

FILE NAME: Johns-Manville (JMA)

DATE: 1972-1973

DOC#: JMA032

DOCUMENT DESCRIPTION: Memos RE Asbestos Fiber Study &
Memos RE End User Requests and Customer List

Denver GHQ
Corporate Marketing
December 26, 1972

W. L. VanDerbeek

cc: C. D. Maguire
R. H. Cuje
J. E. Kindregan

SUBJECT: ASBESTOS FIBER STUDY

Objectives

Corporate Marketing Research would normally specify a major objective with outlined secondary objectives for assignment accomplishment; however, due to the scope of this study the following objectives can all be considered major in order to provide a "building block" framework to achieve our final objective of developing marketing strategy by end use markets.

Major objectives as follows:

- to clarify market place attitudes with respect to the usage of asbestos fibers in products by end use.
- to identify the impact of potential substitutes for asbestos within a given time frame by end use.
- to summarize both external and internal utilization of asbestos fiber.
- to determine the validity of market trends as indicated in the Boston Consulting Group Study on Asbestos Fiber.
- to provide qualitative marketing information to assist with the development of a marketing strategy by end use markets.

Scope

Basic scope of this project would include contacts with domestic and international marketing operating segments of the Asbestos Fiber Division.

Approach

Approach to achieving the basic objectives will involve the following:

- develop an asbestos end use matrix.
- Corporate Marketing Research in conjunction with the Asbestos Fiber Division to develop an interview questionnaire for Johns-Manville customers and non customers by end use markets.
- submission by the Asbestos Fiber Division to Corporate Marketing Research of a list of customers by major end use category along with names, if possible, of key personnel for interview contacts.

Answers to key questions through obtainment of primary data (external interviews) would include:

- forecasted use of asbestos fiber and/or anticipated substitutes for the short term.
- examination of the basic buying criteria to determine whether changes are occurring, and if so, within what time frame.
- identifying marketing strengths and weaknesses of Johns-Manville vs. competitors. Primary concern will be the determination of product quality, price, delivery, technical service and image to customers.
- determine the effect of OSHA regulations and standards on selected end use markets.

Timing

This study will begin the week of January 8th. Progress will be measured by end use market phases through major objectives; interim "Status Reports" will be issued to Asbestos Division personnel at appropriate times during a phase or at the completion of each end use phase. At the completion of the major end use phases a comparison and evaluation of the trends as outlined in the Boston Consulting Group Study will be made.


D. L. Walling

Approved by: J. R. Gibson

Denver GHQ
Corporate Marketing
January 2, 1973

W. L. VanDerbeek

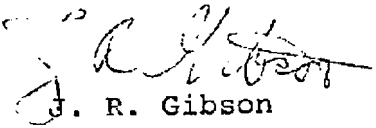
cc: R. H. Cuje
J. E. Kindregan
C. D. Maquire

SUBJECT: ASBESTOS FIBER STUDY

Attached is a copy of Corporate Market Research's approach to conducting the proposed study for the Asbestos Fiber Division. If convenient, we would like to meet with you during the first or second week in January to review format.

Assuming proposal is acceptable, and in the interest of compressing time and adding technical expertise, we request assistance from the Fiber Division. Specifically, we would borrow one merchandising/marketing man for a period of 45 - 60 days to work with us on the study.

Regarding the Boston Consulting Group Study, we concluded that the basic data appears valid. We do question the validity of the trends as outlined for the various end use markets. Also, the time frame within which events are to occur is rather questionable. During our study we would be conducting field interviews which would provide data vis-a-vis trends and time span.



J. R. Gibson

Attachment

Denver GHQ
Corporate Marketing
March 9, 1973

N. W. Hendry

cc: W. L. VanDerbeek
C. D. Maguire
H. G. Donovan
J. R. M. Hutcheson
R. H. Cuje
M. J. Cowan
D. L. Walling

ASBESTOS FIBER STUDY

We have concluded Phase I (determination of internal consumption by division through 1977) and are prepared to discuss same with you. We prefer the week of March 12, except for the morning of the 14th or for the 16th. If the week of the 12th is not satisfactory, then the first half of the week of March 19.

Our meeting would also encompass a discussion of some of our Phase II findings. In Phase II we are dealing principally with the obtainment of primary data through field interviews. Your sales personnel have been quite helpful in identifying current and past consumers, together with appropriate personnel.

Our reason for wishing to discuss aspects of Phase II is that Donn Walling and I have identified a few concepts we believe worth pursuing.

- Even though sales personnel transmit a good deal of information to various customers, a few key individuals are not always fully acquainted with J-M's packaging and delivery developments. For example, L. J. Faneuf, Director of Manufacturing Building Products, GAF, 140 West 51st Street, New York, N. Y., is very concerned with controlling the dust in box-cars and warehouses. He is not familiar with our bulk handling system nor our efforts in the auto-

matic bag opening area. Therefore, he would appreciate specific information regarding these developments.

Jim Hale, Purchasing Agent, G-M Inland, Third Street and Abbey, Dayton, Ohio, has received scattered reports regarding our bulk handling system. In view of their 3,000 ton per year consumption, they would now welcome a third supplier, particularly J-M (Hale believes the earlier conflict between J-M sales and G-M engineering could be easily resolved today because of the advent of new people and new methods.) Specific information regarding our bulk handling and pelletized asbestos would be a key beginning.

Initial concept to consider, therefore, would be a greater frequency of calls on prior or non-J-M users of asbestos.

A second concept, perhaps coincidental with the call frequency increase, would be consideration of a quarterly or semi-annual asbestos news letter identifying any significant J-M developments. A publication of this sort could also be used as a vehicle to assist in countering the bad press that asbestos receives as our consumers are looking for methods to counteract. Conceivably, in conjunction with or without Association members, we could issue position statements regarding developments to reduce dust and meet OSHA standards. The value of a news letter is difficult to measure, but it could be viewed as a form of advertising, particularly as advertising "per se" is difficult for a commodity-type item like asbestos.

It is also possible that up-dating AF-9A depicting new developments, facilities and so forth would be beneficial - particularly if the news letter concept is not acceptable.


J. R. Gibson

Denver GHQ
Corporate Marketing
March 16, 1973

R. Hughes

cc: N. Hendry
M. J. Cowan
J. R. Gibson

INTERNAL UTILIZATION OF
ASBESTOS FIBER

Per our meeting of March 16, attached are copies of the five year requirements for the Industrial Products Division and Residential Products Divisions indicating the group and grade of fiber needed for end use products.

This information expands upon the data provided on the Johns-Manville Divisions Asbestos Fiber Utilization matrix given to you today.

We appreciate the information you provided on the Shipments of Canadian Asbestos for 1972; and will in turn, forward to your attention any additional data pertinent to developing a total end user product matrix.


D. L. Walling

Attachment

Denver GHQ
Corporate Marketing
March 20, 1973

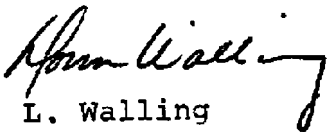
N. Hendry

cc: H. G. Donovan
M. J. Cowan
J. R. Gibson

ASBESTOS FIBER
END USER REQUESTS

The attached sheets indicate initial requests from asbestos fiber end users contacted to date for additional fiber handling information, samples for new products, or pricing considerations.

Additional interview information obtained from end users will be forthcoming in the form of a synopsis of comments by each user pertaining to the Asbestos Fiber Questionnaire.



D. L. Walling

Attachment

Attachment

ASBESTOS FIBER END USER REQUESTS

The Tremco Manufacturing Co.

10701 Shaker Blvd.
Cleveland, Ohio 44104

David H. Bruening
Dir. of Purchases

8701 Kinsman Road
Cleveland, Ohio 44104

Charles C. Pintner
Production Engineer

REQUEST: Send information concerning Automatic Bag Opener
to Mr. Pintner.

National Friction

Logansport, Indiana

Ed Sydor
V. P./General Manager

REQUEST: He would like to discuss concessions to his firm,
in that they do not require full distribution
service. He states that Asbestos Corporation and
GAF are more lenient than J-M in their concessions.

Overall Paint

26200 Richmond Rd.
Cleveland, Ohio

Miss Davis, V. P
(Sister of
President)

Mr. Kuart
Production
Manager

REQUEST: Clarification on billing. She feels there is an
inequity to them via the conversion rate (Canadian
to U. S. dollars) through Tom Sullivan's office, also
under present circumstances they do not receive a
cash discount, their terms are net.

Parr, Inc.

5151 Denison
Cleveland, Ohio

Dennis Bodner
Purchasing

Mr. Hibbert
V. P. Research

REQUEST: Possible air testing of plants by J-M in order to
compare with OSHA standards. Testing would have
to be handled properly to avoid scare factor
among employees.

The Gibson-Homans Co.

2366 Woodhill Road
Cleveland, Ohio

R. B. Sheroke
Purchasing

S. S. Painter
Chief Chemist

REQUEST: Information on bulk tank cars, automatic bag
openers, pelletized asbestos sent to Messrs. --
Sheroke and Painter.

Trumbull Asphalt

Summit, Illinois

Steve Kolar
Purchasing

Bob Lindquist
Research Director

REQUEST: Send information on Automatic Bag Opener to
Jim Van Pelt at their Grundy Plant, Building 14,
Industrial Ave.,
Joliet, Ill. 60435

H. K. Porter

Huntington, Indiana

Frank Boxell
Purchasing

Dean Williams
Technical

Larry Moody
Engineering
Manager
(Asbestos Textiles)

REQUEST: H. K. Porter would like any information on dust
control as related to the Johns-Manville grinding
operation at Laurinburg, North Carolina. If J-M
is performing asbestos grinding operations at the
above location the General Manager at Huntington
would possibly be receptive to an invitation for a
plant visit according to Messrs. Moody and Boxel.

GM Inland

3rd St. & Abbey
Dayton, Ohio

Jim Hale
Purchasing

REQUEST: Send bulk handling information, and possibly make
a presentation on bulk tank cars, to Inland's
Jim Hale.

Resinoid Engineering

7415 N. St. Louis
Skokie, Illinois

Mr. Gale
Director of
Research

REQUEST: Send information on Automatic Bag Opener to
Mr. Gale.

U. S. Gypsum

101 S. Wacker Dr.
Chicago, Illinois

Ron Aron
Purchasing

REQUEST: J-M asbestos field sales personnel to introduce
themselves to U. S. Gypsum regional purchasing
offices and people extending J-M assistance on
any problem arising from asbestos procurement.

World Bestos Co.

(Div. of Firestone
Rubber)
New Castle, Indiana

Joe Wallace
Purchasing

Dr. Leroy Rose
Compounder

REQUEST: Johns-Manville should follow-up on their asbestos
fiber samples to meet Worldbestos specs in that
they are seeking a major back up supplier.

Pricing policy formulated by J-M which excludes
freight or distribution costs in that Firestone
is considering their own truck pool service for
the U. S. and Canada.

GM Delco-Moraine

1420 Wisconsin Blvd. Walt Strong
Dayton, Ohio Purchasing

Jim Miller
Engineering

REQUEST: Send information on Pelletized Asbestos to J. W.
Miller, Engineering Department.

Thiem Products

98th/Rogers
West Allis
Milwaukee, Wisc.

Wayne Whitney
V. P. Research

REQUEST: Send information on Automatic Bag Opener to
Wayne Whitney.

In addition, provide Mr. Whitney with asbestos
fiber samples for Thiem's extruded product line
expansion. He would like to work closely with
J-M to determine optimum fiber for new product
to be introduced during 1973.

GAF

140 West 51st St.
New York

L. J. Faneuf
Director of
Manufacturing
Building Products

REQUEST: Send information on Automatic Bag Opener and
Bulk Tank Cars to L. J. Faneuf.

Corporate Marketing
GHQ Denver
March 30, 1973

W. L. VanDerbeek - 2 West

CC
R. H. Cuje
M. J. Cowan
D. L. Walling
N. W. Hendry - 3 West

ASBESTOS FIBER STUDY - PHASE I

Pursuant to your request, I am attaching a copy of estimated current and projected internal fiber utilization. These quantitative findings are based upon data provided from division personnel and constitute Phase I.

While denoted as complete, I had elected not to issue Phase I without additional cross checking and probably then as a portion of a Phase II report. Our cross checking involved a meeting with N. W. Hendry to review three specific areas of concern. Namely, A/C Pipe, Industrial Products (Tilton and Marinite) and ACE products. We have subsequently checked further with division personnel and have redone report as attached. Also, it was agreed that N. W. Hendry and CMR would monitor questionable areas on a periodic basis to resolve any discrepancies.

Phase II (domestic quantitative and qualitative) is progressing well and we are issuing periodic status reports to N. W. Hendry (who has a copy of Phase I). Copies of our interim reports are copied to you when deemed significant.


J. R. Gibson
/mb

Attachment

JOHNS-MANVILLE DIVISIONS ASBESTOS FIBER UTILIZATION

(FIBER UTILIZATION)

Non J-M

Divisions	1973	1974	1975	1976	1977
PIPE - A/C	70650	75000	76400	75700	73300
CELITE					
Beer/Wine/Juice					
RESIDENTIAL PRODUCTS					
Asbestos Paper	40000	41610	43210	44910	46610
Flexboard**	10540	10540	10540	10540	10540
Colorbestos**	4000	4000	4000	4000	4000
Blackline	2150	2150	2150	2150	2150
	56690	58300	59900	61600	63300
INDUSTRIAL PRODUCTS					
Thermobestos	382	0	0	0	0
Sheet Packings	3372	3545	3753	3972	4194
Mill Board	2124	2551	2704	2867	3039
Tilton Products *	1500	1675	1900	2025	2093
Marinite Product	1332	2648	2812	2994	3148
Molded Packing	38	42	44	46	48
Asbestos Textiles	950	1500	1875	2250	2625
Cobra	730	755	762	774	783
	10428	12716	13850	14928	15930
ASBESTOS FIBER					
A & E (MINERAL FIBER PANELS)					
Flexboard, Acoustical & Marine Veneer	902	929	957	986	1015
Chalkboard	116	119	123	127	131
Transite, Core Plate	1495	1540	1586	1634	1683
Electrical Boards	411	423	436	449	463
Colorlith/Other	5432	5595	5763	5936	6114
	8356	8606	9038	9132	9406
ACE PRODUCTS					
Colorsill	276	340	414	478	552
Facespan	551	680	827	956	1103
Corspan	834	1029	1251	1446	1668
	1661	2049	2492	2880	3323
CAN. PRODUCTS DIV.					
Transite Pipe	14400	15000	16000	16000	16000

	'73	'74	'75	'76	'77
Africa					
(Blue)	8000	7700	7800	7700	7560
Cassiar	6000	0	0	0	0
Cassiar	440	420	390	370	350

*** If blue fiber is phased out every ton removed requires an additional 1.1 tons of 72-value fiber.

** Possible increase above forecast due to better market conditions.

* Contingent upon substitution of Amosite in the existing product with Chrysotile.

DLW
3/1/73

TOTAL INTERNAL USAGE
(TONS)

168435 171671 177680 180240 181259

Denver GHQ
Corporate Marketing
April 16, 1973

W. L. VanDerbeek
N. W. Hendry

cc: R. H. Cuje
M. J. Cowan
J. R. Gibson

DISSEMINATION OF MEDICAL INFORMATION
PERTAINING TO ASBESTOS

A recurring theme appearing among end users of asbestos fiber is a need for information detailing proper pre-cautionary procedures for a person exposed to this potential health hazard. It is recommended that a program be established to disseminate information to asbestos fiber end users. This information could be released through Johns-Manville Public Relations Department, and/or the Asbestos Fiber Division field sales force. By cooperating in this manner with asbestos fiber end users would benefit Johns-Manville image, as well as, attempting to prevent the elimination of asbestos fiber (as indicated today by certain end users). Since Johns-Manville has utilized more aspects of asbestos fiber for a greater period of time, they should be in a position to describe their preventive program for employees and a protection program for employers in the following areas:

- . . Pre-employment Medical Examination and Screening
 - ... Type of examination
 - ... Employee habits which might make them more susceptible to an asbestos related illness (e.g. Smoker vs. Non-Smoker, etc.)
- . Employee Monitoring System
 - ... Type of continuous examination (e.g. Sputum test, Chest X-Ray, etc.)
 - ... Frequency of examination
 - ... Maintenance of records
- . Description of research in the detection and prevention of potential health hazards
 - ... Plant safe-guards enacted (e.g. Disposable air filtration masks, etc.)

Page 2

If possible, detailed information should be more specific than current OSHA regulations or standards. Certain-Teed, among others, has suggested that corporate retained medical consultants begin to share detailed information regarding the common problem of asbestos and other potentially harmful elements.


D. L. Walling

Denver GHQ
Corporate Marketing
April 23, 1973

N. W. Hendry

cc: R. H. Cuje
M. J. Cowan
D. L. Walling

W. L. VanDerbeek
J. R. M. Hutcheson - Asbestos

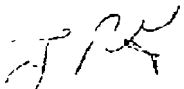
ASBESTOS FIBRE STUDY - PHASE I

I concur with your analysis of our Phase I findings - little or no growth within internal asbestos fibre using divisions. Also, that you must develop a positive plan to counteract their basically pessimistic outlook regarding increased utilization. As you conclude each division interview, we will be pleased to review conclusions and marketing strategies with you - should you so desire.

Your major user (viz. A/C Pipe) attributes their minimal growth to the prognosis of PVC obtaining a large share of small diameter market. (To be offset in part by their ability to capture share from larger diameter steel and iron pipe.) A possible flaw in the overall A/C prognosis is the increasing pressure being applied by the "Do Gooders" in particular R. Nader who advocates complete banning of A/C Pipe. (See Washington Actions - February, 1973 Nader Asbestos Report pages 6 and 7.) Thus, one element of your strategy should encompass consideration of the positive medical suggestions put forth in D. L. Walling's memo of 4/16/73.

These positive suggestions should also be considered for publication to various division end users - thus counteracting the "scare" attitude which prevails with many of the domestic end users we are contacting during our Phase II study.

In essence then, I suggest you consider an aggressive strategy for your current domestic end users in conjunction with our own using divisions.


J. R. Gibson

Denver GHQ
Corporate Marketing
May 10, 1973

N. W. Hendry

cc: H. G. Donovan
R. H. Cuje
M. J. Cowan
J. R. Gibson

ASBESTOS FIBER
END USER COMMENTS

The attached sheets are the second in a series of initial requests from asbestos fiber end users. These people contacted have asked for additional fiber handling information, samples for new products, pricing considerations, or indicate specific complaints.

Additional interview information obtained from end users will be forthcoming in the form of a summary of comments by each end user group pertaining to the Asbestos Fiber Questionnaire.


D. L. Walling

Attachment

ASBESTOS FIBER END USER REQUESTS

Rostone Corporation

Highway 52
Lafayette, Indiana

Dave McQueen
Purchasing

End Use Market Cold Mold Electrical Insulation

Comments: Send information on Automatic Bag Opener.
Rostone finds availability of warehouse stock for
meeting emergency conditions limited.

Dana Corporation

Robinson, Illinois

Steve Cerve
Plant Superintendent

End Use Market Soft Gaskets

Comments: Complaint re: being billed prior to receipt of
shipment - causes problems in meeting cash discount
deadline. Send information on Bulk Tank Cars and
Automatic Bag Opener. Receiving many torn paper
bags which could cause problems with OSHA inspector.

Uniseal

Evansville, Indiana

Walter Zahn
Research Director

End Use Market Sealing Compounds

Comments: Send information on Pelletized Asbestos. Would
like Johns-Manville assistance in seeking an
additive to asbestos in order to help prevent
fiber dispersion upon bag opening. (Possibly
polybutane and/or water could be additive.)
Assistance from J-M in selection of dust control
system for prospective new plant to be built
in one - two years. Better notification of impending
shortage of fiber is requested so they could
stock pile.

Karnak Chemical

Central Avenue
Clark, New Jersey

Mr. Davis
Vice President

End Use Market Black Line

Comments: Karnak would like 100 lb. pressure pack blocks of asbestos without bags - possibly shrink wrapped to alleviate individual opening of bags and disposal problems.

Monsey

Kimberton, Pa.

Joseph Mooney
President

End Use Market Coatings

Comments: Send information on Pelletized Asbestos. Need information as to best device for testing/monitoring air at local plants, cost of pump and filters, equipment usage procedures, and location for air sample evaluation. (Would the "Membrane Filter Method" using Mine Safety Appliances Company Permissible Portable Pump No. 2G-2239 @ approximate \$160.00 and Cassette filters by Millipore Corporation about \$33.00 a set as used by Flintkote be acceptable for their application?)

Thiokol Chemical

Enterprise Ave.
Trenton, N. J.

Paul A. Koons
General Manager

John Weingarten
Purchasing

John Gallagher
Materials Manager

End Use Market Friction Materials - Disc Brakes

Comments: Send information on Pelletized Asbestos. Welcome any suggestions from Johns-Manville on any supplemental or complimentary products that could conceivably be added to friction materials line.

Thiokol Chemical (continued)

Query ... Thiokol asks is there any reason that Johns-Manville couldn't recommend fiber groups and grade for Thiokol to test as J-M is experienced in the friction material business and should be most knowledgeable in friction applications. Thiokol would like to draw on J-M knowledge to determine what formulations have been tried for friction products? What properties were obtained? What processing techniques were used? What dust collection methods are most appropriate?

Latex Fibre
(Div. of Uniroyal)

Camden, N. J.

Larry Carlson
Plant Manager

End Use Market Gasket Materials

Comments: Johns-Manville color code shipments of fiber in order for Latex Fibre to sort out that fiber with freeness problems and hence forth make processing adjustments less frequently. Notification by J-M when there exists possible shortage of their purchased grade of fiber so fiber can be stock piled to alleviate work stoppage. Send information on Automatic Bag Opener.

Foundry Products

5046 S. 38th St.
St. Louis, Mo.

Glenn Pellet
President

End Use Market Compound Sealants

Comments: Assistance from Johns-Manville to solve a recurring problem of fiber knotting in product due possibly to a foreign substance contained in J-M fiber. A guide from J-M on the proper handling of asbestos, such as produced by the chemical companies AMOCO, EXXON or E-JAY. Complaint on broken bags, requests heavier/stronger mill thickness of bags. Code all bags by J-M to aid in the end use processing.

S. W. Grease and Oil

Roanoke St.
Kansas City, Mo.

Wally Hosler
Purchasing

Ray Lawson
Dir. of Waterproof Laboratory

End Use Markets Roof Coatings, Sealants, Caulks, Plastic Cement

Comments: Ray Lawson asks that Johns-Manville provide them with recommendations on equipment for air emission control to meet recent EPA standards. This equipment would be used in their proposed new Olathe facility which may be built in 10 months. Complaint by S. W. Grease and Oil that J-M will not combine shipments with Carey fiber to makeup carload lots for a freight rate break as will Asbestos Corporation. Carey fiber is purchased for its unique color and represents no loss of business for Johns-Manville.

Flintkote

480 Central Ave.
East Rutherford, N. J.

M. L. Johnson
Vice President & General Manager
Flooring & Industrial Products

End Use Markets Floor Tile, Asphalt Coatings, Roof Cement

Comments: Mr. Johnson would like Johns-Manville to participate as an associate member in the Resilient Tile Institute. Johns-Manville could then obtain first hand current floor tile manufacturers concerns about asbestos fiber; and J-M in turn could contribute information pertinent to asbestos and health to the Environmental Committee. Associate Membership costs approximately \$1,500 per year.

Congoleum-Nairn

Belgrove Dr.
Kearny, N. J.

G. D. Eckhardt
Dir. of Purchasing

Martin J. Sendeki
Mgr. of Safety and
Environmental Protection

End Use Market Sheet Backing

Congoleum-Nairn (continued)

Comments: Congoleum-Nairn, according to Mr. Sendecki, requested information from Johns-Manville and the Asbestos Trade Association on the medical aspects of handling asbestos fiber. He received none. Congoleum wishes to share medical information with J-M to better solve the asbestos and health problem.

Amtico
(American Biltrite Rubber Co.)

Trenton, N. J.

William Dawe
Purchasing

End User Market Floor Coverings

Comments: Send information to Mr. Dawe on Bulk Tank Cars, Automatic Bag Opener and Pelletized Asbestos.

Chrysler Corporation
(Chemical Division)

5437 W. Jefferson
Trenton, Michigan

T. Nordman
Mgr. Friction
Materials Lab

P. Hechman
Ass't. Plant Mgr.

End User Market Brake Linings

Comments: Need more information from Johns-Manville as to fiber delivery schedule. A Newsletter pertaining to asbestos fiber handling would be of benefit. Sales call frequency should be increased. Need for larger rail cars which would allow a better configuration on bag shipments; thus, less damage to bags and reduced cost per unload. (Over \$9 an hour with fringes for workers to unload cars.)

Inmont

Central Industrial Dr.
St. Louis, Mo.

Dan McCan
Purchasing

End Use Market Sealants, Adhesives

Comments: Send information on Automatic Bag Opener, Bulk Tank Cars and any materials pertaining to continuous mixing equipment. Mr. McCan has difficulty in communicating with the order department at Jeffery Mine. (Apparently, English speaking problem.) Complaint -- Quality control sheet for fiber follows shipment rather than preceding shipment which is needed in formulations. Johns-Manville Quality Control has shipped fiber to Inmont although they knew it was out of spec, as yet hasn't created a problem but could.

Welco Manufacturing

Ozark St.
Kansas City, Mo.

Earl Stover
President

Ray Grosse
Research

End Use Market Drywall cements, Accoustical spray finishes

Comments: Send information on Automatic Bag Opener. Complaint -- Mr. Stover felt Johns-Manville didn't and wouldn't spend necessary research and development time to find a fiber to meet a specific need so they went to another source for fiber supply.

Certain-Teed

Valley Forge, Pa.

Wes Gatewood
General Manager Pipe Division

End Use Market A/C Pipe

Comments: Market information is lacking, fiber suppliers do not appear to be keeping up on cement technology according to Mr. Gatewood. Any medical information regarding methods of handling asbestos fiber. Suggest -- A cross reference between Johns-Manville and Certain-Teed on medical examinations for prospective employees, monitoring employee physical condition and possible criteria for employee selection if handling asbestos fiber. (Company Doctors Exchange of Information)

Nicolet

Ambler, Pa.

Guy Bakreilson
President

End Use Market Gaskets, Sheet Packing, Asbestos Paper

Comments: Johns-Manville grade 5 asbestos fiber would be used in a large volume by Nicolet if it could meet their specs for efficiency and provide a cost savings.

J. W. Mortell

Kankakee, Illinois

Dwayne Francoeur
Purchasing

End Use Market Sealants, Undercoatings, Extruded Caulks

Comments: Send information on Bulk Tank Cars and Automatic Bag Openers. J. W. Mortell requests that Johns-Manville provide fiber samples to meet specifications. Dwayne Francoeur states that if specifications can be met then it is conceivable that business now held by Asbestos Corporation could be split. Query -- Could Johns-Manville 'wet out' fiber with an additive to help prevent airborne fiber dust?

DAP

Dayton, Ohio

D. H. Montgomery
Purchasing

End Use Market Sealants, Caulks, Putty

Comments: DAP would like both Johns-Manville and Carey to provide them with medical and technical information on the handling of asbestos fiber to meet standards. The reserve stock of asbestos fiber strategically placed in the U. S. is not adequate. Periodically, fiber has to be shared with other users. Mr. Montgomery finds this a fault of both suppliers. Carey is now shipping to DAP in woven plastic bags which DAP finds superior to J-M packaging. It is more desirable to have asbestos packaged in 50 pound bags but DAP will not pay a premium price for this. National Lead and Pacific are shrink wrapping pallets which is considered a service. J-M business is expected to increase 50% in the next 3 months due to a new product in roof coatings being introduced by DAP which will utilize the J-M fiber.

W. R. Grace

Los Angeles, Calif.

John Huxley
Production Manager

End Use Market Spray Insulation

Comments: EPA standards recently enacted allow a percentage of fiber in spray insulation for below what John Huxley believes necessary for product acceptability. Therefore, as of June 23, 1973 no more asbestos will be used - edict by W. R. Grace Company. The substitute for asbestos fiber is wood fiber to be supplied by Georgia Pacific. Mr. Huxley states that the performance of the product will not equal asbestos containing spray insulation. The asbestos situation with EPA is ridiculous in that its gone from local to federal intervention according to John Huxley, and suppliers of asbestos did relatively little to combat this situation.

Duralastic Products

Detroit, Michigan

Dr. Epel
President

End Use Market Plastic Reinforcements

Comments: Currently testing in their lab a substitute for asbestos fiber which looks very promising. Will convert to substitute at earliest possible time to avoid fighting the asbestos scare. Although, Duralastic can meet OSHA standards the State of Michigan appears to be unreasonable in its evaluation of plant dust controls, according to Dr. Epel. Thus, to avoid a possible law suit with the State and in view of the asbestos scare factor Duralastic has decided to substitute for asbestos fiber.

Corporate Marketing
Denver GHQ
May 29, 1973

W. L. VanDerbeek

cc: N. W. Hendry
H. G. Donovan
File

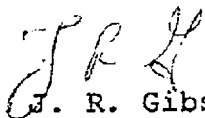
R. H. Cuje
M. J. Cowan
D. L. Walling

ASBESTOS FIBRE STUDY - PHASE II

CMR had programmed to complete Phase II (North American usage exclusive of Canada) by early June. Recent requirement to assist Celite in Talc market and price verification delays our targeted completion date.

It is now our intention to issue a Phase II formal report by the middle of July. Prior to formal issuance, CMR plans to review findings, conclusions and recommendations with listed personnel.

D. L. Walling will continue to issue interim market reports whenever appropriate.


J. R. Gibson

Corporate Marketing
Denver GHQ
May 30, 1973

CONFIDENTIAL

R. H. Cuje

cc: M. J. Cowan
D. L. Walling
File



AFD SALES MEETING

At the request of N. W. Hendry, I attended and participated in the AFD Sales Meeting of 5/23. The prime purpose of the meeting was to review status of mine innovations and to discuss sales strategies.

Ample opportunity was also provided to discuss specific reports and suggestions that Donn Walling and I have forwarded directly to Noel Hendry. It was interesting to note that the sales force provided general reinforcement to the various suggestions.

Specifically, concurrence was reached on the following:

- More technical and medical data should be provided to higher customer echelon. Agreement was also reached that a highly plausible method would be publication of a quarterly newsletter (assuming manpower could be made available to write same).
- Dissemination of J-M medical procedures vis-a-vis Fibre (re: D. L. Walling's memo of 4/16/73).
- Recognition that AFD could not sit around and wait for other J-M personnel to provide technical, environmental or PR assistance to AFD customers.
- Concurrence that more top level presentations (similar to information session given to Armstrong Cork) should be made on an organized basis.

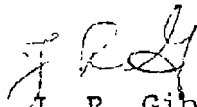
Noel also brought up the subject of the Technical Newsletter that he had formulated, reviewed by W. L. VanDerbeek, G. Wright, and J. Solon. The copy now resides in the Legal Department--awaiting release. The basic purpose is to offset long series of unfavorable Asbestos Press thru buying space in the Wall Street Journal for publication of the release. As the publication has some merit, I suggest you may wish to discuss status with J. A. McKinney.

R. H. Cuje
May 30, 1973
Page 2

The major topic of concern involved recent strategy indicated by Asbestos Corp. Namely, buying market position by giving Raybestos Corp. a 10% discount on quantity purchases. Concern is valid because Asbestos Corp.'s Canadian Mine will soon have 100,000 tons available for U. S. that previously were required for Europe--now handled by new West German mine.

Legal (Bill Breese) stated he does not believe it appropriate for J-M to threaten or take legal action for price discrimination. Conclusion appears to be that AFD may attempt aggressive counter pricing strategy with large brake lining manufacturers.

In conclusion, I believe that the invitation to participate and positive reaction to suggestions, indicates a receptive attitude; also the willingness to revise strategy on the part of Noel, Mike and Jim and the sales force in general suggests positive change.


J. R. Gibson

To: N. W. Hendry, 3W Date June 4, 1973

From: D. L. Walling, Corporate Marketing Research

Copies: H. G. Donovan, 3W ←
 M. J. Cowan, 1W

Subject: ASBESTOS FIBER STUDY

The following are selected comments from individuals interviewed at Bendix with regard to asbestos in brake linings:

Mr. Menz, General Manager

"Under present conditions Bendix is not afraid to use asbestos fiber in brake linings." No ultimatum has been issued internally or externally by automotive manufacturers to discontinue asbestos usage.

According to the Bendix long term growth plan, asbestos brake lining business is expected to increase by 30% during the next five years. This percentage includes a 2+% inflation factor.

105A Test (1976) -- The Department of Transportation on May 4th reduced the standard on brake lining performance at high temperature which indicates the stability of materials. This reduction is viewed as a plus by Bendix in that current asbestos containing linings can't meet standard and most probably upon modification will be able to reach new standard.

Bendix is not entirely within the five fiber standard. They expect to spend \$1.5 million in the near future on material handling equipment which will no doubt help to bring them within standard. Engineering work on the project is from their corporate group in Detroit. OSHA in February 1972 cited the Tennessee facility, Bendix contested and has now just been informally cited which allows time for making necessary corrections. The first inspection of Green Island came this March and results as yet have not been disseminated to Bendix. Tennessee is expected to provide a more comprehensive environmental standard than New York state.

Mr. Aldrich, Chief Engineer

Bendix now uses semi-metallics as substitutes for asbestos in brake linings for heavy duty applications. There is an increased cost of approximately 3 times that of asbestos fiber containing linings. General Motors provide semi-metallic linings as an option on all vehicles. Other automotive manufacturers have yet to follow as hoped by Bendix in that they are the principal supplier of semi-metallics.

Mr. Lovegrove, Purchasing

Bendix asbestos suppliers -- Johns-Manville, Lake, GAF, Carey and Bell. Johns-Manville now has 60-70% of their business; however, the division of business is subject to change. Long term contracts are desired by Bendix reflecting price and other considerations. Mr. Lovegrove states if other suppliers are more willing to offer concessions JM business could drop to around 30%. Current requirements are estimated between 14,000-15,000 tons annually with a 10-15% growth in Tennessee and Green Island requirements remaining static.


D. L. Walling

Approved: J. R. Gibson

Revised for
T. Houghton
by ILW

ASBESTOS FIBER END USERS
1972 CONSUMPTION

<u>COMPANY NAME</u>	<u>LOCATION</u>	<u>END USE MARKET</u>	<u>1972 TONS</u>
DAP	Dayton, Ohio	Sealants, Caulks	1,400
Duralastic Products (1-Plant)	Detroit, Michigan	Plastic Reinforcements	300
J. W. Mortell	Kankakee, Illinois	Sealants, Caulks, Coatings Six plants	3,000 6,000
Nicolet	Ambler, Pa.	Gaskets, Sheetpack, Asbestos Paper Three plants	41,120
Certain-Teed	Valley Forge, Pa.	A/C Pipe Five plants	40,000
Welco Manufacturing	Kansas City, Mo.	Drywall Cement	1,800
Inmont Corp.	St. Louis, Mo.	Sealants, Adhesives Twenty-two plants	1,500
Chrysler Corp.	Trenton, Mich.	Brake Linings	1,650
Amtico	Trenton, N. J.	Floor Coverings	10,000 Trenton
Congoleum-Nairn	Kearny, N. J.	Sheet Backings (Flooring)	30,000
Flintkote	East Rutherford, N. J.	Flooring Industrial Prod. A/C Pipe?	23,000
Latex Fibre	Camden, N. J.	Gasket Materials	1,700
Thiokol Chemical	Trenton, N. J.	Friction Materials (Brakes)	550
Foundry Products	St. Louis, Mo.	Compound Sealants	500
Rostone Corp.	Lafayette, Ind.	Cold Mold Elect. Insul.	540
Dana Corporation	Robinson, Ill.	Gaskets	1,250

<u>COMPANY NAME</u>	<u>LOCATION</u>	<u>END USE MARKET</u>	<u>1972 TONS</u>
Uniseal	Evansville, Ind.	Sealing Compounds	750
Karnak Chemical	Clark, N. J.	Blackline	2,525
Monsey	Kimberton, Pa.	Coatings Two plants	1,600
S. W. Grease & Oil	Kansas City, Mo.	Sealants, Caulks, Cements, Three plants	1,350
Trumbull Asphalt	Summit, Ill.	Blackline, Plastic Cement, Facing Compounds	1,500
Gibson-Homans Co.	Cleveland, Ohio	Blackline, Roof Coating	995 Cleve.
Parr, Inc.	Cleveland, Ohio	Roof Coatings	1,300
H. K. Porter	Huntington, Ind.	Friction Materials	1,800 Indiana
Overall Paint	Cleveland, Ohio	Sealants, Protective Coatings	1,445
National Friction	Logansport, Ind.	Friction Materials	1,000
Tremco	Cleveland, Ohio	Blackline, Mastics	1,125
Thiem Products	Milwaukee, Wis.	Plastic Compounds	470
GM Delco-Moraine	Dayton, Ohio	Brake Linings (Disc)	2,400
Worldbestos	New Castle, Ind.	Friction Materials	3,000
U. S. Gypsum	Chicago, Ill.	Joint Compounds, Tape	6,000
Resinoid Engineering	Skokie, Ill.	Plastic Mold Compounds	375
GM-Inland	Dayton, Ohio	Brake Linings	3,000
Ford	Plymouth, Mich.	Plastic Reinforcement	3,750

Note: Given to R. Hughes, Asbestos, May 1973