

BUSINESS WILL GROW WITH CHARACTER

National Refining President Urges More Attention to "Human Equation"

By FRANK B. FRETTER

WE have had predictions regarding business by many men, from the banker down. The statistician has worked up figures and has shown charts in reference to future business. Even the astrologists have prognosticated as to the future.

To my way of thinking the real facts are that business is going on and that 1931 will be better than 1930.

What can be done to help? It would seem to me that the government and the men responsible who compose the legislature, could bring better conditions for the farmer. Such of the farmers as I have come in contact with say they do not need seed and such help in order to carry on; but they point out that what is necessary is a reduction of taxes and assessments on the land, thus enabling them to raise food and such extra produce as they may be able to sell, so as to enable them to buy other necessities. I am told there are many farms even where hard work is put into raising crops, where not sufficient revenue can be produced to pay the taxes. Would it not, therefore, be well to consider lowering the taxes?

Then, let's not try to be quite so "economic," as the saying is. Let us drop the word for a while and think more in terms of human beings than in terms of figures and graphs. To illustrate, it is claimed to be economic to build a gasoline pipeline. Is it? If no gasoline, or crude oil for that matter, were transported by pipeline, then look at the following picture:

The iron ore is mined by one class of men. It is then transported to furnaces. Workmen in the mill convert it into sheets. Car manufacturers build it into tank cars and engineers and trainmen employed by the railroads see that these cars are moved back and forth, creating freight charges for the railroads that enable



Frank B. Fretter, President of the National Refining Company, is one of the best seasoned heads in the refining industry from the point of view of a great many years' experience, success and other qualities that bring ripe judgment. He sets forth his views on current conditions, for men in all industries, in the accompanying article.

He believes that the dog-eat-dog kind of competition between industries, and between companies in an industry, has destroyed markets and has endangered public confidence in business.

Let's take it a bit slower, he suggests. Let's accept that each of us cannot get all the business. Let's recognize that the deciding factor in industry is still public opinion and that a business cannot be directed entirely by graphs, and statistics and "economics".

The accompanying story is reprinted from a recent issue of the National Petroleum News.

them to pay for the services of their employes and, last but not least, dividends to their stockholders.

For the oil industry, this means

persons profitably employed who can buy gasoline, for the clothing industry those who can buy clothes, and so on. When the railroads keep their employes busy, business is generally good.

I don't want to belittle the wonderful mechanical development of the world, nor what has been done in improving living conditions; but at the same time, in these days of depression, I cannot help wondering if we may not be moving too fast. I wonder if our speed isn't so great that the shock from its impact as it careens down the Road of Progress may not be unnecessarily severe, both to mankind and to business.

We want the cheapest possible way to transport gasoline. Yes, but we want customers for that gasoline and they must have money with which to buy gasoline, if the oil industry is to enjoy a good business.

Away back in the Dark Ages, someone developed the motto, "Live and Let Live." To a very large extent, it is nearly forgotten today.

In business, depending upon the size of its bankroll or its ability to borrow money, the manager of a corporation feels that it rests upon him to secure ALL the business, no matter at what price, with a view to eliminating entirely his competitor.

This has been tried over a period of many years in the past. Precedents have been established which should convince any executive it is impossible to occupy the position of "survival of the fittest." If it should come about, the one who survives will be short-lived.

Business will be divided up to the extent of sales work, ability and quality of goods, and decency and fairness in marketing prices, and when we develop a character of this kind in business, there will be more business, business ventures will be more profitable and

(Now turn to Page 27, please)

NEWS of the FRISCO CLUBS

Ladies' Auxiliary, Joplin, Mo.

Twenty members of the Ladies' Auxiliary to the Frisco Employes' Club of Joplin, Mo., assembled in the club rooms on January 15 for installation of the following newly elected officers: Mrs. H. B. Wilson, president; Mrs. P. Carrithers, vice-president, and Mrs. W. E. Spindler, secretary-treasurer.

This Auxillary gave a bridge party in December from which it realized \$22.35. This sum was used to buy groceries and to pack baskets for needy families. A report on the distribution of these supplies was made in this session.

Following the business meeting, the ladies were joined by their husbands and a radio program was enjoyed. Refreshments were served later in the evening.

St. Louis Terminals

The meeting of the St. Louis Terminals Frisco Employes' Club, held January 29, the club's first session in its new club room on the second floor of the Tower Grove station, drew an attendance of approximately seventy-five, which included a splendid representation from Lindenwood and the following visitors: L. E. Martin, assistant to president; C. C. Kratky, and J. P. Lyons, George Malone and F. W. Dunard of the traffic department.

Following disposal of routine business in this meeting, which was conceded by club officers to be one of the most enthusiastic they have had, Mr. Kratky and Mr. Martin were called upon for talks. Both congratulated the club upon its work and assured members of their desire to help in any way within their power. Subsequent to the talks, the meeting was given over to a general discussion which was participated in by a majority of those in attendance. During the course of the discussion the officials present assisted by explaining matters of technical nature which came up.

A report on solicitation disclosed that business had been secured by each of the following: Fred Walker, switchman; Wm. O'Toole, Mr. Catlin, John Schnorr, and John Daniels.

The club's new meeting room, which will probably be a very effective influence in bringing out attendance at meetings, is a large second-floor room,

furnished with chairs and benches, which will seat approximately a hundred persons. The enterprising members and officers have decorated its walls with numerous pictures, which include views on Frisco Lines and a number of photographs taken at picnics and other club affairs. On the wall back of the presiding officer's desk is a huge Frisco emblem. Offices across the hall serve as coat rooms while meetings are in progress.

Pensacola, Fla.

The meeting of the Pensacola Frisco Employes' Club, held February 2 and attended by thirteen members, was devoted chiefly to discussing communications received by the club and other routine business.

TICKET YOUR AUTO!

Employes interested in solicitation have recently been provided with another desirable service to offer patrons in the provision, effective from December 15, for transportation of passengers' automobiles on first class tickets. The tariff authorizing this provides that a patron after buying two first-class tickets may purchase three additional tickets of the same class and be entitled to take his automobile with him. The tickets may be either one way or round-trip. Passengers in excess of two must be provided with additional transportation. The arrangement is available to Frisco patrons at Kansas City, St. Louis, Memphis, Tulsa, Oklahoma City, Joplin, Springfield and Wichita, and cars may be shipped from these points to any destination in Florida, the Mississippi Gulf Coast and New Orleans and from St. Louis and Kansas City they may be shipped to any destination in Texas. Cars are handled in fast freight trains and may be shipped as early as seven days in advance of passengers' departure.

The traffic department urges that employes bring this new convenience to the attention of prospective passengers. It is pointed out that this is not only a more economical arrangement than driving because of the wear and tear on the car and tires, but it relieves the patron entirely of the nerve-strain which results from many hours spent at the steering wheel of a car. More detailed information on this service may be obtained from traffic representatives.

Among the communications discussed was one from Uncle Charlie Baltzell of St. Louis, in which he gave information on tours to Pensacola for boys which he is planning for next summer. It was decided in this session that membership cards should be given free to employes temporarily out of service until they are back on the payroll and that these employes should be urged to attend all business meetings and entertainments of the club. Following this, there was a general discussion of solicitation in which useful information was given by Howard Humphreys, W. H. Crow, and C. W. Miller. It was agreed that L. L. Bangert, a member of the club who had recently been transferred to Springfield, should be sent an honorary membership card and the secretary was instructed to write him expressing the club's appreciation of the interest he took while residing in Pensacola. The next meeting was set for March 2.

Fort Worth, Tex.

The meeting of the Fort Worth Frisco Employes' Club, held February 4, was attended by 32 members and was opened by the reading of several letters from members, unable to be present, who wished the session success. Among those read, were letters from G. W. Henderson, brakeman; W. H. Moore, conductor, and G. H. Murray, cashier at Dublin. A letter was also read from W. O. Moore, a former president of the club, who now resides in St. Louis.

A vote of appreciation was given in this meeting to G. S. Hatheway for having a letter which was written about fifty years ago, published in a local newspaper. The letter was written by a Mr. Wicker, a banker in New York City, to the late Capt. B. B. Paddock, at that time connected with the F. W. & R. G. Railroad, and thanked the Captain for some venison, which had doubtless been slain on the F. W. & R. G.

J. P. Casey, chairman of the executive committee, read the proposed club by-laws and with a few exceptions they were adopted as written by the meeting. The matter of organizing a club baseball team was brought up and it was decided that president should circularize the membership for opinions. E. H. Jordan made a brief talk in which he told of the celebrities

From Birmingham to Kansas City In 48 Hours—Frisco All The Way



Forty-eight hours service from Birmingham to Kansas City is the remarkable record made by Frisco Lines on six cars of pipe consigned to the city of Kansas City, Mo., last month. The city government wanted the pipe Monday morning, February 9, in order that it would be available for the 2,000 workmen called to assist in relieving Kansas City's unemployment problem. The pipe left Birmingham at 6:00 p. m. February 6, and arrived in Kansas City on No. 36 at 1:00 a. m. Monday morning, February 9. The six-car shipment was the first of a total of 150 cars of pipe coming to Kansas City to be used in a water main project. Frisco Lines has been assured a part of the haul on all of the future cars.

who have chosen Frisco Lines recently. Among them were Harry Sinclair, president of the Sinclair Oil Company, and a party of six who traveled from Fort Worth to Tulsa; Dr. Strayer of Columbia University, New York, one of the country's foremost educators; Admiral Richard Byrd, the explorer, and a party of six; party of seven executives of the Amerada Oil Company, and six executives of the Tidal Oil Company.

A report on solicitation disclosed that the following had secured results from their efforts during the period from January 1 to February 4: J. H. Richards, R. D. Ward, and Pauline McMahan, of the accounting department; W. S. Hutchison, auditor; Jas. Grace, Sr., trainmaster; D. O. Etter, of the freight depot; W. G. Cook, of the claim department; J. R. Ferguson, locomotive inspector; Fred Perkins, V. P. & G. S.'s office; Leda Belle Durrett, claim department; Jas. Grace, Jr., V. P. & G. S.'s office; Helen Horrell, traffic department, and H. L. McHaffey, W. R. Edwards, and C. B. Stewart, of the accounting department.

Refreshments which were provided by the members of the accounting department as a special treat to the club were served at the conclusion of the session.

Memphis, Tenn.

The meeting of the Greater Traffic Committee of the Memphis Frisco Employees' Club, held February 11, in the local freight office, was attended

by twenty-five members and was devoted to a discussion of solicitation which disclosed that the club's efforts along that line had been quite effective.

According to reports made in that session, business, tips, or both, had been secured by each of the following: H. D. Robertson, route clerk; S. L. Oliver; W. F. Corkery, chairman of the Greater Traffic Committee; J. T. Carrigan, bill clerk; P. W. Ramsey, team track clerk; B. C. Johnson, rate clerk; J. F. Wright, chief bill clerk; F. T. Stround, utility clerk; J. L. Fazzi, inbound delivery clerk; D. E. Creeden, disposition clerk; L. P. Cochran, storekeeper at Yale; E. M. Grisson, check and receiving clerk; Gordon Robertson, cashier; J. L. Meador, boiler inspector; L. H. Davis, yard clerk; W. W. Humphrey, switch clerk; N. R. Walker, check and receiving clerk; Mrs. Lelia Lenihan, stenographer; H. S. Crothers, expense clerk; A. E. Elliott, warehouse foreman; T. E. Bagwell, rate clerk; T. E. Bryant, yard clerk; G. R. Humphrey, station accountant; J. L. Edwards, cashier's clerk; E. C. Libla, receiving clerk; H. A. Markham, interchange clerk; W. Y. Billings, expense clerk; Cecil Vaughn, miscellaneous clerk; J. A. Ladd, uncollected clerk; B. C. Scruggs, assistant cashier, and Clarence Maupin, carload bill clerk. Corkery called the attention of the meeting to the two cent rate, which went into effect February 1 and to the

new tariff under which two passengers with five tickets may take their automobile with them. The next meeting was set for the second Wednesday in March.

Willow Springs, Mo.

The Frisco Employees' Club of Willow Springs, Mo., met February 10 and elected officers for the ensuing year. Sam Preston, was elected president and Eugene Loven, vice-president. O. A. McDill was re-elected secretary. The meeting was fairly well attended. Discussion in this session was given over to bus and truck competition and bettering local business conditions. The next meeting was set for March 10.

Sapulpa, Okla.

Approximately 200 members of the Sapulpa Frisco Employees' Club and a large number of visitors, among whom were many local business men, assembled in the dining room of the Sapulpa Harvey House on January 19 for an entertaining program of music and other numbers and a business discussion, which included several instructive talks on competition and solicitation.

This session was called to order by A. Morgan, chief clerk to superintendent, in the absence of John Stroud, the club's president, who was called to Springfield. The meeting was opened by a group of songs by Gene Autry, telegrapher. Several numbers by the Kiwanis Bullfrog Orchestra

followed, and the Mid-West Colored Quartet gave several selections.

Among those making talks were R. M. Page, agent at Vinita, Okla., H. F. DeLozier, traveling freight and passenger agent, and A. Morgan. Page devoted most of his remarks to pointing out what individual employes can do to increase business, and DeLozier told of his work along the line in inducing shippers to use Frisco Lines instead of trucks. Morgan gave statistics showing the number of Frisco families residing in Sapulpa, the monthly payroll, the amount of taxes paid in Creek County last year and the portion of the taxes used to support schools. Subsequent to the meeting, the Sapulpa Business Men's Association called upon the superintendent's office for these figures that they might be used in a bulletin for distribution to all local business houses.

A general discussion followed the talks in this meeting and C. J. Quinn, president of the Tulsa Frisco Employes' Club, who was a guest of the Sapulpa club, invited members of the local club to the next meeting of his club. In concluding the session, Morgan expressed the appreciation of the club to the ladies of the auxiliaries to the four organizations who prepared the refreshments which were served following the meeting. R. W. Berry and O. P. Rainey represented the Tulsa traffic department in this meeting. Following are the representatives of business concerns which attended this session: George Nichols, traffic manager, Bartlett-Collins Glass Company; F. M. Horn, grocer; Mr. Brock, manager, Army and Navy Store; Mr. McMillan of Monnig Brothers Department Store, and Leonard Biron, secretary of the Business Men's Association.

Kansas City

At a meeting held January 27 the following were chosen officers of the Frisco Employes' Sunnyland Club of Kansas City, Mo.: N. J. Fracul, yard clerk, president; E. C. Lindeman, cashier, vice-president; H. J. Hoke, chief clerk, secretary, and F. J. Westerman, treasurer. Approximately 120 were in attendance at this session.

Subsequent to the election, each of the newly chosen officers made brief talks in which they expressed their appreciation of the confidence of the members and told of their plans for the club during the ensuing year. Interesting talks were made also by E. G. Baker, assistant general freight agent; J. R. Coulter, traffic manager; and J. W. Skaggs, superintendent of terminals.

The combination business and so-

Coach Fares Reduced to 2c a Mile

A CONTRIBUTION of Frisco Lines toward relieving the present business depression was made through the reduction of coach fares between all points on the line, effective February 1. The rate was reduced from 3.6c a mile to 2c. This reduction was made, because of belief by officers of the road that it would stimulate passenger travel thereby facilitating general business recovery and at the same time would regain a large portion of the passenger business lost to other forms of transportation in recent years.

Experiments during the past year with excursion rates prompted the road to ask permission of the Interstate Commerce Commission to inaugurate the new rate on the Frisco. Various tests brought a marked increase in the number of passengers and was productive of revenues in excess of those received under the standard rate which was in effect before announcement of the excursions.

Emphasizing the need for recovering passenger business are statistics which show that there was a decrease in passenger revenues on the Frisco of from between \$20,000,000 and \$21,000,000 annually during 1921, 1922 and 1923, to \$10,900,000 in 1929 and about \$8,350,000 in 1930, despite the fact its lines were extended approximately 600 miles, giving it a total of about 6,000 miles of track. The population of the cities in its territory increased more than thirty-two per cent and the population of its territory generally increased more than fifteen per cent during that period. Moreover, in support of the plan to reduce coach fares, there are figures which show that more than 90 per cent of the total loss in passenger revenues is directly attributable to a loss in coach passengers. A further factor pointing to a successful outcome of the Frisco's far reaching experiment, is the fact that the reduced coach fares can be made effective with slight, if any, increase in operating and maintenance costs, since coaches on passenger trains are now being moved with a very limited number of passengers, which, generally speaking, could be increased from 300 to 500 per cent a train without materially increasing either the units of equipment or the cost incident to handling.

Of the many pleasant features of railroad travel and particularly coach travel, one which has been prevalent, has been augmented and made more inviting recently on Frisco Lines, and that is the lunch service offered to coach passengers. A neatly printed bill of fare is given each passenger, showing that a variety of sandwiches, both hot and cold, coffee, milk and pie, may be served to passengers in the coaches. Each passenger may check the items desired and waiters from the dining car will serve the lunch at the coach seat.

This is, of course, in addition to the regular dining car service. The reduced fare passengers are welcome and their patronage in the dining car is desired.

The 2c fare tickets are on sale daily at all stations and are good in all coaches. In addition, the usual free baggage allowance is made as well as half fare for children.

cial meeting of the Kansas City Club, held January 19, was marked by an attendance of approximately 500, which included a number of families and friends of employes.

The first part of the meeting was taken up by entertainment numbers and talks by officials, the chief talk being made by F. H. Shaffer, general manager. Speeches were also made by J. W. Skaggs, and W. B. Berry. Following the program, the hall was cleared of chairs and the remainder of the evening was spent in dancing.

Fort Worth, Texas

The meeting of the Fort Worth Frisco Employes' Club, held January 20, was called for the purpose of counting ballots in the annual club election and for the installation of officers following the count. Ben B. Lewis was chosen for the presidency and Miss Mary Bess Smith was elected vice-president. Miss Leda Belle Durrett had been unanimously re-elected

secretary-treasurer in the preceding meeting.

Subsequent to the installation of officers, Lewis took charge of the meeting and presented the newly chosen members of the club's executive committee. This body is comprised of the candidates who did not receive a majority vote in the election. Following are its members: A. T. Todd, Jas. Grace, Jr., Jas. P. Spicer, C. V. Williams, J. C. Tewney, Helen, Horrell, V. B. Barber, J. P. Casey, J. R. Ferguson and T. J. Burt. The voting which took place prior to this session was preceded by a great deal of friendly rivalry among the candidates for president and vice-president. Each department put forward a candidate and each aspirant for office published a platform, stating why "his hat was in the ring" and outlining policies he favored.

At the completion of the general election, a vote was taken to select

an official correspondent to *The Frisco Employes' Magazine* and James P. Spicer was unanimously elected to that position. The president then appointed a committee to draft a new set of by-laws to be acted upon at the next meeting. The session was concluded with a rising vote of thanks to J. R. Ferguson, president of the shop-craft association, for use of the hall in which the meeting was held and to the retiring club officers for their efforts during the past year. H. A. Granger, retiring president, responded to the vote with a brief speech in which he expressed his appreciation of the co-operation accorded him during his administration. The meeting was attended by approximately sixty-five members and visitors.

The Fort Worth Club met December 30 to choose candidates for club offices. In this session a representative from each department was appointed and instructed to confer with the employes of his department and select from among them candidates for president and vice-president. H. A. Granger, president of the club, appointed the following to comprise a committee to count the ballots: G. E. Littlefair, general agent; R. L. Truitt, of the freight loss and damage claims department, and I. K. Leach, yardmaster. Forty-six attended this session.

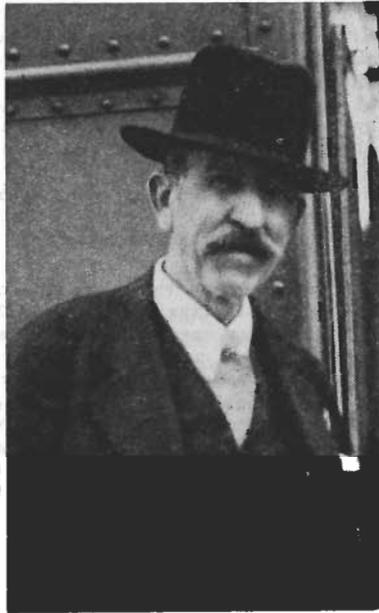
J. P. Casey, cashier, was elected parliamentarian in this meeting. A solicitation report revealed that business had been secured by each of the following during December: J. E. Duran, special agent; Corylyne Pledge, traffic department; R. D. Ward, accounting department; J. C. Tewmey, traffic department; R. E. Wesenberg, auditor's office, and C. V. Williams, switchman.

Thayer, Mo.

The meeting of the Thayer Frisco Employes' Club, held February 12, was devoted chiefly to making arrangements for the survey of traffic district No. 25, of which Thayer is headquarters.

Walter Davidson, president of the club, appointed Mr. Miller, cashier at Thayer, as chairman of the survey committee, following which sub-chairmen were appointed to handle the canvass in the other towns of the district. Miller chose several employes to assist him in canvassing the city of Thayer, and T. H. Edmundson, secretary of the club, mailed a letter to each sub-chairman, instructing him how to conduct the survey in his town and sent each a supply of necessary forms. C. B. Callahan, assistant superintendent, who was pres-

GOV. MURRAY ON METEOR



The Hon. William A. Murray, Oklahoma's newly elected governor, rode the famous "Meteor" from Oklahoma City to St. Louis February 10, en route to Springfield, Ill., where he spoke at the 122nd anniversary celebration of the birth of Abraham Lincoln. The above excellent photograph of Gov. Murray was taken at Oklahoma City just before he boarded the train.

ent at this meeting, requested that employes call upon him for any help they might need in making the canvass.

There was also a discussion of solicitation and general business conditions in this session, in the course of which a letter was read from D. L. Bales, senator from the 22nd District of Missouri, regarding bus and truck legislation.

Tulsa, Okla.

The principal talk in the meeting of the Tulsa Frisco Employes' Club, held January 16, was made by M. M. Sisson, assistant general manager, Springfield, Mo. Approximately fifty members attended this session.

"People are waking up to the fact that the railroads need help," Mr. Sisson said. "It is the general opinion of the people that railroads have always existed and always will. The depression has cost lots of jobs and it is no pleasure to lay people off. but we have to make both ends meet in order to maintain our credit. We are more than willing and will, when business picks up to any extent, put on additional help."

Mr. Sisson also discussed bus and truck competition and requested each and every employe to use his influence toward effecting legislative regulation of this competition. Interesting talks were made in this meeting also by O. H. Reid, general agent, and J. E. Payne, assistant general freight and passenger agent. Both urged employes to put forth their best efforts in solicitation work and Mr. Payne, in particular, devoted considerable of his talk to the recently established two-cent rate for coach travel.

A report on solicitation activities since the last meeting showed that the following had done especially good work: F. J. Wilson, chief clerk to freight agent; C. J. Quinn, president of the club; Walter Fagan, general yardmaster; O. L. Young, superintendent of terminals, and Mr. Beckwith, chief inspector. The meeting was concluded with a general discussion of solicitation, competition and business conditions.

Salem, Mo.

C. H. (Uncle Charlie) Baltzell of St. Louis was the principal speaker at the meeting of the Salem Frisco Employes' Club, held February 9. He devoted his talk to the two-cent fare, ways of increasing travel and the effect increased passenger travel will have on freight business. He also told the meeting of educational tours for boys to Pensacola, Fla., which he plans to sponsor during the coming summer. A general discussion of freight and passenger service followed his talk. William Hatten was also a visitor at this meeting.

Okmulgee, Okla.

The meeting of the Okmulgee Frisco Employes' Club, held February 12, was given over to making the plans for the traffic survey, which employes over the system are undertaking, and a committee was appointed to secure the information required in the canvass of the 11th Traffic District of which Okmulgee is the headquarters. The committee was comprised of the following: H. T. Wood, president of the club, chairman; John Reeder, John Lancaster, Lester Rikard, Mr. King and Mr. Connelly.

The following were appointed chairmen of committees in the stations which follow their names and each was instructed to appoint helpers as he thought necessary: Mr. Francis Morris; Mr. Moore, Preston; C. J. Riner, Eram; A. S. Guinn, Boynton; W. F. Brentlinger, Beggs, and Mrs. Irene Culpepper, Mounds. After completion of plans for the survey, the meeting was devoted to a further discussion of the canvass and of bus and