

TELEPHONE CONNECTION
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CONNECTING ALL DEPARTMENTS

INDUSTRIAL MANAGEMENT
THE ENGINEERING MAGAZINE
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CABLE | ARODASL, NEW YORK
ENARCHED, LONDON
WESTERN UNION, AL, DIRECTORY
AND LIEBER'S CODES USED

JOHN R. DUNLAP
EDITOR AND PROPRIETOR

New York, January 24, 1920.

My dear Miss Tarbell;

Now that we have made a definite start on the Handbook enterprise, I want to emphasize my very earnest desire to do everything possible to start the work without delay, by asking if it would not be possible for you to give me all your Secretary's time while you are away?

If you are to be absent for nearly three months I conjecture that a very large part of her time might be most profitably employed in definite daily work on the Handbook—work that you could definitely plan with her before you leave, and then keep up by letter and telegraph during all of your absence.

As a practical method of carrying out this work, why not let me provide a desk for her in our new offices in the Cuyler Building, 120 West 52nd Street, which will be ready for her on Monday February 9th; and from that date until you return, have her come to my offices regularly every day, so that she could be in direct personal touch with me and all the members of our staff—Mr. Alford, Mr. Gordon, Mr. Thompson (who will have entire charge of the sale of the Handbook), my son, myself and every other specialist we desire to call in for consultation or as a contributor to the Handbook and the Magazine.

I realize, of course, that it will be positively necessary for her to give continuous attention to your other work; but if you now plan that she shall work on that exclusively until February 9th, and then after she moves her desk to our offices her chief thought and work would be for the Handbook, it seems to me that we ought then to make very rapid progress.

Needless to say, I should want to pay all her salary when she gives all her time to the Handbook; and if possible I should greatly prefer to have you pay her for extra time in evenings and on holidays in disposing of your other work. This would give her opportunity to earn additional money; and that might be an excellent investment for all of us.

Turning from this part of our problem, here is a matter of very much greater importance;

Last night I went over to the Hotel Plaza for a little visit with my old time boyhood friend, Mr. William T. Graham, the first President and the real organizer of the American Can Co. Mr. Graham has made millions of money for himself and all the ^{his} associates and stockholders in his company, because of his quick, accurate and farseeing business judgment. When I told him of our enterprise he at once said that he thought it was one of the finest

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moves I had ever made in the development of the literature of modern industrial management; and when I told him that we planned to name it **DUNLAP'S HANDBOOK**, he turned on me in the most utter astonishment with this exclamation:

"**DUNLAP'S HANDBOOK!** Why, what the devil do you know about women in industry? Why don't you call it **TARBELL'S HANDBOOK?** Everybody in the world that is worth while knows Miss Tarbell and her work; and if you give it the title **IDA M. TARBELL'S HANDBOOK**, you will sell three times as many copies of it. To call it **DUNLAP'S HANDBOOK** would be a big mistake, and you may be sure I am right about it."

Mrs. Dunlap was sitting by listening to the conversation with most intent interest, and at once she said "Mr. Graham is undoubtedly right." And in addition to keeping me awake last night talking about it, again this morning she insisted that I should without delay submit the matter to your own judgment.

As further evidence of Mr. Graham's sound business judgment and commercial instinct, about a year ago when the Saturday Evening Post topped the two million mark in circulation, I turned to Graham one day, knowing that he was a regular reader of the Post and I said: "George Horase Lorimer's work in extending the circulation of that paper is one of the most remarkable things that has ever occurred in the history of journalism; and I, like every other professional editor with whom I have discussed the subject, am at a loss to clearly understand how he has been able to do it. How do you account for it?"

At once Graham said "Why that's simple enough. It is the greatest amount of interesting current literature that has ever been sold for five cents. You remember when we were boys that we used to pay ten cents for Yellow Back Novels---the cheapest and the most thrilling literature of that day. Now Lorimer sells five times as much for half the price; and in every number he gives about three fine leading articles which appeal to readers like you and me, and then all the balance, including the illustrations, appeals to the great mass of men, women, boys and girls who like to read thrilling stories."

I think so much of Mr. Graham's suggestions that I am sending him a carbon copy of this letter; and I am also sending Mr. Phillips another copy, as food for reflection.

Sincerely and faithfully yours,

John R. Dunlap

Miss Ida M. Tarbell,