



Ford

THE UNIVERSAL CAR
IN BUSINESS SERVICE



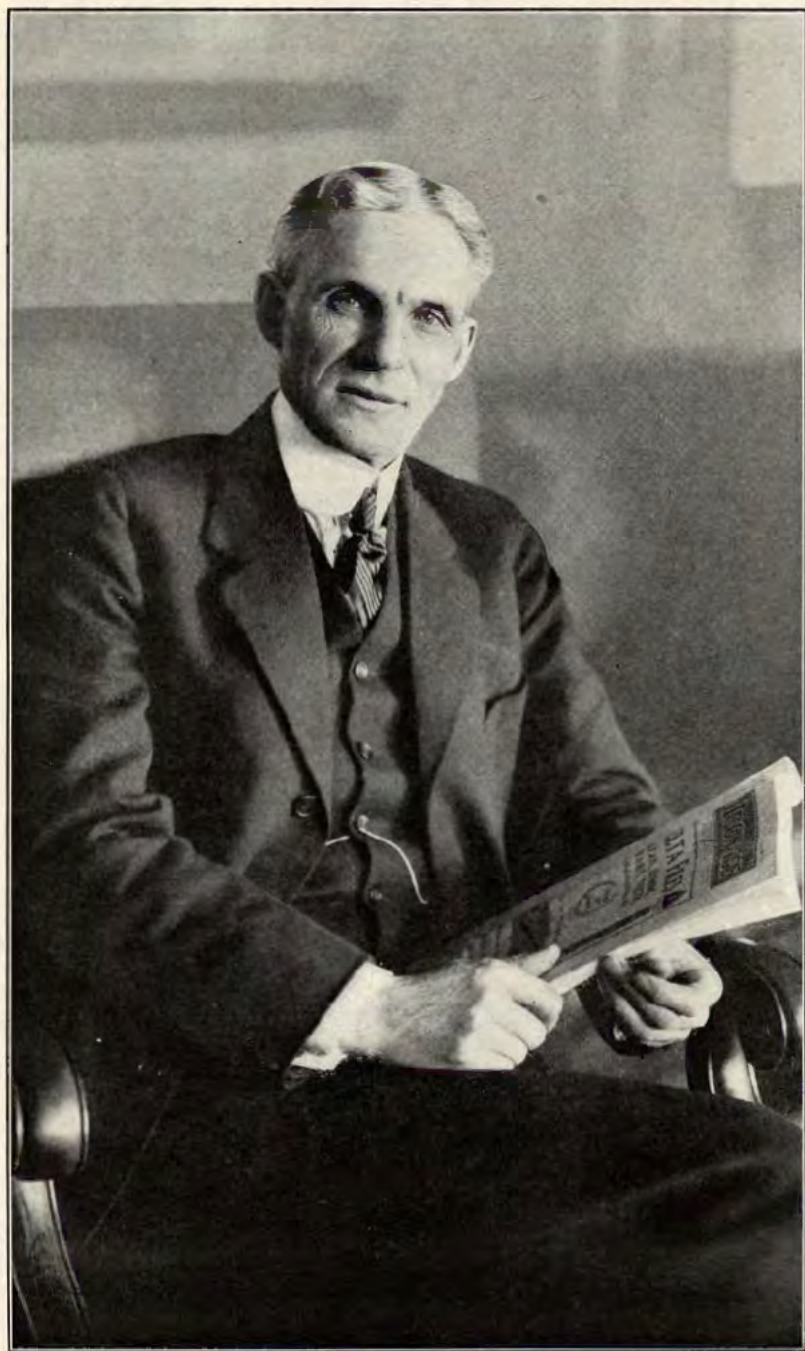
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The Big Power Building is 150 feet wide by 400 feet in length, 500 feet from ground to top of smoke stacks. It required 5,200 tons of structural steel (enough to erect a 20-story "skyscraper"). The huge engines are on the ground floor; boilers on third, and fuel, etc., on upper floors.

*Ford Motor Company,
Detroit Michigan*



HENRY FORD

INTRODUCTORY

IN presenting this small book, giving facts as to the utility and economy of the Ford car in business service, we have kept as closely to the subject as possible, allowing those who have had the experience to speak from that experience.

There is nothing of guess-work in any of the statements made, and the majority of the evidence, as to the superior merits of the Ford car in business service, came to us a voluntary tribute from business men who, having found an economy, are desirous of passing the good news along to others.

It will be noticed that many firms consider it unnecessary to go to the trouble and expense of keeping a detailed account, of the daily, monthly or yearly expense, of the operation and maintenance of Ford cars in their service, the saving being so pronounced that comparative figures as against horse-service and as against other automobile equipment are needless. With such firms the Ford car has been an emphatic economy from the first day of its use.

This fact is strongly accentuated by the results secured by those who have kept careful records of every detail of expense.

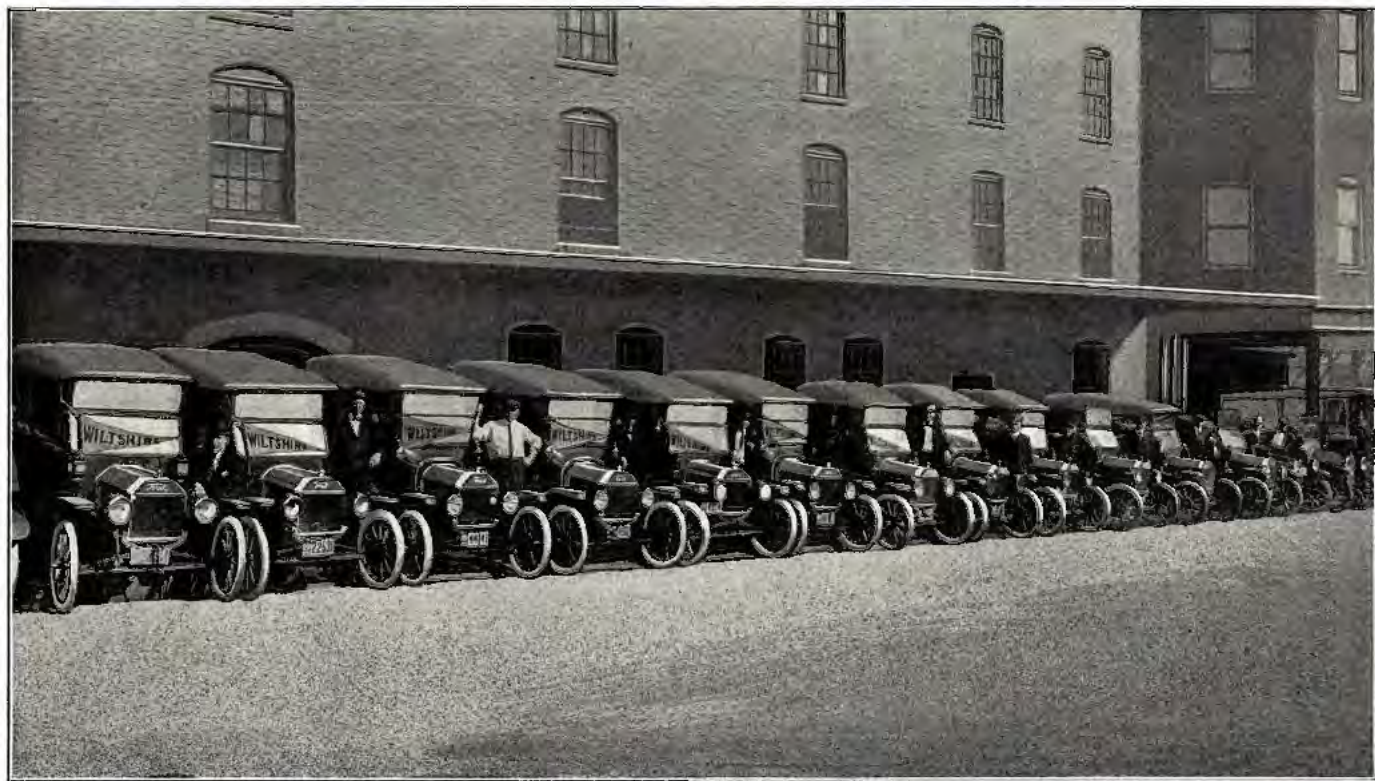
The Ford Motor Company does not build any type of delivery body. The buyer can equip his car with that particular style of body best adapted to his requirements. The photographs shown in this book illustrate various types of bodies, covering a wide variety of service.

You are solicited to buy the Ford car for your business service, not because it is a small price car, but because it is a better car.

Take the subject up with the nearest Ford Agent.

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The Cleveland Provision Company finds Ford cars a decided business economy

Buying Cars for Salesmen

In the use of Ford cars for salesmen there are two principal methods adopted by employers. First, to buy and own the car, allowing the salesmen a certain amount monthly for expense of operation; this amount varies from \$20 to \$40 a month, according to the territory traveled by the salesmen. Under this arrangement, unless the salesman returns to headquarters each Friday or Saturday night, there is no check on his personal use of the car on Sundays and, while he would naturally pay the expense of operating the car on Sunday, when so used there would still be a certain amount of wear and tear.

The other plan is for the salesman to buy the car outright, either with his own funds or through his employer on the monthly installment plan, if advisable, and be allowed a certain amount monthly for expense of operating. With the responsibility of personal ownership then naturally follows the assurance of special care in maintenance.

We note how a few companies operate:

Cudahy Company (Omaha branch) stands one-half of the purchase price and the other half is paid back by the salesman at the rate of \$25.00 a month. The salesman pays all expenses and is allowed \$30.00 a month for the upkeep of the car.

Best & Russell, of Omaha, cigar manufacturers, make it possible for its salesmen to buy, loaning the necessary amount which the salesmen pay back at \$20.00 per month, the company paying the operating expenses monthly, whatever they may be.

The Joseph Mack Printing House, Inc., of Detroit, has an arrangement with salesmen, which is reported to work out very satisfactorily and which was adopted by other companies in Detroit, among them the Detroit City Gas Co. The plan is to allow the salesman \$500.00 a year for the maintenance of the car, or a little over \$40 a month. This sum, however, is not advanced to the salesman until his obligation to the company is settled, but is applied against his indebtedness. The salesman is allowed to select any reasonably priced car, but it is significant to note that the majority have chosen the Ford car, and Mr. Mack, president of the company, says where Ford cars are concerned they have found the allowance of \$500 a year more than ample to cover every expense to which the salesman is put in connection with the car, including depreciation. In this case the company buys the car and sells it back to the salesman at the rate of \$40.00 a month; the salesman pays the operating expenses out of his own pocket until the car is paid for, and then he still continues to receive the \$40.00 a month for operating expenses, upkeep, depreciation, etc.

The Loose-Wiles Company, manufacturing bakers, operating nationally, with branches in several important cities, buys the cars and re-sells to the salesmen. Figures show the expense to be about the same as railroad fare, with an increase in business in a normal season of about 35%.



Ford performance on country roads is a factor with the traveling salesmen of Northrup, King & Co., seedsmen, of Minneapolis



The salesmen of D. M. Ferry & Co., seedsmen, of Detroit, are Ford-equipped throughout. Reasons—service, economy

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The salesmen for the Simonds Manufacturing Company, of Seattle, Wash., have the cars purchased for them. Then the company allows 6 cents per mile to cover all operating and maintenance expenses.

The Imperial Candy Company, another Seattle concern, purchases cars for its salesmen, re-selling them on contract at \$25.00 per month, without interest. In addition to this an allowance of \$25.00 a month is given salesmen to cover their operating and maintenance expenses.

The Schoellkopf Saddlery Company, a Dallas, Texas, firm, is experimenting on the respective advantages of selling the car to the salesman and allowing him a certain amount for expenses, as compared to the plan of the company retaining ownership of the car.

The Boren-Stewart Company, wholesale grocers, in Dallas, Texas, bought the cars outright and re-sold them to the salesmen at the rate of \$35.00 per month. Each man is allowed \$35.00 per month for operating expenses on the cars.

The Edson-Moore Company, of Detroit, formerly retained control of its cars. Now they are sold to the salesmen at a rate of \$20.00 a month, taken from a monthly allowance of \$50.00. The other \$30.00 is allowed for expenses incident to running the cars. All the Ford cars are rendering satisfactory service.

Salesmen of the Kirkendall Shoe Company, Omaha, buy their cars from the company at a rate of \$25.00 per month. Each salesman is allowed \$30.00 per week to cover all expenses, including the car, but no detailed expense record is kept. In addition to saving money out of this expense allowance, the salesmen claim traveling by Ford is cheaper than by rail, and by visiting their territory at shorter intervals, an increase in sales is secured which results in larger earnings.

Peet Bros., Kansas City, big soap manufacturers, use four Ford runabouts for their city salesmen. The company purchases and retains ownership of the cars and maintains them. Salesmen are allowed to keep the cars at their homes over night, and to use them for pleasure on Sundays and holidays. The cost of maintenance has been so low they have not thought it worth while to keep an account of same.

Cornell & Underhill, manufacturers of iron pipe, purchase the cars and assume all expenses. The Corona Provision Company does likewise, while Koenig & Schuster, grocers, make a present of the car to old, reliable salesmen, and meet all the expenses. These are New York firms.

Pierre Lorillard & Company, wholesale tobaccoists, consider the length of service and whether their salesman is on a salary or commission. If on commission, he pays the company \$10.00 a week until the car is paid for. During this time and afterward, the salesman meets all expenses. If on a straight salary basis, the firm stands the cost of the purchase of the car and pays all the operating expenses.

M. J. Brandenstein, Seattle coffee merchant, advances money to salesmen for the purchase of a car and then allows them \$100.00 per month for all expenses incidental to securing business. Out of this allowance, which they receive as long as they continue to operate



These Fords cover city and country territory all the year around for the Standard Oil Company, Wichita, Kan.



Page Wire Fence Company, Adrian, Mich., recognized Ford value when they equipped their traveling salesmen



Fleet of Ford cars in front of Singer Sewing Maching Co., Honolulu, H. I. Different nationalities employed as salesmen: American, Hawaiian, Japanese and Chinese

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W. A. Manwaring, contractor, 1208 N. 31st Street, Philadelphia, reports the satisfactory service of 35 Ford cars, for heads-of departments, troublemen and patrolmen, in both city and suburban use. The company retains ownership of the cars and charges the expense of operation to various accounts.

A Ford car used in the Portland, Ore., branch of the Crane Company has an average cost of 2 $\frac{3}{4}$ cents per mile.

Drugs and Chemicals

The Pyrene Manufacturing Company, a firm of national reputation, supplies its salesmen in each territory with Ford cars; the cars are placed in the hands of the men, and a periodical report, which covers every cost item, is made on a form supplied to them.

The Lamar & Rankin Drug Company, of Atlanta, Ga., purchases cars for its salesmen. One of these men, P. G. Stanley, was allowed a regular weekly average expense before using a Ford car. The company continues to allow him this amount and out of it he operates and maintains the car and is allowed to make for himself any surplus. He repays the company a fixed amount each month, until the car is paid for. His expenses with the Ford car are given below, and form an interesting record. They are for oil, gasoline and storage only:

Beginning		Beginning	
April 1914.....	\$27.05	Nov. 1914 (15 days) ..	\$11.19
May 1914.....	22.76	Dec. 1914 to Apr. 1915	
June 1914.....	16.72	car used only	
July 1914.....	14.27	in city.....	17.29
Aug. 1914.....	18.27	April 1915.....	20.93
Sept. 1914.....	16.21	May 1915.....	16.72
Oct. 1914.....	18.77	June 1915 (eight days)	4.75
Total.....			

Total.....\$204.93

Three Prest-O-Lites cost \$3.25. Aside from this item, Mr. Stanley's average monthly expense for the Ford car was \$15.76. The distance traveled is estimated at 18,000 miles.

The N. P. Pratt Laboratory, of Atlanta, Ga., uses Ford cars, and found that for thirteen months ending July 20, the total cost for operating and maintaining a Ford car was \$236.54, an average of about 2 $\frac{3}{4}$ cents per mile.

Parke, Davis & Company, one of the world's largest manufacturing druggists, insists on its salesmen owning their own cars, and allows them a certain sum for upkeep. Where the salesman is not in a position to buy his car, the company buys it, and turns it over on contract.

The National Lead Company, of Detroit, says: "The Ford cars in use by our salesmen are purchased outright by us, belong to us and we turn them over to the salesmen for use in soliciting business. They have not been in use long enough to furnish a detailed expression of their value, yet their usefulness is clearly demonstrated by enabling the salesmen to make more calls. While this method of canvass



The best evidence of supreme Ford utility for delivery is its increasing use by the biggest department stores

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may, when all figures are in at the end of a sufficient period, show a little higher cost, we are confident that it is fully justified and the results will show such a plan to be not only practical, but economical."

W. H. Caruthers, Kentucky manager for the West Disinfectant Company, Louisville, says he thinks the Ford is the only sensible car for business or pleasure. He gets 22 miles to a gallon of gasoline, and still has the original tires on the car after covering more than 6,000 miles.

Twenty-five dollars a month takes care of the expenses entailed in operating the Ford car used by Blumaner-Frank Drug Company, of Portland, Ore. The company allows the salesman, who owns the car, \$35.00 per month, thus taking care of the depreciation.

Government and Municipal

The Post Office Department in Cincinnati has a fleet of eighteen Ford cars and one emergency car, all of which have uniformly good records. The mail-carrier receives a vehicle allowance of \$75.00 per month, and owns and drives his own car. The average day's run is about 40 miles, with 150 stops. It requires an average of 3.12 gallons of gasoline and .84 pint of oil, per day.

The following letter from A. C. Cason, Commissioner of Water Works and Sewerage for the City of Dallas, Texas, speaks volumes for the worth of Ford cars as economizers for the taxpayers:

"We installed two Ford cars in our Water Department for the Repair and Leak men. By so doing, we saved the cost of the services of three men, amounting to \$2,430 per year; and the expense of keeping three horses, figured at \$540 per year, making a total saving for the year of \$2,970. To offset this, an allowance of \$600 per year was made for the upkeep of the two cars, leaving, as I figure, a net saving of \$2,370 annually."

Memphis, Tenn., Fire Department gives very interesting comparative figures as between horse and buggy and Ford car service.

"Following will be found a comparison between a Ford runabout and a horse-drawn buggy for the year of 1915:

497 gallons of gasoline—15c.....	\$ 74.55	
New tires, lubricating oil and repairs.....	104.32	
Total.....	\$178.87	
For Horse-Drawn Buggy		
12 months feed—\$12.00.....	\$144.00	
12 months shoeing.....	32.00	
New set of harness and repairs to buggy.....	\$125.00	301.00
Difference in favor of Automobile.....	\$122.13	

"The difference in alarms answered and territory covered by the auto apparatus cannot be very well compared to horse-drawn buggy, not taking into consideration the comfort and rapidity in answering alarms, as the automobile greatly increases the territory covered."

Five Ford cars, used almost entirely for city work in Philadelphia by the Corby Company, show an average cost per mile, for tires, gas, oil and grease, of 1½ cents. The company retains ownership of the cars, and all running expenses are charged to the company's garage.



These Ford cars deliver the Chicago American to sub-stations
and news stands



Dependable, quick, economical Ford delivery is a feature of John J. Bulger's
grocery, Indianapolis

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Twenty dollars per month is allowed city employes in operating the Fords owned by the city of Kansas City, Kans.

Los Angeles, Cal., recently compiled investment, operating and maintenance costs covering the 26 Ford cars in municipal use. These cars are divided among four divisions of the city government—administration, collections, meter and service cars, pipe laying, heavy and work vehicles. The report shows that they have traveled an average of 7,535 miles each at a total cost per mile, including gasoline, oil, tires, and repairs, of 2¾ cents. We quote Burt A. Heinly, of the Los Angeles Bureau of Waterworks Supply, by whom the report was made:

"Unquestionably the Ford is by all odds the car best adapted to department service under the three main heads of initial cost, cheapness of maintenance and cost of operation. If out of service they are easily repaired at a low cost of parts, and little time is required in the shop for parts replacement. On collection service, where they are the only machines employed, the operation ranged from 1½ to 3½ cents per mile (down-town streets with traffic stops and low gear frequent) while the average daily cost was only 63½ cents or less than half the daily maintenance of a one-horse rig.

"On Ford light work-cars, which the department does not hesitate to load to 1,000 lbs., the turtle-back end of the roadster is removed and is replaced by a light truck body built at the shop at a cost of from \$7.50 to \$8.00 each. Several such trucks have been in use since 1911, and they are still 'running strong'."

Individual Salesmen, Agents, Etc.

Two salesmen for the Chatfield & Woods Paper Company, Cincinnati, have purchased Ford cars on their own account, but were not allowed any increase in expense appropriation or salary, except the extra commissions they received by increased business, due to the cars. One country salesman receives an allowance for maintenance, amount not stated. Gasoline and oil are furnished to the city salesmen at cost and the company's mechanic keeps the cars mechanically right. They also use a Ford car for delivery work.

The following figures are the actual running expenses of a Ford car traveling in the state of Kansas, and what was accomplished by the salesman operating the car. It was a Ford runabout, carrying a sample trunk, weighing 300 pounds.

104 towns were made in six weeks. By railroad, twelve weeks were required to cover this territory.

The cost of operation, four trips over the territory, consuming six months' time, and including all repair bills, garage bills, tires, gasoline, oil, etc., was \$288.00.

Depreciation, at the rate of 50 cents a day, was allowed, amounting to \$90.00. The total expense was thus \$378.00 in covering 15,000 miles. The car was idle four days because of impossible weather. Ten days it was run in bad, rainy weather.



"Grows with Detroit" is the slogan of The J. L. Hudson Company, Detroit's biggest department store
And their Ford delivery fleet grows with Hudson's

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Covered by rail, drayage and excess baggage amounted to 50 cents per town and these items cost \$208.00. The railway fare, at 2 cents per mile, was \$300.00, a total of \$508.00. The Ford saving in actual traveling expenses for the six months was \$128.00. The increase in business was 15%. And the car was reported running better than when new.

A salesman for Devoe & Reynolds, varnish manufacturers, of Brooklyn, purchased his own car and made such a success with it that his employers secured a Ford for another salesman. The cars have enabled them to materially increase their commissions.

George F. Trimble, representing the Zymole Trokey Company, in Brooklyn, increased his commissions $3\frac{1}{6}\%$ in six months' use of the Ford car, and states that the average cost to himself is about 2 cents per mile.

Dr. Samuel E. Woody, of Louisville, Ky., gives the following reasons why he bought another Ford:

"Simple, easily understood, safe and reliable.

"Will do as much as any other car, and under worse conditions.

"Consumes less gasoline, oil and tires.

"Uniform service everywhere; fair prices and no tipping of employes.

"Depreciation much lower than other cars.

"My Ford costs less to run than any horse I ever had, and does twice as much work as the two horses I used to keep."

On the firm's recommendation, a Milwaukee salesman for the Fox Cutlery Company purchased a Ford car and now maintains the operating expense. He has not kept a definite account of same, as it is very small.

A trifle over 2 cents per mile— $2\frac{1}{5}$ cents and $2\frac{1}{10}$ cents, respectively—is what it costs M. A. Disbrow of Omaha to run Ford cars in city and country. The company owns the cars and pays all expenses.

Ford cars prove economical for Flannery Bros., Pittsburgh, funeral directors. They have two cars, one of which averages 85 miles per day, the other 70.

"Business has nearly doubled since I bought my Ford," is the way H. Adler, 1314 Frankford Ave., Philadelphia, expresses his satisfaction. He is enabled to secure extra business from suburban towns, and finds his cost per mile is only 2 cents.

Horse hire and car fare cost Frank Ward, of Philadelphia, \$509.50 for one year. He believes the Ford which he now drives will cut traveling expenses approximately \$200.00 per year. His cost per mile averages about 2 cents, not including depreciation nor interest on the investment.

F. H. Derbel, 697 Drexel Bldg., Philadelphia, reports that the average expense of five cars used by his concern is about 1 cent per mile, for running costs only.

The Philadelphia representative of the P. Lorillard Company, wholesale tobacconists, owns two Ford cars. The company allows him a flat rate to cover cost of operation. He has not kept a detailed account, but receives the amount whether the cars run 10 miles or 100.



A part of the army of Fords used by Bambergers, Newark's (N. J.) big department house

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R. F. Kahler, salesman for the Philadelphia firm of C. F. Bonsor & Company, reports that oil, gasoline and grease for his Ford car cost on an average only $\frac{7}{8}$ of a cent per mile. He owns the car, and pays the operating expenses out of his increased commissions.

With the exception of gas and oil, two Cincinnati salesmen for the Ohio Rubber Company, maintain their Ford cars out of their increased earnings. No cost data is kept.

The figures given below are the actual expenses encountered by Chas. A. Woerner, a salesman for the Diamond Match Company, in Philadelphia, for one year. In that time he traveled 11,440 miles.

Garage charges, cleaning and storage.....	\$145.00
624 gallons of gasoline.....	80.32
14 gallons lubricating oil.....	6.15
Four new tires.....	45.30
One retreaded tire.....	6.50
Repairs on tires.....	3.15
Repairs on car.....	7.19
Six pounds of grease—only half used.....	.95
Pennsylvania license for one year.....	10.50
Driver's license for one year.....	2.50
Total cost.....	\$307.56
Av. cost per mile.....	2 $\frac{7}{10}$ c

Manufacturers and Wholesalers

From Buffalo comes an interesting table, showing the comparative cost of two Ford cars in continuous service for one year. In addition to the fact that the operating expenses were low, the average cost per mile is almost the same, being 2 $\frac{1}{2}$ cents for one car and 2 $\frac{4}{5}$ cents for the other. Practically every item is taken into consideration in arriving at this figure:

Items	Car No. 1	Car No. 2
Miles run.....	12,447	11,256
Gasoline (gals.).....	718.5	686
Gasoline cost.....	\$101.66	\$ 96.96
Oil.....	12.33	8.45
Tires (new).....	47.66	64.61
Tires (repairs).....	9.40	15.35
Repairs.....	26.64	30.95
Storage and washing.....	68.00	61.75
New equipment.....	53.12	36.50
Depreciation.....	205.80	205.80
Cost, including depreciation.....	524.51	522.37
Cost, less depreciation.....	318.71	316.57
Cost per mile, inc. depr.....	4 $\frac{1}{8}$ c	4 $\frac{3}{5}$ c
Cost per mile, less depr.....	2 $\frac{5}{8}$ c	2 $\frac{4}{5}$ c
Miles per gal. of gasoline.....	17.3	16.4

The above record was made by cars in the service of the American Radiator Company's Buffalo branch.



The salesmen of the City Ice Delivery Company, Cincinnati, O., are building its business by the use of Ford cars

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"Costs are far less than when the salesmen traveled by rail, and the business has increased one-third," is the verdict of the Samuel A. Crocker Company, Dental Supplies and Surgical Instruments, Cincinnati, O. This firm has used one Ford runabout for over two years, and the average cost is about \$3.00 per week. No itemized records are kept, but the company is so pleased with the performance of the first car that a second has been added, and is doing equally well. On a former weekly expense report, amounting to \$43.00, transportation expense was estimated at one-half. The salesman's total weekly expense for Ford travel ranges between \$8.00 and \$10.00.

Seventeen dollars was the computed cost of a Ford car used by one salesman for J. R. Patton Sons, makers of awnings in Cincinnati, during a recent single month. A distance of 800 miles was covered, making the cost per mile slightly more than 2 cents. The company owns the car and maintains it.

The Padgett Bros. Co., of Dallas, manufacturers and jobbers of wholesalesaddlery, purchase Ford cars outright, and re-sell them to their salesmen on the installment plan, a method found to be very successful. The cars have been in use a short time, but are giving excellent service.

The records of four cars operated by the Loose-Wiles Biscuit Company, in four widely separated territories, over a three-months period—April, May and June—show the following interesting comparisons:

	Lower Michigan	Northern Kansas	Lower Illinois	Central Towns
Days run.....	49	28	40	51
Days idle.....	26	52	44	32
Number towns made.....	223	124	254	254
Av. towns per day.....	4.7	5.0	6.4	4.8
Car miles.....	2344	1583	2818.8	3472.2
Rail miles.....	2081	2051	2302	3557
Gasol. {	Gallons.....	202	130	167.5
	Mi. per gallon.....	11.2	12.8	14.5
Oil {	Cost.....	\$29.94	\$17.55	\$24.04
	Quarts.....	31	32.5	29.5
Storage {	Cost.....	3.65	4.70	4.48
		22.00	21.00	43.55
Tire expense.....			3.05	2.80
Repairs.....	3.35	6.25	3.20	10.93
Misc.....	8.80	7.00	6.35	23.95
Total cost.....	67.74	56.50	84.67	83.73
Av. cost per mile.....	3c	4½c	3½c	3¼c

The superintendent and salesmen of the Llewellyn Iron Works, Los Angeles, use a number of Ford cars. One of the salesmen made the following report to his company:

14,400 miles covered in 12 months.
 Averaged 21 miles per gallon of gasoline.
 Operating expenses, including gasoline, oil, repairs and a new set of tires at wholesale price.....\$131.00
 Cost per mile.....9½c

There have been no accessories or additions of any kind used on the car during its 14,400 miles of travel, and the salesman states that he has done nothing other than give his car the attention necessary to keep it in perfect running order.



The advertising value of attractive and unique body construction is employed by The House of Crane, cigars, Indianapolis, Ind.



This candy maker of Indianapolis believes in the "good taste" of his delivery equipment as well as in his product

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Two Ford cars operated by representatives of Adams & Kelly, Omaha, makers of sash, doors, frames and millwork, turned in an average cost per mile of 1 cent and $2\frac{1}{2}$ cents, respectively, for city and country work. They consider the Ford a very good investment.

A car owned by the Mobile, Ala., agency of Ballard & Ballard, millers, whose main plant is at Louisville, Ky., has the following record for a three-months period:

Repairs.....	\$ 6.60
Oil and Gasoline.....	24.60
Tires and misc.....	4.00
Depreciation.....	43.00
Total.....	\$ 78.20
Miles covered.....	2453
Cost per mile.....	$3\frac{1}{4}$ ¢

The Milwaukee branch of the H. W. Johns-Manville Company buys cars and re-sells to the salesmen. The salesmen are then allowed a definite amount for operating expense, based on the territory in which they work.

The Hoffman-Billings Company, Milwaukee, does not permit salesmen to use cars except on business. They find that the approximate cost for upkeep, including garage rental, is \$13.20 per month.

The Quality Biscuit Company, also of Milwaukee, keeps a complete expense account and finds that the Ford makes a saving of 11% in their traveling expense over methods previously employed.

The Omaha branch of the Burroughs Adding Machine Company says: "We are very much pleased with the Ford car and what it does for us, and would purchase no other for this work." The Burroughs office has had two Ford cars in use by their salesmen for two years, and is in a position to know whereof it speaks.

The American Lightning Rod Company, of Omaha, has had Ford cars for some time. Experience has led them to conclude that the Ford is the logical car for the work, on account of its reliability, economy and prompt service. No detailed cost records are available.

A Ford car owned by Best & Russell, cigar manufacturers, of Omaha, covers an average run of 1200 miles monthly, at an average cost of $2\frac{1}{2}$ cents per mile. This company does not buy nor own the cars, but loans its salesmen the money, which the salesmen repay at the rate of \$20.00 a month.

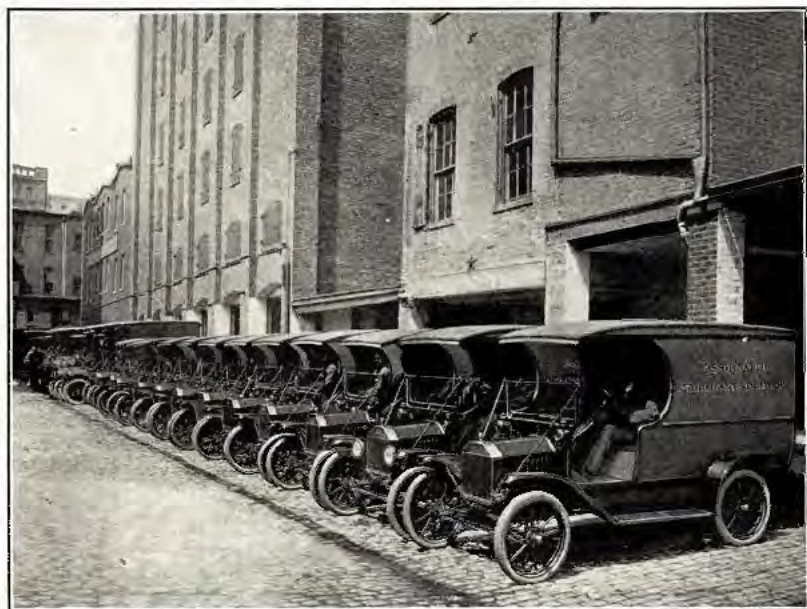
The Pittsburgh Water Heater Company, of Pittsburgh, has twenty Ford cars, some owned by the firm and others by the salesmen. The cars are used in city and general sales work, and have proved highly satisfactory.

C. Gate & Company, manufacturers, also of Pittsburgh, owns 100 Ford cars, five being used in the Pittsburgh district. The average of miles per gallon is 17, while tires run from 7000 to 9000 miles. The company owns all the cars.

The firm of Otto Eisenlohr & Bros., Cincinnati, manufacturing tobacconists, owns and operates five Ford cars in its business at an



Wholesale bread delivery means frequent stops, crowded traffic. Ye Olde Tyme Bakerie Co. found that Ford cars best met this condition



Delivery companies seek greatest service with least investment and upkeep so the Associated Merchants Delivery standardized on Fords

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average operating cost of \$35.00 per month. They express themselves as being well satisfied by the work of the cars.

Running not less than fifty miles every day, sometimes more, a Ford car owned by the John Deere Plow Company, Portland, Ore., turned in the small bill of \$211.97 for a period of ten months. This gives an approximate mile cost of $17\frac{1}{10}$ cents, which is understood to cover all expense.

The K-W Ignition Company, of Cleveland, uses twelve Ford cars, at an average cost of $11\frac{1}{8}$ cents per mile. They state that for prompt attention to business, Ford cars are as necessary as the telephone.

The B. F. Goodrich Company, famous tire and rubber manufacturers, uses Ford cars, and has the following to say regarding them: "About eighteen months ago we purchased a Ford roadster and equipped same with a delivery body. We consider this the best investment that we could have made for our delivery purposes, and believe that a more economical car for service would be hard to find." This car is in use at the Goodrich Company's Indianapolis branch.

The Livingston Manufacturing Company, household specialties, Chicago, writes: "We now have twenty-four Ford cars in use by our traveling men, and during the course of the next year we will probably buy as many more. This is proof of what we think of the Ford for traveling men. In many cases, we believe that a Ford car more than doubles the efficiency of our men."

The Washburn-Crosby Company, makers of Gold Medal Flour, has an even hundred Ford cars in use. For a twelve-month period the cost of operation and maintenance averaged \$31.13 per month, exclusive of insurance, depreciation and garage rental.

Wm. Taylor Son & Co., department store, Cleveland, O., says: "At your request, we are glad to give our testimony as to the efficiency of the Ford car. During the last three years we have purchased 26 cars, all of which have given us satisfactory service, and our continued repeat orders are evidence of our confidence in the Ford car."

The Lincoln Fireproof Storage Company, of Cleveland, Ohio, testifies: "Although what commendation we might offer concerning the automobile known as the Ford—which has an unequalled record for dependability and universal service—will add but little to the consensus of general opinion, we wish to advise you that we still have in daily operation one of your 1910 roadsters, which has, we believe, an unusual record. This car has traveled over one hundred thousand miles with a remarkably small repair expense. The original and important parts of the mechanism are still giving good service.

"We also have numerous other models of your cars in daily use, serving in various capacities. One of your 1916 machines is now satisfactorily taking the place of horses, having been hooked up to a large moving van by means of a fifth wheel, and is daily pulling loads averaging two tons. This machine has been in service several months without a sign of depreciation in any respect. The 'Ford' gives more for each dollar expended than any other machine used by this company."



Just as logically as the automobile replaced horse and wagon delivery, Ford cars have established themselves as automobile delivery for these progressive Minneapolis establishments

THE FORD IN BUSINESS SERVICE

Nathan Plaut & Son, Cincinnati, dealers in boots, shoes and rubbers, have three salesmen using Ford runabouts with small sample bodies. They average about 60 miles per day per car, which costs about \$5.00 a week in the city and \$7.00 a week in the country. Minor repairs are done by the Plaut Company; others, when needed, are obtained at the ever-present Ford service station. The machines are owned by the company and the expense of their operation taken into account when salesmen's salaries and commissions are determined. No detailed data has been kept on these cars.

The J. Henry Koenig Company, also of Cincinnati, coffee, teas and spices, uses Ford cars for salesmen, and is pleased with the results shown. The company carries all expenses on the car, excepting gasoline, and in a year these amounted to but \$280.00. It was estimated that \$70.00 would cover the salesman's cost for fuel, so that on a distance of 6,000 miles for the year, the cost per mile averaged about 5½ cents. These salesmen are on a combination salary and commission basis.

Upwards of 17,000 miles have been covered by the 1914 delivery car owned and operated by the U. S. Coffee Company of Houston, Texas, at a cost of less than 2 cents per mile. The first set of tires returned 15,000 miles. They are perfectly satisfied.

Barr Bros., liquor dealers, Brooklyn, figure the cost of each car at about 2 cents per mile, including upkeep and garage bill.

The Louisville Grocery Company, Louisville, Ky., uses three cars at the following costs per month:

Car No. 1 Jan. 7 to July 1, 1915.....	\$23.34 per month
Car No. 2 Feb. 8 to July 1, 1915.....	29.24 per month
Car No. 3 Apr. 2 to July 1, 1915.....	37.50 per month

The above costs include insurance for the full year, which makes the average cost per month a trifle higher than it should be. The company is highly pleased with the performances of its three runabouts.

The following Milwaukee firms own and maintain Ford cars for use by their sales forces and in delivering. An average of thirty to thirty-five miles per day is covered, but in none of these cases is a detailed expense account kept. The firms are all satisfied with the work done by the Ford cars.

Fowle & Sons
Pine Lumber Company
Clark & Host
Pennsylvania Coal & Supply Co.
Armour & Co.
Kieckhefer Box Co.

B. J. Johnson Soap Co.
Geo. C. Mansfield Co.
Bloomfield-Locher-Brown Co.
Hoffman-Billings Co.
Hubmark Rubber Co.

Each of three salesmen for Laabs Bros., also of Milwaukee, owns a Ford car, and keeps a detailed expense account. It has been found that the running expense of a Ford car is approximately \$3.10 less per week than that of a well-known big car.



The Ford serving business in Caracas, Venezuela



This classy car is likewise doing good work in Caracas, Venezuela

THE FORD IN BUSINESS SERVICE

Paxton & Gallagher, Omaha wholesale grocers, have used Ford cars for city sales work for four years. Especially impressed by the promptness and courtesy of Ford service.

Thirty-five Ford cars are used by the Smith-Lockwood Company, of Omaha, which considers them the only profitable motor car for use on all kinds of roads in all parts of the United States. Several of the cars are 1910 products and give as economical service as the later cars.

The Cleveland Provision Company, with nineteen Fords in its service, finds that they are much cheaper than horses and buggies, and more than twice as efficient.

Says C. O. Kuester, of the Kuester-Lowe Co., wholesale cash grocers of Charlotte, N. C.: "We have been operating two Ford runabouts for the past two years. We think them one of the best investments we have ever made in connection with our business."

Over a seven-months period, the Ford car operated by Davidson & Wolfe, wholesale grocers, of Charlotte, cost a total of \$101.17, or an average monthly expenditure of \$14.45. The cost given here is for everything that has been spent on the car.

The Fleischmann Company, user of a large number of Ford cars in many cities, finds that as trade-getters the Fords are more than satisfactory and beyond expectations. This company uses thirteen Ford cars in Cleveland, and is enthusiastic over the showing made by the cars in their service.

The Phoenix Cheese Company, Pittsburgh, uses sixteen Fords in handling its butter, egg and cheese business. The cars are owned and operated by the company, but no detailed record of expense is kept.

The Tasty Baking Company, Philadelphia, owns eight cars which are used in the city and suburbs. The company bears the cost of operating, and offers the salesman an inducement toward careful driving by allowing 6 cents per mile, and giving the men a bonus on what they save out of that amount. A detailed record of the cost of each car is kept by the company, and shows a cost per mile of $5\frac{1}{2}$ cents, including every item except depreciation.

Seven Ford cars are used by the Philadelphia office of Colgate & Company. C. W. Haviland is selling agent for this company, and states that the average cost of each car is from \$17.00 to \$21.00 per month. After a car has been used for some time, it is exchanged for a new Ford.

Allen & Lewis, wholesale grocers of Portland, Oregon, use twelve Fords and find that when every possible item, including garage bills, insurance, depreciation and "incidentals," is charged to the cars, the running cost is still reasonably low, averaging about $6\frac{1}{2}$ cents per mile.

The firm of G. C. Morse & Co., San Francisco, dealers in seeds, presents the following strong argument in favor of Ford cars for its salesmen. Cars are being tried out in different portions of California.

"The salesman who travels in the northern part of the state has showed a saving of forty cents per customer, comparing the expense of his Ford with that shown in the previous year when the territory was covered by horse and by train. The salesman who covers territory near San Francisco and travels into the San Joaquin Valley, shows a saving of 60 cents per customer as against his record with horse and train one year before."



These faithful Ford cars do the delivery service of William Taylor Son & Co., Cleveland

THE FORD IN BUSINESS SERVICE

A short time ago, The Pacific Hardware & Steel Company, San Francisco, purchased three motor cars of a well-known make—and thirteen of another brand, widely advertised. Since that time, a number of Fords have been installed, and the first sixteen cars offered for sale at the best price to be had. The cars sold are replaced with Fords.

Two Ford cars owned in Chicago by the Thomson & Taylor Spice Company have run 5,800 and 3,700 miles respectively, and the repairs did not exceed \$2.00. Gasoline and oil give an average cost of less than $\frac{3}{4}$ cents per mile.

The Murray W. Sales Company, of Detroit, believes in the use of Ford cars and feels that the use of the cars and the expense of the same is a minor detail when the increased productiveness of the salesman through the use of the car is considered.

The Kiehl Apron Supply Company, of Detroit, finds that in twelve months its Ford car was run a distance of 4,750 miles at an average cost of $2\frac{1}{10}$ cents per mile. Nearly half of the expense was for tires.

Singer Sewing Machine Company has eight Ford cars, for the Milwaukee office, but all were purchased second-hand. The salesmen own and maintain the cars, but have not kept detailed expense accounts for same.

Meat Packers

Armour & Company, with salesmen in all of the important cities, is one of the big users of Ford cars in promoting selling results. At its Kansas City branch three runabouts are employed. The ownership of these machines is held by the company, which also bears the cost of maintenance. In Omaha two Fords are used by Armour city salesmen at the average travel expense of about 3 cents a mile.

Swift & Company buys the car and resells it to the salesman on monthly payments. There is a daily allowance of 60 cents to cover depreciation and repairs. Actual expenses, for which a detailed expense account is rendered, are allowed. These include oil and gasoline, tires, cleaning, storage, and fire and theft insurance. The average cost, for running expenses only, is about \$23.33 per month. The plan is still in a tentative stage, but appears to be satisfactory to all concerned.

The Cudahy Packing Company buys and re-sells the car on contract. The salesmen are allowed \$30.00 per month for expenses on the car, but do not keep an accurate account. The cost per month is about \$8.00 higher than when buggies were used, but the increased territory covered and the increased business more than balance the extra expense.

Morris & Company, packers, uses two cars in city work, at an average cost of $3\frac{3}{4}$ cents per mile. This figure, however, includes \$15.00 per month for depreciation, which is much too high. This concern also has one car in city sales work in Seattle. No detailed



The "snappy" Fords serving Dilling & Company, candy manufacturers—Indianapolis

THE FORD IN BUSINESS SERVICE

account of its operating cost has been kept, but the placing of two more Fords at the same point is sufficient evidence of satisfaction rendered.

These various records of cars in use by branches of the large meat packing companies are representative of the experience of such concerns with Ford equipment at their numerous other branches. Wherever the companies have direct representation, which means practically all of the larger cities of the country, Ford cars are carrying their salesmen at the same low costs of operation and upkeep shown above. Altogether these concerns have bought several hundred Fords for their representatives' use in soliciting business.

Oil Companies

A Ford car used for delivery work by the Cincinnati Oil Works has an average cost per mile of $3\frac{1}{2}$ cents (estimated). No detailed cost is kept. One country salesman uses a Ford runabout, purchased for him by the company, with the arrangement that he pay back the cost by his gradual savings on the car. This salesman assumes what repair outlay there is and the cost of running the car is considered as his traveling expenses.

Three cars used by the Standard Oil Company, in Cincinnati, give cost per mile averages of $5\frac{3}{10}$, $4\frac{1}{5}$ and $4\frac{1}{10}$ cents respectively. The company buys all the cars and pays all expenses. The rate given above includes depreciation and all operating costs. Garaging and repairing is done by the company.

The New York and Kentucky Company, of Rochester, N. Y., submits the following creditable record for a Ford runabout used by them:

Time run.....	9 months, 29 days.
Days run.....	305
Miles run.....	6774.7
Gasoline, 424 gallons, cost.....	\$50.23
Oil, 27 gallons, cost.....	9.17
Tire expense.....	19.60
License.....	5.00
Insurance.....	24.00
Repairs.....	2.18
Sundries.....	26.75
Miles per gallon of gasoline.....	16.3
Cost per mile.....	$2\frac{1}{2}$ c
Cost per mile, each passenger.....	$1\frac{1}{4}$ c

The following table is supplied by the Standard Oil Company (California) regarding three cars used by the Portland, Ore., branch:

	Car No. 1	Car No. 2	Car No. 3
No. days operated.....	24.5	72	76
Miles run.....	2934	3225	2986
Average miles per day.....	39.38	44.79	39.29
Gallons gasoline used.....	157	237	183
Gallons oil used.....	17.6	8.8	8.8
Cost per mile.....	$5\frac{1}{2}$ c	$5\frac{1}{4}$ c	.4c

The Valvoline Oil Company purchase the cars outright and pay all the expenses of operation. In return, they expect the salesmen to get results.



Proving a profit-maker for this progressive Indianapolis company



The Ford is used by the St. Paul Branch of the National Candy Company

THE FORD IN BUSINESS SERVICE

Organizations

Some exceedingly comprehensive figures, showing the cost per mile for operating Ford cars in various states of the Union, under variable conditions, have been supplied by the American Baptist Publication Society, with headquarters in Philadelphia. The figures are given below, by States:

State	Cost per Mo.	Av. Cost per mile
Vermont.....	\$25.15	0c
Pennsylvania.....		1 $\frac{3}{4}$ c
Montana.....	16.64	3c
No. California.....	6.20	1 $\frac{5}{8}$ c
No. Dakota.....	16.60	2 $\frac{1}{2}$ c
So. California.....	19.15	2 $\frac{1}{4}$ oc
So. Oregon.....	31.50	4c
So. Dakota.....	20.02	3 $\frac{1}{2}$ c
Delaware.....		1 $\frac{1}{2}$ c
Connecticut.....		1 $\frac{1}{4}$ oc
Colorado.....		1 $\frac{3}{8}$ c
Cent. Oregon.....		2 $\frac{1}{4}$ c

These machines, as will be noted, are used in all conditions of climate and topography, and return an average cost per mile of only 2 $\frac{7}{10}$ cents.

Public Service Corporations

The Union Gas & Electric Company of Cincinnati is so well pleased with the work of its Ford cars and so entirely satisfied of their consistent economy of operating costs that it has ceased to keep a cost record on them.

The Detroit City Gas Company keeps a complete record of each car and the expenses incident to its operation. The company retains ownership of the cars. The expenses per car per month, covering a very considerable mileage, are approximated in the table:

Depreciation.....	\$13.88 per month
Insurance.....	9.38 per month
Gasoline.....	from \$5.00 to 12.00 per month
Cleaning, supplies and repairs serve to make the total monthly cost amount to about forty or fifty dollars.	

Six Ford cars in the service of the Columbus (Ohio) Railway, Power and Light Company, have the following excellent records:

Mileage Total	Maintenance Labor	Expense Material	Total Cost	Cost Per Mile
14,315	\$178.38	\$123.51	\$301.89	2 $\frac{1}{4}$ oc
12,410	169.49	154.45	319.94	2 $\frac{1}{2}$ c
11,349	134.43	113.88	248.31	2 $\frac{1}{4}$ oc
3,345	29.37	.75	30.12	$\frac{9}{10}$ oc
1,596	21.87	2.25	24.12	1 $\frac{1}{2}$ c
840	12.84		12.84	1 $\frac{1}{2}$ c
Av. cost per mile is.....				1 $\frac{1}{4}$ oc

In the case of B. J. Potter, manager of the Okemos Independent Telephone Company, Okemos, Mich., Ford performance has been combined with a record for economy. He reports: "I have driven 12,657 miles since May 3, 1915, at an expense for repairs of 10 cents and that was my fault. My Ford car is good for 100,000 miles the way I take care of it."

**COST OF MAINTENANCE OF CARS OWNED BY POTOMAC ELECTRIC POWER COMPANY
WASHINGTON, D. C.**

ALL ON INSPECTION WORK. ALL RUNABOUTS, OWNED AND OPERATED BY COMPANY
TWELVE FORDS IN SERVICE OF THIS COMPANY

Gal.	GASOLINE Cost	Miles Per Gal.	Oil Pints	Oil Cost	Cases	Tubes	Tire Repairs	Supplies and Repairs	Labor	License and Plugs	Miles	Cost Per Mile	Total Maint.
709	\$77.48	15.3	182	\$6.76	\$68.45	\$20.47	\$ 8.35	\$16.48	\$10.87	\$2 .43	10896	\$0.0194	\$121.29
503	58.23	17.9	273	10.24	73.90	13.70	6.30	24.72	39.18	4.50	8995	.0256	200.77
766½	86.03	13.3	165	6.12	46.74	10.84	5.35	16.08	10.15	4.25	10187	.0182	185.56
557½	61.67	15.2	212½	8.66	52.97	21.47	6.70	14.94	22.54	5.51	8472	.0231	194.46
125	13.75	17.	40	2.42	13.61	6.89	.50	1.12	3.77		2125	.0202	42.91
622½	96.15	17.31	201	9.49	82.70	29.14	18.39	51.51	15.72	30.18	10777	.0309	333.28
769	99.55	16.5	330	12.13	75.79	1.61	8.80	158.54	77.00	26.85	12987	.0354	460.27
487½	55.13	14.9	225	8.92	37.84	7.80	1.75	86.57	111.92	2.47	7260	.043	312.40
657½	86.50	16.2	141	6.29	40.30	17.51	2.50	52.12	22.10	30.75	10652	.0242	258.07
743	84.68	16.5	288	11.06	48.00	12.49	13.15	79.18	106.71	7.56	12253	.0296	362.83
721½	89.08	16.	195½	7.85	61.94	16.33	6.75	44.49	25.79	35.35	11415	.0252	287.58
692	81.00	18.5	336½	12.68	75.69	11.10	12.57	52.52	50.51	7.48	12786	.0237	303.55

MAINTENANCE ON THREE FORD AUTOMOBILES USED BY
BUILDING DEPARTMENT, CITY OF
COLUMBUS, OHIO

	Repairs	Storage	Tire Expense	Washing	Misc.	GASOLINE Gal. Cost		Oil Qt. Cost		Mileage	Total Cost	When Purchased	REMARKS
Feb.....	.00	2.15	.00	1.00	7.05	21	2.73	1	.15	250	13.08	2-12-15	Average expense, cost per mile $2\frac{2}{10}$ c, 16.4 miles per gal. gas.
Mar.....	.80	5.00	.00	3.00	1.60	46	5.98	2	.35	700	16.73		
April.....	.00	5.00	4.26	2.00	.40	55	7.15	6 $\frac{1}{2}$	.98	850	19.79		
May.....	1.65	5.00	.00	3.00	.15	39	5.07	5	.75	850	15.62		
June.....	.00	5.00	.00	2.00	.00	35	4.55	5	.75	750	12.30		
July.....	2.10	5.00	.00	3.00	.20	60	7.20	9 $\frac{1}{2}$	1.43	850	18.93		
August.....	.00	5.00	.00	1.00	.35	37	4.44	5	.75	584	11.54		
Sept.....	1.40	5.00	34.19	2.00	.00	53	7.42	9	1.35	851	51.36		
Total.....	5.95	37.15	38.45	17.00	9.75	346	44.54	43	6.51	5685	159.35		
Feb.....	.00	5.00	.00	2.00	12.98	25	3.25	4	.60	350	23.83	3-4-15	Average expense, cost per mile $3\frac{1}{10}$ c, 14.3 miles per gal. gas.
March.....	.75	5.00	.00	3.00	1.60	45	5.85	7 $\frac{1}{2}$	1.13	581	17.33		
April.....	2.35	5.00	4.25	2.00	.40	39	5.07	6 $\frac{1}{2}$	.98	644	20.05		
May.....	.00	5.00	.00	3.00	.75	45	5.85	6 $\frac{1}{2}$	.98	600	15.58		
June.....	3.26	5.00	.00	2.00	.75	32	4.16	6	.90	525	16.07		
July.....	.30	5.00	.00	2.00	.92	51	6.12	11	1.65	664	15.99		
August.....	2.10	5.00	.00	2.00	.35	44	5.35	9	1.35	685	16.15		
Sept.....	.00	5.00	.00	1.00	.00	26	3.64	5 $\frac{1}{2}$	.83	366	10.47		
Total.....	8.76	40.00	4.25	17.00	17.75	307	39.29	56	8.42	4415	135.47		
June.....	.00	3.40	.00	.00	7.40	10	1.30	1 $\frac{1}{2}$	.08	250	12.18	6-11-15	Average expense, cost per mile $3\frac{3}{10}$ c, 15.1 miles per gal. gas.
July.....	.00	5.00	.00	2.00	.00	19	2.28	3 $\frac{1}{2}$	.53	250	9.81		
August.....	.00	5.00	.00	1.00	.35	17	2.08	3	.49	196	8.92		
Sept.....	.00	5.00	.00	.00	.00	24	3.36	4	.60	363	8.96		
Total.....	.00	18.40	.00	3.00	7.75	70	9.02	11	1.70	1059	39.87		
Grand Total	14.71	95.55	42.70	37.00	35.25	723	92.85	110	16.63	11159	334.69		Average expense, cost per mile for 3 cars 3c.

COST OF OPERATION OF FORD CARS (PER MILE) FROM DATE OF PURCHASE TO JULY 31, 1915
SOUTHERN CALIFORNIA GAS COMPANY, LOS ANGELES, CALIFORNIA

How Used	Location	Mileage to July 31, 1915	Miles Per Gal. Gasoline	Operating Cost	Casings and Tubes	Repairs	Total Cost Per Mile
Runabout.....	Los Angeles.....	25912	14.92	.0153	.0147	.0285	.0585
Service Car.....	Gardena.....	12185	13.45	.0169	.0065	.0111	.0345
Runabout.....	Los Angeles.....	16530	20.90	.0121	.0064	.0065	.0250
Runabout.....	Los Angeles.....	7090	13.48	.0133	.0158	.0174	.0465
Service Car.....	Riverside.....	17890	14.66	.0207	.0104	.0239	.0550
Service Car.....	Riverside.....	9557	16.62	.0120	.0059	.0163	.0342
Service Car.....	San Bernardino.....	16747	13.73	.0215	.0106	.0116	.0437
Runabout.....	San Bernardino.....	23600	14.49	.0172	.0075	.0114	.0361
Runabout.....	Los Angeles.....	1632	18.98	.0093	.0035	.0033	.0161
Runabout.....	Los Angeles.....	23661	17.83	.0135	.0088	.0164	.0387
Patrol.....	Midway Line.....	20013	16.20	.0134	.0060	.0292	.0486
Patrol.....	Midway Line.....	10978	15.62	.0108	.0107	.0463	.0678
Patrol.....	Midway Line.....	2839	14.20	.0070	.0066	.0113	.0249
Patrol.....	Midway Line.....	1527	15.27	.0069	.0138	.0136	.0343

MILWAUKEE WATER DEPARTMENT—METER DIVISION
MAINTENANCE COST RECORD OF AUTOMOBILES—AUGUST, 1915

ACTUAL COST										INCLUDING DEPRECIATION*		
Days In Use	Miles Run	Gallons Gas	Miles Per Gallon	Cost of Oil, Gas.	Repair and Misc. Exp.	Tires	Total Cost	Cost Day	Cost Per Mile	Depreciation	Total Cost	Cost Per Mile
25	774	42	18.4	\$4.06			\$ 4.06	\$.16	\$.005	\$ 8.28	\$ 12.34	\$.017
25	702	39	18.0	3.79	\$66.59		70.38	2.81	.10	8.42	78.80	.11
25	1006	46	21.8	4.49	1.60		18.05	.72	.018	12.07	30.13	.029
25	673	38	17.4	3.73	2.95	\$11.96	6.68	.27	.01	8.07	14.75	.009
100	3155	165	18.9	16.07	71.14	11.96	99.17	.99	.033	36.84	136.01	.041
Average												

*Depreciation is figured on a basis of 40,000 miles per car

TOTAL ACTUAL COST TO AUGUST 31, 1915

	Purchased	Mileage	Total Actual Cost	Average Cost Per Mile
Ford car.....	1-30-14	11,433	\$438.75	\$.038
Ford car.....	2-10-14	12,014	404.75	.033
Ford car.....	2-18-15	6,081	105.33	.017
Ford car.....	5- 7-15	3,547	44.73	.012
Totals.....		33,075	993.56	.025



Doing satisfactory work in St. Paul for the Great Northern Ry.



Ford cars are very popular with the business men of Toledo, O.

THE FORD IN BUSINESS SERVICE

One of the most complete details of expense, and the method of arriving at an absolute cost per mile when all expenses are figured in, is furnished by the Puget Sound Traction, Light and Power Company, Seattle, and is given in full below:

Model T Torpedo Roadster, purchased from the Ford Motor Company, Seattle. The following data covers a period of 160 days.

Net cost delivered.....	\$569.00
Equipment.....	91.95
Mileage.....	5880

Operating Expenses

		Cost per mile
Tires—Smooth tread		
Two 30" x 3".....	\$23.40	
Two 30" x 3 1/2".....	31.50	\$0.0094
Gasoline, 294 gallons.....	47.15	0.0080
Lubricants.		
6 gallons oil.....	4.30	0.0008
Grease.....	.35	
Graphite.....	.20	
Miscellaneous.		
Tire repair, spark plug porcelain, etc.....	1.95	0.0003
Totals.....	\$108.85	\$0.0185
Gasoline average.....	20 miles per gallon	
Oil average.....	980 miles per gallon	
Daily average.....	36.75 miles per day	
Average daily cost.....	68 cents per day	

INTEREST AND DEPRECIATION:—The cost of the machine, minus the tires, which are an operating expense, is \$606.05. Figuring that the machine will depreciate its full value in 30,000 miles, during three years' time, which is an extreme estimate, the depreciation per mile is 2.02 cents.

4% interest on \$606.05 for three years equals \$72.72, or a cost per mile, for interest, of .0024. This gives, as the gross cost per mile:

Operating.....	\$0.0185 per mile
Depreciation.....	0.0202 per mile
Interest.....	0.0024 per mile

Total average cost.....\$0.0411 per mile

The large place which the Ford fills in so important a line of work as the handling of the United States mail is shown in the following letter from E. I. Watters, a mail carrier in Louisville, Ky.:

"I have used a Model T car for five months, and have driven it nearly seven thousand miles. It is one of the six cars used in the collection and delivery service at the Louisville post office. My route covers 39 miles of streets, a great deal of it being very rough. The distance from my home to the office and back is 7 miles, making a total of 46 miles a day.

"The machine is a little wonder, having performed so satisfactorily in all kinds of winter weather, snow, ice and slush, that I must say from my own experience and observation, the Ford is mighty hard to beat.

"Have spent only \$1.70 for repairs in 7,000 miles running and have done twice the work I formerly did with the horse and wagon. My expense on horse and wagon equipment was from \$20.00 to \$22.00 per month; on the Ford it has not exceeded \$27.00 per month to date, \$10.00 for gasoline, \$1.50 for oil and \$15.50 for tires and lights."



The Ford car has solved the delivery problem for E. E. Atkinson & Co.,
of Minneapolis



Very attractive Ford delivery cars in the service of one of
Chicago's largest establishments

THE FORD IN BUSINESS SERVICE

The Pioneer Telephone and Telegraph Company of Oklahoma City has kept an accurate detailed account of each car owned by it from the date of purchase. Space prevents the printing of these records in full, but the following table gives an idea of the completeness with which items are accounted for. Here, only the average of averages is given. These are obtained by taking the record of each car, covering six-month periods; obtaining averages of all the cars for each period, and finally securing an average of all the periods:

Items	
Gallons gas used.....	50.5
Av. miles per gallon gas.....	16.0
Gallons oil used.....	3.5
Average miles per gallon oil.....	258.9
Total cost, oil and gas.....	\$10.89
Total days in use.....	10.6
Total days not in use (not needed).....	10.7
Total days not used (out of order).....	2.9
Average cost per day in use.....	\$ 2.43
Average cost per day available.....	\$ 1.67
Average cost per day owned.....	\$ 1.06
Repairs (tires).....	\$ 3.90
Repairs (other than tires).....	\$17.48
Total cost per month.....	\$30.48
Total mileage.....	687.6
Average mileage per day used.....	46.3
Average mileage per day available.....	29.2
Average mileage per day owned.....	25.7
Average cost per mile.....	5½¢

These figures, then, give the averages obtained by observing the work of twelve cars over a period of three and one-half years, under all kinds of service, weather and geographical conditions.

The Houston (Texas) Gas and Fuel Company owns and operates two Fords, one for distribution and one for complaint work. No record has been kept on the complaint car, a 1913 product, but it is still rendering perfect service at the rate of seventy miles per day. The distribution car, new, gives 20.4 miles per gallon, and costs about 1½ cents per mile for all items of operation.

The Missouri & Kansas Telephone Company, Kansas City, buys the cars and retains ownership. Careful accounting shows the average cost of operation to be \$63.53 monthly, including gasoline, oil, repairs, tires, insurance, interest on the investment and depreciation figured on a three-year basis. This cost is based on an unusually high mileage.

One of the large telephone companies has compiled figures showing its Ford operating costs in seven Indiana cities. This expense report covers gasoline, oil, repairs:

Auburn.....	14 months service	9166 miles	1½	cents a mile
Muncie.....	19 months service	26211 miles	2½	cents a mile
Peru.....	13 months service	16518 miles	1½	cents a mile
Shelbyville.....	7 months service	11254 miles	1	cent a mile
South Bend.....	10 months service	11802 miles	1½	cents a mile
Terre Haute.....	8 months service	8719 miles	1½	cents a mile
Washington.....	16 months service	17626 miles	1½	cents a mile



Milwaukee Novelty Dye Works advertises "The house with the reputation." This Ford delivery car had run over 75,000 miles when this photograph was taken



Prompt delivery service is all-important for the laundry and dry-cleaner
So the Peru Laundry uses Ford equipment

THE FORD IN BUSINESS SERVICE

Private Service Corporations

Salesmen for the Stanley Laundry Company, New York City, purchase cars from the company by the weekly installment plan. While buying the car, and afterward, the company allows a fixed amount each week towards operating expenses, regardless of what the actual cost may be. Cars owned by the company are operated by it.

The Milwaukee Novelty Dye Works has a 1911 Ford car, which has seen continuous service as a delivery wagon. Including two overhauls and 18 tires, the replacements and repairs necessitated by a run of 72,538 miles amounted to \$382.95, or a cost for upkeep alone, of approximately $\frac{1}{2}$ cent per mile. On this basis, the total cost of operation and maintenance should be well under 3 cents per mile.

All the year 'round, Ford cars serve the Fairmont Creamery Company of Omaha. The men prefer using the car to riding on trains, and although the cost per mile is a trifle more, the greatly increased business more than makes up for it. This company turns its cars in at regular periods and replaces them with new ones, thus keeping operating expenses down to a minimum.

Three cars used for delivery work by the Pittsburgh Coat and Apron Supply Company, Pittsburgh, Pa., average about 300 miles per car per week, with an average of 18 miles per gallon of gasoline. Depreciation has not been figured, for cars in use four and five years are still rendering excellent service.

A fleet of sixty Ford cars handles the delivery of the People's Bread Company of San Francisco. Detailed information of the running expenses is not available at this time, but the expectations are that before very long, the number of cars owned by this company will pass the hundred mark. The cars are rendering good service.

The News Publishing Company, of Charlotte, N. C., is unable to furnish any itemized statement of operating costs for Ford cars, but states that the expenses are exceedingly reasonable and that the delivery car is highly satisfactory in every particular.

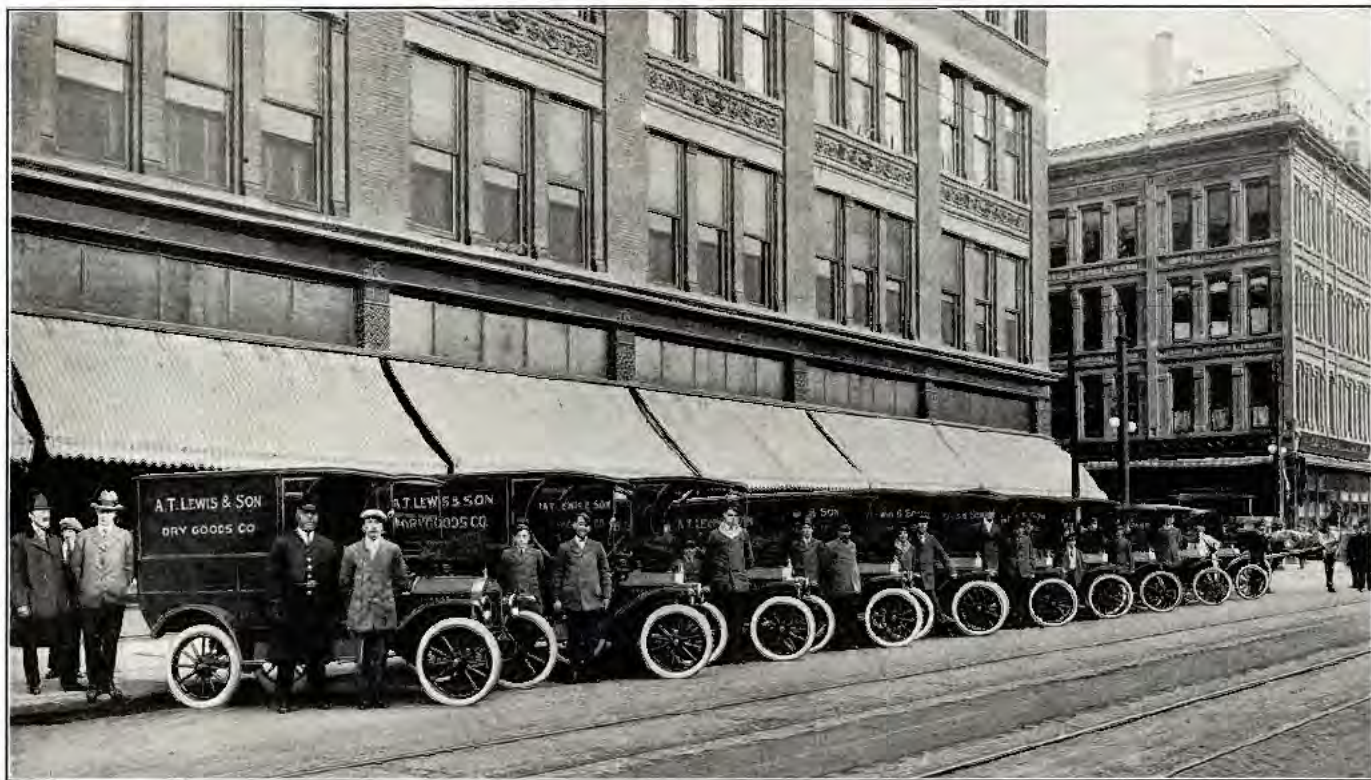
Retail Service

The J. K. Orr Shoe Company, Atlanta, allows its salesmen $7\frac{1}{2}$ cents per mile for all expenses incidental to the operation of the car, including depreciation. They figure this amount will charge off the cost of the car in about three years.

The W. C. Munn Company, Houston, owns and operates a 1914 delivery car for about 3 cents per mile.

The car of the Haverty Furniture Company, also of Houston, is owned by the firm, but the driver pays the operating expenses, probably from a definite allowance. In 17 months, the repair bill was but \$6.85; the tires gave 6,000 miles of service and the mileage per gallon was 18. Total cost, about $1\frac{1}{4}$ cents per mile.

Ed. Kiam, Houston, has two Fords, owned and operated by the firm. The two cars took the place of four wagons and six horses at about $1\frac{1}{4}$ cents per mile, a much lower cost per car than one horse.



Ford flexibility and utility replaced a stable of de luxe horse and wagon equipment for this big Denver store

THE FORD IN BUSINESS SERVICE

Kerr, the Florist, of Houston, operates a 1911 delivery car. In the several years of its usage this car has shown an average cost per mile ranging between $1\frac{1}{2}$ and 3 cents a mile.

Although the Ford owned in Houston by the Carter Music Company, was handled by many different drivers, the depreciation was very low, and the cost per mile about $1\frac{3}{4}$ cents. They find it much cheaper than a horse, and intend to buy another car.

C. L. & Theo. Bering, Jr., Inc., a Houston firm, owns two Ford delivery cars, and finds the cost low, being about 2 cents per mile.

Silz Bros., provision dealers of New York City, estimate the cost of their Ford car at 2 cents per mile, including depreciation, garage, upkeep.

The Bomar-Summers Hardware Company of Louisville, Ky., converted an old Ford into a delivery truck. In three months operation it proved it could do the work formerly done by two horses and wagons, and runs an average distance of 100 miles per day. The firm finds that, after making liberal allowance for depreciation, gasoline, oil and tire service, the average cost for operation is about 2 cents per mile.

F. I. Halstead, city salesman for A. B. Currie, Coal & Coke, of Omaha, testifies: "It would be a very great hardship to get along without a Ford now, as it enables me to accomplish results which I otherwise could not obtain. The cost of operation, not including tire expense and depreciation is not greater, if as much, as car fare. I certainly feel that the car is something every city salesman could well afford to have."

The Midland Glass & Paint Company, Omaha, says: "We have used several Ford cars in connection with our quick delivery department, and touring cars and runabouts in the sales department. In every case they have rendered more satisfactory service than we anticipated when the purchases were made. We are much pleased with the results obtained from the use of Ford cars."

The two cars used in Philadelphia by the Witte Brewing Company cost an average of 2 cents per mile to run. This figure does not include depreciation, insurance or garage expenses, but the firm believes that the cost of the cars is taken care of by the increased efficiency obtained.

Baker & Hamilton, San Francisco, heavy hardware, uses ten Ford cars. Some are owned by the firm, others by the salesmen. They make a definite allowance of from \$45.00 to \$60.00 a month, to cover all expenses, this allowance being regulated according to the territory traveled. This firm has standardized on the Ford and will use no other make of car.

A number of Seattle firms supply their sales forces with Ford cars, among them being, Seattle Hardware Co., Western Dry Goods Co., and Lowman & Hanford Co., stationers. The last-named operates a Ford car for about \$23.00 per month.

F. W. Tielker, a wholesale stone merchant of Fort Wayne, Ind., submits this report: "\$38.00 repair bill in over 60,000 miles of travel is the result of two years' experience with my Ford. My business takes me around the country considerably, and my connection with road supervisors causes many trips with six or seven passengers."



The Minneapolis General Electric Company, Minneapolis, realizes full returns from its salesmen through Ford cars

THE FORD IN BUSINESS SERVICE

A detailed expense account is furnished by Joseph Palm, 314 Page Street, Toledo, Ohio, the principal points of which are given below. The car is used for delivery purposes, and a complete itemized account of every cent expended is maintained, under the date the expense was incurred. Only the main items are given here:

Gasoline, 505.5 gallons	\$ 84.35
Oil, 31 gallons	13.25
Grease, 4 pounds	.40
Oil for light work, 1 quart	.07
Tires, new and repairs	64.82
Repair parts	5.33
Total operating cost	\$168.22
Depreciation first year, 20% of cost	127.27
License	5.00

Total cost for the year	\$300.49
Mileage for the year, 8400 miles.	
Average per day, 23.33 miles.	
Average cost to operate Ford delivery car, per mile	.2c

A. Grossman & Son, Chicago, Ill.—“Our delivery proposition has always been a big one and was never solved until we put in a Ford. Oil, gasoline and tires cost about \$15.00 a month, but the advertising benefit we receive is worth all of this. We bought a Ford car so that we could receive the most service for the least cost. We have received this and are well satisfied.”

The Henri Hanause Co., also of Chicago, Ill.—“Ford cars are the most handy for quick deliveries, insuring reliable service. We could not, under any circumstances, take other cars for our use.”

C. J. Guderyahn, Chicago, Ill.—“We have today ordered another Ford delivery car, and do not see how we ever got along without one. Our first car does the work of two horses, and the upkeep is far below the cost of horses and wagons. Ford service cannot be beat.”

Over a period of three years, two Ford cars owned by the Gould Company, Portland, Ore., have been operated and maintained at an average cost of \$28.40 per month.

The three cars operated by Buckley & Horton, real estate dealers in Brooklyn, are each charged with \$47.66 per month to cover all costs of upkeep and depreciation.

The Bankers' Realty Company, Omaha, has four cars which show an average monthly cost per car of \$20.52, including gas, oil, tires, repairs, insurance and storage. Estimates place the mileage at 1500 miles per month, and the cost per mile at about 1½ cents.

The French Benzol Dry Cleaning Co., of Cincinnati, has the following record of Ford cars used alongside various other makes of automobile delivery equipment: “Our experience with three of your cars for the past two years has been very satisfactory in our delivery department. Comparing the upkeep with that of several of our other makes of cars, we find the cost at least 20% less for oils, etc., and about 30% less for tires.”

THE FORD IN BUSINESS SERVICE

Summary

- Consideration of the testimony already offered paves the way to a number of definite conclusions.

The most evident one, common to practically every case, is the extremely low average cost per mile for operating Ford cars in the commercial field. Taking a general average of all the averages, including the highest and the lowest, the cost to operate and maintain Ford cars will not greatly exceed 2 cents per mile.

Another conclusion, almost axiomatic in its simplicity, is the truth that a driver can make a car record look good or bad. An example of this is found in a letter from the Western Dry Goods Company, of Seattle, Washington, a paragraph of which is given below:

"A car which was operated by a driver who took little care of his machine, showed an expense for the first seven months of \$351.01. Realizing that this car was being misused, it was transferred to another salesman. The expenses for the next seven months just completed, amounted to \$171.55. The mileage in both cases was the same and was made over the same kind of territory. The care of the second driver saved \$200.00 in seven months."

Many of the high costs per mile are due to the first kind of drivers, who fail to observe the requirements of the cars or the rights of their employers.

So far as the arrangements between business concerns and their salesmen or other employees using cars for company business is concerned, it will be found that some basis of investment and operating expense adjustment similar to those outlined in the foregoing pages is in effect. Without conclusive examples, it appears that best results, especially in careful operation and general satisfaction, will be obtained where the car is owned by the salesman, and a fair allowance, based on former traveling expenses, is made by the firm to cover operating expenses. The natural increase in business done will usually provide the salesman with the additional income to cover depreciation and provide for subsequent cars at intervals of three or four years.

The plan whereby the company retains ownership and also pays the expenses is the least satisfactory, from a general viewpoint. The driver will often be less careful in his use of the car, be more prone to take chances and will return a much higher cost of operating expense. Unless there is a definite rule requiring the company cars to be in the garage at a certain hour, more or less "joy-riding" on company gasoline and tires is likely to result. The prohibition of this use of company cars is sure to arouse dissatisfaction in some quarters. For this reason, the ownership of the cars by individuals seems to be best.

However, after all is said, the man familiar with Ford cars comes back to the original conclusion, that for work or play, and especially in business, under all kinds of road and weather conditions, in East, West, North or South, the Ford car is the one reliable, economical, readily understandable automobile for meeting every demand. Low first cost, low cost of operation and maintenance, and extremely low rate of depreciation make the Ford cars a paying investment in business service.

FORD MODEL T ONE-TON TRUCK



Price \$600, f.o.b. Detroit

Equipment includes hood for motor, front fenders, stepping boards, two side lights,
two head lights, one tail light, horn and set of tools

Specifications of Ford Model T One-Ton Truck

Axles—Front axle of I-beam construction, especially drop-forged from Vanadium Steel, insuring the highest quality of axle strength obtainable. Rear axle also of Vanadium Steel, and enclosed in a tubular steel housing. The differential is of the two-pinion type; all gears are drop-forgings made of Vanadium Steel.

Brakes—Dual system. Service brake operates on the transmission and is controlled by foot pedal. Expanding brake in rear wheel drums serves as emergency brake. It is controlled by hand lever on left side of car.

Carburetor—Float feed automatic with dash adjustment. Specially designed to give maximum power, flexibility and easy starting, with economy of fuel consumption.

Clutch—Multiple steel disc, operating in oil.

Control—On the left side of car. Three foot-pedal controls, low and high speeds, reverse, and brake on the transmission. Hand lever for neutral and emergency brake on left side of car. Spark and throttle levers directly under steering wheel.

Cooling—By Thermo-Syphon water system. Extra large water jackets and a special Ford vertical tube radiator to permit of a continuous flow of water and prevent excessive heating. A belt-driven fan is also used in connection with the cooling system.

Final Drive—Is of the worm type, enclosed in a dust and oil-proof housing. Direct shaft drive to the center of chassis; only one universal joint is necessary. A ball and socket arrangement in the universal joint reduces shocks and strains caused by the unevenness of the road.

Gasoline Capacity—Cylindrical tank of 10 gallons capacity mounted directly on frame. Lubrication—combination gravity and splash system. Oil is poured into crank case through the breather pipe on the front cylinder cover. All moving parts of motor work in oil and distribute it to all parts of the power plant.

Magneto—Special Ford design, built in and made a part of the motor. Only two parts to the Ford magneto, a rotary part attached to the flywheel and a stationary part attached to the cylinder casting. No brushes, no commutators, no moving wires to cause annoyance on the Ford magneto.

Motor—Four-cylinder, four-cycle. Cylinders are cast in one block with water jackets and upper half of crank case integral. Cylinder bore is three and three-quarter inches; piston stroke is four inches. The Ford motor develops full twenty horsepower. Special Ford removable cylinder head permits easy access to pistons, cylinders and valves. Lower half of crank case, one-piece pressed steel extended so as to form bottom housing for entire power plant—air-proof, oil-proof, dust-proof. All interior parts of motor may be reached by removing plate on bottom of crank case—no "tearing down" of motor to reach crank shaft, cam shaft, pistons, connecting rods, etc. Ford Vanadium Steel is used on all Ford crank and cam shafts and connecting rods.

Springs—Both front and rear springs are semi-elliptical transverse, all made of specially Ford heat-treated Vanadium Steel. Ford springs are the strongest and most flexible that can be made.

Steering—By Ford planetary reduction gear system. Steering knuckles and spindles are forged from special Ford heat-treated Vanadium Steel, and are placed behind front axle.

Three-Point Suspension—Each of the Ford units is suspended at three points of the chassis. This method of suspension insures absolute freedom from strain on the moving parts.

Transmission—Special Ford spur planetary type, combining ease of operation and smooth, silent running qualities. Clutch is so designed as to grip smoothly and positively, and when disengaged to spring clear away from the drums, thus assuring positive action and maximum power.

Unit Construction—There are four complete units in the construction of a Ford car—the power plant, the front running gear, the rear running gear and the frame.

Valves—Extra large, all on right side of motor and enclosed by two small steel plates.

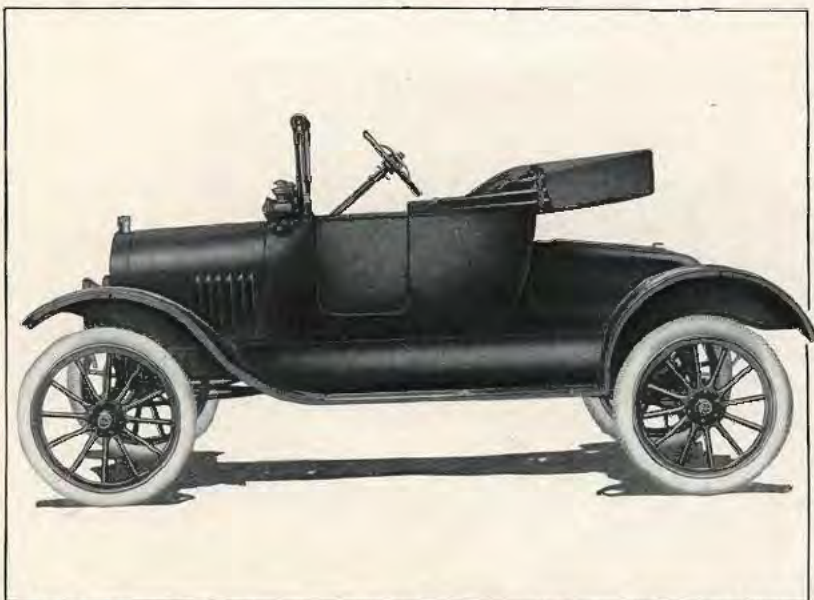
Wheel Base—Model T Truck has a wheelbase of one hundred twenty-four inches. The standard tread for all cars is fifty-six inches. Model T Truck will turn in a forty-six foot circle.

Wheels and Tires—Wooden wheels of the artillery type with extra heavy hubs. Only tires of the highest grade are used on Ford cars. Front, pneumatic, 30x3 inches; rear wheels, hard rubber tires, 32x3½ inches.

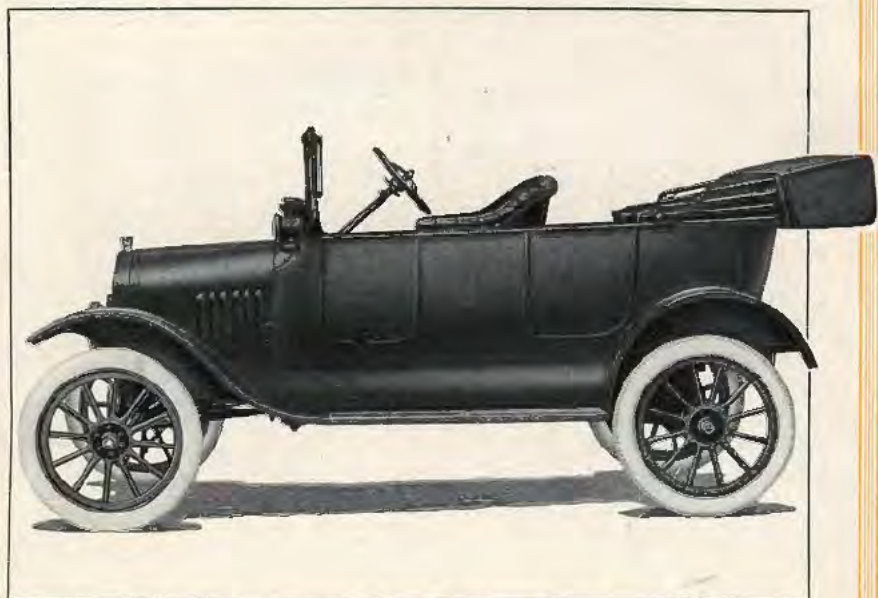
Carrying Capacity—One Ton.

LUBRICANT FOR WORM—An A-1 heavy fluid or semi-fluid must be used to lubricate differential in Model T Truck.

THE FORD IN BUSINESS SERVICE



Ford Runabout—Low first cost, economy of upkeep, small depreciation and unlimited service for city or country. All Ford cars sold f.o.b. Detroit



Ford Touring Car—A utility and profit-maker of everyday performance
All Ford cars sold f.o.b. Detroit

THE FORD IN BUSINESS SERVICE



The Ford Coupelet—Permanent top with sliding plate glass windows. A roomy 2-passenger car of the utmost comfort and convenience for every day in the year. All Ford cars sold f. o. b. Detroit

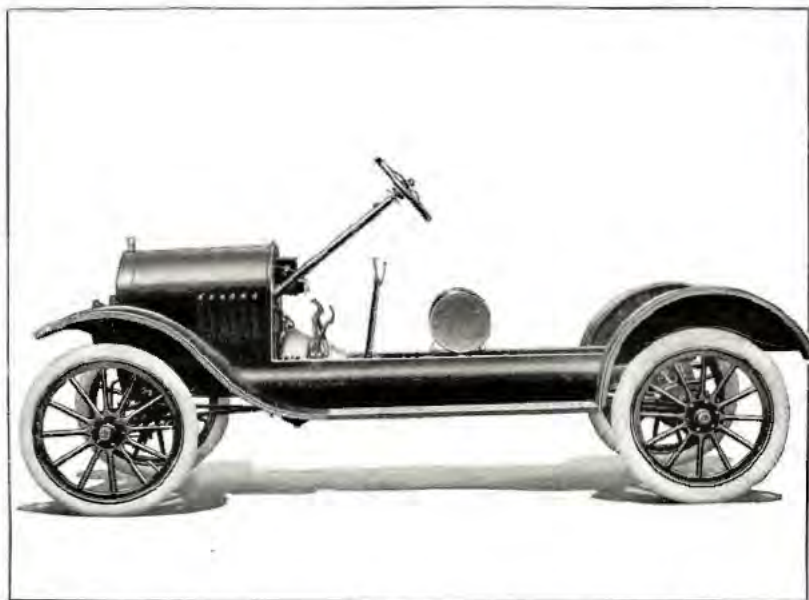


The Ford Sedan combines the charms of a spacious enclosed family car with Ford qualities of low cost in investment, operation, upkeep. All Ford cars sold f. o. b. Detroit

THE FORD IN BUSINESS SERVICE



The Ford Town Car—All Ford cars sold f.o.b. Detroit



Ford Chassis—Chassis equipment includes hood for motor, fenders, fender shields, running boards, two side lights, two head lights, one tail light, horn and set of tools. All Ford cars sold f.o.b. Detroit

Specifications

Axles—Front axle of I-beam construction, especially drop-forged from a single ingot of Vanadium Steel, insuring the highest quality of axle strength obtainable. Rear axle also of Vanadium Steel and enclosed in a tubular steel housing. The Ford differential is of the three-pinion bevel type; all gears are drop forgings made of Vanadium Steel.

Bodies and Capacities—Ford cars are furnished with five styles of bodies—Runabout, for two passengers; Touring Car, capable of carrying five passengers; Coupelet, two passengers; Town Car, six passengers; Sedan, five passengers.

Brakes—Dual system on all Ford cars. Service brake operates on the transmission and is controlled by foot pedal. Expanding brake in rear wheel drums serves as emergency brake. It is controlled by hand lever on left side of car.

Carburetor—Float feed automatic with dash adjustment. Specially designed to give maximum power, flexibility and easy starting, with economy of fuel consumption.

Clutch—Multiple steel disc, operating in oil.

Control—On the left side of car. Three foot-pedal controls, low and high speeds, reverse, and brake on the transmission. Hand lever for neutral and emergency brake on left side of car. Spark and throttle levers directly under steering wheel.

Cooling—By Thermo-Syphon water system. Extra large water jackets and a special Ford vertical tube radiator permit of a continuous flow of water and prevent excessive heating. A belt-driven fan enclosed to give the highest cooling efficiency is also used in connection with the cooling system.

Equipment—All Ford cars are sold completely equipped, except speedometer—no cars will be sold unequipped.

Final Drive—Ford triangular drive system with all shafts, universal joint and driving gears enclosed in dust-proof and oil-proof housing. Direct shaft drive to the center of the chassis; only one universal joint is necessary. All shafts revolve on roller bearings; a ball and socket arrangement in the universal joint relieves the passengers of all shocks and strains caused by the unevenness of the road. The final drive of the Ford car is patented in all countries.

Gasoline Capacity—All Ford cars have cylindrical gasoline tanks of 10 gallons capacity mounted directly on frame under front seat. Lubrication—combination gravity and splash system. Oil is poured into the crank case through the breather pipe on the front cylinder cover. All moving parts of motor work in oil and distribute it to all parts of the power plant.

Magneto—Special Ford design, built in and made a part of the motor. Only two parts to the Ford magneto, a rotary part attached

Specifications—Continued

to the flywheel and a stationary part attached to the cylinder casting. No brushes, no commutators, no moving wires to cause annoyance on the Ford magneto.

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Three-Point Suspension—Each of the Ford units is suspended at three points of the chassis. This method of suspension insures absolute freedom from strain on the parts and permits the most comfortable riding of the car body.

Transmission—Special Ford spur planetary type, combining ease of operation and smooth, silent running qualities. Clutch is so designed as to grip smoothly and positively, and when disengaged to spring clear away from the drums, thus assuring positive action and maximum power.

Unit Construction—There are four complete units in the construction of a Ford car—the power plant, the front running gear, the rear running gear and the frame.

Valves—Extra large, all on right side of motor and enclosed by two small steel plates.

Wheel Base—One hundred inches; standard tread, fifty-six inches. All Ford cars will turn in a twenty-eight foot circle. This feature is of great advantage while operating in crowded thoroughfares.

Wheels and Tires—Wooden wheels of the artillery type with extra heavy hubs. Only tires of the highest grade are used on Ford cars. Front, thirty by three inches; rear, thirty by three and one-half inches.

Ford Factories and Branches

Ford Factory, Detroit—Parent Plant

Capacity 750,000 cars annually

Ford Factory, Ford, Ontario, Canada

Capacity 50,000 cars annually

Ford Factory, Manchester, England

Capacity 25,000 cars annually

American Wholesale Branches

Albany—346 Broadway
Atlanta—465 Ponce de Leon Ave.
Buffalo—2495 Main St.
Cambridge—400 Brookline St.
Charlotte—212 East Sixth St.
Chicago—3915 Wabash Ave.
Cincinnati—660 Lincoln Ave.
Cleveland—11610 Euclid Ave.
Columbus—427 Cleveland Ave.
Dallas—2800 Williams St.
Denver—920 S. Broadway
Des Moines—101 S. E. 5th St.
Detroit—1550 Woodward Ave.
Fargo—509 Broadway
Houston—4006 Harrisburg Road
Indianapolis—1315 E. Washington St.
Jacksonville—16 East Ashley St.
Kansas City, Mo.—1025 Winchester Ave.
Long Island City—564 Jackson Ave.
Los Angeles—2060 East Seventh St.

Louisville—2400 South Third St.
Memphis—495 Union Ave.
Milwaukee—411 Prospect Ave.
Minneapolis—420 North 5th St.
New Orleans—2120 Canal St.
New York—1723 Broadway
Oklahoma City—900 W. Main St.
Omaha—1502 Cuming St.
Philadelphia—2700 N. Broad St.
Pittsburgh—5000 Baum Blvd.
Portland—481 East 11th St.
St. Louis—4100 Forest Park Blvd.
Salt Lake City—230 West Temple St.
San Antonio—221 W. Commerce St.
San Francisco—2905 21st St.
Scranton—301 Wyoming Ave.
Seattle—724 Fairview Ave.
Spokane—1801 W. Third Ave.
Washington—451 Pennsylvania Ave. N. W.
Wichita—218 W. Douglas Ave.

Foreign Branches and Service Stations

Bordeaux, France—Place Sainte Croix
Buenos Aires, Argentina—752 Peru
Calgary, Alta.—127 E. 11th Ave.
Hamilton, Ont.—74 John St.
London, Eng.—55 Shaftesbury Ave.
London, Ont.—680 Waterloo St.
Manchester, Eng.—Trafford Park
Melbourne, Aus.—153 Williams St.

Montreal, Que.—119 Laurier Ave. E.
Paris, France—61 Rue de Cornuilles
Saskatoon, Sask.—1st and 25th Sts.
St. John, N. B.—Rothsday Avenue
Toronto, Ont.—672 Dupont St.
Vancouver, B. C.—1531 W. 15th Ave.
Winnipeg, Manitoba—Portage Ave. at Wall St.

Foreign Department

1136 Whitehall Bldg., 17 Battery Place, New York

There are Ford Agents in all principal cities and towns throughout the entire country



Ford

THE UNIVERSAL CAR

IN BUSINESS SERVICE

