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HENRY FORD, President
JAMES COUZENS, Vice Pres. & Treas.
F. L. KLINGENSMITH, Secretary

Ford Motor Company
Automobile Manufacturers

Detroit, U.S.A.

Miss Ida M Tarbell
The American Magazine
New York City

May 26 1916

My Dear Miss Tarbell:

ALL STATEMENTS OR AGREEMENTS CONTAINED IN THIS LETTER ARE CONTINGENT ON STRIKES, ACCIDENTS, FIRES OR ANY OTHER CAUSES BEYOND OUR CONTROL AND ALL CONTRACTS ARE SUBJECT TO APPROVAL BY THE SIGNATURE OF A DULY AUTHORIZED EXECUTIVE OFFICER OF THIS COMPANY. CLERICAL ERRORS SUBJECT TO CORRECTION.

I know you did not notice my vanity as the Advertising Man of the Ford Motor Company, or you would have, perhaps, gone as deeply into the policy, and methods, and labor in my Department as you did those in the Production and Sociological Departments.

Three essentials in manufacturing and merchandising are the Production, the Advertising of the product and the Selling of the product. Like as in every other line of activity connected with the Ford Motor Company, our Advertising Department is at variance with established custom and precedent. Just as we face the problem of manufacturing differently, just the same lines of policies will you find in our advertising and selling. In all these three we have paid no attention to precedent, because I think you will admit that the progressive spirit in business today, with the right conception and vision, must realize that the precedent of today is but the record of the mistakes of yesterday. "Sufficient unto the day is the evil thereof." So while automobile manufacturers have been noted as being the largest consumers of space in advertising, the Ford Motor Company has achieved distinction in the minimum amount of space it has used, and accomplishing the largest results in merchandising. Our business for the present fiscal year will exceed $150.000.000; and that, I think, will be more than the aggregate sum of all the other manufacturers of automobiles in America combined. Our advertising will be proportionately the reverse; we will have spent the minimum sum of money.

We are making precedent while the other fellows are following precedent. We are building a national economy, while the other fellows are enjoying a national extravagance.

The same keen lines of analysis underlie the Ford advertising as has been the foundation of manufacturing and selling. In other words, we know what we are doing; where we are spending our money, and what we are spending it for, and what the money we spend returns to us in business results.

PLEASE ADDRESS ALL COMMUNICATIONS TO THE COMPANY AND NOT TO INDIVIDUALS REFERRING TO THE FOLLOWING NUMBER

If we are serving as a lesson of national importance in manufacturing, in selling, in the making of men, then our advertising must be included as one of the strong factors toward the fullest accomplishment of our purposes.

The thought in our analysis has been concentration of effort and expense. When we were establishing agencies and sales representatives, we used media of national circulation and media of limited circulation. Once distribution was properly represented, we discontinued the employment of media with national circulation and concentrated on local circulation. In other words, we left our advertising with our agents.

In the cities wherein we operate our own branches, we use the daily newspapers, because the newspaper strikes quicker than any other form of advertising, unless it would be street cars and bill-boards, and these, while having the fullness of limit in possibility, have proven too precarious by reason of association to justify the expense they demand. In the villages, towns and cities where we are represented by agents, our contract with such agents bind them to advertise Ford cars in their local newspapers at <u>their</u> expense. They can use the copy which we furnish them free, or they can use their own form of copy, but they <u>must</u> advertise.

As we have in excess of 7,000 agents scattered throughout the United States, it is pretty safe to believe that, when our advertising efforts are in full swing, Ford copy is carried in not less than 75 per cent of all the newspapers published in America.

We enter the home market along the lines of least resistance. We go in with the milkman in the morning; we are brought in the afternoon with the grocery deliveries, and our advertising (we never ask for position) is side by side with the local chit-chat, the social talk, the public questions of that particular locality. In other words, our advertising becomes a part of their life environment - commonplace, and you know it's the commonplace people who elect our Presidents.

Then we go on the broad faith that people either read advertisements or they do not read them. Hence, the size of space used becomes a matter of business prudence. If we took an entire paper, we could not tell all that we know about our product, or give all the reasons why we believe everybody ought to have a Ford car. So we get down on the commonsense basis of about 140, 168, 181 lines - 5, 6, 7 inch double column. In that we illustrate the car and carry three or four of the salient merits which the car has demonstrated itself to possess.

Then we publish a magazine - a house organ - We call it Ford Times, copies of which are sent you, and your attention is called to the following theory which underlies the editing and publishing of this magazine; namely: to insidiously have the reader sell himself or herself on Ford cars. We make no reference to public questions; we have not talked about the great war in Europe this last year; we do not discuss the tariff,or the railroads; but we make it interesting with three or four editorials that we hope to carry an inspiration. Then we branch off into something of touring, or some achievement of the car, or some event connected with our business somewhere over the country. And then we get down to the experiences of Ford owners,

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a little poem here, a funnygram there, and wind up by an illustration of our cars, complete specifications, and a list of the branches, to give an idea of the extent of our service, its reliability, and by the time they have read all these, they cannot help but have a mighty good impression of the car.

We issue a Folder-Catalog, simply for wide distribution by our agents; something that's always present on their tables or desks. This carries photographs of the cars, with specifications and a selling argument. We never mention any other car. We do not believe it is wise, when we are putting out literature for advertising purposes, to call the attention of the reader to any other product other than our own. And in this connection, I ask your careful reading of the Folder-Catalog which I have sent you.

We issue a Sales Bulletin, some 20,000 of them weekly. This originated specifically as a help to the sales force. With more than 7,000 agents, it is safe to estimate they will average two or three salesmen each, so the 20,000 about covers it. We mail these in sufficient quantities to each of our branches with the request that from the office boy to the manager, everyone, should read the Sales Bulletin, because we believe that everyone connected with the Ford Motor Company is a selling factor.

Then we have published little booklets, such as "The Lady and Her Car," "The Doctor and His Car," "Vanadium Steel," "The Farmer and His Car," and occasionally we throw out, when we deem them worthy, sermons in booklet form, such as that by Rev S S Marquis, copy of which is going forward to you, on "The Man."

We were the first to recognize the value of the moving pictures, and we have taken views of our traveling conveyancers and other methods of manufacturing, and the films are supplied to our dealers ad libitum, who exhibit them in their local moving picture theatres. We have taken on the larger element of furnishing to the principal or leading moving picture theatres of the United States a weekly film service, called "The Ford Animated Weekly," and this is running now to the extent of about 450 miles of films daily. They are very interesting to the owners of the moving picture houses, and are 100 per cent valuable to the Ford Motor Company.

Then when the Ford Motor Company announced its Profit-Sharing plan with employees in January 1914, that approximately $10,000,000 would be divided among the employes of the Ford Motor Company, it simply meant a $10,000,000 advertisement, though this was not the thought, as you know; but we could not help it being an advertisement, and we got much more than $10,000,000 worth of front space in the newspapers of the world.

Again in August, 1914 when we announced the Profit-Sharing with Retail Buyers for the coming fiscal year, which would amount to at least $15,000,000, it was another world-wide advertisement, discussed possibly in every home on the Continent, as well as being widely talked about in foreign countries. And when this profit-sharing is really executed in August, 1915, and we turn back to the buyers of new Ford cars from $15,000,000 to $17,000,000 in cold cash, why, the advertising value will be measureless. But the greatest value

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we have at the present time is the more than 800,000 Ford cars in commission. It is not exaggerating to estimate that each car is seen by not less than 50 people each day, which gives us the most practical advertisement - a moving, serving, pleasure-giving Ford car in action, greeting the eyes of between 43,000,000 and 45,000,000 people every day.

I have gone into this in detail, Miss Tarbell, simply to broaden your vision as to some of the causes which have made the Ford Motor Company what it is today, and to assure you that in every department of its operation, there is a keen analysis of the whys and wherefores.

I need not say anything to you as to the beneficent influence of the Ford spirit, which is literally atmospherical about the Administration building, the Factory, the Assembling Plants, the Branches, and with all Ford Agents, wherever scattered.

If there be anything else present itself to your mind in the way of specific information that you would like about the Ford Motor Company, or any of its operations, you have only to write to me, and if it be possible, I will deliver as full an answer to your questions as possible, because I know that your desire in all your labors is to help our poor humanity.

I am not writing this with the expectations of receiving any personal mention of my department, or myself, or anything of that kind, but to help you to the broadest possible vision of what this company stands for; what it is trying to do. Here we obliterate the individual, they are but units which make the Ford Motor Company. No man, no woman is quite so big as the unit in the organization, and his or her reputation stands brighter, stronger in proportion as a reflection of the company he or her represents.

"I would rather be a doorkeeper in the House of the Lord, than to dwell in the tents of the wicked."

Under separate cover, I am mailing you one set of Sales Bulletins, though I think one or two numbers are missing. And also the following:

1 bound volume of Ford Times, No 6
1 " " " " " No 7 and loose copies up-to-date which will go to make up volume No 8
1 copy each of the last six issues of the Canadian Ford Times
1 copy of the English Ford Times,
1 Catalog-Folder,
1 Sedan and Coupelet Folder,
3 Folders especially prepared for the San Francisco Fair,
1 copy of Ford Manual,
1 copy of "The Man."
1 copy of our Profit-Sharing Booklet,
1 copy of "The Little White Slaver."

The Canadian Ford Times is published in Ford, Ont., entirely separate from this company, and the English Ford Times is published in

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Manchester, England, also entirely separate from this company.

Yours very sincerely,

CAB:J

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