

A Man and A Company

[Marathon Co. Historical Museum]

D.C. Everest Files: "Heraleg"
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MANY TRIBUTES HAVE BEEN PAID David Clark Everest since his death Oct. 28. You've probably viewed or heard a lot of them. As employees of Marathon, however, it seems that most of us might like to look back and see how his career tied in with the development of our company.

Suppose it was you who, in 1909 at the age of 25, had been offered the position of general manager of a newly incorporated firm, Marathon Paper Mills Company, at Wausau, Wis. It was a company existing in name only — no employees, no equipment, no manufacturing plant, no definite plans, but with lots of enthusiasm on the part of its founders.

Imagine, too, as was the case of the young Everest, that you were happily employed, not looking for a change.

Quite a challenge — an offer to become a company's general manager, to help develop it right from scratch.

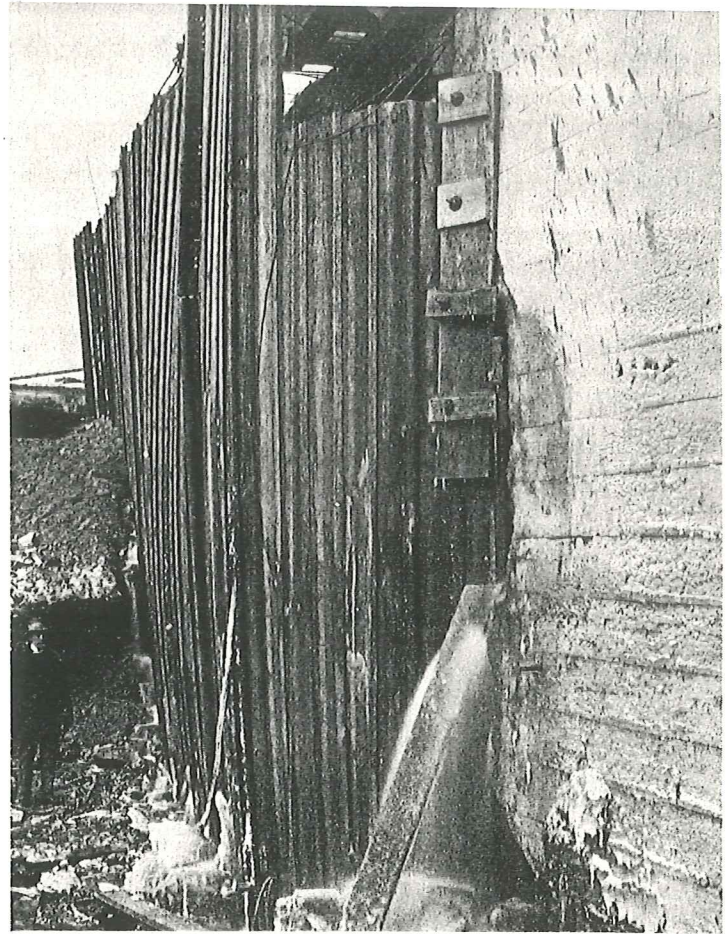
Quite a decision to make — to give up a position as manager with an established Chicago firm dealing in paper mill machinery to join a fledgling company.

Remember, too, Everest had started only nine short years before as an office boy with a paper company at Kalamazoo, Mich. Then, from 1902 to 1907, he was assistant manager a paper company at Munising, Mich.

"I remember the directors asked me to think it over after I first told them I wasn't looking for a change," he recalled. "I was standing out in the hall just a few moments when one of the men came out and again asked whether I'd accept."

As you know, the answer was, "Yes". But even he couldn't know then that he one day would serve as chairman of the board of directors.

That "yes", however, was not synonymous with "all's well", for neither Everest nor Marathon found the early sledding very smooth. Construction of a pulp and paper mill began in June of 1909 and was set back by unsatisfactory progress,

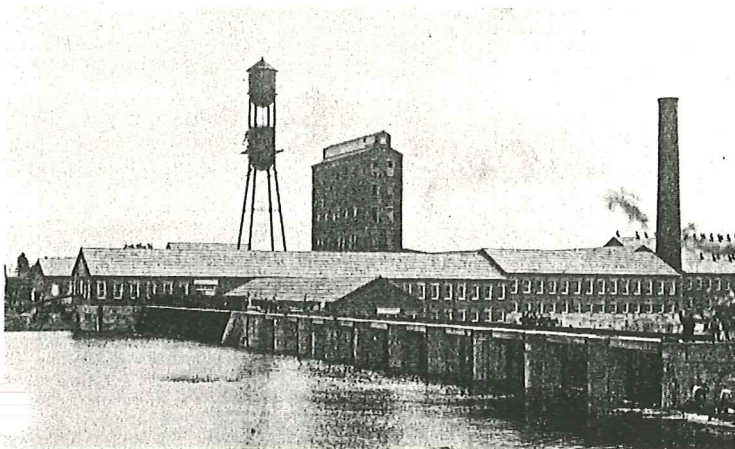


As Marathon's first general manager, D. C. Everest makes an inspection on Feb. 14, 1912, of dam being constructed at Rothschild, Wis.

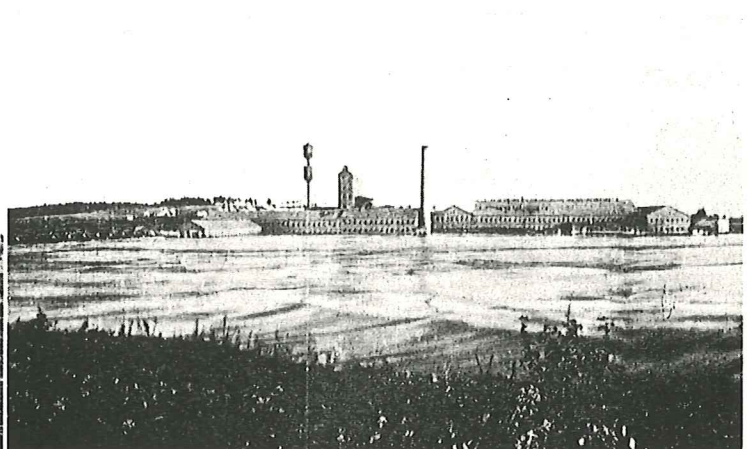
cancelled contracts, labor shortages and difficulty of the project itself. As Everest pointed out, "The only mechanized piece of equipment was a steam shovel."

Even after the mill's Nov. 18 startup in 1910, trouble persisted. Damaging floods of 1911 and 1912 twice caused disruption of company operations and extensive destruction nearly ruined Marathon.

"It was touch and go if the mill would continue to operate," Everest related. The stockholders decided to go on when C. C. Yawkey, then president, said, "No one is killed or injured; nothing is lost that money will not replace." And that

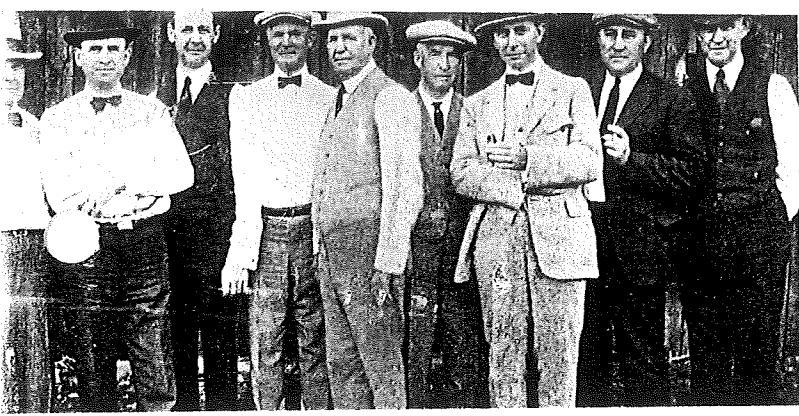


On Sept. 27, 1910, the company's first plant at Rothschild looked like this when viewing it from northwest bank of the Wisconsin River. Despite construction problems, the plant was to begin operating soon.

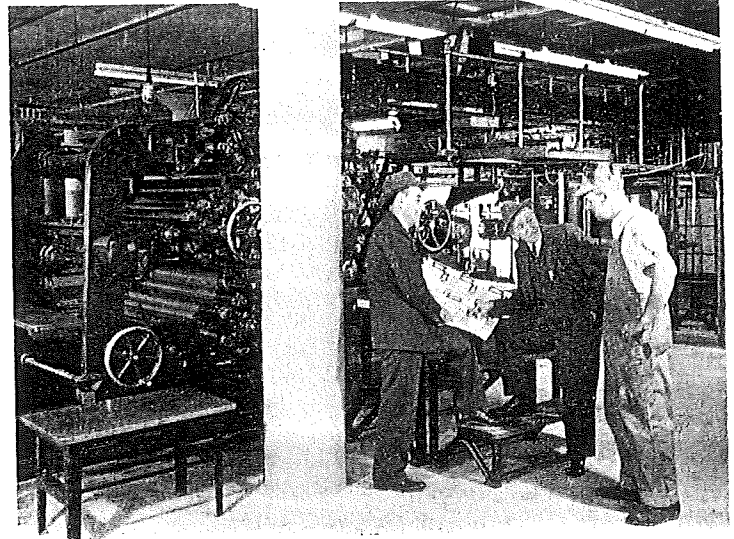


On Oct. 7, 1911, after operating less than a year since its Nov. 18 startup date, the plant was engulfed by floodwaters. Operations ceased. Marathon had another flood in 1912, was threatened again in 1941.

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Purchase of Menasha Printing & Carton Company in 1927 was envisioned in 1922 when Marathon officials visited the firm. Group included C. C. Yawkey, president; J. D. Ross, stockholder; George S. Gaylord, Menasha firm president; C. J. Winton, director; Walter Alexander, vice president; W. H. Bissell, director; Everest, secretary and general manager; Brown Katzenbach, auditor, and Judd S. Alexander, stockholder. All of the men with exception of Gaylord are now deceased.



At newly completed Wausau converting plant in 1949, plant manager Oscar Eggebrecht, Everest and head pressman Wilmer Seipp observe sheet printed on new color press. Everest liked to visit the plants.



Business and financial visitors at Marathon, Ont., in 1948 stayed at Everest Hotel. Group included Carl Pickard, Boston, deceased; Richard Chapman, Boston; William Ellis, Boston, deceased; Everest; John McWethy, Chicago; Marathon treasurer Frank Dvorak; Charles Capek, Chicago; Henry Sawyer, Jr., Boston; Marathon of Canada vice president and general manager R. T. Steedman and mill manager Grant Ross.

statement of Yawkey's reflected the spirit of everybody concerned. As Everest described conditions, it took "good customers" to stick with the company through its diaper days.

And what were the plans in those diaper days? On Jan. 1, 1910, Everest outlined them, saying, "While our initial business may not be entirely on specialties and the higher grades, it is our intention to work into these as rapidly as possible."

In carrying out those plans, Marathon in 1927 acquired the Menasha Printing & Carton Company, a firm experienced in the production of food packaging.

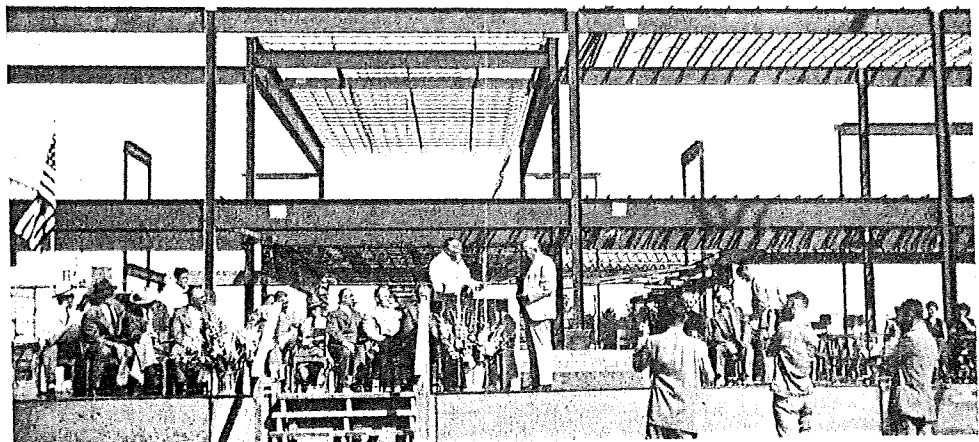
"I consider we have made an excellent move in merging these companies," Everest stated, "as it insures raw materials to one and an outlet for the product of the other."

A man of colorful quotes, he might have added then, as he did frequently later, that "people will quit the eatin' habit last." Therein lay his philosophy of a Marathon product that should always have a stable demand.

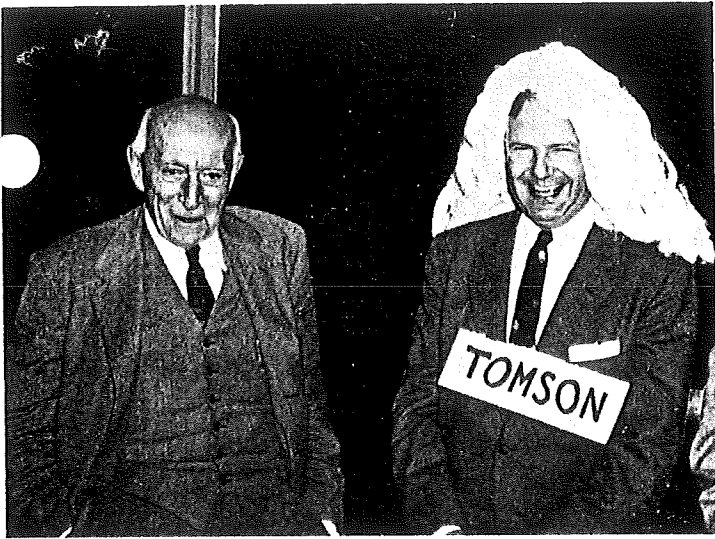
Having acquired United States timber holdings in 1919, the stage was now set for Marathon to become an operation that would cover the range from "tree to trade", one of Everest's big selling points to businessmen. Since then, addition of 5,000 square miles of timberland, plus a pulp mill and company town, in Canada, and numerous specialized operations have made integration a reality.



At Marathon, Ont., in 1945, Everest and John Stevens, Jr., then vice president, shiver at 42 below zero while inspecting development.



In August, 1952, the junior-senior high school near Rothschild was named after D. C. Everest. Here, to right of the speaker, he participates in ceremony marking early construction stages.

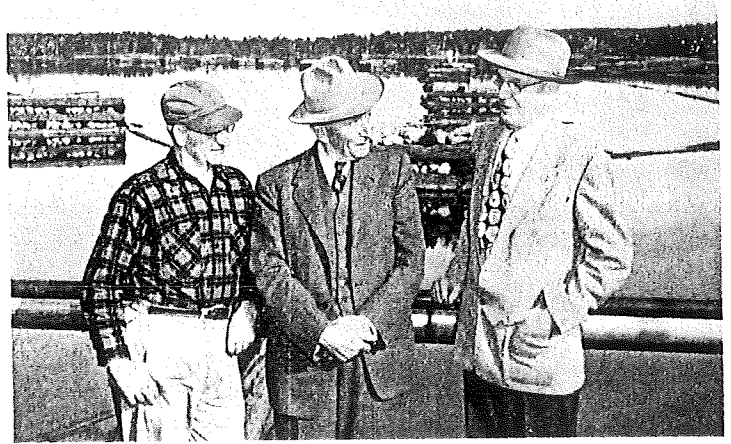


A man of keen humor and wit, Everest participates in slapstick skit at windup of meat and vegetable oil sales meeting at Menasha in 1954. Playing "dramatic" role with him is sales representative Hank Otfery.

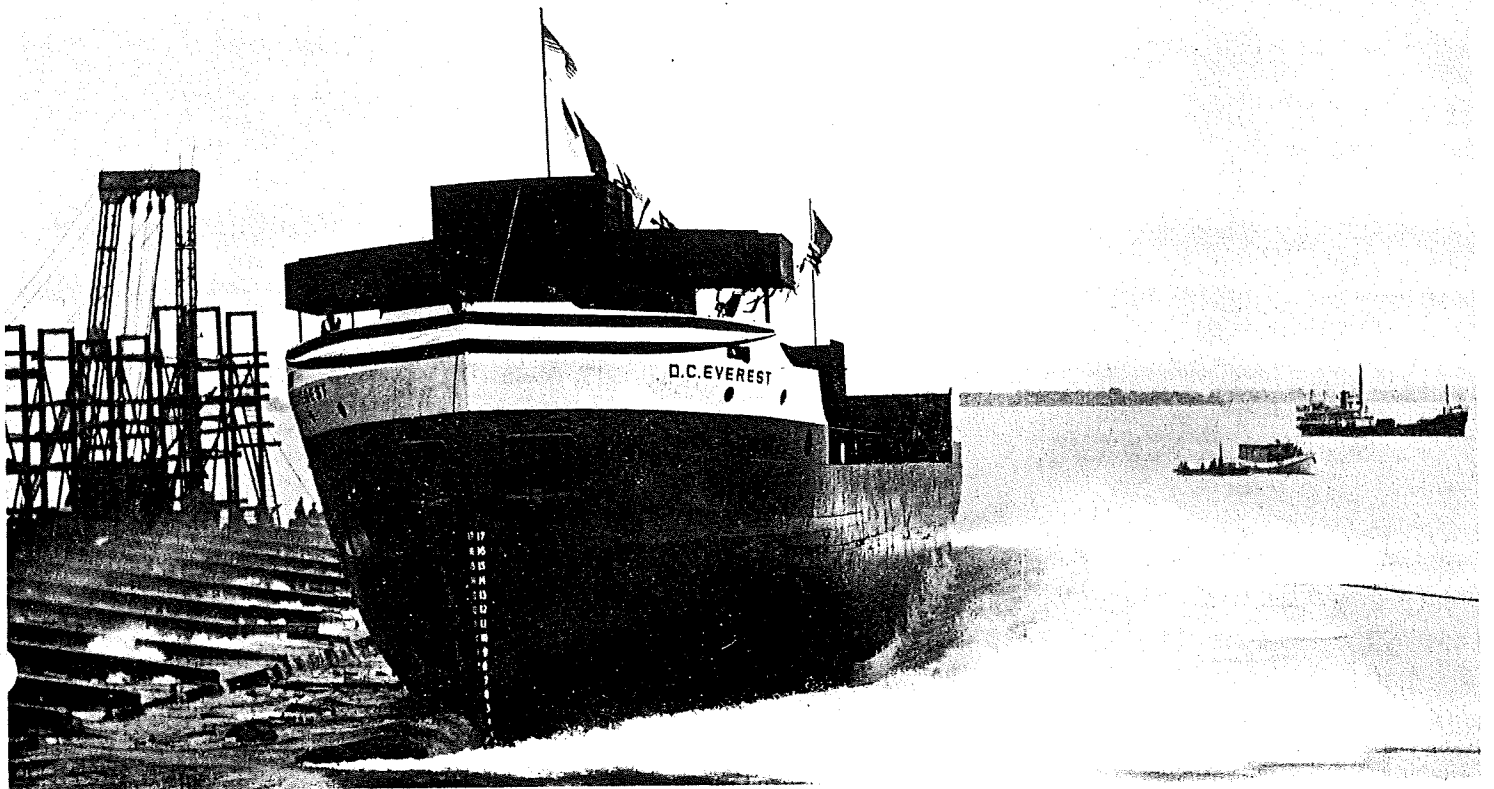
Throughout Marathon's years of development from a single plant to today's multi-plant structure, the emphasis has been on people. "Be able to get along with people," was a favorite bit of advice Everest gave out.

In 1943, he was instrumental in the birth of Marathon Quarter Century Clubs. Many employees with long-time service received their watches and club certificates from Everest. It was at these banquets that he often found his most direct avenue of communication with employees — where confidence in the future was voiced and continued growth was prophesied.

By talking turkey, he helped fellow employees understand company problems. He often emphasized that "interests of employees and stockholders are identical." To industry leaders,

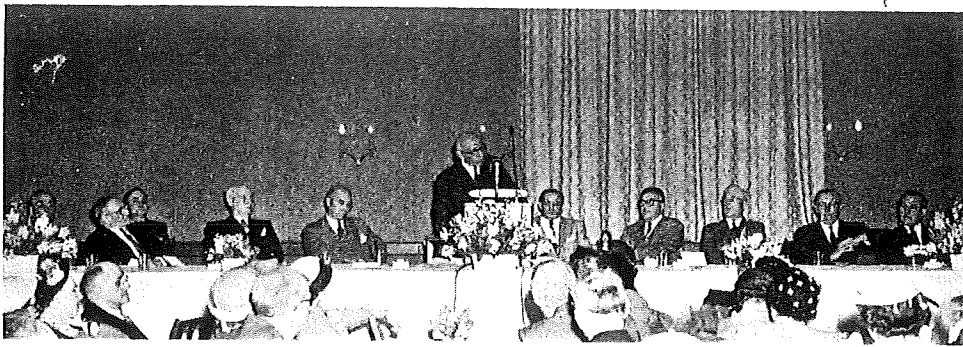


Everest, in 1954, visits Rothschild dam with dam tender Leonard Norton and hydro section supervisor Bill Payne, deceased. Everest was president of Wisconsin Valley Improvement Co. that managed river.

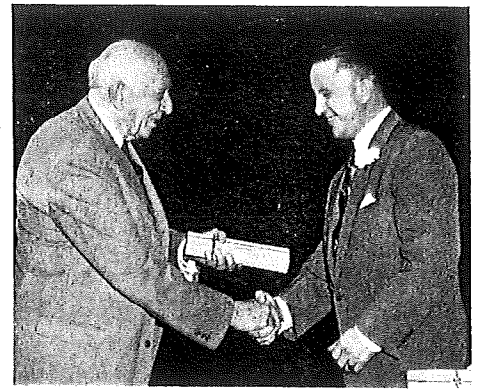


When our company's Great Lakes motor vessel was launched Oct. 15, 1952, at Kingston, Ont., she was christened the "D. C. Everest" by

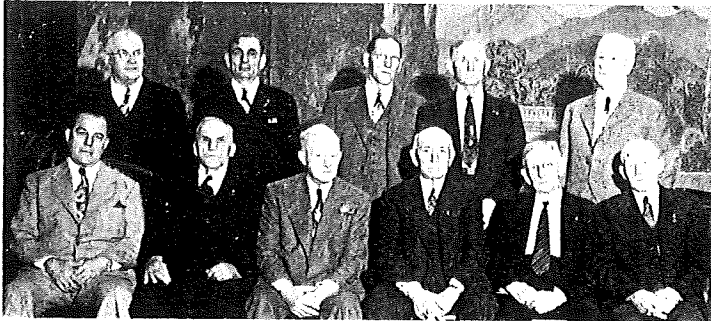
Everest's daughter, Mrs. Norman E. Weaver, Wausau. They watch the vessel slide into the water. Ship's maiden voyage was in April, 1953.



At 1953 Rothschild Quarter Century Club, Everest salutes employees. Seated are Wausau plant manager Eggebrecht; Bob Altman, retired; plant manager Charley Wagner; Roy Kelly, retired; president Stevens; personnel supervisor Al Baumann; marketing executive vice president Leo Croy; A. M. VanDouser, retired; treasurer Dvorak and Ashland plant manager Ben Metternich.



Everest welcomes Sylvester Shekletzke into the Menasha Quarter Century Club in 1954.



These veteran Quarter Century Club members, together in 1950, were, back — John Klein, retired; George Kowalchuk, deceased; Al Goetzke, Henry Holt, VanDouser, retired; front — Metternich; Joe Pflieger, retired; Louis Raduechel; Everest; Joe Boyack, Ed Pflieger, retired.



As one of the founders of Institute of Paper Chemistry, Everest was awarded honorary doctor of laws degree in 1954 by Lawrence College, Appleton, Wis. Other recipients were Ernst Mahler, Kimberly-Clark Corporation director, and D. K. Brown, Neenah Paper Co. director.

Everest was known as the "optimist of the paper industry". He was often called upon for keynote speeches and counsel.

Numerous requests also were made of him outside of the paper industry. He participated in special projects as a friend and often unsung benefactor. His philosophy went like this: "Loyal friendships, well established, the ability to work without its being burdensome and an optimistic outlook on life is about all the business of living on earth amounts to anyway."

"One of the crowning joys of a man's existence," as he described it, was the "citation for distinguished service" he received from the Wausau Chamber of Commerce in 1949 before an audience of 400 fellow citizens.

Although he resigned as president and general manager in 1952, his busy pace was not slackened. He continued to serve the paper industry, conservation groups, technical societies, civic enterprises, governmental agencies, historical organizations and other corporations with which he had become affiliated through the years.

What about Marathon's future? Everest put it this way in 1942 and the position he took then is every bit as applicable today: "No company can remain static; and Marathon's financial and productive position, now the strongest in its history, will continue to be buttressed and improved in keeping with this thought."



1909 — A 25-year-old man became first general manager of Marathon Paper Mills Co.



1944 — "'paper mills' no longer reflects the scope . . ." New name: Marathon Corporation.



1952 — D. C. Everest resigned as president of Marathon, continued as chairman of board.