



The STORY

of the
FAMOUS PLAYERS-LASKY
CORPORATION





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FAMOUS PLAYERS-LASKY CORPORATION



Adolph Zukor, President



INTRODUCTION

THIS is the complete story of the Famous Players-Lasky Corporation, the world's greatest motion picture enterprise.

The story of the Famous Players-Lasky Corporation is the story of the motion picture.

For it is this organization which has made the motion picture.

Seven years ago, Adolph Zukor saw in the motion picture, then only an amusing toy, amazing and tremendous possibilities. He realized that if it were properly developed it could become a world factor, an international language, an entertainment and educational medium such as the world had never known.

He knew that if he could persuade celebrated stage stars to appear in photoplays, he would

be making the first step toward the future.

Sarah Bernhardt accepted his offer, after many lesser stars had turned it down. The other stars were willing to follow in her lead, however, and with the founding by Mr. Zukor of the Famous Players Film Company, in 1912, the modern motion picture was really born.

The possibilities of the screen were realized also, almost at the same time, by Jesse L. Lasky and Arthur S. Friend. In 1913, they formed Jesse L. Lasky Feature Photoplay Company, and they and their associates worked independently on the same ideals that actuated Mr. Zukor.

The two companies pursued parallel paths independently until 1916, when they merged into the Famous Players-Lasky Corporation.

In the beginning, this was largely a holding company acting through subsidiaries; but in

1917, the subsidiaries became through merger part of the larger company.

The corporation has an authorized capital stock of 200,000 shares with no nominal or par value. Its shares are the only motion picture securities of any kind listed and traded in on the New York Stock Exchange. At the time of writing, it was selling at \$115 a share. Securities of some other motion picture companies are traded in to a limited extent in the outside market, known as the curb, the highest priced being quoted at \$1.50 for shares of \$100 par value.

The corporation conducts a world-wide business. In addition to its twenty-eight branch offices in the United States, it maintains six branches in Canada, and offices in London, Sydney, Wellington, Mexico City, Paris, Copenhagen, Barcelona, Buenos Ayres, Rio de

Janiero, Santiago, Havana, Tokyo, Shanghai and Manila.

Starting from nothing but an idea a few years ago, today this corporation encircles the world. It employs the finest artists, writers, directors, technicians. It produces the finest pictures, Paramount-Artcraft, known all over the world as the ultimate in motion picture art.

This organization, which has led all the others since the beginning of the motion picture, is now opening its greatest year, the greatest year in the history of the screen.

Totally reorganized, enlarged both in scope and size, the Famous Players-Lasky Corporation will give to exhibitors and to the public greater service and greater enjoyment than ever before.

Paramount-Arteraft pictures will continue to be the splendid force that has carried this industry forward, year after year, to unprecedented success.

Under the direction of Adolph Zukor, president; Jesse L. Lasky, vice-president; Cecil B. DeMille, director-general, Arthur S. Friend, treasurer, and their associates, this organization has developed tremendous opportunities for service and tremendous responsibilities to the industry of which it is so large a part.

In the past it has grasped eagerly and efficiently all those opportunities to serve, it has borne with distinction those responsibilities.

With such a record of promises kept, with such ideals, with such an organization to carry out to perfection every detail, the new production, distribution and exploitation policy of the Famous Players-Lasky Corporation can mean only continued success and profit for the thousands of exhibitors who have depended on this company for their consistent source of supply.

In the following pages you will be taken into the studios, and you will learn with what care, skill and expense Paramount-Artcraft pictures are made. You will understand the world-wide system of distribution, a network of a thousand threads. You will see how these pictures are brought to the attention of the public, how in every conceivable way the virtues of Paramount-Artcraft are shown to the world.

And you will read the story of the growth of this organization, which is a great romance, for it is the story of a conquest of the world.

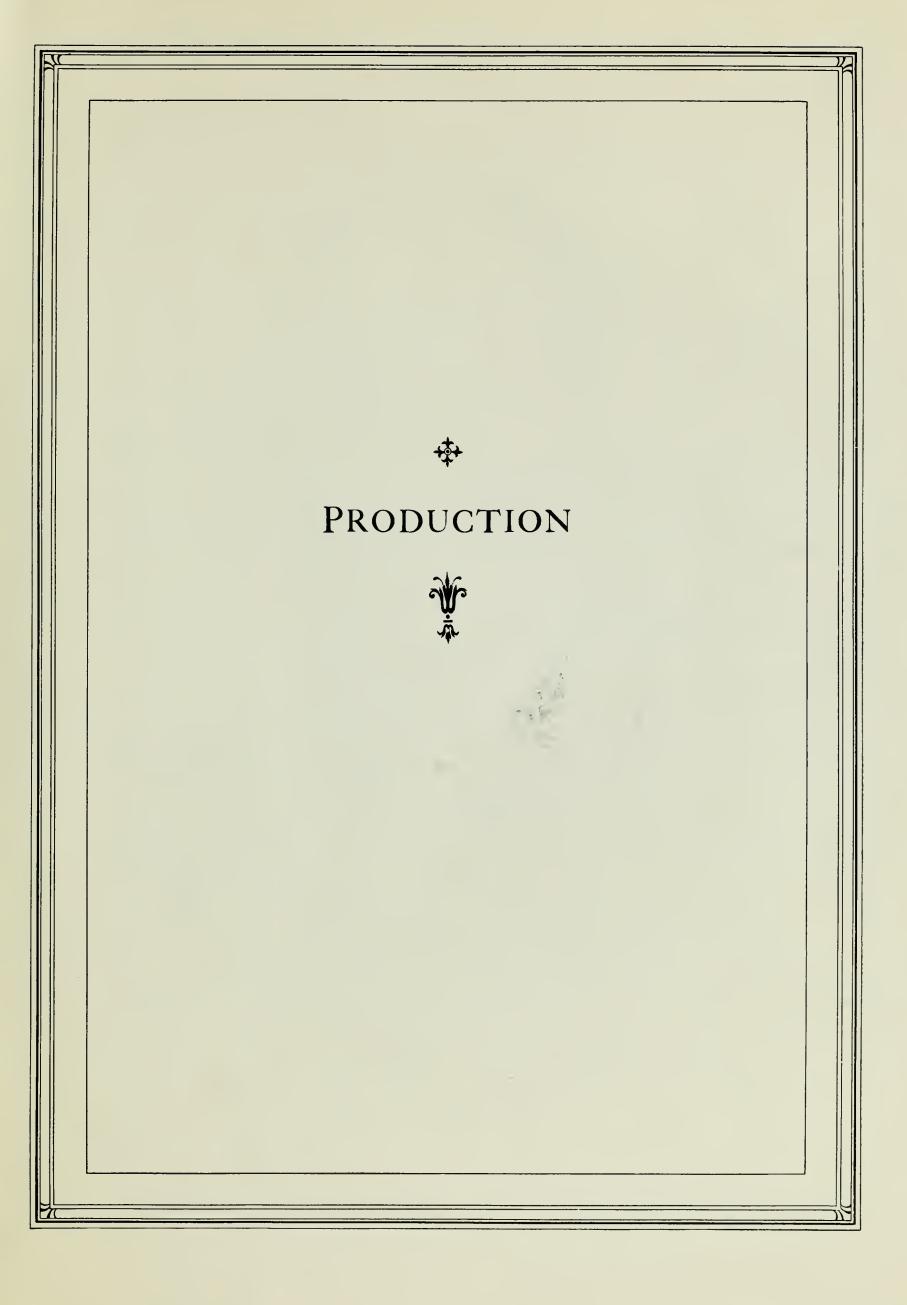
You will read of the past, which is a record of growth and of promises fulfilled, and you will read of the future, as big with promise as the past is with achievement.

In the light of past fulfilment you will know that the promises for the future are as good as achieved.

They are promises of better motion pictures, better theaters, better business, and of continued growth and expansion of the entire industry.



Eugene Zukor, Assistant to the President





Jesse L. Lasky, First Vice-President, in charge of Production



PRODUCTION

THE exhibitor of motion pictures judges pictures by one standard—the box-office.

As is elsewhere noted in this book, Paramount-Arteraft pictures, judged according to that standard, are the best made. They are the pictures which draw more people to the motion picture theaters, and they are the pictures which build up steady patronage. Those who have seen one are sure to come again.

For this reason over 10,000 theaters in the United States show these pictures most of

the time, and many theaters show them all of the time.

The organization which makes these pictures, and which, in fact, has made the motion picture industry, is the Famous Players-Lasky Corporation. In a few years this organization has developed the motion picture from nothing, and has made it the mightiest force for good now on earth.

Only the best pictures could accomplish the results, visible in so many fields, that have

been accomplished.

The public and the exhibitor know that Paramount-Arteraft are the best, the public because these pictures are better entertainment, the exhibitor because they bring him more money.

To make Paramount-Arteraft pictures the best in the world a tremendous producing organization has been built up. An understanding of the principles and methods of production will give a better understanding of the results they have brought about.

Such tremendous results must spring from tremendous sources. The producing department of the Famous Players-Lasky Corporation, of which Jesse L. Lasky, vice-president,

is the head, is mighty in size, in efficiency, in ideals.

Mr. Lasky, one of the pioneers in the motion picture industry, joined with Adolph Zukor some five years ago, and out of this combination the Famous Players-Lasky Corporation has developed. Mr. Lasky exercises a close supervision over the entire production department of the organization.

Years in the theater have taught him "show values," and he came to the motion picture when it was just beginning with a complete knowledge of public taste, an unerring artistic

discrimination, and a keen business vision.

Large as the production department is, and varied as are its ramifications, there is not a corner of it which escapes the eye of Mr. Lasky. He is continually in touch with every

branch of the making of Paramount-Arteraft pictures.

Cecil B. DeMille, director-general, who has been associated with Mr. Lasky from the beginning, is rightly credited with being one of the men who have brought the motion picture to its present estate. Mr. DeMille not only acts as artistic supervisor of the entire production department, but also produces special pictures himself, pictures which stand in public estimation as being the most artistic of all screen productions.

Whitman Bennett, production manager, acting under the immediate personal supervision of Mr. Lasky himself, has two tasks—finding the best stories, and finding the indi-

viduals best fitted for producing them.

Every picture produced by this organization is the fruit of the labor of a thousand experts, experts whose entire energies are bent to one task—the making of the best motion pictures.

The story is the basis of the motion picture, and the Famous Players-Lasky Corporation has gone and will go to any length to secure the world's best stories.



Cecil B. DeMille, Director-General



Whitman Bennett, Production Manager

This company has agents in every country of the world, whose function it is to secure options on the best stories written in all languages. They are instructed to secure the best; price is a secondary matter.

In the general office of the scenario department there are twenty readers, who read in all languages. They read everything—novels, plays, magazines and originals. The department is under the supervision of Robert E. McAlarney. scenario editor, who was formerly city editor of the New York Tribune and also head of the Department of Journalism of Columbia University.

Because writers know that this company can give to their works



Robert E. McAlarney, Scenario Editor

an ideal production, they are enthusiastic rather than hesitant about selling them. Sir J. M. Barrie first reached the screen through this company. So did Maurice Maeterlinck. Other great authors whose works have been screened by this company are Hall Caine, Louisa M. Alcott, Robert W. Chambers, Edward Sheldon, Booth Tarkington, William J. Locke, Sir Gilbert Parker, Henry Arthur Jones, Granville Barker, David Graham Phillips, Rupert Hughes, Edgar Selwyn, Mark Twain, Charles Dickens, Mrs. Humphrey Ward, Elinor Glyn, and hundreds of others.

No good story is ever passed by because there is no present need for it. It is the policy of the production department to buy options on the best of the world's material, for the organization has the facilities and the individuals for the perfect presentation of any kind of subject.

The willingness of the company to pay the best prices for the best stories, its reputation for artistic production, and its continual searching for the best, explain the fact that the Famous Players-Lasky Corporation secures the finest screen material in the world.

After a story has been purchased, the selection of star and director for that particular story are problems which receive utmost attention. If a star does not care for a part, does not see the possibilities in it, the story is not forced upon him or her. The same policy holds with the directors.

Good work requires not only time and money, but enthusiasm. The director, the star, the cast, must be enthusiastic about a story. If they are not, the story is assigned to others.

If there is not, among the directors in stock with the company, a man of the particular abilities and temperament needed for the proper production of a given story, the entire directorial field is culled until the right man is found.

When this has been done, the story is turned over entirely to the director. No one, not even the president of the company, is allowed to interfere with the director's artistic responsibility. He is told to make the best picture possible, he is given the time and money that he needs, and then he is let alone.

If the completed production is not what might have been expected—if the picture disappoints—it is either shelved or re-made. No picture is released which does not come up to the standard which the company has set itself.

Here is an example of the lengths to which this company is willing to go to obtain the best results:



J. N. Naulty, General Manager Eastern Studios

When Cecil B. DeMille, directorgeneral of the company, needed a tropical island for his picture, "The Admirable Crichton," he took an uninhabited island one hundred miles from the coast of California and turned it into a tropical island bybuying and transplanting \$50,000 worth of tropical foliage. Twenty men worked four weeks making a tropical island out of a stony desert. When they had finished Mr. DeMille had a real tropical island.

The easier and cheaper way would have been to construct a few sets in the studio, or to take the picture among the palms of California. But they are not tropical palms, though few would know the difference, and for a *better*



M. E. Hoffman, General Manager

Lasky Studio

picture the expense and labor were justified. The story, the direction and the acting are the main features of a motion picture. There are other important features, however, and none of these is slighted in Paramount-Artcraft pictures.

The settings and locations used in these pictures are of as high a quality as the story and direction. So are the costuming, the outfitting, the designing of the titles, the photog-

raphy, the manufacture of the film itself.

Wilfred Buckland, art director for the Lasky studio, is an architect and decorator of twenty years' experience. He has under him a staff of architects and designers, none with less than five years' actual work in his art. Here, too, money is spent as freely as necessary, and those who design the sets are not hampered by restrictions.



Gardner Hunting, Eastern Production
Editor

Every set built for a Paramount-Arteraft picture is right. If it is a room in a Fifth Avenue mansion, the furniture, paintings and draperies are the finest obtainable. In one set for a recent Cecil B. DeMille picture, "For Better, for Worse," \$30,000 worth of rugs and draperies were used. The furniture was worth a similar amount. The actual construction of the set cost \$25,000. This was only one set. It cost more than most, to be sure. But all are made with as great expenditure of time and skill and money as is necessary for the best results.

From the very first days of the organization, every end has been subserved to the making of better pictures. To the achievement of



Frank E. Woods, Supervising Director

Lasky Studio

this purpose, time and money have been devoted unstintingly, with the full knowledge that the results would amply justify the investment.

At the Lasky studio, under the general management of M. E. Hoffman, there are over 400 craftsmen employed. There are painters, decorators, sculptors, costume designers, archaeologists—hardly an art or trade is unrepresented. All material used in the pictures is made at the studio, under explicit instructions and under the supervision of the director and the art director.

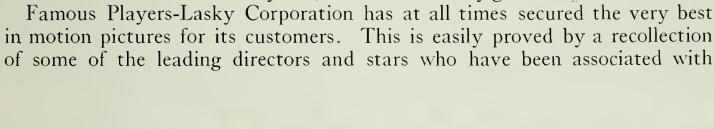
Similar methods and ideals hold in the studios of the producers affiliated with Famous Players-Lasky-Thomas H. Ince, Mack Sennett, Roscoe Arbuckle, Cosmopolitan Films, Mayflower Productions, Syd Chaplin, New Art Film Company and Maurice Tourneur.

The productions made under the supervision of Thomas H. Ince, starring William S. Hart, Dorothy Dalton, Enid Bennett, Charles Ray and Douglas MacLean and Doris May have been on an equally high level, and will in future continue to be.

Mack Sennett, "the king of slapstick," has been releasing his unique comedies through Famous Players-Lasky for two years, one every two weeks, and it is admitted that no

similar comedies are comparable to them.

Roscoe "Fatty" Arbuckle, who recently re-signed with this company to release his comedies for three years, is another comedy genius who stands alone.





Gloria Swanson and Elliot Dexter in Cecil DeMille's "For Better, for Worse"



Robert Harron and

Lillian Gish in D. W. Griffith's "The Great Love"

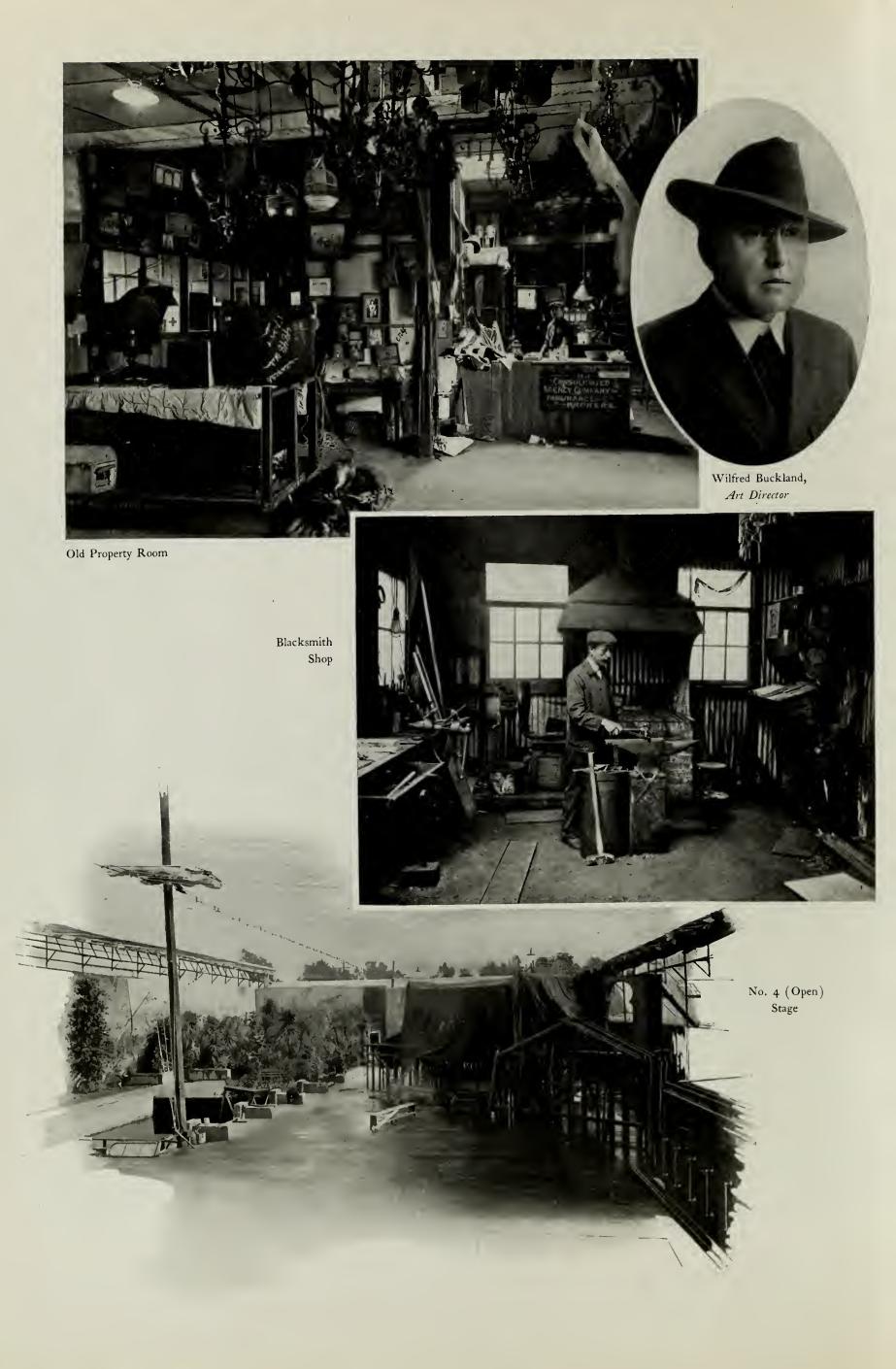
Elsie Ferguson in "The Parisian Wife"

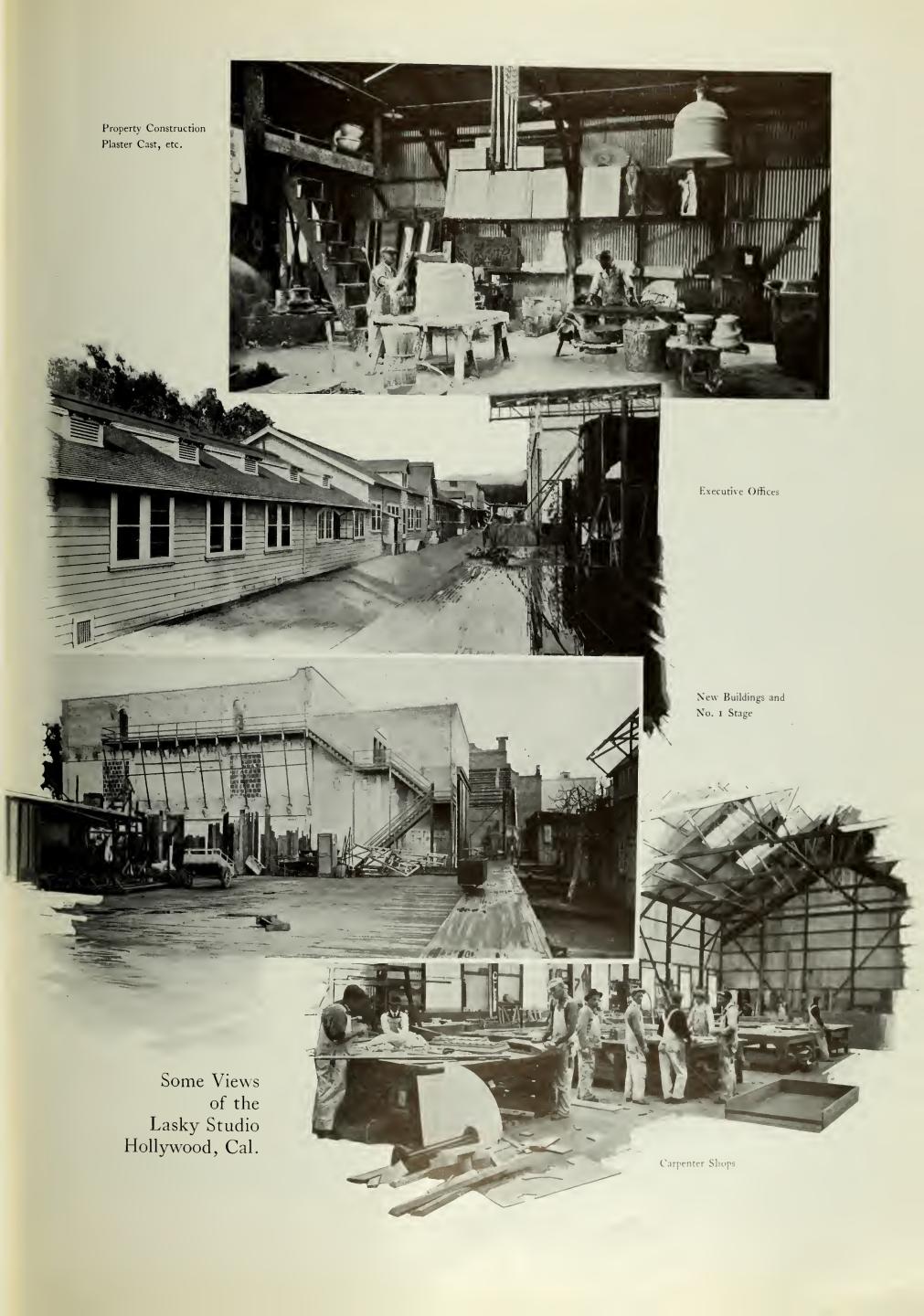


Cecil B. DeMille's "The Squaw Man," new version, made in 1918



"The Squaw Man," Cecil B. DeMille's first picture, made in 1913





it—D. W. Griffith, Mary Pickford, Maurice Tourneur, Douglas Fairbanks—almost every artist of prominence in motion pictures has been or will be associated with this organization.

This mighty organization, so vast in scope and size and accomplishment, has sprung up

in seven years from nothing—except an idea. That idea was in the mind of

Adolph Zukor, now president of Famous Players-Lasky.

Seven years ago, Adolph Zukor saw the motion picture dying. Dying because it was only a mechanical toy. But in his brain was already seething the idea of what it might become. He saw in this strange mechanical toy the beginnings of something that could overwhelm the world, re-build cities and re-make humanity.

To persuade great actors and actresses to appear in motion picture representations of the world's greatest stories—that was his idea. And at that time the motion pictures showed nothing but crude "chases," tricks of photography,

and the like.

The actors and actresses of the day turned down his proposals with contempt. So he said to the one man he had been able to interest, Daniel Frohman: "We must secure the greatest of all actresses. The others will follow."

Daniel Frohman went to Paris and succeeded in showing Sarah Bernhardt that her art could be preserved in no other way except by the screen. Being a great artist, and possessed of an artist's vision, she accepted.

The first genuine motion picture, then, was "Queen Elizabeth" with Sarah Bernhardt. The picture caused a sensation.



Thomas H. Ince
The most successful in-

dependent picture producer in the world. Fifty

of his personally super-

vised productions released yearly as Paramount-

Arteraft pictures.

Thomas H. Ince Studios. Interior of one of the big stages



Themas H. Ince Studio Grounds from the Administration Building



Thomas H. Ince Administration Building

Almost over night the world's ideas about the motion picture were turned topsy-turvy, and the first step toward the future had been made.

A few years later, another man with vision and ability entered this new business, and built the Lasky studio. This was Jesse L. Lasky. He brought to his new field a knowledge of the stage and of the public, and an experience in production. A few years later, the Lasky Company joined with Famous Players, forming the Famous Players-Lasky Corporation.

Five years ago, the Lasky studio at Hollywood, California, occupied the building which,

three months ago, was too small for the *properties* of the present studio. The properties were moved out of what was once the entire studio, and the original building stands there almost lost in the maze of stages and laboratories.

Today the Lasky studio has four stages, covering a floor space of 47,000 square feet. The studio lots cover ten acres. The studio also owns a ranch of 1200 acres, where exteriors are taken. And then there are the gigantic laboratories, mills, manufactories of all kinds.

Besides the Lasky studio, the company also maintains the Morosco studio in Hollywood; a studio in Fort Lee, New Jersey; and one on Fifty-sixth Street, New York. The Morosco studio is managed by Charles E. Eyton, and the Fort Lee and Fifty-sixth Street studios by J. N. Naulty. These four studios are, however, only a part of the whole production organization, which includes the affiliated producers already listed.

That is how the industry has grown in seven years, from the brain of Adolph Zukor.

A big factor in the growth of the Lasky Company, and of the industry, was Cecil B. DeMille. DeMille, a dramatist and producer of renown, saw possibilities in the new motion picture which the stage could never offer.

To take this new and untried medium, and mold it into the form of life, and color it with the color of



(Above) William S. Hart in "Branding Broadway" (Below) William S. Hart Studio



Dorothy Dalton in "Extravagance," Ince

[17]

Charles Ray in

"The Girl Dodger," Ince



Thomas H. Ince's "The False Faces" with Henry B. Wathall



Mack Sennett The "King of Slap-stick." His productions, independently produced, released as Paramount-Mack Sennett comedies.

life—it was an allure which had never been experienced since the first sculptor visioned the glory of marble in a lump of clay.

Mr. DeMille's first picture, "The Squaw Man," was crude—crude compared with his work of today. But it was a hundred leagues ahead of previous motion pictures. And in five years the motion picture, in the hands of DeMille and others with equal vision, has advanced ten thousand leagues, as you know who see the motion pictures of today.

THOMAS H. INCE

In 1917, Thomas H. Ince signed a contract with the Famous Players-Lasky Corporation which diverted into that concern the great organization of stars, writers and experts which the genius of the producer had perfected in the course of a decade of unparalleled effort.

The originator of a school which bore the imprint of a unique personality, Mr. Ince decided that the most universal means of placing his productions before the public was the Famous Players-Lasky Corporation. Starting a few years ago in the old biograph studio in Los Angeles, the

> Ince organization now occupies a new studio at Culver City, which is one of the largest and most completely

equipped in the world.

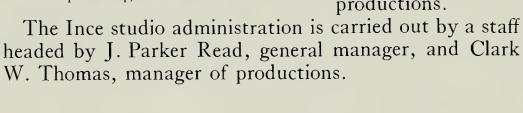
Mr. Ince is a showman, having been associated with the stage since his thirteenth year, and he not only knows what people want, but also knows how to pick the individuals who can give it. Many of the most important stars of the present day were first introduced to the screen by Mr. Ince. Among these are William S. Hart, Dorothy Dalton, Charles Ray, Enid Bennett, George Beban, Sessue Hayakawa, William Desmond, H. B. Warner, Bessie Barriscale and Frank Keenan.

With new stars, new studios and an enlarged production staff, the coming year promises to be the biggest in Ince history. Since he first entered motion pictures he has been improving steadily, and by sure degrees he has worked himself into the position of prominence he now holds.

Besides the stars which have been appearing in Paramount pictures under Ince supervision in the past two years, Mr. Ince plans to introduce this season two new ones, Douglas MacLean and Doris May, who will be

co-starred in special

productions.



Mack Sennett two years ago added his production organization to the already gigantic one of this company. Mr. Sennett's studio now occupies twenty-six acres and has four stages, laboratories, property rooms, etc.

MACK SENNETT



Overhead View of Sets at Sennett's

Carpenter Shop, Sennett Studio



Entrance, Sennett Studio





Fort Lee Studio

Interior, Fifty-sixth Street Studio, New York

It is significant of the present quality of the Mack Sennett pictures that a few years ago, when he was just beginning to find his wonderful success, he had twenty-two companies working continually on the production of comedies. However, realizing that quality was more important that quantity, he cut down the number of companies to four, and utilized



Exterior, Fort Lee Studio

his vast organization for the production of less than one-fifth the quantity of work.

Mack Sennett now personally supervises every one of his productions, which are released one every two weeks.

ROSCOE "FATTY" ARBUCKLE

Sixteen pictures made by Roscoe "Fatty" Arbuckle have so far been released by Famous Players-Lasky. These comedies, two reels in length, are made by the Comique Film Corporation, Joseph Schenck, president.

This company began work in March, 1917, in California, and the product has improved with every picture. Mr. Arbuckle is at present building a new studio at Culver City, where he will have greater production facilities than ever before. Lou Anger is the general manager of the company.

Mr. Arbuckle, like all the producers affiliated with Famous Players-Lasky,

supervises all of his productions, and he in many cases goes so far as to direct, write, cut and assemble them. The race is not yet completed. Expansion and Improvement—those two watch words of the Famous Players-Lasky Corporation, are still engraved on the



John Barrymore in "The Test of Honor"



Billie Burke in "The Make-Believe Wife"



Robert Warwick in "Secret Service"



Marguerite Clark in "Mrs. Wiggs of the Cabbage Patch"

The plans for the future are as great as the accomplishments of the past. Hitherto the production field has been America. Now it is to be the world.

The opening of a large studio in London, with production facilities as great as those now possessed in California, is the first step in the internationalization of the production department of the company. The studio will be opened this year. Prominent directors, players and writers will be sent from America and secured in Europe.

The London studio will be used primarily for pictures having a European location. Albert Kaufman is European production supervisor.

This studio will be the production headquarters of Europe, and pictures will be made in Italy, France, Scotland—wherever, in

fact, opportunity for making better pictures is found. As far as possible, in future, pictures will be made in

the actual spots called for by the stories.

A \$2,000,000 studio is to be opened on Long Island in a few months, and this will be the largest studio in the east. It will be large enough to handle eight companies at once, and will be in every way equal to the western production plants.

The Long Island studio is being erected for two reasons: to allow equal facilities for excellent work to the artists who are prevented from going to California on account of New York theatrical work, and to make pictures with metropolitan settings when those are required by the stories under work.

Some of the most popular of the screen stars, such

as John Barrymore and Billie Burke, are kept in New York all season for stage plays, and the public would be deprived of their best work were there not perfect production facilities in the east. The production plans of the coming year, both in this and other respects, have outgrown the two studios already in operation in the east, the Fifty-sixth Street and the Fort Lee.

The recent affiliation of Cosmopolitan Productions with the Famous Players-Lasky

Corporation opens another wide and significant field. The greatest contemporary writers write for the Cosmopolitan Magazine, the most popular monthly in the world, and their work, by this affiliation, becomes available for motion picture presentation.

Arbuckle

"Fatty" Arbuckle

in "A Desert Hero,"
Paramount-Arbuckle Comedy

The Cosmopolitan Magazine has been for years the best selling of all fiction monthlies. It has pleased the public—the same public that is to be pleased by motion pictures.

Among the great writers whose works will be transferred to the screen are John Galsworthy, Robert W. Chambers, W. W. Jacobs, E. Phillips Oppenheim, Elinor Glyn and Justice Miles Forman. The first Cosmopolitan release will be Robert W. Chambers' story, "The Dark Star."

Another important production affiliation for the coming year is that with Sydney Chaplin,



Douglas Fairbanks in "Arizona"

brother of the famous comedian, who has contracted to do a series of five-reel comedies for release as Paramount-Artcraft Super-Comedies. These pictures will be unlike any comedies ever made, it is said, and six months apiece is to be spent in making them. Mr. Chaplin has been away from the screen for several years, handling the business affairs of his brother, but he was formerly internationally known as a comedian of unusual excellence, both on stage and screen.

Announcement has also been made that several specials will be made for release by this company by Mayflower Productions, under the direction of George Loane Tucker. Maurice Tourneur will also give some pictures. His work as director is known through his great spectacles "Sorting Life," "The White Heather," his delicate fantasies, "The Blue Bird" and "Prunella" and many strong dramas.

In the coming year the Famous Players-Lasky will branch into another field, a field which has never been entered, although always recognized as full of possibilities. This is the production of educational motion pictures.

There have been yet no strictly educational motion pictures—that is, pictures for use in

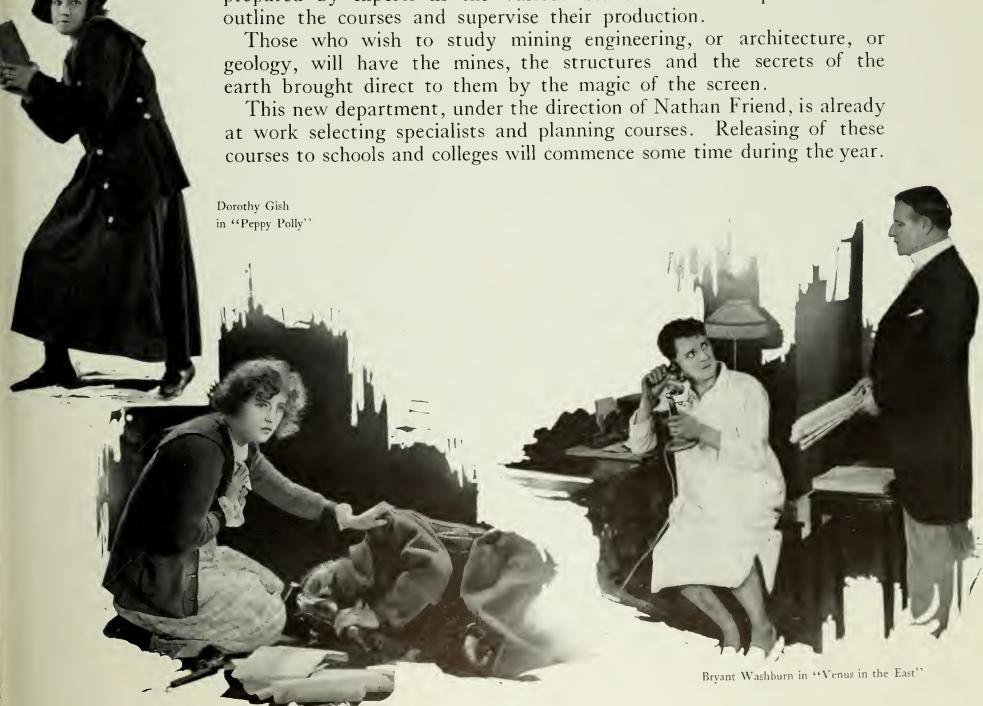
schools and colleges in the teaching of various subjects.

Clear-seeing men have known, from the time the tremendous revelation of motion picture possibilities first flashed on their vision, that this medium, if applied to education, could fulfil one of the greatest functions of the nation in a way that it had never been fulfilled.

History, geography, engineering, chemistry—there is scarcely a subject which cannot be taught more easily and more thoroughly by motion pictures than by

text-books.

Complete courses in all subjects, from primary to college, will be prepared by experts in the various branches. These specialists will outline the courses and supervise their production.



Marion Davies in "The Dark Star"—Paramount-Artcraft Specially produced by Cosmopolitan Films

The educational department will also produce a series of one-reel pictures on Americanization, for general distribution. These will be made under the supervision of the Department

of the Interior, Secretary Lane giving full co-operation. These productions

will have the purpose of "selling America to Americans."

The general plans for the coming year will be on these same lines of continued expansion and improvement of the quality of the product. Every possible means of discovering what the public wants in motion

pictures, and giving it to them regardless of circumstances, will be taken.

There will be fewer pictures next year, but the producing organization will be enlarged. This means that the quality of production will be more than doubled. As good as the pictures have been, they can be better, and by enlarging

the organization and reducing its output this result can be promised absolutely.

Among the feature pictures, a selective booking system will prevail. This means that the entire producing organization will devote every effort to making every picture a special, one to stand on its own merits. The pictures will be released as individual sub-



Mary Pickford in "Johanna Enlists"

jects, and for the accomplishment of this every one has to be a production of exceptional merit. The finest one-reel subjects in the world, an important part of picture production, will be released through this organization. These will include the Burton Holmes Travel pictures, which have for years been in their field unequalled. One Burton Holmes Travelogue will

be released each week.

Hugh Ford

Famous Paramount-Arteraft

Special Director

In the light of the success of the Paramount-Bray Pictographs, released for several years by this company, a one-reel subject to be entitled the Paramount Magazine will be released weekly. This will be produced under the direction of Nathan Friend, and will be made up

of the best magazine subjects obtainable.

A new comedy one-reel series, adapted from the cartoons by Briggs of the New York Tribune, will also be released one every two weeks during the coming year. The series is entitled "The Days of Real Sport," and narrates the adventures of "Skinnay" and his boy companions. The scenarios are written by Mr. Briggs, and the productions supervised by him. The original cartoons are syndicated to many newspapers throughout the country, and "Skinnay" is a well-known figure to almost every family in America. His visualization on the screen in this unique series of comedies will be welcomed with delight.

The Post Scenic Series, one reel of wonderful natural beauty, enhanced by amazing photography, will also be among the releases. The Post Scenic Series is well known, having

been shown in leading theaters for some time.

Every individual working in the production department of the Famous Players-Lasky Corporation is alive with one strong purpose—to make the future progress of the motion picture as great as has been the past.

The organization since its beginning has been marked with three virtues: the vision to

dream, the courage to do, and the strength to succeed.

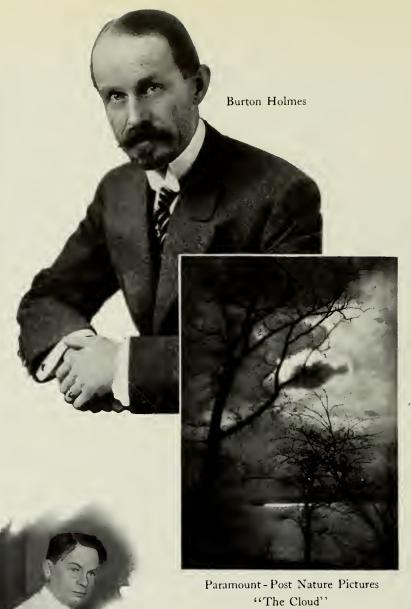
These virtues are the keynote of the past and the prophecy of the future.



Nathan Friend Head of Educational Department and Paramount Magazine



Albert E. Kaufman
Supervisor Foreign Productions



Vivian Martin in "You Never Saw Such a Girl"



Wallace Reid in "The Roaring Road"



Ethel Clayton in "Pettigrew's Girl"

A LIST of some of the important productions for the coming year is evidence of what the company's policy is to be in regard to stories, artists and directors. Among the pictures now being created for the new Selective Booking Plan which is described later, are the following:

Cecil B. DeMille will produce some of his especially directed features, dealing with subjects that strike home to every class of audience.

"A Girl Named Mary," starring Marguerite Clark, from the Metropolitan Magazine serial and book by

Juliet Wilbor Tompkins.

"April Folly," from the book by Cynthia Stockley, Author of "Poppy." One of the first of the new Cosmopolitan Productions.

"Capt. Dieppe," starring Robert Warwick, from the play and novel by Anthony Hope, author of "The Prisoner of Zenda."

"Eliza Comes to Stay," starring Marguerite Clark, adapted from the play by Henry B. Esmond.

"Everywoman," from the drama by Walter Browne.

To be produced with a special cast.

"Hawthorne of the U. S. A.," starring Wallace Reid, from the play that made Douglas Fairbanks famous, by James Fagan.

"His Official Fiancée," starring Vivian Martin, an adaptation of the novel by Berta Ruck (Mrs. Oliver

Omons).

"Huckleberry Finn," a new production from the book by Mark Twain to be directed by William Taylor, director of "Tom Sawyer."

"In Mizzoura," starring Robert Warwick, adapted from Augustus Thomas' first famous play. Directed by Hugh Ford

"It Pays to Advertise," starring Bryant Washburn, from the stage success by Roi Cooper Megrue and Walter Hackett. Directed by Donald Crisp.

"Luck in Pawn," starring Marguerite Clark, from the play by Marvin Taylor produced on Broadway this season.

"Mary's Ankle," starring Douglas MacLean and Doris May, under the supervision of Thomas H. Ince in an adaptation of May Watson Tully's comedy.

"Miss Hobbs," starring Ethel Clayton, in an adaptation of Jerome K. Jerome's play in which Annie Russell made her greatest success. Directed by William C. DeMille.

"Mother," starring Ethel Clayton, in an adaptation of

the book by Kathleen Norris.

"Peg o' My Heart," with a special cast, directed by William C. DeMille, from the play by J. Hartley Manners.

Productions as yet unnamed will include the "Fatty" Arbuckle Comedy features, John Barrymore, the Syd Chaplin Comedy features, Cecil B. DeMille productions, Dorothy Gish, the Mack Sennett Comedy features and the productions of Maurice Tourneur.

"Sadie Love," starring Billie Burke, in the comedy by

Avery Hopwood.

"Sick-a-Bed," starring Bryant Washburn, from one of the first farces to win success on Broadway last season, by Ethel Watts Mumford.

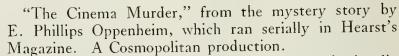
"Speed Carr," starring Wallace Reid, from an original story by J. Stuart Woodhouse.

"The Copperhead," starring Lionel Barrymore, from

Augustus Thomas' great play.

"Stepping Out," starring Enid Bennett, under the supervision of Thomas H. Ince, in a story by C. Gardner Sullivan. Directed by Fred Niblo.

"The Black Bag," starring Wallace Reid, in an adaptation of the mystery novel by Louis Joseph Vance, author of "False Faces."



"The Fear Market," starring Ethel Clayton in Amelie Rives' drama of high society, blackmail, romance and

adventure.

"The Female of the Species," starring Ethel Clayton, in an adaptation of the surprise story by Joseph Gollomb.

"The Lottery Man," starring Wallace Reid. From the play by Rida Johnson Young, author of "Brown of Harvard." Directed by James Cruze.

"The Market of Souls," starring Dorothy Dalton, under the supervision of Thomas H. Ince in a story by John Lynch. Directed by Joseph De Grasse.

"The Miracle Man," a May flower production, directed by George Loane Tucker. From the play by George M. Cohan.

"The Misleading Widow," starring Billie Burke, adapted from the Margaret Anglin play "Billeted," by F. Tennyson Jesse and H. N. Harwood. Directed by John S. Robertson.

"The Other Woman," starring Enid Bennett, under the supervision of Thomas H. Ince. An original story by C. Gardner Sullivan. Directed by Fred Niblo.

"The Restless Sex," a Cosmopolitan production from the New York society novel by Robert Chambers. Scenario by Frances Marion.

"The Sea Wolf," a new special picturization of the story

by Jack London, directed by George Melford.

"The Teeth of the Tiger," with a special cast, adapted from the great mystery story by Maurice Le Blanc, telling the further adventures of Arsene Lupin.

"The Third Kiss," starring Vivian Martin, from the story by Heliodore Tenno. Directed by Robert Vignola.

"The Thirteenth Commandment," starring Ethel Clayton, from the novel of New York life by Rupert Hughes, author of "What Will People Say?"

"The Valley of the Giants," starring Wallace Reid in a story by Peter B. Kyne which ran as a serial in Red Book. Directed by James Cruze.

"The Witness for the Defense," starring Elsie Ferguson, directed by George Fitzmaurice. Adapted from the

play by A. E. W. Mason.

"The Young Mrs. Winthrop," starring Ethel Clayton, in an adaptation of the play by Bronson Howard, author of "Shenandoah" and "The Henrietta."

"Told in the Hills," starring Robert Warwick, directed by George Melford, from the novel by Marah Ellis Ryan.

"Too Much Johnson," starring Bryant Washburn,

adapted from William Gillette's farce.

"What's Your Husband Doing?" starring Douglas MacLean and Doris May, under the supervision of Thomas H. Ince. From the comedy by George V. Hobart. Directed by Lloyd Ingraham.

"The Egg-Crate Wallop," starring Charles Ray, under the supervision of Thomas H. Ince. An original story by Julien Josephson, author of "Greased Lightning." Directed by Jerome Storm.

"Why Smith Left Home," starring Bryant Washburn,

from the farce comedy by George Broadhurst.
"Widow by Proxy." starring

"Widow by Proxy," starring Marguerite Clark, in an adaptation of the farce by Catherine Chisholm Cushing. Directed by Walter Edwards.

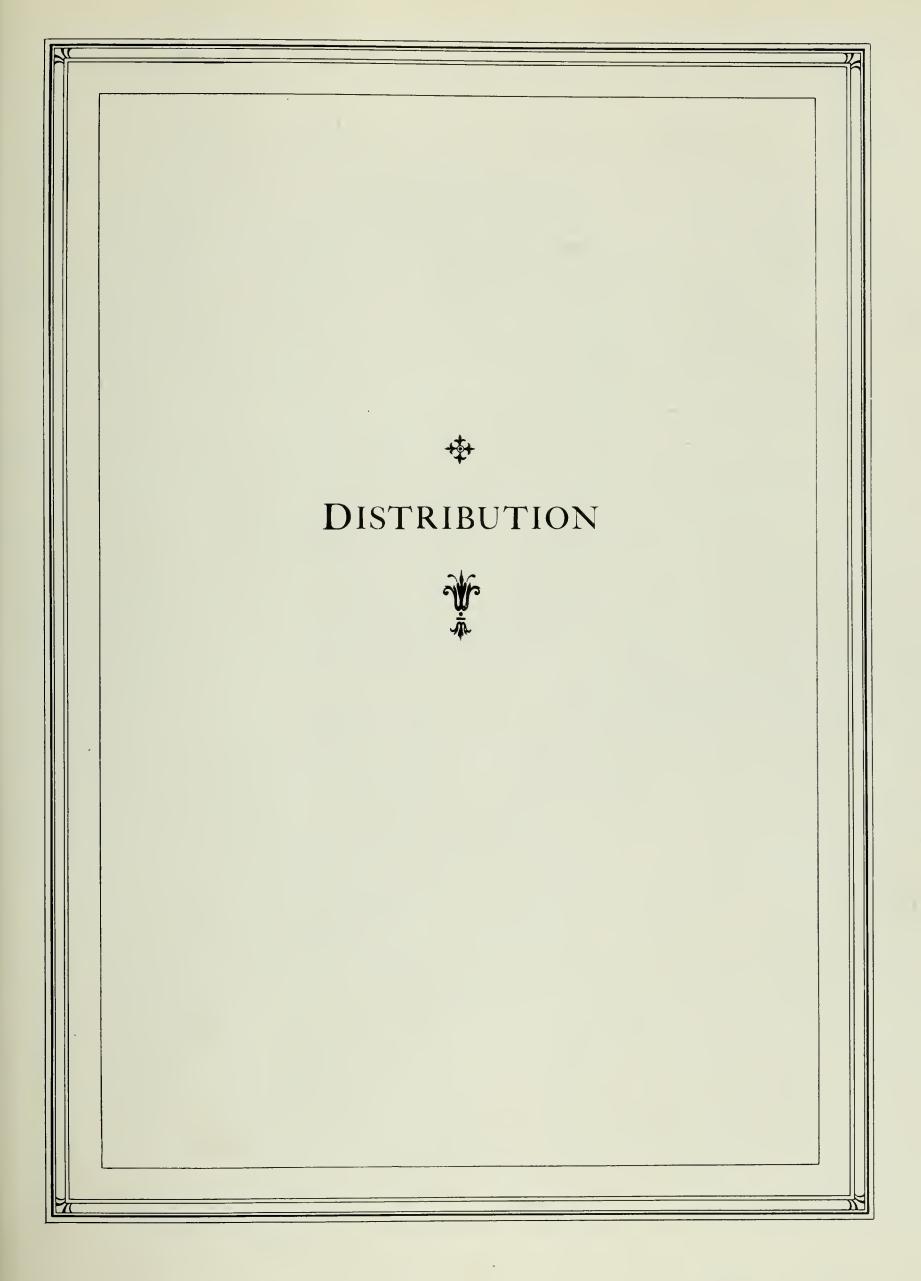


Maurice Tourneur

Syd Chaplin



Geo. Loane Tucker





Walter E. Greene, Vice-President of Famous Players-Lasky Corporation in charge of Distribution



DISTRIBUTION

SEVENTY-FIVE per cent of the 17,130 motion picture theaters in the United States, as listed by the Internal Revenue Department, show Paramount-Artcraft pictures at least a part of the time. A steadily growing proportion prospers by exhibiting Paramount-Artcraft pictures exclusively, which calls to mind the interesting fact that no theater anywhere exhibits any other brand of pictures exclusively. This is at once a tribute to the quality and quantity of the output released by the Famous Players-Lasky Corporation under these trade-marks and an indication that somebody has to work hard to accomplish such notable results. The truth of the matter is that the operation of the Department of Distribution involves infinite toil and painstaking. Persons seeking a soft snap should sedulously avoid the Department of Distribution.

The Department of Distribution includes a field force of 1241 persons apportioned to twenty-six branch exchanges throughout the United States so located that few motion-picture theaters are distant more than twenty-four hours by express shipment from an exchange. Each exchange has film storage vaults as required by the underwriters, personnel and all equipment necessary to take care of exhibitors in its territory. This field force is supported

by a staff of 300 at the home office in New York.

At the head of the department is Walter E. Greene, vice-president and managing director of distribution, whose position is analogous to that of the vice-president in charge of traffic on a railroad. The vice-president formulates plans for carrying into effect policies laid down by the executive committee or president, and decides questions bearing on their interpretation. Next in rank comes Al. Lichtman, general manager of distribution, the executive in direct charge of operation. Other executives include Frederic Gage, secretary to Mr. Greene, Charles C. Burr, assistant general manager; Sidney R. Kent, sales manager; H. H. Buxbaum, J. W. Allen, and M. H. Lewis, special representatives; Harry Asher, W. E. Smith, C. E. Holcomb, Louis Marcus and Herman Wobber, district managers; and Robert E. McIntyre, Arthur C. Wilson, Robert A. Kreier, Thomas A. Kilfoyle, Samuel Handel, Saul Berman, Emanuel R. Barnet and Fred A. Leroy, auditors. For convenience of distribution the United States is divided into nine districts, in charge of district managers or, in some instances, of special representatives, and finally, the local managers of the twenty-six branch exchanges. A personal connecting link between the home office and the field force is provided by the three special representatives, who are on the road most of the time, checking up work and straightening out snarls. The staff of eight traveling auditors keeps watch and ward over finances. Like every other successful business enterprise the Famous Players-Lasky Corporation finds that the way to get results is to provide for careful supervision plus more supervision, to which is added supervision.

The foundation upon which the scientific system of supervision has been built involved a prodigious amount of labor possible only to a corporation directed by wise foresight and

backed by ample resources.

First, the United States was divided into nine districts in each of which are from two to four branch exchanges under local managers, arranged according to distances and density of population so that each district could be thoroughly supervised by its manager, and so that each theater in the district can be reached by an express shipment from an exchange within twenty-four hours, except in the Western districts where distances are great. The next step was to collect, classify and digest, district by district, data about each and every community, large and small, such as its population and resources, type and seating capacity



S. R. Kent Sales Manager

Fred Gage
Secretary to W. E. Greene

of every motion picture theater, train service and all else likely to be of service in fixing an equitable rental for films and for serving exhibitors. This data is on file at the branch exchange concerned, and also at the home office. From the former source it is passed on to the salesmen together with a thorough understanding of the pictures they have to offer, so that these gentlemen may approach a potential customer with a full knowledge of all conditions likely to affect a bargain. Salesmen who handle Paramount-Artcraft pictures are never told, as has been known to happen in more primitive days, to "go out an' get some business"; on the contrary, they are as carefully rehearsed for each onslaught, and as rigidly restricted to limited objectives as were the gentlemen who accompanied Marshal Foch on his personally conducted tour to the Rhine.

All this information together with a great deal more comes to a focus on the desk of the general manager in New York where it is condensed into a graphic chart showing at a glance the possibilities of each district for absorbing Paramount-Arteraft pictures. A black line traced across this chart, and extended from day to day, shows the volume of sales in relation to possibilities of sales, so that at a glance before he sits down at his desk in the morning the general manager can take in the whole story of his subordinates' work to date as compared with preceding weeks and months.

Like an organist at his console, the general manager, with this graphic diagram for music, sits at his desk in New York and plays upon the motion-picture theaters of the nation, for every operation of every exchange is absolutely controlled by the home office. Whenever that wavering black line upon the diagram begins to sag, indicating that less than 100 per cent of the theaters in some section of

Manager New Haven Exchange

H. T. Scully

H. Asher District Manager, Boston

the country are playing Paramount-Arteraft pictures for the time being the organist steps upon the loud pedal, and then things begin to happen in the exchange territory affected. If the branch manager cannot help the salesmen to master the difficulties the district manager is hurried to their aid; and if the united



General Offices Boston Exchange

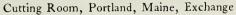


J. A. McConville Manager Boston Exchange

Projection Room Boston Exchange









Main Office, Portland, Maine, Exchange

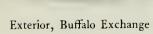
efforts of the three are still inadequate, the reserves, in the form of the nearest special representative, are thrown in. One of the methods devised for keeping salesmen keyed up to concert pitch is a system of duplicate daily reports to general headquarters in New York, as well as to the branch exchange. Thus, even while in uttermost Dismalburg, the salesman is made to feel that the sleepless eye of the home office is always upon him; and that under such circumstances he might just as well close contracts with every theater in sight without unnecessary delay. But the salesman also feels that the eye which the home office turns upon him is a kindly, appreciative, encouraging eye. Indeed, he has no doubts on that score, for a bonus system has been devised which awards him extra pay whenever his sales pass a fixed moderate minimum. This bonus system has worked miracles in stimulating sales. For instance, in one recent week, one exchange earned a bonus of 122 per cent; that is, it doubled the fixed minimum and then added 22 per cent to the new total. Another exchange in the same week earned a bonus of 106 per cent; yet another, a very large

exchange, earned an 83 per cent bonus. When the policy which directs their distribution is understood, the fact that Paramount-Arteraft pictures are to be seen at least a part of the time in 98 per cent of American theaters does not seem at all surprising.

Selling pictures to exhibitors is the smallest part of the enormous task allotted to the



Accounting Department Buffalo Exchange



Personnel of Buffalo Exchange R. C. Fox, Branch Manager, in center

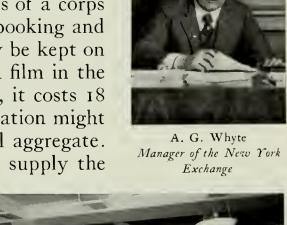
Department of Distribution. The department's chief duty is service to the exhibitor. Like woman's work, the service rendered by the Famous Players-Lasky Corporation to its patrons is never done. It goes on day and night, disregards holidays and does not keep the Sabbath. In terms of arithmetic, service is to sales as the ratio of 21 to 1; for while only sixty salesmen are required to make contracts, a field force of 1181 is kept busy rendering the service these contracts involve. Even this is not all; for the home office on its own account also renders important service, one part of which is a national campaign of exploitation to sell Paramount-Artcraft pictures to the public; but that is another story which is told at length in another chapter.

When a contract is received duly approved by the home office every department of the branch exchange is notified and functions on that contract begin. The booker arranges dates for each picture included in consultation with the shipping department, which consists of a corps of animated time tables and lightning calculators; for the booking and shipping schedules must be so arranged that each film may be kept on the move as continuously as train service will permit. A film in the exchange vault is earning money for nobody; and, besides, it costs 18 cents to check it into storage and out again. Faulty calculation might easily allow these small charges to grow into a substantial aggregate.

At the same time the accessory department arranges to supply the

exhibitor with posters in any size from 1 to 24 sheet in any quantity he can use, music cues, "ad" cuts and "mats" scene cuts and mats, photographs and advance notices, all of which facilitate advertising and publicity in the local newspapers; rotogravures and photographs for lobby displays and slides for announcements on the screen. Lastly, comes the "press book," which is a complete manual of plans and methods for promoting each individual picture, together with prepared material for advertisements and press notices.

These press books on devices for stimulating patronage and presenting the pictures attractively are prepared by special lists in showmanship and are far in advance of any other manual known to the motion picture industry. For exceptional pictures special service is provided. All these things are forwarded well in advance of the date for the picture so they may be on hand when needed.





General Offices of the New York Exchange



Reception Room of the New York Exchange, 729 Seventh Avenue, New York



Personnel of the New York Exchange



W. E. Smith

District

Manager

Philadelphia



Reception Room of the Philadelphia Exchange

Meanwhile, the accounting department gets out bills and mails them well in advance so they can be paid promptly; for the motion picture business is conducted on a spot cash basis. Lastly, the inspection department examines the film to see that it is in perfect condition and turns it over to the shipping department to send to the exhibitor.

Personnel of the Philadelphia Exchange

It does not seem possible that so small an object could require so much labor and care as are necessary to keep a film going on its rounds.

Films are not always treated with the consideration their fragile nature demands. For that reason it is not possible to save time and express charges by having exhibitors ship a picture after they are through with it to the next man on the list. Instead the film must travel from the theater back to the exchange after filling each date to be inspected and, if necessary, restored before proceeding to its next engagement. In some instances, however, films are passed on from one theater to another when messengers accompany them.

The Famous Players-Lasky Corporation has developed a system of its own for the repair and renovation of films which is a great advance over anything hitherto known in the industry, so that the small town exhibitor, who only

receives a film after it has filled its engagements in first, second and third-run theaters, can give his patrons a show as brilliant on the screen as the more pretentious places. The corporation has recognized that the small town



Exterior, Washington, D. C., Exchange

O. A. Morgan
Assistant Sales Manager, Home Office



Staff and Office Force, Washington, D. C., Exchange

exhibitor is just as important as the manager of the big city theater. In order to give him the same grade of service it has established two large renovating plants in New York. Minor damages to a film can be made good in the exchanges; but whenever a film is no longer in first-class condition it is withdrawn from circulation and sent to New York where damaged portions are replaced and the rest dipped in a revivifying solution which cleans and freshens it so that the restored

film cannot be distinguished, when projected on the screen, from one fresh from the labo-

ratory.

Before this system of renewal was instituted by the Famous Players-Lasky Corporation pictures in poor condition were circulated sometimes even in second and third-run houses, due in part to heavy bookings which made demand urgent on the one hand, and careless, not to say reckless, operators who rushed films through the projecting machine regardless of the speed limit, tightening the tension spring to hold the picture steady, with the result that all the sprocket holes were torn



H. H. Buxbaum Special Representative Headquarters at Pittsburgh

Frank C. Bonistall

Manager

Pittsburgh Exchange

Personnel of Pittsburgh Exchange

out and the film ruined. Not infrequently the operators punched holes in the film as a labor-saving way of providing themselves with operating cues. Again, careless handling allows grains of dust to get on the face of the film which are shoved along as the film runs through, causing long scratches known in the vernacular as "rain." The rental proceeds from the smallest theaters do not warrant the expense of making new prints; so patrons of these theaters only too often had to put up with inferior shows until the ingenuity of the Famous Players-Lasky Corporation provided an economically practicable solution of the renewal problem.

H. P. Wolfberg

Manager Cincinnati Exchange

After every department of the exchange has done its full duty it sometimes happens that trains fail to make connections. There may be a collision or a derailment or a washout, but, however legitimate the excuse, it doesn't help the exhibitor who is faced with the prospect of a dark house and a

dead loss for a day or more. Again, an exhibitor may delay a return shipment or mis-send it. Whatever the cause, the branch exchange must get the film to the next exhibitor on time. This is where Service, spelled with a capital "S," comes in.

For example, a few weeks ago a film was shipped by an exhibitor from Omaha to Wayne, Nebraska, that was due at Sioux City, Iowa. The moment the "miss-out" was discovered, as it inevitably had to be,

thanks to the automatic system of cross checks and counter checks at the Omaha branch exchange, the long distance telephone was set to work. An automobile was hired to get that film over the precipitous hills of northeast Nebraska and the glutinous gumbo of the Missouri River valley on the home stretch to Sioux City. That automobile trip cost almost the total amount



Main Offices, Cincinnati Exchange



Personnel of Cincinnati Exchange

of the rental received from the Sioux City exhibitor; but he was enabled to give the show he had announced, and thus saved from serious loss. Again, a messenger was sent from New York to Chicago to carry a film in order not to disappoint a customer. It was not

G. W. Erdman Manager Cleveland Exchange

possible to economize on messenger charges by sending a Western Union boy, for the margin of time was so narrow that if anything had gone wrong a boy might have failed. A man whose time was worth twenty dollars a day was chosen for the mission. The cost of the trip was \$146.42; but again the customer was served; and that is what the Department of Distribution is for. In recent months express service has been so unsatisfactory that the Famous Players-Lasky Corporation has been obliged to establish a special automobile

delivery service between New York and Philadelphia in order to make sure that customers shall be served on schedule time. This same express service obliged the corporation to send a messenger from Los Angeles to New York to make sure of the

delivery of a print of "The Knickerbocker Buckaroo," an Arteraft picture starring Douglas Fairbanks in time for exhibition at the Rivoli Theater. Inevitable delays inherent in the production of motion pictures left so little time between the completion of the print at the laboratory and the date announced for the showing of the picture that it was not safe to depend upon ordinary transportation routine.



Department Heads, Cleveland Exchange

In dwelling on the endless care taken to serve customers, the magnitude of the efforts involved has been left in the background. Lest the reader misapprehend the task of the Department of Distribution, the fact should here be stated that the average number of subjects shipped each week by the department is 23,920. The New York branch exchange alone ships 2100 subjects weekly; the Chicago branch exchange ships 2030 subjects weekly. Of course, an equal number of shipments is received, making a total of 47,840 items to be handled without error by the department. To make the matter still more complicated, seven new subjects of one to five or more reels are contributed each week by the Department of Production, with 30 to 89 prints from each, making an aggregate average new footage of 1,429,000 added weekly to the volume in circulation. As each subject is in active circulation from one to



J. W. Toone, Auditor of Exchanges Home Office

two years, and in less active circulation for an indefinite period, since a picture that has not been seen is the same as a book that has not been read, the detail devolving upon the Department of Distribution is staggering.

As a further aid to appreciation of the operations of the Department of Distribution, the fact may be mentioned that the branch exchanges alone spent in the first quarter of 1919 \$36,974 for traveling expenses, \$16,000 for telephone and telegraph tolls, \$44,000 for express charges, and \$21,000 for postage. The two renovating plants in New York spent \$27,000 in renewing worn films in order that the smallest audience in the most remote corner of the country might see just as good a picture as the first Broadway audience saw the night that picture was released. To these items must be added substantial sums devoted to the same purposes by the home office. If the aggregate seems large, the fact should be borne in mind that the Famous Players-Lasky Corporation is doing business at a lower operating ratio than any other concern in the motion picture business, first because its volume of business is so much greater than that of its contemporaries, as shown in Part V, which would give

a lower proportionate cost, even if conditions were equal. But conditions are all in favor of the Famous Players-Lasky Corporation, which has perfected a

scientific system for the operation of every department.

In the tireless quest for new ways to serve the exhibitor, on the principle that whatever is good for him must necessarily be excellent for it, the Famous Players-Lasky Corporation will introduce a system of distribution that is nothing less than revolutionary September 1, 1919, which is the first day of the New Year in the motion picture industry. At first blush, contracting for pictures might seem to be a matter of salesmanship rather than of service; but in this instance the whole purpose of the new plan is service. To explain:

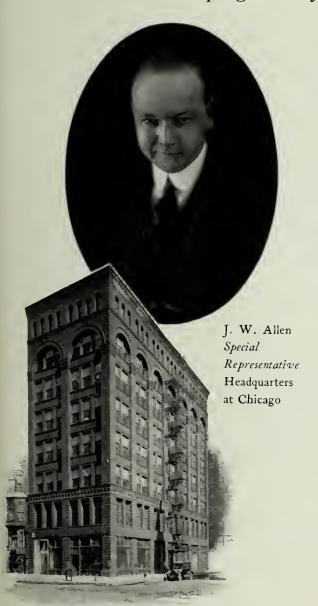
Before the Famous Players-Lasky Corporation was organized some of the producing and distributing companies which later became subsidiaries and finally, component parts, of the corporation, sold pictures on the states rights system. When the corporation was first created it began business on what is known as the "program" system; that is, it sold the exhibitor on a month-



Fred F. Creswell

Branch Manager

Chicago Exchange



Exterior, Chicago Exchange

to-month contract a complete program for the evening. Later the "star" series system was instituted, under which the exhibitor contracted to take a series consisting of a specified number of productions featuring a given star. This system continued in vogue until August 31, 1919. Under the new dispensation, known in trade vernacular as "selective booking," each and every picture will be sold individually on its merits. Or perhaps it would be more accurate to say that each and every picture will be sold according to the united judgment of the exhibitor and the Famous-Players Lasky Corporation of its box office value. Selective booking gives the exhibitor complete freedom of action. As for the producer, while the new system will vastly increase a volume of office labor already large, the Famous Players-Lasky Corporation regards the selective booking system as a step in advance; and in its experience, as in that of others, progress and profits are synonymous.

Through its branch exchanges, the Famous Players-Lasky Corporation comes in contact with exhibitors. Special pains have been taken, naturally, in the selection of physical surroundings and personnel, not merely to render service, but also to attract patronage. Clever motion picture producers would not be likely to overlook the psychological factor in business affairs. For this reason each exchange has an individuality of its own. Here is the order in which they are

listed for convenience in administration:

District No. 1—Harry Asher, district manager; headquarters, Boston, Mass.

Branch No. 1—No. 8 Shawmut Street, Boston, Mass.; J. A. McConville, branch manager. With a staff of 79 persons and working quarters occupying an area of 15,000 square feet on two floors,



Personnel of Chicago Exchange

Branch Manager McConville is able to serve a population of 5,000,000 which includes the most fastidious and hardest to please people in America. Talk about Missourians wanting to be shown! Why, they are not to be compared with those hard-headed Yankees. They also want perfect service—and they get it, for the Boston exchange ranks 100 A1, to apply a marine insurance term to motion pictures. This territory demands that its motion pictures shall

be clean and of the best. Paramount-Drew comedies are great

favorites.

Branch No. 2-No. 85 Market Street, Portland, Maine; William O'Brien, branch manager. Portland branch exchange needs but 4000 square feet of floor area and a force of 20 persons

to care for its territory with a population of 800,000. But it is a highly efficient organization in up-to-the-minute quarters, for there is a large seasonal business in the great number of summer resorts. This floating population will be satisfied with nothing but the very best.

Branch No. 3—No. 132 Meadow Street, New Haven, Conn.; Henry T. Scully, branch manager. New Haven exchange serves the Nutmeg State with a population of 1,202,000. Branch Manager Scully has a force of 23 working on a floor area of 4500 square feet. New Haven being a great college center, is ultra select in its taste in motion pictures. In every detail the entertainments offered must be above reproach. But aside from catering to a fastidious taste, the territory is easy to serve, for it is very compact, with every theater within a few hours of the exchange.

District No. 2-Position of district manager temporarily vacant. Headquarters, New York, N. Y.

Branch No. 1 — No. 729 Seventh Avenue, New York; A. G. Whyte, branch manager. The New York Exchange is the largest motion

picture exchange in the world. More business is done here than is done nationally by many concerns of national reputation. Besides the metropolis, the home of the world's greatest motion picture theaters, such as the Rivoli, Rialto and

Strand, known everywhere, this exchange serves 75 per cent of New York State and 70 per cent of New Jersey, a territory having a total population of 9,395,000 which seeks diversion in 1500 theaters. Branch Manager Whyte has built up a remarkably efficient

staff, totaling 118 persons. It has to be exceptional, because the patronage here is exact-A force of inspectors works



Lobby of Omaha Exchange



Building in which Minneapolis Branch Exchange is located



Personnel of Minneapolis Exchange



C. L. Peavey Branch Manager Omaha Exchange



Personnel of Omaha Exchange

all night every night to make sure that films are in perfect condition; and a night shipping force is required to get them to destination on time. Work in this exchange never stops from one year's end to another. The corporation maintains its own delivery service to pick up and deliver films with the least

possible delay.

Branch No. 2-No. 145 Franklin Street, Buffalo, N. Y.; Richard C. Fox, branch manager. This exchange has for its territory the city itself and onefourth of the Empire State, making the total population served, 2,500,000. Branch Manager Fox has a force of 37 and a working floor area of 4000 square feet; but the demand for Paramount-Artcraft pictures is growing so rapidly that the Famous Players-Lasky Corporation has been obliged to erect a building of

its own at the corner of Franklin and Chippewa Streets which will provide an area of 9000 square feet for the exchange. This will be ready for occupancy late in 1919.

Distances are short and train service of the best in this territory.

District No. 3—W. E. Smith, district manager; headquarters at Philadelphia, Pa.

Branch No. 1—No. 1219 Vine Street, Philadelphia, Pa.; J. D. Clark, branch manager. Philadelphia has the proud distinction of possessing the most beautiful motion picture exchange in the world. The exchange occupies two floors, the ground floor being fitted up with



H. A. Ross BranchManager, Detroit Exchange

General Office, Detroit Exchange

mahogany partitions and furniture and fittings in keeping, so that the general impression is that it houses a big bank. Branch Manager Clark with a force of 59 serves the city, 60 per cent of Pennsylvania and 30 per cent of New Jersey, with a population of 5,800,000 and 800 theaters. Like all Famous Players-Lasky branch exchanges, Philadelphia has the most modern a labor-saving office equipment the market affords, such as billing and adding machines, Remington automatic bookkeeping machines, stamping machines and everything else that affords speed combined with accuracy; for the territory, while small in area, has a very large number of accounts.

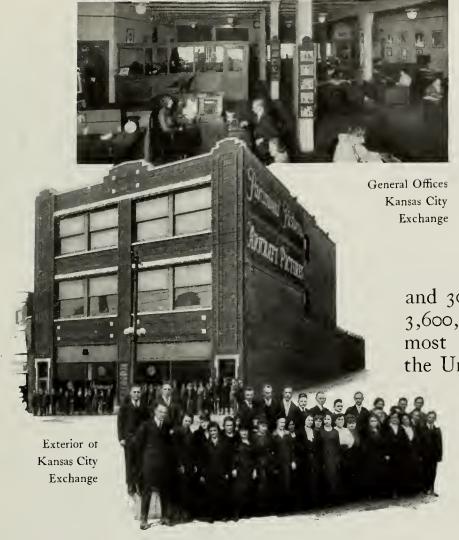
Branch No. 2-No. 421 Tenth Street, N. W., Washington, D. C.; J. L. Reardon, branch manager. A force of 37 persons and a floor area of 8000 square feet is required to take care of the business here. From the standpoint of patronage, the national capital is unequalled, for motion picture devotees here include the most distinguished people, not only of America but also representatives of foreign lands. The motion picture theaters are new and handsome; and only the best pictures are shown, very largely those bearing Paramount-Artcraft trade-marks. In addition to the capital, the territory served includes all of Delaware, Maryland, and Virginia, 15 per cent of West Virginia and 75 per cent of North Carolina, having a total population of 6,000,000.

District No. 4-H. H. Buxbaum, special representative; headquarters at Pittsburgh, Pa.



Personnel of Detroit Exchange

Branch No. 1—1150 Penn Avenue, Pittsburgh, Pa.; F. C. Bonistall, branch manager. The Pittsburgh exchange employs a force of 49 persons, occupies 12,000 square feet in a new fireproof building devoted exclusively to motion picture exchanges. Pittsburgh territory includes 40 per cent of Pennsylvania



Personnel of Kansas City Exchange



M. H. Lewis, Special Representative Headquarters at Kansas City, Mo.



G. E. Akers, Branch Manager Kansas City, Mo.

and 30 per cent of West Virginia, with a population of 3,600,000. It is one of the richest and also one of the most productive from a motion picture viewpoint in the United States.

Branch No. 2—No. 107 West Third Street, Cincinnati, Ohio; H. P. Wolfberg, branch manager. Cincinnati exchange occupies an entire building of five floors with a floor area of 14,000 square feet. Branch Manager Wolfberg has a force of 59 persons to take care of a territory which includes 55 per cent of West Virginia, 95 per cent of Kentucky, 50 per cent of Ohio and 55 per cent of Indiana, with a population

of 7,000,000. With the exception of some eight or ten cities this territory is made up of small or medium sized communities, so that the branch manager and his staff have to work hard for moderate results.

Branch Exchange No. 3—No. 811 Prospect Avenue, Cleveland, Ohio; G. W. Erdman, branch manager. Cleveland branch exchange occupies a single floor with an area of 4000 square feet. Branch Manager G. W. Erdman with a force of 45 persons has a territory including the city and 40 per cent of the State of Ohio, with a population of 2,015,000 to take care of. But Cleveland has some very fine theaters and is highly developed, speaking from a motion picture standpoint. Consequently the requirements are most exacting.

District No. 5-J. W. Allen, special representative; headquarters at Chicago, Ill.

Branch No. 1—No. 845 South Wabash Avenue, Chicago, Ill.; Fred Creswell, branch manager. Chicago stands second in importance to New York. The Famous Players-Lasky Corporation owns an eight-story building here, of which the ground and second floors are rented, and the remaining six floors, with an area of 50,000 square feet, are devoted



R. C. Li Beau

Branch Manager

Des Moines Exchange



Main Office
Des Moines
Exchange

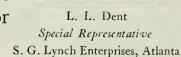
to the purposes of the exchange under Branch Manager Creswell with a force of 152 persons. Like most other exchanges, it has a handsome little theater in which



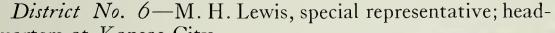
exhibitors can have a look at pictures on request, which is in constant use and crowded to capacity. Chicago exchange serves 75 per cent of Illinois, 40 per cent of Indiana, 5 per cent of Iowa and 15 per cent

of Wisconsin, with a total population of 6,080,000.

Branch No. 2-No. 608 First Avenue, Minneapolis, Minn.; J. W. Hicks, Jr., branch manager. Minneapolis exchange is on the verge of the land of long distances. A force of 55 persons serves the Twin Cities, all of Minnesota and North Dakota, 85 per cent of Wisconsin, 85 per cent of South Dakota and 10 per cent of Michigan, with an aggregate population of 5,800,000. It takes three or four days for a film to travel to the remotest theater, play its engagement and return. The exchange occupies a floor with an area of 8000 square feet in a modern fireproof building.



Branch No. 3—No. 63 Elizabeth Street, Detroit, Mich.; H. A. Ross, branch manager. The Detroit branch exchange is housed in one of the most modern film offices in the country. The building is fireproof. The exchange occupies an entire floor of some 10,000 square feet. Branch Manager Ross has a force of 52. Probably no other exchange has been developed any higher than Detroit; for Detroit has some of the most beautiful theaters in the country, and these demand the very best in motion pictures. In addition to the city this exchange serves 10 per cent of Ohio, 5 per cent of Indiana and 90 per cent of the State of Michigan, with an aggregate population of 3,320,000.



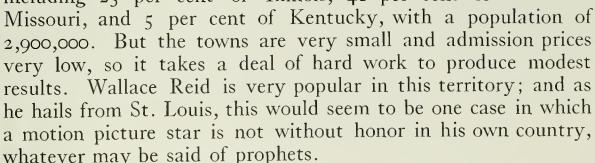
quarters at Kansas City.

Branch No. 1—No. 2024 Broadway, Kansas City, Mo.; G. E. Akers, branch manager. A force of 45 is required to handle the business in this prosperous city and additional territory including all of Kansas, 60 per cent of Missouri and 20 per cent of Oklahoma, with a population of 4,500,000. A modern three-story building with a floor area of 14,000 square feet is occupied exclusively by the exchange.

Branch No. 2—3929 Olive Street, St. Louis, Mo.; George W. Weeks, branch manager. The Famous Players-Lasky Corporation owns the building occupied by St. Louis branch exchange. It has a floor area of 7500 square

feet and includes a handsome projection

room, or theater. With a staff of 33 persons Branch Manager Weeks is able to serve the city and territory, including 25 per cent of Illinois, 40 per cent of





Atlanta, Ga.



R. E Bradford, Branch Manager C. E. Holcomb, District Manager Atlanta, Ga.



Personnel of St. Louis Exchange



Exterior of St. Louis Exchange



Louis Marcus

District Manager

Salt Lake City Exchange



Salt Lake City Exchange



Personnel of Salt Lake City Exchange

F. B. McCracken

Branch Manager

Salt Lake City

force of 21 persons serves 85 per cent of Nebraska and 10 per cent of Iowa, with a population of 1,400,000. Omaha has beautiful modern theaters and in the matter of motion pictures is more progressive than many a larger city. But outside of the city the territory of this exchange has only very small communities.

popular.

District No. 7—C. E. Holcomb, district manager; headquarters at Atlanta, Ga. In the south, the S. A. Lynch Enterprises and the Famous Players-Lasky Cor-

poration co-operate in the task of distribution. Branch No. 1—No. 51 Luckie Street, Atlanta, Ga.; R. E. Bradford, branch manager. This exchange, with a force of 43 persons, serves one of the largest territories in the country. It embraces all Tennessee except the city of Memphis, all Florida except Pensacola, all Alabama except Mobile and Tuscaloosa, all of Georgia and 40 per cent of South Carolina. The population of 10,000,000 includes a large proportion of negroes, with whom "Fatty" Arbuckle and Paramount Mack-Sennett comedies are great favorites. Highly imaginative pictures do not "get over" in a colored audience. The exchange occupies two floors of 12,000 square feet area in a modern building.

Branch No. 2—No. 814 Perdido Street, New Orleans, La.; H. F. Wilkes, branch manager. With a force of 32 persons Branch Manager Wilkes serves the southern metropolis, and a rather large expanse of territory including all of Louisiana and Mississippi, a small part of Texas and the cities of Memphis, Tenn.;



Branch No. 3—No. 415 West Eighth Street, Des Moines, Iowa; R.C. Li Beau, branch manager. With a force of 26 persons the Des Moines exchange is enabled to take care of the motion picture theaters in the capital city and 80 per cent of the Hawkeye State, with a total population of 1,800,000. The exchange occupies one floor, 3500 square feet in area, in a modern building. This territory has the unique distinction of

having the largest automobile patronage of any in America. Those prosperous

Iowa farmers will travel miles with their

families to see a good motion picture. Even the smallest towns are educated to the very best in pictures. Paramount-Arteraft pictures are, therefore, very

Branch No. 4—No. 208 S. Thirteenth Street, Omaha, Neb.; C. L. Peavey, branch manager. At this exchange a

Main Office New Orleans Exchange



H. F. Wilkes, Manager New Orleans Exchange



Exterior of New Orleans Exchange



Main Office, Denver Exchange



Personnel of Denver Exchange

David Prince, branch manager.

Total population, 1,800,000.



M. H. Cohn Manager Denver Office

Branch No. 3—No. 1902 Commerce Street, Dallas, Texas; T. O. Tuttle, branch manager. Dallas exchange employs a force of 44 persons and occupies two floors, aggregating 10,000 square feet, for the territory served is large and is coming to the front

towns are mostly small.

Pensacola, Fla.; and Mobile and Tuscaloosa, Ala., with a total population of 3,950,000, a large proportion of which is colored. The

very fast. The oil boom creates towns over night; but, alas! it also demobilizes them

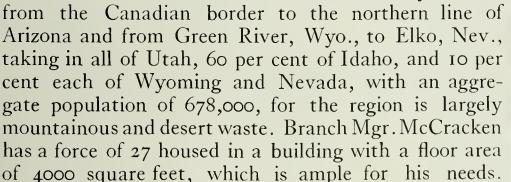
in the same length of time, occasionally. There are many motion picture shows in tents, and still more in the open air in summer; for the temperature down that way gets quite ambitious at times. Dallas serves nearly all the great Lone Star State and most of Arkansas.

Branch No. 4—Charlotte, N. C.; Serves all of North Carolina, 60 per cent of South Carolina, and nine counties in Northeastern Tennessee.

Branch No. 5—Oklahoma City; Joseph H. Gilday, branch manager. Serves all of Oklahoma, except ten counties, the northern Panhandle of Texas, and Northwest Arkansas. Total population, 2,000,000.

District No. 8—Louis Marcus, district manager; headquarters, Salt Lake City, Utah.

Branch No. 1—No. 133 East Second Street South, Salt Lake City, Utah.; F. B. McCracken, branch manager. In expanse of territory, District No. 8 leads all the rest. Its boundaries are the Canadian border on the north and Mexico on the south. The territory served by Branch No. 1 reaches



Some shipments have to be made by stage to small mining camps which can afford to indulge in the luxury of motion pictures only once a week or, perhaps, once a fortnight. But wherever there is a motion picture machine



Personnel of Portland Oregon, Exchange

C. M. Hill Branch Manager Portland Exchange

Exterior of Portland, Oregon, Exchange



there the service of the Famous Players-Lasky Corporation reaches. Sometimes a storm in the mountains stops all traffic so that films are away from the exchange for a couple of weeks.

Branch No. 2—No. 1747 Welton Street, Denver, Col.; M. H. Cohn, branch manager. The territory served by this exchange includes all of Colorado, 90

per cent of New Mexico, and 15 per cent each of Nebraska and South Dakota, with an aggregate population of 1,700,000. The Famous Players-Lasky Corporation owns the building

which houses the exchange, to which 4000 square feet are devoted. A force of 27 persons is required to operate the exchange. Denver is one of the most highly developed cities in the country. Curtis Street, with its imposing motion picture theaters and brilliant lights, is world famous.

District No. 9—Herman Wobber, district manager; headquarters at San Francisco.



G.W. Endert, Manager, Seattle

Personnel of Seattle Exchange

Branch No. 1—No. 821 Market Street, San Francisco, Cal.;

H. G. Rosebaum, branch manager. District No. 9 includes all the Pacific coast states. San Francisco exchange, which employs a force of 50, occupies 12,000 square feet on two floors of a modern building. The territory served includes 65 per cent of California and 90 per cent of Nevada, with a population of 1,881,000. San Francisco is one of the most highly developed motion picture centers in America. Some of its motion picture palaces, such as the Imperial and California, deserve some such adjective as "wonderful" to characterize them adequately. From San Francisco, large shipments of films are made

to China, Japan, Australia and Hawaii, not to mention many other points in the Far East. It takes three weeks, usually, for a film to make the trip to Honolulu, fill its date there and return.

Branch No. 2-No. 112 West Ninth Street, Los Angeles, Cal.; H. G. Ballance, branch



Main Office Dallas Exchange



D. Prince, Branch Manager Charlotte, N. C.



manager. Los Angeles, capital of the motion picture world, is different from any other place. Owing to the great number of wealthy health and pleasure seekers and more especially to the

Louis Loeb, Standardization Expert
Home Office

Personnel of Dallas Exchange



H. G. Rosebaum, Branch Manager San Francisco Exchange

30,000 persons engaged in the production of motion pictures who make their homes there, audiences are as uncertain, coy and hard to please as woman in her hours of ease was alleged by Scott to be. The fact is worthy of note that in order to please such hypercritical audiences, Grauman's Theater, embodying the very latest ideas in motion picture theater construction and one of the world's most beautiful amusement palaces, presents Paramount-Artcraft pictures exclusively. The branch exchange in charge of H. G. Ballance, with a force of

37, occupies 6000 square feet in the Marsh-Strong building. The territory served includes 35 per cent of California, Arizona, and 5 per cent of New Mexico.

Branch No. 3 - Nos. 2017-19 Third Avenue, Seattle, Wash.;

G. W. Endert, branch manager. Seattle exchange, which occupies 8000 square feet in the Owen building, employs a force of 34 persons. The territory served includes 95 per cent of Washington and 40 per cent of Idaho, and Alaska, with a population of 1,500,000. Many Alaskan shipments of film travel weary miles by dog sled.

Branch No. 4—No. 14 North Ninth Street, Portland, Ore.; C. M. Hill, branch manager. Portland is famed as a city of wealth and aristocracy. Its taste in motion pictures, therefore, is very particular. The leading motion picture theaters, such as the Liberty, People's and Majestic, are large, comfortable and handsome. Paramount-Artcraft pictures are very popular. Branch Manager Hill with a force of 23 persons occupies a floor area of 2000 square feet, comprising the ground floor of a conveniently located building. This exchange serves all of Oregon and 5 per cent of Washington with a total

population of 900,000.

This gigantic organization is welded together, and its spirit kept to the top notch of enthusiasm, partly through an internal house organ, "Pep," edited

by Louis F. Guimond. This is a weekly publication, devoted to what its name implies—stimulating the exchange force.



Personnel of San Francisco Exchange



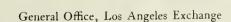
Personnel of Los Angeles Exchange

Harry G. Ballance

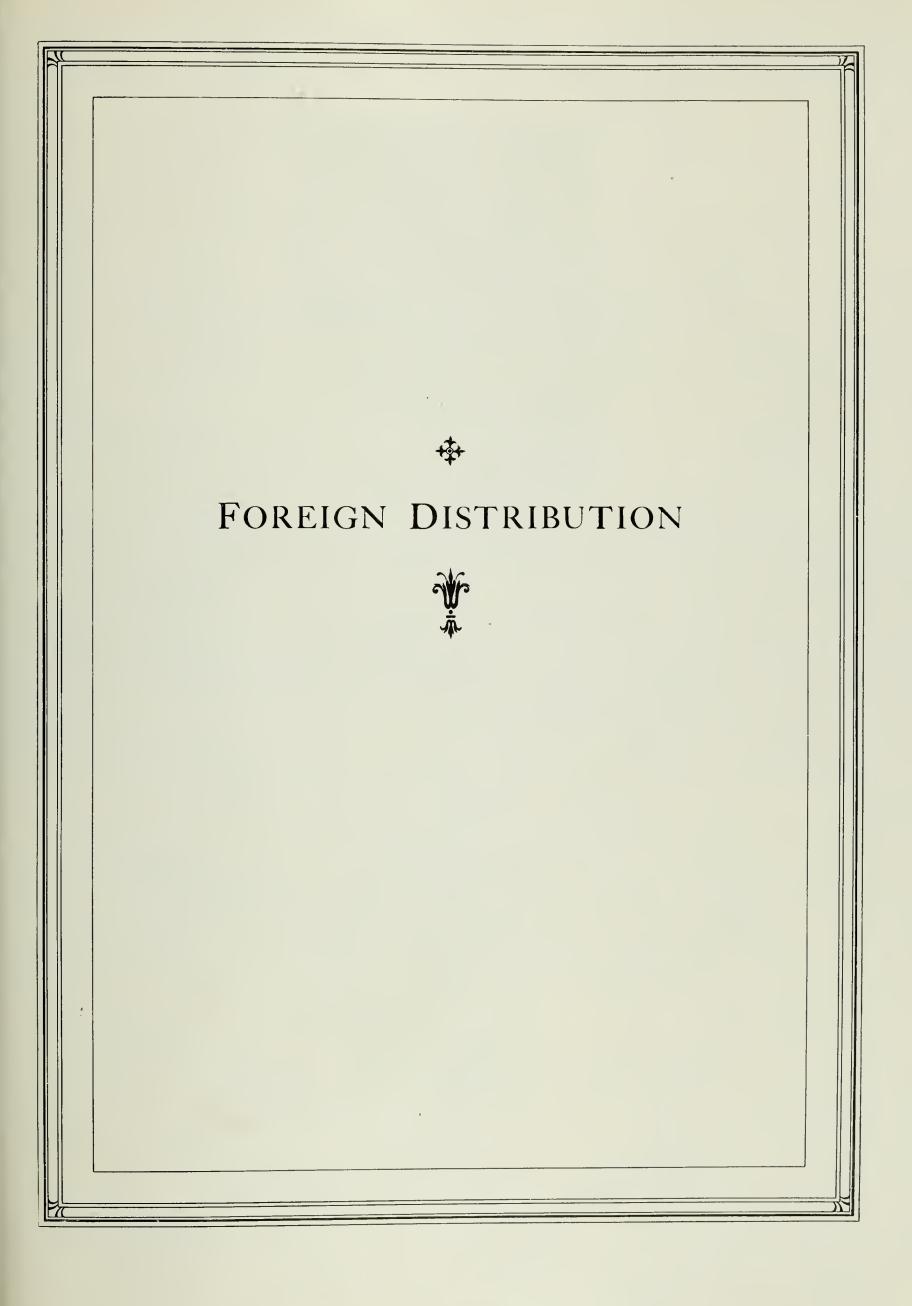
Los Angeles Exchange

Herman Wobber, District Manager

San Francisco Exchange







Emil E. Shauer Assistant Treasurer and Manager of Foreign Department



FOREIGN OFFICES AND ALLIED ORGANIZATIONS

for the distribution of

PARAMOUNT-ARTCRAFT PICTURES

Famous Players-Lasky Film Service, Ltd. (Great Britain and Ireland)

London Cardiff
Liverpool Leeds
Manchester Newcastle
Birmingham Dublin

FEATURE FILMS, LTD.
(Australia and New Zealand)
Sydney Melbourne

Adelaide Brisbane
Perth Wellington, N. Z.

Société des Establissements Gaumont

(France, Belgium, Holland, Switzerland, French Colonies and Protectorates and Egypt)

Paris Marseilles
Lyons Lille
Toulouse Nantes
Bordeaux Nancy
Strasbourg
Brussels, Belgium
Geneva, Switzerland

Famous Players-Lasky
Corporation
(Denmark, Sweden, Norway
and Finland)
Copenhagen, Denmark

Copenhagen, Denmark Stockholm, Sweden Christiania, Norway



J. C. Graham General Foreign Representative

South Pacific Paramount Company (Chile, Peru and Bolivia)
Santiago, Chile

Peliculas "D'Luxo" Da America Do Sul (Brazil)

Rio de Janeiro Sao Paulo

Sociedad General Cinematografica (Spain, Portugal, Argentine, Paraguay and

Uruguay)
Barcelona, Spain
Lisbon, Portugal
Buenos Ayres, Argentine
Asuncion, Paraguay
Montevideo, Uruguay

Caribbean Film Company
(Cuba, West Indies, Venezuela,
Costa Rica, Nicaragua,
Guatemala, San Salvador and
Honduras)
Havana, Cuba
San Juan, Porto Rico

Nippon Katsudo-Shasin Kaisha (Japan) Tokyo

CONTINENTAL FILM COMPANY (Mexico) Mexico City

GIOVANNI XILO (Italy) Rome



FOREIGN DISTRIBUTION

THE phenomenal growth in the distribution and exploitation of Paramount-Artcraft pictures in the United States in the last two years has been more than duplicated in the foreign department of the Famous Players-Lasky Corporation which is seeing to it that the tens of millions of motion picture lovers in all parts of the world are supplied with their favorite pictures, which means Paramount-Artcraft. So great has been the expansion of the export business of the Famous Players-Lasky Corporation, that there is not a civilized nation on the globe in which Paramount-Artcraft pictures are not known and shown regularly.

This world-wide demand for Paramount-Arteraft pictures has shown a wonderful increase, despite the fact that the war and its restrictions upon commerce have closed a number of countries to American commerce or have seriously curtailed shipping space for the exportation of film. The export business of the Famous Players-Lasky Corporation was increased by a very wide margin in 1918, and has shown such wonderful growth in the first six months of 1919 as to indicate that the exportation of Paramount-Arteraft pictures abroad during

1919 will be double or treble that of the year 1918.

Under the direction of Mr. Emil E. Shauer, assistant treasurer, arrangements have been concluded for the distribution of Paramount-Artcraft Pictures in all corners of the world. The world-wide supremacy of Paramount-Artcraft pictures is indicated by the great increase in the demand for Famous Players-Lasky productions in the Latin-American countries, notably Argentine, Brazil, Chile, Mexico and Cuba, and in Canada, England, France, Spain, the Scandinavian countries, South Africa, Australia, New Zealand, Japan, China and the other nations of the world with which trade relations were maintained during the war.

The coming of peace will mark the re-opening of the Central European nations to American commerce, and there is every indication that Paramount-Artcraft pictures will resume their world leadership in these countries. Contracts have been closed for the distribution of Paramount-Artcraft pictures in the Ukraine, Jugo-Slovakia, Roumania and Czecho-Slovakia, and inquiries received from the other new nations of Europe indicate

that they will speedily join the Paramount-Artcraft world family.

As the first of a series of important moves to increase the prestige and standing of Paramount-Arteraft pictures abroad, the Famous Players-Lasky Corporation has announced the formation in London of the Famous Players-Lasky British Producers, Ltd., a \$3,000,000 corporation which will produce Paramount-Arteraft pictures on European locations. A number of prominent English financiers became interested in the possibilities for the production of Paramount-Arteraft pictures in the beautiful lake and mountain regions of England, and broached the subject to Mr. Adolph Zukor, president of the Famous Players-Lasky Corporation. Negotiations were quickly begun, and the final arrangements for the establishment of the new producing organization were completed by Mr. Shauer, while on a business trip to England and France.

Mr. J. C. Graham, general foreign representative, will be the directing head of the Famous Players-Lasky British Producers, Ltd., while Mr. Jesse L. Lasky, first vice-president, will direct the production activities abroad. A competent production staff has been sent to

England to take charge of the production work there.

The wonderful efficiency with which the Foreign Department has served the world-wide demand for Paramount-Artcraft pictures is illustrated by the fact that millions of feet of film were shipped abroad during the war period without the loss of a single foot of film. This record is remarkable when one considers that it was accomplished despite the destructive

submarine warfare waged by the Germans, and in full compliance with the rules and regulations of the War Trade Board and the Foreign Shipping Ministries. Statistics show that fully four-fifths of the American films shipped to England, as well as to Continental

Europe, South America and the Orient, were Paramount-Artcraft productions.

A complete and up-to-date publicity and advertising service is maintained in the Foreign Department for the benefit of the foreign exhibitors of films. The exhibitors in all parts of the world are encouraged to make use of the exploitation methods which have proved a success in the United States and which are easily adaptable to other countries with slight changes. Photographs, publicity stories, fiction stories, news stories from the studios, advertising suggestions and ideas and other exploitation material are supplied to all foreign agencies and branches, and reports received indicate these exploitation helps are proving increasingly helpful to exhibitors in all countries, many of whom are following as closely as possible in the footsteps of the American exhibitors advertising and exploiting Paramount-Arteraft pictures.

The exhibition of motion pictures in foreign countries, especially in England, has been very much on the same order as the new program to be carried out by the Famous Players-Lasky Corporation. In London, trade showings are held and are largely attended by exhibitors who select their pictures on the same open market basis as will be inaugurated in America by Famous Players-Lasky. For this reason the tremendous popularity of Paramount-Art craft pictures in England is an indication of the popularity Paramount-Artcraft pictures will have in America under the Selective Booking Plan. This same process of selection has been carried out in the Scandinavian and other European countries, and in Australia,

South America, and other countries.

Much of the credit for the remarkable growth of the export business of the Famous Players-Lasky Corporation is due to the untiring efforts of Mr. Emil E. Shauer, assistant treasurer, and in charge of the Foreign Department. An advertisement which appeared recently in the leading newspapers throughout the country in which a large publishing company solicited advertising carried the thought that after all it is the modest man who wins out in the long game of life. Such a man is Mr. Shauer. The press department has always said that it was harder to get Mr. Shauer to talk about his accomplishments than it was to put over the Actress' "Lost Diamonds" story in the New York Times.

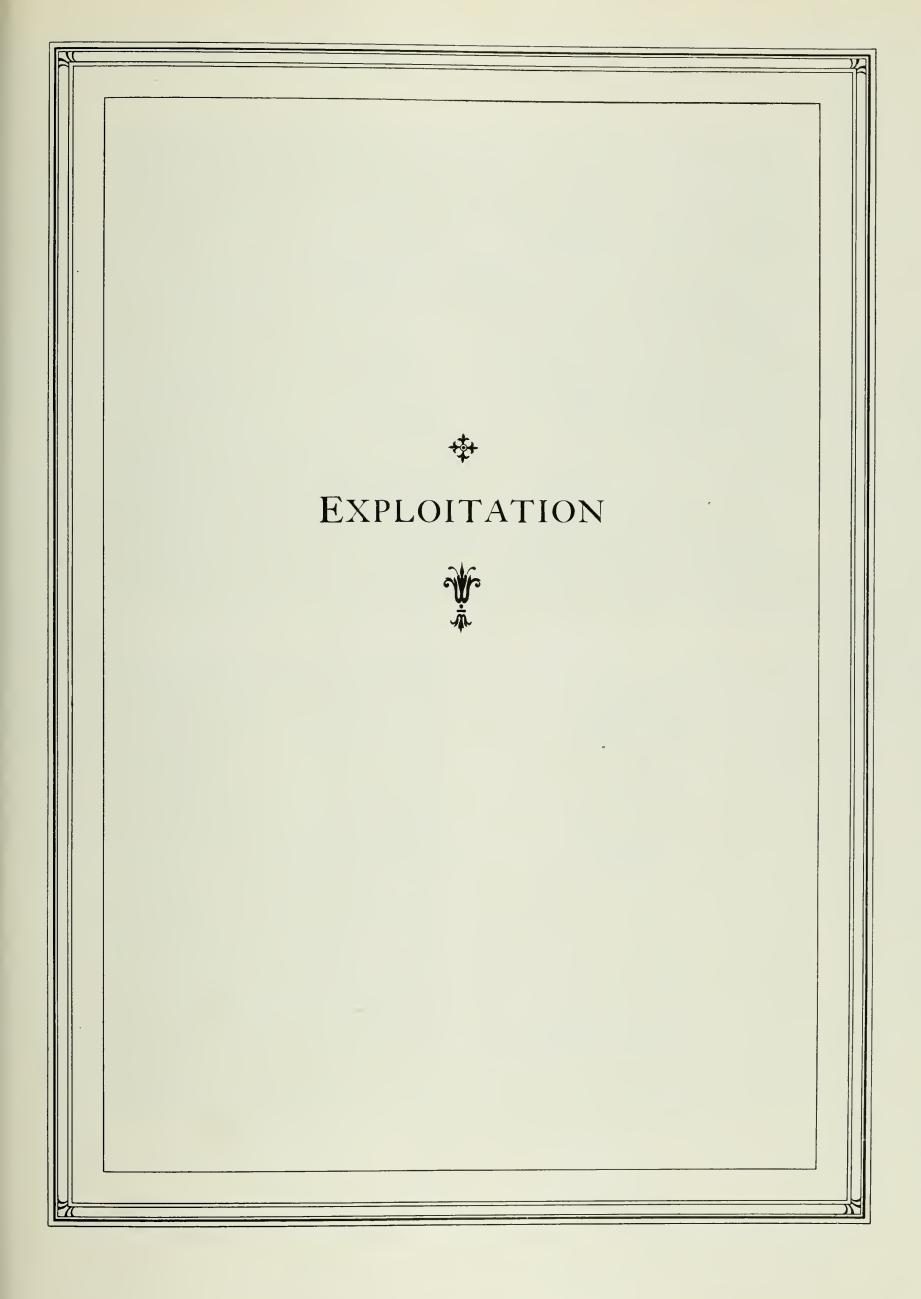
This doesn't necessarily mean that Mr. Shauer will not talk, but it does mean that he does believe in devoting his energies to the sales and promotion of Paramount-Artcraft pictures throughout the world. That he has succeeded is evident from the facts already detailed—that Paramount-Artcraft pictures are shown in every civilized country on the globe and that the foreign business has steadily increased despite the almost impossible barrier raised by four years of war.

Mr. Shauer does not wish to take credit for the creation of the Famous Players-Lasky British Producers, Ltd., but without his preliminary work and the representation of the Famous Players-Lasky Corporation in London, such a great organization as that already launched would scarcely have reached the stage of development that it has.

Mr. Shauer and his associates, Mr. J. C. Graham, and Mr. C. A. Clegg in England, Mr. Alec Lorimore, in charge of the Australasian Field, Mr. John L. Day, who has been largely responsible for the success of Paramount-Arteraft pictures in South American fields, and Mr. Ingvald C. Oes in Copenhagen, have done a tremendous amount of work in

popularizing Paramount-Arteraft pictures in all corners of the globe.

John L. Day has established an exchange in Mexico City in the interest of Mr. C. M. Clay, who will act as distributor for Paramount-Artcraft pictures in Mexico. The establishment of an authorized exchange in Mexico is expected to curtail considerably the operation of film thieves, and will assure the distribution of Paramount-Artcraft productions outside Mexico City itself. Thus the Mexican people will be able to see in their theaters the same stars and feature productions that appear in the theaters of the United States.







Peter Smith, Publicity Manager



Jerome Beatty, Advertising Manager



EXPLOITATION

THE work of this corporation does not stop with the making of the picture, nor with the selling of it to the exhibitor. For one huge department, in fact, it only begins there.

Such is the nature of modern business, due to intensive competition, that it is not enough

to make the best product, and to distribute it to the salesmen.

It must also be sold to the ultimate consumer—the public.

This corporation has one method of selling its product: telling the *truth* about it directly to the public as often and in as many ways as human ingenuity can devise.

For the purpose of telling the truth about its product to the public, the company maintains a Publicity and Advertising Department, almost as large in personnel as the department which produces and the department which distributes.

The world today hinges upon advertising. The war could not have been won except by

advertising. The churches are now among our biggest advertisers.

And advertising means literally "to turn toward"—to turn the attention of the public

toward the product you are trying to sell.

And so the advertising of Paramount-Artcraft pictures is on as high and efficient a scale as their production and their distribution. It has many ramifications, many divisions, but all are actuated by the one purpose—to turn the attention of the public to Paramount-Artcraft pictures by telling the truth about them.

The spirit of the advertising campaign of Famous Players-Lasky Corporation can perhaps be best understood through a knowledge of the most significant and revolutionary branch of it—the national advertising. It was the *first* company to advertise to the public through the medium of national magazines, such as the Saturday Evening Post.

The national advertising of Paramount-Artcraft Pictures has been a success for two

reasons.

First, because the public is deeply interested in the subject.

Second, because the subject is treated in a way that tremendously stimulates the already alert public imagination on the possibilities of the screen.

Here was an art, an industry, a science, that could be all things to all men—a mirror of life, a recorder of events alive, a goblet of elixir to the emotions.

Here was something American.

What was to be done with it in relation to that other immense modern force, national advertising?

As it turned out, world-events played into the hands of Paramount-Artcraft and their

advertising campaign.

What else but the finest of photoplays could express the bursting heart of America at

home during the world-war?

Was is not inevitable that the national advertising should prove to the public that Paramount-Arteraft was playing an important role in the terrible yet triumphant making of modern history?

In the Saturday Evening Post, in other national magazines, in the greatest newspapers of all our big cities, the sheer *utility* to everybody of Paramount-Arteraft was regularly

reported by the campaign.

It was advertising in its broadest sense, a necessary public narration of the stride of events. Consider one simple instance, the value of the screen in assisting to sell the Liberty Loans.





THE SATURDAY EVENING POST

NOVEMBER 16, 1915

October 26, 1918



THE SATURDAY EVENING POST

NOVEMBER 30, 1918



Specimens of National Advertising

It was the *only* selling language that was absolutely universal. The chief administrators of the Government were warm in their praise of its co-operation.

Paramount-Arteraft advertising has had the supreme advantage at all times of being closely related to what is uppermost in the heart of readers.

There never was a campaign that depended so little on professional cleverness and so much on sincerity and vision.

The fact is that in the presence of phenomena of such formidable possibilities as occur in the development of a new means of expressing the great public heart, the only genuinely valuable equipment is sincerity and vision—plus the ability to gradually perfect the immense machine of distribution.

In any national advertising of Paramount-Arteraft at any time one can sense this atmosphere of a large and tenacious purpose, a purpose to make the screen really *count* in the upward and happier evolution of humanity.

Volumes could be written about Paramount-Arteraft advertising without saying more than this.

The advertising is the voice of the organization. It is the continual message of reassurance to the public ear.

There is not a human being to whom the good or bad development of motion pictures is not important.

There is not a man, woman or child in America whose opinion of Paramount-Artcraft is not valued. All the developments of Paramount-Artcraft advertising in the future will be

an expression of the spirit stated here.

The co-operation with exhibitor's advertising, the enlightened exploiting of every avenue of sympathy to the heart of America, will continue.

The direct, tangible result of all this is that Paramount-Artcraft Motion Pictures are every week worth more and more to exhibitors everywhere.

Worth more in terms of the box-office, in stabilizing as well as developing the theater's income, and worth more, best of all, in making the theater an institution of rock-like permanence because deep-rooted in the very fabrics of local happiness everywhere. If all the exhibitors of America



Art Department

were to pool their funds for the purpose of advertising motion pictures they could not do more for themselves than the Paramount-Arteraft advertising is doing for them.

In effect it is their campaign. It is their campaign to precisely the extent they please, namely, to just the extent that they identify their theaters with the best motion pictures made—

Paramount-Artcraft.

There are some things whose development seems to have something of elemental force and certainty.

The screen is one of these.

The screen has become an integral part of the daily life of the civilized world.

It will partake of its prosperity.

At all times its best activities will be expressed by Paramount-Artcraft.

And the national advertising of Paramount-Arteraft will at all times be the only authentic memoranda of the screen's



Poster Room, Art Department

DECEMBER 14, 1918









Specimens of National Advertising

enriching influence on your life and the lives of everyone else. Some idea of the extent of the national campaign will be obtained from a listing of the magazines regularly used:

Saturday Evening Post, Country Gentleman, Red Book, Hearsts, Colliers, Theatre, American Boy, St. Nicholas, Lone Scout, Boys' Magazine, Boys' Life, Vanity Fair, Photoplay, Motion Picture Magazine, Photoplay Journal, Film Fun, Motion Pictures Classic, Picture Play, Reel and Slide.

Advertisements paid for by the company have been regularly in-

serted in the following newspapers:

Birmingham (Ala.) News, Nashville Banner, Nashville Tennessean-American, Jacksonville Times-Union, Jacksonville Metropolis, Atlanta American, Los Angeles Express, Los Angeles Herald, Los Angeles Record, Los Angeles Times, Los Angeles Examiner, San Francisco Bulletin, San Francisco Call Post, San Francisco News, Fresno Republican, Sacramento Bee, Denver Express, Denver Times, Denver Rocky Mountain News, Denver Post, Hartford (Conn.) Times, Washington Star, Washington Times, Washington Post, Washington Herald, Richmond News Leader, Baltimore American, Baltimore News, Baltimore Sun, Chicago American, Chicago Post, Chicago Journal, Chicago Tribune, Milwaukee Journal, Cincinnati Enquirer, Cincinnati Post, Cincinnati Times-Star, Louisville Herald, Louisville Courier Journal, Dayton News, Dayton Journal, Louisville Post, Columbus Dispatch, Indian-



Some Foreign Publicity placed by this Department



Some Foreign Publicity placed by this Department

apolis News, Indianapolis Star, Des Moines News, Des Moines Capital, Des Moines Register, Des Moines Tribune, Pittsburgh Press, Pittsburgh Post, New Orleans Times-Picayune, New Orleans Item, Mobile Register, Memphis News-Scimitar, Memphis Press, Dallas Dispatch, San Antonio Light, El Paso Herald, Little Rock Gazette, Oklahoma City News, Houston Post, Houston Chronicle, Springfield (Mass.) Union, Boston Herald-Traveler, Lynn News, Lynn Telegram, Lynn Post, Detroit Free Press, Detroit Journal, Detroit News, Toledo Blade, Toledo Times, Toledo News-Bee, Minneapolis Tribune, Minneapolis Journal, St. Paul Dispatch, St. Paul Pioneer Press, St. Paul News, Kansas City Post, St. Louis Globe-Democrat, St. Louis Times, St. Louis Post Dispatch, Omaha World-Herald, Omaha Bee, Trenton (N. J.) Times, Harrisburgh Telegraph, Philadelphia North American, Buffalo News, Rochester Democrat and Chronicle, Rochester Picture-Play News, Syracuse Post Standard, Syracuse Herald, Cleveland Plain Dealer, Cleveland Press, Cleveland News Leader, Akron Press, Portland

Oregonian, Portland Journal, Troy Budget, Pawtucket Times.

The National Advertising, while significant as expressive of the spirit of this corporation's campaign, is only one means utilized for the dissemination of information concerning Paramount-Arteraft pictures.

The exhibitor of these pictures is an important medium in the dissemination of this informa-But advertising is a profession—a science, and few exhibitors are advertisers. company, therefore, takes that burden off the exhibitor's shoulders by doing his advertising for him. Of course it cannot supply a permanent advertising manager to every one of the

ten thousand theaters But it does everything vertisements, it instructs plies him with advertising ceivable kind, it gives and advice—it sends



Corner of Publicity Department

showing these pictures. but that. It writes his adhim in advertising, it supaccessories of every conhim personal specific aid experts in exploitation





THE SATURDAY EVENING POST

March 8, 1919

THE SATURDAY EVENING POST

April 5, 1





Specimens of National Advertising

to him to plan and help him put through advertising campaigns. A few statistics will give the extent of the work which is done through the exhibitor. In the year 1918, there were sold to exhibitors 100,000,000 posters of Paramount-Arteraft pictures, 1,000,000 sets of still photographs, and 500,000 announcement slides. Cuts and mats of specially prepared newspaper advertisements were supplied to exhibitors to the extent of 250,000.

And this service, so massive as to seem incredible, is only one part of the work of the Publicity and Advertising Department—one of the smallest parts, in fact. The direct aid given to the exhibitor is one small portion of the entire aid given to him—indirectly

given, but of direct benefit.

Magazines—trade, class, women's and national; newspapers—metropolitan and rural; books; songs; phonograph records; player-piano rolls—clear down to soap—these are mediums through which information about Paramount and Arteraft pictures disseminated.

Every conceivable medium is discovered and used, and there are men in the department

whose sole work is to discover and invent new approaches to the public.

In the coming year the Publicity and Advertising Department will be something new

to motion pictures—it will have angles new even to all industry.

The time has come for a revolution in this branch of the motion picture industry, and this company, which has led the others in all progressive movements, is leading also in this one.

In organization, in personnel, in efficiency and in ideals the new Exploitation Department

will be one of the biggest in the history of industry.

The Publicity and Advertising Department is to continue under the general supervision of John C. Flinn, director of advertising and publicity, and will be in four divisions—Administrative, Publications, Publicity and the Field Force.

It is the Fourth Division that is most significant to exhibitors and the trade. This is a

total departure from anything ever done by a motion picture company.

The Field Force will consist of expert exploitation men, who, after having been fully trained in the New York office of the corporation, and having become fully conversant with its policies, problems and exploitation methods, are to be sent to the respective exchange districts for the purpose of helping individual exhibitors with their problems.

There will be an exploitation man in every exchange—twenty-eight in all. They will be at the call of any exhibitor in their district, whether his be a theater seating 300 or 3000,

and there will be no charge for the services.

These exploitation men will go on the ground, familiarize themselves with the problems of the exhibitor, and stay with him until those problems are solved. The second and third divisions of the department, as will be explained later, will be at the call of the field men for special material, advertisements and advice.



Twenty-four Sheet Poster





THE SATURDAY EVENING POST

Its father's turn home tonight

DAD has to be content with reading the story of the picture tonight. The folks will see it!

He's particular about what he reads, just as they are about what they see.

The story is great, classical of its kind. That is why it has been selected for Paramount and Arteraft.

Thus Famous Players-Lasky Corporation is laying the foundations of a screen tradition as classical as Homer, as undying as Dickens.

People will always want to see such Paramount and Arteraft Pictures as the screen versions of the world's greatest novels, immortal short stories and picked stage plays, as well as the greatest original photoplays.

By this deep-laying of the very foundation of the art of motion pictures, Paramount and Arterast Pictures set the pace for the whole industry. Is it any wonder that they daily fill the seats of nearly ten thousand theatres? Why, you take a chance if you miss a single change of program at your favorite theatrel

Paramount and Artcraft
Motion Pictures

These two trade marks are the aure may of identifying Painward and Africal Princers—and the theating that those them.

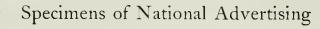
PAMOUS PLAYERS—LASKY CORANGATION

CONTROL TO LINE TO A ALL A MALL TO THE CONTROL TO A LINE TO THE CONTROL THE CONTROL TO THE CONTROL TO THE CONTROL TO THE CONTROL TO THE CO

fay 17, 1919

Paramount and
Arteraft Stars' Latest
Productions
Litted alphabetically, released op to
May Jlat. Save the list!
And see the picture!
And the see the picture of the production of the picture of the pict





And remember that any Paramount or Arteralt picture that you haven't seen is as new as a book you have pever read By this division a complete personal exploitation service will be given to every exhibitor who desires it. Not only will the Field Force help him put across particular pictures, they will also educate him thoroughly, when he needs it, in the science of motion picture exploitation.

No man will be sent into the field until he is thoroughly competent to put over a picture. Every man in this division will be an expert, thoroughly familiar with his job. He will be trained until he is expert. The Field Force will be increased from time to time as the demand grows.

The results of this innovation will be too big to be calculated. Every exhibitor in the country will have the aid of a high-priced exploitation manager—will have his aid as wholly as though he were paying him a big salary.

The service will mean, among other things, a larger steady motion picture going population, for proper exploitation done in this manner will bring to the theaters many who have never before been motion picture fans. It will improve the standards of picture presentation, it will improve theaters. It will make exhibitors a greater power than ever in their communities.

The rest of the exploitation department, completely reorganized, enlarged and built on a new system, will continue the work of selling Paramount-Arteraft pictures to the public.

Four years ago, when John C. Flinn, now director of publicity and advertising, first joined the company in this capacity, there was a question as to whether or not he would need a stenographer. He worked for four months without one. Today there are in his department almost a hundred men and women, specialists in their various lines, and almost each of them has his secretary and his stenographer. Advertising has grown with production and distribution.

The Administrative Division is largely executive; it is the point of contact between the Departments of Distribution and Production and the Exploitation Department.

The material for advertising and exploiting Paramount and Arteraft pictures comes largely from the producers of these pictures. At every producing studio there is a staff of reporters and photographers, who supply the Exploitation Department with information, photographs and exploitation ideas in connection with the pictures being produced.

At the Lasky studio, Adam Hull Shirk is in control, with Melvin N. Riddle as assistant. Under his general supervision are J. R. Woodhouse, publicity representative of Thomas H. Ince studio; Harry Carr, representing Mack Sennett; Paul Conlon, representing William S. Hart;





Some Foreign Publicity placed by this Department







Press Book

and E. M. Robbins, representing Dorothy Gish.

The Second Division, the Department of Publications, is under the supervision of Jerome Beatty, formerly advertising manager of Thanhouser Company, McClure pictures, and a short-story and newspaper writer of many years' experience.

This department places the advertisements in national magazines, with the co-operation of the Hanff-Metzger Advertising Agency; in the trade papers, in newspapers; publishes a magazine of exhibitor service; conducts an exhibitor's service department, prepares press-books for the exhibitors, which include advertisements and publicity stories; supervises the making of posters and other advertising accessories, and works in co-operation with the field force in giving special advertising aid to exhibitors.

Progress-Advance, a weekly magazine published by this division, is sent free of charge to all the exhibitors in America. It is not a house organ—it is a magazine of service and suggestion. Under the editorship of Gordon H. Place, who has worked among exhibitors and helped them to advertise their houses for many years, Progress-Advance aims to help the exhibitor in

every angle of his business. It informs him of the company's projects and policies; tells him how to exploit individual pictures; how other exhibitors exploit them; conducts a department which gives complete criticisms of his own advertisements; it gives every reader

the benefit of the experience, not only of the company's experts, but also of other successful exhibitors. H. S. Fuld, formerly of the Exhibitor's Trade Review, and a former exhibitor, is associate editor.

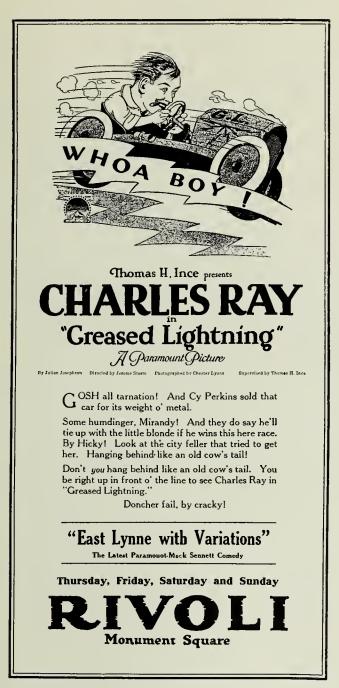
Peter Milne, known to all exhibitors through his five years' work on the Motion Picture News, where he has conducted the "Complete Plan Books" for some time, will also write special articles for Progress-Advance. Mr. Milne is a recent addition to the Publicity Division.

The press-books, under the editorship of Charles Kenmore Ulrich, a newspaper and magazine writer and advertiser of forty years' experience, are issued free to the exhibitor on every picture. They contain advertisements, written by experts, for the exhibitor's use. The cuts or mats of these advertisements are given to the exhibitor free. All he must do is insert the name of his theatre and place them in the newspapers.

The press-books also contain practical exploitation ideas on the particular picture, together with news stories which his newspapers will be glad to print. They also contain reproductions of all the accessories



Progress-Advance



Newspaper Advertisement

on the pictures, and they reach the exhibitor in sufficient time before his showing for him to prepare, with their aid, a complete exploitation plan on every picture, and to secure from the company the accessories he needs.

The exhibitor is also given free of charge with every

The exhibitor is also given free of charge with every picture a complete musical program, prepared by expert musicians. These "music cues" are so arranged that the orchestra director can follow the picture absolutely appropriately, giving every scene exactly the right music. It is due largely to this service, whereby the smallest exhibitor has the help of a metropolitan music director, that music in motion picture theatres has improved so much in recent years.

Another service to the exhibitor, installed only recently, but already productive of great results, is the department of projection, which aids exhibitors in their projection problems.

In charge of this new department is Earl J. Dennison, a competent projection expert and engineer. Mr. Dennison will travel about the various exchanges of the company, and call upon all exhibitors who request it. He is also establishing a standard system of film inspection in the various exchanges.

Others in the Second Division are A. M. Botsford, George Strader, formerly of National Cloak and Suit Co., Advertising Department; Russell Mitcheltree, who has done advertising and editorial work on the New York Tribune, Philadelphia North American, Bobbs-Merrill Publishing Company, Atlantic Monthly and others; Patrick Kearney, formerly motion picture editor

of the N. Y. Mail; and J. A. Thorne, in charge of slides and lobby display. The art department, under the supervision of Vincent Trotta, an artist of twenty years' experience and study, contains in its personnel experts in all the various branches of art and engraving. The men in this department are Theodore Coester, Elmer Lapp, Will Schaeffer, Saul Schiavone, Rudolph Schwartz, Lewis Gordon and Ernest Brierley.

Outside artists are frequently employed for special advertising work. Among those who are continually doing work for the company are Aaron Ackerman, Burton Rice, Mon Randall, Wendell Thayer, A. Halpert, Morris Rosenbaum, Ralph Denninger, C. E. Millard, William Hammell, Ned Matz, A. Sherwood, Lionel Reiss, L. D. Dresser, F. J. Edgars and Eldridge Association and others. Posters are under the supervision of J. A. Gausman, who has been eight years in the poster business, having been president of Acme Lithograph Company, and associated with Metro and Chelsea companies. Three poster artists working under his direction make all sketches for posters, which are manufactured by the Morgan Lithograph Company. These are Joseph Fronder, J. W. Farrah and W. Hanneman.



The Third Division, Publicity, is under the supervision of Peter Smith. This department writes and places stories in newspapers, magazines, house organs, etc., and issues all announcements. It also arranges advertising "tie-ups" with national advertisers, obtaining endorsements from organizations, and invents and carries out all exploitation "stunts."

Samuel Palmer, formerly with Universal Film Company, the New York Evening Mail, the Ben H. Hampton Advertising Corporation, is in charge of trade paper publicity.

A recent addition to this department is Peter Milne, probably the best known of all motion picture reviewers, who has been on the staff of the Motion Picture News for five years. Mr. Milne will work on trade paper stories and exploitation ideas. Also in this department is James Hood MacFarland, who has been with the company since 1914, and Miss Gwen Sears. James Creelman is in charge of supplying material to New York newspapers and newspaper syndicates. Magazines are handled by Morrie Ryskind, formerly

of the New York World, and a magazine writer of prominence,

Miss Dorothy Nutting, and Charles Gartner.

Arthur Brilant, publicity, newspaper and advertising man of nine years' experience in all parts of the world, is in charge of arranging tie-ups. The tie-up consists of co-operating with other national advertisers in their campaigns.

On many of the productions of this company there have been written and published special songs, titled with the name of the picture, carrying on the cover stills and photographs of the star, and featuring the company trade-mark. These songs, published for mutual advertising by the song publishers, are distributed to all the song dealers in the country.

The dealers are instructed to arrange with their local exhibitors to conduct window displays of the song during the run of the picture at the theatre, and to send singers to the theatre to sing the song

Among the pictures on which songs have been published are "The Woman Thou Gavest Me," published by Al Piantadosi; "Secret Service," published by Waterson Berlin & Snyder; "False Faces," Waterson Berlin & Snyder; and "Fires of Faith," by the same publishers. More of this sort of advertising will be done in

A similar plan is carried on with book publishers. When this company produces a picture made from a novel or play, the publishers often are induced to issue a special photoplay edition, illustrated with stills from the picture, and carrying the star's name and an announcement of the picture on the cover. Books have been issued on "Fires of Faith," "Arizona,"

"Poor Little Rich Girl," "Rebecca of Sunnybrook Farm," and many other Paramount-Arteraft pictures.

流

Some Foreign Publicity placed by

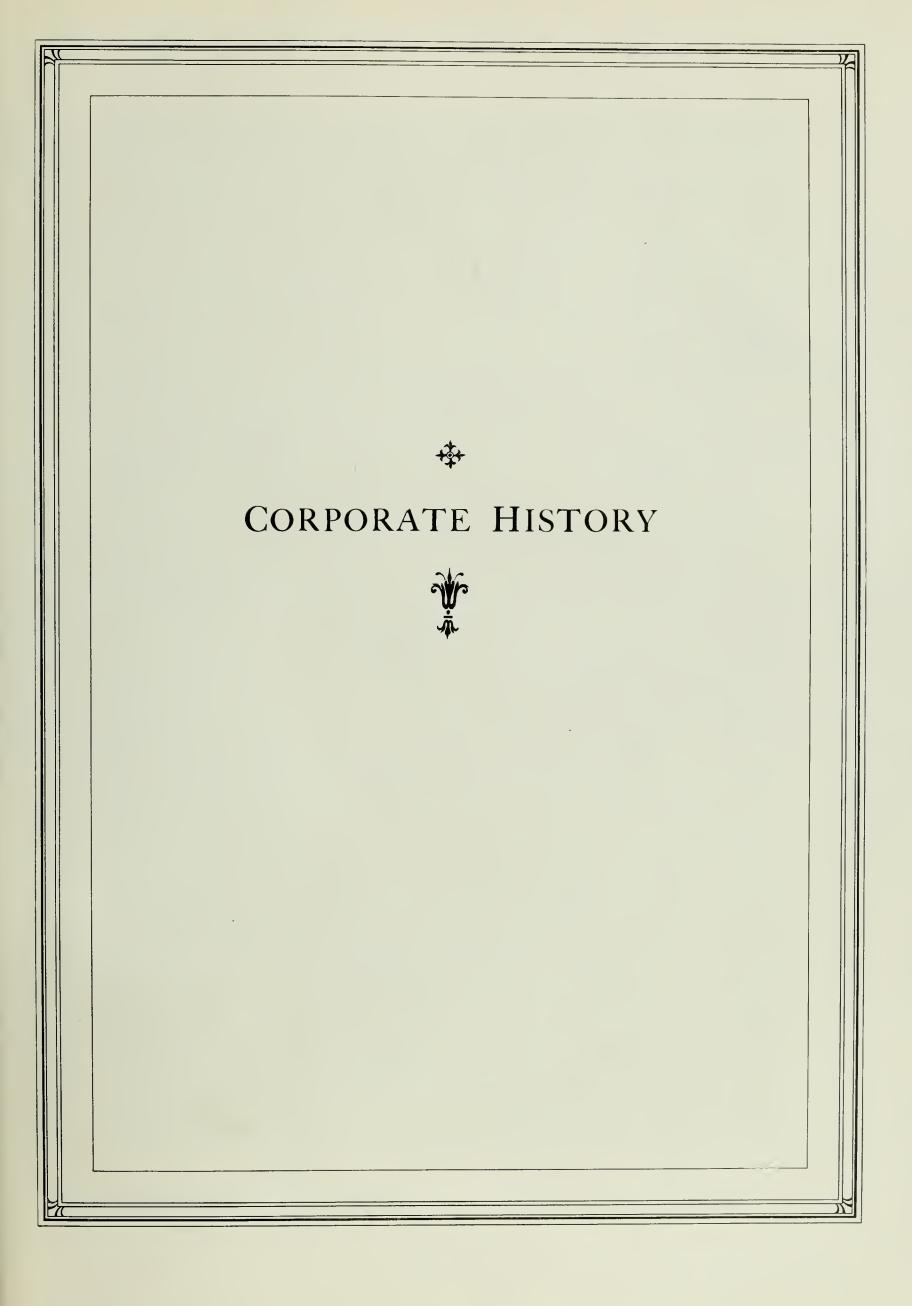
Phonograph records are also issued by the various companies on the songs written around Paramount-Arteraft pictures, and the local phonograph dealers cooperate with the exhibitors at the time of the showing. The same is done with player-piano rolls.

New avenues of approach to the public are constantly being discovered and opened up, and from the newly organized Publicity and Advertising Department is to be expected in the coming year some of the most revolutionary and significant advertising smashes in history.

Paramount-Arteraft pictures are so good that it pays to tell the truth about them.



Screen Slide





Arthur S. Friend, Treasurer



CORPORATE HISTORY

September 1 to August 31 is known in the motion picture industry as the "show year." In the show year ending August 31, 1918—874 motion picture features were produced in the United States, of which Famous Players-Lasky Corporation was credited with 126, or 14.4 per cent of the total, while the next largest producer brought out 104, or 11.7 per cent. The point of special interest in this connection is not merely that Famous Players-Lasky Corporation is the largest producer of motion pictures in America, and, therefore, in the world, but that it also produces the features which earn the largest profits. For the 14.4 per cent of features produced by this concern earned from features released in the United States that year \$15,615,000, which was 24 per cent of the grand total of \$65,000,000 paid for film rentals by the nation in that period. The reader must bear in mind, as will be shown in its proper order, that this was not the corporation's total income, but only film rentals from the United States for the show year of 1917-18.

For the show year ending August 31, 1919, three-quarters of which was ended when these lines were written, the program of Famous Players-Lasky Corporation provided for 156 features, an increase of 30, or 23 per cent over the preceding year; and enough short subjects (one and two reels) to make a grand total of 364 productions, or one for every day in the year save one. The supreme test of merit is to be found in the fact that the corporation's products, released under Paramount-Artcraft trade-marks, are now earning 30 per cent of all the money paid for film rentals in the United States, as compared with 24 per cent

in the preceding year.

It seems logical to assume that the increasing popularity of Paramount-Artcraft pictures must be due to their demonstrated earning capacity; and that this earning capacity must bear some relation to film rentals. On this premise the box-office ratio of efficiency may be expressed as 100 for Paramount-Artcraft pictures as compared with an average efficiency of 69 for all other features in the show year ending August 31, 1918, decreasing to only 55 per cent in the show year ending August 31, 1919. In other words, any other average feature earns only \$55 for the average exhibitor to each \$100 earned by average Paramount-Artcraft features.

In the light of the foregoing it is not surprising to find that Famous Players-Lasky Corporation stock is the only motion picture security of any kind listed and traded in on the New York Stock Exchange, nor that this stock is selling at \$115 a share. Securities of some other motion picture concerns are traded in to a limited extent in the outside market,

known as the "curb," the highest priced being quoted at \$1.50 per share.

All these things together explain why Famous Players-Lasky Corporation has been obliged to increase materially the capacity of its Lasky studio at Hollywood, Cal.; why it has placed a rush order for the construction of a \$2,000,000 studio and laboratory at Long Island City, N. Y., and why it has formed a British producing organization with head-quarters in London, capitalized at \$3,000,000, as related in preceding pages.

Such achievements by a corporation barely three years old, stamp it as an organization

decidedly out of the ordinary. Its brief history may, therefore, be worth reviewing.

Famous Players-Lasky Corporation was organized under the laws of the State of New York, July 19, 1916, for the purpose, duly carried out, of acquiring all the capital stock of the Famous Players Film Company and the Jesse L. Lasky Feature Play Company, Inc.

Of its component parts the Famous Players Film Company is older, having been incorporated under the laws of New York, June 1, 1912, with an authorized capital stock of



Elek J. Ludvigh, Secretary and Counsel



Ralph A. Kohn, Assistant Secretary and Counsel

\$250,000. The Jesse L. Lasky Feature Play Company, Inc., was also incorporated under the laws of New York on November 26, 1913, with an authorized capitalization of \$500,000. Both these concerns were producing companies only, releasing their pictures through Paramount Pictures Corporation, in which neither had any financial interest. Famous Players-Lasky Corporation acquired all the assets of Paramount Pictures Corporation and its nine subsidiaries through which the

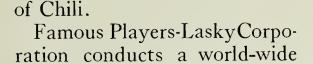


H. Minot Pitman, Assistant Counsel

exhibitors of the nation were served. At first, Famous Players-Lasky Corporation was largely a holding company acting through subsidiaries; but on

December 29, 1917, these subsidiaries, owned in their entirety by Famous Players-Lasky Corporation, were merged: Famous Players Film Co., of New York; Jesse L. Lasky Feature Play Co., of New York; Oliver Morosco Photoplay Co., of California; Bosworth, Inc., of California; Cardinal Film Corporation, Paramount Pictures Corporation, Arteraft Pictures Corporation, and George M. Cohan Film Corporation, all of New York.

Famous Players-Lasky Corporation also owns the following: Famous Players-Lasky Corporation, of New Jersey; Peliculas D'Luxo da America do Sul, of New York; Famous Players Film Co., of Great Britain; Feature Films, Ltd., of Australia; Famous Lasky Film Service, Ltd., of Great Britain. The corporation also owns 50 per cent of the stock of the following: Famous Players-Savage Company, Clark Film Corporation, Pickford Film Corporation, and Famous Players-Mary Pickford Co., all of New York, and 51 per cent of the stock of the South Pacific Paramount Co.,





J. B. Ohrt, Comptroller



Charles S. Hervey, Chief Accountant



Theodore C. Young

Director of Real Estate Bureau



Frank Meyer, Assistant Secretary



J. K. Burger, Purchasing Agent

business. In addition to its twenty-eight branch offices in the United States it maintains six branches in Canada and offices in London, Sydney, Wellington, Mexico City, Paris, Copenhagen, Barcelona, Beunos Ayres, Rio de Janeiro, Santiago, Havana, Tokyo, Shanghai and Manila. Besides all this, the corporation has general contracts with various concerns for (with some exceptions) exclusive distribution in France, Belgium, Switzerland, Argentine, Paraguay, Uruguay, Spain, Portugal, Cuba, West Indies, Central America, Venezuela, Canada and Mexico. It also has contracts for the distribution of a fixed number of productions in Italy, Japan and Scandinavia. Throughout the rest of the world there exists at present an open market, the rights of distribution of each picture or series of pictures being disposed of to the best advantage to any bidder. Famous Players-Lasky Corporation



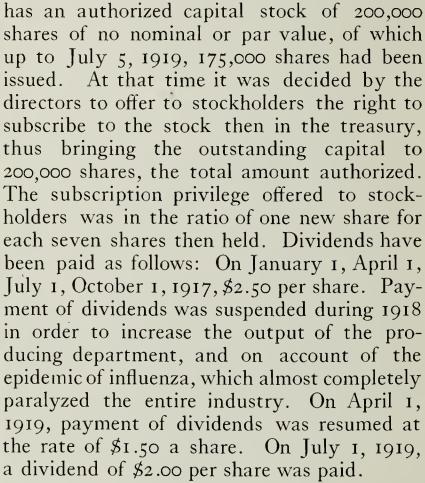
Reception Room, Ninth Floor, Home Office



Main Office, Ninth Floor, Home Office



Reception Room, Eighth Floor, Home Office



The corporation has outstanding one issue of debenture bonds dated August 1, 1916. Bonds to the amount of \$875,000 were authorized and issued, of which \$470,000 have been redeemed by the corporation, leaving \$405,000 outstanding. These will be retired in



Accounting Department, Eighth Floor, Home Office

annual instalments of \$135,000 on August 1, 1919, 1920 and 1921. Except for these bonds and current accounts, the corporation was free of debt at the end of the first quarter of 1919. As an indication of the financial strength of the corporation the fact may be mentioned that the influenza epidemic in the autumn of 1918 cost it the loss of \$1,750,000 in cash receipts. Notwithstanding this loss the corporation did not find it necessary to borrow from its banks to tide it over this period of business stagnation. Indeed, even before the

epidemic was over the corporation began to liquidate a bank indebtedness of \$2,000,000 which faced it when the influenza became serious. Before April 1, 1919, all of this indebtedness had been wiped out and the corporation was still discounting its bills.

Conforming to the custom of the industry which has been adopted from the theatrical world, Famous Players-Lasky Corporation counts its year's releases as beginning September 1, although its fiscal year ends on December 31. Gross corporate income for the year ending December 31, 1918, was \$18,090,500.25, of which \$1,281,174.51 represented operating profit, equivalent to 7.1 of gross income. For the first quarter of 1919, gross earnings were \$5,900,672.99, which is at the rate of \$23,602,691.96 a year, or an increase of 30 per cent over the preceding year.

Officers of Famous Players-Lasky Corporation are Adolph Zukor, president; Jesse L. Lasky, first vice-president; Frank A. Garbutt, Walter E. Greene and Walter W. Irwin, vice-presidents; Arthur S. Friend, treasurer; Emil E. Shauer, assistant treasurer; Elek John Ludvigh, secretary; Ralph A. Kohn, L. S. Wicker and Frank Meyer, assistant secretaries.

The members of the Executive Committee

are: Adolph Zukor, Jesse L. Lasky, Arthur

S. Friend, Elek John Ludvigh, Emil E. Shauer, Walter E. Greene,



Girls' Restroom



Accounting Department, Eighth Floor, Home Office



Projection Room

Walter W. Irwin. The directors are: William H. English, vicepresident of the Empire Trust Co.; Adolph Zukor, Jesse L. Lasky, and Walter W. Irwin, New York (terms expire 1920). Frederick G. Lee, president Irving Trust Co., director Irving National Bank: Wm. C. Demorest, president Realty Trust; Theo. F. Whitmarsh, capitalist and member of the wholesale grocery firm of Francis H. Leggett Co.;



Exterior, Home Office



James V. Gilloon, Cashier



P. N. Ring, Statistician



P. H. Stilson, Traffic Manager

Gayer Dominick, of Dominick & Dominick, bankers and brokers, New York; Frank A. Garbutt, capitalist, Los Angeles; Maurice Wertheim (terms expire 1921). Jules E. Brulatour, American sales agent Eastman Kodak Co.; Henry Hine, of Bonbright & Co., bankers; Albert A. Kaufman, Daniel Frohman, New York; Cecil B. DeMille, Los Angeles (terms expire 1922). Arthur S. Friend, Walter E. Greene, Elek John Ludvigh, Emil E. Shauer and Eugene J. Zukor, New York (terms expire 1923).

Headquarters of the Famous Players-Lasky Corporation are at No. 485 Fifth Avenue, New York, directly across the world's most famous street from the public library, which has come to be the focal center of popular interest in the metropolis of the Western Hemisphere. At present, headquarters occupies 30,000 square feet on three floors of an exceptionally light and airy new building, but this will soon have to be enlarged, for the swift growth of business is enforcing an increase in the office pay roll at the average rate of one-half per cent a week. The fact should be borne in mind that the present office force of 342 employees represents merely the staff required to take care of the executive, accounting and promotion departments, other departments being housed elsewhere. In addition to the Fifty-sixth Street studio and the New York exchange, described in succeeding pages, the corporation also maintains a large warehouse and a printing plant at No. 141 East Twenty-fifth Street; a laboratory and foreign department at No. 120 West Forty-first Street; and a foreign shipping and repair department at No. 71 West Twenty-third Street, New York.

Headquarters is a pretty busy place. For one thing, an average of 350 visitors call daily on every imaginable errand. Some are salesmen in quest of an order; others have orders to place; yet others seek engagements or have manuscripts to submit; again, some have a business snarl that needs to be straightened out. Whatever their mission, visitors are received with a courtesy above the average; for here courtesy is regarded as an asset as well as an obligation. Three reception clerks are employed, two of whom are constantly on duty during business hours, with the third for relief; so that the two reception rooms are never out of competent hands. Three telephone operators are always on duty, with two for relief at a switchboard which handles an average of two thousand calls a day.



Interior of Warehouse



L. S. Wicker, Assistant Secretary



Exterior of Central Accessories Warehouse, East Twenty-third Street

A tiny theater, or "projection room," to speak in the motion picture vernacular, seating twenty-seven, is in constant use, not only during business hours, but frequently at night in order to allow executives charged with that duty to satisfy themselves that each release is above reproach in every artistic and optical detail before any one else is permitted to see it; to allow members of the advertising and publicity departments to familiarize themselves with the pictures to enable the Board of Review to pass upon productions; and to give trade press representatives advance showings. On special occasions stars are given an opportunity to see their completed productions, before public exhibition.

The motion picture industry is a business of such infinite variety of detail that it is not possible to standardize operations as fully as could be desired. Furthermore, the volume of work required is large. At least 25 per cent more office employees are necessary than would be required in a wholesale shoe business, for example, with the same annual earnings. Nevertheless, the general offices of Famous Players-Lasky Corporation might well serve as a model of efficiency; it is so efficient, indeed, that no time is wasted in discussing that much overworked term. Nothing is done by hand that machinery can do. Powers tabulating machines, an improvement on similar apparatus used in the U.S. Census Bureau, tabulate data from the exchanges in a small fraction of the time needed to perform the same operations by hand. Book-keeping machines, adding and computing machines, addressographs, duplicating machines, interoffice phones and kindred appliances are used wherever possible to save time, effort and money. For the rest, ideal working conditions, such as good light, fresh air, proper temperature, restrooms for women employees, are provided under a discipline administered on the theory that that government governs best which governs least. For example, a clearly understood rule that prospects of advancement always take into consideration the record for promptness has been found to be more effective than a time clock.

The scenario department affords an interesting example of the care taken to provide every detail that will promote efficiency. It has been given the quietest part of the office area. Days were spent in studying ways to provide surroundings best calculated to promote clear thinking. Rugs were found to be less restful than carpets, so all rooms in the scenario department were fully carpeted in dull gold. Windows were not permitted to glare through dirty shades deemed adequate for the average office; they were curtained and draped with velour as they might have been if they were in a well-ordered home. In color they harmonize with the carpet and the walls which blend into lighter tones above the wainscoat line. These things may seem of small account to the uninitiated, but the management entertains no doubt that they have a direct bearing on the remarkable growth in popularity of Paramount-Artcraft pictures.





PARAMOUNT-ARTCRAFT PICTURES

Complete to August 31, 1919

x 1	Prisoner of Zenda James K. Hackett	x63	Truckee	
x2	Tess of the D'Urbervilles Mrs. Fiske	x64	The Day of a Dog	
x3	The Bishop's Carriage Mary Pickford	x65	Luncheon for Three	
x4	Chelsea 7750 Henry Dixie	1	The Lost Paradise	
x5	His Neighbor's Wife Lillie Langtry	2	Odessy of the North .	Bosworth
x6	The Hour Before Dawn Laura Sawyer	3	The Virginian	Dustin Farnum
x7	The Count of Monte Cristo James O'Neill	4	Unwelcome Mrs. Hatch	
x8	Caprice	5	Burning Daylight	Bosworth
x9	The Port of Doom Laura Sawyer	6	Bobby Burnit	Edward Abeles
x10	Leah Kleshna Charlotta Nilsson	7	Such a Little Queen	Mary Pickford
x11	The Daughter of the Hills Laura Sawyer	8	William Tell	Karl Kienlechner
x12	The American Citizen John Barrymore	9	Patchwork Girl of Oz	Couderc
x13	The Day of Days Cyril Scott	10	Pursuit of the Phantom	Bosworth
x14	Hearts Adrift Mary Pickford	11	Marta of the Lowlands	Bertha Kalich
x15	The Pride of Jennico	12	The Typhoon	Sessue Hayakawa
x16	A Good Little Devil Mary Pickford	13	Where the Trail Divides	Robert Edeson
x17	Clothes Charlotte Ives	14	Wildflower	Marguerite Clark
x18	Tess of the Storm Country Mary Pickford	15	The County Chairman	Maclyn Arbuckle
x19	The Redemption of David Corson William Farnum	16	What's His Name	Max Figman
x20	The Brute Malcolm Williams	17	Behind the Scenes	Mary Pickford
x21	The Port of Missing Men Arnold Daly	18	His Last Dollar	David Higgins
x22	Woman's Triumph Gaby Deslys	19	The Man from Mexico.	Iohn Rarrymore
x23	The King and the Man	20		Edward Abeles
x24	One of Our Girls	21	The Man from Home .	Charles Richman
x25	Spitfire	22	The Straight Road	
x26	The Eagle's Mate Mary Pickford	23		Tyrone Power
x27	The Little Gray Lady Jane Grey	24	The Circus Man	Theodore Roberts
x28	The Scales of Justice Paul McAllister	25	The Country Mouse	
x29	The Better Man William Courtleigh	26	Mrs. Black is Back	May Irwin
x30	The Aftermath	$\frac{1}{27}$	The Rose of the Rancho	Bessie Barriscale
x31	A Lady of Quality Cecilia Loftus	29	Ghostbreaker	
x32	Queen Elizabeth	30	The Conspiracy	
x33	The Line of Duty	31	The Crucible	Marguerite Clark
x34	The Squaw Man Dustin Farnum	32	False Colours	Lois Weber
x35	Brewster's Millions Edward Abeles	33	The Sign of the Cross .	
x36	The Master Mind Edmund Breese	34	Cameo Kirby	
x37	The Only Son James Neill	35	Cinderella	
x38	The Man on the Box	36	The Million	
x39	The Call of the North Robert Edeson	37	Girl of the Golden West	
x40	The Sea Wolf Hobart Bosworth	38	The Italian	George Beban
x41	John Barleycorn Hobart Bosworth	39	The Dancing Girl	
x42	The Valley of the Moon Hobart Bosworth	40	It's No Laughing Matter	Maclyn Arbuckle
x43	Martin Eden Hobart Bosworth	41	The Morals of Marcus.	Marie Doro
x44	Hypocrites Special	42	Young Romance	Edith Taliaferro
x45	The Eternal City Pauline Frederick	43	The Goose Girl	Marguerite Clark
x46	An Alien Geo. Beban	44	After Five	Edward Abeles
x47	B'sun Mates	45	Mistress Nell	Mary Pickford
x48	Heroes	46	Buckshot John	
x49	Like Most Wives	47	Her Triumph	Gaby Deslys
x50	Beauty and the Barge	48	The Bachelor's Romance	
x51	Lawyer Quince	49	The Warrens of Virginia	
x52	Scrooge	50	The Country Boy	
x53	The Third String	51	David Harum	
x54	A Christmas Carol	52	The Love Route	
x55	Two Columbines	53	A Gentleman of Leisure	
x56	The Astor Cup Race	54	Rule G	
x57	Wild Animal Life	55	Caprices of Kitty	
x58	Somewhere in France	56	Sunshine Molly	
x59	The House of Temperly	57	The Governor's Lady .	
x60	Hearts of Oak	58	Gretna Green	
x61	The Beachcomber	59	Are You a Mason	
x62	The Traitor	60	The Commanding Officer	Alice Dovey

61	Pretty Mrs. Smith Fritzi Scheff	125	Madame Butterfly Mary Pickford
62	The Unafraid	126	The Mummy and the Humming Bird Charles Cherry
63	When We Were 21 William Elliott	127	Bella Donna Pauline Frederick
64	The Spanish Jade Betty Bellairs	128	Armstrong's Wife Edna Goodrich
65	Snobs Victor Moore	129	Chimmie Fadden Out West Victor Moore
66	May Blossom Famous Players Cast	130	The Gentleman from Indiana Dustin Farnum
67	Captain Courtesy	131	The Prince and the Pauper Marguerite Clark
68	The Captive	132	Mr. Grex of Monte Carlo Theodore Roberts
69	Niobe	133	Jane Greenwood and Grant
70	Help Wanted Lois Meredith	134	The Unknown Lou-Telegen
71	The Woman Star Cast	135	The Cheat Fannie Ward
72	House of the Lost Court	136	The Reform Candidate Maclyn Arbuckle
73	Fanchon the Cricket	137	The Immigrant Valeska Suratt
74	The Moth and the Flame Famous Players Cast	138	Denman Thompson's "The Old Homestead"
75	Betty in Search of a Thrill Elsie Janis	139	Lydia Gilmore Pauline Frederick
76	Bootles Baby and Man on the Case Star Cast	140	Temptation Geraldine Farrar
77	Stolen Goods	141	The Foundling Mary Pickford
78	Wild Goose Chase	142	The Tongues of Men Constance Collier
79	Pretty Sister of Jose	143	Mice and Men Marguerite Clark
80	Jim the Penman John Mason	144	The Golden Chance . Cleo Ridgley and Wallace Reid
81	Dawn of a Tomorrow	145	My Lady Incog
82	Brother Officers	146	The Ragamuffin Blanche Sweet
83	The Arab Edgar Selwyn	147	The Call of the Cumberlands
84	Clarissa	148	The Spider Pauline Frederick
85	The Dictator John Barrymore	149	Pudd'nhead Wilson Theodore Roberts
86		150	Tennessee's Pardner Fannie Ward
87	Wild Olive	151	Madame La Presidente
88		152	Nearly a King John Barrymore
89	Little Pal Mary Pickford Rugmaker's Daughter Maud Allen	153	The Trail of the Lonesome Pine Charlotte Walker
90	The Clue	154	He Fell in Love with His Wife . Florence Rockwell
91	Kindling	155	Blacklist Blanche Sweet
92	The Running Fight Violet Heming	156	Out of the Drifts
93	The Fighting Hope Laura Hope Crews	157	Diplomacy
94		158	Poor Little Peppina
95	Seven Sisters	159	To Have and To Hold
96	Puppet Grown . Ina Claire and Carlyle Blackwell	160	Ben Blair Dustin Farnum
97	Rags	161	For the Defense Fannie Ward
98	Sold Pauline Frederick	- 162	Code of Marcia Gray Constance Collier
99	Secret Orchard	163	The Lost Bridegroom John Barrymore
100	Nearly a Lady Elsie Janis	164	The Saleslady
101	Marriage of Kitty Fannie Ward	165	Audrey
102	Helene of the North Marguerite Clark	166	The Sowers
103	Poor Schmaltz Sam Bernard	167	The Heart of Paula Lenore Ulrich
104	Majesty of the Law George Fawcett	168	The Race Victor Moore and Anita King
105	Heart of Jennifer	169	The Eternal Grind Mary Pickford
106	The Incorrigible Dukane John Barrymore	170	
107	Esmeralda Mary Pickford	171	The Love Mask Wallace Reid and Cleo Ridgley Molly Make Believe Marguerite Clark
108	Out of the Darkness	172	The Red Widow John Barrymore
109	The Case of Becky	173	The Heart of Nora Flynn
110	Peer Gynt	174	The Moment Before Pauline Frederick
111	The Explorer Lou-Tellegen	175	David Garrick
112	'Twas Ever Thus Elsie Janis	176	The Innocent Lie Valentine Grant
113	Voice in the Fog Donald Brian	177	Marie Rosa Geraldine Farrar
114	The Fatal Card Hazel Dawn and John Mason	178	
115	Zaza Pauline Frederick	179	Alien Souls Sessue Hayakawa
116	The Girl of Yesterday	180	The Fued Girl
117	The White Pearl	181	Pasquale
118	Blackbirds Laura Hope Crews	182	Saints and Sinners
119	The Chorus Lady	183	The Thousand Dollar Husband
120	The Secret Sin	184	The Gutter Magdalene Fannie Ward
121	The Yankee Girl	185	The Evil Thereof
122	The Masqueraders	100	All Star Cast Featuring Frank Losee
123	Carmen Geraldine Farrar	186	The Making of Maddalena Edna Goodrich
124	Still Waters	187	Silks and Satins
	The state of the s	. 107	onks and baths

188	Destiny's Toy Louise Huff	248	The Happiness of Three Women
189	The Clown Victor Moore	210	• •
190	Sucie Spowflake	240	House Peters and Myrtle Stedman
	Susie Snowflake Ann Pennington	249	Betty to the Rescue Fannie Ward
191	The World's Great Snare Pauline Frederick	250	A Girl Like That . Irene Fenwick and Owen Moore
192	The American Beauty Myrtle Stedman	251	Lost and Won Marie Doro
193	The Dupe Blanche Sweet	252	The Golden Fetter Wallace Reid and Anita King
194	The Smugglers Donald Brian	253	His Sweetheart George Beban
195	The Selfish Woman . Wallace Reid and Cleo Ridgley	254	
196			The Wax Model Vivian Martin
190	Davy Crockett (as done by Frank Mayo)	255	Each to His Kind Sessue Hayakawa
	Dustin Farnum	256	Her Own People Lenore Ulrich
197	The Dream Girl Mae Murray	257	The Black Wolf Lou-Tellegen
198	Under Cover Hazel Dawn and Owen Moore	258	The American Consul Theodore Roberts
199	An International Marriage Rita Jolivet	259	
200			Winning of Sally Temple Fannie Ward
	Common Ground Marie Doro	260	On Record Mae Murray
201	Hulda from Holland Mary Pickford	261	The Fortunes of Fifi Marguerite Clark
202	The House of the Golden Windows	262	Those Without Sin Blanche Sweet
	Wallace Reid and Cleo Ridgley	263	Castles for Two Marie Doro
203	The Woman in the Case Pauline Frederick	264	Out of the Wreck Kathlyn Williams
204	Little Lady Eileen Marguerite Clark		
		265	Sapho Pauline Frederick
205	The Stronger Love Vivian Martin	266	The Prison Without Walls
206	Public Opinion Blanche Sweet		Wallace Reid and Myrtle Stedman
207	Rolling Stones Owen Moore and Marguerite Courtot	267	The Dummy Jack Pickford
208	Honorable Friend Sessue Hayakawa	268	The Spirit of Romance Vivian Martin
209	Victory of Conscience Lou-Tellegen	269	The Bottle Imp
210		1	
	Each Pearl a Tear Fannie Ward	270	As Men Love . House Peters and Myrile Stedman
211	The Parson of Panamint Dustin Farnum	271	The Bond Between George Beban
212	The Big Sister Mae Murray	272	The School for Husbands Fannie Ward
213	The Reward of Patience Louise Huff	273	The Cost of Hatred Kathlyn Williams and Theo. Roberts
214	The House of Lies Edna Goodrich	274	Tides of Barnegat Blanche Sweet
215	The Daughter of MacGregor Valentine Grant	275	
			Sleeping Fires Pauline Frederick
216	Ashes of Embers Pauline Frederick	276	The Lonesome Chap . House Peters and Louise Huff
217	The Quest of Life Maurice and Florence Walton	277	The Valentine Girl Marguerite Clerk
218	Anton the Terrible Theo. Roberts and Anita King	278	The Girl at Home Vivian Martin and Jack Pickford
219	The Lash Marie Doro	279	Heart's Desire Marie Doro
220	The Storm Blanche Sweet	280	Sacrifice
221			
	The Intrigue Lenore Ulrich	281	The Primrose Ring
222	Her Father's Son Vivian Martin	282	The Silent Partner Blanche Sweet and Thos. Meighan
223	Witchcraft Fannie Ward	283	The Marcellini Millions George Beban
224	The Kiss . Owen Moore and Marguerite Courtot	284	The Highway of Hope
225	The Rainbow Princess Ann Pennington		Kathlyn Williams and House Peters
226	The Heir to the Hoorah	285	Her Better Self Pauline Frederick
220	Thomas Meighan and Anita King	286	The Undying Flame Madame Petrova
007			
227	The Soul of Kura San Sessue Hayakawa and Myrtle	287	Freckles Louise Huff and Jack Pickford
	Stedman	288	Unconquered Fannie Ward
228	Seventeen Louise Huff and Jack Pickford	289	The World Apart Wallace Reid and Myrtle Stedman
229	Unprotected Blanche Sweet	290	Giving Becky a Chance Vivian Martin
230	A Son of Erin Dustin Farnum	291	The Jaguar's Claws Sessue Hayakawa
231	The Plow Girl	292	The Inner Shrine Margaret Illington
			A Poodeido Impresario Coras Rohan
232	The Years of the Locust Fannie Ward	293	A Roadside Impresario George Beban
233	Miss George Washington Marguerite Clark	294	Heir of the Ages
234	The Yellow Pawn . Cleo Ridgley and Wallace Reid	295	Her Strange Wedding Fannie Ward
235	Nanette of the Wilds Pauline Frederick	296	The Little Boy Scout Ann Pennington
236	Martyrdom of Phillip Strong All Star Cast	297	At First Sight Mae Murray
		298	Big Timber . Kathlyn Williams and Wallace Reid
237	A Coney Island Princess Irene Fenwick and Owen Moore		The Level that Lives Deviling England
238	The Road to Love Lenore Ulrich	299	The Love that Lives Pauline Frederick
239	Oliver Twist	300	Forbidden Paths
240	Victoria Cross Lou-Tellegen		Vivian Martin and Sessue Hayakawa
241	Traveling Salesman Frank McIntyre	301	What Money Can't Buy
242	The Right Direction Vivian Martin		J. Pickford, L. Huff and Theo. Roberts
	Chow White	302	Cook of Canyon Camp George Beban
243	Snow White Marguerite Clark		The Long Troil
244	The Redeeming Love Kathlyn Williams and T. Holding	303	The Long Trail Lou-Tellegen
245	The Slave Market Pauline Frederick	304	The Squaw Man's Son Wallace Reid and Anita King
246	The Evil Eye Blanche Sweet	305	The Crystal Gazer Fannie Ward
247	Great Expectations . Louise Huff and Jack Pickford	306	A Kiss for Susie Vivian Martin

307	Less Than the Dust Mary Pickford	371	Stella Maris	Mary Pickford
308	Pride of the Clan Mary Pickford	372	The World for Sale	
309	The Poor Little Rich Girl Mary Pickford	373	The Widow's Might	_
310	Broadway Jones George M. Cohan	374	The Hired Man	
311	In Again, Out Again Douglas Fairbanks	375	Madame Jealousy	
312	A Romance of the Redwoods Mary Pickford	376	A Petticoat Pilot	
313	Wild and Wooly Douglas Fairbanks	377	The Thing We Love	
314	The Little American Mary Pickford	378	The Song of Songs	
315	The Amazons Marguerite Clark	379	Flare-Up Sal	*Dorothy Dalton
316	The Varmint Jack Pickford and Louise Huff	380	The Keys of the Righteous	*Enid Bennett
317	Down to Earth Douglas Fairbanks	381	The Guilty Man	Special
318	The Law of the Land Olga Petrova	382	Hidden Pearls	. Sessue Hayakawa
319	Hashimura Togo Sessue Hayakawa	383	Blue Blazes Rawden	
320	The Mysterious Miss Terry Billie Burke	384	One More American	George Beban
321	Seven Keys to Baldpate George M. Cohan	385	Headin' South	
322	Little Miss Optimist Vivian Martin	386	Eve's Daughter	
	Rebecca of Sunnybrook Farm Mary Pickford	387	Huck and Tom	
324	Lost in Transit George Beban	388	Amarilly of Clothes Line Alley	
325	Barbary Sheep Elsie Ferguson	389	The Family Skeleton	*Charles Ray
326	The Hostage	390	Sunshine Nan	
327	On the Level Fannie Ward	391	Wild Youth	
328	Exile Olga Petrova	392	Love Me	-
329	Double Crossed Pauline Frederick	393	La Tosca	
330	The Sunset Trail Vivian Martin	394	The Whispering Chorus	
331 332	The Countess Charming Julian Eltinge	395 396	Naughty, Naughty	
333	Bab's Diary Marguerite Clark The Man from Painted Post Douglas Fairbanks	397	The Tiger Man	
334	The Ghost House . Jack Pickford and Louise Huff	398	The Blue Bird	
335	Arms and the Girl Billie Burke	399	The Lie	
336	The Trouble Buster Vivian Martin	400	His Majesty, Bunker Bean	
337	The Narrow Trail William S. Hart	401	The House of Silence	
338	The Call of the East Sessue Hayakawa	402	Mr. Fix-It	
339	The Woman God Forgot Geraldine Farrar	403	Rich Man, Poor Man	
340	The Son of His Father *Charles Ray	404	Unclaimed Goods	
341	Bab's Burglar Marguerite Clark	405	Playing The Game	*Charles Ray
342	The Price Mark *Dorothy Dalton	406	Let's Get a Divorce	Billie Burke
343	The Antics of Ann Ann Pennington	407	Tyrant Fear	
344	The Hungry Heart Pauline Frederick	408	The Biggest Show on Earth	
345	The Clever Mrs. Carfax Julian Eltinge	409	Resurrection	
346	The Little Princess Mary Pickford	410	The White Man's Law	-
347 348	The Rise of Jenny Cushing Elsie Ferguson	411	M'Liss	Mary Pickford
349	Jack and Jill Jack Pickford and Louise Huff	412	Mile-a-Minute Kendall	
350	Molly Entangled Vivian Martin Reaching for the Moon Douglas Fairbanks	413 414	Selfish Yates	
351	The Judgment House J. Stuart Blackton	414	The Mating of Marcella	
352	Bab's Matinee Idol Marguerite Clark	416	Prunella	
353	The Silent Man William S. Hart	417	Believe Me, Xantippe	
354	The Eternal Temptress Lina Cavalieri	418	His Own Home Town	
355	The Secret Game Sessue Hayakawa	419	A Doll's House	
356	The Land of Promise Billie Burke	420	Sandy	
357	Tom Sawyer Jack Pickford	421	Love's Conquest	
358	The Devil Stone Geraldine Farrar	422	Her Final Reckoning	. Pauline Frederick
359	Nan of Music Mountain Wallace Reid	423	Viviette	
360	The Fair Barbarian Vivian Martin	424	Say, Young Fellow	
361	Love Letters *Dorothy Dalton	425	Hit-the-Trail Holliday	
362	His Mother's Boy *Charles Ray	426	Old Wives for New	
363 364	Seven Swans	427	The Bravest Way	
365	A Modern Musketeer Douglas Fairbanks	428	How Could You Jean?	
366	Rose of the World	429	A Desert Wooing	
367	Mrs. Dane's Defense Pauline Frederick	430	The Firefly of France	
368	Jules of the Strong Heart George Beban Wolves of the Rail *William S. Hart	431 432	The Claws of the Hun	
369	The Spirit of '17 Jack Pickford	433	The Claws of the Hun Shark Monroe	*William S Hart
370	Rimrock Jones	100	*Supervision Thomas H	
	J		Supervision Thomas II	i. Ince

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	Uncle Tom's Cabin Marguerite Clark	498	The Dub Wallace Reid
435	The City of Dim Faces Sessue Hayakawa	499	Here Comes the Bride John Barrymore
436	We Can't Have Everything Cecil B. DeMille	500	A Romance of Happy Valley D. W. Griffith
437	The Vamp *Enid Bennett	501	Don't Change Your Husband Cecil B. DeMille
438	Less Than Kin Wallace Reid	502	Venus in the East Bryant Washburn
439	The Danger Mark Elsie Ferguson	503	Breed of Men *William S. Hart
440	A Nine o'Clock Town *Charles Ray	504	Hard Boiled
441	Bound in Morocco Douglas Fairbanks	505	Honny The Married *F : 1 P
			Happy Tho Married *Enid Bennett
442	Fedora Pauline Frederick	506	Mrs. Wiggs of the Cabbage Patch Marguerite Clark
443	The Great Love D. W. Griffith	507	The Two Brides Lina Cavalieri
444	In Pursuit of Polly Billie Burke	508	The Girl Dodger *Charles Ray
445	Riddle Gawne *William S. Hart	509	The False Faces P. and A. Special
446	The Marriage Ring *Enid Bennett	510	Boots Dorothy Gish
447	Green Eyes *Dorothy Dalton	511	You Never Saw Such a Girl Vivian Martin
448	Till I Come Back to You Cecil B. DeMille	512	Maggie Pepper Ethel Clayton
449	Heart of the Wilds Elsie Ferguson	513	Paid in Full
450		514	The Winning Cirl
	On the Quiet John Barrymore		The Winning Girl Shirley Mason
451	The Source	515	Alias, Mike Moran Wallace Reid
452	The Girl Who Came Back Ethel Clayton	516	Good Gracious, Annabelle! Billie Burke
453	The Cruise of the Make-Believes Lila Lee	517	Puppy Love Lila Lee
454	The Hun Within P. and A. Special	518	Johnny Get Your Gun Fred Stone
455	Johanna Enlists Mary Pickford	519	The Marriage Price Elsie Ferguson
456	Out of a Clear Sky Marguerite Clark	520	The Poor Boob
457	Vive La France Dorothy Dalton	521	Three Men and a Girl Marguerite Clark
458		521	
	The Goat Fred Stone		Extravagance *Dorothy Dalton
459	Come On In Shirley Mason and Ernest Truex	523	The Poppy Girl's Husband *William S. Hart
460	Her Country First Vivian Martin	524	The Girl Who Stayed At Home D. W. Griffith
461	He Comes Up Smiling Douglas Fairbanks	525	Partners Three *Enid Bennett
462	A Woman of Impulse Lina Cavalieri	526	Pettigrew's Girl Ethel Clayton
463	The Law of the North *Charles Ray	527	The Sheriff's Son *Charles Ray
464	The Border Wireless *William S. Hart	528	Little Comrade Vivian Martin
465	Battling Jane Dorothy Gish	529	Peppy Polly Dorothy Gish
466	The Man From Funeral Range Wallace Reid	530	Captain Kidd, Jr Mary Pickford
467		531	The Test of Henry
	When Do We Eat? *Enid Bennett		The Test of Honor John Barrymore
468	Such a Little Pirate Lila Lee	532	The Rescuing Angel Shirley Mason
469	Private Peat P. and A. Special	533	Let's Elope Marguerite Clark
470	My Cousin Enrico Caruso	534	Something to Do Bryant Washburn
471	The Make-Believe Wife Billie Burke	535	The Roaring Road Wallace Reid
472	The Gypsy Trail Bryant Washburn	536	Eyes of the Soul Elsie Ferguson
473	Women's Weapons Ethel Clayton	537	The Homebreaker *Dorothy Dalton
474	A Daughter of the Old South Pauline Frederick	538	Greased Lightning *Charles Ray
475	Mirandy Smiles Vivian Martin	539	For Better, For Worse Cecil B. DeMille
476	Under the Greenwood Tree Elsie Ferguson	540	The Law of Men *Enid Bennett
477		541	Rustling a Bride Lila Lee
	Fuss and Feathers *Enid Bennett	542	Č
478	Sporting Life		Oh You Women Emerson-Loos Production
479	Arizona	543	Vicky Van Ethel Clayton
480	The Greatest Thing in Life D. W. Griffith	544	The Money Corral *William S. Hart
481	Too Many Millions Wallace Reid	545	Come Out of the Kitchen Marguerite Clark
482	The Squaw Man Cecil B. DeMille	546	The Home Town Girl Vivian Martin
483	Branding Broadway *William S. Hart	547	The Lady of Red Butte *Dorothy Dalton
484	Good-Bye, Bill . Shirley Mason and Ernest Truex	548	The Knickerbocker Buckaroo Douglas Fairbanks
485	The Mystery Girl Ethel Clayton	549	The Final Close-Up Shirley Mason
486	Quicksand	550	The Busher *Charles Ray
			The Woman Thou Gavest Me Special
487	String Beans *Charles Ray	551	
488	Little Miss Hoover Marguerite Clark	552	The Haunted Bedroom *Enid Bennett
489	The Hope Chest Dorothy Gish	553	I'll get Him Yet Dorothy Gish
490	The Way of a Man with a Maid Bryant Washburn	554	True Heart Susie D. W. Griffith
491	Little Women P. and A. Special	555	Putting It Over Bryant Washburn
492	Out of the Shadow Pauline Frederick	556	The Splendid Romance Enrico Caruso
493	Jane Goes A-Wooing Vivian Martin	557	You're Fired Wallace Reid
494	Under the Top Fred Stone	558	Men, Women and Money Ethel Clayton
495	The Silver King	559	An Innocent Adventuress Vivian Martin
495			
	The Secret Garden Lila Lee	560	4
497	His Parisian Wife Elsie Ferguson		*Supervision Thomas H. Ince

561	Square Deal Sanderson *William S. Hart	3337	Reilly's Wash Day
562	Other Men's Wives *Dorothy Dalton	3338	
563	The Avalanche Elsie Ferguson	3339	
564	Hay Foot, Straw Foot *Charles Ray	3340	
565	A Daughter of the Wolf Lila Lee	3341	Love's False Faces
	Cirls Margarite Clark		
566	Girls Marguerite Clark	3342	No Mother to Guide Him
567	The White Heather	3343	Hearts and Flowers
568	The Rose of Granada Lina Cavalieri	3344	2 0
569	The Firing Line (Irene Castle) Special	3345	Among Those Present
570	A Very Good Young Man Bryant Washburn	3346	8
571	Rose o' the River Lila Lee	3347	1919 Comedy Review
572	The Love Burglar Wallace Reid		
573	The Career of Katherine Bush Special		ARBUCKLE COMEDIES
574	Louisiana Vivian Martin	3101	The Butcher Boy
575	Wagon Tracks *William S. Hart	3102	A Reckless Romeo
576	Nugget Nell Dorothy Gish	3103	A Rough House
577	Fires of Faith Eugene O'Brien and Catherine Calvert	3104	His Wedding Night
578	The Dark Star Special	3105	Oh Doctor
579	A Sporting Chance		Fatty in Coney Island
580	Rill Honey *Charles Day	3106	
	Bill Henry	3107	A Country Hero
581	The Virtuous Thief *Enid Bennett	3108	Out West
582	A Society Exile Elsie Ferguson	3109	The Bell Boy
583	Love Insurance	3110	Moonshine
584	Nobody Home Dorothy Gish	3111	Good Night Nurse
585	Hearts of Youth Lila Lee	3112	The Cook
	*Supervision Thomas H. Ince	3113	The Sheriff
		3114	Camping Out
	MACK SENNETT COMEDIES	3115	Love
3301	A Bedroom Blunder	3116	A Desert Hero
3302	Roping Her Romeo		
3303	A Pullman Bride		FLAGG COMEDIES
3304	Are Waitresses Safe?	3401	Hick Manhattan
3305	An International Sneak	3402	Romance and Brass Tacks
3306	That Night	3403	Tell That to the Marines
3307	Taming Target Centre	3404	.
	The Kitchen Lady	3405	,
	His Hidden Purpose	3406	1 1 0
	Watch Your Neighbor	3407	
3311	It Pays to Exercise	3408	Beresford of the Baboons
3312	Sheriff Nell's Tussle	3409	The Last Bottle
3313	Those Athletic Girls	3410	Welcome Little Stranger
3314	Friend Husband	3411	The Con in Economy
3315	Saucy Madeline		The Immovable Guest
3316	His Smothered Love	3413	
3317	Battle Royal		, J
3318	Love Loops the Loop		DREW COMEDIES
3319	Two Tough Tenderfeet	3201	Romance and Rings
3320	Her Screen Idol		Once a Mason
3321	Ladies First		The Amateur Liar
3322			
	Her Blighted Love		Harold, The Last of the Saxons
3323	She Loved Him Plenty	3205	•
3324	Summer Girls	3206	Bunkered
3325	His Wife's Friend		THE CON OF DEMOCDACY
3326	Sleuths		THE SON OF DEMOCRACY
	Beware of Boarders	4201	My Mother
	Whose Little Wife Are You?	4202	My Father
3329	Her First Mistake	4203	A Call to Arms
3330		1001	My First Jury
	Hide and Seek, Detectives	4204	wry rust jury
3331	Hide and Seek, Detectives The Village Chestnut		Tender Memories
3331 3332	The Village Chestnut	4205	Tender Memories
		4205 4206	Tender Memories A President's Answer
3332	The Village Chestnut Cupid's Day Off Never Too Old	4205 4206 4207	Tender Memories A President's Answer Native State
3332 3333 3334	The Village Chestnut Cupid's Day Off Never Too Old Rip and Stitch, Tailors	4205 4206 4207 4208	Tender Memories A President's Answer Native State Down the River
3332 3333 3334 3335	The Village Chestnut Cupid's Day Off Never Too Old Rip and Stitch, Tailors East Lynne with Variations	4205 4206 4207 4208 4209	Tender Memories A President's Answer Native State Down the River The Slave Auction
3332 3333 3334	The Village Chestnut Cupid's Day Off Never Too Old Rip and Stitch, Tailors	4205 4206 4207 4208	Tender Memories A President's Answer Native State Down the River

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