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At the Bargaining Table:  
General Electric and the Jeffrey Manufacturing Company (A Case Study)

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Denison University Summer Scholars Project  
2021

# At the Bargaining Table: GE and Jeffrey Mfg. Co.

## A Clash of Titans

In the late 19th and early 20th centuries, the Second Industrial Revolution was a period of immense rapid industrialization and technological growth. Groundbreaking inventions that quite literally changed our world forever included Thomas Edison's incandescent light bulbs and Francis Lechner's coal-cutting machinery, amongst numerous others. Both Edison and Lechner were prolific inventors, contributing greatly to the progress of the era. Despite these grand inventions and their invaluable importance to our modern day lives, fierce competition was rife throughout the Second Industrial Revolution.

At the forefront of this competition were the Jeffrey Manufacturing Company and the General Electric Company (see **Exhibit 1** for more in-depth company histories), two preeminent companies through the Second Industrial Revolution.<sup>1</sup> Though each company's respective inventions contributed to the progress of that era, the process of inventions often took a backseat when business, negotiations, and intellectual property disputes were involved.

Throughout the 1890s, General Electric and the Jeffrey Manufacturing Company became titans of the industries that fueled the success and growth of the Second Industrial Revolution. General Electric was founded by a merger in 1892 between the Thomson-Houston Electric Company and Thomas Edison's Edison Electric Light Company. The General Electric Company had a dominant position within the electric industry at that time due to their ability to control and manipulate patents, an issue that was common throughout the latter parts of the 1890s and early 1900s. With control over patents, as well as an ability to acquire competitors through mergers and acquisitions, the General Electric Company nested at the top of their industry and made no inclination they were stepping down from that pedestal.

Similarly to General Electric, the Jeffrey Manufacturing Company also saw great success throughout the 1890s. Since 1879, the global demand for coal continued to grow rapidly. The Jeffrey Company was able to meet this demand and with immense efficiency through their revolutionary mining equipment and mines around the world. With a corporate culture that valued inventions and safe and efficient mining equipment rather than profit, the Jeffrey name quickly grew in prestige throughout the United States, the world, and especially within Columbus.<sup>2</sup> Perhaps due to their family structure led by founder and patriarch Joseph A. Jeffrey himself, the Jeffrey Manufacturing Company received immense loyalty and love from their employees, sentiment that is still seen today.

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<sup>1</sup> Robert H. Jeffrey, *A Short History of the Jeffrey Company*, 1975.

<sup>2</sup> Jeffrey Manufacturing Company., *Jeffrey Service: A Newspaper for Jeffrey People Everywhere*

## GE's Desire to Purchase Jeffrey Mfg. Co.

"Welcome, and thank you for coming Mr. Jeffrey," J.R. McKee, General Electric's Mergers & Acquisitions Analyst, said as he took his seat in the lobby of the Chittenden Hotel in 1897. Located in downtown Columbus, this hotel had been the location for numerous other business meetings in the past, including a previous meeting between the two men. J.R. McKee, hungry to redeem himself after a failed attempt to purchase Mr. Jeffrey's company in 1894, was met with stern eyes from Joseph A. Jeffrey, president and founder of the Jeffrey Manufacturing Company. Mr. Jeffrey sat and waited for Mr. McKee to make his pitch, routinely checking his watch in between Mr. McKee's pauses. McKee, excited at the opportunity to purchase one of General Electric's most successful competitors of the last ten years, began his proposal.

Mr. Jeffrey, I propose an acquisition of your company. We at General Electric would like to purchase your factory in Columbus, giving us complete oversight into the operations of the facility as well as the manufacturing of the necessary technology that you have built your company around. We would own the patents in your possession, giving us the opportunity to expand our inventions and grow our business. Of course, you would be financially compensated for this acquisition handsomely.

Mr. Jeffrey, surprised at the blunt and confident nature of Mr. McKee, anticipated that McKee was not yet finished. Though skeptical at how this proposal may benefit him, Jeffrey nodded his head and signaled to McKee to continue his proposal.

Mr. Jeffrey, we want to purchase your company for a large sum of money. I won't sit here and pretend you have no knowledge of our business and its success. General Electric may well be on its way in changing the world. Our company stems from the genius of Thomas Edison. We have the capital and the recent success to prove our impact. Our company is worth nearly \$500 million dollars and is expected to grow much more in the coming years.<sup>3</sup> We have acquired companies like Thomson-Houston, giving us complete access to their patents and intellectual property. I believe that you really need to think critically about the great potential we may bring to your company. I know that you are a family man and substantially involved within your community. Think about what this purchase could do for your family financially. Think about what it could do for Columbus, even!

Though Mr. Jeffrey was no stranger to financial success, Mr. McKee's praise of General Electric surprised him. Mr. Jeffrey was intrigued at the amount of growth General Electric had experienced in just a few short years. Mr. Jeffrey understood the vast opportunities that money allowed for. That being said, he was quite skeptical. Mr. McKee had rightfully appealed to Mr. Jeffrey's values of family and community. Though Mr. Jeffrey was eager to understand the possible upsides that this collaboration may pose for his family, his employees, and the city of Columbus, he was unsure that General Electric would act in good-nature.

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<sup>3</sup> General Electric Co., *Thirty-Year Review of the General Electric Company* (1892-1922).

Mr. McKee, I appreciate your astuteness in attempting to appeal to my values of family, but my interests are beyond financial compensation. Though I am humbled in your interest in my company and albeit a little flattered at your recognition of our success, I'd like for you to recall the first time we met. I hope you'll pardon my skepticism in your request for an outright purchase of my company. Our companies have conflicted in the past, experiences that don't render positive memories for me, Mr. McKee.

Mr. Jeffrey, reflecting on the past, was, despite his concerns, willing to keep listening. It would be no easy feat. Mr. McKee, who clearly thought he controlled the power dynamic in the room, had suddenly gone pale when reminiscing on their first meeting. Lacking the bravado to quickly rebut Mr. Jeffrey's jab, Mr. McKee sat back in his chair to gather his thoughts, struggling for a quick fact about the company that might bring Mr. Jeffrey back to his senses. Mr. Jeffrey, much to Mr. McKee's dismay, began to recollect their first meeting, as well as the reasons for his skepticism related to Mr. McKee's proposal. The Jeffrey Manufacturing Company and General Electric had quite a history.

## **General Electric's Attempts to Thwart Competition**

### *The Negotiation of 1894*

Perhaps due to General Electric's recent success and perhaps also due to their corporate culture of swift and successful legal and business arrangements, General Electric had sent some men, including J.R. McKee, to go investigate the Jeffrey Manufacturing Company in 1894 and to determine for themselves the value of this company that, at the time, was growing exponentially. To General Electric's dismay, they discovered that the Jeffrey Manufacturing Company's importance in the field of electrical mining machinery had grown rapidly in a short period of time.<sup>4</sup>

The Jeffrey Manufacturing Company was developing cutting-edge coal mining machinery, such as the reproduction of Francis Lechner's revolutionary air-powered mining machine. Mr. Jeffrey had found a way to make mining equipment both safer and more efficient, while at the same time increasing company profits. General Electric, who had recently undergone one of the largest mergers to date in 1892, hoped to continue their recent run of eliminating their competitors by turning their attention toward the Jeffrey Manufacturing Company. Though General Electric was not producing coal mining machinery, they viewed Jeffrey as a competitor due to their use of electricity within their coal mines. General Electric feared that Jeffrey was going to make a push into the electrical industry, an industry already dominated by General Electric.<sup>5</sup> General Electric had a strong desire to take control away from the Jeffrey Manufacturing Company in order to further cement their success within the industry.<sup>6</sup>

### *General Electric's Will to Win*

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<sup>4</sup> Electricity Newspaper Co., *Electricity*. Nov. 7, 1894. Pg. 195.

<sup>5</sup> Robert H. Jeffrey, *A Short History of the Jeffrey Company*, 1975.

<sup>6</sup> Electricity Newspaper Co., *Electricity*. Nov. 7, 1894. Pg. 195.

In the summer of 1894, J.R. McKee, alongside others, attempted to strike up a deal with Joseph A. Jeffrey in which General Electric would have control of their Columbus factory, while Jeffrey received some sort of financial compensation. This deal would give General Electric complete control of Jeffrey's most important factory, while still allowing some sovereignty for the Jeffrey Company itself. Though General Electric deemed this a fair trade, Mr. Jeffrey did not agree. The deal was dismissed at a final meeting at the Chittenden Hotel, sending General Electric home, angry and displeased.

Management at General Electric was not in the habit of losing to their competitors, especially within a business negotiation setting. Coming off a monumental merger between competitor Thomson-Houston Electric Co. and Edison's own Edison Electric Light Co., GE had hoped to continue their recent success. Despite the initial setback, General Electric and Jeffrey had later struck a deal to trade assets between each other, a mutually beneficial agreement that would have left both sides happy. When General Electric pushed the deal further and attempted to make the purchasing of Jeffrey and their important Columbus factory as a part of the deal, Mr. Jeffrey quickly declined. GE decided that they had no intention of going home empty-handed. That same year, General Electric purchased and later reproduced a Jeffrey coal-cutting machine, a plot that was carried out and ordered by General Electric themselves. General Electric had ignored Jeffrey's patent and stolen the technology. In an attempt to cement themselves within the same market in which Jeffrey was finding much success, GE quickly learned that Jeffrey had produced and invented another machine that was twice as efficient. GE continued to lag behind. Later that year, GE had sued Jeffrey for a breach of their contract, one that included a trade of assets between the two companies. Because Mr. Jeffrey had declined Mr. McKee's deal outright, the trade was dissolved. General Electric decided to sue Jeffrey for not making good on this trade.<sup>7</sup> The Jeffrey Manufacturing Company would not forget this attack.

As Mr. Jeffrey drew these reflections to a close, the two men continued their discussion over Mr. McKee's proposal. Mr. McKee had gathered his thoughts but had not enjoyed Mr. Jeffrey's recollection of the events that had occurred in years prior and was determined to take control of the situation. Though Mr. McKee was eager to speak, Mr. Jeffrey continued his speech, highlighting his concerns on doing any sort of business with General Electric.

Mr. McKee, our first business interaction was... let's say less than desirable. For the both of us I'd wager. I'm sure you remember all the buzz of the newspaper that published the event, placing the blame squarely on your shoulders. (see **Exhibit 2**). I'll admit, I also felt a little betrayed by your company's little stunt. Had we not been in production of more efficient and advanced mining machinery that year, you might have been successful in producing an eerily similar machine to ours. You see, I'm not so sure I'm ready to conduct business with your company again.

As Mr. Jeffrey said this, it was apparent that he was not angry or filled with any sort of negative emotions about the matter. Mr. Jeffrey certainly understood how competitive his

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<sup>7</sup>Electricity Newspaper Co., *Electricity*. Nov. 7, 1894. Pg. 195.

industry had gotten over the years. This was a fact that he had come to terms with. The fact that a competitor would commit theft in the hopes of a leg-up on competitors was ridiculous, yet not unrealistic. It was now Mr. McKee's turn to speak.

Mr. Jeffrey, you're a smart man. I'm sure it is understandable as to why we desired a mining machine. As we continue to wet our feet in as many industries as possible, it seems to me that our similarities in our mining machines were coincidental. Now, I do recall our first business meeting very clearly. I'm not quite sure as to why you declined our negotiation terms, but today is a different day. We have an excellent history of mutual negotiations in the past. Why the sudden stubbornness? We are a dependable company. We are General Electric!

Mr. Jeffrey was struck at the sheer confidence and unrelenting nature of Mr. McKee's pitch. If there's one thing about that man, Mr. Jeffrey thought, it's his determination for a successful negotiation. "Perhaps more relies on this negotiation than I thought," pondered Mr. Jeffrey. Knowing full well the consequences of previous General Electric negotiations, Mr. Jeffrey spoke up.

My stubbornness can be attributed to my own moral beliefs. Why, just recently, you struck up a similar deal with Westinghouse. My colleagues and I very much disliked the outcome of that negotiation. Not only did you make a poor first impression with our previous meeting, but also this deal with Westinghouse concerns me ethically.

Mr. Jeffrey's source of his stubbornness began to unfold for Mr. McKee. Mr. Jeffrey was certainly cautious and would not engage in this negotiation blindly. Mr. McKee, not a part of the Westinghouse negotiation himself, thought back on the huge success that occurred earlier that year.

## **General Electric's Preventative Approach to Competition**

### *The Importance of Patents*

General Electric discovered fairly early on, the need to possess and control patents. Since Thomas Edison's first ever patent of an electric vote recorder in 1869, the company has channeled a corporate culture that valued a control of intellectual property. Their control of patents or intellectual property rights was unrivaled due to their ability to negotiate mergers and acquisitions with other companies, as they were able to acquire all of the previous company's patents as new owners.<sup>8</sup>

The Jeffrey Manufacturing Company also saw the value in patenting intellectual property. Whereas General Electric bullied their way to a means using their own financial success to sway smaller competitors, Mr. Jeffrey financed and aided his own employees who were eager to create

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<sup>8</sup> The Anti-Trust Laws of the United States, *American Academy of Political and Social Science Annals*, Vol. 147-49. Pg. 45

and innovate, such as Frederick Van Slyke and Nils D. Levin. These employees helped invent devices like conveyor mechanisms (Patent 708,986) and chain guards for the purpose of more efficient mining (Patent 644,181).<sup>9</sup> The Jeffrey Manufacturing Company encouraged their employees to innovate and create new mining machinery that would aid the completion of their goal of safer and more efficient mining machinery. The Jeffrey Manufacturing Company even had a term for this almost unheard-of fellowship and cooperation with their employees. They called it “The Jeffrey Spirit.”<sup>10</sup>

### *Board of Patent Control*

Early in 1897, General Electric vowed to continue their streak of profitable negotiations, as well as an attempt to continue their growing monopoly of patents. General Electric, in an attempt to collaborate with one of their largest competitors at the time, Westinghouse, accomplished both a fruitful negotiation and a controlling interest in patents. This negotiation was called the “Board of Patent Control.”

Though only months before Mr. Jeffrey and Mr. McKee’s second meeting, rumors of this deal were heard by the Jeffrey Manufacturing Company. General Electric and Westinghouse were in-agreement that both companies would buy patents, whether they be new inventions based in electricity and mining, or older and expired patents no longer under protection. Basically, whoever was willing to sell their patent, General Electric and Westinghouse were interested. Their purpose was to prevent competition by sheer manipulation of the patent market.

From 1897 to 1911, General Electric and Westinghouse maintained this agreement of their patent control. Both companies agreed that neither one of them would acquire a license of any patent without first giving the other company six months of ownership of these patents themselves. General Electric and Westinghouse had decided that they would alternate the ownership of these patents in sixth month intervals, making it nearly impossible for the patents to expire in time for competitors to purchase or utilize them.

In the end, this abuse of patents betrayed the very definition of a patent’s intent. General Electric had found a way to exploit these patents by imposing certain conditions which unduly extended the monopoly granted by the patent law at the time.<sup>11</sup>

As the two men continued their discussion, Mr. McKee finished his recounting of the General Electric and Westinghouse negotiation. Mr. McKee had made sure to not gloss over the fact that General Electric had acquired numerous patents since then, contributing to their fortune. Mr. Jeffrey, eager for any sort of information that an acquisition by General Electric would be an overwhelmingly and undeniably positive business decision for his company, sat in his chair displeased. Mr. Jeffrey was, once again, recalling his thought process as to why he did not negotiate with Mr. McKee previously.

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<sup>9</sup> Jeffrey Manufacturing Company Archives. *Applications Pending in the Patent Office Assigned to the Jeffrey Manufacturing Company*.

<sup>10</sup> Jeffrey Manufacturing Company., *Jeffrey Service: A Newspaper for Jeffrey People Everywhere*

<sup>11</sup> The Anti-Trust Laws of the United States, *American Academy of Political and Social Science Annals*, Vol. 147-49. Pg. 47-48.



Mr. McKee, I must admit, it is somewhat impressive your company's ability to defeat their competitors, whether it be through negotiations or outright acquisitions. Yet, it is undeniable that the Jeffrey company is a competitor of General Electric. Our first negotiation attempt, as well as your recent control of patents, has left a bad taste in my mouth.

Mr. McKee, eager to conclude this meeting, decided to push Mr. Jeffrey to make a decision.

Mr. Jeffrey, I cannot comment on the past and what has occurred, but can only comment on the future and where we intend to go. With our acquisition of your company, Columbus will transition into a period of immense wealth and employment. Our production of electricity will light the city of Columbus even further, while our use of the framework that you have created will propel the world further. Mr. Jeffrey, do not make the wrong decision here. This goes beyond yourself.

Mr. Jeffrey knew that Mr. McKee was somewhat truthful in his statement. This does go beyond his own personal wants and needs. Mr. Jeffrey attempted to think of the progress General Electric may be able to provide for Columbus and his family, yet he still could not suppress his worries. He knew that his morality and the company's values would not translate well in General Electric's hands. The decision was now his to make.

## **Mr. Jeffrey's Options**

### *A Brighter Future?*

There was no denying that General Electric's power and influence within their respective industry was a temptation for Mr. Jeffrey. The connections, influence, and capital that General Electric would be able to grant the company would provide endless intellectual possibilities. He understood that General Electric's adoption of his company would undoubtedly bring the city of Columbus some recognition and attention. General Electric, Mr. Jeffrey believed, would continue to grow and strive, capitalizing on future business ventures in the future. What a shame it would be for Columbus to not have this opportunity. Yet, Mr. Jeffrey had some concerns.

### *The Negatives*

Mr. Jeffrey, being the family man and community member he is, was fearful of what General Electric may do to his employees. After all, Mr. Jeffrey treated each employee like family, allowing some of his more gifted employees to invent their own creations. Would this type of environment still exist under General Electric? Mr. Jeffrey was worried that he may be betraying the very people he's worked so closely with over the years.

There's no denying that General Electric had a dominant foothold within their industry and with their competitors, yet, their monopoly of patents rubbed Mr. Jeffrey the wrong way. Mr. Jeffrey believed that General Electric would stop at nothing to become the titan that they were on track to be. Their negotiation in 1894 was evidence of that fact. Mr. Jeffrey faced one of the most important decisions of his career: move forward in the negotiation with General Electric or deny McKee's efforts yet again?

## **Exhibit 1**

### **Jeffrey Manufacturing Company**

The Jeffrey Manufacturing Company was founded in 1887 by Joseph A. Jeffrey, majority shareholder in his partnership with Francis Lechner called the Lechner Mining Machine Company. Once Mr. Jeffrey had bought out the minority shareholders, including Lechner, Mr. Jeffrey changed the name to the Jeffrey Manufacturing Company. The company found great success in their production and manufacturing of motor driven coal cutters, underground electric locomotives, and elevators & conveyors throughout the 1890's and early 1900's.<sup>12</sup> The Jeffrey Company was able to meet the global demands of coal and coal-cutting machinery, cementing themselves as an industry leader. Perhaps most notable was Mr. Jeffrey's influence on Columbus, as well as his treatment of his employees.

### **General Electric**

General Electric's history begins with Thomas Edison, renowned American inventor and pioneer of early electricity. Edison began his experiments in electricity in 1877, founding the Edison Electric Light Company in 1878. Perhaps most notable was Edison's almost overzealous desire for patents, influencing the later General Electric's culture and contributing to the competitive nature of the era. The General Electric Company was founded on April 15<sup>th</sup>, 1892 due to a merger between the Thomson-Houston Electric Company and the Edison Electric Light Company, though Edison stepped down from the board and focused his attention on other ventures from this time forward. General Electric continued to dominate within the electricity industry, negotiating deals and acquisitions with competitors such as Westinghouse.<sup>13</sup> In 1900, General Electric began to grow much quicker than the Jeffrey Manufacturing Company due to their appreciation for the potential of electricity.

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<sup>12</sup> State Library of Ohio., *A Short History of the Jeffrey Mining Corporate Center*

<sup>13</sup> The Anti-Trust Laws of the United States, *American Academy of Political and Social Science Annals*, Vol. 147-49.

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## ELECTRICITY.

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jects chosen for the papers and committee reports were all good ones, but there was scarcely ten lines of instructive discussion during the entire proceedings. A great many of the papers were read by title only, the attendance at the sessions was ridiculously small, averaging less than one-tenth of the number who went to Atlanta, and there was little interest shown by the few who did attend. Indeed, the almost unanimous opinion expressed is that the Convention proceedings were a farce. Of course we grant that from the standpoint of the supply men everything was just as it should be.

We shall not attempt to give a reason for this state of affairs—we merely suggest that it is time for the leaders of the Association to think of these things if they would prolong the life and usefulness of this body. That the National Electric Light Association knows how to fulfil its mission better is certain, and we advise our railroad friends to be at Cleveland next February, where they may learn a good deal. They will also have fun incidentally, but it will be found that fun does not take precedence over the deliberations of the Association.

The young blood in the American Street Railway Association should assert itself.

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**Electric Conduit Roads.** The meeting of the New York Electrical Society last Thursday evening will mark an epoch in the history of that organization. This Society, always possessed of a great potentiality for good, has been recently converting a great deal of that potential energy into the kinetic, and if this policy be continued in the future as it has been in the more recent past the future of the society is assured. The policy of the society as evinced by outward signs has been to treat the living questions of the day from the practical rather than from the theoretical standpoint. In evidence of this, we need only mention a few illustrations. The subject of lighting large areas has always been one of the utmost importance, and never more so than at present. The Electrical Society, therefore, visited Buffalo Bill's Wild West show, where they saw, besides an excellent performance, the successful illumination of the largest area thus far attempted. The question of garbage disposal is one that is always with us. The society took an object lesson from the Wolf disinfecting plant at Riker's Island, which they visited in a body.

The question of electric traction by means of the conduit system is just now attracting wide attention, and Mr. Sachs gave the Society a very intelligent description of what has been done in the past and what might be expected in the future. And the members have shown their appreciation of these efforts in their behalf by a full attendance, and of the latter, Mr. Sachs's paper, by a full and exhaustive discussion of the problems involved, in which many of the very best authorities in this country took part.

But all these things do not happen. Things that move along apparently so automatically and smoothly usually have some guiding spirit behind them.

In the case of the New York Electrical Society much of its success is due to its present able management, and to none more so than to its able and enthusiastic secretary, Mr. George H. Guy, through whose untiring efforts the opportunities of the Society have been so largely due.

But coming back more specifically to our subject—conduit roads—the general consensus of opinion among those present at the Thursday evening meeting was that there was no difficulty in constructing a conduit road that would work. Our own belief and contention is that there is scarcely an electrician in the country but will deny that there are any mechanical or electrical difficulties that are insuperable. The mechanical difficulties are greater in the conduit than in the overhead system, but they can be overcome if enough money is spent in the solution. The electrical difficulties are greater in the conduit than overhead, but if the conduit be made large enough, and the voltage be made low enough (which means of course more copper), these difficulties also may be overcome; so the question resolves itself in all directions into one of money. There is probably scarcely a practising electrical engineer in the country who if asked if it were possible to construct an operative electric road upon the conduit plan that would not answer unhesitatingly "yes." Why then is not this method become more popular? Simply because it is in competition with a better method. There is but one single feature of the conduit that recommends it above the overhead trolley and that is one that appeals to the æsthetic side of our natures alone. In all other particulars the overhead system stands *facile princeps*. It is cheaper to construct; it is simpler, both mechanically and electrically; it gives better service and, more important for its survival than anything else, it is a better dividend-payer. What incentive, therefore, is there to capital to an investment of half a dozen or more times the money for something which in its ideal perfection can only hope to equal that which we have already? Very little or none.

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**The Same Old Story.** A few days ago a party of Ohio gentlemen visited New York and Boston, taking depositions in a suit for breach of contract brought against the Jeffrey Mfg. Company of Columbus by a syndicate who at one time had an option on a controlling interest in the stock of that company. The growing importance of the Jeffrey people in the field of electrical mining machinery renders the story of this transaction of some interest to our readers.

Early in the days of the G. E. consolidation the management, in despair over the ill-success of both the Edison and T.-H. companies in the manufacture of mining machinery, endeavored to get control of the Jeffrey Company, who were even at that time making good headway in this line. They first induced some Ohio men to look into the affairs of the company and get an option on the stock. Later, for some reason not made known, they threw their own agents (the local capitalists) overboard and stepped in directly to

make a trade with the Jeffrey people. The details were arranged with apparent satisfaction to both sides, and a final meeting was arranged at the Chittenden Hotel at Columbus at which Messrs. E. I. Garfield and J. R. McKee represented the G. E. Company. If McKee had been left at home the trade would no doubt have been made. As it was, when all the papers were ready to be signed, McKee felt impelled to make a speech explaining that a new clause would have to be inserted to the effect that the manufacture of the mining apparatus of the Jeffrey Company should all be transferred to Lynn, and that the factory at Columbus should be used according to the advice of the officers of the G. E. Company. This was the first that had been heard of any such proposition, and Mr. Jeffrey would not agree to it under any circumstances. Mr. McKee then made a further exhibition of his dishonesty, ignorance and bad temper, and the trade was declared off.

Returning home this shoe-peg expert purchased a Jeffrey coal-cutting machine, sent it to the shop of his company, and gave orders to build machines exactly like it in every particular. These orders were carried out. Before the G. E. Company got them on the market, however, the Jeffrey Company had produced a new type of machine, of double the efficiency, so that the G. E. mining department still finds itself out of the race as far as mining business goes.

And now, as we suppose, to get revenge against the people they tried ineffectually to rob, they have incited their former agents to sue the Jeffrey Company for breach of contract.

Deals of this nature make rather stale reading, we admit, as there have been so many, but we shall persist in reporting them until the policy of the G. E. Company has changed and the men responsible for that policy have been retired.

And J. R. McKee should be one of the first to walk the plank.

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In making up the final estimate of the justice of the claims of a half dozen inventors for the production of a commercial incandescent lamp, we cannot lose sight of the fact that during the nine years of litigation, in which the Edison interests have continually accused everybody else of piracy, not once has there been exhibited publicly an Edison lamp made according to the specifications of the original Edison patent. The verdict must be that Mr. Edison first got his patent, and produced his successful lamp afterwards.

**No Injunction, and No Trouble in the Westinghouse Company.**

With reference to the account of an alleged injunction, restraining the removal of machinery by the Westinghouse Company from its factory in Newark to its new factory near Pittsburg, the Westinghouse officials, and the three directors of the United States Company mentioned, say no such injunction has been granted nor asked for, and their knowledge of any controversy is confined to the newspaper reports of Monday morning.

**Getting Ready to Fly Away.**

**G. E. Employees Preparing to Fly.**

(From the Schenectady Union.)

Yesterday Mr. Armstrong, of the General Electric works again tested his flying machine at Hoffman's Ferry. For some reason it refused to work. Another trial will no doubt be made. Quite a number from this city were present yesterday.