, have been secured by just three distributors—and the Service Department. You didn't think they grew on trees, did you? No—they are here with us today because somebody went out and gathered them in. Are they important? They must be in your estimation for you use some ten thousand of them every year! Now it isn't because we CAN'T get them but just because some of you don't or won't think of it. Five little letters (six as a matter of fact because one came in just yesterday from Massachusetts, in response to a letter from the Service Department) and we could just as easily have twenty-five. Now why do we want them? We want them for you. You use them—you benefit by them and you ask for them—and to supply this demand you ought, by all rules of the game, supply the original. We plan some day to make them up in a handsome leather covered book, mount the reprints on linen to make an attractive collection for your star salesman to show the prospective buyer in hotels, apartment houses and office buildings. We'll take care of the preparation of this material if you'll only help us.

Now that brings me to the matter of guarantee cards. Bulletin (number unknown) was prepared about a week ago and was ready to be sent out to the distributors but Mr. Marandean, seeing how little I had to say that was really interesting about the Service Department, suggested that it be held and read in connection with this talk. The bulletin reads as follows and is entitled "How Very Interesting."

"We received a guarantee card the other day that among other things it didn't tell us was the following information:

DISTRIBUTOR—Ghkt. Flpsoriqpd.  
ADDRESS—4728 East Wrtpk Street.  
SALESMAN—Gortq Ghjjpto.  
PURCHASER—Miss Sluesloppy.  
STREET—143' N. Gfrtast Ave.  
CITY—Draykroiq STATE—Pgqt.

Serial number; Date purchased; Price paid—all blank.

Not even the postmark was legible, but that wasn't the distributor's fault or ours either for that matter. It was so instructive, so helpful in the matter of giving us important information that we heaved it into the waste-basket without further ado.

Now, what has happened? Somebody's customer is going to be short one guarantee, which it is our duty and obligation to send out at once. We are all more or less proficient hieroglyphers and we're going to submit our names to the Archeological Society of America (you know the guys we mean—they go to Egypt and dig around in tombs just read the inscriptions cut on the coffin lids and old bricks by Rameses II, the cigarette fiend, and the Queen of Sheba) but when it comes to deciphering some of the hen tracks made on these guarantee post cards—well, it's a lost art that's all—it just can't be did.

So—for the love of the ink pot and fountain pen, instruct your high speed salesman to slow down long enough to affix a legible John Henry to these cards which in the course of time we must read. It isn't necessary to have them typewritten, though that of course is very desirable, nor do you have to take them to a handwriting expert to be properly filled in—but we do honestly need to have them look like they *can* be read by an intelligent human being in his right mind. We want to get these names and addresses straight—we may want these cards some day—and furthermore a decent self-respecting lady hates to be addressed as Miss Sluesloppy when her name is really Stackhouse. Thank you!

THE SERVICE DEPARTMENT.  
RALPH H. JONES.

These, then, are a few of the manifold duties of the Service Department. We are charged with the duty of rendering you every assistance possible, at all times. We are required to render courteous and prompt attention upon every occasion, to always abide by the principle that no matter how unjust a claim may be to meet that claim if consistent with honesty and fairness to all concerned. We gather together the odds and ends of the business and out of the chaos we try to bring order and system.

Being human, we are fallible—being in earnest we are in a measure successful. To how great a degree is largely problematical but we hope at least to that extent whereby the title is justified—The Service Department.

C. S. FETZER

Now that our most pleasant get-together is drawing to a close, there remains at least one more thing to tell you about, which I am sure you will receive as most welcome news.

It is our intention to offer a series of cash bonuses to those first eight distributors who can make the best showings, in accordance with the plan which will be explained to you in a short time, and for the period beginning the first day of September, which is next Friday, and closing the last day of August, 1923. You will recall our having recently requested you by letter to give us an estimate of the number of VACUETTES you would sell over the period which we have arranged for this contest. Before we did this, it fell upon Mr. Marandean, with the assistance of Messrs. Miller and Jones, to arrive at some

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sort of an estimate of our own. In doing this, full consideration was given to such things as probable number of good prospects, density of population, size of territory, etc. It was indeed gratifying to note how closely our estimates stacked up with those which we received from you. Wherever there was a material difference, we felt the only fair thing to do was to split it. It must be said, however, that there were fully as many estimates over as there were under the quotas which we had set.

There will be eight bonuses, ranging as follows:

1st .....	\$2,000.00
2nd .....	1,000.00
3rd .....	750.00
4th .....	500.00
5th .....	300.00
6th .....	200.00
7th .....	150.00
8th .....	100.00

Although we do not think it best to announce the quotas which have been set for each distributor, we want it thoroughly understood that all of the elements entering into the establishing of these quotas have been given fair and unbiased consideration.

We are looking forward to some very keen competition, as we believe the chances for winning are substantially equal for everyone.

In order to get the ball rolling with as little delay as possible, we have decided to apply all orders received by us between now and the first of next month against the particular quota involved. You, of course, will be advised immediately by letter regarding the figure which has been set for you. It is our intention to keep you all advised at regular intervals just how the contest is progressing.

As a passing word I want to again impress upon you the fact that everyone has an equal chance to partake in these bonuses. So do not lose any time in getting started.

I also want to take this opportunity of again stating that it has certainly been a great pleasure to have you all with us again, and in parting wish to thank you for the splendid co-operation given us in helping to make this affair a success."

Mr. R. C. Marandean, dropping his role as chairman, expressed his appreciation for the wonderful spirit which was so vital a factor in making the convention a success and the hope that the coming year would prove a happy and prosperous one, that all present would be on hand at the next convention with additional members of their organization—to witness the distribution of the Bonus checks to the winners of the contest.



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## BUSINESS MEETING

R. C. MARANDEAU, Chairman

Meeting Called to Order Saturday, August 26th, 1:40 P. M.

### CHAIRMAN

Gentlemen: The meeting will please come to order.

Up until this time we have been giving practically all of our attention to the matter of enjoying ourselves and incidentally, of becoming acquainted.

Now, however, we wish to get right down to the discussion of those matters that have really been instrumental in bringing us together.

Yesterday, while at Kirby's, we did not feel that we should introduce any semblance of formality into that affair, preferring and believing that you would choose to leave that until later. That is why Mr. Scott and Mr. Fetzer have not formally welcomed you previous to this time. We wish to get to the business matters as soon as we possibly can so we will not waste much time on formality. However, there are a few here whom we wish to hear before we open our discussion. The first of these needs no introduction: Mr. Scott.

### G. H. SCOTT

I do not know whether or not you have noticed the apparently perpetual smile I have had on my face since this Convention started—but if you have I want to tell you why it is there—I am proud of this organization.

In this I am surely justified. Anyone should feel proud and happy to be a member of an organization such as ours and one which has during the past twelve months shown such a healthy growth, not only in numbers, but in quality over our meeting last year. It is more gratifying to me than I can possibly tell you to have had an active part in the building of an organization such as our own. To have seen its early start, its small beginnings and then month by month and day by day to have seen it grow and expand to its present magnitude has given us all the keenest sort of satisfaction. It is our aim and ambition to bring the "Vacuette Family" closer together in every way, to create a feeling of good-will among us all, and to the end to make it so wonderful an organization that every city and town and hamlet will be proud to boast one of our representatives.

We, in the factory, will certainly do our utmost to co-operate with you, because, no matter how good a machine we make, we can do absolutely nothing with it unless we have the right kind of men, big calibre men, on the "firing line"—men such as yourselves.

You have come here to assimilate new ideas and to help one another, consequently I am going to make my remarks brief. We want to give you every opportunity to discuss these common problems with which you are confronted. As far as I personally am concerned, I am back of you to the utmost: We will do anything we can to help you, and we do not want you to be backward in asking for our advice or assistance. Our one aim in getting you together today is to help you to sell more VACUETTES. I thank you.

### CHAIRMAN

Mr. Scott has given expression to a fine idea when he said he hoped to make this organization so wonderful and so powerful as to be welcomed in every city. It is a good idea for all of us to keep in mind and to do everything we can to bring it about.

Mr. Fetzer has a few words to say to you. Like Mr. Scott he needs no introduction.

### C. S. FETZER

When Mr. Scott extended to you a most hearty welcome he was expressing the sentiments of myself and, for that matter, of the entire organization.

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On this, the occasion of our Second Annual Convention, it is especially interesting and highly gratifying to us to note the remarkable growth of the organization.

Even though this business is of comparatively recent origin, it is really amazing to observe the size of the organization as a whole, as well as the size of some of the distributors' organizations individually.

Despite the fine showing which we have made—and of which we can well be proud—we must not lose sight of the fact that insofar as the possibilities of this business are concerned we have scarcely scratched the surface. Some idea of the truth of this statement can be gained when we take into consideration the fact that there are between thirty-five hundred and four thousand electric vacuum cleaners being sold each day in this country. This is still more surprising in view of there being, according to statistics, only about thirty-five per cent of the homes in the United States wired for electricity.

It is sometimes difficult for us to realize the extent of the market in our particular field but we feel safe in predicting that the day is not far distant when you will be selling thousands of VACUETTES each day where you are now selling hundreds. There is unlimited opportunity for each one of you to completely dwarf the volume of business you are now doing.

It requires a certain length of time to gain a foothold; but once you have accomplished this, real results—results that mean big profits—will be yours.

The function of the Scott & Fetzer Company does not cease when it has satisfactorily filled your orders. Our Sales Department is devoting its time exclusively to the upbuilding of the organization and is constantly seeking to devise ways and means for giving you greater co-operation. We believe that we are justified in stating that the Sales Department is able to render valuable assistance in this direction and its willingness to do so is unquestioned. We are fully aware that your welfare is just as important to us as it is to each one of you individually, thus making it both necessary and wise that we co-operate with one another to the best of our ability.

This is a good time for each one of us to take stock of the general lineup of our production machinery; it is a good time to make our plans for the fall campaign which is right at hand. There will be many opportunities for you to increase your volume this fall due to our ever broadening advertising campaign and the improved condition of the country. Be sure that your plans are broad enough in scope to take full advantage of these opportunities. It is predicted that immediately following the settlement of the railroad strike (which cannot possibly last much longer) that this country will enjoy an era of prosperity such as it has not experienced before.

We know that, as far as we are concerned, the coming year will far surpass all others in volume of business but we feel sure that none of us, individually or collectively, will be satisfied with anything less than a two hundred to three hundred per cent growth.

Increased business means increased profits for all of us and our volume will be limited only by our energy and the thoroughness of our plans.

In closing, let me assure each of you that your association with us these few days has been a source of real pleasure to me and I sincerely hope that the next annual roll-call will include not only each and everyone who is here today, but many more men such as this organization—this family—now boasts.

### CHAIRMAN

As Mr. Fetzer stated—our field is unlimited as we not only have the home without electricity, but also those that have electricity. We must adjust our mental faculties to fully appreciate the opportunities we have.

Our export shipments have begun to play an important part in our business. While we have done little abroad up to this time—for obvious reasons—we have, during recent months, been very active and we are beginning to feel the results of our efforts. I want you to hear a few words from our Export Manager who has recently returned from a three months' trip abroad. Most of you know Mr. L. W. Brownrigg.

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L. W. BROWNRIGG

"I want you to realize, if you can, that the VACUETTE is not a national but an international product. We are shipping into almost every civilized country abroad. We have formal contracts with Canada, Great Britain, etc., and we shall have, within the next few days all of Scandinavia covered. South America has been approached and within the next four months practically all of South America will be closed.

There is one thing that impressed me when I was abroad, and that was this: While I thought the VACUETTE was the best product to which any man could give his undivided attention, I came home absolutely convinced of it. I know that it is a super product. Our friends across the water have been reading our advertisements in the Saturday Evening Post and as a result of their familiarity with the VACUETTE all I had to do was to demonstrate the machine. I do not think I made any contracts wholly myself; I showed them the VACUETTE and it did the rest.

The distributor in foreign countries is up against a very difficult proposition. You distributors here have a snap of it comparatively. In the first place the foreigner has to be educated to the use of any device of this nature. This necessitates a long and expensive advertising campaign directed to the women not only of the usefulness and efficiency of the VACUETTE but also of the advantages of vacuum cleaning. Vacuum cleaning is almost unknown abroad except possibly in England, and even there as in almost all Continental countries, the greater amount of floor cleaning is done with a small brush on hands and knees, just as the char-woman does in this country when she scrubs the floor. The foreign distributor has to find and train men in a new and entirely different method of selling than that to which they have been accustomed. The French distributor, furthermore, has to pay two and one-half times as much for the VACUETTE as would be the case with exchange on a normal basis. The Italian distributor has to pay four and one-half times as much as would be the case were Italian lira at a pre-war value. Consequently they will each have to sell at the same proportionate increase to purchasers in countries which are yet in a terribly depressed condition. In fact they have to face almost no market and a high sales resistance. For example—when I was in France the franc was quoted at 13, which means that thirteen francs would buy one dollar, United States currency. (The normal rate of exchange is about five francs for \$1.00 U. S. C.) In Italy the exchange was 22 lira for one dollar U. S. Currency. The normal rate is five lira for \$1.00. Other countries are in proportion to the exchange rate with of course certain exceptions, Germany, Austria, Russia, etc. Yet it is a fact that the French distributor thought so well of the VACUETTE that he is backing his judgment to the extent of 1,500,000 francs.

I would like to have you, when you think you have troubles, give a thought to the foreign distributors and the mammoth task which they have undertaken, and when you have troubles and things don't go just right, think of their almost insurmountable difficulties, and the courage the excellence of the VACUETTE has given them. Your troubles will shrink, I am sure, by comparison, into almost nothing.

CHAIRMAN

After listening to Brownie, I am mighty glad I had to do my house-to-house selling over here.

The thing that you are most interested in is the product itself—the product you are selling. We believe that everyone of you boys are 100% sold on the VACUETTE. We are sure of it. No one can do justice to themselves, or the product, unless they are 100% sold on it.

We believe we have absolutely the best suction cleaner on the market; that there is none that compares with it. Nevertheless, we are still trying to make it even better, if it can be done. The factory organization is constantly trying to improve the machine and the man who is, by his invention, responsible for this gathering here today, is always trying. I am going to ask him to make a few remarks to you. You all know Jim Kirby.



UPPER—"THE GANG'S ALL HERE." UPPER LEFT—THEY TRAVELLED SOME TO BE HERE. RIGHT CENTER—TWO HUNDRED POUNDS, SIX FEET OR BETTER. LOWER LEFT—ALL TOGETHER AGAIN.

## JAMES B. KIRBY

There is one thing I am very grateful for and that is—I am not that long-whiskered fellow you expected to see. I have wondered how much the VACUETTE will be improved when I get to be that way. I suppose I am the oldest man in the organization, at that.

I have a couple of drawings here which were the start of the VACUETTE and I find that October 21st, 1909, is the birth day of the VACUETTE. This drawing shows a machine run with a fan, which you can see in the sketch, and it is not far different from the VACUETTE of today. I hit upon this idea and thought it would be the proper kind of cleaner but I was not satisfied with the suction which was developed so I started to experiment. I only wish I had all the models of different machines I made up to the time The Scott & Fetzer Company started to manufacture the VACUETTE. I was experimenting with a pump type and I got into all kinds of trouble; after a few years of experimenting and endless trouble, I came back to my original idea.

Probably all of you have wondered what causes the inventor to think of these many devices and to start working on them. In the first place, we all have to make a living. That is the main thing we start to think for. "Necessity," you have heard, "is the mother of invention"; and I am confident that the little VACUETTE today is the most necessary household article in existence. I don't believe there is an article for which there is a greater sale and for which there is a greater need than the VACUETTE. It has always been my "pet" and I think it always will be at the head of the list.

If there is any chance for improving the VACUETTE it will always come first with me. If I thought there was anyone in this world that was going to put it over the VACUETTE I could not sleep. It would mean work all night for me.

For a man's mind—at least an inventor's mind—to work, I figure that the more peaceful one can keep it, the better one can work. That is the reason for the place you saw yesterday. I am a lover of nature myself and the little building where you danced last night, while not very big, may yet produce big things.

You will hear of many things that inventors have hit upon, but they are always subject to improvement. That is why the VACUETTE is the way it is today. It has been experimented on and has been developed from one stage to another and is the outcome of several minds. I am not the only one that has put improvements on the VACUETTE. The Scott & Fetzer Company have certainly been fine in co-operating and if things continue the way they are, we are going to keep so far ahead in the game that there will be no question as to their leadership.

I have been connected with quite a few organizations at various times—I am not going to mention any names—the usual tendency has been to leave the inventor in the background when it comes to a matter of whose interests shall be served; but I want you to know that you are with one of the *cleanest organizations* in the world. There is nothing I can do that is too good for The Scott & Fetzer Company and I know you fellows—if you stick to them and work *with* them—will never be sorry. You will be thankful.

## CHAIRMAN

It is encouraging to know that Jim is always trying to make the VACUETTE better and you know, of course, that the manufacturer is experimenting all of the time for the same purpose.

Jim expressed my sentiments in what he said about George and Carl.

Now that we have heard these boys we will get down to business—to a discussion of those subjects in which you are so vitally interested.

You will recall that when we sent out the announcements of the convention that we also sent a questionnaire in which we asked you to name the subjects you wished to hear discussed.

It is not surprising, in view of the showing that Rochester has made, that eleven distributors asked "How does Rochester do it?" I feel there is no one better qualified to answer this question than either Mr. Cooley or Mr. Culley, and the latter has kindly consented to do so. I take pleasure in introducing to you, at this meeting, Ralph H. Culley, Home Labor-Savers, Inc., of Rochester, New York.

## RALPH H. CULLEY



I feel rather embarrassed in appearing before you because when I get to going on the VACUETTE I want to talk a lot and I am a little afraid that I will talk too long.

Last January we had a meeting of men and managers and Bob Marandau and Gilman Cooley, my associate, were there. In our room before the meeting, one of them said, "What are we each going to say? We ought to know in advance because we do not want to talk along similar lines." Cooley spoke up quickly, "Well, Bob, you know how to sell; you give a sales talk. I know the machine and I will talk about the mechanical end, and Culley, you can hand out the "bull." He didn't even say that I *knew* the "bull." As evidence that I am not the only one who can "hand out the bull," I want to read you a letter and then have you pass judgment on it. It is entitled "A Monday Morning Message."

"It doesn't make much difference how much a man hot-foots around if he leaves his head in the office. When it comes right down to doing work with the hands, or with the feet, either, it isn't possible to earn very much.

One of the things back of this railway strike is the fact that the railroads are cutting the wages of the men who work on the tracks from \$3.16 a day down to \$2.75. The reason that these track-men have to work for \$2.75 is because they work with their hands instead of with their heads.

One of the leading chemists has made an analysis of the materials that go to make up the human body. From the head down a man contains about:

Enough fat for seven bars of soap.

Enough iron for one nail.

Enough salt for one shaker.

Enough lime to whitewash a chicken coop.

Enough sulphur to drive the fleas off one dog.

This is just about what a man amounts to without his head, but if you will add to all these elements a man's brains there isn't any limit to what he can do with these materials.

Fulton had no more when he invented the steam-boat—and it's all Jim Kirby had when he invented the VACUETTE, and gave you the best vacuum cleaner that was ever offered to the public. Incidentally he gave you the greatest money-making opportunity that men have had.

The same few materials are all any of us have, plus a brain. Take out the old brain this morning, boys, and dust it off—oil it up and set it to working and it won't be long before it will be grinding out sales for you, and making for you immediately those dollars that you so much want, and making for you in Home Labor-Savers the place that you have marked out for your own."

I am not criticising this. I am just reading it. I didn't write it.

We had a response to this "Monday Morning Message". The response showed conclusively that the factory is not without a representative of the same sort Cooley mentioned when he credited me as the one who could hand out the "bull".

If there is any one thing that I can bring to you here, from the experience that I have had in this work, it is to tell you of my vision of this business. That vision, so far as I know, is unlimited. There must be, in my opinion, an ideal which goes with the product and through the house-to-house method, I believe we are more able to carry that ideal direct from the man who has it, the inventor and the manufacturer, to the consumer who uses it.

It is probably generally known among you that I am an attorney; I will admit it. I practiced law for ten years and I do not feel that my work in that profession was exactly a failure. As a matter of fact I think so much of it that I would not take a quarter of a million dollars for my training. When I first saw the VACUETTE I was impressed with its possibilities and yet when I started to work I had the same feeling that perhaps some of you here have had, that is, that I was leaving a profession to take up specialized

merchandising. Hover said to me—the first time I saw him—that when he used to start out he was just a little ashamed of his work. In like manner I didn't have enough confidence in mine either. Hover now says that he puts the VACUETTE under his arm and walks out the front door, and if he meets a friend who asks him what he is doing he replies, "I am selling the VACUETTE and I am making a Hell of a lot of money."

Cooley was in the insurance business and you know mine. We have both become intensely interested in the VACUETTE. My partner is running my law office and the same holds true with Cooley. The other day I saw a proof of some new stationery which was being printed for Gilman's office and I said to him, "I see they still have your name on this letter-head," to which he replied, "Yes, and that's about all that is over there—the name". It made me think of the name on my law office door—a good deal like an inscription on a tomb-stone, the body may be there—or evidence of it—but the spirit is elsewhere.

Mr. Marandeu has asked me to talk on how we built up our organization. We, in Home Labor-Savers, are more concerned about the things that are undone than of the things that have been done. I agree with the man who said that when you think you are a success that is when you are not. That attitude is our only claim to success, if we have any; every one in the organization thinks we are not a success.

The first thing that one thinks of in talking on how to build an organization, is what is he going to start with. When you get the answer it is practically *nothing*, except an indefinite quality or perhaps I might say, state of mind, in the person making the attempt. That quality, that something, is what I term an ideal. We laugh at ideals a lot of times, but I believe that out of ideals come ideas. In our business, or in building any business, it seems to me there should be this ideal. With us it is composed of two things—serving customers and serving men. That brings of course, immediately to the front the idea of *service* and I can go back to a fundamental writer who said, "Let him who will be chief among you, be the servant of all", and to be the servant of all is going to measure our success.

Our first aim is then, a desire to serve customers and to do this we have to have a product. We are not going to say anything about our product because it is 100% perfect. Second, we have to have an ideal in serving customers, we must really *want to give* the purchaser something that is going to be of use. One of the conditions that I had in mind was that of an elderly mother who had been crippled with rheumatism because she had worked so hard on the farm. My idea is to put into the hands of every woman an article which will avoid a repetition of her condition, something to save her back and give her more time for recreation; to give her some of the good things of life. Thus we have the ideal when we start.

The men whom we employ have to have the same ideal as we. It is not possible for us personally to go to the house-wife and sell the ideal. We have to put that ideal into the hands of the men who can present it to the house-wife. We have to carry this spirit of service, our ideal all the way down through the organization. We *all* must have it.

Our second idea is found serving men and that is why I should have liked the topic "What is in a man?" because I think it is upon the answer to this question that we find the basis upon which all business is built. Franklin Remington, of the Foundation Company of New York, who has literally met the greatest obstacles by building some of the most difficult and almost impossible foundations and construction work ever attempted, when interviewed by a representative of the American Magazine was asked what was the fundamental question in building a business. He thought a moment and said, "It isn't money; it isn't methods; it isn't markets; *it is men*", and we believe that it *is* men. So we have arrived at the point where we have an ideal, a product, and we are going to distribute it, and our next problem is to get men.

Every man who comes to us is "raw" insofar as the VACUETTE is concerned; he has never heard of the VACUETTE possibly. What we have to make out of him is a VACUETTE salesman. The first thing a prospective salesman wants to know is what we have to sell. Then he wants to know what pay he is going to get, and—on that point—we say, pay him and pay him well, and finally he wants to know if there is going to

be any limit to his success because just as soon as he reaches the limit you arbitrarily set for him, that is where he is going to stay.

"A man cannot live by bread alone". This, then is some of the bread that we try to give him, the money. There is a third condition and it concerns the atmosphere of the office to which the prospective salesman comes. What does your office look like? Does it breathe of success? Is it pleasing to the eye—does it welcome the stranger? The next and last thing is the man who confronts the salesman when he comes into the office. I believe he is going to look at the problem in just this sequence: First the product, then the pay and third the office and the man. When he goes to look for a job—as Mr. Kirby has said—he is looking for money. He is looking for the material side—what is it that is going to keep him and what is it that will make him succeed? I say the reverse is what is going to make him succeed. The last subject referred to a moment ago—the office and the man—especially the man, is of primary importance—for the man who confronts him must be typical of the organization. We went into a distributor's office one day and in the course of conversation this distributor said "The men who come to us are an awful poor lot." I don't believe that they are an awful poor lot as a rule. In this particular case they probably were poor specimens because that distributor had made no plans, he was working without a goal. Mr. Batzell, in yesterday's meeting most eloquently put into a nutshell just that thing, we *are* trying to build a temple, and we are building it *by plan*.

But to return to further consideration of the office. How do you like to go into an office and find that something about the surroundings, the atmosphere, makes you feel ill at ease and out of place? You are going to attract men that your office and your office personnel represents and typifies. Let me give you an experience of ours. We were comfortably located in one of the older office buildings in Buffalo. We are now in the Ellicott Square Building. When we first tried to get our office there we were confronted by a gentleman who advised us that he would give us his answer the next day. We knew immediately the cause for his hesitancy because we had told him that we were selling VACUETTES. He knew it was a house-to-house organization. We made up our minds that we were going to be in the best building in the city and as a result of this decision Mr. Cooley and I called on him personally again. In the course of the conversation he admitted that the reason we could not locate in that building was because we had a house-to-house canvassing proposition, and he informed us that he did not care to accommodate us. Half apologetically he said, "Now, gentlemen, we would rent this office to you two men in a minute if ——" There he made a fatal mistake and we went right after him; we said "You *rent* an office to us. Isn't it a fact, Mr. Hills, that your men reflect you and in like manner our men reflect us?" He didn't have an answer. We rented the office. If our men will pardon me, I am proud to feel that they *do* reflect us. First the kind of men in the office, and secondly the office itself, and its surroundings, are of utmost importance to your success in attracting high class salesmen to your organization.

Of secondary importance is the man's pay. If he once gets the idea and spirit of service he forgets about the pay. As Henry Ford has said "The pay comes if you give the service." *The profit cannot be the basis of a business. It must be the result of service.* Our men are all being well paid, certainly as well paid as is possible at this time. Finally we come to the product. The product is, of course, of great importance but it becomes incidental to these previously mentioned considerations.

We take in every new man as a salesman and the first person with whom he comes in contact is Mr. Stowe. Mr. Stowe has had 14 years of experience in house-to-house work. He is our manager in charge of hiring men and is a specialist in this work. He goes to each of our offices in turn, or as he is needed, and when necessary he hires and trains men for work in that particular city. For instance, tomorrow he is going to Rochester. It so happens that we have taken some men out of Rochester and promoted them and we must replace them with new material. We run ads in the paper advertising for salesmen. I cannot tell you just how we word these ads but we try to put

that sincerity into the ads that will attract the same kind of sincerity in the man who applies. Applicants come to the office and Stowe meets them. He *sells* them the VACUETTE, just the same as if he were going out to sell the VACUETTE to a customer. He tells them about the money they can earn because that is the second thing in which they are interested, and third he tells them about Home Labor-Savers Inc. and the Scott & Fetzer Company. He sells them our *ideal* and then we furnish them the training. *That* is the way we get our men.

We specialize in the matter of hiring men and Mr. Stowe is our specialist. You may say that we are fortunate in having such a man as Stowe and that you haven't such a man, but if you will look over your organization you will find that just such a man is there. He only needs to be discovered and to be given an opportunity to use his talent. Look for him! We thought Stowe was the only man that could do this work, but we find we have two or three men in our organization who can fill his shoes. When the time comes Stowe will be given a chance to go ahead and another specialist will step into his place. We also believe that it is a good idea to impress upon the salesman the thought of getting another man into the organization. Get a friend. The more men each salesman brings into the organization the faster that man forges ahead, because he is getting men to work with him; it gives him an opportunity to work up. The idea of having two men in the offices as aides to the branch managers and creating friendly competition between them is especially effective. The formation of office teams is practical and urges the men to greater effort. The more men on these teams the more sales will be made. You must use man-power in the right way. You cannot dispense "pep" and give nothing else. You have to give them instruments with which to work. These instruments may be catalogued as, first, the ideal, then the training, then the incentive for bigger things and finally unstinted co-operation. We have tried to grasp the idea of service ourselves and to instill it into our men. What is service? First, service to the customer—I believe we give it. Second, to the men—I *know* we give it; third, we want to extend it to you, our fellow distributors. I'll tell you, fellows, we *want* you to succeed; we *want* you to beat us if you can, and to push us out of first place among the distributors if you can, because we want you to give us the urge to go further and to grow bigger. We want to serve you. If we have anything you want, you are perfectly welcome to it. You know we ought to communicate more and help each more and I want to go on record right now by saying that Home Labor-Savers is ready to do it. Our ideal is to serve and to this end we are bending our very best efforts.

I always said while practicing law—that the reason I did not like to try a law suit was because I could see the other side of the question too well. I think I do see the other side. They at the factory are in a position to give us the instruments with which to work. It isn't enough just to think the things they do for us are good, that the letters and bulletins they send out are good, for you probably do *think* so, but we ought to tell them more often that their efforts in our behalf are appreciated. That article on advertising that R. C. M. wrote had real meat in it. I wonder how many of us told him how much it helped? We want more and need more of just this sort of thing if we are going to get along in this world. In the last analysis they are serving us and we in return, have to give service to compensate for their efforts. How are we to do this? I cannot give you an answer in so many words or figures of speech but I *can* say with all my heart I *know* we are going to do it.

#### CHAIRMAN'S SUMMARY

Mr. Culley has told us so many things in his address that it is difficult to review each subject. However, I am going to mention a few things that I think are most important—the things that we *should* remember.

You should carry away with you some of the wonderful thoughts that Mr. Culley has expressed and which have been so instrumental in the success of the Home Labor-Savers' organization.

Mr. Culley mentioned the ideal of their organization. This ideal is SERVICE.

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There can be no finer ideal than the desire to serve others, and no business can succeed without such an ideal.

The great trouble with most of us is that we go about our business without having planned carefully enough, or if we have planned carefully, we do not go through with our plans. The thing we must do is first build a plan and then stick to it. That is what Rochester has done.

Do not forget this, that Rochester is planning all of the time, new ways of improving their organization and methods. Most of us, were we in Rochester's place—first among distributors—would be inclined to stop planning. We would be satisfied with our results. That is not the case with Home Labor-Savers, and that is why they are going to always remain, if not at the top, very close to it. Incidentally, it is also the reason why Binghamton should be close to Rochester at all times.

Mr. Culley mentioned that their men were trained. Mr. Stowe, their Sales Manager, interviews and hires the salesmen, gives them a preliminary training in the office and *then goes out with them on the firing line*. They have only one system of training, and every man in their organization adheres to it—hence every new salesman that joins their organization is properly trained. What does training consist of? Is it teaching them how to enter a home, make a demonstration, close a sale, etc., etc.? Not according to Rochester, and not according to good business. It is necessary, of course, to teach the salesman the fundamental principles of house to house work, but it is far more important to teach them to *think right*. You must sell yourself to these men and instill in them a feeling of friendship for yourself, enthusiasm for their work and loyalty to the organization. You must sell them your ideal. No organization can succeed unless the men in it are heart and soul in their work. As an illustration of how the men in the Home Labor-Savers organization regard Culley and Cooley, I will tell you about a letter which I received from one of their salesmen whom I was instrumental to some small extent in getting to join their organization. This man wrote me the other day and in his letter he said—"Culley and Cooley are all that you represented them to be. You know I think when God made this world He looked around and saw that there were not enough real fellows in it and He decided to make two really good ones, so He turned out Ralph Culley and Gilman Cooley." Fellows, when you can get your men to thinking of you like that, you can do almost anything with them. When you tell them something they listen and believe you, and you can get real work out of them.

Rochester is constantly trying to give their men more money, but they are also trying to impress them with the idea of giving service. Mr. Culley has said "A man cannot live by bread alone." He meant that he must have an incentive for working hard other than merely making money. He says that in every man there is a yearning to express his ability, and they are giving their men every opportunity to gratify this yearning.

There is one thing that Mr. Culley did not mention that I think is most important of all in their success. I presume it is a case on his part of being too modest to mention it. That is this: Culley and Cooley are so square with their men that those men are not only willing but *eager* to give them their best. I have talked to some of these men and I have yet to find one that has not said that Ralph Culley and Gilman Cooley are the squarest fellows in the world to work for. It is no wonder that they are first when they can arouse this feeling in their men. It is something that every one of us should try to accomplish.

You may wonder to yourselves "Why doesn't Bob lay off of Rochester?" I will tell you—because Rochester is—at present—our biggest distributor and they must have something that you all need and want. We are here to learn of the things that go to make for greater success in our organization, therefore it is necessary to have those distributors who are leaders in the organization teach us.

I have not prepared anyone from the Binghamton organization to speak on this matter, but when you look over the Binghamton delegation, you cannot help saying, "By golly, there is a regular bunch of fellows." When you talk with them, you know they are 100% sold on Hover and O'Brien—and on the VACUETTE. Even though neither Mr. O'Brien or Mr. Hover are prepared to talk on this subject, I believe it would be

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worth while having one of them tell us something of their ideas of building their organization, and I am going to ask Mr. O'Brien to do so. I take pleasure in introducing Mr. O'Brien of Binghamton.

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### JOS. O'BRIEN



I received an inspiration from one lady (Miss Allen) in the organization, when I saw her working with poor tools, trying to repair a VACUETTE out at the picnic yesterday. Mr. Culley said that men must have the proper tools to work with and this is true of any one trying to fix a machine. The service test, should be made to work for one whole week with the tools he gave her to race with.

I have been in the organization for three years and I must give Mr. Fowler credit for getting me interested. Mr. Fowler used to offer me words of encouragement when I first started out, but he was only wasting words because no one ever heard me admit that I was ever discouraged and that is true of Jess Hover also.

I was brought up to believe that if I wanted anything—and wanted it badly enough—if I was willing to work hard to get it and it was right that I should have it, I could get it. What we want is results and we need men with real ambition who will work hard enough to get results. I can see no reason why we should not get such men and when a man comes into our organization we tell him what we want and how to get it and if he does not help me get it—HE gets it.

Mr. Culley brought up some things that are very interesting to me. He said that he wanted to rent an office in a certain building in Buffalo and had some difficulty in doing so because he had a house-to-house proposition, but he finally put it across. Well, we had a similar experience in Syracuse. We wanted to get into the Endicott Building and wanted to badly enough, and we are in there. But they stuck up their noses at first and said they did not want any such proposition in their building. I told them they could get the best of references and if they were not satisfied they could throw me out. They have not thrown me out.

Rochester claims we made them step to keep in first place, and today on the elevator, Mr. Cooley started to tell me what we had done for them when I interrupted by saying, "You need not tell me. I know what you are going to say." We made them lose a lot of sleep and Cooley thinks we can keep them hustling by going right after them.

About a year ago I visited the Erie fair at Hamberg, where I had a lot of pop and hot-dogs and helped the boys by pushing a VACUETTE back and forth in the dust—the people had to stop I made so much dust. That was the beginning of Model C and Rochester got them before we did; maybe that is why they are ahead of us now.

There is one thing I am going to tell you to show how sincere Mr. Hover is in this work. At the picnic yesterday he wagered he could out-jump any man in the organization and he picked on a fellow with a name as near as mine as he could get—Mr. Bryan—and he out-jumped him. Then he agreed to reduce his weight to that of Bryan's by next year. That means taking off about 50 pounds, so you can imagine whether we want to work or not and how hard we are going to work this coming year.

I remember when I was trying to get Mr. Hover to come in with me how hard a job it was. He told me he would spend an afternoon with Mrs. O'Brien and talk over the proposition and I told him to go ahead. It's a good thing he did not do what he said for some one would have been looking us up because it took him six months to decide. That's how conservative he is and I am glad he is conservative for we need such a man in our organization.

There are only two branch managers in our organization who took less than one year to decide whether or not he wanted to come in with us. It took that long for us to sell them the idea of a large sales force, but we have them now and we believe we have



UPPER—THE REPAIRING CONTEST. UPPER CENTER—A WATER RACE. LEFT CENTER—JUST SWIMMIN'. LOWER RIGHT AND LEFT—VIEWS OF THE WATER WHEEL AND MILL.

what Mr. Culley termed it—the foundation of our temple; at least, a part of it is laid and we are still working to complete it; of course there is no limit to its size.

At one time the Scott & Fetzer Company had an idea of how large they would grow up to be, but they have changed their original idea and I believe they will change it again.

The longer you are in an organization the more you realize how little you know about organizing. In other words, when you begin trying to build an organization—developing men—you realize how far from perfection you are; that is why we are all here today—to find out how to do it.

Believing in your article and believing in your men is very important. Having offices that the men will like working in and ladies in those offices who will demand respect from both customers and the salesmen, are necessary. The day of the old-time canvasser is past; we must have men in our organization whom people will “look-up” to—men who make friends easily—men who will be welcomed into any home. They need not be high-school or college graduates but they must be gentlemen; and the ladies in our offices are ladies.

Speaking of ads for salesmen—we put one in the paper not long ago reading—“Wanted—High-school graduates.” A man came in and I asked him this question, “Are you a high-school graduate?” He said he was. I asked him “What can you do that I cannot do?” He said he did not know. I told him that the one thing they teach in the schools and the colleges was *concentration* and that he certainly never had it taught to him thoroughly enough. I said to him, “I can kick your legs out from under you and you never will get very far ahead as long as you think a man must go through school to be intelligent.”

Selling VACUETTES is a great game and the VACUETTE is greater than any other cleaner. We expect to make it the greatest cleaner in the world as far as volume of sales is concerned and that to me means the “big league.” We are going to be in the big league soon.

To give you an idea of what we intend to do, we have agreed to sell 10,080 machines next year. That is on the basis of 24 cleaners per month for each of the 35 counties in our territory.

#### CHAIRMAN

Does it not strike you as most significant that both Rochester and Binghamton—our two leading distributors—attach so much importance to having fine offices?

They are renting offices in the best buildings and spending considerable money to furnish these offices properly; *not* luxuriously, but *properly*.

It may appeal to you as an extravagance to pay a trifle more rent and equip your offices properly, but it is really an *investment*: You know you must employ the quality of men that your surroundings attract, and if you secure one or two really good men as a result of having good offices, they will return you a profit on your investment, from their sales.

This office proposition demands serious consideration for it surely has an important bearing on your success.

One or two distributors have asked for an opinion on the question of salaries to salesmen; not to branch managers, you understand, but to salesmen. Mr. Briggs of Scranton has experimented with the salary idea and I am going to ask him to tell you the result of his experience. Mr. Briggs of Scranton has been one of our most consistent producers in spite of his being in a territory unsettled by strike conditions. Mr. Briggs:—

#### W. A. BRIGGS

I have tried the salaried proposition in a very thorough way and I am forced to the conclusion that it cannot be followed with success. I have lost money doing it.

Thirty-four

#### CHAIRMAN

Personally, I think the question of salaries can be summed up in a few words. If you pay a salesman a salary, he must sell enough cleaners to earn it; if he does not earn it, you cannot afford to keep him on a salary basis; if he *does* earn it, he would be paid the same in commissions. So I cannot see how it affects your proposition, unless, of course, your idea is to pay a man this salary, and accept a loss on him, figuring he will eventually make good. In other words, you gamble a small salary on the chance of eventually getting a producer; only with such an object in view is the idea practical.

Question:—Mr. Moran (Binghamton) requests chairman to call on Mr. O'Brien to discuss the salary idea.

#### JOS. O'BRIEN

The reason I have been asked to speak on the salary question is due, I believe, to my ideas on this subject and the success we have had.

I believe in paying a man for what he has in him. During the war I was running a bowling and billiard room—everything included. I earned enough money to start a 25-table pool room and later became assistant manager of a chain of 25 stores. I secured a good man to run the room. I worked seven months to the day and drawing at that time about \$80.00 a week and board. I never get tired of work. At last, I got the idea of merchandizing. Give me a good man and I will give him good pay, and I will build up an organization. If you care to know what I pay my men, ask them, they will tell you. There is no jealousy in my organization. I start a man at a certain salary—give them 13 weeks' trial, with \$5.00 a week increase after the fifth week, and another \$5.00 increase in four weeks and at the end of that time you can guess what they are earning.

#### CHAIRMAN

I just made the remark that anything could be done if one had enough determination to do it. While I do not personally advocate salaries to salesmen, nevertheless, Binghamton is getting away with it. As Mr. O'Brien says, if they don't make good—out they go. Here is a question by a distributor about down payments: I presume what they want to know is whether or not a low down payment is conducive to more sales. There are two men in the organization that have been adhering to large down payments. I have picked out these men because they happen to be two of the highest distributors, in point of sales, in the organization. O. C. Haley of Pittsburg has agreed to give you his opinion on large down payments.

#### O. C. HALEY

I am getting \$10.00 on my down payments. When I left the convention last year I made up my mind to begin with a down payment of \$10.00 and try it out for one month. The plan was so successful that there has not been a machine sold on less than \$10.00 down. When you have only a \$5.00 down payment, some people will keep the VACUETTE just as long as you will permit and when machines are eventually “pulled” they look and are second-hand. When you get \$10.00 as a down payment, you stop that. A woman, especially the dead-beat variety, will hesitate quite a while before she will forfeit this amount. We have keen competition in Pittsburg in that we have the big Duquesne plant selling electrics at \$2.50 down and monthly payments of \$5.00. We are getting \$1.50 a week and we sell the men on that idea. A low *weekly* payment not a monthly payment. The reason we follow this plan is because the customer can easily pay and not miss it. If you have to pay \$5.00 or \$6.00 a month it is mighty hard to reach down and get it. Sell the man on the \$10.00 down plan and then sell him on the \$1.50 a week idea. In case you want to make your payments every two weeks or once a month you will make arrangements for that by charging \$3.00 every two weeks or \$6.00 a month. As far as the \$10.00 down payment is concerned, we are for it tooth





and toe-nail. I put it to the salesman in this way: Would you rather go out and get \$10.00 on this machine, get your \$6.00 commission and keep it or would you rather get \$5.00 and pay us back the commission if we don't get any more, which would you rather do? The consensus of opinion is not hard to determine. Our salesmen are for it.

Collections are all made by mail. One collector devotes his time to delinquent accounts. If an account runs past the third week, the customer is called on. Question: "Do you send a notice weekly?" Answer: "No. We go through the same file every two weeks. After three payments have been neglected, the account is put in the file for the collector. Question: (R. C. M.) "When you are training salesmen, do you lay particular stress on explaining the terms?" Answer: "The salesmen have it explained to them but in our acknowledgment letter that goes out two or three days after the sale comes in, the terms of the sale are plainly outlined as follows: 'We have received at this office \$10.00 of your money; there is a balance of \_\_\_\_\_ due. \$1.50 per week.' A receipt is mailed the very day the money comes in. U. S. stamped envelopes are used."

Question: "What sort of a lease do you use?" Answer: "The regular form." Question: "Does a copy have to be filed in any certain county?" Answer: "No." Question: "What method do you follow to recover machines when they say 'we want to see you take the machine.'" Answer: "Only one or two machines that we have not been able to recover by ordinary means, have been secured by replevin. Ten dollars takes care of any trouble in collecting the machines. We have only pulled eight cleaners out of the total model 'C's' we have sold."

I saw a truck load of washing machines pull up in the back of a sales agency and I asked the manager of the agency—a friend of mine—where they came from. They were being "pulled." Only \$5.00 had been paid down on them. I made up my mind that nothing like that should ever happen at our place. Question: "Does the Vital worry you any?" Answer: "We don't pay any attention to the Vital. They are telling so many lies. Their down payment is \$10.00; if they can't get \$10.00 they will take \$5.00. They say that to replace our brush costs \$6.00 and that our worm gear runs in oil."

Question: "Do you mail a receipt for each \$1.50." Answer: "For each individual payment a receipt is sent. Question: "Do you pay salaries?" Answer: "We do not have one salaried man in the organization. They are paid on strictly a commission basis or the bonus plan. If the salesman has nine sales at the end of the week, all he has to do is to sell one more machine and he gets an extra \$5.00. Sometimes a salesman will close sixteen sales a week but no more than \$5.00 bonus is paid."

CHAIRMAN

You have heard Mr. Haley's opinion—now I should like to have an expression from another distributor, Mr. Bert C. Evans of Flint, Michigan.

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BERT C. EVANS

The Hoover was selling for \$3.75 down so I decided to try something: I sold cleaners for \$2.85 down and \$5.00 a month. First month, I sold 29 cleaners and 9 came back; I will sell for \$8.85 from now on. Small down payment doesn't get you anything.

CHAIRMAN

No doubt some of you would like to know whether smaller down payments has increased sales, also whether or not it has resulted in more cleaners being pulled because of non-payment, and one other thing, whether it has increased collection difficulties. I am going to call on Mr. Frank P. Craig, of Mercer, Pennsylvania, to give us his opinion in this matter.

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FRANK P. CRAIG



Mr. Haley of Pittsburg has covered the subject of high down payments very thoroughly. A year ago when I started, I adhered strictly to the \$10.00 down payment plan with a monthly payment of \$7.00. At that time, I did not have any weekly payments—strictly \$10.00 down and \$7.00 a month. I followed this system until June. Some of the salesmen complained—they were working in a coal territory and steel mill district and you know what the conditions have been there. Furthermore they had to compete with the Hoover. The Hoover was selling at \$5.00 down and \$1.00 or \$2.00 a week. This necessitated my letting salesmen sell for \$7.85 as an initial down payment. I think that was about the time Mr. Marandeu began to send out letters on the Club Plan. I told my men to take \$7.85 as a last resort but to close the deal, if possible, for \$10.00, as I still wanted to get \$10.00 on each sale. As a result probably one-third of the sales have been \$7.85—not over one-third. For instance, last week, one salesman made three sales—\$8.85, \$9.85 and \$10.00; another five sales—two cash, one at \$10.00 and one at \$7.85. Another salesman made three cash sales and four ten dollar sales. Another man made two sales, one cash and one at \$10.00. A few weeks before, one salesman had one at \$7.85, one cash (\$29.85), two at \$10.00 and one at \$12.00. That is about the proportion of time and cash sales and represents the average down payment. No salaries are paid salesmen—all work on commission. I have not found it necessary to "pull" a single machine that has been sold in my territory.

CHAIRMAN

You will agree with me that the most important part of your business is collecting the money on your time sales. There is nothing more important; you may think that selling is of greater importance, because you must sell cleaners before there is anything to collect, but, on the other hand, you might better not sell, and you certainly could not continue to sell, unless you paid for the cleaners you dispose of.

To get your collection system in such shape as to reduce your losses to the minimum and insure you a steady inflow of money from your accounts, you must have as perfect a collection system as you can devise.

With this thought in mind we have arranged to show you a system which, in our opinion, is more complete and thorough than any other we have seen. The other day I dropped into the Cleveland office and Mr. Richards started to explain his collection methods to me and I was so favorably impressed that I asked him to explain it to you and he has agreed to do so. I take pleasure in presenting Mr. A. W. Richards of Cleveland.

A. W. RICHARDS



I told Bob of my collection system and after thinking it over carefully, I came to the conclusion that it was not as much a credit to myself and the rest of the office force as I at first thought.

A great deal of credit for our collections being in good shape is due to the salesmen, and the care with which they select customers. We try to impress on each man the fact that he is as much our credit representative as he is our salesman, and the results have been very good. The discounts that we offer for payment in full prior to the termination of the contract has considerable to do with this also.

When we first started we decided to centralize our collections. This meant that we could not depend on service men—combination service and collection men—we must have some sort of a mail system that would bring the money to our office. All of you know the difficulty connected with this. It is comparatively easy to get people to promise to do something if you keep after them. So after investigating several credit systems, particularly the installment furniture collection system—which are, by the way, the most perfect collection systems ever worked out—I decided that it did not make much difference what you said to the customer, if you consistently followed them up, you would eventually get your money.

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We realized the tremendous amount of correspondence necessary to take care of the territory would be so expensive if handled in the ordinary way, that it would be unprofitable. We started with a budget of \$1.20 as a collection cost. In order to meet this budget we went over a good many methods and finally came down to the Addressograph as a solution of our problem, and with a series of form letters, based particularly on Mr. Haley's letters with some changes, worked out a system that is procuring the money for us. We are actually getting collections ahead of our expectations. If we expected \$1,000 a month, the collections run from \$1200 to \$1500.00 a month. The Addressograph is here and I shall be glad to explain my system to you.

(Mr. Richards explains system).

CHAIRMAN

Subject: SALES TO DEALERS

Mr. Bryan of St. Louis is selling a few dealers. I know the result of his experience, but am going to ask him to tell *you* whether or not he believes in selling dealers and whether it is profitable—Mr. Bill Bryan of St. Louis.

W. H. BRYAN



"I had difficulty in St. Louis in getting the VACUETTE before the people without spending a lot of money. So many said they had not heard of it that I decided to do something to put the VACUETTE before as many people as I possibly could and I finally worked out this plan.

I selected 50 of the representative stores in South St. Louis and took it upon myself to see how many of these I could sell, with the result that I sold 35 of them; my plan was this—sell one cleaner (at \$22.85) for a window display or an additional one for a floor demonstrator. They promised to prominently display the cleaner. I agreed to give him \$3.50 on any lead that he got and turned over to a salesman and to the salesman I gave \$4.50. I also agreed to deliver every cleaner he sold and demonstrate it in the home; in that way I checked the price that they paid and made certain that the lady understood how to use and take care of the cleaner.

Twelve out of these 35 dealers have made as much as 300% on their investment. It has put the VACUETTE before lots of people. I do not believe in selling dealers except for the reason that it places the VACUETTE before many more people than would otherwise be the case.

The Roach Furniture Store displays the VACUETTE and sells from 6 to 15 cleaners each month. We receive leads from them and work up a list of prospects; these leads are turned over to salesmen in various territories and if he sells them he gets the \$4.50. We give the salesman \$1.00 bonus on each sale made in his territory by the dealer. Whenever a salesman goes by one of these stores he goes in and gets leads; on these leads that he sells, he gets \$4.50. I believe this works out well in connection with house-to-house men.

You can also get some advertising through dealers. We have succeeded in placing some of our literature in every collection letter that goes out of the Roach Furniture Store.

I also agree that at the end of 90 days if any dealer is dissatisfied with the proposition I will take the cleaners off his hands. I do not allow the dealer to sell machines outright. I explain to the customer that these dealers are a part of my organization—no more no less—and I handle all of the sales and carry the time accounts. This way I can keep in touch with the customer for leads, etc.

CHAIRMAN

Good salesmanship means getting as much money on the down payment as possible. Messrs. Scott and Fetzer and myself attended a sales convention in Rochester recently. This meeting was the culmination of a two-months' contest and one of the outstanding

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features was the amount of money the prize winners secured; the average cash per sale received was high. Mr. Cooley of Rochester can give you some interesting facts on this matter.

GILMAN COOLEY



I take it from what I hear that reducing the down payment has not increased the volume and that it *has* increased delinquent accounts. Therefore, you believe it is bad business and that one should adhere to the \$10.00 down payment.

Here is what we are confronted with: You can prove anything with statistics. When asked to go over the down payment business, I looked over our records and, taking our average weekly receipts and dividing these by our sales, I found that our average receipts—taking time and cash together—is \$11.71.

On every time sale we add \$22.00 to our outstanding accounts. We have a minimum down payment of \$5.00. In looking over the results we find that the amount of money that we actually get on our sales is only \$10.00, about double the minimum we accept. We find that we get quite a few sales with \$7.00 to \$12.00. If we increased our minimum down payment up to \$10.00, our average down payment on all our sales would be about \$20.00.

What we fellows must do is, make up our minds, and we have made up *our* minds—that we are in the installment business. We are not trying to do a cash business. We accept cash orders, of course, but this cash business is only incidental to our business. This is the frame of mind in which we approach this question; if we are in an installment business, we have to set up the machinery to make an installment business profitable: We have to collect the money; if you are selling goods on the installment plan, the idea is to move the goods, (sell machines) and sell the customers the idea of paying for it after the sale is made. Sell the article first. Out of 100 machines we sell we get two back, the conditions of payment on these machines ranging from a minimum of \$5.00 on up; but we figure that the volume of business that we get as a result of making it easy for the customer to purchase, more than compensates us for any small amount we lose by having to take back an occasional machine.

There has been quite a bit of discussion about getting machines back. In our experience of about two years, there has come direct to the attention of the home office one case where a machine was hard to get; but we got it. You have to use a little ingenuity in these cases. We had one of our salesmen keep watch on the house and when the woman went out, he stepped up and informed the party who came to the door that he came, in answer to a call, to take the machine to the office to be repaired. The machine was handed to him and he took it down to the office. That is a case of getting the machine by force. To our mind, we are a great deal better off than if we went to court to get it.

One other important thing: Before I plunged into this business, I looked around to see what other fellows were doing: Culley was my friend, and I went in with him. Ralph and I went down to Binghamton and Hover and O'Brien spent the day with us and gave us some good ideas, and it was their faith in what they were doing—that satisfied us that this business could be made just as big as one's energy and ambition would make it; we owe a debt of gratitude to these fellows, and if anything happens whereby we may seem ungrateful for the start that we got, I want them to know exactly how we feel—we may make mistakes; the only way we can pay that debt is by giving to you other fellows what measure of enthusiasm and knowledge we may be able to impart. If there is anything we have that you think you can use, ask us, and in that way we will spread some good through the whole bunch.

CHAIRMAN

We have heard from two men on the subject of high and low down payments. We are absolutely neutral on this proposition. What we want to learn is—whether we can sell just as many machines at a high, as at a low down payment and if we cannot then

Thirty-nine

we had better adopt a low down payment policy. If it increases volume to such an extent that it makes up for any losses that may be sustained, it is advisable to sell on low terms.

We have a new man in the organization. This gentleman that I am referring to has been with the United Electric Company—who are the manufacturers of the Ohio-Tuec—for nine years, and his opinion should be very valuable. He has adopted a low down payment.—Mr. Mitchell of Philadelphia.

#### DON C. MITCHELL



I received a letter, two or three days before I left Philadelphia, from Mr. Marandean, in which he asked me to select as my subject for a short talk the matter of low down payments.

Recently I called some of my managers and salesmen together to find out what percent of business they had called on and lost. We discussed low down payments. It is a fact that low down payments *increase*, by a small percentage, the loss, but it increases the *volume*. We discussed the matter of accepting \$2.50 as the initial down payment and then \$5.00 a month.

The men themselves suggested that so low a down payment would not help but would attract a class of business that would not benefit them to any great extent. This attitude on their part was perhaps due to the fact that these men are paid their commission when and if collected by us. If any sale made by them doesn't bring at least \$10.00—\$3.00 of the commission is charged back to them to help cover the cost of re-building the machine. Our average down payment today is \$11.00.

The successful merchandising of any high grade specialty depends upon volume and overhead. Volume can be produced in two ways: First, by publicity and intelligent follow-up; second, by making the terms of sale so attractive as to be within the reach of any reasonable prospect, and yet not so low as to tempt the less careful salesman to close undesirable sales. Just what the amount of the required initial down payment and subsequent instalments should be, will be affected somewhat by the terms offered by others marketing like specialties.

It is important that the salesmen be placed in a position to close the maximum number of prospects with the minimum of calls. It frequently happens, that after a successful demonstration, the salesman is met with the statement by the prospect that he or she is not in a position to buy *at present*. This is due solely to the fact that the full amount of the down payment required is not conveniently at hand, although this may not be willingly admitted. There are few housekeepers, who may be considered desirable accounts, who cannot make a down payment of \$5.00, and be able to continuously meet an obligation of \$1.00 per week, or \$5.00 a month.

In many cases our salesmen, even when forced to quote our minimum allowable down payment of \$5.00—\$1.00 per week—in order to avoid the loss of the sale, or allow themselves to be *put off*, place the sale "on ice"; that is, accept what the prospective customer can "spare"—\$1.00 if necessary—sign the lease and leave the machine but pocket the lease with the \$1.00, or whatever the amount, arranging to call at the time fixed by the prospect for the balance of the down payment, at which time he delivers the customer's copy of the lease and "turns in the sale", with the full down payment required. The purpose of this is manifest, it enables the salesman to close leases which otherwise might be lost.

We instruct these men that when they have sold the prospect on the machine, that *then* is the time to close—on *some* basis. Take something—get something—get the signature on the dotted line and the machine in the possession of the purchaser. We have lost but one sale by doing this, and then the money was returned for reasons purely personal.

Our records indicate that about 33.6% of all sales are closed on the minimum basis. The men advise us that, in their judgment, these sales would otherwise be lost and it, therefore, follows that the volume of our business is correspondingly increased.

As an illustration, about two years ago during a strike in Philadelphia a striker, having some capital and incidentally some brains, purchased VACUETTES for cash and

resold them to his friends and others at the rate of from 2 to 4 every day he worked. He sold these machines as low as 50 cents down and 50 cents per week. This man (Mr. Pfefferle) informed Mr. Senser recently that he collected every nickel of the installments without difficulty when due. He made money.

These terms are not advertised but are quoted only when it becomes necessary, in the judgment of the salesman, to close the sale. Our initial payment on all sales during the first two weeks of August averaged \$11.53. We, of course, get \$34.85 on the face of the contract—having changed our lease forms to conform to the new order—the difference of \$2.00 being sufficient to take care of the extra bookkeeping and collection expense involved. The discounts, if paid within the time limit, are noted on the face of the contract.

When the lease indicates a payment of \$1.00 per week, statements are sent to the customer every other week, and we have found from experience that we have fewer delinquents than when the higher weekly or monthly payments were required. It is easier for the average housewife to pay \$1.00 a week or \$2.00 every other week than to pay \$5.00 per month, and it is easier to pay \$5.00 per month than it is to pay \$6.50 or more. The extra expense of collecting the small payment is negligible and involves but little more labor on the books while the cost of financing increases approximately 80 cents per lease.

A bad sale is a bad sale, regardless of the amount of the down payment or the monthly installment. We have some accounts opened at \$7.85 with installments of \$6.50 per month that are actually paying at the rate of 25 cents and 50 cents per call of the collector. Fortunately this sort is in the minority.

We pay our salesmen the regular commission, payable, when and if same is collected from the customer. The salesman is charged back \$3.00 as part payment for placing the machine in repairs if it is "pulled" for non-payment, and not more than \$10.00 has been paid towards the purchase price. It is incumbent upon the salesman to use reasonable care in the making of sales at these minimum terms.

It seems to be unwise and poor logic to stick to higher terms than offered by others marketing a similar line of merchandise, solely upon the basis of class and quality when it is possible to increase this volume of business from 30% to 40% with very little extra effort and at such low comparative increase in cost, and especially is this true when merchandise of all kinds is being handled by the house-to-house method. Salesmen must make money with you, gentlemen, or they will be attracted elsewhere, and there is no better means of insuring his success, and yours, and his permanency, than to put it within his power to meet almost any situation or condition of the prospect's finances, and to place her on that ever-growing list of VACUETTE enthusiasts.

#### CHAIRMAN

We have a subject to discuss that usually receives but little consideration. I am not quite sure what the nature of the discussion should be; the subject in question applies to "Future Orders" and I am going to ask the man who suggested it to explain it to you. Mr. E. P. Martz of Los Angeles.

#### E. P. MARTZ



There is no argument which we run against that is more difficult to overcome than "A little later." We know that in order to conclude a sale, in order to get it, focus it down to a particular point, that the matter of finances must be disposed of.

Future order business has been a source of irritation to me ever since I started selling vacuum cleaners—about six years ago. The only time I ever use the future order is when I get down to the closing point and cannot close, but feel the cleaner is sold. When one reaches the point where it is a matter of getting the \$7.00 or \$10.00 down and it simply cannot be secured, there is but one resort—the future order. In taking these orders my plan has been to get a definite date and make a strict memorandum of it then on the morning of the appointed day, deliver the machine.

A young fellow who was physical instructor in a high school at Redondo came to me about the first of last December and wanted a job. I asked if he would go to work as a salesman. He said "sure". He went out of the office with three machines after signing his bond application. I did not hear anything of him for six days so I got busy on the telephone.

In he came with his grand-father. They asked me how much they could buy these machines for and I told them. On the 15th day of December they ordered 16 machines. About the 27th or 28th they came back eager to take on the proposition permanently. For those men, working as salesmen, had taken future orders for machines to try out the proposition, and went out and delivered 100%, or, 16 machines. After doing this we took them on as sub-distributors. We get orders from them regularly.

When asked how they were doing it they replied, "Selling every machine we possibly can on the first call, taking future orders when this is not possible". Their statement to the customer when taking future orders as a last resort is as follows: "Our territory is entirely determined by the amount of machines we sell; that is, we must sell a certain number in order to retain the territory. These machines, Mrs. B—, will be here by the 28th of the month—(presuming an order was taken for the 1st). Will it be all right when I come around on the 1st? You will take the machine?" This being agreed upon the interview is ended.

Around the 22nd or 23rd, they write the customer a post card as follows: Mrs. B—: We are glad to tell you that the shipment of VACUETTES is a little early in arriving—we now have your machine on hand. If you wish we will deliver it before the date ordered; just drop us a line or phone—otherwise you may expect us on the 1st of the month as we originally agreed". This resulted in the delivery of 35% of machines before date previously agreed upon. To the other 65% this serves as a notice six or seven days in advance of date that the machine is to be delivered. As a result they are prepared with the money and delivery of 90% of all orders is made.

If this plan is to be successful the cards must be written in longhand by the salesman. Without this personal touch the effect is lost. If anyone else in the organization has made a delivery of 90% of their future orders, I will be glad to hear how they did it.

#### CHAIRMAN

Mr. Martz has given us information that is really invaluable; this matter of future orders has always been an unpleasant one to contend with, as future orders seldom materialize into sales and this tends to discourage the salesman and especially new salesmen. Be sure to remember Mr. Martz's idea on this matter.

(Supplementary remarks by Mr. Cooley.)

We have been troubled with the very thing that Mr. Martz mentioned; we send out notices now, but we have not followed the exact idea he has advanced. We knew something was wrong with our system but had not been able to decide what it was. We certainly appreciate the information we received on this subject from Mr. Martz.

#### CHAIRMAN

Subject— TIME PRICE OF \$34.85

We have a very important thing that we wish to discuss that we personally advocate. We have watched the result of Rochester, Cleveland and Philadelphia who have universally adopted a price of \$34.85 on time sales. From the information we have gained we know that the idea is a good one. Mr. Culley, of Rochester, will tell you about their experience with this price.

#### RALPH H. CULLEY

Mr. Cooley said that we believe this business is essentially an installment business—that the cash business is incidental, and for that reason, probably, we have felt that the \$34.85 price is the price. We have always used it in the larger cities and are now using it everywhere. We have raised the price to this figure in order to cover the expenses of doing an installment business. That does not mean to say we get that price.

We give big discounts. We are trying to make that price an aid to our collection system. In other words, we sell the machine and then we harp on the large discount. We give, for paying the balance, our 30-day price of \$30.45 or a discount of \$4.40. We are certain that this discount means a lot to the housewife. We did not arrive at this price by guess work but by studying our collection costs for carrying an account for thirty days.

A woman who has a machine for thirty days should not be allowed to pay the same price as the woman who pays cash. What we mean by a cash sale is to get \$29.85 on delivery. Have your salesmen put it right up to the customer.

So we talk about the \$4.40 discount for payment in full in 30 days; our price for 60 days is \$31.85; for 90 days it is \$32.85; for five months \$34.85. We do not put this in the contract, but just thought of using it in our collection letters. Encourage full payment. It is very important that we do everything to save the salesman's time and our contract is drawn with that object in view.

In analyzing our business we have found we have 30% cash sales at the present time; 12%, 30 days sales, and 5%, 90 days sales; the balance runs from 4 to 5 months.

The net price to us will decrease and the 30 day sales will increase as we perfect our system.

Mr. Richards' talk was particularly interesting to me. I am going to say that we are probably weakest on our collection system than on anything else; yet, the very fact that we know of this weakness is a good indication.

I might say, for your information, that the first three weeks in August we had an average of 1189 accounts—collected \$5210.33, or an average of \$1.44½ per week per cleaner. Our contract calls for \$1.50 per week; this is not quite up to the mark right now but we are going to put it above the minimum before long.

We believe in discounting our leases because it is a legitimate business. We are selling VACUETTES and letting the other fellow get his money by discounting our paper. Along that line we do business with the U. S. Credit Corporation of Utica. We started them in the business, and they like it very much. We place an arbitrary value on our contracts of \$28.00. We get an average payment of \$5.00 on time paper. The finance company advances 75% at 3% for 3 months, (\$21.00 less 63c or \$20.37). We pay in 13 equal installments. For instance, take 100 contracts and we get \$2100.00. We pay \$2100.00 in equal installments for 13 weeks. We have the money for our use.

I believe in people, and I think that you have got to make your salesmen as responsible as branch managers. If you insist on your salesmen being gentlemen—they will command respect; I am going to tell you that in our business our percentage of bad accounts—and we have no perfect collecting system—is small; I believe the reason for it is that we have gentlemen selling the machine, and the people have to be lady-like and gentlemanly-like to them.

What we want is volume, and what the factory wants is volume and people are willing to pay for service.

I would like to know what you fellows are doing through the year, and we are willing and will be glad to put you on our mailing list, and would like to be put on yours. We send out lots of stuff—or "bull" if you want to call it that—and once in a while we send out something that contains an idea. If you will write to us and give us your name and address, we will be glad to see that you are put on our mailing list. It has been said that the best extemporaneous talks are those given the longest preparation. One must spend lots of time preparing to sell VACUETTES, and we are willing to spend more time to read whatever you send us and we really want to hear from you.

#### CHAIRMAN

I think Mr. Culley made a wonderful suggestion when he offered to put you on his mailing list. I think all of you ought to be interested in each other and be glad to know what each other is doing. That was what we had in mind when we started to issue the Sales Bulletin. If you will take advantage of Mr. Culley's suggestion, I am sure it will be a great help to all of you.

## FACTS ABOUT THE KIRBY ESTATE

On this \$34.85 question, it is rather difficult to cover the subject in a few minutes. I would like to ask for a rising vote of those who are in favor of it. As far as we are concerned the only thing we have in mind is to help you fellows make more money. We know it costs a lot to carry accounts and we advocate the \$34.85 price because we know it will save you some money. We have given it a great deal of thought—have put it in effect in one of our own branches—and we are going to put it in effect in Chicago and Los Angeles. We think it is a good thing, and remember we have given the subject very careful thought. All those who are not in favor of the \$34.85 price please stand up (nine stood). Home Labor-Savers and Binghamton are right next to each other—but if Binghamton prefers not to adopt that price, we do not want to be arbitrary about it; at the same time, we would like to have it universally adopted. Is there any good reason why you are not in favor of it? Mr. Haley, won't you tell us your reason for not liking it?

Mr. Haley: "For the reason that I have enough trouble with the discount—it complicates matters—too much argument—makes bad feeling."

Mr. Cooley: "We have not had any trouble for the reason that the only price we ever quoted on VACUETTES was \$34.85. If machines are paid for in 90 days we allow a discount of \$2.00—in thirty days a discount of \$1.40."

Mr. Richards: "We think it is the biggest step we have made in the past year. It is one of the many good things I got out of my trip to Rochester. We are for it 100%."

The meeting adjourned at 6:45 p. m.

ONE of the outstanding features of the convention was the day spent at James B. Kirby's farm at West Richfield. Situated twenty miles from Cleveland at an altitude of about 1150 feet, or 500 feet above the city of Cleveland, the house itself seems to nestle among the hills surrounding it on every side. An artificial lake more than 1,000 feet long, and in places 500 feet wide enhances the natural beauty of the surroundings.

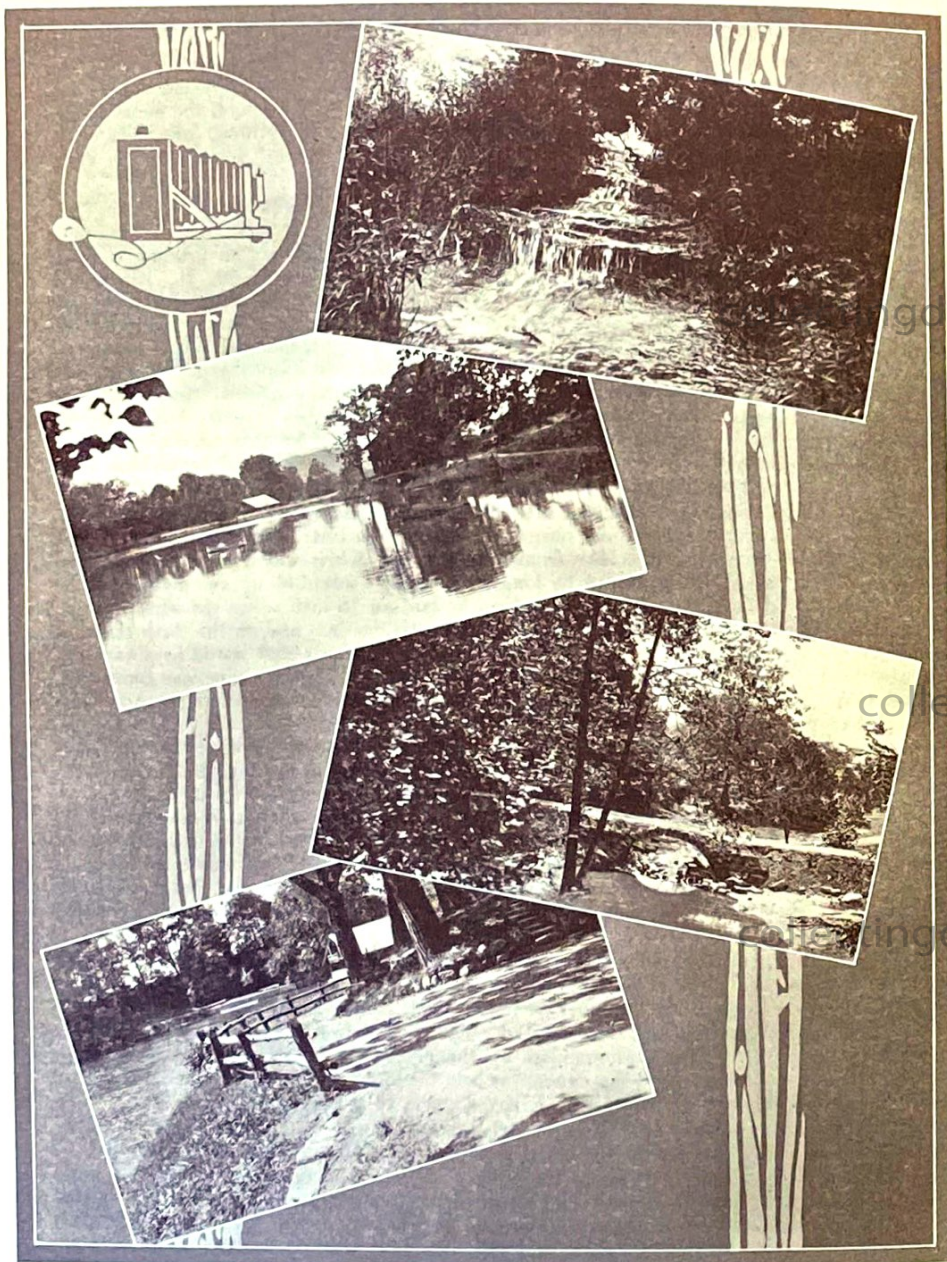
There are some especially interesting facts concerning the building of this lake. To begin with it is fed by six fresh water springs, which issue from solid rock in various parts of the estate, draining to the lake for the most part over limestone formation. The water as it comes into the lake is at an approximate temperature of 58° F. An inflow of 50 cubic feet per minute is the volume of water coming into the lake, although this amount of water does not discharge over the dam. This is accounted for by the fact that a water turbine-generator is used for several hours every night, thus reducing the volume of water in the lake to such a degree that the hourly input just about compensates for the loss of water used in the turbine, thus keeping the level about constant. In addition to the water turbine-generator, which is now in use, Mr. Kirby has recently built a water wheel, more for artistic purposes than for any specific use, but he has experimented with this wheel and believes that it is capable of generating about 30 H. P. The turbine generates 12 H. P. and operates a 9 KW generator with a capacity of 250 40 watt lamps.

When the lake was first built and after the water had been turned into it for about three days, a very bad rain storm occurred and convinced Mr. Kirby that unless some steps were taken to protect the lake from sediment and debris which accumulated from the natural watershed, it would not be long until the lake would fill up and moreover, the water never would be clear. To prevent this, he laid an 18-inch sewer the whole length of the lake with the discharge end coming out beneath the dam and on the three streams which fed the lake at the upper end a protecting dam was built that would hold back all surface flood water. Into this supplementary dam the 18-inch sewer pipe was connected with a trap. If, during a heavy rain storm, a greater volume of water descended the stream than could be taken care of by the 6-inch pipe, which was sufficiently large to carry the natural flow of water during dry periods, the excess water would back up and pour over the supplementary dam and into the 18-inch sewer pipe leading directly through the bottom of the lake and under the main dam at the mill-house. This idea was a new one and was accordingly patented by Mr. Kirby at the patent office in Washington. It is interesting to know that Ohio State Engineers have been conducting an examination of this installation at the Kirby farm with an idea of using the same principle in the construction of a natural reservoir which is under contemplation on the Chagrin River. Through this idea Mr. Kirby has been able to keep his lake free of the accumulation from the watershed and the lake is always clear and free of pollution.

The low temperature of the lake makes it ideal for the great number of small mouth bass which have been planted during the last three years. More than 75,000 fish were stocked into the lake and this number included small mouth bass, blue gills and a few catfish. The average depth of this body of water is eight feet, in places reaching a maximum of twenty feet. The retaining dam at the mill-house is concrete and is 22 feet high. The mill-house in which the dance was held the night of the picnic will be made into an experimental laboratory where Mr. Kirby expects to carry on his work.

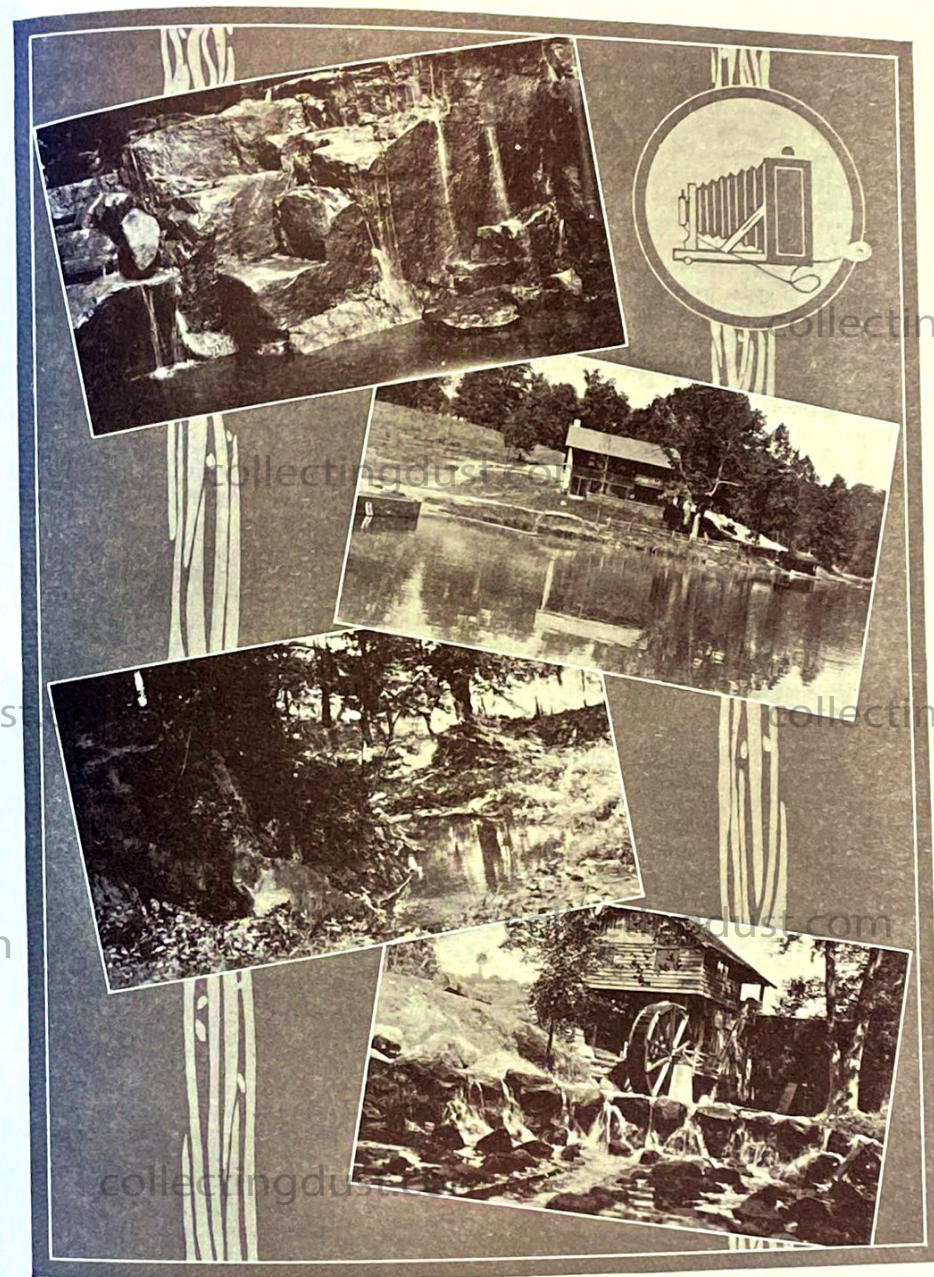
The estate comprising 195 acres of ground, has about 145 acres wild and 50 acres under cultivation. Contrary to the usual procedure of clearing land and putting it under cultivation Mr. Kirby is reducing the cultivated area just as rapidly as possible and supplanting it with hardwood trees and natural wild growth in order to make out of his estate as much of a natural game preserve as possible. Already there are fox, coon, mink, pheasant and quail on the place and just as soon as the opportunity presents itself Mr. Kirby expects to start raising foxes for their fur, hoping eventually to raise pure white fox as well as the pure black.





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BEAUTY SPOTS FOUND ON THE KIRBY ESTATE.



NATURE HAS BEEN GENEROUS IN HER ARTISTRY.

Forty-seven

The house itself, or perhaps better we should say, the home (for it certainly is just that) is built somewhat on the Swiss chalet style, with the overhanging gables and a deep veranda. The house has ten rooms and every convenience found in any city dwelling. It has in addition to the usual home facilities a number of features, one of which is that all faucet water is gravity fed from a soft spring, which was found issuing from the rocks a considerable distance from the house. This spring was piped into the house. Electric light, of course, is supplied by the Kirby generator plant, and in the case of a break down of the turbine an auxiliary unit is ready to be turned on any time. The auxiliary unit is a Kohler gasoline driven self-contained generator type delivering about 6 H. P., which is sufficient to produce current ample for the house and grounds.

The work that is in contemplation is so extensive that it would require too great an amount of space to even outline briefly the salient features. The building of woodland drives, commencing at the house and extending around the lake and through the woods at the end of the lake; the building of two more lakes with a connecting stream which will be stocked with brook trout, and the erection of a rustic cottage with every convenience installed in it at the head of the lake in a commanding position on a little knoll, giving a full view of the lake for its entire length, are just a few of the many beautiful improvements that will be made at this delightful spot.

Time did not permit any of us to tramp over much of the grounds. To have done so, giving each spot only a passing glance would have taken several hours, but some of the views which are included in this book will serve to show you just a few of the places of great natural beauty which may be found on the Kirby farm.



## Present at the Second Annual Convention

- ALLEN, P. C., MISS.....Columbus, O.  
 BATZELL, E. A., MR.....Rochester, N. Y.  
 BEATTY, J. H., MR.....Davenport, Ia.  
 BETASSO, F. F., MR.....Chicago, Ill.  
 BRADLEY, GLENN, MR. AND MRS.....  
 .....Toledo, O.  
 BRIGGS, W. A., MR. AND MRS ..  
 .....Scranton, Pa.  
 BRYAN, W. H., MR.....St. Louis, Mo.  
 BURGAN, T. E., MR.....Detroit, Mich.  
 BURGAN, BEATRICE, MISS..Detroit, Mich.  
 CALDWELL, C. E., MR. AND MRS.....  
 .....Lock Haven, Pa.  
 CAMPBELL, C. R., MR.....South Bend, Ind.  
 COOLEY, GILMAN, MR. AND MRS.....  
 .....Rochester, N. Y.  
 CRAIG, F. P., MR. AND MRS...Mercer, Pa.  
 CULLEY, R. H., MR. AND MRS.....  
 .....Rochester, N. Y.  
 DITTMAR, J. S., MR.....Chicago, Ill.  
 DODD, G. L., MR.....Detroit, Mich.  
 DORAIS, CHAS. E., MR....Spokane, Wash.  
 EVANS, BERT C., MR. AND MRS.....  
 .....Flint, Mich.  
 FELAND, R. F., MR.....Phoenix, Ariz.  
 FISHER, N., MR. AND MRS...Cleveland, O.  
 FOWLER, A. E., MR.....New York City  
 \*FOWLER, MR.....Cleveland, O.  
 FREED, O. R., MR.....Rochester, N. Y.  
 FLYNN, FRANK, MR...Binghamton, N. Y.  
 GARDNER, ISAAC, MR. AND MRS.....  
 .....New Haven, Conn.  
 GETTINGS, M. T., MR.....Chicago, Ill.  
 HAEGNER, C. F., MR.....Chicago, Ill.  
 HALEY, O. C., MR. AND MRS.....  
 .....Pittsburg, Pa.  
 HAMILTON, W. D., MR...Rochester, N. Y.  
 HAMMOND, MR. AND MRS....Mercer, Pa.  
 HANLON, RICHARD, MR.....  
 .....Binghamton, N. Y.  
 HARRINGTON, H. D., MR.ROCHESTER, N. Y.  
 HUDREN, MR.....Cleveland, O.  
 HOEKSTRA, JERALD, MR. AND MRS.....  
 .....Kalamazoo, Mich.  
 HOGAN, WM. T., MR...Binghamton, N. Y.  
 \*HOPKINS, MRS. F. H....Buffalo, N. Y.  
 HOVER, JESS C., MR...Binghamton, N. Y.  
 HUTCHINS, C. R., MR...Jersey City, N. J.  
 KEITH, R. C., MR. AND MRS.....  
 .....Harrisburg, Pa.  
 \*KERR, MRS.....St. Paul, Minn.  
 LITTLEFIELD, W. C., MR.....  
 .....Binghamton, N. Y.  
 LITTLEFIELD, C. H.....Gowrie, Iowa  
 MARTZ, E. P., MR....Los Angeles, Calif.  
 MCCLELLEN, MYRA, MISS...Cleveland, O.  
 MORAN, W. F.....Binghamton, N. Y.  
 MITCHELL, DON C., MR..Philadelphia, Pa.  
 NERVIG, H. W., MR.....Chicago, Ill.  
 O'BRIEN, JOS., MR...Binghamton, N. Y.
- O'BRIEN, JOHN L., MR.....  
 .....Binghamton, N. Y.  
 PLESSIS, ALBERT L., MR...New York City  
 POLK, CHAS. L., MR...Jacksonville, Fla.  
 \*RENK, MR. AND MRS....Richmond, Ind.  
 RICHARDS, A. W., MR. AND MRS.....  
 .....Cleveland, O.  
 RITTER, J. H., MR. AND MRS.....  
 .....Allentown, Pa.  
 RITTER, THEO. J., MR. AND MRS.....  
 .....Allentown, Pa.  
 ROBISON, W., MR.....Providence, R. I.  
 ROGAN, JOHN J., MR...Binghamton, N. Y.  
 SCOTT, F. J., MR.....Cincinnati, O.  
 SCHERZ, WARNER, MR...Davenport, Ia.  
 SHOEMAKER, JOHN C., MR. AND MRS.....  
 .....Dayton, O.  
 SHUPE, H. J., MR. AND MRS.....  
 .....Wheeling, W. Va.  
 STEVENSON, A. W., MR...Rochester, N. Y.  
 STOWE, G. C., MR. AND MRS.....  
 .....Rochester, N. Y.  
 STRAHL, J. W., MR.....Cincinnati, O.  
 STULL, P. M., MR.....Chicago, Ill.  
 TAYLOR, N. I., MR. AND MRS...Toledo, O.  
 TEIPER, J. E., MR. AND MRS.....  
 .....Rochester, N. Y.  
 WILKINSON, J. LEE, MR. AND MRS.....  
 .....Washington, D. C.  
 WILEY, F. L., MR...Binghamton, N. Y.  
 WOOD, C. B., MR.....Watertown, N. Y.
- \*Guests.
- FACTORY REPRESENTATIVES**  
 EXECUTIVE DEPARTMENT  
 Mr. and Mrs. George H. Scott  
 Mr. Carl S. Fetzer  
 Mr. James Clarke  
 Mr. A. V. Cannon  
 Mr. Wayne C. Jones
- SALES DEPARTMENT  
 Mr. and Mrs. R. C. Marandea  
 Mr. and Mrs. Myron D. Miller  
 Mr. and Mrs. L. W. Brownrigg  
 Mr. Ralph H. Jones  
 Mrs. H. P. Kirke  
 Mrs. L. C. Crane
- AUDITING DEPARTMENT  
 Mr. and Mrs. George Metzger  
 Mr. Claude Harding
- PURCHASING DEPARTMENT  
 Mr. and Mrs. Herbert Williams  
 Mr. Herbert Grundman
- FACTORY  
 Mr. and Mrs. Lloyd Pardee  
 Mr. and Mrs. Carl Buckholz  
 Mr. and Mrs. J. C. Young  
 Mr. and Mrs. A. E. Williams  
 Mr. and Mrs. George H. Fetzer  
 Mr. R. V. Smith  
 Mr. Charles A. Westcott

## Ten Things I Learned at the Convention

- I. That we should strive to grow away from the policy of *selling dealers* because
  - A. They are not OUR MEN
    1. VACUETTES do not sell from shelves.
    2. VACUETTES are best sold by specialists; dealers are not specialists.
    3. VACUETTES occasionally need service; dealers are neither equipped nor want to give service.
  - B. They are not OUR GOODS.

They become the property of someone (the dealer) who does not have enough of the ideal about the VACUETTE that manufacturer and distributor have.
  - C. They are not sold at OUR PRICES.

(The goods belong to the dealer. He can sell them for what he wishes.)  
(By authority of St. Louis and Los Angeles.)
- II. That Down Payments on Time Sales Must Not Be *TOO HIGH NOR TOO LOW*. In the last analysis it is an individual matter between salesman and customer and as the distributor works only on averages, he is taken care of. The amount of down payment depends in great measure upon the perfection of our collection system. The better the system, the lower the down payment can be and vice versa. Our aim should be to perfect our collection system so that we can serve a greater number of women by including those who have less money for down payment.  
(By authority of Philadelphia and Rochester.)
- III. That \$34.85 is a better price, particularly with substantial discounts, because
  - A. It enables us to serve more people by allowing smaller down payments and longer terms.
  - B. The substantial discounts are an important aid to collection.
  - C. It gives a proper margin to do the kind of business we are in (essentially installment business).  
(By authority of Rochester and Cleveland.)
- IV. That a *proper collection system is all-fired important* and this system must afford the opportunity to pay and pay periodically. Resort to legal methods is blowing on the wrong end of the horn. We can blow on the right end by improving our salesmen in character and training; that the customer will RESPOND if he is dealt with by a GENTLEMAN and that GENTLEMAN has properly sold the customer on paying SO MUCH SO OFTEN.  
(By authority of Cleveland.)
- V. That in Selling
  - A. One of the surest ways to get PROSPECTS and PURCHASERS is to *Ring the Door Bell—ring a lot—right in a row, on every street in every town or city in our territory.*
  - B. The house-to-house method is still a pioneer method and it is a very correct method.
  - C. We can turn prospects into *purchasers* by writing a letter of thanks for a verbal order, machine to be delivered on a definite subsequent date and *the big point is to write a second letter a few days before delivery telling prospect that the machine is ready for delivery.*  
(By authority of Martz of Los Angeles.)
- VI. That when we get a salesman (?) he is just a MAN.

Our job is to show him how to satisfy his ambition and yearning to express himself and to do that by serving housewives with VACUETTES; also to show him the big reward in it financially and otherwise; and further, to show him that his associations in our organization will be the best and will satisfy him.  
(Authority of Binghamton and Rochester.)

- VII. That *good offices*, furnished with good equipment, including *good stenographers* attract better and better men as salesmen.  
(Authority of John O'Brien of Binghamton.)
- VIII. That our organization will attract the same kind of men that we are and that we already have in our organization. Our aim should always be to improve ourselves and our organization.  
(By authority of Rochester.)
- IX. That two men working together as distributors must be better than one alone because the distributors crowding the top rung of the ladder are all two-men combinations. They get from each other.  
(By authority of our Eyes and our Ears.)
- X. That the *Opportunities* in this business are limited only by OUR *Vision*. They are bigger than we can really comprehend. Our aim should be to seize them.  
(By authority of our Sixth Sense.)

"BY A DISTRIBUTOR."

P. S. That The Scott & Fetzer Co. are the best people in the world with whom we could be associated. There may be some as good but we don't know about them, so there are none as good to us.

## Heard at the Convention

It is our one aim and desire to make this organization so wonderful a one to be in that every city will know about it and be proud to have one of its representatives.  
G. H. SCOTT.

We are fully aware that your welfare is as important to us as it is to you, thus making the closest co-operation between us both wise and necessary.

C. S. FETZER.

You cannot give a man "pep" and give him nothing else. He must have the proper instruments with which to work—we try to give him those instruments: Service to the customer and service to him.

When a man starts into a business he has nothing to begin with except what is in himself; I term that something an ideal.  
R. H. CULLEY.

The VACUETTE is not a national but an international product.

L. W. BROWNIGG.

If I want a thing badly enough, if I am willing to work hard enough to get it, if it is right that I should have it—I'll get it.  
JOS. H. O'BRIEN.

We cannot guarantee that a VACUETTE house organ would be the best of its kind in the field but we will guarantee that it would be exactly what each of you distributors help to make it.  
MYRON D. MILLER.

We are building a temple—and we are now laying the foundation.

E. A. BATZELL.



You can succeed only in proportion to the success of your salesmen.

R. C. MARANDEAU.

I don't believe there is an article made which is more useful or more necessary than the VACUETTE.

JAMES B. KIRBY.

I believe it is the birthright of every American to work for whom he pleases, when he pleases and for as much or as little as he pleases. I do not believe that it is constitutional for any man or group of men to gainsay him in this heritage.

A. V. CANNON, Director.

There is a sound principle guiding the destiny of The Scott & Fetzer Co., it is the principle of serving others and in giving, not money or things but the giving of a service to fellow creatures. This is the true measure of success.

WAYNE C. JONES, Director.

Profit cannot be the basis of any business, it must be service to others.

R. H. CULLEY.

Being human we are fallible—being in earnest we are in a measure successful. To how great a degree is largely problematical but we hope at least to that extent whereby the title is justified—the Service Department.

RALPH H. JONES.

We are concluding the most successful convention I have ever attended. We are saying goodbye for just a year, a year which I hope will be replete with success, achievement and a realization of all the high ideals and plans which have been discussed during the past two days. Be assured that we at the factory stand ready to help you and to co-operate with you upon every occasion. You cannot succeed without us nor can we reach our goal without you—we must do it together. The latch string is always out.

R. C. MARANDEAU.

## What They Have Written Us

I was deeply impressed—I am proud to belong to the VACUETTE "family."

DON C. MITCHELL, Philadelphia, Pa.

My co-partner (Mrs. Wilkinson) and I cannot find words to express to you our appreciation, our satisfaction and the benefit we received.

J. LEE WILKINSON, Washington, D. C.

I am very happy to have had the opportunity to go to Cleveland. It was of the greatest benefit to me in every way.

E. A. BATZELL, Rochester, N. Y.

The convention will ever hold a paramount place in my life's events. I have come back to work fired with the determination to be satisfied with no mean measure of success.

W. D. HAMILTON, Oswego, N. Y.

Fifty-two

I enjoyed every minute of the time spent with you. I have gained a great deal. I pledge to you my loyal support.

A. W. STEVENSON, Canadaigua, N. Y.

The concrete information which I received at the convention will be of inestimable value to me in my work from now on. Just watch us co-operate with you whenever you call on us.

O. R. FREED, Jamestown, N. Y.

We wish to thank you most whole heartedly for the many courtesies which were extended to our representative at the convention. She (Miss Allen) brought back a vivid picture of all that transpired. Thank you!

MISS J. M. BEEVER, Columbus, Ohio.

I want to compliment you all on the wonderful way in which this year's convention was handled. I think that it was the finest I ever attended.

JOHN C. SHOEMAKER, Dayton, Ohio.

The splendid team work of the Scott & Fetzer Company should be correspondingly inspirational to all the distributors who attended the convention.

J. H. RITTER, Allentown, Pa.

The convention was the biggest and best thing that has happened since I've been in the VACUETTE "Family."

MISS P. C. ALLEN, Columbus, Ohio.

I wish to express my heartfelt appreciation.

H. D. HARRINGTON, Geneva, New York.

The convention was so much more than I anticipated. We have a feeling that we shall go further and work harder than we have ever done before.

A. E. FOWLER, New York City.

I feel that I have been immeasurably benefited by the discussions and by the manifestations of that spirit of helpfulness and fellowship shown by all the distributors. We do feel proud to belong.

RAYMOND KEITH, Harrisburg, Pa.

We learned a lot—we thank you. Call on Toledo for any co-operation they can give.

N. I. TAYLOR, Toledo, Ohio.

It was certainly a revelation to me to see the fine upstanding fighters you have enlisted in the organization—I can well believe you when you say you feel "Rich in men."

J. S. DITTMAR, Chicago.

A seven thousand-mile trip (round trip) to attend the convention was worth a dollar a mile in the good that the two days did me. It was an inspiration from start to finish and I want to thank you again—and again.

E. P. MARTZ, Los Angeles.

The Chicago delegation has returned fired with the determination to eclipse all previous records. The fighting spirit of the boys is at fever heat and their enthusiasm is due to the wonderful spirit displayed by everyone at the convention. It was a treat to have been there. We all thank you for the opportunity extended to us.

M. T. GETTINGS, Chicago.

We had a splendid time; glad we went.

THOMAS E. BURGAN, Detroit.

Fifty-three

I want you to feel that we are with you, 100% strong.

ALBERT L. PLESSIS, New York City.

It would be foolish to attempt to put into words all that we feel and think. The convention was worth to us as an organization far more than you realize. We expect to prove it to you.

GILMAN COOLEY, Rochester, N. Y.

We are all sorry that our good time is over \* \* \* the regret in leaving is only counter-balanced by the anticipation of applying the knowledge I gained.

When your father addressed us at the banquet "Mr. Chairman—and *Friends*" he got to me the full meaning of that word in a way that I never sensed before. Anyone with such superlative kindness shining forth in his face and who can say "Friends" and have it bring the meaning that it brought to me can't have a dub of a son—so that must be your excuse for being a pretty decent sort of a fellow.

Letter from R. H. CULLEY to R. H. JONES.

The convention has been of the greatest possible benefit to me. \* \* \* I came away fired with a new enthusiasm for the Scott & Fetzer Co.

ISAAC GARDNER, New Haven, Conn.

I am sure that every one absorbed some wonderful ideas; I know that I did and at the same time my "pep" and initiative have been accelerated beyond my expectations.

BERT C. EVANS, Flint, Mich.

I don't know how to express the way we feel. \* \* \* There is nothing big enough that I can think of to express our real feelings. \* \* \* It is very gratifying to us to know what a real privilege it is to belong to an organization like the VACUETTE "family."

WM. A. BRIGGS, Scranton, Pa.

## News Items

Mr. Daniel Loughran (Wilkes-Barre, Pa.) could not be with us this year. Because he is such a fine upstanding fellow we are sorry you could not meet and know him.

Mr. Carl Schlotzhour (Lancaster, Pa.) failed to appear on the scene, although we counted on his presence up until the last minute. He was with us last year and we missed him.

Among the distributors present were nineteen who did not attend last year's convention. Are they glad they didn't pass it up again? Ask them!

Earl Dickinson (Huntington, W. Va.) wired his regrets at the very last minute.

J. H. Beatty (Davenport, Iowa) and his sales manager, Mr. Scherz, are recent additions to "the Family" and we think you will agree with us that they are both of the up-and-doing type. We intended to reduce their territory but after seeing them we increased it instead. That's salesmanship with a vengeance.

Fifty-four

Mr. and Mrs. H. J. Shupe (Wheeling, W. Va.) gave us the first opportunity we have had of becoming really acquainted. Surely they are entitled to be members of the "family." We cannot say more can we?

Thirty-two distributors were represented at the convention by ninety-three people, of which twenty-seven were ladies. Of the sixty-six men present, twenty-nine were sales or branch managers, and four were duplicates (partners). Next year we hope for even a larger percentage of ladies. We like 'em!

Nugent and Devlin (Seattle, Washington) could not be with us. It's unfortunate that the railroad strike came just when it did. We wanted to meet our northwestern Pacific slope representatives so much. Better luck next year.

Don C. Mitchell (Philadelphia) is an old-timer at the cleaner game. He admits, under pressure, that he used to sell electrics. Looks like a live wire, talks like a live wire, acts like one and unless someone has crossed his fingers on him somehow, is going to prove himself an everlasting success at being one. Going to quit referring to Philly as the "town where last year's almanacs are still in style."

Mr. and Mrs. J. Lee Wilkinson (Washington, D. C.) answered present to the roll call. We're glad, J. Lee, that you brought your active partner with you. We're glad you came "in toto."

C. R. Hutchins (Russ for short) (Jersey City, N. J.) furnishes a concrete example of the saying "Still waters run deep." We scarcely knew that Russ was around but it is never a question in our minds as to his activities when we glance over the monthly sales report.

J. J. Massey (Charleston, W. Va.) could not be with us on account of the illness of Mrs. Massey. This was especially unfortunate because Mrs. M. is such a recent addition to the "family" at large that we wanted to meet her.

Miss J. M. Beever (Columbus, Ohio) is the only lady distributor in the organization. Mrs. Beever was ill and consequently Miss Beever could not attend in person. Instead, she sent Miss P. C. Allen, and we certainly thank you, Miss Beever, for your thoughtfulness in sending such a charming representative of your organization. Let's not forget—Miss Allen won the second prize in the VACUETTE repair race. Good looking AND competent—a rare combination.

J. H. Houck (Baltimore, Md.) was unable to leave his business long enough to attend. J. H. was with us last year as a sales manager. Now look at him—a full-fledged distributor. That's how he made the grade—keeping everlastingly at it. We missed you, J. H.

Mr. T. E. Borgan (Detroit) was accompanied by his daughter, Miss Beatrice, and Mr. Dodd, his "star" salesman. This is Mr. Borgan's first year in the organization. Please repeat next year, Mr. Borgan, and bring the same guests!

Peter B. McCracken (Portland, Oregon) could not attend but sent us the following telegram: We desire to express our best wishes for 100% increase in VACUETTE sales for the coming year. This does not go for the Scott & Fetzer organization alone but to every distributor, large and small, attending the convention. We are with you all in spirit now and will be with you in person at the next convention if we have to get there on our accident insurance. Here's HELLO to you all." How's that for spirit "family"?

Fifty-five

O. C. (Bill) Haley (Pittsburg) motored to Cleveland in his new Columbia light six. Mrs. Bill came too, and we take this opportunity to extend our thanks for the fine way Bill gathered in the guests and helped us on picnic day with our transportation problems. In passing (*passing* is appropriate) let us remind you, Bill, never fool with an Oakland coupe on the open road. No never!

There are some mighty big men in this outfit and you have only to look at the photograph elsewhere in this book to prove it. And so the ball rolls on and we are privileged to repeat "The bigger they are the harder they fall"—for the VACUETTE.

This is NEWS. Gilman Cooley and Ralph H. Culley (Home Labor-Savers Inc., Rochester, New York) have been allotted the state of Massachusetts in addition to their present territory in western New York State. The work of building their organization in the Bay state will start at once. They will operate under their present corporate name.

Apropos of the announcement above did you read Peter B. Kyne's story which appeared in *The Saturday Evening Post* about a year or so ago entitled "The Go-Getter"?

Mr. and Mrs. Isaac Gardner (Sodus, New York) and we say *Mrs.* Gardner advisedly, are our new distributors in Connecticut. We know that every member of the organization wishes them the best of luck and no small measure of success. They are such loyal boosters that they cannot help but succeed.

E. P. Martz (Los Angeles) came the longest distance to attend the convention. Ed is an old-timer in the cleaner game—and say you ought to hear him and Bob Marandean swap lies about this and that and something else. It makes them sound like old gray-beards which they are NOT!

R. F. (Bob) Feland (Phoenix, Arizona) is a newcomer to the VACUETTE organization and we met him for the first time. We like him. His first remark to the factory representative who found him stalking around the Statler Hotel was "Sure looks like some town this Cleveland. Reminds me of Snowflake, Arizona."

Binghamton had the largest male delegation present, ten all told; eight of the number were branch managers.

Rochester had the largest representation, ladies included, there being thirteen in their party, four of which were ladies. As we have said before—the ladies—we like 'em.

M. T. Gettings (Chicago) together with four of his organization started to drive to Cleveland but were forced to stop at Toledo. Three came on by automobile but Mr. Gettings and Mr. Nervig came by train, unfortunately arriving too late to attend the picnic.

Dugger Burns (Richmond, Va.) was not present, but on the following Monday morning we received a wire to the effect that little "Bobby" Burns had made his appearance on the preceding Saturday afternoon and that all was lovely. Congratulations, Mrs. and Mr. Burns to you and "Bobby" from all the rest of the VACUETTE family.

"Bill" Haley says in connection with the fall advertising campaign, "Going to spend fifteen hundred dollars to tie up local advertising with the national program. Pays in the end. I'm for it." Cryptically characteristic of "Bill" and certainly it is co-operation that is tangible. Yes, "Bill," we're strong for your ideas!

C. B. Woods (Watertown, N. Y.) managed to get to the convention only after much trouble, but when it came time to go home "Gee but I'm glad I came."

Webster Robinson (Providence, R. I.) believes he can cash in big on the fall advertising program. So do we, "Robby," so do we. (By the way—never call this gentleman by his full first name. It sounds too much like an alphabetical list of words.)

Bert C. Evans (Flint, Michigan) surely can sing a sweet song and when he and Nate Fisher parodied a recent song hit—well it was too short but not too sweet. It made a hit.

"Arch" Richards (Cleveland) could not attend the picnic but made up for it by contributing largely to the success of the business meeting by his lucid and interesting outline of the collection system used by the Cleveland organization.

Again the ladies: Mrs. Bill Briggs (W. A. Briggs, Scranton, Pa.) accompanied her husband to the convention. Bill hasn't much to say but then you know—"Actions speak louder, etc., etc." We always have something nice to say about Scranton when the compliments are being passed around. "There's a Reason."

Glenn Bradley and Norman Taylor (Toledo, Ohio) contrasting beauty in bathing suits. Why, oh why, Glenn and Norm, have you never gone to Atlantic City to participate in these far-famed contests? More interested in the Bonus Presentation contest? Both say "Watch us grow."

R. C. (Raymond) Keith, formerly Harrisburg, Pa., is going into the Indianapolis territory to act as our distributor for central Indiana. Both Mr. and Mrs. Keith remained in Cleveland until Monday following the convention and gave us all a real opportunity to become acquainted. This was a real treat. Isn't it fine to discover new friends? We think so—so score another point for the convention.

Ralph H. Culley (Home Labor-Savers, Rochester, N. Y.) promises to do a thing and then—DOES IT. His partner, Gilman Cooley, is of the same sort—they are doers—all of which is apropos of the statement made by RHC to the effect that you would be on their mailing list. You are not going to be—you ARE.

"Bill" Haley (Pittsburgh) won the first prize for repairing the VACUETTE in shortest time. We're going to requisition you, "Bill," for the Service Department. We have to repair machines once in awhile—we might use you a day or so a month. How about it?

The warmest praise is due Mrs. R. C. Marandean, Chairman of the Ladies' Entertainment Committee, for the especially attractive and delightful program arranged by that committee for the visiting ladies. Every detail for the pleasure and comfort of our guests was considered and the many complimentary letters we have since received have placed particular emphasis on the forethought and consideration extended to the ladies. The work of this Committee and especially of its Chairman, was one of the outstanding features of the convention. Thank you again, Mrs. Marandean!

John Strahl (Cincinnati) brought Mr. F. J. Scott, his sales manager, with him. John used to be our experimental man at the factory and with his intimate and constructive knowledge of the machine and Mr. Scott's sales ability the pair ought to make a clean up in Cincy.

The baseball game furnished a few thrills, but consistent team work on the part of the factory players, defeated the visiting nine in five innings with a score of 11 to 9. The distributors' team lined up as follows: Plossis, New York; Evans, Flint, Michigan; Bryan, St. Louis; Wiley, Binghamton; Heckstra, Kalamazoo; Dorais, Spokane, Joe O'Brien, Binghamton; Frank O'Brien, Binghamton; Bradley, Toledo. The factory:

Buckholtz, Grundman, Williams (Herb), Young, Fetzer (George), Smith, Westcott, Harding, Metzger, Walsh.

Jess Hover, Binghamton, defeated Bill Bryan, St. Louis, in the broad jump. Jess is only about fifty pounds heavier than Bill. It takes considerable of a man weighing better than two hundred to do any honest to goodness jumping!

J. H. Ritter (Allentown, Pa.), accompanied by Mrs. Ritter, his son and daughter-in-law, motored to Cleveland, arriving just in time to join the procession of automobiles en route to Kirby's farm.

Thank you, Mr. Hanlon, for the real pleasure you gave us all by your singing.

When "Bob" Feland saw Kirby's beautiful lake he turned to a fellow distributor sitting near him in one of the big busses and said, "Mister—there's something I've been wondering about ever since I left Arizona. You know we've considerable dust and sand out my way and I've been swallowing it for close to ten years. *"I'm going swimming!"* And swim he did—even if it was in a lady's suit with all the ruffles. "Sure reminds me of Wolf Hole, Arizona, where there was a lake once. It's dried up now."

C. E. Dorais (Sales Manager, Spokane, Wash.) used to captain the Notre Dame football team. He is used to hitting the line hard and we predict for him a most successful career in his new undertaking. He has just joined the VACUETTE "family."

C. L. Polk (Jacksonville, Florida) arrived too late to attend the picnic due to train connections in Cincinnati, and consequently missed having his picture taken with the group of "far away distributors."

Mr. and Mrs. C. E. Caldwell (Lock Haven, Pa.) are more enthusiastic than ever over the VACUETTE. Mrs. Caldwell is an active partner in the Lock Haven territory. She sells 'em frequently.

Bill Bryan (St. Louis) left his bride of three months to attend the convention. You're a real Spartan, Bill. It took courage. We're sorry Mrs. Bill couldn't come along. We wanted to meet her.



The  
Second Annual Banquet  
at  
The Scott & Fetzer Co.  
Vacuette Distributors  
Saturday August 26th at 7:30 p. m.  
Hotel Cleveland

Room

Menu

Heart of Celery  
Fruit Cocktail  
Queen Olives  
Salted Almonds  
Consomme Vacuette  
Palmiers Parisienne  
Filet Mignon Fresh Mushrooms Chasseur  
Potatoes a la Maire Gratin  
String Beans Saute  
Chilled Tomato, Turquoise Mayonnaise  
Biscuit Glace Riviera  
Assorted Macaroons  
Cigarettes  
Demi Tasse

Cigars