



Har. O. Eriksson Kägen
INTERNATIONAL HARVESTER

HORIZONS

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So trucks may move on highways from farm to market . . . mountains of earth are moved. So the world may eat . . . good soil is turned. These color photographs illustrate International Harvester's basic policy of building essential equipment for the world's essential work.



OVER 118 YEARS MARK THE SPAN of International Harvester's existence. These have been years devoted to a single purpose . . . the production of essential equipment for essential work.

A challenge existed . . . to serve the public welfare, to build only essential equipment for essential work. International Harvester accepted that challenge and turned it into a business philosophy. Today, equipment built by International Harvester helps increase agricultural output . . . improves transportation of all products . . . speeds construction and earth moving projects . . . aids in preservation of perishable foods.

Too often our concept of essentials embraces the essentials to comfort and security rather than the essentials to life and development. We forget while we enjoy a condition of plenty that essential tools, rather than our wishes and hopes for the best, save us from conditions of shortage. We forget that proportionately fewer of our people are engaged in the primary industries of agriculture, trans-

portation, mining and lumbering, supplying our basic needs of life; while more of our people are engaged in supplying our superficial needs. We forget, in fact, that essential tools and essential work underlie and make possible the civilization we enjoy.

The welfare of peoples and the development of nations is in direct ratio to their ability to secure the necessary machines and equipment that can increase the productivity of basic industries. The mechanization of agriculture, the improvement of industrial power, and adequate transportation facilities all contribute immeasurably to the progress and development of mankind. To this end and especially in these days of serious international exchange and economic conditions, all nations should give top priority and prime consideration to the importation and supply of adequate essential tools for local requirements.

So firm has been International Harvester's belief in

these basic principles that a series of advertisements has been developed on this theme. These have been widely publicized throughout the world and have now been gathered into a booklet entitled, "IH Makes Essential Equipment for Essential Work." As a foreword to that booklet, Mr. R. P. Messenger, the president of the International Harvester Export Company, has this to say about our thinking and policy in respect to the products which we sell: "We will all agree that these are difficult times in world reconstruction, but as you view these advertisements, we hope you will conclude that the problems facing everyone in these crucial years are not insurmountable, that one of the most important factors is the giving of priority to essential mechanized equipment so necessary for production and development, and that the vital basic industries of agriculture, transportation and construction merit special attention and consideration by everyone."





Delivery point—Vienna, Austria, sees ECA material on way to Austrian farms. Priority in European Recovery Plan goes to production of foodstuff, for industrial workers must eat in order to produce.

ECA PAVES EUROPE'S RECOVERY ROAD

INTERNATIONAL ECONOMY has a long arm that touches the activities of men wherever they work. Last month a team of French horses was put out of business at Ris-Orangis, fifteen miles southeast of Paris, when a tractor from an International Harvester plant took its place. M. Louis Perdrigeon, who purchased the tractor, knows little of France's dollar shortage. The workmen who built the tractor know little about the inconvertibility of francs into dollars. Both know that the ECA sticker on the tractor signifies the United States' intervening help in moving the tractor in trade.

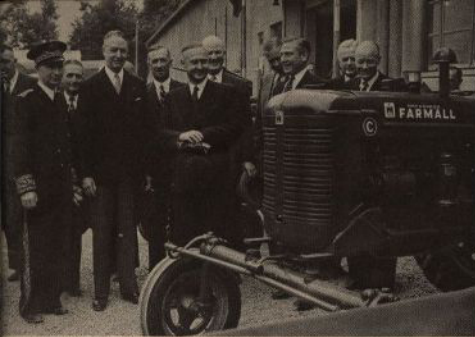
By grants and loans through the Economic Cooperation Administration (ECA), the United States is attempting to cancel out western Europe's dollar shortage. And in turn, during this respite from pressure on the difficult postwar market, Europe is attempting with ECA aid a wholesale

program of international cooperation. In this manner, the pattern of European trade is being changed, for it has become a virtual condition of doing business that the aims of ECA be served.

The formal aims of ECA are: to stimulate the growth of international trade by reduction of barriers hampering trade; to further the establishment of sound European currencies, budgets and finances; and to promote industrial and agricultural production.

People in the United States have subscribed to these aims because they feel their own welfare is inextricably linked to that of Europe; that the whole world will fail to prosper if Europe continues to lie prostrate. They have pledged aid to Europe to the extent of \$5,000-million a year, for the next two and a half years.

ECA first provided Europe with relief-type items (food,



ECA tractor draws official attention in France. Around the Farmall are, first row left to right: the Préfet of Manche; D. K. Bruce, American ambassador; M. P. Pflimlin, French minister of agriculture; Barry Bingham, chief of ECA mission to France; and the Mayor of St. Lo.

fertilizer, cotton and wool), since workers must eat in order to produce. Now as Europe begins to produce, ECA is supplying recovery-type items (industrial raw materials, capital equipment, farm machinery). However, early and late in the program, food is of prime concern.

By the end of 1951 the European countries participating in the plan must equal their prewar bread-grain production and surpass their normal livestock production to become economically self-sufficient. This phase of ECA is a challenge to the farm implement industry, whose exports of machinery from the United States and whose affiliates' factories' production will play a large part in meeting these vital deadlines.

Machines are needed to achieve the land's potential harvest. It becomes increasingly clear that mechanized

farming is necessary to feed Europe's people—especially since urban population continues to grow at the expense of rural population.

No planning is more vital to ECA than that of its Farm Machinery Mission. This committee has determined that the countries receiving ECA aid will require 117,850 tractors—107,400 wheel tractors and 10,450 crawlers—in 1949. These figures reflect the needed increase over prewar mechanization plus heavy replacement requirements brought about by maintenance slighted during the war. These tractors, despite the remarkable industrial recovery in Europe, cannot be entirely produced there. Most of these machines will come from the assembly lines of the American farm implement industry.

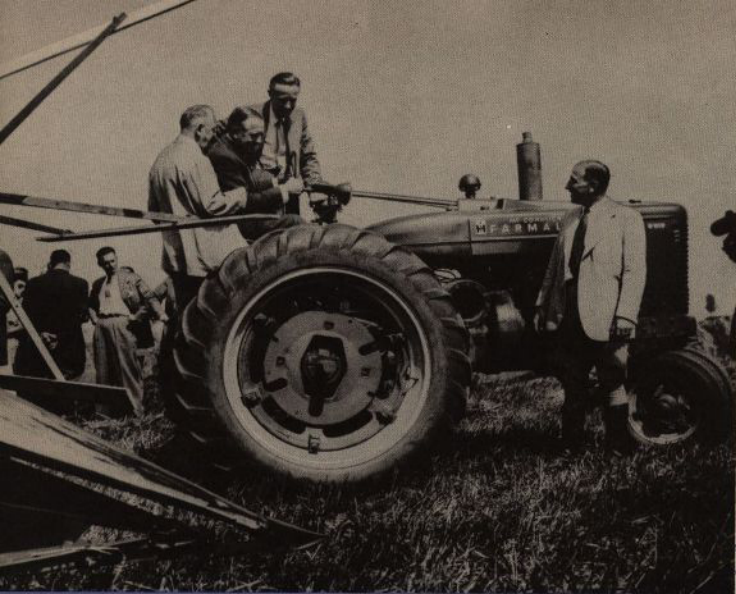
The ECA has conducted its affairs in a very sound business-like manner. In the 12 months ending March 31, 1949, ECA gave and loaned western Europe \$5,055-million. From the beginning, the Congress of the United States has insisted that ECA be run by practical, hard-headed businessmen. The appointment of Paul G. Hoffman, successful industrialist, as head of ECA was widely approved. Men of wide business experience fill subordinate posts.

As a result, private business has found ECA adds few unusual difficulties to the conduct of trade. Normal channels of foreign trade are used almost without exception. It is in the matter of payment that ECA makes its great contribution and modification. The seller, who needs dollars to carry on his business, has only to make sure the buyer has an allotment (or authorization to spend) of ECA



In Amsterdam, reviving economy is reflected in canal-side scene. An International truck receives a barge shipment going to Belgium.





At Meaux, France an ECA shipment receives top-level inspection. In driver's seat, Paul G. Hoffman, ECA's administrator; at left, American Congressman Karl Stefan, of Nebraska; at right, W. Averell Harriman, U.S. special representative abroad for ECA.



dollars from his government to pay for the purchase. In this manner trade is reviving with ECA acting as a dollar pump. A fully recovered European economy will get along without extraordinary aid.

Thus the ECA functions as a financial agent rather than as a buying agency. In this role, the ECA makes funds available to Europe. Each country in turn makes the dollar funds available to its businessmen according to its own recovery plan.

American dollars work twice with European currencies on the problem of recovery. Each country receiving aid establishes a fund into which it pays in its own currency an amount matching the ECA dollars granted to it. This fund is known as a "counter-part fund." It is used internally to rebuild industry, communications, public health and the other bases for stable government. The ECA dollars are used externally, in the world market, to buy the goods needed for recovery.

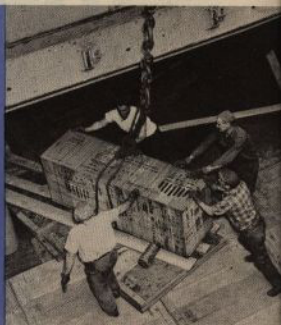
On June 5, 1947, the then United States Secretary of State, George C. Marshall, following a period of hit-or-miss aid to Europe, made a speech which reverberated in all the capitals of the world. "... it is already evident that before the United States government can proceed much further in its effort to alleviate the situation and help the European world on its way to recovery, there must be some

agreement among the nations of Europe as to the requirements of the situation, and the part those countries themselves will take in order to give proper effect to whatever action might be undertaken by this Government. The initiative, I think, must come from Europe."

The initiative did come from Europe. Shortly thereafter the United Kingdom and France invited all other European countries to attend a conference at which a joint plan for economic recovery might be formulated. Fourteen nations (all from western Europe) accepted, and met in Paris, France to form the Committee of European Economic Cooperation.



New York stevedores load 50 Farmall Cubs on the S.S. Wyoming. Bulk of shipments to Europe are now financed by ECA funds.





ECA material goes to work in fields of France. Two students harrow wheat stubble with a Farmall "M" tractor. (Photo by Publix Pictorial)



One of the first acts of the new group of nations was to transmit a detailed estimate of help needed, to the United States. On April 3, 1948, the United States President signed the Economic Cooperation Act of 1948, and the great experiment in international cooperation had begun.

Because of their similarity, ECA, ERP and the Marshall Plan are often referred to interchangeably, and as a result are confused in the public mind. They are, simply: The Marshall Plan, the name given to the original proposal that the nations of Europe work together on a program for recovery; ERP (European Recovery Program), the program developed from the Marshall Plan by the United States in consultation with various European governments; ECA (Economic Cooperation Administration), the organization set up by the United States to administer the extension of American aid and participation in ERP.

With many and varied aims existing in the minds of ECA's participants, it is difficult to assess ECA's true progress. However, the United States recently approved funds for ECA's second year, thereby giving tacit approval to ECA's first year.

The United States has set June 30, 1952, as the deadline when extraordinary American assistance to Europe must cease. In view of the traditional national differences, political as well as economic, and the lack of a common language and a common monetary system, many believe that ECA will fail to bring Europe to permanent recovery. But recovery itself is no longer in doubt. Industrial levels of production as well as agricultural levels in 1948 equalled the levels reached in 1939.

The problems that remain are to remove the strait jacket that circumstances have put on Europe's trade and to cut western Europe's dollar deficit to a manageable point.

Trade today is constricted by war-born regulations such as import restrictions designed at first to conserve foreign exchange in individual countries, and now continued in many cases to protect uneconomic industries. Truly free European trade would tend to concentrate industries where production could be carried out most efficiently. This would call for the highest order of economic cooperation among all nations.

This type of cooperation in the light of today's high tariffs and unilateral agreements, dictated by national

interests, is impossible. The dollar deficit can be overcome only as European products capture more of the world market. ECA helps here by improving production. ECA cannot hope to make Europe a single market, but by subsidizing cooperation it hopes to aid free flowing trade.

The tools of the economist in most cases have been used to assess ECA's success, but to the average man the results of ECA are not measured by statistical bars or segments of graphs. He does not visualize tons of new capital equipment or kilowatt increases in electrical capacity. He measures the results of ECA by individuals like M. Louis Perdrigeon, thirty-five-year-old truck farmer from Ris-Orangis, France, who will increase his output of food with his ECA tractor and mechanized farm equipment. He recognizes results in seeing men obtain jobs because raw materials and finished goods, financed by ECA, move between countries. He believes that families in Europe are raising their standards of living because they have the means to produce. And he knows that without ECA help, agriculture and industry in Europe would be seriously lagging behind human needs.

Paris papers headlined this scene, "2 Horses Put Out of Business by ECA Tractor." Louis Perdrigeon receives tractor from Barry Bingham, of ECA, at Ris-Orangis, France.



THEY EXPERIMENT in LIVING...

International Farm Youth Exchange Project



Swiss farm boys visiting in United States on Farm Youth Exchange find International Harvester plants building tools for the world.

A NEW APPROACH to the understanding of world problems has been gained by the farm youth of Europe and America. Through the International Farm Youth Exchange Project sponsored by the United States Department of Agriculture Extension Service with the cooperation of the participating European governments and farm youth organizations, young American and European

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farmers are exchanging six months in their own homes for six months life in farm communities abroad. By experiencing a rural life and culture new to them, they are bettering their understanding of world problems and having the time of their lives to boot.

This year's participants in the international living experiment—young farmers and their farm family hosts—were from Belgium, Denmark, Eire, Finland, France, Great Britain, Norway, Sweden, Switzerland and the United States.

To live abroad is a strong lure to any young person, and there is no lack of volunteers for the program. The 71 young people who lived abroad this year were carefully selected by the farm youth organizations of their own countries. They were picked for emotional maturity, with alert and friendly attitudes a must requirement, and they were of necessity made of stern stuff, for homesickness for a Norwegian fiord or the Nebraska plains can be equally piercing.

The only requirement made of the young travelers is that on their return they speak and write of what they have seen and learned. The American farm boys and girls who lived in Europe in 1948 have made 536 speeches to audiences totaling 70,000, made 120 broadcasts and published 393 articles.

The summer sees the peak of this two-way travel. Thirty-one American farm boys and girls are now spending their apprenticeships in international living in Europe. They will soon return home, passing on the way the 40 European boys and girls who took their places.

The field of international relations and world peace is little understood by all segments of our society. The participation of young farmers in this program and of the families that receive them at their hearth-sides is the sort of experience that must filter through to all peoples before we can solve problems that seem insoluble to many of our leaders today.

PICTURE ON THE FRONT COVER

The lower reaches of the Alps tumble into France in the provinces known as Savoy and Upper Savoy. This is a land of mountain lakes and rushing streams, cheese dishes and tasty smoked mountain hams. This is France's dairyland where herds abound, and the steep land runs to grass. The noble and sweeping vistas its people enjoy give them the mountaineer's traditional appreciation of freedom. They give to France part of that nation's great love for man's freedom.

Savoy despite its mountain isolation has felt the passing touch of history. The Romans enjoyed Savoy's mineral baths in the fifth century. Charlemagne counted Savoy part of his empire. Today the Savoy provinces are France's alpine playground.

(Color Photograph by Marjory Collins, from Rapho-Guillette)



STATISTICAL QUALITY CONTROL

the inspector's

MULTIPLIED EYE




employe relations are improved, and scrap material is reduced.

Briefly the practical application of statistical quality control is this: Sample lots are taken during production, and the size of the parts immediately recorded. The dimensional data are applied in mathematical formulas, and the results are charted. This chart immediately shows any deviation from the accepted degree of variation, and at the same time (by the nature of the variation) indicates whether the man, the machine or the material is responsible for the defect.

The International Harvester Company has had four years of experience with statistical quality control at its Fort Wayne Works, where heavy-duty motor trucks are manufactured. The success won there by this new statistical quality control procedure has brought its extension to other International Harvester works.

The heart of the statistical quality control system is the control chart. It hangs next to the production machine and graphically portrays the level of quality in relation to



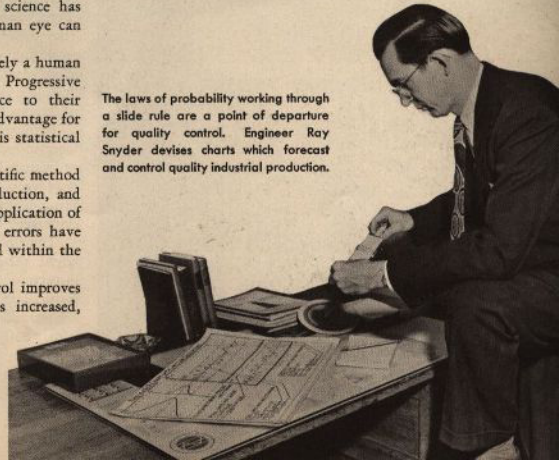
Statistical charts, at the forge hammer, help build quality into the product. At International Harvester's Fort Wayne Works, Operator Homer Linn improves his output and accuracy with help of chart.

QUALITY CONTROL in any business is founded on vigilant inspection. Yet as the Chief Inspector watches constantly increasing assembly lines, as he stands alongside doubling ranks of machines and lifts his "accept" or "reject" stamp over multiplying units of production, he is struck by the realization that even though he adds assistants, enabling him to cover more operations, he can never hope to see everything. Fortunately, science has come to his aid, and he has learned the human eye can multiply itself by increasing its efficiency.

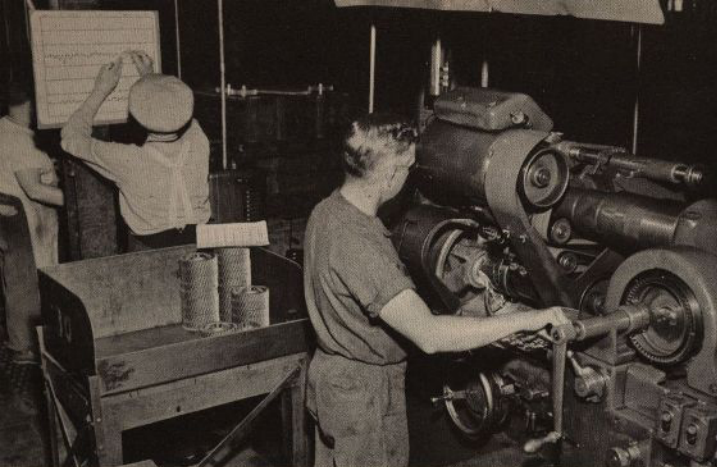
The process of inspection, until recently solely a human function, is capable of increased efficiency. Progressive companies are applying mathematical science to their inspection problems and reaping considerable advantage for themselves and customers. The new method is statistical quality control.

Statistical quality control is simply a scientific method which recognizes there are errors in any production, and predicts the occurrence of these errors by the application of mathematical laws of probability. Once the errors have been correctly forecast, they can be maintained within the limits of economical manufacture.

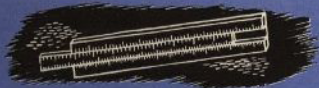
The application of statistical quality control improves productivity three ways: product quality is increased,



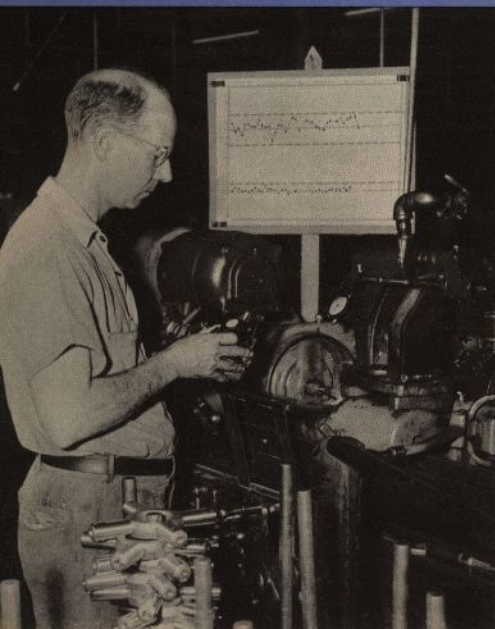
The laws of probability working through a slide rule are a point of departure for quality control. Engineer Ray Snyder devises charts which forecast and control quality industrial production.



Up-to-the-minute information keeps Gerald Bradbury's precision grinding accurate. The chart shows quality variations at once.



Gauges play a part, for they are final judge of quality. However, statistical charts have a major role. They call halt to production as soon as quality begins to go out of control.



the engineering specifications and operating control limits. The operating control limits are calculated and charted mathematically according to the laws of probability, by a statistician. Then the chart goes to work in the shop. Even as production goes on, the inspector plots performance while making his regular inspection checks. The plottings are average measurements, usually of five pieces (for the purpose of easy calculating). These samples are taken regularly, the time interval depending on the nature of the operation. If these plottings fall within the control limits, the operation is safely in control. If not, the operator and foreman know immediately that something has happened to the operation since the last check, and can therefore take steps to correct the condition before too much scrap results.

An important by-product of the chart is improved employe morale and employe-foreman relationship. The chart serves the universal need for recognition of employe effort. Some employes call it, "my receipt for good work." They point out with pride that their charts reveal they are producing material within the control limits, which, in many cases, are far better than engineering specifications. Pride of a job well done is nurtured, and friendly competition is present.

Employe-foreman relations are improved because the foreman has direct knowledge of whether the man, machine or material is at fault when production falters. The employe is not blamed for conditions beyond his control. Misunderstanding is ruled out between the foreman and the employe.

The "old way" has an aura of respectability and we might reasonably ask, "What is the matter with old inspection methods?" For instance, "What about 100% inspection? Wouldn't that produce results?" Industry has learned a lesson here. One hundred per cent inspection is only 85% effective in removing faulty material. Monotony and repetition so weight the human factor that 15% of the faulty material escapes detection. As the degree of



Statistical quality control has its application in the office. Errors on this invoice tabulating machine, run by Peggy Sult, have been cut two thirds, by use of statistical quality control.

inspection is lessened, the passage of faulty material increases. In the case of 10% inspection, it is theoretically possible for all the faulty pieces to pass undetected.

Some older methods of inspection recognize that inspection should take place at the machine side, as happens in statistical quality control, for that is where the mistakes take place. But the old methods have the common failing of attempting to control quality by rule-of-thumb sampling methods. Without statistical control it is difficult to

learn what is happening and, in order to hold to arbitrary limits, machine operators are forced to adjust tools and settings too often.

Statistical quality control has taken a new approach in attempting to eliminate the production of faulty pieces. Now final inspection can be practically perfect. By following the statistical quality control charts, the trend to faulty pieces can be seen and stopped.

Behind all the charts and graphs which dot International Harvester's industrial plants and the seemingly complicated theories of mathematical probabilities lies the desire to fulfill the axiom—"You cannot inspect quality into a product; you must build it in."

As a concrete example of the job statistical quality control is doing in reducing rejects and scrap at the International Harvester Fort Wayne Works, the forge shop produced six per cent more forgings from the rough stock to the finished forging in 1948 over 1947 on the basis of 5,000,000 pounds of finished forgings per month.

Today, statistical quality control, a new technique in a trade that has always had the best of tools, faces an expanding future. It is a scientific and low-cost method of discovering and correcting mechanical and human aberrations during the production process. Final inspection is not eliminated but, when all steps from raw material to finishing are kept in control, it is quick, simple and certain. This type of control system assures quality—and Quality is the Foundation of Our Business.

From first to last operation, statistical charts show high level of quality. At the end of the Fort Wayne Work's assembly line, Woody Drudge gives an International KB-7 Truck its final test and tune. Final inspection is quick, simple and certain with statistical control.



*"Quality
is the foundation
of our business"*





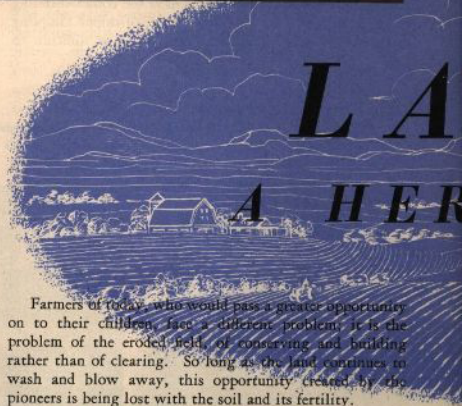
WE ARE JUST BEGINNING TO recognize the forward rush of the pioneer as a despoilation of our heritage of land. Plains, woodland and hillside were ripped open so the fruits of nature might flow freely. Today we know the riches we have missed in our eagerness to grasp the spoil. Land, our heritage, is trickling through our fingers.

The older countries of the world have no memory of plows breaking the plains, but they do have a long acquaintanceship with despoiled soil. In new countries, where the opening of new land is within the memory of living man, despoiled soil already appears like a specter. The whole world is concerned, for the new countries form our world granaries.

The introduction to "Let's Improve Our Pastures," a publication of the International Harvester Company of Australia, Pty. Ltd., is reprinted here. It was prepared with the assistance of The Council for Scientific and Industrial Research (Commonwealth of Australia) and the various sections of Australia's Agriculture and Soil Conservation Service. It is a bright spot on the horizon because it shows Australia, one of our young countries, is very conscious of a problem which belongs to all of us.

* * * * *

Great was the task of the pioneers of Australia, forefathers of those who farm the land today. They felled the forests, so that they might cultivate the soil and live. They labored to leave greater opportunity to their children, and they were successful at the expense of the soil. Cities, schools, roads and industry—every feasible evidence of culture and advancement—sprang into reality with notable rapidity. The wealth creating them came from the soil.



Farmers of today, who would pass a greater opportunity on to their children, face a different problem: it is the problem of the eroded field, of conserving and building rather than of clearing. So long as the land continues to wash and blow away, this opportunity created by the pioneers is being lost with the soil and its fertility.

We may be happy today with our soils in their present semieroded state, but what of our happiness tomorrow? What of the heritage and happiness of our children and of future generations who see the wisdom of following a race-old instinct of going to the land?

To continue to gain a livelihood from depleted and eroded soils, caused by the carelessness and shortsightedness of those who didn't care, or didn't know, requires vigilant soil husbandry.

We often say in conversation that we are today an educated people. Former generations did not have the same opportunities to study the science of the soil. The practice of scientific methods in farming as we understand them, implies that today's agricultural education must be



Man goes back to nature's sweeping curves to save his irreplaceable soil. The techniques of soil conservation are techniques the world must currently master to achieve survival.

N D T A G E

taught effectively and exhaustively, and must be used intelligently if farm operators are to properly manage.

Without the soil we could not exist. From the soil comes all our food except fish, all our clothing and a very large percentage of our shelter. It is criminal and an act contradictory to the welfare of humanity to destroy good productive soil, or to allow running water and prevailing winds to destroy this asset—our Nation's capital. Is soil indestructible as many people believe? No!

Man can and has destroyed soil by accelerating through careless tillage practices, the dislocation of fertile soils, resulting in silting of river bottoms, covering of other fertile lands and washing of soil astray where it cannot be used for productive purposes and into the sea where it is forever lost. With the tremendous loss in dislocation of fertile soils is the additional loss of fertility or plant food. The farmer uses part of his profit to buy plant food in the form of fertilizer, just to see it completely lost, together with his good soil.

Sod is Nature's storage reservoir. It is an accepted

fact that when our soils are well covered with vegetation, green plant material, or decomposing organic matter, this spongy, absorbent condition minimizes soil and water movement. The capacity of soils to store water depends upon the organic matter content. The ability of sod or other dense vegetation to absorb and hold water, determines the adequacy of Nature's storage reservoir.

Each particle of soil possesses a certain degree of water-holding capacity, dependent upon its condition and that of neighboring particles as determined by:

- (1) The humus content of the soil as a whole;
- (2) The degree of acidity or alkalinity as determined by the lime or calcium content; and
- (3) The management practices employed as determined by the operator.

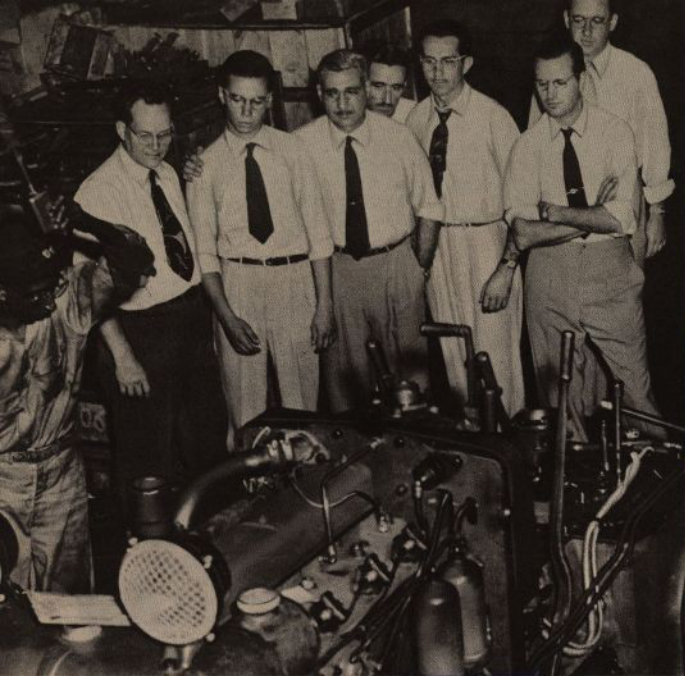
Man best controls soil and water loss on his farm lands when he most closely duplicates a woodland sponge of vegetative cover.

Land values are generally determined by the present-day productivity of the land. Values are seldom determined on the estimated land potential. Usually, effective soil conservation measures applied to the land gradually increase crop production. When production is not noticeably increased, soil fertility is at least maintained. In both cases land values and production are being stabilized for the future of those who will manage the land. Those managers will gratefully accept with pride the productivity of well-managed land. Our future land managers will look upon productive soil as synonymous with permanence in Australian agriculture, and will inevitably hold a deep respect for those predecessors who believed in the soil.

Unproductive land is a liability—productive land is a heritage which our children will succeed to with pride and a sense of security.

The drama of soil conservation unfolds most spectacularly to the air traveller. Soil conservation is felt in our granaries and on the world's table through increasing production.





Polo, an international sport, brings "El Trebol," Argentina's top-notch polo team, to America. In Chicago, they viewed assembly of International Harvester crawler tractors and defeated the city's best polo teams. The Argentine ponies used by the visitors attracted favorable comment of American polo fans.



An alert eye serves the traveller well. These members of "Businessmen's Survey Mission from Korea" pay their guide at International Harvester's Tractor Works the compliment of keen attention. They believe Korea could use the Farmall Cub to good advantage.



Highway administration is the specialty of these 50 engineers from 19 countries studying with the U. S. Public Roads Administration. At IH's Melrose Park Works, on the outskirts of Chicago, they viewed the production of TD-24, largest of the crawler tractors.

Small-scale study of a large-scale operation gains smiling approval of Mr. and Mrs. Alfred Boedtker. He is President of Volkart Brothers Inc., IH's farm implement distributor in India. The Boedtkers visited all IH Chicago operations, and are shown here at IH's Manufacturing Research with C. E. Van Sickle, right, of IH Export Co.



THE GUEST



Stopover on flight from England to New Zealand made possible visits to plants of International Harvester for C. W. F. Hamilton, center, builder of tractor equipment in Christchurch, N. Z. Ed Broecker and G. W. Campbell told of American methods.



British industrialists, led by Maj. Gen. J. S. Crawford, are welcomed to IH's Manufacturing Research department in Chicago by G. C. Hoyt, executive vice president of the International Harvester Company. The visiting Britons, members of the Anglo-American Council on Productivity, seek to increase productivity by standardization.

BOOK

Friends of R. M. Robertson, travelling for the British Investment Trust, urged him to visit International Harvester while studying American business methods. He is shown, in Chicago, before returning to his native Scotland. Mr. Robertson studied production methods as well as more familiar office policies and practices.



Dr. Malik, travelling for the Pakistan government, finds William Kopus, handshake the embodiment of International Harvester's hospitality. Visitors from abroad are welcome at all IH American works.





A festive day for Santry Eire—the opening of J. H. Saville & Co's "Harvester Corner," a base of sales and service for Eire's agriculture.

Eire's Base for Mechanized Farming

SANTRY IS A TINY LITTLE VILLAGE similar to hundreds dotted over the emerald green landscape of Eire. On May 2 of this year it had the busiest and most exciting day of its long rural existence when Harvester Corner, the "prototype" Base of Operations of J. H. Saville & Co., had its official opening.

The official ceremony was performed by Mr. George Watson, president of the Dublin Chamber of Commerce, who was presented a gold key by C. D. Roice, director-general of the International Harvester Export Company, who had in turn received the key from their host, J. H. Saville.

Large crowds saw the ceremony and afterwards inspected the assembly plant, workshops, salesrooms and service

When Arthur Neale retired last year as Director of IHC of Great Britain, the good wishes of his former fellow workers found appropriate expression in the gift of a pedigree Ayrshire calf.



NOTES FROM EUROPE



facilities of Eire's most efficient industrial plant. The plant is the first unit on a 12-acre site which in time will become a focal point of mechanized farming in Eire.

Harvester Corner is equipped to handle more than the usual run of business. It has a travelling overhead crane for assembly work, complete equipment for testing and calibration of Diesel injection pumps and provision for crawler tractor track reconditioning. It fulfills its dedication, "To the advancement of agriculture in Eire."

Farmall Cub Serves Irish Plough Champ

IN TRALEE OF COUNTY KERRY, IRE, a Cub Tractor in the hands of Mr. Brendan Kissane defeated all comers to win this year's County Kerry ploughing contest.

Mr. Kissane previously held the All-Ireland junior horse plough championship. It was only three weeks before winning his new laurels that he switched to the Farmall Cub for champion power ploughing.

Championship ploughing team in County Kerry, Eire, are this Farmall Cub and ploughman, Brendan Kissane. He defeated all comers though only three weeks earlier he had never used a tractor plough.





In Paris in 1950, this scene might well be reversed, for then F. J. Brown, CIMA's general manager, will qualify for the 50-year service award he's pinning on P. S. Botter, CIMA's retired general manager.

CIMA bids Old-Timers Goodbye

LONG-SERVICE EMPLOYEES of Compagnie Internationale des Machine Agricoles (CIMA) recently received pins and certificates. The awards, emblematic of faithful service for 30, 40 and 50 years, were made to 174 employes at the Croix and Montataire Works and in Paris during presentation banquets.

Two fifty-year awards were made. They went to Mr. P. S. Botter, CIMA's retired manager, and Mr. Nicolas Lallemand. Mr. Lallemand has been with the Company 53 years, and was born on the present site of CIMA's general office in Paris.

Farmall Honored on French Stamp

MODERNIZATION of French agriculture is being financed in part by a surtax on postage. The tax called for a new series of stamps, and the Farmall tractor was honored by pictorial representation on one of the stamps.

CIMA, International Harvester's French affiliate, proudly uses the new stamp.

A special stamp, with a surcharge to benefit French agriculture, pictures Farmall at work.



The International Harvester self-propelled combine (SP 125) carries Prince Messai, son-in-law of the Emperor of Ethiopia, during his tour of agricultural France. Members of CIMA's staff are his crew.

International Truck Makes Addis Ababa—Stockholm Trek

IN THE WAKE OF THE WAR many Swedish technicians, educators and engineers were invited by Emperor Haile Selassie to aid the rehabilitation of Ethiopia. Today, with their work done, many of them are back in Sweden. None had a more adventurous homecoming than David Thörnblom. With three companions, he drove an International KB-3 panel truck from Addis Ababa to Stockholm. Eight thousand miles of desert, mountain and European highways rolled beneath his wheels in less than two months.

In brief, the itinerary was this:

Truck was picked up alongside ship at Djibouti-Harrar, British Somaliland - Addis Ababa - Eritrea (where Red Sea steamer was boarded) - Port Said - Cairo - El Alamein, Bengazi - Tripoli - Tunis - Algiers - Oran - Tangier (where the Straits of Gibraltar were crossed) - Madrid - Paris - Brussels - Copenhagen - Norrköping - Stockholm. The truck made the punishing trip without any failure.

At journey's end, David Thörnblom stands before the International truck which carried him from Addis Ababa, Ethiopia to Stockholm, Sweden without an instance of mechanical failure on the long trip.





LATIN



Panama mourned the death of its President, Domingo Diaz Arosemena, late this summer. President Diaz is shown presenting a tractor to the Agricultural Society of Nata shortly before his death.

BRAZIL BUILDS

To Serve Better

A NEW MOTOR TRUCK ASSEMBLY PLANT and central machine and repair parts depot was added to the facilities of International Harvester Maquinas, S.A., of Brazil, early this year. The plant is a 72,000 square feet, one-story building located at Santo Andre, near São Paulo, Brazil.

Nearly 500 persons, many of them prominent government and military officials and civic leaders, attended the official opening as guests of H. A. Davies, president of International Harvester Maquinas, S.A., and G. C. Leistner, general superintendent of the new operation. The Governor of the State of São Paulo, Dr. Adhemar de Barros, spoke during the inaugural luncheon and toured the plant accompanied by Dr. Salvador Toledo Artigas, secretary of Agriculture of the state, and Coronel Asdrubal E. da Cunha,

mayor of the city of São Paulo.

The steel and concrete building at Santo Andre has 34,000 square feet allocated to a motor truck assembly line. Here, frames will be riveted, cabs welded and trucks assembled, painted and shipped to central and southern Brazilian branches and dealer operations.

The central machine and parts depot, with its warehouse, will occupy another 34,500 square feet. This wholesale distribution center will operate on a plan similar to that used by International Harvester for its network of depots in the United States.

The Santo Andre building is located on a 10-acre lot, the vacant portion of which is paved or gravelled to provide a testing area for assembled machines preparatory to shipping or drive-away. A railroad siding and a ten-ton overhead rail crane provide efficient movement of incoming or outgoing parts and machines.



Saltilla Works employees celebrate winning of Safety contest for North American IH Works.

Opening of truck assembly and storage facilities at Santo Andre, Brazil, was marked by an appropriate celebration. H. A. Davies, president, International Harvester Maquinas, S.A., addresses his distinguished guests, among them: Dr. Adhemar de Barros, governor of State of São Paulo; Dr. Salvador T. Artigas, secretary of agriculture; and Col. A. E. da Cunha, mayor of the city of São Paulo.



AMERICAN EVENTS

RESEARCH GOES TO WORK *for El Salvador's Farmers*

EL SALVADOR'S EXPERIMENTAL STATION, the Centro Nacional de Agronomia, is showing outstanding results in its efforts to increase agricultural production throughout the country. With the help of technicians, laboratories and field equipment supplied by the United States Department of Agriculture it is entering its seventh year of benefiting agriculture through research.

The Centro Nacional de Agronomia is one of the branches of the Ministry of Agriculture in El Salvador. Its studies of local crops and machine farming have the highest priority.

This work is not dedicated to filling scientific volumes but rather to the immediate needs of the farmer. Farmers' problems are brought to the research staff through the Centro's Extension Department. If a particular problem is common to the agriculture of El Salvador, work is immediately started on its solution. The Extension Department then carries the information developed by the technicians back to the farm people.

In the fields of agronomy, horticulture, chemistry and soils, research is carried on at the Centro's station at San Andres, under the direction of seven technicians from the



Cradled in the fertile valley of San Andres, El Salvador, is El Centro Nacional de Agronomia, an outstanding experimental station. "El Centro" brings progress to El Salvador farms.

United States Department of Agriculture, which will continue to support the El Salvadoran program for several years.

Since the country of El Salvador has very little level land, the erosion of steeper slopes is constantly a problem. There are many opportunities for farmers to replace much tedious hand labor with mechanized agricultural machinery. The Centro has found that, although hand labor is plentiful and cheap, farmers are able to make a decided saving through the use of mechanized implements and the adoption of newer methods brought about by the use of this machinery. The problem of soil erosion can be wholly met only through the use of power equipment.

In training individual farmers by demonstration, and through the use of circulars, newspapers and movies, the Centro Nacional de agronomia is promoting a sound progressive agricultural program in El Salvador. The effects of this program will be long lasting and a benefit to all citizens.

A Farmall MD plows under "green manure," in El Salvador. Demonstrations at "El Centro" carry practical results of experimentation

to the farmers. Circulars, newspapers and movies are also used to inform farmers. (Photos by U. S. Department of Agriculture)





Manila adopts the carnival spirit to raise funds for a Philippine "Boys Town." The "midway" gained its glitter from the booths of local businesses and drew throngs of sightseers.

FAIR FILLS COFFERS for Philippine Charity

"CARNIVAL" and "FAIR" are twin words that work magic in bringing people together. The city of Manila in the Philippine Islands used both successfully early this year to bring 900,000 visitors streaming through the ticket sellers' turnstiles. All proceeds were turned over to a boys' home patterned after Father Flanagan's famous "Boys Town" in the United States.

Cooperating with the city in presenting the fair, were Philippine businesses and industry. International Harvester's fair exhibit drew the "hacienderos" as well as the city people. Both gained knowledge of modern farm machinery after being "drawn like moths" to the flood-lit booth. The booth was built of native woods, such as "sawali," and was an attractive setting plainly visible from Dewey Boulevard, one of the main streets of Manila.

The typical man in the Philippines bears the collective nickname, "Juan de la Cruz." He found at the Boys Town Fair that the International Harvester Company of Philippines is a partner in rebuilding his war-ravaged country. He was especially interested in power generator sets, and the largest of all, powered by an International UD-24 engine, was the center of attraction at the fair.



The appeal of the miniature Farmall holds the attention of Joop Joostens and his friends in Batavia, Indonesia.

PACIFIC HAPPENINGS



New skills are readily absorbed in Manila as recovery from war moves ahead. International Harvester meets the need for skilled mechanics by an intensive training program for its people.

SCHOOL HELPS MANILA REBUILD

IN MANILA the sparks of destruction burn out slowly, hindering the return to normal, everyday life. A sign of recovery in the business world is the International Harvester Mechanics' Training School. It is carried on in a small corner of the International Harvester Manila Service Station, and fills a desire on the part of employes for more knowledge of the products they sell and service.

The school uses every means of instruction: charts, shop talks, cutaway units, motion pictures and slide films. Generally, the classes are conducted in English, but if the instructor feels that the students fail to understand completely a point, then it is covered in Tagalog, the Philippine national language.

First International Harvester west coast model truck for the Arabian-American Oil Co. gets a test run from Bob Cummins at Ras Tanura, Persian Gulf end of the trans-Arabian pipe line.





The gaunt, arresting hulk of Table Mountain looms over Cape Town, impressing itself on the mind of the traveller today just as it did on

South Africa's first settlers in 1652. It stands as South Africa's magnificent national monument. (Photo by Pan American World Airways)

AFRICA AND THE MIDDLE EAST

TRANSVAAL TRUCKS

Roll from Assembly Line

TRUCK ASSEMBLY FACILITIES of the International Harvester Company (South Africa) Pty., Ltd., at Durban, South Africa were taxed by a "repeat" order early this year. Two hundred and fifty-two units for the Transvaal Roads Department kept the assembly facilities running on multiple shifts. Loads of new material were rolling up from the

port even as completed trucks were being delivered to the customer.

In 1948 the Transvaal Roads Department purchased 89 KB-8's and many other International Trucks of different models. Their performance on the job paved the way for the 1949 sale.

Overseas assembly of International motor trucks is an assembly line job, wherever volume makes it possible. It is the most efficient and economical way to build trucks abroad. The assembly line at Durban is one of the many increasing lines serving International Truck users.

First trucks of a large order roll from the busy IH assembly line at Durban, South Africa. Total order went to Transvaal Province.





More than four walls and a roof—the “prototype” is a series of outdoor and indoor areas, integrated as one complete operating unit for sales and service. This is Maquinaria e Implementos del Pacifico, S.A., located at Culiacan, Mexico, a fine example of building progress.

THE APPEARANCE of increasing quantities of International Harvester equipment, in a world that must mechanize for a better life, is a symbol of progress. In step with that increasing production, the world will find International Harvester distributors and dealers ready with the “prototype” Base of Operations, the embodiment of progressive merchandising and service.

Community pride in progress returns dividends to the dealer who has a “prototype” Base of Operations. Universal features adapt it to use anywhere in the world. This one is in Hermosillo, Mexico.



“PROTOTYPES” PROGRESS

The core of the “prototype” is a flexible architectural plan for the sales, servicing and warehousing functions of a dealer establishment, tied up in one modern package. With four basic plans available, tailor-made adjustments can be used to fit each dealer’s store requirements.

In the tropics, the wide glass windows of the general “prototype” design have been reduced to eliminate heat reflections, the walls have been thickened to resist the sun’s rays, and roofs have been raised to improve ventilation. In the subarctic, roofs have been strengthened to support heavy loads of snow, insulation added to keep out intense cold.

In this modern world, languages, customs and currencies must change at frontier lines, but ideas, sound business principles and good-neighborliness know no boundaries.

Within the International Harvester Company all developments are truly "international." The "prototype" dealer Base of Operations, already approved by hundreds of dealers in the United States, who today carry on their business in operational units designed for tomorrow, exemplifies another International Harvester project developed for dealers internationally.

The physical form of the "prototype" is open to change wherever in the world its red pylon is raised, but its aim at functionalism remains universal. As a Base of Operations it incorporates sales, service, parts, warehousing and administrative functions with all-important efficiency. Most "prototypes" are designed for one-man control from a centrally located office, which opens on both the sales floor and service shop. Efficiency measures itself in saved footsteps, minutes and conserved energy.

International Harvester's overseas sales organizations have taken notice of the problems of United States dealers. They have not waited for mechanization to forge far ahead of available service facilities before building to house these facilities.

Overseas distributors and dealers have already occupied more than 60 Bases of Operations, and these communities now know that the red pylon and IH symbol cast a shadow of service security for all customers. By the end of 1950 this number will have tripled. Material shortages, local building restrictions, currency and import restrictions have not stopped the overseas sales organizations from moving forward. J. H. Saville Co. Ltd., distributor for Eire, was able to follow the prototype principle of building in a setting all its own, away from congestion, where agriculture's rolling acres and the trucker's broad highways sweep right up to the front door. This distributor established his large operations in the Irish countryside, on a large acreage plot at Santry, a tiny village of whitewashed cottages outside Dublin.

Middenmeer, Wingermeerpolder and Rosendaal, Holland dealers found it necessary to build in town, in close proximity to

market centers to accommodate their customers' longstanding preference of buying in close-knit central markets.

In Mesopotamia, Hamed M. Baki encountered the



A bright red IH pylon silhouettes itself against the deep blue skies of Kameshlia, Mesopotamia, known as the Biblical land of milk and honey. Hamed M. Baki is the dealer serving this remote farm area.

extremes of desert heat and cold when he built his pylon topped "prototype" at Kameshlia. He installed both air cooling and heating equipment, powered by an International Ready-Power generator. No other electrical power was available, for in Mesopotamia the practice of mechanized farming has outrun electrification.

Dealers on Brazilian hillsides modified the "prototype" single floor plan to fit their hillside sites. They built on two levels, and machines can be driven directly into their second floor workshops from the hilly side of the store.

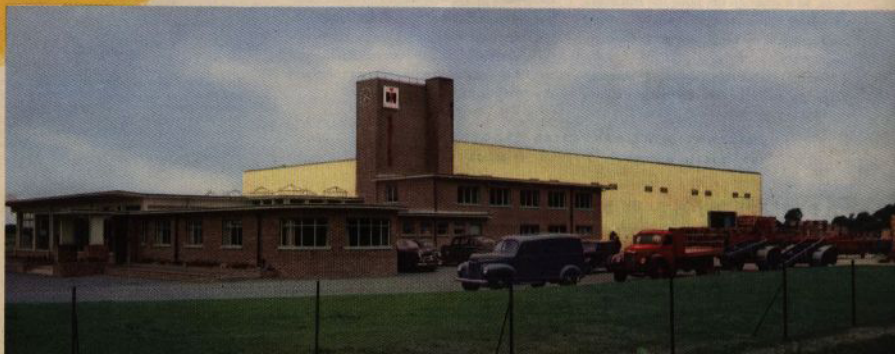
Improved facilities are an essential part of progressive service, for they make it possible for the overseas dealer to build up ample stocks of parts, obtain and house the necessary shop equipment and to attract and train skilled personnel. Without these facilities the building of a more productive agricultural world will be retarded.

As the "prototype" becomes known on the trade routes of the various continents, and the red pylon gains ever-increasing recognition as a center of sales and service, the effort of dealers in carrying out this major building program will prove worth while. Both customer and dealer gain in conducting their business in clean, comfortable, restful surroundings which are more than a sales floor and more than a commercial enterprise. The "prototype" is a service to the community, and evidence that the advantages of mechanization are reaching more of the world's peoples.

In Eire, the "prototype" becomes a Base of Operations for a nation's mechanized farming. J. H. Saville & Co's "prototype" in the midst

of Ireland's green fields at Santry will assemble and service International Harvester's wide range of products for the whole of Eire.

MEAN





The crop that took one thousand years

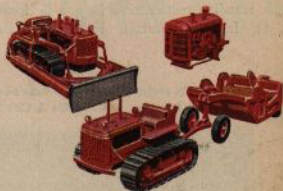
For lack of water, this land lay idle and useless . . . and a vital crop has been 1000 years in growing. Today, thanks to irrigation, this desert now blooms with food for a hungry world.

As water brought new life to these arid acres, so it must do the same for still more wasteland throughout the world if food production is to keep pace with food requirements.

Modern reclamation of land through irrigation and scientific cultivation makes

these and other fields the *new frontiers of modern agriculture*. Development and maintenance of such projects is still another way in which International Harvester products contribute to increased food production.

Look for the IH symbol—it identifies the thousands of International Harvester Sales and Service representatives located throughout the world who are ready to show you how International Industrial Power can work for you with continuous economy and dependability.



International Diesel tractors prove their power and stamina in the digging, grading and earthmoving operations so vital in zonal construction of canals and sluiceways. Then International Power Units take over and deliver the dependable and economical stationary power for pumping and related power requirements.

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