

***THE COMPLETE PRESENTATION TO
THE U.S. GOVERNMENT FOR THE
MASSEY-HARRIS HARVEST BRIGADE
BY M-H VICE PRESIDENT, JOE TUCKER***



MASSEY-HARRIS

Self-Propelled

HARVEST BRIGADE

WHEN YOU THINK OF

Self-Propelled

THINK OF

MASSEY-HARRIS

. . . the Pioneer Builders

AS the last combine of the Harvest Brigade finishes its final round, we want every farmer to know that slogan.

Then, for years to come, your farmers won't just say, "SELF-PROPELLED" . . .

they'll say **"MASSEY-HARRIS
SELF-PROPELLED"**

"They were the pioneer builders, you know. Remember the Self-Propelled Harvest Brigade?"



In war, we fight to defend the American way of life. We, as members of the Massey-Harris organization, have another privilege to defend—our right to the lion's share of the Self-Propelled business.

THE MASSEY-HARRIS SELF-PROPELLED HARVEST BRIGADE accomplishes both objectives . . .

- It will be a powerful factor in helping America reach her War food goals.
- It will protect for Massey-Harris and its dealers the right to **LEADERSHIP** in the Self-Propelled field.



Presented to War Food Administration - Aug 1943
Approved
Sept 15, 1943

P R O P O S A L

by The Massey-Harris Company of Racine, Wisconsin that they be permitted to build an additional 500 Self-propelled Combines to assist in the harvesting of 14,000,000 additional acres of wheat in 1944.

NEED FOR ADDITIONAL COMBINES OVER 10-FT. CUT

What's the job in '44? An additional 14,000,000 acres of wheat. Following the usual ratio, about $\frac{2}{3}$ of this new acreage, or about 9,000,000 acres will be winter wheat, most of which will be in the Plain States. Since small combines are neither practical nor economical for large wheat acreages, this winter wheat belt relies on the larger combines of 10-ft. cut and over.

As of January 1, 1943, there were on farms, 109,000 combines of 10-ft. cut or greater capacity. Only 39,185 with capacity greater than 10-ft. cut however have been produced since 1936, -- the bulk of the remainder are the heavy slow-moving veterans. The average age of these 109,000 combines is 9 years, indicating that many are past the age where they can be trusted to the task of harvesting an additional 14,000,000 acres of vitally needed wheat.

Production of the larger combines was curtailed in recent years paralleling reduced wheat quotas. For example, only 3516 combines over 10-ft. cut were produced in 1942 as against the '37-'42 yearly average of 6531. In addition, the three states of Texas, Oklahoma and Kansas lost thousands of combines this year, -- combines that were sold to Northern operators to meet their '43 harvests. Few will be returned.

IF ADDITIONAL COMBINES ARE TO BE RELEASED TO FILL THIS SHORTAGE, WHAT SIZE AND MODEL SHOULD THEY BE?

If the WPB follows its intention of bolstering the equipment situation in these critical wheat states, it has three alternatives: -

1. Release additional small combines, 6-foot and under.
2. Release additional conventional combines of 10-foot cut or greater capacity.
3. Release additional M-H Self-propelled combines.

We believe that the Self-propelled represents the most practical and timely solution for the following reasons : -

1. FEWER SELF-PROPELLED MODELS ARE REQUIRED TO HARVEST A GIVEN ACREAGE.

For purposes of comparison, let us assume the following figures to cover maximum working capacity of the three types and sizes of combines :

WORKING CAPACITY

<u>T Y P E and S I Z E</u>	<u>C A P A C I T Y per D A Y</u>	<u>C A P A C I T Y per Y E A R</u> (Based on 75 days per year)
6-ft. Conventional PTO Model	*18 acres	1350 acres
14-ft. Conventional Model	*40 acres	3000 acres
*providing tractor is sufficiently powerful and in A-1 condition.		
14-ft. SELF-PROPELLED	**50 acres	3750 acres

**The Self-propelled combine will average 10 acres more per day than the 14-ft. Conventional model due to ease of operation, faster working speeds, less time wasted in opening fields and transporting between jobs.

HOW MANY COMBINES WOULD BE REQUIRED TO HARVEST 1,000,000 ACRES ?

6-ft. P.T.O. CONVENTIONAL	741 Combines
14-ft. <u>ENGINE</u> CONVENTIONAL Powered	333
14-ft. SELF - PROPELLED	266

2. SELF-PROPELLED COMBINES FURNISH THEIR OWN MOTIVE POWER. THEREFORE, NO TRACTORS WOULD BE REQUIRED - - NO BIG DEMAND FOR ADDITIONAL TRACTOR POWER FROM WHEAT FARMERS. EXISTING TRACTORS COULD BE RELEASED FOR OTHER RUSH SEASONAL WORK.

TRACTORS REQUIRED PER 1,000,000 ACRES.

6-ft. PTO Conventional Model	- 741 TRACTORS
14-ft. Conventional Model	- 333 "
14-ft. SELF-PROPELLED	- <u>NO</u> TRACTORS REQUIRED

3. THE SELF-PROPELLED COMBINE REQUIRES NO MORE FUEL THAN THE 6-FT. PTO MODELS, - 500,000 GALS. LESS FUEL THAN THE 14-FT. CONVENTIONAL MODELS PER 1,000,000 ACRES. ACTUALLY, THE SELF-PROPELLED WILL REQUIRE LESS FUEL THAN THE 6-FT. PTO MODELS SINCE THESE SMALLER COMBINES WOULD IN MANY CASES BE OPERATED BY HEAVY WHEAT BELT TRACTORS NOW ON FARMS AND DESIGNED FOR GREATER POWER OUTPUT.

Setting $3/4$ gal. of fuel per acre as the average tractor consumption, $1/2$ gal. as average combine engine requirements and $3/4$ gal. per acre as the total Self-propelled consumption, we find : --

<u>F U E L R E Q U I R E D</u> <u>per 1,000,000 acres</u>		
	500,000 Gals. COMBINE FUEL.	750,000 Gals. TO BOTH PROPEL COMBINE & OPERATE THRESHING MECHANISM.
750,000 Gals. TRACTOR FUEL.	+	
	750,000 Gals. TRACTOR FUEL.	
6-ft. PTO MODEL	14-ft. CONVEN- TIONAL MODEL.	14-FT. SELF-PROPELLED

4. HARVESTING 1,000,000 ACRES OF WHEAT, THE 266 SELF-PROPELLED REQUIRE 475 LESS ENGINES THAN THE 6-FT. PTO MODELS, 400 FEWER ENGINES THAN THE 14-FOOT CONVENTIONAL COMBINES.

	<u>E N G I N E S R E Q U I R E D</u>		
	<u>TRACTORS</u>	<u>COMBINES</u>	<u>TOTAL</u>
6-ft. PTO MODEL	741	0	741
14-ft. CONV. MODEL	333	333	666
14-ft. SELF-PROPELLED	0	266	266

5. THE SELF-PROPELLED REQUIRES FAR LESS MANPOWER, --
A SAVING PER 1,000,000 ACRES OF 356,250 MANHOURS
OVER THE 6-FT. PTO MODEL, - 300,000 MANHOURS OVER
THE 14-FT. CONVENTIONAL COMBINE.

MANPOWER HOURS
per 1,000,000 acres

	<u># UNITS</u>	<u># MEN</u>	<u>MULTIPLIED BY 750</u>
6-ft. P.T.O. MODEL	741	741	555,750 manhours
<u>14-ft. Conv. Model</u>	333	*666	499,500 manhours
*(man required on both tractor and combine)			
14-ft. SELF-PROPELLED	266	266	199,500 manhours

6. THE SELF-PROPELLED WILL DELIVER A BIGGER YIELD PER
ACRE, SAVING A MINIMUM OF 1/2 BU. PER ACRE ORDINARI-
LY LOST.

It is conservatively estimated that the con-
ventional tractor and combine lose a minimum
of 1/2 bu. per acre in opening up fields for
harvesting. The tractor must of necessity run
thru standing grain, beating it down so that a
certain percentage can never be recovered.

Since there is no tractor ahead of the Self-
propelled it saves this grain normally lost on
the opening cut. In the harvesting of 1,000,000
acres, the Self-propelled will save

500,000 bushels of wheat

which would normally be lost with a conventional
tractor and combine.

We believe that we have offered unbiased and conclusive evidence of
2 points --

1. That the Plain States, largely responsible for the
raising of 14,000,000 additional acres of wheat are
under-equipped.
2. That the Self-propelled Combine is the most economical
and practical machine to take on the job of harvesting
this tremendous additional acreage by virtue of the
fact that it --

HARVESTS MORE ACRES PER DAY
ELIMINATES THE NEED FOR TRACTORS
REQUIRES FEWER ENGINES
CONSUMES LESS FUEL
SAVES UP TO 356,250 MANHOURS PER MILLION ACRES
DELIVERS A MINIMUM OF 1/2 BU. PER ACRE MORE GRAIN

Naturally, these Self-propelled Combines should be produced by Massey-Harris, pioneers of the Self-propelled combine since 1939, and the only manufacturer to place Self-propelled production machines in the hands of thousands of farmers. In 5 harvests, these farmer-owned, production built combines have proved their ability under actual field conditions by their farmer owners. No other manufacturer, so far as we know, has progressed beyond the experimental stage.

P R O P O S A L

We propose, therefore, that we be permitted to manufacture an additional

5 0 0 M A S S E Y - H A R R I S

S E L F - P R O P E L L E D C O M B I N E S

to facilitate the successful harvest of the increased wheat acreage - - -

AND, we offer to increase the working capacity of these combines many-fold by the formation of a MASSEY - HARRIS

EMERGENCY HARVEST BATTALION !

Perhaps you wondered why we previously estimated the yearly use of a combine at 75 days per year. It is common knowledge, of course, that the average combine works only a fraction of that period.

Yet, we believe that 75 day operation is not an impossibility, but under proper supervision, is a practical, wartime necessity. On the West Coast, where M-H Self-propelled combines are used extensively, a large percentage work in excess of 100 days per year.

Under the Massey-Harris EMERGENCY HARVEST BATTALION PLAN, we propose to so distribute and route these combines that they will reach their full usefulness of at least 75 working days per year. Here is how our plan works - - -

1. These 500 additional Massey-Harris Self-propelled combines are to be sold to Plain States farmers - - distribution to be made subject to approval of the War Food Administration thru county agencies.

2. With each order, we would attempt to secure a commitment from the purchaser to permit delivery of the combine somewhere in the Southwest. The purchaser would take possession of his machine in Texas or Oklahoma and immediately start combining acreages procured for him by local food administration authorities assisted by local M-H dealer. Purchaser would then move Northward with the harvest cutting acreages allocated to him.

If this plan is capably handled, each machine has a potential harvest capacity of 75 days at 50 acres per day or a total of 1,875,000 acres for 500 units.

An analysis of our material requirements to build 500 additional Self-propelled combines follows this presentation. In our opinion, the materials required are exceedingly slight in view of the potential contribution to our food program and the tremendous savings in manpower, fuel and materials which we have previously outlined. We most sincerely hope that the various government agencies involved will concur with these views and grant our petition for authorization to build an additional 500 M-H Self-propelled Combines.

MATERIAL NEEDED
TO BUILD 500 #21 COMBINES

CONTROLLED MATERIAL NEEDED

The following statement shows the material needed:

<u>Controlled Material</u>	<u>CMP Code</u>	<u>Unit of Measure</u>	<u>1st Qtr. 1944</u>	<u>2nd Qtr. 1944</u>
Carbon Steel		S. Ton	1100	124
Alloy Steel		S. Ton	70	
Copper-base Alloy	3011	Pounds	6130	
Copper-base Alloy	3021	Pounds	395	
Copper-base Alloy	3041	Pounds	120	
Brass mill Products	3051-61-71	Pounds	1140	
Wire mill products	3101	Pounds	5175	

Of the carbon steel listed above, 145 tons may be Bessemer steel and another 75 tons may be rerolled rail steel. These 220 tons are acceptable, where only 5 tons of off-grade steel were used before, because of special study of the combine design and our production facilities to conserve scarce material.

MEMORANDUM

ORGANIZATION OF THE MASSEY-HARRIS EMERGENCY HARVEST BRIGADE

December 31, 1943

The purpose of this memorandum is to outline my own ideas as to how the emergency harvest brigade should be organized. Everything in it is subject to change and will be thrashed out at a meeting which will be held on Saturday, January 15th. In the meantime, Mr. Patrick, the branch managers, and I will have visited many of the State Boards and will be in possession of specific information as to how they will participate in the campaign. At the meeting on the 15th, we will want the Advertising Agency and Public Relations people present; also, in all probability, Messrs. Knight, Checkla and Teale, in addition, of course, to our own people here.

NAME

The name "Massey-Harris Harvest Brigade" will be used unless somebody can think of a better one. The name should be short and should be used on all possible occasions in all publicity, and on all advertising matter.

.. FIELD OPERATIONS

This whole program divides itself roughly into two parts; first is the selling, delivering, setting-up and operating, servicing, and collecting for the machines which are sold. While a good deal of this will be in the hands of the branch managers, I have asked Mr. Patrick to take general charge of it so far as this office is concerned. Mr. Sundquist will be busy with the general operating problems of the field throughout the year, and I feel it is necessary for one man to take on the responsibility for handling this special campaign.

1. METHOD OF OBTAINING PURCHASERS AND WRITING ORDERS

The government is insisting, and will continue to insist, that these 500 machines be sold to bona-fide custom operators. Those operators will be subject to the approval of each of the State War Boards. The method under which they will be picked so far as we know now, will be that our dealers upon being given word of the number of machines they will have to sell, will solicit orders from known custom operators, and when the order is signed, take an application for a purchase certificate. The necessary red tape to go thru with the County Board will be outlined as soon as we get it from the State. I believe it will include a recommendation from the County Board as to the ability of the purchaser to operate a custom machine.

The order and the application for purchase certificate will be sent to appropriate branch. The branch will designate an individual who will take these purchase certificates and orders over to the State Board and attempt to get them approved if, in the opinion of the branch they should be approved.

The government will not permit us to sell these machines to our dealers for them to operate themselves. They insist that they be sold to custom operators.

2. TYPE OF ORDER TO BE WRITTEN

I believe it would be advisable to work out a special order form. First, one for the purchaser to sign and second, one for the dealer to sign when he purchases the machines from us. Both of these can be nicely dressed up, can incorporate the good features of the campaign and, so far as possible, obligate both the dealer and the purchaser to cooperate in the campaign. The subject matter to be put into these orders should be a matter of careful discussion at our meeting.

3. PARTICIPATION OF DEALERS

Mr. Teale has already said that his dealers in North and South Dakota, Minnesota, and Nebraska, are planning to themselves go down into Oklahoma and Texas to take delivery of the machines they have sold to the custom operators in their territories, make settlement therefor, and help them get started. I think this is a fine idea and something the dealer should do in compensation for the very large commissions they will make on these sales. We can then incorporate the dealers into our campaign and get a lot of help from them. This also should be a subject of discussion at our meeting.

4. SERVICING AND REPAIRS

It will be necessary to have a few extra servicemen in the Kansas City and Dallas territories at the time these machines are being delivered and started. We might also need one or two out on the West Coast, both in the Stockton and in the Jobbing territories. The work will be heavy and just a little different than ordinary and many of the operators may never have seen a Massey-Harris Self-Propelled Combine before and will need some instruction in its operation. We cannot afford to let these machines fall down as they will all be on exhibit and competition will take delight in calling attention to any failures we have. Arrangements have already been made by Mr. Nelson to have a good extra stock of repairs delivered to the branches,

particularly to the Omaha Branch. It is felt that as most of these machines will be started in Oklahoma, Texas, and Kansas, they will not start to use repairs until they get up into the spring wheat country. Therefore, most of the repairs are lined up for shipment to the Omaha Branch territory. We should work out methods whereby the repairs will be easily available to the operator.

5. SPECIAL SALES REPRESENTATIVES

We believe it will be necessary to have a few men who will go ahead of the operators of these machines as the crop comes on; iron out problems with the County Boards; arrange for cutting for the operators; generally supervise their operations so that we can get records in here of each farmer for whom they cut, and to carry out the details of the program which will be outlined by those to the best of their ability. This force can be thought of, perhaps, as an advance crew for a circus.

6. EXPENSES IN CONNECTION WITH FIELD OPERATIONS

All people regularly employed in branch houses will charge their expenses to the regular accounts, and not to the special emergency harvest brigade. However, any special man who may be hired by the branches, or who will be sent down from the Home Office, will be immediately put on the branch payroll, paid by the branches, and all of the extra expenses aside from those of the normal branch house employees -- expenses of every kind including telegrams, telephone calls, etc., -- will be charged to the appropriate account in the branch ledger, but behind each charge and account number put the initials "HB"; "H" for Harvest, "B" for Brigade. Likewise, any expenses incurred at the Home Office in connection with the operations in the field on this program, should be charged to the suitable expense account and the letters "HB" put behind it. Then at the end of the campaign if we find that any one branch has been charged with a greater share of the expense in connection with this than they are entitled to, based upon the number of machines that were put into their sales, we can make a transfer of the expenses between branches on a fair and equitable basis. All of the expense in connection with the campaign, aside from the advertising and publicity, however, will be branch expense, inasmuch as the sales go to the credit of the branches.

7. GENERAL REMARKS ON OPERATING PROBLEMS

Mr. Patrick will have a tough job on his hands and undoubtedly there will be many other things come up

than have been discussed herein. He will get back from meetings with the State Boards on the West Coast by approximately the 1st of February.

It is to be pointed out that most, if not all, of the work and expense outlined above will have to be performed whether or not we organize the emergency food brigade as a publicity campaign. In other words, if we stop right there and simply sell, delivered and get 500 machines into operation on custom cutting, the work and the expense discussed above would be incurred.

But we cannot stop there. It is on the basis of our proposition to the United States Government of organizing the emergency food brigade and attempting to cut a million acres of grain that we got the permission to bring in the 500 machines. Second, the great value of this whole campaign to the Massey-Harris Company will come from the organization and operation of the brigade as such. This is our big problem and the one that we should do an awfully good job about. Therefore, the second section of this memorandum will discuss --

9. CARRYING THRU THE MASSEY-HARRIS HARVEST BRIGADE CAMPAIGN

Our objective is to harvest a million acres of grain with 500 machines and in the doing, get the greatest amount of publicity and favorable attention focused on Massey-Harris that we can possibly get. The special idea we want to work into all of our publicity is the fact that Massey-Harris popularized the self-propelled idea -- undoubtedly the most economical method for harvesting grain now known. We must keep away from such words as "originating" or "pioneering" the idea. I suggest that we take the bull by the horns on that one, and arrange to get the picture that appeared in the August issue of FORTUNE of an old self-propelled combine, which was designed way back in the mid 1800's, and where a bunch of horses are underneath the machine propelling it along the ground with a cutter bar out ahead of them. This will take the wind out of anyone else's sails and act to protect us quite a little, I believe. This might be included in some good news story that would go out throughout the year on the campaign.

1. PLAN OF THE CAMPAIGN

The campaign itself will be divided roughly into four parts:

- 1) California Campaign
- 2) Pacific Northwest Campaign
- 3) Texas Campaign
- 4) Plain States Campaign

The objective of each campaign is exactly the same; that is, to harvest the greatest possible number of acres of grain. However, because of the difference in conditions in each territory, there will be a good many minor differences in the plan of operation.

2. THE PLAIN STATES CAMPAIGN

The #4 campaign, that thru the Plain States, will be the most important by far. We expect to have about 329 of the total of 500 machines in that campaign. The California campaign will have 45; the Northwest 57, and Texas about 69. Do not take these Texas and Plain States figures as "cold turkey" because some of the Texas machines will also go on the trek up thru the Plain States.

Most of our thought and effort should be put on the Plain States campaign. We should not neglect the others, but they do not have the dramatic possibilities that the Plain States campaign have. The Plain States campaign I visualize about as follows :

Model 21 machines will be sold to custom operators residing in various states as per the attached breakdown. The machine sold to operators in Plain States will, in general, be delivered in Oklahoma and Kansas. We will organize a cutting campaign starting in that territory and working up thru all of the winter wheat belt and then into the spring wheat belt, and in general, finishing up in either North Dakota or Montana. This campaign will start very early in June and probably finish up in September. We estimate that everyone of these machines can cut 2,000 acres.

3. THE PATTERN OF THE CAMPAIGN SHOULD BE ALONG MILITARY LINES

The Self-Propelled Combine has the aspect of a tank, more or less. The theme of the campaign should be a peace-time occupation of a million acres. Instead of killing people, we are going to harvest the grain on that million acres, but we can work the occupation theme into it. In other words, the objective of each one of the operators will be to occupy 2,000 acres, and each man's objective should be definite and set before him. By tying into the war fever, I think we will have a basis for a lot of attention getting publicity. We can use the idea of this swarm of peace-time panzers on a mission of mercy, moving up thru the Plain States from Texas to North Dakota and Montana. We can introduce the patriotic motive, because each one of the operators of these machines will be accomplishing more for his country in the way of gathering in food than almost any other individual man in the country will in 1944. We can emphasize the saving in

manpower thru the use of machinery; the saving in fuel and in materials in the machines themselves. But, most of all, we should emphasize that we are making a contribution as a company and as individuals who are in the campaign toward assuring the harvesting of crops and the gathering in of food for people who are hungry.

4. TACTICAL ORGANIZATION

My idea would be to commission everybody as officers. Messrs. Patrick and Krein can be generals; each branch manager can be a colonel; every blockman can be a major; every dealer a captain, and every machine operator a lieutenant. We can organize a service of supply which would be the service men who are taking care of the machines. We need not carry too far, but far enough to get the idea over to the public, and I think it will catch on. We could print a nice little commission to present to every purchaser when we approve his order and be the basis of helping to tie him into the program.

The maneuvering of the army in the field will be the responsibility of the branch managers. Here the branch manager will have to step outside of his own area a little bit. In other words, if there are over 300 machines in Checkla's territory all at one time, many of which have been sold to individuals living in other branch territories, he nevertheless will have to give his attention to the operation of all of these 300 odd machines. The same thing is true when these machines get up into Teale's territory. This applies particularly to servicing the machines and also to doing everything possible to keep them busy all the time and get the maximum number of acres per machine. Nevertheless, the overall control of the field operation of these machines will be the responsibility of Mr. Patrick.

5. UNIFORMS FOR OPERATORS

I suggest that we consider furnishing each operator (perhaps he will pay for it) with either one or two white twill uniforms similar to those that our servicemen ordinary use, with embroidered into the back and the front the words, "Massey-Harris Emergency Harvest Brigade." Perhaps we should have two of these uniforms.

6. RECORDS OF CUTTING DONE

One of the great big advantages to the Massey-Harris Company of this campaign will be the list of farmers for whom cutting is done. Obviously, any farmer who hires a custom combine is a prospect for a combine. Therefore it is exceedingly important that well-planned steps be taken to provide for an easy, simple way whereby the operator of each machine will make a report to us on every job he does. I think we should consider having on

that form a record of the number of acres of grain the man has and the number that our machine cut. It should probably have to be certified by the owner of the grain, just to make it as accurate as possible.

7. PRIZES FOR THE BEST OPERATORS

Obviously, we cannot insist on every operator going into this campaign; that is, we cannot make that a condition of his getting the machine. That is the purpose of making a game out of it. By so doing we can enlist the interest of these men and get their cooperation, I believe, as effectively as if we held a baseball bat over their heads all the time.

In order to do this effectively, I believe we must offer some prizes to the men who do the best work. I make the following suggestions :

In The Plain States Campaign

- \$500 War Bond to the man who cuts the greatest number of acres.
- \$500 War Bond to the man who cuts the greatest number of bushels.
- \$200 War Bond to each of two men who do second best in each category.
- 4 - \$100 War Bonds (2 in each category) for the #3 and #4 man.

In The Oregon, Washington, and Idaho Territory

- \$500 War Bond to the man who cuts the greatest number of bushels.
- \$200 War Bond to the man who cuts the second greatest number.
- \$100 War Bond to each of the next two men.

In the California Territory

- \$500 War Bond to the man who cuts the greatest number of bushels.
- \$200 War Bond to the man who cuts the second greatest number.
- \$100 War Bond to each of the next two men.

We would then have a 1st, 2nd, 3rd, and 4th prize in each of the areas, but in the Plain States we would have two sets; one for acreage and one for bushelage. This is advisable, I believe, for two reasons: First, because of the very large number of machines involved in that campaign compared to the others, and second, because in the Plains area it wouldn't be fair to pay only on a bushel basis or only on an acreage basis, because of the great difference in the condition of the crops.

The total cost in cash for the above prizes would be \$2700.

In addition to these big prizes, I would suggest we consider the possibility of giving to every operator at the end of the campaign a small sort of a medal, a Victory medal, if you please. I do not know that it can be arranged, but if it could be arranged that a large proportion of the operators could be gathered together in such a town as Bismark, North Dakota, at the end of the campaign, and at that time the prizes issued and the medals be issued to the other operators, we could make quite a publicity display out of it. However, that may not be possible and may be inadvisable because of the travel restrictions. I suggest it for consideration. In any event, if we gave each operator a medal, something rather worth while, perhaps costing from fifty cents to one-dollar, I believe it would be money well spent.

It is obvious that in order to make a fair distribution of these rather valuable prizes, it would be necessary to have accurate records kept. Of course the value to Massey-Harris in having these records is that we then would know the name of every man for whom an operator cut grain, and how much acreage he had. This will be an exceedingly valuable prospect list for the future.

8. THE CALIFORNIA AND TEXAS CAMPAIGNS

These two campaigns will be somewhat similar in type. Both of these states are so large and have such a variety of grains growing in them that they can organize a small circuit of their own. In Texas, for example, some of these machines can be started in flax in March or April; go from there into oats, and from the oats into the wheat on the low lands of Texas, which starts to be threshed about the 1st of June. They could then go up on the Cap Rock around Amarillo, where the harvest is usually on in July. Then they could go into the cutting of rice in August and also into the cutting of milo maize, which is harvested clear up to the 1st of December. If this program is well-organized, I think that we could get 2,000 acres on each machine in Texas without any great trouble.

Exactly the same situation obtains in California. These machines could start in the south, and Mr. Meyers states that he believes he can assure 100 days cutting for each of them.

In both of these cases, probably the bushelage cut would be the basis for giving out the prizes. Conditions are so different in yield per acre and time taken to harvest an acre that we couldn't use the acreage figures as a comparison.

9. THE OREGON, WASHINGTON AND IDAHO CAMPAIGN

Here is a campaign that will be practically completely dependent upon harvesting a wheat crop. Therefore the custom cutting will be local in character. There won't be any trek from south to north. A man will get a machine and get a lot of cutting to do in a local territory. They have very large fields in that territory and a man can operate practically all the time, and we feel can cut the 2,000 acres. In that territory we should perhaps consider giving the prizes away on an acre basis, or a bushel basis, whichever seems to be the most fair.

Care should be taken to set out the rules very carefully before we start out so that there will be no question on the part of an operator as to whether or not he is entitled to a prize. These prizes, in my opinion, will be the secret of the success of the campaign. They will provide an incentive for the men to keep accurate records, which is, after all, what we want. The prizes, of course, will also provide a basis for whipping up the interest and maintaining it throughout the campaign.

C. ADVERTISING AND PUBLICITY

Aside from the normal spring campaign already planned and under way, it is my suggestion that we devote all of our advertising efforts to this campaign. I do not propose herein to make any definite suggestions as to just when this shall start and how it shall be done. In general, we have discussed using two of the sectional papers to carry the story in June and July. That will be Capper's Farmer and Successful Farming, and also the Pacific Farm Trio for the benefit of the West Coast. We also should rather definitely plan to use this campaign as a basis for a fairly adequate spread in all of the Trade Papers, so that we can get the benefit of the attention value of the campaign to get new dealers, and to impress dealers with the importance of Massey-Harris.

D. PUBLICITY

It seems to me that one of the exceedingly important factors in connection with this campaign is the proper organization of the publicity factor. I believe we can get far more free advertising, both in lineage and in attention value, than we will ever spend on this campaign. In order to get the maximum amount, however, we must do a splendid job of organizing and operating in that field.

I, therefore, believe that we should have a separate organization handling this phase of the activity, completely separated from the advertising. We can have the Advertising Agency responsible for the advertising itself and that would include space advertising in both Farm and Trade papers and whatever direct mail or distribution matter we may want to prepare. On the other hand, all of the publicity effort we will handle by another organization, completely separate from our advertising agency. The function of this group will be to keep all press and news agencies supplied with adequate material. They will have to get photographs of the machines in operation to hand out to the various small town papers all along the route, - will have to furnish the farm press, trade press, the metropolitan papers, and even national papers like Fortune with stories and pictures of the campaign. In general, the line demarcation between advertising agency activities and our public relations activities will be that material which we prepare and expect to pay for when used, will be the responsibility of the advertising agency for our own advertising department, as the case may be. The preparation of that material, which we expect to have inserted free, will be the responsibility of the Public Relations group. I am very sure that if we get these two groups together and discuss this matter thoroughly, we can arrive at a working basis which will be eminently satisfactory when the cost of this service is included in my proposed budget. It is to be pointed out here that Mr. Krein will have the direct responsibility for contact with both agencies and to supervise the work that they are doing.

There are numerable details to be worked out in connection with this campaign, all of which we can talk about at our meeting. Unquestionably, new items will come up that we can discuss and thrash out. The suggestions I have in mind are painting the tanks on the 500 combines so that they will be clearly marked as they go thru the country, calling attention to the fact that they are part of the Massey-Harris Emergency Harvest Brigade. Second, if possible, equip each of these machines with a red, white and blue umbrella, - a number of us need it anyway - and we could use that umbrella to further dress up the machine and call attention to it.

All of this presents a hell of a lot of work. There will be plenty of headaches in connection with the operation. Nevertheless, I can conceive of no more effective way at the moment for bringing favorable attention to bear on Massey-Harris than with this campaign. It has the enthusiastic cooperation of the government, - it is the first effort upon the part of a manufacturer to assist in a constructive cooperative harvesting program. That fact we can play up to the minute, and get whatever benefit there is in it. Finally, it is unquestionably a program whereby the greatest amount of grain will be harvested with the least manpower, use of fuel and material that has ever occurred in this world. It is a natural for the results we want to get out of it, which is to impress upon every possible farmer in this country the fact that Massey-Harris build self-propelled combines, have popularized them, made them practical, and made a very great contribution to economical harvesting.





THE HARVEST BRIGADE KEEPS ITS PLEDGE

When the plan of the Brigade was first presented well over a year ago, the six advantages of Self-Propelled Combine operation were outlined. Because of these advantages, because of the ability of the Self-Propelled Combine to accomplish a million-acre harvest with less manpower, fuel and materials, priorities were given for the production of the Brigade machines.

At that time, savings were estimated on the basis of general field experience. NOW, they are PROVED in the million-acre Harvest Brigade. For your consideration, the pages that follow list, first of all, the claim as we made it — then PROOF based on official cutting receipts and records as submitted by Brigade operators throughout the harvest.



1. *A Million-acre Harvest—*

500 Self-Propelled Brigade Combines will cut a million acres in 1944 requiring fewer machines and less materials than any other type of combine.

1,000,000 ACRES



1389

{ 8 FOOT CONVENTIONAL COMBINES WILL AVERAGE 18 ACRES PER DAY . . . WORKING 400 HOURS EACH. IT WOULD REQUIRE 1389 TO HARVEST 1,000,000 ACRES.



625

{ 14 FOOT CONVENTIONAL COMBINES WILL AVERAGE 40 ACRES PER DAY . . . WORKING 400 HOURS EACH. IT WOULD REQUIRE 625 TO HARVEST A MILLION ACRES.



500

{ 14 FOOT SELF-PROPELLED COMBINES WILL AVERAGE 50 ACRES PER DAY DUE TO EASE OF OPERATION—FASTER WORKING SPEEDS . . . A TOTAL OF ONLY 500 COMBINES.



— THE 500 BRIGADE COMBINES AND THEIR 500 COURAGEOUS OPERATORS KEPT THEIR PLEDGE TO AMERICA. TOGETHER, THEY CUT 1,019,500 ACRES IN 1944—AN AVERAGE OF 2039 ACRES PER MACHINE.



THE DEALERS' OBLIGATION in the 1945 BRIGADE

The Nation in 1945 expects the same all-out support of Massey-Harris dealers which characterized their participation in the 1944 Brigade. Without their full cooperation, their service facilities, their intimate knowledge of local conditions, their guidance, the Brigade would fall far short of its goal. Dealers like John Rieger (above) who kept his services on a 24-hour basis and Al Frisk (shown below) who personally went south to line up the cutting for his farmers typify the type of M-H dealer cooperation that will make the '45 Brigade an outstanding success.

In 1945, the dealer pledges:

- A. That he will secure a purchaser for the Self-Propelled Brigade combine who is both a top-notch operator and is genuinely and sincerely pledged to fulfill his obligation to the Brigade.
- B. That he will erect and service the Brigade combine before making delivery to the operator so that the machine will be in A-1 condition and ready for the big job ahead.
- C. That he will assist the operator in working out his cutting itinerary.
- D. That, on the arrival of the Brigade in his territory, he will cooperate with government field agencies in obtaining maximum custom cutting for the operators.
- E. That he will maintain an adequate stock of repair parts and make available his services at regular rates to all Brigade operators regardless of their origin.
- F. That he will direct the operations of the Brigade in his territory so that operators can progress from job to job with a minimum of delay.

