

The Mueller Record

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No. 37

A WORD TO SALESMEN.

We are daily made to realize that some of our competitors are making tremendous efforts to secure business. You can not know this as we do, because your knowledge of any such effort is restricted to your individual territory. We are in a position to view the whole field and measure results. We know the conditions, and knowing them, wish to caution each salesman in our employ to be active and alert at all times, in the effort to get business.

A salesman on the road occupies a somewhat different position from that of any other employe. Conditions on the road are different and are constantly shifting. It's not like routine work. Every day presents some new phase to the salesman. The policy, the plan and the salesmanship which won an order today may of necessity be useless tomorrow. A changed condition requires a complete change of front, new plans, new arguments, new methods of approach, etc. The salesman of course feels that he is in better position to shape his line of work than the house, and in a sense this is true, because individualism is a potent force in selling goods. However, there must be some general policy governing all salesmen regardless of their individual policy and individual methods, and it is pertaining to this we wish to talk to you.

Understand us—we fully realize all that has been set forth above—but we want more attention to the general policy and prefacing this thought, we want to emphasize the fact that we are satisfied that we exact nothing that is unfair or unreasonable.

We have been convinced for some time that some of our salesmen are not giving us the maximum of their efficiency. Whenever a sales force falls beneath this maximum it may be accepted as irrevocably true that some competitor is encroaching on

our business, and securing orders which we might secure if we were keyed up to the maximum effort. No salesman can successfully controvert this fact.

What constitutes a salesman's maximum effort? Surely not going to work at 9:00 or 10:00 o'clock in the morning and quitting at 4:00 or 5:00 in the afternoon. That's only about half an effort. Getting to work as soon as your prospect does and staying on the job as long as he does, and concentrating your entire thought, energy and individuality on the one purpose of securing orders, is the maximum of your efforts. When you do this the results will be measured by your real ability as a salesman. And until you do this you will never know the limit of your ability or earning capacity.

In our line of work we know that many plumbers who buy our goods are at their shop at 7:00 A. M. and out on some job before 8:00 A. M. They may be in the shop a short time at noon and again at 5:00 or 6:00 o'clock. This is true especially of the smaller plumbers. It means that to see these men you must be on the job soon after seven o'clock in the morning and stay on it until 6:00. We don't feel that this is exacting too much. In some lines of business it is not necessary to do this. In ours it is. We feel this very strongly and we want you to feel it.

To build up our business as we propose to build it up we must have, and we are going to have in one way or another, an alert, enthusiastic, cooperative and effective, business getting force of salesmen. We must have it, and that's the germ of the whole thing. We want you to be an important cog in the machine, and it's going to be up to you eventually to determine whether you will be.

We must have men who are alert and alive, keen edged and willing to give us their entire time, and an honest proportion

of their thought, energy and industry. We have a force here that is doing it daily. Why should we not have the same kind of a force on the road? We are entitled to it, are we not? Now honestly, you know and feel that, do you not? Acknowledging that conditions governing a road force are entirely different from those governing an office force and factory force, we still insist that the same general condition governs both and that the real difference between the head of a department, a clerk, a factory foreman and a salesman is a difference in name only. The result of the efforts of each is the same, and that is or should be, a constantly increasing business.

We are looking to you now and shall look to you in the future to be constantly alert and active, and to give to this company your time and effort just as you would do it if you were a part of our regular office force working under the direct personal supervision of a superior and ringing in and out on our recording clock.

We are confident that your sense of honor and fairness, aside from any purely selfish or business motive of winning a better standing and better position with the company, will impel you to do this.

ADOLPH MUELLER.



AT CONVENTIONS

Mr. E. A. Mann attended the National Convention of Stationary Engineers at Terre Haute and Building Managers at Cleveland during the weeks of June 2 and 9.

Mr. Philip Mueller and C. N. Wagenseller will attend the National Convention of Master Plumbers at Philadelphia, June 17, 18 and 19. Mr. Adolph Mueller who will be in the east at that time, will also pay a visit to this convention.

Mr. F. B. Mueller will look after the Company's interest at the National Water Works convention in Minneapolis, June 24th.



BACK EAST.

J. E. Tackaberry, assistant to Mr. F. L. Hewitt, has completed his work on the new system and returned to Philadelphia.

THE BUSINESS SITUATION

We Can Hold Our Own if We Make Prompt Shipments.

Some pessimistic people claim that a shrinkage in business is inevitable. They are making predictions to this effect. We don't believe anything of the kind. Neither do we believe that any man can read the future and tell what is going to happen. He may predict but he does it without recognized authority and after he has finished the job he has at best expressed only one man's opinion. Of course some men are in better position than others to size up conditions, and give an opinion as to the possible course of events.

We feel, however, that all foremen, assistant foremen and heads of departments should exercise exceeding care in getting out their work. We should be in good shape to handle our business. We are not looking for a shrinkage in business, particularly in our line, unless we are unable to make prompt shipments.

With the large stock we have on hand, and working 5½ days per week, we should be able to supply the demand and make prompt shipments. If we can do this we can get more orders. Some of our salesmen as well as our customers are making complaints of slow deliveries.

It is necessary therefore that we get the goods out, get them out without making mistakes, overruns, doublets, or any other error which adds expense and decreases profits. Then we can make prompt shipments and the firm that can do this will get business.



OFFICE CHANGES.

A very notable improvement has been made in the general office at Decatur. A new hard maple wood floor has been put down, and there has been a general rearrangement of the various departments.



APRIL QUOTAS.

The best quotas for April were as follows:

- First—W. C. Heinrichs.
- Second—D. E. Rowley.
- Third—James Smith.

CO-OPERATION NEEDED

Salesmen Must Help Us in Making Collections.

Selling goods is one thing and getting the money is another. No sale is completed until the bill has been paid. Therefore the collection of the money is equally as important as getting the order. The attention of the salesmen has been called to this fact a number of times and we wish now to again jog your memory on the importance of co-operation.

Business relations begin when credit is established. We cannot over-estimate or too strongly emphasize the importance of this step. Every salesman should exercise his very best judgment in the extension of credit. He should carefully investigate the standing of the prospect and should carefully estimate the amount of credit which can be safely extended. Keep on the safe side. It is better to under-estimate than to over-estimate a man's financial ability—better for us and better for the prospect. It's easy enough for us to gradually increase this credit as the prospect demonstrates his right to it. There is every chance in the world of our making a fast friend of the man whom we carry along in this way until he is on his feet. On the contrary if he has been injudiciously stocked with goods beyond his financial capabilities and we are compelled to push him for payment, there is every chance in the world of engendering ill will, which will be nursed and held against us if the man finally wins out and makes good. There is nothing in your line of duty which calls for more good judgment than properly sizing up a prospect when he first asks credit. Old and young salesmen alike are urged to remember this fact.

When it comes to collections there is nothing in your line of duty which calls for the exercise of more diplomacy. There is likewise nothing in which we so earnestly desire you to co-operate. We know the man only as a customer. You know the man personally and are therefore in a position to talk with him and show him wherein we have done our part and that he in turn should do his by paying up or by mak-

ing some satisfactory arrangements which will satisfy us and insure us our money.

We don't know any manufacturer who is more willing to extend deserved credit or more lenient in the matter of collections. These facts properly explained to a delinquent must appeal to his sense of fairness and justice and influence him to make every effort to satisfy our claim.

By co-operating with us in the matter of collections salesmen can render us valuable aid.



Frans

GOOD WORK.**One Salesman Scores a Good Victory Against a Competitor.**

There is always a sale in sight if you keep after it. One salesman, one of the younger men, both in age and experience, demonstrated this recently. A competitor of ours had succeeded in getting a Lenox machine and their corporation cocks adopted. Our salesman waded in and by aggressive work convinced the mayor and town board that a Mueller machine was far superior, and that our lead flange goods would give the greatest satisfaction. He hammered his points home in good shape and the board took our machine on 30 days' trial together with some of our goods and will retain the same.

The mere fact that this town had already tied up to the Lenox machine did not discourage our salesman in the least. He simply made an effective comparison and was able to show the board wherein our machine was the best.

**NO MORE SOUVENIRS.**

We have discontinued the practice of giving souvenirs, and this policy will be adhered to in the future. Salesmen are advised that under no circumstances will we make an exception to this rule.

**ON THE KING'S BIRTHDAY.**

On June 3rd, the King's Birthday, at Sarnia, Ont., a daughter was born to Mr. and Mrs. Robert Thrift. Mr. Thrift is connected with the Canadian Company.

THE MAY CONTEST.

East and West Divide Honors So Far as Prizes Are Concerned.

The east and west divided honors in the May contest, the prize winners being—G. A. Caldwell who led in Rapidac sales and W. E. Sippell in sales of 8716. In the west Parke Scribner led in sales of water services and E. E. Pedlow in sales of ferrules. The gas column looks about as bad one place as the other. It seems to us that some one of our salesmen should have made sales of goods. The record for the month efforts:

SALESMEN	Rapidac	Ferrules	8716 Drain Cocks	Gas Curbs and Boxes	Water Services
Mueller	14	0	0	0	0
Cameron	6	118	6	0	112
Clark	34	36	0	0	0
Scribner	8	245	6	0	172
Ford	4	849	0	0	90
Ince	0	24	8	0	12
Miller	0	0	288	0	0
Pedlow	58	960	36	0	0
McCormick	180	12	6	0	0
DuBois	116	186	12	0	1
Rowley	38	60	15	0	24
Beck	156	0	60	0	68
Harte	103	0	30	0	0
Stebbins	144	16	72	0	50
Hays	107	0	30	0	12
Whitney	58	0	6	0	0
O'Rourke	0	60	24	0	0
Cash	45	0	87	0	12
Thornton	39	18	96	0	50
Smith	3	128	0	0	0
Bland	45	28	30	0	0
Heimrichs	12	54	66	0	0
Leary	22	3	1	0	0
Jett	36	0	24	0	0
Haas	84	0	18	0	0
Total	1312	2797	924	0	603
Caldwell	276	0	0	0	0
Fairfield	15	0	0	0	0
Hastings	94	0	155	0	18
Powers	1	0	0	0	0
Hennessy	0	20	0	0	0
Sippell	37	12	457	0	0
McCarthy	0	30	30	0	0
Ford	8	0	126	0	42
Tranter	150	406	0	0	0
Total	581	468	768	0	60
Grand total	1893	3265	1692	0	663

LIKE OUR GOODS.

The Tecumseh Hotel of London, Ont., has installed four pairs of our 12902 Basin Cocks and will install 40 more pairs in the near future.

Mr. Cameron reports that the plumbers of London are specifying and figuring on using our self-closing work.

QUOTA BUTTONS.

We Feel That Our Salesmen Should Wear These Emblems.

We went into the question of Quota Buttons, and investigated thoroughly. Then we bought quota buttons and furnished them to the salesmen. We did this expecting the salesmen to wear them. Much to our surprise we learn that some of the salesmen wear them part of the time and some don't wear them at all. We don't call this co-operation. When we ask a salesman to do a thing which we know that experience has proved is helpful to business we expect the salesman to do that thing.

We believe our salesmen should wear our '49 quota button in preference to any secret society pin or button. He should do this purely as a matter of business. Personally we haven't the slightest objection to a secret society pin, but we know that in certain quarters there is a prejudice against secret societies and secret society emblems. And it is a deep seated prejudice because it has been taught and fostered for years. No matter how unreasonable we may regard it, those holding it believe that they are justified. It is not unlikely that many in our trade hold this prejudice. If this be true why antagonize them with secret society emblems. From a business standpoint they are not always desirable.

The quota button is different. It represents your personal interests. You wear it as a mark of honor because you have accomplished a task laid out for you. This you can explain when some friend or patron asks you the meaning of the emblem. In doing so you help make the company and its product better known. Not unfrequently it will get you orders. Some friend or patron upon learning that you have a stipulated quota to make will throw you an order. No doubt this will happen many times in the course of a year.

Any man who will wear a college fraternity pin or secret society emblem can offer no sound reason for not wearing a quota button. Most of our salesmen do wear some emblem indicative of their affiliation and some of them wear these in preference to their quota buttons.

We insist that there is more good, sound sense in wearing a quota button. It really means something. It's a badge of honor, a recognition of your having accomplished something in the daily grind of life, an evidence of the fact that you have accomplished all that your house has asked of you, and proof that you have measured up to and beyond your responsibilities as a salesman. On the other hand a secret society emblem merely imparts the knowledge that you are one of a certain order, whose object is either fraternal or beneficial. It may occasionally appeal to some brother member but we doubt it. We believe the day has gone by when men place business on this ground. We don't do it—other good business men don't do it. Business rules govern business today regardless of outside associations or affiliations.

Then why is not an emblem which has a business significance of sufficient importance for you to wear.

We desire every one of our salesmen who is entitled to wear his quota button to wear it if he desires and intends to give us his full co-operation. We will take it for granted that the salesman who does not wear the quota button does not want to co-operate with us.



JUNE BLOTTERS.

In June we issued a neat blotter to all in the gas trade. It was printed in two colors with a calendar for the month. We expect to continue issuing these blotters for some time. We want to know if these blotters are being used. Salesmen are therefore requested to keep an eye on desks in gas company offices and report to us if these blotters are being used.



BULLETINS CANCELLED.

Please cancel the following bulletins:

SO-324—Pertaining to New York Salesmen and numbers.

SO-350—Salesmen's Address.

SO-352—Change of Address.

SO-183, Section Q, Subject—"Fire Pots," dated Dec. 12, 1911.

SOME LATE ORDERS.

From W. L. Jett for 144 D-11904 for J. H. Mulrein, Phoenix, Ariz. These will be installed in the Nole Building.

From C. H. DuBois for the Ross-Johnston Co., Bloomington, Ill., 50 D-11901 to be shipped to Charleston, Ill., to be installed in the Eastern Illinois State Normal Model School

From T. F. Leary for the J. Looney Co., San Francisco, Cal., for 63 D-10284 to be installed in the Phelan Bldg., San Francisco.

From E. E. Pedlow, for the J. F. Tummally Plbg. Co., St. Louis, Mo., for 8 D-11909 to be installed in the Otis Elevator Co. Building. Also for 24 D-11909 and 24 D-25007 for the same plumbing company to be installed in the Midland Valley Club House.

From W. C. Heinrichs for Frost & Co., Yorkston, Sask., Canada, for the following goods, to be installed in the Waddell Memorial Hospital at Canora, Sask:

- | | |
|------------------|----------------|
| 11 D-8183 | 14 D-8303 |
| 10 D-8405 | 20 D-25001 |
| 10 S. S. Flanges | 25 D-25352 |
| 6 D-8781 | 14 D-25318 |
| 4 D-8794 | 30 D-25303 |
| 6 D-9072 | 12 Gauge Traps |
| 4 D-25712 | |

From E. E. Pedlow for 114 D-12902 and 70 D-9477 for the L. M. Rumsey Co., St. Louis. These goods will be installed in the Planters' Hotel.

From W. C. Heinrichs for 144 D-11902, 3 D-9022 and 12 D-15904 to be installed in the Grange Exchange Building at Ft. William, Ont.



CHANGE OF ADDRESS.

D. J. Mueller has changed his headquarters from the Campbell Hotel at Dallas, Texas, to 736 West Seventh St., Post Office Box 1484.

E. S. Stebbins has moved, and his address is now 911 South 37th St. His telephone number remains the same.



Some women are popular because no man is afraid of falling in love with them.

COMPETITION

Blessings on the heads of our competitors. They keep us alive and hustling. They contribute a lot of interest to the game. They have been responsible for some of the best moves we have ever made and some of the finest ambitions we have ever set up. They have kept us stimulated, busy and happy when there wasn't enough inspiration in the morning's mail to flag an office boy, they have been good for us all along the line; because of them we have bettered our products after concluding that there was no way to betterment, because we had to better them to keep ahead of the other fellow. We have cut down manufacturing costs without sacrificing quality under just the same conditions. We have been more aggressive, more optimistic, more alive because they have given us reason to be. Clean competition is the best thing on earth for a man or a business. The other sort of competition doesn't count much because it doesn't last long. It isn't an incentive because there is no soul in it. It simply is a negative thing which doesn't count either way. We can't and don't expect to get all the business there is. We can and do expect to get the lion's share of business in our lines. Competition is always there and watching. Of course once in a while it

takes a little skin off; once in a while it gets too close and loses some skin, but we wouldn't be without it for worlds. Feeling thus we have competition inside our organizations as well as outside. Outside competition works in several different directions, inside competition works in only one direction, and that is toward us always. Salesmen work to definite quotas assigned to them at the beginning of the year, and therefore are in competition with each other. Factory departments compete with each other in output. All through the organization is this inside competition which we all know means growth and clearer vision and more satisfactory work, not to the employer only but to the worker as well. Understand that this inside competition is never based on a penalty basis. The man who is beaten doesn't lose something that is coming to him, he only fails to add to it. Under a quota plan every man can be first. One does not crowd out another at all. We speak right out in meetings about this because we believe that this is the spirit of the new competition and that the old days of cut-throat competition and cordial hatred can never re-appear. We think it is a good gospel to preach and to do business by.

F. H. SCHUTZ.



CHICAGO WATER WASTE.

Discussion Calls Forth a Startling Statement From An Engineer.

The discussion in Chicago about the adoption of water meters has brought forth some startling facts. It is alleged that 50 per cent of the water pumped, is wasted.

An article in the Chicago Tribune concerning this question brought out the following statement from Ernest McCullough, a well known engineer:

"The article today on water waste particularly attracted my attention because the facts have been known to me as an engineer for very many years, as they have been known to engineers all over the world. It seems to be a common sense business proposition to pay only for water used.

In innumerable pages of statistics in treatises on water supply and in the printed proceedings of societies organized to study municipal improvements the case of Chicago

go and its foolish, nay criminal, waste of water can be found commented on. The basis of all the discussion is information gleaned from the pages of annual reports issued by the engineering department of the city.

The engineers have always urged the saving of the people's money and asked for the installation of meters. In season and out of season the cry has been heard by committees of the city council, but nothing has been done. Instead of their major work being the saving of money, the engineers are continually called upon to supply more water, when 50 per cent of all the water now pumped, is wasted.

The cost of the water wasted in the city of Chicago annually will more than make up the deficiency in receipts caused by the Supreme Court decision on the Juul law, and a 20 per cent cut in the salaries of employes would be unnecessary.

The sole reason that Chicago is not well supplied with water meters is that a small coterie of men having political influence, stops the movement toward meters.

The engineering department of the city is under civil service regulation from the city engineer to the lowest paid assistant. The professional standing of the engineers in the city hall is very high. They have shown year after year, and continue to show, the terrible economic loss which Chicago is suffering because of the unjustifiable waste of water, hoping some day something will be done.

Chicago, from the viewpoint of the sociologist abroad, is a city to follow. Chicago, from the viewpoint of the foreign engineer, is the laughing stock of cities because, while it is well served by some of the ablest engineers in the world, it continues to pump daily into the subsoil an ocean of water, which foolish action can be stopped by the general introduction of meters.

The city council takes no action because of foolish decisions given by members of the law department. Law is said to be the crystallization of the common sense of unnumbered generations of men. In Chicago the condition of the law, as revealed in opinions given to the city council, seems to be one of atrophy rather than crystallization

An argument, or rather a sophistry called argument, against the introduction of meters, is that people will use less water and the health of the city will be thereby imperiled. This has not been the experience elsewhere. For a few months people are careful, but when they become accustomed to the meter they forget it. By fixing a reasonable minimum charge the annual water bills are no larger for the consumer than they were before the introduction of meters.

The saving, however, in general taxation is apparent. It is a well known fact that when gas meters get out of order they are apt to register more gas than is consumed. The contrary is true of water meters, which register less water than passes through after they have become worn. The advantage is, of course, to the consumer, who pays only for water registered."



ORDER FROM PANAMA.

The New York office recently received a nice order from the Central American Plumbing and Supply Co., of Colon and Panama. This order called for a gross and a half of Extra Self-closing work. The customer insisted on this order being made up with a small copper pin through the stem. The object is to prevent the Panama people from taking the faucets apart. While this arrangement will prevent adjustment or repairs of the cock, it suits the Panama Company who do not want any occasion for making repairs after installation has been made. Plumbers down there working for the company get \$10.00 per day American gold for eight hours' work. It would cost more to make repairs than to put in a new bibb.



In America we pay postage on all drop letters, but in England the "H" can be dropped free of charge.



The policeman is the original vegetarian. He lives on beats.



What would happen if the ship were to lose its hold.

MORGAN ON CHARACTER.

World's Famous Financier Puts It Above Everything.

J. Pierpont Morgan, who for years stood as the most gigantic figure in the financial world, is dead. Mr. Morgan was great in wealth, great in power, great in his devotion to art, great in his loyalty to principle, great in his simplicity, because he was not made snobbish by his tremendous wealth, and great in his fidelity to business.

The majority are apt to look upon Mr. Morgan with prejudiced eyes obscured by his gold, and yet there were things which Morgan held above mere money.

At the recent Pujo Committee investigation J. Pierpont Morgan testified as to whether there was a money trust. What he said regarding the money trust will soon be forgotten, but what he said regarding character will live.

What he said is good for all of us to read and good for all of us to remember:

In answer to a question he said, "I know lots of men, business men, too, who can borrow any amount, whose credit is unquestioned."

Q. "Is that not because it is believed they have the money back of them?"

A. "No, sir. It is because people believe in the man."

Q. "And it is regardless of whether he has any financial backing at all?"

A. "It is, very often."

Q. "And he might not be worth anything?"

A. "He might not have anything. I have known a man come into my office and I have given him a check for a million dollars, and I knew that he had not a cent in the world."

Q. "There are not many of them?"

A. "Yes, a good many."

Q. "That is not business?"

A. "Yes, unfortunately, it is. I do not think it good business, though."

Q. "Commercial credits are based upon the possession of money or property?"

A. "No, sir; the first thing is CHARACTER."

Q. "Before money or property?"

A. "Before money or anything else. Money cannot buy it."

Q. "So that a man with character, without anything at all behind it, can get all the credit he wants, and a man with the property can not get it?"

A. "That is very often the case."

Q. "But is that the rule of business?"

A. "That is the rule of business, sir."

Q. "If that is the rule of business, Mr. Morgan, why do the banks demand, the first thing they ask, a statement of what the man has got before they extend him credit?"

A. "That is a question which they go into; but the first thing they ask is, 'I want to see your record.'"

Q. "Yes, and if his record is a blank, the next thing is how much he has got?"

A. "People do not care, then."

Q. "For instance, if he has got Government bonds or railroad bonds and goes in to get credit he gets it and on the security of those bonds, does he not?"

A. "Yes."

Q. "He does not get it on the face of his CHARACTER, does he?"

A. "Yes, he gets it on his character."

Q. "I see; then he might as well take the bonds home, had he not?"

A. "Because a man I do not trust could not get money from me on all the bonds in Christendom."

Q. "That is the rule all over the world?"

A. "It is the fundamental basis of business."

It will be seen by this testimony that Mr. Morgan placed CHARACTER above everything. He had no use for deceit, and all that goes with it.



SARNIA NEWS.

Fred Mueller paid a visit to the plant during the latter part of May.

An order has been received from the Mott Company for 80 pair of self-closing basin cocks.

The latter part of May the Sarnia plant shipped 400 Service Boxes to Regina by way of the Northern Navigation Company.

The first castings in the brass foundry were made on May 13th on a jobbing order. It is the expectation that a considerable amount of jobbing business will be secured.