



SUBJECT

COPIES:

THE GASKET STORY

A gasket 7" long x 3" wide was used in the Large Motor Department. About fifty per year were used. It had a very difficult Durameter test.

Cost in lost of one to twenty-five was \$10 each.

The Value Analysis group got into it, got another vendor's material (Hercules), tested and found that it met the specification in every respect, in some instances was better than the previous material with a cost of 44¢ each.

L. D. Miles/M
April 2, 1954

54-31

Stories

Schenectady, May 13, 1954

Mr. R. E. Fountain
DEPARTMENT

The DuPont Company has a person whose name I believe is Wharton, who became very much concerned about the large amount of clerical cost of "penny accounting."

Apparently in his area of DuPont he dropped the pennies entirely. There is no place for them on the ledger, no provision for them on the machines. There can be no "penny accounting." If an invoice calls for a cent or more over even dollars, it is paid in the next highest dollar. For example, an invoice for \$1.01 would be paid at \$2.

Commander Blackman said that Mr. Wharton is on record that the operation saves a million dollars a year by this elimination of non-productive clerical work.

L. D. Miles/M



SUBJECT

COPIES:

VALUE ANALYSIS STORIES

One of the chief life-shorteners is exasperation.

"What is the difference between irritation, exasperation,
and anger--is Morris there--this is Morris."
-na wne *ma wne*

"No souls saved after twenty minutes."

--"I have accumulated some prejudices which
I would like to share with you."

L. D. Miles/M
May 12, 1954

VALUE ANALYSIS STORIES

Two lions--ate the man who made coffee for the coffee break.

In battleships can drop the bulkheads to blank out yesterday.

Can't do anything about tomorrow, only about today.

**Seventy-eight year old man lived in poverty, had \$40,000
in the bank--saving for his old age. Took him to hospital,
gave him a bath, and he died.**

VALUE ANALYSIS STORIES

"We never adequately understood this planet until men were able to use a telescope and look away at a distance at the other planets."

"Salt (Value Analysis) is what spoils the potatoes--if it is left out (is what spoils the Purchasing if it is left out.)"

Can also be used with techniques, etc.

Nearly five years after the first airplane flight at Kitty Hawk the Wrights flew there again—and it was still news to most people

THEY WOULDN'T BELIEVE THAT THE WRIGHTS HAD FLOWN

Condensed from Harper's Magazine

Fred C. Kelly

When Wilbur and Orville Wright returned from Kitty Hawk, N.C., to their home in Dayton, Ohio, after their historic feat on December 17, 1903, of becoming the first men to fly in a heavier-than-air machine, there were no brass bands or receptions in their honor. In fact, their neighbors thought that if the thing had been done at all it must have been an accident due to unusually powerful winds — just a stunt not likely to happen again — and when acquaintances met the inventors they made no reference to the *reported flight because it was embarrassing to discuss anything so preposterous.*

Not a word about the feat of December 17 had appeared in the Dayton Journal next morning. Six or seven papers in the country had carried a fantastic story but nearly everyone in the United States disbelieved in the reports about flying with a machine heavier than air. Had not leading scientists — among them Simon Newcomb, famous astronomer and mathematician — already explained with unassailable logic that the thing was impossible? Naturally no editor who knew a thing couldn't be done would permit his paper to *record the fact that it had been done by two obscure bicycle repairmen who hadn't even been to college.*

In April 1904 the Wrights began to carry on practice flights in a cow pasture on a farm near their Dayton home. Though these experiments were the big scientific news of the century, almost nothing was ever said about them by the newspapers, not even by those in Dayton. *This was not because the Wrights were secretive.* They could hardly have kept secret what they were doing in that open field, for there was an interurban car line and a public highway on one side of it and a railroad on another.

Recently I talked with genial Dan Kumler, who was city editor of James M. Cox's Daily News in Dayton during those years.

While the Wright brothers were skimming around over an Ohio pasture in their flying machine, a young newspaperman was working in Xenia, 10 miles away. He heard that the Wrights had flown, but like other bright young reporters of the time didn't bother to investigate such nonsense. His name was Fred C. Kelly. Mr. Kelly began as a reporter at 14, worked on various Ohio papers. In 1910 he went to Washington and started the capital's first daily syndicated column. Then he began to write for magazines and had been busy at it ever since. He lives on a 600-acre farm near Peninsula, Ohio, where he has planted 156,000 pines, probably the largest private planting in the state.

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"People who had passed the pasture on interurban cars used to come to our office," Kumler recalled, "to inquire why there was nothing in the papers about the flights. Such callers got to be a nuisance."

"Why wasn't there anything in the paper?" I asked.

"We just didn't believe it," confessed Kumler, grinning.

One fact that kept the flights relatively inconspicuous was that much of the time they were within 10 or 15 feet of the ground. At first, the inventors made only short straightway hops, as at Kitty Hawk. They spent most of 1904 and 1905 learning to steer the plane, to make circular flights and to achieve distance. In October 1905 Orville flew about 20 miles and two days later Wilbur flew 24 1/5 miles.

Yet the miracle of flight still failed to attract much attention. One day several rural school children told Luther Beard, then managing editor of the Dayton Journal, that they had seen the Wrights fly around the pasture for fully five minutes. Beard, meeting Orville Wright on the interurban that afternoon, asked if it were true. Oh, yes, Orville admitted, they often did that.

Evidently then the story didn't amount to anything after all - Orville himself didn't seem to think it was unusual or important. The Wrights circling a pasture was pretty good for two local boys, but hardly a thing to take up space in the paper. However, Beard said to Orville, *"Well, if you ever do something unusual be sure to let us know."*

Though hundreds of people by now had actually seen the Wrights in the air, the vast majority throughout the country, including even scientists and editors, simply didn't believe a heavier-than-air flying machine had even left the ground by its own power.

Still another group of people, who might have been expected to be curious about the subject, were more annoyed than interested. These were in the United States War Department.

The Wrights patriotically wished to offer their government a world monopoly on their patents. They thought that the airplane might be useful for scouting in war. This belief was supported when foreign governments, especially the French, began flirtations with them. Accordingly they wrote to the Secretary of War, giving the U.S. first opportunity to control all rights in their invention.

The War Department evidently regarded the letter simply as something for "their crank file." A reply, sounding like a form letter, was signed by a major general of the General Staff. It said "the Board of Ordnance found it necessary to decline to make allotments for the experimental development of devices for mechanical flight."

(At no time had the Wrights even remotely implied that they sought any allotment.) Another letter received late in 1905 from the Ordnance Department said that the Board did not care to take any action "until a machine is produced which by actual operation is shown to be able to produce horizontal

flight and to carry an operator,"

(The Wrights had been flying such a machine since December 1903.)

A member of the Cabot family in Massachusetts, seeing a little item the effect that the Wrights were dickering with France for the use of their new-fangled "airship", wrote them inquiring why they did not offer the invention to their own country. The Wrights replied that they had repeatedly tried to. The correspondence came to the attention of Senator Henry Cabot Lodge, who forwarded it to the Secretary of War, who shoved it along to the Ordnance Board - who did nothing about it.

In 1907 someone sent to President Theodore Roosevelt a clipping about the Wrights. Roosevelt marked the clipping "investigate" and passed it along to Secretary of War Taft. Taft added his own "investigate" on a memorandum slip and sent it to the Ordnance Board. The Board's personnel had partly changed since the correspondence with the Wrights in 1905, but they had the same skepticism. Though they made a half-hearted "investigation" consisting of a letter or two, *they made it plain to the Wrights that the War Department was too shrewd to be taken in.*

Finally, nearly four years after the flight at Kitty Hawk, the War Department began to show a different attitude, as news about the interest of European governments in the airplane reached them from their military attaches. A deal was made which provided for the purchase of a Wright plane for \$25,000 if it demonstrated that it could carry for one hour a passenger besides the pilot; if it had a speed of 40 miles an hour and carried enough fuel for 125 miles. It was arranged that a demonstration should be made at Fort Myer, Virginia, in September 1908.

During early experiments the Wrights had continued to ride "belly-buster." Someone had described a Wright flight as resembling a man lying on his stomach looking out of the front of a chicken coop. Lying that way for an hour at a time with head raised to be on the lookout for possible obstacles and controlling the machine partly by swinging the body from one side to the other was not all fun.

For their trials of a new steering apparatus, the Wrights returned to their old cabin at Kitty Hawk. One day in May 1908, the Wright machine was seen in the air by D. B. Salley, a Norfolk, Va., reporter, who was at Kitty Hawk by chance. He telegraphed a number of large newspapers asking if they wanted the story. The telegraph editor of the Cleveland, O., Leader not only wasn't interested but was indignant at so silly an inquiry, and he wired Salley to "cut out the wildcat stuff." To editors of the New York Herald it sounded crazy also. Yet, because the owner of the Herald, James Gordon Bennett, was excited about aeronautics, they decided to investigate the strange tale. They sent their star reporter, Byron R. Newton, to Kitty Hawk. If the Wrights proved to be fakers no one could do a better job of exposing them than Newton. Meanwhile the Herald risked printing Salley's first dispatch and other editors who saw it felt that the time had come to get the lowdown on the Wright brothers. So Newton was joined at Kitty Hawk by William Hoster of the New York American, Arthur Ruhl of Collier's Weekly, James H. Hare, famous news photographer and others.

When the newspapermen noted the desolate isolation of Kitty Hawk they assumed that the Wrights wished privacy. They decided to be no less secretive

than the Wrights. Provided with food and water, they hid daily in the pine woods within sight of the Wrights' base, and observed with field glasses what happened. To their astonishment, they witnessed human flight. They even saw, on May 14, what no person on earth had ever seen before - flight with two men in the machine.

We must remember that the general public still did not believe that flying was possible, although the Wrights had already done it here at Kitty Hawk more than four years before. Now, at last, came front-page headlines announcing what the Wrights had accomplished. In the Herald Byron Newton wrote: "There is no longer any ground for questioning the performance of these men and their wonderful machine." Even such reports did not convince everybody, and many newspapers still did not publish the news. When Newton sent an article on what he had seen at Kitty Hawk to a magazine it was returned to him with the editor's comment: "While your manuscript has been read with much interest, it does not seem to qualify either as fact or fiction."

Not until the formal public demonstration of flying from the parade grounds at Fort Myer in September 1908 did widespread incredulity about the Wrights achievements finally cease. Then, at last, everyone, editors and even scientists, agreed that a practical flying machine was a reality. But the disbelief persisted up to the last minute. Orville Wright had the impression that no one, not even the Army officers in charge of the event, expected him to fly.

Considering that this was to be the first public demonstration of the outstanding wonder of the century, the crowd that strung about the Fort Myer parade ground was small. Theodore Roosevelt, Jr., remembers that he estimated it for his father's benefit at less than one thousand.

"When the plane first rose," says Roosevelt, Jr., "the crowd's gasp of astonishment was not alone at the wonder of it, but because it was so unexpected. I'll never forget the impression the sound from the crowd made on me. It was a sound of complete surprise."

When Orville Wright landed after this flight it was his turn to be astonished. Three or four newspapermen rushed up to him, and each of them had tears streaming down his cheeks. The drama of witnessing the impossible had "got" them.