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Johns-Manville

Internal Correspondence

To: J.R.M. Hutcheson Montreal Date: April 28, 1980

From: D.M. Kelleher 2-13

Copies: M. Harris 2-13

Subject: APRIL MERCHANDISE REVIEW MEETING

A number of projects currently under way were reviewed.

1. Program to remove dusty products from the market place:

   A. Schnabel reported the results of the tests conducted on asbestos containing products. With the exception of four products, the dust counts measured were from 0.8 f/cc to 0.0 f/cc. These were all dust suppressed products. The four products exceeding these levels were insulating cement,(raw asbestos fiber) 6.6 f/cc, starch bound unsaturated 9.5 lb. roofing felt,10.6 f/cc, latex bound unsaturated 9.5 lb. roofing felt,5.3 f/cc and tape,1.4 f/cc. The tumble test used is considered to be substantially more severe than the handling anticipated in the reasonable forseeable use for these products. The low results on most products tested, indicated that possibly many products in the market place thought to be dusty, are actually safe. These results have changed the thrust of this program. A new program will be developed based on this new information. (16 products tested).

2. Larry Hall presented his plan for our Product Publicity program. A copy is attached. His request for a budget of $21,000 to fund the program was approved. The objective is to have ten articles written and five published in 1980. It was pointed out that reprints of the articles will be used extensively in our Direct Mail program.

3. The Direct Mail program was reviewed. The objectives of the programs are:

   Strengthen J-M Industry Communication.
   Encourage the safe use of asbestos fiber.
   Increase the demand for asbestos - Developing countries.
   Slow the erosion of our customer base - Developed countries.
   Convey J-M's commitment to be:
   - Price competitive
   - A reliable long term supplier

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An outline of the program is:

Format - Attractive Letterhead
- Professional Appearance

Content - Newsworthy events and technical reports (i.e. energy studies, work practices, white papers, asbestos and health, etc.).

- Editorial Committee to set priorities/mailing frequency, etc. (made up of:

J.E. Connor, L. Siebert, L.K. Schuering, M.C. Leman and D.M. Kelleher)

- Advice and assistance from Corporate Advertising and publicity will be used extensively.

Mailing List - Segragated by interest for individual mailings.

- Domestic

- International

- By End Use product - A/C, coatings, friction materials, etc.

The first mailing, The Eternit Letter with Anprm response, should be mailed within 30 days.

4. Miguel Leman reported that the progress on the Customer Compliance Survey is on target.

5. The program to utilize cleaned up C-Line 6 fiber and AX3695 fiber (made from PB #5 feed) was outlined. It is:

Pricing - Base on cost effectiveness (primarily point value).

Product - AX3695 - Consider for use as slate or flat sheet.

- Cleaned C-Line 6 - Consider for possible use in corrugated sheet.

- Treatment, (S, P. or SP)

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Production Limitations - Match to Mill capabilities

Establish Processing Recommendations - None
- Willow
- Kollergang

Test Runs - Waukegan
- Kubota
- Ghent

Trade Mark - Develop for each

Sales Service Requests were put on Research to determine the value of special treatments (S, P, or SP), the appropriate opening techniques and drainage characteristics for each and for different blends of cleaned C-Line 6.

A meeting will be held May 7 and 8 between Research, Fiber Development, Sales and Merchandising to take the initial steps to develop the optimum position for these two materials.

6. Outlook/Business Conditions: Miguel Leman reported that the Plants have reduced their Forecasts substantially (4T30 from 31,000 to 24,200 Short Tons, and Roofing (6D20) from 48,500 to 42,500 Short Tons. Gene Connor reported the Domestic business had recently become very soft. However, because of labor situations and that we are ahead on shipments, no changes in Forecast is to be made at this time. Lutz Siebert reported substantial strength in Group 4, (an increase in 4T30 from 109,900 to 116,700 Short Tons). As we presently see 1980, we anticipate Sales of $217,000,000 vs a plan of $211,850,000 for Asbestos Fiber.

7. The results of the cushion vinyl flooring presentations to Congoleum, Mannington Mills (who buy their felt from G.A.F.), and G.A.F. were reviewed. The meetings were well attended by key people in each case. Congoleum had projected the impact of escalating energy costs. G.A.F. had apparently not. Their interests generally followed this order of importance; our long term pricing strategy, the impact of energy on costs of PVC and glass, our research story, long term supply and demand and regulations. Congoleum believes glass will capture a portion of the "expensive flooring" market segment. Neither Congoleum or G.A.F. saw glass as a strong direct competitor to the asbestos-latex system because of costs. They see asbestos latex or a composite paper carrier holding the less expensive (below $15/yd) market segment.

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Congoleum claimed a composite paper competitive with asbestos-latex is now on the market. The strategy to be used would be to "slip" it into the market. It would have the appearance and "feel" of asbestos.

Generally, I believe they accepted the position that asbestos-latex would be the most cost effective in the long term and that we would be long term firm supplier.

The meeting results were well worth the time and cost involved. We should recognize that they are all feeling strong pressure from their customers to find a substitute that would be equally or even somewhat less cost effective.

8. Jim Reis brought the group up-to-date on the development of Asbestos Regulations.

DMK

D.M. Kelleher

DMK:mh

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Johns-Manville

Internal Correspondence

To: Denis Kelleher, 2-13

Date: 4/11/80

From: Larry Hall, 1-07 LH

Copies: Jerry Attridge, 1-07
Curt Linke, 2-28
Bob Feeney, 1-07
Jim Reis, 2-10
Harvey Epstein, EPR
Carol Ebert, 1-07

Subject: Attached Plan/Budget for Trade Publications Publicity

Here with the plan including the results of our meetings with trade publication editors earlier this week.

This is a first draft and comments from information addressees are needed before we can finalize it.

With respect to the number of articles and announcements that can be created for the $15,000 fee, however, those are numbers you can use in obtaining budget approval for a program. The $6,000 eastimate of out-of-pocket costs needs approval also.

We should begin this program as soon as possible and we therefore assume you will want to go for your budget approval as soon as possible, if such approval is needed.

It is our understanding that this program is to be funded out of a division fund. The increment for product publicity in the advertising budget is only $4,000.

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TRADE PUBLICATIONS PUBLICITY PROGRAM

Asbestos Policy Program

Attitudes of trade publication editors as revealed in meetings at Cahners, Penton & McGraw-Hill

1. While they are aware of adverse publicity appearing in consumer media, most editors hear nothing pro or con regarding asbestos from the trade and professional audiences they serve.

2. Most are aware that government regulatory bodies seek to ban asbestos wherever possible. Many are antagonistic toward what they perceive as unwarranted government interference in the market place.

3. Some do not think J-M has an asbestos "image" program or a marketing problem.

4. Some are aware that "asbestos-free" is used as a selling advantage by competitors. They want to know what will be the substitutes for asbestos.

5. Most editors appear to accept J-M's view (as communicated by Reis, Linke, Attridge) as reasonable and to appreciate having heard it. Some wonder why we have not been more aggressive in communicating it.

6. The asbestos "problem" is of interest to only a few of the editors who attended: APPLIANCE MANUFACTURER (hair dryer problem); OCCUPATIONAL HAZARDS; MATERIALS ENGINEERING (status of engineering material); MACHINE DESIGN (OEM applications); HYDRAULICS & PNEUMATICS (packings, gaskets and seals); BUILDING, DESIGN & CONSTRUCTION (built-up roofing, panels, pipe).

Our Problems

1. Editors will look at asbestos only from the perspective of their own audiences, and the uses of asbestos in the marketplace (s) involved.

2. Most editors assume (in the absence of contrary information) that asbestos will be replaced, and see the news about asbestos in terms of replacements.

3. There are indications that contractors, engineers, architects, and others are concerned about the possibility of being sued if they employ asbestos-containing products.

4. We must try to offset the negative publicity these editors and audiences receive in consumer media.

5. We must demonstrate that asbestos is worth keeping and is irreplaceable in many applications.

Our Opportunities

1. Support our asbestos-buying customers, and engineers, and contractors with demonstrations of product superiority, economy, and energy savings.

2. Show that asbestos is no threat in the workplace or among the general public, except among smokers.

3. Try to make news by fighting back against the regulators. Show the justice of our cause and the injustice in the government position.

4. Help reverse the downtrend. Restore confidence in asbestos for use in present products and future products.

What's Needed

1. Copies of all available data for use in developing the most effective releases and approaches to editors.

2. Additional tests/demonstrations of superiority of asbestos, and safety in use.

3. Facts to illustrate that, including the costs of handling precautions, asbestos still wins in value analysis.

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Immediate article/case history opportunities:

1. Occupational Hazards -- Article about asbestos production/handling at Jeffrey. Take editor to Jeffrey. Get article reprints for use with other editors.

2. Industry Week -- "Executive on the Spot" feature. Opportunity for J. A. McKinney statements about asbestos. Linke handling. MARKUSSON/KOTIN OR MCKINNEY

3. Public Works -- Rewrite of Houston acceptance of A/C pipe. + 2 STORIES FROM

Literature Announcements

Send out broadside releases offering AFD literature and other selected division literature about asbestos-containing products. Feature codes/specs, unique properties. BROCHURES?

Why asbestos containing products are better than substitutes

Other short range articles/case history opportunities:

1. Materials Engineering -- Review of asbestos as an engineering material.

2. Hydraulics & Pneumatics -- Unique advantages of asbestos in these applications. SEALING COMPONENTS

3. Rewrite of article on "safe" tools for fabricating asbestos panels. ARCH MAG.

4. Article on asbestos panels in cooling tower fill -- Electrical World. WITH TOOLS AS INNOVATION - NIT NEED FOR AUTOCLAVING

5. Insualtion/Circuits article - Quin-T electrical insulations. DONT DO.

6. Machine Design article -- Use of asbestos in OEM products. RISK OF SUBSTITUTES

7. Economies in A/C pipe. COST EFFECTIVENESS REVIEW W/PIPE

Plan and budget -- 6 months 1980:

10 articles written, five published

10 literature announcements, product announcements

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Fee	$15,000
Expenses	6,000
	$21,000

F

A.F.D. ADVERTISING MEETING

AUGUST 12, 1980

1981 ADVERTISING PROGRAM

OBJECTIVE:

Communications program to help slow erosion of our markets in developed countries, particularly Group 7 fibers.

Advertising objectives different for various group:

1. A.F.D. Division
2. Asbestos Advirory Policy Committee
3. Corporate Relations

GROUP 7

1. Flooring
2. Friction
3. Blackline
4. Packings and Gaskets

Plan to prepare presentations similar to the flooring for other groups, i.e. Mechanical Engineers.

Ads should carry the message that locked-in or encapsulated products are safe to use, are more cost effective and may be less risky than substitutes (we now know how to use asbestos safely).

Presentation for J.R.M. Hutcheson, September 8 or 9.

Advertising considerations:

1. Media Advertising
2. Audio/Visual Presentations
3. Direct Mail
4. Publicity
5. 100th Year Anniversary

DISTRIBUTION:

D.M. Kelleher	2-13
L.K. Schuering	2-13
M.C. Leman	2-13
R.H. Feeney	1-07
C.J. Ebert	1-07

Johns-Manville

Internal Correspondence

F

To: E. M. Fenner 1-06

Date: June 6, 1978

From: J. F. Reis 2-14

Copies:

Subject: ASBESTOS AND HEALTH SEMINAR

As discussed earlier, we would like to request your participation in an AFD Asbestos and Health Seminar for customers visiting here during the U.S. Open. The Seminar is scheduled for Friday, June 16, at 8:45 A.M. in the Loveland Room.

Your presentation should be similar to or the same as the presentation given at our G-M meetings, and should be 15 to 20 minutes in length.

You are also invited to join us for lunch.

J. F. Reis

JFR:mh

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Johns-Manville

Internal Correspondence

To: Distribution

Date: June 6, 1978

From: J. F. Reis

Copies: V. Hall

Subject: ASBESTOS AND HEALTH SEMINAR
JUNE 16, 1978

Attached is the tentative program for the customer seminar for our visitor's to the U.S. open. The seminar will be held at 8:45 A.M. on Friday, June 16, in the Loveland Room and will be followed by lunch in the Oak Room.

J. F. Reis

JFR:mh

Attachment

Distribution:

M. Harris
D. Poutiatine
J. E. Connor
L. Siebert
D. M. Kelleher
P. Kotin, M.D. 1-06
E. M. Fenner 1-06

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A.F.D. ASBESTOS AND HEALTH SEMINAR
JUNE 16, 1978

8:45-8:55	Welcome	D. Poutiatine
9:55-9:10	Movie "Where Eagles Soar"	
9:10-10:00	Asbestos and Health	P. Kotin
10:00-10:15	Coffee Break	
10:15-10:30	Movie "No Smoking Please"	
10:30-10:45	J-M No Smoking Policy	P.Kotin
10:45-11:05	OSHA and EPA Update	E.M. Fenner
11:05-11:30	Quebec Situation	D. Poutiatine
11:30-12:00	Tour WHQ	
12:00-1:00	Lunch	

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Johns-Manville

Internal Correspondence

To: D.M. Kelleher 2-13

Date: March 19, 1980

From: L.K. Schuering 2-13

Copies:

L. Siebert	2-13	G.E. Hughes	Mississauga
J.E. Connor	2-13	W.J. Plichta	R & D
M.C. Leman	2-13	T. Ryan	R & D
		H. Hay	Asbestos

Subject:

PRESENTATION TO DOMCO INDUSTRIES, LTD.

On Friday, March 7, a presentation was made to the subject company on cushion vinyl flooring underlayment.

In attendance were the following personnel:

JOHNS-MANVILLE CORPORATION	DOMCO INDUSTRIES, LTD.
Denis M. Kelleher, Merchandising	Franco Pace, V.P., Gen. Mgr.
Lee Schuering, Marketing	George Brooks, Gen. Mgr., Domcor
Bill Plichta, Research	Yvan Tacon, V.P, Finance
Tom Ryan, Research	Alfred Kinsman, V.P.
Harry Hay, Fiber Development	Lucien Laramee, Sales Mgr.
Jerry Hughes, Sales	

The purpose of this meeting was to convey our committment to the continued use of asbestos felt in cushion vinyl flooring and to concentrate our efforts to forstall the use of substitute materials such as fiberglass and composite paper.

This message was delivered successfully in several different segments:

1. The J-M committment to remain the Free World's largest supplier of asbestos fiber through competitive pricing strategies and capital improvement programs.

2. Graphically demonstrating the cost effectiveness of asbestos felts as compared to substitute materials.

3. Addressing the asbestos-health issues, particularly as they relate to the cushion vinyl flooring industry.

4. Providing technical expertise to the industry through our Research group wherever and whenever they can be utilized.

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The presentation lasted about 2 hours, including an active participation by all present. Some of the responses by the Domco personnel have led to revisions in the presentation, which includes changes in the Energy Study charts, and the addition of pertinent data on fiber emission studies during flooring removal.

Other Domco comments included requests for specifications and pricing of fiberglass mats. Also, they requested information on the number of people in the asbestos industry that are directly exposed to asbestos fibers. The responses to these two questions will be handled by the writer.

They also mentioned that American Hoescht in Spartanburg, S.C. is making a polyesther reinforcing mat for cushion vinyl flooring. Samples will be provided to J-M for testing and evaluation.

Further, they emphasized the importance of indentation tests on both the felt and the finished flooring product. The felt test is referred to as an Armstrong test using an Armstrong tester Model CS-71HL. The finished product test is referred to as a McBurney Test. The procedure for both will be provided to J-M R & D and will be incorporated into product evaluation programs.

As a result of this meeting J-M Marketing and Research personnel have been asked to return for an additional presentation to Domco and/or Lupel Production and Research people. This is being coordinated through Jerry Hughes, J-M Sales. We have been in touch with Jerry already, and tentatively plan a trip to Quebec the week of April 28 or May 5. If we are able to tour the Domco production facilities, we will meet in Fahrnam. If not, we will meet in Montreal. Jerry has indicated that the following key people have been invited and will attend:

Carlton Morrill, Mgr. Cascade Paper
John Armstrong, Domco R & D (Phone: (514)866-5461)
John Talbot, Coordinator between Domco and Lupel
Mr. Tremblay, Lupel R & D (Felt formulations)

Also, at your suggestion, we will ask Jerry to invite the Lamere Brothers.

L.K. Schuering

LKS:mh

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