Dana Distribution Europe

In 1964, Brown Brothers was experimenting with a new sales strategy. Most its fifty five outlets were still Main Branches, situated in prestigious town center sites, these flagship retail outlets offered everything from supplies to the motor trade to radio and electrical goods.

But twenty-one Brown Brother's branches were now Specialized Service Branches (SSB's), out-of-town depots concentrating on service to the motor trade alone. To Brown Brother's surprise, profitability at the SSB's was far superior to the main branches.

In 1977, in a move symbolic of the shift from town center to out-of-town locations, Brown Brothe left its Central London headquarters for Harlow. With a Distribution Center established at Milton Keynes, Brown Brother's era of specialized distribution had truly begun.

Hayes Dana



In 1960, morale at Hayes Steel, Dana's majority-owned Canadian affiliate, was at an all time low. Over-staffed, over-diversified and wi six years of successive losses, Hayes Steel was such a drain on Dana resources that Dana CEO Jack Martin decided to give it one last chance to get its act together, or close down.

Martin knew it was a tough task -- which made it an ideal posting to test out the new generation of Dana people. He duly sent up a your manager named Ren McPherson, who had done exciting things at Auburn Clutch, and gave him two years to turn Hayes Steel around

McPherson arrived in Canada enthusiastic to revitalize the business, but at first, people at Haye Dana were unimpressed with McPherson's bold ideas. He was just a kid who didn't understand how things were done in Canada. Sure, things were bad, but they had been bad before and Hayes Steel had always pulled through.

A glance at the history of the company showed that.

Founded in St. Catherines in 1922 by C.B. Hayes as Hayes Wheel Company of Canada Ltd., Hayes produced wheels for Durant, Essex, Willys and Grey-Dort, Chrysler and Chevrolet. Desp early success, the company faced financial trouble in 1927. Charles Dana acquired a small stak in the company, whose name was changed to Hayes Wheel & Forgings Ltd. Hayes launched a drive for new products and markets, and it started to manufacture Spicer universal joints, drill bi grinding balls and other mining products.

In 1936, the Depression forced a second reorganization. Re-christened Hayes Steel Products, t company revived and played its role in the Allied war effort, supplying parts for airplanes, tanks and other military hardware. Then, after good times in the early fifties, the company had fallen ir another downturn. Business was cyclical, Hayes Steel people figured, and there was nothing to but shrug and wait it out.

But McPherson had other ideas. Determined to try out some of the Discussion Group ideas fron nearly a decade before, he told his new colleagues about their two-year deadline and suggeste that if they wanted to be around after that, they start solving their problems at once. Hearing grumbles that he was too new to know his job, McPherson moved his top twenty people into ne jobs, so that they were all learning together. Forty-two percent of jobs were cut. Non-automotive operations were sold or closed, causing total sales to plummet. Broken machines were chucked out, and the equipment was reorganized with the help and suggestions of the people who worke them. People took to meeting Saturday afternoons in a local restaurant, Lorenzo's Spaghetti House, to trade ideas and discuss improvements that were put into practice with a tremendous impact on costs and quality.

As the Canadian economy began to boom, work shifts at Hayes started to compete with each