

Fortune

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A. Petrucci

R. M. S. *Queen Mary*

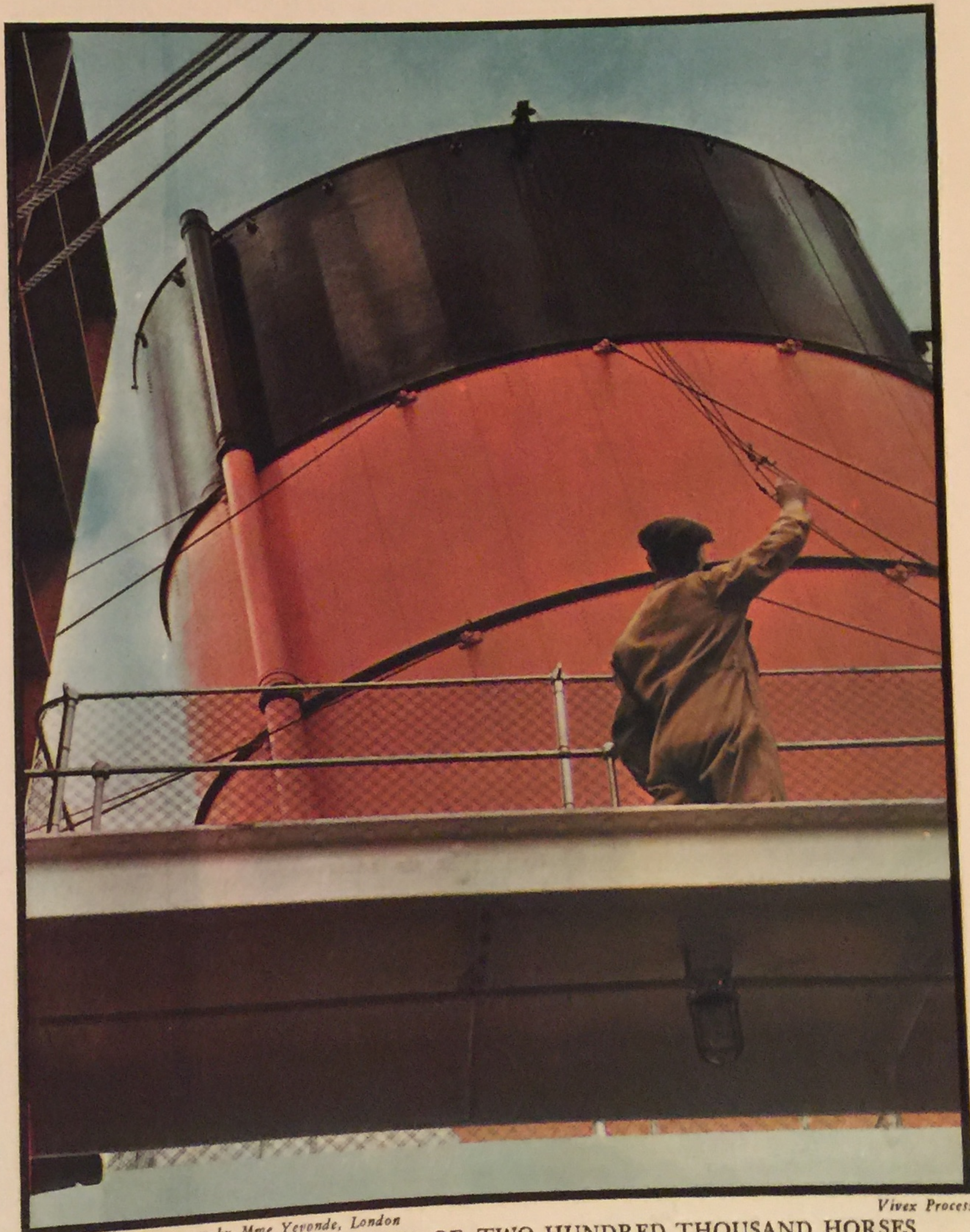
The r.p.m.'s of her turbines, the pitch of her siren, the hues of her decorations, the doubts that her \$35,000,000 investment will pay dividends.

A FEW days after these words are in print a solid, dark Welshman named Llewellyn Roberts will undergo the most profound experience of his thirty-two-year career of seafaring. Mr. Roberts, wearing a blue uniform with four gold stripes on the sleeve, will be aboard the Royal Mail Steamer *Queen Mary*, westbound from Southampton on her maiden voyage across the North Atlantic. He will have very little time for jollyng the passengers and distinguished deadheads at his table in the dining room, for most of his waking hours he will spend between his office far down on F Deck and the engine rooms below. Mr. Roberts will be fully preoccupied with the readings on a profusion of dials and gauges, the reports of some fifty junior assistants, the precise pitch of the pervading hums and screams of his machinery. Mr. Llewellyn Roberts is Chief Engineer of R.M.S. *Queen Mary* and is individually responsible for the performance of the greatest power plant afloat. At a word of command from Commodore Sir Edgar Theophilus Britten on the bridge ten decks above, Chief Engineer Roberts must be ready to direct the full power of 200,000 horses in the form of steam pressure, through turbines and gearwheels and steel shafts to the four bronze propellers that can drive the 80,000-ton ship through the water at the prodigious speed of thirty-four knots. And at the press of a button by some uninteresting passenger on B Deck, Mr. Roberts's machinery must provide the electric current that rings the bell for the steward and pumps the water and freezes the ice cubes and toasts the canapés that go with the passenger's spot of Scotch.

The passenger's highball and the children's electric train and the stout lady's Turkish bath are important in their way, but Mr. Roberts's principal concern is propulsion of a 1,018-foot liner. And to start that process his fabulous world below the

waterline includes four large (eighty by sixty feet) boiler rooms, which are as clean and cool as a modern dairy but without any smell. In each room is a unit of six water-tube boilers. Every day at sea the unit gulps 150,000 gallons of water—water that must be so carefully purified and softened (lest mineral deposits clog the 6,500 tubes in

each boiler) that the mere act of spitting in the feed line will set off an automatic alarm. To boil the water into steam there are fifty bunkers full of furnace oil—8,300 tons in all. From the bunkers the oil is pumped into settling tanks, heated, filtered, heated again until fluid enough to make a fine spray in the 168 burner-nozzles where it becomes a



Vivex Process

Photographs for FORTUNE by Mme Yevonde, London

BENEATH IT, THE POWER OF TWO HUNDRED THOUSAND HORSES

COLOR OF A QUEEN

Not until R.M.S. *Queen Mary* was built was a color camera ever set to catch the process of completing the details of construction and decoration of a liner's interior. The pictures on this and the following pages were commissioned by FORTUNE from Mme Yevonde (Middleton) while artisans still swarmed over the ship.



FOR FOUR NIGHTS AT \$100 A NIGHT

... you can sleep in this A Deck suite on a box-sprung bed that is probably as comfortable as anything you have at home. You will look at decorations that may include peach glass and python-skin fabrics, or fancy woodwork of Japanese chestnut or patapsko or zebrano, depending on which of the twenty-six schemes is carried out in your room. You tell time by an electric clock and you can reach out and telephone your friends ashore. You hang your clothes on molded hangers in an illuminated wardrobe and open the bathroom door by a plastic composition knob that is *warm to the touch*. In the bath, which may be lined with imitation alabaster finish, are fresh and salt water for showers and tub. All corners of walls, floors, and ceilings are rounded to make dusting easy.

series of white-hot jets within the boiler. For the most efficient combustion, air is forced into the open stokehold by blower fans developing such a cyclonic draft within the boiler rooms that men are obliged to pass through a double-doored air lock upon entering or leaving. All boilers are covered with asbestos, and all pipes, pumps, and open spaces are enameled white to show the slightest trace of stain, for stain means a leak, and a leak might mean fire.

Steam from the boilers, at 400 pounds pressure and superheated to 700° Fahrenheit, is piped aft to two turbine rooms where its tremendous, bursting energy is harnessed to the task of turning four gearwheels fourteen feet in diameter. The harness is called a turbine. It operates like a hermetically-sealed windmill, only in place of wind there is steam blasting out of flared nozzles, and instead of big vanes there are tiny blades—257,000 blades in the sixteen turbines of the *Queen Mary*, each blade tested and fitted by hand. The *Queen Mary's* turbines are "four-stage," which means that they are built in sets of four—high pressure, first intermediate, second intermediate, and low pressure. Each set is mounted around one of the gearwheels. Pounding madly from the boilers the steam charges into the high-pressure turbine, loses part of its energy in turning the blades, passes somewhat chastened to the second, third, and fourth turbines, which work at successively lower pressures until, thoroughly tamed, the steam collapses into condensers that

return it as water to the boilers. Meanwhile, in its wild spree, the steam has done its work. It has whirled the tiny windmill blades on a shaft with a pinion at the end, 3,600 revolutions per minute (normal speed). Each pinion of the four turbines is geared to the big fourteen-foot gearwheel by double-helical teeth accurate to one-half of one-thousandth of an inch. So the big wheel, fifteen times greater than the pinions in circumference, turns over 240 times a minute. From this gearwheel a hollow steel shaft $27\frac{3}{8}$ inches in diameter extends aft, penetrates the stern of the hull, and holds at its outboard end a thirty-five-ton propeller, nearly twenty feet in diameter. The propeller and its three mates at the ends of the other tail shafts beat the water with such force as to set up an earsplitting din within the hull, warp the blades perceptibly out of line, and push R.M.S. *Queen Mary*, with 2,000 passengers, across the sea in four days—faster than any other liner afloat.

For seeing to the behavior of those four bronze screws, Mr. Llewellyn Roberts is paid something like \$6,000 a year. (His captain, Sir Edgar Britten, gets not much more.) But his responsibilities do not end there, for there remain to be taken care of such unrelated objects as the gyroscopic compass, the Everlasting Light in the synagogue on B Deck, and the electric ham cooker in the kitchen. So, between the boiler rooms in the lower hold are two steam turbine plants generating electric power for every piece of mechanism on the ship except the propellers. The larger plant provides current for the force-draft fans, lubricating-oil pumps, water pumps, condenser, etc., in the engine room, and for the steering gear that swings the 140-ton rudder. The smaller plant, located well forward, is less vital to the *Queen Mary's*



YOU CAN GET A SITTING ROOM—AND A SERVANTS' ROOM TOO

locomotion but essential to the business of operating her to any sensible purpose. From it, through 4,000 miles of wire, goes current to light 30,000 lamps; to keep the gyroscopic compass spinning and the repeaters ticking at their stations. To keep the Sperry Iron Mike faithful at the helm and the telltale course recorder squiggling the ship's trail on a roll of paper. To pump the water into the two swimming pools and touch off the steam siren whose note can be heard ten miles. To operate the radio equipment (thirty-two wave lengths, two ship-to-shore telephone channels, equipment for broadcasts from shipboard) and the electric horses in the gymnasium. To heat the crow's-nest for the lookout and work the submarine echo sounder on the bridge. To warm the Diesel engine oil for quick starting in the twenty-four powered lifeboats and wipe the wheelhouse window clear of sleet. To hoist the anchor and scour the kitchen knives. To make the colored lights change in the ballroom and shoot carbon-dioxide gas into a corner of the hold where the smoke detector on the bridge shows fire. To print the ship's newspaper and condition the air in the dining room. To close a watertight bulkhead door by the press of a button on the bridge and curl a passenger's hair.

Thus from Chief Engineer Llewellyn Roberts's monstrous plant flows the energy that makes R.M.S. *Queen Mary* a thing alive; and thus from Sir Edgar Britten's bridge is that energy directed to make the *Queen Mary* behave as a superliner should and indulge the whims of the passengers. Heart and nerve center the two organs are, housed in the strongest, heaviest body that the shipbuilders of the River Clyde could devise. With her conventional blade bow and cruiser stern the *Queen Mary* is a classic example of British conservatism. She is not the longest ship in the world (the *Normandie* is eleven feet longer) but she rides down in the water with the



SISTER ANNA ZINKEISEN DECORATED THE BALLROOM

The detail above, painted by one of the Mayfairish Sisters Zinkeisen, is on the starboard wall of the ballroom on the promenade deck. Trimmed in gold and silver, the room is distinguished by a system of indirect colored lights that change automatically with the varying tones of the dance orchestra. The column decorated by Doris Zinkeisen (lower left) is in the veranda grill (everything à la carte but at no extra charge), a penthouse night club on the sun deck, walled by twenty-two adjustable windows with heated sills. Not only do its lights change with the music, but an arrangement of mirrors illuminates the dancers' feet as they shuffle across the sunken parquet floor. Tables are arranged on black-carpeted terraces railed by balustrades of silver-bronze and gold.

heaviest displacement tonnage and the longest *waterline* measurement (1,004 feet compared to the *Normandie's* 961). She is all foundation; her architects didn't yield an inch in favor of the decorators. And if she is vaguely unexciting to look at, she is still such a magnificent vessel that the Britisher can afford the supreme conceit of Anglo-Saxon understatement: "Yes—she's a good sound job."

Public property

THE individual Britisher's pride in the *Queen Mary* is peculiarly personal, because as a taxpayer he has a definite stake in her. The British Government to date has advanced \$22,500,000 on account of the *Queen Mary* (\$15,000,000 directly toward the \$30,000,000 cost of building her; \$7,500,000 as working capital for the merged Cunard-White Star Line). There will be more money advanced in the future, perhaps \$1,000,000 a year for carrying the mails, and indirect subsidies in the form of low interest and insurance rates.

There were two prime reasons for the government's financing the *Queen Mary*, when Cunard in 1931 found itself unable to see it through alone. One reason



SISTER DORIS DECORATED THE GRILL



ENGRAVED GLASS PANEL, MAIN DINING ROOM

was that Great Britain was plainly on her way to losing her top-flight position as a North Atlantic passenger carrier. She had laid down not a single new big ship since the *Aquitania* in 1913.* Meanwhile in France the *Paris* and the *Ile de France* slid down the ways and the fabulous *Normandie* was started. Germany launched her superliners *Bremen* and *Europa*, Italy her flashy *Rex* and *Conte di Savoia*. Even the United States's comparatively small cabin ships, *Manhattan* and *Washington*, were giving Britain's aging monsters unpleasant competition. And the Blue Ribbon for fastest crossing, held for most of twenty-two years by the *Mauretania*, was grabbed away in 1929 by the *Bremen* and passed in turn to the *Europa*, *Rex*, and *Normandie*.

The second circumstance making the *Queen Mary* a symbol of national resurgence was internal—chronic unemployment in the shipbuilding industry and mean poverty along Scotland's Clydebank. The *Queen Mary* gave jobs, for a while, to some 7,000 workers (average for entire contract, 3,000) and patronage to 572 concerns supplying materials and equipment for the ship. This was the big political issue involved in the stoppage of construction (for lack of funds) and the resumption nearly three years later with government backing. Thus the *Queen Mary*, besides being an international gesture, became a sort of public-works project. Like public-works projects everywhere, she must submit to a measure of bitter scorn. She has been called unsound, a white elephant, Britain's boondoggle. Among those British subjects concerned less with symbolism and the business of Britannia ruling the waves than with balance sheets, there are some who insist it is a simple arithmetical impossibility for the *Queen Mary* to earn her keep. Many of the factors in the cost and profit equation are secrets of the Cunard-White Star Line.

*Ships built since the War included twelve Cunarders of 20,000 tons or less, two White Star motor ships, and Canadian Pacific's *Empress of Britain*. Also, in 1921 and 1922, White Star recommissioned Germany's old *Bismarck* and *Columbus*, now respectively *Majestic* and *Homeric*.



FOR LOUNGING AND TIPPLING

Timorously modern in design, academic in inspiration, like everything else on the *Queen Mary*, is this carved green glass panel in the main dining room (upper left). The ship's designers eschewed the Victorian in their extensive use of glass for light and decoration as well as by a profusion of drinking facilities. The *moderne* bar at the left (steel, red, and cream) is something notably fancy for tourist passengers. The easiest place for alcoholic landlubbers to spy a sea serpent is from the observation and cocktail lounge directly under the bridge (opposite page). Twenty-one high windows give a three-sided view of the oncoming ocean. Its decorations include wood of bubinga curl and mazure birch, silver and bronze metalwork. The mural over the semicircular bar is by A. R. Thomson, deaf-mute celebrated for his decorations of the Saville Theatre, and recalls the revelry in Trafalgar Square during the Silver Jubilee. Over these and the seven other bars and pantries on the ship will be served some of the 5,000 bottles of spirits, 10,000 wine, 40,000 beer, 60,000 mineral water consumed on a single voyage.



WHEN WEARY OF DRINKING YOU CAN WATCH THE SEA IN THREE DIRECTIONS, AND VICE VERSA



"MADONNA OF THE ATLANTIC"—CATHOLIC ALTARPIECE IN THE CABIN DRAWING ROOM



FOR PLAYING AT SEA

... cabin youngsters have a swank arrangement of one room in three compartments in which boys and girls can hang apart by sexes or mingle as they please. The boys have a Wild West shack and a sentry box. For girls, a dolls' house complete with cooking utensils. All will have previews of Mickey Mouse and Popeye films, an aquarium of tropical fish, and a ceiling shining with sun, stars, man in the moon. Yet many a cabin child might envy the tourist moppet's double-track electric railway with signals, tunnels, stations, a Royal Scot train, and a locomotive for shunting operations; the toy candy shop with scales and cash drawer.

But shipbuilding and ship operation are sciences thoroughly explored, and men can be found capable of making sensible estimates. With the known facts plus informed guesses the *Queen Mary* as a money-maker (or loser) may be examined.

Money coming in

TWO imponderables must be arbitrated at the start. The first is the total cost of the *Queen Mary*, the second her probable average passenger load. The cost figure generally publicized by the Cunard-White Star Line is \$30,000,000, not itemized. Of incidental interest is the fact that the *Normandie* cost \$60,000,000, but that staggering figure is largely due to France's tenacious marriage to the gold standard. U.S.

FOR PRAYING AT SEA

The seagoing Madonna surrounded by globe (with North Atlantic track), charts, sextant, lamp, anchors, etc., was executed by Artist Kenneth Shoesmith. She stands at the forward end of the drawing room on the promenade deck, with sacrists and robing room nearby. Not shown in the pictures or mentioned in *Queen Mary* publicity is the synagogue, located on B Deck amidships. Exquisitely wrought by Jewish Architect C. J. Eprile, the Hebrew chapel is complete with Shulcran (carved reading desk), miniature Holy Ark containing the Torah (Scroll of the Law) written on parchment, by hand, from memory, by learned scholars, and electric Nair-Tomid (Everlasting Light). Around the walls are inlaid inscriptions in Hebrew, wood brought from Palestine. First synagogue on any liner, the *Queen Mary's* is being imitated in the reconditioned *Normandie*.

shipping men, equipped with all known specifications of the *Queen Mary*, do not see how she could have been built, even in Scotland, for less than \$40,000,000. Making allowance for special pleading on one side of the ocean and undue cynicism on the other, a workable figure for over-all cost might be \$35,000,000.

The average load is not Cunard-White Star's secret; it is God's—and something that Cunard-White Star would like very much to know in advance. Meanwhile, without blinking an eye, Cunard-White Star predicts a yearly average of 75 per cent of capacity, which can only mean that hardheaded Chairman Sir Percy Bates and his hardheaded Directors have suddenly ceased to be realistic. No North Atlantic supership has averaged 75 per cent since the days when hordes of U.S.-bound emigrants jammed the steerages of the ships with the most funnels, and shipowners would rig two or three extra "funnels" of canvas for use in European ports. Granted that no *Queen Mary* has existed until now, experiences of other ships are not wholly without significance.

Last year the *Normandie* averaged 60 per cent full during the season (June 1 to September 21), but if she had been operated during the winter (instead of laying up for the repairs intended to



CABIN CHILDREN HAVE THE MAN IN THE MOON

cure her disastrous vibration) she might have carried 30 per cent at the most, making an average for the year of less than 40 per cent. On the other hand she probably would have done better last summer but for the vibration curse. The *Bremen* and *Europa* averaged 45 per cent for last year. They suffered a certain loss of Jewish patronage, but travel agents say the loss was fully offset by anti-Semitic travelers attracted by the absence of Jews. Be that as it may, Norddeutscher Lloyd is well pleased by the 45 per cent, which it considers a record for superliners in these times. The experience of Cunard-White Star's own big ships is interesting, although they were built long ago, with a third-class capacity far in excess of present-day requirements. The *Aquitania*, *Berengaria*, and *Mauretania* together average 30 per cent full for the year.

For the sake of argument let us suppose that Norddeutscher Lloyd's 45 per cent is a creditable performance, and let us allow the *Queen Mary* an additional 5 per cent for travelers who will go out of their way to sail on her because she is new and large and handsome and because she ought to meet her schedule with comparative comfort in all kinds of weather. The *Queen Mary's* 50 per cent would divide roughly between 75 per cent for the three-and-one-half-month season, 40 per cent for the balance of the year,

with the ship out of service one month for layover, say January. Strictly speaking, the layover would be about six weeks, leaving forty-six weeks for twenty-three possible voyages, but the *Queen Mary* probably will make not so many. For convenience, it is safe to assume twenty round trips per year. Since passengers never assign themselves to cabins in convenient groups of twos and threes so as to occupy all berths, a ship never sails literally full. Thus, as the *Queen Mary* has a maximum capacity of 2,100 passengers, full is taken to mean 1,900, and 50 per cent full means 950.

It now becomes necessary to guess what class of accommodation a year-round half-shipload of passengers would choose. Half-load capacities on the *Queen Mary* are: cabin, 346; tourist, 340; third, 265. A fair supposition is that the most expensive staterooms, i.e. cabin, would be somewhat less than half full, and the less expensive space somewhat more. Hence the 950 passengers might dispose themselves thus: cabin, 300; tourist, 350; third class, 300. The cabin passengers will pay on an average 15 per cent more than the minimum round-trip fare of \$550;* the tourists will average 10 per cent above their \$290 minimum; the thirds will pay the approximate minimum of \$186. That would give a gross revenue

*Average of in-season and off-season rates.



AMID ROSE-PINK CHAIRS, CARVED PINEWOOD PANELS, A NORTH ATLANTIC MAP WITH MOVING SHIP MODEL . . . the cabin passenger eats his meals. The half-acre main restaurant, three decks deep and the full width of the ship, is the largest room afloat; but for those who find it too cramped there are four private dining rooms like the one above. Pink chairs and autumn-tinted floor were selected by women stylists for showing off evening dresses to best advantage. Fourteen carved panels cover the history of shipping from Egyptian times through Columbus to the future of air travel, while the menu rambles from grapefruit *au kirsch* to marrow *sur croute*. The carvings of sea mythology on the bronze doors include "little loves, one swinging on the whiskers of an angelfish, some astride dolphins, another blowing sounds out of a cockleshell."

from cabin passengers of \$189,750; tourist, \$111,650; third class, \$55,800—a total that can be rounded out at \$360,000.

From that gross revenue must be deducted commissions averaging 7 per cent on three-fourths of the tickets sold—call it 5 per cent of the total. But there are other revenues to be added—15 per cent for mail subsidy, freight (practically nonexistent except for gold), and such enterprises as bars, beauty parlors, deck chairs, rent of dog kennels, etc. Making both adjustments, and allowing for a 5 per cent reduction on round-trip tickets, the revenue from a round trip of R.M.S. *Queen Mary* would come to about \$390,000.

Money going out

FIRST and largest cost item is fuel for the *Queen Mary's* 200,000-horsepower turbines. Consumption per round trip, and for keeping up steam while in port, would be a little less than 11,000 tons, which at \$7.26 a ton costs nearly \$80,000. A ship may use from 3 to 10 per cent more in rough weather, but let's let the figure stand.

Wages come next. The maximum crew numbers 1,050 men of whom about 800 are stewards. In winter the staff of stewards may be reduced by at least 200, so a fair average for the ship's company is 900. Their pay would total not far from \$35,000.

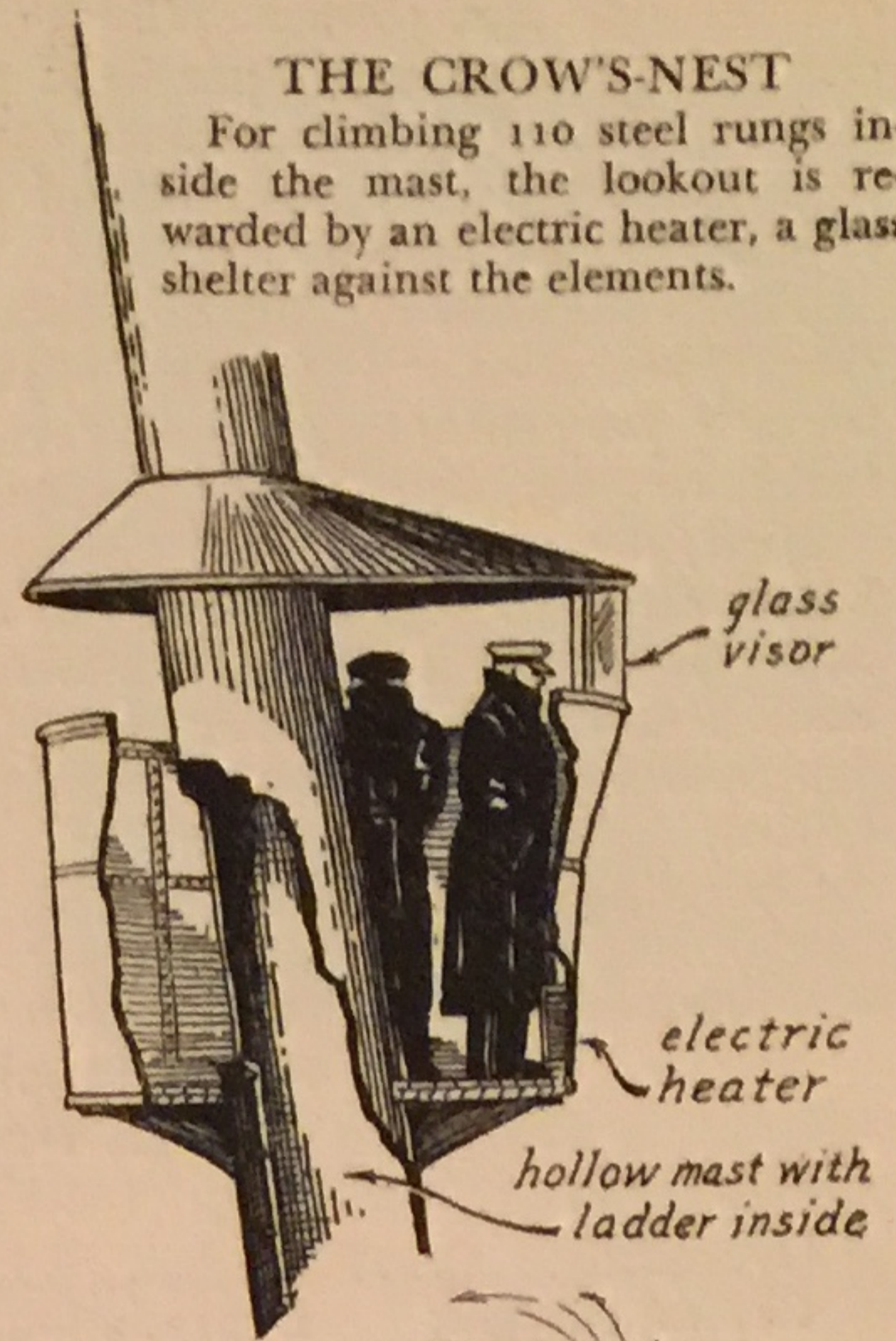
Then food. It costs \$3 a day to feed a cabin passenger, \$2.60 for a tourist, \$1 for third class. Still assuming that the ship is half full of passengers, their food bill for the eight days of the round trip would be \$17,000. Sailors' rations cost only fifty cents a day but they must be fed for fourteen days—\$6,300. Total: say \$25,000.

Next item is maintenance and repair. Practically every piece of equipment on the ship from the Iron Mike in the wheelhouse to the frigidarium in the Turkish bath requires attention every year, at a cost of about \$175,000. The annual January layup, with steam up and a fair-sized crew aboard and large wharfage charges to pay, may add another \$50,000 to the bill. At the end of every fourth year an overhaul is necessary, costing about \$60,000; and at the end of the tenth year a complete overhaul costing \$600,000—the two together must be provided for at the rate of \$75,000 a year. The whole repair bill thus makes \$300,000 a year or \$15,000 a voyage. To that, add \$10,000 more of supplies, of which \$5,000 is lubricating oil. Then there is a large list of routine operating



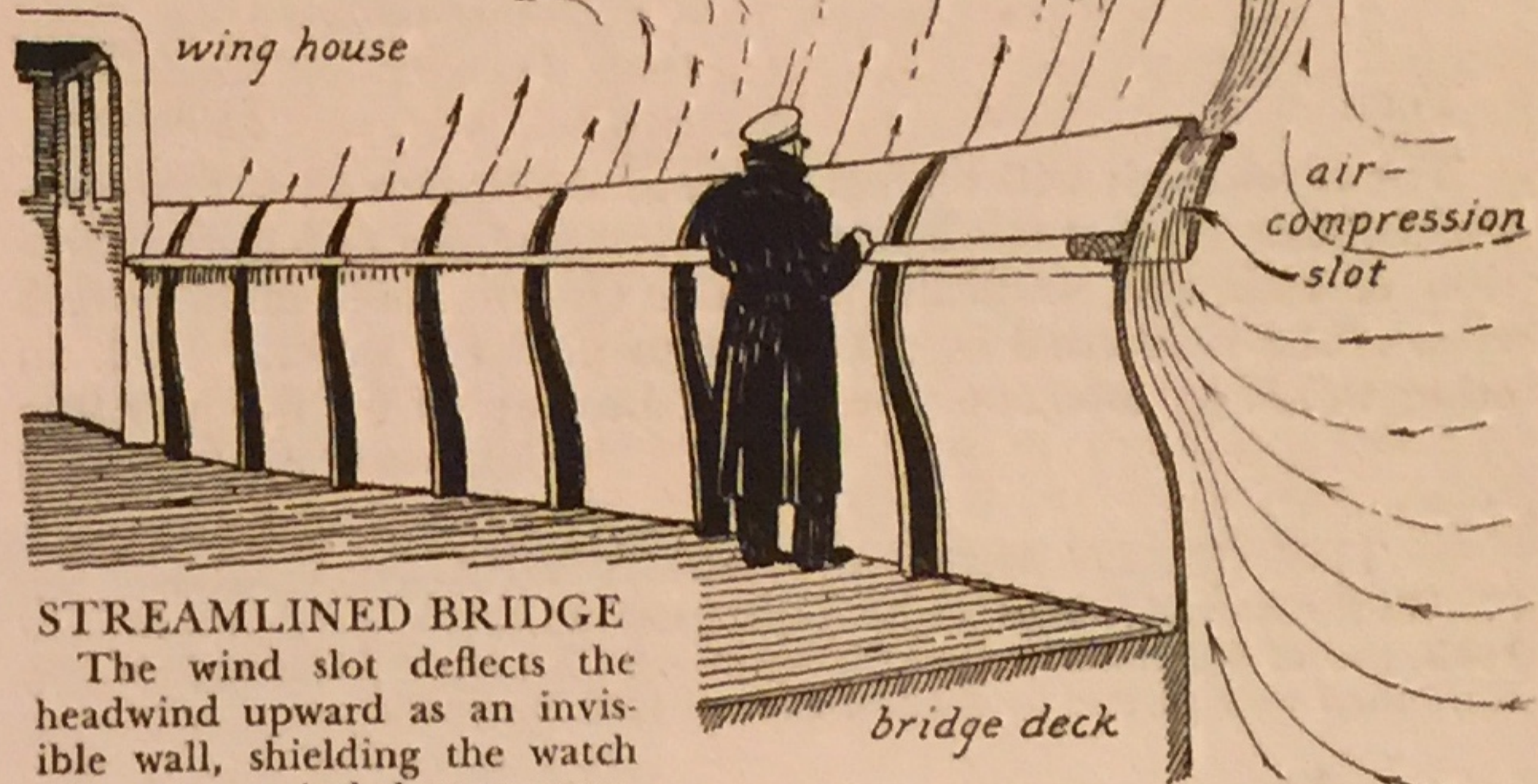
THE BRIDGE WING

... projects twelve feet beyond the side, giving a clear fore-and-aft view the length of the ship.



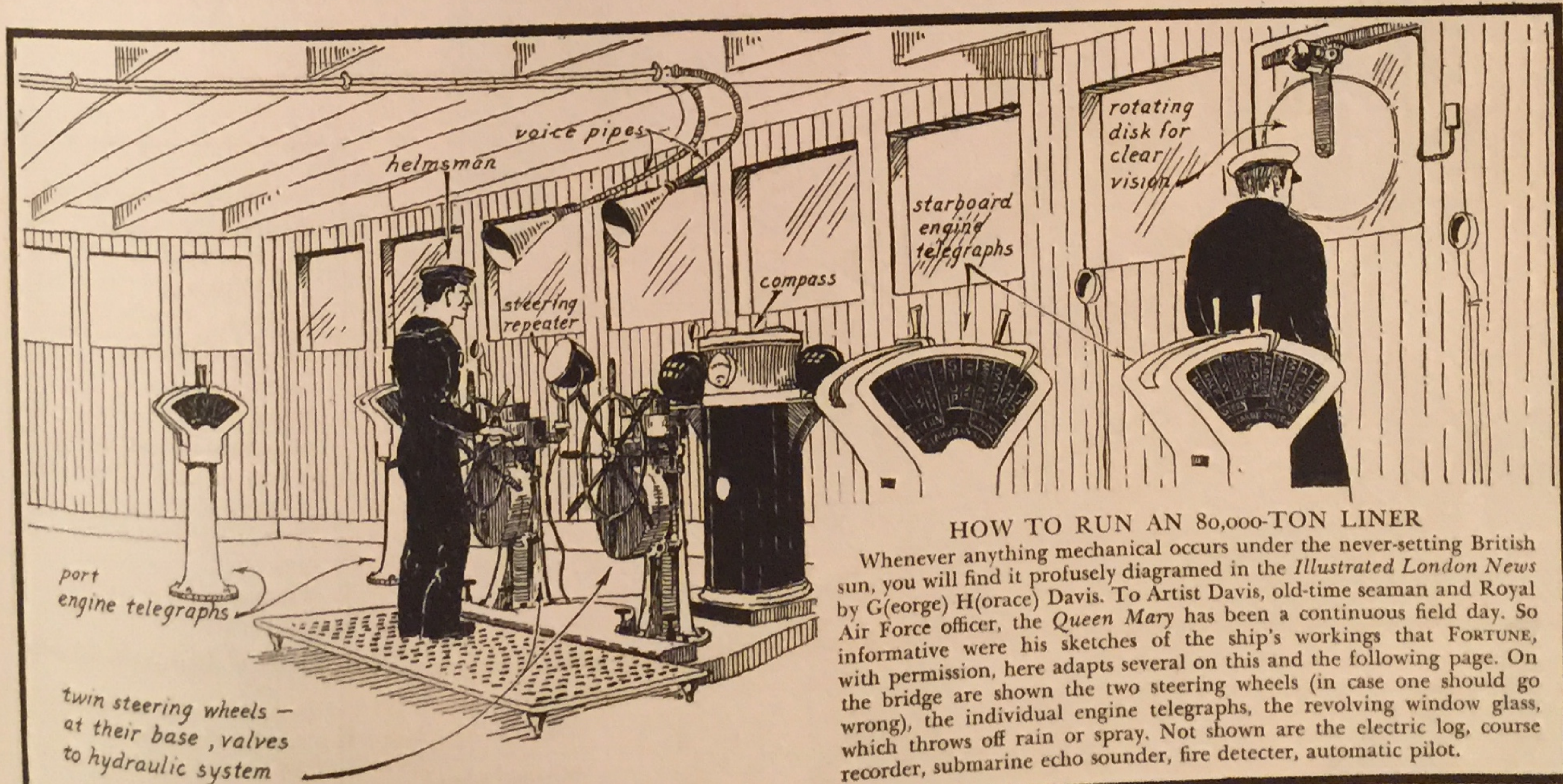
THE CROW'S-NEST

For climbing 110 steel rungs inside the mast, the lookout is rewarded by an electric heater, a glass shelter against the elements.



STREAMLINED BRIDGE

The wind slot deflects the headwind upward as an invisible wall, shielding the watch officer from wind, sleet, or spray.



HOW TO RUN AN 80,000-TON LINER

Whenever anything mechanical occurs under the never-setting British sun, you will find it profusely diagrammed in the *Illustrated London News* by G(eorge) H(orace) Davis. To Artist Davis, old-time seaman and Royal Air Force officer, the *Queen Mary* has been a continuous field day. So informative were his sketches of the ship's workings that FORTUNE, with permission, here adapts several on this and the following page. On the bridge are shown the two steering wheels (in case one should go wrong), the individual engine telegraphs, the revolving window glass, which throws off rain or spray. Not shown are the electric log, course recorder, submarine echo sounder, fire detector, automatic pilot.

charges—dockage, towage, pilotage, port dues, loading and discharging passengers (\$1 per head per port)—and of freight and laundry, and P. & I. insurance (protection and indemnity, i.e., shipowners' pool to take care of damage claims). Lump them together and say another \$45,000.

That completes the list of direct operating costs. Overhead is usually reckoned at 15 per cent of the passenger revenue, advertising at 5 per cent. On \$360,000 revenue, the two charges together make, roughly, \$70,000 per voyage.

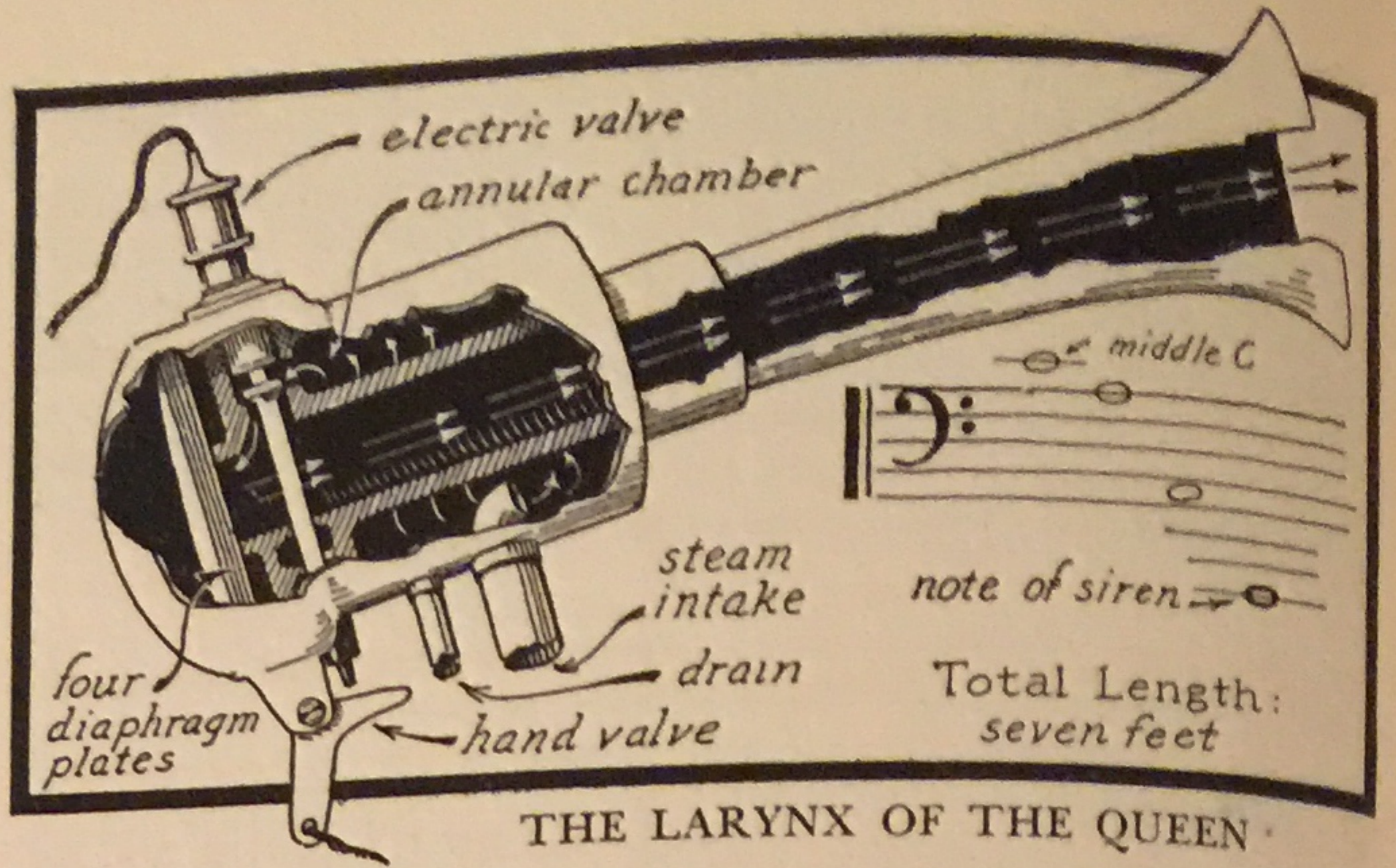
Next, the charges against capital. Depreciation, at 5 per cent, breaks down to \$85,000 per round trip. Insurance, a good part of which is carried by the government, costs \$15,000—\$100,000 for both. Interest on the government loan at about 11½ per cent or \$225,000 a year makes more than \$10,000. Now the costs can be tallied:

Operating expenses:	Fuel	\$80,000	
	Wages	35,000	
	Food	25,000	
	Repair, supplies	25,000	
	Dockage, etc	45,000	
			\$210,000
Overhead		70,000	70,000
Capital charges:	Depreciation,		
	insurance	100,000	
	Interest,		
	government loan	10,000	
			110,000
Total			\$390,000

The revenue, it will be recalled, was also reckoned at \$390,000, which, allowing for fallibility of guesses and the glib approximation of estimates, indicates that the *Queen Mary* might break even if she succeeded in making a 50 per cent average load. In other words \$35,000,000 would have been spent for the privilege
 [Continued on page 134]

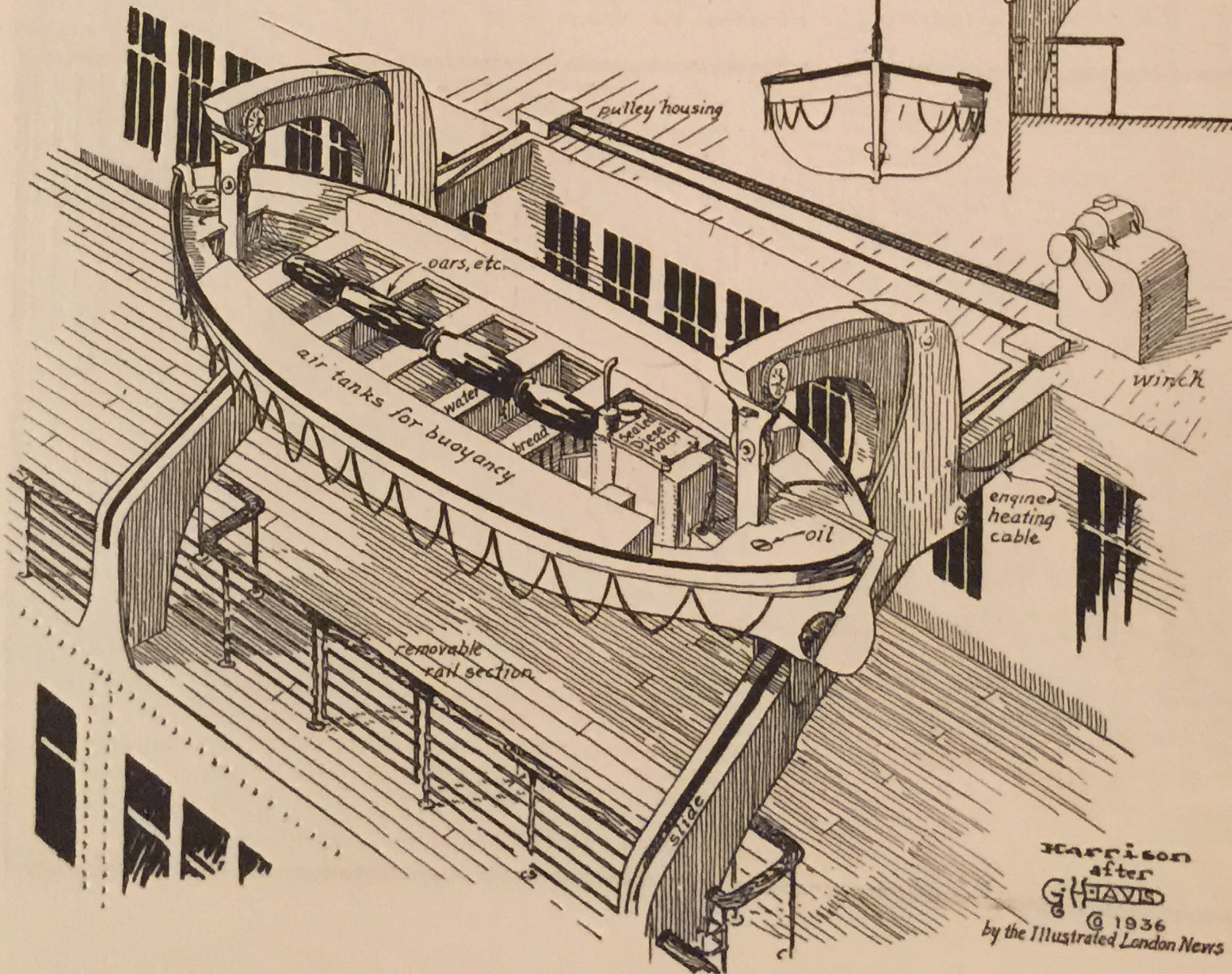
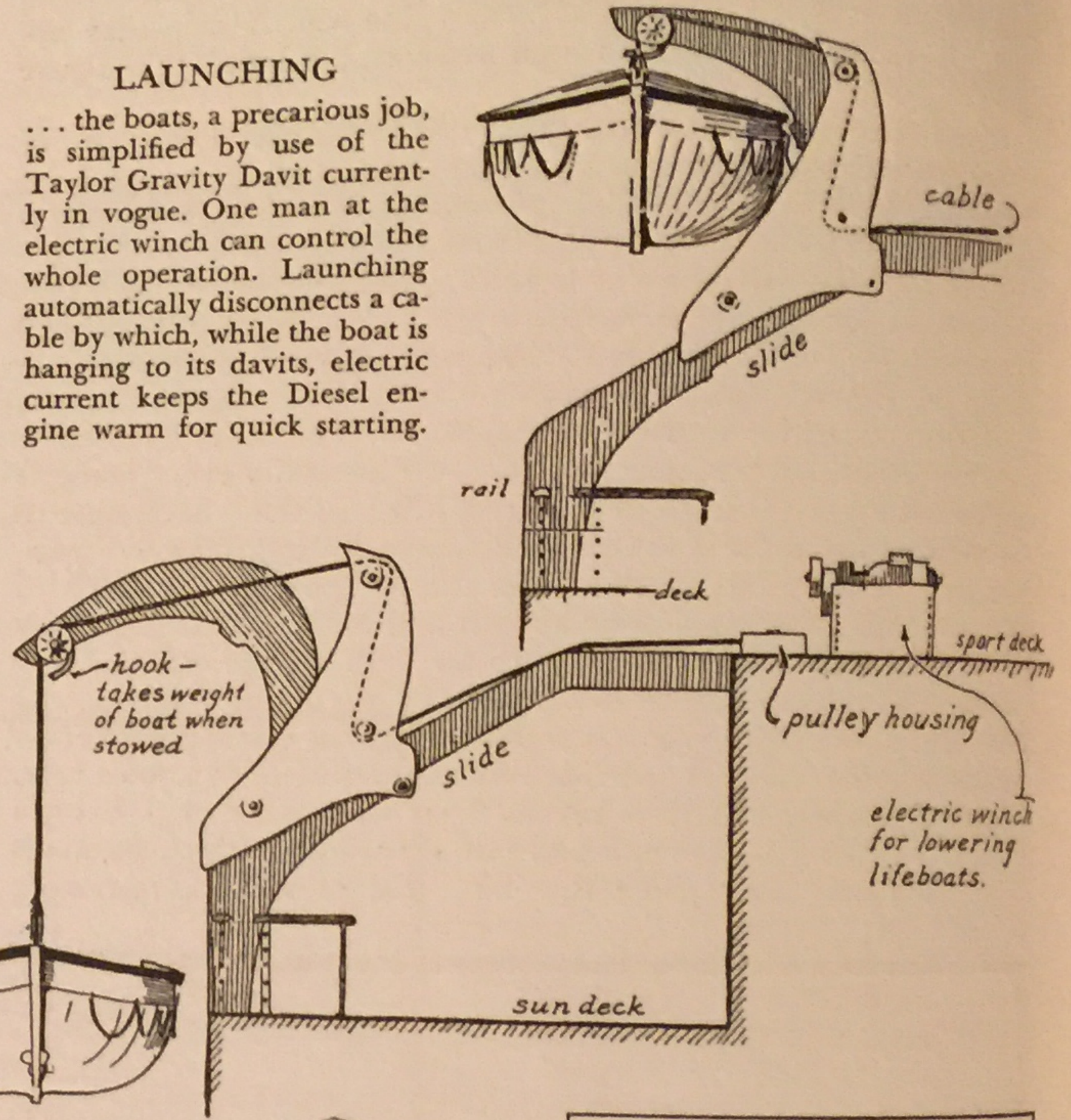
THE QUEEN MARY PROBABLY WILL NOT SINK

... but if she should she offers her passengers twenty-four Diesel-powered lifeboats, two of which are equipped with wireless. Each boat holds 145 persons, more than were carried by the first Cunard liner *Britannia*.



THE LARYNX OF THE QUEEN

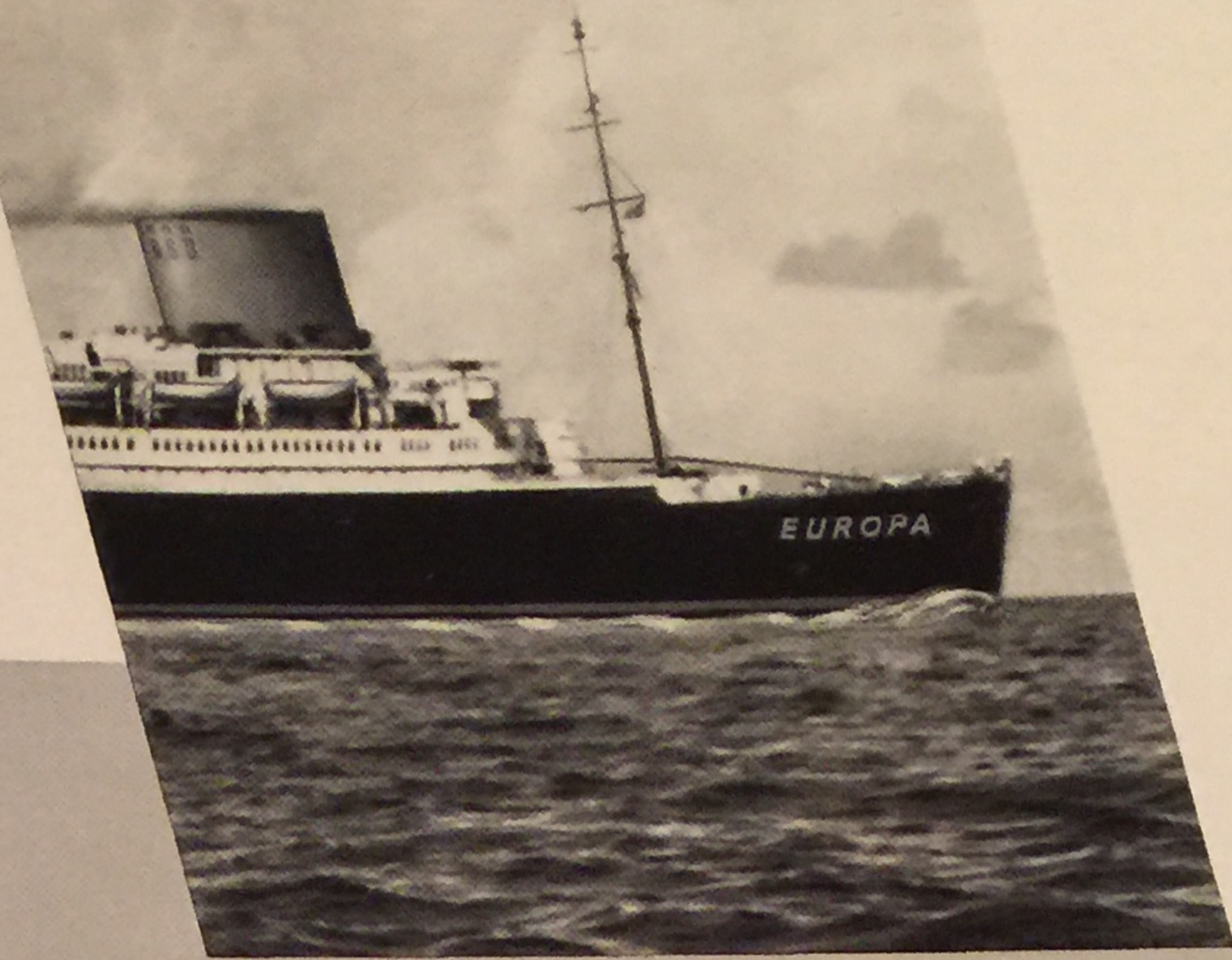
LAUNCHING
 ... the boats, a precarious job, is simplified by use of the Taylor Gravity Davit currently in vogue. One man at the electric winch can control the whole operation. Launching automatically disconnects a cable by which, while the boat is hanging to its davits, electric current keeps the Diesel engine warm for quick starting.



- LIFEBOAT INVENTORY**
- Spirit compass with lamp
 - Five fifteen-foot oars
 - Two boathooks
 - Two axes
 - Two fire extinguishers
 - Canvas anchor
 - Bailer
 - Brass lamp and gallon of oil
 - Gallon of storm oil in perforated bag
 - Tin of red distress flares
 - Matches
 - Toolbox
 - Life lines
 - Quart of fresh water per passenger
 - One-pound tin of condensed milk per passenger
 - Twenty-one pounds of biscuits per passenger

Harrison
 after
 G. H. HAVIS
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 by the Illustrated London News

SWIFT



4½ Days between shore lines
with morning arrivals in FRANCE, ENGLAND, GERMANY

Bremen · Europa

Cobh, Plymouth, **Columbus** Cherbourg, Bremen

TO IRELAND · ENGLAND · FRANCE · GERMANY

A Sailing Every Wednesday Midnight

New York · Deutschland · Hansa · Hamburg

Leisurely Low Rate Crossings to Ireland, England, Germany

St. Louis - Hapag Motorship Lloyd Steamship - Berlin

SUMMER VACATION CRUISE

Reliance, on June 26 for
42 days to Iceland, Spitz-
bergen, Norway, Russia
. . . stopovers for XITH
Olympics, Germany.

1937 WORLD CRUISE

Reliance, January 10 for
136 days, Eastward through
the Mediterranean, visiting
37 ports, 30 lands on route
of 31,570 miles.

LITERATURE AND RESERVATIONS



Hamburg-American Line · North German Lloyd



57 BROADWAY, NEW YORK, N. Y.

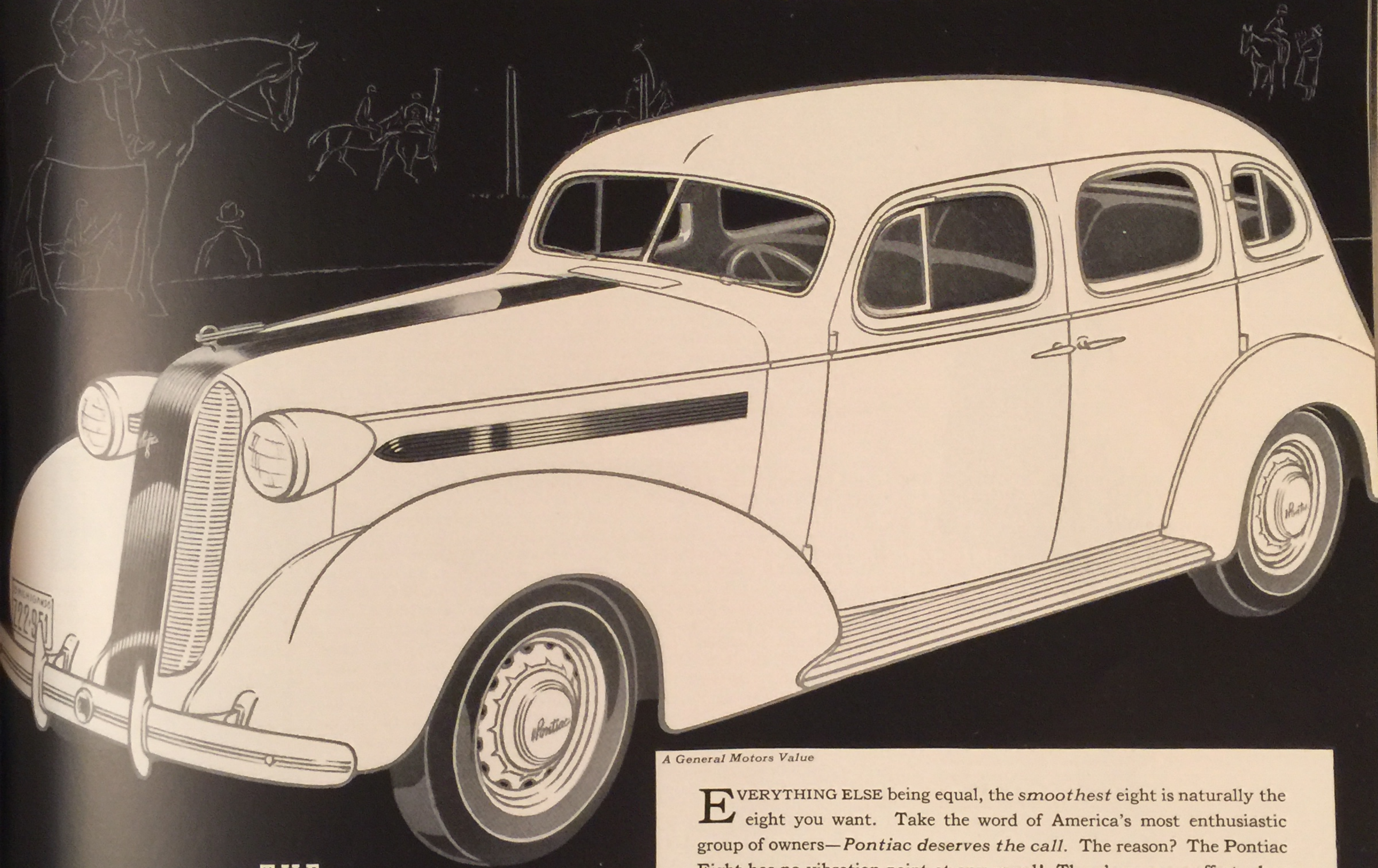
ATLANTA, C. & S. Bank Bldg. BALTIMORE, 323 N. Charles St. BOSTON, 252 Boylston St. BUFFALO, 11 W. Genesee St. CHICAGO, 130 W. Randolph St. CINCINNATI, 2301 Carew Tower.
CLEVELAND, 1430 Euclid Ave. DETROIT, 1205 Washington Blvd. HOUSTON, 515 Cotton Ex. Bldg. LOS ANGELES, 620 So. Hill St. MEMPHIS, 317 Cotton Ex. Bldg. NEW ORLEANS, 1713 Amer. Bank Bldg.
PHILADELPHIA, 1711 Walnut St. PITTSBURGH, 407 Wood St. SAN FRANCISCO, 289 Post St. SEATTLE, 5532 White-Henry-Stuart Bldg. ST. LOUIS, 903 Locust St.
EDMONTON, 10057 Jasper Ave. MONTREAL, 1178 Phillips Place. TORONTO, 45 Richmond St. W. VANCOUVER, 525 Seymour St. WINNIPEG, 673 Main St.

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MAKING FRIENDS..WINNING FAME AS

THE *Smoothest* EIGHT

IN THE WORLD!



THE
LOWEST-PRICED EIGHT
BUILT BY GENERAL MOTORS

PONTIAC **\$730**
THE BIG
ECONOMY *Eight*

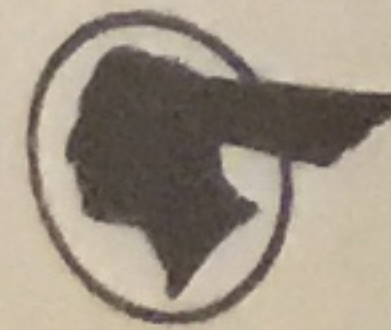
A General Motors Value

EVERYTHING ELSE being equal, the *smoothest* eight is naturally the eight you want. Take the word of America's most enthusiastic group of owners—*Pontiac deserves the call*. The reason? The Pontiac Eight has no vibration point at any speed! There's no more effort when you speed up than when you slow down. There's no more strain on a grade than when the engine runs free. Pontiac engineers have eliminated roughness for good and all!

The *by-products* of this great engineering feat are just as impressive. Officially supervised, a Pontiac Eight has delivered 22 miles to the gallon. According to owners, 200,000 trouble-free miles are nothing at all for this big, sound and solid eight! And everything else, from triple-sealed hydraulic brakes to "Turret-Top" Fisher Body, measures up. The Pontiac Eight asks odds of no car for beauty, luxury, modernity. In fact, it is fully qualified to win fame and friends on any of these counts alone!

Give Pontiac a chance to prove its mettle. Drive it and be hyper-critical when you do. You'll make the very interesting discovery that price no longer provides an estimate of quality. For Pontiac, world's lowest-priced straight eight, is also one of the finest cars ever built!

THE MOST BEAUTIFUL THING ON WHEELS



Illustrated above—the 1936 De Luxe Eight 4-Door Sedan \$815. List prices at Pontiac, Michigan, begin at \$730 for the Eight (subject to change without notice). Safety plate glass standard equipment. Monthly payments to suit your purse on the G.M. Installment Plan. Standard group of accessories extra.

THIS DESK STAND FITS *any* PEN!



SPECIAL OFFER

For a limited time only—this new \$1.00 Carter Desk Stand and a Cube of Carter's finest ink in permanent, washable or rich Sunset colors.

Both for 39¢

Here's an up-to-date and practical replacement for the old-fashioned open ink-well—the new Carter "Cube Stand" which holds a Cube of whatever Carter's Ink you prefer, and fits any pen you like to use. The Stand has a polished black surface. Rubber treads give it non-skid firmness. And the wide mouth of the Carter Cube makes dipping or filling your pen easy. To introduce this new Stand to homes and business offices, Carter Dealers are offering a special combination price on the Stand and a Cube of Carter's Ink.

Carter's ink



A Model 1940 in beautifully styled case. Comes with metal wrist band. The price is \$19.75

B 15 jewels, natural gold filled case. Embossed figure dial. Model 1929. Price: \$37.50

C 17 jewels, 14 K. gold filled case. Silk cord. Model 2041 (natural), 2040 (white). \$47.50

D 17 jewels, 14 K. natural gold filled case. Raised figure dial. Model 1925. Price: \$47.50

E Baguette, gold filled case. Model 2653 (natural), 2652 (white). The price is \$35.00



F 17 jewel baguette, in stunning 14 K. solid gold case. Model 2630 (natural), 2616 (white). \$55.00

G 15 jewel "Crusader" in 14 K. natural gold filled case. Raised gilt figure dial. Model 1805. \$35.00

H 17 jewel baguette. 10% Iridium platinum case, 28 diamonds. Inlaid dial. Model 3604. Price: \$125.00

I Handsome wrist model for men in smart, ruggedly styled case. With leather strap. Model 2412. \$17.50

As traditional as a diploma on commencement day. . . . GIVE AN ELGIN to your graduate!

Commencement . . . the start of life in a world where success is made from minutes! So what better gift for your young graduate than an ELGIN? The new ELGINS are the most beautiful ever created. Slim, smartly styled models for girls. Sturdy, streamlined models for men. Watches of character . . . of dependability. They know how to say better than words your good wishes on commencement day . . . and keep on saying them for years!

Only ELGIN can produce timepieces like these. For only at ELGIN do master craftsmen and scientists work in perfect partnership to plan, create, and mount each movement under a single roof. See all the newest ELGINS at your jeweler's today. Their accuracy has been checked to the absolute standard of the stars by an electrical timing device, developed in cooperation with ELGIN craftsmen. Prices are \$17.50 to \$500.



J Semi-baguette, 15 jewels. Gold filled case. Blk cord. Raised figure dial. Model 2061 (natural) (white). \$37.50. With gold filled band, \$47.50

K 17 jewel "Crusader." Handsomely designed natural solid gold case. The dial has distinguished raised gilt figures. Model 1823. The price is \$65.00

L Model 1915 (natural), 1914 (white) in smartly styled gold filled case. Gold filled band. Embossed dial. Price: \$27.50

M Man's wrist watch, in smart, ruggedly styled gold filled case. The dial figures are raised. Embossed. Model 1464. The price is \$24.50



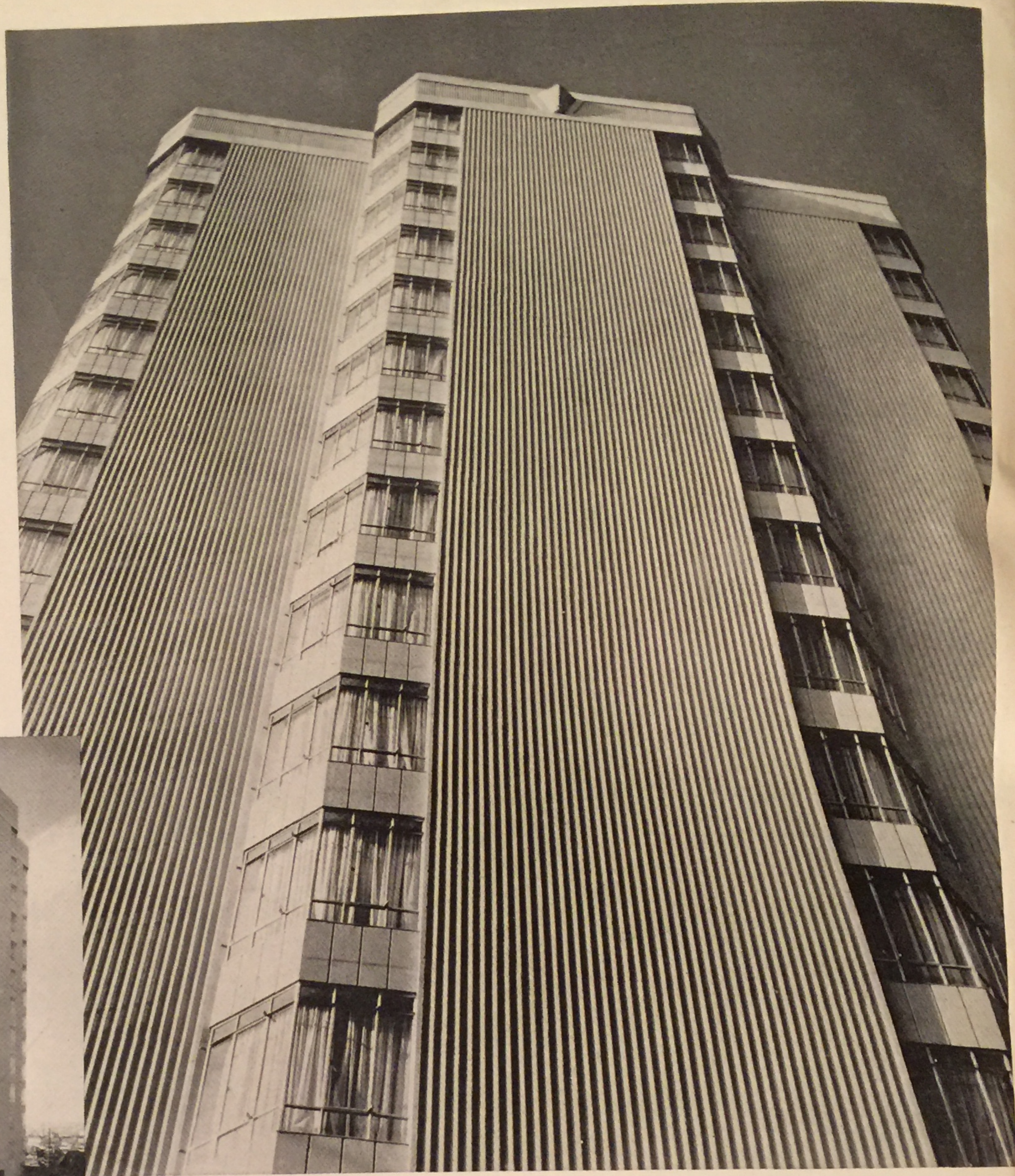
N Man's wrist model with gold filled band. Curved dial. Embossed gilt figures. Model 1989. The price: \$27.50

O 17 jewel adjusted movement in 14 K. natural solid gold case. The dial is embossed. Model 556. Priced at \$75.00

P Model 1917 (natural), 1916 (white). 15 jewel movement. Gold filled case. Embossed dial. The price is \$32.50

ELGIN

FOR 71 YEARS AMERICA'S TRADITIONAL GRADUATION TIMEPIECE



Edmond Meany Hotel, Seattle, Washington; R. C. Reamer, Architect; Teufel and Carlson, Contractor.



Architectural Concrete

Frame and floors cast integral with walls and ornamental details... Weather-resistant... Fire-safe... Distinctive... Economical.

IN BEAUTIFUL EXTERIORS LIKE THIS

CONCRETE *is writing architectural history*

SEATTLE'S Edmond Meany Hotel is a magnificent example of the architectural distinction achieved by modern concrete construction. To its beauty concrete adds, as a matter of course, rugged strength, firesafety, low maintenance and resistance to the boring of time and the elements. Beyond that is the economy that results from casting *in one operation* a material that is at once structural, enclosing and decorative.

From Quebec to Southern California, architectural concrete is being chosen for more and more industrial plants, churches, schools, court houses, homes and buildings of all types. Concrete can serve you and your industry with distinction. Ask your architect and engineer about the advantages of this new technique in concrete construction. Or write for one of our engineers to call.

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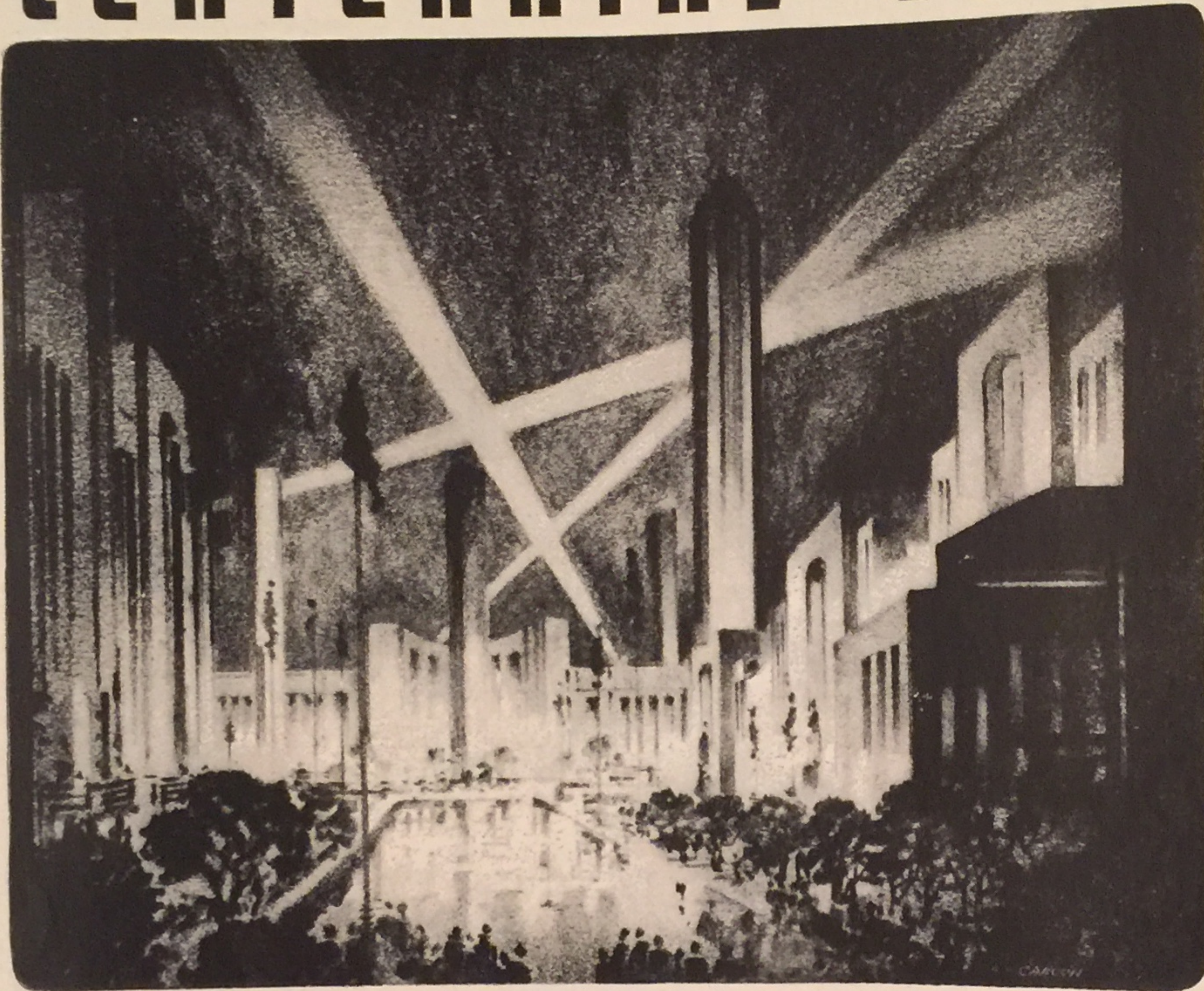
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TEXAS



AND THE CENTENNIAL CELEBRATIONS



\$25,000,000 CENTENNIAL EXPOSITION

DALLAS - JUNE 6 - NOV 29

The big show all Texas has prepared for all America will be ready in Dallas, June 6th. Business, as well as the vacationist millions, will find it one of the most magnificent, most important attractions ever held on this continent. More than fifty mammoth buildings, mostly permanent structures, will house America's most representative exhibits of art, industry, history and agriculture. It's the Southwest's first World's Fair. The result of two years planning to bring the Lone Star State's glamorous history and progress to the attention of the nation and the world. America's important industrial concerns will be represented with participation ranging to \$2,250,000; positive indication that Business recognizes the importance of developing the vast market of the great Southwest. See the Centennial Exposition at Dallas. Then travel to other points for equally interesting celebrations and vacation pleasures. All Texas is on parade.



HOUSTON HISTORIC CELEBRATIONS

Centennial year was inaugurated in Houston with the San Jacinto Celebrations. Throughout the year Houston will be host to the millions of visitors to Texas. Visit historic San Jacinto battle grounds, now a state park. See Houston's famous ship channel. Spend happy vacation days at near-by Galveston and other resort cities on the Gulf. Bathing, sailing, fishing, golf . . . everything for a real vacation.



SAN ANTONIO HOME OF THE ALAMO

Beautiful San Antonio, with the picturesque San Antonio River winding through the city, is one of America's favorite vacation spots. While here make a pilgrimage to the Alamo and to San Antonio's centuries-old missions, Brackenridge Park, the Mexican quarters and Spanish Governor's Palace. Visit the Magic Rio Grande Valley to the South and Laredo, interesting Texas city on the Mexican border.



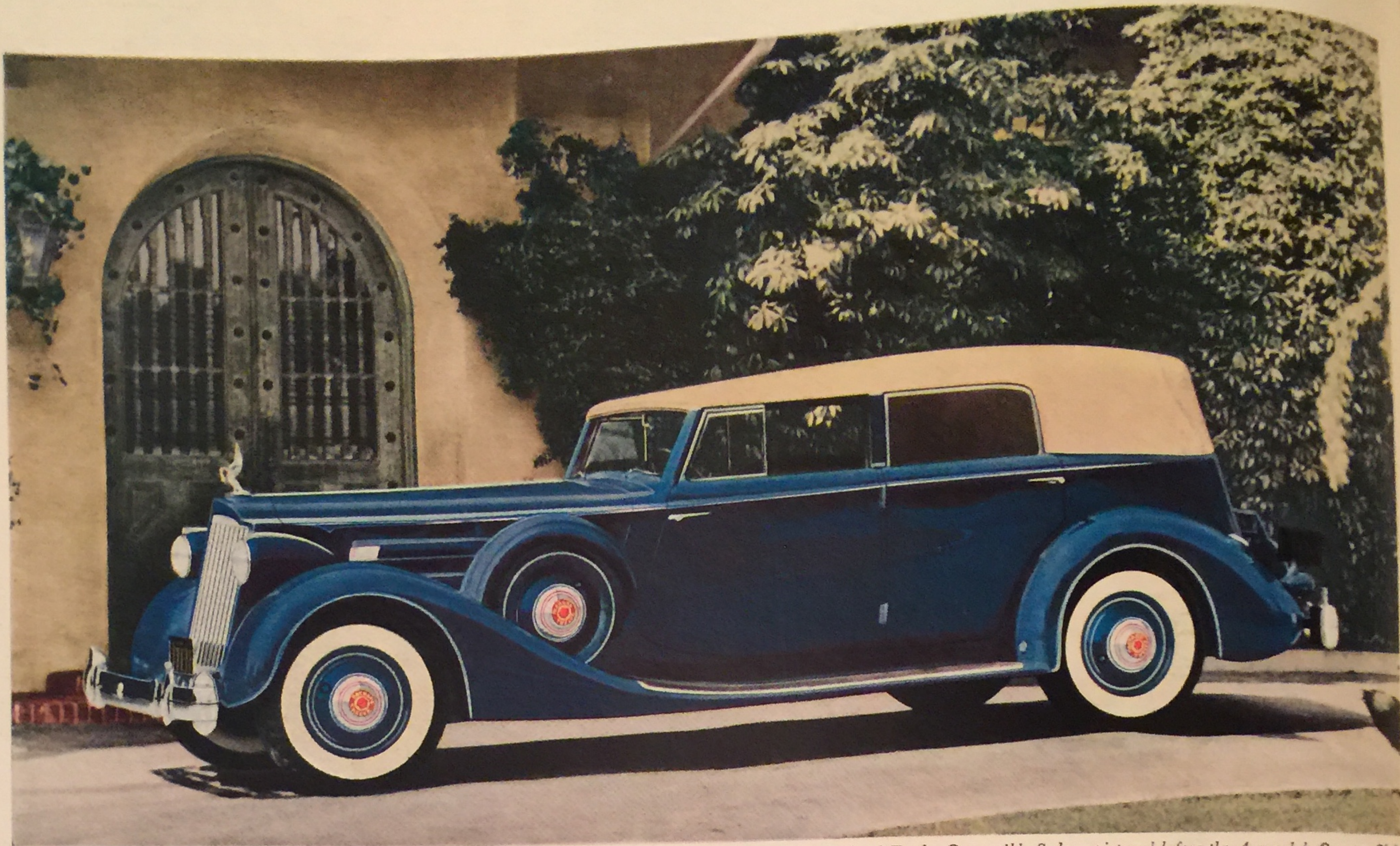
FORT WORTH TEXAS FRONTIER CENTENNIAL

Fort Worth has re-created the glamorous Old Time West of the past. July 1 through November, the Frontier Centennial will feature the greatest theatrical and Western attractions ever assembled in America. Visit Fort Worth, then take the trails west to colorful El Paso or Amarillo in the Plains country. Wherever you travel, you'll find Texans celebrating. More than 150 events have been scheduled for the year.

1936 ★ TEXAS CENTENNIAL



TEXAS CENTENNIAL, 4-C
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The 1936 Packard Twelve Convertible Sedan, pictured before the Annandale Country Club

Pasadena prefers Packards

THE handsome homes of fashionable Pasadena naturally quarter fine motor cars in their garages. And we find that among them Packard predominates—45 out of every 100 of the four leading makes of fine cars being Packards.

Pasadena's preference for Packards is representative of this car's leadership in

smart communities throughout America. Nearly half of all the large fine cars purchased in this country during the past year have been Packards.

This, we believe, is a striking tribute to that Packard superiority which is greater, more evident than ever in the magnificent new Packard motor cars for 1936.



The Orlando Road home of Mrs. F. C. Fairbanks is much admired. The Fairbanks' have been Packard owners for fifteen years, and today own three Packards.



Mr. and Mrs. F. G. Adamson, whose beautiful home on San Raphael Drive is here pictured, enjoy the comfort and rich beauty of a new, 1936 Packard.



The Orange Grove Avenue home of Colonel M. Paul, noted sportsman and art connoisseur. Colonel Paul drives his Packard Super Eight Sedan across the country some fifteen times a year.

PACKARD

**EIGHT
SUPER-EIGHT
TWELVE**

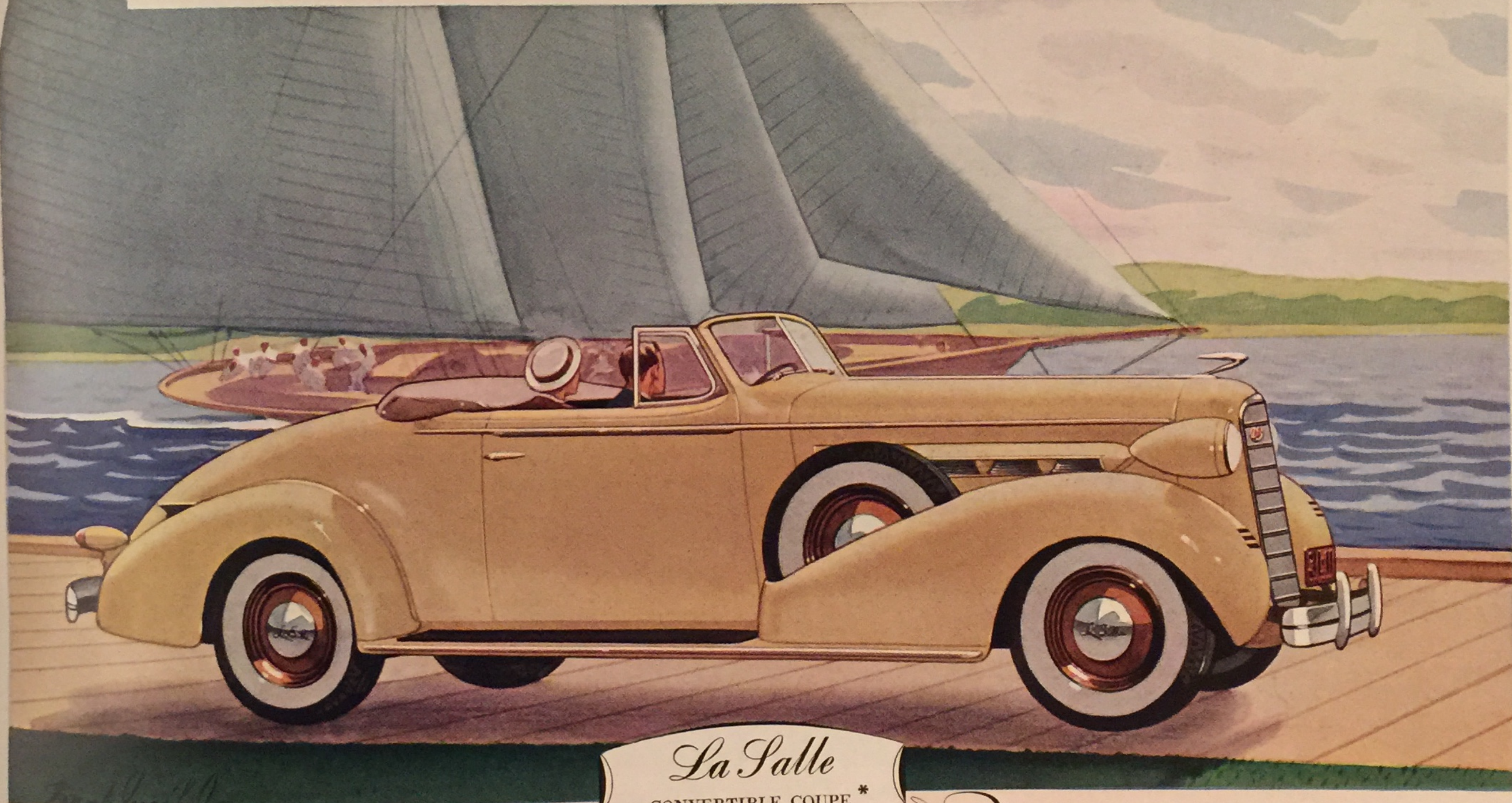
Ask the man who owns one

THE *Difference* IS MORE MARKED THAN EVER

Those who are not able to avail themselves of the rare privileges which Cadillac and La Salle owners enjoy, can still be better served than ever before by a number of excellent cars of lower price. . . . The whole industry has moved forward—mostly in the direction of massed demand and sprightly appearance and performance; but, of course, Cadillac has been, as always, in the forefront of that forward movement. . . . In fact, the difference and the distinction in Cadillac and La Salle have

become more marked than ever, for Cadillac has deliberately planned its 1936 creations to widen the gap between the Royal Family of Motordom and all other cars in the world. . . . Those who revel in the special ease and elegance and the pronounced distinction which Cadillac and La Salle provide for their owners, simply cannot satisfy themselves with anything else. . . . The briefest of experiences, either at the wheel or as a chauffeured passenger, will prove this to your entire satisfaction.

*Model illustrated \$1255. Monthly payments to suit your purse.
Prices list at Detroit, Michigan, subject to change without notice.
Special equipment extra.



La Salle
CONVERTIBLE COUPE *

Cadillac \$1645 *La Salle* \$1175

CADILLAC
Fleetwood \$2445

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