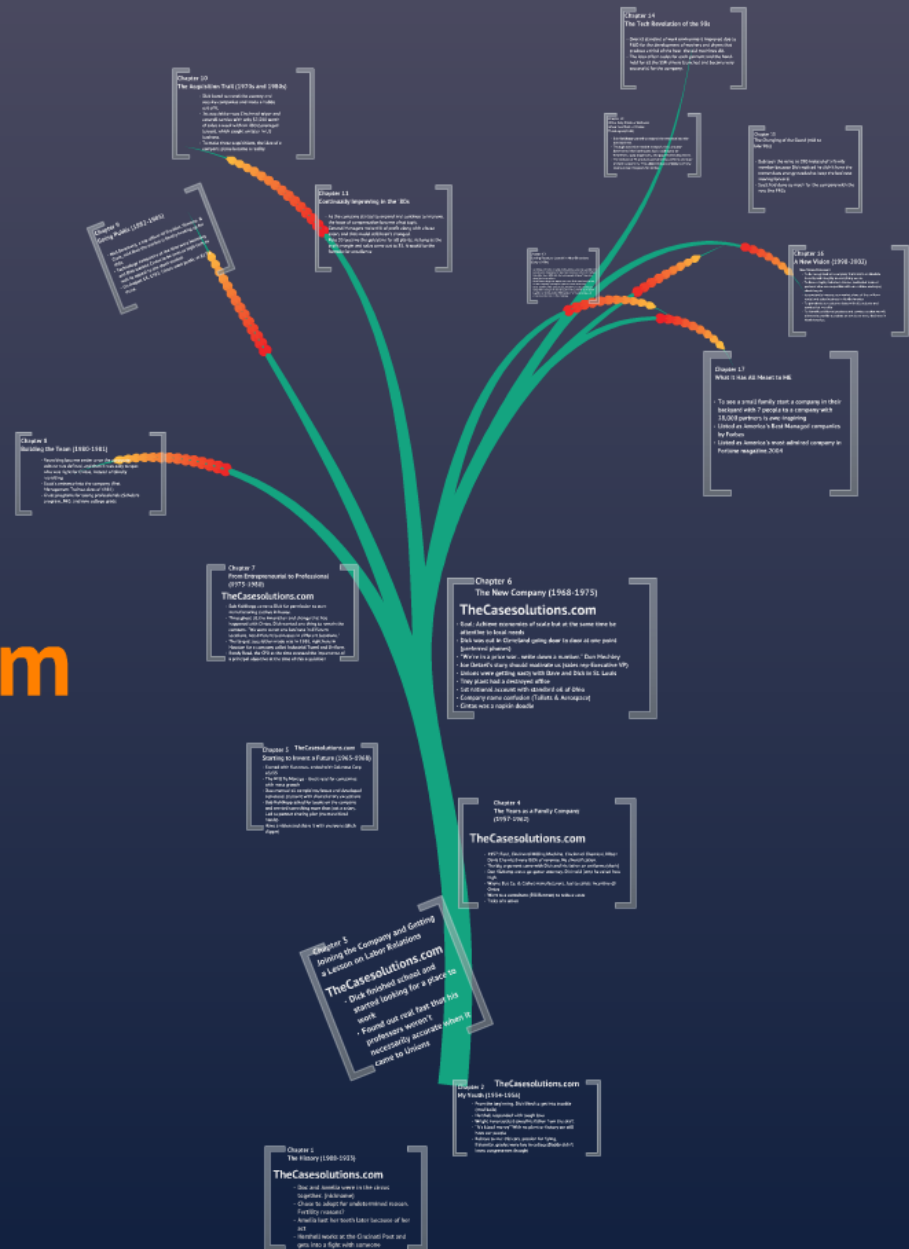


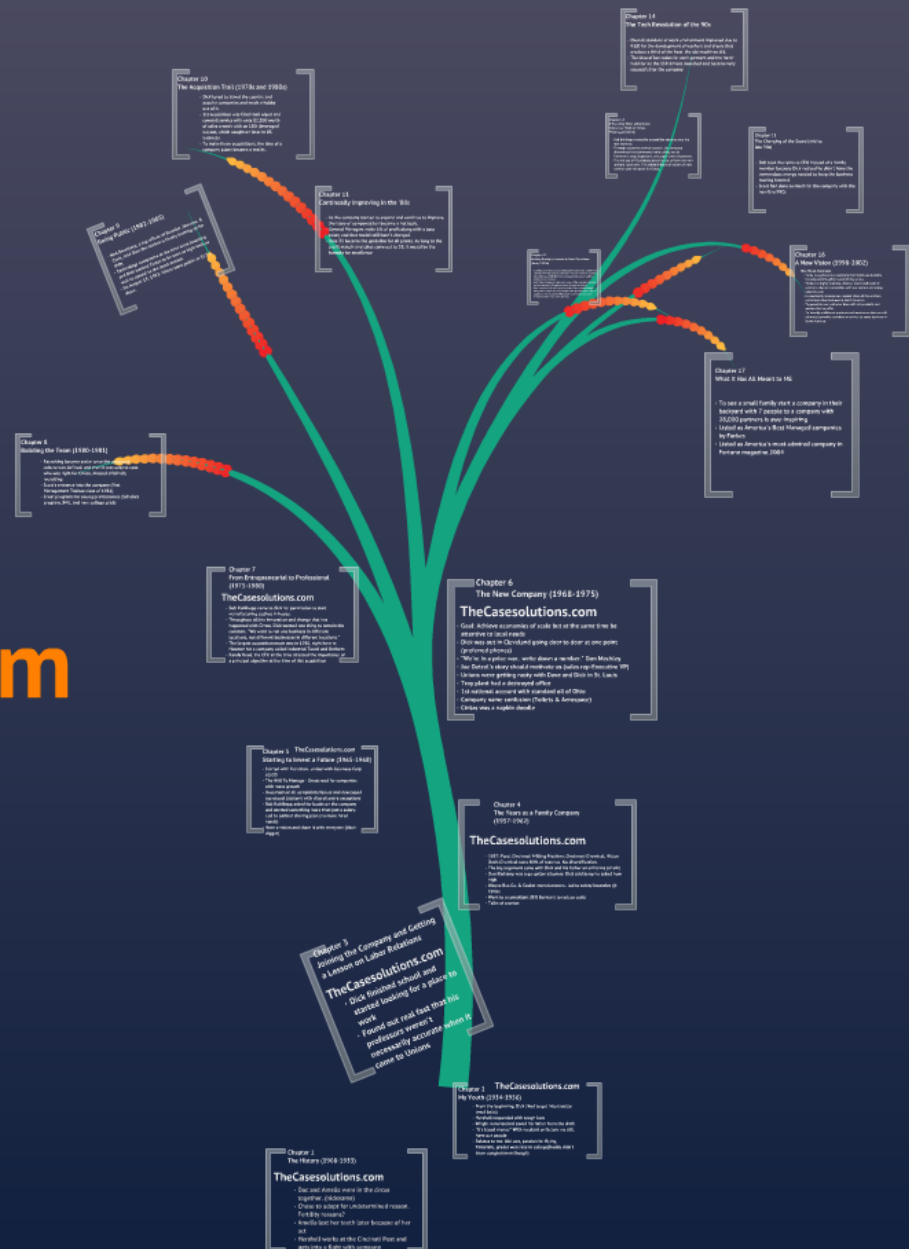
Richard Jenkins at SciMat

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Chapter 1

The History (1908-1933)

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- Doc and Amelia were in the circus together. (nickname)
- Chose to adopt for undetermined reason. Fertility reasons?
- Amelia lost her teeth later because of her act
- Hershell works at the Cincinnati Post and gets into a fight with someone

Chapter 2

My Youth (1934-1956)

- From the beginning, Dick liked to get into trouble (mud balls)
- Hershell responded with tough love
- Wright Aeronautical saved his father from the draft
- "It's blood money" With no plant or factory we still have our people
- Relates to me: Old cars, passion for flying, fraternity, grades were key in college(Daddy didn't know congressmen though)

Chapter 3

Joining the Company and Getting a Lesson on Labor Relations

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- Dick finished school and started looking for a place to work
- Found out real fast that his professors weren't necessarily accurate when it came to Unions

Chapter 4

The Years as a Family Company (1957-1962)

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- 1957: Ford, Cincinnati Milling Machine, Cincinnati Chemical, Hilton Davis Chemical were 80% of revenue. No diversification.
- The big argument came with Dick and his father on uniforms (shark)
- Don Klekamp was a go-getter attorney. Dick said jump he asked how high.
- Wayne Bus Co. & Casket manufacturers.. led to safety incentive @ Cintas
- Went to a consultant (Bill Berman) to reduce costs
- Talks of a union

Chapter 5 TheCasesolutions.com

Starting to Invent a Future (1965-1968)

- **Started with Koratron.. ended with Celanese Corp 65/35**
- **The Will To Manage - Great read for companies with mass growth**
- **Documented all complaints/issues and developed a protocol (system) with discretionary exceptions**
- **Bob Kohlkepp asked for books on the company and wanted something more than just a salary. Led to partner sharing plan (no more hired hands)**
- **Have a vision and share it with everyone (ditch digger)**

Chapter 6

The New Company (1968-1975)

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- **Goal: Achieve economies of scale but at the same time be attentive to local needs**
- **Dick was out in Cleveland going door to door at one point (preferred phones)**
- **"We're in a price war.. write down a number." Don Mechley**
- **Joe Detzel's story should motivate us (sales rep-Executive VP)**
- **Unions were getting nasty with Dave and Dick in St. Louis**
- **Troy plant had a destroyed office**
- **1st national account with standard oil of Ohio**
- **Company name confusion (Toilets & Aerospace)**
- **Cintas was a napkin doodle**

Chapter 7

From Entrepreneurial to Professional (1975-1980)

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- Bob Kohlhepp came to Dick for permission to start manufacturing clothes in house.
- Throughout all the innovation and change that has happened with Cintas, Dick wanted one thing to remain the constant. "We want to run one business in different locations, not different businesses in different locations."
- The largest acquisition made was in 1980, right here in Houston for a company called Industrial Towel and Uniform
- Randy Read, the CFO at the time stressed the importance of a principal objective at the time of this acquisition