

Miss S. Tarbell

1-12-17.

To Officers, Department Managers,
Branch Managers, Salesmen, and any
other Associates I have who may meet
for business and social intercourse
in the paternal house in St. Louis,
January 15th.

GREETING: I wish to all of you good health, good con-
science, and good-will to all men, including me and your enemies, if
you have any.

Confer together; air your grievances, give pointers.

Our plan contemplates efficiency through freedom, sys-
tem and self-interest, inseparably interwoven with mutual interest.
This, I think, is a fair outline of sound human policy.

Efficiency alone, concentrating on producing its own
specific results, makes a hard hearted employer, a military tyrant, and
a boss in politics. We want none of that.

We want as nearly as possible, joy in work; work well
done and its consequent results, will give joy in work.

Work of all sorts, whether intellectual or manual,
whether managing or carrying out, should be a servant to family and
social life.

In all of this I make no mention of money reward for
the simple reason that money cannot, and does not bring these satisfac-
tions, and for the additional reasons that the constant selling of
goods and services in this commercial system, submerges other consider-
ations so greatly that I am as ardently against it as I am against the
world war.

Being in it we have to fight, but we can preserve the
right motives for which to fight. I believe, and I have reason to
think, that any, perhaps most of you also, believe that the profit-
sharing plan is a step forward to minimize the evils of grossly un-
equal incomes, and to foster fair and friendly relations.

I am deeply regretful that as a nation, we are receiving
fabulous profits and wealth out of the horrible disasters to our Euro-
pean brothers. In a less degree I regret our own large profits; they
are a part of the largely advanced prices, which our fellowmen must pay.
High prices have to be paid for by those who cannot shift it to somebody
else. Raising wages is only a temporary expedient; first it adds to the
cost and thereby additional raise of prices. Second, it increases the
buying power and increased the scarcity, and increases the prices.

The only effective remedy is to economize and keep our
feet on the ground. More efficiency, less extravagance.

In my new venture of supplying food to tens of thousands
of families economically, say at 25% less than usual, I have reached
in one or more weeks, the two million a year rate. I think 1917 will

materially exceed two millions. I have my eye set on selling more food than all of you will plumbing goods. I am proceeding to produce the food in the same manner that we produce the plumbing goods, going one step farther, producing it out of the ground and carrying it directly to the counter where the housekeeper gets it. Just as in 1880 I started our manufacturing system by making lead pipe, the next year brass goods and closets, I have already started a milk plant, a bakery, coffee factory, pickle and preserving and condiment factory, and a dairy. As in 1884 I started making copper and zinc lined bath tubs and some other goods, so next comes in this game a modest flour mill, and the beginnings on a large tract of land to raise the stuff that now we get from Minnesota, Maryland, etc.

I know you will enjoy meeting together socially. That is to my taste. In our system here we have a Summer vacation house on the Gulf Coast, and we have a hall of our own in the City where we have dances, somkers and musicals. We had a dance last night at which we had as visitors, a dozen of my manufacturing friends from a distance. We had a glorious time together.

With my hearty personal thanks for your cooperation and kindness, I remain,

Faithfully yours,

W. O. Nelson