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# The Awakening of a Company

*The Story of  
Endicott Johnson Corporation*

ELI G. WHITE



THE AWAKENING OF A COMPANY  
THE STORY OF ENDICOTT JOHNSON CORPORATION

An Address at New York

AMERICAN NEWCOMEN, *through the years has honored numerous corporate enterprises in many paths of human endeavor, and has honored those pioneer leaders and those who followed whose vision, determination and resourcefulness created these enterprises and carried them forward. Such a Newcomen manuscript is this, dealing with the history of a nationally-known organization of foremost importance in the shoe industry.*



“Endicott Johnson evolved from the Lester Boot Company, which was established around 1880 in Binghamton, New York. In those days production amounted to a few hundred pairs of boots daily. Around 1890 Henry B. Endicott, a Boston leather supplier, acquired the plant . . . and with it a young man, who in his early years as a plant superintendent and later as partner, president and chairman, was to guide the company in its development as one of the world’s major shoe manufacturers. . . . George F. Johnson.”

—ELI G. WHITE



# The Awakening of a Company

## *The Story of Endicott Johnson Corporation*

ELI G. WHITE

MEMBER OF THE NEWCOMEN SOCIETY  
PRESIDENT AND CHIEF EXECUTIVE OFFICER  
ENDICOTT JOHNSON CORPORATION  
ENDICOTT, NEW YORK



THE NEWCOMEN SOCIETY IN NORTH AMERICA  
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tory of Endicott Johnson Corporation, was  
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York, N. Y., when Mr. Eli G. White was  
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INTRODUCTION OF MR. WHITE AT NEW YORK BY MR.  
JOSEPH M. BELL, JR., CHAIRMAN OF THE BOARD, NEW  
YORK STATE ELECTRIC AND GAS CORPORATION, ITHACA,  
MEMBER OF THE CENTRAL NEW YORK COMMITTEE  
IN THE NEWCOMEN SOCIETY IN NORTH AMERICA

*My fellow members of Newcomen:*

**T**HERE is an old cliché about someone being the right man at the right place at the right time. I am sure that it has been aptly used to describe many other people in other circumstances. In most cases it has been misused in a forensic display when there was little or nothing of a concrete nature to praise.

This old saying precisely fits our honored guest.

He *is* the right man. He came to Endicott Johnson less than four years ago as Assistant to the President. He brought to us 25 years of experience with General Shoe Company (Genesco), one of the great companies in the industry. At Genesco he worked his way up through every kind of job to become general manager of a group of eight plants in Tennessee. He not only learned how to make shoes, but equally important, he learned how to get along with people, to understand them and to bring out the best in them. For this he was awarded General Shoe's first *Applause Plaque* for having done more than any other person in the company to develop those under him. That, my friends, is the essence of executive ability.

Incidentally, I don't want to create the impression that I am here to praise Genesco; but give the devil his due! They recognized and gave scope to the development of the talents of our honored guest. When we weaned him away, we might as well have opened their vaults and helped ourselves to their treasures.

Endicott Johnson was certainly the right place. It had slipped over the years from its place of eminence in the industry and, at the time he came with us in the middle of 1961, it was skidding downhill at an accelerating rate, headed for dear knows what.

It was clearly the zero hour for the Company. I say with less conviction that it was the right time. It would have been far better for all concerned if it had been a couple of years earlier and if, at that time, we had been fully aware of his technical skills and his consummate executive ability. But then the story would have been far less dramatic. Who knows?

We might not have had the series of deficits culminating in the whopping 14 million dollar dilly in 1961. We might not have had the proxy fight which required the concentrated attention of our executives when they could least afford to be diverted from serious operating problems. We might have avoided the decline in morale among management and employees alike.

In any event, the best thing that has happened to EJ in many a year was when he came with us. As I mentioned earlier, that was in the middle of 1961 when he became Assistant to the President. In November, 1961 he became Vice-President-Manufacturing, and promptly began working near miracles in that end of the business. However, sales continued to decline, offsetting much of the improvement in manufacturing costs, and it became clear that stronger medicine had to be administered. Eli White was elected President and Chief Executive Officer in July, 1963, and saddled with the responsibility of turning around this corporate giant and heading it back to its rightful position in the industry.

He has attracted to his staff a group of executives, experienced in all phases of the shoe business. He has welded them into his team that I believe to be the equal of any in the industry. He has developed the talents and abilities of many of the people who have been with us for years and has staffed managerial positions in our plants and departments with them to the great benefit of company morale.

I am sure that we face many problems in the future. But I am confident that this team will solve these difficulties as they arise, and not sweep them under the rug only to haunt us later.

It is my privilege to present to you the architect of that team,  
MR. ELI G. WHITE.

☞ ☞

*My fellow members of Newcomen:*

**E**ARLY in 1961 the eyes of the business and financial world suddenly became focused on a company located in a valley called "Opportunity" in south central New York state.

The Company was Endicott Johnson . . . one of the five largest shoe manufacturers in the world. The occasion . . . an attempt by outside financial interests to gain control. The focusing agent . . . the press of the United States, including the *Wall Street Journal*, *The New York Times*, *The New York Herald Tribune*, *Time Magazine*, *Fortune*, *Newsweek*, and the major wire services.

The entire country was witness to the public battle for control of a seriously ailing 80-year-old shoe industry giant. Today, six years later, after a period of uncertainties and complete reorganization, the giant is becoming awakened.

Today, Endicott Johnson is a considerably changed company. For this reason, my remarks tonight will be concerned with the present and the future as well as with the past. . . . First, a review of some of the history that led to current conditions will hopefully place them in proper perspective.

Endicott Johnson evolved from the Lester Boot Company, which was established around 1880 in Binghamton, New York. In those days production amounted to a few hundred pairs of boots daily. Around 1890 Henry B. Endicott, a Boston leather supplier, acquired the plant . . . and with it a young man, who in his early years as a plant superintendent and later as partner, president and chairman, was to guide the Company in its development as one of the world's major shoe manufacturers.

If it is true at all, as Emerson claims, that an institution is the lengthened shadow of one man, then it is particularly true that for almost forty years, Endicott Johnson was the lengthened shadow of that original junior partner . . . a man who is regarded as the founder of the Company and the prime developer of what was known in his era as "industrial democracy" . . . George F. Johnson.

"George F." as he was known to every man and woman in the Company, was a practical visionary. He was a dreamer and a



doer . . . that rare man of theory and of action. He was deeply endowed with a compassion for all men. So when he put up the factories and tanneries that were to produce over a billion pairs of shoes, he also planned and built homes for company workers; he built parks and playgrounds . . . swimming pools . . . medical clinics . . . public markets . . . and an 18-hole golf course, that in his words, "had to be level so that men and women who have been busy at machines all day won't have to climb the tough hills that make a course sporty."

There is little question that George F. Johnson was one of America's pioneering labor relations geniuses. In the early history of the Company he went on record to all employees with a statement that, occasionally, you can still hear referred to by an old-time shoemaker. He said:

"The hope of the world lies in evolution, progress, and constant improvement . . . and we look with confidence into that future, rapidly approaching, when all may have a more equal share in the good things of life . . . when the rights of humans are acknowledged to be more sacred than the rights of dollars . . . when it will be the same vice, and the same crime, whether committed in broadcloth or in rags."

But remember—we used the phrase *practical* visionary. And we used it with emphasis on the first word: *practical*. George F. was never one to hesitate to take corrective actions when the situation demanded—even if it meant temporary discomfort for the employees. For example, at one point he temporarily reduced wages rather than reduce or eliminate stockholder dividends in the belief that this action would best serve the Company's long-range interests. He was an astute businessman, concerned about better control over distribution. So in 1903 at his insistence, the Company began selling some of its output directly to dealers rather than through jobbers—the first shoe manufacturer to venture into this selling area. Also, Endicott Johnson was the first in the industry to open its own retail store outlets.

Integration in shoe manufacturing was a George F. concept . . . first with the establishment of tanneries, later with component facilities that produced linings, heels, soles and other parts. He

built a rubber reclaiming and manufacturing plant in 1922 using old automobile tires as the primary source for rubber heels.

Under the direction of George F., through his foresight, his drive, and his ability to actually create a family of workers, Endicott Johnson quickly joined the circle of "big business." By the early 1920's the Company had become the most highly integrated shoe manufacturer in the industry and had achieved an annual sales level of about \$75 million. When, in 1930, George F. turned the reins of the Company over to his son, George W., Endicott Johnson was the industry's second largest shoe producer. The Company had a capacity of 45 million pairs of shoes in 28 plants staffed by 18,000 employees. ✕

For Endicott Johnson, as for so many other companies, the decade of the "thirties" presented serious problems. Sales and production declined until the advent of World War II when government contracts picked up the slack.

But during the depressing periods of that decade, through his humanity and ability to communicate with people on every level, George F. . . . even in semi-retirement . . . was able to rally the entire work force around him. In a letter to the workers dated April 8, 1936, he stated:

"Yes, we are having short work, and your pay checks are small. Your management has many problems; but I think you can be told the truth, in the assurance that you will understand.

"The policy of your Company remains the same. We give you all there is possible to give you, in wages. We shall continue to do so. We do not fill the streets with additional idle men. We split and divide the work as fairly as possible."

Production continued to climb during the war years and immediately after. In 1948, George W. became Chairman of the Board and his cousin, Charles F. Johnson, became President and Chief Executive Officer.

Up to this point, Endicott Johnson recorded a history of steady growth in sales and earnings, pretty much on a par with the experience of the national economy. Of course, there were dips along the way, but the general trend of the Company continued up-

wards. However, the social changes caused by the war greatly affected the fortunes of Endicott Johnson. During the early years of the growth of the American shoe industry . . . from about 1890 to 1920 . . . shoe industry management had one primary responsibility: to properly manufacture the product, at a profit, and ship it on time. The same markets existed from one year to the next, and selling the product was almost a routine function. Conditions in the market place were rather static.

This was the period of Endicott Johnson's greatest growth. Under George F's leadership the Company gained a national reputation for good quality work shoes and men's dress shoes. The retailers who bought Endicott Johnson shoes for resale to their trade liked to deal with the Company. Endicott Johnson produced a sound product . . . sold it at a fair price . . . and had a reputation for honesty and fairness in dealing with its customers.

In 1920 the population of the United States was 105 million, fairly evenly divided between urban and rural dwellers. Endicott Johnson concentrated on selling its products to small-town America. Farm and rural communities offered good outlets for the rugged types of shoes the Company was producing.

Less than twenty years later, international events started to shape the fortunes of the Company in a way that no one could predict. America prepared for war. Young men and women left the small towns and farms and either joined the armed forces or went to work in large cities and their suburbs. They were attracted to the places where defense industries were mushrooming.

Endicott Johnson pitched in and produced millions of pairs of footwear for the military. In those days everyone had one thought in mind . . . let's get the job done; let's win the war and get back to "normalcy." But, as far as Endicott Johnson was concerned, nothing was ever "normal" again. Between 1920 and 1950 America's rural and farm population increased by less than 3 million people. On the other hand, urban population increased by over 42 million and represented 63 percent of the national total. By 1960 that figure had climbed to about 70 percent.

A new American society was created. Increasing use of automobiles meant new mobility; the development of television had a

leveling influence. Everything was changed. Suburbia was born. Leisure time and backyard patios created new industries . . . and with them a new attitude toward "casual" living and attire that was less formal, more relaxed than in previous days. For the first time, the shoe industry . . . along with other consumer industries . . . faced the prospect of learning how to deal with change or falter and, perhaps, fail. For the first time the concept of marketing became truly significant. In many formerly manufacturing-oriented companies, marketing took precedence as the key function.

Endicott Johnson did not meet the challenge of change as aggressively as some of its competitors. The Company continued to concentrate on heavy, staple men's footwear. Although product quality was never questioned, product design, especially in women's and children's shoes, did not keep pace with the new, lighter styling introduced by other manufacturers and quickly accepted by the public.

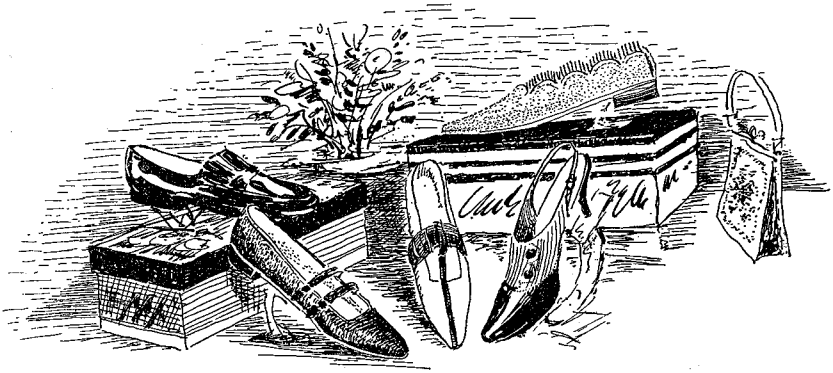
Despite the dramatic shift in national population patterns the Company continued to concentrate on sales distribution in the rural markets. As a result, by 1957, when Frank Johnson, grandson of George F., became President, Endicott Johnson's in-stock or branded lines division was producing approximately 60 percent of its sales in towns of 10,000 or less.

Frank faced problems that had accumulated over several decades. The problems were severe, and touched every phase of the company. . . . Both Frank Johnson and the board of directors realized help was needed to solve these problems and a top management consulting firm was retained to make an exhaustive study and complete assessment of the company. The findings didn't make for pleasant reading. Re-investment in new plants and equipment had been limited, nowhere near the pace established by competition. Marketing concepts were unknown, and from product design to distribution . . . from the types of shoes produced to the places where they were sold . . . Endicott Johnson seriously lagged the industry. There was a total lack of management training programs and development of people who could assess changing conditions and establish new directions.

The problems pyramided . . . and Endicott Johnson was heading toward disaster. In 1960 the company announced a loss of one and a-half million dollars, the first loss in its history. To further complicate matters, early in 1961 a New York city-based diversified Holding Company attempted to gain financial control of Endicott Johnson. Never before in American history did a community—employees, townspeople, civic and fraternal organizations—rally behind a company as the Binghamton, Johnson City and Endicott communities rallied around Endicott Johnson to retain local control. Although the outside company finally conceded it could not win a proxy fight, management was diverted from the job of stemming the losses. More management people were needed and in May of 1961 P. J. Casella joined the company as senior vice-president of sales and marketing. I came in the same month as assistant to the president. Beginning at this time and continuing to the present, the Company has been able to attract key men of proven ability in the top operating positions. Equally important, we have been able to develop from within the Company men of ability who today are an important part of the management group. In October of 1961 P. J. Casella became president, Frank Johnson moved up to chairman of the board, and I became vice-president of manufacturing. For 1961, the company reported a loss of more than 12 million dollars. Through severe cost cutting measures, despite a sales loss, the Company reported a modest profit in 1962. But the sales situation suffered further and deeper losses into 1963. In July of 1963, after reporting an operating loss for the first six months, the board of directors asked me to become president and chief executive officer. At that time we made further top management changes in the area of sales and marketing, retail operations and manufacturing.

As these changes were being made in the latter part of 1963, the Company was heading toward its lowest sales level in 17 years. For the full year Endicott Johnson reported an operating loss of more than 4 million dollars.

To me and to my associates, I am sure, it seems impossible that this loss was reported little more than three years ago. If time were measured not by the clock but by problems probed, energies exerted and changes effected, the past three years could be con-



sidered a lifetime. This has been a period of intense activities and long hours . . . a period demanding quick and clear-cut decisions. And it has been a productive period.

Before describing how the management group has drastically reorganized our Company since the changes of late 1963, before reviewing our current condition and plans for the future, a brief glimpse at the shoe industry will help clarify Endicott Johnson's position.

When it comes to clothing, shoes are unique. True, certain items of apparel are functional in that they protect against the elements. Shoes do that of course . . . but they do much more, too. The average child runs, hops, skips, walks and jumps 13,000 steps, or the equivalent of  $7\frac{1}{2}$  miles, each day. That's more than 2,700 miles a year. Little wonder foot problems are among the most frequently voiced complaints of man. And little wonder the shoe has become a commodity highly complicated in its production.

Although in almost every corner of the globe, the production of shoes reaches back to antiquity, it is only since the turn of this century that shoemaking has advanced to a manufacturing technique rather than an artisan's craft.

The American shoe industry first became established with the arrival of the Pilgrims. Aboard the Mayflower was a gentleman by the name of Thomas Beard, who brought along tools and supplies with which to make shoes for the new arrivals. Thomas Beard was a good shoemaker, but at best he could produce only

one or two pairs a day. So he taught the little group how to prepare the skins of animals and work the leather into shoes.

One hundred years later, the first shoe factory in America came into existence. In 1769 a Welshman by the name of Dagyr employed a goodly number of shoemakers under one roof. Starting with the unworked leather, each performed a single shoemaking operation, then passed the work along to the next man in line. The end result was a finished pair of shoes. It's interesting to note that this assembly line technique, crude though it may have been, predated Henry Ford by roughly one and a-half centuries.

But even with the early factories, in the mid-eighteenth century 200 master shoemakers and 600 apprentices could produce only 100 pairs of shoes per hour. (By way of comparison, the same number of people today turn out about 1600 pairs per hour). Because of this limited production shoes were scarce one hundred years ago. . . and, of course, expensive. Only a very fortunate few had more than one pair.

As late as 1850 most shoes were made on absolutely straight lasts. In other words, regardless of the configuration of the feet, there was no difference between right and left shoes. As far as sizes were concerned, length wasn't much of a problem. One could usually find a pair of shoes to accommodate the heel to toe measurement. But widths came in two choices . . . average and slightly wider than average. A man with an odd-shaped foot was a man to be pitied.

But there was hope for him, too. Machines were just over the horizon—and with the arrival of machines, the rapid growth of the shoe industry. First came the sewing machine, which was used to stitch various parts of the shoes together; shortly after, the rolling machine, which compressed leather fibers, and made the leather uppers more durable.

An extremely important innovation soon followed . . . a machine that could sew the soles of shoes to the uppers. Patents for this device were owned by a gentleman named McKay. Although McKay's stitcher could speed production, shoe manufacturers refused to purchase it because of the high price. The breakthrough came when McKay agreed to offer the machine to manufacturers

free . . . if they would pay him a small fraction of the amount saved by using the machine. This precedent of leasing machinery on a royalty basis was to have many ramifications in the industry. It made it a relatively easy matter for an aggressive individual to enter the shoe manufacturing business without a major cash investment.

Not long after McKay's machine was accepted by the manufacturers, it was followed by machines that could cut leather, last shoes, stitch them in new and better ways . . . in short, machines that could perform many of the shoemaking operations formerly done by hand. Thus, by the early 1900's the shoe industry was as nearly mechanized as it was going to become until the technical developments that occurred during the later years of the second World War and immediately thereafter.

Let me explain just what I mean by "mechanized." While it is true that the sewing machine, the McKay machine, and many others that followed helped speed the production of shoes, it remains that even today anywhere from about 80 or 90 to over 200 individual operations are involved in the production of a pair of men's ordinary dress shoes. And many of these operations are done by hand. A major factor contributing to the complexity of shoemaking is the types of materials used in shoes. Until the past few years, these materials, with few exceptions, were natural in origin. The variations of the skins of animals from which the uppers and most of the soles and components were made, required that they be cut one at a time. As you can well imagine, this requirement imposed a lengthy processing and precluded the automation of all but very few operations.

Of course, during the first half of the 20th century new machines were introduced and existing equipment modified and improved. But, essentially, shoes continued to be made one pair at a time . . . and most of the dozens of component parts for each pair painstakingly produced one at a time.

Shortly after the second World War, synthetics started to find their way into the shoe industry with ever-increasing persistence, nibbling away at the domain of the leather tanner. Whereas not very long ago, shoe soles were almost exclusively made of some



type of leather, today non-leather materials account for 72 percent of the soling market. But even more significantly, man-made materials have, in the past few years, gained a foothold in the shoe upper field, which currently consumes almost one billion feet of leather annually.

As a result of the expansion of man-made materials, it is not particularly bold to predict there will be significant changes in the technology of shoemaking in the next ten years. This will be a decade of challenge to every manufacturer in the shoe industry. It will be a particularly challenging period for Endicott Johnson . . . and a period of special opportunity.

Our recent stormy history is behind us. Now we are preparing to move forward into the future. Our first job has been to prepare a firm foundation.

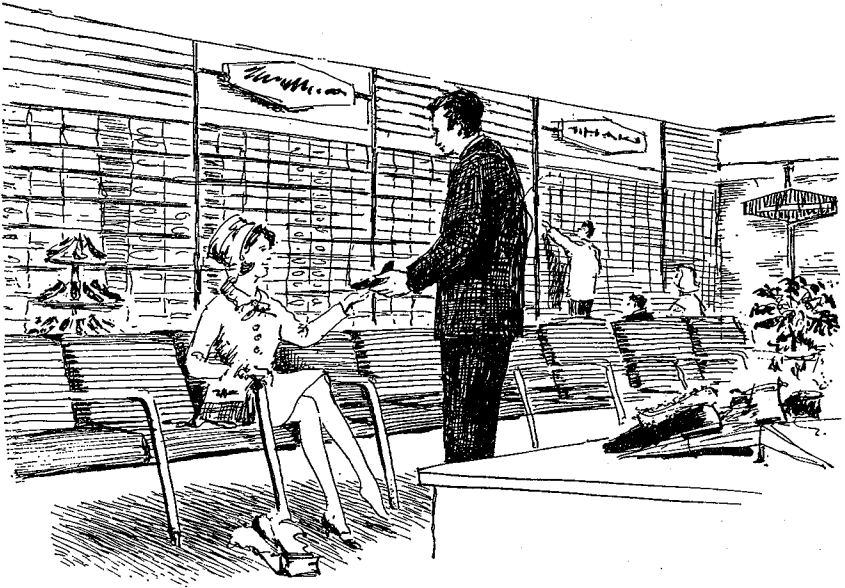
For 1964, the first year after the management reorganization, Endicott Johnson reported sales of \$127,000,000 and very modest earnings of over \$1 million. This marked the first year since 1959 that sales were higher than the previous year.

The following year, 1965, showed further improvements with sales rising to \$129,500,000 and earnings to \$1,400,000. In the last quarter of 1965 the Company acquired the Nobil Shoe Stores of Akron, Ohio, an outstanding chain of progressive, well-managed family-type stores with an excellent growth and earnings record.

With the addition of this chain, corporate sales moved to \$145,000,000 in 1966 and earnings rose to nearly \$3,000,000.

Thus, the firm foundation we speak of is beginning to take shape, beginning to yield results. And what is the substance of this foundation? Simply this, gentlemen . . . it is people.

Our Company is nearing the completion of a total reorganization that began late in 1963. Some of the people involved in the reorganization are relatively new to Endicott Johnson. Many of them were with the Company prior to the changes and are now playing active roles as key members of the management team. Taken together, today we have a group of people, diversified in background but unified in purpose, who are directing the affairs



of the Company with vigor and enthusiasm . . . and, we believe, creating the kind of achievements that are necessary to rebuild a sound business.

Many problems faced the Company's management in the fall of 1963. Over the years, reinvestment in plant and equipment was extremely limited . . . the Company's share of the market in every category of footwear was shrinking . . . while the product was competitive in quality, it was years behind competition in styling. Above all, the people, on every level and in every division, were uncertain where they were headed . . . or even where they were supposed to be going.

The Company could not afford the luxury of attacking one or two problems at a time. Of course, we had priorities, but the battle had to be fought on many fronts, even if on some of them we could wage only a holding action.

In the period since the management changes of late '63 several factories have been realigned . . . units produced per man hour considerably increased . . . new machinery installed . . . electronic data processing systems introduced . . . entire divisions reorgan-

ized . . . all systems analyzed, evaluated and, where necessary, overhauled. But above all, we have effected two changes which are beginning to reflect results today and which will dictate the course of the Company in the future.

The first change involves people . . . their attitudes toward the Company, their jobs and themselves. More than anything else, a common understanding of the corporate philosophy and objectives, a sharing of these attitudes and a mutual respect on all levels within the Company, has helped develop sound working relationships and the sense of individual responsibility.

Through seminars, training programs and planned, purposeful meetings, different departments within the Company are becoming exposed to the problems of others . . . and often aid in the solution. Each manager is given an opportunity to broaden his scope.

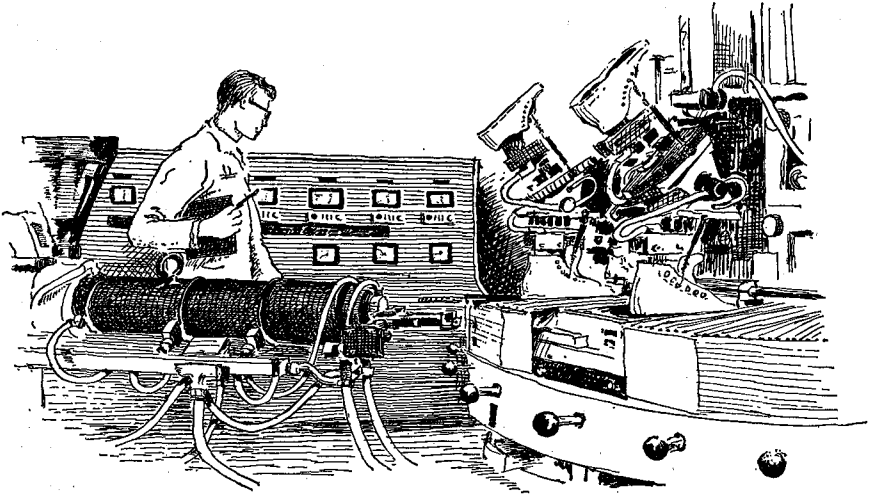
Today our people know better where they're going . . . and they understand the need for getting there in a hurry.

The second change involves Company direction. As I mentioned earlier, there was a time when, with very limited exceptions, the shoe industry was totally manufacturing-centered. The great shift towards customer and marketing-orientation started right after World War II. Endicott Johnson did not change with the others . . . and we have had a lot of catching up to do.

Management's major task was to impress people in every corner of the Company with the concept that the primary reason for Endicott Johnson's existence is to serve the customer community . . . to generate a sense of urgency throughout every factory and office in the Company. Of course, this is a continuing challenge. . . . It's a task that's never entirely completed. But as I notice, wherever I go, the quickened pace, the impatience, the shedding of complacency, I can't help but feel we have made good progress in our efforts to provide our customers with service second to none.

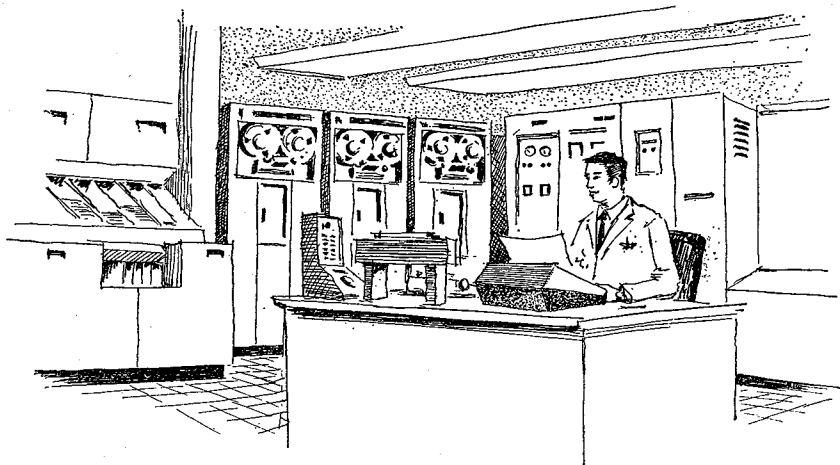
With the same sense of urgency, we have totally revitalized our marketing and sales divisions. In recent months Endicott Johnson's product development department—in close association with divisional sales managers—has developed new lines and products that are not only keenly competitive, but, some of them, unique in the market place. For example, not long ago we introduced a

new type of sneaker we call "Zings." Made on newly developed injection molding machines, the uppers are placed over a form into which molten poly-vinyl-chloride is injected. The liquid is quickly cooled, hardens almost immediately and forms a perfect bottom that is not only permanently fused to the canvas upper but lightweight, flexible and longer-wearing than any comparable product on the market. "Zings" are being produced at the rate of over 5 million pairs annually, and we are hard pressed to keep up with the demand.



With the shift toward customer-orientation, following World War II, other major shoe companies embarked on advertising programs to establish their brand names. We have a lot of catching up to do here, too, and since the beginning of 1964 Endicott Johnson has been pursuing a policy of consistent brand advertising in major national magazines. For the first time in the history of the Company, we have added some of the nation's finest department stores to the list of customers featuring our branded lines.

Our marketing plans include aggressive expansion of the retail stores division. We recently embarked on an ambitious program of opening large, modern company-owned stores in high-traffic locations. Twenty-four units were opened in 1964, 29 in 1965 and 35 in 1966.



Electronic data processing is playing an increasingly significant role in our distribution and efficiency programs. Endicott Johnson's EDP system is today among the most sophisticated in the shoe industry and is helping us establish inventory control and replenishment programs that are proving to be of immeasurable value to our major customers.

Talking about an expanded role of EDP in the shoe industry seems somewhat strange and out of place. The shoe business is a complicated business that has been known to be old-fashioned and resistant to change. It's a \$5 billion industry that has grown like Topsy and accounts for slightly more than 2 cents of every dollar spent for consumer goods. At latest count there were more than 800 manufacturers in this country producing some types of footwear.

But EDP is only the beginning. There's no question that the shoe industry is on the threshold of many great and far-reaching changes. In materials, in technology, in distribution, long lived concepts and habits are being shunted aside to make way for the great opportunities in the period ahead. I believe our world of shoemaking and distribution will see more change during the next decade than it has in the past century.

With the changes will come opportunities for those companies that are alert and flexible . . . for those that are vigorous in atti-

tude and aggressive in policy . . . for those that build the people in whose hands progress is a guarded responsibility. While we fully recognize there is much yet to be done, we like to think the Endicott Johnson of 1967 is becoming that kind of company.

In closing, I would like to recognize the debt we of the present generation owe to the builders of the past. When we think the going is rough, when we think results aren't forthcoming as quickly as we might like to see them, then it is rewarding to contemplate the challenges—heroic in proportion—our predecessors of generations gone by faced in the building of industrial America.

And, on behalf of my associates and myself, I would like to express our sincere appreciation to The Newcomen Society in North America for extending the opportunity to tell this distinguished group the story of the awakening of Endicott Johnson.

THE END



*"Actorum Memores simul affectamus Agenda!"*

“Our Company is nearing the completion of a total reorganization that began late in 1963. Some of the people involved in the reorganization are relatively new to Endicott Johnson. Many of them were with the Company prior to the changes and are now playing active roles as key members of the management team. Taken together, today we have a group of people, diversified in background but unified in purpose, who are directing the affairs of the Company with vigor and enthusiasm . . . and, we believe, creating the kind of achievements that are necessary to rebuild a sound business.”

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*This Newcomen Address, dealing with the history of Endicott Johnson Corporation, was delivered at a National Dinner of The Newcomen Society in North America, held at New York, N. Y. Mr. White, the guest of honor, was introduced by Mr. Joseph M. Bell, Jr., Chairman of the Board, New York State Electric and Gas Corporation. The dinner was presided over by the President of The Newcomen Society in North America.*





THE NEWCOMEN SOCIETY  
*in North America*

**I**N APRIL, 1923, the late L. F. Loree (1858-1940) of New York, then dean of American railroad presidents, established a group now known as "American Newcomen" and interested in Material History, as distinguished from political history. Its objectives center in the beginnings, growth, development, contributions, and influence of Industry, Transportation, Communication, the Utilities, Mining, Agriculture, Banking, Finance, Economics, Insurance, Education, Invention, and the Law—these and correlated historical fields. In short, the background of those factors which have contributed or are contributing to the progress of Mankind.

The Newcomen Society in North America is a non-profit membership corporation chartered in 1961 under the Charitable Law of the State of Maine, with headquarters on North Ship Road, Uwchlan Township, Chester County, Pennsylvania, some five miles east of Downingtown, Pennsylvania, and 32 miles west of the City of Philadelphia. Here also is located The Thomas Newcomen Memorial Library in Business History, a reference collection, including microfilm, open to the public for research and dealing with the subjects to which the Society devotes attention.

Meetings are held throughout the United States of America and across Canada at which Newcomen Addresses are presented by leaders in their respective fields. These manuscripts represent a broadest coverage of phases of Material History involved, both American and Canadian.

The approach in most cases has been a life-story of corporate organizations, interpreted through the ambitions, the successes and failures, and the ultimate achievements of those pioneers whose efforts laid the foundations of the particular enterprise.

The Society's name perpetuates the life and work of Thomas Newcomen (1663-1729), the British pioneer, whose valuable contributions in improvements to the newly invented Steam Engine brought him lasting fame in the field of the Mechanic Arts. The Newcomen Engines, whose period of use was from 1712 to 1775, paved a way for the Industrial Revolution. Newcomen's inventive genius preceded by more than 50 years the brilliant work in Steam by the world-famous James Watt.

The Newcomen Society in North America is affiliated with The Newcomen Society for the Study of the History of Engineering and Technology, with offices at The Science Museum, South Kensington, London, S.W. 7, England. The Society is also associated in union with the Royal Society for the Encouragement of Arts, Manufactures and Commerce, whose offices are at 6 John Adam Street, London, W.C. 2, England.



Members of American Newcomen, when in Europe, are invited by the Dartmouth Newcomen Association to visit the home of Thomas Newcomen at Dartmouth in South Devonshire, England, where the festival of "Newcomen Day" is celebrated each year on the fourth Friday in July.



*"The roads you travel so briskly  
lead out of dim antiquity,  
and you study the past chiefly because  
of its bearing on the living present  
and its promise for the future."*

—LIEUTENANT GENERAL JAMES G. HARBORD,  
K.C.M.G., D.S.M., LL.D., U.S. ARMY (RET.)  
(1866-1947)

*Late American Member of Council at London  
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