

# DIXON CELEBRATES 95 YEARS

**6** History

The world in 1916

**22** The Great Age of Ocean Liners

Crossing the sea in luxury

**26** John D. Rockefeller

How one man changed America

**31** Sports

A new home for the Cubs

# BOSS

**SPECIAL ISSUE**

CONNECTING TO INDUSTRY

Dixon  
commemorates its

**95TH**  
**ANNIVERSARY**

with an intriguing  
look back to the era  
of its founding

**SUMMER 2011**  
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# BOSS

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ASIA/PACIFIC – WINTER 2011

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## WELCOME TO OUR SPECIAL ISSUE



With this special issue of *BOSS*, we celebrate the 95th anniversary of Dixon Valve by offering you a window into the era in which it was founded—1916.

As I look back at the American economy during that time, I can see that conditions were favorable for my grandfather, Howard W. Goodall, to establish a new company to design and manufacture the

valves and couplings so necessary for the country's growing industries.

John D. Rockefeller, thanks to his savvy with Standard Oil, had just become the world's first billionaire. William E. Boeing, recognizing the potential of air travel, was laying the groundwork for what would become the largest aerospace company in the world. Automobile maker Henry Ford watched as middle-class Americans bought up his popular Model T's.

And while much of Europe was engaged in the bloodshed of World War I, Americans lived in peace during the spring of 1916, when Dixon Valve first opened its doors. They were flocking to movie theaters to watch Mary Pickford and Charlie Chaplin on the big screen and calling one another on the newfangled telephone. While the affluent enjoyed luxury voyages on the great ocean liners of the day, the poor made their journey in steerage, on a one-way ticket from their home countries to the Land of Opportunity.

Howard Goodall saw his opportunity, and he took it. The company that he started in 1916, and the one that has remained in our family now for nearly a century, was built solidly on the timeless values of honesty and integrity. Today those values continue to infuse everything we do. Though Dixon has grown from a single warehouse in downtown Philadelphia to a thriving business with distribution centers spread across four continents, we remain committed to treating all of our customers and employees with respect and fairness.

Thanks for reading,

*Dick Goodall*



# FEATURES



## **12** CELEBRATING 95 YEARS

Nearly a century after its founding, Dixon continues to put a premium on honesty, respect and strong character. Plus: A sampling of other American start-ups of the period.

## **22** SERVICE, SPEED, STYLE ... AND STEERAGE

It was transport, not cruising, that kept afloat the great ocean liners of a bygone age.

## **26** PUTTIN' ON THE RITZ

The story of John D. Rockefeller's getting and giving and how it changed America.

**On the cover** A vintage photo of a Dixon employee at work on a spindle screw machine.

# DEPARTMENTS



6



31



34

6

## MILESTONES IN HISTORY

1916: While Americans lived in precarious peace, Europe consumed itself in the carnage of war.

10

## PROFILE

William E. Boeing set the course for innovation in air travel.

31

## SPORTS

The humble beginnings of Wrigley Field: Plus: A primer on other notable baseball parks of the day.

34

## INVENTIONS

With the debut of Coca-Cola's shapely bottle, the company's fortunes were set.



DIXON 1916-2011



Film star Mary Pickford charmed moviegoers in 1916 for the mere cost of a dime, while telephones and automobiles quickly grew in popularity.

THE WORLD IN

## 1916

WHILE AMERICANS LIVED IN PRECARIOUS PEACE,  
EUROPE CONSUMED ITSELF IN THE CARNAGE OF WAR

BY EUGENE FINERMAN



IN 1916, the world's population was approximately 1.75 billion people.

The most common form of government was monarchy. There were only three republics in Europe, one in Africa and one in Asia. Most of the monarchs, however, were pampered figureheads, subservient to either a constitution or a parliament. The German kaiser, the Turkish sultan

and the Japanese emperor were the puppets of the military. Russia's czar still wielded real power, only limited by his conscience and incompetence.

The population of the United States had just reached 100 million, and as many people lived in cities as in rural areas. With recent advances in medicine—the cure of rabies and diphtheria, the improved treatment of tuberculosis and yellow fever—the average American's life span had grown to 50 years.

Communication was easier than ever. Since 1915, it was possible for a person in

New York City to telephone someone in San Francisco; yes, the cost was a prohibitive \$20.70 for the first three minutes (\$424 today), but it was still a marvel just to consider a conversation over a 3,000-mile distance.

The telephone was not really a novelty—even if the long-distance call was. After all, there was one phone for every 10 people in the country. However, the automobile was a sensation. Until 1908 the vehicle had been a rarity, an ostentatious and not quite reliable toy for the rich. Henry Ford changed that, introducing assembly-line techniques to mass produce an affordable car. By 1916, it took 90 minutes to fully assemble a Model T, which could be purchased for less than





\$500 (\$10,200 in today's dollars). That still was not a meager amount, not when the average yearly salary was \$708 (\$14,500 in today's dollars). But the middle class could now afford automobiles, and buy them they did. In 1914, there were 1 million cars on the American road; by 1916, that number had doubled.

While the automobile was increasingly conspicuous, it was not yet the primary form of transportation. America had 21 million horses. It was literal horse power that plowed the farmland and brought the produce to market. Even in major cities, horses were still common in carrying and delivering freight. The typical American kitchen had an icebox, where a



## ELECTRICITY WAS NOW PROVIDING THE PUBLIC WITH A NEW AND POPULAR DIVERSION: THE MOVIE.

large block of ice would keep food from spoiling. Each week the iceman, in his horse-drawn wagon, would deliver a fresh block.

In the cities, streetlights were electric and nearly 20 percent of American homes had electricity; but most homes were still illuminated by gaslight. Electricity was now providing the public with a new and popular diversion: the movie. For the price of a dime (\$2.05 today), moviegoers could watch the riotous antics of Charlie Chaplin or see Mary Pickford charm her way out of mishap and adversity.

Of course, some people resented paying that dime. Only a year earlier, a ticket cost a nickel. D.W.

Griffith had raised both the quality of the American film and the price for it. His epic *The Birth of a Nation* was a cinematic masterpiece. The 1915 film, a depiction of the Civil War and Reconstruction from a very Southern perspective, was a sweeping spectacle with brilliant cinematography. It had to be seen, the public was eager, and the theater owners knew they could double the ticket prices.

This was America in 1916, a prospering, comfortable country and all too conscious of its precarious place in the world. America was at peace, while Europe consumed itself in the carnage of the Great War [see "Europe's War," page 9].

Indeed, the war would be the chief issue of the presidential campaign of 1916. Woodrow Wilson campaigned for re-election on the slogan "He Kept Us Out of War." His Republican opponent, Charles Evans Hughes, could hardly dispute that. Neutrality was a winning issue. There was no sentiment to be on Germany's side. With its history of invading Belgium, its U-boat attacks



on passenger ships and pioneering use of poison gas, Imperial Germany was easy to loath. However, there was also reluctance to join the Allies. Irish-Americans did not want to help Britain, the old enemy that was still occupying their ancestral home. Nor was the Russian czar popular among Americans of East European extraction; oppression and persecution were not fondly remembered. America was content to stay out of "Europe's War."

Hughes, a former governor of New York and a Supreme Court justice, found himself limited to attacking the "anti-business" idea of an eight-hour workday—advocated by some Democratic politicians and labor leaders, who believed the current 10-hour day was too long. In November, Wilson won the election, carrying 30 states and leading Hughes by 500,000 popular votes.

And so 1916 ended, with a world bent on self-destruction and America savoring what would prove to be the last months of a precarious peace. ■



D.W. Griffith's *The Birth of a Nation* was a huge hit, as was silent film legend Charlie Chaplin; horses remained the primary form of transportation.



# 'Europe's War'

WHILE AMERICANS held out for peace in 1916, much of Europe was already mired in a war that had begun two years earlier—the culmination of decades of grudges, ambitions and fears that set Europe into two rival, glowering blocs. Germany, Austria-Hungary and Turkey formed one alliance; France, Russia and Britain opposed them.

The Great War began in August 1914, after the assassination of Austrian Archduke Franz Ferdinand, and everyone predicted that it would be over before Christmas. Germany calculated a six-week timetable. Such blithe confidence died in the trenches of France, as did millions of men. The headlines of 1916 would have recounted one desperate campaign after another.

**VERDUN:** Having a larger population than France, the German strategy was a war of attrition. It would force France into a battle that would be—as the Germans termed it—a meat grinder. The Germans determined that the French would fight to the last man to hold a series of fortifications at Verdun, in northeastern France. And so in February the battle began. It lasted until December. The French held on to Verdun, losing 160,000 men but not their will to fight. Having lost 140,000 men themselves, the Germans abandoned the campaign.

**JUTLAND:** The greatest naval battle of World War I was just the fulfillment of a boy's longstanding fantasy. Unfortunately, the boy became Kaiser Wilhelm II—and he never grew up. He wanted a navy that could challenge Britannia's rule of the sea. There was no practical purpose for a large German fleet, not with Germany's limited coast-



Battle of Somme

line. And for the first two years of the war, the German navy stayed in port, while the British navy was in the North Sea. On May 31, 1916, the German fleet finally tried to justify its existence.

Off the Danish peninsula of Jutland, the two fleets maneuvered and shot at each other. At the end of the day, an accountant tallying the corpses and wrecks would have said that Germany won. With a smaller fleet, it inflicted far more damage, casualties and ship losses on the British. The British lost 14 ships and 6,000 men; the Germans lost 11 ships and 2,500 men. Yet the German fleet then retreated to its home ports, never to sail again. This left the British navy in uncontested control of the seas.

**THE SOMME:** To relieve the French at Verdun, the British launched an offensive in the Somme Valley, in northern France. A week's bombardment was supposed to obliterate the German defenses, and the British troops would simply occupy the valley, while three divisions of cavalry

would outflank and rout the German lines. However, the British overestimated the accuracy and effect of their barrage. A week's bombardment only eliminated the element of surprise. The Germans were ready.

On July 1, 1916, the British expected 150,000 men—in three waves—to overrun two lines of German fortifications. But only 100,000 soldiers were able to attack. In some sectors, the second and third waves could not move past the dead and the wounded of the first wave. It took three days before the British could get an accurate count of their losses. Of the 100,000 men who made the attack, 20,000 were dead and 40,000 wounded. This was and remains the worst day in the history of the British army. And yet the campaign continued, lasting until November. The Allies gained five miles, at the cost of 146,000 dead. The Germans suffered 164,000 dead.

And there were just as ghastly campaigns on the Eastern Front, where the Russian and Austrian deaths numbered in the hundreds of thousands. ➤

# The Sky's the Limit

With persistence and great vision, William E. Boeing set the course for innovation in air travel



BY MARIA BLACKBURN

**William E. Boeing's first flight** was neither smooth nor luxurious, but it was a trip he would never forget.

On July 4, 1914, Boeing and a friend, U.S. Navy Lt. G. Conrad Westervelt, climbed aboard a rickety hydroplane in Seattle manned by Terah Maroney. The plane was only big enough for two, because it had no seats. Boeing and Westervelt took turns sitting beside the pilot on the front edge of the muslin-covered wing. Boeing was captivated by the sight of the landscape tilting up beside him at takeoff and the two men spent the afternoon taking turns soaring through the sky above Lake Washington.

By day's end, they knew this was no flight of fancy. Aviation was the future of transportation. "I think we can build a better plane," Boeing reportedly said that afternoon. Within a year their new plane was a reality. Called the Bluebill, B&W Model I (the initials stand for Boeing and Westervelt), the 27 ½-foot seaplane/biplane reached a top speed of



just 75 miles per hour on its first flight on June 15, 1916. The B&W was William Boeing's first plane but it wouldn't be his last. During the next century, the company he founded in 1916 as Pacific Aero Products would go on to become Boeing, the largest aerospace company in the world and the originator of the iconic Boeing 747—and his name would come to be synonymous with aviation innovation.

Even as early as 1929, just 26 years

after Wilbur and Orville Wright's first manned flight, Boeing recognized the seemingly limitless possibilities of air travel. "Now I would say that people want to ride in airplanes more and more each day—and I shall go so far as to say they will someday regard airplane travel to be as commonplace and incidental as train travel," he said. "We are trustees of a veritable revolution that is taking place once more in the economic, social and political



fabric with the advent of this new speed medium.”

Boeing was born on Oct. 1, 1881, in Detroit, to Wilhelm and Marie Boeing. His father was a successful mining engineer and timber merchant and Boeing attended the finest schools. In 1903 at the age of 22 he left his engineering studies at Yale University and headed for Grays Harbor, Wash., to learn the logging business. His timber ventures were successful and by the time Boeing moved to Seattle in 1908 he had added to his already considerable fortune.

Boeing was a private man, an avid reader and a perfectionist, according to his son, William Boeing Jr. Once, during a visit to his airplane building shop on the Duwamish River, he caught sight of a frayed cable and stated, “I, for one, will close up shop rather than send out work of this kind.”

The advent of World War I gave Boeing Airplane Co. a much-needed boost and the company began manufacturing pontoons for the U.S. Navy. However, Boeing knew the contracts wouldn’t last. “It now behooves us to devote our energies toward the development of machines that will be used in peacetimes,” he wrote to his cousin Edward C. Gott, who was in charge of the airplane company’s factory in 1918 when the war ended. “In this connection the first logical opening will be the development of a commercial flying boat.”

The loss of government contracts caused the company to struggle in the years after the war and Boeing branched out to make furniture and phonograph cases to stay in business. Still, the company continued to make advances in aviation technology and eventually built a successful airmail business. By 1928, after only a dozen years in business, Boeing employed 1,000 people and had the largest plant in the country devoted solely to aircraft production.

In 1934, the same year he was awarded the Guggenheim Medal for being an aviation pioneer, Boeing was accused of operating a monopoly by the U.S. government and was forced to

divide his company to separate his manufacturing interests from his commercial airlines. He retired that year at the age of 53 and devoted his time to horse breeding, property development and yachting.

Boeing died of a heart attack in 1956 at the age of 74 but his pioneering spirit lives on. Because of his vision, the company he founded would go on to become the biggest maker of commercial aircraft and the largest aerospace company in the world, with more than 160,000

employees around the world.

“I’ve tried to make the men around me feel, as I do, that we are embarked as pioneers upon a new science and industry in which our problems are so new and unusual that it behooves no one to dismiss any novel idea with the statement that it ‘can’t be done,’” Boeing said in 1929. “Our job is to keep everlastingly at research and experiment, to adapt our laboratories to production as soon as practicable, to let no new improvement in flying and flying equipment pass us by.”

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CELEBRATING **95** YEARS

MORE THAN NINE DECADES AFTER IT'S FOUNDING, DIXON CONTINUES TO  
PUT A PREMIUM ON HONESTY, RESPECT AND STRONG CHARACTER



BY SUE DE PASQUALE

**ON A MONDAY MORNING IN SLEEPY CHESTERTOWN, MD.,** Dick Goodall, CEO of Dixon Valve and Coupling Co., is sealing the deal with a handshake.

But he's not standing with a client in the company's headquarters. He's several blocks away, in the second-grade classroom at Garnett Elementary School, and the recipient of his outstretched hand is a wide-eyed, 7-year-old.

"When you meet someone for the first time, shake their hand firmly, like this," he instructs the boy and the schoolchildren seated around him. "And always be sure to look the person directly in the eye."

Each week Goodall—and two dozen other employees at Dixon—make visits to school classrooms around the Chestertown area, to promote the "Character Counts" curriculum and its "Six Pillars": trustworthiness, respect, responsibility, fairness, caring and citizenship.

For Goodall, the man responsible for a company that employs 1,200 people, with distribution centers spread across four continents, these classroom visits are the highlight of his week. That's because the values he and his colleagues share with these children are the bedrock upon which Dixon was founded 95 years ago—values that continue to infuse every level of the company today, from the factory floor in Chestertown to a far-flung distribution site in China.

"My grandfather, Howard W. Goodall, was well respected by everybody. He set the stage for Dixon, building on the 'Six Pillars,'" says Dick Goodall. "It's so important to treat people the right way: with honesty and integrity. A great IQ [intelligence quotient] is one thing, but it's the Character Quotient that really makes the difference."



Dixon CEO Dick Goodall (center) and Bill Hollingsworth (top) enjoy a lighter moment with second-graders at Garnett Elementary School during their weekly visit to promote lessons in good character.



# W

HILE DIXON VALVE AND COUPLING Co. was officially launched on March 21, 1916, founder H.W. Goodall actually began laying the groundwork nearly three decades earlier.

It was in 1887 that Goodall, then just 15 years old, quit school to begin working for Philadelphia rubber distributor Latta & Mulconroy Co. The inquisitive Goodall, whose father was a cabinetmaker, was an inveterate tinkerer. Before long he was designing hose couplings and clamps as accessories for the company's rubber hose line. Mr. Mulconroy, recognizing the sales potential, encouraged Goodall to promote his couplings to several clients. But when Goodall asked permission to expand his efforts to include the region's leather tanning industry, company co-owner Latta refused—and fired the ambitious young man.

Goodall saw the setback as an opportunity. He went on to found the Goodall Rubber Co. and the Knox

Manufacturing Co. to both manufacture and sell hose and couplings. H.W. Goodall was more than an astute inventor and engineer—he was a savvy salesman, who recognized the importance of asking leaders of different industries what products they needed to do their jobs better. In an age before airplanes made travel easy, Goodall—impeccably garbed in his trademark suit and tie—tirelessly crisscrossed the country, visiting construction sites, mining operations, oil drilling companies and railroads.

His countless face-to-face visits laid the groundwork for the launch of Dixon Valve and Coupling, in 1916. Based in Philadelphia, Pa., the company would develop, manufacture and sell the myriad valves and couplings that had become so necessary to America's burgeoning manufacturing industries.

As Dixon grew over the next several years, the fledgling company moved locations, eventually settling downtown at

"I **REMEMBER** walking down the street to **meet** my dad after **WORK**. He'd have his lunch pail in one hand. We'd walk **HOME** and have dinner." —Lou Farina Jr.







From left: H.W. Goodall at Hoover Dam; assembling parts, ca. 1940s; distribution trucks prepare to head out from the Philadelphia warehouse; in 1940, Dixon purchased the Mulconroy Co. and incorporated its products into the Dixon line.



Hancock and Columbia avenues in 1929.

It was here that Louis Farina Sr. came to work as a mail clerk in 1931. Farina, who passed away recently at the age of 95, shared his memories of those days in an interview shortly before his death. Early in his tenure, with the post office several blocks away, he would deliver packages back and forth in a small wagon. With Schmidt's Brewing Co. just around the corner, the spicy aroma of hops often filled the air, he recalled. Another nearby neighbor, Stetson Hat Co., was a popular stop-off for visiting celebrities. When legendary cowboy film star Tom Mix came to town, hundreds lined up outside to get a glimpse.

Farina was soon put in charge of the shipping room. "As the company grew, I grew with the company," said Farina. He would go on to work at Dixon for six decades.

Throughout the 1930s and into the war years, workers on the factory floor remained busy. During this period, the largest selling item in the Dixon line was rotary hose couplings—a high-pressure fitting used in oil drilling. Other sought after products, which remain Dixon products today, included: Boss couplings, King single

## Ties That Bind

### MANY WHO WORK AT DIXON STAY THEIR ENTIRE CAREERS

When Louis Farina Sr. started work as a mail clerk at Dixon in 1931, he probably couldn't have imagined that his family connection to the company would last more than 80 years.

"Howard Goodall was like a father to me. He would sit at his desk and explain things—he was as kind as can be," said Farina Sr., shortly before his death this spring at age 95. The hard-working Farina had a sharp mind for numbers and it didn't take long for him to get promoted. "Mr. Goodall said, 'You're pretty good with figures, we should be moving you up!'"

During his first years with Dixon, Farina made his home nearby with his wife and three young sons. "We lived just four or five blocks from the factory," recalls eldest son Lou. "As a little kid, in the summertime, I remember walking down the street to meet my dad after work. He'd have his lunch pail in one hand. We'd walk home and have dinner."

By age 17, in June 1959, Lou Farina Jr. was ready to follow in his father's footsteps and join the Dixon payroll. Following his father's advice, he says, "I mostly did the jobs no one else wanted to do"—from filing, to running errands to washing the company cars. He recalls that one task was particularly unpopular. "It was hot all over the factory but the top floor was especially hot. They couldn't get anybody to do the filing—it must have been 150 degrees up there. So I went in there and did it for four days straight."

By the time Farina Jr. started with Dixon, his family had moved out to the northern part of the city, about 10 miles from the factory. Most days, he and his father took a bus and train to get to work. In the winter, when the snow piled high, there were times when the buses couldn't run. The younger Farina said he was often tempted to call in absent, citing the lack of available transportation. But he couldn't. "My dad would walk the whole way to get to work. So I couldn't get away with it," says Farina Jr., who went on to become company president.

For Farina Sr., the reasons for his loyalty were clear. "The Goodalls were very good to me. Dixon always treated me like family."



From left: The Buck Foundry, 1951; Dixon's new factory in Chestertown, 1976; Richard B. Goodall, the company's second president.

and double bolt hose clamps, air hammer couplings, suction couplings, Air King universal couplings and King combination nipples.

On Oct. 12, 1934, the company opened its first international distribution center, in Canada.

Never content to rest on his laurels, H.W. Goodall and his son R.B.—who had joined the business in 1929—continually pushed for Dixon to develop new products. Among the Dixon “firsts” over the ensuing years: ground joint Boss and air hammer couplings; steel hose menders and Boss-Lock cam and groove.

In 1940, some half a century after he had launched his career at Latta & Mulconroy Co., H.W. Goodall led Dixon's purchase of the company (at that point known as the Mulconroy Co.) and incorporated its products into the Dixon line as Holedall couplings.

With brisk sales and ongoing innovation, the future for Dixon looked bright. But trouble brewed on the horizon. The advent of World War II, which transformed the business landscape across the country, would throw a wrench in the wheel of the company's expansion.

**T**HE JAPANESE BOMBING of Pearl Harbor on Dec. 7, 1941, pushed the United States into war—and launched a voracious need for industrial products to support the efforts of American troops on multiple fronts.

Many of Dixon's products fell under the federal government priority system, and before long the company's manufacturing facilities were being used almost entirely for military contracts.

As Louis Farina Sr. remembered it, the nearby Frankford Arsenal could not keep up with the demand for fuse plugs for anti-aircraft shells. So the government turned to Dixon to produce 380,000 fuse plugs, which were run on a six-spindle automatic screw machine—only one of two in Philadelphia at the time.

“We sure were busy,” recalled Farina. Because so many young men were called up to serve on the war front, Dixon turned to the women in the community to lend a hand on the factory floor. Both Farina's mother and sister spent time running the machines, he says.

With so many resources devoted to government contracts, the company was

not able to keep up with supplying products to its commercial hose distributor base. A former Dixon sales manager, sensing an opportunity, created a partnership and started the Hose Accessories Co. (later known as Le-Hi Valve and Coupling), which made huge inroads into Dixon's distributor business.

Then, when the war ended, all the government contracts dried up—seemingly overnight. Thousands of Dixon couplings sat gathering dust at the Columbus Depot and would eventually be disposed of for commercial use.

It would take fresh energy and vision to rebuild Dixon's customer base. Fortunately, R.B. Goodall was up to the task. The Virginia Military Institute graduate, who also held a degree from Babson College, gradually assumed more leadership in the company as his aging father slowed down.

In 1951, after returning from a business trip to California, H.W. Goodall fell ill—and died 10 days later. With the death of Dixon's founder, the company's leadership officially passed to R.B. Goodall, who assumed the title of president and chief operating officer.

“His door was always open,” recalls Dick Goodall of his father, R.B., who





Co. in nearby Lancaster, Pa., thereby ensuring a plentiful source of malleable iron, brass, aluminum and ductile castings for hose couplings.

Seven years later, in 1959, Lou Farina Jr. joined the Dixon payroll, at age 17. After his first week on the job, Farina was approached by the vice president of sales. “He said, ‘Mr. Goodall saw what you’ve been doing and he’s going to start paying you \$5 more per week.’ That meant I’d be earning \$50 a week. I felt rich!” says Farina.

R.B. Goodall’s faith in him would pay off. The teen who started out washing cars and delivering packages to the nearby Greyhound bus station steadily climbed the company ladder. In 2001, he was named president—the company’s first non-family member ever to hold that position.

The late 1960s and 1970s saw innovation in the way Dixon distributed products to its thriving client base.

Until that time, it could take days, sometimes weeks, to ship products to customers across the country. The Dixon management team recognized the wisdom of establishing distribution centers—warehouses that could be stocked with products—at locations across the country (and later around the world). With this breakthrough, customers could be assured of prompt and efficient delivery of whatever they needed to keep their businesses rolling.

During these years, Dixon leaders also began forging partnerships with other manufacturers, a move that enabled Dixon to offer its customers important products—such as worm gear clamps—that weren’t being made in-house. Though Dixon would continue to manufacture most of the products it sells, it did begin marketing a limited number of hose fittings and accessories made by other manufacturers.

With steady growth came the need for a larger work force. Dixon began to outgrow its Philadelphia headquarters, and R.B. Goodall started the search for a new site for the factory.

One day, while returning home from a visit to Maryland’s Eastern Shore, he found just the facility—and the town—he was looking for.

led the company through several decades of growth and prosperity. “He would always listen and encourage.” Dixon employees, whether high-level administrators or machinists from the faculty floor, felt comfortable stopping by to share with R.B. Goodall any issues that were bothering them, says his son.

In 1952, Dixon leaders made the wise decision to purchase the Buck Iron

In 1952, Dixon leaders made the **WISE** decision to **PURCHASE** the Buck Iron Co., thereby ensuring a plentiful **SOURCE** of malleable iron, brass, aluminum and ductile castings for hose **COUPLINGS**.



On the warehouse floor: Today's Dixon corporate support staff includes (top row, l to r): Taylor Goodall, Scott Jones, Mike Coakley, Mark Vansant. Bottom row: Jim McColigan, Mary Price, Bob Grace, J.C. Canalichio.

**F**OR MANY YEARS, VITA Foods, a pickling operation, had been a major employer of residents living in and around Chestertown, Md.—a small waterfront community that gained fame during colonial times for hosting its own “tea party” against the British (see “At Home on the Eastern Shore,” p. 21).

When Vita (now headquartered in Chicago) consolidated operations in New England in the early 1970s, it left empty a spacious plant with 10 acres of land. R.B. Goodall, with sons Dick and Doug, didn't have to think long before making a move to purchase the property and its facilities. Chestertown leaders were thrilled by the prospect of new jobs.

Renovations began in earnest in 1975, recalls Doug Goodall. Equipped with a degree in engineering, he had spent his first years with the company,

in the late 1960s and early 1970s, learning everything possible about the manufacturing end of things. He was thus well equipped to lead the setup of the new plant and train the new work force.

“Converting a pickle plant into a factory was a challenging job,” recalls Goodall. “We lived in a motel and worked every waking hour during the week—then we'd go home to our families on the weekend.” Despite the hectic

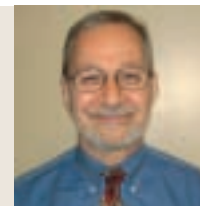
pace, he says, “It was a labor of love. It was more fun than you can imagine.”

By 1976, Dixon was ready to say goodbye to downtown Philadelphia and establish headquarters in Chestertown.

Jim Canalichio, who had joined

Dixon in 1970, was one of just 15 employees who moved with the company to its new location. “We saw it as a real opportunity,” says Canalichio, whose son, J.C., is today director of information technology at Dixon. “It had gotten very difficult in Philadelphia to find the workers we needed. In Chestertown we were able to attract people from a broad range of backgrounds.”

“In **CHESTERTOWN** we were able to attract people from a **BROAD RANGE** of backgrounds.” —Jim Canalichio



The early hiring process was fast and furious, recalls Doug Goodall. “Once we had a new machine up and running, we'd install a light over it, interview someone to work on it, and by the end of the day, they'd be making



**DIXON'S LEADERS** are known for their longevity. Over the company's 95-year history, just five men have held the post of president:

Howard W. Goodall  
 Richard B. Goodall  
 Richard L. Goodall  
 Louis Farina Jr.  
 Bob Grace

parts." Though few employees arrived with the precise skill set needed, Goodall says, the company set up an extensive training program, including an apprenticeship for machinists that is still going strong. Participants spend four years on the factory floor and in class, accumulating 2,000-plus hours of training (in areas such as machine shop programming, blueprint reading and drafting), ultimately earning the covet-



The *Dixon Driller* is the longest continually running corporate advertising publication in the United States.

ed status of “journeyman” in a particular manufacturing specialty.

In addition, nearby Washington College, a small liberal arts school, graduated a steady stream of broad-thinking innovators—some of whom would become key players on Dixon’s executive leadership team.

With both of his sons now playing an important role in the company, R.B. Goodall led Dixon through a prosperous period of expansion. In 1980, Dixon entered the cam and groove market by applying for a patent for the “Boss-Lock”—a fitting with a safety-locking handle. The cam and groove line further expanded in 1985 with the purchase of the Le-Hi Andrews Division of Parker Hannifin.

Dixon’s international footprint also broadened, with the opening in 1981 of Dixon Adflow Ltd. (now Dixon Group Europe) in Preston, United Kingdom. (Today the company’s European locations also include a facility in Troisdorf-Spich, Germany, which was established in 1998.) Dixon further expanded its mix of products into the hydraulic and pneumatic quick disconnect coupling market, in 1993, by purchasing the Perfecting Coupling Co. (now Dixon Quick Coupling).

The following year, R.B. Goodall passed away, after 65 years with the company. Sons Dick and Doug—the third generation of the Goodall family—stepped in to lead, without missing a beat.

In 1996, Dixon made a significant move by expanding its footprint to the Land Down Under, with the purchase of Australian manufacturer Minsup. Now known as Dixon Asia Pacific, the company has expanded its fire protection products and has grown to incorporate six locations across Australia.

Other acquisitions quickly followed: in 1999, American Coupling Co. (now Dixon Brass), which added sophisticated manufacturing of pneumatic brass hose fittings, couplings and adaptors; and Bayco Industries, which was merged with the already present Dixon operation in Canada to become Dixon Group Canada. Dixon Bayco U.S.A., the U.S. segment of Bayco Industries, is now known as Dixon Bayco. The pur-

## A Start-Up Sampler

With the American economy strong, the period when Dixon launched was a promising era for entrepreneurs. A sampling of other companies that were established around the same time:

**GENERAL TIRE AND RUBBER:** The company that made its brand famous with the slogan, “Sooner or later, you’ll own Generals,” was founded in 1915 in Akron, Ohio, by William F. O’Neil. Branching out into broadcasting in the 1940s, it went on to acquire radio and TV stations and networks across the U.S. Later reorganized into holding company GenCorp, General Tire was then sold to German tire maker Continental AG—and still exists as part of Continental’s American operations.

**CURTISS CANDY CO.:** Founded by Otto Schnering in 1916, near Chicago, Ill., the company debuted with its Kandy Kake, refashioned in 1921 as the Baby Ruth bar. Next came the popular chocolate-covered peanut butter crunch, Butterfinger. Curtiss was purchased by Standard Brands in 1964, which merged with Nabisco in 1981; in 1990, NJR Nabisco sold the Curtiss brands to Nestle.

**NASH MOTORS:** The automobile manufacturer that pioneered seatbelts (1950) and the compact (1950), subcompact (1970) and muscle car (1957) categories, was established in Kenosha, Wis., in 1916, by General Motors president Charles W. Nash. The Nash Model 671, which debuted a year later, was the first in a long line of vehicles to bear the Nash name. In 1954, Nash merged with Hudson Motor Car Co. to become American Motors Corp.—which was ultimately acquired by Chrysler Corp. in 1987, becoming the Jeep-Eagle division.

**THE BOEING CO.:** The multinational aerospace and defense corporation was founded in 1916 by William E. Boeing in Seattle, Wash. (See p. 10 for more.)

**PHILLIPS PETROLEUM:** Founded in 1917 by brothers L.E. Phillips and Frank Phillips, the company headquartered in Bartlesville, Okla., would go on to gain fame for its Phillips 66 brand, named in part to honor the historic U.S. highway, Route 66. Phillips merged with Conoco Inc. in 2002 to become ConocoPhillips.



Goodall family members in Dixon's employ include (l to r) Doug Goodall (an employee of Buck Foundry), his father Doug Goodall, Dick Goodall, Kate Gray (daughter of Dick Goodall), and Taylor Goodall, son of Dick Goodall.

chase expanded Dixon's product line to include petroleum and dry bulk fittings.

Dixon extended its reach into the food and beverage market in 2000 with the purchase of Bradford Fittings (now Dixon Sanitary), which offers a full line of 304 and 316L stainless steel fittings for use in the food, dairy, beverage, cosmetic, pharmaceutical and industrial markets. Four years later, the company created Dixon Fire to serve the fire protection industry; and in 2006, added more brass fire hose fittings to its line with the acquisition of Powhatan.

"When I started as a sales trainee in 1989, we had a catalog that was 112 pages long that included all the products we sold," says Scott Jones, today vice president of sales and marketing. "In the 21 years since then we have had nine acquisitions that we've assimilated into our product mix and our distribution system. The Dixon catalog is now 720 pages long! Today we're able to take a lot more products to our customers."

With the vast increase in product offerings has come a strategic decision to establish sales offices and distribution sites in locales all over the world: In addition to Australia, Dixon has a presence in Europe, Mexico, Russia, China and India.

"We've set ourselves apart in delivery by getting things quickly to our customers. They've come to rely on Dixon to carry the inventory they need, and in most cases they can get what they need the same day or the very next day," says Bob Grace. He started as a distribution manager in 1989 and today is Dixon president.

Grace, like Jones and other key members of Dixon's management team, spends a significant amount of time traveling to the company's far-flung sales offices and distribution sites; he spends about one week of every month on the road.

"While we do a fair amount of videoconferencing, you can't replace the face-to-face," Grace says. "It's so

important to spend time with Dixon's people, going over their business plans, letting them know just how important they are to the company."

And that personal connection is extended to Dixon's customers, says Jones. "We want Dixon to be the easiest company to do business with and we're not going to compromise," he says. "When a customer dials a Dixon phone number, they'll get a live person who picks up the phone within the first two rings. It all goes back to our core mission: We

#### DIXON DIVISIONAL MANAGEMENT TEAM

**Boss:** Wayne Spurrier

**Dixon Bayco:** Bob Koeninger

**Dixon Brass:** Jim Jablonsky

**Dixon Powhatan:** Hazen Arnold

**Dixon Quick Coupling:** Scott Clark

**Dixon Sanitary:** Sally Besgrove

**Dixon Specialty Hose:** Ron Athey



## At Home on the Eastern Shore

When Dixon pulled up stakes from gritty, downtown Philadelphia and moved to serene Chestertown, Md., in 1976, the contrast couldn't have been more stark.

Described as “a treasure hidden in plain sight” by the National Trust for Historic Preservation, Chestertown is located on the banks of the Chester River—a riverfront lined with historic 18th-century homes. With some 5,000 citizens, the town is proud of its rich colonial heritage, which it celebrates each year with the Chestertown Tea Party Festival. Its highlight is a re-enactment of the May 1774 protest, during which defiant residents, angered by British taxation, purportedly boarded a schooner and dumped its tea into the sea. The event came five months after the better-known Boston Tea Party.

Chestertown is also home to Washington College, the nation's 10th oldest college, established in 1782. A small liberal arts school of about 1,300 students, Washington College is perhaps best known for its Sophie Kerr Prize, awarded each year to a graduating senior with the greatest literary potential; the prize is the largest undergraduate award in the country, currently valued at about \$60,000.

Dixon employees who make their homes in and around Chestertown treasure its beautiful rural setting—its rolling farmlands and Chesapeake Bay estuaries. They enjoy strolling a main street lined with bed-and-breakfasts, small restaurants and shops. And they find comfort in the small town atmosphere, where everyone seems to know each other, and children can play safely and happily in the surrounding parks, fields and streams.



BERNADETTE VAN PELT

are ‘wrapped around’ our customers.”

Under the direction of human resources vice president Mary Price, Dixon now offers an extensive leadership training program; at various points during the year, promising employees from all over the world come to Chestertown for several intensive days of workshops and seminars. In addition to being immersed in Dixon's customer service model, they also discover firsthand that the “Six Pillars” of character remain key to the company's success.

“We have a very unique culture; it's a culture of people wanting to work together. There's a spirit of cooperation and a sense of family,” says Grace.

Agrees Jones, “We treat all of our employees with mutual respect. We don't have any big shots sticking their chests out and making all the decisions. There's a culture of working together.”

One key indication that this approach works is Dixon's low employee turnover rates. In an age when most people can expect to change jobs—and employers—eight or nine times throughout their

working lives, Dixon stands out for its employee retention, at every level.

With the company's 100th birthday just around the corner, what will the future hold? Dixon leaders are currently involved in a strategic planning process aimed at setting goals for the next 10 years.

CEO Dick Goodall is pleased to see the family-owned business grow to include the fourth generation: His son,

the United Kingdom. Like his father, Taylor Goodall sees continued expansion in international markets.

Says Bob Grace, “In the United States, Dixon has a very strong brand recognition. We're hoping to build that overseas, by gaining strongholds in places like India, China, Russia and Singapore. We want to expand the Dixon name and footprint across the globe.”

“H.W. Goodall **WOULDN'T** have **DREAMED** of how far Dixon has come.” —Richard “Flats” Flaherty



Taylor, who has worked in many different areas of Dixon's operations, has now been with Dixon for seven years. He recently joined the management team as vice president for distribution, a role that encompasses all the company's domestic branch locations. “I travel about one week out of each month,” he says, including “benchmarking” trips to Dixon distribution sites in Australia, Canada, Mexico and

“H.W. Goodall wouldn't have dreamed of how far Dixon has come,” says Richard “Flats” Flaherty, who retired as vice president of sales and marketing in 2010, after 40-plus years with the company. “Dixon has always strived to be easy to do business with—and at the same time, to be better at it than anyone else. For some companies that's lip service, but at Dixon, that's what we do every day.”

# Service, Speed, Style ... and Steerage

BY MIKE FIELD

Seventy-five years ago it was transport,  
not cruising, that kept the great ships afloat

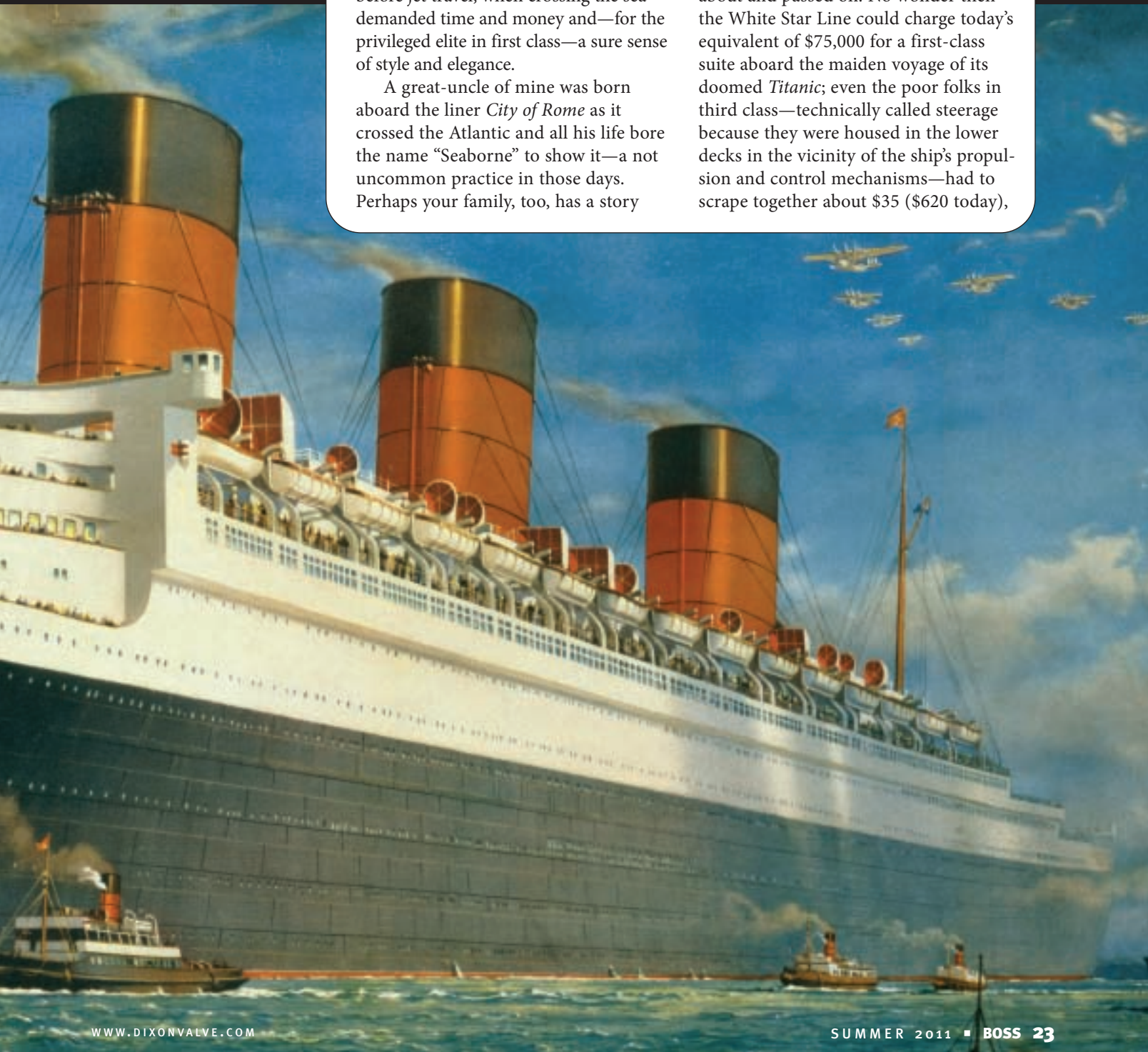




**LISTEN...** in the roll and lap of the ocean's waves you can hear the names of that bygone era of the mid-1800s to early 1900s: the *Mauretania* and *Lusitania*, the *Oceanic* and *Europa*, *Queen Mary* and the *Normandie*, the *Olympic* and her ill-fated sister, the *Titanic*. They were among the great ocean liners in the age of steam, before jet travel, when crossing the sea demanded time and money and—for the privileged elite in first class—a sure sense of style and elegance.

A great-uncle of mine was born aboard the liner *City of Rome* as it crossed the Atlantic and all his life bore the name "Seaborne" to show it—a not uncommon practice in those days. Perhaps your family, too, has a story

about one of the great ships and someone who made a passage to a new life in one. For many, those stories are not of teacups and caviar, but rather cramped quarters, seasickness and discomfort. Whether above the promenade deck or below it, those voyages were an event to be remembered and talked about and passed on. No wonder then the White Star Line could charge today's equivalent of \$75,000 for a first-class suite aboard the maiden voyage of its doomed *Titanic*; even the poor folks in third class—technically called steerage because they were housed in the lower decks in the vicinity of the ship's propulsion and control mechanisms—had to scrape together about \$35 (\$620 today),





Previous page: Illustration of the *Queen Mary* ocean liner. This page, left to right: The main dining room of the *Titanic*, the largest ship of its day; an advertising poster for the Cunard Star Line, featuring details of the *Queen Mary's* layout; the *Mauretania* in dry dock in Southampton in 1922; today's massive *Allure of the Seas*, with its 16 decks, and space for 6,300 passengers.



the equivalent of two or more weeks' wages to book passage.

But steerage, in fact, was where the money was.

Although the great ship lines never let on, the one-way steerage class passengers bound for the Americas to fill an unquenchable thirst for abundant cheap labor were the ocean liner's bread-and-butter. Typically the ships carried two or three times the number of third-class passengers as those in first—and often in cramped, austere and uncomfortable conditions. Earlier, in the 19th century, third-class passengers slept packed together in immense dormitories (which is why the steamship *Adriatic* could transport 50 passengers in first class and more than 800 below decks in steerage). But by the second decade of the new century steerage passengers were housed in compact cabins with bunks, cold running water and toilets; daily meals were provided in a common dining area. White Star Line's three great "Olympic-class" sisters—*Olympic*, *Titanic*, *Britannic*—even had a third-class common area with its own piano, though steerage entertainment was left strictly to the passengers' own making.

Yet nearly 100 years later it is the starched white collars, the Worth gowns and air of assured entitlement that came

with first-class passage that still draw our fascinated attention. Here is the last meal the first-class passengers aboard the *Titanic* ate before hearing an evening concert, wandering off to bed and ultimately claiming the majority of the spaces in the lifeboats: oysters and Beluga caviar followed by cream of barley soup; a third course of poached salmon steaks then filet mignon in wine; next sauteed duck breast with figs chased with a lemon sorbet to clear the palate; finally a roast guinea hen with raspberries and a Belgian endive salad to conclude. After the *Titanic's* great tragedy in 1912, the number of lifeboats, the height of the interior watertight bulkheads and the strength of the ships' hulls all changed. However the elegance, sophistication, fine dining and glamour remained.

Ocean liners, designed to take on the seas in all seasons and all weather, look distinctly different than the floating behemoths that are the modern cruise ship. This year the cruise industry expects to book 16 million passengers worldwide in ships like the \$1.4 billion *Allure of the Seas*, which entered service last December carrying 6,300 passengers on 16 decks with a 1,400-seat theater, ice skating rink and its own Starbucks. The emphasis in these ships is on grand open spaces, exte-

## Touching History

Not forgotten, and not entirely gone, the great ocean liners of the past—or parts of them—may still be seen in various forms here and there. Although most great ships typically have a life span of only decades before being overcome by fatigue and newer technology, there are about three dozen classic ocean liners still around today. Some are floating, such as the very early *S.S. Great Britain* (1843), now a maritime heritage site in Bristol, England, or tourist attractions like the *RMS Queen Mary*, famously converted to a hotel and conference center in Long Beach, Calif. One of the greatest of the ocean liners—the *S.S. United States*,

last holder of the Blue Riband award—is tied up in Philadelphia while volunteers attempt to raise millions to refurbish her. Some are laid up and out of service and threatened with likely deconstruction for scrap. About a dozen from the 1950s and '60s are still actively sailing as cruise ships in smaller markets focusing on a more intimate passenger experience. Although all of the great coal-burning four-funnel liners have been sunk or scrapped, you still can visit the beautifully hand-carved, oak-paneled dining room from the *Olympic* at the White Swan Hotel in Alnwick, England. —MIKE FIELD





rior cabins with windows and, increasingly, their own balconies, and a

plethora of shops, theaters, pools, restaurants and other amenities. When asked by *The New York Times* recently what cruise passengers desire most, Royal Caribbean President and Chief Executive Officer Adam Goldstein answered simply: “Options, options, variety, variety.” To accommodate their customers’ near-constant need for distraction, modern cruise ships locate almost all their common areas and most of their cabins in the unconstrained space above decks, giving them the peculiar appearance of floating condominiums stacked into the sky.

The classic ocean liner, by contrast, features a distinct hull, typically painted black and high in freeboard, which is the distance from the waterline to deck level. Many of the cabins and public spaces are thus contained within the hull itself, making them smaller, with lower ceilings, and giving them small stout portholes rather than large flimsy windows, which would easily wash out and flood a ship in rough weather. Here again, form follows function, and what

most differentiates life aboard the great classic liners from the cruise ships of today was the relative lack of diversion provided to the passengers.

Ocean liners were big ships going somewhere at great speeds with purpose. By today’s standards, the entertainment options offered by the ship’s management were scarce, and for the most part, passengers were expected to amuse themselves. This they typically did by writing letters or keeping journals; reading in the ship’s well-stocked lending library; smoking, playing cards and gambling in the men’s lounge; listening to the ship’s orchestra (usually consisting of a piano and small string section); and dining, drinking and dancing at elaborate formal evening soirees. There may have been a small indoor pool, more suitable for plunging than lap swimming, and a gymnasium with the latest in modern exercise equipment. There was shuffleboard and deck quoits, which is a British-invented game in which rope rings are tossed at a stationary peg. In fair weather there was shooting practice at clay targets off the ship’s stern. And for many passengers the highlight of a crossing was simply strolling the promenade deck, or occupying a well-placed deck chair to

watch the ocean roll endlessly by.

Every trip aboard an ocean liner was made to feel like a unique and special occasion. Yet beneath it all lay a kind of steady routine. In her 24-year career, the *Olympic*—when not called into wartime service as a troop transport ship—plied the Atlantic transit on a four-week cycle. It started with a seven-day voyage from Southampton to New York, followed by 3 ½ days to restock and board new passengers, then a longer return trip with additional stops at Plymouth and Cherbourg before reaching Southampton. Again a 3 ½-day turnaround was required before beginning the next voyage. Marvels of industrial age technology, with miles of cabling, pipes, and wiring of incredible complexity, the real miracle for these grand ships is that for so many journeys, life on board was quiet and uneventful.

It was almost enough to make one forget the great risk that any sea voyage entails. “When anyone asks me how I can best describe my experience in nearly 40 years at sea, I merely say, uneventful,” remarked the man who first commanded the *Olympic*. A year later, E.J. Smith would sail out of Southampton, and into the pages of history ... as captain of the *Titanic*. ◀

## Crossing or Cruising?

What is important to recognize is that the great vessels of that bygone era were ocean liners, not cruise ships. They were traveling to a destination with purpose, often carrying valuable cargo in addition to their passengers. British liners contracted with His Majesty’s government to carry the mail could use the prefix RMS or Royal Mail Ship—both the *Lusitania* and the *Titanic* used the RMS prefix and went down with mail aboard.

Speed, then, became an important component of a ship’s reputation. For more than 100 years, starting in 1838, an unofficial

accolade known as the Blue Riband was awarded to the passenger liner crossing the Atlantic Ocean in regular service with the record highest speed. First to claim the title was the paddle wheel steamship *Sirius*, which traveled from New Jersey to Ireland in 18 days at an average speed of 8 knots. By 1952, the last winner—the *S.S. United States*—was making the trip in three days, 12 hours, 12 minutes, at nearly 35 knots (about 40 mph). In the ’teens and 1920s most of the great ocean liners plying the Atlantic were making the passage in about five days’ time.

—MIKE FIELD

PUTTIN' ON THE

# ritz

BY MIKE FIELD

WHEN JOHN D. ROCKEFELLER was a young man, a minister once offered him the following guidance: "Earn all you can. Give all you can."

It was advice that Rockefeller followed the rest of his long life. In his earning, throughout the latter half of the 1800s, he created the modern petroleum business. Through his giving, he revolutionized philanthropy. Together, those two industries in countless ways shaped America in the 20th century.

Oil tycoon J. Paul Getty famously had this succinct advice for how to become wealthy: "Rise early. Work late. Strike oil." John D. Rockefeller amassed his wealth—at one point his net worth was estimated to be equal to roughly 2 percent of the country's GNP—without ever striking a gusher. In fact, even though his name is forever associated with Big Oil, it was only later in his career that Rockefeller owned oil wells. His initial foray into the industry was through petroleum refining, a straightforward industrial process that has fixed costs and relatively restrained and predictable profits. From the start, he was content to let others take the big risks (and potentially make the big fortunes) drilling for oil. Rockefeller's particular genius was in innovating new technologies and new business techniques that enabled him to consolidate the business and eventually create a monopoly—the Standard Oil Trust—that helped make him (depending on whom you asked) the most respected, or the most reviled, businessman in

American history.

And certainly, he was the richest: When *Forbes* compiled its list of the richest men in history, Rockefeller easily topped the charts with an amassed wealth equal to \$338 billion in today's dollars. By way of comparison, consider that Bill Gates, the Microsoft founder and computer pioneer, comes in 31st on the list with a measly \$54 billion or so.

Rockefeller easily topped the charts with an amassed wealth equal to \$338 billion in today's dollars.

In these matters it's important to keep all the zeros in those figures in their proper perspective. On Sept. 29, 1916, *The New York Times* gave front-page coverage to a run-up in the price of oil stocks sparked by a 10-cents-a-barrel increase in the price of crude petroleum. Five years earlier the Supreme Court had ruled that Standard Oil was effectively a monopoly made illegal under the Sherman Antitrust Act. The Court ordered the company broken up into 34 smaller companies, many of which are familiar

names today: Conoco, Amoco, Chevron, Exxon, Mobil and others.

Rockefeller, as the holder of 25 percent of all Standard Oil stock, was given the same percentage of stock in each of the new companies. Anyone who thought the court decision was a form of financial punishment aimed at Standard Oil's founder clearly missed this fine print. Now, in 1916, trading at a combined price (when you added the value of the stock of each of the 34 companies) of more than \$2,000 a share, the stock prices made Rockefeller the world's first billionaire. This was at a time when a first-class stamp cost 2 cents, and even more tellingly, the





THE **STORY** OF  
JOHN D. ROCKEFELLER'S  
**GETTING AND GIVING**  
AND **HOW** IT CHANGED  
**AMERICA**



John D. Rockefeller in a 1917 portrait by John Singer Sargent; Standard Oil Refinery No. 1 in Cleveland, Ohio, 1899; a political cartoon from 1904 demonstrates American fears about the Standard Oil Company's vast and growing power over the American government.



## NO ONE QUITE KNEW WHAT TO MAKE OF ONE MAN HAVING THAT MUCH MONEY. MANY WERE OUTRAGED.

entire federal government budget was only about \$710 million. No wonder then that the expression “rich as Rockefeller” came into everyday use for describing extreme wealth.

No one quite knew what to make of one man having that much money. Many were outraged. Even the staid *Gray Lady* herself, the usually reserved *New York Times*, struck a tone halfway between breathless excitement and stern moral disapprobation on the day following its announcement of Rockefeller's billionaire status. Apparently that story only stoked the flames of the Wall Street feeding frenzy, causing stocks to race even further ahead, and adding a cool eight mil to Rockefeller's wealth: **ROCKEFELLER GETS \$8,028,000 IN DAY** shouted the *Times*' front page headline. The paper

also noted that now the combined stock value of all the Standard Oil spin-off companies was equal to twice the entire debt of the United States.

All in all, it was an impressive achievement for a man born to modest circumstances who started out his business career as a wholesale greengrocer.

Born on July 8, 1839, the second of six children in a small town not far from Ithaca, N.Y., young Rockefeller displayed a sobriety and seriousness at an early age—in direct contrast to the notorious dalliances and escapades that earned his father the nickname “Devil Bill.” His mother, Eliza, was a devout Baptist and instilled in her son a dedication to hard work and charitable giving. From his first days he gave a portion of all his earnings to charity and by the age of 20 he was tithing—donating

a tenth of all he earned—to his Baptist church. His two main ambitions as a youth, he once confided, were to earn \$100,000 and to live to be 100. In the end, he nearly achieved both.

As a boy, Rockefeller and his family moved to Cleveland, where he graduated from high school and then briefly studied bookkeeping. Starting his own wholesale produce company with a business partner in 1859, Rockefeller was ideally situated at the confluence of two important discoveries.

The first was made by Pennsylvania businessman Samuel Martin Kier. In 1851, he developed a method of heating and distilling the crude petroleum oil that had been seeping into area salt wells; Kier produced a clear combustible liquid that he sold under the name of “Carbon Oil” —today com-



monly known as kerosene. It was a timely discovery, as the last of the whaling grounds were being depopulated and the price of whale oil was skyrocketing; people needed something to fuel their lamps.

Then, in the summer of the same year Rockefeller opened his business, Edwin Drake drilled 70 feet into the ground in a Pennsylvania farmstead and produced the world's first oil well. (Until the discovery of oil in Texas in 1901, Pennsylvania would produce half the world's oil supply.)

Need and resource and technology had all come together to create a new industry and John D. Rockefeller, showing the innate business savvy that was to define his entire life, was quick to recognize the opportunity. In 1863, Rockefeller and his business partners built an oil refinery in Cleveland's industrial area, near the railroad tracks that would enable them to ship the new commodity kerosene all over the United States. Within two years he was able to buy out his partners for \$72,500 at auction; it was, he later recounted, "the day that determined my career."

It was around this time that Rockefeller began life as a family man. He married Laura Celestia Spelman in 1864 (about whom he would later say, "Her judgment was always better than mine. Without her keen advice, I would be a poor man.") The two would go on to have five children: four daughters and a son, John D. Rockefeller Jr.

As a businessman, Rockefeller had a keen instinct and a laser-like focus on bringing what he saw as order and rationality to a wildly chaotic evolving industry. He believed deeply in the value of what he did, saying often that the purpose of his company was to provide "the poor man's light." In 1870 he formed Standard Oil of Ohio, and rapidly built it to the largest and most profitable refinery in the state. Never afraid to borrow money or drive a hard bargain, he bought up competitors at every opportunity—in one four-month period in 1872, in what came to be known as the "Cleveland Massacre," he

purchased 22 of 26 competitors in his hometown—and he worked tirelessly to improve efficiency and economy in his refineries. The size of his operation enabled him to demand, and receive, substantial discounts and kickbacks on the railroad shipping costs of his kerosene, which he then used to undercut his competitors.



Rockefeller was a man with a vision, but surprisingly, it may not have been as simple as wanting to be the richest man in the world. He set his mind on greater accomplishments. "I had no ambition to make a fortune," he later recalled. "Mere moneymaking has never been my goal. I had an ambition to build." And build he did. By the end of the 1870s, Standard Oil was refining more than nine-tenths of the oil in the United States and Rockefeller was already a millionaire.

Despite its immense size (it was the world's largest and wealthiest corporation), Standard Oil was a remarkably efficient organization and was surprisingly quick to satisfy customers and adjust to new market realities. Rockefeller was proud of the fact that under Standard's monopolistic practices (which he portrayed as merely bringing rationality and efficiency to the marketplace), the consumer price of kerosene fell by 90 percent. In addi-

tion to eliminating competitors, Standard also eliminated many of the resellers and middlemen that inflated the final cost of kerosene.

To further increase efficiency, the corporation standardized product, containers and shipping. Moreover, Standard Oil was agile enough to withstand the invention of the electric light and the steady decline for kerosene used for lamps that resulted. Around this time a former waste product of the distillation process—gasoline—took on new importance, and Standard was quick to capitalize on the nation's growing thirst for it. As the years advanced, the value of Standard Oil stock—and Rockefeller's millions—seemed to multiply endlessly.

And yet, probably owing to his strict evangelical Baptist upbringing, Rockefeller was noticeably lacking in the usual millionaire vices. He did not drink, smoke, dance or, apparently, keep mistresses. Always physically active and a keen sportsman, near the age of 60 he stumbled into golf and thereafter played nearly every day for the rest of his life. He lived, dressed, ate and recreated as you would expect of a multi-millionaire; but unlike the great robber barons of his age, he did not collect yachts or castles or Renaissance paintings. When he retired from the daily management of his business around the turn of the century (he was in his 50s at the time), rather than collecting great works, he set about doing them, turning his sharp analytical mind to charitable giving with the same relentless efficiency and effectiveness with which he had built his companies. In the process he transformed the concept of charity from merely giving alms to the modern philanthropic ideal of investing in a better tomorrow.

In 1909, Rockefeller wrote a short treatise describing his own evolving understanding of charity. In *The Difficult Art of Giving*, he recounts how initially he followed "the haphazard fashion of giving here and there as appeals presented themselves." But with increasing wealth came a growing understanding that carefully targeted

giving—like good investing—is sure to bring the highest returns. “We have sought, so far as we could,” he wrote, “to make investments in such a way as will tend to multiply, to cheapen, and to diffuse as universally as possible the comforts of life.” Four years later, in 1913, he established the Rockefeller Foundation with the explicit intent of developing systematic methods of philanthropy.

In his philanthropy, like in building the Standard Oil petroleum empire, John D. Rockefeller was an astute judge of character and eager to enlist the very

best minds and ideas: initially Baptist clergyman Frederick T. Gates, who guided the transformation of the University of Chicago from a small Baptist college to a pre-eminent research university with the aid of Rockefeller money; later Raymond Fosdick and George Vincent helped plan Rockefeller Foundation benefactions, particularly in the areas of higher education and medicine, where much of the foundation’s funds, energies and original ideas ultimately had such transformative effect.

It is nearly impossible to overesti-

mate or easily summarize the power of Rockefeller’s philanthropy. He gave away more than \$540 million (roughly \$7 billion in today’s dollars) during his lifetime, creating important entities like Spelman College (which bears his wife’s maiden name), Peking Union Medical College in China and the Johns Hopkins University School of Public Health. He is widely recognized as the greatest lay benefactor of medicine in history and—although he personally preferred homeopathic remedies—was singularly responsible for the advance of modern medical science.

Rockefeller achieved his early ambition of making \$100,000 many times over; only in his desire to see 100 did he fall short, though he survived well into his 90s. As an old man he remained mentally and physically fit until almost the very end, focusing on his golf and giving. When he was 91 he played six holes in 25 strokes. John D. Rockefeller died on May 23, 1937—less than two months shy of his 98th birthday. The family wealth was placed in a series of complex trusts, the terms of which were kept private and aroused considerable curiosity and speculation over the years. A little light was shone into the family fortune when grandson Nelson Rockefeller was appointed by newly ascendant President Gerald Ford to take the role of vice president. At his confirmation hearings, Rockefeller gave Senators and the American public a look at the complex web of the family finances, saying, “If you’re thinking of colossal economic power, it doesn’t exist. We have investments, but not control.”

Today, John D. Rockefeller’s wealth—and the deeply ingrained tradition of family giving—continues to improve and enrich the lives of countless people. No less than the Carnegie Corp., another great charitable institution begun by a 19th-century industrialist, lent this praise to the Rockefeller legacy: “The contributions of the Rockefeller family are staggering in their extraordinary range and in the scope of their contribution to humankind.”

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# A Home for the Cubs

The humble beginnings of Wrigley Field

BY GREG RIENZI

**Charles “Lucky Charlie”** Weeghman served up a circus-like spectacle for the Chicago Cubs’ opening day on April 20, 1916. The Cubs had a new home—the north side ballpark that would later be dubbed Wrigley Field—and the team’s new owner wanted fans to embrace a fresh era for the 40-year-old National League franchise.

A consummate promoter and salesman, Weeghman had the team parade through the Windy City streets to Weeghman (pronounced Weg-man) Park, built two years prior. The pre-game ceremony included a marching band, fireworks and even a bear cub and zookeeper from the Lincoln Park Zoo. (The bear, nicknamed “Joa” after Cubs minority owner Jonathan Ogden Armour, would later be housed in a cage outside the park, on Addison Street.)

Weeghman, a self-made millionaire who started his career as a waiter making \$10 a week, then went on to earn his fortune as a food-counter chain entrepreneur, had waited years for this signature moment.

Eager to own a baseball team, he had unsuccessfully tried to purchase the St. Louis Cardinals in 1911. So he seized on an opportunity three years later to join the fledgling Federal League, an independent or “outlaw” league that wanted to compete with the established American and National Leagues of professional baseball.

Weeghman founded the Chicago Federals, one of eight teams in the new



Three decades after it was built, Wrigley Field hosted the Tiger-Cubs World Series in 1945. Tickets for the final game went on sale at 8 a.m. on Oct. 9; lines started forming at around 6 p.m. the preceding day.

league, and built a stadium for the team in the Lake View neighborhood, on the former site of the Chicago Lutheran Theological Seminary. Later on, Cubs fans could thus lay claim that Weeghman Park/Wrigley Field was built on “hallowed ground.”

Construction of the 14,000-seat Weeghman Park, designed by architect Zachary Taylor Davis, began on March 14, 1914. The steel and concrete stadium cost \$250,000 (\$5.6 million in today’s dollars) and featured a single-story grandstand, a small section of bleachers in right field, 4,000 yards of soil and four

acres of bluegrass in the outfield. A modest park by the day’s standards, Weeghman paled in comparison to the Chicago White Sox’s Comiskey Park, also designed by Davis, which had been built in 1910 and dubbed “the baseball palace of the world.”

After the Federals’ first season, Weeghman held a contest to rename the team. The fans chose the Chicago Whales, which according to Cubs historian Ed Hartig, referenced the team’s “A Whale of a Club” slogan and the nearby Waveland Avenue that would flood after rains.



Wrigley's famous hand-operated scoreboard; a poster of Mordecai "Three-Finger" Brown; slugger Babe Ruth in 1918.

Though a few major league players had jumped to the upstart Federal League, or threatened to jump, the league ultimately could not sustain interest. It folded after just two seasons, in 1915.

Weeghman, as part of a Major League Baseball settlement, was allowed to purchase 90 percent of the financially troubled Cubs for the price of \$500,000 (roughly \$11.2 million today).

The Cubs had been playing in the West Side Grounds in an ethnic part of town, where they enjoyed a heyday. They won a record 116 games in 1906 and one year later triumphed in the World Series, besting the Detroit Tigers. While the Cubs boasted a winning tradition in the old stadium, the park had its quirks. Sections of the dilapidated wooden park burst into flames on several occasions—one time forcing players to come to the aid of fans.

Weeghman's decision to move the team to the north side of Chicago angered some supporters, and was a bit of a gamble, according to Hartig. "The

West Side Grounds was closer to the downtown area and the new park was in an area not very well developed at the time," he says. "Some thought he was abandoning his fan base or giving up on the West Side."

To bring Weeghman Park up to major league standards, Weeghman added more bleachers and brought capacity up to 16,000. Major League

Alexander and Zack Wheat.

The Cubs began play in their new stadium toward the tail end of the "dead-ball era" (the period—from about 1900 through 1919 and Babe Ruth's emergence as a power hitter—when a ball was often used for the whole game). Cy Williams, the team's left-handed-hitting center fielder, would lead the majors in homers that season with a paltry 12—a far cry from today's home run totals. "The game back then heavily relied on bunting and stealing. Triples were more common than home runs," Hartig says.

And players didn't live or travel in luxury, he notes. "This was also before commercial air travel and teams went by bus from city to city."

The Cubs won Opening Day in extra innings, beating the Cincinnati Reds, 7-6, but would go on to finish the 1916 season with an unspectacular 67-86 record.

The highlight of the season came on Sept. 4 when pitching legends Christy Mathewson and Mordecai "Three-Finger" Brown squared off in what was the final game of their heralded careers. For the much-hyped contest, the Cubs made a poster of Brown's famous right hand, which was missing parts on two

**"THE GAME BACK THEN HEAVILY RELIED ON BUNTING AND STEALING. TRIPLES WERE MORE COMMON THAN HOME RUNS."** —Cubs historian Ed Hartig

Baseball at the time had 16 teams, eight each in the American and National Leagues. Most of the stars of the day resided in the American League, including the likes of Babe Ruth (then a pitcher with the Boston Red Sox), Ty Cobb and "Shoeless Joe" Jackson. The National League could claim future Hall of Famers Rogers Hornsby, Grover

fingers due to a farm machinery accident in his youth. To the disappointment of Cubs fans, Mathewson's Reds carried the day, 10-8.

Peter Alter, an archivist at the Chicago History Museum, believes that Weeghman Park would largely be unrecognizable to the modern fan. The stadium, he said, needed to evolve



before it could be appreciated. “It was a modest, second-rate park in its own town when it opened, but the ballpark stuck around and aged well,” Alter says.

Beginning in 1922, the renamed Cubs Park underwent several renovations. The grandstands were moved back 60 feet and wooden bleachers were added, increasing the capacity to 20,000.

Weeghman went bankrupt in the early 1920s and was forced to sell controlling shares of the team to chewing gum magnate William Wrigley Jr. Thus, in 1926, Cubs Park was renamed Wrigley Field. To increase seating capacity to 38,396, Wrigley constructed a double-decked grandstand, while lowering the playing field and removing the bleachers in left field.

More renovations occurred in 1937. Bill Veeck constructed the famous hand-operated scoreboard behind new bleachers in center field. (The scoreboard remains a manual affair to this day, and still has never been hit by a batted ball.) Also that year, Veeck planted 200 Boston ivy plants and 350 Japanese bittersweet plants—curling vines that would spread to create the signature look for Wrigley Field’s outfield wall.

Lights for Wrigley Field were originally to be installed for the 1942 season. However, because of the U.S. involvement in World War II and the bombing of Pearl Harbor, Wrigley decided to donate the lights to a shipyard for the war effort instead.

Wrigley Field would stay dark at night for the next 46 years, limiting the Cubs to day games only when playing at home. Not until 1988, after baseball officials refused to allow Wrigley to host any postseason games without lights, was the stadium illuminated.

Today, Wrigley Field is the second oldest major league ballpark, only behind Boston’s Fenway Park, which opened in 1912.

Since the 1940s, Wrigley Field has changed little, save for the addition of the lights. What also hasn’t changed is the Cubs’ notable absence of World Series titles. But each season, loyal Cubs fans turn out to support their team. At Wrigley Field, it seems, hope springs eternal. 🍷

## Take Me Out to the Ball Game

**Wrigley Field wasn’t the only game in town in 1916—or the country, for that matter. Some other notable baseball parks of the day, and what made them unique:**



**Comiskey Park:** Home to the Chicago White Sox from 1910 to 1990, the park was named for its builder, Charles Comiskey. During its 81-year history, it was the site of 6,000 games, including four World Series (one played by the Chicago Cubs, because there wasn’t enough seating at Wrigley Field). The stadium originally sat a record 32,000 fans, earning it the nickname “The Baseball Palace

of the World.” Comiskey Park was demolished and turned into a parking lot in 1991, when the White Sox moved across the street to U.S. Cellular Field.

**Forbes Field:** The Pittsburgh Pirates opened this park in the Oakland neighborhood of Pittsburgh, Pa., with a game against the Chicago Cubs on June 30, 1909—and faced the Cubs again for their last game in the stadium on June 28, 1970. Renowned for a rock hard infield that caused unpredictable bounces (and earned it the nickname “The House of Thrills”), Forbes Field was demolished in 1971; today the space it once filled holds the library and dorms of the University of Pittsburgh.



**The Polo Grounds:** Just north of Central Park in New York City, the site (originally constructed in 1876 for polo games) saw a succession of four different stadiums that culminated in “Polo Grounds IV” in 1911. The new stadium proved good luck for the New York Giants, who went on to win the National League pennant in 1911, 1912 and 1913. The New York Yankees also briefly made their home here, from 1913-1922, before building Yankee Stadium across the Harlem River. In 1951, Bobby Thomson’s famous line drive home run—“The Shot Heard ‘Round the World”—soared into the lower deck of the left-field stands. The stadium was demolished in 1964, but not before the New York Mets played there in 1962-63. (The Giants had moved to San Francisco in 1957.)



**Fenway Park:** Opened in 1912 as home to the Boston Red Sox, Fenway Park is the oldest Major League Baseball stadium still in use. With its location in the densely populated neighborhood near Boston’s Kenmore Square, it blends in so well with surrounding buildings that first-time visitors sometimes drive right by. Once inside, though, avid fans (known as the “Red Sox Nation”) can’t miss the famous “Green Monster”—the 37-foot, 2-inch high wall in left field that’s just 305 to 315 feet from home plate, making it a popular target for right-handed hitters. Other notables: the lone red seat in right field that marks the longest home run ever hit (502 feet, by Ted Williams), and the retired numbers of the team’s greats on the right-field façade.



# Shapely Icon

With the debut of Coca-Cola's unique contour bottle, the company's fortunes were set

BY MARIA BLACKBURN

**It is the bottle that launched a billion sips.**

The Coca-Cola Co.'s contour bottle, introduced in 1916, isn't just a soft drink container. It's an icon. With its feminine curves, compact shape and sleek lines, this is a bottle so distinctive that it is reportedly recognized by 95 percent of the world's population. Nicknamed the "hobble skirt" for its resemblance to a popular fashion of the early 20th century, the bottle was termed "a masterpiece of scientific, functional planning" by noted industrial designer Raymond Loewy. "The Coke bottle," he said, "is the most perfectly designed package in the world."

The legendary design has its origins in a contest that the Coca-Cola Co. held for bottle manufacturers in 1915. At the time, bottled soft drinks were all packed in almost identical straight-sided bottles. Shopkeepers cooled the drinks in tubs of cold water and often the bottles' paper labels peeled off. "The Coca-Cola people wanted a design that could be recognized even by anyone just feeling the bottle in their hand," Earl R. Dean, mold shop supervisor for the Root Glass Co. in Terre Haute, Ind., recalled in an oral history that his son Norman recorded in 1969.

A supervisor at Dean's company named Alexander Samuelson, who was

part of the initial meeting, offered a kernel of an idea when he asked, "What is Coca-Cola made of?" Thinking something in the appearance of the coca plant or kola nut would lend itself to their task, Dean and Root Glass auditor T. Clyde Edwards set off for the public library to find images of both ingredients. They failed. But they did find a small diagram of a cacao pod, and Dean immediately saw the bulbous, gourd-shaped bean as the perfect inspiration.

He sketched a design for the bottle and showed it to his boss. "I told [him] it could very well be transformed into a bottle, and at the stem end we could place a ring for a cap," Dean said. In 20 hours Dean crafted the mold, then they produced a dozen samples, and sent one off. Out of more than a dozen designs, the contour bottle was deemed the winner and from the time it hit the shelves the following year, the Coca-Cola contour bottle was a huge success.

However, it would be decades before Dean's work would be publicly recog-

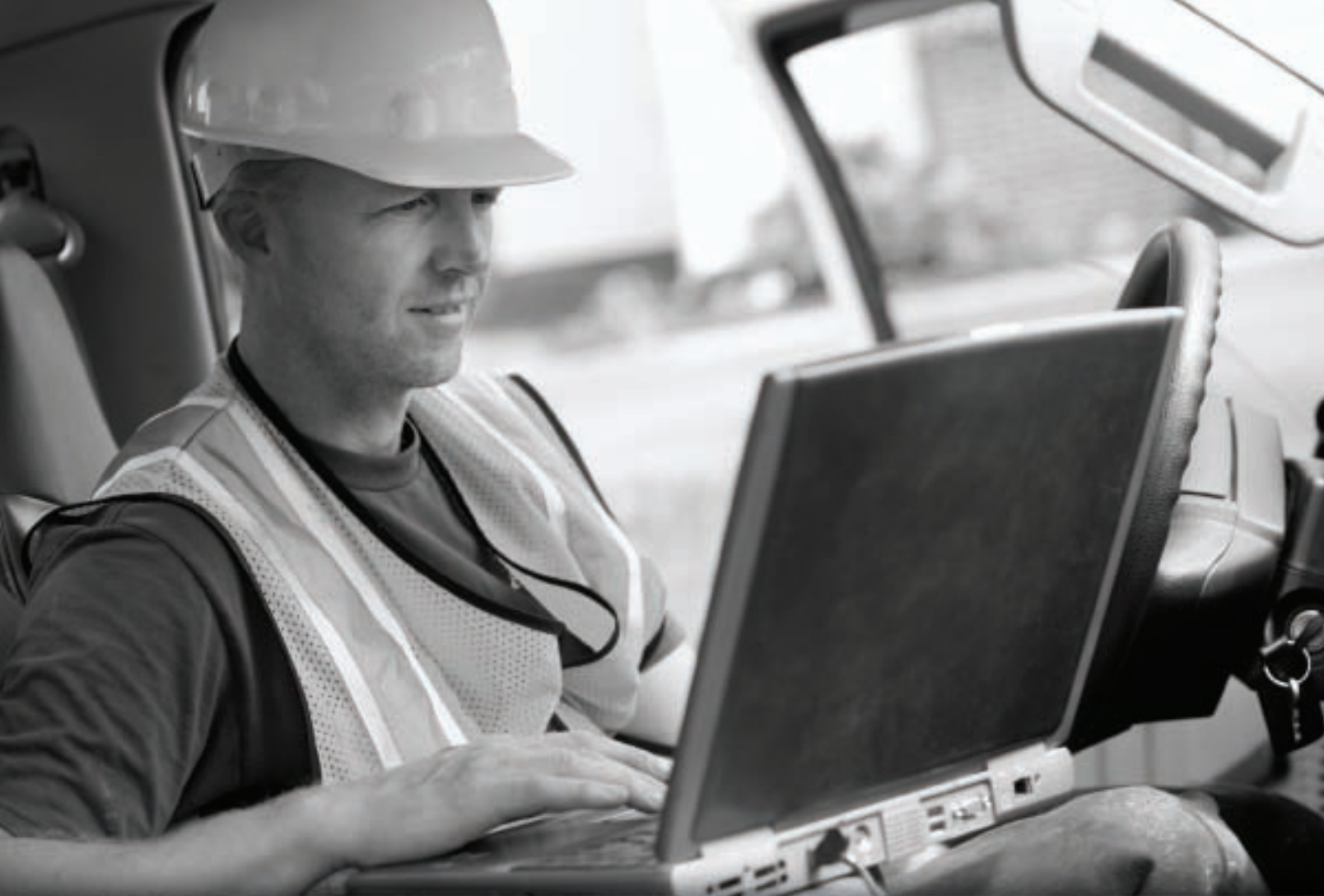
nized. Samuelson, not Dean, was listed as the inventor on the company's Nov. 16, 1915, design patent. And to this day many people credit Samuelson with designing the iconic packaging that's still being used to bottle the soft drink some 95 years later.

Jeff Dean, his grandson, isn't one of them. For the last 30 years or so, he and his father have worked to make sure Earl Dean's contribution to history is not forgotten. In 1998 he created an online tribute to his grandfather (<http://www.thecontourbottle.com>) and just last year Norman Dean, Earl Dean's son, published a book about the invention of the contour bottle called *The Man Behind the Bottle* (ExLibris, 2010).

"My grandfather was a nice guy who never wanted to make waves, but the shape of that bottle is an important part of how Coca-Cola markets and sells that drink," says Jeff Dean, a purchasing manager who lives in Santa Clarita, Calif. "If it wasn't for that bottle, I'm pretty sure Coke would be no more distinguishable than any other soda." ■







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