

PROGRESS EDITION

BUCHANAN

"A Good Place To Live"



HOMES

SCHOOLS

CHURCHES

STORES

FACTORIES

LAKES

RESORTS

THRIFT

EDUCATION

RELIGION

COMMERCE

INDUSTRY

HEALTH

HAPPINESS

PROGRESS

CIVIC PRIDE

PROSPERITY

AMERICA'S \$3,300,000,000 MARKET

SMALLER CITIES ALSO REAP A GREAT BENEFIT

Conservative figures compiled by the 880 clubs of the American Automobile Association, mainly based on last year's travel records, place the value of the motor-tourist caravan during 1927 at the staggering total of \$3,300,000,000. Based upon an estimated increase of only 10 per cent over last season's figures, approximately 40,000,000 people—a third of the nation—in 10,000,000 cars, will vacation the open road.

At first blush these figures might seem the unrestrained ravings of a maniac or else the concoction of any aberrant brain; on the contrary, those whose ears are close to the ground assure us that they are "conservative." The fact is, the motor-car is so close to us in its epochal development that some of its most important "by-products" have almost stolen upon us unawares. The tourist business, with all its ramifications, is today one of the biggest industries. The field, moreover, is extremely diversified; many unexplored avenues will be rapidly opened shortly. And best of all, the "commodity" falls into the necessity class.

Reduced to every-day terms, motorists are annually buying scenery—paying the price most willingly—worth to the sellers of this commodity three and one-third billions of dollars.

Two-thirds of these vacation motorists take their scenery "straight." That is, they tour through historic country and up picturesque lanes from hotel to hotel. The remaining third—about 15,000,000—"buy" theirs over the bargain counter of a tourist camp.

The hotel tourist averages 10 days afield each season. He shakes from his pockets a stream of gold amounting to \$30 a day for each party, and the whole army of these motorists spends in the course of a year the gigantic total of \$2,200,000,000. This is for not only hotel accommodations, it covers every cent spent en route for both necessities and luxuries.

The canvas brigade leaves in its wake a stream of cash that swells above the billion-dollar mark, about \$1,100,000,000. This is approximately \$10 a day per camping party. This, as in the above classification, is not only for normal running expenses connected with the operation of a motor-car; it also includes food, amusements, accessories, souvenirs, clothing—every cent spent while on tour.

These figures of expenditures include only what vacation motorists spend after they have said good-bye to friends and are actually on the road. This leaves out of the picture a considerable investment in equipment used on the trip. For instance, no accounting has been included in the above that covers camping equipment, clothing specially purchased, fishing-tackle and other sporting outfits, toilet articles and personal belongings, maps and touring-club membership fees, nor has there been included the money that each touring party has tied up in car, tires, and accessories. Every one of these can legitimately be thrown into the picture, for each, either directly or indirectly, represents something that is necessary before one can undertake to "See America First" in his private automobile.

Automobile camping equipment alone assumes large proportions. Each camping party—the average is four people to the car—carries a tenting outfit costing in the neighborhood of \$200. The exact average figure, based on painstaking research work in the field, is \$198.37.

A check of thousands of motor campers in the Mid-west and West reveals the fact that one-third are "first timers" each year. The beginner must purchase an entirely new outfit, of course, and for this the army of tyros pays the sum of \$250,000,000.

Of the two-thirds who have been motor camping more than one year, a great many have found it necessary to replace or add to their outfits to keep them in shipshape condition for the rather rough usage given each season. This replacement and ad-

dition to camping outfits on the part of veteran campers amounts to \$58 average. In round numbers it amounts to \$145,000,000.

Combining the above, that is, the sum spent for new outfits by beginners and that spent by veterans for needed equipment, the total expenditure for motor-camping paraphernalia annually amounts to \$395,000,000.

This includes everything carried afield: tents, folding beds, bedding, camp stoves, ovens, cooking and eating utensils, portable ice-basket or box, folding furniture, special clothing purchased for playing gypsy, standard camping trailers, running-board kitchenettes, luggage-carrier trunks, suitcase outfits, cutlery, gasoline lanterns or other lighting devices, luggage carriers, automobile packs, luggage straps, water-bags, canvas buckets, flashlights, binoculars, cameras—these are just a few of the articles that people purchase to use on an outing trip. Some even go further and buy expensive outfits purposely to enhance the outing; these include outdoor motors, fishing-tackle, firearms, golfing outfits, tennis equipment, and many others.

Frequently a camper on the road never suspects the actual replacement value of his extensive equipment. Those who say, on first approach, that they paid only \$100 for their camping outfit, change their estimate radically when one asks this question: "How much would it cost you to buy an outfit like this if your camp with all its possessions burned tonight?" Then the camper really begins to figure.

He meant by his original estimate of \$100 that he had had to go to the sporting-goods store, or some market, and pay that much for his equipment. He forgot to include, for instance, wool blankets taken from home that cost from \$20 to \$45, or even more. He may have neglected to include, also, \$10 worth of dishes and utensils he took from the kitchen. He may never have thought to include suit-cases, trunk, lunch kits, canvas covers, ponchos, and so on. Still, he is using all this to enjoy his outing and if lost or worn out it will have to be purchased for use in the home.

In these camping-outfit figures the price of the automobile has not been included, nor have its accessories other than those absolutely necessary for vacation use. Nor are house-cars given any consideration for the reason that these are mainly "specials," frequently having been built to order by people of wealth and running into \$10,000, or \$12,000. Including them would distort the normal averages.

In selling millions of dollars' worth of motor-cruising equipment each year, sporting-goods stores, department stores, hardware stores, wholesale houses, jobbers, manufacturers, mail-order houses, and other outlets have a tremendous opportunity for increasing sales that is not fully appreciated. For one thing, motor-camping equipment has not been properly considered a specialized field like, for instance, fishing-tackle; still, if the truth were known, it is far more important for the salesman to "know his stuff" when selling a tent than when selling a bait-casting rod. One sport is new, plastic, far from stabilized; the other is standardized.

Recognizing the inability of its force of clerks to fit the outfit to the needs of its thousands of camping customers, the sporting-goods department of Marshall Field and Company, for example, has for the last two years used the services of an expert camp-equipment outfitter between the hours of 11 a. m. and 3 p. m. during its annual spring motor-ing and camping exhibit. Salesmen who are not trial hitters, who have not felt the joy and freedom of the outdoor life, can sell camping outfits, but they can never sell as well or as much as if they know their proposition from first-hand experience.

For this reason a large sporting-goods store in an Ohio city uses only campers as clerks. A large manufacturer of tents, who also has a retail store in Denver,

makes his force "try out" every bit of equipment they sell. For instance, a clerk who has slept under a canvas knows why a party of four people require a tent with at least 100 square feet of floor space. And there are many other things he knows, too. Many camping customers do not know what they need themselves.

One of the largest retail stores specializing in motor-camping equipment exclusively is Jones and Van Doran, Incorporated. Some time ago this firm found that its sale of gasoline stoves was not keeping pace with tents, camp pads, ice-baskets, and so forth. Upon investigation it was found that the salesmen were not well acquainted with the actual operation of pressure-feed gasoline stoves. A practical field trip conducted by one member of the firm familiarized the clerks with this efficient meal-getter. Sales increased immediately.

A down-town sporting-goods store in New York City operates a motor camp within the city limits of the metropolis. The manager of this store with his family spends the summer in the camp and, needless to say, sales have doubled and trebled. Keeping close to the camper has been the reason.

Of course, a great many fundamental sales facts already have been established and these the seller of camping equipment knows, or should know. For instance, the trend today is in favor of the umbrella tent. This shelter has been perfected by the demands of the camper for a canvas home that could be quickly erected and taken down—a real one-man tent—and also because it offers a maximum of head-room, that is, space to stand erect. Other advantages promise to make the umbrella tent, both with and without a center pole, the most used motor-cruising shelter. This should not be taken to eliminate other excellent tents specially designed for camping. One of the best of these is a modification of the old standard wall tent. The side, or shed tent is losing popularity.

Other things that nomadic America has discovered are numerous. Women in camp have been responsible for many of them. For one thing, more comfortable sleeping quarters are now in vogue. The folding cot is excellent for soldiers, but women demand the easier and more comfortable folding camp bed with steel frame and springs. These are now available. Likewise, while men readily get a good night's rest on a cotton pad, women prefer the new air beds or mattresses, which make camp nights almost as comfortable as sleeping at home.

In old-style camping the cook needed little more than a tin bucket, a fry-pan, some dishes, and perhaps a Dutch oven. Not so with motor camping. The women and children in the party want to eat exactly as they do at home, and the men-folk have found it highly preferable to a steady diet of canned stuff, dried milk and eggs, dehydrated vegetables and fruits, smoked and canned meats, and so on. Understand, some or all of the above are necessary to have on hand for emergency and occasional use.

But with the supervisor of the kitchen range and the artist of the culinary department in camp, the average motorist prefers fresh food, broiled steaks, salads, fresh fruits and vegetables, cream in his coffee, and even camp-baked stuff. The modern pressure-feed gasoline stove, with its oven and high legs, boils, broils, fries, sautes, stews, bakes, and does just about everything the kitchen range at home can do. Perishable food is now carried everywhere in automobile ice-boxes or baskets; milk, cream, salad-dressing, fresh fruit, eggs, meats, fresh fish—anything one keeps in the kitchen refrigerator. Five cents' worth of ice a day does the rest.

A much misunderstood outfit in the camping field is the standard two-wheel trailer. Unless one has had field experience it is all but impossible to answer a barrage of such questions: Will it back up? Will it add a strain to my car? Will it require more gas and oil? Will my particular

make and model of car handle it? Is the attachment safe? Can I make sharp curves? Will it go over the mountains? Can I pull a trailer over city boulevards?

Knowing the correct answers to these questions from actual experience has helped manufacturers and their distributors to dispose of standard trailers readily. Here is a wide-open field. Camping trailers, offering many conveniences such as two double-spring beds with mattresses and pillows, ice-box, food drawers, furniture, and electric lights, are bound to come to the fore. The best outfits sell from \$200 to \$395, and a dozen sales a year mean a neat profit.

Only one out of every 25 camping parties is now using a standard two-wheeled camping trailer. An intensive study of this field is sure to be profitable.

So much for camping paraphernalia.

Another profitable "by-product" of increased motorized vacations is the map-making and distributing industry. Conservatively, each touring party will use a dozen different maps in a season. This means the manufacture and distribution of 120,000,000 maps.

Within a decade the map business has grown to huge proportions and is frequently used as a good-will getter by banks, hotels, chambers of commerce, realtors, gasoline filling stations, and stores.

Closely allied with road maps is the huge industry created by the demand for reliable touring information; condition of the roads, location of good hotels and camps, shortest distances between points, most scenic routes, climatic and prevailing weather conditions, and so on. Last year, for instance, the touring bureau of the Chicago Motor Club was called upon to give out this information to 225,000 motorists. This club is one of the 900 branches of the national touring organization with fingers everywhere, the American Automobile Association.

The economic value of operating a car over good roads was recently established by an investigation conducted by the University of Iowa. This disclosed the fact that 3.5 cents more per mile is required to drive a car over earth roads than over hard-surfaced highways. The motor club which directs travel over the "best routes" is thus an important factor in cutting down the cost of pleasure-car transportation.

Recently, Charles M. Hayes, president of the Chicago Motor Club, said that the touring bureau of the future must be served by experts. "We may call this work a new profession, if you please, for it will embrace many subjects, including a study in phraseology," said Mr. Hayes. "The clerks in our branches and at our main office are placed on a merit basis. Examinations are given once a week and promotions depend upon their outcome."

"The automobile today is used as business equipment fully as much as the telephone. Consequently, this trend in the training of touring clerks must have its effect upon business."

"Clerks are required to be familiar with detours, places desirable for night stops, and points of scenic and historic interest. The touring-bureau clerk of today is also required to be familiar with good roads that are not generally used, short-cuts in crowded traffic centers, parking regulations, and with the operation of ferry service."

"Authentic touring-bureau information will cut costs for the man who uses his car for business."

And it is equally as true that it will cut costs for the motorist using his pleasure car on a vacation trip.

TOMORROW'S RETAILING--WILL THE CHAIN STORE DO IT ALL?

On every hand we see evidences of the growth of the chain-store movement. And our personal observations are substantiated by reliable figures—the chains reporting to the Federal Reserve Board increased the number of stores which they operated from about 31,000 in 1925 to 34,000 in 1926, and their total sales expanded over 15 per cent. Studying this phenomenon, we say, "Yes, it is inevitable. For the chains wield great merchandising influence, they have enormous buying power, their trading is for cash, and they have many other advantages."

But the chain has one, and only one, fundamental or basic advantage over its independent competitors—the skill in management of one central authority is projected into the conduct of many retail branches. With this premise established, accurate forecasting is greatly simplified.

For the present, suffice it to say that chain development in practically every type of retailing will probably follow in a general way the movement which is now clearly discernible in the grocery field. Furthermore, only two limiting factors are apparent. One is the inertia incident to the jobber-retailer set-up. The other is the time required to accumulate the vast amounts of capital needed for the distribution of goods in the American market.

The early stages of chain merchandising in the grocery field have been described so often as to be familiar to most readers. The main period of growth has come since 1920. During this period The Great Atlantic and Pacific Tea Company has increased its sales from \$200,000,000 to \$420,000,000; the Safe Way Stores (now merged with Skaggs), from \$5,800,000 with 118 branches, to \$13,000,000 with 440 branches; The National Tea Company from \$16,000,000 with 260 stores, to \$47,000,000 with 760 stores, and so on. Chain groceries as a whole have increased their outlets from 27,000 to 55,000 in the past five years.

Today's grocery chains are engaged in two types of operation. One is a race of expansion in the market composed of cities above 25,000 population and their respective trading areas. The other is a struggle for supremacy between chains in markets such as Cincinnati, the Boroughs of Manhattan and the Bronx, Plainfield, New Jersey, and so on, where the independents have become a negligible factor in competition. This latter phase is interesting in that it shows what may be expected ultimately for the United States as a whole.

In the 229 cities of more than 25,000 population there are by actual count something in excess of 130,000 grocery and delicatessen outlets. Of this total about 27,500 are chain branches. There is no question that this 20 per cent of the outlets does more than 30 per cent of the entire grocery business in these cities.

The distribution of outlets, however, is by no means even. In 44 cities of this list more than 25 per cent of all outlets are chain stores. But in 183 cities less than 25 per cent of the outlets are in the hands of the chains. And there is no business reason other than the time element to account for this variation. It is in this latter group, of course, that the present chain expansion is taking place.

Let us consider for a moment the first group, where for entire areas the chains account for as much as 75 per cent of all grocery sales. Probably the keenest inter-chain competition exists on upper Broadway in New York City. There every store solicits business by telephone and delivers. For over a year one group has been extending credit, bills being rendered and payable weekly. Inventories are flexible and more extensive than the standard set for other markets. Only a few calls are necessary before an individual branch will stock an item, even though it is not carried at the warehouse.

This region offers ample evidence to upset all the academic theories so far advanced to ex-

plain chain-store success and growth. Many other localities could be cited. The Walgreen drug stores in Chicago push their telephone business energetically. The J. C. Penney Company has more than 750 department stores which, though selling only for cash, deal almost exclusively in shopping goods. Many are located in very small communities. Several credit clothing chains and at least two installment furniture chains flourish and grow from day to day.

In other words, cash trading is not an explanation, nor is standard inventories, nor is type of competition, nor is the handling of convenience goods, nor are any of the other thousand and one reasons offered. If space permitted, it could be further demonstrated that even buying power has little to do with the success of most companies engaged in chain operation. The events of the past few years more and more bear out the explanation of the chain operators themselves. And that is, that what counts is selling power, skill in management, and nothing else.

The copy-writer on the Atlantic and Pacific account thought only of consumers when he coined the phrase "The Little Red Schoolhouse of American Merchandising." The symbol is, however, very apt for business men also. Not only the stores of this company, but every other chain branch as well, is a "Little Red Schoolhouse" for all who care to learn. For facts and figures strongly indicate that the independent retailer as a real factor in present-day distribution is about to pass into the oblivion of business history. Some theorists, especially jobbers and wholesalers, profess to think that such a development, if it comes, is still in the far distant future. Let the next five years convince them of their error!

Returning to the expansion program of the grocery chains: The last five years have seen the opening of 28,000 outlets. This does not count the new stores which failed to show a profit and were consequently closed. The immediate future is obviously governed by three factors: available capital, administrative capacity for expansion, and logical markets.

The question of capital merits little consideration. One of the most successful chains, which is also typical in its operations, uses about \$3,000 per new branch. This, by the way, is an increase of \$500 over its former requirements. The character of the prospective market is such that elaborate or costly stores are not yet necessary to take and hold the cream of the business.

On this basis, it is clear that in five years less than \$100,000,000 of new capital will be required for the whole operation. I could name offhand five individual companies which between them could finance such a program out of current earnings without even straining their present financial positions. As a matter of fact, the operations of Merrill Lynch and Company and other similar firms show that ample capital is available to any chain whose record warrants it. Clearly then, capital requirements will have no material effect on an expansion program of this size for the grocery business as a whole.

The question of administrative capacity answers itself. If in the relatively early and formative period of the business 28,000 new branches have been absorbed, there is surely no doubt that the present chains could handle 30,000 more outlets with little additional difficulty.

A careful examination of the facts shows the logical market just as clearly. The competitive strength and potential resistance of the independents will be discussed in a later paragraph. If 30,000 new branches were opened in the 185 communities mentioned above, at least 10,000 of them would be located in subsidiary trading points. If 20,000 chain stores displaced 25,000 independents, the figures would then stand as follows: There would be a total of 127,000 grocery outlets, of which 48,000, or considerably less than 50 per

cent, would be chain branches. This, of course, makes no allowance for increased population. The chains would then make about 60 per cent of total grocery sales, a figure already exceeded in any number of cities of all types and sizes, for example, New York City, Spokane, Indianapolis, Washington, and Springfield, Massachusetts. This much can be accomplished merely by opening the usual cash-and-carry or self-service stores. The period of competition between chains and mergers of the weaker chains would then follow, reducing still further the margin left for independent stores.

As for the intention of the chain executives, the evidence is visible everywhere. It may be mentioned in passing that one single company is now in the midst of an expansion program calling for not less than 10,000 new branches.

All of the above shows conclusively that the 30,000 figures is not only conservative but is, in fact, a minimum which will surely be exceeded.

In discussing this conclusion with a man nationally known as an authority on merchandising, he pointed out that chain-store progress had been reduced from 1½ new stores a day to a small number each month in a certain southern city. He believed that this showed a local solution of the problem on the part of jobbers and independents. The point overlooked is that the big chains pass up a "tough town" and transfer their activities to easier markets. In due course, perhaps four or five years hence, this same southern town will witness the return of the chains. In the meantime they will more than hold their own. When they come back they will demonstrate there, as elsewhere their ability to operate service or partial-service stores as skillfully as the cash-and-carry outlets which are characteristic of present policies.

There is nothing inherent in the grocery business that makes it peculiarly suited to chain-store exploitation. There are many reasons why the development occurred earlier and progress further in this field than in many others. But any line of business with repeat phases and wide appeal is peculiarly suited to chain-store development, and some lines are even more logical than the grocery business. As a matter of fact, recent developments have shown unreasonable and unforeseeable difficulties for grocery chains in securing acceptance for their private brands. And this is regardless of their values.

In chain drug-store merchandising, for example, no such difficulties exist, at least in any like degree, and this business is about to see more violent adjustments even than the grocery trade has so far witnessed.

In discussing this phase of chain merchandising, many theorists begin with a description of the United Drug Company and Liggett's and then give figures for the drug business as a whole. The usual figures are, that of the 48,000 drug outlets 2,000-odd are in the hands of some 330 chains, doing 10 per cent of the total business. Space does not permit a full exposition of this very interesting subject. But, in the first place, Liggett's, up to the present time, has not been particularly good example of a drug chain; and, in the second place, there are certainly less than 20 companies whose operations could properly be termed chain merchandising.

The determining factor might be called "merchandising influence." At the present time the drug chains seem to have "gone the grocery chains one better" and secured acceptance for their stores as such. The result is that when one company secures a considerable percentage of the drug sales in a given community it is in a position to help or hinder materially the sale of any specialty in that trading area. Its position also becomes virtually impregnable from a competitive standpoint. This creates a merchandising advantage of enormous consequence. It also adds a considerable manufacturing gain

to the already manufacturing enhanced retailing profits. Discussion of this aspect of drug merchandising could, of course, be expanded indefinitely. The above, however, is sufficient to make the point clear.

The small group of three or more drug stores, lacking this advantage, might be considered as a single store with branches. A group of this type is of no more importance, barring questions of future expansion, than its volume of sales and credit rating warrant. The fact that a group of five stores, in Detroit, for example, refuses to carry some specialty, need cause the manufacturer no concern. If the Dow chain in Cincinnati, however, refuses to stock an article, the manufacturer must start to worry about the whole Cincinnati market. The trading advantages of this situation require no comment.

Are the Independents Really Powerless to Resist?

Now the chain movement in drugs is just in its incipency. But, let there be no mistake, the beginning is here. Such chains as Walgreen in Chicago, The Owl in San Francisco, People's in Washington, and a number of others, have mastered the technique and have achieved a position, both financially and otherwise, capable of indefinite and rapid growth. One of these companies, by no means exceptional in the group, earned last year almost \$500,000. Its branches averaged in gross sales over \$200,000 each. And profits on gross, because of factors outlined above, were almost 9 per cent, in contrast to the 5 per cent which constitutes a good performance in the drug business. Twenty thousand dollars will open a very fair chain drug store. Simple arithmetic, then, is all that is required to show potentialities as far as capital requirements are concerned. As for available market, any city in the United States is logical, provided no single company dominates. The independents are apparently powerless to resist.

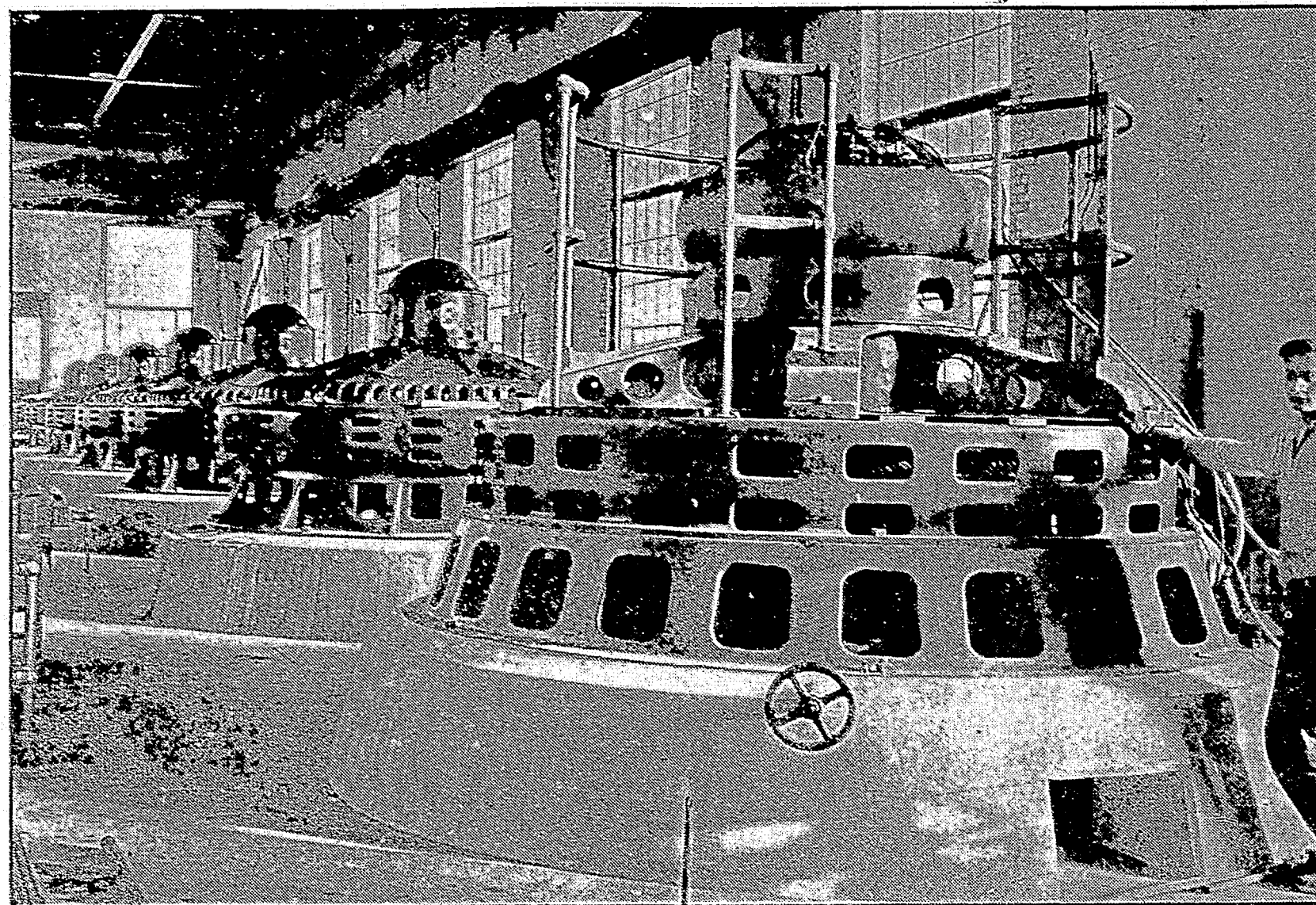
So it will be seen that the past and immediate future of the grocery business is about to be duplicated in the drug field. There are differences, of course. But these differences are minor in so far as they affect the net result. And that is that the bulk of the business will go to the chains. The majority of surviving independents will really be engaged, not in drug merchandising, but in providing time and place utilities that are considered submarginal by the chain executives.

The story is the same for shoes, hats, millinery, restaurants, hotels, and many other lines. In some, for example the department store, the movement is just beginning. In others, as shoes and millinery, it is already well on its way. Retailers in some lines—furniture, for instance—think that their business is "different." But every one uses furniture, and the consumption turnover is thought to be about once in 10 years. As a matter of fact, although very little has been done in chain selling, the furniture business is wonderfully adapted to chain-store methods. And where such great opportunity exists, enterprise is sure to follow. "If the Chains are to Predominate, how soon?"

The subject of the competitive strength of the independents cannot be handled adequately in a few brief sentences. It is true that no opportunity exists for the chains that does not also exist for the independents collectively. But, so far, the human element has upset every plan of independent competition. The Washington Drug Exchange, in existence for many years, and the District Grocery Society, both of Washington, D. C., are classic examples. Each operates on a sound plan. Each has excellent management. And yet in both lines the chain systems in Washington grow and flourish.

Lastly comes the time element. If the chains are to predominate, the question is, how soon? The answer will vary with each business and, to a lesser extent, with each market. In estimating the time required, however, in any given field, the grocery business should be constantly borne in mind. Who could have foreseen in 1916 that the chains would be operating 57,000 outlets today? The chain-store movement is the greatest of all changes in modern business.

BUILDING FOR A BIGGER BUCHANAN



AMPLE POWER FOR NEW INDUSTRY

Electricity must always be in advance of any community that it serves. To permit the growth of any community, ample and cheap electrical power must be available.

Constant study, planning, and building by the Indiana and Michigan Electric Company, enables us to take care of any contingency that might arise.

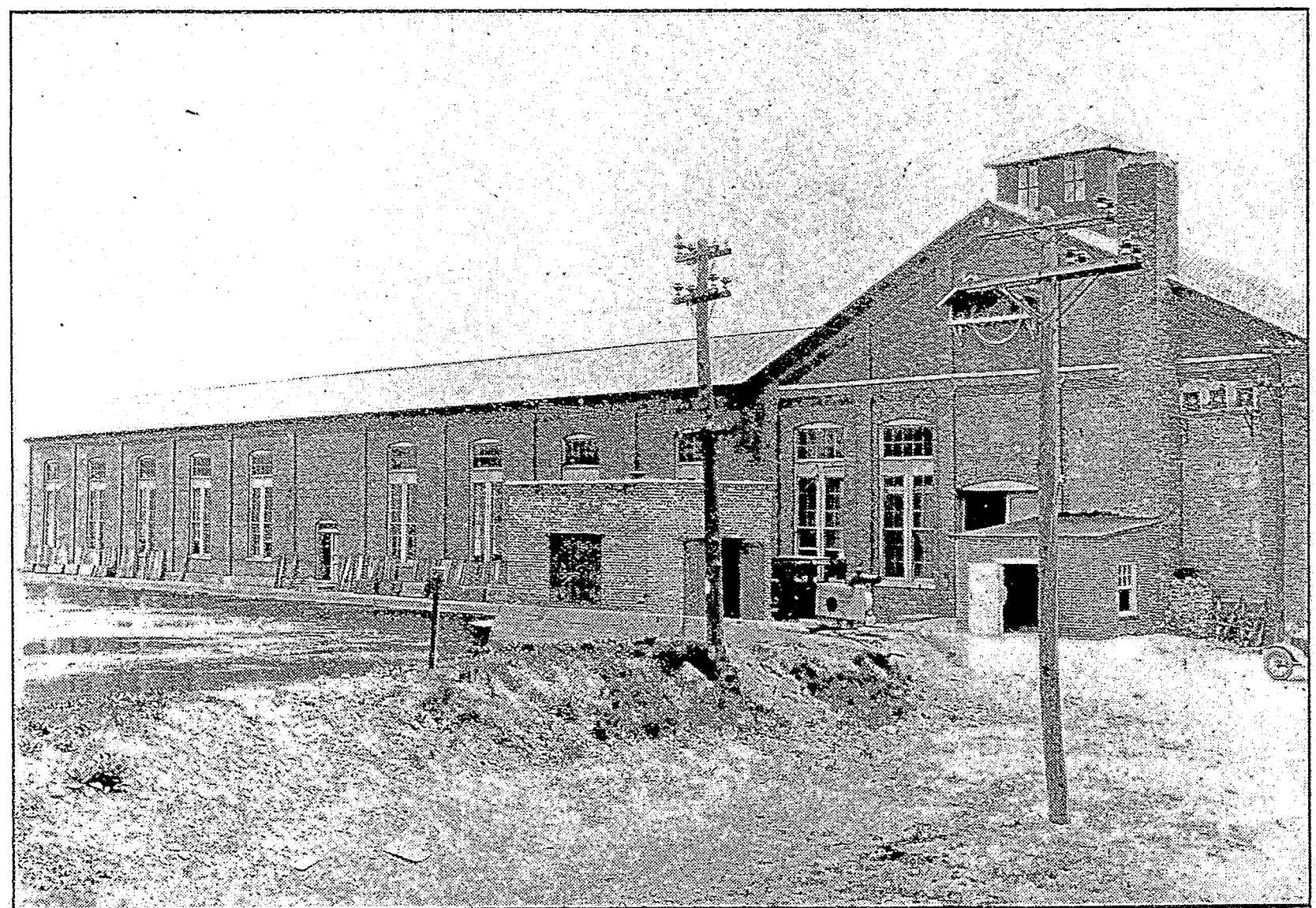
We are planning and expecting big things of Buchanan in the way of future expansion. We feel that we are partly responsible for its future growth and prosperity.

PROVIDING FOR THE BUCHANAN OF TOMORROW

We are providing for the Buchanan of today, but we are now providing for the electrical needs of the Buchanan of tomorrow. When new industry and homes are built, we will be ready to serve them.

We must foresee the growth years before it occurs, provide for it, no matter how rapidly the city may expand.

We are today investing an enormous amount of capital in the building of transmission lines to serve the future Buchanan, showing that we have confidence in the city's growth.



INDIANA AND MICHIGAN ELECTRIC COMPANY

CLARK AND THE HOUSING SITUATION

A Message to Every Reader From The Buchanan Chamber of Commerce

On one of the other pages of this issue there may be found the photographic reproduction of a letter from Mr. E. B. Clark of the Clark Equipment Company, to the Buchanan Chamber of Commerce. The reader's attention is called to this letter in the hopes that he will peruse it carefully. There is much meat contained therein, and one point is particularly well worth timely and mature consideration.

Mr. Clark points out the fact that in the past twenty years his organization has shown a consistent rapid growth. He mentions that the interests of the Clark Equipment Company are centered in Buchanan, that the officers of the organization make this town their home, but he also mentions this one particular thing—*"The future growth of the Clark Equipment Company, which it is only reasonable to anticipate, must belong to that community which makes it easiest for the company to expand."*

Future growth of the Clark organization means more operatives. Additional operatives mean the necessity of more homes. Moreover, additional operatives will mean—provided the necessary homes are found to house these newcomers—additional revenue to the merchants in all classes of enterprises in our community.

The Buchanan Chamber of Commerce thanks Mr. Clark for his letter, gains from it an understanding of his fitness to control the destiny of so large an organization as that which bears his name, and in reply assures him that the Buchanan Chamber of Commerce assumes as its primary function, the developing of the local building and loan association and any other building organizations that there may be, not only for an elimination of the present housing shortage but that there may be ready, sufficient homes to take care of any expansion that the Clark Equipment Company may contemplate in the future.

The Buchanan Chamber of Commerce extends to Mr. Clark and his associates a sincere vote of thanks for their cooperation in making possible the publication of this splendid educational edition, and takes this public method of assuring the entire executive personnel of the company that the Buchanan Chamber of Commerce will do everything in its power to work for a continuance of the harmonious relations which have existed in the past.

Finally, the Buchanan Chamber of Commerce extends to every member of the Clark Equipment Company, the assurance that any suggestions that may work for the increased welfare of the community will be gladly received and acted upon to the best of its ability.

Buchanan Chamber of Commerce

MR. CLARK AND THE

A Message to Every Reader From The

On one of the other pages of this issue there may be found a letter from E. B. Clark of the Clark Equipment Company, to the Buchanan Chamber of Commerce, called to this letter in the hopes that he will peruse it carefully and that it is particularly well worth timely and mature consideration.

Mr. Clark points out the fact that in the past twenty years the Clark Equipment Company has made this town their home, but he also mentions that the Clark Equipment Company, which it is only reasonable to anticipate, will expand for the company to expand."

Future growth of the Clark organization means more operations, more homes. Moreover, additional operatives will mean—providing for newcomers—additional revenue to the merchants in all classes.

The Buchanan Chamber of Commerce thanks Mr. Clark for his willingness to control the destiny of so large an organization as that of the Clark Equipment Company. The Buchanan Chamber of Commerce assumes as its primary function the promotion of any other building organizations that there may be a shortage but that there may be ready, sufficient homes to take care of any company may contemplate in the future.

The Buchanan Chamber of Commerce extends to Mr. Clark its sincere cooperation in making possible the publication of this splendid letter, assuring the entire executive personnel of the company that the Chamber is in its power to work for a continuance of the harmonious relations.

Finally, the Buchanan Chamber of Commerce extends to Mr. Clark the assurance that any suggestions that may work for the increase of the town and acted upon to the best of its ability.

Bucha

THE HOUSING SITUATION

In The Buchanan Chamber of Commerce

By be found the photographic reproduction of a letter from Mr. Buchanan Chamber of Commerce. The reader's attention is carefully. There is much meat contained therein, and one point of view.

Twenty years his organization has shown a consistent rapid growth. The Clark Equipment Company are centered in Buchanan, that the officers of the organization have this one particular thing—"The future growth of the Clark Equipment Company must belong to that community which makes it easiest

for more operatives. Additional operatives mean the necessity of more homes—provided the necessary homes are found to house these new enterprises in our community.

Mr. Clark for his letter, gains from it an understanding of his fit-ness as that which bears his name, and in reply assures him that the primary function, the developing of the local building and loan association may be, not only for an elimination of the present housing shortage but to take care of any expansion that the Clark Equipment Com-

pany Mr. Clark and his associates a sincere vote of thanks for their splendid educational edition, and takes this public method of saying that the Buchanan Chamber of Commerce will do everything possible to maintain the relations which have existed in the past.

It tends to every member of the Clark Equipment Company, the increased welfare of the community will be gladly received

Buchanan Chamber of Commerce

TEN DECIDING FACTORS IN PLANT LOCATION

IMPORTANT POINTS WHICH ARE MOST FREQUENTLY OVERLOOKED

At first thought it seems simple to set down on paper the points for consideration when choosing the location for a branch plant. That it is not so simple as at first glance might appear is testified by the wry expressions of not a few company executives when the general subject comes up for discussion.

Like playing a hand of bridge, choosing a plant location seems to the novice anything but difficult. But just as the veteran at bridge, so does the business man with experience, before selecting the city where the next plant must be built, sit down and think through his problem before he makes a move toward solving it. Many a company has glibly decided on a plant location, only to rue the decision subsequently. Sometimes disillusionment has come before the machinery was in place. In other instances the weakness of the selection has not been disclosed until some years after, when a competitor, using better judgment, has opened a plant which by the advantages of its superior location has immediately skimmed the cream from the older plant's pan of milk.

Determining All the Factors
"The principal mistakes that are made in plant locations arise from failure to determine correctly all the factors governing and to set proper values of each." This is the judgment of P. B. Heintz, president of the National Casket Company, Incorporated, in his experience he has learned to proceed only when he has complete facts to use in deciding. And he has learned that the facts to be considered vary with industries and territories.

Facts which have often been overlooked, which may in some lines of manufacturing be unimportant but which in most lines are worth watching out for, are pointed out by John T. Swift, president of the Massasoit Manufacturing Company and treasurer of The Citizens Savings Bank of Fall River. The considerations which he stresses are the importance of taxation, and the community's attitude toward new industries. Margins in the textile industry are extremely low, Mr. Swift points out, and every item influencing cost must be watched with closeness surpassing what is needed in most lines. In some communities taxation may consume too large a share of the gross earnings, he has learned. Therefore, he sees with unusual clarity the advantage to all manufacturers of knowing both what tax they will have to pay at present rates and whether the community is likely to favor high taxes on industries in future.

Wage Scales
Another point well worth remembering, although it is often forgotten, comes to Mr. Swift's mind. This is the possibility of advantageous sale in the event of discontinuing operations in the plant. For only when it can be sold to advantage can the stockholders' money be recovered for them.

"Competition for labor by industries offering employment at higher wages is another danger point," declares another company head in the same industry, bearing out Mr. Swift's idea that costs must be kept under close control in this line. "A number of people have intimated from time to time that textile manufacturers would be better off if they paid higher wage scales. Perhaps if they paid higher as a class they would be better off as a class. But as long as the industry's scale remains at its present level, I know of no nearer, surer way for a single plant or company to lose money than by paying wages above what its competitors pay. So we are always careful to avoid towns where highscale industries are in ahead of us."

Proximity to Main Plant
These considerations seem almost obvious, yet a number of company presidents admit that their own branch plants would be more profitable if they had not been overlooked. Careful study of the answers to the ques-

tionnaire summarized in a previous article indicates, however, that most branch plants are located with never a thought about them.

Another point more honored in the breach than in the observance is suggested by E. H. Hays, president of The Kaynee Company. Obviously Mr. Hays refers to branch plants undertaken purely to increase capacity rather than to reach out into new markets when he counsels: "The first branch plant should be erected near the main plant. Thus it gets the experience of supervision and management. The people at the main plant also get the advantage of experience in supervising a branch plant. Then when plants are built at more distant points the heads at the main plant know how to manage them from a distance."

Future Markets
The previous article has told how company heads voted markets the most important single factor in choosing a plant location. The relation of the present market to the future market is stressed by a number of manufacturers as a consideration which is too often overlooked, G. L. Curtis, president of the Curtis Companies, Incorporated, points out some present disadvantages to his firm because its branches were located more in relation to the immediate needs at that time than to changes of material sources and markets which have subsequently taken place:

"Our branches were all established some years back and most of them are located west of our principal factory production. When they were established, the movement of raw material and finished product in our line was from east to west. Since then the current has turned and the movement is now from west to east. So our distributing houses in Chicago and Detroit are the only ones properly located with respect to this current."

"When our western branches were established it was of course with a view to giving better service to those territories which were rapidly developing to the west of us. As time went on, it became necessary to establish in them quite different kinds of equipment for the production of special work. Our western plants are now as much manufacturing plants as distributing plants. On the other hand, our Chicago and Detroit warehouses deal only in distributing stocks drawn from the factories at Clinton and Wausau."

"On the whole, then, we have no branch-house policy. If we did have one it would be based on the careful selection of the market as a location for a distributing warehouse, and on a careful selection of raw-material supply for the location of a branch factory." With respect more specifically to factory location and to markets—for he sees markets are directly important to the plant site—E. M. Allen, president of The Mathieson Alkali Works, Incorporated, declares: "One of the factors most likely to be overlooked in locating a branch plant is the future development of the consuming territory. Many mistakes have been made by locating at uneconomical places—due to faulty decisions arising from influences such as free-land and bonuses."

Along much the same line is the statement of the vice-president of a large firm which makes plumbing goods and distributes through more than 100 branch houses: "One of the most important factors in locating a branch plant is an analysis of the potential growth of business of the territory it feeds. Very often this point receives insufficient consideration by a manufacturer. The immediate, present market interests him so much that he ignores the likelihood of future growth. It is pleasant, of course, to have so good a market at hand that the factory will pay from the start. But in the long pull it is still more pleasant to have that plant at a spot where it will likewise dominate a territory destined to great growth. The plant which permits a manufacturer to get substantially established in a growing market before his com-

petitors establish corresponding facilities is the plant which over the years turns the most dollars into the profit account."

Local Users
Another phase of locating a plant with direct respect to its market but likewise so it will be of still another use in the market is pointed out by W. D. James, president of the James Manufacturing Company, and by the head of another concern which manufactures farm equipment. "Many companies have located branch plants on the basis that their competitors were in the same towns or in towns near by. They fail thereby to take into consideration something of the utmost importance," Mr. James declares.

"We want to get into a city where we can be the only industry of our kind in the city. We want to be in a city right in the heart of a farm territory which does the kind of farming that makes use of our equipment. We put a sales branch in along with our manufacturing branch. It is easily possible, we have found, to discover a town which meets all of our other requirements and which at the same time fits these two."

Mr. James likewise declares that his company is not interested in large cities but had much rather be located in small cities or national farm trading centers. His idea is backed up by the other manufacturer of farm equipment already referred to, who says: "The folks who live in the small town where we have a plant are proud of us. They know what our products is used for. They talk about it to their friends, many of whom are the farmers who constitute our market. Farmers who drive into town see our plant and our display rooms. We get to be a regular institution, making it easier to sell. For many miles around every town where we have a plant, we do a disproportionately heavy business."

Terminal Facilities
Just as the future of the market must influence the thoughtful choice of a branch-plant location, so there are some phases of the transportation question which are worth considering but which are often overlooked. H. F. T. Erben, vice-chairman of General Electric Company, points out such a phase, that pertaining to terminal facilities and the like. "Our experience has shown that terminal charges should be given special consideration as they may be high in proportion to transportation rates," he explains.

"Another factor to be considered is terminal facilities and general classification yards. In some cities congestion always exists due to inadequate facilities and, in consequence, incoming and outgoing material is likely to be held up unduly."

Traffic Flow
Similarly, the general trend of traffic at a given point may speed up or slow down shipments, with a proportionate effect on profits. That this is often overlooked is called to attention by Francis J. Plym, president of The Kaynee Company. "One point we considered most seriously was that of locating an industry so that its products will encounter the least traffic resistance," he says. "When we had a plant on the Missouri River, we found that in shipping material east we encountered congestion. So we thought it better to locate east of Chicago. We considered this same point when we located our Pacific Coast plant."

Freight Rates
Even more important than speed of service, in many lines, is the freight rate. John L. Kellogg, president of Kellogg Box Board Company, points a trend.

"I think the day is fast approaching when small plant units will be located near the market and where special freight rates can be obtained," he declares. "These small plants will take the place of one gigantic institution. Locating a plant at a breaking point of freight rates, that is, at one of the points to which principal freight rates are made, such as the Missouri and the Mississippi on east-and-west traffic, or the Ohio and north-and-

south traffic, is extremely important."

Labor Supply
So much for transportation considerations. What about labor? Practically every company gives a good deal of attention to the question of labor supply before locating a branch plant. E. G. Robinson, president of Willards' Chocolates, Limited, summarizes one phase of the small-town, big-town controversy in two sentences: "If the number of employees is fixed, the country towns can be considered. If the required number fluctuates during the year, the city must be chosen."

But beyond these general rules, the careful manufacturer looks for specific facts applying to his own requirements. The points most likely to be overlooked are frequently those of maximum importance. "Such points, declares E. M. Herr, president of Westinghouse Electric and Manufacturing Company, "are obtaining accurate data pertaining to the labor supply and the accessibility of the site to a sufficient number of properly equipped workmen."

Along much the same lines E. M. Allen, president of The Mathieson Alkali Works, Incorporated, is thinking when he declares that "automobiles and busses must cause locations to be considered differently today than in the past." And he points out another factor of importance, often overlooked, when he says that "an industry which has a labor cost under 40 per cent of total cost can safely locate in smaller towns, but those with labor costs

BUSINESS YARDSTICKS

Never before have business men had such a wealth of factual information available on the trends of industry. The "hunch" method of carrying on business is rapidly giving way to a scientific study of business trends and cycles, and there are few large and up-to-date organizations that do not recognize in some tangible way the use of statistics in mapping out their business policies.

Most of us have a pet index that we like to follow and in which we are accustomed to place greater reliance than in any of other indexes which are available. It is doubtful, however, whether any one index can be considered the key to such a complicated thing as the state of business as it is carried on today. Most indexes have some inherent defect which must be allowed for, and it is only when the various indexes are studied in conjunction with one another that any very reliable indication of the general trend can be obtained from them.

What are those generally accepted pet indexes of business? What are their respective advantages? What are their shortcomings? Wherein have they changed the past few years? These are questions which I shall seek to answer by analyzing each of several of the most common pet indexes separately, and then concluding with what might be termed a prescription for judging the trend of business by the index method.

The usual business indexes are (1) the stock market, (2) bank clearings, (3) railway traffic, (4) electric power consumption, (5) employment figures, (6) building permits, (7) unfilled orders of the United States Steel Corporation, (8) retail trade, (9) foreign trade, (10) wholesale prices, (11) commercial loans. Individuals may have other yardsticks of business which have for them especial significance. But these are accepted by the majority.

In considering these 11 indexes, I have no desire to discredit them, but rather to point out some of the advantages and disadvantages of each of them, that they may serve to more correctly mirror the trend of business for those who have come to rely upon them for their business planning.

To begin, let us consider the stock market. Popular opinion ascribes to the stock market the role of business prophet. Yet the experience of the past few years has clearly shown the mar-

ket's lack of infallibility as a forecaster of trade. It went wrong in the spring of 1925 and again in the spring of 1926. It is particularly likely to go wrong in periods of prolonged easy money, for at such times funds flow into the market for lack of employment elsewhere, until prices are bid up to levels out of line with trade and where they eventually topple over at their own weight.

Bank clearings—or bank debits as they are now called in their new form—have long been looked upon as an index of trade. As 80 per cent to 90 per cent of all business payments are made by checks, the comprehensiveness of the figures is quite obvious.

In using clearings and debits figures, however, it has to be remembered that the figures are expressed in dollars and that prices at wholesale have been declining gradually for over a year and are now between 5 per cent and 6 per cent below the peak for 1925, reached in March. Nor is it easy to make allowances for this difference since many other prices, including retail prices add rents, have shown relatively little decline, and wage payments are, if anything at a higher level than they were in 1925.

Moreover, another cause for questioning clearings and debits figures is the impossibility of separating speculative and commercial transactions in the figures. This difficulty is commonly met by excluding New York City figures from the totals by reason of its heavy security market transactions, but the inadequacy of this correction is made apparent upon consideration of the large volume of commercial operations included in the New York City figures, as well as the considerable amount of speculative operations represented in the figures from Chicago, Philadelphia, Boston, St. Louis—in fact, all our principal cities.

Railway traffic: Railway freight traffic is another commonly used measure of business volume. Here we see that weekly car loadings, though they slipped off during the fall of 1926, apparently due to seasonal causes, ran substantially above the totals for all previous years.

Shall these figures be accepted as a measure of business without qualification? Shipments of the great staple agricultural products comprise a large part of the seasonal totals and these vary with agricultural production rather than with the business cycle. Loadings of merchandise and miscellaneous freight are often used alone to overcome this dif-

ficulty, but even these include such widely varied articles as fruits, vegetables, petroleum, and other commodities. A second difficulty with car-loading figures is that they do not make allowance for increase in the carrying capacity of cars. On January 1, 1922, the average capacity of freight-cars in service was 42.5 tons. By the beginning of 1926 it had increased to 44.7 tons. Obviously, the use of "number of cars loaded" as a measure of traffic volume may lead to considerable error (particularly when comparisons are being made over a term of years) unless we make allowance for the elastic character of the yardstick.

A further qualification to be made in connection with railway traffic (and this applies also to clearings and debits) is that the figures represent business gone over the dam. Actual volume of guying may undergo considerable of a slump before the change is reflected in deliveries and payments.

Employment statistics: Many persons regard employment figures as the ideal index of business conditions. Let it be remembered, however, that, barring census reports and other infrequent surveys, our employment figures are almost wholly figures of factory employment. They do not include the vast number of workers engaged in building, nor do they include employees of public utilities, workers in stores and other pursuits.

As activity in the major industries such as iron and steel, textiles, and automobiles swings widely from peak to trough, the result is to exaggerate the swings in aggregate employment and business. An example of this exaggeration occurred in the summer of 1924 when temporary curtailment in the iron and steel and automobile industries carried employment figures down to a level that, taken alone, seemed to indicate general industrial depression. Actually, however, much of this labor was absorbed in building work of all kinds and in agriculture, so that, despite the rather alarming factory employment figures, no evidences of serious unemployment came to light.

Another very serious shortcoming of employment figures as a measure of business volume appears when comparisons are made over a period of years. Inasmuch as the figures must necessarily come from identically reporting plants from year to year they do not allow for the effect of increased efficiency which is making possible greater production with fewer workers.

Still another serious fault of employment statistics is their failure to reflect industrial curtailment due to part-time operations. Statistics of weekly payrolls have the advantage of reflecting the part-time operations more accurately, but even these are not completely satisfactory in this respect as they are held up unduly by the tendency of the companies to retain their skilled, better paid labor and discharge their common labor. Moreover, pay-roll figures are affected by wage changes.

Electric power consumption: A new index of activity which is gaining favor among economists is the consumption of electric power in industry. The testimony of this index is of a high level of industrial activity. Here again a great advantage of these figures is that there is no price element to be allowed for. Another advantage is that electrical current, being immediately consumed, is quick to reflect changes in the rate of factory operations. It cannot be stored or held in stock like fuel or raw materials, nor can part-time operations be obscured, as in the case of employment figures.

A difficulty with the figures, however, is that, having them for only a few years back, it is difficult to distinguish between seasonal variations and variations due to more fundamental causes. Moreover, as the number of companies included in the reports is not yet sufficiently broad to be equally representative of all industry, resort has to be made to weighting in the use of the final figures, which always introduces a possibility of error.

Another fact to be borne in mind in the use of power consumption as an index of production—and this applies to all pro-

duction indexes—is that the figures embrace only one phase of business activity; namely, factory production. It does not take account of distribution activities, personal and professional services, building, and the vast mass of other activities that go to make up the total volume of business.

Building permits: Building is one of the basic industries and has been so important an element in the prosperity of the past few years that building statistics are being followed very carefully by business men at the present time. The present testimony of these figures appears to be that building is still going forward at a very high rate but is no longer expanding, while the number of projects still in a formative stage appears to be running behind 1925.

Here again, however, figures have to be used with understanding. Their first and great defect is that they are expressed in dollars and are, therefore, influenced by costs of construction as well as by physical volume.

Unfilled orders of the United States Steel Corporation: This is another index which has long been a familiar yardstick of business activity. When unfilled orders of the Steel Corporation were high business was booming, and when orders were low business was dull. Hand-to-mouth buying, however, has wrought a great change in the swings of this index. At 3,590,000 tons at the end of September, 1926, unfilled steel orders were less than half what they were at the peak in 1923, and less than a third of what they were at the peak in 1920. And this is notwithstanding the fact that steel production for 1925 broke all previous production records. Obviously there has been a great change in this yardstick and conclusions based upon it must be altered according to this change.

Retail trade: Retail trade, or the rate at which commodities are going into ultimate consumption, is obviously an important index of trade. Every month the newspapers feature prominently the reports of sales by the leading department stores throughout the country reporting to the Federal Reserve Board business of the important chain-store companies, and of the leading mail-order houses, the latter being regarded as a significant index of agricultural buying.

In the use of these figures, however, one has to allow first for an old difficulty, namely, the effect of price changes on the dollar volume. A second and more serious difficulty is that the figures do not cover the business of the small, independent retail store. Business everywhere is tending to concentrate in larger units, and there is little doubt but that some of the gains reported by the large distributing units whose figures are available do not represent increased buying, but only a shifting of business from the small to the big store. In the case of the chain stores the opening up of new stores is a large factor, some chains which report large increases in aggregate sales reporting little gain in sales per store. That the chain stores are cutting into the business of the individual small retailer is well known.

Foreign-trade figures are still another index taken into consideration by men in the shaping of business policies. Increasing exports are traditionally regarded as a favorable sign, while any tendency for imports to rise above exports has been looked upon as unfavorable.

In the use of foreign-trade figures, however, we again have to contend with the price factor which enters into the dollar totals. The past year has given us a good illustration of how important this price factor may be, a large part of the rise in imports which served to cut down our export balance being due to the imports of rubber at high prices.

Conclusions drawn from the movement of the export-import ratio must also take into consideration the changed position of the United States in international finance as compared with before the war. In view of our present position as a creditor nation a tendency toward a reversal of the old constant supremacy of exports is normal and does not carry with it the same unfavor-

able implications that such a movement did in the past.

Wholesale prices are a measure of the balance of supply and demand, and are therefore worthy of consideration as an index of business activity. Rising prices are generally associated with prosperity, while falling prices are generally the accompaniment of slackening trade and depression. Yet during the past year we have had falling prices and have enjoyed one of the most prosperous periods of business in our history. Apparently the price yardstick must also be accepted at times with a grain of salt.

One reason, of course, why business has been able to overcome the handicap of falling prices has been the existence of low inventories and a rapid turnover of goods which has enabled business to adjust itself promptly to the new price levels. To the extent also that price declines have represented lower per unit costs of production due to the general adoption of labor-saving devices, the decreases have been a healthy development and have tended to increase consumption.

Commercial loans: For the past four or five years the federal reserve banks have been collecting and publishing weekly figures of bank loans and deposits for some 700 member banks in leading cities whose business represents above half the total banking business of the country. Among the figures so reported are the items "loans secured by United States Government bonds," "loans secured by other stocks and bonds," and "all other loans and discounts." These last are considered to be chiefly the ordinary business loans secured by commercial paper of various descriptions.

Like all other indexes, however, various uncertain elements in the figures have to be taken into consideration. Generally speaking it seems a safe assumption that most of the loans secured by stocks and bonds are loans for speculative or other purposes outside the field of ordinary commercial requirements, while "all other loans and discounts" doubtless cover the bulk of the more strictly commercial advances. There is, however, no hard and fast rule on this; doubtless some loans secured by stocks and bonds are not for speculative purposes, and quite probably not all the loans now classified as commercial are actually used for such purposes. In times like the present, when the distribution of securities is so wide spread throughout the country, much commercial borrowing must undoubtedly take place upon the security of these stocks and bonds, in which case they would be incorrectly classified as loans for speculative purposes.

"In Estimating What the Immediate Future Holds..."

The past few years in particular have demonstrated that men and organizations who have balanced forecast with courageous functioning toward definite goals and in specific centers, have prospered individually and contributed to our collective prosperity. They have demonstrated the need for courageous optimism balanced by caution. They have torn the mask from propaganda and unfounded opinion.

This discussion of mine—or the study which inspired it—has, if it has done nothing else, definitely established the fact that just as business is the sum of its component parts, so business planning to be successful must take into consideration all rather than one or two of the factors which might have been considered at one time adequate reason for either extending or curtailing business activities.

It all emphasizes the fact that there is danger in the use of a single yardstick in the gauging of the momentary business condition or in estimating what the immediate future holds. The reliable analyst must be a master of the yardstick, stir his conclusions from each in a crucible heated by economic understanding and a breadth of experience—and even then, with the rapidly changing conditions of the present day in engineering, manufacturing, and trade, and with the kaleidoscopic political situation of the world today, he may be wrong.

Come on **BUCHANAN!** **GROW!**

**If it's
done
with
Heat
you
can
do it
better
with
GAS**

The heading on this page is the message from your Gas Company to each of you. Only four words—but in every sense VITAL

All it will take to make your dreams of a Bigger Better Buchanan—and your dreams are our dreams too—come to be realities—will be simply that Harmony of Interests and Unity of Action that makes a small town grow—and a large town grow as well!

Take off the lid and peer down into the machinery of any city which has earned the name of being Progressive, and you can readily see that that machinery func-

tions smoothly only because it is liberally lubricated with Community Pride and United Endeavor.

Let's forget personalities and private opinions for at least part of the time and each of us help do that ONE thing that seems to the most of the people the best thing to do. Let's pull Together --not Apart!

Because it sees a future in Buchanan -- because it is convinced that Buchanan is destined to go forward -- Your Gas Company has invested thousands of dollars in anticipation of that growth!

Michigan Gas & Electric Co.

Buchanan Division

BUCHANAN HAS MODERN CHURCHES

