Monsanto

St. Louis - General Office

April 26, 1967

AROCLOR - ELECTRICAL QUALITY
OVERSEAS SHIPMENTS

TO : Vince Haupt - ANNISTON

H. S. Bergen - HBERG
G. R. Buchanan
H. C. Carder - HCARD
J. Cresce - J CRES
L. C. Fuhrmeister - ANNISTON
H. L. Gray - ANNISTON
H. O. Hehner - HHEHN
D. B. Hosmer - DHOSM
G. Miller - ANNISTON
Dr. R. Munch - SECOND STREET
W. B. Papageorge - ANNISTON
Dr. W. R. Richard - WRICH
B. Sieverson - ANNISTON
R. A. Steenrod - RSTEE
C. M. Williams

Many thanks to all of you at Anniston for your weekend effort to make the boat from New Orleans to Australia with 100 drums of electrical quality Aroclor. Friday afternoon when Pap Gray first got this order the concensus was that the shipment could not be made. If we miss these overseas shipments we loose the business - we don't get a second chance to shut down the customer. His business is hard to get and hold. He can easily buy from our competitors. It is not like our domestic affairs, where we don't have to meet competitive quality.

1. We have "high" electrical specs on overseas shipments, set arbitrarily, but without assurance they could be met.

2. We have a quality control program, but no control of quality.

3. We have official electrical test procedures, but get all kinds of answers on the same production batch.

4. We know a lot about the idiosyncrasies of the electrical characteristics of Aroclor, but we don't know what contaminants in our production and handling environments are the offensive factors.

5. On occasion we hit the competitive quality specs, but we don't have anything to put our material in capable of holding these values.

6. We now have considerable more overseas customers than domestic, but it is not easy to "brain-wash" them in Portugese, Spanish, etc.

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Two fellows were walking along a resort beach. They saw a very shapely girl with a very skanty dress. One said, "Who made that dress?" The other replied, "The police!"

But we are trying to police something we don't seem able to dress, (make, that is), except on occasion such as for example over the last weekend. Last minute, brute force is our approach to making a tender thing. You are waiting for improved refining equipment, e.g. the Porocel column. But this alone will not solve the quandry. Cleanup of our present facilities is known to help, and this includes the test cell!

From the days of Jack Clegorn, the great magician, on through today, the Anniston plant people are noted "for trying".

Keep trying, as Charlie Williams just learned that another order came through today from Inducon, Brazil for 60 more drums.

Yesterday we got another new customer in Australia. He stopped in at St. Louis to see me. This is nice. It gave me a chance to tell him all the trouble he is headed for unless he sets up to refine our Aroclor. He wanted to use it as received! Now I could not tell him that we don't seem to be able to consistently refine it, ourselves. Australia is 6,000 miles away. Few boats leave our ports for this land. When we miss the boat we have had it, but I could not tell this man that we have no inventory.

If we are going down, let's go down with at least "some" material rather than empty drums. Suggest that pirating on behalf of plasticizer Aroclor be stopped. Marketing should have given you better guidance on this. By all means, when the lab rejects your plant production tell them to try refining it in the lab. At least we will know whether or not it responds to refinement.

In the meantime, especially until you get a minimum inventory of 250 drums, International needs give you all possible guidance on scheduling shipments. But they don't seem to know what orders are enroute. Please get 250 drums in stock. Last January we asked for minimum stock of 90 drums, later raised to 250. If you get good stuff, put in a shipload.

Best regards.

Paul

P. G. Benignus

/ecd

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