



From the MixCache.com library

SAMPLE COPY

Cummins Inc.

MixCache.com

SAMPLE COPY

Table of Contents

- **Introduction**
- **Chapter 1** Origins in Columbus: The Birth of Cummins Inc.
- **Chapter 2** Clessie Cummins: Visionary Mechanic and Inventor
- **Chapter 3** Diesel's Promise: Early Technological Breakthroughs
- **Chapter 4** The Irwin Connection: Banking on Innovation
- **Chapter 5** Proving the Product: Endurance Runs and Market Acceptance
- **Chapter 6** The Model H and Industrial Success
- **Chapter 7** J. Irwin Miller and Global Ambition
- **Chapter 8** Postwar America: Trucks, Highways, and Growth
- **Chapter 9** International Expansion: Entering New Markets
- **Chapter 10** Facing Change: Diversification in the 1960s
- **Chapter 11** Holset, Turbocharging, and Competitive Edge
- **Chapter 12** Building a Broad Portfolio: Components and Capabilities
- **Chapter 13** The Onan Acquisition: Power Generation Takes Off
- **Chapter 14** Cummins Today: Business Segments and Global Reach
- **Chapter 15** The Rise of Accelera: Zero-Emission Solutions
- **Chapter 16** Powering the Future: Hydrogen, Batteries, and Fuel Cells
- **Chapter 17** Strategic Acquisitions: Meritor, Jacobs, and Beyond
- **Chapter 18** Partnerships for Progress: Joint Ventures and Industry Alliances
- **Chapter 19** Environmental Stewardship: Destination Zero and PLANET 2050
- **Chapter 20** Innovation Culture: Research, Development, and Intellectual Property
- **Chapter 21** The Numbers: Financial Growth and Performance
- **Chapter 22** Leading with Purpose: Governance and Diversity
- **Chapter 23** Ethics, Responsibility, and Corporate Citizenship
- **Chapter 24** Challenges and Controversies: Emissions and Regulatory Response
- **Chapter 25** Looking Ahead: Cummins in the Twenty-First Century and Beyond

Introduction

Cummins Inc. stands as a testament to American ingenuity, resilience, and evolution. Rooted in the heartland of Columbus, Indiana, the company's story is one that echoes the shifting tides of industry, technology, and society over more than a century. What began as a bold venture to harness the power of diesel engines has grown into a diversified global powerhouse, providing solutions for the world's most pressing energy and power needs.

This book traces Cummins' remarkable journey from its founding in 1919 by Clessie Cummins and William G. Irwin to its current status as one of the most influential engine and power technology companies on the planet. The early days were marked by relentless experimentation, risk-taking, and sheer determination. The founders' unique blend of mechanical genius and financial acumen proved vital, helping the fledgling company not only survive but ultimately thrive through eras of economic uncertainty, war, and rapid technological change.

Across its history, Cummins has consistently demonstrated an ability to adapt—expanding from its diesel engine roots into natural gas, power generation, and now cutting-edge zero-emissions technologies. Strategic acquisitions, from Holset to Meritor, and the creation of game-changing business segments like Accelera by Cummins, reflect its commitment to both innovation and sustainability. Cummins' story is not just about engines; it is about an evolving vision of power for a world that demands cleaner, more efficient, and more reliable solutions.

The company's rise was guided by visionary leaders such as J. Irwin Miller, whose international ambition and social consciousness shaped both Cummins' business model and its role as a global corporate citizen. Leadership transitions brought new perspectives while preserving the core values of integrity, diversity, and inclusion. Today, under Jennifer Rumsey's stewardship, Cummins continues to foster a culture of invention and accountability—one that honors its heritage while charting a dynamic course toward the future.

Yet, this story is not without challenges. Cummins has faced controversies and setbacks, most notably in the regulatory arena, as the industry grapples with ever-stricter environmental standards and public scrutiny. The company's record civil penalties for emissions violations serve as stark reminders of the pressures and responsibilities inherent to industrial leadership in the modern age.

As we explore the rich tapestry of Cummins' past, present, and future, this book seeks to illuminate not only the milestones and personalities that have defined the company

but also the broader economic, environmental, and social currents that have shaped and continue to shape its evolution. Cummins Inc. remains an emblem of American enterprise—one whose legacy is inextricably linked to its willingness to embrace change, drive innovation, and strive for a more sustainable tomorrow.

SAMPLE COPY

CHAPTER ONE: Origins in Columbus: The Birth of Cummins Inc.

The story of Cummins Inc. begins not in a bustling industrial metropolis, but in the quiet, industrious heart of Columbus, Indiana. This city, nestled about 40 miles south of Indianapolis, was a place where agriculture met burgeoning industry in the early 20th century, a fertile ground for the seeds of innovation to take root. It was here, on February 3, 1919, that two seemingly disparate individuals — a driven mechanic with a tinkerer's soul and a shrewd banker with an eye for opportunity — joined forces to establish the Cummins Engine Company.

The mechanic was Clessie Lyle Cummins, born in Columbus on December 27, 1888. From a young age, Cummins displayed an extraordinary aptitude for all things mechanical. Despite his limited formal education, only completing the eighth grade, he famously built his first steam engine at the tender age of eleven, hinting at the inventive spirit that would define his life's work. His early career saw him honing his skills as a farm boy and then as a professional mechanic, steadily building a reputation for his hands-on brilliance.

A pivotal moment in Clessie Cummins' early life came in 1911, when his mechanical prowess caught the attention of race car driver Ray Harroun. Cummins was invited to join Harroun's pit crew for the inaugural Indianapolis 500 race. His insights and suggestions for improving speed proved invaluable, contributing to Harroun's victory in the historic event. This experience likely solidified Cummins' belief in the transformative power of well-engineered machinery.

The financier who recognized and backed Clessie Cummins' potential was William Glanton Irwin. Born in Columbus in 1866, Irwin hailed from a prominent local family with deep roots in banking and various other enterprises. He was a shrewd businessman, serving as president of Irwin's Bank (later Irwin-Union Trust Corporation) and holding directorships in numerous companies, from starch manufacturing to railroads and even a supermarket chain in California. Irwin's financial acumen and willingness to invest in promising ventures would be crucial to Cummins Engine Company's survival and growth.

Their connection wasn't merely professional; Clessie Cummins had previously worked as a chauffeur and mechanic for the Irwin family in the 1910s, giving William G. Irwin a firsthand look at Cummins' mechanical genius and dedication. This personal knowledge undoubtedly played a role in Irwin's decision to invest a significant amount of capital into Cummins' ambitious new company. It was a partnership of

complementary skills: Cummins possessed the inventive spark and the technical know-how, while Irwin provided the financial foundation and business guidance.

The fledgling Cummins Engine Company, established in Columbus, set its sights on a technology that, while invented two decades prior by Rudolf Diesel, was still in its relative infancy in terms of widespread adoption: the diesel engine. Their initial efforts focused on developing this powerful, efficient form of internal combustion, with Clessie Cummins securing a license from R.M. Hvid Co. to produce their first engine - a 6-horsepower model intended for farm use.

The choice of Columbus, Indiana, as the birthplace of this enterprise was more than just a matter of convenience for its founders. The city itself had a growing industrial base, complementing its agricultural heritage. While Columbus was not a major industrial hub like Detroit or Chicago, it possessed a community spirit and a pool of skilled labor that would prove beneficial. This local foundation allowed Cummins to foster a close-knit environment for innovation and manufacturing, removed from the intense competition of larger industrial centers.

However, the early years were far from smooth sailing. Despite the founders' combined talents, turning a profit proved elusive in the initial phase. William G. Irwin, a pragmatic investor, grew concerned about the lack of returns and even threatened to pull his funding. One notable early challenge was an attempt to sell diesel engines to farmers through the Sears-Roebuck catalog. This venture struggled because farmers often returned the engines after the harvest season, negating any potential profit.

Despite these setbacks, the founders' unwavering belief in the potential of the diesel engine, coupled with Cummins' relentless drive for improvement, kept the company afloat. It was a period of intense experimentation and adaptation, laying the groundwork for the innovations that would eventually bring success. The stage was set for Cummins to prove the viability of diesel power, not just in theory, but through real-world application and endurance.

This is a sample preview. Purchase the book to read the full content.

Visit MixCache.com to purchase the complete book.

SAMPLE COPY