Ford

THE UNIVERSAL CAR

IN BUSINESS SERVICE

Martin Motor Company

Ford Sales and Service SOMERSET, PA.

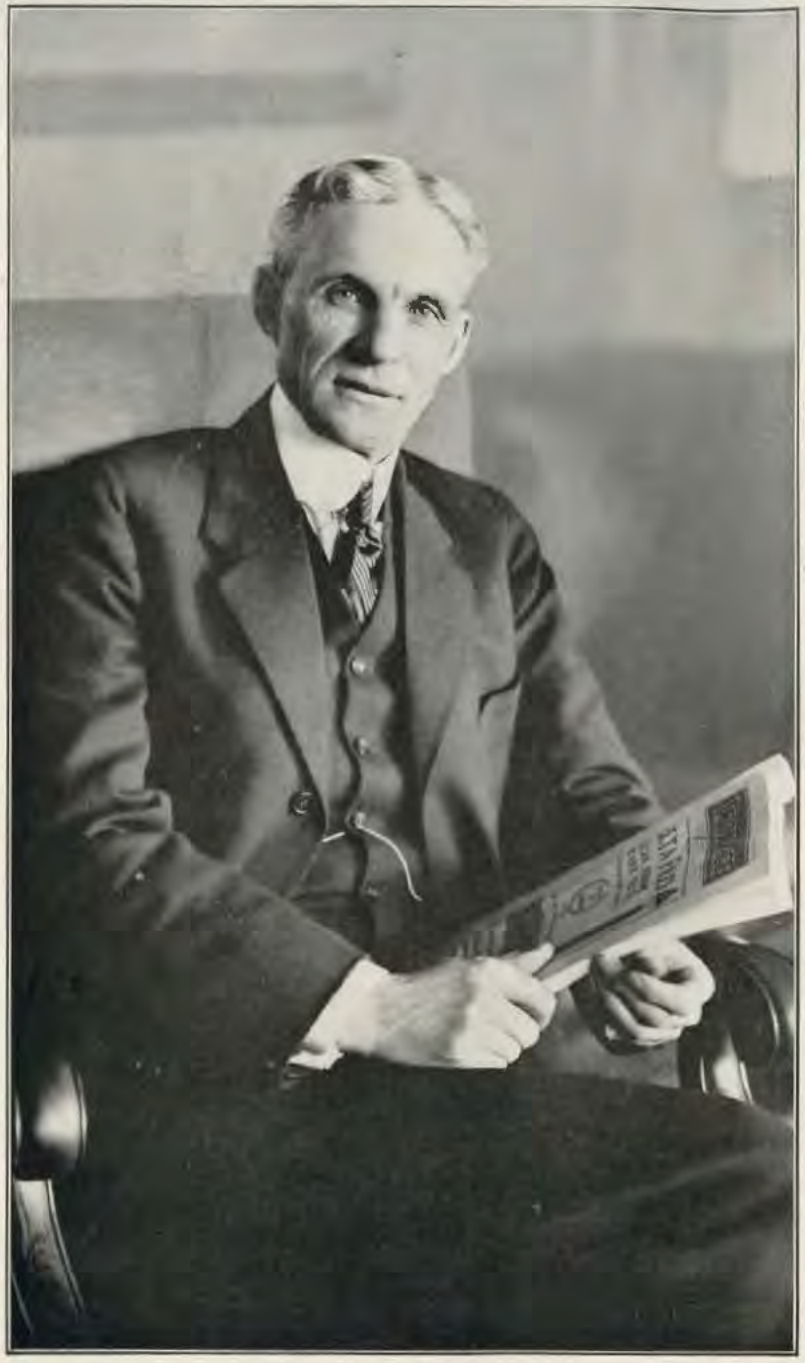
Ford

THE UNIVERSAL CAR

IN BUSINESS SERVICE

The Big Power Building is 150 feet wide by 400 feet in length. 200 feet from ground to top of smoke stacks. It required 5,200 tons of structural steel (enough to erect a 20-story "skyscraper"). The huge engines are on the ground floor, boilers on third, and fuel, etc., on upper floors

Ford Motor Company
Detroit Michigan



HENRY FORD

INTRODUCTORY

IN presenting this small book, giving facts as to the utility and economy of the Ford car and the Ford Model T One Ton Truck in business service, we have kept as closely to the subject as possible, allowing those who have had the experience to speak from that experience.

There is nothing of guess-work in any of the statements made, as to the superior merits of these Ford products in business service, as the testimony comes from business men who, having found a practical economy, are desirous of passing the good news along to others.

It will be noticed that many firms consider it unnecessary to go to the trouble and expense of keeping a detailed account, of the daily, monthly or yearly expense, of the operation and maintenance of Ford cars in their service, the saving being so pronounced that comparative figures as against horse-service and as against other automobile equipment are needless. With such firms the Ford car has been an emphatic saving servant from the first day of its use.

This fact is strongly accentuated by the results secured by those who have kept careful records of every detail of expense.

The Ford Model T One Ton Truck (as this book goes to press) has not been in service long enough to collect definite data as to cost in operation, but from the severe tests given by us during two years before placing it on the market, and from present users, we can confidently assure business men and farmers that the Ford Model T One Ton Truck will justify their confidence in every way.

The Ford Motor Company does not build any type of delivery body. The buyer can equip his car with that particular style of body best adapted to his requirements. The photographs shown in this book illustrate various types of bodies, covering a wide variety of service.

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The Cleveland Provision Company finds Ford cars a decided business economy

Buying Cars for Salesmen

In the use of Ford cars for salesmen there are two principal methods adopted by employers. First, to buy and own the car, allowing the salesmen a certain amount monthly for expense of operation; this amount varies from $20.00 to $40.00 a month, according to the territory traveled by the salesmen. Under this arrangement, unless the salesman returns to headquarters each Friday or Saturday night, there is no check on his personal use of the car on Sundays and, while he would naturally pay the expense of operating the car on Sunday, when so used there would still be a certain amount of wear and tear.

The other plan is for the salesman to buy the car outright, either with his own funds or through his employer on the monthly installment plan, if advisable, and be allowed a certain amount monthly for expense of operating. With the responsibility of personal ownership there naturally follows the assurance of special care in maintenance.

We note how a few companies operate:

Cudahy Company (Omaha branch) stands one-half of the purchase price and the other half is paid back by the salesman at the rate of $25.00 a month. The salesman pays all expenses and is allowed $30.00 a month for the upkeep of the car.

Best & Russell, of Omaha, cigar manufacturers, make it possible for its salesmen to buy, loaning the necessary amount which the salesmen pay back at $20.00 per month, the company paying the operating expenses monthly, whatever they may be.

The Joseph Mack Printing House, Inc., of Detroit, has an arrangement with salesmen, which is reported to work out very satisfactorily and which was adopted by other companies in Detroit, among them the Detroit City Gas Co. The plan is to allow the salesman $500.00 a year for the maintenance of the car, or a little over $40.00 a month. This sum, however, is not advanced to the salesman until his obligation to the company is settled, but is applied against his indebtedness. The salesman is allowed to select any reasonably priced car, but it is significant to note that the majority have chosen the Ford car, and Mr. Mack, president of the company, says where Ford cars are concerned they have found the allowance of $500.00 a year more than ample to cover every expense to which the salesman is put in connection with the car, including depreciation. In this case the company buys the car and sells it back to the salesman at the rate of $40.00 a month; the salesman pays the operating expenses out of his own pocket until the car is paid for, and then he still continues to receive the $40.00 a month for operating expenses, upkeep, depreciation, etc.

The Loose-Wiles Company, manufacturing bakers, operating nationally, with branches in several important cities, buys the cars and re-sells to the salesmen. Figures show the expense to be about the same as railroad fare, with an increase in business in a normal season of about 35%.

Ford performance on country roads is a factor with the traveling salesmen of Northrup, King & Co., seedsmen, of Minneapolis

The salesmen of D. M. Ferry & Co., seedsmen, of Detroit, are Ford-equipped throughout. Reasons—service, economy

The salesmen for the Simonds Manufacturing Company, of Seattle, Wash., have the cars purchased for them. Then the company allows 6 cents per mile to cover all operating and maintenance expenses.

The Imperial Candy Company, another Seattle concern, purchases cars for its salesmen, re-selling them on contract at $25.00 per month, without interest. In addition to this an allowance of $25.00 a month is given salesmen to cover their operating and maintenance expenses.

The Schoellkopf Saddlery Company, a Dallas, Texas, firm, is experimenting on the respective advantages of selling the car to the salesman and allowing him a certain amount for expenses, as compared to the plan of the company retaining ownership of the car.

The Boren-Stewart Company, wholesale grocers, in Dallas, Texas, buy the cars outright and re-sell them to the salesmen at the rate of $35.00 per month. Each man is allowed $35.00 per month for operating expenses on the cars.

The Edson-Moore Company, of Detroit, formerly retained control of its cars. Now they are sold to the salesmen at a rate of $20.00 a month, taken from a monthly allowance of $50.00. The other $30.00 is allowed for expenses incident to running the cars. All the Ford cars are rendering satisfactory service.

Salesmen of the Kirkendall Shoe Company, Omaha, buy their cars from the company at a rate of $25.00 per month. Each salesman is allowed $30.00 per week to cover all expenses, including the car, but no detailed expense record is kept. In addition to saving money out of this expense allowance, the salesmen claim traveling by Ford is cheaper than by rail, and by visiting their territory at shorter intervals, an increase in sales is secured which results in larger earnings.

Peet Bros., Kansas City, big soap manufacturers, purchase and retain ownership of the cars and maintain them. Salesmen are allowed to keep the cars at their homes over night, and to use them for pleasure on Sundays and holidays. The cost of maintenance has been so low they have not thought it worth while to keep an account of same.

Cornell & Underhill, manufacturers of iron pipe, purchase the cars and assume all expenses. The Corona Provision Company does likewise, while Koenig & Schuster, grocers, make a present of the car to old, reliable salesmen, and meet all the expenses. These are New York firms.

Pierre Lorillard & Company, wholesale tobacconists, consider the length of service and whether their salesman is on a salary or commission. If on commission, he pays the company $10.00 a week until the car is paid for. During this time and afterward, the salesman meets all expenses. If on a straight salary basis, the firm stands the cost of the purchase of the car and pays all the operating expenses.

M. J. Brandenstein, Seattle coffee merchant, advances money to salesmen for the purchase of a car and then allows them $100.00 per month for all expenses incidental to securing business. Out of this allowance, which they receive as long as they continue to operate

These Fords cover city and country territory all the year around for the Standard Oil Company, Wichita, Kan.

Page Wire Fence Company, Adrian, Mich., recognized Ford value when they equipped their traveling salesmen

a car, they pay back to the company $30.00 a month; the company, however, continues the allowance even after the car is paid for, to cover depreciation and allow the salesman to save the price of a new car when it becomes necessary.

The Edison Illuminating Company of Detroit, follows several methods in connection with the Ford cars used in its work. Some of the employes own cars, which the company rents at a fixed price per month; other cars are owned by the company, which pays all expenses in connection; in still other cases, the company has advanced part of the purchase price, the employe repaying same in monthly installments. Where the company rents the car, it also pays a personal liability insurance premium to cover the company's interests in case of accident.

The M. R. Gunst Cigar Co., Seattle, buys cars and re-sells them to the salesmen. They require a detailed expense account covering all expenses on the car and this is charged to each salesman's account. They simply require that the results in sales, over and above the expense account, salesman's salary, etc., will warrant keeping the salesman and the car.

Our own views, from the reports that we have received, would favor the ownership of the car resting with the salesman, whether it is bought by the company and re-sold on the installment plan or for the full price, and then allowing a definite monthly operating expense, letting the salesman provide for depreciation, garage, etc., on his investment. The operating expenses will depend largely upon the territory covered, condition of the roads and the habits of the salesman. Some men will buy a suit of clothes and at the end of six months you would think they had bought it the day before; others will buy a suit of clothes and at the end of two weeks you would think they had worn it a year.

It is the same with the car. The salesman who takes an interest in his car is careful of it; he will not only keep down operating expenses but keep up the value of the car, and per contra, the salesman who is careless and shiftless in his habits will be so with his car.

Peden Iron & Steel Company, Houston, use Ford delivery cars, owned by the firm, on which $1.00 each per day is allowed for operating and maintenance. This company has also purchased cars and resold them to employes. They are perfectly satisfied and would have no other make of car.

Contractors

McMiller & Taft, of Cincinnati, have found the Ford car satisfactory in building and contracting work.

A 1915 runabout owned by the Lyman Sand Company, Omaha, has been driven over 8,000 miles of road during a season when a boat seemed to be a more appropriate conveyance. As yet, the car has not met its match in any obstacle of the road. This company considers a Ford part of the necessary equipment of an efficient traveling salesman.

Fleet of Ford cars in front of Singer Sewing Maching Co., Honolulu, H. I. Different nationalities employed as salesmen: American, Hawaiian, Japanese and Chinese

W. A. Manwaring, contractor, 1208 N. 31st Street, Philadelphia, reports the satisfactory service of 35 Ford cars, for heads of departments, troublemen and patrolmen, in both city and suburban use. The company retains ownership of the cars and charges the expense of operation to various accounts.

A Ford car used in the Portland, Ore., branch of the Crane Company has an average cost of 2⅘ cents per mile.

Drugs and Chemicals

The Pyrene Manufacturing Company, a firm of national reputation, supplies its salesmen in each territory with Ford cars; the cars are placed in the hands of the men, and a periodical report, which covers every cost item, is made on a form supplied to them.

The Lamar & Rankin Drug Company, of Atlanta, Ga., buys Ford cars for its salesmen. One of these men, P. G. Stanley, was allowed a regular weekly average expense before using a Ford car. The company continues to allow him this amount and out of it he operates and maintains the car and is allowed to make for himself any surplus. He repays the company a fixed amount each month, until the car is paid for. His expenses with the Ford car are given below, and form an interesting record. They are for oil, gasoline and storage only:

Beginning			Beginning		
April	1914	$27.05	Nov.	1914 (15 days)	$11.19
May	1914	22.76	Dec.	1914 to Apr. 1915 car used only in city	17.29
June	1914	16.72	April	1915	20.93
July	1914	14.27	May	1915	16.72
Aug.	1914	18.27	June	1915 (eight days)	4.75
Sept.	1914	16.21			
Oct.	1914	18.77			
	Total				$204.93

Three Prest-O-Lites cost $3.25. Aside from this item, Mr. Stanley's average monthly expense for the Ford car was $15.76. The distance traveled is estimated at 18,000 miles.

The N. P. Pratt Laboratory, of Atlanta, Ga., uses Ford cars, and found that for thirteen months the total cost for operating and maintaining a Ford car was $236.54, an average of about 2⅘ cents per mile.

Parke, Davis & Company, Detroit, one of the world's largest manufacturing druggists, insists on its salesmen owning their own cars, and allows them a certain sum for upkeep. Where the salesman is not in a position to buy his car, the company buys it, and turns it over on contract.

The National Lead Company, of Detroit, says: "The Ford cars in use by our salesmen are purchased outright by us, belong to us and we turn them over to the salesmen for use in soliciting business. They have not been in use long enough to furnish a detailed expression of their value, yet their usefulness is clearly demonstrated by enabling the salesmen to make more calls. While this method of canvass

The best evidence of supreme Ford utility for delivery is its increasing use by the biggest department stores

may, when all figures are in at the end of a sufficient period, show a little higher cost, we are confident that it is fully justified and the results will show such a plan to be not only practical, but economical."

W. H. Caruthers, Kentucky manager for the West Disinfectant Company, Louisville, says he thinks the Ford is the only sensible car for business or pleasure. He gets 22 miles to a gallon of gasoline, and still has the original tires on the car after covering more than 6,000 miles.

Twenty-five dollars a month takes care of the expenses entailed in operating the Ford car used by Blumaner-Frank Drug Company, of Portland, Ore. The company allows the salesman, who owns the car, $35.00 per month, thus taking care of the depreciation.

Government and Municipal

The Post Office Department in Cincinnati has a fleet of eighteen Ford cars and one emergency car, all of which have uniformly good records. The mail-carrier receives a vehicle allowance of $75.00 per month, and owns and drives his own car. The average day's run is about 40 miles, with 150 stops. It requires an average of 3.12 gallons of gasoline and .84 pint of oil, per day.

The following letter from A. C. Cason, Commissioner of Water Works and Sewerage for the City of Dallas, Texas, speaks volumes for the worth of Ford cars as economizers for the taxpayers:

"We installed two Ford cars in our Water Department for the Repair and Leak men. By so doing, we saved the cost of the services of three men, amounting to $2,430 per year; and the expense of keeping three horses, figured at $540 per year, making a total saving for the year of $2,970. To offset this, an allowance of $600 per year was made for the upkeep of the two cars, leaving, as I figure, a net saving of $2,370 annually."

Memphis, Tenn., Fire Department gives very interesting comparative figures as between horse and buggy and Ford car service.

"Following will be found a comparison between a Ford runabout and a horse-drawn buggy for the year of 1915:

497 gallons of gasoline—15c		$ 74.55
New tires, lubricating oil and repairs		104.32
Total		$178.87
For Horse-Drawn Buggy		
12 months feed—$12.00	$144.00	
12 months shoeing	32.00	
New set of harness and repairs to buggy	$125.00	301.00
Difference in favor of Automobile		$122.13

"The difference in alarms answered and territory covered by the auto apparatus cannot be very well compared to horse-drawn buggy, not taking into consideration the comfort and rapidity in answering alarms, as the automobile greatly increases the territory covered."

Five Ford cars, used almost entirely for city work in Philadelphia by the Corby Company, show an average cost per mile, for tires, gas, oil and grease, of 1⅘ cents. The company retains ownership of the cars, and all running expenses are charged to the company's garage.

These Ford cars deliver the Chicago American to sub-stations and news stands

Dependable, quick, economical Ford delivery is a feature of John J. Bulger's grocery, Indianapolis

Twenty dollars per month is allowed city employes in operating the Fords owned by the city of Kansas City, Kans.

Los Angeles, Cal., recently compiled investment, operating and maintenance costs covering the 26 Ford cars in municipal use. These cars are divided among four divisions of the city government—administration, collections, meter and service cars, pipe laying, heavy and work vehicles. The report shows that they have traveled an average of 7,535 miles each at a total cost per mile, including gasoline, oil, tires, and repairs, of 2⅝ cents. We quote Burt A. Heinly, of the Los Angeles Bureau of Waterworks Supply, by whom the report was made:

"Unquestionably the Ford is by all odds the car best adapted to department service under the three main heads of initial cost, cheapness of maintenance and cost of operation. If out of service they are easily repaired at a low cost of parts, and little time is required in the shop for parts replacement. On collection service, where they are the only machines employed, the operation ranged from 1½ to 3⅓ cents per mile (down-town streets with traffic stops and low gear frequent) while the average daily cost was only 63½ cents or less than half the daily maintenance of a one-horse rig.

"On Ford light work-cars, which the department does not hesitate to load to 1,000 lbs., the turtle-back end of the roadster is removed and is replaced by a light truck body built at the shop at a cost of from $7.50 to $8.00 each. Several such trucks have been in use since 1911, and they are still 'running strong'."

Individual Salesmen, Agents, Etc.

Two salesmen for the Chatfield & Woods Paper Company, Cincinnati, purchased Ford cars on their own account, but were not allowed any increase in expense appropriation or salary, except the extra commissions they received by increased business, due to the cars. One country salesman receives an allowance for maintenance, amount not stated. Gasoline and oil are furnished to the city salesmen at cost and the company's mechanic keeps the cars mechanically right. They also use a Ford car for delivery work.

The following figures are the actual running expenses of a Ford car traveling in the state of Kansas, and what was accomplished by the salesman operating the car. It was a Ford runabout, carrying a sample trunk, weighing 300 pounds.

104 towns were made in six weeks. By railroad, twelve weeks were required to cover this territory.

The cost of operation, four trips over the territory, consuming six months' time, and including all repair bills, garage bills, tires, gasoline, oil, etc., was $288.00.

Depreciation, at the rate of 50 cents a day, was allowed, amounting to $90.00. The total expense was thus $378.00 in covering 15,000 miles. The car was idle four days because of impossible weather. Ten days it was run in bad, rainy weather.

"Grows with Detroit" is the slogan of The J. L. Hudson Company, Detroit's biggest department store
And their Ford delivery fleet grows with Hudson's

Covered by rail, drayage and excess baggage amounted to 50 cents per town and these items cost $208.00. The railway fare, at 2 cents per mile, was $300.00, a total of $508.00. The Ford saving in actual traveling expenses for the six months was $128.00. The increase in business was 15%. And the car was reported running better than when new.

A salesman for Devoe & Reynolds, varnish manufacturers, of Brooklyn, purchased his own car and made such a success with it that his employers secured Fords for other salesmen. The cars have enabled them to materially increase their commissions.

George F. Trimble, representing the Zymole Trokey Company, in Brooklyn, increased his commissions 3⅓% in six months' use of the Ford car, and states that the average cost to himself is about 2 cents per mile.

Dr. Samuel E. Woody, of Louisville, Ky., gives the following reasons why he bought another Ford:

"Simple, easily understood, safe and reliable.
"Will do as much as any other car, and under worse conditions.
"Consumes less gasoline, oil and tires.
"Uniform service everywhere; fair prices and no tipping of employes.
"Depreciation much lower than other cars.
"My Ford costs less to run than any horse I ever had, and does twice as much work as the two horses I used to keep."

On the firm's recommendation, a Milwaukee salesman for the Fox Cutlery Company purchased a Ford car and now maintains the operating expense. He has not kept a definite account of same, as it is very small.

A trifle over 2 cents per mile—2⅕ cents and 2⅒ cents, respectively—is what it costs M. A. Disbrow of Omaha to run Ford cars in city and country. The company owns the cars and pays all expenses.

Ford cars prove economical for Flannery Bros., Pittsburgh, funeral directors. They have two cars, one of which averages 85 miles per day, the other 70.

"Business has nearly doubled since I bought my Ford," is the way H. Adler, 1314 Frankford Ave., Philadelphia, expresses his satisfaction. He is enabled to secure extra business from suburban towns, and finds his cost per mile is only 2 cents.

Horse hire and car fare cost Frank Ward, of Philadelphia, $509.50 for one year. He believes the Ford which he now drives will cut traveling expenses approximately $200.00 per year. His cost per mile averages about 2 cents, not including depreciation nor interest on the investment.

F. H. Derbel, 697 Drexel Bldg., Philadelphia, reports that the average expense of five cars used by his concern is about 1 cent per mile, for running costs only.

The Philadelphia representative of the P. Lorillard Company, wholesale tobacconists, owns two Ford cars. The company allows him a flat rate to cover cost of operation. He has not kept a detailed account, but receives the amount whether the cars run 10 miles or 100.

A part of the army of Fords used by Bambergers, Newark's (N. J.) big department house

R. F. Kahler, salesman for the Philadelphia firm of C. F. Bonsor & Company, reports that oil, gasoline and grease for his Ford car cost on an average only ⅞ of a cent per mile. He owns the car, and pays the operating expenses out of his increased commissions.

With the exception of gas and oil, two Cincinnati salesmen for the Ohio Rubber Company, maintain their Ford cars out of their increased earnings. No cost data is kept.

The figures given below are the actual expenses encountered by Chas. A. Woerner, a salesman for the Diamond Match Company, in Philadelphia, for one year. In that time he traveled 11,440 miles.

Garage charges, cleaning and storage	$145.00
624 gallons of gasoline	80.32
14 gallons lubricating oil	6.15
Four new tires	45.30
One retreaded tire	6.50
Repairs on tires	3.15
Repairs on car	7.19
Six pounds of grease—only half used	.95
Pennsylvania license for one year	10.50
Driver's license for one year	2.50
Total cost	$307.56
Av. cost per mile	2⅞c

Manufacturers and Wholesalers

From Buffalo comes an interesting table, showing the comparative cost of two Ford cars in continuous service for one year. In addition to the fact that the operating expenses were low, the average cost per mile is almost the same, being 2½ cents for one car and 2⅘ cents for the other. Practically every item is taken into consideration in arriving at this figure:

Items	Car No. 1	Car No. 2
Miles run	12,447	11,256
Gasoline (gals.)	718.5	686
Gasoline cost	$101.66	$ 96.96
Oil	12.33	8.45
Tires (new)	47.66	64.61
Tires (repairs)	9.40	15.35
Repairs	26.64	30.95
Storage and washing	68.00	61.75
New equipment	53.12	36.50
Depreciation	205.80	205.80
Cost, including depreciation	524.51	522.37
Cost, less depreciation	318.71	316.57
Cost per mile, inc. depr.	4⅕c	4⅗c
Cost per mile, less depr.	2½c	2⅘c
Miles per gal. of gasoline	17.3	16.4

The above record was made by cars in the service of the American Radiator Company's Buffalo branch.

The salesmen of the City Ice Delivery Company, Cincinnati, O., are building its business by the use of Ford cars

"Costs are far less than when the salesmen traveled by rail, and the business has increased one-third," is the verdict of the Samuel A. Crocker Company, Dental Supplies and Surgical Instruments, Cincinnati, O. This firm has used one Ford runabout for over two years, and the average cost is about $3.00 per week. No itemized records are kept, but the company is so pleased with the performance of the first car that a second has been added, and is doing equally well. On a former weekly expense report, amounting to $43.00, transportation expense was estimated at one-half. The salesman's total weekly expense for Ford travel ranges between $8.00 and $10.00.

Seventeen dollars was the computed cost of a Ford car used by one salesman for J. R. Patton Sons, makers of awnings in Cincinnati, during a single month. A distance of 800 miles was covered, making the cost per mile slightly more than 2 cents. The company owns the car and maintains it.

The Padgitt Bros. Co., of Dallas, manufacturers and jobbers of wholesale saddlery, purchase Ford cars outright, and re-sell them to their salesmen on the installment plan, a method found to be very successful. The cars are giving excellent service.

The records of four cars operated by the Loose-Wiles Biscuit Company, in four widely separated territories, over a three-months period —April, May and June—show the following interesting comparisons:

		Lower Michigan	Northern Kansas	Lower Illinois	Central Towns
Days run		49	28	40	51
Days idle		26	52	44	32
Number towns made		223	124	254	254
Av. towns per day		4.7	5.0	6.4	4.8
Car miles		2344	1583	2818.8	3472.2
Rail miles		2081	2051	2302	3557
Gaso.	Gallons	202	130	167.5	191
	Mi. per gallon	11.2	12.8	14.5	17.4
	Cost	$29.94	$17.55	$24.04	$24.95
Oil	Quarts	31	32.5	29.5	47
	Cost	3.65	4.70	4.48	6.60
Storage		22.00	21.00	43.55	44.50
Tire expense		.....	.....	3.05	2.80
Repairs		3.35	6.25	3.20	10.93
Misc.		8.80	7.00	6.35	23.95
Total cost		67.74	56.50	84.67	83.73
Av. cost per mile		3c	4⅘c	3⅘c	3½c

The superintendent and salesmen of the Llewellyn Iron Works, Los Angeles, use a number of Ford cars. One of the salesmen made the following report to his company:

14,400 miles covered in 12 months.
Averaged 21 miles per gallon of gasoline.
Operating expenses, including gasoline, oil, repairs and a new set of tires at wholesale price.....$131.00
Cost per mile.....9/10c

There have been no accessories or additions of any kind used on the car during its 14,400 miles of travel, and the salesman states that he has done nothing other than give his car the attention necessary to keep it in perfect running order.

The advertising value of attractive and unique body construction is employed by The House of Crane, cigars, Indianapolis, Ind.

This candy maker of Indianapolis believes in the "good taste" of his delivery equipment as well as in his product

Two Ford cars operated by representatives of Adams & Kelly, Omaha, makers of sash, doors, frames and millwork, turned in an average cost per mile of 1 cent and 2½ cents, respectively, for city and country work. They consider the Ford a very good investment.

A car owned by the Mobile, Ala., agency of Ballard & Ballard, millers, whose main plant is at Louisville, Ky., has the following record for a three-months period:

Repairs	$ 6.60
Oil and Gasoline	24.60
Tires and misc.	4.00
Depreciation	43.00
Total	$ 78.20
Miles covered	2453
Cost per mile	3¼0c

The Milwaukee branch of the H. W. Johns-Manville Company buys cars and re-sells to the salesmen. The salesmen are then allowed a definite amount for operating expense, based on the territory in which they work.

The Hoffman-Billings Company, Milwaukee, does not permit salesmen to use cars except on business. They find that the approximate cost for upkeep, including garage rental, is $13.20 per month.

The Quality Biscuit Company, also of Milwaukee, keeps a complete expense account and finds that the Ford makes a saving of 11⅜% in their traveling expense over methods previously employed.

The Omaha branch of the Burroughs Adding Machine Company says: "We are very much pleased with the Ford car and what it does for us, and would purchase no other for this work." The Burroughs office has had Ford cars in use by their salesmen for two years, and is in a position to know whereof it speaks.

The American Lightning Rod Company, of Omaha, has had Ford cars for some time. Experience has led them to conclude that the Ford is the logical car for the work, on account of its reliability, economy and prompt service. No detailed cost records are available.

A Ford car owned by Best & Russell, cigar manufacturers, of Omaha, covers an average run of 1200 miles monthly, at an average cost of 2½ cents per mile. This company does not buy nor own the cars, but loans its salesmen the money, which the salesmen repay at the rate of $20.00 a month.

The Pittsburgh Water Heater Company, of Pittsburgh, has twenty Ford cars, some owned by the firm and others by the salesmen. The cars are used in city and general sales work, and have proved highly satisfactory.

C. Gate & Company, manufacturers, also of Pittsburgh, own 100 Ford cars, five being used in the Pittsburgh district. The average of miles per gallon is 17, while tires run from 7000 to 9000 miles. The company owns all the cars.

The firm of Otto Eisenlohr & Bros., Cincinnati, manufacturing tobacconists, owns and operates five Ford cars in its business at an

The Ford serving business in Caracas, Venezuela

This classy car is likewise doing good work in Caracas, Venezuela

average operating cost of $35.00 per month. They express themselves as being well satisfied by the work of the cars.

Running not less than fifty miles every day, sometimes more, a Ford car owned by the John Deere Plow Company, Portland, Ore., turned in the small bill of $211.97 for a period of ten months. This gives an approximate mile cost of 1 7/10 cents, which is understood to cover all expense.

The K-W Ignition Company, of Cleveland, uses twelve Ford cars, at an average cost of 1⅛ cents per mile. They state that for prompt attention to business, Ford cars are as necessary as the telephone.

The B. F. Goodrich Company, famous tire and rubber manufacturers, uses Ford cars, and has the following to say regarding them: "About eighteen months ago we purchased a Ford roadster and equipped same with a delivery body. We consider this the best investment that we could have made for our delivery purposes, and believe that a more economical car for service would be hard to find." This car is in use at the Goodrich Company's Indianapolis branch.

The Livingston Manufacturing Company, household specialties, Chicago, writes: "We now have twenty-four Ford cars in use by our traveling men, and during the course of the next year we will probably buy as many more. This is proof of what we think of the Ford for traveling men. In many cases, we believe that a Ford car more than doubles the efficiency of our men."

The Washburn-Crosby Company, makers of Gold Medal Flour, has an even hundred Ford cars in use For a twelve-month period the cost of operation and maintenance averaged $31.13 per month, exclusive of insurance, depreciation and garage rental.

Wm. Taylor Son & Co., department store, Cleveland, O., says: "At your request, we are glad to give our testimony as to the efficiency of the Ford car. During the last three years we have purchased 26 cars, all of which have given us satisfactory service, and our continued repeat orders are evidence of our confidence in the Ford car."

The Lincoln Fireproof Storage Company, of Cleveland, Ohio, testifies: "Although what commendation we might offer concerning the automobile known as the Ford—which has an unequaled record for dependability and universal service—will add but little to the consensus of general opinion, we wish to advise you that we still have in daily operation one of your 1910 roadsters, which has, we believe, an unusual record. This car has traveled over one hundred thousand miles with a remarkably small repair expense. The original and important parts of the mechanism are still giving good service.

"We also have numerous other models of your cars in daily use, serving in various capacities. One of your 1916 machines is now satisfactorily taking the place of horses, having been hooked up to a large moving van by means of a fifth wheel, and is daily pulling loads averaging two tons. This machine has been in service several months without a sign of depreciation in any respect. The 'Ford' gives more for each dollar expended than any other machine used by this company."

Just as logically as the automobile replaced horse and wagon delivery, Ford cars have established themselves as automobile delivery for these progressive Minneapolis establishments

Nathan Plaut & Son, Cincinnati, dealers in boots, shoes and rubbers, have three salesmen using Ford runabouts with small sample bodies. They average about 60 miles per day per car, which costs about $5.00 a week in the city and $7.00 a week in the country. Minor repairs are done by the Plaut Company; others, when needed, are obtained at the ever-present Ford service station. The machines are owned by the company and the expense of their operation taken into account when salesmen's salaries and commissions are determined. No detailed data has been kept on these cars.

The J. Henry Koenig Company, also of Cincinnati, coffee, teas and spices, uses Ford cars for salesmen, and is pleased with the results shown. The company carries all expenses on the car, excepting gasoline, and in a year these amounted to but $280.00. It was estimated that $70.00 would cover the salesman's cost for fuel, so that on a distance of 6,000 miles for the year, the cost per mile averaged about 5½ cents. These salesmen are on a combination salary and commission basis.

Upwards of 17,000 miles have been covered by the 1914 delivery car owned and operated by the U. S. Coffee Company of Houston, Texas, at a cost of less than 2 cents per mile. The first set of tires returned 15,000 miles. They are perfectly satisfied.

Barr Bros., liquor dealers, Brooklyn, figure the cost of each car at about 2 cents per mile, including upkeep and garage bill.

The Louisville Grocery Company, Louisville, Ky., uses three cars at the following costs per month:

Car No. 1 Jan. 7 to July 1, 1915	$23.34 per month
Car No. 2 Feb. 8 to July 1, 1915	29.24 per month
Car No. 3 Apr. 2 to July 1, 1915	37.50 per month

The above costs include insurance for the full year, which makes the average cost per month a trifle higher than it should be. The company is highly pleased with the performances of its three runabouts.

The following Milwaukee firms own and maintain Ford cars for use by their sales forces and in delivering. An average of thirty to thirty-five miles per day is covered, but in none of these cases is a detailed expense account kept. The firms are all satisfied with the work done by the Ford cars.

Fowle & Sons
Pine Lumber Company
Clark & Host
Pennsylvania Coal & Supply Co.
Armour & Co.
Kieckhefer Box Co.
B. J. Johnson Soap Co.
Geo. C. Mansfield Co.
Bloomfeld-Locher-Brown Co.
Hoffman-Billings Co.
Hubmark Rubber Co.

Each of three salesmen for Laabs Bros., also of Milwaukee, owns a Ford car, and keeps a detailed expense account. It has been fonnd that the running expense of a Ford car is approximately $3.10 less per week than that of a well-known big car.

These faithful Ford cars do the delivery service of William Taylor Son & Co., Cleveland

Paxton & Gallagher, Omaha wholesale grocers, have used Ford cars for city sales work for four years. Especially impressed by the promptness and courtesy of Ford service.

Thirty-five Ford cars are used by the Smith-Lockwood Company, of Omaha, which considers them the only profitable motor car for use on all kinds of roads in all parts of the United States. Several of the cars are 1910 products and give as economical service as the later cars.

The Cleveland Provision Company, with nineteen Fords in its service, finds that they are much cheaper than horses and buggies, and more than twice as efficient.

Says C. O. Kuester, of the Kuester-Lowe Co., wholesale cash grocers of Charlotte, N. C.: "We have been operating two Ford runabouts for the past two years. We think them one of the best investments we have ever made in connection with our business."

Over a seven-months period, the Ford car operated by Davidson & Wolfe, wholesale grocers, of Charlotte, cost a total of $101.17, or an average monthly expenditure of $14.45. The cost given here is for everything that has been spent on the car.

The Fleischmann Company, user of a large number of Ford cars in many cities, finds that as trade-getters the Fords are more than satisfactory and beyond expectations. This company uses thirteen Ford cars in Cleveland, and is enthusiastic over the showing made by the cars in their service.

The Phoenix Cheese Company, Pittsburgh, uses sixteen Fords in handling its butter, egg and cheese business. The cars are owned and operated by the company, but no detailed record of expense is kept.

The Tasty Baking Company, Philadelphia, owns eight cars which are used in the city and suburbs. The company bears the cost of operating, and offers the salesmen an inducement toward careful driving by allowing 6 cents per mile, and giving the men a bonus on what they save out of that amount. A detailed record of the cost of each car is kept by the company, and shows a cost per mile of 5⅓ cents, including every item except depreciation.

Seven Ford cars are used by the Philadelphia office of Colgate & Company. C. W. Haviland is selling agent for this company, and states that the average cost of each car is from $17.00 to $21.00 per month. After a car has been used for some time, it is exchanged for a new Ford.

Allen & Lewis, wholesale grocers of Portland, Oregon, use twelve Fords and find that when every possible item, including garage bills, insurance, depreciation and "incidentals," is charged to the cars, the running cost is still reasonably low, averaging about 6½ cents per mile.

The firm of G. C. Morse & Co., San Francisco, dealers in seeds, presents the following strong argument in favor of Ford cars for its salesmen. Cars are being tried out in different portions of California.

"The salesman who travels in the northern part of the state has showed a saving of forty cents per customer, comparing the expense of his Ford with that shown in the previous year when the territory was covered by horse and by train. The salesman who covers territory near San Francisco and travels into the San Joaquin Valley, shows a saving of 60 cents per customer as against his record with horse and train one year before."

The "snappy" Fords serving Dilling & Company, candy manufacturers—Indianapolis

A short time ago, The Pacific Hardware & Steel Company, San Francisco, purchased three motor cars of a well-known make—and thirteen of another brand, widely advertised. Since that time, a number of Fords have been installed, and the first sixteen cars offered for sale at the best price to be had. The cars sold are replaced with Fords.

Two Ford cars owned in Chicago by the Thomson & Taylor Spice Company have run 5,800 and 3,700 miles respectively, and the repairs did not exceed $2.00. Gasoline and oil give an average cost of less than ¾ cents per mile.

The Murray W. Sales Company, of Detroit, believes in the use of Ford cars and feels that the use of the cars and the expense of the same is a minor detail when the increased productiveness of the salesman through the use of the car is considered.

The Kiehl Apron Supply Company, of Detroit, finds that in twelve months its Ford car was run a distance of 4,750 miles at an average cost of 2 1/10 cents per mile. Nearly half of the expense was for tires.

Singer Sewing Machine Company has eight Ford cars, for the Milwaukee office, but all were purchased second-hand. The salesmen own and maintain the cars, but have not kept detailed expense accounts for same.

Meat Packers

Armour & Company, with salesmen in all of the important cities, is one of the big users of Ford cars in promoting selling results. At its Kansas City branch three runabouts are employed. The ownership of these machines is held by the company, which also bears the cost of maintenance. In Omaha two Fords are used by Armour city salesmen at the average travel expense of about 3 cents a mile.

Swift & Company buys the car and resells it to the salesman on monthly payments. There is a daily allowance of 60 cents to cover depreciation and repairs. Actual expenses, for which a detailed expense account is rendered, are allowed. These include oil and gasoline, tires, cleaning, storage, and fire and theft insurance. The average cost, for running expenses only, is about $23.33 per month. The plan is still in a tentative stage, but appears to be satisfactory to all concerned.

The Cudahy Packing Company buys and re-sells the car on contract. The salesmen are allowed $30.00 per month for expenses on the car, but do not keep an accurate account. The cost per month is about $8.00 higher than when buggies were used, but the increased territory covered and the increased business more than balance the extra expense.

Morris & Company, packers, uses two cars in city work, at an average cost of 3⅜ cents per mile. This figure, however, includes $15.00 per month for depreciation, which is much too high. This concern also has one car in city sales work in Seattle. No detailed

Proving a profit-maker for this progressive Indianapolis company

The Ford is used by the St. Paul Branch of the National Candy Company

account of its operating cost has been kept, but the placing of two more Fords at the same point is sufficient evidence of satisfaction rendered.

These various records of cars in use by branches of the large meat packing companies are representative of the experience of such concerns with Ford equipment at their numerous other branches. Wherever the companies have direct representation, which means practically all of the larger cities of the country, Ford cars are carrying their salesmen at the same low costs of operation and upkeep shown above. Altogether these concerns have bought several hundred Fords for their representatives' use in soliciting business.

Oil Companies

A Ford car used for delivery work by the Cincinnati Oil Works has an average cost per mile of 3½ cents (estimated). No detailed cost is kept. One country salesman uses a Ford runabout, purchased for him by the company, with the arrangement that he pay back the cost by his gradual savings on the car. This salesman assumes what repair outlay there is and the cost of running the car is considered as his traveling expenses.

Three cars used by the Standard Oil Company, in Cincinnati, give cost per mile averages of 5 3/10, 4⅕ and 4 1/10 cents respectively. The company buys all the cars and pays all expenses. The rate given above includes depreciation and all operating costs. Garaging and repairing is done by the company.

The New York and Kentucky Company, of Rochester, N. Y., submits the following creditable record for a Ford runabout used by them:

Time run	9 months, 29 days.
Days run	305
Miles run	6774.7
Gasoline, 424 gallons, cost	$50.23
Oil, 27 gallons, cost	9.17
Tire expense	19.60
License	5.00
Insurance	24.00
Repairs	2.18
Sundries	26.75
Miles per gallon of gasoline	16.3
Cost per mile	2⅛c
Cost per mile, each passenger	1 1/16c

The following table is supplied by the Standard Oil Company (California) regarding three cars used by the Portland, Ore., branch:

	Car No. 1	Car No. 2	Car No. 3
No. days operated	24.5	72	76
Miles run	2934	3225	2986
Average miles per day	39.38	44.79	39.29
Gallons gasoline used	157	237	183
Gallons oil used	17.6	8.8	8.8
Cost per mile	5⅜c	5¼c	4c

The Valvoline Oil Company purchase the cars outright and pay all the expenses of operation. In return, they expect the salesmen to get results.

Doing satisfactory work in St. Paul for the Great Northern Ry.

Ford cars are very popular with the business men of Toledo, O.

Organizations

Some exceedingly comprehensive figures, showing the cost per mile for operating Ford cars in various states of the Union, under variable conditions, have been supplied by the American Baptist Publication Society, with headquarters in Philadelphia. The figures are given below, by States:

State	Cost per Mo.	Av. Cost per mile
Vermont	$25.15	6c
Pennsylvania	.....	1⅝c
Montana	16.64	3c
No. California	6.20	1⅝c
No. Dakota	16.60	2⅝c
So. California	19.15	2 7/10c
So Oregon	31.50	4c
So. Dakota	20.02	3½c
Delaware	.....	1⅝c
Connecticut	.....	1 7/10c
Colorado	.....	1⅝c
Cent. Oregon	.....	2⅛c

These machines, as will be noted, are used in all conditions of climate and topography, and return an average cost per mile of only 2 7/10 cents.

Public Service Corporations

The Union Gas & Electric Company of Cincinnati is so well pleased with the work of its Ford cars and so entirely satisfied of their consistent economy of operating costs that it has ceased to keep a cost record on them.

The Detroit City Gas Company keeps a complete record of each car and the expenses incident to its operation. The company retains ownership of the cars. The expenses per car per month, covering a very considerable mileage, are approximated in the table:

Depreciation	$13.88 per month
Insurance	9.38 per month
Gasoline	from $5.00 to 12.00 per month

Cleaning, supplies and repairs serve to make the total monthly cost amount to about forty or fifty dollars.

Six Ford cars in the service of the Columbus (Ohio) Railway, Power and Light Company, have the following excellent records:

Mileage Total	Maintenance Labor	Expense Material	Total Cost	Cost Per Mile
14,315	$178.38	$123.51	$301.89	2 1/10c
12,410	169.49	154.45	319.94	2½c
11,349	134.43	113.88	248.31	2 1/10c
3,345	29.37	.75	30.12	9/10c
1,596	21.87	2.25	24.12	1½c
840	12.84		12.84	1½c
Av. cost per mile is				1 7/10c

In the case of B. J. Potter, manager of the Okemos Independent Telephone Company, Okemos, Mich., Ford performance has been combined with a record for economy. He reports: "I have driven 12,657 miles since May 3, 1915, at an expense for repairs of 10 cents and that was my fault. My Ford car is good for 100,000 miles the way I take care of it."