

IMAGINATION
COMPETENCE
AND
INTEGRITY

* * *

(or the equivalent)



S.D. WARREN COMPANY 89 BROAD STREET BOSTON

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FOR some peculiar reason, consumers that buy goods for personal consumption are regarded as less professional than buyers for business.

Buyers for business are assumed to be carefully trained for the work; presumably, they learn how to judge the basic qualities and features of products, and to evaluate precisely so that they can select the most suitable.

Buyers for personal consumption are assumed to be less careful, more casual, in evaluating and selecting; and it is an undeniable fact that many consumer purchases are made casually.

Yet there are evidences that consumer buying is becoming more professional, and that buying for business is becoming more casual.

It is easy for a buyer of consumer goods to evaluate and select in a professional manner, if he or she has the desire to do it. The opportunity is created by the branding system. The branding system provides for the identification of products, thus making them susceptible to investigation and compari-

son; it permits consumers to check the experiences of others who have tried a product, and to profit by those experiences; it permits consumers to select goods that have merit, and to reject goods that lack it.

Yet, consumers are urging that the branding system be made *more* enlightening; they are asking for *more* facts about the products offered for sale, so that they may evaluate those products with professional precision.

Meanwhile, buyers for business indicate a willingness to be content with *less* information about the things that they buy. Men trained to comprehend the requirements of their respective businesses, and to select products best suited for the requirements, disclose a tendency to surrender the prerogative of selection to disinterested people or to people that are interested primarily in other businesses.

* * *

Of course, the formal procedure employed in buying for business reveals no intent to surrender the prerogative of selection. Far from it. Inquiries and purchase orders present the requirements and preferences of a buyer in the form of precise specifications that are not susceptible to misinterpretation. The specifications imply that the buyer has considered available products and materials in relation to his company's needs, and

has made a reasoned and professional choice; the specifications require the potential suppliers to respect that choice, and to base their quotations on it. Thus specifications establish complete mutual understanding between buyer and seller, and provide a standard basis for quoting and for comparing quotations.

At least, specifications *can* do all of those things, and some specifications do all of them; but in other instances the meaning of the precise statement of requirement is beclouded, the mutual understanding is cancelled, and the standard basis for comparison is destroyed by inclusion in the specification of the supplementary phrase "*or the equivalent.*"

That phrase in a specification announces that the buyer is surrendering his prerogative of selection therewith; it says, in effect, to the salesmen, "Boys, use your own judgment"; it warns the "boys" that there is guessing to be done, and that each must look after himself.

From necessity, the "boys" proceed to look after themselves—each in his own way. All of them (and their companies) are scrupulously honest, and above the consideration of unethical practices; but some are less courageous than others, some are less imaginative than others, some are not as astute as others; and so each arrives at his own conception of proper procedure for looking after himself.

The individual procedures vary, naturally; yet none is orig-

inal, because procedures used in sales situations of this kind follow standard patterns. Each salesman, or each competing company, merely adapts the pattern that seems to be indicated by circumstances, and each pattern leads to a different interpretation of the meaning of the phrase "*or the equivalent.*"



T H E P R O C E D U R E O F

SALESMAN No. 1

SALESMAN No. 1 conveys the specification to his boss, who examines it carefully, and agrees to estimate it quickly. The boss is pleased to have the opportunity to estimate on this specification, but he is also perturbed because it is a big job that will require some financing, which he is not sure he can supply.

He studies the specification "*Sterling Manufacturing Company's Laminated Facing—or the equivalent*" and perceives that the parenthetical option may provide the solution for his problem. He is heavily obligated to Continental Mills (a competitor of Sterling Manufacturing Company) and believes that his indebtedness is probably sufficient to force Continental to see him through on this new job. So he proceeds with the estimating, and prepares a proposal which proffers Continental Facing in place of Sterling Facing.

Obviously, this supplier's action in choosing an equivalent was allowed by the specification and was, therefore, proper. Inasmuch as he based his estimate on a product priced identically with the Sterling product, his intentions were clearly honorable. Yet his selection was dictated by consideration of his own financial needs rather than by consideration of the needs of the customer; and it is by no means certain that the selection was the best one for the customer.



T H E P R O C E D U R E O F

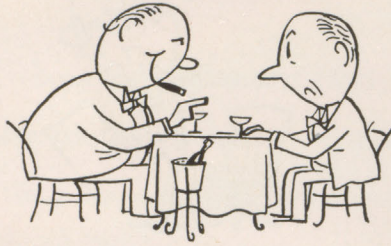
SALESMAN No. 2

SALESMAN No. 2 studies the specification "*Sterling Manufacturing Company's Laminated Facing—or the equivalent*" and considers it in relation to a pressing personal problem. For reasons that he cannot comprehend, his selling effort has been ineffective for an extended period. He believes that his failures are due to no fault of his, and suspects that his competitors have been cutting prices. He feels that he cannot afford to risk the loss of this important job, and decides that he must contrive somehow to quote a very low price on it. He perceives that the solution of his problem may be found in the phrase "*or the equivalent.*"

Thereupon Salesman No. 2 confers with his sales manager and explains that this prospective customer has declared an intention to buy this order at a very low price. He states that the competitors on the job are a cheap crowd, that the facing for the job will undoubtedly be bought for fifteen to twenty per cent below the Sterling Manufacturing Company's price, and he succeeds in transmitting his conviction to his sales manager. As a result, a poll is made of those manufacturers whose products do not warrant the payment of normal prices, and one of them agrees to supply the facing for eighteen per cent below the Sterling Company's list. This price is used as the basis for the estimate.

Salesman No. 2 undoubtedly allowed himself a wide latitude in interpreting the customer's specification. His selection of an equivalent was prompted by a desire to gain a competitive edge. Obviously, he disregarded the customer's needs and considered only his own. Yet the specification allowed all of that, because it gave the salesman the privilege of using his own judgment.

Possibly this salesman's competitors would argue that his deliberate offering of a degraded equivalent was a little less than honest; but he could point to the fact that his offered price was as low as the proffered quality, and that he proposed to give the customer exactly what he paid for.



T H E P R O C E D U R E O F

SALESMAN No. 3

SALESMAN No. 3 has a kindly friend, who is a gracious and liberal entertainer, and who sells in competition with Sterling Manufacturing Company. Salesman No. 3 explains the specification to his friend, and inquires if he can duplicate the Sterling product. The friend—who is honest enough, but a little bit biased, and not well grounded technically—answers, “Look. Sterling charges you for the name. I can make it just as good, and save you ten per cent.” Salesman No. 3 accepts his friend’s assurance, because he has confidence in him, and because he is attracted by the ten per cent, and arranges to have the estimate based on his friend’s equivalent.

Thus Salesman No. 3 arrived at his interpretation of an equivalent with the help of an interested friend. If he misjudged the competence of his friend, he merely duplicated the error of his customer, who allowed him the privilege of defining an equivalent.



T H E P R O C E D U R E O F
SALESMAN No. 4

THE procedure of Salesman No. 4 is simple. He regards the specification "*Sterling Manufacturing Company's Laminated Facing*" as an indication that the customer needs and wants a facing material of proven merit; he recognizes the Sterling product as one that will serve the customer properly; and so he ignores the words "*or the equivalent*" and bases his estimate and proposal on the Sterling product.

Salesman No. 4 elected this simple procedure for several reasons. First, because he was anxious to meet the customer's requirement in the full sense, and knew that the specified standard product would help him to do it. Second, because he knew that a proposal based on a standard product of known quality and price could stand examination without jeopardizing his reputation. Third, because he had enough imagination to aim for a permanent relationship with the customer, and enough courage to try to establish the relationship on an equitable basis.

THUS, these four salesmen (and the others that were asked to quote on this specification) arrive at different interpretations of the phrase "*or the equivalent*," and so arrive at different prices.

Probably, when the buyer observes the differences in the prices, he will be confused. He may (as buyers sometimes do) assume that suppliers don't know their business, or that their profit margin is exorbitant.

Perhaps, if the buyer were to become aware that the difference in prices merely represented the varying nature of the equivalents offered, he might be critical of the interpretations of the meaning of the term "*equivalent*." If so, he would be unfair, because the interpretations would merely reflect the normal variations in the courage, intelligence, and imagination of the men to whom he had voluntarily passed his prerogative of selection.

Furthermore, the varying interpretations were suggested and sanctioned by the specification, which allowed and urged the suppliers to guess what kind and quality of products would be accepted as equivalents.

A specification that includes the words "*or the equivalent*" is invariably an urge for suppliers to guess, for there are no

equivalents. A standard product of proved merit is a physical representation of the imagination, competence, and integrity of the people that make it; and there can be no equivalent for it, because there are no equivalents in the imagination, competence, and integrity of different groups of people.

A specification that includes the words "*or the equivalent*" cancels itself, and identifies an equivalent as anything that one wishes it to be.

P.S.

There are no equivalents among printing papers, and for practical reasons it is unlikely that there will be.

Individuals possessing varying philosophies about paper-making, varying talents, and varying degrees of imagination, gather together in corporate groups and attract others like themselves; with the result that the different groups arrive at different conceptions and policies.

Equipments and facilities for making paper are as varied as the viewpoints of managements. Materials used for making paper are as different as the quality of the research that develops them. Inventions in paper-making are as varied as the imaginations and skills of scientists.

Thus, because there are no equivalents in conceptions, policies, equipments, and materials, there are no equivalents in the products of the paper manufacturing industry.

The paper industry offers buyers of printing paper a choice of branded products, from which each buyer may select in accordance with his own requirement and conviction; he may discard his selection and make a new one at will; but whatever his selection may be, it will have no equivalent, and he will serve himself best by specifying his preference definitely.

This paper is Warren's CUMBERLAND GLOSS (Folding Enamel) White, 25 x 38-80

A
Presentation
OF
Warren's Cumberland Gloss



THERE is no equivalent for this paper.
This paper is not an equivalent for any
other paper.

It is a Warren *standard* printing paper,
and possesses characteristics and qual-
ities that are exclusively its own.



WARREN'S CUMBERLAND GLOSS

A distinctive characteristic of Warren's Cumberland Gloss is its unusually quick affinity for ink, which aids in the printing of fine half-tones by letterpress.



133 line screen halftone

Cushing-Gellatly, Photography
James Lawrence, Jr., Architect

WARREN'S CUMBERLAND GLOSS

The quick affinity for ink, which is a distinguishing characteristic of this paper, is beneficial in the trapping of colors that are overprinted to produce full color reproductions.



133 line screen process color halftones

H. I. Williams photograph

The Relative Quality of Warren's Glossy Coated Papers for Various Uses

No one paper can be made to serve for all of the requirements of the many printing and finishing processes, and so a paper mill must elect to offer compromise papers that will serve indifferently for many uses, or to design papers especially for specific requirements.

S. D. Warren Company designs each of its papers especially for specific requirements, and applies manufacturing processes that fit the papers for those requirements. The lists that follow represent the Warren Company's recommendations for the most effective use of its various glossy coated papers.

For the Printing of Halftones by Letterpress—The qualities that are essential for this service are smoothness, flatness, brightness, and affinity for ink. Folding quality is also essential. The three Warren papers listed here possess equally good folding qualities and equal affinity for ink. The distinctions in quality are represented by differences in flatness, smoothness, and brightness which parallel differences in cost, and which, of course, reflect in prints.

Warren's Lustro Gloss	Warren's Finest
Warren's Cumberland Gloss	Excellent
Warren's New England Gloss	Good

For Offset Printing of Illustrated Booklets, Folders, Broadsides and Catalogs—The essential requirement of this service is a coated-two-side paper that will deliver reproductions that are sharper than those secured on commonly used uncoated offset papers. The development of coated-two-side papers for this service is recent, and S. D. Warren Company pioneered the development. The paper is:

Warren's Offset Enamel C2S	Excellent
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For the Printing of Labels by Offset or Letterpress—The requirements for this service are: (a) a coated surface that will preserve the intensity of black and colored inks; (b) an uncoated back that will accept paste quickly and adhere firmly to the container; (c) a positive pre-conditioning treatment that will cause the paper to remain flat. All three of the Warren papers listed here are pre-conditioned, and all three are equally good for pasting. The distinctions in quality are represented by differences in smoothness and brightness, which parallel costs, and which reflect in the appearance of prints.

Warren's Overprint Label C1S	Warren's Finest
Warren's Multi-Service Label C1S	Excellent
Warren's Litho Coated Label C1S	Good

For Press Varnishing and Lacquering—The requirement for this service is a coated surface that will permit the press varnish or the lacquer to shine

without mottling. Warren's coated papers are listed here in the order of their relative capacity to hold the shine and smoothness of press varnish and lacquer.

Warren's Overprint Label C1S	Warren's Finest
Warren's Multi-Service Label C1S	Excellent
Warren's Lustro Gloss	Excellent
Warren's Offset Enamel C2S	Excellent
Warren's Cumberland Gloss	Good
Warren's Litho Coated Label C1S	Good
Warren's New England Gloss	Fair

For Spirit Varnishing and Gloss Ink Printing—A major requirement of paper for fine halftone printing is *quick receptivity* or affinity for ink, but a principal requirement of paper for spirit varnishing and gloss ink printing is a *slow receptivity*. Therefore the best results with spirit varnishing and gloss ink printing can be secured only with a sacrifice in the quality of halftone prints, and, inversely, the best halftone printing is secured only with a sacrifice in the quality of spirit varnishing and gloss ink printing. The most common use of spirit varnish and gloss ink is on labels, and so the good label papers are especially treated to hold a maximum of the gloss of spirit varnishes and gloss inks. Warren's coated papers are listed here in the order of the relative gloss that they may be expected to hold when printed with gloss ink, or when spirit varnished on unprinted areas of white paper.

Warren's Overprint Label C1S	Warren's Finest
Warren's Multi-Service Label C1S	Excellent
Warren's Offset Enamel C2S	Excellent
Warren's Lustro Gloss	*See note
Warren's Cumberland Gloss	*See note
Warren's New England Gloss	*See note
Warren's Litho Coated Label C1S	*See note

*These will serve well for varnishing on *printed* areas, but not on *unprinted* areas.

For the Printing of Gold, Aluminum, and Other Metallic Inks—Metallic inks can be printed with good effect on all of Warren's glossy coated papers. The letterpress papers (Lustro Gloss, Cumberland Gloss, and New England Gloss) have a quick affinity for ink and should be printed with normal gold ink varnishes; Offset Enamel and Litho Coated Label C1S should be printed with easy-penetrating gold ink varnishes; and fast-penetrating gold ink varnishes should be used for the printing of Overprint Label C1S and Multi-Service Label C1S.

Comparative Exhibits and Full Information—Full information regarding the selection of glossy coated papers for Spirit Varnishing, Metallic Ink Printing, and Gloss Ink Printing is presented in a series of portfolios issued by S. D. Warren Company; and the factual information is accompanied by comparative exhibits. Copies of these portfolios can be secured from Warren merchants or from S. D. Warren Company, 89 Broad Street, Boston, Mass.

This Characteristic Increases the Value of Warren's Standard Papers

All of Warren's standard coated letterpress papers possess an uncommon characteristic that can best be described as "*affinity for ink.*" This characteristic is beneficial to printers and advertisers. It minimizes mottling that is common in dark areas of halftones, it minimizes mottling in colors that are overprinted, and it minimizes offsetting. This characteristic can be demonstrated.

Print a solid plate in black ink on any one of Warren's coated letterpress papers, examine the print immediately in a clear light, and you will see that the ink has been absorbed uniformly and quickly. No pools of unabsorbed ink will be visible.

Print a solid plate in black ink on another coated paper, and examine it immediately in a clear light. If you observe an uneven absorption of ink, if tiny pools of unabsorbed ink appear in the print (repelled by unabsorbent coagulations in the coating), the paper has a poor affinity for ink. Eventually, these pools will be absorbed and disappear—perhaps in fifty seconds, or in one hundred seconds, or in two hundred seconds—but in the meantime they will have established the basis for mottling and offsetting.



PLATE 1—This diagram simulates the pattern of pools of wet ink as they appear immediately after printing.



PLATE 2—No pools appear on Warren's coated papers, because absorption of ink is uniform and rapid.

The "*affinity for ink*" that is possessed by Warren's coated papers is the natural result of the combination of pigments used in coating—and three of these pigments are exclusively Warren products.

An Important Quality that Cannot be Demonstrated in a Sample of Paper

Uniformity in the printing surface of the many sheets of paper contained in an order is necessary for the production of uniformly printed copies of advertising literature. Yet, uniformity is a quality that cannot be demonstrated in a sample of paper, nor in one order of paper.

Absolute uniformity has not yet been achieved by any paper maker, and a relatively high degree of uniformity is achieved only by means of precise mechanics and continuous testing. S. D. Warren Company has always regarded a high degree of uniformity in paper as a prime essential of fine quality, and has initiated many practices that have improved this quality. Some of these practices are listed below. These are manufacturing practices exclusively, and are supplementary to a great variety of material tests that are not listed here.

1. *Paper Machine Control.* The alert and continuous observation of the craftsmen who form Warren papers is supplemented by a series of instrument tests that measure the paper against a standard. The product of each paper machine is tested every half hour for nine important characteristics of quality; another characteristic is tested at intervals of two hours; and three other characteristics are tested at intervals of three hours. By this means, deviations from standards can be minimized.

2. *Coating and Calendering Control.* In the process of coating and calendering, all orders of Warren's standard coated papers are subjected to sixteen different tests at proper intervals. Five of the tests are visual measurements made by skilled craftsmen, and eleven tests are instrument measurements.

3. *Cutting.* All of Warren's standard coated-two-side papers are *single* roll cut—one sheet at a time. Where the *multiple* roll cutting practice is followed, sheets from three, four or five rolls are interleaved and cut as one. This practice produces economies at the expense of uniformity, whereas the Warren practice increases costs, but produces greater uniformity and greater value.

4. *Practical Use Tests.* S. D. Warren Company maintains a printing plant for testing purposes *only*. Sheets from every roll of coated paper manufactured at Cumberland Mills are printed on a cylinder press under practical conditions, and the prints are measured against an established standard. Sheets from every order of coated paper are enclosed in a dehumidifying chamber until they are adjusted to the dry condition that exists at a relative humidity of 20%; they are folded and stitched in this dry state, and measured against an established standard.

5. *Sorting.* All of Warren's coated papers are inspected one sheet at a time (coated-two-side papers are turned over and inspected on both sides). Trained inspectors watch for specified defects, and if any one of these defects is present in a sheet of coated paper, rejection is mandatory.

* * *

Obviously, the relatively high degree of uniformity that results from this variety of practices cannot be reflected in a paper sample. Nor can a lower degree of uniformity be discerned in a sample of paper. The quality of uniformity cannot be compared in samples—it can be appreciated only through use and observation over a period of time.

This paper is Warren's CUMBERLAND GLOSS (Folding Enamel) White, 25x38-80
The cover of this booklet is Warren's CUMBERLAND GLOSS COVER, White, 20x26-80

WHERE PRINTERS CAN BUY

Warren's Standard Printing Papers
and Warren's Standard Booklet Envelopes



These Leading Paper Merchants carry stocks

ALBANY, N. Y.	Hudson Valley Paper Company	OAKLAND, CAL.	Zellerbach Paper Company
ATLANTA, GA.	Sloan Paper Company	OKLAHOMA CITY, OKLA.	Western Newspaper Union
BALTIMORE, MD.	The Barton, Duer & Koch Paper Company	OMAHA, NEB.	Field-Hamilton-Smith Paper Company
BATON ROUGE, LA.	Louisiana Paper Company, Ltd.		D. L. Ward Company
BIRMINGHAM, ALA.	Strickland Paper Company	PHILADELPHIA, PA.	} The J. L. N. Smythe Company Schuylkill Paper Company
BOISE, IDAHO	Zellerbach Paper Company		
BOSTON, MASS.	Storrs & Bement Company	PHOENIX, ARIZ.	Zellerbach Paper Company
BUFFALO, N. Y.	The Alling & Cory Company	PITTSBURGH, PA.	The Alling & Cory Company
CHARLOTTE, N. C.	Caskie Paper Company, Inc.	PORTLAND, ME.	C. M. Rice Paper Company
CHICAGO, ILL.	Chicago Paper Company	PORTLAND, ORE.	Zellerbach Paper Company
CINCINNATI, OHIO	The Diem & Wing Paper Company	RENO, NEV.	Zellerbach Paper Company
	} The Petrequin Paper Company The Alling & Cory Company	RICHMOND, VA.	B. W. Wilson Paper Company
CLEVELAND, OHIO			ROCHESTER, N. Y.
COLUMBUS, OHIO	The Diem & Wing Paper Company	SACRAMENTO, CAL.	Zellerbach Paper Company
DALLAS, TEXAS	Olmsted-Kirk Company	ST. LOUIS, MO.	Beacon Paper Company
DENVER, COLO.	Carter, Rice & Carpenter Paper Company	ST. PAUL, MINN.	The John Leslie Paper Company
DES MOINES, IOWA	Western Newspaper Union	SALT LAKE CITY, UTAH	Zellerbach Paper Company
DETROIT, MICH.	Seaman-Patrick Paper Company	SAN DIEGO, CAL.	Zellerbach Paper Company
EUGENE, ORE.	Zellerbach Paper Company	SAN FRANCISCO, CAL.	Zellerbach Paper Company
FORT WORTH, TEXAS	Olmsted-Kirk Company	SAN JOSE, CAL.	Zellerbach Paper Company
FRESNO, CAL.	Zellerbach Paper Company	SEATTLE, WASH.	Zellerbach Paper Company
GRAND RAPIDS, MICH.	Quimby-Kain Paper Company	SHREVEPORT, LA.	Louisiana Paper Company, Ltd.
GREAT FALLS, MONT.	The John Leslie Paper Company	SPOKANE, WASH.	Zellerbach Paper Company
HARTFORD, CONN.	Henry Lindenmeyr & Sons	SPRINGFIELD, MASS.	The Paper House of New England
HOUSTON, TEXAS	L. S. Bosworth Company	STOCKTON, CAL.	Zellerbach Paper Company
INDIANAPOLIS, IND.	Crescent Paper Company	TOPEKA, KAN.	Midwestern Paper Company
JACKSONVILLE, FLA.	Virginia Paper Company, Inc.	TROY, N. Y.	Troy Paper Corporation
KANSAS CITY, MO.	Midwestern Paper Company	TULSA, OKLA.	Tulsa Paper Company
LANSING, MICH.	The Weissinger Paper Company	WACO, TEXAS	Olmsted-Kirk Company
	} Western Newspaper Union Arkansas Paper Company	WALLA WALLA, WASH.	Zellerbach Paper Company
LITTLE ROCK, ARK.			WASHINGTON, D. C.
LONG BEACH, CAL.	Zellerbach Paper Company	YAKIMA, WASH.	Zellerbach Paper Company
LOS ANGELES, CAL.	Zellerbach Paper Company		
LOUISVILLE, KY.	Miller Paper Company, Inc.		
LYNCHBURG, VA.	Caskie Paper Company, Inc.		
MILWAUKEE, WIS.	The W. F. Nackie Paper Company		
MINNEAPOLIS, MINN.	The John Leslie Paper Company		
	} Henry Lindenmeyr & Sons Lathrop Paper Company, Inc.		
NEWARK, N. J.			
	} The Alling & Cory Company J. E. Linde Paper Company		
NEW HAVEN, CONN.			
	} The Canfield Paper Company Marquardt & Company, Inc. Schlosser Paper Corporation		
NEW YORK CITY			



EXPORT AND FOREIGN

NEW YORK CITY (Export)	National Paper & Type Company
	<i>Agencies or Branches in 40 cities in Latin America and West Indies.</i>
AUSTRALIA	B. J. Ball, Ltd.
NEW ZEALAND	B. J. Ball, Ltd.
HAWAIIAN ISLANDS	Honolulu Paper Company, Ltd., Agents for Zellerbach Paper Company
PHILIPPINE ISLANDS	A. C. Ransom Philippine Corporation



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better
paper
better
printing

S. D. WARREN COMPANY



89 BROAD STREET, BOSTON

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