

Address all correspondence to the Boston Office.

Cable Address "Subtarget."

Sub-Target Gun Company

*B. Atwood Robinson, President.
Aaron F. Smith, Treasurer.
A. P. Damon, Secretary & Gen'l Manager.
Henry C. Wilson, Consulting Engineer.*

216 High Street,

*Branch Offices,
25 Broad Street, New York.
29A Charing Cross Road,
London, W.C.*

Boston, Massachusetts, U.S.A.

March 13th, 1909.

Edw. S. Cramp Esq.,
127 E. 61st. St.,
New York,

Dear Mr. Cramp:- I received your newspaper clippings this morning, but had already read them in the papers. There is no doubt about there being an interesting situation in China at the present time, and I have already begun to squander the new Company's money on cablegrams. I deemed it advisable to communicate at length with our representatives there, and also with my friend Consul-General Williams, of Tientsin, who has great influence with the officials, and who will do all that he consistently can in our behalf. I told them that we were in a position to successfully compete with the world in shipbuilding, armament, railway supplies, etc., and that I wished them to secure official recognition of our position.

I am following this up with long explanatory letters, and am thus paving the way for successful efforts for business.

I trust that as soon as the Company is duly organized I will be notified, in order that I may get over there to discuss plans for pushing the business. I feel that we have a combination which should win out, and am prepared to do my utmost to that end.

Thanking you for the clippings, and with kind regards, I remain
Very truly yours,

B. Atwood Robinson

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216 High Street,

Boston, Massachusetts, U.S.A.

Branch Offices,
1. Madison Ave., New York.
22A Charing Cross Road
London, W.C.
Shanghai, China.

March 23, 1909.

Edwin S. Cramp, Esq.,
127 E. 61st Street,
New York, N. Y.

Dear Mr. Cramp:-

I expect to be in New York on Friday and trust that by that time the Company affairs will be in such shape that we will be ready to plan for operations. I will telephone you early on that day.

With kind regards,

Yours respectfully,

B. Atwood Robinson

P. S. I hope to be able to meet Mr. Lee and Mr. Greenwood during the day or evening.

R

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This not only helps in tracking expenses but also ensures compliance with tax regulations.

In the second section, the author provides a detailed breakdown of the company's revenue for the quarter. It includes a comparison between actual performance and the budgeted figures. The analysis shows that while sales in the core market exceeded expectations, there was a slight dip in the emerging markets.

The third section focuses on the operational costs. It identifies areas where expenses have increased, such as in the procurement of raw materials and the maintenance of the production line. The author suggests implementing cost-saving measures to improve the overall profit margin.

Finally, the document concludes with a summary of the key findings and recommendations. It highlights the need for continued investment in research and development to stay competitive in the market. The author also notes that regular financial reviews are essential for the company's long-term success.

Lynnhaven Hotel,

Norfolk, Va., March 29, 1909.

Mr. B. Atwood Robinson,

Prest. Sub-Target Gun Co.,

No. 1 Madison Ave.,

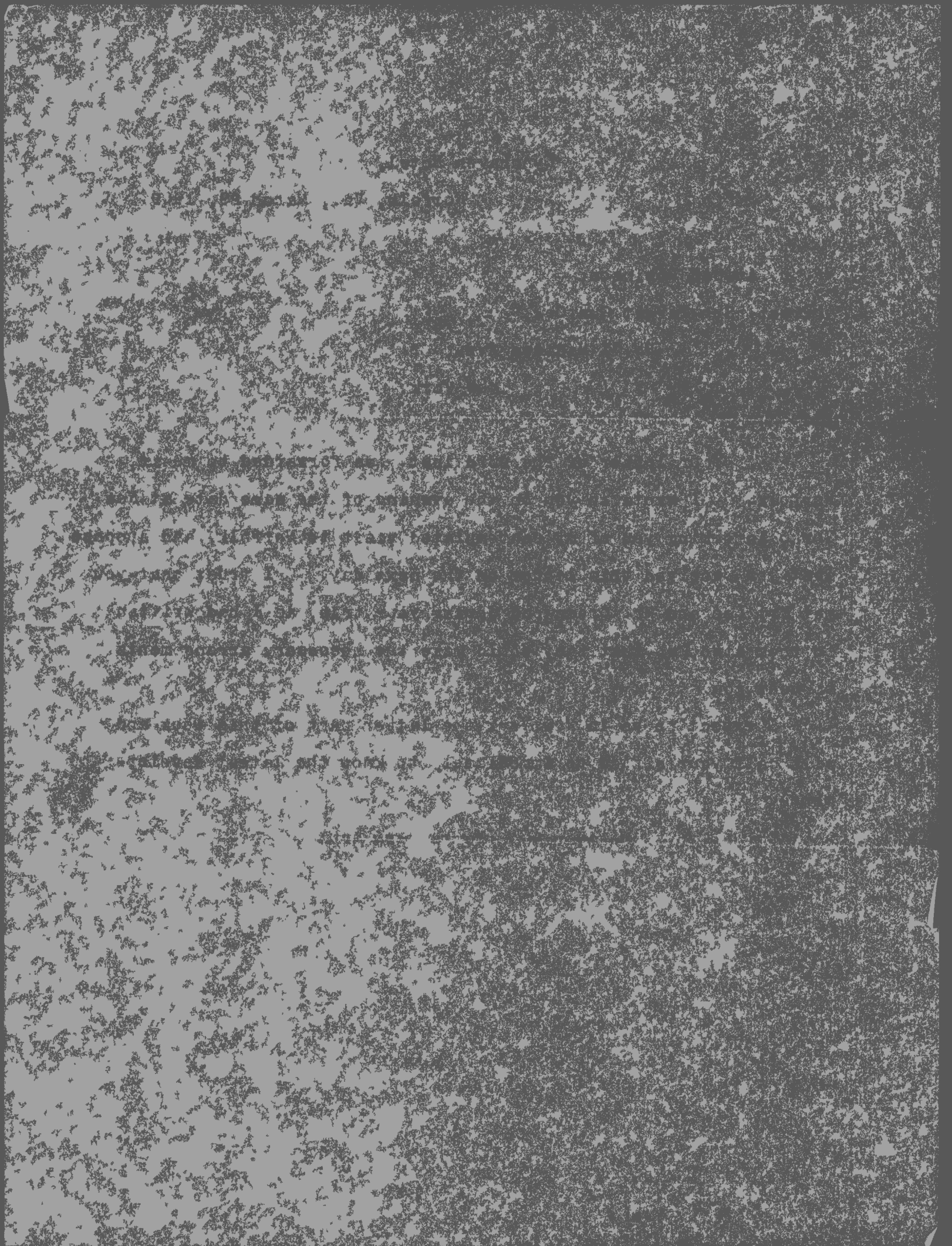
New York.

Dear Sir:-

Your letter of the 23rd inst. was forwarded to me at Norfolk. I wrote to you on the evening of the same date at New York, informing you of my contemplated visit to Norfolk, and suppose that you received this letter on the next day. I trust that you met Mr. Lee and Mr. Greenwood during your trip, as I had written to them also, so that they could make the necessary arrangements to meet you.

I expect to be in New York the latter part of this week and will call your office up immediately to know the latest developments.

Yours very truly,



CABLE ADDRESS
CHASDALLY NEW YORK

CHARLES M. DALLY

FOREIGN SALES AGENT
FOR

29 BROADWAY

LEWIS POSITION FINDER
MODEL 1908
FOR COAST ARTILLERY SERVICE

NEW YORK February 17, 1910.

Mr. Edwin S. Cramp,

127 East 61st Street---CITY.

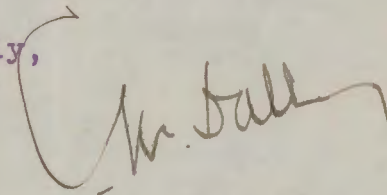
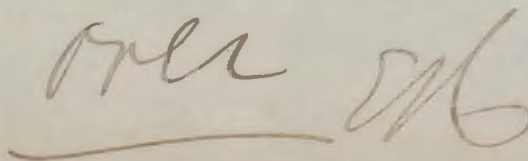
My dear Mr. Cramp:-

Will you be so good as to inform me at your earliest convenience the full name of Mr. Dupont who is President or has oversight of the Standard Arms Company's matters?

As I informed you a short time ago I wrote Smith and in reply received his letter that he had been confined to his house for some time by illness, and then made known that he had completed the military rifles. I thereupon gave him some information regarding the Small Arms Committee that is to meet in London on the first of May to consider an automatic military rifle for the British Service. This morning I have a letter from the Standard Arms Company, signed by a Mr. McGarvey, which I herewith enclose for your perusal and return.

If the Standard Arms Company have completed a military rifle such as has been described to me by Smith in his letters, I cannot imagine why my letters addressed to Mr. Smith and forwarded by him to his Company bring such a reply. I think, therefore, that it would be ~~im~~minently proper for me to lay the subject before Mr. Dupont. It must be that the influence of that man Condit is at work in this matter to prevent any possible arrangement with me. I do not seek to represent the Company, but believing in Smith's inventions, I would go out of my way to have his rifle laid before the Vickers Company and in that way receive special consideration at the hands of the British Government.

Yours very truly,

NAVAL AND

MILITARY

ORDNANCE AND

WIRELESS TELEGRAPH

APPARATUS

FOREIGN AND

DOMESTIC

SMALL ARMS AND

AMMUNITION

SPECIAL

MACHINERY

FOR ALL PURPOSES

N. Y. Feb. 19th 1910.

Mr. C. M. Dally,

Dear Sir,

Your letter of the 17th inst with enclosure
received. Having completely severed all
connection with the S. A. Co. I hardly
know how to advise you.

The members of the duPont family that are
large stockholders are. F. C. duPont,
& Pierre & Lucille.

Yours sincerely,
Edwin Stewart

A. J. Herald
3/8/10

A. J. Herald
3/9/10

CHINA MAY BE BIG BUYER.

WASHINGTON, March 8.—The announcement yesterday that another Imperial Chinese Commission is to visit this country soon caused something of a stir here. The announced purpose is to study the organization of our army, but it is believed that it will be authorized to negotiate contracts for the Chinese army.

It is known that China intends to spend about \$100,000,000 for the reorganization of her army. Half as much has been spent during the last five years, but most of it went to Germany, who also furnished military instructors, designated by Emperor William.

CHINESE TO STUDY ARMY.

HERALD BUREAU.
No. 1,502 H STREET, N. W.,
WASHINGTON, D. C., Tuesday.

Mr. Chang Yin Tang, Chinese Minister to the United States, has been advised by cable that a Chinese military commission, headed by Tsai-Tao, is about to make a visit here to study American military organization and methods. The commission will be here in April. Tsai-Tao is brother of the Regent. He will first take the commission to Japan, where Japanese methods will be studied, after which the American trip will be made.

The New

NEW YORK, SUNDAY, MAR.

SCHIFF SEES WAR COMING IN THE EAST

Japan and Russia Have United to Keep China in Vassalage and a Mighty Conflict Impends

ENGLAND IN THE COMPACT

And Mr. Schiff Fears We May Be Disagreeably Involved—Speech at a Club Discussion of "Race Prejudice."

Jacob H. Schiff, Judge Mayer Sulzberger of Philadelphia, Prof. W. E. B. Du Bois of Atlanta University, Felix Adler, and other speakers discussed "Race Prejudice" before three hundred guests at the Republican Club's Saturday luncheon yesterday. It seemed to be the sense of the meeting, after three hours of speeches, serious and humorous, that the best way for the club to do away with "Race Prejudice" was for each of the club's members to be considerate of all races.

Mr. Schiff, who financed the Japanese loans during the Japanese-Russian war, warned the guests with unusual earnestness of the danger to this country of the understanding between Japan, Russia, and England to keep China in a state of vassalage. His speech followed the speeches of Judge Sulzberger, who is a Hebrew, and Prof. Du Bois, a negro.

"Your Chairman asked me to speak a word in commendation of Judge Sulzberger," said Mr. Schiff. "The other speakers spoke from notes. Being a banker, I am in the habit of making notes. But, I haven't made any for this occasion, and so speaking is going to be correspondingly difficult for me. If we need any good reasons to eradicate race prejudice it is men like Judge Sulzberger and Prof. Du Bois, who, in spite of the prejudice against their races, have fought their way up to education and eminence, who furnish us an example. Prof. Du Bois has delivered one of the best economic discourses I have ever heard, while Judge Sulzberger, when he spoke of the problem of the Far East, has put his finger on the most difficult diplomatic problem which during the next few decades will confront us Americans.

"I hope it may be a false prophet. But, I am sorry to say I believe a mighty war is coming. I say this as a friend of Japan. I helped to finance Japan during the recent war, and Japan's victory is the dangerous thing.

"I was greatly mortified a few weeks ago to learn that Japan had joined hands with Russia—Russia, the enemy of all mankind. Russia and Japan have only one purpose in this union. They want to keep China in a state of vassalage. And 'perfidious Albion,' which professes to be the enlightened friend of all mankind, is a party to this compact. This understanding between Russia, Japan, and England will constitute, during the next few decades, the world's greatest menace. If we don't show just the right statesmanship to defeat the purpose of Japan and Russia, we Americans will be drawn into Eastern affairs in a very disagreeable manner. As to the outcome of the struggle between the races, I don't agree with Judge Sulzberger that the masses are going to determine it. As a Jew, I say that we must show the ancient Jewish spirit. Our text must be: 'Not by might or numbers, but in a right spirit, saith the Lord.'

The speakers expressed the widest divergence of opinion as to how the different races of the world were to be induced to lay aside their prejudices and live in harmony and common helpfulness. Judge Sulzberger, who was accepted as the dean of the speakers, seemed to think it would probably be evolved from international commerce.

"The most unphilosophical of all philosophical works is the Bible," said Judge Sulzberger. "It contains, in the story of Cain's fear of banishment, the first word about race prejudice. Yet the same book gives us our clearest conception of cosmopolitanism since it tells us we have all descended from the same father. You can't undo race prejudice by logic. What knits men together is the vulgar institution of commerce. Logic, for example, isn't going to make the Asiatics give up their prejudice against us. They aren't a race of laundrymen. Their empire is hundreds of thousands of years old and contains 400,000,000 people. In

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March 10, 1910.

My dear Mr. Robinson:-

Since you left New York after our interview with Mr. Crosby, I have made further feelers for business on the lines which we originally laid out and which we have so far followed. The result has been the same. I was much chagrined over the decision of J.G. White & Co., as in the first interviews with Mr. Crosby he was very enthusiastic, but from "street rumors" which have come to me, I am sure that they have troubles of their own, and for the present are disposed to be conservative.

The circular has come to hand from Major Wilson and has been read by me several times over, but it seems to lack something, - I hardly know what, . Since Mr. Schiff's' speech on Saturday the situation in the East has materially changed and the necessity for action on our part has been much argued. After reviewing in my mind our attempts to attract capital, beginning with a year ago, the conclusion forces itself on me that there is a great deal of merit in the last observations of Mr. Crosby. As you will remember, he urged that we should organize a skeleton or paper company first, secure some eligible contract or concession and then the financing of our company would follow easily and naturally. There is this merit in this plan of operation, in that it is the usual way, and the average man is likely to put his money into a company that has business in hand rather than put it in a company that has business to get. Of course we have religiously tried the other way and have failed to make the desired impression,

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Mr. Robinson-- 2.

although I certainly thought that Crosby was going to connect.

Think over this and if you will agree I will start my lawyer to get up the company on the lines that we have agreed on. The Major and I have had several talks together and I believe he has seen some of his friends and he is now willing to try some other method.

Let me hear from you soon.

Yours sincerely,

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*B. Atwood Robinson, President.
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A. P. Damon, Secretary & Gen'l. Manager.
Henry C. Wilson, Consulting Engineer.*

216 High Street,

Boston, Massachusetts, U.S.A.

*Branch Offices:
1 Madison Ave., New York.
29A Charing Cross Road
London, W.C.
Shanghai, China.*

March 12, 1910.

Mr. Edwin S. Cramp,
127 E. 61st St., New York, N. Y.

My dear Mr. Cramp:-

Your letter of March 10th duly received and had my careful consideration. There is much in what you say regarding the plan for organization of the proposed Company, although, as you well know, I have no specific contract or concession in hand at the present time. If the new automatic rifle is all that is claimed for it, I am inclined to think that that may be the nearest and best business to tackle at first. You will remember that a year and a half ago, it was practically put in my hands to furnish the Chinese army with such a rifle, and I have since been urged to get it there without delay. So much time has elapsed, however, that I cannot conscientiously claim to have very much of an inside track on that at present.

I am in receipt of a letter this morning stating that my friend and our representative, Mr. Ching Kung Pah, is to be one of the Naval Commission which may or may not come this spring. At the time of writing the letter, February 12th, it had not been definitely settled as to whether they would come or not.

In view of the unsatisfactory experiences of the past year, I am inclined to think that the only possible way to get the new company



Mr. Taylor & Son's Company

200 High Street

Boston, Massachusetts, U.S.A.

Dear Sir,

Yours faithfully,

on its feet, will be to start it as you suggest, and I have no objection to it being done so. In view of all the expense that we have been to on the assurance that the company would be put in shape, I should be unwilling to agree to put at its disposal my own services, the Good Will of the Sub-Target Gun Co., or the results of the expensive and valuable work carried on during the past year, without some assurance that it would be sufficiently financed to enable it to make something more than a sporadic attempt to get business.

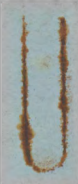
All that you say with regard to the situation in the East is true, and there is a good deal more that I have from private inside sources that satisfies me that it would be a great shame to lose the present golden opportunity. There never will be such another.

In view of all the above, if you feel satisfied that sufficient capital can be obtained to furnish a responsible backing for our efforts, I advise you to proceed without any delay in getting up the company, as per your suggestion.

Let me hear from you regarding your decision and count on me to aid you in any way possible.

Yours sincerely,

D. Wood Robinson



The first part of the report is a general introduction to the project. It describes the objectives and the scope of the work. The second part is a detailed description of the methodology used in the study. This includes a discussion of the data collection methods and the statistical techniques employed.

The results of the study are presented in the third part of the report. This section includes a series of tables and graphs that illustrate the findings. The final part of the report is a conclusion that summarizes the main results and discusses their implications for future research.

In conclusion, the study has shown that there is a significant relationship between the variables under investigation. The findings suggest that further research is needed to explore the underlying mechanisms of this relationship. The authors hope that this report will provide a useful starting point for such research.

The authors would like to thank the following individuals for their assistance and support during the course of the project: [Name], [Name], and [Name]. The work was supported by a grant from the [Organization].

EDWIN S. CRAMP,
NO. 127 EAST 61ST STREET,
NEW YORK CITY.

A. T. Mar. 20th 10.

Major H. C. Nelson
Subtarget Gun Co.
N. Y.

My dear Major.

Yesterday morning I was called down to Buell's office to see the charter for the American Control & Equipment Co. as forwarded for incorporation in Albany.

At his request I paid him a check for \$200 for state tax & costs of incorporation, but not including any fee which will be a matter for future adjustment.

I was glad to learn that you had taken Mr. Rudling down to read the document & that he had approved it.

I had expected to hear something from you on Thursday as to the interview with him at the Belmont so I suppose that you had a day with him.

Call me up tomorrow morning & we must get together for urgent business.

Yours sincerely
Edwin Cramp

[Faint, illegible handwriting, likely bleed-through from the reverse side of the page.]

you - re Dr. Lawton's
magnets.

Will phone you
shortly.

Sincerely,
H. C. Wilson.

[3.22.1910]

ARMY AND NAVY CLUB
OF THE CITY OF NEW YORK
107 WEST 43RD STREET

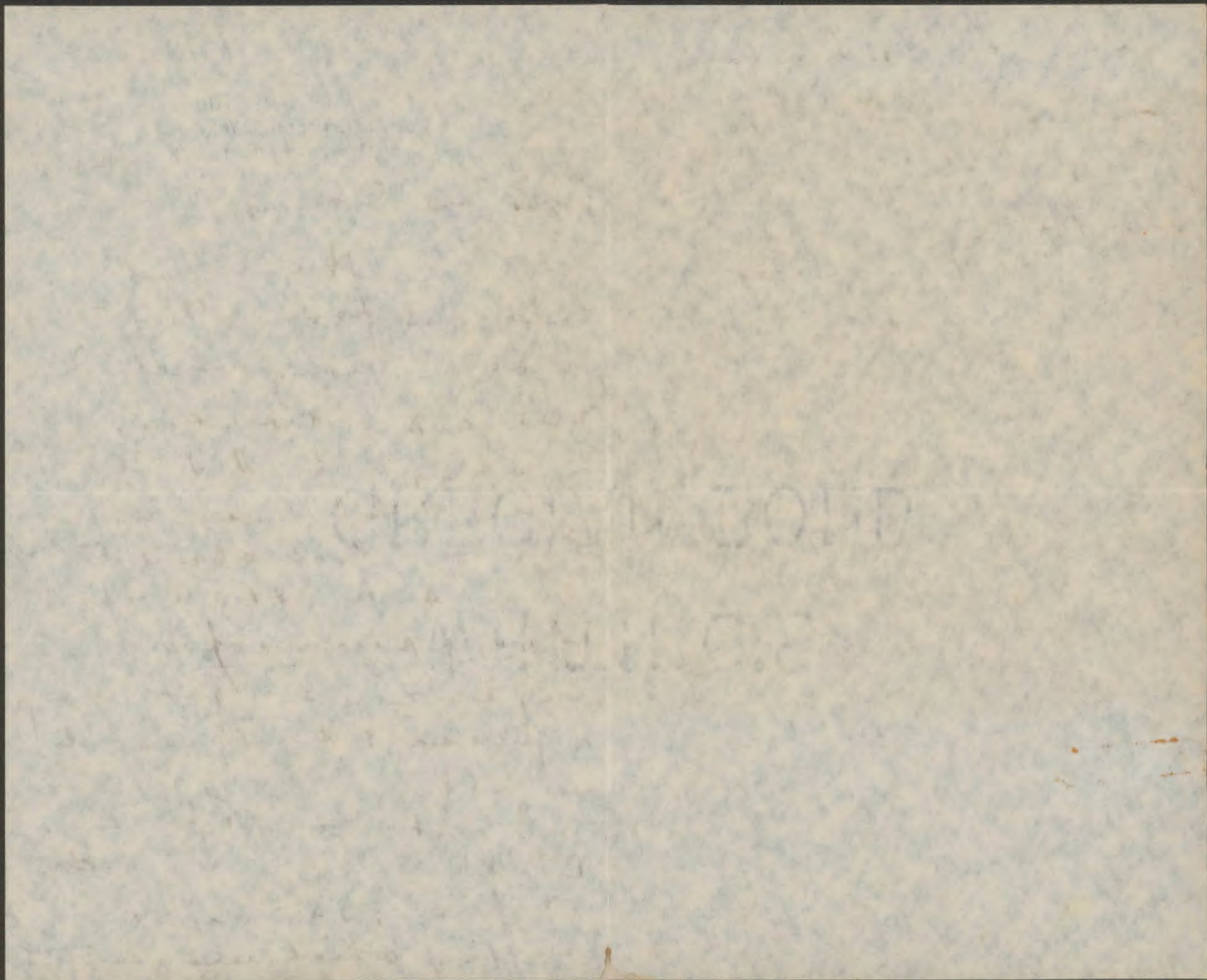
812216.

Dear Mr. Cramb:

Have just
returned from a trip
month, during which I
attended a directors'
meeting of the D. T. Co.

Mr. Robinson, who
had been back about ten
days, submitted a report
of very successful
negotiations in Germany,
a pleasant surprise to
us all.

I note your reference
to R.'s letter to our 56th
St. friend; I enclose a
clipping which may interest



New York, March 25, 1910.

Mr. B.A. Robinson,
Copley Square Hotel,
Boston, Mass.

My dear Mr. Robinson:-

The charter for the A. C. & E. Co. has been received by Mr. Graham's office and the preliminaries also to the company organization have been gone through. Monday has been set for the meeting of the directors of this company, at which time a permanent organization should be elected, and the temporary incorporators will step aside. Officers will be elected, and I trust it will be entirely convenient for you to bring with you the license and copies of the patents which are to be assigned this new company. Temporary stock receipts will be issued. An executive committee will be selected as well as the permanent board of directors.

There are so many details in connection with this organization that it is imperative for you to be present so that everything can be done in harmony with the various understandings we have had

Another matter which bears closely on this meeting is set forth in two newspaper clippings which I enclose for your perusal. You no doubt are aware of the contents of one, but in the other item there are matters of interest that demand our immediate attention and co-operation.

Inasmuch as the Chinese Commission will arrive at San Francisco on April 22nd, it is necessary to thoroughly discuss our plans in relation thereto. We have all along for months back

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Mr. Robinson--2.

March 25, 1910.

considered this visit as the very essence of our entire enterprise
and to be represented there potentially is of most vital importance.

Very truly yours,

THE UNIVERSITY OF CHICAGO

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THE UNIVERSITY OF CHICAGO LIBRARY

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New York, March 28, 1910.

Mr. Robert E. Budlong,

Sub Target Gun Co.,

216 High Street,

Boston, Mass.

Dear Mr. Budlong:-

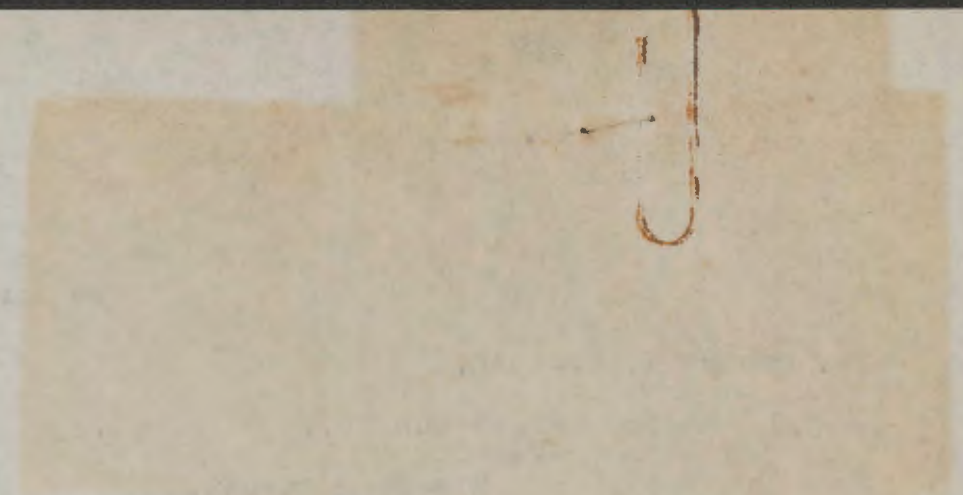
I regret very much on your last visit to New York that I was not able to see you. There are a number of matters of interest about which I would like to speak to you, and should you come to New York any time between now and Monday evening, April 4th, I would be glad to meet you. I intend leaving New York on Monday night to be gone about a week and will be in New England all of that time, and would like to call in to see you at Providence any day of the week after and including Wednesday.

I hope things on your new venture are going to your satisfaction.

Very truly yours,

THE UNIVERSITY OF CHICAGO

LIBRARY OF THE UNIVERSITY OF CHICAGO



7th - 2589 Plaza.

March 31st 1910.

EDWIN S. CRAMP,
No. 127 EAST 61st STREET,
NEW YORK CITY.

Mr. Robt E. Budlong.
Providence R. I.

My dear Mr. Budlong.

I wrote you several days ^{ago} to Boston,
asking for a personal conference for
some day next week.

It is necessary for me to go to Newport
on Sunday's Fall River boat, & I can
come to Boston to see you on any day
after Tuesday, or to Providence.

I expect to be at Newport the whole
of the week until Sunday night's boat
back. My address will be as below.

Yours very truly,
Edwin S. Cramp

Sunny Sea
Belline Avenue -
Newport, R. I.

1871

[Faint, illegible handwriting throughout the page]