manufacturers, and had initial meetings with them.

We asked about their raw material suppliers, and we had contacts with them, so starting, I think, probably early in 1965 we visited quite a number of places, and '65, I remember, we visited the asbestos mines in Canada, we visited the resin manufacturing plants and all of our brake lining suppliers' plants and a number of the key raw material supplier facilities.

Q Why did you visit the facilities for the raw material suppliers?

A The quality of the product is sensitive to what raw materials you choose to put into it and then what you do for processing. Sort of like making a cake.

You make the cake with the wrong raw material and use the right procedure, it is no good. You go the other way around.

You have to be sure everything is correct, so we had to get involved with the raw material and the process.