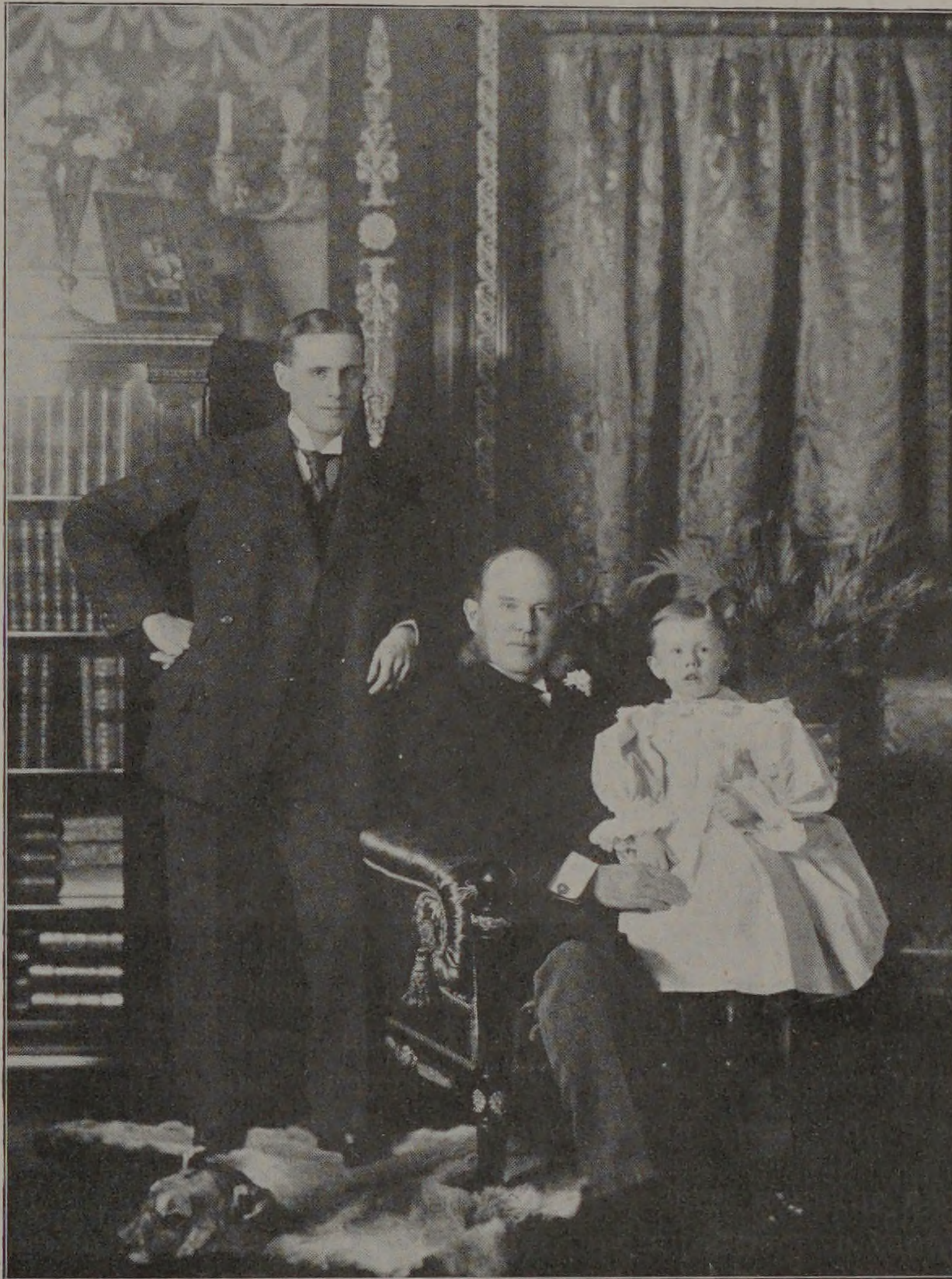


success, but was dissolved in 1863. This threw on the young business man the necessity of again choosing a sphere in life. Lumber was at that time an attractive venture, and Mr. Armour thought seriously of entering the field. Finally he decided to take the place of Frederick Layton in the packing business, with John Plankinton as his partner.

IN THE PACKING BUSINESS

Thus was begun a close connection, both socially and in a business way, between Mr. Armour and Mr. Plankinton, which continued until the latter's death. Mr. Plankinton had been long a resident of Milwaukee and had built up a successful business. The addition of the fund of tremendous, untiring energy which Mr. Armour brought to the firm resulted in a vast extension of its interests and laid the foundation of the fortunes of both the partners. After two years of this association Mr. Armour conceived the master stroke which will ever be remembered in the packing business. He made up his mind that pork selling at \$40 a barrel was too high, and that as soon as the war ended the price would collapse. Although he was a young man — only thirty-three years — the senior partner accepted his views, and he went



to New York, then the center of speculative activity, bent on the feat of breaking the price of pork. The story of how well he succeeded has been told often. Every successive union victory knocked out profits. Petersburg fell, Sherman began marching up toward Richmond from the south, then Richmond was abandoned, and finally came Appomattox. Off went pork with each event, and the young broker from the west who had sold all the pork he could get anyone to take at \$40 a barrel, delivered it at about \$18.

A vast extension of the firm's business followed after young Armour's celebrated