ROOTS IN CHICAGO
One Hundred Years Deep
1847 - 1947
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1847 – 1947
An illustrated map of Chicago, 1847, with which have been combined historic developments leading up to and including the Chicago Fire of 1871.

1. First McCormick Factory—1847
2. Old Fort Dearborn—1847
3. First Court House—1835
4. First Permanent School—1845
5. Water Works—1854

john mckee
Preface

This year is the 100th Anniversary of an event which has played an important part in the building of Chicago. In late summer of 1847 my grandfather, Cyrus Hall McCormick, came to Chicago to manufacture an improved model of the reaper he had invented and publicly demonstrated sixteen years earlier in Virginia. The little reaper plant which he founded, and developed through the years with the assistance of his two brothers, is now represented in the Chicago area by six International Harvester Company factories, a manufacturing research center, a central school for Harvester personnel, a Harvester printing plant, general offices, and a number of motor truck sales branches. More than 30,000 Harvester men and women are now employed in Chicago.

It is fitting at this time to pay tribute to the man whose genius laid the groundwork for Harvester's extensive operations in Chicago as well as in the rest of the world. The courage and vision of Cyrus Hall McCormick have been an inspiration to those who have had a hand in developing and carrying on the business which he founded. In the pages that follow, an attempt has been made to trace some of the developments which have taken place during the past 100 years. I sincerely hope you will enjoy reliving with us some of the events of the century which has passed since Cyrus Hall McCormick brought his reaper to Chicago.

[Signature]

Chairman of the Board
INTERNATIONAL HARVESTER COMPANY
First public test of the McCormick Reaper near Steele's tavern, Virginia—July 1831.
A Young Man in Virginia...

In the year 1831 farmers were using much the same crude, primitive tools and methods that had been used thousands of years before by the Egyptians and the Israelites. Hand implements were the only harvest tools.

With the cradle, which had evolved from the reaping hook and scythe, a strong man trained to its use could cut two acres of grain in a day. A second man could gather up and bind this grain into bundles. Harvesting was a thing of pitiless toil for pitiful results. Ninety percent of the population lived on farms and toiled for their daily bread.

Into this picture of hunger-need, which throughout the ages had kept humanity chained to the soil, came Cyrus Hall McCormick. He was born February 15, 1809, on the family farm, Walnut Grove, in Rockbridge County, Virginia. As a boy, he showed a bent for things mechanical. When he was fifteen and not yet strong enough to swing a heavy cradle, he made a smaller one for himself. Of greater importance was his invention of a hillside plow, his first major contribution to modern agriculture.

In the veins of this Virginia farmer boy flowed the blood of his stubborn, tenacious, fighting Scotch-Irish ancestry—the blood of pioneers. In his mind lived the inventive genius of his father, Robert McCormick, who had made several attempts to invent a mechanical reaper but had never fully solved the problem. Cyrus was in constant attendance on his father's labor in the blacksmith shop. The work of the father inspired the son's interest in mechanical harvesting.

In 1831, Cyrus Hall McCormick, then only twenty-two, conceived his own new principles and in six weeks' time produced a machine which cut grain successfully. The young inventor then set about remodeling the machine for a public trial.

The first public trial of McCormick's invention took place in July, 1831. There is no record of the exact date. The reaper was tested in a small field near Steele's Tavern, not far from the Walnut Grove homestead. Neighbors had assembled from the countryside, curious and expectant. Harvest hands were there with their cradles and scythes.

The young inventor walked behind the machine. Jo Anderson, a faithful negro
helper who had toiled with him to build the reaper, walked beside the machine, raking the platform clear of cut grain. The first step in mechanized harvesting—from manpower to animal power—had been taken.

The doubts of friends and neighbors of the McCormick family changed to congratulations when they saw that the machine worked. It continued to operate, and in half a day had reaped several acres of grain, as much as four men could cut with cradles in the same time.

Thus McCormick proved to a skeptical and needy world that machinery could be brought to the aid of man in meeting his hunger need. Thus he began the emancipation of the human race from hand-labor enslavement to the soil.

In the construction of the world’s first successful reaper, Cyrus Hall McCormick combined for the first time and in their true balance and proportion the basic principles which have ever since been found essential in virtually all grain-cutting machines.

While the reaper of 1831 worked and proved to have the fundamental principles necessary to a practical machine, the young inventor was not satisfied with his efforts and did not seek to patent it until 1834. The years from 1831 to 1840 were years of toil and ceaseless effort by the young inventor to improve and perfect his machine. In 1833 he built a larger reaper. With this machine and one built in 1832 he cut the grain on Walnut Grove farm as well as the wheat of several neighbors.

The year 1840 marks the first real reaper sales. Experimentation continued through 1841, and in 1842 seven McCormick reapers were sold. Sales rose to 29 in 1843 and to 50 in 1844. In that year McCormick sold reapers in New York, Tennessee, Ohio, Indiana, Illinois, Missouri, and Wisconsin, as well as his home state, Virginia. All these early machines were made in the blacksmith shop on the Walnut Grove farm.

As soon as the Virginia harvest of 1844 was over, McCormick set out on a journey to investigate for himself the possibilities for reaper sales in the western states from whence unexpected orders had come. The broad expanse of fertile prairies in the Middle West challenged his imagination. He wrote to his family that while reapers were luxuries in Virginia, they were necessities in Illinois, Ohio and on the great plains of what was then called the West.

Observations on this trip crystallized in his mind the necessity for moving his reaper business to some place in the West where he would be closer to the reaper market. In 1845 he sold 123 machines and the next year sales mounted still further. The preparatory years were past; McCormick and his farmer customers had proved that the reaper would cut grain.
The McCormick homestead, Walnut Ridge farm, near Steele's Tavern, Rockbridge County, Virginia. Here Cyrus Hall McCormick grew to manhood and lived while perfecting the reaper.

The forge shop on the McCormick farm, Walnut Ridge, as it appeared when Cyrus Hall McCormick invented the reaper. The reaper in its early stage can be seen in the foreground. This forge shop still stands.
A Daguerreotype of Cyrus Hall McCormick made in 1848.

The McCormick Reaper factory of 1847—situated between North Water Street and the Chicago River, just east of the present Michigan Avenue bridge—provided manufacturing capacity for 500 reapers for the 1848 harvest season.

Sketch of Chicago in 1853—population 60,662—showing location of McCormick reaper factory on the north bank of the river near the lake front. In six short years since McCormick came to Chicago in 1847 the young city had nearly quadrupled in size and was well on its way to prove the inventor’s wisdom in locating his reaper business in the budding middlewestern metropolis.
A Young Industry
in Chicago . . .

During his travels in the Middle West, Cyrus Hall McCormick had studied the advantages of several of the larger towns. More than that, through his short-term manufacturing arrangements with licensees in several cities he had had opportunities to compare various communities from the standpoint of their sources of raw materials, manufacturing facilities and rail and water transportation. He chose Chicago, Illinois, as his City of Opportunity.

Arriving in Chicago in late summer, 1847, McCormick found a city with a population of 16,859; a debt of $13,179; and a yearly tax of $18,159. The roistering young city was suffering severely from growing pains—it offered a sharp contrast to the quiet farm life of the Valley of Virginia. But it was strategically located in the middle of a vast grain farming area; it offered transportation advantages; and, of even more practical value, it was the home of Charles M. Gray, with whom McCormick had enjoyed unusually satisfactory manufacturing relationships.

Cyrus Hall McCormick and Charles M. Gray formed a partnership on August 30, 1847, purchased three lots on the north bank of the Chicago River east of the present Michigan Avenue bridge and immediately began construction of a factory in which to build 500 reapers for the 1848 harvest. The factory employed 33 men and was equipped with modern machinery, including a 10 hp. steam engine. This was a great improvement over the meager facilities employed at Walnut Grove farm—it began a period in which improvement followed improvement, with each expansion bringing more machines, more power and more men into the factory to keep pace with the farm demand for reapers.

During the next few years McCormick had several associates, each of whom contributed in his own way to the progress of the new reaper business. In these early years McCormick's brothers, Leander J. and William S. McCormick, having joined him in Chicago, ably assisted him in developing the reaper manufacturing enterprise. They later became partners in the business. By 1850 the reaper factory employed 120 men. Its 30 hp. steam engine was one of the wonders of Chicago. Crude production line methods were employed in several operations, a fact noted by the news
Having been duly appointed Agent for the sale of the above valuable labor-saving machine (manufactured by C. H. McCormick & Co., in Chicago, Ill.,) for the Counties of Seneca, Sandusky, Erie, Huron, Richland, Ashland and Wayne, would respectfully inform the farmers of those counties, that he is prepared to furnish them with the above Reapers on very liberal terms.

The Wheat portions of the above territory will be visited, and the Agent will be ready to give any information relative to said Reaper, by addressing him at Ashland, Ashland County, Ohio.

Ashland, March, 1850.

Advertising played an important part in establishing the animal-powered reaper in a world accustomed to reaping by hand. This poster, issued by McCormick's agent at Ashland, Ohio, in 1850, is typical of material released by reaper agents of that period. Brown's own handwriting testifies that he was "selling in all Northern Ohio."

As early as 1851 Cyrus Hall McCormick issued simple, detailed directions for assembling and operating the reaper. The custom established at that time is followed generally by industry today. Harvester, for example, issues fully illustrated owner's manuals on all of its principal products.

Business historians have recorded the fact that McCormick pioneered many sales and advertising practices in current use in business. This handbill, issued in May, 1849, utilizes the Company message, the user testimonial, cost comparisons between old and new methods, and a regional listing of retail agents—all considered basically sound in business today.
writers of the day. McCormick's high quality standards were maintained—the farmers accepted and used and praised the factory's output. In 1851 Chicago newspapers boasted, "McCormick conquers nature to the benign end of civilization and brings bread to the mouths of the poor."

But 1851 also brought tragedy in a noon-hour fire seriously damaging the factory at the height of the manufacturing season. Farmers were demanding reapers; deliveries could not be delayed. A quick decision to rebuild brought the factory back into operation in time to turn out the year's production on schedule. Cisterns, steel roofs, and other fire protection devices were featured in the rebuilding program.

By 1856 the McCormick Reaper Works had a capacity of 40 reapers a day and 4,000 were actually made that year.

McCormick's interest and activity in improving his machines never waned. His original machine was improved from year to year. His early decision to supply replacement parts for each year's production of machines enabled farmers to repair their machines when rocks and roots took their toll. This service policy—continued to this day by the large manufacturing enterprise which grew out of McCormick's first factory—added years to the useful life of each machine sold.

The War Between the States in the early 60's sharply increased farm interest in labor-saving devices. In 1862 McCormick equipped his reaper with a rake arm which raked the cut grain off the platform and to the side of the machine. This eliminated the work of one man, the raker. The result was more grain produced with less manpower—a powerful advantage to the North, where most of McCormick's reapers were in use.

During the late 50's and early 60's McCormick and his brothers expanded their production to include machines designed to cut hay. These included a combination mower-reaper and a mower, designed to save drudgery and speed production of hay in areas where dairying was developing importantly. As his company operations at home and abroad took more and more of his time away from invention, McCormick brought men of inventive genius into his organization to specialize on product improvement and new machine development. Thus he set the pattern for today's engineering research activities in industry.

Intense competition in the harvesting machine field in the late 60's and the ever-growing interest in faster work with less man labor brought the Marsh-type harvester, invented by C. W. and W. W. Marsh of DeKalb, Illinois, which made hand binding of bundles more convenient.
A YOUNG INDUSTRY IN CHICAGO

At this time fire swept through the McCormick factory again. The Great Chicago Fire of October, 1871, leveled the work of nearly a quarter century. All that remained were rubble, ashes and deepest discouragement. No, not quite all, for there remained in Cyrus Hall McCormick and his wife, Nettie Fowler McCormick, the courage to build again—and better than before. As was typical of the people of stricken Chicago in that awful year, McCormick had plans under way to build first a temporary factory on the old site, then an entirely new factory, almost before the tumbled bricks and stones of the old had cooled.

The McCormick reaper factory as it appeared before it was leveled by the Great Chicago Fire in 1871.
Model of McCormick Hand-Rake Reaper of 1831. This reaper contains seven basic principles still used on grain harvesting machines today—reciprocating knife with serrated edge, fingers or guards, revolving reel, platform, master wheel, side hitch, and divider.

Model of McCormick Hand-Rake Reaper of 1847. Experimental stage, 1846. Commercial production, 1847-48. Notable improvements over the original reaper were the addition of a seat for the raker and cutting apparatus, reel, divider, and platform.

Model of McCormick Combined Reaping and Mowing Machine of 1857 (as a reaper). Commercial production, 1857-65. By 1849 a seat had been added for the driver, and in 1851 a sickle made in sections replaced the straight knife. The gearing was rearranged to balance the weight of the driver.

Model of McCormick "Daisy" Reaper of 1898. Experimental stage, 1881. Commercial production, 1882-1902. The rakes not only held the standing grain against the cutter bar but also raked the cut grain from the platform in any size gavel desired. The platform and rakes could be folded for passing through a gate.

Model of McCormick Hand-Binding Harvester (Marsh Type) of 1878. Experimental stage, 1858-74. Commercial production, 1875-85. Consisted of the McCormick platform and cutting apparatus combined with the Marsh-type moving canvas elevators and hand-binding platform.

Model of McCormick Harvester and Wire Binder (Withington Type) of 1881. Experimental stage, 1872-76. Commercial production, 1877-82. Consisted of the McCormick Harvester with the automatic wire-binding attachment substituted for the hand-binding platform.

Model of McCormick Harvester and Twine Binder (Appleby-Gorham Type) of 1885, the prototype of today's binder. Experimental stage, 1875-80. Commercial production, 1881-85. Consisted of the McCormick Harvester with the automatic twine-binding attachment replacing the hand-binding platform.
Chicago was a far different city in 1871 than it had been in 1847. Development of the farming lands of the Middle West—in which harvesting machines, railroads and waterways had each played a gigantic part—had boomed the city to a population of 334,270 before the fire struck. Shrewdly sensing even greater growth in years to come, McCormick selected a building site on Blue Island Avenue, in the countryside southwest of the city. That site, the location of today’s McCormick Works employing about 8,000 people, has long since been surrounded by the city in its march to greatness.

The new factory was planned and built in 1872 for most modern production. Having been burned out of a factory which had never been large enough, McCormick built in the open pasture field for growth and more growth. In the fine new factory a wire binder was developed in 1874. This machine tied its bundles with bands of wire, eliminating the hand binders who had ridden the Marsh-type harvester. The wire binder was followed in 1881 by a machine which used twine to tie the grain, a feature which won great popularity among farmers.

In the spacious factory on Blue Island Avenue, mowers and improved reapers were developed and built which contributed to the growth of the enterprise and added to its wholesome effect on the growth of Chicago.

Almost from the time of his arrival in Chicago, Cyrus Hall McCormick was interested in the development of markets for his machines abroad. As early as 1855 he won first prize with his reaper at the Paris Exposition. In 1862 he won first prize at the London Exposition. This was followed by similar awards at Hamburg and Paris in 1862; at Paris in 1867; at Vienna in 1873; and again at Paris in 1878. He also was the recipient of many personal honors, among them being election as a member of the French Academy of Science “as having done more for agriculture than any other living man.”

His activities in the European market resulted in the shipment abroad of many products of American labor, an important factor in the industrial development of Chicago.
GROWTH AFTER THE FIRE

During his entire life McCormick was a deeply religious man with a consuming interest in the church of his fathers. One of his delights on coming to Chicago was in finding the Presbyterian Church actively and solidly established here. As early as 1848 he joined forces with a small group which founded the North Presbyterian Church at North Clark and Michigan Streets. Believing wholeheartedly in the beneficial effects of the voice from the pulpit, he succeeded in transferring to Chicago an Indiana school for the training of Presbyterian ministers. This institution was later called the McCormick Theological Seminary, and was the first large beneficiary of the inventor's philanthropy.

The year 1884 saw the output of the McCormick Reaper Works grow to 54,841 machines. That year also saw Cyrus Hall McCormick's well-filled life brought to a close. He died on May 13, 1884, at his Rush Street home.
Ground was broken in July, 1872, for a large factory at Blue Island and Western Avenues, to replace the downtown plant which had been totally destroyed in the Chicago Fire. Operations began at the new location in February, 1873, in a factory having 301,450 square feet of floor space. This fine plant, considered a mammoth building at the time, has since been expanded into the present McCormick Works employing nearly 8,000 people.

Scene: An early view of the McCormick reaper factory. The wing at the extreme left was added several years after the original plant was completed in 1873.
Early Corporate Life

In the year 1879, McCormick had reorganized the company, dissolving the partnership contracts and forming a corporation with himself as president. On his death in 1884 he was succeeded as president by his eldest son, Cyrus H. McCormick. The new president had been well schooled by his father. The program of product development, the vigorous advertising and sales activities, the quality manufacturing, the repair service to customers and the expansion of foreign business continued without interruption under the new president's guidance.

In the meantime, other strong companies had developed around the farmer's interest in and need of labor-saving, food-producing machines. William Deering had started in Plano, Illinois, and had moved his Deering Harvester Company to the north side of Chicago in 1880. He had developed, among other things, a twine binder which was extremely popular. Later he acquired iron ore mines, coal mines, and a steel mill. Plano Manufacturing Company also had moved to Chicago from Plano, Illinois, locating in West Pullman on Chicago's far south side. Milwaukee Harvester Company had found a ready market for the products of its Milwaukee, Wisconsin, factory. Warder, Bushnell and Glessner had developed a popular line of farming machines in its Springfield, Ohio, plant.

Rural communities were frequently the scene of rough and ready salesmanship as the agents of competing companies vied with one another for the farmer's favor. The farm press fairly crackled with claim and counter claim. The elder McCormick had pioneered in farm machine advertising, having developed many techniques still effectively employed by industry. His son, Cyrus, was a staunch believer in the effectiveness of advertising. Hence, all through this period the McCormick organization was a leader in the aggressive use of advertising. It is reasonable to assume that this sales and advertising activity did much to speed and extend the use of farming machines—a vital factor in the development of Middle West industry and a fuller, more profitable farm life.
The first downtown general offices of the McCormick organization at Dearborn and Randolph Streets, August, 1879.

This lithograph was selected from a group distributed by the McCormick Harvester Company during the last twenty years of the 19th century. It is re-published here because it illustrates so well the surge of civilization westward which brought a growing demand for Cyrus Hall McCormick's famous reaper to harvest the large fields of grain in the Middle West and West. As the demand grew, the inventor established his factory in Chicago in the late summer of 1847. This significant move laid the groundwork for the International Harvester Organization of today, with its six plants in Chicago and fifteen plants in other cities of the United States and Canada.
The drafting of manpower in war has always complicated the problem of food production to feed those who fight and those who back them up at home. The extra food production capacity made possible by the McCormick reaper has linked this invention closely with America's wars. It was natural that the McCormick Harvesting Machine Company should adopt historic war scenes as backgrounds for lithographs showing the Company's products. The "Battle of Shiloh" and other scenes were lithographed in glowing colors and distributed widely through the last quarter of the 19th century. A curious inconsistency is found in the fact that the binder shown in the battered shed at the lower left is a model developed more than twenty years after the Battle of Shiloh was fought.

"Welcome Home, Son" might well have been the title of this lithograph released shortly after the close of the Spanish-American war. Again the animal-drawn harvesting machine has enabled agriculture to offset the drain of young men from the fields when the nation needed them for military pursuits. While wars have highlighted the part played by machines, progress has in no sense been limited to the years of war emergency. Invention and research have paced the mechanization of agriculture in peace as well as war, dooming drudgery in our nation's most basic industry.
International
Harvester is Born . . .

In 1902 the managements of the McCormick, Deering, Plano, Milwaukee, and Warder, Bushnell and Glessner companies joined their companies in a new organization to be known as International Harvester Company. Cyrus H. McCormick became the new Company's first president. Harold F. McCormick, James Deering, William H. Jones and John J. Glessner became vice presidents. Richard F. Howe was secretary and treasurer. Later, Harold F. McCormick became president (1918), Chairman of the Executive Committee (1922), and Chairman of the Board (1935). The conservative appraised valuation of all of the properties brought together in the new company was in excess of $60,000,000. The amalgamation laid the foundation for extensive research and product development of inestimable value to agriculture and the nation. Headquarters were established at Chicago where four of the new company's principal factories were located. Chicago's right to the title, "capital of the farm machinery industry," was thus firmly established.

Speaking in 1922, on the occasion of the Harvester Company's 20th anniversary, Cyrus H. McCormick, then chairman of the board, said: "The men who had long guided the destinies of the McCormick and Deering Companies, of the Warder, Bushnell and Glessner Company and of the Plano and Milwaukee Companies, all had wide experience and a fund of hard-earned knowledge about the agricultural implement industry. They were men of vision and of faith. They dared to dream a great dream about the future of agriculture throughout the world and of the part which they, united, could play in its development.

"That dream of twenty years ago has come true, and more than true. It presented to them a prospect of larger usefulness and success, but balanced against this was the certainty of still harder work and greater sacrifice, and there was also the probability of a competition that would grow with the growth of the industry. Today we are able to see how amply history has justified their faith and how success has crowned their efforts."

The McCormick interest in foreign trade was given new opportunities to ex-
Horses shied at the quaint contraption shown at the left in the illustration as it chugged its way over country roads 40 years ago. It was an early International truck—called an "Auto-Wagon" in those distant days. It was a pioneer in the truck field and an ancestor of the Internationals of today.

When World War I made it necessary for our young men to leave the fields and farmsteads the young tractor industry was ready to substitute engine power for manpower. Tractors and tractor-drawn tools moved in alongside the teams and animal-drawn machines to supply the war-winning reserve of food production. "Look What Dad Bought for You, Bill," was the title of this lithograph issued at the close of the war in commemoration of the joint part played by America's farm youth and America's farm tractors in winning the victory.
INTERNATIONAL HARVESTER IS BORN

pand under the new corporate structure. Soon, the products of International Harvester found their way into foreign markets in substantial volume, carrying the name and fame of Chicago into all the lands of the earth.

Additional companies and factories were purchased outright by the new corporation as a rapid means of acquiring proved machines in demand in the farming areas. D. M. Osborne & Company, Auburn, New York, brought haying machines into the line. With the machines came a well-earned reputation among eastern farmers. The Keystone Company, Rock Falls, Illinois, brought the Company a popular line of haying machines, corn shellers, and tillage tools. Purchase of the Weber Wagon Company in Chicago brought farm wagons into the rapidly growing line. The Kemp manure spreader was also purchased. An empty factory in Akron, Ohio, provided extra manufacturing space which later served as the birthplace of the Company's high-wheeled trucks for farmers, the forerunner of today's line of

McCormick Works at Blue Island and Western Avenues, Chicago, has long been known as the world's largest farm machine factory. Here, about 8,000 people are employed in the manufacture of grain binders, mowers, rakes, husker-shredders, manure spreaders, and ensilage cutters; also replacement parts for machines built at McCormick Works through the years. This plant has grown greatly in size and importance since its original buildings were opened in February, 1873, following the destruction of the McCormick Reaper factory on the north side of the Chicago River (east of Michigan Boulevard) in the Chicago Fire of 1871. When the plant opened it was considered a stupendous operation. Over 10,000 reaping and mowing machines were built for the 1873 harvest season. A little later, production reached 25,000 machines and as many as 1,000 people were employed. With production established McCormick was enabled to develop important foreign markets for his product, a significant step in the development of Chicago industry. At the right foreground in the illustration is the McCormick Twine Mill, where twine is produced for use in grain binders and hay balers. In the extreme background some of the buildings of Tractor Works are visible.
Tractor Works, Western Avenue and West 31st Boulevard, Chicago, is one of three large plants operated by the Industrial Power division in production of industrial power equipment. Until recently, Tractor Works also produced Farmall tractors in great volume. Today, its facilities are required and used in the manufacture of heavy-duty crawler tractors in four sizes.

Tractor Works is located on a 69 acre tract, has 1,600,000 square feet of manufacturing space, and employs about 7,200 people. It is one of Chicago's major manufacturing plants and has long been an important factor in the mechanization of agriculture and industry. First opened in 1910, Tractor Works has grown in size and employment to where it now has capacity to produce more than 10,000 crawler tractors a year.

West Pullman Works, on West 120th Street, Chicago, came into International Harvester when the Company was formed in 1902. It had been the home of the Plano Manufacturing Company. It is a large plant, on a 46 acre tract, employing about 3,800 people in the manufacture of collateral items used by other Harvester plants building complete units. Among its large-volume items are carburetors, magnetos, ball and roller bearings, chain, bolts, nuts, and rivets. The most recent addition to West Pullman Works, built during World War II, is a ball-bearing plant designed and equipped for quality production unexcelled in the industry.

Wisconsin Steel Works, East 106th Street, Chicago, was started by the Deering Harvester Company and developed by International Harvester after Deering joined in the formation of Harvester in 1902. Its blast furnaces, open hearth ovens, and mills provide pig iron and steel for many of the Company's operations. Its products are also sold to other iron and steel users.

Wisconsin Steel occupies about 202 acres of land, has its own slips and docks for incoming raw materials, and employs about 5,000 people. Two Company-owned ore boats, "The Harvester" and "The International," regularly transport ore from Lake Superior ore loading points to Wisconsin Steel. They are among the largest ore boats operating on the Great Lakes.
INTERNATIONAL HARVESTER IS BORN

International trucks. A later purchase, in 1919, of the Parlin & Orendorff Company, Canton, Illinois, provided a well-established line of plows, tillage implements, planters, beet machines, and potato diggers. In 1920 the factory and grain drill lines of the American Seedling Machine Company of Richmond, Indiana, were purchased.

Thus, in less than 100 years the little McCormick factory on the north bank of the sluggish Chicago River grew into a group of major farm machinery factories in Chicago and many other cities, with management centered in general offices in Chicago.

Through the passing years a number of lines were sold or dropped and the products of International Harvester became known by the names “McCormick-Deering” and “International.” As was expected, the sales of the old-line harvesting machines dwindled but this decline was much more than offset by the expansion of trade in the many newly added machines.

The rapid and continuing development of the nation’s agricultural lands provided ample room for growth of major competitors, with the result that International Harvester has found it advantageous to continue with unceasing zeal the policy of product improvement begun and successfully carried on by the elder McCormick. Much of the Company’s strength today is the direct result of product improvement and operating economies inspired by strong competition.

Soon after the formation of International Harvester Company, the Company’s engineers began experiments with farm tractors. Starting with engines mounted on wheels, models were developed and perfected to the point where practical tractors were being built in quantity when World War I broke out. As had happened before in the organization’s history, the war shortage of farm labor again turned farmer’s attention to labor-saving equipment. Production of tractors boomed and the nation again met its food production needs with the help of farming machines. This era heralded the real beginning of farm mechanization, with engine power displacing animal power, as animal power had displaced heavy hand labor in earlier years.

With the World War I years behind it, the Company made plans for further development of its products. Engine power—in tractors and motor trucks—had conclusively demonstrated its usefulness in meeting the requirements of a generation geared up to a faster and faster pace. The preparatory years, in which single-cylinder and two-cylinder engines powered farm tractors, were past. Multi-cylinder engines, higher speeds, more comfort for the operator and greater versatility were required
The fame of Chicago's industrial development has been carried to the four corners of the earth by products of International Harvester. The Harvester Organization is also identified with manufacturing in a number of countries through factories operated by affiliated companies. Among the most recently established is the IH implement factory at Saltillo, Mexico.

Scene: A Diesel-powered crawler tractor, built at Chicago's Tractor Works, pulling an improvised implement in a trench backfilling operation in Mexico.

Modern industry and agriculture find many uses for power units built at Melrose Park Works. Operating most often in out-of-the-way places, these units deliver reliable heavy-duty power with the minimum of maintenance. They are found in rock quarries and sand pits, on well-drilling rigs and oil and water pumps, in refrigeration plants and summer resorts—wherever steady power or standby power is needed. Modified for special duty, they are frequently built into equipment designed for road building and maintenance, pipelining, paving, electric power generation, and many other specialized operations.

Scene: A battery of International power units—of types built at Melrose Park Works—supplying power for the operation of a large rock crushing and grading plant. In this installation, a fifth unit is mounted high atop a superstructure where it powers a conveyor belt.
INTERNATIONAL HARVESTER IS BORN

in the new order of farm operation.

By this time the Company's line included machines to do almost every farming job. Many machines were operated by belts from tractors and engines. But many more were pulled by animal power. In the 1920's it became the engineer's task to design hundreds of new machines for tractor operation. The march of mechanization on farms testified to the success of their efforts.

In 1923 the Farmall tractor was launched. It was a tricycle-type tractor designed to do all that previous tractors had done, plus having a special ability to work in row crops. It revolutionized farming, and brought new demands on the engineers for machines designed to mount on the tractor. Almost since its introduction the Farmall—in successively improved models—has been the hub around which a large part of tractor and machine design has revolved.

In 1910, International Harvester began operation of a new tractor factory, named Tractor Works, near McCormick Works south and west of the Chicago loop. This plant grew to huge proportions through the years. In addition, much of the capacity of Milwaukee Works was devoted to engine and tractor production. The rise of the Farmall's popularity, however, soon necessitated the purchase and operation of a huge factory at Rock Island, Illinois, which was named Farmall Works and devoted primarily to the production of Farmall tractors. Until recently, Tractor Works also produced Farmall tractors in two sizes in addition to many models of crawler-type tractors for farm and industrial purposes.

Motor truck production, started in Akron, Ohio, in 1907, had meanwhile been established in factories at Fort Wayne and Indianapolis, Indiana, and in a factory at Springfield, Ohio. Thus, the harvest machine business had branched out into the transportation business in a big way. It was supplying trucks to haul the farm produce its machines had helped to grow—as well as the loads of industry and commerce which had sprung into being around the nation's rapidly expanding agriculture.

Progress and expansion were severely checked by the depression of the early 1930's, a period in which the Company accepted corn, wheat and cotton at above-market prices in payment of farmers' notes in order to help farmers clear away their indebtedness. Here again history repeated itself, since Cyrus Hall McCormick had accepted grain in payment of farmers' notes during the panic of 1857.

The depression period was utilized to advantage in designing new products and redesigning old in preparation for the return of normal markets. In the late 30's
farmers’ buying power and general business conditions improved and International Harvester’s sales volume mounted. It hit a record high of $364,635,000 in 1941.

When World War II broke out International Harvester was operating five plants in Chicago, employing about 30,000 people, and 15 plants in other U.S. and Canadian cities, with a total U.S. and Canadian payroll of 60,000 people. In addition, affiliated companies operated factories and sales outlets in many foreign countries. The success of the organization which grew out of Cyrus Hall McCormick’s first factory seems large when it is realized that the total value of its plants and other properties amounted to $176,000,000 in 1941. Yet this success pales to insignificance when compared with the progress made by agriculture, industry and commerce during the same period—a period in which each forward step of agriculture increased the nation’s resources, released men for productive work in industry and added to the fullness of life on the farms and in the cities.
Early in the war, crawler tractors built at Harvester's Tractor Works, Chicago, gained fame as the units most likely to get the toughest jobs done. With only minor military changes they rolled into action soon after hostilities were declared. In this scene an International Diesel crawler tractor takes a heavy anti-aircraft gun ashore in the Pacific.

Pulled by a powerful M-5 high-speed tractor built by International Harvester, a 155-mm. howitzer and its crew move along a French road toward the front, during the battles that liberated France. Harvester engineers designed this high-speed tractor for the Army.

In action such as this on Iwo Jima, International trucks met the gruelling tests of war service. The power and capacity of these modern vehicles took military supplies and men into and out of the tight places and supplied vital transportation all over the world throughout the war.

"Somewhere in the Pacific" a ship takes on a supply of aircraft torpedoes such as were built in quantity at McCormick Works, Chicago, during World War II.
Producing
for Victory...

World War II focused attention on Harvester's mass production plants in Chicago and elsewhere as sources of war material. In earlier wars the organization's principal war effort had centered in the production of farm equipment needed to replace hand labor. In the early years of World War II, the manufacture of farm equipment was drastically reduced by government order and many of Harvester's factories were converted to the production of military trucks and tractors, aircraft torpedoes, guns and gun parts, artillery shells, and other tools of war. Large quantities of farm equipment parts were manufactured to keep existing machines in operation. The Company contracted to operate government-owned factories and parts depots. The materiel of motorized warfare replaced tools and power for food production. Harvester went into war as a leader in engine and powered vehicle production—it came out with its position vastly strengthened.

As the war continued the great need for farm tractors and machines was again realized by government authorities, which permitted Harvester to produce units for distribution where needed most. Thus, the Chicago factories of Harvester—as well as those located elsewhere—built and shipped equipment for the fighting front and the home front.

The Company's contribution to the Victory was a large one. Yet, its profits from war production were relatively small. The average profit on more than a billion dollars worth of goods produced for war was under 4 percent.
Melrose Park Works, Melrose Park, Illinois, demonstrates the Company's belief in Chicago and its future. This huge plant, formerly used for the manufacture of aircraft engines, was purchased by Harvester and occupied early in 1946. It consists of about 135 acres of ground, a modern administration building, and approximately 1,500,000 square feet of manufacturing space under roof. Melrose Park Works is now headquarters of the Industrial Power division and is one of three plants of that division—the others are Tractor Works, Chicago, and Milwaukee Works, Milwaukee, Wisconsin—building heavy-duty engines, power units, and tractors for industrial purposes. It is located west of Chicago, at the intersection of North Avenue and U. S. Route 45. A full line of heavy-duty engines and power units is being produced at Melrose Park Works. In the near future large-scale production is expected to start on a new crawler tractor weighing 35,000 pounds. Present employment is about 3,800, with employment set at about 5,000 persons when the plant is in full production.

Evansville Works, Evansville, Indiana, headquarters of the Refrigeration division and home of Harvester’s new line of refrigeration products. This new works, formerly occupied by the Republic Aviation Corporation, has a total building area of 934,000 square feet. The plant tract consists of 71 acres and is located about three miles north of the city limits of Evansville on U. S. Highway 41. Eventual employment is expected to reach 3500.

Memphis Works, Memphis, Tennessee—now nearing completion—is shown here in a photograph of the architect's scale model. The plant site consists of 260 acres with buildings totaling approximately 1,250,000 square feet of floor space. Cotton pickers and other equipment for agriculture in southern states will be produced in the completed plant. Eventual employment will be about 6,000 people.

Louisville Works, Louisville, Kentucky, Harvester’s newest farm tractor manufacturing plant. Formerly a Curtiss-Wright Aircraft plant covering 1,063,000 square feet, the plant is being enlarged by 700,000 square feet to meet the special needs of International Harvester. Principal additions are a complete grey iron foundry, die shop, forge shop, generator building, loading dock and warehouse. The plant, situated in the vicinity of Churchill Downs, is expected to employ 6,000 persons in the manufacture of three Farmall tractor models, including the small Farmall Cub. Already in production, Louisville Works is aiming at the manufacture of more than 100,000 tractors a year.
Postwar Decision . . .

Restrictions on the manufacture of civilian goods during the early years of World War II produced an unprecedented postwar demand for motor trucks, industrial power equipment and farm-operating equipment. Also, many thousands of young men who had operated Harvester's motorized equipment in military service came home determined to let power and machines do more and more of their work.

Matched against this demand were Harvester manufacturing facilities grown greater and greater to meet the military needs. But many of the facilities were geared for military production. The decision had to be made whether the Company would scale down to prewar needs or reconvert for greater civilian production than ever before. When this decision faced the Company, Fowler McCormick, chairman of the board and grandson of the reaper inventor, was president. He and his associates reasoned that the Company's responsibilities to customers, employes, and stockholders could best be served by expanding to hold the markets already gained and to develop new markets for new products and those already in the line. In this way places could be found for returning veterans without displacing those who had carried on in their absence at war. In this way the desire of the public for Harvester products could be satisfied. In this way the Company could further diversify its operations, increasing its usefulness to the nation and protecting stockholders' investments. In this way the Company could continue to progress.

The expansion program decided upon was a bold one. It involved the investment of nearly $150,000,000 in new factories, new product designs, and new machine tools. It meant additional opportunities for many people, but it also demanded more hard work and sacrifice. It meant reorganization of the entire Company structure on a divisional basis to place men of authority and responsibility in positions close to where major operating decisions had to be made. Thousands of men had to be trained for new responsibilities and new performance. New factories had to be purchased or constructed, then tooled up and brought into production. Sweeping changes had to be made in the location of major manufacturing operations to produce each machine with maximum efficiency.

As Harvester rounds out its 100th year in Chicago many of these difficult tasks have been accomplished. Chicagoans driving west on North Avenue, through Melrose Park, Illinois, can see one of the larger results. A vast factory formerly devoted to the manufacture of aircraft engines now bears the name of International
Here in Chicago, in International Harvester's Manufacturing Research department, 5225 South Western Avenue, manufacturing standards are set through careful study and transmitted to the various works throughout the country. The department also serves as an interchange point for the newest ideas and techniques in manufacturing practice. It will be open for inspection for the first time during the 100th anniversary celebration.

Emeryville Works, Emeryville, California, where International heavy-duty highway and off-highway trucks of 30,000 to 90,000 pounds gross vehicle rating are produced. This plant was opened by the Company as a part of its policy of establishing facilities on the West Coast for the manufacture of specialized equipment used in greatest volume in that area.

Stockton Works, Stockton, California, was established by Harvester in 1947 to provide for expansion of special western farm equipment manufacture carried on for several years in a smaller plant at Huntington Park, California. Newest and most spectacular product to be built at Stockton Works is the Company's sugar beet harvester. Other products include heavy plows, subsoilers, and tillage implements popular among West Coast ranchers and fruit growers. The new factory has 160,000 square feet of floor space under roof and 155,000 additional square feet under concrete.

Waukesha Works, Waukesha, Wisconsin, is a malleable iron foundry formerly operated by General Malleable Corporation. It was taken over by Harvester in January, 1946. Purchase of the property was completed later. It is located on a 12-acre tract and has more than 160,000 square feet of factory space under roof. It is operated by the Farm Implement division and supplies additional malleable iron capacity needed in the manufacture of that division's products.
POSTWAR DECISION

Harvester Company. Its modern administration building and 1,500,000 square feet of manufacturing area are now devoted to the production of heavy Diesel engines and the TD-24 Crawler Tractor, 35,000-pound giant of the IH tractor line. When Fowler McCormick announced the purchase of this new plant, he said, “Our belief in Chicago and its future is evidenced by our purchase of this great new plant. With Melrose Park Works added to our other operations we look forward to continuing to play a constructive part in the city’s life for years to come.”

The Company, long a believer in decentralization of manufacturing, sought out and purchased building sites or factories in other cities. Former aircraft plants were purchased in Evansville, Indiana, and Louisville, Kentucky. A building site purchased in Memphis, Tennessee, is now occupied by a nearly completed factory building constructed to meet the Company’s special requirements in that area.

Evansville Works is in production on refrigeration equipment. Employment is currently above 2000 and is expected to reach 3500 when all products are in production. Louisville Works is already in large-scale production on three models of Farmall tractors, including a small Farmall Cub designed for more than 3,000,000 farmers with small acreage. When additions and alterations are completed, it will be one of the world’s largest tractor plants with total employment of 6,000 people.

Memphis Works will soon be in operation, building special tools for southern markets. Most spectacular of its products will be the cotton picker. This ingenious machine is the result of more than 40 years of research and experimentation by Company engineers. Memphis Works will eventually employ 6,000 people.

Smaller plants were acquired at Emeryville and Stockton, California, and a foundry was purchased at Waukesha, Wisconsin. Emeryville Works is now producing giant specialized motor trucks for the Western trade; Stockton Works is building farm implements especially adapted to Western agriculture; and Waukesha Works is producing malleable iron.

As has been noted earlier, product designing has progressed through the years from the individual efforts of the reaper inventor to the Company’s present-day engineering research laboratories serving each major division. In recent years much progress has also been made in manufacturing research—in finding better ways to build the products developed by engineering. As an important part of this 100th Anniversary Celebration, the Company is showing for the first time the modern factory on Western Avenue, in Chicago, which it has entirely converted to manufacturing research. This progressive step provides facilities for long-range study of
POSTWAR DECISION

machine tools, manufacturing methods, materials handling and all other problems confronting manufacturing people. Thus, standards developed in Chicago will have a profound effect on the success of Harvester's manufacturing operations in all parts of the world.
The development of a successful beet harvester by International Harvester engineers has made it possible to top, lift, and deliver sugar beets to a truck or wagon in one engine-powered operation. Thus, farm equipment engineering has completed the mechanization of beet production and harvesting. Six hundred beet harvesters scheduled for production in 1947 are being fabricated at McCormick Works in Chicago and at other works in Auburn, N. Y.; Canton and East Moline, Illinois; and Richmond, Indiana. Future production is scheduled for Harvester's new west coast implement factory at Stockton, California.

Scenes: McCormick-Deering HM-1 sugar beet harvester mounted on a Farmall tractor. The two-wheel cart is pulled by the Farmall and its elevator is operated from the tractor power take-off. The sorting belt is ground-driven.
Harvester's broad strides in refrigeration began prior to World War II with the development of milk coolers and walk-in coolers for farm use. Out of this experience the Company has extended its refrigeration manufacturing into a full-scale divisional operation. Evansville Works, Evansville, Indiana, was purchased and tooled especially for refrigeration production. Freezer chests of 11-cubic-foot and 4-cubic-foot capacity have been coming off the lines in quantity for several months. These models foretell progress toward a complete refrigeration line for household, farm, commercial, and transportation uses.

Scene: The gleaming white International Harvester 11-cubic-foot freezer chest, with capacity for 385 pounds of foods of various types.

In Midsummer, 1946, International Harvester brought the modern farm to Chicago in a full-scale exhibit, "Harvester Farm," at the Museum of Science and Industry in Jackson Park. Since that time hundreds of thousands of grown-ups and children have enjoyed roaming through the buildings, inspecting the giant diorama exhibits, listening to the natural farm sound effects, and seeing how life is lived on today's well-equipped farm. The exhibit occupies an entire west wing opening out of the rotunda of the museum building. It features special displays from time to time, current motion pictures, and other interesting presentations demonstrating the progress of Agriculture.

Scene: A 1947 International pickup truck in front of the full-size milkhouse.
Wherever large quantities of earth and rock are moved today, heavy power and equipment are called on to carry the load. Giant crawler tractors, of types built at Harvester's Tractor Works in Chicago and Melrose Park Works, in that western suburb, furnish the power to push, pull, haul and hoist. Guided by their skilled operators they perform miracles at low cost.

Scene: International TD-18 Diesel tractors removing overburden and building a work road into a strip coal mine in Virginia. Bulldozers and self-loading scrapers are of types sold by International Industrial Power distributors located in more than 100 American cities.

Farming, today, is power-and-machine farming. That is a big part of the story of agriculture.
The modern combine is very different from the reaper that Cyrus Hall McCormick trundled into the field in 1831. But it all began there. It began with an idea.

Harvester engineers have built thousands of ideas into machines since that beginning. The skilled workmen in our factories have multiplied those machines by the millions.

One of the greatest of those ideas produced the Farmall—the original all-purpose tractor. Today, after 24 years, Farmall tractors and the machines and tools designed for Farmall operation have set a standard of farming success in every community.

Scene: The conservation farmer in the wheat country follows the combine with Farmall and harrow-plow, cutting the stubble into the soil to prevent wind and water erosion while the field lies in summer fallow.
More than forty years ago Harvester engineers accepted the challenge to design a machine that would successfully pick cotton. Many machines have been developed, only to be dropped or redesigned in the march of progress. Each turn of events has brought the engineers closer to success. Limited production for sale was started several years ago on a commercially practical machine which has been enthusiastically received by growers. Mass production of this machine—a one-row, one-man, self-propelled cotton picker—will begin with the completion of the new factory at Memphis, Tennessee. It has capacity to pick 6 acres a day without harming plants.

Scene: McCormick-Deering cotton picker at work. The picking mechanism is mounted on a specially adapted Farmall tractor which travels with its rear wheels forward. The picking mechanism can be removed and the Farmall reconverted for other work ahead of and following the picking season.

The Farmall Cub—newest member of a famous tractor family—with cultivating equipment. This little tractor is International Harvester's latest contribution to the continued success of the family size farm. It offers engine power and mechanization to farmers with small acreages, bringing to them the advantages of operation with power, so long a boon to the larger farm operator. The Farmall Cub is already in large-scale production at the new Louisville Works, with production sights set at 50,000 per year when the factory is in complete readiness. Simplified low-cost tools are built for use with the Farmall Cub in many of the Company's plants.
The Growth from the Roots...

Cyrus Hall McCormick started in Chicago when the city was little more than an ambitious settlement. He and the city grew and prospered together. His genius and the genius of others who became associated with him or followed him, helped the nation's farmers to farm their acres with less hand labor. Manpower released from the farms found profitable employment in cities supplying items wanted and needed by the rising civilization. As farming implements made it possible for fewer people to feed more people, much of the drudgery of life disappeared. In its place came time for leisure and enjoyment of life's rewards. Around this more wholesome outlook the people of America have built an industrialized civilization which is the envy of the world.

Today, Chicago is one of the world's large cities. International Harvester Company, with its headquarters and central management established at Michigan Avenue and Lake Street, is one of the world's large companies. The Company's growth has brought tremendous responsibilities. Full realization of the weight of those responsibilities has led to the establishment of firm, broad policies affecting the Company's human relationships and community relationships.

While companies such as Harvester are primarily conducted for the benefit of customers, employes, and stockholders, yet attention must be given every minute to the broader duties to the community and the nation. Harvester policies, formed through 100 years as a citizen of Chicago, are aimed straight at fulfillment of these duties.

Each year has seen the Company's lines broadened out further and further away from the strictly agricultural phase of the original operation. In much the same way Chicago has grown away from its agricultural beginnings. Yet no day passes and no dollar changes hands that does not bear the strong influence of America's productive, mechanized Agriculture.
Scene: A group of employees sorts inner and outer races at Harvester's new ball bearing plant at West Pullman Works in Chicago, built to produce millions of ball bearings for an expanded postwar production program.
Harvest Time! Always a season of rejoicing when nature abundantly produces the food and feed needed to maintain life on earth. Farmers throughout the world know the work and worry—the anxieties over conditions beyond their control—that must be sweated out between the first soil turning of spring and the binning of the last bushel in summer or fall. As modern American farmers ride their shining mechanical servants through the harvest, they know that much of their success would not have been possible without their fine machines—machines that owe their very existence to American inventiveness and the willingness of Americans to put their skills, their strength and their dollars into the production of ever better equipment. As our farmer customers roll on rubber through the fields the people of Harvester are with them in spirit. Each nut and bolt, each forging, each machined and fabricated part of the time-saving tractors and machines performs better in the hard hours of harvest because of the quality built into it by the men and women of International Harvester.

Scene: Farmall-A and 5-foot harvester-thresher cutting and threshing wheat in Montana.
The farm family is historically one of society's strongest pillars. Food for millions of hungry mouths is brought up out of the soil by farmers and their families working together. The success of their efforts determines the welfare of entire nations. In the daily conduct of their farming enterprises, they combine technical know-how and modern machines with a reverent patience born out of close contact with the natural processes of sun, seed, and soil.

Before the reaper was invented in 1831 not many dared to live away from the soil. Nine out of ten people struggled in those days to produce enough surplus food and fiber to support the tenth. Today, farm mechanization enables three-fifths of our population to engage in non-agricultural pursuits—and to enjoy the highest standard of living yet known to man.

The power and capacity of modern machines have broadened the horizons of the farm family by providing more time for leisure and self improvement. As a direct result, farming knowledge has improved, bringing better yields, more nutritious products, and closer attention to the preservation and improvement of our nation's agricultural lands.

It is the privilege of the farm equipment industry to supply farm families with the tools of progress—the tools with which they reap their own rewards as they reap the harvests that feed the world.

Scene: Three generations of corn-growing Tranbargers, of Grundy County, Iowa, take time away from farm duties for a relaxing family sing.
... the base of the social pyramid rests today where it always has rested—upon the land. Upon the land man makes his first application of productive effort—to extract from it food to sustain his life and give him energy, fiber for clothes to protect his body and conserve its vital warmth, wood to build shelter against the elements, and ore from which to fashion tools.

"The work of fashioning the natural materials into forms serving human wants, of exchanging them and transporting them, must follow upon the work of extracting them from the earth. As the arts of production advance, the division of labor multiplies and the whole industrial process increases in complexity and size. But no matter how big and complex it becomes, every human engaged in productive effort, no matter how far removed from the actual tilling of the soil, is working, in the last analysis, on the land." Karl B. Mickey, Man and the Soil.

Scene: The new field patterns of conservation farming guard the soil against erosion by rain and wind and preserve our most precious heritage, the vital layer of topsoil that produces the world's food, feed and fiber.
Progress in the development of farm machines and motor trucks has encouraged progress in the operations of retail stores selling and servicing machines and trucks.

In Cyrus Hall McCormick's time the blacksmith was frequently the local agent. His forge and his mechanical skill were his stock in trade, for even though McCormick supplied replacement parts for his machines emergencies frequently demanded the special talents of the smithy.

As the variety of farm machines increased men began to devote full time to their distribution. Showrooms and parts departments were developed, and mechanics working in service stations began to replace the traveling "expert" from the factory.

The turn to tractors and tractor-operated machines created an ever-increasing demand for retail establishments equipped to render complete mechanical service. Dealers found it was profitable to provide this service. Farmers found that their equipment performed better when properly maintained.

Out of this mutual interest in parts supply and mechanical service has grown an entirely new kind of farm equipment store—the International Harvester prototype base of operations. In this new store every square foot of space, every feature of arrangement, is planned to provide customer service at lowest cost. Showroom space is held at a minimum. Parts supply and mechanical service are carefully planned to meet the community's needs.

Because the prototype base pleases and serves dealer and customer alike, these modern buildings already dot the landscape all over America. They are an essential part of the mechanization of American agriculture.

Scene: IH base of operations at Bay City, Michigan; modern headquarters of T. C. Tupper, International dealer in tractors, trucks and farm equipment.
Farmers are among the biggest users of motor truck transportation. Supplies must be hauled to the farm and field crops, dairy products, and livestock must be taken to market. The speed and convenience of modern trucks fit these units into the tempo of modern agriculture. Harvester first built trucks for farmers at Akron, Ohio, in 1907. Today's farmer relies on the streamlined models rolling out of the Company's three motor truck division works at Fort Wayne and Indianapolis, Indiana, and Springfield, Ohio.

Scenes: (Above) International KB-5 1½-ton truck with livestock rack body. (Below) International K-5 1½-ton truck hauling grain away from a harvester-thresher of Harvester manufacture.
One man seated at the controls now guides and operates a combined harvester and thresher which propels itself. It cuts a 12-foot swath and threshes the grain from 35 acres in a single day. It is a big machine, weighing more than 7000 pounds, yet its simplified controls permit the operator to maneuver it with ease. It successfully harvests all cereal grains and a wide range of beans and grass seeds. Its large capacity makes it especially attractive to growers of larger acreages of grain. Scenes: (Above) McCormick-Deering No. 123-SP self-propelled harvester-thresher working in a western wheatfield. (Below) Three self-propelled harvester-threshers in a field of flax.
The long hills and swells of the Palouse country of Washington and the Big Bend country of Oregon are tremendous producers of grain to feed a hungry world. To operate on the sharp slopes International Harvester builds hillside harvester-threshers which cut and thresh 14 to 16-foot swaths of grain in one efficient operation. Leveling devices compensate for the hillside slopes.

Scene: International Diesel crawler tractor pulling No. 51 hillside harvester-thresher. A 36 h.p. engine powers the cutting and threshing operation.

When corn picking time rolls around the Farmall farmer quickly puts the big job behind him with a power-operated picker. Some use pickers mounted directly on the Farmall; others use pickers that are pulled by the Farmall. Harvester's newest model, the No. 24 2-row Farmall-mounted picker, is a light-weight fast-working machine picking up to 20 acres of corn a day. It can be put on or taken off the Farmall in 15 minutes. With power and picker the modern farmer picks and cribs his corn when crop and weather are at their best, and he sidesteps the drudgery and half-frozen hands that plagued corn growers in the old days.

Scene: Farmall tractor equipped with No. 24 2-row Farmall-mounted corn picker.
Owners of the self-propelled harvester-thresher can utilize their tractor for other work, such as cultivating or haymaking, during the grain harvest.

Scene: Farmall tractor and 50-T baler (foreground) picking up and baling straw dropped on stubble by the 123-SP harvester-thresher cutting and threshing grain (background).
Farm tractors and equipment play an important part in the production of vegetables and fruit for America's dining table. Large operators utilize wheel-type and crawler tractors to pull their fast-working labor-saving machines. Smaller operators have adopted the small Farmall A; will soon turn to the recently-announced Farmall Cub for power to pull their light equipment.

Scenes: (Above) Farmall Cub with vegetable cultivator, working table beets. (Below) Farmall H pulling a 4-row beet and bean planter, planting lima beans.
Livestock growers and dairy farmers utilize valuable barnyard manure to preserve the fertility and soil texture of their acres. Loading and spreading the manure are heavy, hard jobs when pitchfork methods are employed. Today's power farmer equips his Farmall tractor with a loader which lifts and dumps the manure into a spreader. The manure is then hauled to the fields and spread evenly over the soil in closely controlled amounts.

Scene: McCormick-Deering No. 30 power loader (foreground) with load lifted to maximum height. The manure spreader (background) is designed and built for tractor operation. The tractors are Farmalls.

American farmers, guided by the Soil Conservation Service, U. S. Department of Agriculture, are turning to terraces and contour farming to hold water and topsoil on their acres. Banded together in conservation districts for common protection, they draw on S.C.S. for scientific guidance in mapping their programs. Resulting increases in yield help to make the way for the improved practices, yet immediate gains are only a small part of the objective. Our nation has at last realized that we cannot continue to feed our people if we allow our thin layer of topsoil to wash away. For a number of years International Harvester and its dealers have cooperated with the Soil Conservation Service in establishing conservation farming on a solid basis.

Scene: Farmer building a terrace with his regular farm equipment, a Farmall-M tractor and 3-furrow disk plow.
Scientific logging is a selective operation today, with heavy crawler tractors supplying the power to snake logs out of the deep woods to loading stations where they start their long haul to the mill. The chesty roar of the Diesel engine has joined the thwack of the ax and the whine of the saw in America's timberlands.

Scene: International TD-18 Diesel crawler tractor—product of Harvester's Tractor Works in Chicago—hauling logs in the Northwest. The bulldozer on the front and the winch and logging arch at the rear are popular equipment in the big timber.
Chicago's industrial and commercial enterprises are large users of trucks bearing the International Triple Diamond trademark. Single trucks and fleets running into the hundreds have done a heroic job in keeping the loads of commerce rolling during and since the war. In recent months Harvester postwar models—the “KB” Internationals—have appeared on the streets bearing many proved Chicago names. Among them are Brinks’ Incorporated; Arthur Dixon Transfer; Marshall Field & Company; Standard Oil Company, and Burlington Transportation Company, whose fleets of Internationals are represented in the photographs on these pages.
International trucks are sold and serviced in Chicago by a Company-owned branch at 611 West Roosevelt Road. For the convenience of customers the Company maintains local branches at Logan Boulevard and Elston Avenue; 3333 Archer Avenue; 601 West 81st Street; 1245 Chicago Avenue, Evanston; and 2017 Broadway, Gary, Indiana.

Scene: Chicago branch at 611 West Roosevelt Road.
Construction and maintenance of the nation's highways draws heavily on the products of Harvester's industrial power division plants. Engines and tractors rolling off the assembly lines at Tractor Works, Chicago, and Melrose Park Works, Melrose Park, Illinois, combine with the heavy-duty products of the construction equipment industry to make and maintain roads on a gigantic scale. Bulldozers, scrapers, graders, sheep's foot rollers, scarifiers, and shovels are some of the tools of the industry. And heavy-duty power makes every one of them tick.

Scene: International Diesel crawler tractors and allied equipment on a highway project in Alabama.

Where mobility and heavy-duty power are required, industry frequently finds its answer in wheel-type tractors of Harvester manufacture. Around these versatile tractors builders of specialized equipment have designed many ingenious machines—all for the purpose of getting heavy jobs done quickly and at low cost.

Scene: International I-4 industrial tractor equipped with front-end shovel. It pushes, lifts, carries, and dumps heavy materials and responds to the touch of the operator's hand.
Modern housing projects start with excavation. That calls for power. Equipped with bulldozers and winches and providing full-scale push-and-pull power for moving big wheel scrapers and other heavy-duty excavating equipment, International Harvester crawler tractors do a variety of jobs that go with big housing developments.

Scene: An International T-9 crawler tractor, with bulldozer, piling dirt from basement excavations on a veterans' housing project in Seattle, Washington. After the foundations are finished the tractor backfills and levels the dirt for lawns.

The giants of the air become tow-loads for tractors when they set down on the nation's airfields. With their own engines stilled, cargo and passenger ships are maneuvered in and out of hangars and into position by rugged earth-bound tractors.

Scene: International I-9 industrial tractor jockeying a plane at Chicago Municipal Airport.
The year, 1947, finds our Organization in a stage of development far advanced beyond even the hopes and dreams of the inventor and founder, Cyrus Hall McCormick. While his was originally a business centered around one man's ingenuity, zeal, and judgment, ours is today a business functioning through the leadership and abilities of many thousands. His was a business that pioneered in an era of pioneers. Ours is one of many large companies operating in a complex business community. Yet, our aims are essentially the same as were his: to build and distribute products which will serve our customers well, which will help the community and the nation to progress, and which will be in such constant demand that we will be enabled to offer steady employment to the many thousands of men and women on the Company's payrolls.
Our progress through the years has been increasingly the result of teamwork among all the people of Harvester. Any success we may enjoy in the future will arise from the same spirit of cooperation.

Chicago and Harvester have come far together. We are looking forward to many more years of mutually beneficial associations. As the employee selected to direct the Company's operations I pledge the continued interest of our entire Organization in conducting our affairs for the benefit of our neighbors and fellow citizens of Chicago as well as for our customers, employees and stockholders.

John J. McCaffrey
President
International Harvester Company
CHICAGO TODAY

1. Melrose Park Works
2. Sales and Service Station No. 2
3. Central School
4. Harvester Building
5. Sales and Service Station No. 1
6. McCormick Clubhouse
7. McCormick Twine Mills
8. McCormick Works
9. Sales and Service Station No. 3
10. Tractor Works
11. Harvester Press
12. Manufacturing Research
13. Museum of Science and Industry
14. Sales and Service Station No. 4
15. Wisconsin Steel Works
16. West Pullman Works
17. Katherine Legge Memorial
18. Harvester Experimental Farm