Fieldcrest MILL WHISTLE

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How Are Great Businesses Born?

Most businesses, like babies, are born small.

Go back to the beginning of America's largest and most successful companies, and you will find the pattern repeated over and over.

They started out little and they grew up big.

The first years were hard. (They are hard for many unknown companies today that tomorrow will be at the top of the list.)

The product was new or different. People had to be educated to it.

Progress was slow. The management had many hurdles to get over. Hours were long, and persistence and courage put in a full day every day.

But finally, the product clicked. The business grew steadily.

Management grew, too. Up from the ranks came young men who got things done better and faster than their associates.

And where, at the start, one man represented management, many men with experience and talent now were called upon to share responsibilities.

This is a good system. It gives the young business a chance and it gives the individual a chance. The public profits. The employees profit. And capital has an opportunity to work.

Neither the men and women in industry nor the money in industry can be effective without good management. Nothing else is so important to the employees' welfare, the investors' welfare, or the public welfare.

—Courtesy, N. W. Ayer & Son, Inc.

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BELIEVE IT OR ELSE!

A new dictionary just put out by the Soviet State Publishing House in Communist Russia contains these definitions:

"Religion—A fantastic faith in gods, angels and spirits . . . serves for the subjugation of the working people.

"Bible—A collection of fantastic legends without any scientific support . . . full of dark hints, historical mistakes and contradictions."

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In 1950, 9,400 pedestrians were killed in the United States.

For The Better Economic Life

WOMEN were not freed from their 18th Century servitude by feminist agitation, but by the invention of the sewing machine, the washing machine, the refrigerator, and the dish washer, together with the revolutionary developments for handling and distributing foodstuffs.

Peasantry on the farm was not banished by reform or edict, but by the iron plow, the reaper, and the tractor.

The 12-hour shift and the six-day week could not have disappeared from the scene through laws or social upheaval. It was modern machinery, developed by research, that made it possible for the American workman of 1950 to produce many times as much goods as the workman of 1850.

The automobile, preeminently a product of research, has widened and enriched lives in a manner impossible to achieve through legislation. At every hand, it is plain that the improvements leading to advancement have their origin in invention and development. There is no alternative.

Ideas formed in a man's mind, after it has been trained and sharpened by education and experience, are the basis of successful research. Without the creative brain of the scientist, all investment in research is worthless. American scientific laboratories are the best equipped in the world. Yet continued progress will be insured only if the rights of the individual to exercise freely his initiative are reestablished and jealously guarded.

American research prospered by providing rewards for success; the inventive genius of the nation was kept alive by adding to it what Lincoln called "the fuel of incentive." Further, the integrity of American research was kept inviolate; the research worker was spared the necessity of finding "political" conclusions as the goal of his investigations.

In this atmosphere of free inquiry and of freedom of the individual to enjoy the fruits of his labor, science here flourished. Elsewhere in the world, it has suffered serious set-backs.

The German scientist, once a leader, found under Hitler that he was falling behind. Specified results at a specified time could not be guaranteed, no matter how urgent or peremptory the orders. The Russian scientist under communism has learned that his findings must satisfy the official view, regardless of the facts. The British scientist under socialism has seen the rewards of his enterprise virtually confiscated by taxation.

Without freedom, scientific research and the progress in its wake will falter in the United States, as has happened elsewhere. The individual must be assured the freedom of incentive. The university scientist must have freedom of inquiry, of discussion, and of publication.

And sponsors of industrial research, such as American companies, must have the freedom and incentive to win as well as to lose—the freedom to grow and expand, as is necessary to fulfill their responsibilities. The means to carry on future research will be forthcoming only as long as it can pay its way.

When it can no longer do so, it will stop, and the retrogression process begin. In that event, a well-known principle would again be proved: a hoop rolling down hill moves faster than one going up.

Condensed from "The Story of Research" by E. I. duPont de Nemours & Company, and an address of the Company's President, Crawford H. Greenwalt.