

# GROWTH COMPANY

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## DOW CHEMICAL'S FIRST CENTURY

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# Growth Company Dow Chemicals First Century

**David C. Brock**



## **Growth Company Dow Chemicals First Century:**

*Growth Company* E. N. Brandt, 1997 As the focus of protest against a hated war in Vietnam it became one of the best known company names in America almost overnight during the 1960s Dow makes napalm napalm kills babies chanted student protesters on hundreds of campuses during that war Dow shall not kill This feisty company did not back off from making napalm it was the only U S company that did not and it was soon embroiled in other front page controversies Agent Orange dioxin and mercury contamination of the Great Lakes among them Typically when EPA planes flew over its plants taking photos Dow sued Growth Company is the story of a century of industrial drama told by an insider who has been associated with the firm and its top managers since 1953 Written in celebration of the firm's 100th anniversary it traces the rise of an archetypical growth company from its unlikely beginnings in a dying lumber town in the backwoods of central Michigan Later a Wall Street favorite it made many of its early investors wealthy it has not missed or decreased a dividend since 1911 Based on research in the Dow corporate archives supplemented by oral history interviews with more than 150 company pioneers this colorful panorama of growth is told in terms of the people who built this unique and spectacularly successful world class company beginning with Herbert H Dow the young genius who founded the firm down to the son of Greek immigrants who heads the company today Shaping the Industrial Century Alfred DuPont Chandler Jr., 2009-07-01 Chandler argues that only with consistent attention to research and development and an emphasis on long term corporate strategies could firms remain successful over time He details these processes for nearly every major chemical and pharmaceutical firm demonstrating why some companies forged ahead while others failed *TWENTY-FIRST CENTURY'S FUEL SUFFICIENCY ROADMAP* STEVE ESOMBA, Dr., 2012-06-06 We badly need new sources of clean energy to generate electricity heat and power our industries homes and workplaces Up to now we have relied on and used only fossil fuels to power our industrial and domestic activities The byproducts of fossil fuels include irreversible pollution and contamination of our Earth climate change global warming and increase in pathogenic and medication resistant diseases Exhaustible fossil fuels are expensive to produce and distribute and not everybody can afford them Why not switch to natural non polluting inexpensive inexhaustible fuels such as solar wind water etc fuels This is the timely message contained in *TWENTY FIRST CENTURY'S FUEL SUFFICIENCY ROADMAP* You can make this message realisable Go on reading Thanks *Inventing the Electronic Century* Alfred Dupont Chandler, Takashi Hikino, Andrew Von Nordenflycht, 2005-04-30 Consumer electronics and computers redefined life and work in the twentieth century In *Inventing the Electronic Century* Pulitzer Prize winning business historian Alfred D Chandler Jr traces their origins and worldwide development This masterful analysis is essential reading for every manager and student of technology *Cities of Oil* Timothy Cobban, 2014-01-31 *Cities of Oil* is the first sustained historical account of the development of the early Canadian petroleum refining and manufacturing industry In it Timothy W Cobban documents the industry's development in southern Ontario from its beginnings in the 1850s to its later

expansion on the outskirts of London to Petrolia and finally to Sarnia He accounts for all of the industry's important developments and innovations particularly the role played by municipalities in fostering its growth Using extensive archival research Cobban concludes that municipalities can stimulate the accelerated sustained development of local industry sectors thus challenging the dominant view that the influence of municipalities on economic growth is marginal *Cities of Oil* demonstrates the importance of accommodating the land and infrastructure needs of industry at critical junctures and implementing land use policies that encourage the dense clustering of industries This book will be essential reading for those seeking a greater understanding of industrial growth in the province of Ontario **James Van Allen** Abigail

Foerstner, 2009-06 Astrophysicist and space pioneer James Van Allen 1914-2006 for whom the Van Allen radiation belts were named was among the principal scientific investigators for twenty-four space missions including Explorer I in 1958 the first successful U.S. satellite Mariner 2's 1962 flyby of Venus the first successful mission to another planet and the 1970s Pioneer 10 and Pioneer 11 missions that surveyed Jupiter and Saturn Although he retired as a University of Iowa professor of physics and astronomy in 1985 he remained an active researcher using his campus office to monitor data from Pioneer 10 on course to reach the edge of the solar system when its signal was lost in 2003 until a short time before his death at the age of ninety-one Now Abigail Foerstner blends space science drama military agendas cold war politics and the events of Van Allen's lengthy career to create the first biography of this highly influential physicist Drawing on Van Allen's correspondence and publications years of interviews with him as well as with more than a hundred other people and declassified documents from such archives as the Jet Propulsion Laboratory the Kennedy Space Center and the Applied Physics Laboratory Foerstner describes Van Allen's life from his Iowa childhood to his first experiments at White Sands to the years of Explorer I until his death in 2006 Often called the father of space science James Van Allen led the way to mapping a new solar system based on the solar wind massive solar storms and cosmic rays Pioneer 10 alone sent him more than thirty years of readings that helped push our recognition of the boundary of the solar system billions of miles past Pluto Abigail Foerstner's compelling biography charts the eventful life and time of this trailblazing physicist *Prior Art* Peter H. Christensen, 2024-05-07 A groundbreaking

text on the history of the use of patents in architecture Although patents existed in Renaissance Italy and even in Confucian thought it was not until the middle third of the nineteenth century that architects embraced the practice of patenting in significant numbers Patents could ensure as they did for architects' engineering brethren the economic and cultural benefits afforded by exclusive intellectual property rights But patent culture was never directly translatable to the field of architecture which tended to negotiate issues of technological innovation in the context of the more abstract issues of artistic influence and formal expression In *Prior Art* scholar Peter Christensen offers the first full-scale monographic treatment of this complex relationship between art and invention Christensen's method a site-oriented approach steeped in multinational and multilingual archival work is geared toward unifying fractured global histories of architectural patents through the

distinct union of architectural cultural and legal history Prior Art offers a record of the marriage of intellectual property and architectural invention a momentous understudied and still underutilized aspect of architectural culture in the nineteenth and twentieth centuries and the ways in which it influenced how buildings are conceived designed engineered constructed and promoted

**The Defoliation of America** Amy Marie Hay, 2021-12-14 In *The Defoliation of America* Amy M Hay profiles the attitudes understandings and motivations of grassroots activists who rose to fight the use of phenoxy herbicides commonly known as the Agent Orange chemicals in various aspects of American life during the post WWII era First introduced in 1946 these chemicals mimic hormones in broadleaf plants causing them to essentially grow to death while grass grains and other monocots remain unaffected By the 1950s millions of pounds of chemicals were produced annually for use in brush control weed eradication other agricultural applications and forest management The herbicides allowed suburban lawns to take root and become iconic symbols of success in American life The production and application of phenoxy defoliants continued to skyrocket in subsequent years encouraged by market forces and unimpeded by regulatory oversight By the late 1950s however pockets of skepticism and resistance had begun to appear The trend picked up steam after 1962 when Rachel Carson's *Silent Spring* directed mainstream attention to the harm modern chemicals were causing in the natural world But it wasn't until the Vietnam War when nearly 40 million gallons of Agent Orange and related herbicides were sprayed to clear the canopy and destroy crops in Southeast Asia that the long term damage associated with this group of chemicals began to attract widespread attention and alarm Using a wide array of sources and an interdisciplinary approach *The Defoliation of America* is organized in three parts Part 1 1945-70 examines the development use and responses to the new chemicals used to control weeds and remove jungle growth As the herbicides became militarized critics increasingly expressed concerns about defoliation in protests over US imperialism in Southeast Asia Part 2 1965-85 profiles three different women who influenced by Rachel Carson challenged the uses of the herbicides in the American West affecting US chemical policy and regulations in the process Part 3 1970-95 revisits the impact and legacies of defoliant use after the Vietnam War From countercultural containment and Nixon's declaration of the War on Drugs to the toxic effects on American and Vietnamese veterans civilians and their children it became increasingly obvious that American herbicides damaged far more than forest canopies With sensitivity to the role gender played in these various protests Hay's study of the scientists health and environmental activists and veterans who fought US chemical regulatory policies and practices reveals the mechanisms obligations and constraints of state and scientific authority in midcentury America Hay also shows how these disparate and mostly forgotten citizen groups challenged the political consensus and were able to shift government and industry narratives of chemical safety

**The Last Alchemist in Paris** Lars Öhrström, 2013-11 *La 4eme de couv* indique This is a book about discovery and disaster exploitation and invention warfare and science and the relationship between human beings and the chemical elements that make up our planet It is an introduction to chemistry as you never thought it at

school     **The Hard Work of Hope** Michael Ansara, 2025-07-15 The Hard Work of Hope takes you into the heady days of 1960s and 1970s activism chronicling the hopes and strategies of the young people who created the movements that rocked the country Michael Ansara was on the front lines In this fascinating memoir he traces an arc of discovery from the hope and moral clarity of the Civil Rights Movement to the ten year struggle to end the war in Vietnam with its sit ins marches confrontations and antiwar riots Ansara takes the reader into the minds of the activists detailing their successes as well as their mistakes The Hard Work of Hope shows how he learned to become a more effective organizer and build the Massachusetts Fair Share organization The book explores issues that remain urgent How does a movement build support when large parts of the country are opposed to its goals How do you connect with people who disagree with you How do you build organizations that unite across racial lines How can we make progress on the unfinished business of the hard work of hope     Women In Business V. Holton, F. Dent, 2012-04-17 Much has been written about equal opportunity issues but little has been published about how organisations might provide more structure and support to ensure women s progress to the most senior business levels This book looks at the career experiences of a group of women managers and consider what helps and what still hinders their progress     **Stall Points** Matthew S. Olson, Derek Van Bever, 2008-01-01 In this probing study of the growth experience of Fortune 100 sized firms across the past fifty years authors Olson and van Bever find that great companies stop growing not because of market saturation government regulation or other external constraints but rather because of a finite set of common strategy mistakes that appear time after time across industries across geography and across the economic cycle Jacket     Chairman of the Board E. N. Brandt, 2003-05-31 Carl A Gerstacker was born in 1916 in Cleveland Ohio At an early age his father Rollin instilled in him an interest in finance and the stock market In 1930 when Carl turned fourteen Rollin advised his son to withdraw his paper route and odd job money from a local bank and invest it all in The Dow Chemical Company It was the beginning of a relationship that would last a lifetime After high school Carl landed an hourly position with Dow Chemical as a lab assistant and at the same time pursued an engineering degree at the University of Michigan as part of the company s student training course After graduating in 1938 Gerstacker continued to work for Dow Chemical until the outbreak of World War II when he joined the U S Army Returning to civilian life in 1946 he was rehired by Dow and quickly moved up the corporate ladder becoming Treasurer in 1949 Vice President in 1955 and Chairman of the Board in 1960 a position he retained until 1976 He retired five years later in 1981 Carl Gerstacker was a business leader who believed that every company had a special personality and that the Dow personality was largely shaped by its employees For Dow Chemical people are the most important asset not the patents the plants nor the products Gerstacker s personal financial acumen was rivaled only by his own contributions to the sound corporate growth of Dow Chemical a business he loved and to which he devoted his life Gerstacker died in 1995 leaving a legacy that lives on in the form of numerous philanthropic endeavors he began during his lifetime and on whose boards he once served Carl A Gerstacker was one of the

towering figures of twentieth century American industry      **Faith, Resistance, and the Future** James L. Marsh, Anna J. Brown, 2012 The book presents Daniel Berrigan's contribution and challenge to Catholic social thought The aim of this book is for the first time to make Berrigan's thought and life available to the academic Catholic community and to activists so that a fruitful interaction takes place      **Varieties of Capitalism and Business History** Keetie E. Sluyterman, 2014-11-27 The financial crisis of 2008 brought new urgency to the question how best to organise national economies This volume gives a business history perspective on the Varieties of Capitalism debate and considers the respective merits of the liberal and coordinated market economies It looks at individual firms and business people as well as institutions and takes a long term perspective by covering the whole 20th century The authors examine both continuity and change with a particular focus on the Netherlands a nation with an open economy situated between two countries that oppose each other in the way they organize their economies Germany and Great Britain The Netherlands also provides an important case study with Dutch business maintaining strong links to the United States widely considered to be the typical liberal market economy Contributors address the main topics of the capitalism debate including labour relations corporate governance the firm and its leaders coordination between firms innovation multinationals as agents of change and economic performance They show that the Netherlands moved from a mostly liberal market economy before 1914 towards a coordinated market economy from the 1930s onwards and up to a certain extent back again to a more liberal market economy Under both varieties of capitalism the country experienced economic growth and stagnation but a more equal division of wealth occurred in the coordinated market economy only Wars and international economic crises offered moments for revaluation and changes of tack This book raises questions for every country around the globe How is change being brought about Can one see different results from a liberal or a more coordinated market economy And most critically which system is more effective in bringing prosperity and enabling enough people to share in the wealth      **Understanding Moore's Law** David C. Brock, 2006      **Human trusteeship of the planet: Escalating the environmental movement to the next level** Sujay Rao Mandavilli, 2024-11-22 The term Homo sapiens is the scientific nomenclature for the anatomically modern man This term literally means thinking man Modern humans are found all over the world in different regions and are probably the most successful species in modern times just like the dinosaurs were some one hundred million years ago Homo Sapiens are the most common and widespread species of primate or great apes and the last surviving species of the genus Homo all others have either become extinct or have lost their distinct identity The term Humans is also most often used only to Homo Sapiens and not to all other species in the genus homo which are sometimes referred to as archaic humans Humans also possess a high level of intelligence and a great deal of cognitive ability and cognitive skills due to a large prefrontal cortex and this feature attribute and characteristic besides other features such as bipedalism and opposing thumbs have distinguished and differentiated it from other species These aspects have also allowed humans to dominate the earth and build impressive civilizations that

have immense technological clout Humans are also a polytypic species there are wide variations among humans inhabiting different parts of the globe even though the traditional and orthodox classification of humans into races may be highly obsolete and may even be associated with unwanted and unintended consequences both direct and indirect However variations between humans is much less than in other species such as dogs and any two humans are at least 99.5% genetically similar Humans are also highly social creatures and tend to form either small or large social and cultural units that are known for their social and cultural bonding These may be either large or small and in the words of CH Cooley be primary or secondary groups that promote we feeling and out feeling and help humans bond Cooley 1909 The American Synthetic Organic Chemicals Industry Kathryn Steen, 2014-08-03 Prior to 1914 Germany dominated the worldwide production of synthetic organic dyes and pharmaceuticals like aspirin When World War I disrupted the supply of German chemicals to the United States American entrepreneurs responded to the shortages and high prices by trying to manufacture chemicals domestically Learning the complex science and industry however posed a serious challenge This book explains how the United States built a synthetic organic chemicals industry in World War I and the 1920s Kathryn Steen argues that Americans intense anti German sentiment in World War I helped to forge a concentrated effort among firms the federal government and universities to make the United States independent of foreign chemicals Besides mobilization efforts to make high explosives and war gases federal policies included protective tariffs gathering and publishing market information and most dramatically confiscation of German owned chemical subsidiaries and patents Meanwhile firms and universities worked hard to develop scientific and manufacturing expertise Against a backdrop of hostilities and intrigue Steen shows how chemicals were deeply entwined with national and international politics and policy during the war and subsequent isolationism of the turbulent early twentieth century Solvay Kenneth Bertrams, Nicolas Coupain, Ernst Homburg, 2013-01-03 Ernest Solvay philanthropist and organizer of the world famous Solvay conferences on physics discovered a profitable way of making soda ash in 1861 Together with a handful of associates he laid the foundations of the Solvay company which successfully branched out into other chemicals plastics and pharmaceuticals Since its emergence in 1863 Solvay has maintained world leadership in the production of soda ash This is the first scholarly book on the history of the Solvay company which was one of the earliest chemical multinationals and today is among the world's twenty largest chemical companies It is also one of the largest companies in the field to preserve its family character The authors analyze the company's 150 year history 1863-2013 from economic political and social perspectives showing the enormous impact geopolitical events had on the company and the recent consequences of global competition **Seed Money** Bartow J. Elmore, 2021-10-12 Winner of the 2022 IACP Award for Food Issues and Matters Finalist for the 2022 George Perkins Marsh Prize Finalist for the 2022 Hagley Prize in Business History An authoritative and eye opening history that examines how Monsanto came to have outsized influence over our food system Monsanto a St Louis chemical firm that became the world's



largest maker of genetically engineered seeds merged with German pharma biotech giant Bayer in 2018 but its Roundup Ready seeds introduced twenty five years ago are still reshaping the farms that feed us When researchers found trace amounts of the firm s blockbuster herbicide in breakfast cereal bowls Monsanto faced public outcry Award winning historian Bartow J Elmore shows how the Roundup story is just one of the troubling threads of Monsanto s past many told here and woven together for the first time A company employee sitting on potentially explosive information who weighs risking everything to tell his story A town whose residents are urged to avoid their basements because Monsanto s radioactive waste laces their homes foundations Factory workers who peel off layers of their skin before accepting cash bonuses to continue dirty jobs An executive wrestling with the ethics of selling a profitable product he knew was toxic Incorporating global fieldwork interviews with company employees and untapped corporate and government records Elmore traces Monsanto s astounding evolution from a scrappy chemical startup to a global agribusiness powerhouse Monsanto used seed money derived from toxic products including PCBs and Agent Orange to build an agricultural empire promising endless bounty through its genetically engineered technology Skyrocketing sales of Monsanto s new Roundup Ready system stunned even those in the seed trade who marveled at the influx of cash and lavish incentives into their sleepy sector But as new data emerges about the Roundup system and as Bayer faces a tide of lawsuits over Monsanto products past and present Elmore s urgent history shows how our food future is still very much tethered to the company s chemical past

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