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In 1883 the Peabody Coal Company was nothing but a small retail yard; today it operates thirty-six mines with an annual production of 18,000,000 tons, and is the only concern of its kind specializing in every phase of bituminous coal production and distribution

The Firm That Saved One Client \$1,000,000 a Year

By Edward Earle Purinton

AN amazing fact recently came to light in a Western city. A large corporation handling a product that almost everybody needs has materially reduced the price within five years during and after the war. And the profits of the company have grown, while the prices diminished!

Government reports indicate that dealers in other general commodities have, during this same period, raised their prices 100 to 200 per cent. How could any business organization cut down prices an average of 15 per cent a year and succeed, while most concerns had to increase prices an average of 30 per cent a year to keep from being ruined by the war?

Questioned on this point, a man with inside knowledge replied: "The company that made more money by asking less knows the science of economical production and distribution. Last year a saving of \$1,000,000 resulted from a single item—coal."

The firm alluded to above is a client of the Peabody Coal Company of Chicago. By handling the fuel problems of one of its clients so as to increase output, improve quality and lessen waste, the Peabody firm of coal engineers, managers and producers effected probably the most stupendous gain ever known to a business house in the practice of regular fuel economy.

The founder and chairman of the company is Francis S. Peabody, a national authority on the coal situation. He was director of coal production of the Council of National Defense in the early part of the war, and later was appointed assistant director of the Bureau of Mines by Secretary Lane. He served also as chairman of the board for regulating the storage of explosives, as a member of the Chicago Council on U. S. Junior Naval

Reserve Training, and in other capacities needing both expert knowledge and a patriotism that gets things done. The Canadian Government requested him to make a personal inspection of most of the mines and coal fields of Canada, which he promptly did, offering suggestions for increased production.

Back in 1883 the Peabody Coal Company was nothing but a small retail yard. It looked as dingy, dirty, ugly, bare and unpromising as the rest of its kind. But you can never judge the future of a business by its present location, size or appearance; the future is made by the keen vision, close aim, set purpose, full knowledge and firm will of the man at the head; and who can measure the future of a man?

Today this company has a reputation from coast to coast, operates thirty-six mines with annual production of 18,000,000 tons, has financed coal properties worth over \$35,000,000, and is the only concern of its kind specializing in every phase of bituminous coal production and distribution. *This company has no competitors.*

We asked an official of the company to explain the absence of competition. He said, "It may be due to the fact that such service as we render requires an immense amount of capital, a highly trained and efficient organization, and a good many years of experience in the work." The explanation is only partial. The broad fundamental reason for success may be that the company has applied to its organization and operation the telescope of principle—and the microscope of method. Great results are thereby guaranteed. Every business needs a telescope of principle and a microscope of method. The function of the telescope is to reveal the

ethical, social, psychological, industrial scope of organization; the function of the microscope is to reveal the mechanical, financial, technical, personal system of operation. Let us for a minute focus the business telescope and microscope on the Peabody Coal Company.

The principle is that of centralized management—with a new application. It is used in commerce by the department stores, was adopted in war by the Allies under Marshal Foch, but has never been properly extended to the unifying and retailing of professional service. A housekeeper can buy from a single store any of thousands of different household articles; but when a business man goes forth to buy the knowledge and skill of experts, he may have to shop in a dozen States—and then be disappointed. The vain search for technical authorities with brains properly filled but minds properly open costs American business men millions of dollars a year in time lost, energy lost, equipment lost, reputation lost.

Another handicap to be overcome is the distance between the average professional counsellor and the changing field of operations. He has no business of his own. He merely has regulation advice to offer on other men's problems. The method works in a trade or business not subject to rapid or violent changes; but where a national revolution, such as lately put the coal mines to the bad, hits a line of trade, the expert has to be in it or he ceases to be an expert. No outsider, whether financier, engineer, purchasing agent, production or sales manager could settle the troubles of a large coal operator or consumer in a crisis like that following the war. He would have to be first a large operator or consumer himself.

The Peabody Coal Company bases management service on ownership experience. A producing concern delivering as much as 2,000,000 tons of coal a year to a single customer, it is also a firm of consulting experts, having as clients large railroads, factories, chemical companies, banks, public utility corporations. Among the specialists on the staff are accountants, advisers, auditors, construction engineers, consulting, mechanical, mining, electrical and chemical engineers, financiers, fuel engineers, managers, producers, purchasing agents and sales agents. Note how these experts, by rendering a variety of services, all different but all inter-related, unite to form a complete system of management.



Francis S. Peabody, founder of the Peabody Coal Company, is an authority on the coal situation

They tabulate, notate and correlate the results of their own vast experience for the benefit of their customers and clients. They investigate and examine coal properties, advise on their commercial value, prepare plans for opening and developing mines and fields. They appraise lands and properties for bond houses, banks and coal operators needing financial backing.

They operate mines owned by others for their own account or for the joint account of the owners and the Peabody Company. They operate mines owned by large consumers of coal, supply them with the tonnage needed, and dispose of the remainder of the output for their account. They act as selling agents for owners of coal properties and for bond houses and banks controlling such properties. They act as agents for the sale of coal produced by companies whose output is too small to warrant their maintaining selling offices. They act as purchasing agents for consumers of coal.

They serve as consulting engineers, making recommendations for improvements or changes in operating methods to secure increased output or more economical operation. They advise on markets for present and future mining output. They finance coal properties which have had the approval of their engineering and sales departments. They advise concerning quality of coal best suited to the consumers' needs and equipment, with recommendations to effect savings in power plant and reduce or eliminate fuel difficulties.

They set up cost sheets and cost accounting books, furnish cost statements, devise methods of auditing, keep the daily books, and do all other necessary accounting for active mining properties. They design and erect mine buildings and machinery, tipples, washers, power plants, rescreening plants and other mining adjuncts or equipment. They purchase mine supplies and machinery for other plants and customers. They invest their own capital in opening and developing coal lands owned by others and approved by themselves.

What are the advantages to users of a system like this? Prices are lower; for example, the company buys every year several million dollars' worth of mining tools, machinery and supplies, with the benefit from these wholesale purchases going to the clients of the company. The difficulties of a business are more easily and effectively removed; the problems of management overlap in departments such as buying and accounting, producing and distributing, advertising and selling; where you have experts in all such departments consulting each other as well as you, the combined results are bound to be more satisfactory, and less costly: A regular supply of coal is guaranteed, with health of employees conserved, lay-offs and shut-downs reduced to a minimum. The consumer is not limited to any grade, locality or variety of coal; his needs are studied and the coal best adapted to them is [Continued on page 455



HAND PICKED COAL

The needs of the consumer are studied and the coal best adapted to them is furnished from the most suitable mine in the company's field, which extends over an area of six States

The Firm That Saved One Client \$1,000,000 a Year

(Continued from page 429)

furnished from the most suitable mine of the company's field, extending over an area of six States. News of late developments, economies and improvements is supplied to the customer in the form of practical recommendations, that he may handle fuel problems in the most expeditious and least expensive way.

Now as to method. A Peabody coal mine is a beautiful piece of work. The seam of coal is "undercut" along the bottom, then drilled and charged in two places, to get more uniform and complete results when explosion occurs. The track of the car into which miners load coal follows the progress of the work, being extended as the mines develop, so that pit cars can always be run right up to the coal to be loaded, with no time or energy lost in superfluous hand labor. An electric motor hauls the train of ten to twenty loaded cars to the elevator. The construction of this provides for a double hoist. Cars returning empty on the hoist are automatically and promptly pushed off by the loaded cars being pushed on. A steel and concrete floor at the opening of the mines renders the track stable and gives a weatherproof, easy footing for the miner.

Coal is dumped from pit cars in the tippie onto screens, which by the law of gravity and a shaking motion of their own classify and deliver coal in various sizes. Inspectors stand at the screens or picking tables to clean the coal further as it passes to the cars. Great care is necessary to avoid breakage after the coal is screened. Chutes leading down from the tippie to the railroad cars are lowered clear into the cars, dropping the coal a very short distance. The modern tippie, made of steel, concrete and sheet metal, accommodates five tracks underneath, rendering possible the screening and loading of five different sizes of coal at the same time. A permanent fan house of brick supplies good ventilation.

But the main object of our visit to the company was to secure expert opinion for the lay reader on the entire coal situation, so that everybody could, by taking thought and action for himself, be a committee of one to save coal, prevent shortage and reduce prices. We had first consulted editors of national coal trade journals and other neutral authorities, who agreed that the Peabody officials were the best qualified of any body of men to furnish this advice.

"When a coal shortage occurs, people naturally think the mines are running out. They are not. The mines of America can supply 40 per cent more coal than the possible demand of this country. Five classes of people are involved; the operator, the miner, the dealer, the Government official, and the purchaser or consumer, are each partly responsible for the crisis that lately developed in the coal fields. The only way to avert a coal famine is by a long

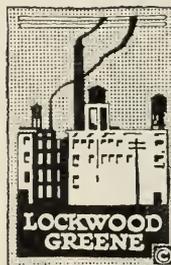
Industrial Valuations

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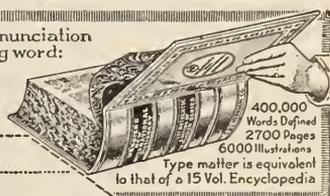
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pull, a strong pull and a pull altogether, in the direction of more production and less waste. The five individuals concerned have each a number of things to do in the case.

"The operator should first make sure that his mine will pay for working at all, and become a satisfactory, permanent investment. High cost mines are of three sorts: Those with poor quality or deficient quantity of coal, those with bad location relative to the market, and those economically good but handicapped by inefficient management. The first two classes are hopeless; the third class may often be rendered highly productive thru a change of management, or improvement of mining methods, or installation of modern machinery, or location of a better market. There are too many operating mines in existence. The poor ones are a drag on the country.

"The operator should know that he has minimum costs and maximum production, as compared with the records of other mines and the possibilities of his own. These facts and figures may be had only from personal investigation by engineers of broad training and experience. The fact that preliminary consultation is usually, and always should be, given free puts the responsibility squarely up to every owner and operator. A typical example of waste occurs in leaving large amounts of coal in the mines, in the form of roofing and pillars to support the roof. After the mine has been worked out or abandoned for a time, it is impossible to recover such coal. Probable dangers of liability and loss should be recognized and prevented in advance of opening every mine.

"The operator should see that his workmen have comfortable homes, facilities for recreation, prompt and skillful medical attention wherever needed from accident or illness. One reason why so many coal miners demand such high pay is that money is about all they get from their employers. Industrial conditions and relations are inferior to those of the modern factory. When you treat men like beasts you may expect them to grab and snarl in the manner of beasts. The problem of the floater is also concerned here; every man must be made to feel at home in the place where he works. A coal miner is a human being. His employer dare not overlook the fact.

"The operator should improve conditions for himself by joining regional and national movements and associations of other operators. The geographical position of the coal producer and the nature of his work tends to keep him out of touch with the trade leaders, by whose concerted action alone can business organization and Government coöperation be made effective.

"The miner has responsibilities unlike those of the operator, but equally important. He should do some thinking before he talks or acts in a way to cause a strike or other stoppage of industry. He must remember that thousands of German spies, Bolsheviks and I. W. W. anarchists, whose

function is to serve as human bombs and destroy everything in sight, have been planted in American mines, factories, railroads and shops, and have been chiefly responsible for most of the strikes since the war. He should reflect that United States secret service men have caught prominent agitators with large sums of German money paid them for agitation; it is probable that the fellow who talks loudest against the operator is laughing up his sleeve at the stupidity of the miner in listening to such talk, and will laugh louder if he succeeds in shutting down the mines and making the operator and the miner both lose money.

"The miner should be fair to the operator, as he expects the operator to be fair to him. Numbers of coal producers have testified before investigating committees that last year they ran their mines at a loss in conforming to the Government program of wages and prices. In the period since the war the comparative earnings of miners have been greater than those of operators. The miner should be content with an honest wage. He should not be willing to be a profiteer, and thus force his employer to be one also, or fail to earn a living. A late report from the Southern Operators' Association compiling figures on ten Illinois mines shows that the average daily earning of the machine operator was \$9.53, while the pick miner made \$8.51, and even the loader received \$8.08 per day. There were 207 working days in the year, so the worker who ran the machine earned \$1,972.71, the man who wielded the pick earned \$1,761.57, and each had 158 idle days in the year! About two-thirds of the loaders, diggers and machine men received \$8 or more every day they worked. This was about twice the average full-time salary of professional men like preachers and ministers, who have spent long years and large sums of money in preparation for their life work. Is it fair? Should the miner, any more than the producer, take selfish advantage from the fact that people must have coal? Less rule of gold and more Golden Rule is needed thruout all industry.

"The dealer also has a vital part to play. He should always handle coal prepared by modern methods to insure quality, purity, fair price and prompt delivery; not only will he keep his trade thus, but he will help create demand for the coal guaranteed best by nature and process, to the discouragement of incompetent producers who are marketing inferior grades. He must select coal for his customers not only by size but also by sources and the mineral content. Certain mines from certain localities produce desirable coal for steam use, others for domestic use, others for the blacksmith, others for the gas or coke manufacturer, others for the metallurgical chemist. A Pure Coal Law is needed for industries as much as a Pure Food Law was needed for the individual. The retailer is the only man at present in a position to serve as investigator and inspector of the method and output of the operator.

"The Government officials, of one kind

or another, should make several moves to relieve the situation. The best way to conserve the coal supply is to pass laws correcting the wasteful methods of mining; natural resources belong under the jurisdiction of the country possessing them, and if squandered by any class of citizens, they should be conserved by law. All would gladly conform to reasonable, scientific regulations.

"Other abuses, in the opinion of many operators, are the chronic shortage of cars and indefinite hold-up of shipments, the diverting or side-tracking of cars, and the confiscation of coal by the Railroad Administration. As high as 50 per cent of the shipments of a certain company, the officials declared, recently went to the wrong consignees, and as low as 25 per cent of the normal car supply further demoralized the business.

"How can a man safely produce goods when the time, destination, amount and cost of delivery are uncertain? The Government could, and we believe should, empower a commission of representative character to do for the whole bituminous industry what the Roosevelt commission did in 1902 for the anthracite.

"Before taking up the final point, that of the consumer's share in the solution of the nation's coal problems, we would state the chief problem fully. *More regular operating time* would lower cost and price, raise output, insure delivery and hasten satisfaction to everybody. The average operating time of all mines in the United States before the war was less than 200 days. For various technical reasons mines cannot be closed a third of the time without large expenses that raise prices, or danger of losing the property altogether. Most people buy coal for the year in the fall or winter, and cease to buy in the spring and summer. This unequal demand creates shortage in cold weather and stoppage in warm. Coal mines are generally in a mountainous region where space for storage is not to be had, so the product can be dug only as fast as shipped, and shipped only when ordered.

"The railroads haven't enough cars to move the tremendous quantities of coal now bought from September to March. The operators cannot pay overhead and wages to keep the mines workable yet not working 100 days in the year, without putting up the price in winter. The miners are discontented with so many idle unproductive days, and wouldn't be human if they didn't make trouble, or leave and disorganize the work. And the consumers, getting too little coal or paying too much for it, really cause the chief trouble themselves!

"Last year The National Coal Association spent a good many thousands of dollars in advertising to all consumers the patriotic and selfish wisdom of buying coal early. Some responded, more did not. I would make this my first point in my list of suggestions to readers at large.

"1. The consumer should buy half his coal for the year in April, May or

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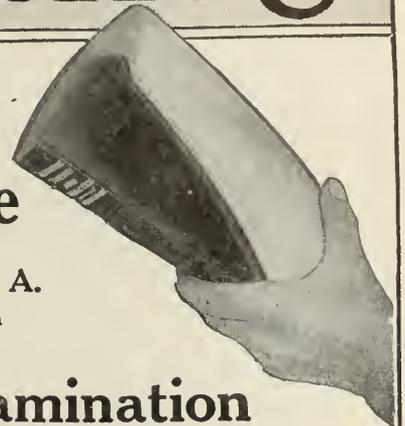
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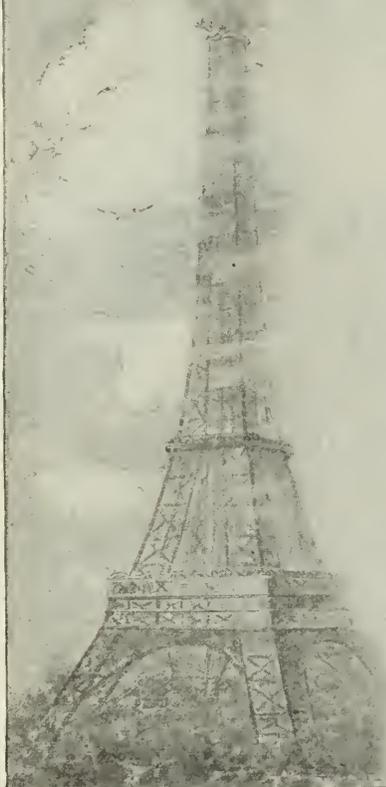
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"2. The consumer should buy from a dealer who fully describes the superiority of his method and product of mining so as to be convincing, who invites comparison with other products and prices, and who sells coal from a mine with resources, construction and management such as to guarantee permanency of fuel supply.

"3. The consumer should freely consult the dealer on all problems relating to coal. If the dealer cannot or will not offer a solution directly or by introduction to authorities who can, it is time to seek another dealer better informed and intentioned.

"4. The consumer should investigate all heating devices on the market said to promote economy by conserving waste heat. About 40 per cent of the national coal supply is lost thru defective combustion, circulation, ventilation or equipment. Most of this waste can be prevented.

"5. The consumer should obtain free literature on the entire subject from the great fuel experts, now to be had from the U. S. Fuel Administration, and the Bureau of Mines, also from The National Coal Association, headquarters, Washington, D. C. Our Government supplies the most and best literature on practical, scientific themes of any in the world; many of our personal problems would be solved for us if we would consult Federal authorities more frequently and fully. To cooperate with such agencies for the benefit of the public is a fixed purpose of this company."

May we add a word? To aid economy and production, we ask our readers to observe two requests. First, every one who in his or her home or place of work gets heat, light or power from coal, put on your calendar memorandum for next April, May or June: "*Buy next year's coal now.*" Second, everybody, whether in this class or not, think of one acquaintance who is a large or even a small consumer of coal, hand this article to him, and mark the sentence above. Little things; but fraught with great results if each of our several hundred thousand readers will only do them. Will you?

Mother—Shame on you, Dorothy! The idea of letting a boy whom you've known only a week, kiss you! Why, when I was your age a girl was considered vulgar who would let a boy even hold her hand until he'd known her several months.

Daughter (innocently)—And didn't you say once, mother, that it used to take you two weeks to go from New York to Chicago?—*Yale Record.*