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The Forgotten Years of Bibendum. Michelin's American Period in Milltown: Design, Illustration and Advertising by Pioneer Tire Companies (1900-1930).

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THE LAUNCH OF THE FACTORY

Following the dismantling of exclusive import agencies and the advent of a new era of American production, the newly formed Michelin Tire Company focused its efforts on strengthening factory buildings and infrastructures as well as creating a solid business framework and management organization centered on two main activities of the company: production and commercialization.

1. From Matlack to Hauvette

In order to adequately set up the factory and start production as soon as possible, Michelin decided to draw on the experience of John C. Matlack (1858-1923).¹ His professional career was associated with the bicycle sector and its accessories, and he had previously been Manager of the International A. & V. Tire Co. (figs. 1-2). Matlack moved to France in July of 1907 and remained there for a month, in all probability invited by Michelin to organize his post and to receive fundamental guidelines for future management.² In October 1907 Matlack was appointed Vice President and General Manager of the Michelin Tire Company and its Milltown mill.³ Matlack's continuity would also imply the continuation of a large part of factory workers and staff, as well as taking advantage of the commercial functionalities achieved by the previous firm.⁴

Thus, for example, Elmer E. Connolly (1880-1926), born in New Brunswick and employed by the International A. & V. Tire Co., also worked for Michelin. After several years, he achieved the position of Treasurer, a post he held until his death in 1926.⁵ This was also the case of Laurence H. Fiske, local director of the International A. & V. Tire Co. in Boston—at that time under the supervision of Matlack—who took over the new Michelin delegation of this city in November 1907.⁶ In 1904 Frank Wyman Libby joined the management team of the International A. & V. Tire Co. in Milltown as Sales Manager, a position that he maintained after being absorbed by Michelin. He later dissociated himself from the company in 1910, coinciding with the replacement of Matlack.⁷

The factory housed different departments linked to each of the two large areas that were administered by the management and financial offices. On the one hand R. B. Meyers as the industrial director over-

saw and controlled the factory, including different production processes and the workforce. On the other hand, the administrative and commercial sections were managed by F. W. Libby and R. F. Demonne, in charge of developing and providing assistance to the commercial network and to different delegations distributed throughout the territory. The Advertising Department, headed by Burton R. Parker and R. B. Bramwell, was connected with the administrative and commercial sections. The reconstructed and incomplete management organizational chart for the Michelin Tire Co., from its inception until the end of operations, is shown in an annex to the chapter (see **TABLE 1**).

The Vice Presidency of Matlack—Edouard Michelin held the Presidential post—was bound to be short-lived. It was common knowledge that, following the policy of the parent company in Clermont, a member of the Michelin family was called upon to run the American branch.

On November 4, 1909, Matlack publicly announced that he was leaving the Michelin Tire Co.—an event that already had been circulating in rumors during the previous days—without making any clarification as to the reasons for his decision or about his professional future.⁸ The fact of the matter is that the following year he became General Manager of the competing firm Ajax-Grieb Rubber Co.—headquartered at 1986 Broadway in New York⁹ and with a factory in the neighboring city of Trenton—in which he remained until March 1917.¹⁰ The position that Matlack left vacant in the Michelin Tire Co. was occupied at the beginning of 1910 by Jules Hauvette-Michelin.¹¹

2. The growth of the industrial plant.

The plans for the expansion of new construction—eight new buildings to accommodate production—and remodeling of old buildings began on June 3, 1907,¹² although the legal transfer of the property was not carried out until the end of summer, on September 1st to be precise.¹³ Among the existing structures were four large four-story brick buildings inherited from the previous owner, the International A. & V. Tire Co., which were intended to house offices and production buildings¹⁴ (see **GRAPHIC 1**). The amount invested in the renovation of the factory, in terms of buildings—brick and steel—and machinery, was \$ 290,000.¹⁵

In order to carry out the project—based on the building plans of the recently opened Michelin factory in Turin—the services of the engineering and construction firm John W. Ferguson Co. were contracted (see **GRAPHIC 2** and figs. 18-37).¹⁶ The production needs determined the continued expansion of the installations, which was deployed in several phases over the years. In August 1908, two production buildings were constructed.¹⁷ Presumably between the end of that year and 1909, the factory and premises of the New Jersey Rubber Specialty Co., adjacent to those of Michelin, were added.¹⁸

In October 1910, a new building was added to the fourteen already constructed to date, specifically designed to accommodate the production of inner tubes, with more than 1,000 m² and a floor area of 16.5 x 65 m. In June 1912 a second row of buildings was added, parallel to the previous group of production buildings¹⁹ (figs. 23-24). At the end of that year, a new two-story reinforced concrete production building was announced, attached to building number fourteen (see numbering in fig. 15), totaling to 4,323 m² of which 1,744 m² corresponded to the second floor, with large glass hinged casement windows and a sloping roof having the characteristic saw-tooth shape.²⁰

In June of 1915 the construction of eight new production buildings destined for distinct manufacturing processes began, which concluded a year later. With the incorporation of this 2,787 m² complex, the

property—32.7 hectares of land—had a total of 34,398 m² of constructed land. In January 1916 the imminent construction of a new 16 x 36 meter brick production building, with a single level and saw-tooth roof was announced.²¹

At the end of 1920, the John F. Ferguson Co. held bids once again to construct a large, almost 1,400 m², reinforced concrete warehouse with a floor area of 684 m² and a total capacity of about 6,796 m³—as well as the expansion of the electrical plant, with a machinery room and space for the new turbine.²² In 1929, the year when the facilities closed, the property consisted of an area having 8.5 hectares which housed fifteen large buildings, totaling up to approximately 44,128.95 m² of constructed land (fig. 16).²³

3. The factory and its infrastructures

The factory possessed the characteristic profile of rubber factories. From its architectural outline of low, elongated buildings covered with saw-tooth roofs to the tall brick smokestacks needed for the combustion processes of coal stood out. The heat produced by burning the fuel warmed up stored water and transformed it into steam, which acted with pressure on a large turbine. This energy was transformed into electricity by a generator. The electrical plant of the Michelin factory powered the entire complex, thanks to two 1,000 kW Westinghouse turbines—having 2,440 horsepower output—and a 700 hp auxiliary generator (figs. 29-32).²⁴

Adjacent to the smokestack chimneys—and forming part of the electrical station—was a storage tank for water, a characteristic enormous metal cylinder with a hemispherical base and a conical top, raised on a supporting structure having tall metal legs (figs. 11 and 39). The tank was also used in case of fires, which were frequent in factories. Industry magazines reported on a regular basis about factories that were devastated by flames, and for this reason installations usually had—as did the Milltown factory—their own fire department. Along with the smokestacks, the water cistern was the most elevated part of the complex, and the width of the cylindrical deposit was employed to paint the company's name and logo on its perimeter, making it visible from a distance. The enormous need for water was one of the reasons why rubber factories were usually located near rivers, which they used as a water supply as well as to rid excess water generated in industrial processes.

The Michelin industrial complex had a private rail stop on the Raritan River Railroad (RRR). This modest rail line for passenger and freight transport was created in 1888 with a route of only 20 kilometers, and connected different towns in the zone with other extensive railroad lines such as Pennsylvania Railroad or Central Railway of New Jersey. As it passed through Milltown—the first passenger train arrived in 1891, two years after Milltown became an administratively independent town—a detour could be accessed that led to the town's small but intensely used station.²⁵

The continuous influx of goods and passengers was due in large part to the constant needs for raw materials such as coal and for the mobility of labor from industrial complexes close to the town, among them the Meyer Rubber Co. and later, International A. & V. Tire. In 1908, after the arrival of the Michelin company, the railroad variant was forked, extending and crossing the bridge—originally, a wooden structure, replaced by one of iron in 1905 and finally of concrete in 1929—at the Lawrence Brook river to the railway stop and loading docks of the factory (figs. 9). A small road connected the dock to the neighboring electrical plant and was used to supply it with the coal needed for its operation (figs. 33-34).

In addition to the service provided by this train line, a tramway also provided local public service—which was already running through Milltown from 1895 passing over the bridge near the factory of the International A. & V. Tire Company—as well as service for interurban lines. The Trenton and New Brunswick Electric Railway started services in 1902. They were “high-speed” trams passing through Milltown and interconnecting these towns, and gradually gave way to the utilization of buses as the means of transport.²⁶

4. The first tires from Milltown

The first buildings of the Michelin factory were ready and renovated by October of 1907, the date that Matlack was appointed director of the complex. Estimates pointed to an initial production of 1,500 tires a day, for which pertinent machinery was also available, which was acquired for the most part from specialized American firms.²⁷ Following the directives of the French parent company, “Our buildings and machinery are modern in every respect, no expense being spared to make this the most complete rubber mill in the world.”²⁸

The exact date that the plant was inaugurated or when the first tire was manufactured is not known, a fact which, in similar cases, was usually celebrated in the form of a solemn and official inauguration. But we can assume that Édouard Michelin’s second visit to the United States might have been related to such an event. Édouard Michelin arrived in New York on Thursday, December 12, 1907 and went to Milltown to visit the facilities before departing again for France on Tuesday, December 17. As explained in a brief news item in the local press:

“He was pleased with the great progress made in the Milltown plant. Several of the buildings are now completed and in working order and many people are employed at Milltown.”²⁹

After settling in with production the first quarter of 1908, the firm’s demand for tires skyrocketed and the factory worked day and night without stopping. As such, shifts were established for the workers, a standard practice in the industrial sector. A news article published in the *San Francisco News Letter* in June 1908 reported that for this month the factory had around 1,200 workers and the production rate reached 1200 tires, a figure that was expected to reach 2,000 units during the following two months.³⁰ As evidence of this progress, the article pointed out the importance of the Michelin delegation in San Francisco, that had been inaugurated on June 1. In October, an advertising insert in the press provided information—notably promotional—which explained that the Milltown plant “is the largest tire factory in America, and yet it has been working at double capacity, that is, with a day and a night force, for the last six months.”³¹ According to F.W. Libby, Sales Director of the Michelin Tire Co. in that year:

“Eight thousand sets of the tires have been sold to one automobile concern [referring, perhaps, not to a manufacturer but to a rental business, transportation or to corporate fleets such as taxi companies] alone, while the factory is more than five hundred sets behind orders.”³²

Notes

1. John C. Matlack was born in 1858 in Monticello, Illinois, and spent part of his childhood in the neighboring town of Alton. He worked as a salesman at the Meacham Arms Co. in Saint Louis, and later in Simmons Hardware Co. in the same city, working his way up to be head of the department for bicycles and accessories. After leaving that company in 1896, he worked as Sales Manager of the eastern zone for the New York headquarters of Chicago-based A. Featherstone & Co., a bicycle manufacturer. During the process of organizing the American Bicycle Co., he was elected in 1898 as the purchasing agent for more than sixty factories and in 1901, became director of sales for the western zone and second Vice President, being based in the New York office. In the fall of 1902, he left this post to become President of the International A. & V. Tire Co. After his period with Michelin, in 1911 he participated in the organization and development of W. C. Durant's General Motors Co. and later became General Manager of the tire firm Ajax-Grieb Rubber Co., where he worked for six years until the beginning of February 1917. He then spent a year as Vice President of the American Writing Paper Co. in Holyoke, Massachusetts, and returned to the rubber industry to head the Rubber Tire Manufacturing Globe in Trenton, New Jersey. He worked for the Government during World War I, in the Rubber and Rubber Goods Section of the War Industries Board. Following the war, he became Vice President of yet another tire company, the Madison Tire & Rubber Co. in New York. He died on February 19, 1923 in Long Key, Florida, at the age of 65, and was buried in Bellefontaine Cemetery in Saint Louis. *The India Rubber World*, March 1, 1917; "J. C. Matlack," *The Horseless Age*, January 15, 1918; "Dayton becomes Ajax Sales manages, Matlack resigns," *The Automobile*, February 22, 1917; *San Francisco News Letter*, December 11, 1909, p. 26. Certain details are also extracted from the obituary: "J. C. Matlack dies in Long Key, Florida," *Alton Evening Telegraph* (Alton, Illinois), February 19, 1923; "Matlack Funeral Saturday," *Alton Evening Telegraph*, February 22, 1923; "A prominent Rubber Executive," *The India Rubber World*, April 1, 1923. The date of birth, which was not cited in any of the preceding articles, is taken from the United States Census's 1910 record, accessible at www.familysearch.org, where the name "J. C. Matlock" appears, and undoubtedly refers to the same person.
2. "J. C. Matlack back from France," *Daily Home News* (New Brunswick, New Jersey), August 8, 1907.
3. *The India Rubber World*, November 1, 1907, p. 61.
4. In that sense, employees of the International A. & V. Tire Co. were laid off so as to immediately formalize a new contract with the Michelin Tire Company, as noted in the news item "J. C. Matlack back from France," *Daily Home News* (New Brunswick, New Jersey), August 8, 1907.
5. "E. E. Connolly dies," *The New York Times*, July 26, 1926.
6. *The India Rubber World*, October 1, 1907, p. 18.
7. Following his departure from Michelin, Libby ran his own business in Minneapolis, Bowmann & Libby Inc., as distributor of Overland cars. In 1915 Harry T. Dunn, Vice President of Willys Overland and President of the Fisk Rubber Co., launched the policy of establishing his own delegations in major cities. He acquired Libby's business and appointed him General Manager of the British subsidiary Willys Overland Ltd.—renamed Willys Overland Crossley, Ltd. in 1922—based in London. Established in the European capital, Libby led the firm's international operations for years. "Foreign sales work unusually effective," *Automobile Topics*, September 23, 1922.
8. *The Sun*, November 5, 1909. Other media echoed the withdrawal of Matlack, a man respected in the sector and with a reputation as a good manager: "(...) The news is causing something of a sensation in the trade, particularly because of Matlack's identification with the Michelin interests, and his prominence in the tire industry for the past six years." "Talks from the tonneau," *The Washington Times*, November 11, p. 14. Also, *The India Rubber World* reports the news on December 1, p. 97,

- and comments: “Mr. Matlack has been exceptionally successful as an organizer, business getter, and executive, and his next step in business will be followed with interest.” We also find a brief mention in *The Horseless Age*, November 3, 1909, p. 512.
9. *The India Rubber World*, January 1911. The Ajax Standard Rubber Co.—later Ajax-Grieb Rubber Co. and, finally, Ajax Rubber Co.—was founded in 1905 by Horace de Lisser, former manager of the International A. & V. Tire Co. in Milltown for five years (1900-1905). “Horace De Lisser returns,” *The India Rubber World*, July 1919.
 10. “J. C. Matlack retires from Ajax Co.,” *The India Rubber World*, March 1, 1917.
 11. “Hauvette-Michelin gets job,” *The New York Daily Tribune*, January 6, 1910; “Michelin Company Changes,” *The New York Times*, January 9, 1910; “A new Michelin manager,” *The India Rubber World*, February 1910.
 12. A series of unpublished photographs of the Patrimoine Michelin Archives in Clermont-Ferrand, following the move in 2008 to new and still current premises, show the evolution in the construction of industrial buildings in Milltown. Several of the photographs have a handwritten date of when they were taken, the first being on June 15, 1907 and the last on September 27, although it can be seen that the construction is still in progress beyond these dates.
 13. As stated in “The Michelin American factory,” *The Indian Rubber World*, July 1, 1907; “The American Michelin Plant,” *The Automobile*, October 3, 1907; “An American Plant to Make Michelin Tires,” *The Horseless Age*, April 24, 1907.
 14. “The Michelin American plant,” *The India Rubber World*, June 1, 1916.
 15. *Thirtieth Annual Report of The Bureau of Statistics of Labor and Industries of New Jersey, for the year ending October 31st., 1907.* p. 559.
 16. This name is cited, without details, in the book *History of Milltown*. It is surely referring to the important engineering and construction firm John W. Ferguson Company in the nearby town of Paterson—in the same state of New Jersey, about 50 km from Milltown—and specializing in industrial building projects and construction. The 108-page promotional book of constructed works published and edited by the company includes two photographs of the Michelin factory in Milltown. *John W. Ferguson Co., Engineers and Building Contractors, Paterson, New Jersey.* Paterson, N.J.: John W. Ferguson Co., 1909.
 17. “Michelin’s factory additions,” *The New York Times*, August 2, 1908.
 18. J. Elwood Lee acquired the New Jersey Rubber Specialty Company in Milltown around October 1908, with the intention of moving the rubber products from the firm to a new site: the factory under construction at Spring Mill, at the outskirts of Conshohocken, Pennsylvania. Lee started production in the rubber sector in 1883 with sanitary, medical and surgical articles, but by 1910 he focused on the tire business and created the Lee Tire & Rubber Company of Conshohocken, one of the mid-sized companies that competed directly with Michelin. An article in November 1908 states: “(...) It is assumed that the plant of Specialty company will in time be absorbed by the Michelin Tire Co., whose extensive works it adjoins,” “New Jersey Rubber Specialty Co. sold,” *The India Rubber World*, November 1, 1908, p. 76; and “Growth of the Ellwood Lee Co.,” *The India Rubber World*, October 1, 1909.
 19. “Milltown,” *Automobile Topics*, October 22, 1910, p. 192 and June 22, 1912, p. 355.
 20. “Addition to Michelin plant,” *Automobile Topics*, November 23, 1912; “Michelin adds to plant,” *The Automobile*, December 19, 1912.
 21. As reported in “Michelin adds,” *The Automobile*, January 27, 1916; “Another building for Michelin,” *The Horseless Age*, February 1, 1916.
 22. “Michelin extends plant,” *The Automobile & Automotive Industries*, September 23, 1920; “Build new storehouse,” *The Charleston Daily Mail*, October 8, 1920.

23. Following the closure of the Milltown factory in 1929, in 1933 a press advertisement in the monthly magazine *Fortune* offered the factory and its grounds for sale with a description of the complex and its facilities. The difference between the initial land area, 32.7 ha and the 8.5 ha put up for sale would probably be explained by subtracting the space allocated to other facilities such as employee housing or the factory's own baseball field.
24. "The American Michelin plant," *The Automobile*, October 3, 1907.
25. "History of the Milltown Freight Station." Article written by Thomas Reynolds, specialist in the history of the Raritan River Railroad who maintains an interesting and well-documented website on the subject: www.raritanriverrailroad.com
26. Ibid.
27. An important order for hydraulic presses was commissioned to Alexander Adamson and his Akron foundry and machinery business, the Adamson Machine Co. "The Rubber trade at Akron," *The India Rubber World*, July 1, 1907. Another specialized machinery supplier for the Akron rubber industry, The Williams Foundry and Machine Co., equipped the Michelin factory; advertisement in *Motor Age*, May 10, 1917, p. 105. R. H. Beaumont Company of Philadelphia installed a coal storage and handling system used in the generation of electricity at the Michelin thermal power station, equipped with two large cable-operated scrapers for hauling the material; Advertisement in *The Blast Furnace and Steel Plant*, Pittsburgh, Steel Publications, September 1920, p. 9.
28. "The Michelin American factory," *The India Rubber World*, July 1, 1907.
29. "Edouard Michelin looks at his plant," *The Daily Times* (New Brunswick, New Jersey), December 14, 1907.
30. "The steady progress made by the Michelin Tire Co.," *The San Francisco News Letter*, June 27, 1908.
31. Advertisement in *The Literary Digest*, October 10, 1908. The same ad was published in other press (i.e. in *Collier's* magazine).
32. *New York Tribune*, July 19, 1908, p. 9.

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Works Progress Administration. *History of Milltown.*
Washington D.C., U. S. Government Printing Office, 1936.
Document edited from the original, composed by typewriter
and presented to the Milltown Historical Society by Linda Matlack Butch.

*Thirtieth Annual Report of The Bureau of Statistics of Labor and Industries of New Jersey,
for the Year Ending October 31st., 1907.*
Candem, N. J.: Bureau of Statistics of Labor and Industries of New Jersey, 1908.

TABLE 1: ORGANIZATIONAL CHART AND MANAGEMENT POSITIONS AT THE MICHELIN TIRE CO.

NAME	POSITION	YEARS
ÉDOUARD MICHELIN	President	1907-1933
JAMES C. MATLACK	Vice Presidente and General Manager	1907-1909
JULES HAUVETTE-MICHELIN	Vice Presidente and General Manager	1910-1933
EMILE FONTAINE	Secretary and Treasurer	1907-1910
REUBEN E. GLASS	Assistant Treasurer	a. 1909-1909
	Director of Finance	1909 (December)-1911
STÉPHANE BRIDIER	Secretary and Treasurer	1911
	Sales Department	a.c. 1917-1919
LOUIS MASDUBOST	Secretary and Treasurer	1911-1920
ELMER E. CONNOLLY	Director, Assistant Treasurer	1909-1915
	Member of the Executive Committee	1915-1920
	Michelin Agency Director	a. 1916
	Treasurer	1920-1926
JOSEPH LAFARGE	Secretary	1920-1926
	Secretary and Treasurer	1926-1929
CHARLES ZIMMERMAN	Assistant Secretary	1926-1929
	Secretary	1929-1933
DAVID S. SERVIS	Assistant Treasurer	1926-1929
	Treasurer	1929-1933
HARRY R. B. MEYERS	Industrial Director	1908-a.1922
	Director of Social Services	1919-a.1922
HENRY C. YOUNG	Superintendent	a. 1910-a.1914
	President of the Michelin Athletic Association	
BURTON R. PARKER	Advertising Director	1908-a. c.1910
RUPERT B. BRAMWELL	Advertising Director	1909-1922
HELMUT M. KIESEWETTER	Advertising Assistant	c. 1910-1914
CHARLES W. TRUEMAN	Advertising Department	1916
ELMER E. CALDWELL	Advertising Assistant	a. 1917-1918
FRANK WYMAN LIBBY	Sales Manager	1907-1910
WILLIAM SEWARD JR.	Sales Department	a. 1909
M. S. LINES	Sales Department	1910-1917
WILLIAM L. HOGARTY	Sales Department	1910-1918
R. F. DEMONNE	Sales Director	a. 1920-a.1928
T. VOORHEES	Assistant Sales Manager	a. 1927
L. A. RAGOT	Assistant Sales Manager	1928
	(at Michelin since 1911, holding other positions)	
J. J. ROONEY	Credit Manager	a. 1920

Notes for Table 1.

*The abbreviation “a.” for “active” is added to the date —i.e. “a. 1922” means active in 1922—when references have been found for a person linked to the Michelin organization in that particular year, without specifying since when the position is held or when the term of office ends. Data compiled from different sources, including:

- *History of Milltown*. Milltown: Public Works Administration, 1936.
- History of Middlesex County, New Jersey 1664-1920. New York: Lewis Historical Publishing Co., 1921.
- Press releases appearing in *The India Rubber World* between 1907 and 1930.
- “Milltown,” *New Brunswick Times*, February 15, 1911.
- “The Cord tire almost thirty years old,” *The Des Moines News*, May 21, 1919.
- “Bramwell, veteran, passes on,” *Motor West*, July 1, 1922, p. 51.
- *The Tire Rate Book*, in their editions of 1919 (October), 1921 (Abril), 1923 (Abril), 1925 (October), 1927 (Abril), and 1928 (Fall). Quarterly publication edited by The Class Journal Company in New York.



NEW TENANTS. The above image shows two of the four brick buildings of the International Automobile and Vehicle Tire Co. industrial complex in Milltown. The large building on the left was on the corner of Ford Avenue and Main Street, and the building housing the company's central offices can be seen at the back, with a water tank on its roof.

- 1.** Photograph of the premises of the International A. & V. Tire Co., c. 1907. Facilitated by Patrimoine Michelin, Clermont-Ferrand. **2.** Portrait of James C. Matlack, published in *The India Rubber World*, on December 1918. **3.** Portrait of Jules Hauvette-Michelin.



JAMES C. MATLACK

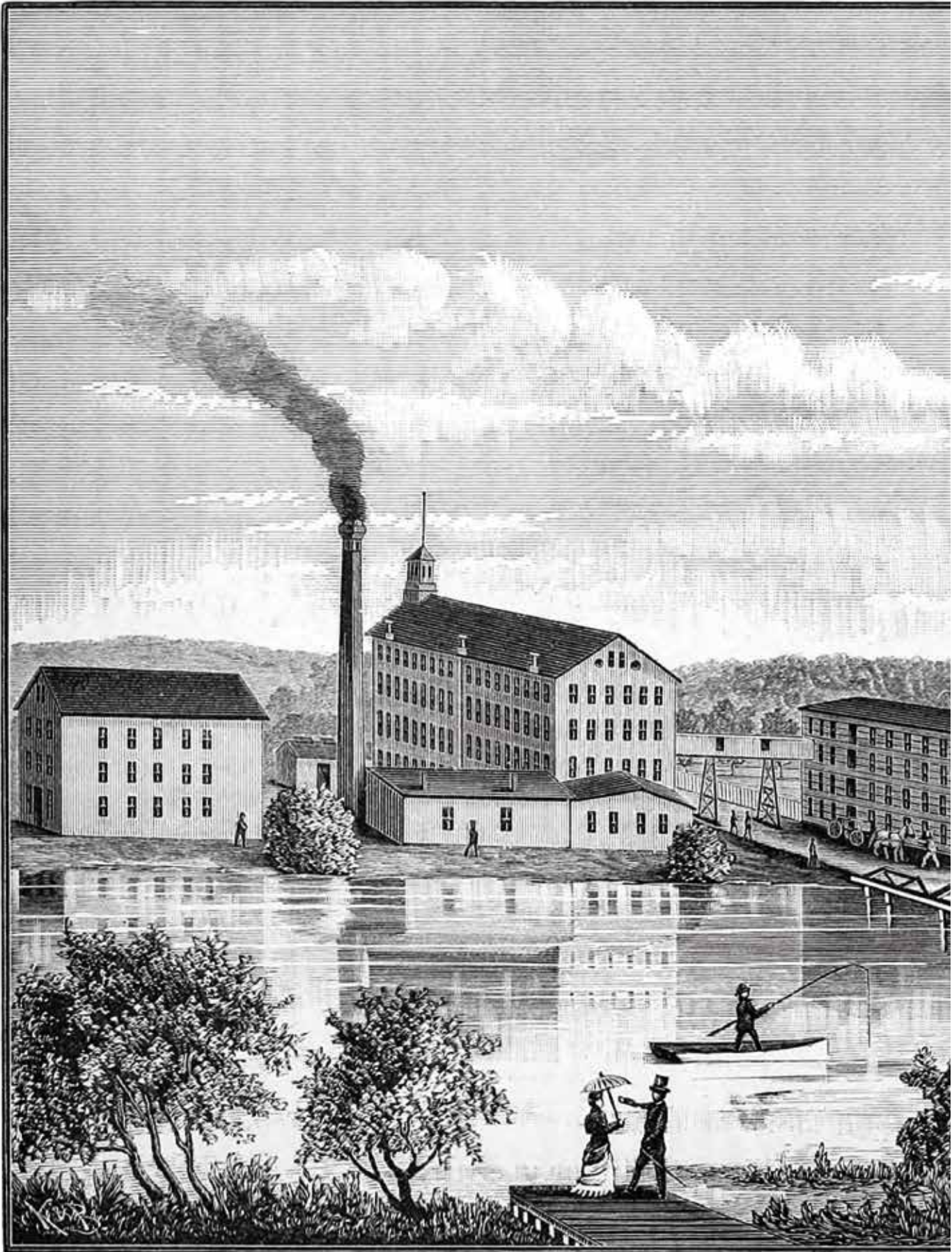


JULES HAUVETTE-MICHELIN



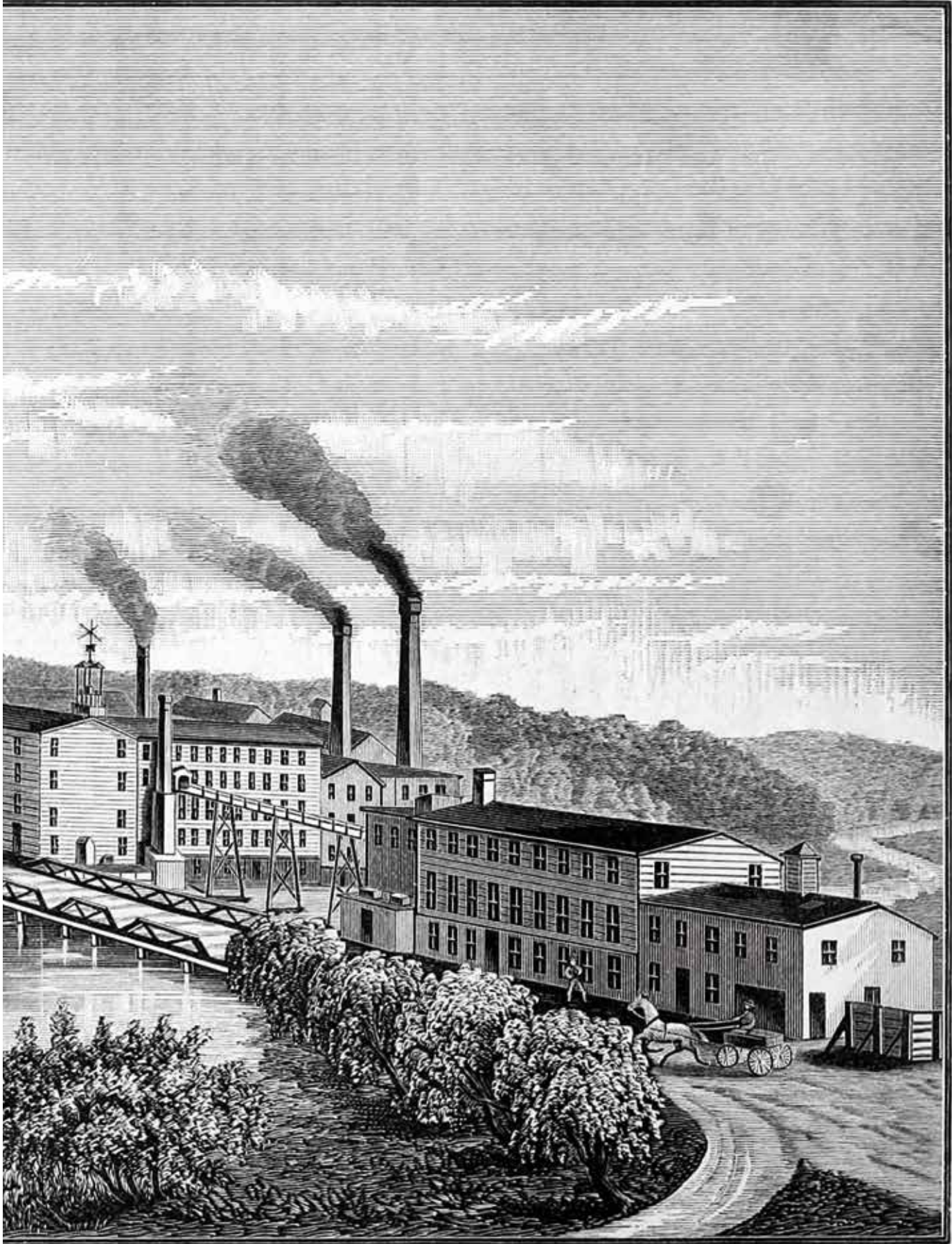
IN SITU. Édouard Michelin traveled several times to the United States, both to negotiate the acquisition of the premises and grounds of the International A. & V. Tire Co. in Milltown as well as to inspect the progress of setting up its American subsidiary's tire factory. According to data provided by Brian Harto, member of the Milltown Historical Society and provider of the photograph shown above—never before published—the image portrays Victor Solignat—on the left with a mustache and a cap—and Édouard Michelin in the snowy landscape of Milltown. Victor Solignat, born in Clermont Ferrand in 1887, was sent by Michelin to Milltown in 1909, working as an office clerk and stenographer, and later as a purchasing agent for the U.S. subsidiary. He got married on June 20, 1914 to Pauline Coquerelle (1898-?), and resided at 12 South Street in Milltown. His son, Gilbert, was born in 1916 in New Brunswick. On May 9, 1925 they left Milltown to return to Europe and permanently settle in France.

4. Photographic portrait taken in Milltown, c. 1909.

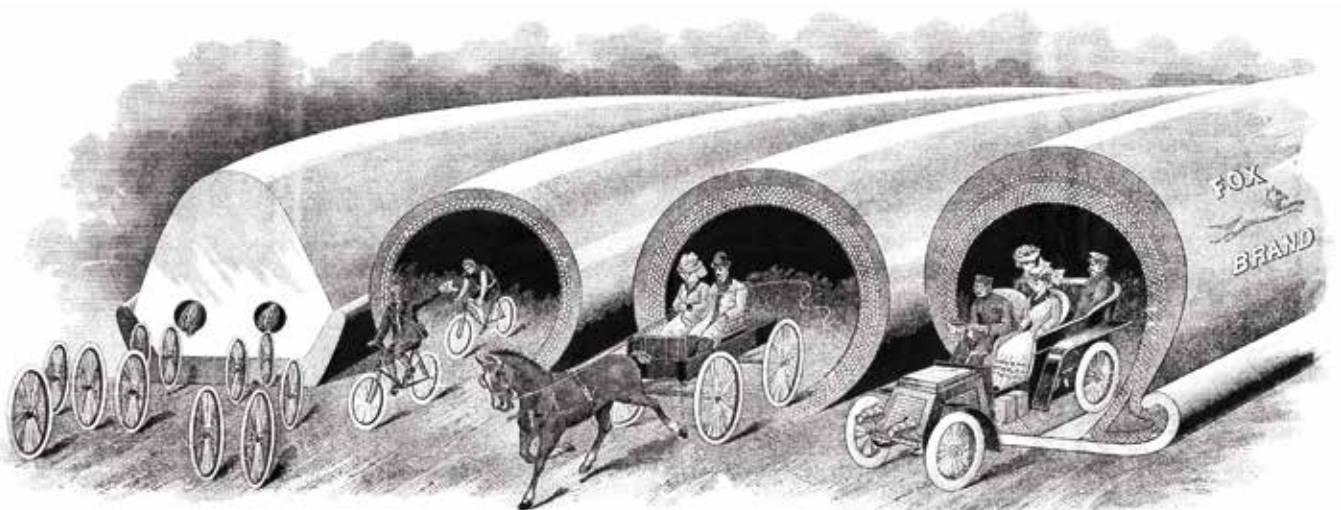
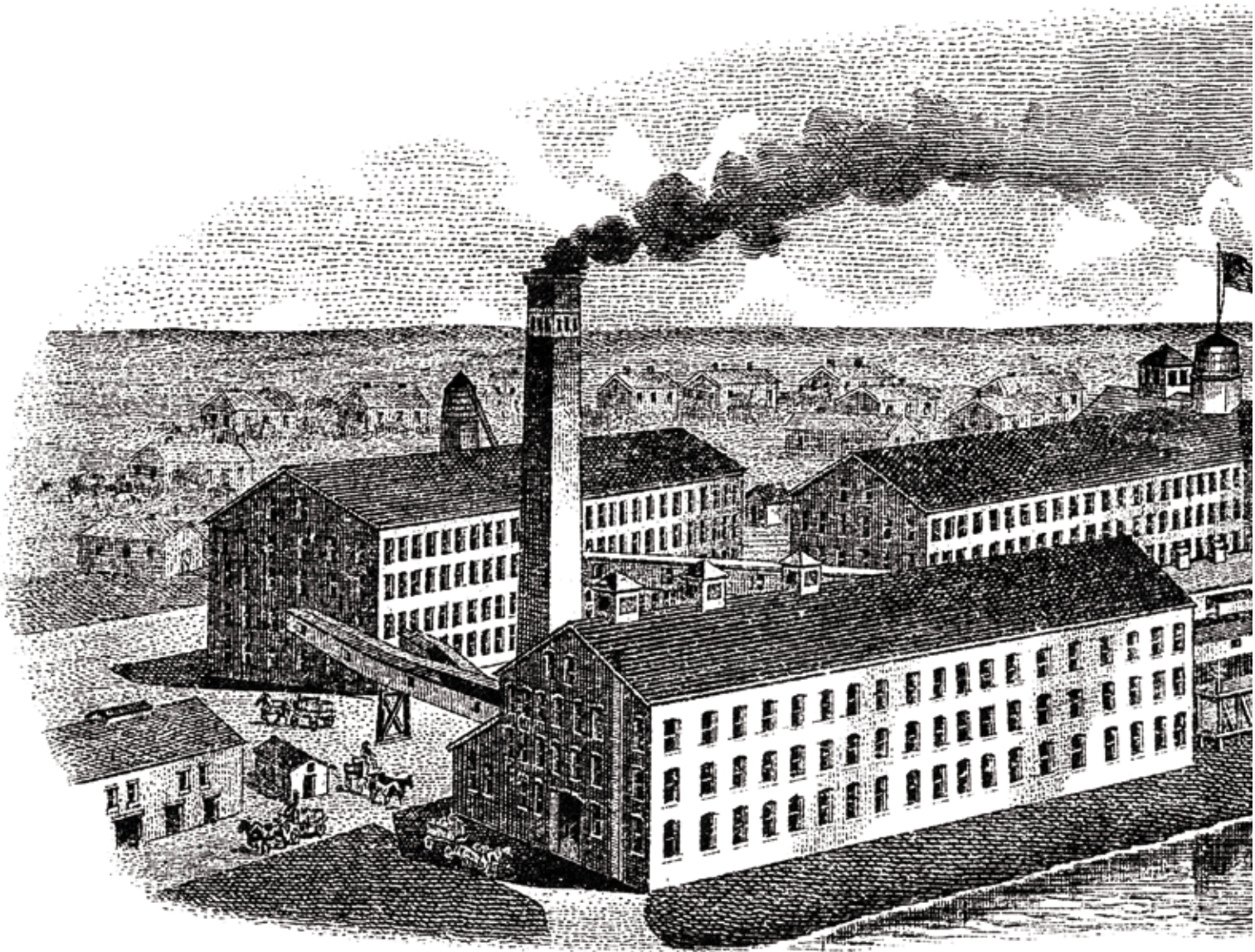


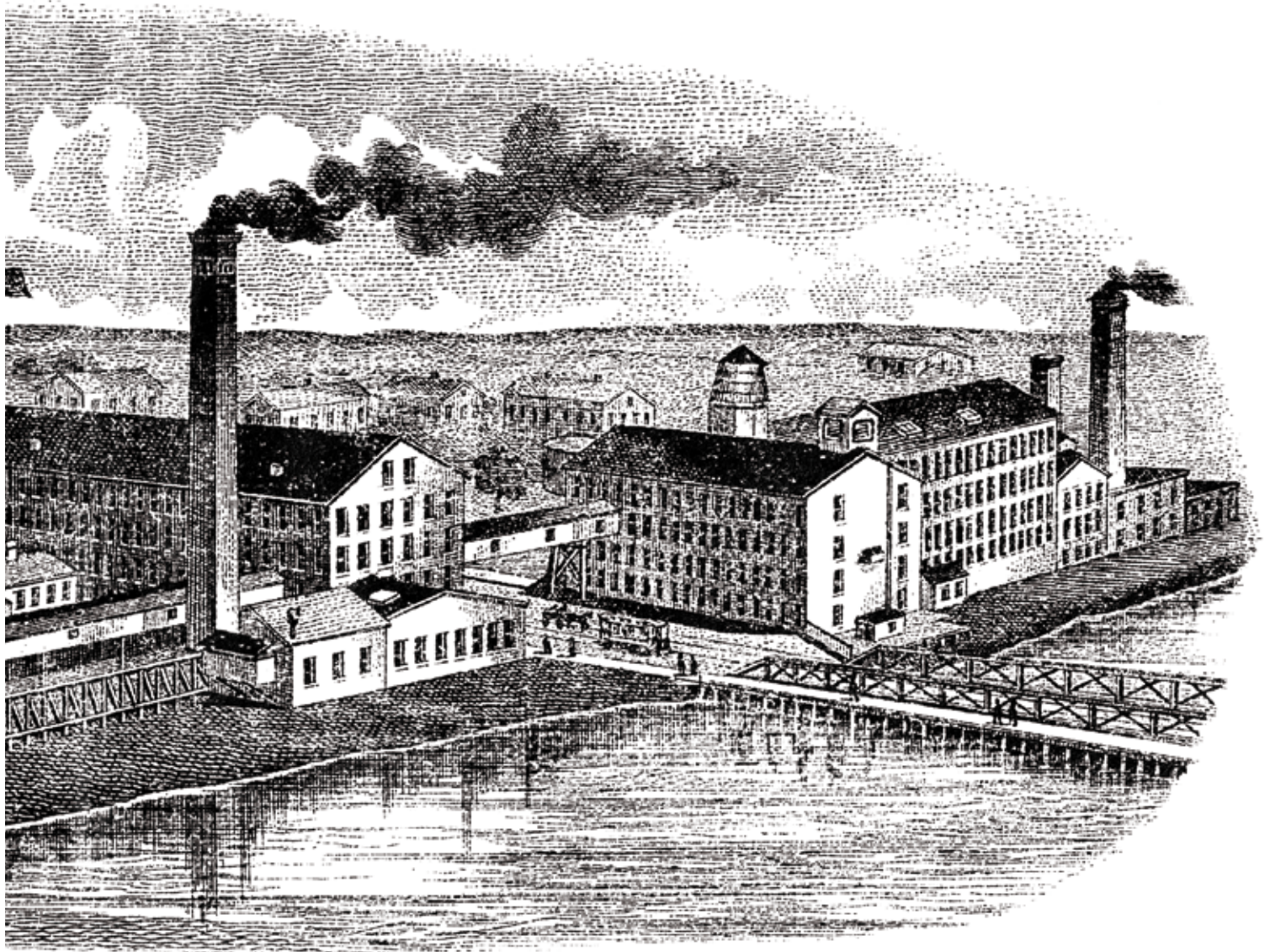
THE ORIGINAL FACILITIES. The image above depicts a view of the industrial complex of the Meyer Rubber Company and its buildings on both sides of Main Street, next to the bridge that links it with Milltown's town center.

5. Engraving published in *History of Union and Middlesex Counties, New Jersey*, 1882 (listed in the bibliography).



THE MEYER RUBBER COMPANY,
NEW BRUNSWICK, N. J.





CORPORATE STATIONERY.

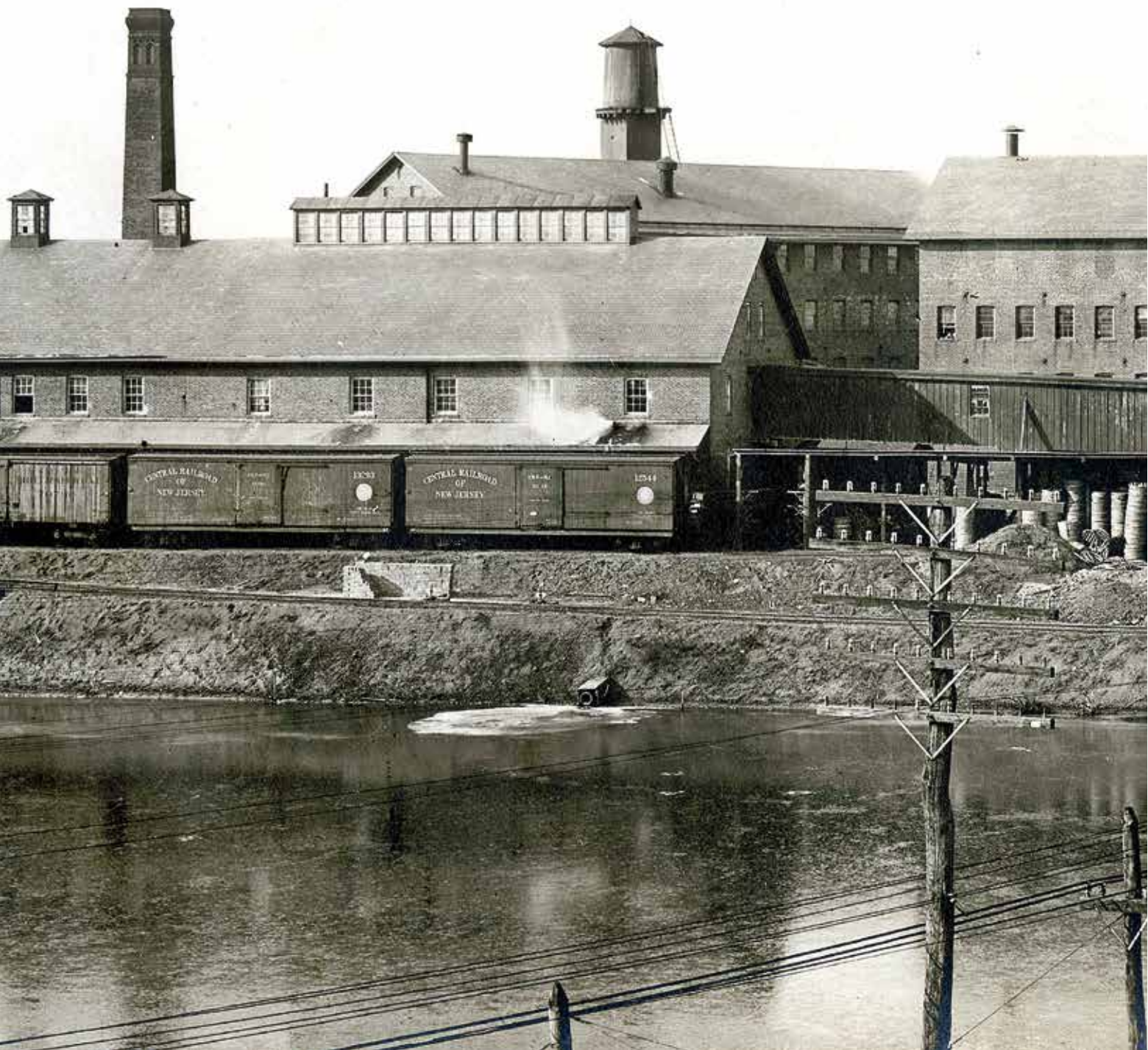
The administrative and commercial stationery of the International A. & V. Tire Company incorporated an engraving depicting their industrial facilities in Milltown.

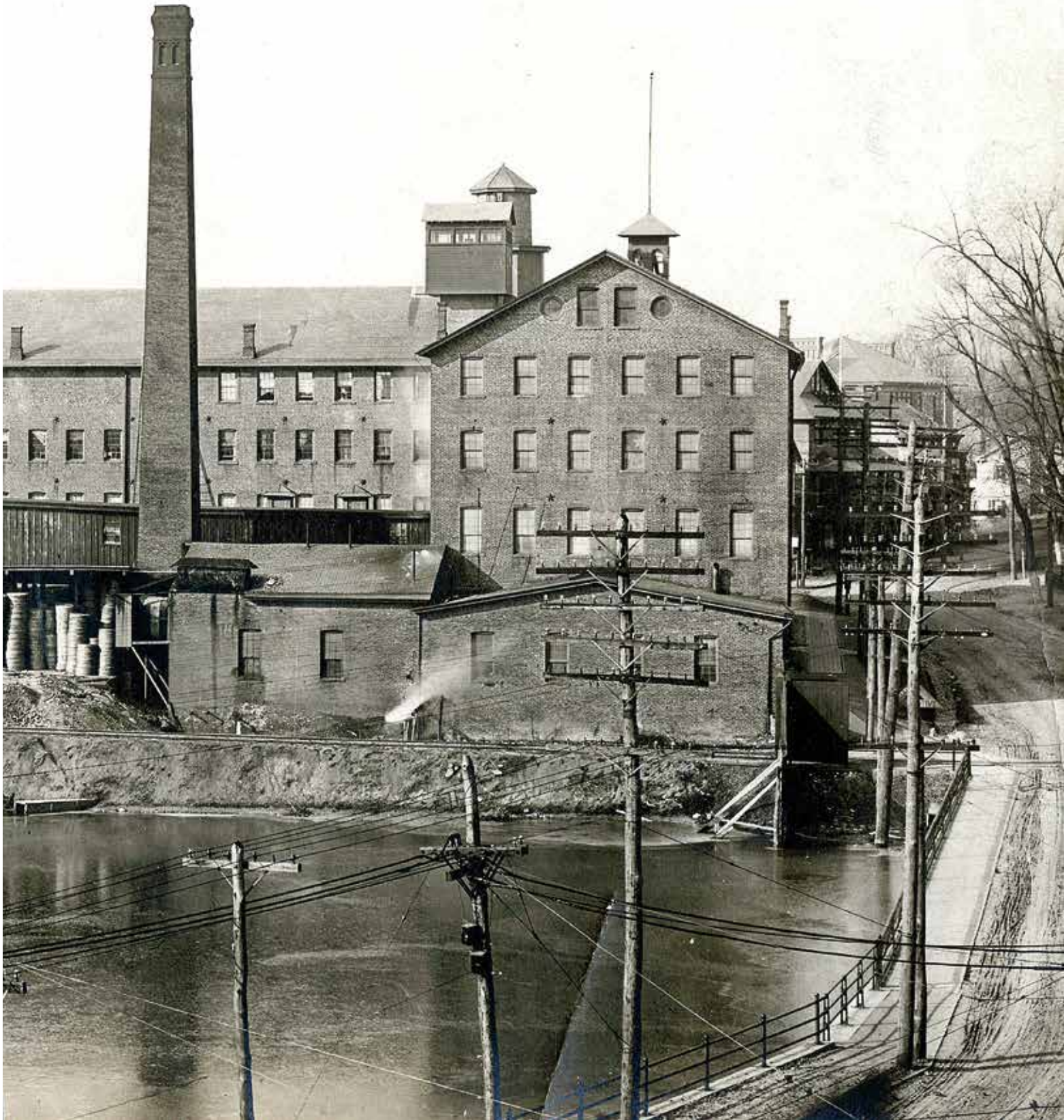
In the double-page image above, we see buildings of the complex and their different accesses, transited not by cars, but rather by trams and horse-drawn carts.

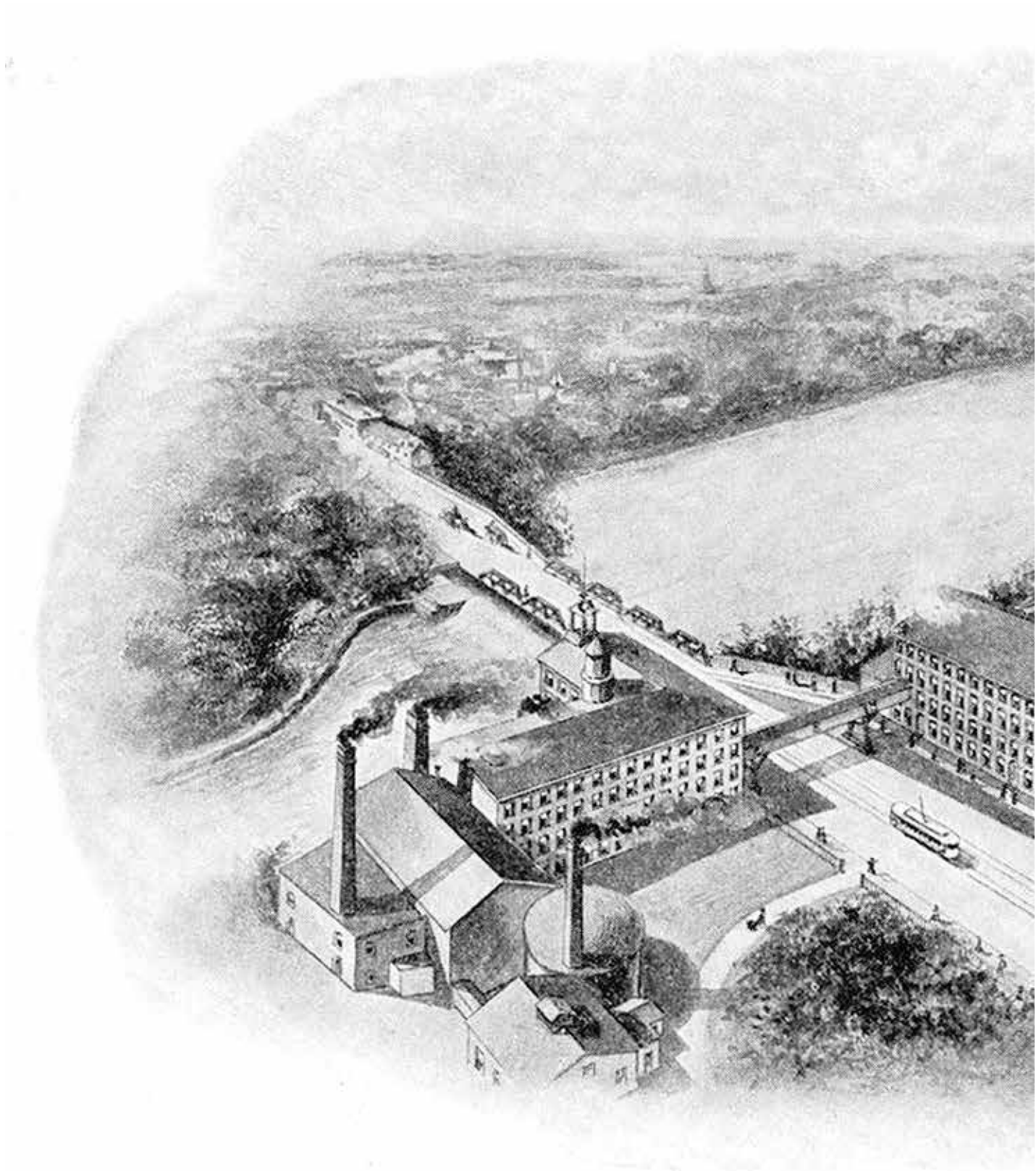
6-8. Stationery and details of the prints contained. On the backside were different models of pneumatic and solid tires for bicycles, carts and automobiles.

MICHELIN STOP. In the photograph we see the façade of the buildings inherited from the International A. & V. Tire Company, with its original square-based smokestack that was later demolished to set up a new facility. The train track runs parallel to the river bank, with several wagons parked at the factory's own stop. We can read "Central Railroad of New Jersey" on the sides of the wagon trains.

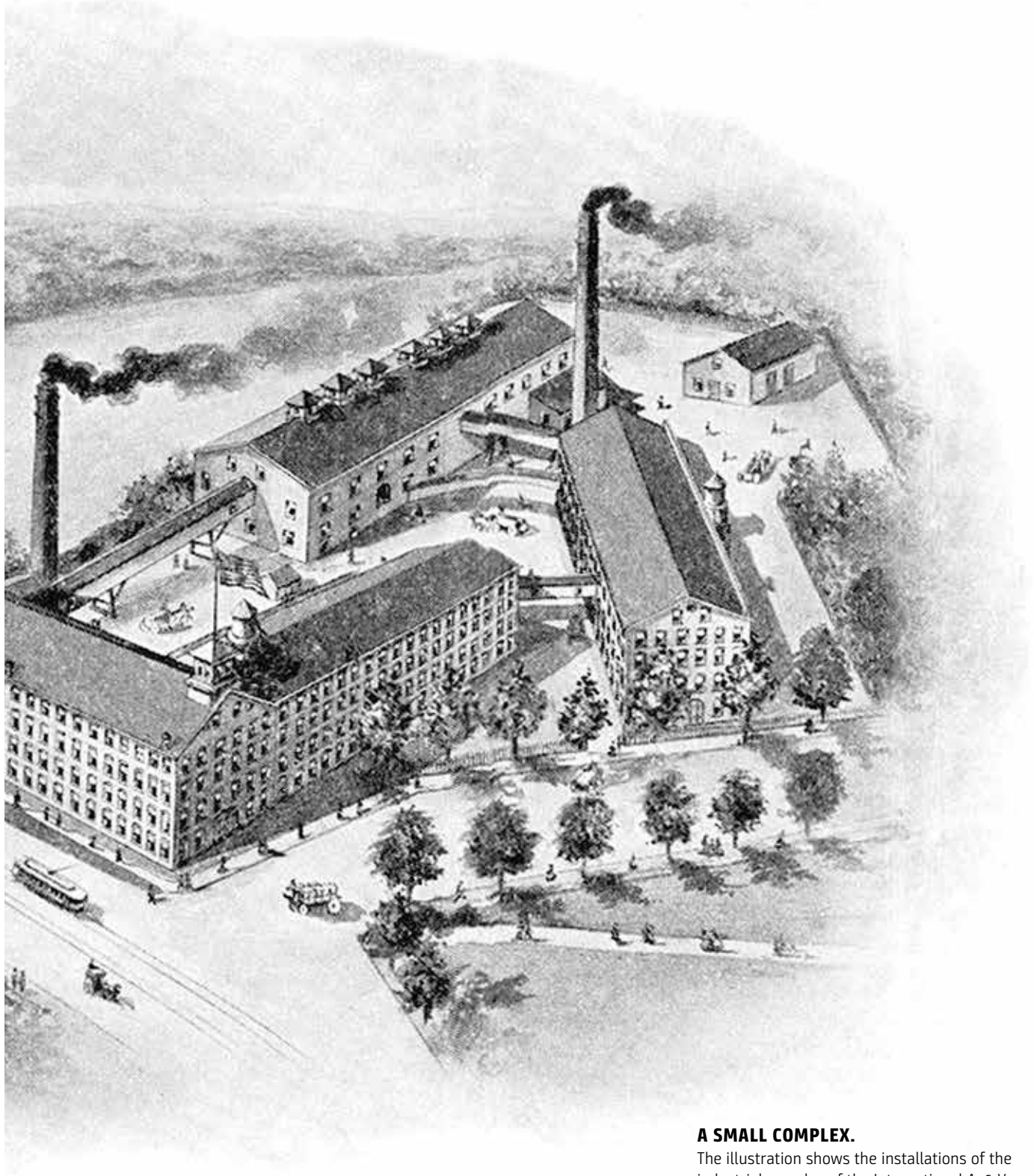
9. View of the central buildings of the Michelin Tire Company factory in Milltown, from the other side of the Lawrence Brooks River, taken January 7, 1910.







FACTORY: MI
In order to have the best, use
INTERNATIONAL
FACTORY AND
346 Broadway, NEW YORK. MILLTON



MILLTOWN, N. J.
"FOX BRAND" Motor Tires.

A. & V. TIRE CO.

MAIN OFFICE:
MILLTOWN, N. J. 435 Wabash Avenue, CHICAGO.

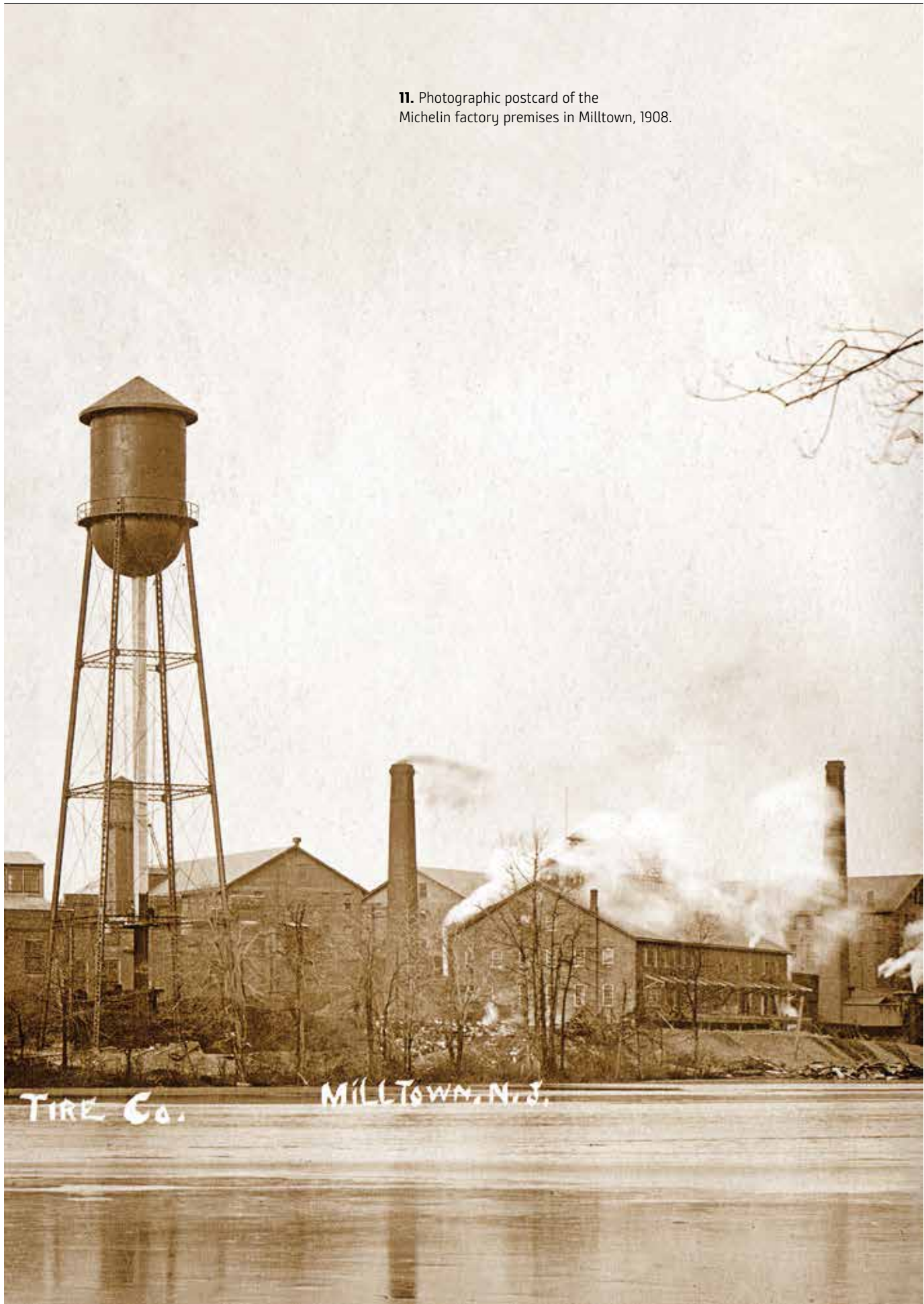
A SMALL COMPLEX.

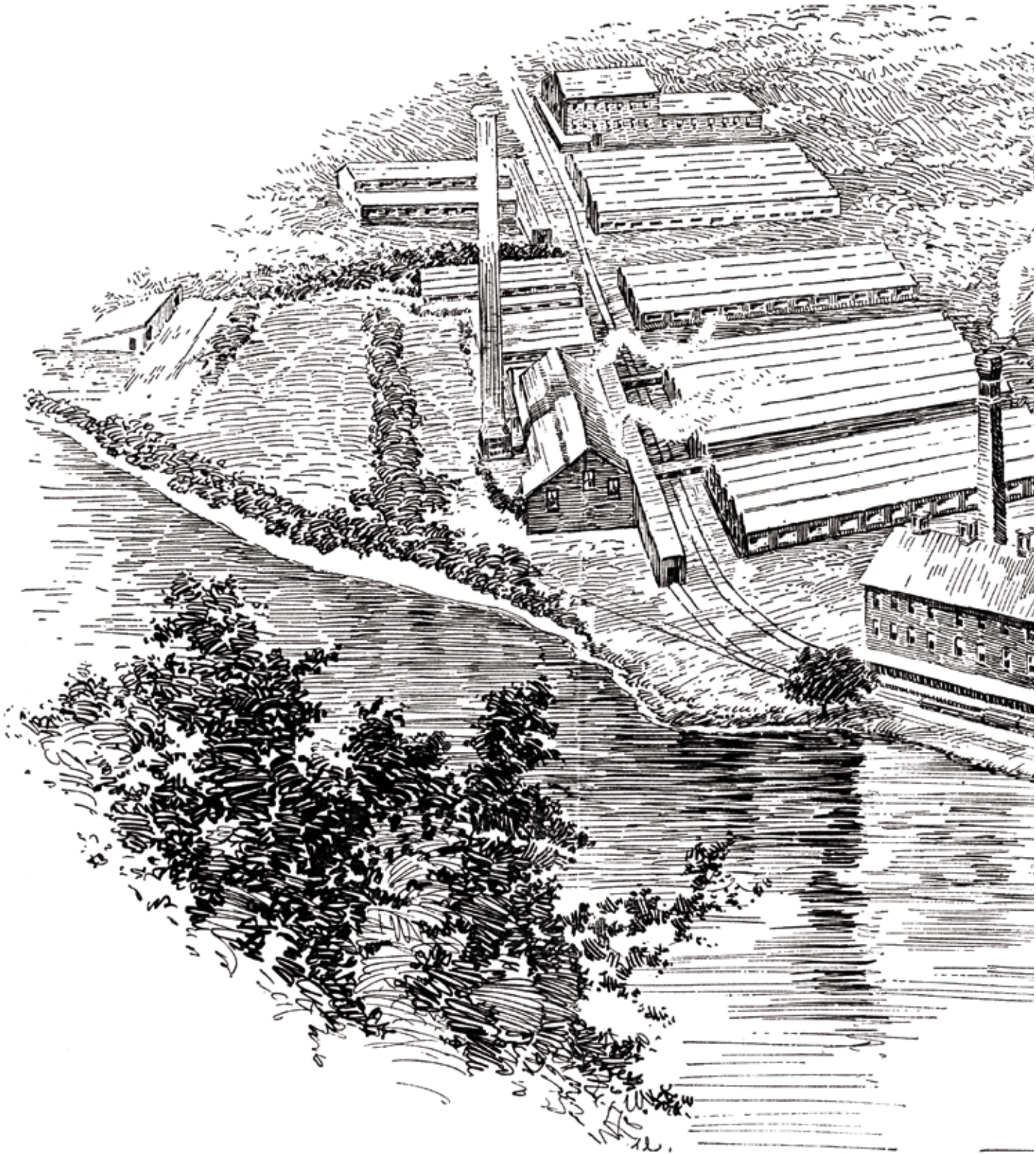
The illustration shows the installations of the industrial complex of the International A. & V. Tire Co. in 1902, after the former buildings and industrial plants of the Meyer Rubber Company of Milltown were replaced, which had been in disuse since 1897.

10. Illustration for an advertisement published in the specialized magazine *The Horseless Age*, August 6, 1902.



11. Photographic postcard of the Michelin factory premises in Milltown, 1908.

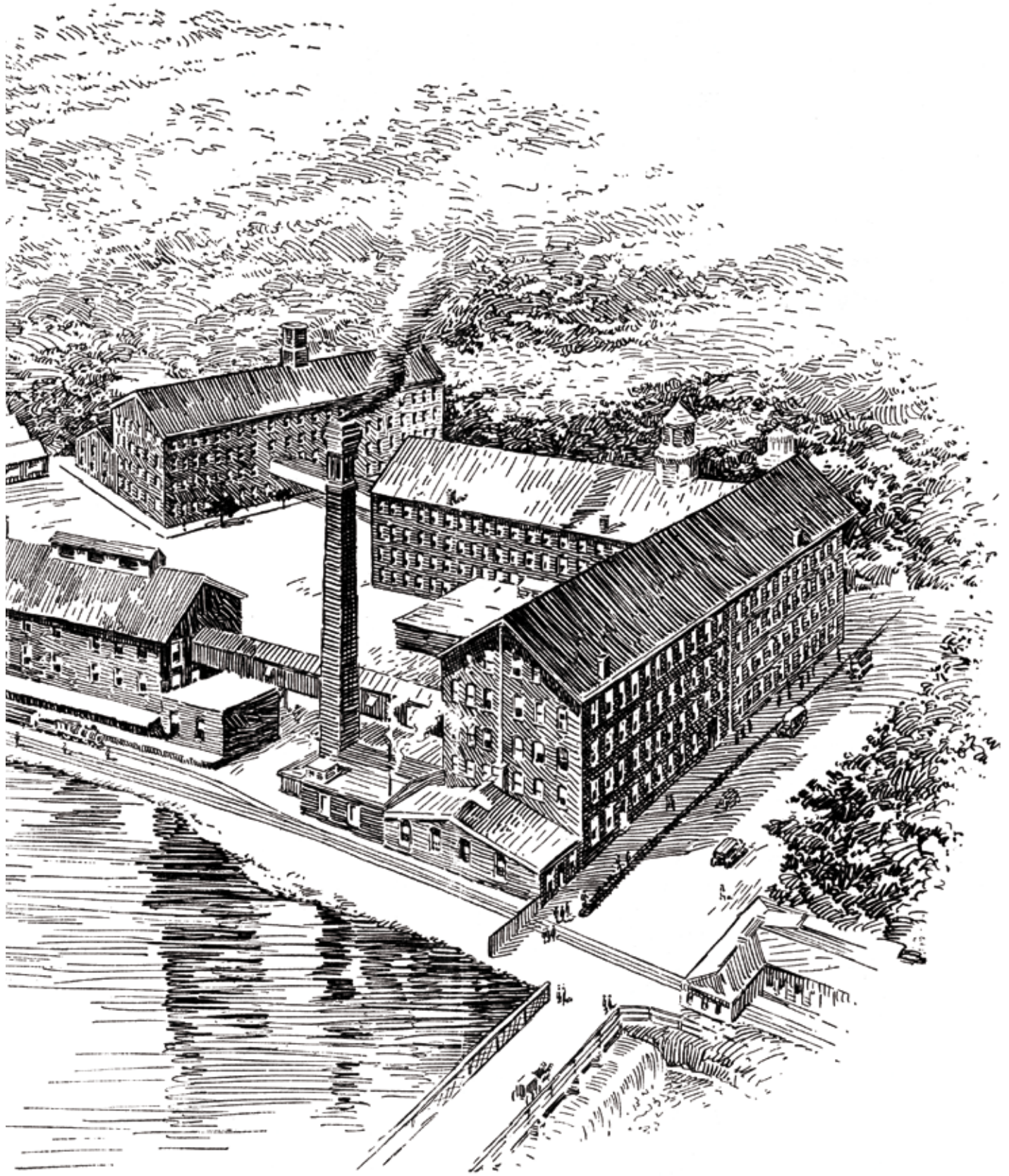


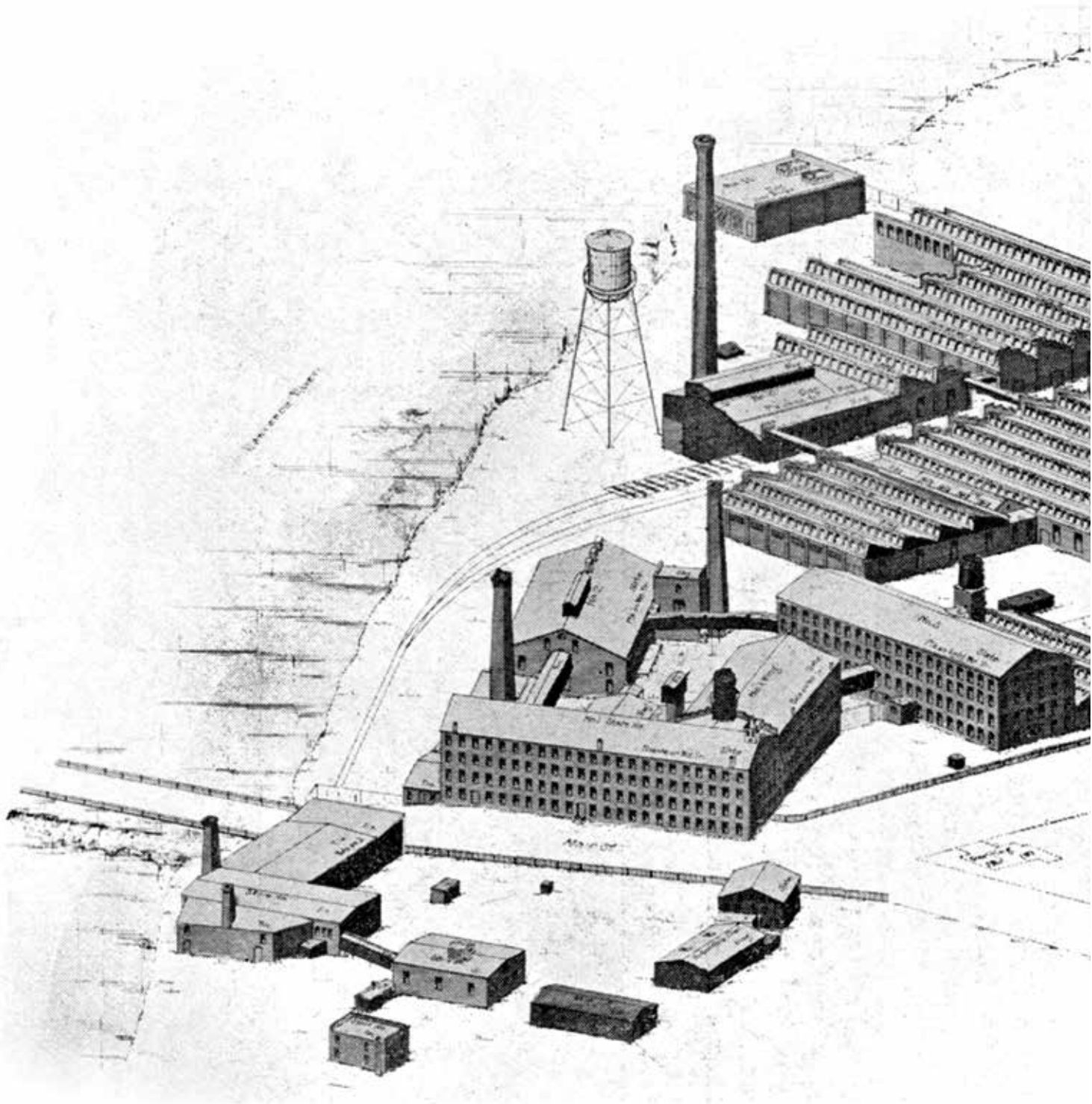


WORK AND LIFE INSURANCE.

The facilities of the industrial complex in Milltown, as shown in an image printed on the Life Insurance Certificate that Michelin employees benefited from.

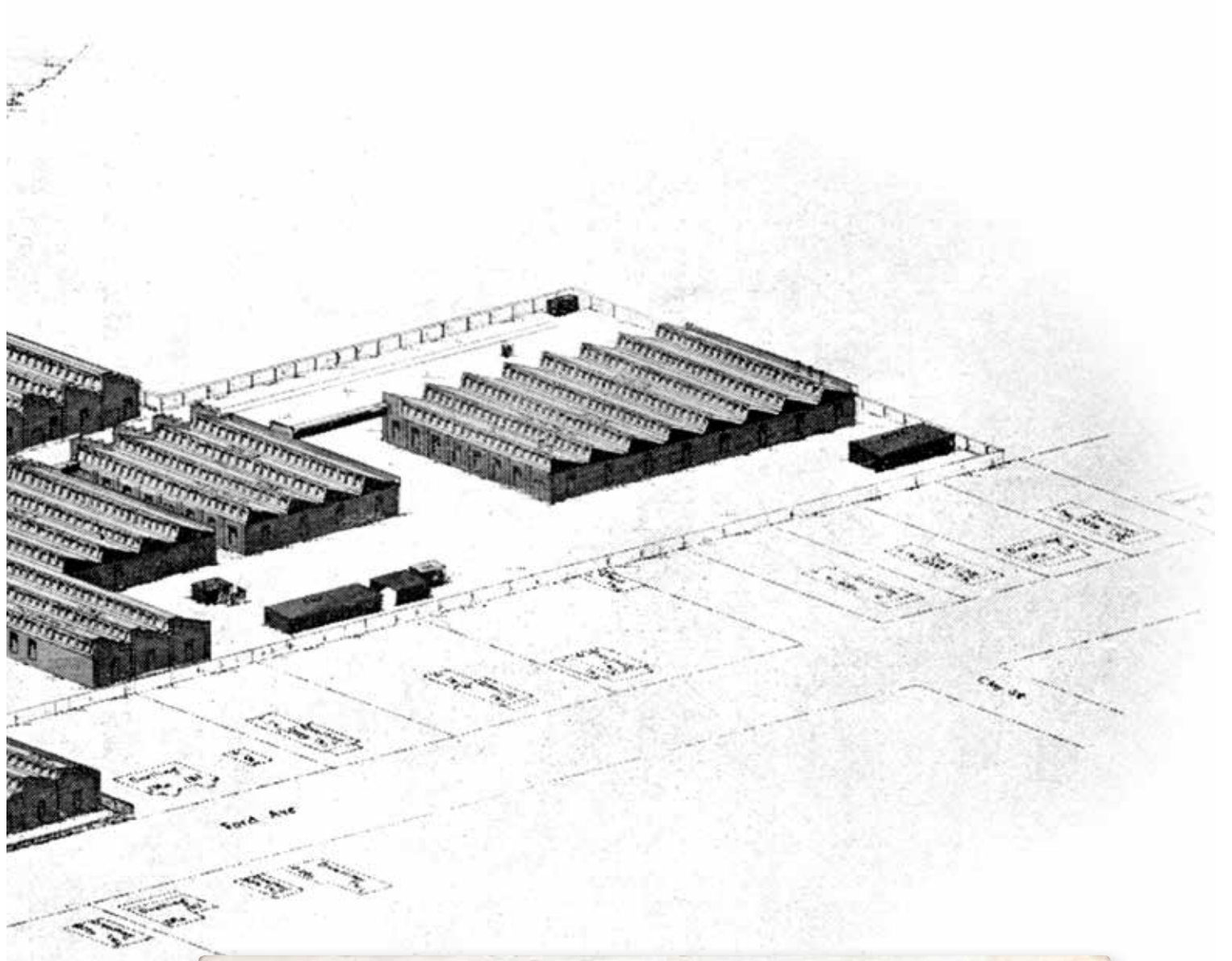
12. Illustration included in one of the documents issued by The Travelers Insurance Company that gave coverage to staff members of the factory and businesses controlled by the Michelin Tire Company in Milltown. In this particular case, it deals with policy number 714 for staff member Henry Bordier, dated June 16, 1919.



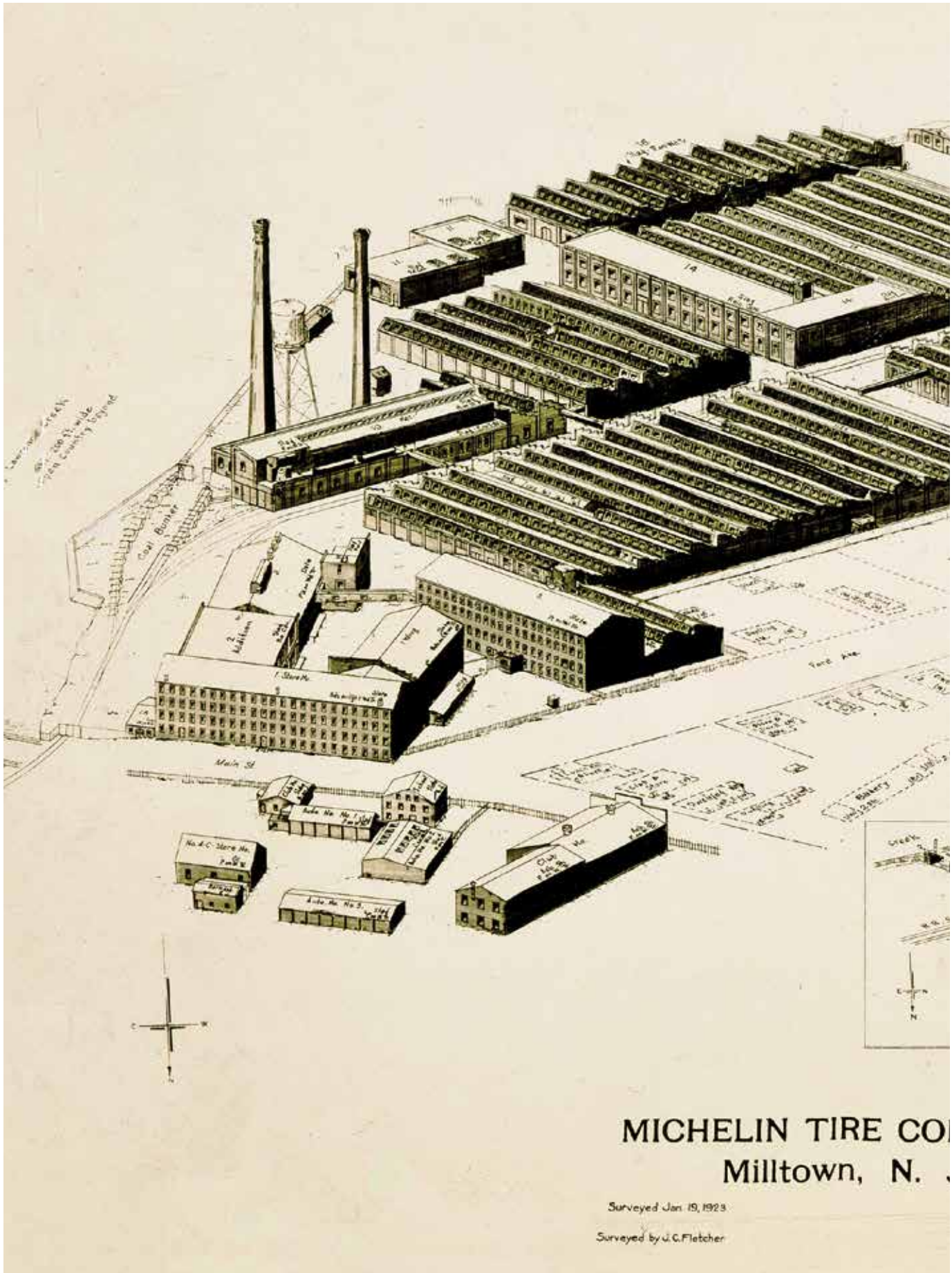


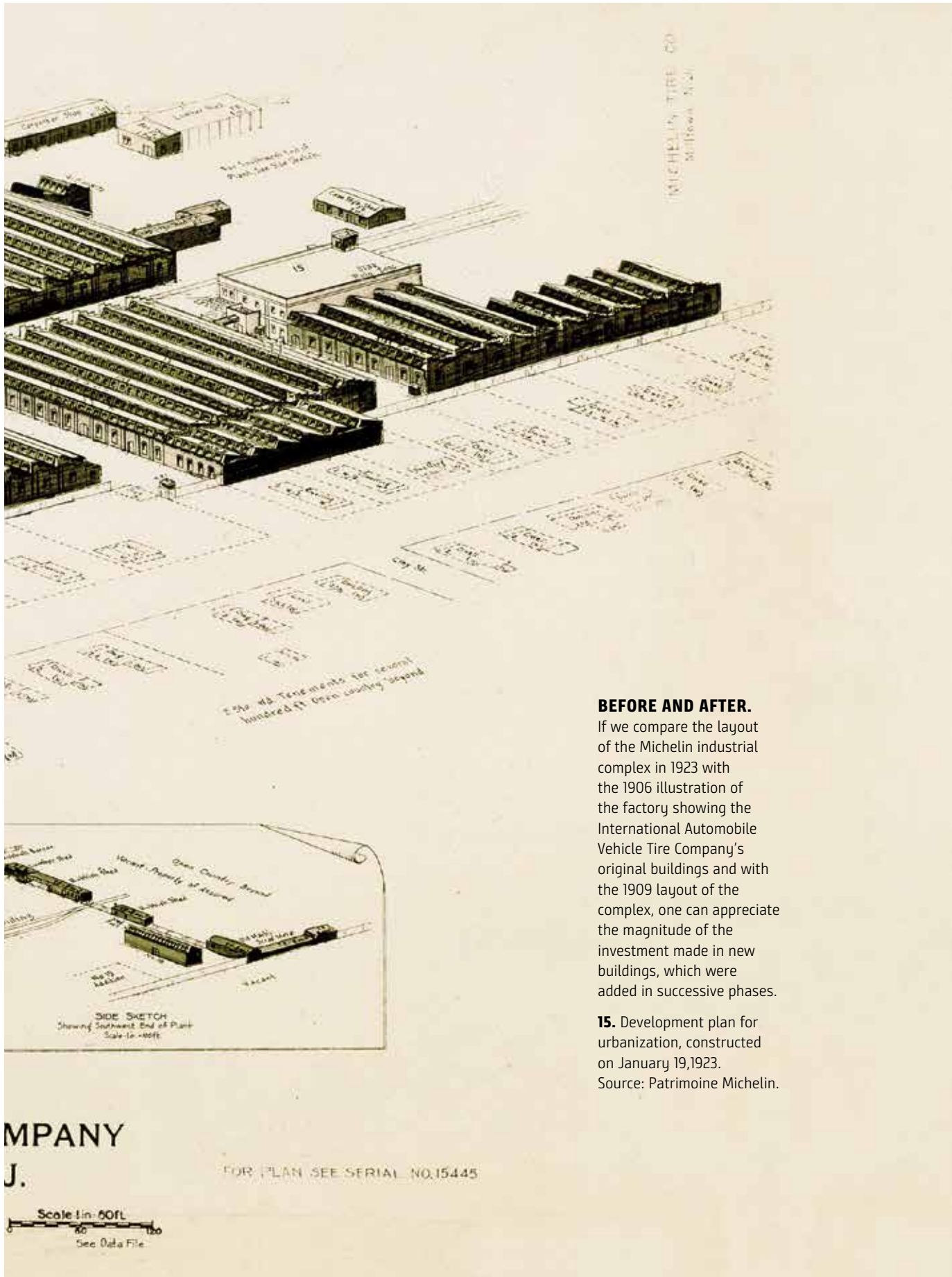
13. Layout of the industrial complex in Milltown, 1909.

14. Michelin promotional postcard showing administrative buildings c. 1910.



MICHELIN TIRE COMPANY, MILLTOWN, N. J.



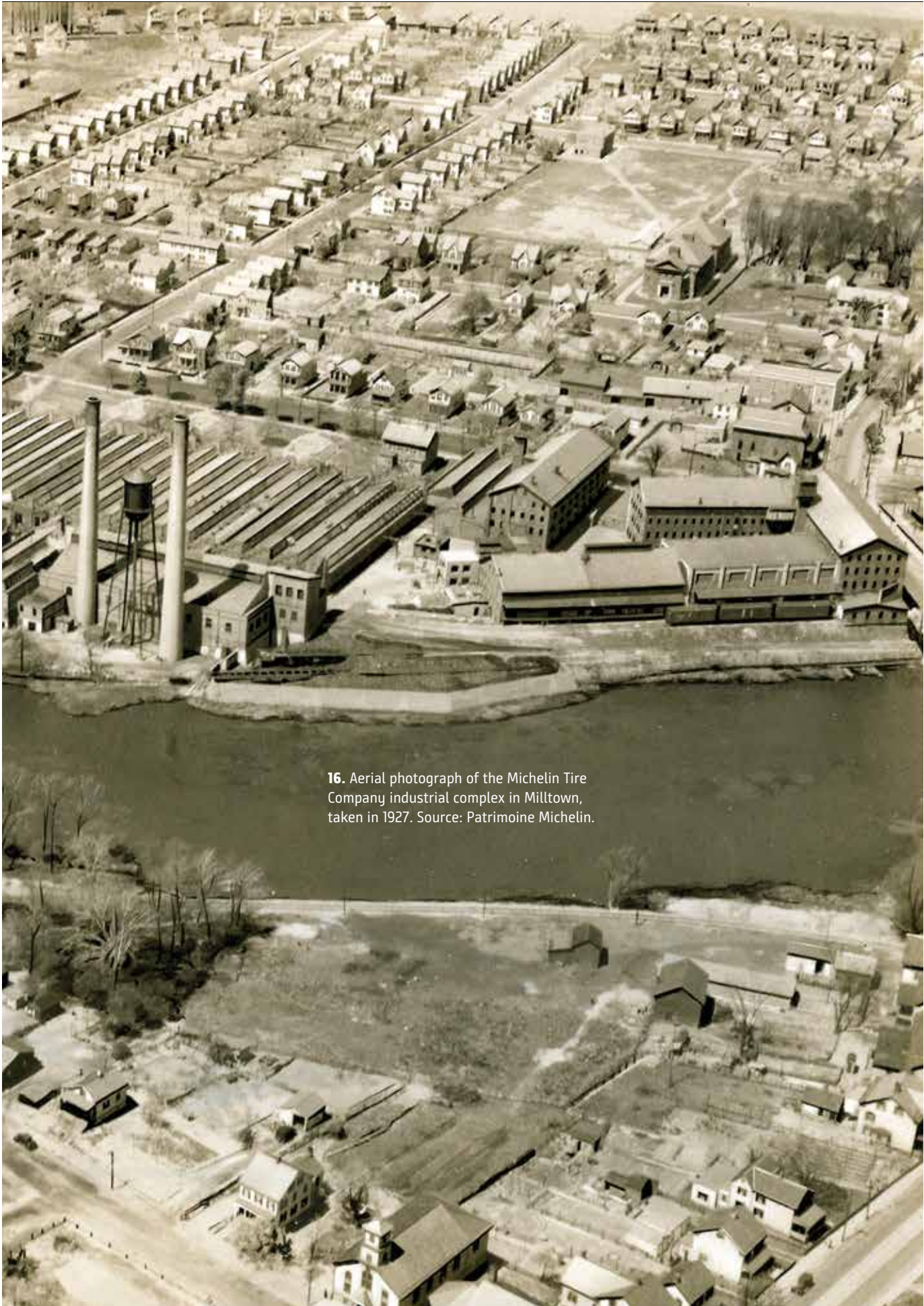


BEFORE AND AFTER.

If we compare the layout of the Michelin industrial complex in 1923 with the 1906 illustration of the factory showing the International Automobile Vehicle Tire Company's original buildings and with the 1909 layout of the complex, one can appreciate the magnitude of the investment made in new buildings, which were added in successive phases.

15. Development plan for urbanization, constructed on January 19, 1923.
Source: Patrimoine Michelin.



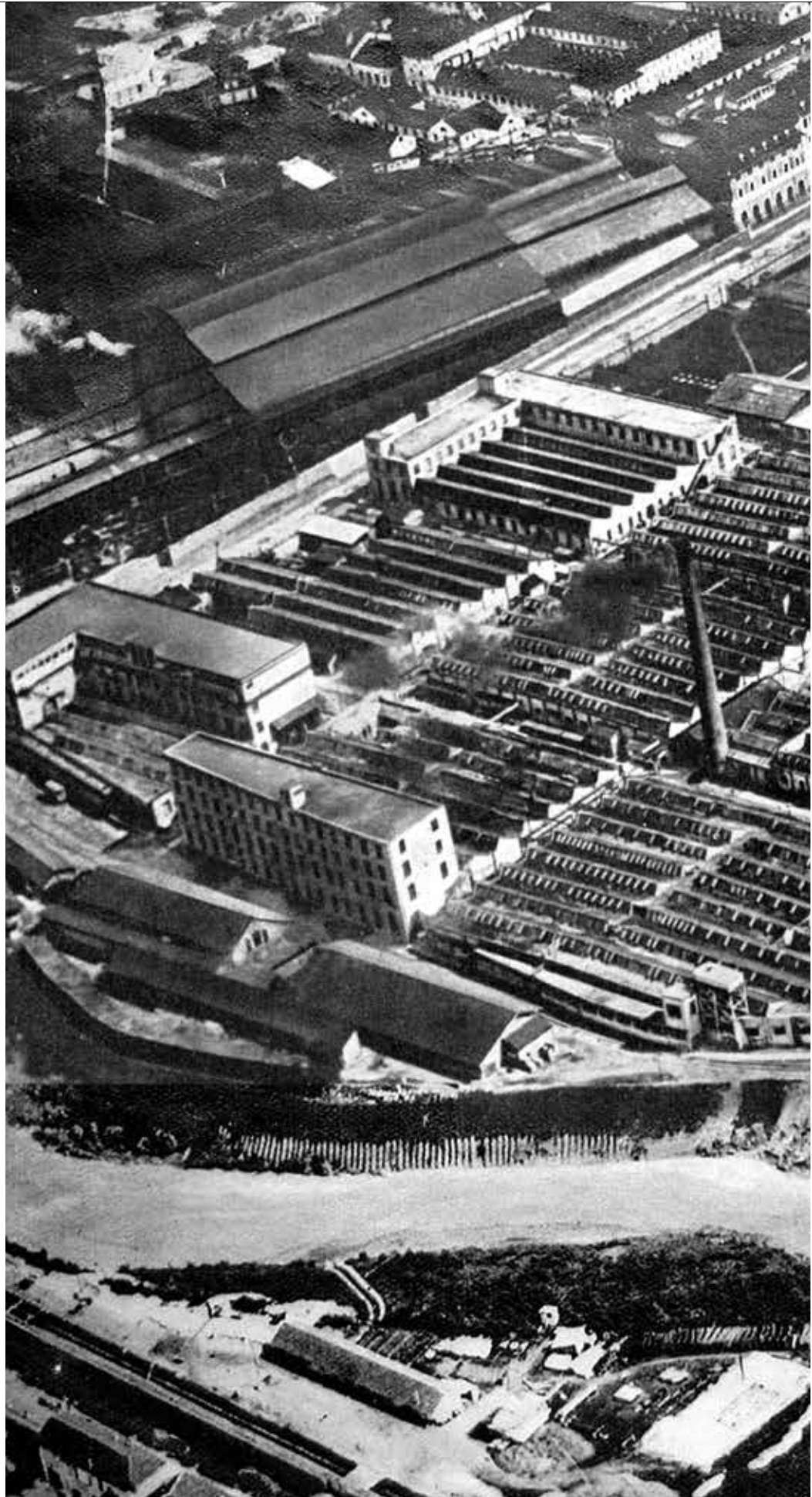


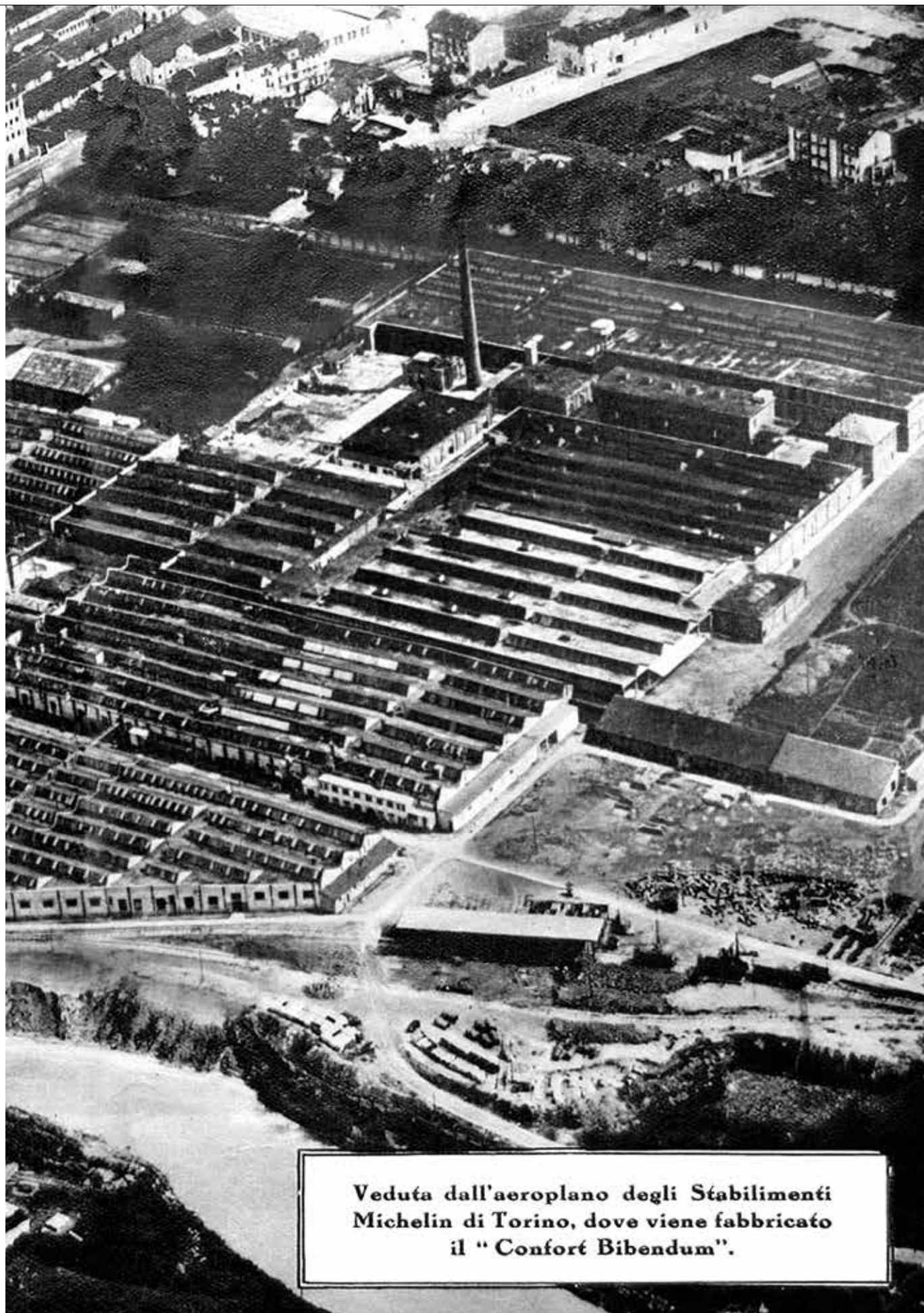
16. Aerial photograph of the Michelin Tire Company industrial complex in Milltown, taken in 1927. Source: Patrimoine Michelin.

THE REFERENCE.

The experience acquired by Michelin in the construction of its Italian factory in 1906 served as a model to approach, a year later, for the planning of the smaller project in Milltown. In 1904 Michelin acquired property in Turin consisting of 110,000 m²—partly urbanized—next to the river Dora, and on July 13, 1907 launched the factory for Michelin's first Italian tire. In 1908, 30,000 m² of new production buildings were built and in 1914 the offices were located in new buildings occupying 40,000 m². Over the years the plant would expand to meet production demands.

17. Aerial photograph of the Michelin plant in Turin, taken in 1924. Published in the corporate magazine *Bibendum*, May 1928.





**Veduta dall'aeroplano degli Stabilimenti
Michelin di Torino, dove viene fabbricato
il " Confort Bibendum".**

John W. FERGUSON Company



AND
MICHELIN TIRE CO

SUMMER and Winter, since 1907, Ferguson has built for the Michelin Tire Company.

28 contracts in all have been carried to completion, and two are now in process of construction.

Manufacturing buildings, housing projects, storehouses and additions to existing structures are included.

318,970 square feet of floor area, exclusive of the housing project, have been built for the Michelin Plant by this organization.

Since the first contract was completed, whenever Michelin has built, Ferguson has done the work, because experience has proved to Michelin the worth of Ferguson service.

John W. Ferguson Company

PATERSON N.J.

NEW YORK N.Y.
85-109





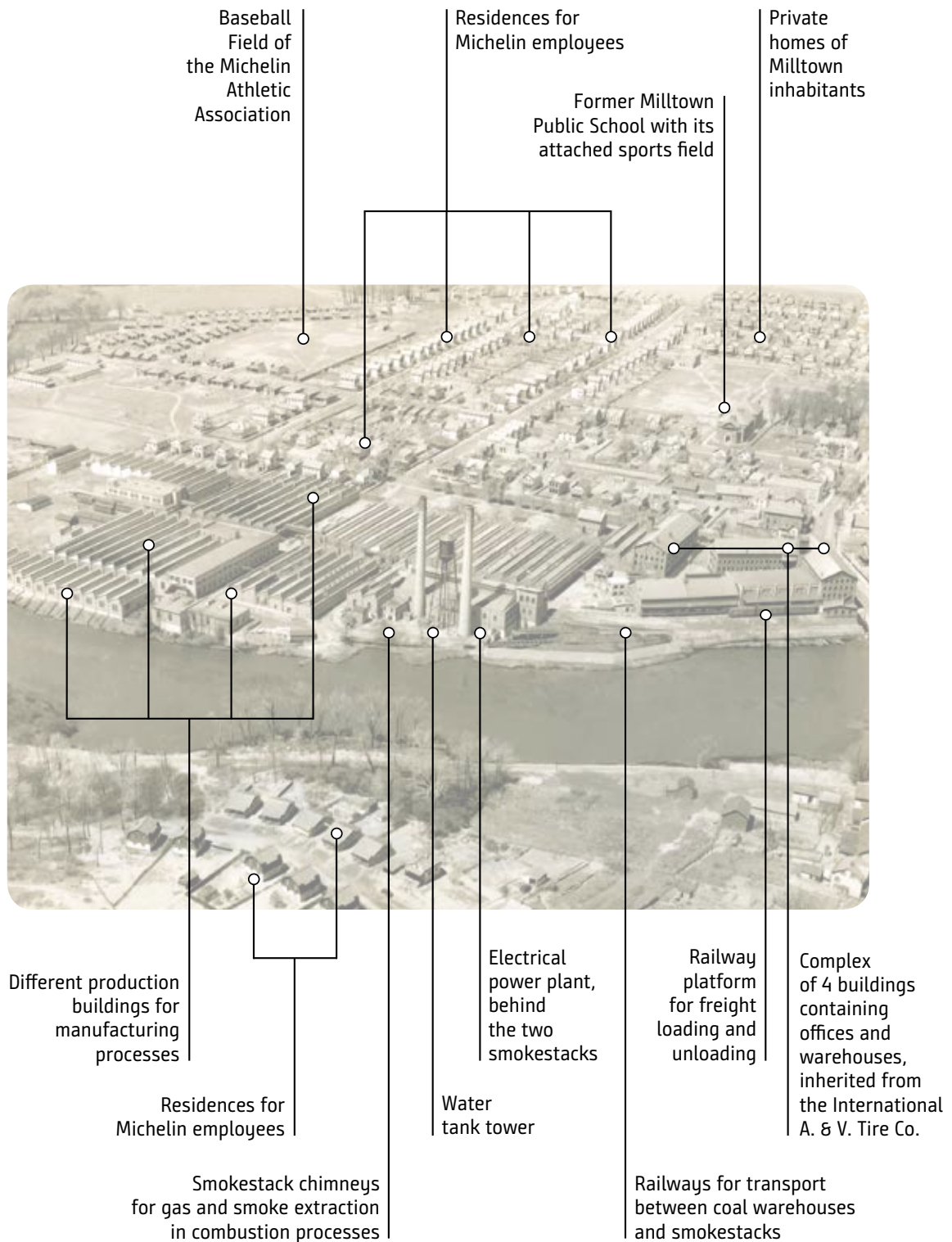




JOHN W. FERGUSON. In the advertisement shown above, Bibendum presents some images of the buildings from the Michelin industrial complex in Milltown, constructed by the builder John W. Ferguson Co. of Paterson, New Jersey.

18. Full-page advertisement published in the trade and technical magazine *Industrial Management*, December 20, 1920.

GRAPHIC 1: DESCRIPTION OF BUILDINGS AND PREMISES OF THE MICHELIN TIRE COMPANY (1927)



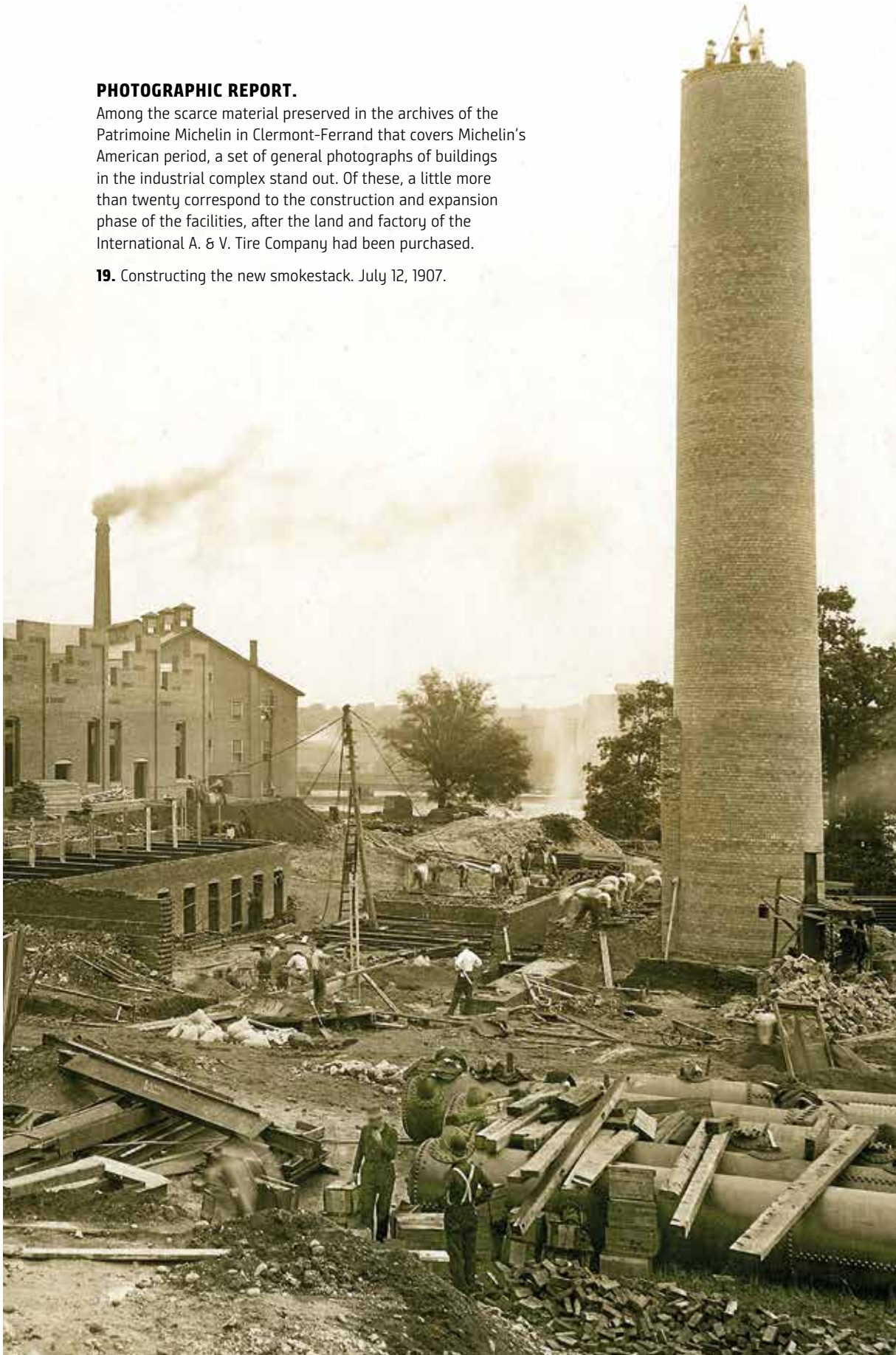
Notes for Graphic 1.

The descriptions are based on various references and texts relating activities of the Michelin Tire Co. and the resulting graphic has been revised and enriched by contributions from Brian Harto, a member of the Milltown Historical Society.

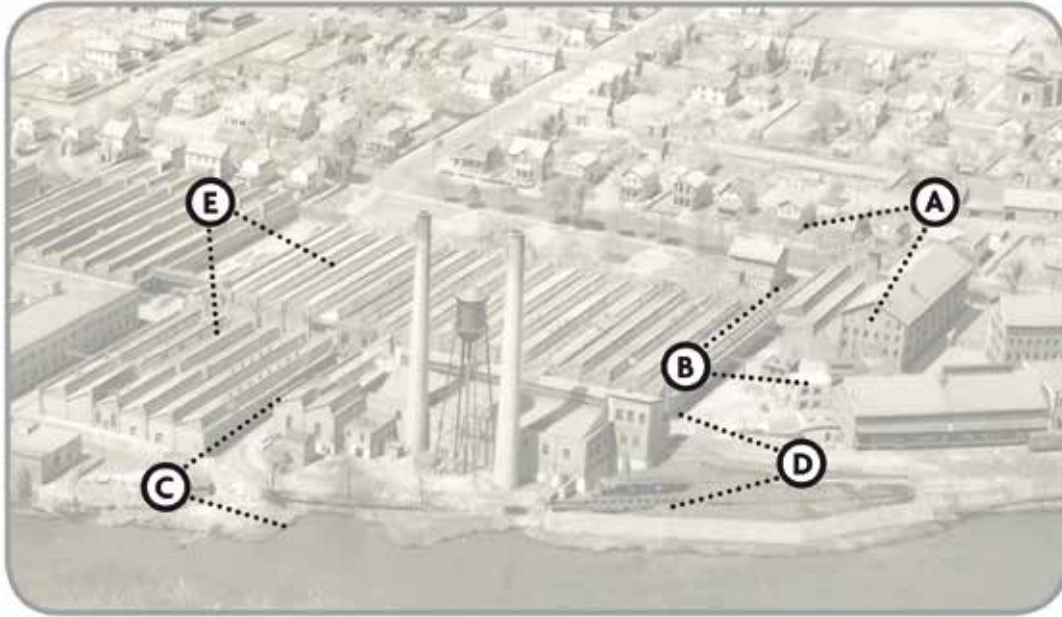
PHOTOGRAPHIC REPORT.

Among the scarce material preserved in the archives of the Patrimoine Michelin in Clermont-Ferrand that covers Michelin's American period, a set of general photographs of buildings in the industrial complex stand out. Of these, a little more than twenty correspond to the construction and expansion phase of the facilities, after the land and factory of the International A. & V. Tire Company had been purchased.

19. Constructing the new smokestack. July 12, 1907.



GRAPHIC 2: DIFFERENT VIEWS OF THE FACTORY'S TRANSFORMATION AND EXPANSION (1907).



CONSTRUCTION, STEP BY STEP

The snapshots of the building are, for the most part, dated. According to these data, the first (which involves the beginning of construction) was taken on June 15, 1907 and the last between October and November of that same year. Having dates helps to sequentially reconstruct the progress of building in the time span of six months, which can be specified in five blocks. The graphic shows the approximate point from which the images were taken.



A. Workshops for manufacturing processes



B. Annex to the central buildings.



C. Electrical plant premises.



D. Electrical plant, next to the train tracks.



E. More workshops for manufacturing processes.

A THE NEW PRODUCTION BUILDINGS.

The first raised structures were elongated brick constructions with wooden roofs containing folding glass windows, which facilitated the entrance of sunlight and correct ventilation. They were divided into two clusters—one of four blocks and another of seven—separated by a smaller building. These single-floor buildings were equipped to accommodate various processes of rubber treatment and tire manufacturing. Next to these buildings, the smokestack of the new electrical plant was simultaneously raised.

20. June 15, 1907.

21. July 15, 1907.

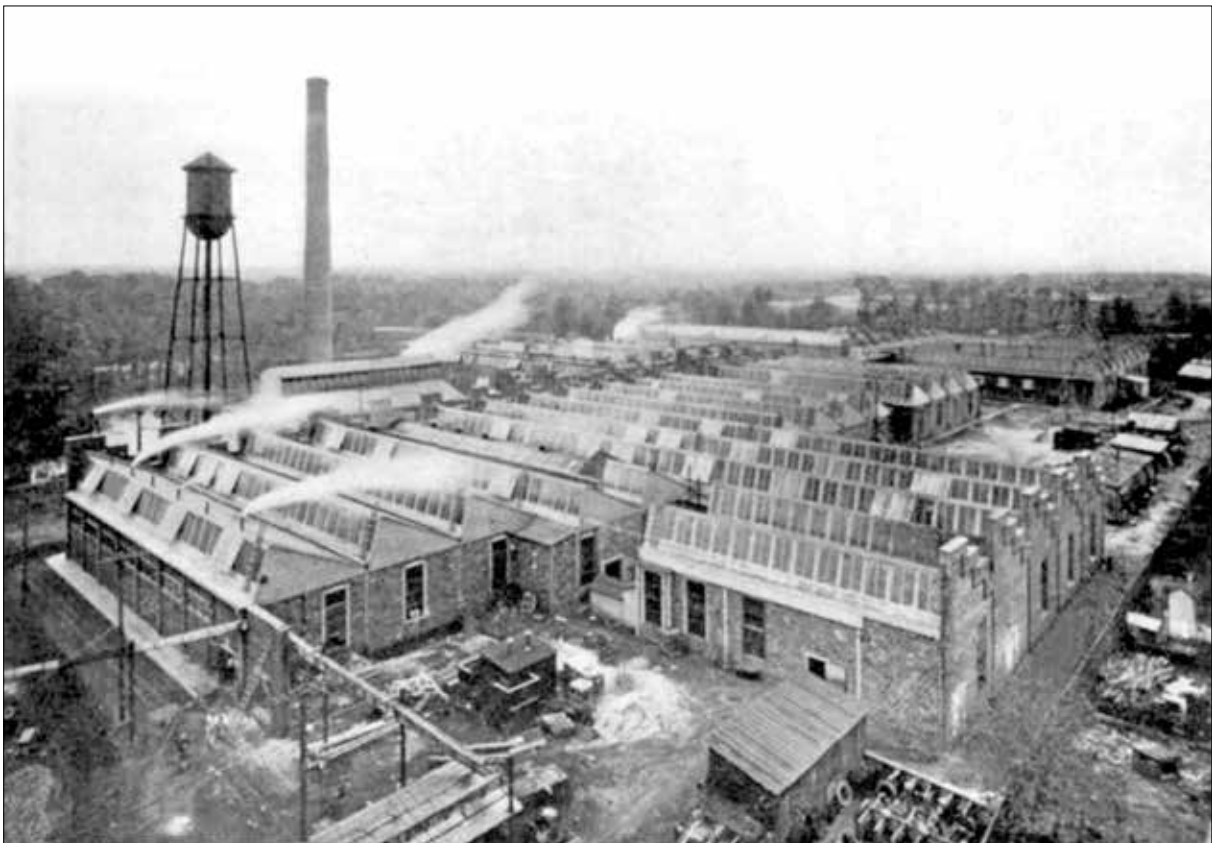
22. August 19, 1907.





ADDITIONS. After the initial construction in 1907, the factory continued adapting new spaces to the needs related to greater productive capacity. Two photographs taken two years apart, between 1910 and 1912, show views of the Michelin Tire Co. factory in Milltown and the production plants next to the electrical plant, with its characteristic cylindrical smokestack and raised water tank.

23. Photograph of the production buildings, January 7, 1910. **24.** Photograph published in *Automobile Topics*, June 22, 1912.





B PRODUCTION BUILDINGS ANNEXED TO THE CENTRAL BUILDINGS.

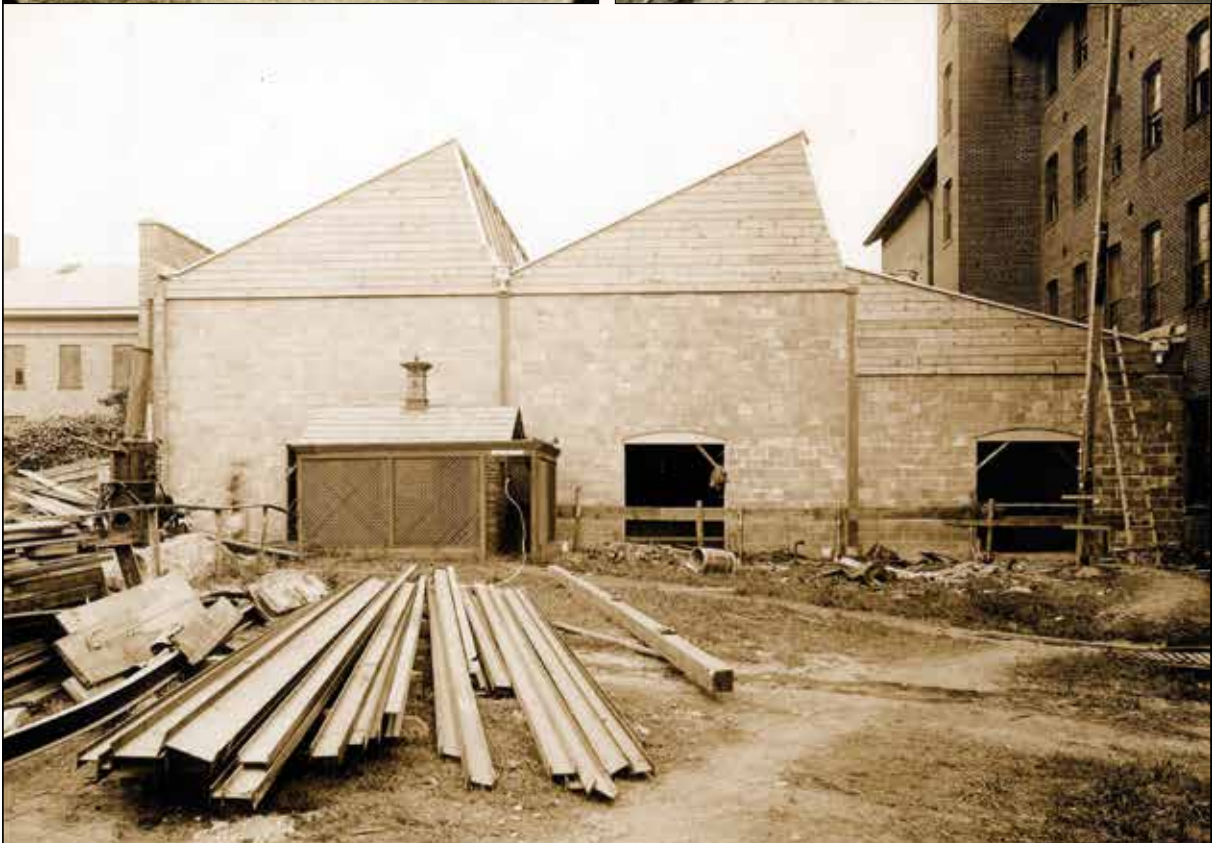
These three small buildings with brick walls and wooden roofs were built just behind and attached to the large four-story building that formerly housed the headquarters of the International A. & V. Tire Company. The function of this new space remains unknown.

25. June 15-28, 1907.

26. July 12, 1907.

27. July 19, 1907.

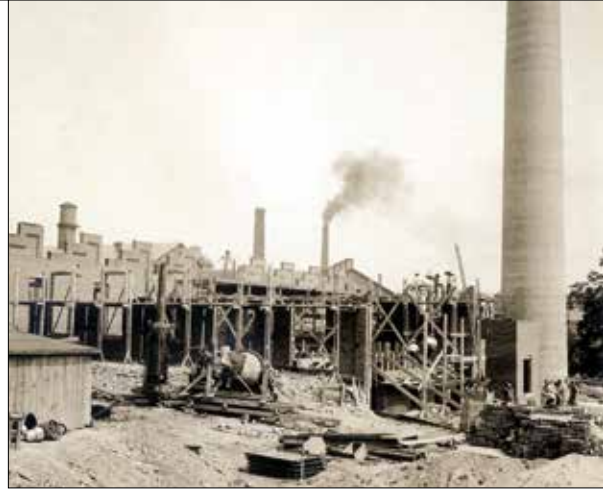
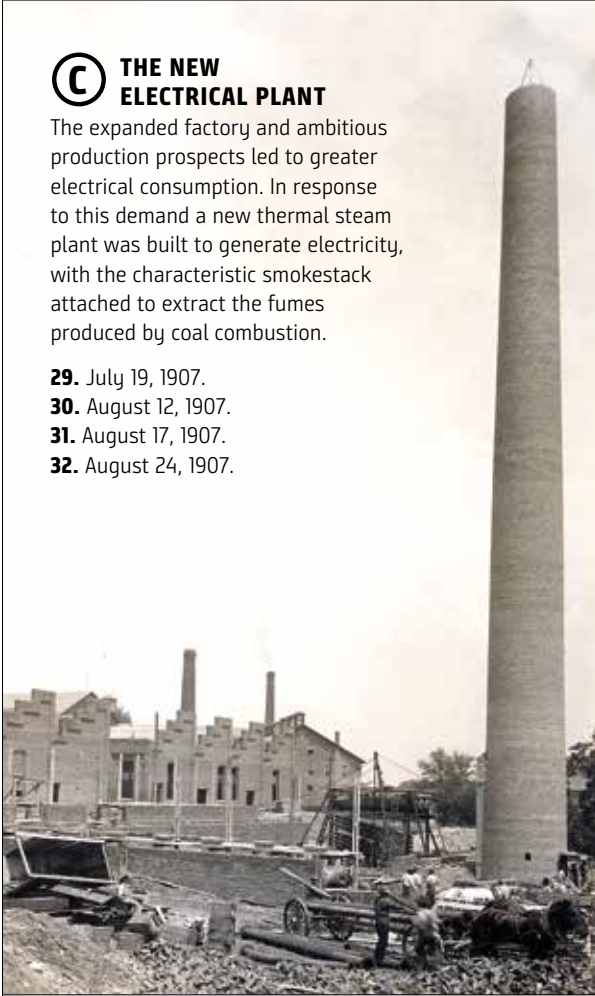
28. July 26, 1907.



C THE NEW ELECTRICAL PLANT

The expanded factory and ambitious production prospects led to greater electrical consumption. In response to this demand a new thermal steam plant was built to generate electricity, with the characteristic smokestack attached to extract the fumes produced by coal combustion.

- 29.** July 19, 1907.
- 30.** August 12, 1907.
- 31.** August 17, 1907.
- 32.** August 24, 1907.



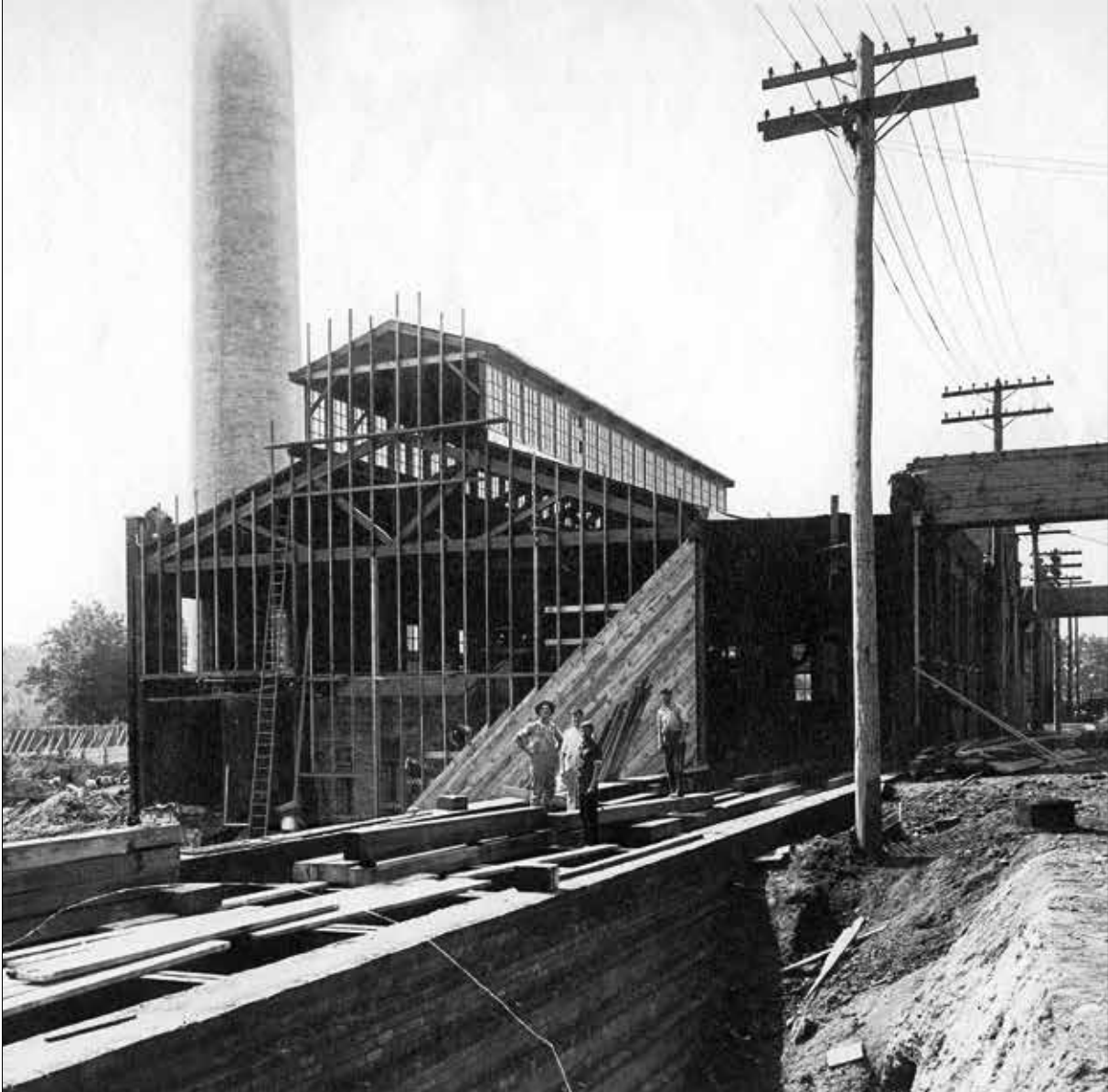


D THE FUEL GATEWAY.

The fossil fuel used to power the new electrical plant reached the factory by train, through the railway variant that led to the factory. Upon arrival, the coal was transported in wagons on the rails of a short track to the unloading zone, the building shown in the photographs that is under construction. Inside there was part of the machinery used in the central plant.

33. August 31, 1907.

34. September 21, 1907.



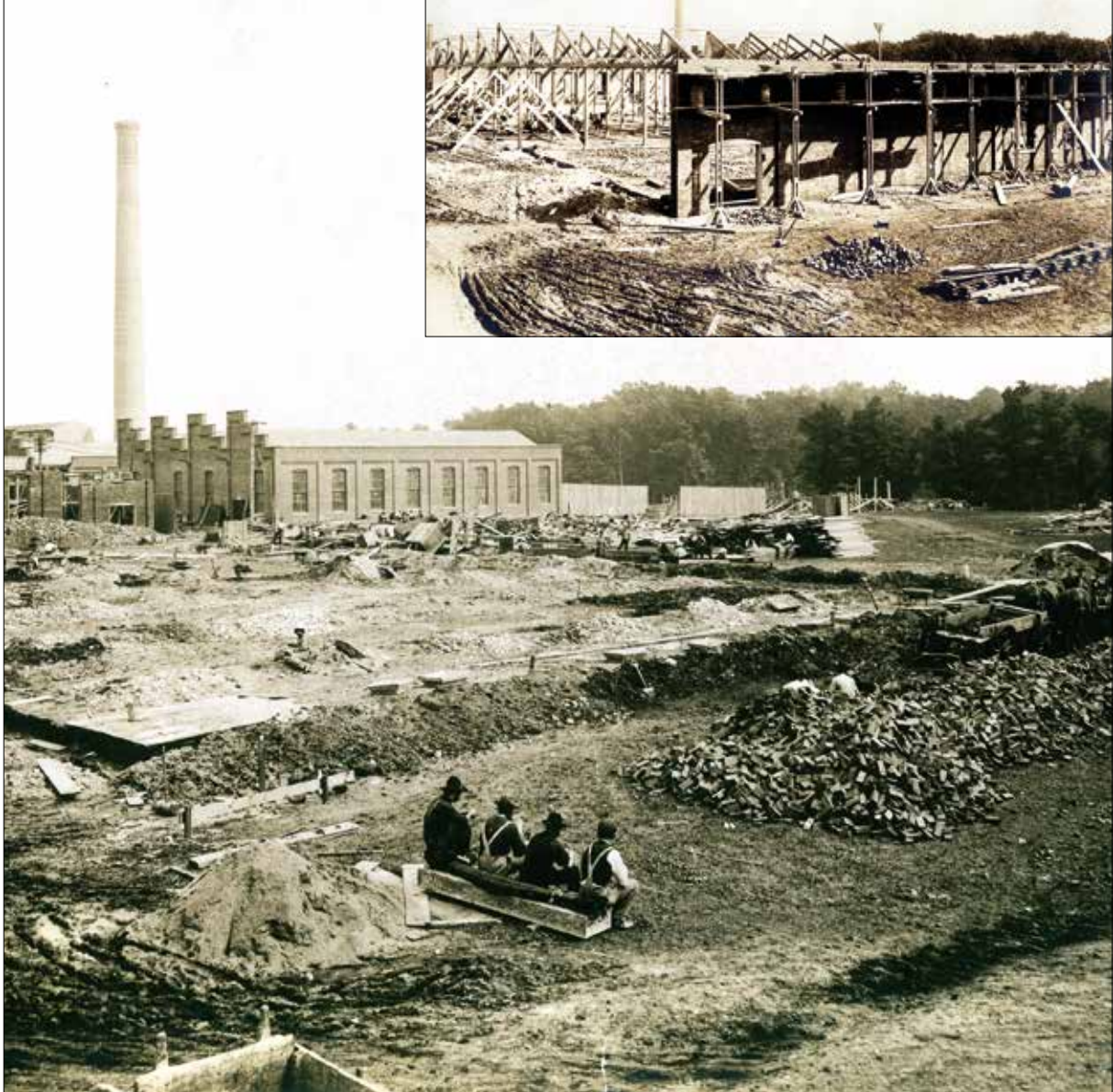
E THE DEPLOYMENT OF PRODUCTION BUILDINGS.

As for the production workshops, during a second phase a dozen buildings were constructed, in addition to the initial eleven, maintaining the original layout. The complex was the sum of two contiguous groups, with a separation in between them. The first consisted of four buildings and the second of eight. The development of this construction is reflected in the photographs.

35. Early October, 1907.

36. October-November 1907.

37. (The image below, taken before construction began).
September 27, 1907.

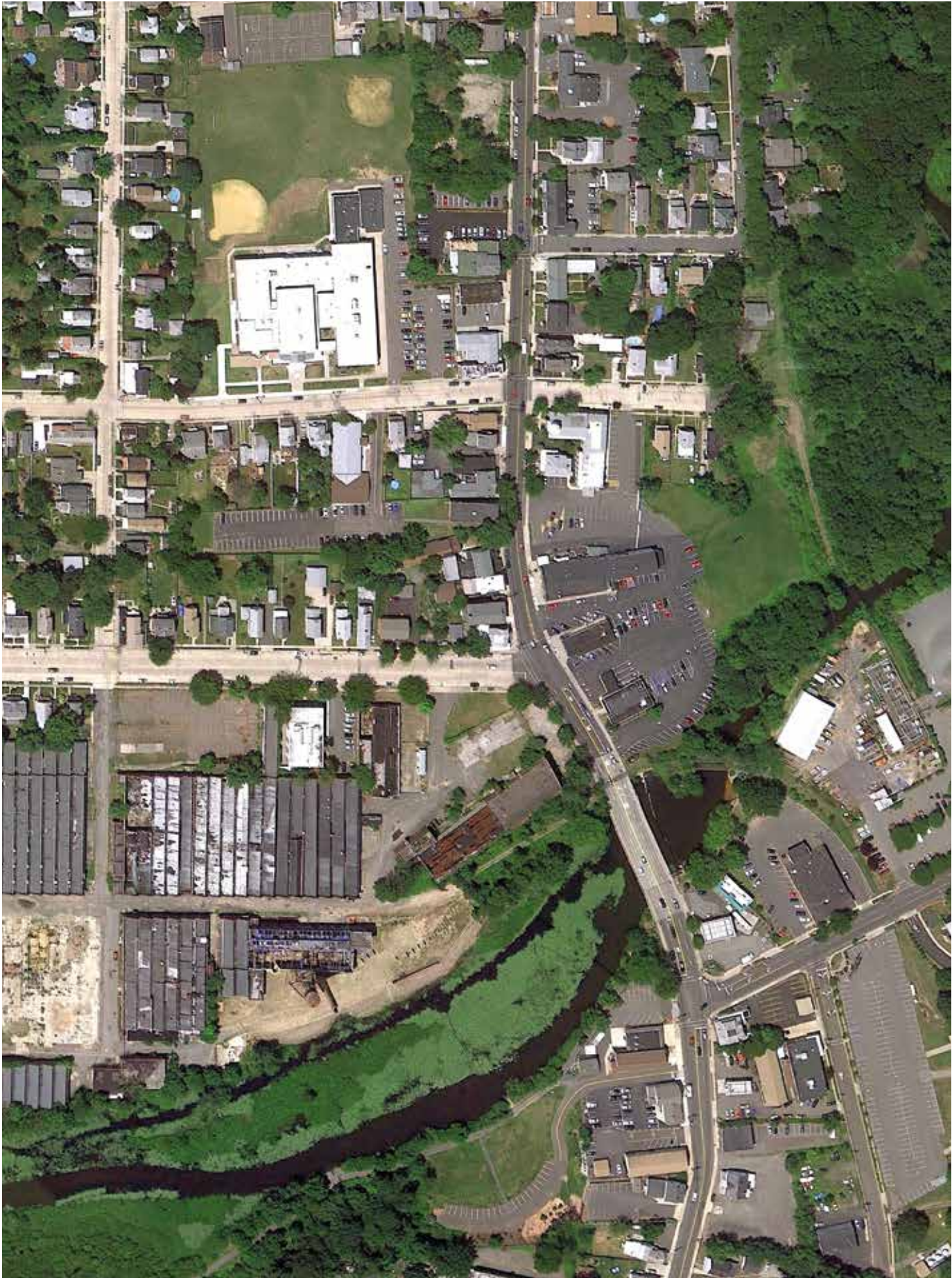




THE INDUSTRIAL COMPLEX.

Aerial view of Milltown terrain where remains of the Michelin Tire Co. installations, the former neighborhood of workers' residences and the remodeled baseball field once used by the company's team still remain.

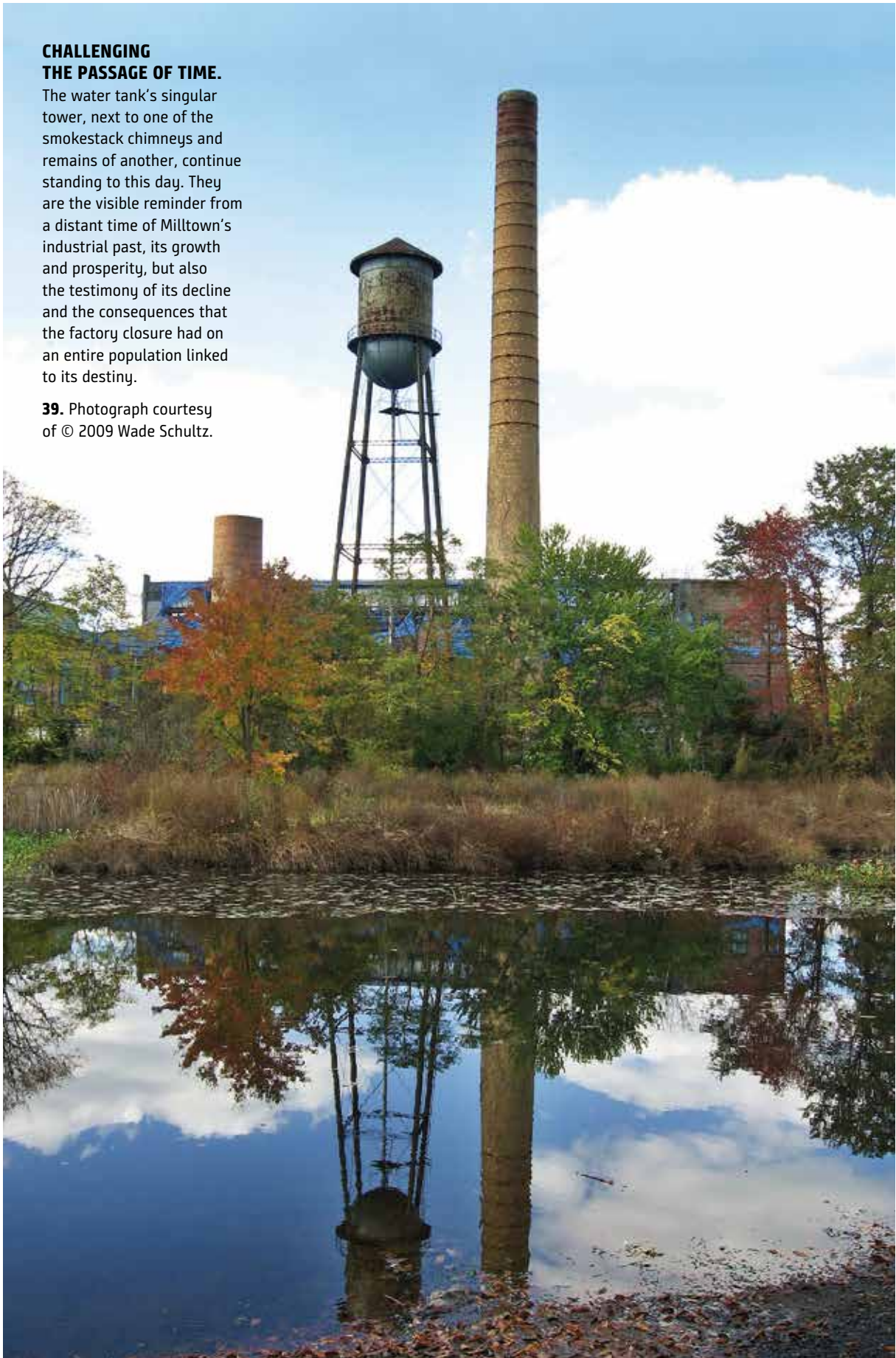
38. Photograph captured by Google Earth, 2013.



**CHALLENGING
THE PASSAGE OF TIME.**

The water tank's singular tower, next to one of the smokestack chimneys and remains of another, continue standing to this day. They are the visible reminder from a distant time of Milltown's industrial past, its growth and prosperity, but also the testimony of its decline and the consequences that the factory closure had on an entire population linked to its destiny.

39. Photograph courtesy of © 2009 Wade Schultz.

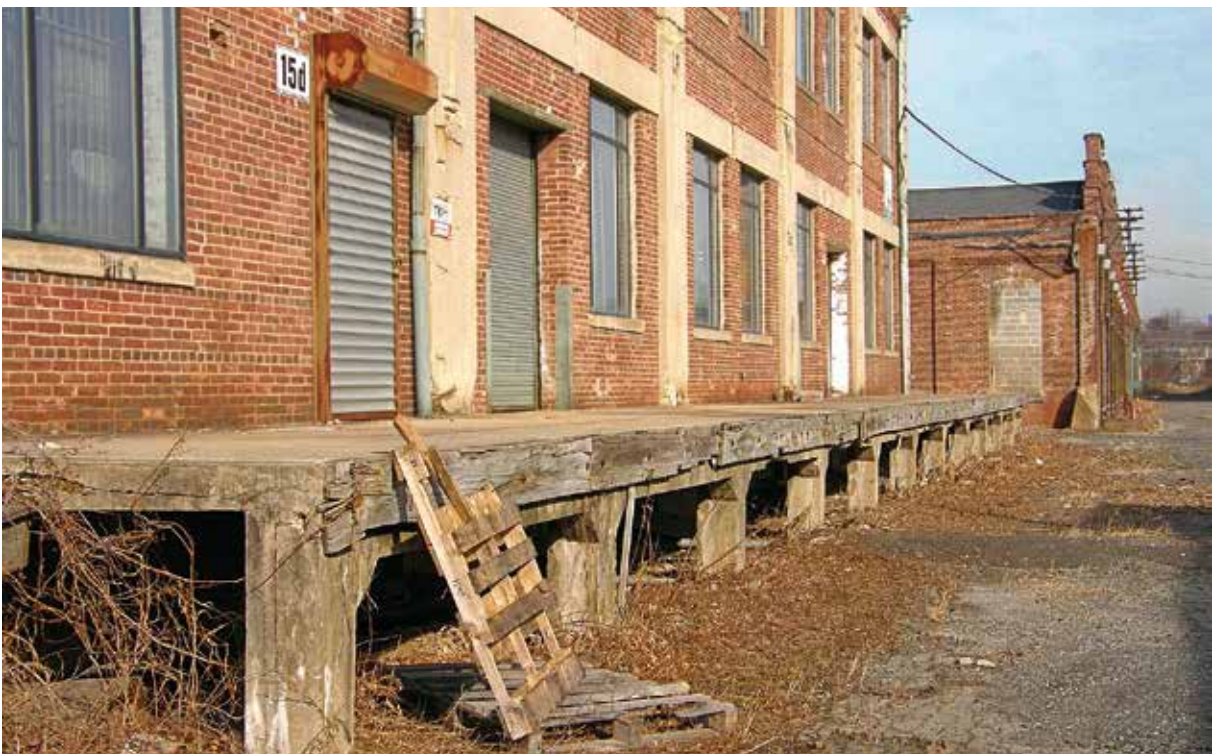


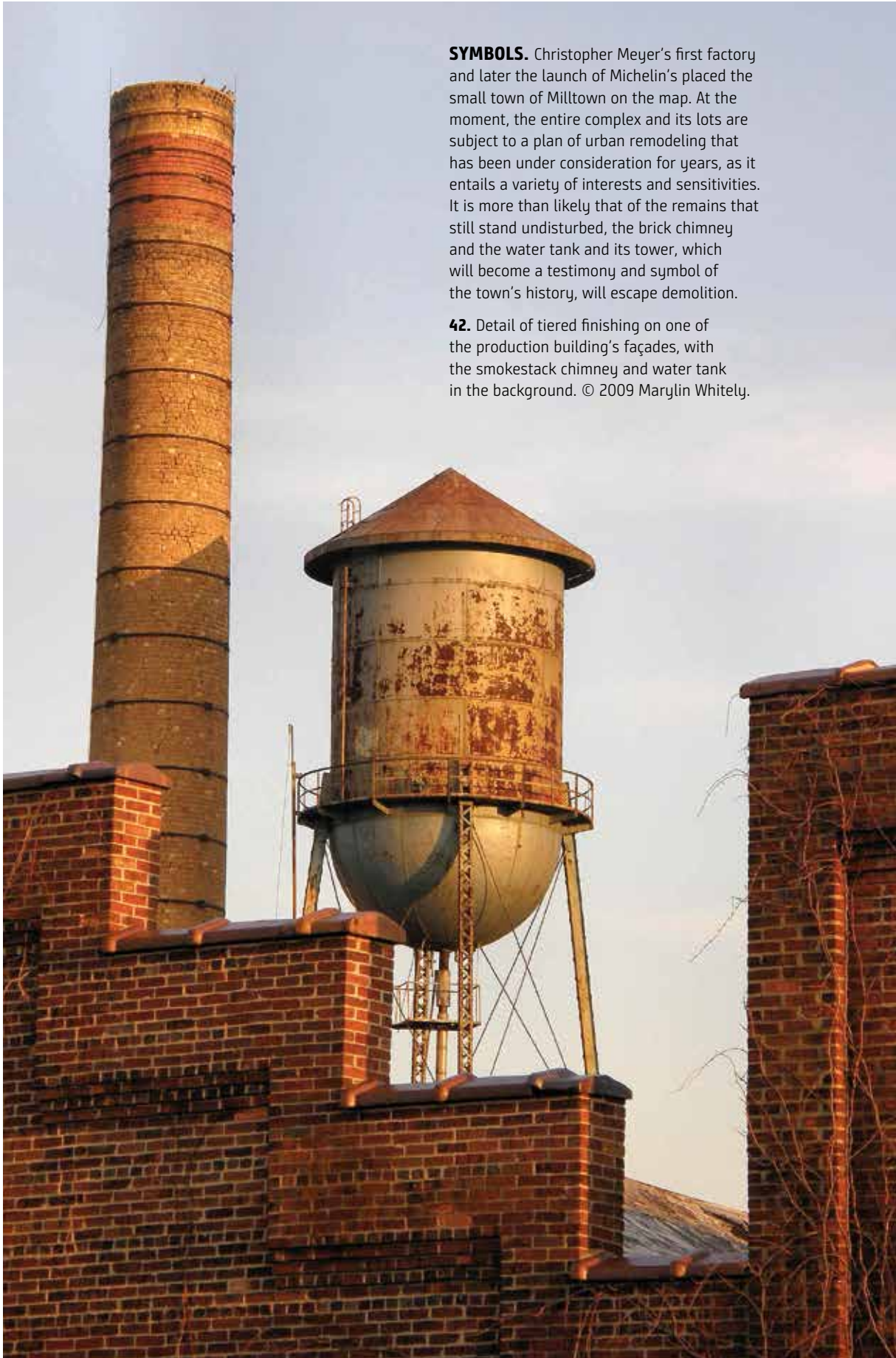


DEAD END STREETS. Several buildings of the old factory have been occupied by different local businesses throughout these last 80 years. Currently they remain closed and abandoned awaiting their demolition or a new functionality.

40. View of the central street in the Michelin complex, with façades of accesses to the production buildings. © 2009 Wade Schultz.

41. View of the central street, with a loading dock for the train line that traversed the factory's premises. © 2009 Wade Schultz.





SYMBOLS. Christopher Meyer's first factory and later the launch of Michelin's placed the small town of Milltown on the map. At the moment, the entire complex and its lots are subject to a plan of urban remodeling that has been under consideration for years, as it entails a variety of interests and sensitivities. It is more than likely that of the remains that still stand undisturbed, the brick chimney and the water tank and its tower, which will become a testimony and symbol of the town's history, will escape demolition.

42. Detail of tiered finishing on one of the production building's façades, with the smokestack chimney and water tank in the background. © 2009 Marilyn Whitely.



THE STARTING LINE.

In the foreground, the enormous wheels and crawlers of bull dozing machines, used in selective demolitions carried out on the factory grounds. In the background, the façade of one of the production buildings shows the smokestack chimney and the water tank.

43. Excavators parked in front of one of the façades.
© 2009 Marilyn Whitely.

