Timken Detroit all recognized the merit of Continental's scheme, and promptly appointed the same agents, known as "parts stations." By 1924, there were parts stations in 31 cities, and the manufacturers recognized they needed an organization to oversee the national distribution of parts, and NAPA was consequently formed on April 17, 1925.

Reinz

Founded by Hugo Reinz in Berlin in 1920, Reinz's greatest breakthrough came in 1928 when th company patented a new cylinder head gasket. Called the Reinz Special, it consisted of a wove metal core surrounded by asbestos fibers, and was so advanced that in the 1930s nearly all European manufacturers used it, even the great car racing companies, Audi Union and Merced

Even though the Reinz Special was in production for sixty years, Reinz did not rest on its laurel In 1942, when material supplies were squeezed by the war, Reinz developed an asbestos-free gasket, Deuma. After the war, Reinz moved headquarters to Neu-Ulm, where the company continued to grow, and in 1993 Reinz joined the Dana family. Merged with Victor, Victor-Reinz was the largest manufacturer of flat gaskets in the world.

8th vignette

Dana's People



In 1929, the United States produced 4.5 million cars. In 193 production slumped to 1.1 million. After the boom years of t 1920s, the Wall Street Crash and the Depression devastate industry. By the time the Depression bottomed out in 1932, huge numbers of workers had been laid off, and wages in tl automotive industry had dropped by 35%. The workers wer hurting, and in an effort to protect themselves they formed unions that quickly grew powerful.

In place of the friendly relations established at Spicer durin the boom years, there grew an atmosphere of confrontation. The workers had lost faith in their management, and Charles Dana, while he loved working with people one-to-one, mistrusted the new adversarial organizations.

On the morning of Friday, February 23, 1934, matters came to head in Toledo. After delays in recognizing an United Auto Workers (UAW) contract, 4,000 workers went on strike from Spicer, Logan, Bingham and Electric Auto-lite factories. Over 2,000 Spicer workers participated in the walk-out, and, despite the sub-zero temperatures, they set up a picket line outside the plant. Charles Dana was at the plant early, chatting to the pickets, sending out coffee and carrying out buckets of coal to keep their fires going.

On Sunday, Dana held conferences with business leaders and bankers, then gathered the principal management and union members together at the Commodore Perry Hotel, where they laid out the basis for agreement. That night, Dana took a train to Washington, where he conferr with NRA leaders and officials from the American Federation of Labor, before returning to Toled on Tuesday for more conferences. When negotiations seemed headed for stalemate, Dana insisted on another conference on Wednesday, and they finally reached a settlement.

The terms were laid before the workers that evening, and the union's business agent, Thomas Ramsey, urged the workers to accept the pact. They did, almost unanimously, by a standing vo The workers, having grown fond of "Charley" Dana, called for him to speak. "I felt it was a privilege to work to provide jobs for you," he said. "There is only one thing really worth while abc an organization and that is its men and women. Stone and mortar, bricks and machinery can be duplicated, but the workers cannot."

At the end of his speech, Charles Dana was cheered. But the strike left an indelible mark on hir