

**Sales Results
of the**



Advertising Campaign

An address before the National Industrial Advertisers' Association in Chicago, JULY 2, 1952 by D. M. Pattison, at that time Vice President in Charge of Sales, Warner & Swasey Company, Cleveland.

This same talk could be made today, for the advertising campaign described and shown on the following pages is still appearing and still reflects the Warner & Swasey Company and the men who manage it.

The advertising program I will speak of today was planned, created, and developed to sell Warner & Swasey products to top management. That is its prime purpose.

It is not, and never was an institutional campaign. At no time have we, or do we now spend money just to hear ourselves talk. We speak to American business management. From the results we've obtained, we know he is interested and pleased—and he's buying Warner & Swasey.

To get a proper perspective, I'd like to take you back to 1936 when our program was started.

At that time the machine tool industry was just recovering from the worst depression it ever went through. Sales had fallen to as low as 4% of capacity.

Clifford Stilwell, who was then our Sales Manager, asked the sales force what the home office could do to help in the field.

Their answer was—advertising that will help us reach the top men in industry.

We knew our product advertising was reaching production executives and down the line in the factory to all the important men our salesmen contact.

We also knew that we were *not* reaching in the other direction. We knew that many times, if not every time, a treasurer, vice president, general manager, president, director, or several of them, were passing on appropriation requests for new machine tools. And many times they were getting into the detail of the particular machine to buy. We wanted our story to reach those men.

We were a small company with a small budget, so this was a major problem. And the depression had left us with not a dollar to waste.

For 55 years Warner & Swasey had handled its own advertising. We had always felt that no outside organization could ever understand our kind of company and the kind of job we were trying to do, and then interpret it.

However, Cliff Stilwell, dynamic person that he was, did considerable searching around and finally hired an agency that filled the bill. They have handled our account competently ever since.

They lived with Cliff for a while and came up with the modest recommendation which was started in the middle of 1936—a series of $\frac{2}{3}$ pages on the economics of modernizing your plant.

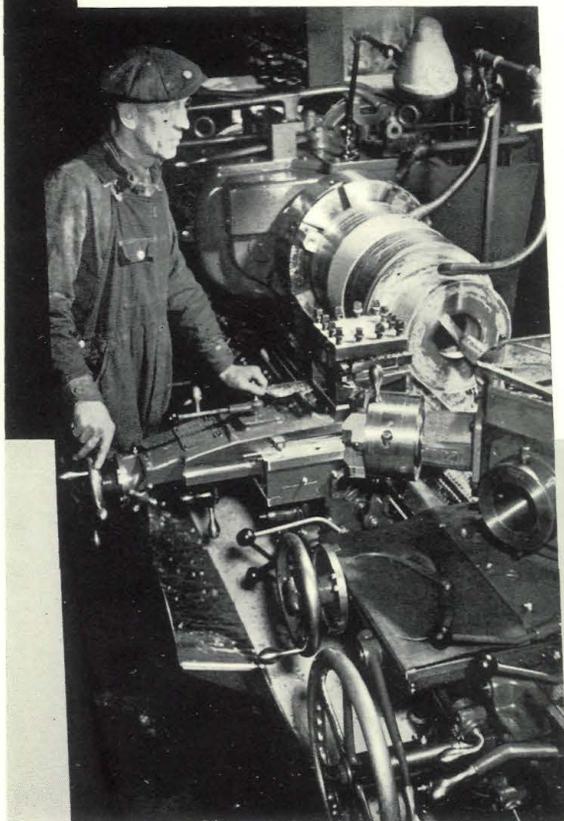
"The Sun Always Rises"

● You and we have lived through many periods like this. They all follow the same pattern:

People get the idea the world is coming to an end. They stop buying. That makes business worse. Then they're sure it's all over. But miraculously the world doesn't end. A few get sensible again and buy a little. Then with a rush everybody wants to buy, and there's a shortage.

If you are one of the sensible executives who knows perfectly well he's going to continue doing business, now is the time to put your plant on a low-cost basis. Later, when the rush begins, you'll have to wait for deliveries, you won't have time to make sure you're getting the best buy, you'll have a tight production schedule you may hesitate to interrupt. Then you pay a penalty in higher costs and lower profits for years.

Far-sighted concerns are buying improved, faster, more accurate Warner & Swasey Turret Lathes now, and making a profit on them even on today's reduced production. Tomorrow they'll make enormous profits because their costs are low. And tomorrow you'll have to compete with these concerns—and they'll dictate price because they control costs. Isn't it sound to let us discuss with you today, when you have time, a low-cost basis for your plant, too?



**WARNER
&
SWASEY**
Turret Lathes
Cleveland

You can turn it better,
faster, for less . . . with
a Warner & Swasey.

Then along came another depression—the very sharp one of late 1937 and early 1938. It was in that period that an advertisement of a slightly different nature, but still on the economics of modernization, was prepared and run. The headline, "The sun always rises," sets the theme that America is too great, too powerful, too dynamic to sell short; that the wise businessman should not throw in the sponge but should have complete faith that business would rise again, and that he should use the interim to modernize his equipment and so get himself in a stronger low-cost position.

This advertisement caused so much comment that from that day on our campaign has become broader and broader along this and similar lines.

In 1939, after Poland was invaded, we knew that war had come. Up to noon on that invasion day we received orders for more turret lathes than we sold in the years 1932-33-34 combined.

A few days later Mr. Stilwell called in the agency for an important meeting. "We are at war," he said, "and we're going to manufacture ourselves out of business again, as we did in the First World War. As you well know, Warner & Swasey is widely known in that segment of business which uses metal turning equipment, *but* we are not known at all beyond that segment. I don't know what we are going to make when this war is over, but I want such a reputation for this company that even if it's baby carriages, the Warner & Swasey name will sell them. How to do it is your job, but that's what has got to be done."

Out of that conversation came the campaign we have today.

How popular was the campaign? Well, one of the first ads in the series was run after the fall of France to the Nazis. It was headlined—"Wonder what a Frenchman thinks about."

Soon after that advertisement appeared, comments began to pour in to us and we knew we had touched a popular chord. We began to get requests for reprinting the advertisement as plant posters, pay envelope enclosures, etc. We kept as accurate a record as we could of the number of times that one advertisement was reprinted, and the number soon passed four and a half million.

Wonder what a Frenchman thinks about

Two years ago a Frenchman was as free as you are. Today what does he think—

—as he humbly steps into the gutter to let his conquerors swagger past,

—as he works 53 hours a week for 30 hours' pay,

—as he sees all trade unions outlawed and all the "rights" for which he sacrificed his country trampled by his foreign masters,

—as he sees his wife go hungry and his children face a lifetime of serfdom.

What does that Frenchman—soldier, workman, politician or business man—think today? Probably it's something like this—"I wish I had been less greedy for myself and more anxious for my country; I wish I had realized you can't beat off a determined invader by a quarreling, disunited people at home; I wish I had been willing to give in on some of my rights to other Frenchmen instead of giving up all of them to a foreigner; I wish I had realized other

Frenchmen had rights, too; I wish I had known that patriotism is *work*, not talk, *giving*, not getting."

And if that Frenchman could read our newspapers today, showing pressure groups each demanding things be done for them instead of for our country, wouldn't he say to American business men, politicians, soldiers and workmen—"If you knew the horrible penalty your action is bound to bring, you'd bury your differences now before they bury you; you'd work for your country as you never worked before, and wait for your private ambitions until your country is safe. Look at me . . . I worked too little and too late."



YOU CAN TURN IT BETTER, FASTER FOR LESS . . . WITH A WARNER & SWASEY



Through the period before America actually entered the war, we tried in our campaign to warn the country that we must be ready to protect ourselves. As you might expect, several times we were called warmongers, but many, many more times we received letters of praise from businessmen, workingmen, housewives, and a complete cross section of America. We and our agency in our frequent, close conversations felt we could see a changing America. Free enterprise was being threatened. We wanted to do what we could, small as it might be, to preserve our own business by trying to inform people to keep the system under which our company and yours started and had grown.

Out in the field as I was at the time, I began to sense and feel the cumulative effect of this campaign. We had always been a company with a fine reputation. None of our salesmen ever had any trouble getting in to see manufacturing personnel. But now we began to find that many other doors were open to us. In fact, many people not in the manufacturing departments were anxious to see us and talk about our company and our advertising campaign.

We were then building a stronger and more widely accepted position in industry. We were building an acceptance for new products that, by the way, we are now manufacturing. We have never gone into manufacturing baby carriages, but textile machinery and road building machinery are certainly different from machine tools. We are making them and selling them—successfully and in quantities.

In 1940 our stock, which had been privately held, was put on the open market. The New York broker who handled the sale of our stock asked for sets of our advertising proofs for each of his salesmen, and the salesmen used them widely and found people who knew our company favorably. They had no other way of knowing us except through our ads.

Again I would like to point out that I have not referred to this as an "institutional campaign." Our campaign is very definitely for the purpose of selling machines and, as I have said, we know it is doing so. Let me put it this way: If an executive committee or board of directors has

three proposals presented to it for the purchase of machine tools, and if they pick up the one with Warner & Swasey on the cover first, our advertising has been successful, because that's all we can ask for. And we know by checking case after case that that has been happening.

We have even sold machines almost by mail from this campaign. A man walked into our Atlanta office one day and said he had never heard of our company except through our advertising, and wanted to give us an order for a turret lathe. Out in Omaha, Nebraska, a Buick distributor, when he couldn't buy cars during the war, turned his machine shop into a small subcontracting plant for aircraft. He telephoned us and ordered two turret lathes. When we asked him why he called here he said, "I have been reading your advertising and any company with that philosophy must make a good product."

I bring these minor incidents up because they are indicative that we did what we started out to do. However, two sales don't make a quota but they do show that our program has taken hold.

I believe that a casual purchase item like a tube of tooth paste is bought almost by reflex action. But capital goods like our products, which average \$20,000 per unit, are very studied purchases. Everywhere we go we know that the men who control these studied purchases know our company and *know us favorably*.

We have succeeded in reaching the very men our campaign was originally designed to reach—the top executive, the member of the executive committee, and the board of directors—whose favorable nod we must get.

How do we know this? Through our sales managers and officers it is our business to be in touch with as many customers and prospective customers as we can. We all have the same experience—wherever we go and talk to key executives we are told that our product is being favorably considered or that the sale has actually been consummated *because of the reputation our advertising has built for our company*.

You can not legislate arithmetic

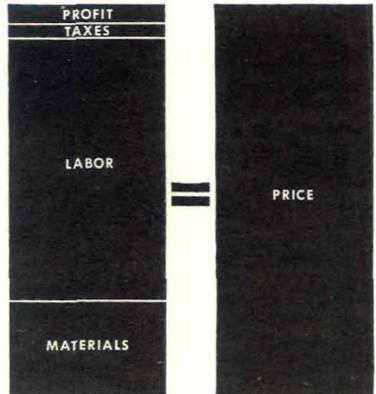
Every schoolboy knows that the price of an article is the sum of the

materials in it
wages needed to make it
taxes taken by government
profit without which the manufacturer couldn't stay in business.

Add them all together, and you have the price of the product. Like this:



Increase the size of any one of them, and the price goes up. Like this:



And, of course, the higher the price, the fewer people who can buy it. The fewer who buy it, the fewer jobs there will be in the factory.

Increase labor's share by taking away the profit, as some suggest? Even if you took *all* the profit, labor would get only 4 cents more added to each \$1 they now receive. And naturally the companies would go out of business and then labor would get nothing.

Increase labor's share by reducing taxes? Absolutely sound. Cut the waste out of government, and business would be delighted to share the saving with their workmen.

And there is another way workmen can get more. If they produce more efficiently, the cost per piece goes down. Then the price of the finished product can remain the same but with more dollars in total, for labor to share.

Any man who tells a workman he can *get* more without *producing* more should go back to playing with blocks. $2 + 2$ still = 4. You can't change that by laws.



YOU CAN MACHINE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY TURRET LATHES AND TAPPING MACHINES

Just what is Free Enterprise?

It has nothing to do with politics nor wealth nor class. It is a way of living in which you as an individual are important. Little things make up this way of living, but think what you would lose if you ever surrendered it:

Free Enterprise is the right to open a gas station or grocery store or buy a farm, if you want to be your own boss, or change your job if you don't like the man you work for. (Under communism you work where you're told, and you live and die bossed by hard-fisted bureaucrats who tell you every move you dare make.)

Free Enterprise is the right to lock your door at night. (In communist countries the dread secret police can break it down any time they like.)

Free Enterprise is the right to argue. (In communist countries you humbly say "Yes" to whatever is told you.)

Free Enterprise is the right to save money if you want, or blow it on a good time if that's what you prefer. (Under communism you'd never have the money to do either — back-breaking hours earn you only enough to keep alive.)

Free Enterprise is looking on a policeman as someone to protect you, on a judge as a friend to help you. (In communist countries you had better be afraid of all police . . . and dread all judges and courts.)

Free Enterprise is the right to raise your children as you think best. (Under communism the state decides what your child shall learn and do, where he or she shall go. Respect for parents, and family life, are held in contempt.)

Free Enterprise is the right to speak freely about anything you wish. (In communist countries you can never know whether your best friend or your own child is an informer. You are told what opinions to have; you'd better not voice any others.)

Free enterprise has nothing to do with how much money you have or don't have, nor what your job is or is not. Free enterprise means the right to *be yourself* instead of some nameless number in a horde bossed by a few despots. Free enterprise is the sum of many little things — but how miserable you'd be if someone stole it from you!



**WARNER
&
SWASEY**
Machine Tools
Cleveland

YOU CAN MACHINE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY TURRET LATHES, AUTOMATICS AND TAPPING MACHINES

You must understand that in selling machine tools we not only compete with other machine tool makers but we compete with the fear of spending money at all. In other words, we must sell not only our machine tool against another, but we must sell the idea of investment. That's why our campaign, which during the war stimulated productivity, has in the last few years been on the subject of sound economics. I repeat, we are trying in our small way to get the facts of economic life across to all our readers, knowing that if we do, the soundness of keeping a plant modern, the vital necessity of keeping costs low, will inevitably lead to the purchase of our product. We also know that if we can get the workingman to understand the facts of economic life he will make the most and best use of the modern tools we make. He'll come to know that a modern machine tool is vital to his economic welfare.

We know that this is being accomplished in a modest way, at least.

In the early days of the war a Kansas City company reprinted one of our advertisements in the Kansas City Star. A year later our president got a letter from the president of the Kansas City company saying, "You may be interested to learn that one of our former employees is just back from Guadalcanal where he saw our reprint of your ad torn out and tacked up on ten American army hut walls."

Toward the end of the war we had a letter from the commanding officer of an air base in Texas who said: "I have 300 civilian employees who are the worst malingerers I have ever seen. I dare not fire them because we cannot get any more. A couple of months ago I started tearing out your ads and putting them on the bulletin board near the water cooler. We haven't had any malingering since."

One of our prized possessions is a penny post card from a shop steward in one of the big automobile plants in Detroit. Here's what he said, "I tear out your ads and put them on the bulletin boards in our forge shop. I think they are helping increase production. Keep them up."



CAPITALIST!

Johnny used to be a laborer. Brother Tim still is.

Both cut lawns. Both used to use customers' hand mowers. Each could do one big lawn a day, and got \$2 for it.

Tim spent his \$2 on movies and candy. Johnny saved some money, borrowed some more, and bought a power mower. Now he can cut 5 lawns a day, and so makes \$10.

He puts aside \$2 a day to pay back his loan, and \$1 toward another mower when this one wears out.

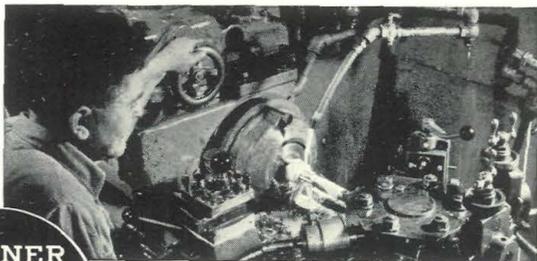
He still has seven dollars where he used to have two, and is helping more people get their lawns cut when they want them. Yet some enemies of business would say that that shows Johnny is

too big; he should be limited in the number of people he can serve.

These same strange enemies would prevent Johnny from setting aside \$1 a day out of his own earnings, to buy a new mower when this one wears out. (Of course, that means Johnny would go back to hand labor at \$2 a day, and fewer people would be served—but these strange people don't care about that.)

And some people say Johnny should be forced to share his \$7 with Tim so Tim can keep on spending his \$2 for movies and candy.

Sound ridiculous? Yes, but every one of these charges and demands is leveled at American business today.



**WARNER
&
SWASEY**
Cleveland
Machine Tools
Textile
Machinery

YOU CAN MACHINE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY TURRET LATHES, AUTOMATICS AND TAPPING MACHINES

More recently we have had letters from school teachers who are using our advertisements in their classes, a minister who uses one every once in a while as the text for his sermon, and newspaper editors who reprint them as editorials. A group of companies in the east reprints each of the ads as a quarter page in all the newspapers in their county. Then about once a year they have a quiz on the economics of business, among the school children of that county, and these businessmen tell me they are convinced that a more healthy understanding of the truth about business is being spread among these school children and through them back to their homes.

Many people tell us we are using the wrong papers for this kind of message. As I said, the primary purpose of our program is to help sell our products. We do want to do everything we can for our country as we know we won't be selling machine tools unless free enterprise is preserved. We want our children to have the same opportunities we have had—opportunities to pick their own jobs and carve out their own futures. Warner & Swasey is, as I have said, a small company and we couldn't afford to run these messages in mass circulation media, but we do get that type of circulation. For instance—a very considerable number of companies use Warner & Swasey advertisements regularly in their house organs, as pay envelope enclosures, as plant posters, and in economics courses they are giving their employees. A careful and conservative estimate of this circulation is at least 30,000,000 a year. My own opinion is that it is more nearly double that.

We get thousands of letters, some of them quite bitterly opposed, when we attack Communistic thinking. Every such letter is answered individually, and our agency tells me that they think we have actually converted a few people from Communism, judging by the third and fourth answers in the chain of correspondence our letters have launched.

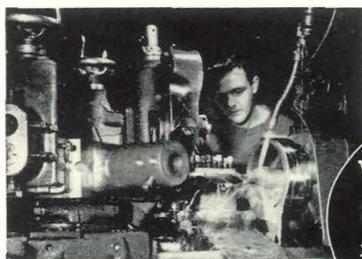
There is no such thing as Profit before Taxes

SOME LEFT-WING LABOR LEADERS and bureaucrats are telling you that business can pay wage increases out of profits without raising prices. And they quote the "profits" of the companies or industries they are talking about.

They do not tell you that the "profit" they quote is before taxes are paid, and any beginning book-keeper knows that such a figure means nothing. You might as well give a figure of "profits before wages" or "profits before bills are paid," because

taxes are every bit as much a bill as any other.

No company has a profit until all its bills are paid. And most of that so-called profit which is left has to go to buy new machinery, or else next year or the year after competition will have cut into that business so badly there will be no profit—and soon no jobs and no taxes. That's why the tax collector and the labor leader should be the first to help a company *make* a profit, instead of *destroy* it.



**WARNER
&
SWASEY**
Cleveland
Machine Tools
Textile
Machinery

YOU CAN MACHINE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY TURRET LATHES, AUTOMATICS AND TAPPING MACHINES

A good many people have asked me how we work with our agency on this campaign. We know perfectly well that the committee arrangement would be completely impossible. Therefore, from the inception of the program the system has been the same. First, we take our agency into complete confidence as to the condition of our business, what we are thinking and planning as far ahead as we ourselves know it. Periodically, Ken Akers sits down with me and our other officers, and we talk Warner & Swasey. We also discuss the condition of the country.

I know Ken does, continuously, a great deal of reading, and he has two very good helpers in his office on economic research. It is then up to him to come to us with a piece of copy. We turn it down or accept it, but we *never rewrite it*.

As vice president in charge of sales, I am the only one who even sees the advertisement. Incidentally, Ken brings it to me in typewritten form—I never see a layout nor a proof for O.K. I do not believe, nor have my predecessors believed, in putting our wording into the midst of Ken Akers' writing, because I know that would be unsound and unwise. Therefore, *I repeat*, we either accept it in its entirety or turn it down. I don't think in the years we have worked together we have turned down more than a dozen advertisements, and most of those have been for company policy reasons.

Then the agency sets the advertisement and ships it, sending us press proofs for our own files. I then send one such proof to the president, executive vice president, and manufacturing vice president of our company. If there is any policy violated there is still time for them to call me and discuss it, but that almost never happens.

I think another interesting point in our agency relationship is how we arrive at our advertising appropriation. Years ago, when our agency relationship was new, the agency came out to see us with studies of the industry, advertising trends, etc. Walter Bailey, who was the man they were then working with, said, "I think that's a hell of a way to arrive at an advertising appropriation. Now we are going to tell you what we

expect our advertising to accomplish. Then you tell us what it takes to accomplish that. That is the way to arrive at an appropriation." We have operated on that basis ever since, and plan to continue.

I have heard Ken Akers express many times the sentiment that, "This campaign is simply a reflection of the character and personality of Warner & Swasey and its people."

To me that is a good definition of what any advertising ought to be. I am glad our agency has that concept of our company, and I believe, too, that it has reflected the company as I believe it is.

Through this advertising Warner & Swasey has sat in thousands of directors' meetings, executive committee meetings, production executive meetings, where no Warner & Swasey man could ever sit—but Warner & Swasey, I repeat, has sat there and has spoken forcefully because our philosophy has spoken for us—our philosophy as expressed in our advertising.

That talk was made in 1952. The advertising campaign is still appearing, constantly kept in step with the times but unchanged in principle, and it is even more successful. For many years Walter K. Bailey, formerly President, now Chairman of Warner & Swasey, has guided, supervised and approved it—and still does.

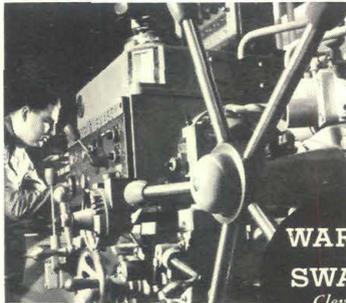
A few (a very few since there have been more than 700) of the more recent advertisements are reproduced on the following pages, with the date of appearance.

When they say it's FREE look out!

Oriental write a word by *drawing* a picture; we should draw a picture for the word "FREE". A fishhook.

There have always been too many people who want things free—who want to be taken care of without work—who want something for nothing. Where do they think it's coming from—Santa Claus? the Easter rabbit? *Nobody ever* gets anything for long that he doesn't *earn*.

"Something for nothing" is sucker bait—and the sucker who thinks he can get it, deserves what he really gets—hooked.



New #3 Ram Type Warner & Swasey Turret Lathe widely used in plants requiring precision production.

**WARNER
&
SWASEY**

Cleveland
PRECISION
MACHINERY
SINCE 1880

YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION EQUIPMENT

What a wonderful country this could be

—if every politician voted for the security and future of his country, instead of for his own next election.

—if every "liberal" worked for the financial soundness of his country instead of for the socialist idea of dragging everyone down to the same drab low level.

—if every business manager said and did what he knew was *right*, rather than what he thinks the union or his stockholders or the U. S. Department of Justice or whatever would like him to do or say.

—if every workman did his best day's work because he knows that is the only honest way to earn his wage, and the way to rebuild his country's strength.

—if every voter voted for *America*, not for "who will give me the most."

We believe almost every man and woman in this country would earnestly rally around such a banner, such an honest *principle*. Don't *you?* Will you *say* so?



*Warner & Swasey Electrocycle® Lathe
producing brass valve bodies.*

YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION EQUIPMENT

Where is that country we used to know?

IN the America of yesterday you paid your debts as quickly as possible, and went without things, to do it.

You disciplined your children—but disciplined yourself, first.

You spent less than you earned, and demanded your government do the same.

You went to church, your children to Sunday School, you held daily prayers—and no court would have dared to interpose any law into your private religion.

You would have been horrified at (and quick to change) men in high places who

made "deals".

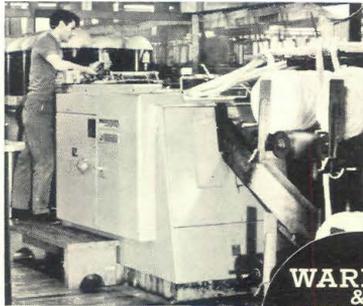
You expected to prosper only by doing a better and better job.

You obeyed the law—but took active enough part in government to see that the laws were just.

You "walked softly but carried a big stick".

And *that* was the *character* which brought this country victory in three wars in your lifetime, built it back from a shattering depression, and fed and saved the civilized world.

Is there enough of it left, to do it again?



Wool fibers being prepared on Warner & Swasey SERVO-DRAFTER Automatic Leveling Draw Frame prior to twisting into yarn.

**WARNER
&
SWASEY**
Cleveland
PRECISION
MACHINERY
SINCE 1880

YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION EQUIPMENT

The greatest War on Poverty is a successful corporation

HUNDREDS—often thousands—of people did without things they wanted, saved their money, bought machines with it, hired men to run the machines, sold the products at a profit so they could buy more machines and hire more men and sell more products and make more profit.

That is what every well managed corporation does, and the bigger it is, the more anti-poverty war it can wage. And the corporation doesn't *take* taxes, it *pays* them—as well as providing jobs.

So anyone or anything that interferes with profit and savings (slow-down, featherbedding, excessive taxes, unearned wage increases, government hostility) —helps kill the only thing which can provide jobs and decrease poverty.

Government cannot create prosperity. *Profit* invested in better machines so efficiently operated they create *more* profit is the one and only way to win the war everyone wants to win—the war on poverty and unemployment.



Warner & Swasey fast handling Turret Lathe extensively used in brass industry.

**WARNER
&
SWASEY**
Cleveland

PRECISION
MACHINERY
SINCE 1880

YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION EQUIPMENT

When you say you

"can't afford new machines"

—you are really saying

You can't afford to save money

You can't afford to reduce costs

You can't afford to reduce your prices

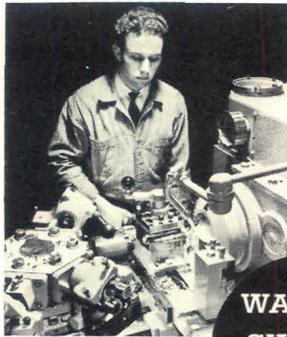
You can't afford to increase your sales

You can't afford to open new markets

You can't afford to increase your profits

All of which means:

You can't afford to stay in business.



*Machine operators like
Warner & Swasey Turret
Lathes because they are
easy to handle.*

**WARNER
&
SWASEY**

Cleveland

**PRECISION
MACHINERY
SINCE 1880**

YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION EQUIPMENT

"Gimme"

SOMETHING dangerous has happened to this country—spread of the cowardly idea that the world owes you and me a living just because we're here.

Socialists love to mouth the Declaration "Life, Liberty and Happiness" but they omit the most important word—"Pursuit". Pursuit takes energy and intestinal fortitude which beatniks and rabble rousers and their rabble haven't got and haven't the courage to acquire.

"Automation took my job of carriage driver (or ice-man or whatever) so you owe me relief." Get out and drive *yourself*, and if you haven't got a skill, be the best floor sweeper or day laborer in town—and you'll get along.

If you dropped out of school or won't go to night school because it's too hard, whose fault is it but yours that you haven't got a job or a salable skill?

This once-great nation was built on self-respect, not self-pity. "Gimme" can wreck it.



Gradall[®], a machine of many jobs, digging drainage ditches in a southern town.

**WARNER
&
SWASEY**
Cleveland

PRECISION
MACHINERY
SINCE 1880

YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION EQUIPMENT

Craftsmanship dead? Visit a machine shop

POETS and politicians may bemoan this automatic age; good workmen welcome it. With a modern machine (a new Warner & Swasey Turret Lathe, for example) a good workman can often produce twice as much as he could ten years ago, and earn accordingly. But he can also (and we *know* this is of vast importance to the great majority of workers) produce valves, fasteners, gears, cylinders and a hundred other

parts, of such precision and strength that they make much of today's industrial equipment possible—equipment on which the safety, progress, standards of this nation depend.

The right to be and feel important is one of the most driving ambitions of most Americans. Modern machines help them attain it. Trust most of them to use the machines well—for *your* profit as well as their pride.



The operating ease of Warner & Swasey Turret Lathes helps machinists produce accurate parts faster.

**WARNER
&
SWASEY**
Cleveland
PRECISION
MACHINERY
SINCE 1880

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“Yankees go home!”



But these Yankees, who saved the very nations now screaming this contemptible demand—these Yankees whose country's gold rebuilt those nations . . . *these* Yankees can't go home.



*Wool fibers being prepared
on Warner & Swasey
SERVO-DRAFTER Automatic
Leveling Draw Frame prior to
twisting into yarn.*

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We mass-produce almost everything in this country

—except character

IT used to be that when you wanted something, you worked to earn it. Now you stage a riot to get it given to you at someone else's expense.

If your father or grandfather lost his job, he took whatever work he could get, and he went (probably walked miles) to where there *was* work — *any* honest work — being done. Now hordes of relief "clients" refuse a job unless it is to their liking, and they demand the job be brought to them in their community.

This nation was built by immigrants (beginning in the 1600's and earlier) who struggled here for opportunity, and would have scorned the false idea of "something for nothing". Now it seems to be an almost universal (and, all-too-often the only) ambition.

It used to take a lifetime of gruelling work and scrimping for a family or a country to earn a little surplus, a taste of security. Now mobs of stupid "students" and whole "emerging nations" demand they be given it, out of *your* earnings and with no effort on their part.

"Minority groups" all over the earth seem to think the world owes them everything they want. So vicious destructiveness makes necessary higher taxes to pay for more police to protect decent citizens; higher taxes for playgrounds and parks which hoodlums promptly make unsafe; higher taxes for schooling for gangs who don't seem to want or are unable to be educated. The minority groups whose rights no one seems to consider are the taxpayers and decent citizens — who may have been pampering evil too long.



The Hopto[®] hydraulic backhoe digging a drainage trench for a southern construction company.

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For almost 90 years we have been trying to put ourselves out of business

WHAT we have been doing is make better machines which produce more than older models, so that fewer should be needed to produce the same amount of goods. A few years of this and everybody ought to have enough of ours and all good machines to make everything needed, so they wouldn't want any more machines.

"That's the inevitable result," the professors said, "of automation — the mature economy."

The only trouble was that the better machines produced more and better things that more people wanted, at lower costs so more people could buy.

So manufacturers had to buy *more* machines, not fewer. And all this put more people to work which created more wages to buy more things. (And a by-product of these better machines is that the greater number of people could earn their higher wages with less effort).

Which (if there's anyone in the class who hasn't recognized it) is the definition — and result — of Automation.

And below is a portrait of one of the members of the family —
a Warner & Swasey Automatic.



*Large AC Automatic
Turret Lathes help cut costs
on complex jobs.*

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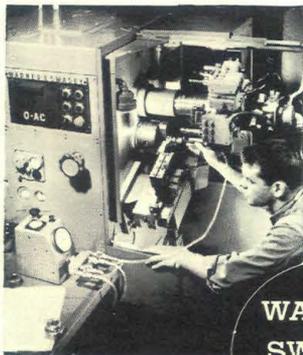
A little inflation is like a little dope —there is no such thing

HIGHER and higher wages (who bothers about productivity!). More and more free government services. Bigger pensions, earlier retirement. Government competing with industry "in order to cut consumer costs". Constantly growing national debt. More and more concentration of power in national government.

Sound familiar? The United States is doing every one of these things, but it is Uruguay this time. Uruguay has been "enjoying" its welfare state a few years longer than the United States — so now it's time to pay the inevitable price — cost of living up 400%, value of its peso down in five years from 9¢ to 1½¢. Savings, life insurance, bonds worth less and less. *Always* the bitter price of the welfare state. Uruguay is only one of the more recent which the something-for-nothing program always ruins.

So Uruguay comes to the United States, asking to be bailed out.

We are now doing the same things Uruguay did, under the same guise of Federal authority and "generosity". But whom do *we* go to, to bail *us* out?



New Warner & Swasey Automatic for space age components requires precision gages to measure extremely close tolerances.

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It costs a lot to be an American but it's worth it

LAST month a Marine, due to retire, was killed in Vietnam; he had had his enlistment extended because he knew the streets of Saigon could next be the streets of his home town.

A few days ago a Negro was shot, going to the defense of an elderly white couple being attacked by a gang of hoodlums.

Recent newspapers reported the death in action in Asia of the third and last son of a New England couple. His two brothers had been killed — one in the Second World War, one in Korea. All three had volunteered.

There are thousands more.

And there are others who may not pay in quite these ways for the right to be an American but whose payment is hard, too, because it seems eternal — millions

of wives in this amazing land whose courage and cheer are all that keep their not-so-successful husbands going, day after drab day. And husbands and fathers who "didn't have a happy childhood" either, but who obey the law and pay their own bills by doing without things, and who teach their children to do the same.

Dramatic challenge doesn't come to many of us. War and mobs are a long way from most lives, and yet — and yet — when the challenge does come, in Vietnam or city streets, in a crowded kitchen or a discouraging job, the American — the basically decent, honest, hard working, patriotic, kindly American — comes through like the unsung hero he is. He pays the price it takes to be an American and keep this country alive. Not the self-styled leaders, not the "reformers," not the popularity-seekers. The true *American*.



Short-run metal fabricators use this tape controlled product of Warner & Swasey's Wiedemann Division to manufacture parts at production-line speeds and costs.

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The Warner & Swasey Company and its Products

DIVISIONS	PLANTS	PRODUCTS
Machine Tool Division	Cleveland, Ohio Solon, Ohio	Turret lathes and automatic turning machines
Construction Equipment Division Badger Division	New Philadelphia, Ohio Winona, Minnesota	Hydraulic excavators Hydraulic excavators
Textile Machinery Division Haskell-Dawes Division	Cleveland, Ohio Philadelphia, Penna.	Yarn preparation machines Rope making machines
Balas Collet Company	Cleveland, Ohio	Machine tool accessories
Control Instrument Division	Flushing, Long Island, N. Y.	Instruments
Duplex Division	Lansing, Michigan	Trucks and material handling equipment
Lahr Machine Division	Cleveland, Ohio	Drilling machines
Lima Division	Lima, Ohio	Coil conversion equipment
Manchester Tools	Akron, Ohio	Metal cutting tools
Research and Development Center Numerical Control Department	Solon, Ohio	Research and machine controls
Sterling Foundry Company Brown Industries	Wellington, Ohio Sandusky, Ohio	Foundry products Foundry products
Wiedemann Division	King of Prussia, Penna.	Turret punch presses Testing machines
Warner Swasey Asquith Limited	Halifax, England	Automatic turret lathes