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JULES HAUVETTE-MICHELIN, VICE PRESIDENT

The biography of the Vice President and General Manager of the Michelin Tire Company in Milltown has always been veiled in mystery, following the zealous safeguarding of privacy that has characterized members of the Michelin family. His childhood and academic background, his first professional challenges and the manner in which he was appointed to manage the American delegation, in addition to other family details and his professional practice, are enlightening to understand his policy of action and the position of the Michelin group regarding the unfolding of their American venture.

1. The tutelage of Édouard Michelin

Jules Eugène Hauvette-Michelin was born on April 9, 1881 in Orléans situated in the Department of Loiret, and capital of the Central Region of France. He was the eldest of six children—Jacques Maurice Théodore, Gabriel-Henri, Claire Berthe Marie, Antoinette Marguerite and Germaine Marie Juliette—born to Marie Eugénie Joséphine Michelin, sister of André and Édouard Michelin, and Maurice Paul Amédé Hauvette who were married in 1880. He was a prominent military Colonel of the 16th Artillery Regiment and Knight of the Legion of Honor for the French Army.

It appears that Jules spent his childhood in Clermont-Ferrand, first the summers and then eventually living in his maternal grandmother's large mansion with his mother, his brothers and sisters, and his uncle, Édouard Michelin.¹ Later, his parents settled down for a time in Versailles to be transferred, in 1903, to the town of Bizerte. Jules remained living in Clermont-Ferrand under the tutelage of Édouard and his wife Marie-Thérèse. In July 1897, at the age of sixteen, he obtained his Baccalaureate in Rhetoric, which he completed a year later with that of Philosophy. Jules did not enlist in military service—despite his father's involvement with the army—due to health problems and a delicate physical constitution that had already caused his right arm to fracture on three occasions.²

On December 14, 1900, at the age of nineteen, Jules began working as an apprentice at the Clermont-Ferrand factory under the direct supervision of Édouard. In 1902-1903 he moved to Paris and, combin-

ing work and studies, he obtained a diploma in Social and Economic Sciences at the *École des Sciences Politiques* in the capital. In 1904, Édouard offered him a managerial position in the company with contract and salary. In addition, as a further step in his training, he was assigned to supervise the German division of the firm, headquartered in Manheim since 1902 and then transferred to Frankfurt by March 1903.³ With the reorganization carried out in December 1906, the *Deutsche Michelin-Pneumatik-Aktiengesellschaft* consisted of a joint management team managed in situ by Jaques Lutz and from Clermont-Ferrand by Jules Hauvette-Michelin.⁴

The experience with the German subsidiary appears not to have been completely satisfactory for Jules. Towards the end of 1906 and for a long period of time, he harboured doubts of whether to remain attached to the family business or to abandon it to undertake new professional paths. Both Édouard—who claimed that he be a little more patient with his preparation for the future—as well as his mother—who let him know the intentions of her brother Édouard regarding the possibility of giving him responsibility for the business someday—insisted that he rethink his intentions.⁵

2. A family affair

As part of a new commitment to Jules continuity and growth within the group, in April 1907 he was offered to participate as a member of the management team for the newly formed American division, the Michelin Tire Company. It had been legally constituted a month earlier on March 12th, with Édouard Michelin as President and A. Fontaine as Vice President. The acquisition of the International Vehicle & Automobile Tire Company's Milltown, New Jersey production facility as a base for the new factory led to the hiring of its once former manager John C. Matlack, who was then appointed Vice President and General Manager in October of that year. The presence of Jules Hauvette-Michelin in the management team would ensure family control over a strategic business that was important for Michelin's multinational aspirations. This followed the policy that was usually applied by the dual-headed leadership of André and Édouard Michelin. A close examination of the family tree covering various family branches linked to Michelin—notably the Hauvette-Michelin, the Daubrée and the Wolff families—is illuminating in this regard (see **GRAPHIC 1**).

This is what had occurred in the first experience of establishing a factory beyond French borders, consisting of the Michelin factory in Turin inaugurated in 1905. The engineer Alphonse Daubrée, great-grandson of Édouard Daubrée, the other founding branch of Barbier et Daubrée—which became Michelin et Cie—was appointed by the Michelin brothers as Director of the Italian subsidiary.⁶

The same solution was applied to the British subsidiary. On May 11, 1905, the Michelin Tire Company Ltd., based in South Kensington, London, was established to import and distribute tires in the United Kingdom. The President was André Michelin, and Joseph Marc Wolff, his brother-in-law, was appointed General Manager. Joseph was one of the twelve sons of Marguerite Thomas and Auguste Désiré Bernard Wolff, professor at the Paris Conservatoire and Director and member for thirty years of the piano and musical instrument manufacturer Pleyel, Wolff et Cie, as well as being piano tutor in the artistic training of ... the Michelin brothers.⁷ The contact between the two families led André Michelin to marry in 1881 Sophie, Bernard Wolff's second daughter, and after Sophie's death in 1918, André remarried her sister Jeanne. In 1894, Édouard also followed suit by marrying another of the sisters, Marie Thérèse.

3. M is for Matlack ... and Michelin

Jules Hauvette-Michelin's arrival in the United States was originally scheduled for December 18, 1907, according to a report published by an American newspaper:

“M. Jules Hauvette-Michelin, a nephew of the head of the Michelin Company and a member of the Executive Committee, will arrive here, to remain indefinitely. He will act as Superintendent of technical processes at the Milltown plant and will see that the American-made Michelin tires are identical in every respect with those made at the parent factory in France.”⁸

It was not until months later when Jules, at the age of twenty-seven, finally accepted the proposal by signing a contract dated March 1, 1908. The following November 14th, he departed from the French port of Le Havre aboard the transatlantic *La Provence*. During his voyage he traveled with Paul Lacroix⁹, a businessman and Michelin agent who had participated in the transition towards the implementation of the American delegation which led to the liquidation of previous import representative agencies. After a week of travel, Jules first stepped ashore at New York Harbor on November 21, 1908. He moved to New Jersey settling into his residence about four miles away from Milltown, at 223 George Street, in the neighboring town of New Brunswick.¹⁰ Jules was perfectly fluent in English, although he spoke with a strong French accent.

It is unknown as to what exactly constituted the personal and professional similarities and discrepancies between John C. Matlack—50 years old—and Jules Hauvette-Michelin—aged 27—taking into account the responsibilities of each in a professional relationship that was presumably not without conflict. On the one hand, the experienced and veteran Matlack had managed, from 1902 until then, the International V. & A. Tire company. He had been dismissed after the purchase of the company and its factory by Michelin and contracted again by the new French owners as a way of ensuring continuity and a gradual adaptation to Michelin's policies. On the other hand, Jules Hauvette-Michelin was the right-hand man sent by Édouard. His mission was to supervise the work of the management team and to be accountable to the management at Michelin et Cie., as well as acquiring the necessary knowledge to become an active member of the management team.

The fact is that, on November 1, 1909, almost twelve months after the arrival of Jules Hauvette-Michelin in Milltown, Matlack left the company. This decision was made public a few days later through a press release that was reproduced in numerous publications. The *New Brunswick Times* dedicated extensive coverage to the subject in which, apart from praising the figure of Matlack and his work as head of the factory, voiced certain rumors that had been circulating and speculating about the turn of events, attributing it to management disputes:

“J. C. Matlack, who has probably done more than any other person to bring about prosperity in Milltown in the past seven or eight years, is, as was stated in last night's TIMES, no longer connected with Milltown's largest concern, the Michelin Tire Company factory (...) Many reasons are given for Mr. Matlack's action in breaking with the firm but none of them could be authenticated last night, as Mr. Matlack absolutely refused to say anything (...) He referred the TIMES reporter to Mr. Libby, the sales manager of Michelin and Mr. Libby could not be found (...) there is said that to have been a great deal of friction between the main office in France and those in charge here. This is said to be the primary reason for Mr. Matlack's withdrawal.”¹¹

In a personal interview published in the same newspaper in March 1910, Jules answered the journalist's questions on rumors about Matlack's impending involvement with a rival company and his intention to recruit employees from his ex-business partners. Jules reproachfully replied:

“Mr. Matlack's relations with me are very pleasant, and for that reason I think the newspaper which published stories that he was seeking to break up our organization here by introducing some of our trusted representatives to leave was saying things about him that he would not like, because they are not true. I can understand that a newspaper should like to get the news but old women's gossip is not news, is it?”¹²

4. A long way to go

Within a few weeks of Matlack's resigning, Jules Hauvette-Michelin was appointed Vice President and General Manager of the Michelin Tire Company in Milltown. After the economic crisis of 1907, which had left its aftermath on the automotive and components sector, along with the restructuring of senior management, the company faced a complex scenario. They would confront difficult years in which the business would not respond to the expectations generated.

The emergence of American competitors, both in number and production capacity, made the Michelin Tire Company gradually lose ground and fall in the ranking of leading companies in the sector, already headed by BF Goodrich, Goodyear, Firestone, United States Tires and Fisk. Over the years the trend did not improve, despite efforts and investments, and Michelin's U.S. subsidiary found itself in a situation that was not suitable for the group's multinational aspirations.

Although respect, appreciation and mutual esteem were excellent at a personal level, the professional relationship between Jules and Édouard albeit correct, was strict, firm and very demanding. In 1910, Jules manifested his displeasure due to excessive control of his work from Clermont-Ferrand, while Édouard argued that, in part, Jules's own errors in managing situations had an effect on results.¹³ The transatlantic letter and cable communication was complemented by at least one annual visit to Clermont (see **TABLE I**) in which accounts were rendered and the principal areas for future actions were established.

5. Passing away of family members

It was precisely in 1910 that Jules received tragic news from France: his brother Gabriel-Henri, the third in the Hauvette-Michelin line, had died in an accident while he was flying a plane at the Lyon Aerodrome aeronautical contest on Friday evening of May 13th. The young man was 23 years old and participated in a demonstration with his single-seater Antoinette of 50 hp, a type of plane that he had flown many times (figs. 7-8). It was not actually an exhibition, but rather an extra-official trial outside of the competition. The flight was to take place in view of Aéro-Club of France supervisors, who had to approve whether or not he would be granted the official pilot-aviator title, which he did not yet possess. In a defective takeoff, the left wing of the airplane collided with one of the turrets or pylons that marked the boundaries of the runway from the ground, with the misfortune that the signaling structure collapsed on top of the pilot (fig. 6). The accident led to serious injuries from which he would not recover, and he passed away at Saint Luc hospital in Lyon three hours later.¹⁴

The funeral took place in Lyon two days later, the morning of May 15th, before numerous local personalities, members of different aeronautical, sporting and journalist associations and family members. However, his father, Colonel Hauvette, was not present as he had been stationed in Tunisia and it was impossible for him to arrive on time. The body was then transferred to Clermont-Ferrand, where the burial was held.¹⁵

Jules Hauvette-Michelin, who probably received the news by cable on the day of the accident, was also not able to attend the funeral—the transatlantic journey lasted for a minimum of six or seven days—held at the basilica of Notre-Dame-du-Port in Clermont-Ferrand on the morning of May 19th. The ceremony was attended by the rest of the Hauvette-Michelin family, including their newly returned father, the brothers André and Édouard Michelin, a large representation of the local public and military forces and the management teams of Michelin plants and their Clermont competitors Bergougnan and Thorillon.¹⁶

The death of the young pilot had a great impact in the press and among readers, who were aware of the long list of casualties and deaths caused by these primitive and insecure devices.¹⁷ We can find references related to this news, not only in French, as expected, but also in German, Italian, Spanish, Australian and North American press, the latter being very attentive to aeronautical progress and competitions in which U.S. representatives participated.¹⁸ It is worth recalling the interest that Michelin had shown in air navigation, airships and airplanes. This was evidenced by their participation in different aeronautical salons and in the creation of several competitions to promote the field on French soil. This included the Coupe Michelin—the first edition in 1908, with the American Wilbur Wright as winner—the Prix Michelin Du Puy de Dôme (1910-1911) and the Prix de l'Aéro-cible Michelin (1912-1913) as well as on British soil, with the British Empire Michelin Cup (1909-1913) celebrated annually.¹⁹

Just two years after the death of Gabriel-Henri Hauvette-Michelin, Maurice Paul Amédée Hauvette died at the age of 58 on Thursday, June 6, 1912. Jules's father was the victim of an accident upon falling off his horse. Although, in principle, the blow did not seem to be serious and he continued on with his usual daily activity, his discomfort worsened throughout the day and he ended up having a stroke.²⁰ His extremely delicate state of health held out for several days, which allowed Jules Hauvette-Michelin to arrive in Clermont just before his death.²¹ On July 17, after accompanying his family for a period of time, Jules left the French port of Cherbourg aboard the ship Olympic, returning to the United States to continue assuming his managerial responsibilities in Michelin's U.S. subsidiary.²²

6. Exercising responsibilities

The beginning of the Great War in Europe, the initial problems of the parent company and the impact of this on the American subsidiary and its skilled French workers marked a period of uncertainty. Jules went to France to receive guidance in view of the exceptional situation and there is evidence of his presence there in January—he returned on February 15—and in September 1915.²³ Jules and the management team as well as Michelin workers were contributing from the Milltown plant by actively participating in their own initiatives, along with those promoted by various entities and organizations in the communities of Milltown and New Brunswick to raise funds for the U.S. war effort.

Another function carried out by Jules was to play an institutional role as spokesperson for the company emitting public statements that, with his testimony, reaffirmed certain information. The news stories that featured his statements were in fact—and in most cases—press releases generated from the

Milltown offices for propaganda and not for informative purposes. In addition, as ambassador and representative of the interests of the American Michelin, Jules Hauvette-Michelin attended several of the sporting events and races in which Michelin participated in one way or another. This included the different editions of the Vanderbilt Cup until 1912. He also attended the most outstanding trade fairs and exhibitions dedicated to the automobile and components world that were happening throughout the year in the U.S—such as the winter shows in New York and Chicago—with Michelin having its own stand.²⁴

Jules Hauvette-Michelin was a member of several industry-related organizations, such as the Rubber Association of America to which the Michelin Tire Company was affiliated. This entity organized a yearly event in New York in which the most prominent personalities and leading figures from different firms of the tire sector attended, along with others of similar status.²⁵ In addition, as representative of the Michelin American division, Jules was a member of the Governance committee for the Franco-American Board of Commerce and Industry. The organization, founded in December 1918, brought together French companies and organizations with commercial interests in the United States and had as its mission to promote French imports by taking advantage of the gap left by goods previously supplied by Germany, which had been interrupted by the war.²⁶

7. The Hauvette-Michelin home.

On March 31, 1921 Jules Hauvette-Michelin, aged 40, married Simone Dupray, aged 28, daughter of a middle-class family of artists. The wedding took place on April 2 in the church of Notre-Dame d’Auteuil in the French capital. Four months later, the pair crossed the Atlantic aboard the ship named Paris and landed on August 13 in the port of New York.

Jules left the residence where he had lived as a single man, located at 223 George Street in New Brunswick, and acquired a large mansion nearby, at 185 College Avenue, which would henceforth be his home. The house had been built by Dr. John Howard Raven, and had been the family home until it was put up for sale. It was a large three-story building with an imported brick and tile roof, following the model of French or Dutch manor architecture. There was no other house like it in town. On the ground floor there were spacious rooms such as two large salons to receive visitors, a library, dining room, kitchen and pantry and other spaces. The upper two floors housed eight bedrooms and three bathrooms. As for the terrain surrounding the house, which had a side porch, according to a news item of the time:

“(…) The house is of imported brick with tiled roof and stands in grounds with a setting of graceful Lombardy poplars. There is a wonderful and pintoresque French garden on the side and in the rear of the dwelling, the Michelins having expended thousands of dollars in landscape work.”²⁷

After the factory closed in 1930, the family left the New Brunswick house and moved to France. The mansion was still part of the family estate and Jules Hauvette-Michelin invested time and effort in selling or renting it. This was not an easy task considering the large dimensions of the house and land, and the state of the U.S. property and financial market at that time, devastated by the severe crisis unleashed after the stock market crashed in 1929.

The property was rented to different tenants until, in 1946, it was seized by the U.S. Government on the pretext that local taxes accumulated during World War II had not been satisfactorily addressed.²⁸ The

building, renamed Simeon De Witt House in honor of the revolutionary geographer who had graduated in 1776 from Queens College of New Brunswick²⁹, is still retained today as part of the Rutgers University campus alongside the Raritan River (figs. 4-5).

This setting accommodated the Hauvette-Michelin family life for nearly a decade. In 1925 Annik was born and, two years later, Pascal, the second and last child of the marriage (figs. 3). Both were born in France, since Simone had suffered from certain health problems before giving birth to Annik, and distrusted the medical care provided by local hospitals. Simone always lived in New Brunswick with her husband and children, although each summer, they all crossed the Atlantic to spend their vacation in their native country. Annik went to school in Milltown, whereas her brother Pascal was too young to attend. Upon their definitive return to Clermont-Ferrand, both expressed themselves perfectly in English and they spoke French with a marked American accent.

In 1931 Jules acquired the mansion “Les Brises” in Chamallières, near Clermont-Ferrand, which after a series of renovations became the new and definitive family home. The contract for Jules Hauvette-Michelin as Vice President and General Manager of the Michelin Tire Co. shows January 4, 1931 as the termination date although he remained professionally linked to the management of Michelin’s assets in Milltown and its liquidation process. The Michelin Realty Corporation, run by David S. Servis, was set up to obtain revenue from the firm’s properties through their sale or lease. This was the case of factory premises and installations as well as houses that were rented to the factory’s ex-employees, many of whom chose to purchase them.

8. The last train

Jules Hauvette-Michelin traveled to Milltown for the last time in 1931. He went with a mission—taking advantage of his prestige and contacts—to test the possibilities for launching in the American market one of the latest proposals generated by the parent company in Clermont: a type of lightweight train powered by a combustion engine and equipped with pneumatic belt wheels, popularly known as “Micheline.” Their technology of pneumatic tires that adapted to train rails allowed for movement over fixed railroad tracks.

The Michelin firm had been working on the invention in France since 1929, incorporating successive improvements to the nine distinct models or prototypes that had been built up to then. Rather than competing with locomotives, it was aimed at operating short-medium length routes by taking advantage of the railroad’s network of tracks, thus offering an alternative to regular bus lines. Hence the name with which this type of vehicle is known in Spanish is *ferrobús* or *automotor* (rail coach or car in English).

The first tests were made by adapting a 40 hp Renault car, making modifications in its structure and equipping standard pneumatic tires with a metallic ring so they would fit on the rails of the track. The official presentation of the invention was made in 1931 employing the fifth prototype—Micheline Type-5—, equipped with a Hispano-Swiss engine and having a capacity for ten passengers.

The first major public demonstration was conducted on September 10, 1931 along the Paris-Deauville route. The bodywork and initial chassis were inspired by certain buses with a high transport capacity, and reconverted into a four-cylinder engine train with steel rimmed pneumatic wheels that fit perfectly over the rails of the existing railway. The advantages of this new means of transport consisted of the proven comfort of circulating over tires and the drastic reduction in generated noise, as well as in the

manufacturing costs of these light vehicles compared to large locomotives and convoys. It required only one driver and one mechanic to operate a Micheline, as compared to four operators needed to run a conventional train. If a blowout occurred, a safety system could progressively reduce the speed until it stopped. Then the damaged tire could be changed, just like a car, in less than five minutes.³⁰

The Micheline Type-9, set up in late 1931 and tested in France—the first model to circulate regularly and the first to be exported³¹—was chosen to present this technology to British and American markets (figs. 9-15). This concrete model, with an approximate vacant weight of 4,370 kg and withstanding a load of more than two tons between passengers and luggage—considered light compared to usual tonnage for trains—could reach 100 km/h although it operated at an average speed of 80 km/h, providing greater comfort than regular trains could offer. It consisted of two joined and articulated parts, a front locomotive housing the driver's cabin with a Panhard-Levassor engine of 20 hp and four speeds, and a rear compartment with a capacity for 24 passengers. The transmission of the five pairs of wheels required—three in the front cabin and two in the rear—was reversible.³²

Between January and end of spring of 1932 several tests were carried out with a Micheline Type-9 for the introduction of these motor vehicles into the British market and, later, with a very similar but evolved model, the Micheline Type-11.³³ The Micheline was sent from France and landed in the port of Hull on the northeast coast of England in early January 1932. From there it traveled by its own means and through the network of roads to the Michelin English factory in Stoke-on-Trent, located more than 150 km away in a straight line distance. The first tests were carried out on the industrial complex's own rail network.³⁴

Between January and February, the Micheline Type-9 ran on the London Midland & Scottish Railway (LMSR) network, first by a preliminary test on the route between the Derby and London stations and then undergoing various tests on the section between Bletchley and Oxford (figs. 9).³⁵ On April 10, 1932, publicity pamphlets were distributed announcing the return of the Micheline to Stoke-on-Trent and its availability to be open to the public from 14:30 until 18:00 at the Michelin level crossing on Campbell Road. A similar advertising campaign was held in Oxford, this time announcing the arrival of Micheline at 14:25 pm on April 24 at the city's station at Great Western Railway (GWR). It would stop fifteen minutes to be on public exhibition and for the distribution of 24 tickets for a free journey as a Micheline passenger to the Reading station.³⁶ Between the end of April and beginning of May, Micheline was transferred to the Southern Railway network, and circulated through the sections between Ascot, Aldershot, Alton and Basingstoke, before returning to France.³⁷

The technical conditions of the rail car and the results of numerous tests did not convince the review committees. They finally rejected their purchase valued by Michelin at approximately £ 1,500 for each complete vehicle.³⁸

On December 9, 1931, Jules landed in New York and announced the imminent arrival in port of one of these vehicles from France, which was transported via transatlantic crossing loaded on the ship *De Grasse*.³⁹ The reason for bringing the Micheline Type-9 was to carry out a series of demonstrations and technical tests in situ for six months in the United States, under the supervision of the Edward G. Budd Manufacturing Company. They had been associated to Michelin for a decade in the development, manufacture and commercialization of steel disc wheels for automobiles and trucks targeting the American market. In fact, Jules Hauvette-Michelin served on the Budd Wheel Company's Governing Board.⁴⁰

The Edward G. Budd Mfg. Co. acquired the rights and licenses to develop the invention, taking advantage of the company's commitment and experience gained in its reorientation towards the production of bodies and chassis for locomotives and trains. A contract was signed with Jules Hauvette-Michelin in September 1931 and was made public in January 1932.⁴¹ Budd soon created their own version of the French Micheline, with the first prototype manufactured at Philadelphia plant and renamed Budd-Micheline, but popularly known as "Green Goose"⁴² (figs. 15-16). The structure was comprised of a single stainless steel body, similar to a tram, weighing five tons spread over six pairs of wheels and having a capacity for 40 passengers. It reached a speed of 70-90 km/h and was equipped with an 85 hp Junker diesel engine. However, it was also designed to operate with a gasoline engine, or in combination with the electrical energy available through the overhead electrical lines used by the network of trams. The prototype made its first public demonstration on February 19, 1932, over a 45-kilometer course along the Schuylkill River channel between North Philadelphia and Norristown, Pennsylvania.⁴³ The American company Goodyear had acquired the license for the tire technology employed in the Micheline model, and had plans to manufacture tires and equip the new machines that Budd would begin to produce that same year.⁴⁴

A second prototype, looking more like the original French Micheline—with two bodies: motor cabin and passenger cabin—was presented in May 1932. The event took place in Washington and the demonstration was attended by Jules Hauvette-Michelin and several authorities such as the French ambassador Paul Claudel (figs. 17-18).

The initial tests which involved the original Micheline shipped from France were carried out during the first two weeks of April 1932. Several different routes were employed—up to three daily trips running on a regular basis—on the rails of the Raritan River Railroad which was 14.5 km long and began in New Brunswick. As soon as the test was completed, the Micheline was sent to Ohio, where demonstrations continued in cities such as Youngstown, Cleveland ... and Akron, the tire capital 45 (fig. 14). In the city of Akron, a Goodyear management team led by Clifton C. Slusser, Vice President and production manager, was able to examine the results of the first Goodyear tires fitted on the wheels of the French Micheline. After completing all of the scheduled commitments, the vehicle was dismantled to avoid the high costs of repatriation. Jules Hauvette-Michelin had been present at various demonstrations, reinforcing Michelin et Cie's commitment to this technology and to the licensing agreements reached on American soil. After finishing the negotiations, Jules returned to France.

9. A decade of burials

André Michelin passed away on April 4, 1931 and the group's presidency fell into the hands of septuagenarian Édouard and the company managed by its Board of Directors. Jules Hauvette-Michelin joined the Board of Directors, the so-called Conseil de Surveillance, which appears to have been composed of Édouard, Marcel and Pierre Michelin, Jacques Hauvette-Michelin (Jules's brother), Jean Cailles and Pierre Boulanger⁴⁶. In addition, Jules was incorporated as one of the service managers at the Clermont-Ferrand factory.

The Michelin family leadership was profoundly weakened in a short period of time when André's disappearance was successively followed by the tragic accidents of Édouard's only two sons who were to succeed him. Etienne Michelin (1898-1932), died when the plane that he was piloting crashed, and Pierre Michelin (1903-1937), killed on the road while driving, after having a head on collision with another automobile.

The name of Jules Hauvette-Michelin was added to this list of premature disappearances. He passed away in his home on Sunday, December 2, 1937 at 56 years of age and his funeral was officiated the next day at 9:30 in the Church of Chamalières. The American press, of course, echoed his death recalling the more than twenty years of activity in the U.S. as Vice President of the Michelin Tire Company in Milltown.⁴⁷ *The New York Times* published a broad and respectful review, in which some of the facts and achievements that underpinned his policy as head of the French industrial group's local subsidiary were detailed. Curiously, the news item included a last paragraph that was dedicated to one of Jules' most faithful companions during his American adventure:

“The Michelin company's advertising symbol—a little, fat, goggle-eyed man whose entire body is composed of horizontal rings of tires—is well known to the people of this country and the Continent.”⁴⁸

Notes

1. Personal correspondence of Jules Hauvette-Michelin, family archive. Letters from his father, 1891 and 1893.
2. Personal correspondence of Jules Hauvette-Michelin, family archive. Letters from his father, October 1902.
3. “Germany,” *The India Rubber World*, April 1, 1903, p. 228.
4. German Michelin staff was complemented by a Board of Directors composed of Emile Fontaine of Clermont-Ferrand as Manager; Paul Goute, of Neuilly-sur-Seine, as Treasurer; and Henri Dumontaud, of Chamalières. *Michelin, 75 Jahre in Deutschland*.
5. Personal correspondence of Jules Hauvette-Michelin, family archive. Letters from his parents and from Édouard on the matter.
6. Jemain (1982), p. 61.
7. Niblett and Reynolds (2005), p. 16.
8. “Automobile notes,” *The New York Times*, December 9, 1907, p. 8.
9. His name, along with that of Jules Hauvette-Michelin, is among the list of passengers in the travel records conserved in the archives of The Statue of Liberty-Ellis Island Foundation.
10. This address appears in various documents prior to 1921, as well as in the Statue of Liberty-Ellis Island Foundation’s own passenger landing registers.
11. “Michelin loses vice-president,” *New Brunswick Times*, November 3, 1909.
12. “J. Hauvette-Michelin pays no attention to old women’s gossip,” *New Brunswick Times*, March 9, 1910.
13. Personal correspondence of Jules Hauvette-Michelin, family archive. Several letters between 1905 and 1937 with numerous expressions of affection from Édouard to Jules, and of respect from Jules to Édouard.
14. “L’aviateur Michelin s’est tué a Lyon,” *Le Matin*, May 14, 1910; “Hauvette-Michelin se fracture le crane,” *Le Petit Parisien*, May 14, 1910; “Mort de l’aviateur Hauvette,” *Journal des Débats du Dimanche*, May 15, 1910; “Mort de Hauvette-Michelin,” *L’Aérophile*, June 1, 1910, pp. 245-246; “A young aviator killed. His last flight,” *The Advertiser* (Adelaide, Australia), June 29, 1910.
15. “Les obsèques de Hauvette-Michelin,” *Le Temps*, May 16, 1910; “Le corps d’Hauvette-Michelin transféré à Clermont-Ferrand,” *Le Petit Parisien*, May 16, 1910; *Le Matin*, May 15, 1910.
16. “Les obsèques de l’aviateur Hauvette-Michelin,” *Le Petit Parisien*, May 20, 1910.
17. Between 1908 and 1909 there were five fatal accidents involving airplanes—many of them participating in various competitions and sports rallies—, whereas only between January and July 1910, eleven pilots died, an amount that would rise to almost thirty by the end of the year. Numerous American newspapers, developing a news item distributed by the Associated Press, published a chronological/obituary list detailing the catastrophes that happened, including that of Gabriel-Henri Hauvette-Michelin. “Death’s harvest from the air,” *The Washington Post*, January 1, 1911; “Saddest of recent deaths in air,” *Oakland Tribune*, August 20, 1910; *Colorado Springs Gazette*, October 8, 1911. In the news item “Death list now 47” published by *The New York Times* on May 22, 1911, perhaps the most detailed, it explained that the number of victims since 1908 was 47, 16 of which were French pilots.
18. “Aviator killed in race,” *The Washington Post*, May 14, 1910; “French aviator killed, lost control of Machine,” *Syracuse Post Standard*, May 14, 1910.
19. As enumerated and detailed by Champeaux (2003). Michelin shifted the focus of attention from bicycles to cars, and then to airplanes. Not surprisingly, other rival companies such as Continental or Hutchinson outstripped Michelin in that field, with particular attention being paid to the production of rubberized woven cotton fabric and protective seals for airships (blimps) or to cover the

fuselage of airplanes, as well as the production of solid rubber or pneumatic tires needed to equip landing gear for these air vehicles.

20. Review in *Le Temps*, June 7, 1912.
21. “Col. Michelin dies in France,” *New Brunswick Times*, June 7, 1912.
22. As indicated in Ellis Island immigration records.
23. Personal correspondence of Jules Hauvette-Michelin, family archives. In 1915, war correspondence was sent to Clermont-Ferrand in the name of Jules Hauvette-Michelin, his brother Jacques and, from Milltown, Stéphane Bridier, an employee of the American Michelin.
24. For example, “Michelin Co. heads are show visitors,” *Chicago Examiner*, January 26, 1916.
25. “The Rubber Association of America,” *The India Rubber World*, February 1, 1922, pp. 329-333.
26. “To promote French trade,” *The New York Times*, December 27, 1918.
27. “Michelin residence leased by Rutgers University for Dr. Clothier, New President.” News clip from Catherine Leroy-Jay’s family archive, taken from an unidentified newspaper, published around 1933.
28. As explained to me by Catherine Leroy-Jay in an email dated November 21, 2011.
29. Queens College, renamed Rutgers College in 1825, was the foundation of the present Rutgers University in New Brunswick.
30. “Michelin pneumatic tired railway coach,” *The India Rubber World*, November 1, 1931, p. 67.
31. According to texts accompanying the “Automotor Michelin” exhibition at the Museo Vasco del Ferrocarril (Basque Railway Museum), February 1999. Moreover, the article of Olaizola—director of the museum at that time—, which is listed in the bibliography, explains that the Micheline was also offered to Spain: “Michelin propuso sus automotores a diversas compañías de vía ancha y métrica, entre las que cabe citar el Ferrocarril de Lutzana a Mungía y el de Bilbao a Lezama, pero la situación generalizada de crisis, primero, y el estallido de la guerra civil, más tarde, impidieron la materialización de algún pedido” (Michelin proposed its railway cars to various broad-gauge and metric companies, including the Lutzana-Mungía Railroad and the Bilbao-Lezama Railroad, but the generalized crisis situation that first occurred, and the later outbreak of the Civil War, prevented the materialization of any orders).
32. Ibid and “French railroads adopt pneumatic-tired wheels for economy and comfort,” *Automotive Industries*, August 22, 1931, p. 287; “Rubber tires for rail cars,” *Automobile Trade Journal*, October 1931, p. 45; “Rubber-tired railways offer speed and comfort,” *Popular Mechanics Magazine*, July 1932, pp. 1-3; “Rail cars with pneumatic tyres,” *The Railway Magazine* (UK), December 1931, pp. 437-438.
33. The prestigious agency Getty Images offers in its catalog of press photographs an image showing a Micheline Type-11, portrayed during a maintenance operation at the Harwich Railway Station and dated June 24, 1932. Editorial image reference: 3089606 Getty Images, Hulton Archive, www.gettyimages.co.uk (accessed June 2012).
34. Hollick (1974), p. 148.
35. “Company notes,” *The India Rubber World*, April 1, 1932, p. 76; “The why and the wherefore: Michelin railcar tests,” *The Railway Magazine* (UK), June 1976, p. 327.
36. There is also a graphic record of its presence at Widney Manor Station, between Banbury and Wolverhampton, belonging to the Great Western Railway network, as explained and certified with a photograph taken there on the Warwickshire Railways.com website By Mike Musson. www.warwickshirerailways.com/gwr/gwrwm421.htm (accessed June 2012).
37. Hollick (1974), p. 148.
38. “Michelin railcar tests,” *The Railway Magazine* (UK), September 1976, p. 480. Readers’ letters with details and additional information on the article published in June.

39. “Rubber-tired train to be shown here,” *The New York Times*, December 10, 1931; “Micheline’ arrives in U. S.,” *Automotive Industries*, January 2, 1932, p. 30.
40. A 1932 news article reported that at the Budd Wheel Company shareholders’ meeting held on February 16, W. R. Basset, R.D. Campbell, William B. Read, Frank E. Smith and Jules Hauvette-Michelin had been re-elected to the Governing Board for the next three years, in addition to approving the management activities carried out during 1931. “Budd Wheel elect,” *Automotive Industries*, February 20, 1932, p. 270.
41. Ibid and “Pneumatic-tire cars on railways planned,” *The New York Times*, January 6, 1932; “Gets railcar rights,” *Automotive Industries*, January 9, 1932; “Budd-Micheline car delivered to the Reading,” *Railway Age*, November 12, 1932.
42. Zimmerman (2004), p. 19-20.
43. “Budd-Micheline rail car,” *The India Rubber World*, March 1, 1932, p. 74.
44. “Goodyear is making pneumatic rail tire,” *Daily Boston Globe*, May 22, 1932; “Goodyear activities,” *The India Rubber World*, May 1, 1932, p. 67.
45. Two different brief reviews in *The South Amboy Citizen*, April 22, 1932.
46. In an article for the trade unionist newspaper *Le Cri du Peuple* published in the late 1930s and written by “la Cellule Communiste Michelin” (The Michelin Communist Cell), Pierre-Jules Boulanger (1885-1950) and the decisions he took at that time were viciously attacked. He had embarked on the implantation of Taylorism, applying a certain level of process management to the factory’s production systems, resulting in obvious opposition from its workers. Pierre Boulanger counted on the authority to realize this intervention despite not belonging to the Michelin family, which was certainly exceptional. But this point was questioned by the unions, asserting—without evidence to substantiate that assertion—that Boulanger was actually the natural son of André Michelin. Pierre Boulanger had traveled to the United States after the end of World War I, and spent some time in Milltown studying the manufacturing methods of the Michelin factory. The text of the article explained that the deployment of his policy in French factories had encountered resistance from the engineers and the Section Chiefs, and in a prominent way “with that of Jules Hauvette, excommunicated as a result of his failure in the American factory.” According to the text’s conclusions, in light of many discrepancies, Édouard supported Boulanger by agreeing, in a secret conference allegedly held on July 2, 1929, to entrust him with full powers in regards to company policy. “L’activité ruineuse d’un maître-chanteur conduit Michelin à la débâcle,” *Le Cri du Peuple*, December 2, 1930.
47. “J. Hauvette Michelin dies; former Milltown plant owner,” *Home News Tribune* (East Brunswick), December 3, 1937.
48. “Jules H. Michelin, tiremaker, was 56,” *The New York Times*, December 4, 1937.

Note: The development of this chapter has been made possible to a large extent by the kind and disinterested collaboration of Catherine Leroy-Jay Fredet. Catherine, married to Jean-Gabriel Fredet, is the daughter of Annik Hauvette’s first marriage to Patrice Leroy-Jay and, therefore, granddaughter of Jules Hauvette-Michelin and Simone. She has provided me with a wealth of biographical information, part of which is based on documents from family archives and especially from personal correspondence by Jules Hauvette-Michelin that has been conserved. She has also provided me with some interesting graphic documents, which I have incorporated into the chapter. We have maintained regular exchanges via e-mail and an extensive telephone conversation that helped facilitate their understanding of the nature of my research and the need to find answers to a series of questions, a task that otherwise would have been impossible. I extend my gratitude to the rest of the family members who through Catherine, have shown their attentive disposition and devoted their valuable time to assisting me.

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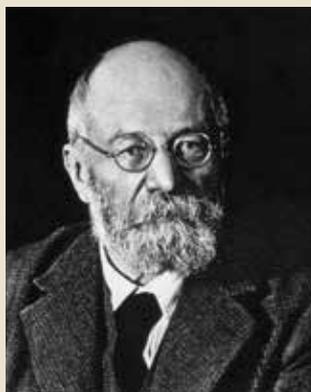
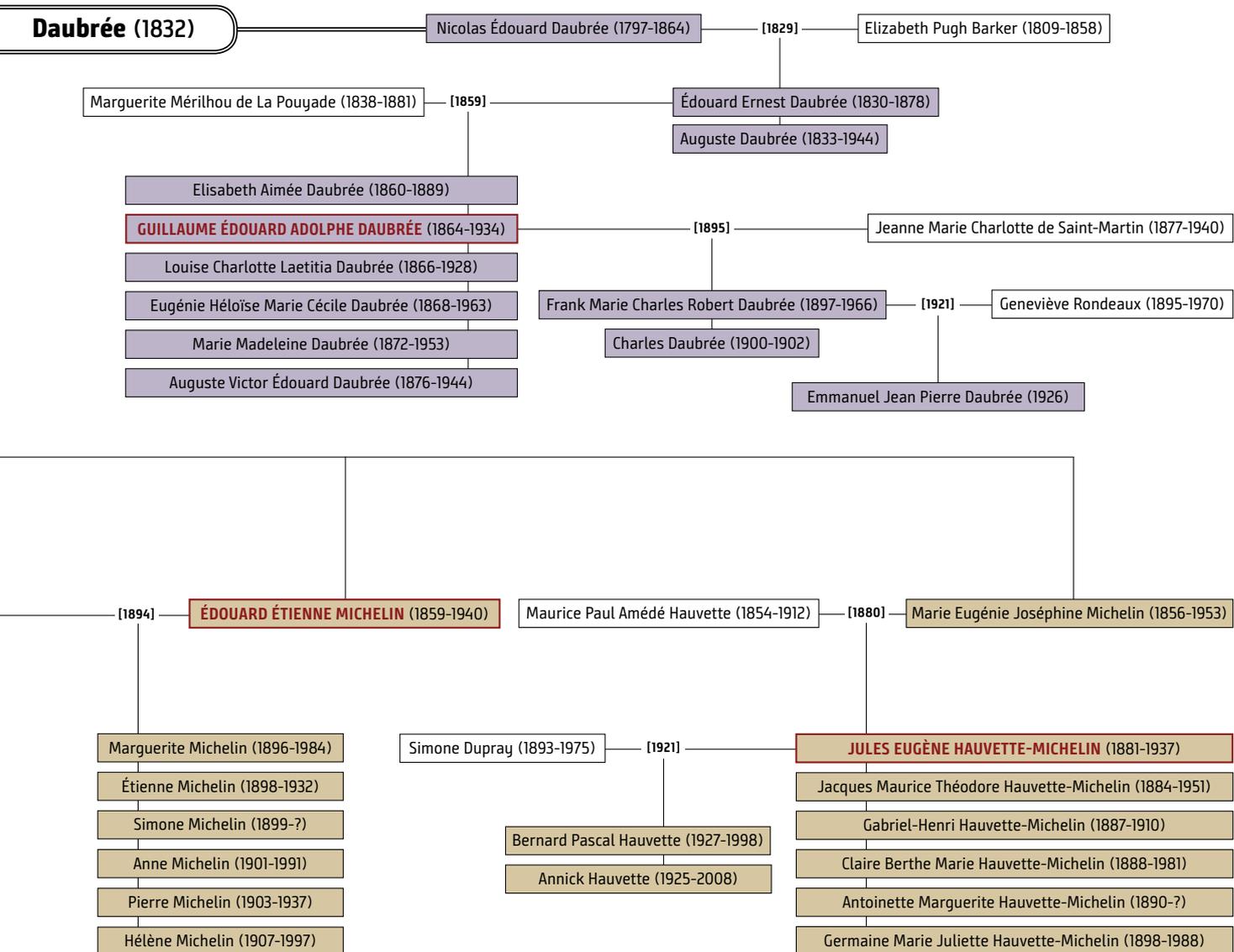
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- "Michelin loses vice-president," *New Brunswick Times*, November 3, 1909.
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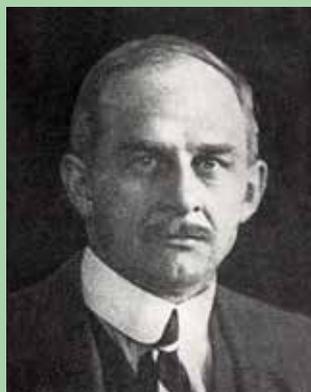
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- “Les obsèques de l’aviateur Hauvette-Michelin,” *Le Petit Parisien*, May 20, 1910.
- “Death’s harvest from the air,” *The Washington Post*, January 1, 1911.
- “Saddest of recent deaths in air,” *Oakland Tribune*, August 20, 1910.
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- “Aviator killed in race,” *The Washington Post*, May 14, 1910.
- “French aviator killed, lost control of Machine,” *Syracuse Post Standard*, May 14, 1910.
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- “Col. Michelin dies in France,” *New Brunswick Times*, June 7, 1912.
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- “Budd-Micheline car delivered to the Reading,” *Railway Age*, November 12, 1932.
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Le Cri du Peuple, December 2, 1930.
- “J. Hauvette Michelin dies; former Milltown plant owner,”
Home News Tribune (East Brunswick), December 3, 1937.
- “Jules H. Michelin, tiremaker, was 56,” *The New York Times*, December 4, 1937.
- “Gets railcar rights,” *Automotive Industries*, January 9, 1932.
- “French railroads adopt pneumatic-tired wheels for economy and comfort,”
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- “‘Micheline’ arrives in U. S.,” *Automotive Industries*, January 2, 1932.
- “Rubber tires for rail cars,” *Automobile Trade Journal*, October 1931.
- “Rubber-tired railways offer speed and comfort,” *Popular Mechanics Magazine*, July 1932.

MANAGEMENT POSITIONS OF DIFFERENT MICHELIN SUBSIDIARIES ABROAD



Édouard Michelin

MICHELIN ET CIE. (FRANCE)



Joseph Marc Wolff

MICHELIN TYRE CO. LTD. (UK)



Adolphe Daubrée

SOCIETÀ MICHELIN ITALIANA (ITALY)



Jules Hauvette-Michelin

MICHELIN TIRE CO. (USA)

**TABLE 1: HAUVETTE-MICHELIN FAMILY TRIPS
BETWEEN FRANCE AND THE UNITED STATES, 1908-1929.**

<p>1908</p> <p>La Provence Transatlantic liner.</p> <p>November 14 (Le Havre). November 21 (New York).</p> <p>Jules Hauvette-Michelin. Paul Lacroix.</p>	<p>1916</p> <p>Espagne Transatlantic liner.</p> <p>October 29 (Bordeaux). November 9 (New York).</p> <p>Jules Hauvette-Michelin.</p>	<p>1924</p> <p>France Transatlantic liner.</p> <p>September 6 (Le Havre). September 12 (New York).</p> <p>Jules Hauvette-Michelin. Simone Hauvette-Michelin.</p>
<p>1910</p> <p>La Lorraine Transatlantic liner.</p> <p>December 24 (Le Havre). December 31 (New York).</p> <p>Jules Hauvette-Michelin.</p>	<p>1919</p> <p>La Savoie Transatlantic liner.</p> <p>April 29 (Le Havre). May 5 (New York).</p> <p>Jules Hauvette-Michelin.</p>	<p>1925</p> <p>Berengaria Transatlantic liner.</p> <p>(Cherbourg). October 24 (New York).</p> <p>Jules Hauvette-Michelin.</p>
<p>1911</p> <p>Olympic Transatlantic liner.</p> <p>November 29 (Southampton, UK). December 7 (New York).</p> <p>Jules Hauvette-Michelin.</p>	<p>1920</p> <p>France Transatlantic liner.</p> <p>November 20 (Le Havre). November 27 (New York).</p> <p>Jules Hauvette-Michelin.</p>	<p>1926</p> <p>Paris Transatlantic liner.</p> <p>(Le Havre). September 7 (New York).</p> <p>Jules Hauvette-Michelin.</p>
<p>1912</p> <p>Olympic Transatlantic liner.</p> <p>July 17 (Cherbourg). July 24 (New York).</p> <p>Jules Hauvette-Michelin.</p>	<p>1921</p> <p>Paris Transatlantic liner.</p> <p>August 6 (Le Havre). August 13 (New York).</p> <p>Jules Hauvette-Michelin. Simone Hauvette Michelin.</p>	<p>1928</p> <p>Ille de France Transatlantic liner.</p> <p>(Le Havre). September 25 (New York).</p> <p>Jules Hauvette-Michelin.</p>
<p>1913</p> <p>France Transatlantic liner.</p> <p>December 6 (Le Havre). December 12 (New York).</p> <p>Jules Hauvette-Michelin.</p>	<p>1922</p> <p>Aquitania Transatlantic liner.</p> <p>October 14 (Cherbourg). October 20 (New York).</p> <p>Jules Hauvette-Michelin. Simone Hauvette Michelin.</p>	<p>1929</p> <p>Paris Transatlantic liner.</p> <p>(Le Havre). March 12 (New York).</p> <p>Jules Hauvette-Michelin.</p>
<p>1915</p> <p>Rochambeau Transatlantic liner.</p> <p>(Le Havre). February 15 (New York).</p> <p>Jules Hauvette-Michelin.</p>	<p>1923</p> <p>Paris Transatlantic liner.</p> <p>November 3 (Le Havre). November 9 (New York).</p> <p>Jules Eugene Hauvette-Michelin. Simone Hauvette Michelin.</p>	<p>Ille de France Transatlantic liner.</p> <p>(Le Havre). September 24 (New York).</p> <p>Jules Hauvette-Michelin. Simone Hauvette-Michelin. Annik Hauvette-Michelin. Pascal Hauvette-Michelin.</p>

Note: Data compiled primarily from passenger landing records of The Statue of Liberty-Ellis Island Foundation, Inc. archives at www.ellisland.org (June 2012 access). The list is incomplete, partly because the transcription of manuscript registers can lead to errors and makes it difficult to search for correct names and surnames. In some cases it was possible to overcome this obstacle. Voyages in the reverse direction (from New York to France) are not included here.

IMMIGRANT IDENTIFICATION CARD
UNITED STATES
DEPARTMENT OF LABOR

HAUVETTE-MICHELIN
SURNAME
Jules
GIVEN NAME

France **April 9th 1881**
COUNTRY OF BIRTH DATE OF BIRTH

French **Brown**
NATIONALITY COLOR OF EYES

PORT OF ARRIVAL STEAMSHIP

DATE ADMITTED STATUS OF ADMISSION

IMMIGRANT'S SIGNATURE

ORIGINAL IMMIGRANT INSPECTOR



1. Immigrant identification document, issued to Jules Hauvette-Michelin by the Labor Department of the United States Administration, 1929.
2. Portrait photograph of Jules Hauvette-Michelin, probably taken during a working visit in the United States to manage licensing agreements and demonstrations of "Micheline" trains equipped with pneumatic tires, c. 1932.

THE HAUVETTE-MICHELIN FAMILY.

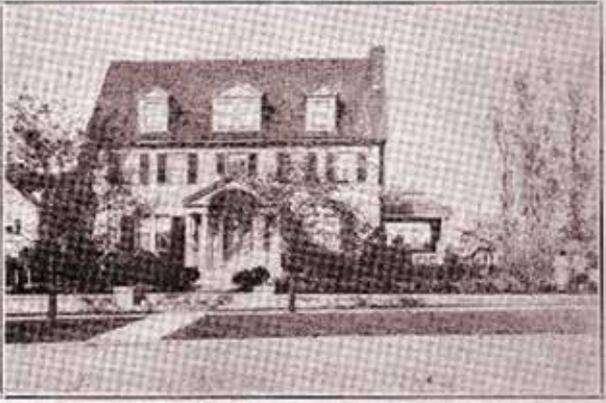
Family portrait of Jules Hauvette-Michelin with his wife Simone and their children, presumably taken during Annik's First Communion, who is dressed for the occasion. The photograph was taken in France, and the Hauvette-Michelin family had already settled in their mansion in Chamalières.

3. Family archive, c. 1935.



New Brunswick, N. J.

Michelin Residence Leased By Rutgers University for Dr. Clothier, New President



**MICHELIN RESIDENCE
on College Avenue**

Rutgers University has leased, with the option of purchase, the home of J. Hauvette Michelin at 185 College Avenue as a residence for its president, Dr. Robert C. Clothier, who will take possession May 15. The option includes 187 and 189 College Avenue, which covers a frontage of 210 feet on College Avenue, running 200 feet deep. The deal was negotiated through the "See Jean" Agency of 3 Elm Row.

The Michelin home is one of the of the Theological Seminary as a home and occupied by the Raven family for several years. Dr. Raven sold the home to J. Hauvette Michelin.

The house is large, with spacious rooms for entertaining and every comfort provided. Every room is attractively planned. On the main floor are two big reception rooms, library, dining room, kitchen, butler's pantry, etc.

On the two upper floors are eight bedrooms and three baths. The home is of imported brick.

THE NEW BRUNSWICK HOME.

The image below shows a relatively recent photograph of the state of the Simeon De Witt building façade, located on the Rutgers University New Brunswick campus. It does not differ much from the house's appearance when it was inhabited by the Hauvette-Michelin family between 1921 and 1930.

On the left, a newspaper clipping announcing the agreement to lease the property to Rutgers University. The house is situated on a plot of land currently surrounded by several buildings. On one side is the headquarters of the School of Communication and Information (entrance at 7 Huntington Street). Behind the house stands Alexander Library's large central building, and on the other side of the building, an adjoining annex of the Special Collections and University Archives (169 College Avenue).

4. News item in an unidentified local newspaper, published around 1935.

5. Photograph of the De Witt building, taken in 2007. © Jacob Waldman



5 Centesimi

La Settimana Illustrata

16 PAGINE



La tragica morte dell'aviatore Michelin nell'aerodromo di Lione.



THE FLIGHT OF HAUVETTE-MICHELIN.

The image on the opposite page depicts how the accident of Gabriel-Henri Hauvette-Michelin —portrayed in the photograph on the left—, is viewed by the Italian publication *La Settimana Illustrata*. In the illustration signed by Fritz (?), the small plane collides with one of the signal pylons resulting in the pilot being seriously injured. In the image above, the picture on the postcard shows the hangar of the Lyon aerodrome assigned to Hauvette-Michelin and his single-seater airplane, a 450 kg Antoinette with a 50 hp engine.

6. (Opposite page) Back cover of the Italian weekly *La Settimana Illustrata*, May 22-29, 1910.

7. French postcard from the collection of participating pilots in the Lyon rally, March 1910.

8. Portrait of the pilot Hauvette-Michelin in Lyon, published in *L'Instantané*, the illustrated Saturday supplement of the Parisian publication *La Revue Hebdomadaire*, May 28, 1910.

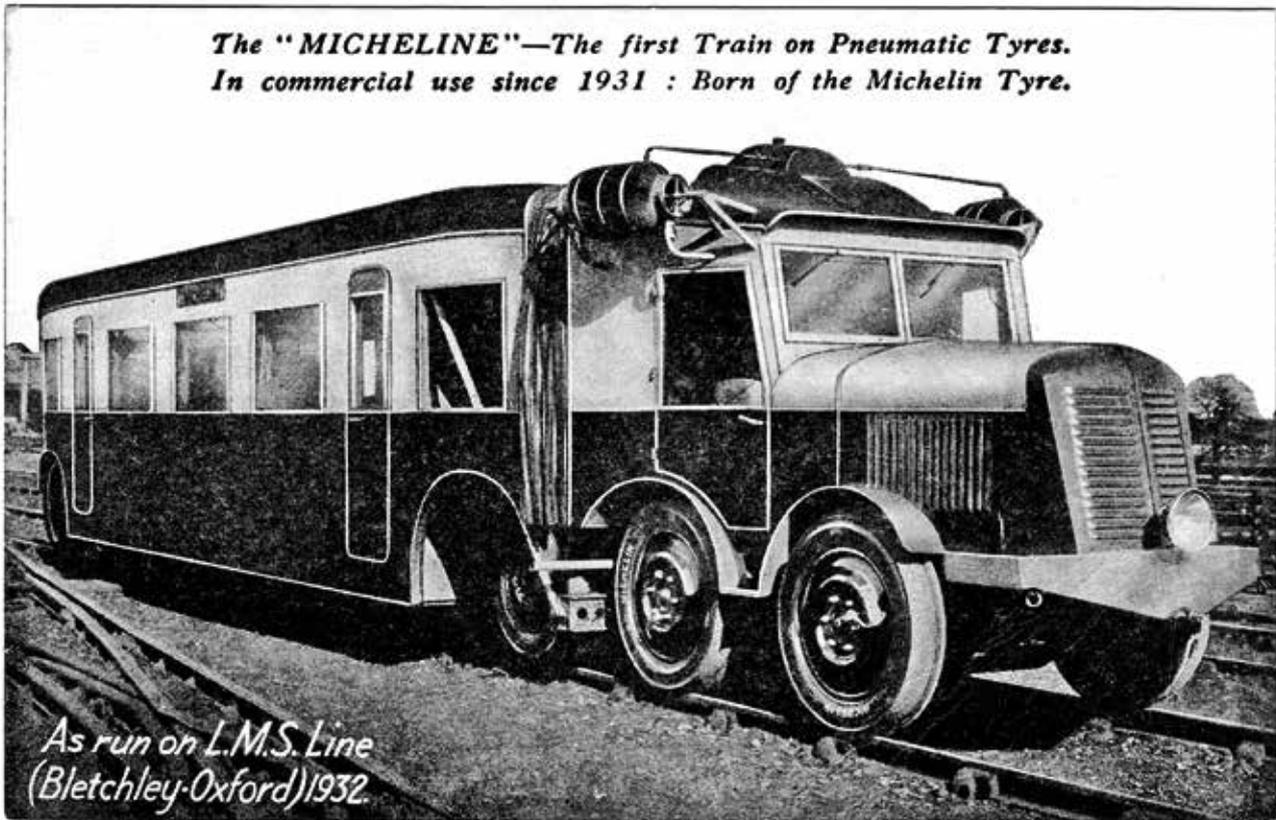
OXFORD GRADUATION EXAM.

One of the Micheline Type-9 articulated cabs was sent to Britain for examination and a series of tests on the railway between Bletchley and Oxford, a section of the London Midland and Scottish Railway (LMS). The tests took place between January and April 1932. The image captures a moment of vehicle inspection carried out by LMS representatives and technicians.

9. Photograph of the Micheline Type-9 in Great Britain, February 1932.







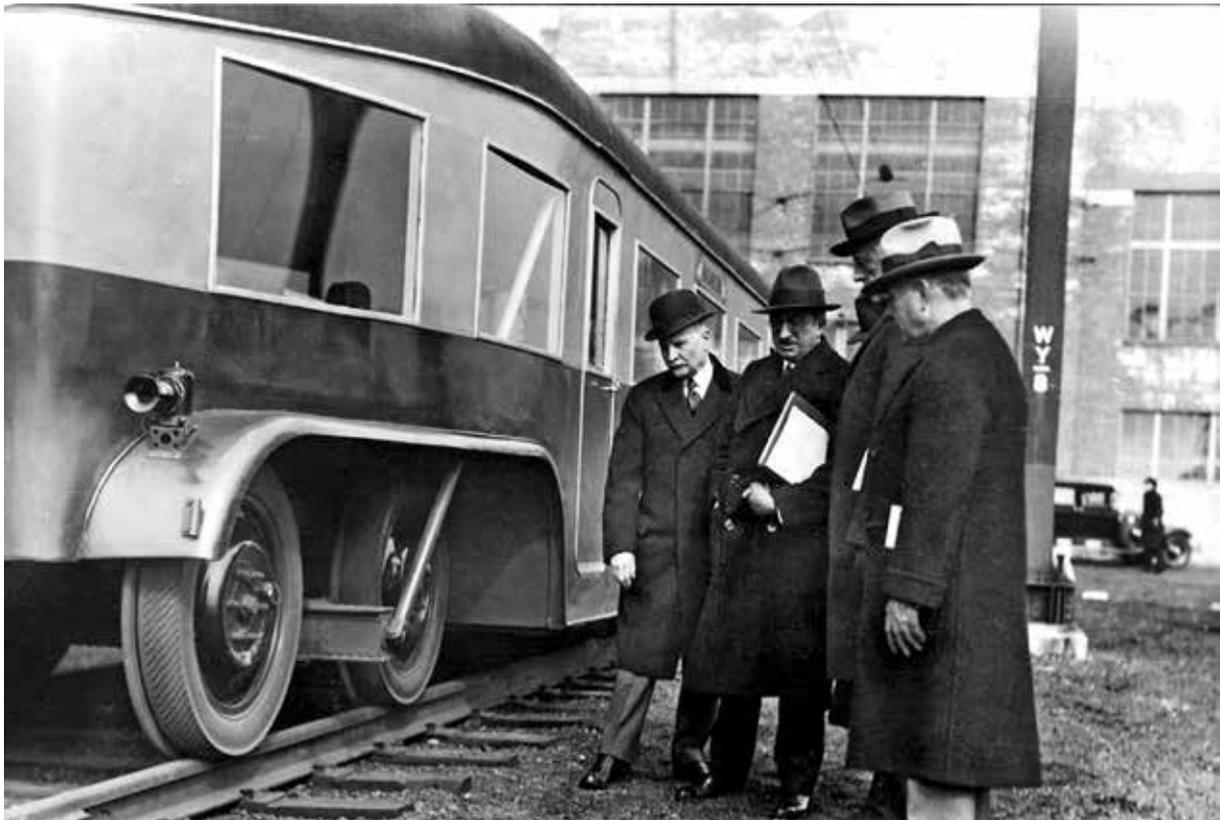
**MICHELINES
WITH AN ENGLISH ACCENT.**

The above image shows the Michelin Type-9 model that the French firm was testing in Britain, on the London Midland & Scottish Railway train line between Bletchley and Oxford. It was the same model that, following a transatlantic voyage, carried out several tests circulating on the catenaries of American railroads and made an impact in the country's press.

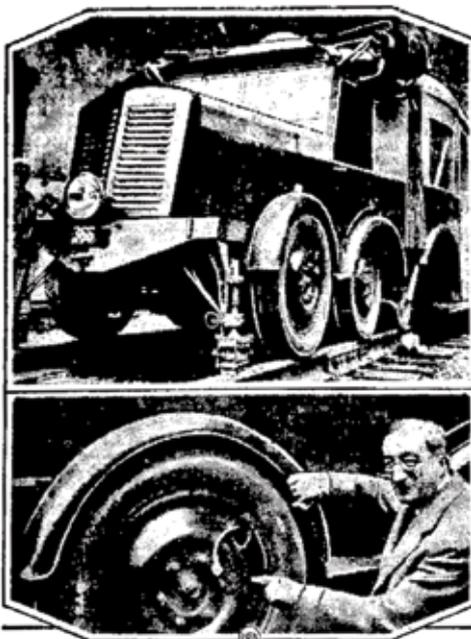
10. French promotional postcard, 1932.

11. Cover of the report published in *Popular Mechanics Magazine*, July 1932.





Rubber-Tired "Train" to Aid Railways in Motor Bus War



Above is a view of the front end of the Budd-Michelin pneumatic-tired railway car, showing clearly the type of tires used. Below is J. H. Michelin, inventor of the car, pointing to an automatic tire gauge which sounds a horn when pressure drops below 85 pounds.

AKRON, Ohio, April 30 --The answer to the railroads' prayer for something with which to combat competition of bus lines lies, in the belief of J. H. Michelin, famous French tireman and inventor, in the pneumatic-tired car he has developed for use on railway rails.

constructed of metal later on is fitted inside the tire. In case of a blowout, the car only drops about three-eighths of an inch on its inner rim and no danger results therefrom.

A four-cylinder sleeve valve engine, developing 50 horsepower, will

MICHELIN AND MICHELINE.

In the above image, Jules Hauvette-Michelin shows the characteristics of the Michelin to a group of people, probably during the days when demonstrations were carried out in the city of Akron. The novelty of a vehicle with a combustion engine that was traveling by train tracks on pneumatic tires attracted the attention of the American press, which covered the phenomenon in numerous reviews and articles. On the left, one of the articles published in this respect illustrated with photographs taken in Akron, Ohio, and including a portrait of Jules Hauvette-Michelin.

12. Photograph of Jules Hauvette-Michelin with a working group, c. 1932.

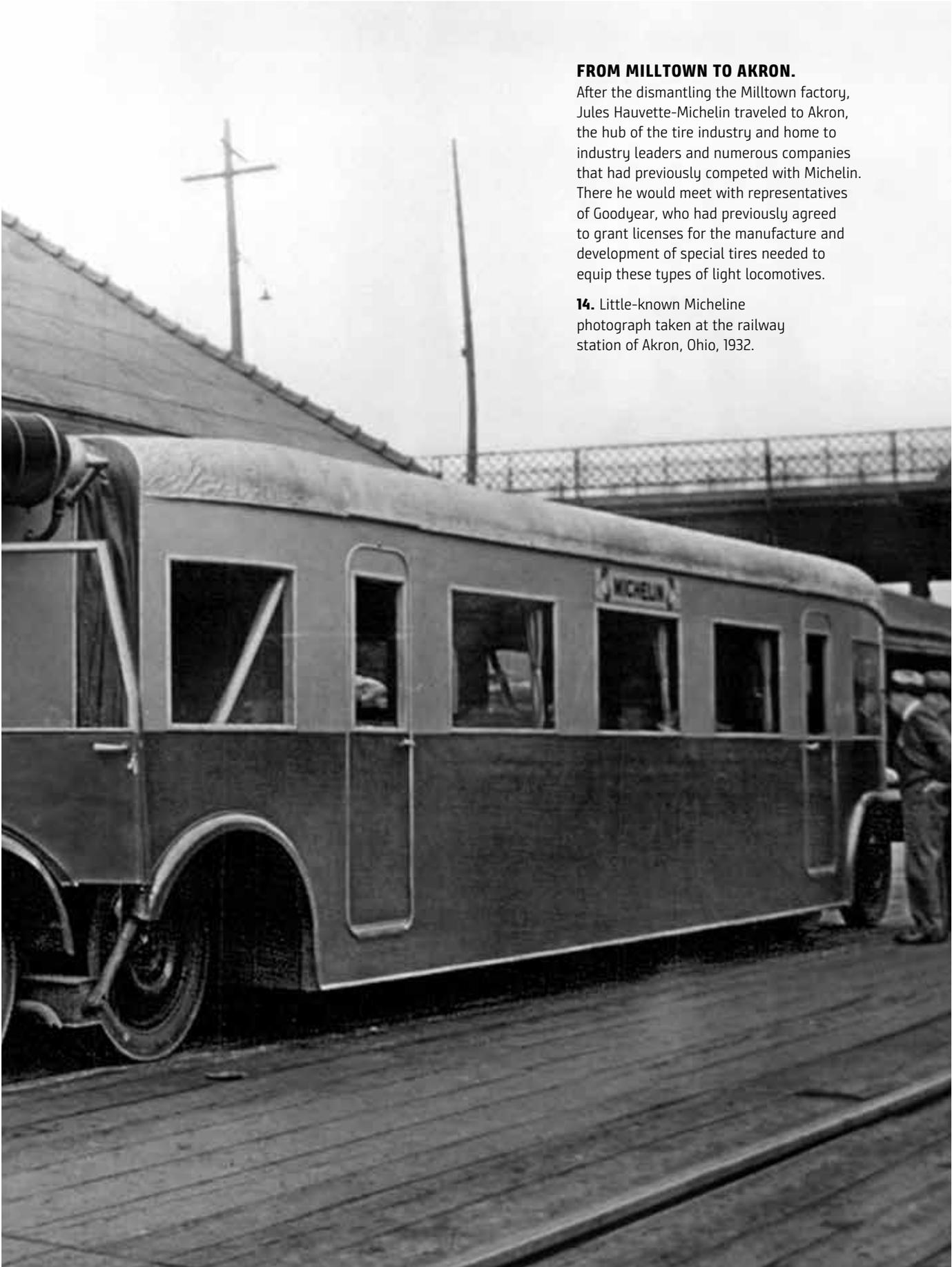
13. News published in the local paper of Lowell, Massachusetts, *The Lowell Sun*, Saturday, April 30, 1932.

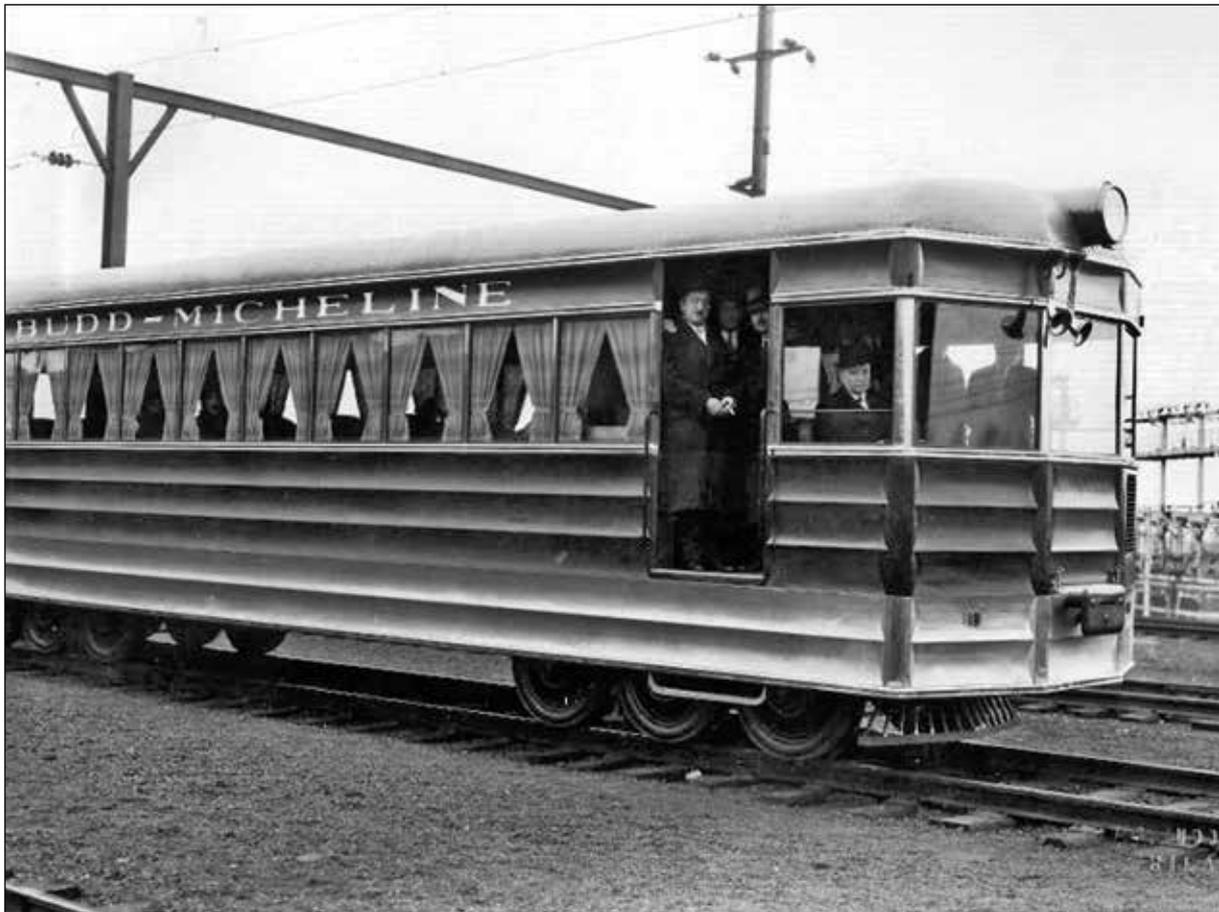


FROM MILLTOWN TO AKRON.

After the dismantling the Milltown factory, Jules Hauvette-Michelin traveled to Akron, the hub of the tire industry and home to industry leaders and numerous companies that had previously competed with Michelin. There he would meet with representatives of Goodyear, who had previously agreed to grant licenses for the manufacture and development of special tires needed to equip these types of light locomotives.

14. Little-known Micheline photograph taken at the railway station of Akron, Ohio, 1932.



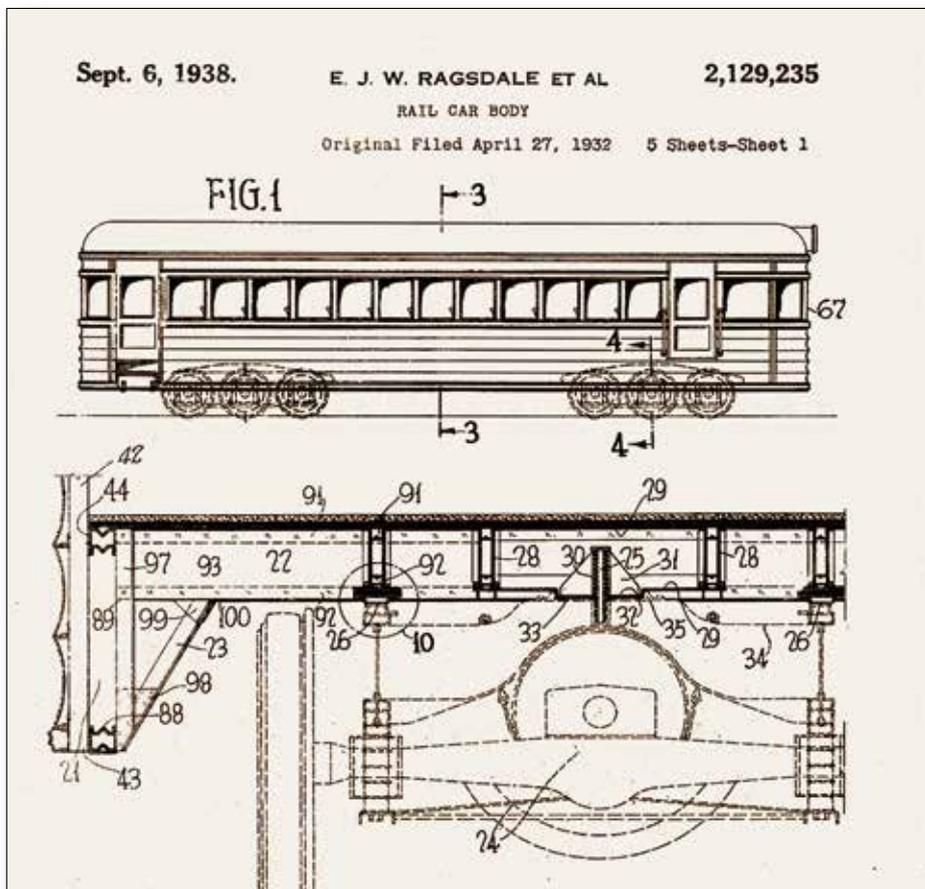


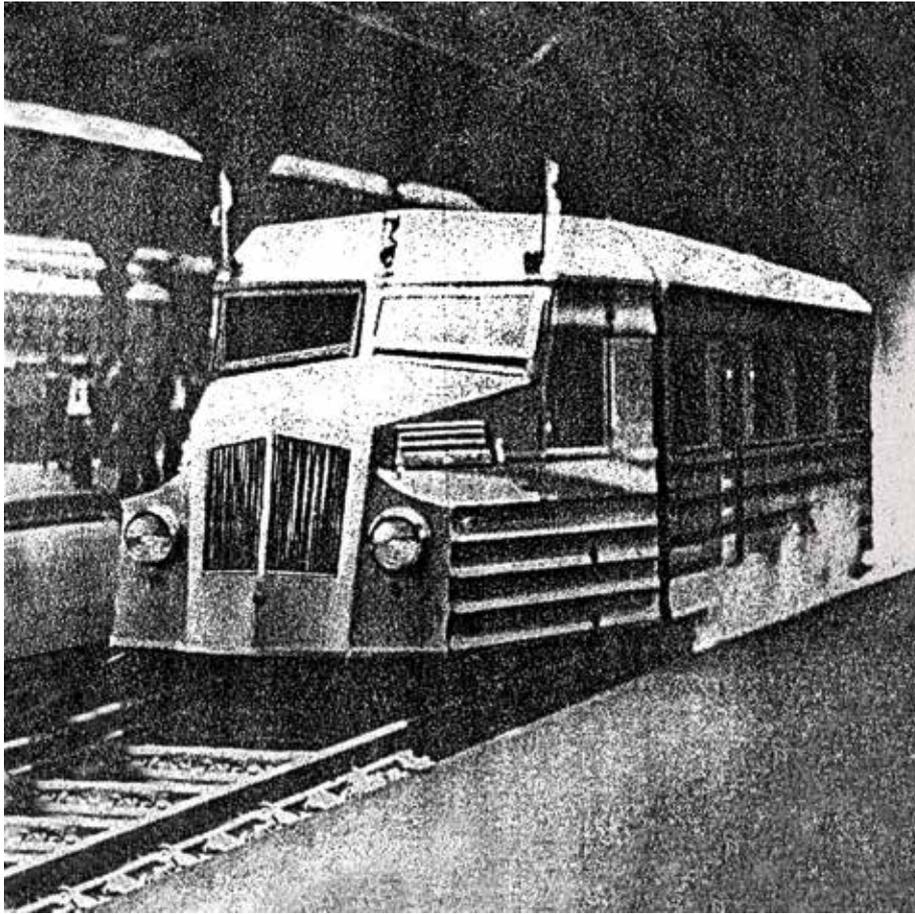
THE PROTOTYPE.

The above photograph shows the Budd-Michelin train prototype built by the Budd company following technological principles of the French Micheline and equipped with Goodyear pneumatic tires. Jules Hauvette-Michelin can be recognized standing at the door.

15. Photograph of the Budd-Michelin train. Image dated January 16, 1932.

16. Prototype diagrams and blueprint, contained in the graphic description of the document granting the patent.





THE SECOND UNIT.

The photograph below shows the French ambassador to the United States, Paul Claudel, congratulating Jules Hauvette-Michelin at the Washington demonstration of a second American Micheline model, in May 1932.

17-18. Photographs of the Budd-Michelin train in one of its tests in Washington. Images from the promotional brochure published by Michelin et Cie, *La Micheline*, July 1932, p. 14.

