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# UNDER the HIDE of a Great Industry



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# UNDER the HIDE

## of a Great Industry

*This Booklet is  
published in Commemoration  
of the Spontaneous Welcome  
extended to*

*Mr. Geo. F. Johnson*

*President of Endicott Johnson*

*by 60,000 Employees and Fellow Citizens  
upon the Occasion of His  
Return Home*

*"And here's a hand, my trusty friend,  
And give us a hand o' thine."*

—ROBERT BURNS



### ENDICOTT JOHNSON

*Makers of "Better Shoes for Everybody"*

Endicott, N. Y. - - Johnson City, N. Y. - - Binghamton, N. Y.  
Owego, N. Y. - - West Endicott, N. Y.



*Geo. L.*

# UNDER the HIDE of a Great Industry

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RIENDSHIP, that subtle force which levels the walls of wealth, position and ability, and oils the wheels of Industry with heart throbs of love and affection, has shown itself in no unmistakable manner in the industrial life of America's busy shoe-towns, Endicott, Johnson City and Binghamton.

It was a most remarkable and heart-warming demonstration that greeted George F. Johnson, president of Endicott Johnson, on his return from a well deserved vacation in the Southland. For he is the man who means the most to the hundred thousand folks who live and work in this busy valley and to whom the prosperity and happiness of these people is in his every thought and dream.

It is to express a truth very mildly, indeed, to say that Geo. F. is loved by all Endicott Johnson Workers and by thousands of other citizens who, both directly and indirectly, are benefited and influenced by the unusually successful ideals that govern the management of one of the World's greatest shoe and leather industries.



ABOVE—AMERICAN LEGION BOYS PLAYED A PROMINENT PART IN THE WELCOME HOME CELEBRATION

BELOW—OFFICIAL ESCORT PROVIDED FOR THE PARADE BY STATE AND CITY

A demonstration upon Mr. Johnson's homecoming was, perhaps, to be expected, but its magnitude could not be anticipated. For a week the air of every factory had been charged with anticipation. Plans were whispered and banners secretly painted. A committee of workers finally emerged and from the chaos of carnival there developed an organized plan that included the heads of the village governments and other officials and made sure the demonstration would be given first place for the day in the life of three communities.

Schools were closed and the teachers with their pupils joined in the parade. Stores locked their doors and sales-people joined the merry throng of workers to do honor to their friend. Eleven bands led as many sections of paraders and the streets of two large villages, Endicott and Johnson City were lined for a sight of the welcoming throngs.

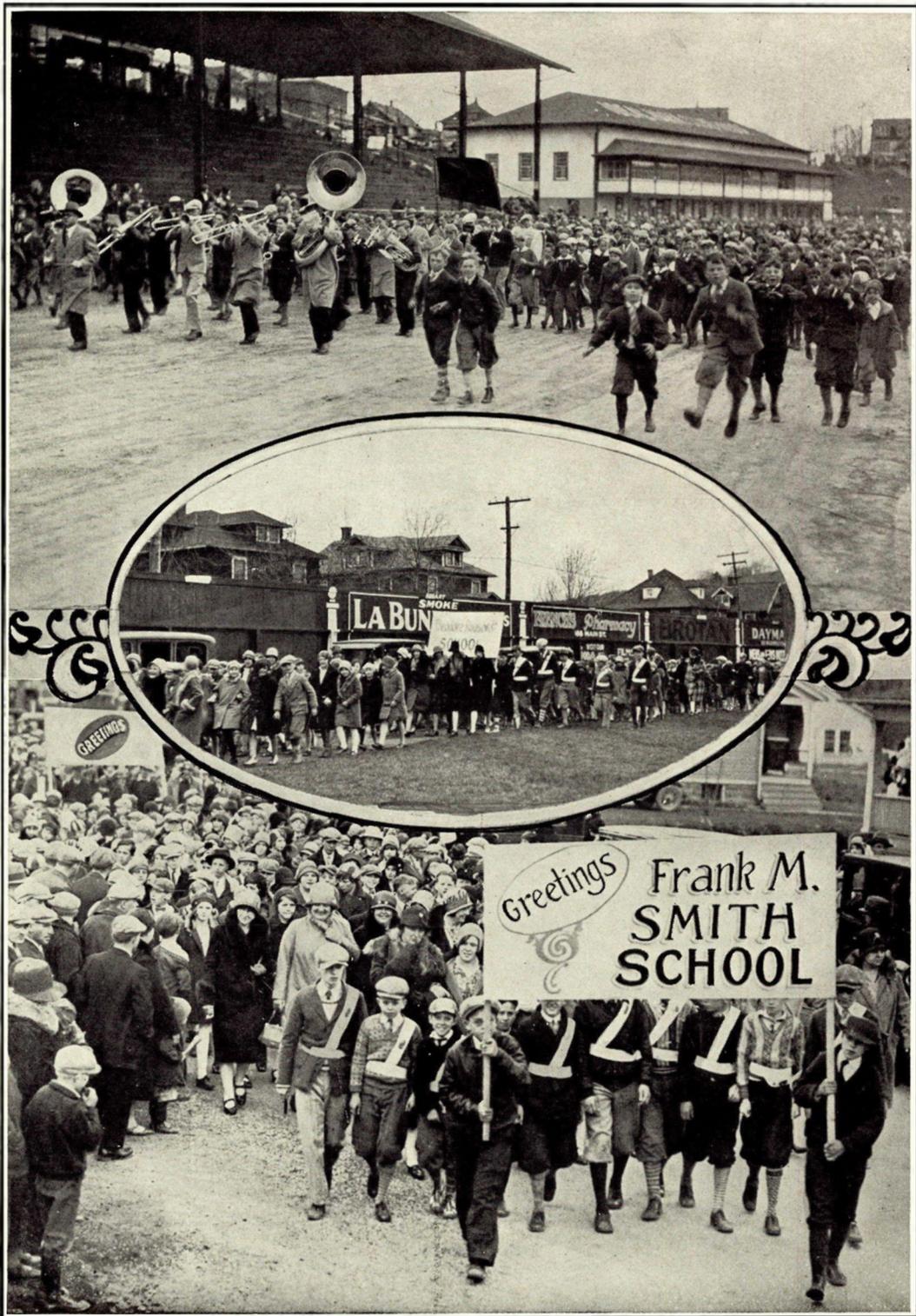
Conspicuous among the rest of the unusual sights were the lettered signs declaring friendship, love, loyalty and welcome to "Geo. F." The originality of the wording and the very air with which they were carried bespoke the sincerity of the sentiment behind them.

The day's demonstration of welcome began with a parade thru the streets of Johnson City to



EVERY FACTORY OF THE GREAT SHOE INDUSTRY WAS FEATURED IN THE PARADE BY A VARIETY OF DISPLAYS AND BANNERS





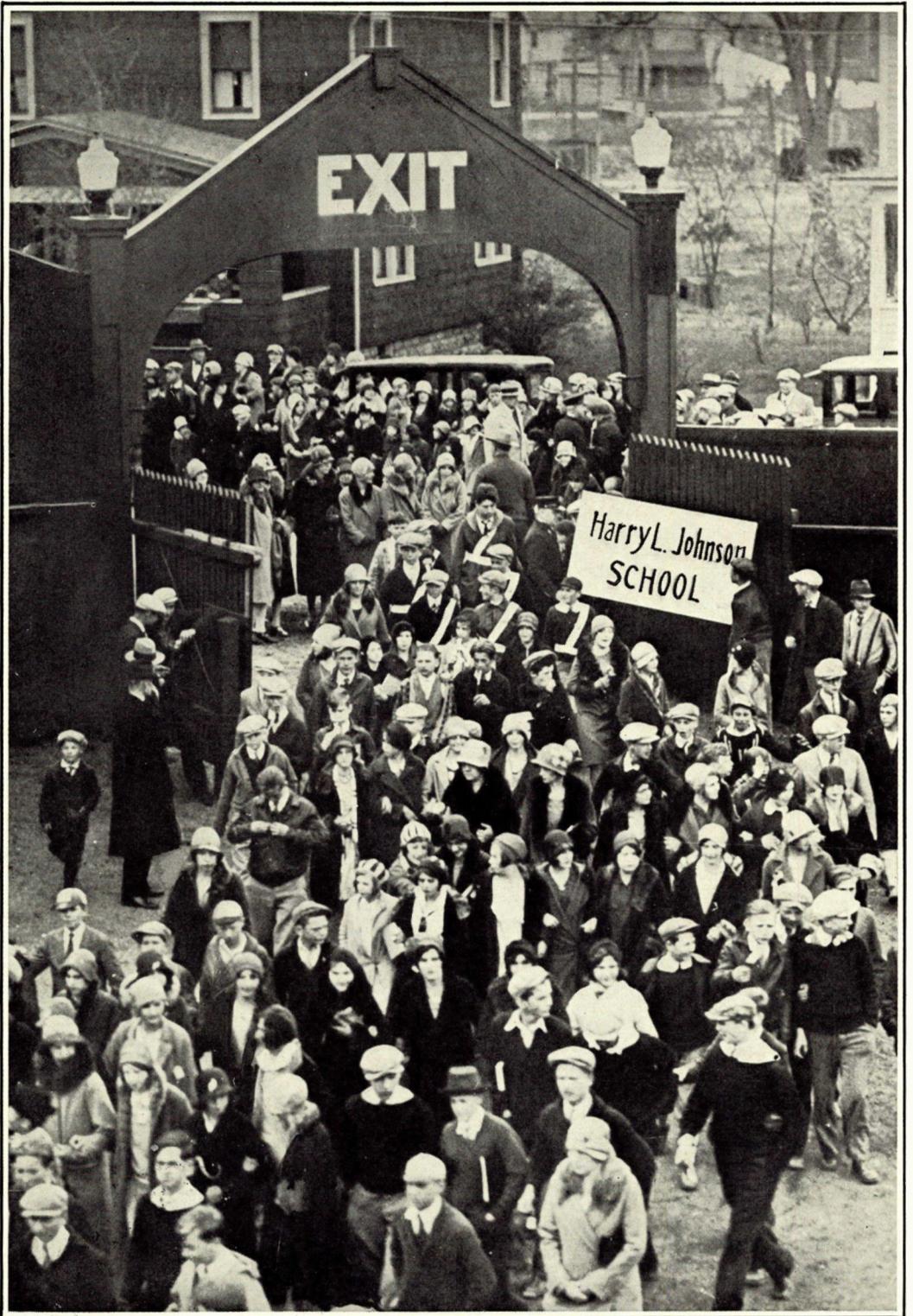
ENDICOTT BOYS' BAND AND CHILDREN OF THE PUBLIC SCHOOLS—ALL ADMIRERS OF GEO. F.

Johnson Field, where the salute of cannon welcomed home the "chief." A quartet led the thousands of singers in "The Star Spangled Banner" and other songs and then the great gathering was hushed as Mr. Johnson in a few brief words told in his simple manner how much he appreciated the sincere outpouring of good will that had greeted him and touched a tender chord.

From Johnson Field, the principals of the parade, with Mr. Johnson, went to Endicott where another parade was in formation and, heading thru the principal streets of that village, proceeded to Ideal Park, that magnificent playground on the banks of the Susquehanna maintained by Endicott Johnson Workers, where a second enthusiastic welcome was tendered.

School children and townspeople not directly connected with Endicott Johnson played a prominent part in the celebration, parading with flags, banners and noise making devices. Every department of the great shoe industry was represented with appropriate legends on immense banners and many contained a touch of humor or rhyme that could not but reach the heart of their leader and co-worker.

Another speech was demanded at the park and then, with the outburst of music from both bands



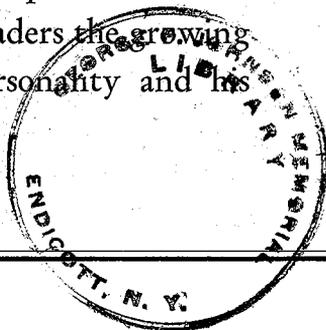
CHILDREN OF THE JOHNSON CITY SCHOOLS FOLLOWING THEIR IDOL INTO JOHNSON FIELD FOR THE CELEBRATION

and thousands of throats, the celebration was over and "Geo. F." was once more officially at home.

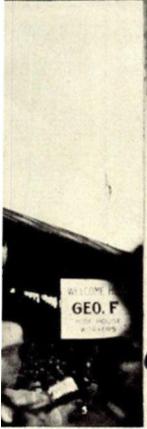
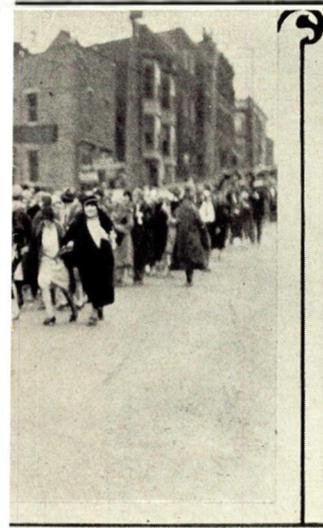
One could not witness a celebration such as this without wondering at the manner of man and organization that inspired it. The story is a simple tho remarkable one.

Forty-five years ago George F. Johnson came to Johnson City, then known as Lestershire, to work for Lester Brothers, boot makers, as a foreman. Ten years later, the late Henry B. Endicott had bought an interest in the business and Mr. Johnson had become superintendent. In some ways the business was not progressing, however, and Mr. Johnson approached Mr. Endicott with the proposal that he be allowed to apply some of his own ideas to the management of the business. Mr. Endicott agreed and, under the guidance of George F. Johnson, the foundations were then laid for one of the most remarkable developments in industrial circles that recent years have witnessed.

There was little in the then existing enterprise to attract experienced executives and skilled workmen from other more successful organizations and Mr. Johnson made it his task to develop from the men available the needed foremen and leaders the growing business demanded. Thru his personality and his







GEO. F.!"



YOUNG WOMEN EMPLOYEES FROM BOTH FACTORIES AND OFFICES—ALL SMILING FOR GEO. F.

unbounded enthusiasm and belief and "the square deal" as applied to the business, he succeeded in building up an organization that in turn was able to make such remarkable strides that today the industry stands foremost among the industries of the world.

"Do unto others as you would like others to do unto you," is and has for years been the motto of Endicott Johnson, from president to the bottom of the ladder. The policy of filling the higher positions from the ranks, adopted when the industry was in its infancy, has been consistently adhered to.

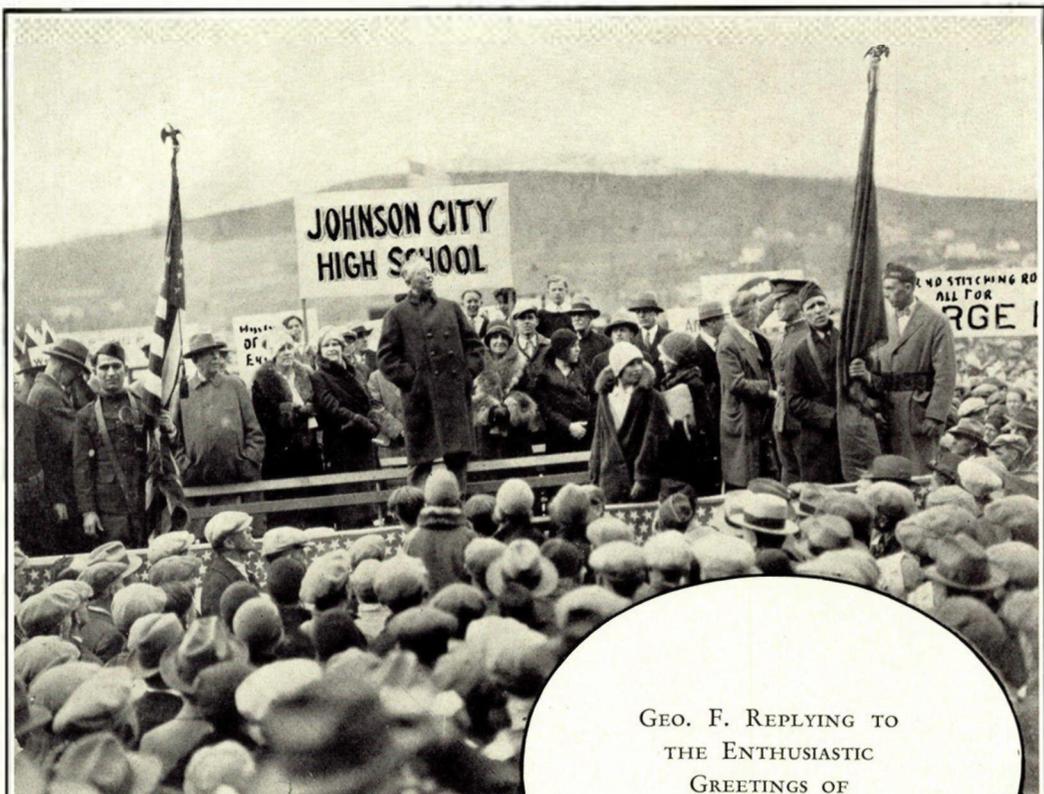
Mr. Johnson has led his people. He possesses a fatherliness of character—an understanding and kindness mixed with sensible and patient but firm discipline. He preached—and practiced—a new principle of relationship between employer and employed. The hospitals, libraries, playgrounds and parks, restaurants, good wages, bonuses and many other advantages enjoyed in the shoe towns have been the convincing proofs of the policy that workers are entitled to these things. And these things are not accepted as gifts or as charity, but as added pleasures of living that have been made possible by the honest and sincere co-operation of a fair minded leader with those who are glad to be led.



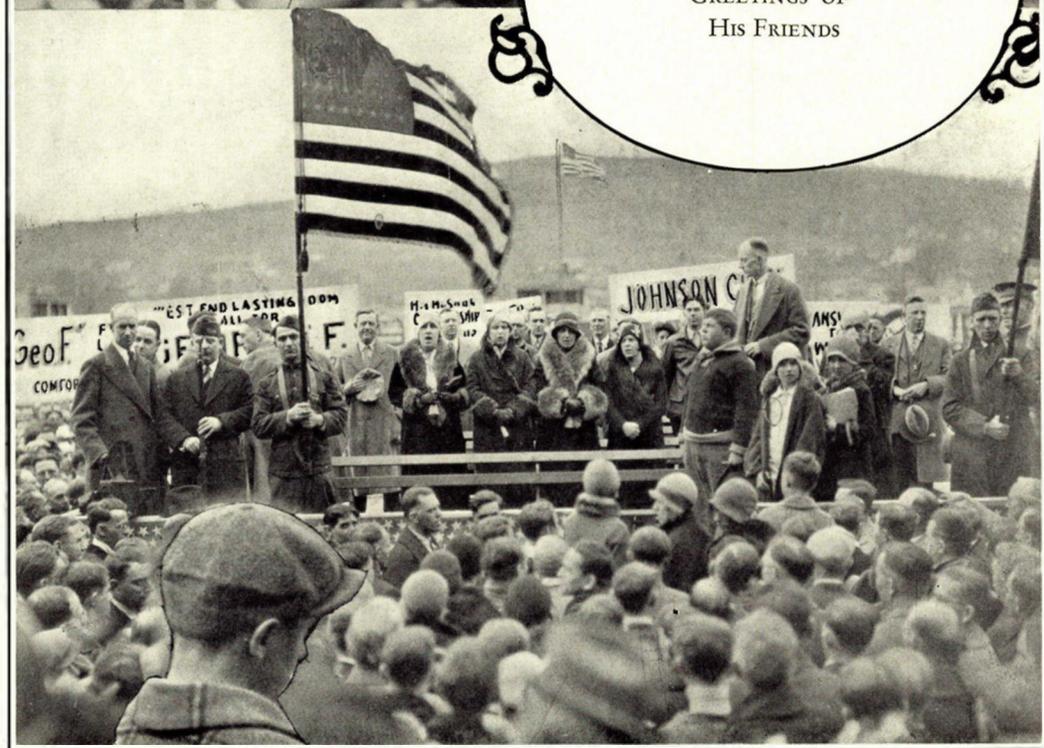
MANY PLEASANT GREETINGS WELCOMED GEO. F.



SCHOOL BOY TRAFFIC POLICE LEADING SCHOOL CHILDREN ONTO TRACK AT IDEAL PARK

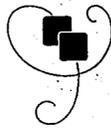


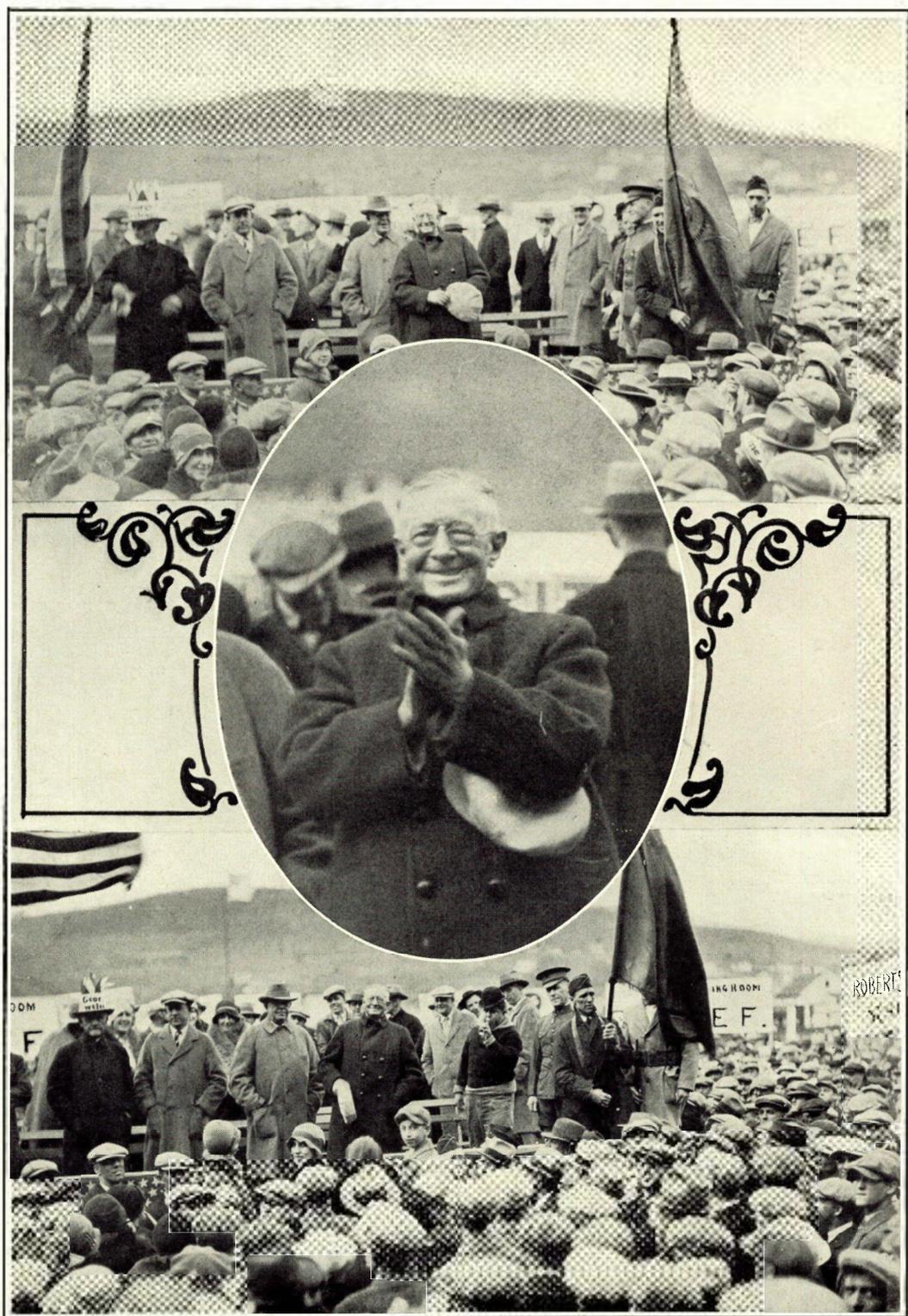
GEO. F. REPLYING TO  
THE ENTHUSIASTIC  
GREETINGS OF  
HIS FRIENDS



WORKERS' QUARTET LEADING THE SINGING AT JOHNSON FIELD

In view of these facts, it is not so strange that sixty thousand workers and their friends should burst out into an unparalled demonstration of welcome upon the return home of one who to those who know him and know of him, he is "My lov'd, my honour'd, much respected friend!"





WHENEVER GEO. F. APPEARED THESE CHARACTERISTIC SMILES WERE IN EVIDENCE

## Geo. F.'s Letter of Appreciation

Endicott, N. Y.

TO THE WORKERS:

The demonstration of good will that you expressed in the Home Coming Celebration of yesterday, April 29th, lays upon the Executives a great burden of obligation.

You said in effect, you believe in your Management—that you intend to co-operate with them—that you are going to “take the bitter with the sweet”—that you will be as anxious to co-operate, when business is not good, as you are in the days when business is better. You have said in *fact*, what we wanted you to say: that “*you are with us.*” You believe in us and we believe in you. We want to show to the world that “Labor and Capital” may harmonize their relations to the end that each may prosper, and that each may learn to respect the other.

It shall be understood clearly, that all problems are *mutual*—all solved by *mutual* effort and kindly, sympathetic understanding.

"*Faith expressed in works,*" is my interpretation of your demonstration.

Coming at this time, after a hard Winter with dull business and slack work and restricted incomes, it means more than it would in more prosperous days. Coming at a time when we have been *forced* to ask you to *give up* something, it means more than at a time when we have been giving you something. Many of our previous Parades and Celebrations came at a time when you had been *given* privileges—possibly vacations, shorter work days or better conditions—and you expressed your appreciation, which was very kind of you. But this time was different, *and it means much more.*

And so we take it for granted that we are going on to a future of better days, and we are going to work together with faith in one another. We want you to have all that is possible for you, consistent with successful and competitive business. Which means, we must compete in all markets for business, *and none of us should ever fail to recognize that fact.* When we have secured business in open competition, you are entitled to all the good things that are made possible.

*Capital must earn Interest.* Competition forces us to *figure close and work hard.* After that, we

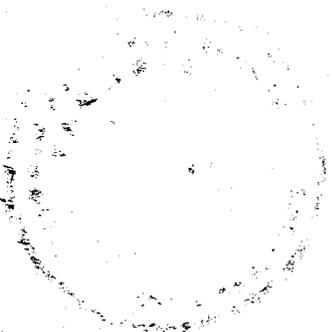
hope we shall have something besides good wages and considerate treatment. We are looking forward to the days when we can *restore* some of the privileges we formerly enjoyed.

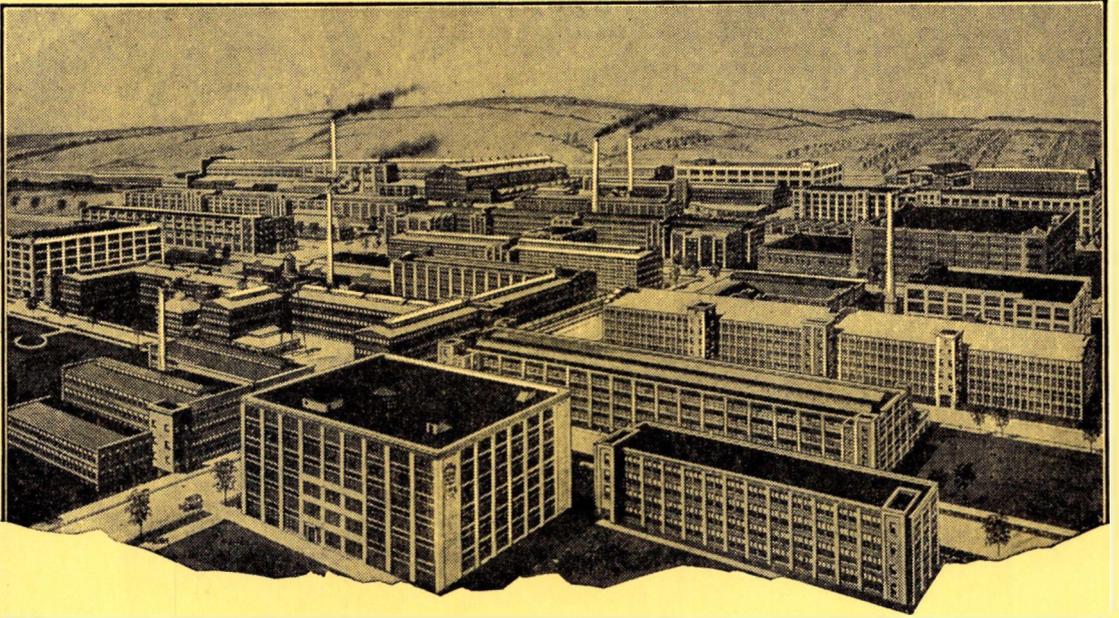
And so this is an acknowledgment by your Management, of their deep obligation and thankfulness, for your expression of kindness in your Home Coming Celebration.

*Geo. L. Johnson*



JOHNSON CITY PUBLISHING CO., JOHNSON CITY, N. Y.





*Home of  
"Better Shoes for Everybody"*



