

# HIGHLIGHT



## **R. T. TANNER & CO. LTD.**

*London Sales Office*  
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Telephone: FLEet Street 7051

*Leeds Office and Warehouse*  
"CORNER HOUSE", WHITEHALL ROAD  
LEEDS 12  
Telephone: Leeds 30805 (2 lines)

## ● **The House Magazine of R.T.TANNER & CO. LTD.**

WHEATSHEAF WORKS  
CRAYFORD · DARTFORD · KENT  
Telephone: Crayford (CY) 26255

*New Series No. 56*  
JANUARY, 1966

**Stocked at London & Leeds**

## VICTORY BOND

**White**

16½ × 21	11,	15,	18,	21 lb.
21 × 33	22,	30,	36,	42 lb.
18 × 23	13,	18,	21½,	25 lb.
23 × 36	26,	36,	43,	50 lb.
17 × 27	14½,	20,	24,	28 lb.
27 × 34	29,	40		lb.
A1 24½ × 34	26,	36,	43,	50 lb.

		100	400	10	
S/O L.Post	Smalls	lb.	lb.	Cwt.	1 Ton
11 lb.	2/4½	2/0½	1/9½	1/7½	1/6½
15 lb. and up	2/2½	1/10½	1/8	1/6½	1/5

**Tinted**

16½ × 21	11,	15,	18 lb.
18 × 23	13,	18,	21½ lb.
17 × 27	14½,	20,	24 lb.

		100	400	10	
S/O L.Post	Smalls	lb.	lb.	Cwt.	1 Ton
11 lb.	2/5½	2/1½	1/10½	1/8½	1/7
15 lb.	2/3½	1/11½	1/9	1/7½	1/5½

**TANNERS for PAPER**

## Tanner's Quarterly Trade Journal

*The Directors and Staff*

*of*

*R. T. Tanner & Co. Limited*

*wish all their customers and*

*friends in the trade*

*A*

*Prosperous New Year*

Once again we reach the turn of the year with high hopes for a better year than the one departed. We cannot exactly complain of business activity during the last twelve months, though it was more a period of holding fast.

Now what may we look forward to in 1966 as we gaze into the crystal ball? Whilst we do not anticipate that general business is likely to deteriorate any further, our own trade should continue to forge ahead, though somewhat slowly.

It is consoling to realise that during the last twelve months, when restrictions were being placed on trade through financial measures, the home paper industry has steadily increased production, at a guess, as statistics are not yet available, of probably over 10%. Much of this is no doubt due to the import surcharge on paper and board from overseas. Some large tonnage previously imported has been placed with British mills at prices which, while not showing much profit, has kept plants working to capacity and has therefore assisted them to clear their overheads. These conditions are liable to continue so long as the import surcharge is sustained, but when this is eventually cancelled, and the E.F.T.A. duties, now already extremely small, are finally discontinued the picture will change rapidly. With the new Fort William mill of Wiggins Teape commencing to come on stream in 1966 and with more mills turning over to the four-shift continuous running output is rising fast. There is, of course, the fact that a few of the smaller mills are feeling the pinch, and in fact some have already shut down, and without doubt further closures must be anticipated.

This again will alter the concept of paper supply as ruling at present. The larger mills, although often taking big tonnage direct, look to the wholesale paper merchants to carry out the distribution of their stock output. It is the smaller mills, apart from those who have specialised in certain grades, who take much of their tonnage from the small merchants and non-stockist agents for direct delivery in small lots. This is extremely costly for the particular mills and many are attempting to push up the quantity delivered at any one time. As time goes on the large groups of mills will attempt to rationalise their qualities to give long runs and following this want minimum deliveries to merchants' warehouses of two to five tons or even more.

During the last few years we have seen a whole host of new papers coming on the market, and it is strange to talk at the present time of mills rationalising their products. However, we think that this is about to happen and the large mills are putting their efforts and particularly their advertising campaigns into their leading qualities. It is already getting more and more difficult to place orders for special small makings of a ton or two in qualities which differentiate widely from the standard qualities now being made by the mills. It is no longer profitable for these leading mills to change their qualities for comparatively short runs. This tendency will increase as the smaller mills go out of business.

*(Continued on page 4)*

## Important Announcement to Envelope Buyers

The costing department of the BFMP has assessed the overall increase in costs as from January 1966, arising from the recent agreement with the Unions, as a rise of 5.5 per cent.

Having absorbed the cost of the additional week's holiday granted to our employees last year, we are now obliged to pass on some of this latest increase.

As from 1st February 1966 the prices of our stock lines will be increased by approximately 3 per cent. In addition, rather than limiting your orders to a minimum quantity or value, we are adding a distribution charge of 5s. on all orders, where goods value, sent to one address, is less than £5; (excluding purchase tax).

The distribution charge will be waived when envelopes and/or pockets are ordered at the same time as other items of paper, boards or manufactured stationery, for delivery to the same address, provided that the total value of the order is not less than £5 (excluding purchase tax).



and printers and consumers will have to get used to using the standard lines being made by the mills and not specify special characteristics of their own unless they can take considerable tonnage.

During the last few years printing in all its forms has advanced very rapidly. Speeds are for ever increasing, and machines are as a result becoming more and more choosy. Are mills keeping up with this progress? One of the problems facing mills is that paper making is not an exact science and their product is not and never has been fully consistent, and in spite of the many new electronic devices now available are still far from reaching this goal. However, long runs of their own standard grades goes far to ensure that the grade is as near perfection as they can possibly achieve.

Within a few years the vast proportions of paper and board used for printing purposes will be produced by the dozen or so major mills or groups of mills in this country with imports from a few of the large traditional suppliers to this market. More and heavier advertising will be indulged in to educate the consumers and public to use these branded lines to the exclusion of unbranded lines.

The stockist paper merchant will be assisted to the extent that there will be many fewer qualities to stock, but they will in due fairness to their suppliers and customers have to hold greater quantities of each line.

This must in the long run create a more stable and more serviceable stockist pipe-line. The huge runs which the mills can thus make will ensure that prices remain economic and stable to the benefit of all consumers.

## Sorted ?

When a customer has a complaint we frequently hear the remark "this paper could not possibly have been sorted."

During the last few years a radical change has come about in most mills in the final processing of their product. The days when all but the lowest grade papers were laboriously hand sorted sheet by sheet have departed, although many of the better grade and coated papers are still so finished. The

difficulty of obtaining sufficient female labour for this slow and soul-destroying job, and the heavy resulting cost has precipitated this change.

Now most mills sort as the paper is cut and there are several scanning devices available though their use is as yet not entirely satisfactory. They tend either to let the imperfect through or vice versa, according to the stringency of its setting. No doubt this is a field which will show great improvement in the near future. On the latest cutting machines the operator can press a button when he sees flaws in the paper passing before him and the machine automatically throws these sheets out. The difficulty here is that it is dependent on the operator's eyes spotting the flaws on sheets passing in front of him at a not inconsiderable speed.

The real problem is at the beginning of the process, in that the paper should be made as free from spots and flaws as possible and here the mills have made great progress.

If you receive paper which is sub-standard, either spotty, badly finished, creased or with holes, and we do not mean just an odd sheet or two, the mills will exchange it at once. However, this should be reported before the paper is cut or printed or the mills will quote the paper trade conditions at you!

At least there is less chance of foreign articles appearing in the reams nowadays. Many are the cases we can recall of combs, hair grips and even a steel weight being found in reams of paper. The last item went under a guillotine and caused some £40 of damage.

## Crayford

Once again we are pleased to publish further photographs of some of the members of our staff of our Crayford office.

We received several comments from customers regarding the similarity of the dresses worn by our young ladies in photos in the last issue. These were the smart overalls worn by several members of our staff.



*Patrick Clent  
after several years  
in the printing industry  
joined the Company  
recently as estimator.*

*Wally Ellwood  
joined the manufacturing  
department in 1955.  
After experience in costing  
and estimating was  
appointed factory manager  
in 1963.*



*Pauline Brown  
joined in 1961 as  
invoice typist, left  
to experience other fields  
but quickly returned  
as typist to manufacturing  
department.*



*Jean Colenso  
recently joined  
as invoice typist.*



*Mrs. Sheila Jarvis originally came as a temporary clerk and joined the staff in 1963 as invoice clerk in the distribution department.*



*Arthur Wilken joined the Company in 1961 as Assistant Factory Manager. Appointed production controller in 1963.*

## Planning

To those companies like ourselves, and there are many of us, who have received treatment by management consultants, we feel the following article may be of amusement.

*With acknowledgements to NIGEL BALCHIN.*

The difference between a really modern, well-run adequately lubricated business and one of the old-fashioned ones which squeak is purely one of planning. The difference between an unplanned business and a planned one is thus:

1. In an unplanned business things just happen, i.e. they crop up. Life is full of unforeseen happenings and circumstances over which you have no control. On the other hand:
2. In a PLANNED business things still happen and crop up and so on, BUT YOU KNOW EXACTLY WHAT WOULD HAVE BEEN THE STATE OF AFFAIRS IF THEY HADN'T.

The astute reader will, therefore, see at once that the extent to which things are really under control, is exactly the extent to which they are PLANNED. Planning, indeed, is the executive's best friend, and like all real friends, invaluable for establishing an alibi. In the old days for instance a Production Manager was just given orders and expected to carry them out. And if he didn't he was kicked, just exactly as though it was his fault. Nowadays however he is given orders, and all he has to do is plan. And after that, well—dash it, he can't avoid Acts of God . . . . Our illustration, I think, is most vivid in dramatic form.

### OLD WAY

(Scene: Production Manager's Office. Production Manager discovered. Enter Managing Director.)

M.D. (forte) Hey—you—!

P.M. (quailing) Good morning, sir . . . .

M.D. (more forte) Good morning nothing! Where the blazes are those 50,000 printed pockets I said were to be finished today?

P.M. (diffidently) Well you see—

M.D. No I don't. Where are they? Are they done?

P.M. Well No, you see . . . .



M.D. (fortissimo) Ho, they're not eh? Then you're fired.  
When I give an order—customer waiting—damned  
slackness—couldn't organise a Sunday School Treat  
...!  
(Exit dying away in the distance.)

## CURTAIN

### NEW WAY

(The same. Enter M.D.)

M.D. (forte) Hey you—  
P.M. (smiling) Good morning. Nice morning. Looking for  
those printed pockets?  
M.D. (sourly) Yes.  
P.M. (producing large sheet with a flourish) The plan, sir.  
M.D. (taking it) Oh (slightly mollified)—this is a nice plan.  
P.M. (beaming) I thought you'd like it.  
M.D. (interested) What's this heliotrope line here?  
P.M. Oh 'that's' the graph of mental decay of all left-handed  
men over forty in the punching department.  
M.D. (fascinated) Is that really so?  
P.M. (proudly pointing to sheet) And THIS is the number of  
pockets we should have made by Tuesday week if it  
hadn't been wet.  
M.D. (admiringly) As many as that?  
P.M. Quite. Of course it DID rain, but still . . . .  
M.D. (jovially) Well I don't think we can really hold you  
responsible for the weather. After all . . . .  
P.M. Yes, of course, this isn't a normal week. You see that  
blue square?  
M.D. Yes?  
P.M. Well that's where Bill Perkins fainted at 4 p.m. on  
Wednesday. The smudge above is what he would  
have done if he hadn't.  
M.D. (shaking his head in an awestruck way) Well you  
certainly seem to have everything well under control.  
(Going) Think I'll—(turning as he gets to the door)  
I suppose you can't possibly have got those 50,000  
printed pockets through?  
P.M. (regretful) I'm afraid not, you see the plan got held up.  
M.D. (waving a hand) Oh quite. It's a pity because I've got  
a customer waiting. But after all—these things will  
happen. We can't do more than plan carefully . . . .  
(Exit dying away in the distance.)

## CURTAIN

I have been very unhappy to observe from time to time a  
note of disparagement in the attitude of the average employee  
towards his firm's planning department, and indeed towards  
planning departments in general. This, I fancy, arises from a  
fundamental misunderstanding of the FUNCTION of plan-  
ning. It must always be remembered that planning is like  
economics. It is a science—not a thing with any relation to  
crude, silly facts. You don't ask an artist what GOOD his  
picture is. The picture is merely an expression of the beauty  
and order which is in a man's personality. It is exactly the  
same with a production plan. In fact, the parallel is so close  
that sensitive people even collect notable plans and hang them  
on their drawing-room walls. Some of them—for example  
the more abstract and fatuistic conceptions of old Pillweevil  
of United Dynamite Ltd.—already fetch high prices. So be  
kind to your planner. His work may still fetch a big price at  
Christies when you are forgotten.

## What is a Ream?

Did you know that a ream of paper does not necessarily  
mean 500 sheets as most printers think? A quire was originally  
only four sheets of paper, deriving its name from the Latin  
quattuor. Then it grew to 24 sheets. 20 quires came to 480  
sheets (now 500 sheets or more to allow for spoilage), called  
a ream. And we borrowed that word from the Arabs, in whose  
language it is spelt Rizine, a bale or a bundle.

*Reprinted from Small Offset User.*

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The cover of this Journal is printed on our Chichester  
3s Light Blue Royal Bds. and the text on Priority Art Dbl.  
Medium 70 lbs.

The Chichester Boards are a discontinued line and these  
are offered together with Mignonette and Primrose at 20/-  
per 100.

## STOP PRESS

### Ivory Cards

We regret that we have been obliged to adjust the prices of our Scriveria and Salisbury Ivory Cards. These have been unaltered for three years, and we have absorbed all the many increases in costs which have occurred during this time, including the import surcharge on the material and the considerably higher costs of boxes.

However, we are certain that compared with any other quality these cards are still the best value obtainable.



### Ten a penny

What can you buy today at this ludicrous price? Yes, you can purchase our Magpie Manilla Envelopes  $3\frac{1}{2} \times 6$ , gummed, boxed, delivered and with purchase tax included at this price. True we have to increase the price slightly from 1st February, due to higher costs, but you can still obtain them at ten a penny. You can hardly afford to quibble at a few pence per 1,000 more, when you gaily put a 4d. stamp on one envelope.

This is just an example of the tremendous value you will find in our range of envelopes and pockets. Have you our latest Salisbury Series envelope set. If not send for one and be certain you are getting value for money.

New price lists will be issued shortly just as soon as received from the printers.



### Price Lists

The new paper and board price list is now being issued by our representatives, so if your copy has not been changed please ensure that our representative hands you a new one in exchange for the out-of-date one.



### Breakage Charge

Owing to increased costs of handling, and in common with other merchants, we are increasing the charge for breaking under one parcel to 5s. 0d. as from 3rd January, 1966.



### Cheer Up . . . !!

One day as I sat musing, sad and lonely and without a friend, a voice came to me from out of the gloom saying, "Cheer up, things could be worse". So I cheered up and sure enough things got worse.

*Another successful line is now  
stocked at our Northern  
Warehouse*

## ELYSIAN HI-SPEED CARTRIDGE

20 × 30	40,	44,	50,	58,	72 lb.
30 × 40	80,	88,	100,	116	lb.
23 × 36	55,	60,	70,	80,	100 lb.
25 × 40	67,	72,	84,	96,	120 lb.

### 500 Sheets

	100	400	10	1 Ton	1 Ton ex
Smalls	lb.	lb.	Cwt.	1 Ton	Stock
	1/11 $\frac{1}{2}$	1/8 $\frac{1}{2}$	1/6 $\frac{1}{2}$	1/5	1/3 $\frac{1}{2}$
				1/3 $\frac{1}{2}$	1/2 $\frac{1}{2}$

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