

# The Gillette Blade

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Gillette Safety Razor Company  
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## Origin of the Gillette Razor

MR. KING CAMP GILLETTE

President of the Gillette Safety Razor Company

**T**HE history of the Gillette razor is such that its reading will seem more in keeping with the tales of the Arabian Nights rather than with sober facts of the Twentieth Century, and though I have been intimately associated with its birth, growth and development, and take much pride in the fact that I am its inventor I hardly feel mentally equipped to do the subject justice, and fear my ability to make that personal appeal which I feel would be sure to reach the public heart.

It was in 1895, in my fortieth year, that I first thought of the razor, and to appreciate the causes that led to its conception it is necessary that I should go back a little and become somewhat personal in regard to myself and my affairs.

I was born January 5, 1855 in Fond Du Lac, Wisconsin, and from the time I was seventeen, and immediately following the Chicago Fire, in which my father lost everything, I have been the pilot of my own destiny. From the time I was twenty-one until the fall of 1904 I was a traveling man and sold goods throughout the United States and England, but traveling was not my only vocation for I took out many inventions, some of which had merit and made money for others, but seldom for myself, for I was unfortunately situated not having much time and little money with which to promote my inventions or place them on the market.

My impulse to think and invent was a natural one, as it was with my

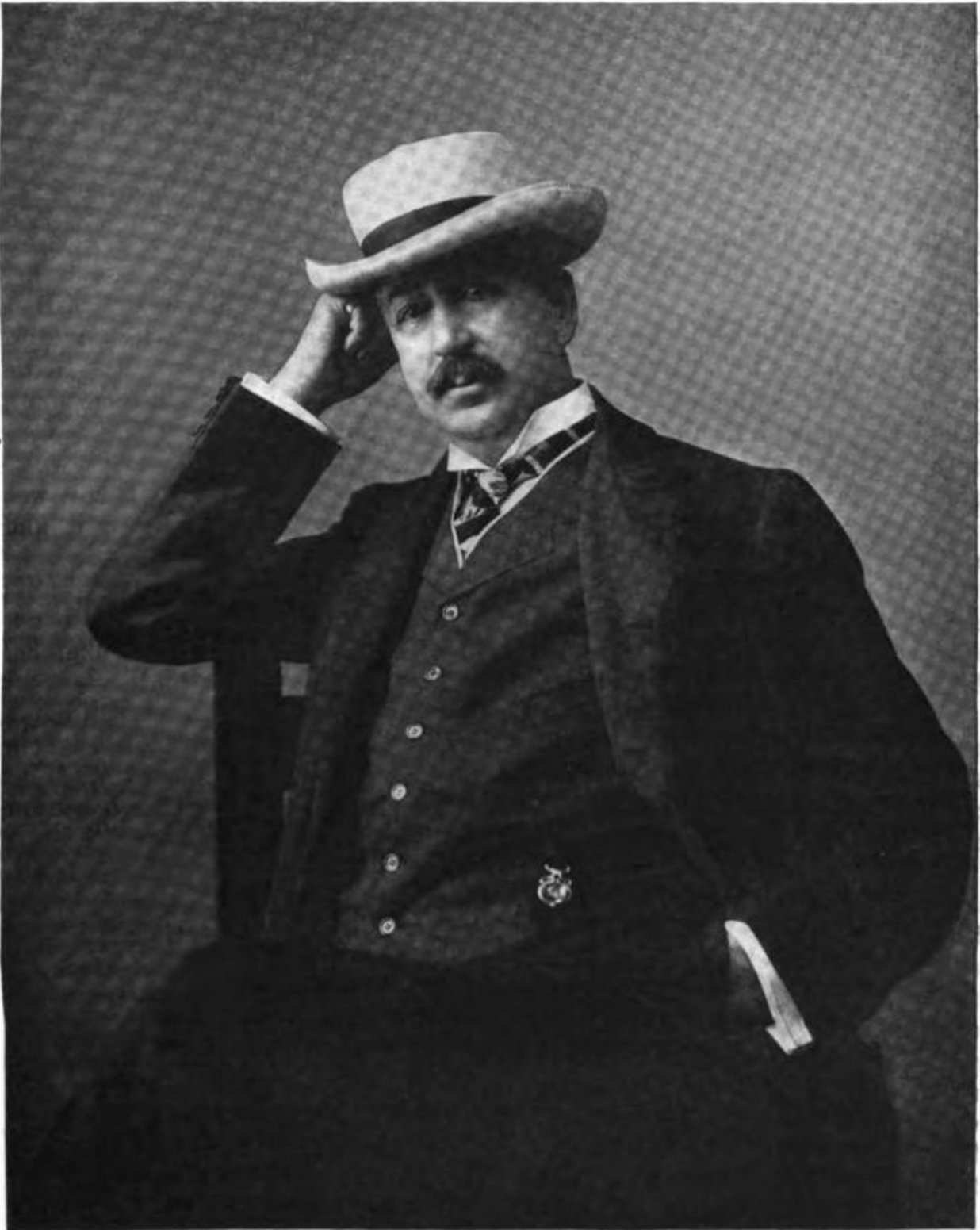
father and brothers—as will be found in looking over the records of the Patent Office where there are a great many inventions to our credit.

In 1891 I took the position of traveling salesman for the Baltimore Seal Company, who were manufacturing a seal for stoppering bottles. It was a small rubber disc—with a metal loop by which it was extracted, which when compressed in a groove in the mouth of a bottle served as an effective closure for beers and carbonated beverages. Mr. William Painter was the inventor of this stopper and it was at his solicitation that I took my position with the Company. At that time they occupied a small factory on Monument Street, Baltimore, Md. Later Mr. Painter invented the present Crown Cork—the tin cap with the cork lining, now so extensively used. When the Crown was invented the corporate name of the Baltimore Company was changed to the Crown Cork & Seal Company. From the first I had a great liking and friendship for Mr. Painter as he apparently did for me, and when I would go to Baltimore, instead of putting up at a hotel Mr. Painter would invite me to his home either in the city or at Pikesville where he resided in the summer.

It was during one of my visits to his home that we drifted into one of our intimate talks on inventions—which always fascinated me, for Mr. Painter was a very interesting talker when interested in his subject and thoroughly conversant with all the details and possibilities of his own inventions, which though little in themselves seemed without bound-

ary to their possibilities, when one realizes their unlimited fields of application. In the course of this particular conversation, he made these remarks to me which I have never forgotten, for after the evening was over and other days came they stuck to me like a burr. He said: "King, you are always thinking and inventing something, why don't you try to think of something like the Crown Cork which, when once used, it is thrown away, and the customer keeps coming back for more—and with every additional customer you get, you are building a permanent foundation of profit." In answer I said: "It is easy to give that kind of advice, Mr. Painter, but how many things are there like corks, pins and needles." He said, "King, you don't know; it is not probable that you ever will find anything that is like the Crown Cork, but it won't do any harm to think about it." That was the sum and substance of what was said, and I don't remember ever referring to the subject again to him until years after, when I showed him a model of the razor. At that time he was ill and losing his grip on things. He said at that time, "King, it looks like a real invention with great possibilities and I am sorry I cannot join you in its development, but my health will not permit it; but whatever you do, don't let it get away from you."

After his memorable advice about my inventing something that would be used and thrown away, I became obsessed with the idea, to an extent that made me provoked at myself, for I applied the thought to nearly every material need; but nothing came of it



**MR. KING CAMP GILLETTE**  
Inventor of the Gillette Safety Razor  
*From a photo taken in 1907*

until the summer of 1895, when, like a child that we have looked for and longed for, it was born as naturally as though its embryonic form had matured in thought and only waited its appropriate time of birth.

I was living in Brookline at No. 2 Marion Terrace at the time, and as I said before I was consumed with the thought of inventing something that people would use and throw away and buy again. On one particular morning when I started to shave I found my razor dull, and it was not only dull but it was beyond the point of successful stropping and it needed honing, for which it must be taken to a barber or to a cutler. As I stood there with the razor in my hand, my eyes resting on it as lightly as a bird settling down on its nest—the Gillette razor was born. I saw it all in a moment, and in that same moment many unvoiced questions were asked and answered more with the rapidity of a dream than by the slow process of reasoning.

A razor is only a sharp edge and all back of that edge is but a support for that edge. Why do they spend so much material and time in fashioning a backing which has nothing to do with shaving? Why do they forge a great piece of steel and spend so much labor in hollow grinding it when they could get the same result by putting an edge on a piece of steel that was only thick enough to hold an edge?

At that time and in that moment it seemed as though I could see the way the blade could be held in a holder; then came the idea of sharpening the two opposite edges on the thin piece of steel that was

uniform in thickness throughout, thus doubling its service; and following in sequence came the clamping plates for the blade with a handle equally disposed between the two edges of the blade. All this came more in pictures than in thought as though the razor were already a finished thing and held before my eyes. I stood there before that mirror in a trance of joy at what I saw. Fool that I was, I knew little about razors and practically nothing about steel, and could not foresee the trials and tribulations that I was to pass through before the razor was a success. But I believed in it and joyed in it. I wrote to my wife, who was visiting in Ohio, "I have got it; our fortune is made," and I described the razor and made sketches so she would understand. I would give much if that letter was in existence today, for it was written on the inspiration of the moment and described the razor very much as you see it today, for it has never changed in form or principle involved—only in refinements.

The day of its inception I went to Wilkinson's, a hardware store on Washington Street, Boston, and purchased pieces of brass, some steel ribbon used for clock springs, a small hand vise, some files and with these materials made the first razor. I made endless sketches which have since then been used in our Patent suits—and were the basis of establishing the time and scope of my invention. These sketches are still a part of the company's records. Then came the hour of trial, for I could not interest any one in a razor, the blades of which were to be used

once and thrown away, for I then thought that the razor blades could be made for very little, as I learned that steel ribbon could be had for 16 cents a pound and a pound would make five hundred blades, for my blades were slightly narrower and shorter than the blade finally introduced.

I did not know then that the steel to be used must be of a particular quality and that it would cost many times what I supposed per pound, and that it was to cost the future company over a quarter of a million of dollars in laboratory tests before this question alone would be decided.

I approached many friends and strangers in an effort to secure capital, but when my prospective capitalist would blow cold—it gave me a chill, and I did not have the courage to press my point.

The razor was looked upon as a joke by all my friends and a common greeting was, "Well Gillette, how's the razor?" but no offering was made to take an interest. So it went on for nearly six years, during which time I was experimenting with blades. I tried every cutler and machine shop in Boston and some in New York and Newark in an effort to find someone who knew something about hardening and tempering thin steel so it would keep its flatness and not be warped by strains. Even Technology experimented and failed absolutely in securing satisfactory results. Those whom I went to or consulted invariably advised me to drop it; that I never would succeed in putting an edge on sheet steel that would shave. They told me I was throwing my money away; that a

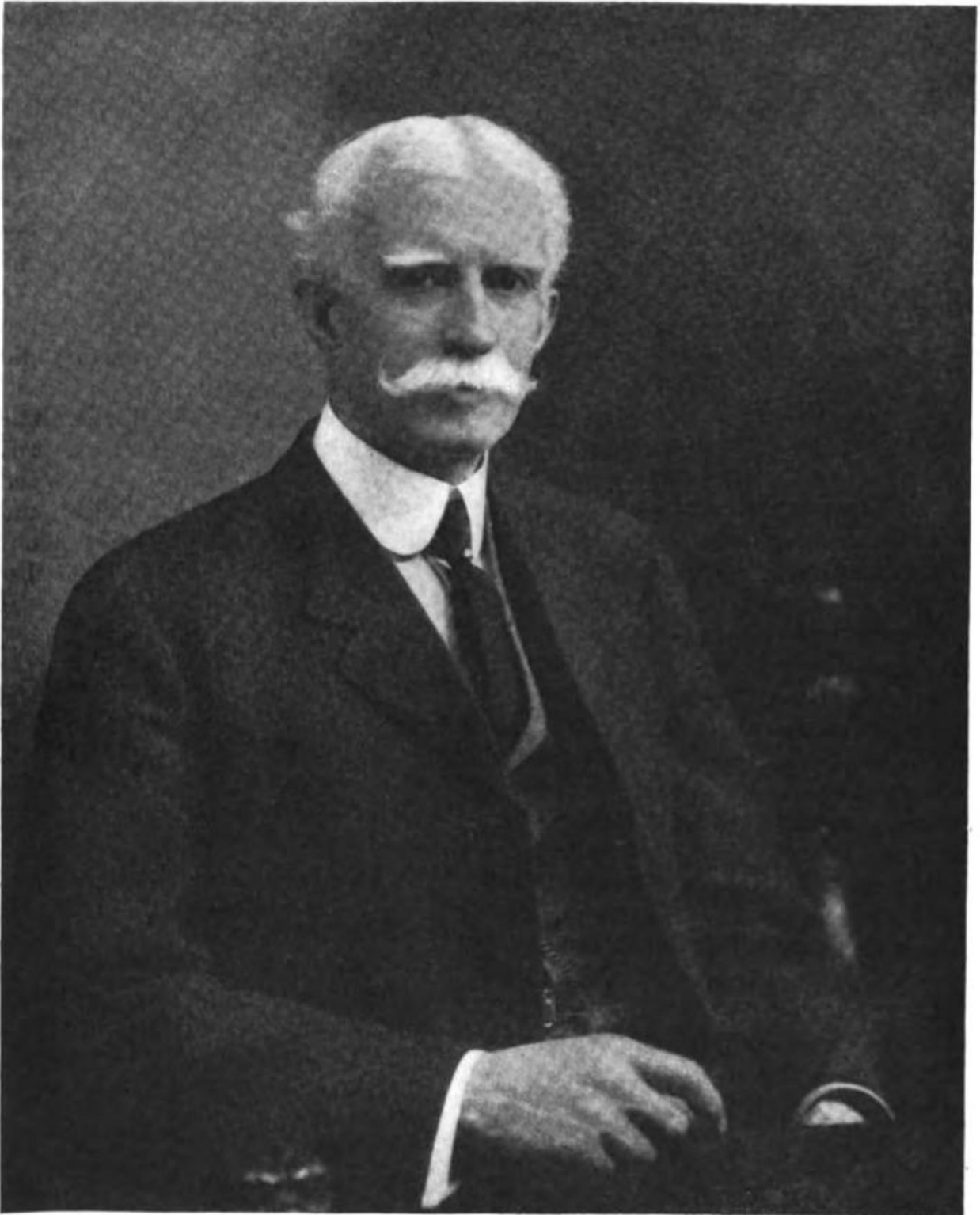
razor was only possible when made from cast steel forged and fashioned under the hammer to give it density so it would take an edge. But I didn't know enough to quit. If I had been technically trained I would have quit or probably would never have begun. I was a dreamer who believed in the "gold at the foot of the rainbow" promise, and continued in the path where wise ones feared to tread, and that is the reason, and the only reason why there is a Gillette razor today. Of all the little things that have been invented it is the biggest little thing ever issued from the U. S. Patent Office, and though it is passing a yearly profit of \$4,500,000, it has not even disclosed the wonderful possibilities of the future.

It would be interesting for the reader to follow all the hopes and fears of those early years, of continued disappointment, for I was getting on in life and traveling and selling goods was becoming distasteful. Though I always received a fair salary, I had saved very little, not because I was improvident, but because I was experimenting on something whenever I could find time, or had money.

Now we will pass to the next stage of development—the formation of our first company and its promotion.

#### THE FLOTATION OF THE GILLETTE RAZOR

It was in 1901 and I was still traveling for the Crown Cork & Seal Company when I met a Mr. Stewart, who asked me what I was doing with the razor. I told him I was doing very little except hoping and experi-



**MR. WILLIAM E. NICKERSON**  
**The Mechanical Genius Who Developed the Gillette Razor**

menting. Mr. Stewart thought he knew a man who might promote a company, and thus be able to secure money to develop the razor commercially. He introduced me to a Mr. Heilborn, and at our first talk I told him we would need a practical man to give his time and attention to perfecting the blade, without which we could not succeed. Mr. Heilborn knew a Mr. Nickerson who was a graduate of Technology and a very successful mechanic. It sounded good and a time was set for meeting Mr. Nickerson at Mr. Heilborn's office. When the meeting took place it developed that Mr. Nickerson was employed by the Automatic Weighing Machine Company, but as they did not use all his time, he agreed to take on the razor and give half his time for a year, provided we would raise \$5000 and put it in the bank, half of which was to be paid to him for salary and the other half was to pay rent and purchase a few tools, etc., for his use.

We accepted his terms and then came up the question of securing the \$5000. It was finally decided to form a corporation of \$500,000 divided into 50,000 shares of \$10 each. Mr. Stewart and Mr. Heilborn were the ones appointed to sell shares and secure the \$5000 needed. We came to a mutual agreement as follows—\$100,000 of the capital stock was set aside and divided into twenty blocks of \$5000 each, to be sold for \$250 for each block, which would bring the \$5000 needed. Next there was divided between Messrs. Stewart, Heilborn and Nickerson \$125,000 of the capital stock for their services,—each receiving \$41,250. Next there

was set aside \$100,000 for the treasury, which left me out of a total capital of \$500,000—\$175,000. Our company was formed and Mr. Stewart and Mr. Heilborn started to sell the twenty blocks of stock, but after more than three months' time had elapsed, they had only succeeded in selling thirteen blocks out of the twenty, so in order to complete the sale and get Mr. Nickerson started on his work, I gave up 4,000 shares of my stock as an inducement to a third party who completed the sale of the twenty blocks.

I will make a little digression here to tell a little side story about one of the twenty blocks that was sold to secure the \$5000. Mr. Stewart was in the bottling business in Millis, Mass., where Clicquot Club Ginger Ale is now made, and there came to him one day C. L. Flacius, of Pittsburgh, a manufacturer of bottles, who as an inducement for Stewart to buy bottles purchased a block of razor stock for \$250, which he considered of no particular value and when he got back to Pittsburgh he put it in his safe and forgot all about it. I bought this block of stock from Flacius personally four years later for \$62,500 cash and to do so I mortgaged and pledged everything I had in the world. I secured the money to carry out this purchase from the First National Bank of Boston.

Our first Company was called the American Safety Razor Company and my name was given to the corporation later. After securing the \$5000, we rented a small room on a top floor on Atlantic Avenue, Boston, where we could get a little

power. We put in a work bench, a lathe, a muffle furnace for heating blades and a few tools and Mr. Nickerson with a helper went to work. I am most pleased to say that I believe Mr. Nickerson by luck or providential design was the only man in the world who could have perfected the razor and our factory today in all its machines and mechanism is testimony of the mechanical genius and resourcefulness of this remarkable man in overcoming obstacles, in arriving at simplicity and efficiency. I could not say too much about William E. Nickerson if I should write this whole article about him alone. The most marvellous fact of this wonderful man is his ability to construct in thought an intricate mechanism with hundreds of parts and many accurately timed movements, without drawing a line on paper until it is completed and operating in his mind, and when the machine materializes it works as he saw it working with his mind's eye. He did not conceive our present machines in the early days, but he did produce machines and processes during the first year which made the razor a commercial possibility,—but alas, we had spent our \$5000 and were in debt nearly \$12,000. In fact we were busted and apparently done for. In addition to spending all our money and being \$12,000 worse off than nothing, I had in an effort to interest outsiders given away my personal stock until my holdings were down to less than 6000 shares. We all tried to sell treasury stock but could not dispose of a share at any price. Many who had purchased the original blocks had sold out for what they could get,

and there was no market.

Up to the end of this first year we had not sold any razors, but a few had been made by Mr. Nickerson and distributed among friends for the purpose of securing an opinion, after they had been used. Among those to whom I had given razors was Mr. John Joyce, whom I had known since I first came to New England, and who had been associated with me in many of my inventions. The reason why Mr. Joyce was not associated with me in the razor at that time was because we had recently been associated together in another invention and he had backed my end and we lost about \$40,000, for when we dropped the invention I was owing him \$19,700, therefore I did not have the nerve to ask him to go into the razor; but I gave to him 1250 shares of stock—and a razor.

Such was the situation at the end of the year. We were backed up to the wall with our creditors lined up in front waiting for the signal to fire. We had a meeting in Mr. Sachs' office one morning to consider ways and means, but no one had any suggestions that seemed likely to relieve the situation in time to avoid a receiver, so we broke up with clouds settling down on the business—the end had apparently come. When I left the office with the others I turned my steps to Young's, where I usually lunched, and by chance met Mr. John Joyce, who invited me to dine with him. When we had sat down at the table where we had eaten together hundreds and hundreds of times, in fact nearly every day for years when I happened to be in town, Mr. Joyce said to me, "King, what's the matter? You look worried." I said, "I am





**THE LATE MR. JOHN JOYCE**

**Former Vice-President and One of the Founders of the Gillette Safety Razor Co.**

worried, and thoroughly discouraged. We have had a meeting of the Razor Company this morning and we are at the end of our rope," or words to that effect. He said, "That's too bad. I have been much pleased with the razor; I have used it ever since you gave it to me, and I think it's fine, and if it were put on the market it should make money." I said I thought so too, but I could see no prospect of securing the necessary money to keep the business alive. Before we were through our lunch Mr. Joyce, who had been thinking, said: "King, I'll go into the razor on certain conditions. If your Company will issue \$100,000 worth of 8% bonds, I will agree to buy these bonds if the Company will sell them to me at 60 cents on the dollar, and will issue with each bond an equal amount of stock of the Company. I will agree to buy the bonds in lots of 5000 as the Company needs money, and will reserve the right to refuse to furnish more money

after I have paid in \$30,000, if the progress made does not in my judgment warrant further investment." I said, "When will you do this, Mr. Joyce?" He said, "At once—after you have called your Board of Directors together and they pass the necessary resolutions to protect me, and assure me that they will accept my proposition and arrange for the bond issue."

I left Mr. Joyce, went to Mr. Sachs' office and by phone called a meeting of the Board, and within an hour I had them together, the necessary resolutions were passed, copies subscribed to by members of the Board, and I was on my way to Mr. Joyce's office to secure his approval, and if possible close the transaction then and there, with the result that I went from Mr. Joyce's office with a check in my pocket sufficient to meet all our pressing obligations and permit the continuance of our experiments.

The continuation of this highly interesting article will be found in the March issue of "The Gillette Blade."

## Gillette News Items

January 15th, a cable order was received from the Gillette Company in Paris for 50,000 razors and 300,000 dozen blades for our Italian Agency and the Y. M. C. A. in Italy.

January 15th, the Directors declared a dividend of \$1.75 per share

payable March 1, 1918, to shareholders of record January 30, 1918.

The best wishes of this organization are with our employees who are now serving in the trenches, many of whom are under the command of Capt. McCarthy of the 101st Inf.

Elbert Hubbard wrote, "Initiative is the ability to do the right thing without being told. Next to doing the right thing without being told, is doing it when told *once*."

## Origin of the Gillette Razor

MR. KING CAMP GILLETTE

President of the Gillette Safety Razor Company

*(Continued from "The Gillette Blade," February 1918)*

**F**OLLOWING these preliminary steps, a regular form of agreement embodying the terms agreed upon was drawn up in the office of Brandeis, Dunbar & Nutter, and this trust agreement with the bonds that were issued was deposited with the Federal Trust Company. From that time on the Company has never again been in financial trouble, and the only outside money the Company ever received was the first \$5000 and the \$60,000 invested by Mr. Joyce. It has never borrowed a dollar, and the assets as they exist today and all the dividends that have been paid have been the accumulations of its own profits.

Soon after Mr. Joyce came into the Company they increased the capital stock of the Company from \$500,000 to \$650,000. This issue was made to compensate me for my foreign patents, which I had retained at the time the first company was formed; but I only received 3000 shares out of the 15,000 shares issued, the balance was absorbed by others—without cost to them.

When we came to the question of marketing the razor, Mr. Joyce and Mr. Holloway thought it would be best to turn over this branch of our business to others who had had experience,—we to receive a fixed price for our razors and blades, and confine our efforts to manufacturing. Pursuant to this plan an exclusive right was given to two young men,

named respectively Townsend and Hunt, who opened offices in Chicago under the name of Gillette Sales Company. They had only \$3000 capital which they borrowed, and they never required more, for out of their profits from sales they were able to take care of all advertising and expenses incident to marketing the razor; and, to make a long story short, the Company bought them out at a cost of \$300,000 within three years from date of signing contract with them.

In 1903 I was still with the Crown Cork & Seal Company, and they were urging me to go to England to establish a factory for them in London. I was receiving \$6000 per year, but I did not wish to go, and urged the Razor Company to make a salaried position for me, so I might devote my time to the razor. I was president of the Company, but those in control refused to meet my wishes, giving as a reason the need of every dollar for development of the business. I sailed for England January 27th, 1904, taking with me my family and all my household furniture. Before leaving I resigned as President, but was retained on the Board. It looked then as though I would be obliged to remain permanently abroad. In July of that year I learned that the Company was selling all the goods it could make and that it was about to enter into a contract to turn over all its foreign interests on a royalty basis. They were to receive no money,

but the parties who were to take over their rights had agreed to invest \$100,000 in the business abroad.

Immediately on learning the above facts I took passage for New York and arrived in Boston about ten days later. I protested against the proposed disposition of our foreign rights and won my point, and in view of the fact that the Company was making money rapidly I insisted on a salaried position, which was agreed to.

When these details were concluded I immediately went to Baltimore to resign my position with the Crown Cork & Seal Company. I had been with them thirteen years and my relations had been most agreeable. When I told them of my desire to leave, they wanted to know why, and I told them about the razor—and as I was full and overflowing with confidence in its future success, I suppose I impressed them with my enthusiasm. Anyway, they wished to buy some stock. They were all wealthy men and had been builders of the Crown business and knew the possibilities of little things. I had only 9000 shares at the time out of 65,000 and I told them I did not know its market value and did not wish to part with any that I had. They insisted and at first only wanted 2000 shares to divide between themselves, but as we continued to talk they raised the amount to 4000 shares. I demurred and told them the razor was a bigger thing than the Crown Cork and some day would make more money. This only increased their desire and I finally agreed to sell them 4000 shares at \$20.00 per share; they accepted, and then and there gave me a check for half the amount, \$40,000, and agreed

to give me the balance when stock was delivered.

I have said many times since that transaction that if the road between Baltimore and Boston had been paved with eggs and I had been obliged to walk the whole distance, I would not have broken an egg. It seemed as though I were walking on air, I was so rich and independent, for I was to have \$80,000 which was more money than I had ever had before. The first thing I did after arriving in Boston and had deposited my check was to make out a check for \$19,700 to give to Mr. Joyce for the money I owed on a business venture some years before. With the balance of the money I bought Gillette stock until my holdings were 14,000 shares.

For the first two years stock had no market value: any offer from 25 cents to \$1.00 would result in a transfer. Mr. Joyce increased his holding very greatly at prices ranging from 75 cents to \$2.50 per share, but when the price reached \$2.00 and the razor had become a success, the stock began to be sought after, and a great many who had formerly joked about Gillette's Razor, came to me and would ask, "Gillette, why didn't you give me a chance?" I knew there was no need to answer; they all knew perfectly well that they had overlooked their hand and lost an opportunity.

Before I went abroad the Company took a whole upper floor on Atlantic Avenue; later it took additional space, and on my return in the fall of 1904 we made our first purchase of a property for the Company, a building on First Street,



394 ATLANTIC AVENUE, BOSTON

It Was in One Small Room on the Top Floor of This Building That the Gillette Safety Razor Company Made Its Beginning



THE FIRST FACTORY BUILDING PURCHASED IN 1904

This Is the First Section of the Present Group of Buildings Comprising the Factory of the Gillette Safety Razor Co. on West First Street (South) Boston, Mass.

South Boston, for which we paid I believe \$90,000. It was 90 feet square and six stories. In 1905 we started our second building and paid Mr. Joyce \$100,000 for the bonds, and had the pleasure of cancelling that debt before the second building was completed. We were crowded to the doors and running two shifts night and day and could not keep up with the demand for our goods. Before the second building was finished and occupied in 1906 we had purchased additional land facing on Second Street and adjoining our first building, and began our plans for another building.

At this time we were obliged to bend all our energies to expanding our plant, for the magnitude of our business seemed only dependent on our ability to secure machinery and room with which to meet the constantly increasing demand, and this continued until we had four buildings full of machinery. In 1910 began the installation of new machinery which was to increase the capacity of the buildings to turn out our product fully one hundred percent, and this process of change in efficiency continued up to the present time, when we find ourselves again confronted with the need for more room. We have arrived at a point where we are able to produce with one thousand employees five times the output of product that we were able to produce in 1909 with 1800 employees; a condition of progress and efficiency which cannot be said of any other industry in the world. The magic power of Aladdin's Lamp, which met the desire and hopes of those who possessed it, has changed

in the twentieth century to the magic power of the human mind to give birth to ideas of greater efficiency and economy in ways and means of doing things, giving wealth without end to those who have the foresight to grasp the opportunities that such ideas must bring.

The Gillette Safety Razor Company is still in its infant stage. We cannot produce today the goods that are in demand, and there is no prospect of overcoming this condition no matter how much wealth the corporation may accumulate. We have not even approached a possible supply of the world's market, for in the United States alone there is an increase according to insurance statistics of two million five hundred thousand coming of shaving age each year, and out of a total of upwards of three hundred million who shave in the world, we have sold to less than ten million.

Every razor sold by the Gillette Company represents a saving of half an hour of time spent in a barber shop, without saying anything about the money paid for service and tips. With an approximate number of ten million customers this would represent a saving of ten million half hours per day, or a saving of five million hours which might be devoted to study or labor and which represents 500,000 working days, or the labor of 500,000 men constantly employed, which is nearly twice the number employed by the U. S. Steel Corporation, which at \$3.00 per day represents a saving of \$1,500,000 per day, or for a year of 300 days, a saving to the United States of labor equal to \$450,000,000.



**FIRST ADDITION TO 1904 FACTORY**

The Company's Growth Soon Required More Space, and in 1905 the Addition to the Left of the Original Building Was Started



**1909 ADDITION TO FACTORY GROUP**

Enforced Expansion Required the New Building Extending Through to West Second Street. It is the Third Unit in the Present Factory Group Shown Below



**THE PRESENT GILLETTE FACTORY 1918**

The Factory Group Shown Above Was Completed With the Fourth Section Added in 1917

The number of blades produced daily in our factory in Boston is 370,000 or over 30,000 dozen; this equals in sharpened edge 1,480,000 inches, or 123,333 feet, or approximately 22 miles of sharpened edge; every inch of which must be capable of giving a satisfactory shave. This is accomplished by skill transferred to machines entirely separate from skill of operators. We talk of thousandths of an inch in the fitting of parts for automobiles, but when we come to a shaving edge, we cannot even consider millionths of an inch. An edge must be drawn to a fineness that cannot be measured by any human instruments, yet the machines of the Gillette Company produce such edges; not in isolated instances but in the production of upwards of twenty miles of edge each day, and yet, as I said before, we are only on the edge of big business. Where we are producing over 30,000 dozen today we will be producing 100,000 before 1921. The razor blades we have made to date would belt the earth at the equator with a continuous steel band, and each year we are building a broader foundation of profit by sales to hundreds of thousands of new users.

Those who purchase the Gillette razor are willing victims of the Gillette habit, for they bind and tie themselves, and what is more, they are each and every one a salesman on our salary list, and are paid in coin of the realm by time and labor saved and in the comfort and pleasure they derive in accomplishing that necessary part in each man's daily life, that is so essential to cleanliness, health and appearance of prosperity

that accompanies a perfect shave.

Up to 1905 a small number of razors and blades had been shipped to England. The demand at that time increased to an extent that seemed to warrant opening an office in that country. Accordingly a representative of the Company was sent to London, and a branch was established there in February, 1905. In 1907 it was decided to build a factory in England. Land for this purpose was purchased at Leicester, and the factory was completed and in operation early in the year 1909. The English Company was formed in September, 1908, under the name Gillette Safety Razor, Ltd., their London office being located at 17 Holborn Viaduct.

In 1906 offices were opened in Germany and other countries in Europe, Asia, South Africa, Australia and South America. Also a factory was established in France to supply the demand there for the Gillette Safety Razor and Blades.

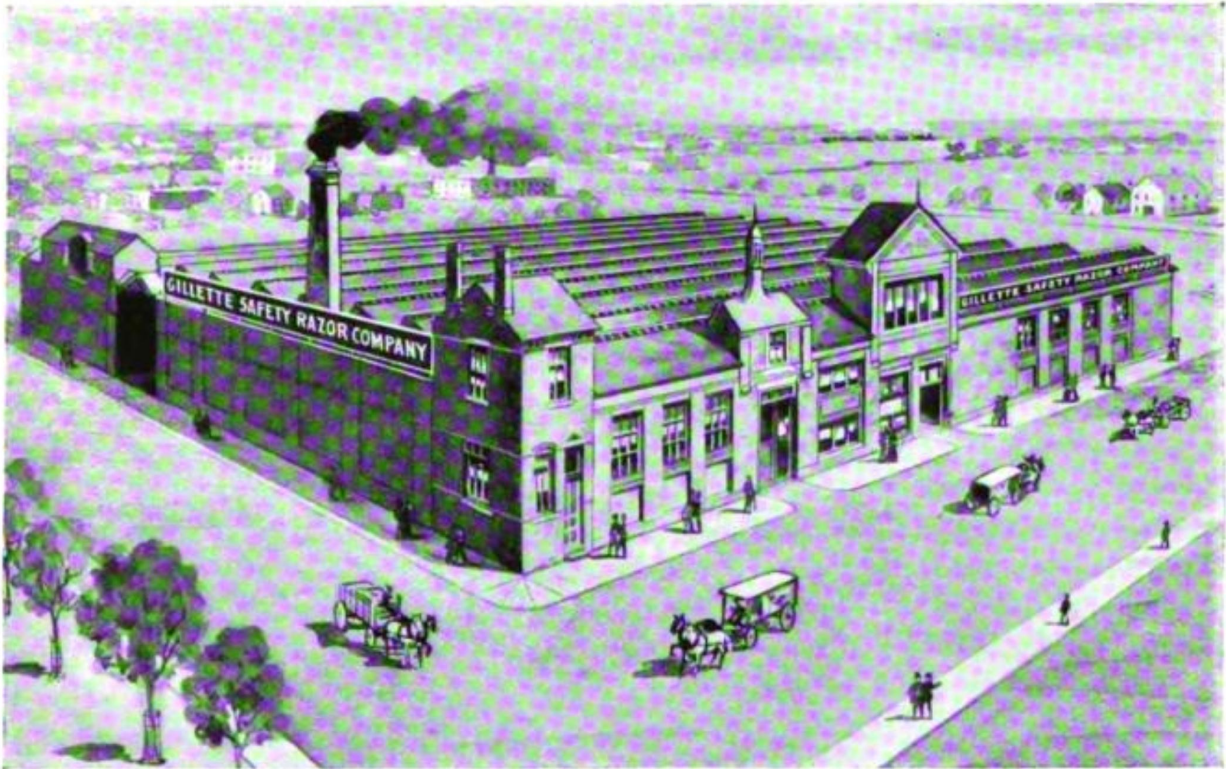
In 1906 a factory was established in Montreal to take care of the Canadian trade.

The volume of sales increased very rapidly and soon it became apparent its capacity would have to be enlarged. Accordingly a \$300,000 fire-proof building was constructed, same being completed in 1912. This is located in the heart of Montreal's manufacturing district, and is one of the most prosperous industries of that thriving city.

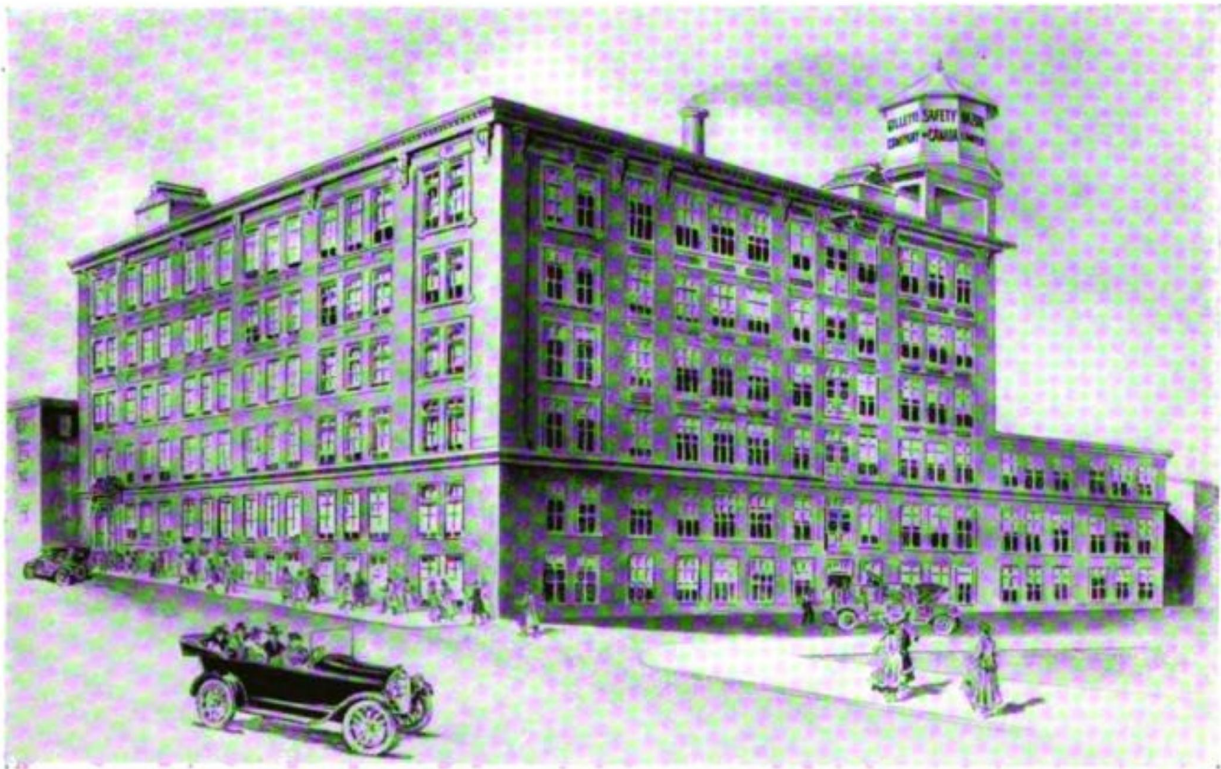
#### PROPHETIC VISION

What do we see in the future? The question is pertinent, for the future depends on those who have prophetic





FACTORY AT LEICESTER, ENGLAND  
of Gillette Safety Razor, Ltd., completed in 1909



FACTORY AT MONTREAL, CANADA  
of Gillette Safety Razor Co. of Canada, Ltd., completed in 1912

vision and who are able to anticipate and overcome difficulties which would retard the progress of those less gifted. Up to the present time the Gillette Safety Razor Company has adjusted itself to a growing business like the man who builds extensions on his house to meet the needs of an increasing family, but the time has come when the magnitude of the business and its rapid growth demands a building that will be an integral part of the mechanism of efficiency and economy, which will embody in its arrangement every facility for economic handling of the product in its process of manufacture and its movement from one department to another. This building should be a setting worthy in every respect to contain the jewel that it is to hold. It should be an industrial palace of light and beauty, for economy and efficiency is not alone in machines,

but can be found in contented workmen and the pleasure which is theirs in beautiful surroundings.

There is no limit to this business, except the limitations of those who manage it. Where we are making \$4,500,000 a year today, we can make \$20,000,000 a year in 1925, and this will be better understood if you appreciate the fact that we are adding each year 1,000,000 satisfied customers to our list, who become perpetual purchasers of blades. There is no such thing as competition, and never can be, so long as we maintain the quality of our goods. Ten million dollars in cash invested today in opposing the Gillette would be lost just as effectually as though you destroyed it by fire. Our goods are sold in more than three hundred thousand different places throughout the world—to duplicate such a distribution would cost many millions.

#### NO "NEXT" NEEDED

Why hang around a barber shop  
And wait until you're vexed?  
Get a Gillette, and cease to fret  
And listen for the "Next."

A foamy lather in the mug,  
A Turkish towel or two,  
A mirror and the Old Gillette,  
And presto, man, you're thru!

This is what workless days do to one in  
this country. Hope you will find space in  
THE GILLETTE BLADE for above outbreak.

VINCENT A. HEISER, *Sales Department.*

*Minneapolis, Minn.*