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ADELAIDE R. HASSE, Editor,
Office of the Assistant Secretary of War
Washington D. C.

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December, 1921

No. 10

Research Work in an Advertising Agency

HAROLD BUGBEE,

Walter B. Snow and Staff, Boston, Mass.

Research as a separate function is relatively new in advertising agency operation. Of course, to render adequate service a certain amount of investigative work has always been carried on, but, as the scope and importance of agency service increased, the creation of a definite and separate unit devoted to research has become necessary, in the interests of efficient organization.

At present practically every large agency and many small ones have recognized commercial research as an integral part of their business and adopted definite systems and methods for carrying out this work. I will confine the discussion of research methods to my own agency, since the scope of the work differs widely in every agency, varying importance being attached to its different phases. Our research work may be roughly divided into three kinds:

- 1 Promotional research.
- 2 Commercial research for clients.
- 3 Commercial research for the agency.

Promotional research, as the term indicates, has to do with the obtainment of new business for the agency. There are many instances where effective solicitation is based on a knowledge of facts of a general or special nature concerning the business or industry involved. It is the duty of the research department to obtain this necessary ammunition and it often proves the deciding factor in securing a new account.

The nature and amount of research done for clients depends upon the capacity and equipment of the research department and on the nature of the client's business. Investigations of market territory, market conditions and development, merchandising methods, sales development of new products or in new fields may be made by the agency research department or by a client's own sales organization, depending upon conditions. In general, investigations which relate specifically to advertising are conducted by the agency, and sales investigations by the agency only when it is better equipped to make the investigation than the client's sales organization.

Research for the agency's own purposes deals with the securing of information on

products or services advertised by the agency. The agency is anxious to gather every available fact about a product or service, or the industry or business connected with that product or service. Such facts, even those which are seemingly remote from advertising, often have an extremely important bearing on the productiveness of the advertising. In our own case, we make every effort to secure complete, up-to-date information for those who prepare the advertising.

Proceeding to a discussion of the methods used to obtain information, we find that there are three main divisions of research activity:

- 1 The Field
- 2 The Library
- 3 The Client

Field investigations may be made by trained field men or by mail or by a combination of the two. Investigations by field men are, of course, more satisfactory providing the men are experienced in the work and the investigation is carefully planned, but in many cases the expense of such an investigation is too great, particularly if a large territory must be covered. Written investigations prove very valuable if painstakingly worked out.

Field investigations cover every conceivable subject. Manufacturers, dealers, or consumers may constitute the field as the case may be and the investigation may range from an elaborate general analysis to a single small point of information.

It is hardly necessary to say that the greatest care must be exercised to obtain unbiased facts or opinions whether by personal or written investigation. When a certain result is expected or desired extra efforts are made to make certain that the true facts are obtained, uninfluenced by prematurely formed opinion. The agency fully realizes that only actual and accurate conclusions are of lasting value, even though detrimental to the immediate interests of agent or client. I am reminded of one elaborate investigation which was conducted to determine the feasibility of a client's making a renewed effort to make headway with a product which had been overshadow-

ed by their principal product. The result of this investigation led to the conclusion to continue concentration on the main product at the expense of the side line, although the opposite conclusion would have netted the agency somewhat increased profits.

The research library of an agency is in itself of valuable assistance to agency and client and is, in addition, generally used to supplement field investigations.

The following description of the information resources of my own agency should not be taken as a typical example, as they have been developed to meet our peculiar needs. In the agency of moderate size, such as the one with which I am connected, the library is and should be of limited size. Its most important asset is its equipment to enable the investigator to secure the information from outside sources. It would be very impractical to endeavor to maintain a library which would furnish directly the information which is desired from time to time.

Like other agencies we keep on hand standard books on advertising and merchandising, and maintain files of periodicals, of which we naturally receive a large number.

We have a file of market surveys and data prepared by ourselves and by publishers which are separated under the following headings and carefully cross-indexed.

- 1 Machinery and Mechanical Equipment
- 2 Electrical Equipment and the Electrical Industry
- 3 Tools
- 4 Miscellaneous Industries and Products
- 5 Agriculture and Farm Equipment
- 6 Sectional, State and City Market Data
- 7 Foreign Markets and Trade Data
- 8 General

We maintain another file of clippings or

pamphlets containing statistical and informational data classified under one hundred and fifty headings including various industries and business and financial activities. We have a file of articles clipped in the main from *Printers' Ink* indexed by subject and covering advertising methods and practices for a number of products and industries. Directories and general catalogs are maintained and classified separately covering over fifty different subjects. We also maintain a file of manufacturers' and jobbers' catalogs of products in which we are interested.

Census information is received and kept on hand as well as lists of publications of the various Government Departments. Mailing lists which have been compiled for investigative purposes are, of course, carefully preserved. It is a part of our work to prepare such lists, as they are after all the most important feature of a written investigation.

Last, but not least, the client is an important source of information and the development of a close cooperation between all departments of the client's business and the agency is carefully cultivated, so that in so far as possible everything which has any connection with sales or advertising is at the disposal of the agency.

Advertising with only a rudimentary knowledge of the subject advertised is fast fading into the background. Modern advertising service is based on definite and detailed information; accurate facts. It is the duty of the research department of an agency to secure and interpret this information and thus equip the agency for better service.

The Nature of Business Research

LAWRENCE K. FRANK,

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As preliminary to the discussion of the specific applications of business research it is desirable to examine briefly into the nature of business research, as a distinct field of activity within business enterprise. In discussing the nature of anything, especially of an activity such as business research, one should inquire into its origin, since nature is determined by origin, as effect by cause. But a detailed study of the antecedents of business research would fetch a wide compass and lead into many fields.

It would trace the development of economic theory and outline the researches of economists which have contributed to that theory, since business research is a late

offshoot from economic research. It would outline the progress and extension of the governmental census and reports on population, occupations, manufactures, agriculture and so on, which have set the model and supplied the material for so much of business research. It would also touch upon the history and development of the governmental estimates of revenue from taxes, customs, duties, fees and the like, as another model for business research and its efforts to measure purchasing power and markets. Finally, it would take up the beginning of actuarial studies by insurance companies and their extension into vital statistics of all kinds, as an early example

of the application of social-economic research to business problems and especially to the problem of forecasts.

In a thoroughgoing and detailed study of the historical origin of business research, there and a number of other topics would require examination. But while this historical account of the antecedents of business research would be illuminating, as showing how research into social-economic activities began in a simple way and has gradually become more refined in method and extensive in scope, nevertheless, for our present purposes, we need but allude to this history. For we are concerned with the discovery of the origin of economic research within business enterprise; and we can best reveal that origin by showing what causes or circumstances have generated business research.

These causes or circumstances may be divided into two classes: the more immediate and superficial occurrences which have impressed business men with the need and desirability of business research and have given them the pattern to be followed; and secondly, the more fundamental circumstances or changes in business life which have made the development of business research inevitable.

Perhaps the most impressive demonstration of the need and desirability of business research was that given by the war. As is generally known, the assumption by the government of war-time control, through the War Industries Board, the War Trade Board, the Price Fixing Committee and other war boards, led to the fixing of prices and to the establishment of priority ratings governing transportation, labor, material and capital and also to the allocation of commodities. These two processes were interdependent, since the fixing of prices made priority ratings necessary to insure a supply of commodities and services to the government and to essential industries which under fixed prices, could not express their more urgent needs by the usual method of bidding higher prices.

The effect of this control on the various business organizations of the country was to put them on the defensive; it required them to prove their essential character in order to obtain priority ratings and to establish their requirements in order to obtain controlled commodities; it also forced them to study the total production of their industries in relation to the prices that were to be fixed. This meant the collection and presentation of a vast amount of data of which the business organizations had in many instances little or no systematic records. In order to collect, assemble and present this information, a majority of the industries organized "war service committees" which proceeded to line up the various plants for the initial inquiries and for

the subsequent continuous reporting to the war control boards and for presenting a united front to the government.

In the War Industries Board, "commodities sections" were established to supervise the production and allocation of raw materials and manufactured goods and to act practically as controllers over the industries in question. In the War Trade Board control over the importation and exportation of commodities was established, so that the character and quantity of goods entering into foreign trade was rigidly supervised. The Price Fixing Committee established prices for many commodities with a view to limiting profits and equally to the control of the amount of production so as to conserve capital, labor and materials.

The National War Labor Board and the War Department (through the Selective Service boards and the Committee on Classification of Personnel in the Army) also brought to the attention of business men new methods of testing, recording and studying the ability, continuity of service and performance of their employees. Mention should also be made of the investigations made during the war by the Census Bureau, the Federal Trade Commission and the Tariff Commission as contributions to this process of education.

This experience of war-time control and direction, which was so largely based upon statistical records and studies, aroused the business men's interest in, and understanding of the value of, research methods as applied to specific business problems. It is safe to say, therefore, that the war is immediately responsible for the growth of business research as shown by the host of trade associations which were organized during or immediately after the war, by the establishment of economic or business research departments in individual organizations and in the associations fostered by the Webb-Pomerene Act.

Another factor in the process of education more or less antedating war control, has been the development of scientific management in industry. As the methods of planning and control, involved in scientific management, have been worked out within the plant by detailed studies of all the factors entering into production, the need for extending these studies to the economic situation outside the plant has become obvious. For it is readily seen that even the most thoroughgoing and refined methods of management within the plant can be rendered useless by unforeseen development in the economic or business situation, while, on the other hand, foresight and knowledge of these external situations may enhance the effectiveness of the management within the plant and undoubtedly can reduce the interferences now suffered.

While scientific management and the War have aroused interest in business research and given the model or pattern for its development in business, we must look for the causes which generated it in the more fundamental changes in business organizations and operations which have come about within fairly recent years. But before discussing these changes, it is necessary to see, more clearly than we ordinarily do, what business is.

We are apt to think of business as a curious activity wherein, by exercise of judgment and "business sense," men strive to make money by taking advantage of whatever the economic "forces" bring to their hands. This view envisages a complex of superhuman economic "forces," operating according to certain "laws" in the midst of which business men play a somewhat passive role like the early mariners with the wind and tide. Business enterprise, in this account, consists in obeying the economic laws and garnering in the fruits of that obedience.

But the practice of business is a much more active undertaking than this view implies. While business and industry are often used interchangeably, because industry is directed by business men, it is essential to distinguish the two. Industry is the practice or technique of producing goods and services and what are called utilities, such as transportation and communication. Business, however, is the practice of buying and selling for a profit what is produced by industry; and it is concerned, not with machine processes and the like, but with values and prices; and the aim of business is to control values and prices so that a profit may be realized in the transactions of buying and selling.

The development of business is to be viewed, therefore, as a process of attempted control over values and prices, in which the form and operation of business enterprise is constantly being altered in the direction of obtaining greater control. If we look at the history of business for the past thirty or forty years, this striving for control over values and prices is clearly disclosed.

In the latter decades of the nineteenth century we find the rise of business combinations, in the form of pools, "trusts" and other combinations. These were designed to bring together formerly competing enterprises under a single or unified direction, so that in buying and selling the control over values and prices would be more extensive and more complete. Since public policy is committed to a philosophy of competition, there has been a succession of laws enacted to prohibit these combinations, but the process of unified direction has been only slightly retarded by this legislation and the court decision thereunder.

Along with this development of combinations of formerly competing enterprises, has been the growth of integrated industry, wherein the various industries leading up to the final production process have been brought under a single business direction. This growth likewise has been dictated by business aims for it enables the business man to exercise complete control over the value or prices of the materials required in the production of the goods he is to sell. Indeed, it may be said that this backward integration of industry, such as found in the U. S. Steel Corporation with its control of the iron ore, limestone, coal and coke supplies it uses, eliminates value and price except as a matter of intercorporate book-keeping. It is obvious that an integrated industry which thus controls its source of supplies and eliminates buying has a considerable advantage over competitors who must purchase their supplies from other business men selling at a profit.

This process of integration has moved in the other direction also, for the development of distributive agencies by manufacturers and of manufacturing by distributors, resulting in the chain stores, is a similar attempt to extend the business man's control over values and prices by eliminating other business men and their profits. Integration and combination among producers is not always feasible or possible. In such cases the individual business men may seek to control values and prices through cooperation as in trade associations. These organizations operate as clearing houses of information regarding values and prices of supplies to be purchased and of goods to be sold. Consequently the various members of these associations can, through a common fund of information, act in a unified manner to control these values and prices.

Where such cooperation is not desirable or possible, the individual business man may seek to control these values and prices by exercising more judgment in its buying and selling than do its competitors and its suppliers and customers. For success in business depends upon the degree and extent of control over values and prices exercised and the thing we call business judgment is just that ability to exercise such control.

Now it is submitted that business has been going through a process of change, marked by these combinations, integrations, associations and individual efforts, wherein has been achieved a progressive extension of control over values and prices. And, if we are to understand business research, we must see it as a response to the needs of business men and an aid to this attempted control.

The statement that business men are seeking to exercise control must not be taken in a derogatory sense, as implying anything

sinister or malevolent. For business men are operating within the price system or money economy, and their activities in this direction are a normal and inevitable accompaniment of this price system. Indeed no one can avoid its coercion, not even labor, which, through organization (labor unions), seeks to exercise control over the value of its services and its wages in the same way business men are doing.

To understand the part business research plays we must digress a moment to see what control implies. We are accustomed to speak of social progress as measured, in large part, by our control over nature. This control has been made possible by science which has revealed the general and constant features of natural phenomena and made possible inventions and processes whereby we can accomplish our purposes and desires. These general and constant features of phenomena we are in the habit of calling causal sequences or the cause and effect relations. Knowing what effect follows a given cause we can accomplish what we wish by setting in operation the appropriate causal sequence or by directing a casual sequence already in operation, to the effect or purpose we seek.

The farmer who wants to grow potatoes, must apply his efforts to the causal sequences which operate to produce potatoes—namely, planting seed potatoes, cultivating them, etc. Likewise an engineer who wants to build a bridge must bring together various casual sequences which will result in the structure he plans. And so for any activity, the ability to do anything is conditioned by the knowledge of the causal sequences involved.

In so far as this is a cause and effect world—and our scientific knowledge gives reason to believe it is—then everyone, including business men, must operate through the causal sequences that lead to the results they seek. Now business men are seeking profits from buying and selling (and it should be emphasized that the buying is as important as the selling, in making a profit). Accordingly, they must use the causal sequences which govern the values and prices of the things they buy and sell. It is the office of business research to discover these causal sequences and thereby to inform the business man in his buying and selling.

It may appear at first sight that business research and the work of the professional economists are the same. But there is this considerable difference to be remarked: the economic theorist is seeking to explain what governs values and prices, *generally or normally in the long run, with all things being equal*, in a word, as they should be if there were no interference with economic laws; business research, on the other hand, is seeking to discover how to govern values and prices *today, in the present market,*

taking into account all factors which are actually at work upon those values and prices, and particularly emphasizing the interference or control exercised by business. The difference between the two aims is seen, therefore, to be considerable, for the problems of each differ and the results are different. Incidentally it should be noted that in so far as business research deals with specific problems, instead of general theoretical studies, it is following the method of science. For science has been fruitful whenever specific problems have been approached and unproductive usually when engaged in trying to formulate complete theoretical structures. It is probable, therefore, that business research may give us more dependable knowledge of economic activities than the so-called pure economic studies, especially since the theories or hypotheses of business research are being tested out by application to business practice.

The way in which business research functions will illustrate this office of seeking the causal sequence, governing values and prices and of discovering how control may be exercised by business men for profit. The specific question is put to business research of when and how much of a certain commodity should be purchased, granted a specific quantity is required. Anyone can go into the market and buy whatever is needed, but to gain a profit the purchaser must know how prices have been running, how production has been proceeding, what the trends are and what effect his purchasing will have upon those trends. To answer such questions business research must undertake to find out all there is to know about the commodity in question and its market, and, upon the basis of that information, prepare a plan of purchasing which will obtain the needed quantities at the lowest price consistent with quality required.

In selling, business research is called upon to say how much of a certain commodity can be sold, where, in what quantities, how and at what price. To answer such questions, business research must undertake to find out what has occurred in the past, what changes may be expected, what purchasing power is available for the goods in question, how the goods can be marketed, how demand can be created and so on.

All of these inquiries are made for the purpose of discovering what causal sequences exist, in operation at the time or susceptible of being set in operation, how they can be directed, both quantitatively and qualitatively, and for how long, so that a profit may be made. And similar inquiries are necessary in the field of labor and wages, credit, capital and so on. Since the effectiveness of business control varies with general business conditions, *i. e.*, the move-

ment of business activity through what is called the business cycle, business research is also concerned with attempts to forecast the phases of this movement so that individual business control may take these variations into account.

It is taken for granted that, when the control of values and prices is spoken of, it will be understood that the largest single factor in that control is the volume of production. For business men regulate the volume of goods they produce in an endeavor to control values and prices, so that they are constantly seeking to determine what quantity of goods they may produce without depressing the price. While we are accustomed to speak of this relation between prices and production as the law of supply and demand, it should be remembered that the law merely states how men behave in regard to the production of goods they wish to sell at a profit.

While the need for an office of business research has been discussed as an activity arising from the business man's desire to control values and prices, it is important to realize that business research is essential to business enterprise and not merely an added grace. For under the operation of the price system and of competition, the business man who is not guided by business research is in danger of disaster; not only is he trying to accomplish something in a cause and effect world without knowing the causal sequences with which he must work, but he is seeking to do something without the skill possessed by many of his competitors.

In addition to the effect of competition in forcing the development of business research, there are also to be considered the effects of combinations and integrations. When a number of formerly competing enterprises are brought together under a holding company, the business men who ran those enterprises are supplanted by salaried managers who act according to directions from the parent company instead of following the interest and profit of their own organizations—that is, the subsidiary plants and their operation are subordinated to the interest and policy of the whole organization, so that the executives of the parent organization must substitute their decision for the local and proximate markets which formerly influenced the business men owning those subsidiary plants. Manifestly no executive can hope to do that with-

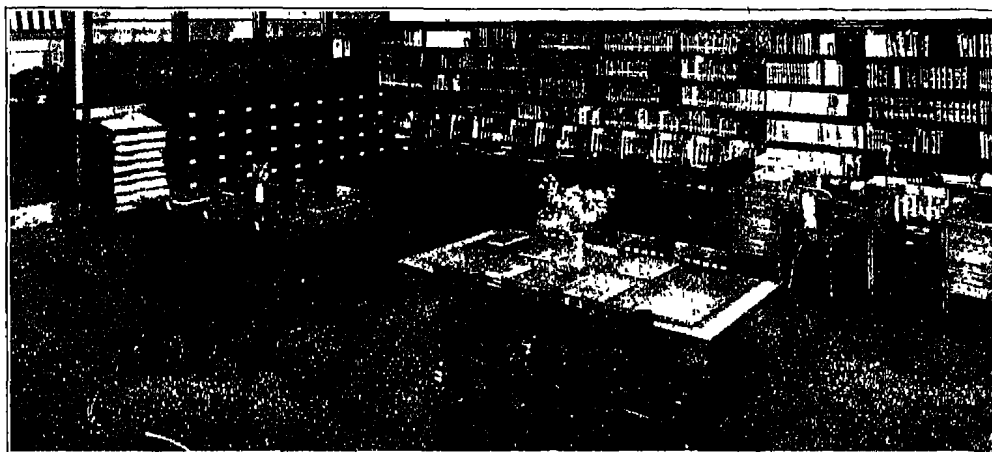
out business research to inform him of the situations, nationally and locally, with which he must deal in setting the policy of the entire organization. And furthermore no executive of such a combination can settle its policy and direction without forecasts of future developments which business research supplies, for as the combination increases in size the decision taken must reach further forward into the future.

Again when a business becomes integrated by obtaining ownership of the source of its raw materials, the production of those raw materials comes under the control of the executives of the parent organization. Except for intercorporate bookkeeping the price of the raw materials does not enter into their production, which is directed with reference to the market for finished products. Accordingly with the elimination of price, it becomes necessary for the executives to formulate production programs for raw materials based upon their policy for controlling the value and price of their finished product. This can be done only by forecasting the future since the production of raw materials must precede finished products. So business research becomes an essential part of integrated industry.

It is worthy of note how combinations, integrations, associations and so on are narrowing the field and scope of individual enterprise and initiative, making business more and more a hierarchy of paid employees with the control of policy and program vested in a small group of executives at the top. It is this concentration of responsibility and authority which in the end will make for the growth of business research, since the old methods of guess, "hunch," snap judgment and the like are too precarious and unsound a basis for these fateful executive decisions.

So we may say that business research has been developed in response to the needs of business men and it is established within business enterprise because it contributes to the extension and perfection of the control of values and prices. As this control is made more effective through combination and integration, guided by business research, it is probable that considerable changes in our economic life will ensue. In so far as business research, as a method of discovery of causal sequences in economic affairs, is sound and thoroughgoing, its future development is assured, whatever changes may occur.

SWIFT & COMPANY LIBRARY



Adequate daylight was the first thought in the arrangement of the Library of Swift & Co. The Librarian and her staff have their desks grouped about the east windows and the files occupy the space under the windows facing west. Regulation adjustable book shelves with an especially designed section for periodicals are arranged on the north and south walls.

The color scheme is in harmony with the general office; shelves and furnishing are of mahogany, tables have black leather tops and the floor is covered with dark green linoleum.

Books and other material are divided into three main collections: the general library depicted above, a very complete industrial chemistry library, and a law library. These main collections are supplemented by small collections kept more or less permanently in various departments through the office.

The library of Swift & Co. is primarily a business library—it has not been developed as a part of the welfare work, but as an asset to the company as an industry. Its service is limited to supplying the members of the organization with the best material available to aid them in solving the problems with which they are daily confronted.

The work of the library is divided into four units, cataloguing, reference, circulation and publicity; publicity being perhaps, its unique feature. It has been developed to meet the needs of an industry that has "speed" for a watchword. The work of this unit consists in sending out to the organization daily, sometimes more often, the results of the staff's gleanings in the form of clip-sheets, industrial and current news surveys, abstracts, etc.



Making Facts Work

Eunice D. Henley

The Special Librarian, more than any other, has need of "working facts." The special librarian works on very specific lines. . . The large canvases of the general librarian are rarely within the province of the special librarian. Miss Henley here demonstrates the wealth of specific facts to be found in certain government offices. She says:



The pages of the last Tariff Hearings are crowded with information on the various industries of the country,—facts that are being called for in special libraries constantly. This information comes from men most vitally interested in the industries represented, and includes up-to-date statistics on cost of labor and production, wages, labor conditions, production, consumption, together with general information on some of the industries that have developed during the War.

The fact that the Hearings are not indexed buries this information deeper than the proverbial "needle in the haystack," so an effort has been made to index enough of them to emphasize the value of such documents. No claims are made as to completeness, but a portion of each schedule has been analyzed so that information from most of the country's industries might be listed." (Tariff information, 1921. Hearings before the Committee on Ways and Means, 1921. 4167 pp.)

- Almond Industry—Statistics and general information, Europe and the U. S., p. 1912-2007.
- Aluminum—Amount used in automobile manufacture in U. S., p. 877.
- Barium chemicals—New industry in U. S. 74-79.
- Brush Industry—Foreign Domination of bristle market and labor conditions, p. 2972-76.
- Buttons, Ivory—Process of manufacture, p. 3134.
- Catgut Industry—Recent development in U. S., p. 3103-05.
- Chicory Industry—Method of cultivation, cost of production, consumption, production, p. 1492-96; 1501-03.
- Corn Products—Process of manufacture, p. 1565-73.
- Cost of Production—Apples, per acre, New York, 1920, p. 1885. Castile soap, p. 160. Citric acid, 1919-20, p. 188. Crucifixes, p. 8094. Epsom salts, U. S., p. 133. Ferro-alloys (additional cost in U. S. over other countries), p. 821. Glass bottles, p. 853. Glass, ornamental, p. 276-81. Glass, plate, p. 496. Glass, rolled, p. 479. Gloves, cotton, p. 2113. Gold Leaf, p. 554-555. Hats, straw, p. 3060-1. Ichthyol, p. 147. Lead, 806; 809. Mercury, 770. Oxalic acid, p. 129.
- Doll Manufacturing—Statistics showing growth in U. S., 1914-1920, p. 3125.
- Election metal—Importance of its discovery, p. 830-33.
- Ferro-manganese—Development of industry in U. S., 3676-80.
- Flax Industry—History of Industry in Oregon, p. 2300-02.
- Grass and Fiber Rug Industry—Japan and U. S., p. 2231-96.
- Ichthyol Industry—Development in U. S. during war, p. 143-51.
- Lemon By-products Industry—Growth of, p. 134-43.
- Mica Production—Domestic and foreign, p. 456-66.
- Mustard Oil, artificial—New Industry in U. S., p. 94-98.
- Olive Oil Industry—California and foreign, p. 116-18; 120-27.
- Oxalic Acid Industry—Development, p. 127-31.
- Peanut Industry—Development, p. 1531-42; New uses for the peanut, p. 1543-51.
- Potash Industry—Production and capitalization, p. 3466-67.
- Pyroxylin Industry, U. S.—p. 98-105.
- Rice Culture, California, p. 1649-55.
- Silk, artificial, plant to be established at Hopewell, Va., p. 2698-2701.
- Silk Industry—Military value, p. 2664.
- Snap Fastener Industry, p. 837-39.
- Sodium Cyanide Industry—p. 62-63.
- Sunflower Seed Industry—p. 4091-97.
- Surgical Instrument Industry—p. 568-89.
- Tin Using Industries (listed in order of consumption), p. 676.
- Tinsel Thread Industry—p. 543-48.

Toy Industry—Growth of, in U. S., p. 3106-22.

Wages and Wage Scales—Comparative wages and wage scale are given for almost all those industries in which domestic production competes with extra-territorial production.

Watch Crystal Industry—Development during the war in U. S., p. 3029-30.

Wire Cloth—Importance in Industry, p. 894-903.

Wool Grease—Percentage of weight of fleece, p. 84.

Books Received

Motion Picture Who's Who.

Who's Who on the Screen. Edited by Charles Donald Fox and Milton L. Silver, New York. Ross Publishing Co., Inc.; \$3.50

Until this publication appeared there was no authoritative source from which one could quickly obtain biographical data regarding any of the leading motion picture stars, producers, directors, and writers. To the library or reference department, therefore, this volume will fill a long felt want. It gives photographs and brief descriptions of the careers of some 350 persons. From these pictures and descriptions it is easy to trace the favorite star or director and learn something of the past history of the individual and to sense his or her progress in the motion picture field. For the "fan" this book is indispensable. Aside from the biographical data contained there are many instructive illustrations of the work of making moving picture scenes, interiors of studios, "sets" in process of being photographed, studios in birdseye view, etc. A section is devoted to the progress of the theater and the exhibition end of the business. Another section covers the directors and executives of the leading motion picture concerns together with the playwrights and authors. The progress and development of several of the leading producing companies are covered in well written sketches, notably Famous Players-Lasky, Goldwyn, Metro, Robertson-Cole, Sennett, Selznick and Vitagraph. This book brings the motion picture industry within the librarian's grasp as a reference tool as perhaps nothing else has done. While it is not a complete "Who's Who" in the sense of some of the books offered under this title, it makes a very good beginning and will find immediate use in special and public libraries or wherever there is a serious interest in the motion picture art

and industry. It is to be hoped that the volume will be repeated in later issues, thus keeping abreast of the progress made in this field, and continually bringing the rising generation of younger artists to the attention of the public. The book is well indexed, printed on coated stock, and is attractively bound.

Guy E. Marion.

Libraries of Los Angeles, Calif.

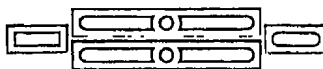
Mr. Ralph L. Power of the University of Southern California, has compiled a directory of the libraries of Los Angeles and vicinity. Full descriptive notes make the volume a very useful one. Special libraries of this locality lean to history, banking and utilities and moving pictures. The Huntington Library is featured as are also several private libraries. (University of Southern Press. 63 (1) pp.)

A. R. H.

Women as Statisticians

The Bureau of Vocational Information, 2 West 43d Street, New York City, has just issued, as its "Studies in Occupations" No. 2, "Statistical Work; a study of opportunities for women." The volume is in reality a survey of fields in which women statistical workers are employed. The statistical work done in each of the government departments is separately reviewed. Following this is a survey of statistical work done in manufacturing, trade, banking and finance, insurance, accounting, advertising houses and by trade associations and periodicals. This volume will be especially welcomed by women in that it discloses many new lines of work successfully being done by women and also because employers are shown their variety and the extent to which women have made good in them.

A. R. H.



Special Libraries

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WE HAVE NOT BEGUN TO WORK YET

Do you remember that when John Paul Jones was called upon to surrender the "Bon Homme Richard" after half his guns were silenced, his masts gone and the decks running red with blood, his steady answer was "I have not begun to fight yet?"

The war has shaken conditions in our work. Shall we, therefore, go about disseminating gloom and discouragement? By no means. We have not begun to work yet. The guns are not all silenced, the masts are not all gone, and our faith in our work is greater than before.

In the brave early years of the Special Libraries Association it was necessary to put across the idea of special libraries. That time is past. From all sides comes the word that the manufacturer, the engineer, the dealer is each keenly alive to the imperative need of building on facts. Today the whole public is awake to the special library idea.

Never before was a young association, and the Special Libraries Association is still young, confronted with such an absorbent market. For years the association had labored on faith alone. Then came the world catastrophe, and because it was the sort of war it was, it brought with it into the reconstruction period the demand for facts. Fact laboratories are being established throughout the land.

"Facts" the public is crying, "We must have facts! We must know how much, to whom, and when and where."

The organization of the Special Libraries Association is now firmly established. We must begin to work to control the commodity required by our public to the end that that public may the more expeditiously proceed with the constructive undertakings in its several domains. Facts! We must work to become the greatest fact laboratory.

There are able men and women in the Special Libraries Association. Waiting to join us there are able young men and women with a sporting sense of the portent of the not distant future. Plainly our task is to put into the hands of these young people a correlated program so well-fibered that their field of endeavor may not only be a considerable advance upon ours, but that the way may be made clear for them to operate in immeasurably closer contact with the public than we have had to do.

Association Activities

SPECIAL LIBRARIES ASSOCIATION

New Committees

Committees for the current year have been appointed as follows:

- Publicity: Miss Margaret Reynolds, First Wisconsin National Bank, Milwaukee, Chairman.
- Membership: Miss Dorothy Bemis, Federal Reserve Bank, Philadelphia, Chairman.
- Employment: Miss Estelle L. Liebmann, The Ronald Press, 20 Vesey Street, New York City, Chairman.
- Nominating: Mr. Richard H. Johnston, Bureau of Railway Economics, Washington, Chairman.
- Cooperation with the Department of Commerce: Mr. H. H. B. Meyer, Library of Congress, Washington, Chairman.

NEW YORK CITY

Libraries and Health, Theme of New York Special Libraries Association

The New York Special Library Association held an interesting meeting on January 27 at Schrafft's Tea Room, 181 Broadway. The main theme of the meeting was Libraries and Health, the first address of the evening being delivered by Dr. Royal S. Copeland, Commissioner of Health of the city of New York. Dr. Copeland was followed in the program by Dr. Thomas Darlington, a well-known New York physician, who spoke on Personal Hygiene. An excellent dinner was served to the large number of members present.

BOSTON

Banking Libraries, Theme of Special Libraries Association of Boston

The Special Libraries Association of Boston meet on January 23 at the Women's Educational and Industrial Union, 264 Boylston street. The principal speaker was Carlos C. Houghton, of Poor's Publishing Co. The subject of the meeting was Banking Libraries. Other speakers were Mr. James D. Brennan, Vice-President, First National Bank of Boston, Mr. Charles F. Gettemy, Assistant Federal Reserve Agent, Boston, Mr. W. V. Plummer, Statistician Old Colony Trust Co. and Mr. H. E. Stone, First Asst. Cashier, Second National Bank, Boston.

Boston Plans to Register Librarians.

The latest activity of the Special Libraries Association of Boston is the appointment of a special Committee on Registration, the demand for which has gradually been making itself apparent.

This committee, consisting of Mrs. Bertha V. Hartzell, Chairman, and Mr. Daniel N. Handy, is the outcome of a two-fold need: first, the need of some means by which those

members of our Association who desire a change of position may be informed of vacancies in the Special Library field; secondly, the need among many industries and business firms for exactly the kind of efficient service which a business librarian could give them.

Believing that this need has yet to be brought to the attention of a large proportion of firms in Boston and vicinity, the committee is making definite plans to reach many of them by letter or otherwise, and to do its best to create a demand for efficient library service.

As far as the actual filling of positions goes, the committee does not intend to run an employment agency which shall in any way seek to compete with those of established position operating about us. We rather shrink from the responsibility entailed in recommending people about whom we know comparatively little to firms of whose requirements we know even less. And so we are glad that the name assigned to us is merely that of Registration Committee. As such we shall endeavor to act as a clearing-house, leaving the actual selection to the applicant. The registration is in charge of Mrs. Hartzell, at 18 Somerset St.

The committee will work in cooperation with the placement service of Simmons College Library School, the registration departments of the Massachusetts Library Commission and the Young Women's Christian Association, and the Appointment Bureau of the Women's Educational and Industrial Union.

A Library Lecture Course for Boston

The Education Committee of the Special Libraries Association of Boston offers during the next four months a course of lectures and study on Library Methods apportioned in the following manner:

1. Name and corporate entry - about three lessons.
2. The principles of classification followed by a study of the Library of Congress classification - about eight lessons.
3. Theory of subject headings and cross references - about four lessons.

The leader will be Mrs. Bertha V. Hartzell, Librarian of the Social Service Library.

The Committee feels that the course should not be given for fewer than ten members and reserves the right to withdraw the course, refunding all payments, if less than that number enroll before January 23.

The fee for the course is to be five dollars (\$5.00) payable at or before the first meeting.

Attendance at the class will be limited to those who register for the full course.

The first meeting will be convened at the Social Service Library, 18 Somerset Street, on Monday, January 30, 1922, at 7 P. M., unless applicants are notified to the contrary. If Monday is an impossible night for any applicant, will he indicate his preferences when enrolling?

Applications must be sent before January 23 to Miss Abbie G. Glover, Secretary of the Special Libraries Association, 264 Boylston St., Boston, and checks should be made payable to Ruth V. Cook, Treasurer.

June R. Donnelly, Chairman.
Harriet E. Howe.
Ruth V. Cook.

NECROLOGY

1921

Three pre-eminently able special librarians have passed away during the year, "McCarthy of Wisconsin" in the Spring, Dr. F. S. Crum in September and Eunice Oberly in November.

Charles McCarthy

McCarthy's story has been told by Sir Horace Plunkett. The story of McCarthy would bear re-telling again and again. Indeed we special librarians ought to take it upon ourselves to see that the story of McCarthy is inalienably a part of special library history. A soul as vivid, as intense as that of McCarthy quite inevitably makes encounters. That was McCarthy. Optimistic, adventurous, defiant, humanly generous, in his social outlook scornful of the petty attitudes of the complacently unquestioning, McCarthy was and ever will be a joy and an inspiration. His greatest accomplishment was the bringing into being of the legislative reference library idea. For years his whole endeavor went into the Wisconsin Legislative Reference Library. Physically he became frailer and frailer. Now he has gone.

Eunice Oberly

Miss Oberly died at the home of her sister in Washington, D. C., on November 5, after a brief illness. Miss Oberly's gift to special librarianship was unique. The bibliography of plant pathology was her contribution. Cooperatively she accomplished much in the effort to better the economic position of librarians in the government service. The fruition of these labors is about to be realized, and it will undoubtedly carry in its train the betterment of the

economic status of librarians throughout the country. Miss Oberly was that rare combination - a scholar and a good executive. Her bibliographical enterprises are clearly the work of one who has not only mastered her subject, but mastered it through reverence and understanding. Neither in Miss Oberly's bibliographical labors nor in her executive work was there anything perfunctory. Not only did she strive to perfect her work but she succeeded in doing so. Miss Oberly had a large number of friends in special library work, and her absence is mourned by all.

Frederick S. Crum

Special librarians who attended the Swampscott convention and heard Dr. Crum deliver the paper embodying the record of the work of the Prudential Life Insurance Company's library, were shocked to learn of his untimely death by drowning on September 2nd. Dr. Crum was an able lieutenant to Dr. Frederick L. Hoffman, who has built up for the Prudential a statistical working library second to none in the country. On his own account he had become a recognized expert on infant mortality and automobile accidents. For nearly a quarter of a century he had labored in the Prudential and those special librarians who were so fortunate as to hear Dr. Crum at Swampscott were all impressed not only with the earnestness and sincerity of his devotion in developing the library of the Prudential Life Insurance Company, but as well with his unusual appreciation of the special library. In Dr. Crum's death special librarians have lost a friend and a warm supporter.

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