

Relocation was a typically smooth Dana operation. Forty families were taken on a special train over the Pennsylvania railroad. On the train, it was business as usual. Even the mail was distributed to the proper department officials. At Toledo, a fleet of automobiles from the Reuben Realty Company met Spicer people and their families off the train, and took them on a tour of the town, during which many of them selected their new homes.

Henry Ford

Between 1910 and 1920, the United States automotive industry was transformed from a thriving cottage industry into a major industrial power. Remarkably, one man was largely responsible for this achievement.

With a determination to bring the automobile within the reach of every hard-working American, Henry Ford used the moving assembly line to accelerate production and reduce costs. His methods, and the phenomenal success of the Model T, speak for themselves. In 1908, when the Model T was introduced, Ford's sales were 10,202. By 1916, they had risen to 734,811.

Henry Ford also had an enormously beneficial impact on American industrial workers, when in 1914 when he offered to pay an unprecedented \$5 for a day's labor (a little over double the minimum wage). The offer created such havoc outside Ford's factories that water cannons were used to turn away the crowds.

Ideas - What are they worth

Realizing that "incentive was a good stimulus to constructive thinking," in 1924 Dana assured its house inventors they would receive a proper reward for any commercially valuable innovations. In addition, Dana offered potential inventors the services of the Engineering and Experimental Department, and promised to cover all of their associated expenses.

"It is ideas that control markets, not bricks, mortar, machinery or even money," read an editorial in the Driveshaft. "It is ideas that are going to insure the future of this Company and those who depend upon it for their livelihood, therefore the Management invites you to think with them for mutual benefit, to the end that our advancement in the Universal Joint art may keep well ahead of any other manufacturer in the same line."

Looking after number one

When Spicer moved in 1928 from South Plainfield to its new offices in Toledo, Gladys Kummer was their first new employee — a stenographer for the temporary offices in the Secor Hotel. She was given Workcard Number 1. "The man at the employment agency which recommended me for the job warned me for the job warned that Spicer was just a little outfit," she said, "but I took the job anyway."

The first office was erected on the company's Bennett Road site, and rest-room facilities were rented from a neighbor. As the company grew, it hired a local woman to arrange food, setting up planks on sawhorses on her home for dining tables. "Those meals were unforgettable," said Mr. Kummer. "I can remember the huge platters of pork chops, potatoes, and bowls of gravy she served us for 35 cents a person. It was wonderful."

Spicer production facilities started its move from New Jersey in 1929 and completed its arrival in Toledo in 1931. Remarkably, throughout the Depression, the plant was never closed down. As for Gladys Kummer, she stayed with the company for the next 40 years, until she retired. By the time she retired workcard No. 1, the company had grown into a multinational organization, boasting annual sales of more than \$500 million.

7th vignette

Sales, promotions and advertising