

to the requirements of the American farmer as I know him. We have thought too much of the great, big Western farmer. We have not thought much about the Ohio farmer and the Indiana farmer and the Michigan farmer.

Service the Thing Most Needed

I want to cite an actual case. A friend of mine has two farms of about four hundred acres each in Indiana. Last year he installed tractor equipment on one of them; on the other he kept the horses. He said to me the other day, "No tractor manufacturer on earth could give me a tractor unless he paid me a proper amount for taking care of it. I lost money on that 400-acre farm last year for the first time in my life." Why? Because he broke some gears and he had no place to go and get them. The factory shipped him the wrong gears the first time. The express company miscarried them the second time, and for two weeks during the important plowing season he did not have that tractor to use. If we do not get the idea of service and the distribution of service parts over the country, and get it quick, we will harm the tractor industry so that it will take years to recover from the effects. There is nothing in the world that is as important as keeping the machines running when they are needed.

Decrease Idle Time

I talked recently to a gentleman who had been operating eight or nine tractors, and he said that some of them have been out of service more than fifty per cent of the time. He gave one instance of a drive-gear that had failed. The mechanics worked fifteen hours after they received the new gear before they got it on.

We have been thinking too much in the terms of the automobile mechanic and the automobile repair shop, which we have not got on the farm. We

cannot take the tractors to town, but the engineer should go out and see where some of his tractors go, the way some of them are operated, and he will get a real appreciation of the problems in front of him.

Stop Overselling the Farmer

The tractor is going to be a tremendous business because animal power for farming operations is going to be antiquated. But let us not stumble all over ourselves. Let us get a veracity club organized for the sake of our salesmen. We have been "overselling" these farmers all the time. We have been selling them a three-plow tractor when it would pull only two plows. It would pull three plows on the right kind of a day, with the weather and the ground just right. The farmers that are getting the tractors are not satisfied because they have been "oversold." They will be satisfied with a two-plow tractor if it pulls that load all the time. We have been overloading our engines.

There are kerosene tractors today that don't run on kerosene; and there are kerosene tractors that will run on kerosene in which the main bearings must be changed about five times as often as if they were run on gasoline. As engineers, our problem is to make that kerosene tractor a good kerosene tractor and not simply one to "get by" on, and I don't believe that a single tractor engineer is insincere. He is doing the best he can with the experience and the data that have been furnished him. It is a new business, and we must make the mistakes of every new business; but the more quickly we realize what some of the fundamental problems are, the better off we will be.

In the matter of fitting a bearing—suppose we put liners in the bearings. Now, let us go out some day in a wheat field where a man has to take a liner from that bearing and see him do it;

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