

PARK SADDLE HORSE COMPANY

Glacier National Park
KALISPELL -- MONTANA

—X 6

Glacier Park, Mont.
Oct. 7th, 1930.

Personal

Mr. Louis W. Hill,
1127 G. N. Ry. Bldg.,
St. Paul, Minn.

Dear Mr. Hill:—

As you were not out to the Park this year thought possibly you might be interested in how things went with me. As you know 1929 proved to be a bad year on account of fires and our gross business was off \$10,000.00 and in 1930 it was \$20,000.00 below 1929 which makes a decrease in the volume of business over a period of two years of \$30,000.00, comparing 1930 with 1928.

Naturally this makes it pretty hard on me and I do not know how I am going to come out. I cut every possible expense and watched the matter very closely and quit owing banks and accounts of approximately \$17,000.00, I have included in this \$500.00 I owe the government for concession fee for this year which is due Jan. 1st, 1931. Last year I quit owing about \$11,000.00 making my financial position about \$6000.00 worse this year.

Now the bank does not want to carry me any longer and have asked for their money by the tenth and I do not know how I am going to get it. First they told me that I would have to pay off some time this fall and just recently gave me this ten day notice. I really think they are pretty hard up and of course they are probably afraid of this business.

The company is all right but it has too much borrowed capital and this has been the condition right along. We have always been very heavy borrowers and have owed them quite a little more at the same time of the year in the past but conditions were better.

A MACHINE is made,
a horse is born;
No four-wheel brakes,
no screaming horn...
But hoofs take trails
that wheels don't know
With saddle cinch
and letigo. —X 6

C. M. RUSSELL '23



Before Mr. Hays left he offered to buy but we did not agree on a price nor did he know our financial condition. I am willing to sell him the whole outfit if I can get a fair price, may have to anyway or he might not want it. He did say though that he would buy it all when I talked with him but I did not then know that the bankers were going to call my loan.

It takes some little time to negotiate a deal of this kind and I hate to be crowded and I do not want Mr. Hays to know the condition when I am dealing with him if I can help it as he would doubtless try to make a better bargain.

I told Mr. Kenney my condition when he left and I have tried recently since getting the banks ultimatum to make an appointment with him and am still waiting for a reply, understand or he advised he was coming west.

I really believe that it is to the interest of the Great Northern for this company to be owned separately from ~~the bus~~ the bus company

If you can give me any suggestions as to how I might finance this company it would be greatly appreciated. I can get the whole company from my father's estate now as my mother and sister have signified their willingness to let go.

Thanking you, I remain,

Yours very truly,


G. W. Noffsinger

15-2
[10-7-30]
Mr. Hill:

The attached plan contemplates the development of travel by rail through a cooperative advertising campaign in various medias and the establishment of Travel Clubs in the principal cities of the country through a hook-up with banks in the cities. It would be somewhat similar to the Christmas Savings Clubs only on a much larger scale. The advertising would be general in nature, setting forth the various attractions for travel in this country, and would be run in newspapers in cities where a contact is made with a bank or banks over the name of the bank. The advertising would urge membership in the Travel Club and would involve a regular schedule of weekly deposits, the average travel purchase being approximately \$200. The idea is to sell travel to people on the installment plan.

The plan has no doubt been submitted to all Class A carriers and the letter attached to the report mentions that this plan is being considered in the fall meetings of all the Passenger Associations.

They do not mention what the cost of participation in this campaign will be, merely stating the sum is really nominal for any Class A carrier.

I A C - 10-7-30

[with 10-7-30]

THE BANKERS TRAVEL BUREAU, INC.

HEADQUARTERS
664 N. MICHIGAN AVE.
CHICAGO

OTHER OFFICES
IN PRINCIPAL CITIES

September 26, 1930

Mr. Louis W. Hill,
1127 Great Northern Ry. Bldg.,
St. Paul, Minn,

Dear Mr. Hill:

Kindly ask your secretary to file the enclosed report until such time as it requires your attention.

The passenger traffic development plan covered by this report is being considered in the fall meetings of all the Passenger Associations. Details will doubtless come to you. At that time you will have definite use for the first-hand information which this confidential report contains.

Attached are specimen copies of the passbook and slogan card to be used in this campaign. These passbooks are furnished at \$100, \$150, \$200, \$250, \$300, \$400, \$500, \$750, \$1000 and \$2000, prepared to fit every pocketbook and satisfy every desire for travel. Note that the passbook contains requirements for eligibility in the National Slogan Contest.

Every detail has been considered and provided for in building this plan to assure its smooth operation and success.

Acknowledgment of the receipt of this confidential report by you would be appreciated.

Very truly yours,

THE BANKERS TRAVEL BUREAU, INC.

By

Arnold Gingrich

Arnold Gingrich
Executive Vice President

AG:LB

RULES OF THE CONTEST

(Read carefully before mailing your entry)

1. The National contest is open to all members of the Assured Vacation Travel Club everywhere, with the exception of those employed either by the local banks, acting as Assured Vacation Travel Club depositories, or by the Bankers' Travel Bureau, Inc., the National Headquarters of the Assured Vacation Travel Club.

2. The prizes, consisting of 101 vacation trips, to the total monetary value of not less than \$25,000, will be awarded strictly upon the merits of the 101 slogans adjudged best by an impartial group of recognized travel authorities serving as National Contest Judges.

3. The slogans are to express, in no more than ten words, the benefit to be derived from travel.

4. All entries must be made upon Official Entry Blanks supplied to members by the local banks in which they hold Assured Vacation Travel Club membership.

5. Each entry blank, to be considered, must carry the contestant's name and address, together with name of the bank wherein contestant holds membership and the number of contestant's membership, which number appears on each member's passbook.

6. Any member may make as many entries as he desires, but each slogan must be on a separate entry blank.

Place

1c

Stamp

Here

National Contest Judges,
Bankers' Travel Bureau, Inc.

664 N. Michigan Avenue
Chicago, Ill.

[WMA 10-7-1930]

OFFICIAL ENTRY BLANK

assured
VACATION TRAVEL CLUB

\$25,000 Prize Contest

National Contest Judges,
Bankers' Travel Bureau, Inc.,
664 N. Michigan Ave., Chicago, Ill.

Gentlemen:

In accordance with the rules of the contest for the distribution of \$25,000 in free vacations, as listed on the back of this card, I submit the following as my slogan on the benefits to be derived from travel.

SLOGAN

(in no more than 10 words—print plainly)

.....

.....

.....

Name

Address

City

The bank through which I hold membership

.....

The number of my membership is

assured
VACATION TRAVEL CLUB



Park National Bank
Seventh at Broadway

(with 10-7-1930)

assured
VACATION TRAVEL CLUB

\$100 membership No. A_____

to assure vacation travel of

who accepts this book and agrees to make _____ deposits weekly, or in advance, for _____ consecutive weeks, thereby attaining full membership, entitled to all services, benefits and privileges of such membership, including eligibility for such free vacation trips as may be awarded by the club in connection with its slogan contest.

Deposit	Date Paid	Amount		Initial	Deposit	Date Paid	Amount		Initial
1					18				
2					19				
3					20				
4					21				
5					22				
6					23				
7					24				
8					25				
9					26				
10					27				
11					28				
12					29				
13					30				
14					31				
15					32				
16					33				
17					34				

[WORK 10-7-1930]

Confidential Report

including survey

on the

assured
VACATION TRAVEL CLUB

TRAFFIC DEVELOPMENT PLAN

of the

BANKERS' TRAVEL BUREAU

for

Mr. Louis W. Hill

9

FOREWORD

The Bankers Travel Bureau, Inc. has developed a plan for the creation of an important new market for travel. This plan has been the subject of considerable discussion in transportation circles within recent months.

Since it is inevitable that word-of-mouth advertising, while generally welcome, is often inaccurate, there is need for an authoritative confidential report of this new plan for passenger traffic development. Such a report is contained in the following pages. It has been prepared with an idea of acquainting you, as one of those who are influential in shaping the course of the travel industry, with all the pertinent facts.

In brief, this plan is simply the first comprehensive attempt to apply modern merchandising methods to the sale of travel. It is not an overnight "scheme", a sudden smart selling idea, hastily conceived for temporary stimulation of the present travel market. It is a serious and well-grounded merchandising plan, developed through long analysis of the lagging condition of the passenger traffic market, and after mature consideration of the methods that have been successfully employed by other industries for the increase of their sales.

It is interesting, if not altogether relevant, to note that the Bankers Travel Bureau spent in the neighborhood of \$80,000 to put this plan on a concrete working basis before ever calling it to the attention of the carriers. It will doubtless cost much more than that before the participation of the Class A carriers, through association action, makes it self-supporting.

As an added word of introductory explanation, it might be noted that while this is, primarily, a new merchandising plan, it has already progressed beyond the "plan" stage. The organization for the sale of travel by this new method, incorporating the main banking houses in each of the important cities throughout the densely populated Eastern and Central states, is already in existence.

Your complete understanding of the plan at this time may aid in hastening the participation of the carriers in this cooperative plan for passenger traffic development.

SYNOPSIS

THE PLAN

To sell long and short haul trips to people who do not now take them under present conditions of purchase.

To sell travel to these people on the installment plan, though the carriers still maintain their usual cash policy.

To make these installment payments payable in advance of purchase instead of after purchase.

To sell travel in this way, through 500 banks in 400 principal cities, in the form of memberships in the Assured Vacation Travel Club, such memberships involving a regular schedule of weekly deposits, the average travel purchase being approximately \$200.

To secure 750,000 members in the Assured Vacation Travel Clubs (an average of 1500 per bank) thus accumulating \$150,000,000 for travel purchase, through a concerted national and local membership campaign, involving the following procedure.

To accelerate the desire for travel, and at the same time solve the problem of accumulating the funds, through national advertising of this new means of travel purchase.

To run a newspaper campaign that sells Travel, not tickets, and Recreation, not railroads, this campaign to be of 10,000 lines in each city, making a total of 4,000,000 lines.

To conduct a \$25,000 national prize contest, reinforced by local contests conducted by the individual banks, both contests being restricted to members of the Assured Vacation Travel Clubs.

To stimulate interest in this new form of travel purchase by a campaign of radio broadcasts over the national networks.

To conduct a travel service and information bureau in each of the 500 banks, for the joint purpose of serving the travel-purchase requirements of the Assured Vacation Travel Club members and conducting, in addition, a regular tour business and ticket reservation service.

To advertise, cooperatively, the associated carriers, through these bank travel service and information bureaus, by means of illuminated display advertising, floor, counter and window displays, distribution of folder literature, and personal representation by an expert attendant in charge of each bureau.

To create, through the club memberships, a new yearly travel market of \$150,000,000 and to stimulate the present market by the force of group activity on the part of the associated carriers.

To secure complete recognition and acceptance of the entire plan by the public, thus providing the hypodermic the travel industry has long needed.

FACT FINDING SURVEY

THE PRESENT CONDITION OF PASSENGER TRAFFIC

(The following is based solely on railroad statistics, since the decrease in steamship passenger revenue is a development so recent as to make accurate figures unavailable.)

1928

VALUE OF RAILROAD PLANT

\$ 25,234,162,651

RAILROAD NET CAPITALIZATION

\$ 18,137,291,445

Funded Debt	\$11,380,644,844
Capital Stock	\$ 6,756,646,601

GROSS REVENUE
All Branches of Service

\$6,111,735,511

INCREASE OVER 1916

GROSS REVENUE
Passenger Service

\$ 900,326,853

DECREASE BELOW 1921

70%-----22%

Due to economy and efficiency of operation

RETURN ON CAPITAL STOCK

5.3 %

1921 Passenger Traffic Revenue	\$ 1,154,058,118
1928 Passenger Traffic Revenue	900,326,853

Decrease \$ 253,732,265

Plan to curtail decrease and cause trend upward

RETURN ON CAPITAL STOCK

7 %-----?

AGGREGATE LOSSES IN PASSENGER TRAFFIC SINCE 1920

Passengers	3,041,000,000
Revenue	\$ 2,300,000,000

If 1929 volume equaled volume of 1920, 59 % more passengers would have been carried and 47 % more revenue.

FACT FINDING SURVEY

AN ACCEPTED CONDITION

The great losses in passenger traffic are due mainly to competition resulting from increased use of motor vehicles both private and public. The rapid growth of such transportation has presented a number of difficult problems which must be solved.

-Western Railways' Committee on Public Relations.

COMPARISON OF COMPETITIVE INDUSTRIES BASED ON THEIR METHODS OF SECURING BUSINESS

AUTOMOTIVE	INVESTMENT	TRANSPORTATION
	Passenger Department	
\$ 2,834,000,000		\$ 7,250,000,000
	ADVERTISING EXPENDITURE	
\$ 64,045,000	Newspaper	\$ 15,230,000
\$ 15,026,543	Magazine	\$ 5,380,307
\$ 2,487,360	Radio	\$ 820,201
\$ 8,500,000	Outdoor Display	\$ 1,900,000
\$ 90,058,903	Total	*\$ 23,330,508

COST OF ADVERTISING BASED ON INVESTMENT

3 %

1/3 of 1 %

COMPLETE LOCAL ADVERTISING TIE-UP	LOCAL ADVERTISING TIE-UP	?
COMPLETE LOCAL DEALER REPRESENTATION	LOCAL DEALER REPRESENTATION	?
COMPLETE LOCAL CO-OPERATION	LOCAL CO-OPERATION	?

COMPARATIVE POSITIONS OF INDUSTRIES DURING ONE PERIOD

619,500 Automobiles	1911	838,655,719 Passengers
21,379,125 Automobiles	1928	790,327,447 Passengers
INCREASE 3,351 %		DECREASE 24 %

*This figure includes Railroads, Steamship Lines and Travel Bureaus.

FACT FINDING SURVEY

INSTALLMENT SALES HAVE CREATED
IMPORTANT NEW MARKETS FOR
THESE PROGRESSIVE INDUSTRIES

THESE SALES, WHICH TOTAL MORE THAN
\$ 6,179,000,000 PER YEAR*, BEAR THE FOLLOWING RELATION
TO THE OLDER TYPE OF CASH SELLING

CASH SALES

INSTALLMENT SALES

AUTOMOBILES

24 %

76 %

FURNITURE

30 %

70 %

RADIO

24 %

76 %

REFRIGERATORS

10 %

90 %

AVERAGE CASH SALES

22 %

THE CONSUMER HAS BEEN EDUCATED
TO BEAR THE TERRIFIC BURDEN
OF ALL INTEREST CHARGES
ON INSTALLMENT SALES.

* Percentages courtesy National Association Finance Companies.

FACT FINDING SURVEY

CO-OPERATIVE EDUCATIONAL CAMPAIGNS HAVE WON
INCREASED PUBLIC INTEREST AND PATRONAGE
FOR THESE INDUSTRIES

EXPENDITURES

1915	1930
\$ 40,000	\$40,000,000

OUTSTANDING CO-OPERATIVE CAMPAIGNS

LAUNDRY OWNERS	"The Laundry Does It Best"	\$ 5,250,000
HOME FURNISHERS	"First Furnish Your Home It Tells What You Are"	\$ 4,500,000
CALIFORNIA FRUIT GROWERS	"Sunkist"	\$ 2,500,000
FLORISTS	"Say It With Flowers"	\$ 2,400,000
RAISIN GROWERS	"Sun Maid"	\$ 2,000,000
SOUTHERN CALIFORNIA	"Boost Southern California"	\$ 2,000,000
WALNUT GROWERS	"Diamond Brand"	\$ 1,000,000
PAINT & VARNISH	"Save the Surface and You Save All"	\$ 1,000,000
GAS	"You Can Do It Better With Gas"	\$ 1,000,000
COMMUNICATION	"Rapid Communication"	\$ 1,000,000
INSURANCE	"Health"	\$ 1,000,000
TRAVEL	-----	-----?

STIMULATE SALES AND INCREASE SLIPPING MARKETS

SUMMARY OF
FACT-FINDING SURVEY

1. The present condition of passenger traffic is distinctly unfavorable, calling for remedial action.
2. The automotive industry, a recognized competitor, has owed a great deal of its spectacular success to its aggressive and consistent advertising efforts, featured especially by the completeness of the tie-up between its dealer representation and its advertising activity.
3. Other industries have strengthened slipping markets, and built new ones, through installment selling.
4. Other industries have forged ahead, through concerted effort as expressed in cooperative educational advertising campaigns, to enlarge, stabilize, or restore, their proper share of the American consumer's dollar. The 100,000% increase in this type of advertising in fifteen years is evidence of its efficacy.
5. Any plan, to be of maximum benefit to the travel industry, ought to take full consideration of the foregoing factors, and, if possible, combine the lessons derived from each of them. No plan evolved to date has done so.
6. The present plan, as developed by the Bankers Travel Bureau, effects a scientific synthesis of the benefits to be derived from aggressive dealer representation, installment selling, and cooperative educational advertising.

THE MARKET

500 leading banks, centrally located and easily accessible in the 400 principal cities of this rich industrial area, which has a population of 70 million people and savings deposits of 17 billion dollars, will provide a new form of dealer representation for the associated carriers, acting as depositories for the new \$150,000,000 annual travel purchase fund to be accumulated for the purchase of travel on installment savings. These banks will also serve, through their travel service and information bureaus, as branch offices for regular tour business and make ticket reservations on behalf of all the associated carriers.



The banks are installing these travel service and information bureaus on a five year contract basis, thus assuring continuous sustained effort in establishing this new method of travel-purchase as an important factor in the development of passenger traffic.

THE CAMPAIGN

In each of the cities indicated on the preceding page, a newspaper campaign of 10,000 lines will appear, making a total lineage of 4,000,000 lines annually. This campaign will promote the interests of the associated carriers by selling not only the desire to travel, but also the means to travel - through installment purchase. Thus the consciousness of the advantages of this new type of travel purchase will be implanted, throughout the entire area, and at the same time, educational travel advertising will be put over, as an additional benefit, on a vast scale.

The newspaper campaign will be augmented by a schedule of chain radio broadcasts, and both the newspaper and radio campaigns will publicize the offer of \$25,000 in travel prizes, comprised of European and domestic tours, in a slogan contest restricted to members of the Assured Vacation Travel Club.

Note that the advertising is of the enlightened modern kind - selling the pleasures and advantages of the product, rather than dwelling dully on the product itself. Here is a campaign that deals editorially and unselfishly with the romance, the adventure, the delights and benefits of travel, and - for the first time - offers a really helpful solution of the old problem of the wherewithal. This is the kind of advertising that must be done if the public at large - the great masses who buy the radios and the automobiles on time - are ever to become travel-minded and raise your passenger revenue to a point where it shows a worthwhile return on your enormous investment, in plant, equipment and costs of operation as applied to the passenger department.

Newspaper Adv. No. 12



*Dreams
of travel*

Newspaper Adv. No.
February 20, 1931

Newspaper Adv. No. 12



*You can
spend more...*

there is an easy new way to enjoy vacation travel . . . on money you'll never miss. Put wings on your small change and let it do something for you, through the

• assured

and including round-the-world cruises, to be awarded more money.

PARK NATIONAL BANK
Seventh at Broadway
CITY TRUST AND
SAVINGS BANK
City, State and Washington



1997

1. C. H. C.



1

PARK NATIONAL BANK
SEVENTH at BROADWAY
CITY TRUST AND SAVINGS BANK
COR. STATE and WASHINGTON

100

THE TRAVEL SERVICE AND

INFORMATION BUREAU

Your travel service and information bureau is located in the center of the bank floor. It is the only desk unit in the bank that is colorfully illuminated. Note that its pictorial panels represent illuminated display advertising--on behalf of all the associated carriers--in the finest of preferred position, the main banking floor of 500 leading banks. Note also that the attendant distributes your literature, supplemented by all available information in answer to inquiries concerning your carrier.



THE ATTENDANT

The attendant in charge of each travel service and information bureau is your courteous and competent representative, trained for the work and performing under the supervision and constant coaching of a corps of traveling instructors. The attendant, with whom you are in daily contact through the Bankers Travel Bureau headquarters, disseminates information and intelligently distributes your literature, books independent reservations on your line and constantly promotes your tour specials to members of the Assured Vacation Travel Club, for whom trips and tours are to be planned and budgeted.

These travel service and information bureaus direct the travel-spending as well as the travel-saving of the Assured Vacation Travel Club members and also serve as branch offices, cooperatively representing the associated carriers, located in the daily path of millions of people. The ticket business that may be secured from the auxiliary market represented by regular bank patrons and others who will take advantage of the facilities offered, in addition to the tremendous business secured through club memberships, will make these travel service and information bureaus more than self-supporting.

Because of the strict control exercised by the Bankers Travel Bureau over the operation of these travel service and information bureaus, you are insured against the great waste that has formerly been made of your literature through lack of systematic distribution facilities in the banks, which in itself will more than cover the cost of your participation.

CHART ANALYSIS OF ENTIRE CAMPAIGN.

TRADING AREA 70 MILLION.

BANKERS TRAVEL BUREAU.

SAVINGS DEPOSITS 17 BILLION.

SUPERVISION	REPRESENTATION	CO-OPERATION	PUBLICITY
DIRECT CONTROL Bureaus Attendants Instructors	500 LEADING BANKS Assured Stability Dignified Methods Respected Advice	500 INFORMATION BUREAUS Conspicuously Located Colorfully Illuminated Completely Equipped	NEWSPAPER CAMPAIGN Sells Travel Sells Recreation Creates Travel Urge
INFORMATION Inquiries Answered Reports Analyzed Charts Compiled	500 BRANCH OFFICES Familiar Locations Attractive Environment Excellent Facilities	500 BUREAU ATTENDANTS Plans Trips Budgets Travel Savings Sells Specific Tours	PERSUASIVE COPY Deals With Romance Deals With Adventure Deals With Delights
REGULATION Tours Developed Trips Intertwined Averages Adjusted	500 TRAVEL DEPOSITORIES Open Assured Vacation Travel Club Accounts Record Deposits Weekly	500 REPRESENTATIVES Personal Contact Folder Distribution Direct Travel Spending	RADIO BROADCAST Campaign Tie-Up Accelerates Desire Stimulates Action
DISTRIBUTION Literature Advertising Equipment	400 PRINCIPAL CITIES Valuable Locations Active Districts Easily Accessible	500 TICKET OFFICES Book Independent Tours Make Ticket Reservations Give General Information	PRIZE INCENTIVES Trips - Tours - Cruises Secures Attention Maintains Interest

A NEW TYPE OF TRAVEL MERCHANDISING

A NEW TYPE OF TRAVEL SERVICE

A NEW TYPE OF TRAVEL PURCHASE

CONCLUSION

Some idea of the scope of this plan may be gained from consideration of the fact that the facilities offered to the associated carriers for this cooperative campaign are conservatively valued at \$5,000,000 annually, indicated by the following table:

RENTALS
PERSONNEL (ATTENDANTS)
NEWSPAPER ADVERTISING
CONTEST PRIZES
EQUIPMENT AND ACCESSORY COST
RADIO BROADCAST
FIELD INSTRUCTORS
ADMINISTRATION EXPENSE

The combined investment by the banks in space and service is greater by far than the combined investment by all the carriers, and definitely shows the banks' good faith in carrying out the part assigned to them to further your interests.

In spite of the magnitude of this project, full participation in this campaign is available, on a pro rata basis, for a sum which is really nominal for any Class A carrier, when compared with routine yearly expenditures for advertising and sales promotion.

Being conversant with the conditions and needs of the travel industry, you will recognize this service as the first logical, practical, workable and economical nation-wide plan to put the travel industry on an even footing with the other industries that have forged ahead, through concerted effort, in the race for the American consumer's dollar.



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