

November 15, 1928

Mr. E. W. Webb,
Ethyl Gasoline Corp.,
25 Broadway,
New York City.

My dear Mr. Webb:

I had a talk today with Mr. Jordan and Mr. Siebenthaler in regard to the situation in the Standard Oil of Indiana territory. According to the information I have obtained there is every reason to believe that things are going to work out satisfactory to us. Mr. Jordan's latest information is to the effect that in the near future the Standard Oil of Indiana intends to install bulk mixing plants at every point except Green Bay. I believe that with a little judicial pressure and suggestion we would be able to have Green Bay properly taken care of also. Jordan will keep me informed as to the progress of his negotiations in the next few days and I hope to be able to give you further information when you are in Cincinnati.

After my talk with Jordan I am inclined to believe that we should proceed very judiciously in applying pressure on the manufacturing department of the Standard Oil of Indiana. I know you understand fully the objection that these people have to pressure and co-ercion and Jordan is of the opinion that the present time is a good time to strike for what we wish, but that it will be exceedingly important not to give these people the feeling that they are being really pushed into this. He feels that an earnest request for their cooperation will be met with a good response, but he feels that if one were to approach this situation through the sales department only that the offense to the manufacturing department would be felt keenly and might have the effect of obstructing completely for a time the progress that is being made by methods of cooperation. I am inclined to believe that he is right, and although I do not wish to temporize I would strongly suggest that an interview over this matter should not be had with the sales department only, but with such other influential men (including the manufacturing department) as will make it obvious that we are not trying to go over anybody's head.

I believe it should be pointed out to them that so long as they are operating with equipments that are unsatisfactory we are completely unable to compel elsewhere the installation of what we know to be a proper type of apparatus. They should understand that with the spread of this industry through the entire United States it becomes necessary to maintain simplicity and uniformity if we are to be able to avoid the hazards which are necessarily associated with mixing. We should feel perfectly free to ask their cooperation in making it possible for us to have proper installations all over the United States, and they should

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understand that so long as they by their inaction obstruct this policy, they are endangering not only their own but everybody's else business interest. Furthermore, it is up to them to see that in spite of the fact that their having started badly is not altogether their own fault but is in part the fault of the Ethyl Gasoline Corporation, still the matter of equipment is no longer a matter of experimentation and the matter of the commercial importance of Ethyl Gasoline to themselves no longer contains a question of doubt. There is no longer any reason, therefore, for them to continue with a situation which is full of potential hazards to themselves as well as everybody else. I believe that once this is made perfectly clear not only to the manufacturing department but to every responsible person in the Board, that action should be easy to obtain. I feel, however, that we must proceed very cautiously and in such a way as not to offend the manufacturing staff, for it seems reasonably certain that they can obstruct us in many ways if they wish. Jordan is very much interested in this matter and is working hard on it, and I believe is in a fair way to accomplish what he is attempting to do. He has suggested to me that he believes it would be a good idea if he could see you in Chicago before you see the Standard Oil group in order to communicate to you any further developments that may occur meantime. You may or may not regard this as necessary, but if you do regard it as advisable it would be a good idea to communicate to Jordan as soon as possible the date on which you expect to be in Chicago in order that he can arrange his engagements accordingly. It may be possible for me to be in Chicago at that time, certainly if you regard it advisable I can arrange to that end.

Kindest regards.

Very truly yours,

RAK:EJ
