

A MESSAGE FROM THE MANAGEMENT

A BAKELITE INVENTORY

At the turn of each year a company, as you know, takes inventory of its goods and chattels, reviews the past year's operations and lays its plans for the future.

Likewise, many individuals take inventory of their preceding accomplishments and failures and resolve to overcome the latter.

Since this is a New Year's message, why not apply that same reasoning and performance to ourselves with relation to our activity in the company in that "big family" spirit which has been so ably emphasized by our associates in preceding messages?

Someone has stated that a company is made up of Men, Money and Management. Personally, I would place money last, for given men and competent management, you can usually obtain money to start and make it when you get under way.

Well, what is Management? In the broad sense, nothing more or less than the ability to direct and control thinking and action, whether it be our own or that of others; therefore, I like to consider that each and every one of us to some degree is a manager whose ability to manage his particular job has a direct bearing upon the welfare of every other individual in the organization.

Now let us take an inventory down through the years of Bakelite's existence:

1909—One man already renowned for his scientific accomplishments, with a new vision before him—Dr. Baekeland.

1911—A start in a small plant with 20 men on the payroll, making an average of 22 cents an hour, producing 8 products for sale.

1924—A consolidated Corporation with 500 people on the payroll, paying an average wage rate of 46 cents an hour with group insurance added, producing 250 products for sale.

1929—A Corporation outgrowing its manufacturing plants with 750 people on the payroll, paying an average wage rate of 49 cents an hour with group insurance, producing 340 products for sale.

1937—A Corporation with a fine new plant and 1115 people on its payroll, paying an average wage rate of 54 cents an hour with insurance, vacations with pay and profit-sharing added, producing 610 products for sale.

1961—An enterprise consisting of ? plants employing ? people, paying a wage rate of ? cents an hour with ??? added, making ??? products for sale.

They say the first one hundred years are the hardest; so, if we were able to achieve the constantly improving results shown in twenty-five years, beginning with one individual, what 1115 individuals can accomplish with a background of twenty-five years' experience, equipped with a magnificent plant and adequate reserves, is entirely dependent upon our cooperative effort in the interest of the Corporation. Therefore, let's resolve to do our utmost to replace those question marks at the fifty year point with some large figures.

Happy New Year!

SANDFORD BROWN



SANDFORD BROWN
 Vice-President of Bakelite Corporation
 President of Halowax Corporation

Sandford Brown, better known as "Sandy," was born on March 9, 1888, in the city of Philadelphia. His family soon moved to Montclair, N. J., where Sandy went through the public schools. He continued his education at Cornell University where he studied Mechanical Engineering.

After leaving college in 1911, young Mr. Brown started the second largest chicken farm in the country. This business felt the immediate effects of the engineering principles with which he was naturally gifted. Fresh eggs were delivered by auto truck for the first time in history.

Two years later the Brown ambition found an outlet in the Condensite Company, organized by Mr. Brown's father. Young Sandy began on the ground floor, making molding materials as an operator at nineteen cents an hour. After some time at this, he was sent to Detroit to begin the manufacture of Halowax according to a process taken over by Condensite. The development of the Halowax Corporation into a profitable subsidiary of Bakelite Corporation has been very largely due to the organizing and sales ability

of Mr. Brown. He supervised the building of the plant for Halowax manufacture and has inspired the continual improvement of its facilities and processes. Mr. Brown served not only as the guiding light of the Halowax business but also became, successively, Chief Engineer, Sales Manager and Vice-President of the Condensite Company. After Bakelite Corporation was formed and took over the Condensite organization, Mr. Brown was made Director of Engineering Service. When Halowax Corporation was incorporated, he became its President, and later was made a Vice-President of Bakelite Corporation.

Almost two years were spent in Europe by Mr. Brown from 1929 to 1931 in sales and organization work with our associated companies. His intimate knowledge of all phases of the Bakelite business, his gift of mechanical and engineering skill, together with his natural aptitudes for friendly contact with people, have made him a master salesman of Bakelite products and an ambassador of good-will to our associates as well as our customers.

When Sandy was a boy, his bicycle had one of the first pair of pneumatic tires. He and his father made a trip from Philadelphia to New York in a horseless carriage before others would attempt it. His automobiles have always been used to experiment with new kinds of brakes, brakelinings, tires and other accessories. Motor car men from presidents to race drivers are his buddies.

Sporting events of all kinds draw his interest. He welcomes a game in which he can pit his nerve and sagacity against that of other men. Gifted with a fine physique and muscular coordination, he is an athlete of versatile accomplishment. He was an excellent performer in all youthful sports, especially swimming, and is now a "top notch" golf player who can match most amateurs at the game. Let him walk into most of the big athletic clubs and you will see smiles of welcome and hear the hearty greeting, "Hello, Sandy! When did you blow in?" ring out from all sides.

BAKELITE CORPORATION OF CANADA LIMITED

By W. A. CAMPBELL

When Dr. Backeland was granted his patents in 1909 there was in Toronto a partnership between Dr. Vandelinde, eminent rubber chemist, and Dr. Cohoe, Professor of Chemistry at McMaster University. They operated a company called "Chemical Laboratories Limited" to produce fine chemicals. They secured a license to produce resins from Dr. Backeland and built a plant on Van Horne Street.

This new plant under the name "Plastics Limited" produced at first the old "Solid A" soda catalyzed resins from which they made only asbestos-filled molding compounds. Later, they produced the No. 1 varnishes and undertook coil impregnating in addition to the molding operations which had been practised from the beginning.

ON THE MOVE

Bakelite production continued on the Van Horne street property from 1910 to 1916 when the plant was moved to Junction Road and Weston Road. During this period (1911-1915) Mr. Harry P. Mills came with the company. He was later associated with the Bakelite Corporation in Europe.

After about one year's operation in the last named location, Plastics Limited was moved to Weston, Ontario, where it was housed with the Vandelinde Rubber Company.

About this time, probably in an effort to increase business or to forget past errors, the name of the business was changed to "Electrical Hard Moulding Company Limited." This title persisted from 1918 until the beginning of 1920.

In June, 1919, W. M. Davidson—the present Manager—and his associate, J. B. Rathbun, had taken over the company and on November 1 of the same year T. B. Jones, the Mechanical Superintendent, joined the organization.

Under the new management the plant was moved to Mount Dennis and production of varnishes and resins continued as formerly. The still room foreman and chief (and only) operator, George Wort (Old George) trusted firmly in the dairy which watches over the destiny of all resin makers and turned out of his ten gallon still any required amount of whatever was needful. By following a fixed routine and holding his mouth in a certain way, somewhat more than half of the varnish was good.

Early in 1920 Mr. Davidson arranged with the Cutler-Hammer Company of Milwaukee that the company should produce C-H cold mold compounds. The relatively large production of cold mold products, together with the few hot mold parts permitted the plant to operate for about 18 months. In the late winter of 1922 the company went into liquidation and ceased operation till May, 1922.

CHANGE AND DISASTER

At that time the late Harry Corey interested Dr. L. V. Redman in the affair of the company which was reorganized under the title "The Electroplox Company of Canada Limited."

In this set-up Mr. Corey was President and General Manager, Mr. Davidson—Manager of Sales, Mr. Rathbun—Factory Manager. At this time, too, Miss Jeffrey, who is still in the office, joined the force. In July, 1922, Mr. Davidson joined the organization as chemist.

In addition to the production of cold and a very small amount of hot molding compound, August, 1922 witnessed the first real attempt to produce laminated products on a commercial scale. The impregnated paper was imported from Formica and pressed in Toronto. The finished product left much to be desired. On November 13, 1922 the plant was completely wiped out by fire and in the

eight months following, during which there was no production, unfilled orders were taken care of by the Cutler-Hammer (Milwaukee) plant.

A NEW START

February, 1923, marked the reorganization of the company as "Electroplax Limited" under the Bakelite Company. Mr. Davidson became General Manager and Mr. Campbell, Factory Manager.

The new plant was located at 163 Dufferin Street, Toronto, in a disused wartime aeroplane plant.

The only production at first in this new company was cold mold compounds and parts. Instead of C-H compounds, however, a compound based on a formula of Mr. V. H. Turkington, was produced. The manufacture of this class of goods persisted until 1929.

Later in 1923 hot mold presses were set up and a general custom molding shop in hot and cold mold was established. In August of that year John Buchan was transferred from the Chicago plant to take charge of the molding operations. During the latter part of this year and into 1924, Clarence Nash—of the Bloomfield plant—was located at Toronto.

In 1924, following the death of F. E. Rathbun, the Accountant, Mr. Anderson—the present incumbent, joined the company. About the same time the laminating department was started under the guidance of Harry P. Mills.

EXPANSION AT LAST

In 1925 it was found necessary to secure extra space and the north half of the building at 163 Dufferin Street was leased. The added floor space was utilized to take care of the expansion in the laminating department and the installation of a hot mold plastic department.

The installation of this last named department and the commencement of manufacture of plastic under the able tutelage of Mr. Frank P. Brock was the

end of this type of building development. From then on development consisted chiefly of expansion or curtailment of existing processes.

In 1928 Mr. Buchan took over the supervision of the laminating production and fabricating in place of Mr. Mills who had been sent to Europe. The cessation of cold mold production in 1929 was followed in 1931 by that of 'hot molding'. Laminating fabrication continued to 1935 as did the tool shop for custom production molding tools.

Shrinking markets due to the depression, coupled with the effect of trade wars in the United States, have militated against any spectacular advance in the affairs of the Canadian Company. With the return of some hope for increased prosperity, however, the business outlook has brightened. Consequently, the increased optimism of the country as a whole has been mirrored by that of the Bakelite Corporation of Canada Limited.

YOU MUST WORK—My son, remember you have to work. Whether you handle a pick, a wheelbarrow or a set of books, whether you dig ditches, edit a newspaper, ring an auction bell or write funny things, you must work.

Don't be afraid of killing yourself by overwork on the sunny side of thirty. Men die sometimes not because they quit at 9 p. m. but because they don't go home until 2 a. m. It's the interval that kills, my son.

Work gives you appetite for your meals; it lends solidity to your slumber; it gives you a perfect appreciation of a holiday.

Take off your coat and make dust in the world. The busier you are the less harm you are apt to get into, the sweeter will be your sleep, the brighter your holidays, and the better satisfied the whole world will be with you.—Bob Burdette.