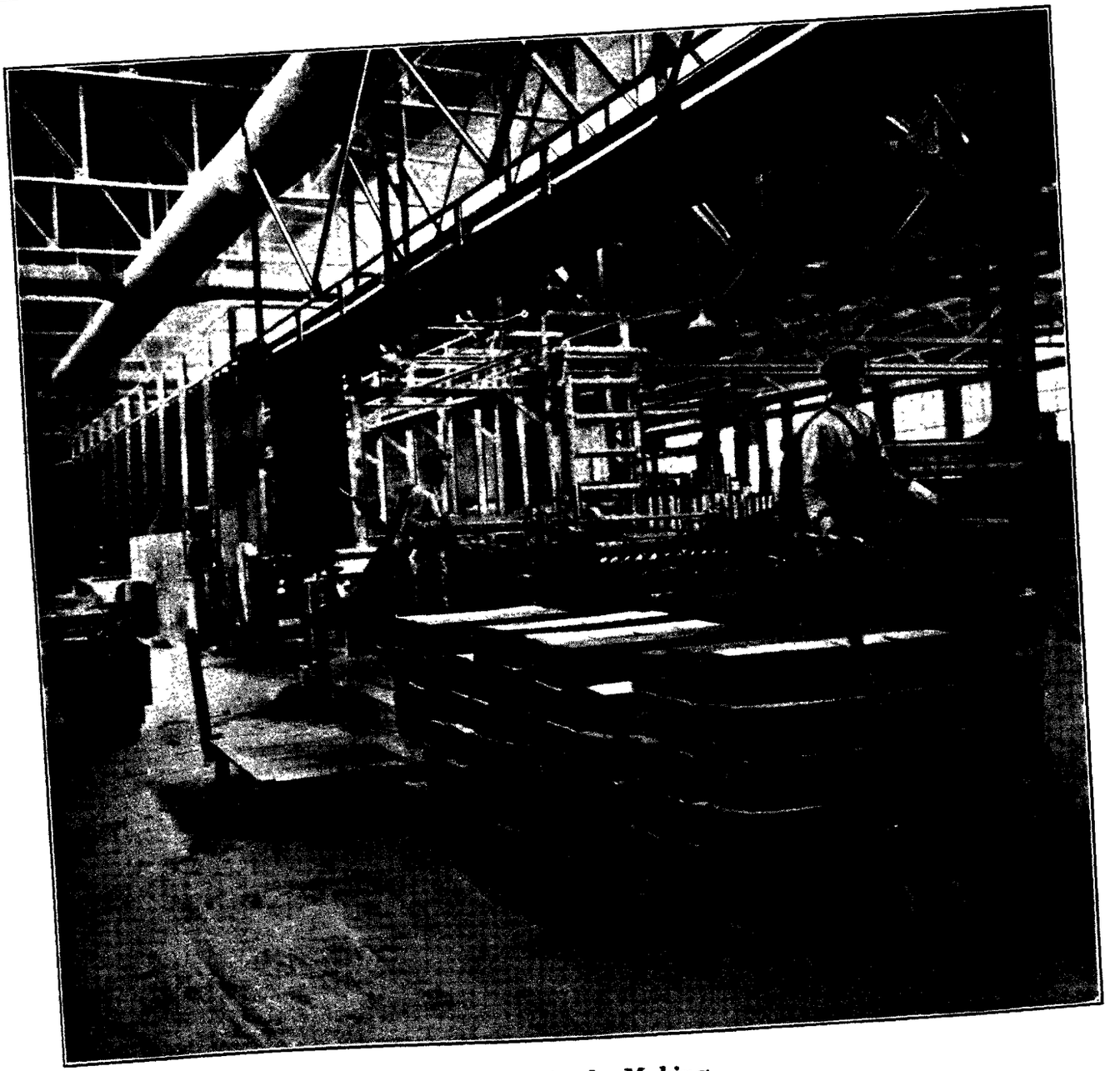
THE J-M CIRCLE

OCTOBER *For and about Johns-Manville Employees* 1928



Roofs in the Making

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Fighting Oil Tank Fires *with* J-M Corrugated Transite

Oil tank fires may be spectacular, especially when seen through the eye of the movie camera, or reproduced in a pictorial weekly, but, needless to say, they are extremely destructive. The oil companies, having to bear these losses, and being unable at times to prevent fires from starting, consequently make every effort to prevent their spread from one tank to another.

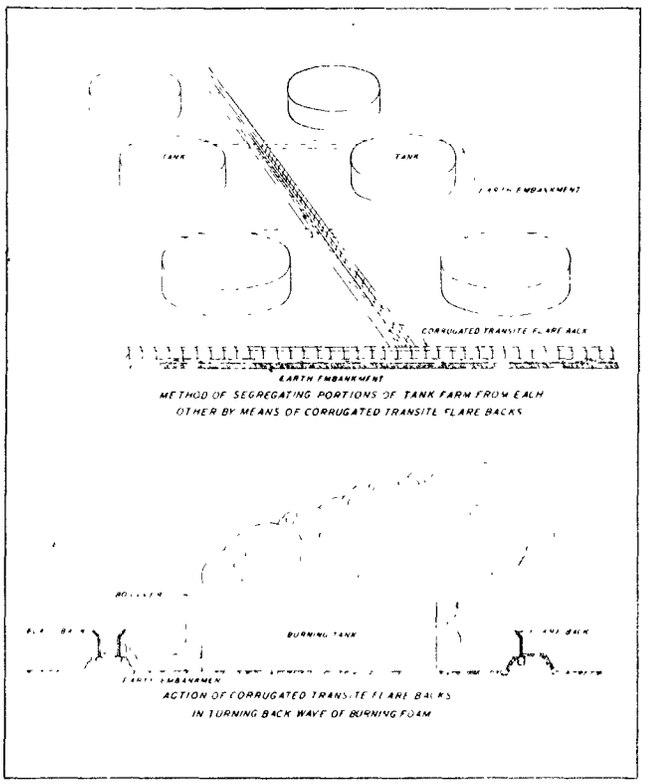
In this they are aided by the flare-back, a fire-wall that in the past has been built of concrete, brick, tile or iron, and which now, through an idea developed by E. H. Clausen, Sales Manager of the San Francisco District, is being constructed of Johns-Manville corrugated Transite.

Mr. Clausen, as the article on page 7 tells, realized the possibilities of Transite for this purpose, and Mr. Heyn induced the Union Oil Company to try out the material. The result was an initial order for $6,000.

In order to understand the design and function of the flare-back it is necessary to know something of the action of crude oil tanks when they catch fire. Invariably they contain a certain percentage of water which naturally settles to the bottom of the tank. This volume of water varies considerably, but it is almost always present in sufficient quantities to be the cause of one of the most serious factors of oil tank fires: the so-called "boil-over."

When a tank of oil is on fire the oil surface is at a considerably higher temperature than the body of oil beneath it. However, the temperature of the body of oil will gradually rise and tend to approach the surface temperature. On account of the viscosity of the oil and the pressure of the body of oil lying on the water, this water does not have a chance to evaporate rapidly. As the oil above the water burns away, the body of this oil will become hotter, until eventually the water in the bottom of the tank is in contact with oil at a temperature above the boiling point of water.

Under this condition the water will burst into steam, and the expansion of the remaining oil-water content of the tank to as much as seven times its normal volume will take place. A "boil-over" then occurs, and a wave of burning oil-foam surges from the tank in all directions towards an earthen embankment. This wave of burning oil-foam may be several feet in height and, unless retarded or checked, will, in practically all cases, overflow the embankment.



It has been standard practice for some time to isolate each tank within an earthen embankment built up to such a height that the volume of oil in the tank could be contained within it. However, in only a very few cases have these embankments been built high enough to take care of the surge of the oil. The result is that in practically all cases of a "boil-over," the burning oil has spilled over the embankment and frequently has been the cause of fire to an adjacent tank or some portion of the refinery adjoining the tank location.

The flare-back, built on top of the earthen embankment, affords a maximum degree of protection against spreading of the fire. Flare-backs are designed and constructed to add to the height of the embankment and at the same time to deflect or turn back the surge of the burning oil toward the tank enclosed.

Since corrugated Transite, capable of satisfactorily withstanding fire, is easy to erect and is sufficiently strong to withstand the surge of a wave of burning foam, it has been adapted to this use.

Flare-backs constructed from concrete, brick, or tile are more expensive to erect than are iron or Transite flare-backs. Corrugated iron will not stand the temperature to which it will necessarily be subjected in the case of fire, and since it is easily corroded, as a flare-back it might be in very poor condition to withstand a fire.

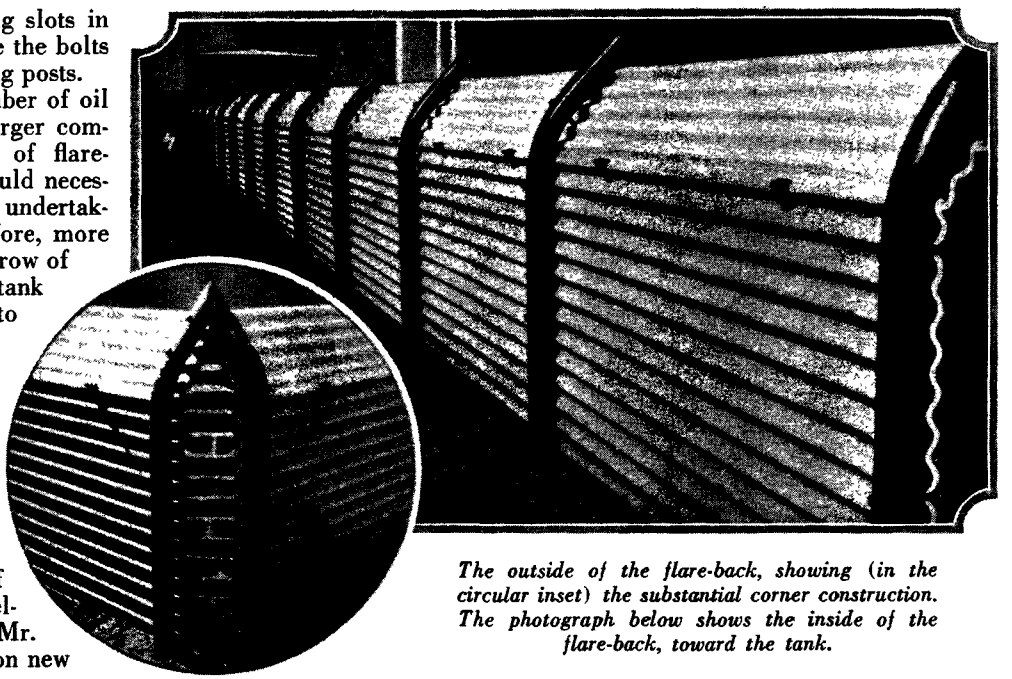
The only difficulty experienced in the first tests on Transite flare-backs was in the heat expansion, which takes place when the material is subjected to very high temperatures. This was

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quickly overcome by cutting slots in the sheets of Transite where the bolts fasten them to the supporting posts.

Because of the great number of oil tanks which most of the larger companies have, the erection of flare-backs around each tank would necessarily be a very expensive undertaking. Flare-backs are, therefore, more often built to segregate one row of tanks or one portion of a tank farm from another, than to surround each individual tank.

The accompanying photographs, taken on a tank farm of the Union Oil Company of California, and the sketches on the opposite page clearly illustrate this new use of a J-M product. The story of how the flare-back was developed by Mr. Clausen and Mr. Heyn is told in the article on new uses of products, on page 7.



The outside of the flare-back, showing (in the circular inset) the substantial corner construction. The photograph below shows the inside of the flare-back, toward the tank.

Opportunity for Promotion in New Understudy Plan

As a part of a training program looking toward the proper management of the Johns-Manville Corporation, a "key position understudy plan" has been formulated. The plan is, in brief, a system for selecting and training an understudy for each key position in the organization, so that in the event of a vacancy, there will be a well qualified successor ready to take up the work.

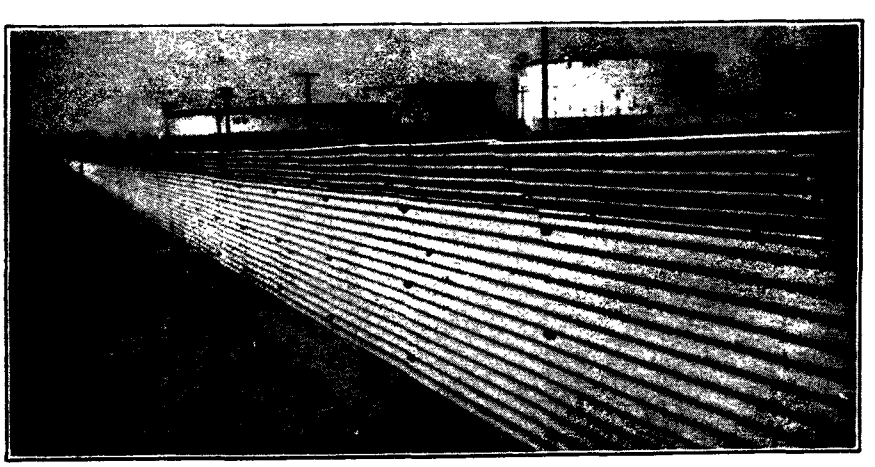
This policy of promoting from within the organization, endorsed by President Merseles, will increase the opportunities of every employee in the Johns-Manville Corporation.

Since an understudy will not, except in special instances, be informed of his tentative selection, for the reason that conditions may change before an opportunity makes possible his promotion, the plan offers to employees an inducement to train themselves for the jobs higher up. And since the designation of an understudy carries with it no obligation to make promotions on that basis, every employee may feel he has an equal opportunity for advancement.

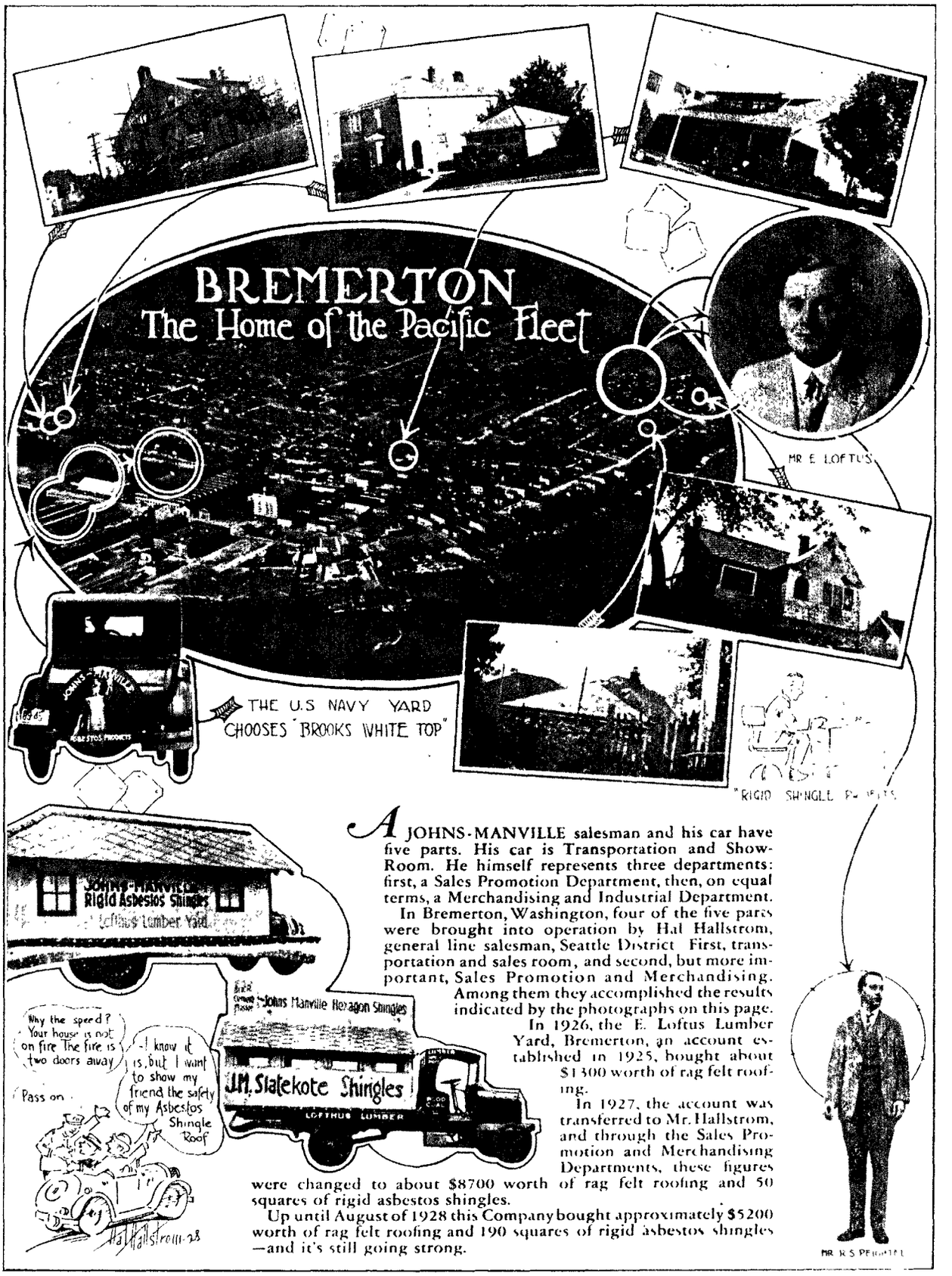
"Key positions" listed in the plan include, in the Divisions, the sales managers of departments, sales supervisors of sections, district sales managers and sales supervisors. In the Factories they include the superintendents, engineers, master mechanics, office, purchasing and traffic managers, and a few miscellaneous positions. In the General Office the key positions are many and varied. As the plan progresses, additional key positions in the smaller offices and in the factories will be designated, so that a great many employees will be in training for some higher position.

A record of both the occupant of the position and the understudy or understudies—for more than one understudy may be suggested if this seems advisable—will be submitted to the Officers' Board by the person making the nomination. The understudy selected will be the person best suited for the position, second only to the present occupant. He should be actively engaged in work similar to the position in question or in work that is fitting him for it.

Card records of the understudies will be kept on file in the offices of the Division Sales Managers and the Factory Managers and Superintendents, with duplicates in the office of Johns Sanders, Jr., Personnel Manager, who is responsible for the operation and follow-up of the plan.



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A JOHNS-MANVILLE salesman and his car have five parts. His car is Transportation and Show-Room. He himself represents three departments: first, a Sales Promotion Department, then, on equal terms, a Merchandising and Industrial Department.

In Bremerton, Washington, four of the five parts were brought into operation by Hal Hallstrom, general line salesman, Seattle District First, transportation and sales room, and second, but more important, Sales Promotion and Merchandising. Among them they accomplished the results indicated by the photographs on this page.

In 1926, the E. Loftus Lumber Yard, Bremerton, an account established in 1925, bought about $1300 worth of rag felt roofing.

In 1927, the account was transferred to Mr. Hallstrom, and through the Sales Promotion and Merchandising Departments, these figures were changed to about $8700 worth of rag felt roofing and 50 squares of rigid asbestos shingles.

Up until August of 1928 this Company bought approximately $5200 worth of rag felt roofing and 190 squares of rigid asbestos shingles —and it's still going strong.

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NEW USES NEWS

A monthly feature on suggestions and general information pertaining to new uses for J-M products and the markets they open up

I. How the Transite Flare-Back Was Developed

IT WAS just a little more than a year ago that E. H. Clausen, Sales Manager of the San Francisco District, and H. Bunsen Heyn, oil industry salesman of the Los Angeles District, started to try to sell the Union Oil Company of California on the idea of using Johns-Manville corrugated Transite for oil tank flare-backs. In so doing they were not merely trying to get a new customer for Transite, but were endeavoring to establish a new use for a Company product. The evidence of their success is found in the photographs on pages 6 and 7, which were taken recently at a Union Oil Company refinery.



H. Bunsen Heyn

In his regular calls at refineries Mr. Heyn might quite naturally have accepted whatever material was in use as the last word in flare-back construction. Flare-backs for oil tanks certainly were not new, but Mr. Heyn paid particular attention to them, studied their construction and observed their operation. It meant many visits to the refinery for another purpose than more-or-less routine sales calls.

Experiments Convincing

Then Mr. Clausen (see page 12) and Mr. Heyn worked out the details. They interested the prospect in tests of the new material. The Union Oil Company had practically decided to use slab concrete walls, but agreed to make a thorough investigation of corrugated Transite. Although the material appeared to be satisfactory, the order was not placed until after experiments had been made with a 4-foot wave of burning oil foam hitting a flare-back of Transite, concrete, brick, and one or two other materials.

In this way this idea of Mr. Clausen's, which he took the trouble to develop, materialized into a $6,000 initial order.

Was it worth while—all this effort? Size up the potential market for the immediate answer and the oil tank farms for the final answer.

An Opportunity for Every Employee

This suggestion shows the possibilities presented everywhere every day for developing new uses for Johns-Manville products. Every employee has an opportunity to receive a substantial reward for this type of suggestion, according to "item eight" of the Suggestion Plan:

Suggestions that "will increase the sales or secure new business."

Suggesting new uses is largely a matter of close observation—of noting conditions and requirements. Anybody who applies himself can do it—but the salesman is particularly fortunate in this respect. He gets around among the users and is constantly in contact with situations that are ripe for some product better than the one in use.

The Varied Uses of Transite

Take Transite for table tops, for instance. Here are some of its various uses, each one a separate and distinct adaptation:

Laundry Table Tops
Florists' Work Table Tops
Jewelers' Bench Tops
Store Counter Tops
Chemical Laboratory Table Tops
Dentists' Work Table Tops

There are still plenty of opportunities for registering new uses for Transite as a table top material, and this is only one example of the opportunities for earning awards.

Almost every industry uses tables for some particular purpose, and they must meet conditions of service peculiar to that industry. Whether the tops are of wood, marble, slate or metal, covered or uncovered, it is worth considering if Transite would not serve the purpose better.

To test your own knowledge and ingenuity, fill in one or both of the blanks indicated below on the suggestion blank (Form Per. 1) and send them to the J-M Circle office in New York by October 20:

.....Table Tops

.....Table Tops

Although initial sales are small, the potential markets may be quite large. Take laundries, for instance. The average power laundry has certainly not less than half a dozen tables, each requiring a sheet of quarter-inch Transite 42 by 96 inches. There are about 8,000 power laundries in the United States, indicating a potential market for 48,000 sheets, or about 90 cars!

How Suggestions Are Handled

Suggestions as to new uses of products will be handled by the Suggestion Committees. Any suggestion given to the secretary of the local committee will automatically pass through the proper channels, and, if necessary, to the General Trade Extension Committee and the Headquarters Suggestion Committee. Awards exceeding $500 will be referred to the Officers' Board for approval.

In this series of articles on New Uses for J-M Products, of which this is the first, the different products will be taken up in turn. The choice of Transite for first consideration should not be taken as an indication that suggestions regarding new uses of other products are unwelcome. It is simply a suggestion to concentrate on one particular thing—a procedure that generally insures best results. Who knows but perhaps the suggestion arising from that concentration

(*Continued on page* 18)

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THE J-M CIRCLE

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Published for and about the employees of
Johns-Manville Corporation

Editorial Office: 292 Madison Avenue, New York City

Harmonious Adjustment

We hear a great deal about cooperation—and teamwork—but we speak less often of coordination. Cooperation played a part in the development of the Transite flare-back (page 4), and its importance is apparent in other articles and items in this issue.

The General Conference, however, might be cited as an example of the importance of coordination.

The men in attendance at the conference represented the entire organization—the Factories and Mines, the Sales Department, and the General Office. Their carefully prepared papers covered the problems and the future plans of their respective responsibilities. With the factories dependent upon the efforts of the sales forces, and the sales forces dependent upon the output of the factories, perfect coordination is essential to the success of both. The plans for the future, therefore, must be harmoniously adjusted to each other, and the conference has gone a long way toward accomplishing this.

With this coordination between the two large units, and with cooperation within each small group, the success of the Company—and of the individuals that comprise it—is assured.

There is more than a good story in the article on how R. S. Downing sold rigid shingles to roof Mr. Coleman's dairy barn. It is a big lesson on the value of keeping both eyes and ears open.

Nearly a hundred and fifty years of service with Johns-Manville is the total attained by three employees—W. W. Hanold, Joseph L. Clarke, and now, E. F. Keen. The stories these old-timers tell are a revelation to those of us who seem to take for granted the size and importance of the present organization.

Who's going to win the President's Anniversary Contest next August?

Suggestion Awards

Two more $25 awards have been made to employees who submitted acceptable suggestions, out of a total of 16 awards amounting to $105. H. Copleston was the first one in the General Office to receive a monetary award for an accepted suggestion.

EASTERN DIVISION

Thomas Bohan	$2.00
W. Schlenk	25.00
H. Beacham	5.00

PACIFIC DIVISION

H. H. Hammill	$5.00

GENERAL OFFICE

H. Copleston	$5.00
E. L. Reynolds	

GRETNA FACTORY

A. Boudreaux	$25.00

MANVILLE FACTORY

A. Colandone	$10.00
Emil Ritter	5.00
Abe Felmly	5.00

WAUKEGAN FACTORY

A. Jorn, Jr.	$2.00
H. Heffernon	3.00
E. F. Feen	5.00
H. L. Thompson	5.00
T. G. Foster	2.00
T. G. Foster	2.00
T. G. Foster	2.00

From a Salesman's Notebook*

If the goods are well-made the sale is half-made.

Science is all right for the first call, but on the fifth call personality helps more than science.

If you can't keep your customers you can't make a success of selling.

The hard buyer stays put. It's just as hard for the next salesman to take him away from you as it was for you to land him.

Most people like to do business with successful companies and successful salesmen. Even the illusion of prosperity is pleasant. Therefore, look prosperous by maintaining a trim appearance.

**Extracts from* TIMELY FIGURES. *Additional notes from J-M salesmen that may serve as tips to their fellow-salesmen are invited. Let's make up a live notebook!*

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Following a Clue to a Rigid Shingle Prospect,

R. S. Downing, Richmond salesman, sold him J-M shingles when he already had other roofing for the job— but not before explaining how to use both.

DEAR GEORGE:

As per your request I herewith submit story of how I sold Mr. G. C. Coleman 180 squares of No. 70 mottled red rigid shingles.

Monday morning, July 2, Frank Nash and myself were out looking for rigid shingle business, he being sales manager for C. A. Nash and Son. He and I usually spend Monday together looking for business. We had made a few calls out on the Water Works Road when *we passed a small country store covered with old wood shingles which showed signs of leaking* as they were split and in bad condition. I suggested to Mr. Nash that we stop, get a cold drink, and talk shingles. He agreed, and we went in and found Mrs. H. W. Jones, whose husband owns the store. We bought our drinks *and then incidentally began talking to her about the roof on her store.* She admitted it leaked, and said they intended to reshingle soon. Then I told her about our No. 70 mottled gray which is especially suited for covering over old shingles. This was very interesting to her and I showed her a sample and the method of application. She said she could not give us an order at this time as her husband, Mr. W. H. Jones, a building contractor, was supervising the construction of a new dairy barn for Mr. G. C. Coleman. *This gave me a clue which we immediately followed* by calling on Mr. Coleman.

We showed him the No. 70, 16 inches by 12 inches, and told him of the fireproof and everlasting qualities. He told us his barn was 204 feet by 37 feet with a round top, and he questioned whether the shingle would conform to the circle.

We made an appointment to meet him at 3:30 that afternoon for a demonstration as this barn was on another farm about 10 miles distant. We met promptly and successfully demonstrated that the shingle would easily take the curve of the main roof. Then came the dormers, which had also a round top with a sharp flare at the bottom. This looked like a test we could not make, so I sent for Mr. R. L. Kent, who showed us the American method. Then Mr. Coleman decided to make the dormers flat top, but told us he had purchased over $1,000 worth of asphalt shingles for the job and couldn't decide. *Then I looked over the two farms and pointed out buildings he could use them on.* This seemed to have the desired effect and we got closer together.

Then came the objections of his foreman and carpenters, who said it couldn't be done. This, together with $1,000 worth of asphalt shingles, made the job look difficult, but *I took a rain check and called again the next day determined to make the sale if possible,* for I could see Mr. Coleman was interested and I didn't intend to let him pass. So I camped on the job trying to make a convincing argument and cautious not to say too much as Mr. Coleman is a very conservative man. *I saw my big job was to convince the foreman that it could be done* and that I would instruct them in the application and stay with them until they were satisfied they could put the shingles on. This I succeeded in doing about two days later.

This was July 17, two weeks from my first visit. Mr. Coleman was now satisfied and placed the order for 180 squares of mottled red. Mr. Frank Nash, who had labored with me on this job, and I felt prouder than I can tell you.

The shingles arrived in good time, and as luck would have it, Mr. G. L. Shumaker blew into Norfolk the night before we were to start. So, *armed with 12 Johns-Manville aprons, we appeared on the scene,* crowned the 12 carpenters J-M shingle kings, and started in, with everybody happy and applying the shingles like old-timers. And today the roof is nearing completion, a beautiful and creditable job for future Johns-Manville prospects, and the 12 carpenters are now boosters.



R. S. DOWNING

But I shall not be satisfied until I re-roof the Jones store. DICK.

Shotgun Supplants Hailstorm to Show J-M Shingles Bullet-proof

At a recent carpenter-contractor meeting in Rogers, Arkansas, which is in Salesman H. S. Frame's territory, the question came up as to whether or not J-M shingles would withstand hail. The proof of the pudding is, in Arkansas, as in any other place, in the eating, but since they couldn't conjure up a hailstorm for the occasion, they did this:

They put up a wooden shingle, an asphalt shingle, and a Johns-Manville rigid asbestos shingle, side by side, and then blazed away at all three with a most business-like shotgun. The first two were promptly filled with holes—shot through and through. But the Johns-Manville rigid asbestos shingle proved that it was also shotproof.

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FORTY-SEVEN YEARS *of* SERVICE

E. F. Keen, who 47 years ago started in with the New England agent for H. W. Johns, tells of the changes in organization since 1881, and of business growth that necessitated four moves into larger quarters.

ON JUNE 21, said a brief item in the August issue of the Circle, Edgar F. Keen, in charge of retail sales in the Boston Office, received the congratulations of his fellow employees on having rounded out 47 years of service with the company. The story of those 47 years was too long—too full of interesting information about the history of Johns-Manville—to cramp into the small amount of space available at the time. Here is the story, as Mr. Keen, familiarly called "Pop" by his associates, told it to L. E Cushman, reporter for the Boston District.



E. F. KEEN

IT WAS on June 21, 1881, that I was engaged by the New England agent for the H. W. Johns Company of New York.

The office was located at 148-150 Oliver Street, Boston, and its entire force comprised only four persons—the proprietor and owner; one bookkeeper; one salesman, and myself. I had charge of the shipping and keeping the stock, store and basement in good condition. This was quite a one-man job, keeping me busy from 7 a.m. to 6 p.m., which were the regular hours, and oftentimes I had to work until late in the evening to keep up with the position.

Hair Felt as Insulation

The principal products of the Company were asbestos roofing, roof coatings and cement, black varnish and other cold-tar products, liquid paint, sheet asbestos millboard and asbestos paper, asbestos rope and wick packing, asbestos insulating cement, which was at that time put up in flour barrels weighing about 100 pounds each, and hair felt. At that time they knew of nothing better for insulating purposes than hair felt.

Asbestos roofing was put up in 1-square crates, each crate containing two 2-square rolls, and there was a good market for it. Asbestos sheet millboard was used for gaskets and brought $1 per pound—a good price.

The asbestos liquid paints were A-1 in every particular and there was quite a demand for them.

Business was increasing rapidly as new goods from the H. W. Johns factory were put on the market, and in 1886 we found we needed larger quarters and more help. Accordingly, we moved to 44 Oliver Street, Boston, and a new salesman was added to our force.

By 1889 business was increasing by leaps and bounds, and the company was incorporated with the H. W. Johns Company. At about that time a new line of wool felt sectional coverings, made by a Chicago concern, was added, and two new salesmen were engaged. I had the pleasure of breaking both of them into the business.

A New Company Is Formed

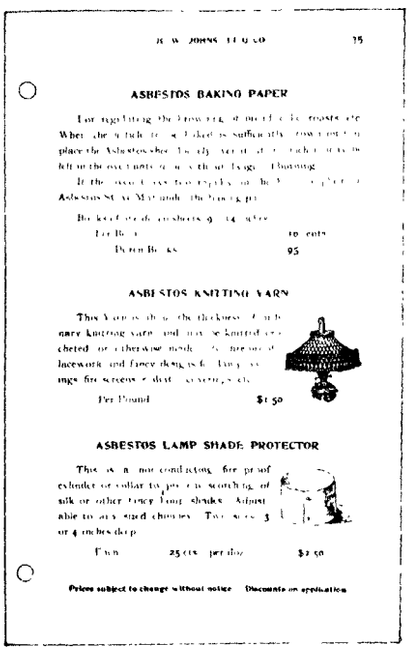
Two years later, in 1891, a new consolidation of all of the principal companies in the asbestos trade took place, and this new company was called the H. W. Johns Manufacturing Company.

New lines of asbestos materials and roofings were added. Business was increasing. The progress I had seen in those 10 years with the Company was wonderful. In 1892 we again had to move into larger quarters, this time to 119-121 Federal Street. This was a very large store compared to the one on Oliver Street where we first started.

At about this time Asbesto-sponge felted sectional covering, made at Pepperell, Mass., was added to our line, and we also took on the Johns-Pratt Company line of electrical materials.

I found my work more interesting as our business increased and more help was required to handle it. Again we had to move, this time to 77-79 Pearl Street, where we had four floors and a basement. I certainly thought this would be our last move as these quarters seemed ample.

Then we acquired the Aqua and Champion pipe covering, and how it did sell! We filled our lofts and had to carry a large stock at the steamship pier in South Boston as we hadn't



H. W. JOHNS M'F'G CO. 75

ASBESTOS BAKING PAPER

ASBESTOS KNITTING YARN

ASBESTOS LAMP SHADE PROTECTOR

Prices subject to change without notice Discounts on application

An appeal to the housewives of 28 years ago This small general catalogue had a cover of asbestos paper.

enough room in our building for the stock needed to take care of our requirements. It frequently happened that in order to fill our orders we had to work nights and Sundays.

At this time Mr. C. A. Brooks took charge of our Roofing Department. Mr. Brooks was exacting in regard to the roofing orders and insisted that they be shipped at once. If there were any hold-up you certainly heard from him. He made a trip into Aroostook County, Maine, and sold 4-ply Brooks Brand sheet roofing to a large num-

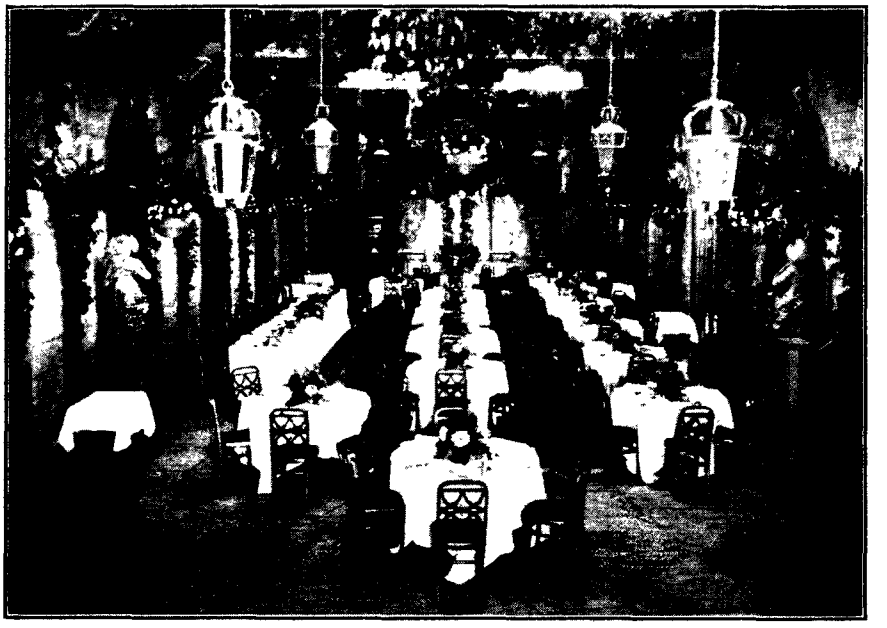
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General Conference Sets Goal of $60,000,000 for 1929 Sales

(*Continued from page* 3)

was held on Wednesday evening in the Italian Garden at the Ambassador Hotel, with President Merseles as Toastmaster. Among the distinguished guests and speakers were Thomas W. Lamont, F. D. Bartow and Arthur M. Anderson, members of the firm of J. P. Morgan Company, whose personal interest in Johns-Manville and its plans for the future was keenly appreciated by all of those present. Other speakers included W. R. Seigle, Vice-President in charge of Manufacturing, L. R. Hoff, Vice-President in charge of Sales, Lewis H. Brown, Secretary, E. M. Voorhees, Treasurer, G. E. Halladay, Manville Factory, and C. H. Shoemaker, representing the Mines.



The Italian Garden of the Ambassador as it looked just before the banquet.

All of those present will long remember the address of Mr. Thomas W. Lamont, with its real message of the value of imagination in business, and its sincere tribute to President Merseles's ability to build business and to build men.



W. J. Hennessy, G. K. Bradfield, J. H. Trent and C. O. Roome, strolling along Fifty-first street.

Every speech typified the new spirit of Johns-Manville and the sincere confidence which the officers had in the organization and its ability to carry through to a successful finish any task which it undertook.

In his closing address, President Merseles emphasized the three basic fundamentals of successful business: Good Will, Man Power, and Profits, and described his hopes and plans for Johns-Manville as follows:

"I have the ambition to build this Company substantially and I ask you to join me in that ambition. Let us together build up the Man-Power and the efficiency of this fine old Company, so that its name is a business synonym for stability and quality and service; its organization a model for initiative and capacity; and its profits so satisfactory that each man may find here the business opportunity he seeks."

The 1928 General Conference ended with a greater confidence and enthusiasm for the present and future than Johns-Manville has ever known. Each member of the Conference Group returned to his post determined to do his full share in building our sales volume to $60,000,000 next year and carrying with him to the entire organization this final message of the President:

"I do not care what else you take away from this Conference if you will only take with you the *new* spirit of Johns-Manville; if you will carry back to your associates the spirit of this Conference—a belief in the future of this Company and a determination to accomplish what we set out to do. Build up this spirit among your assistants, radiate it throughout the organization, and before the 1929 Conference our achievements will surprise us all."

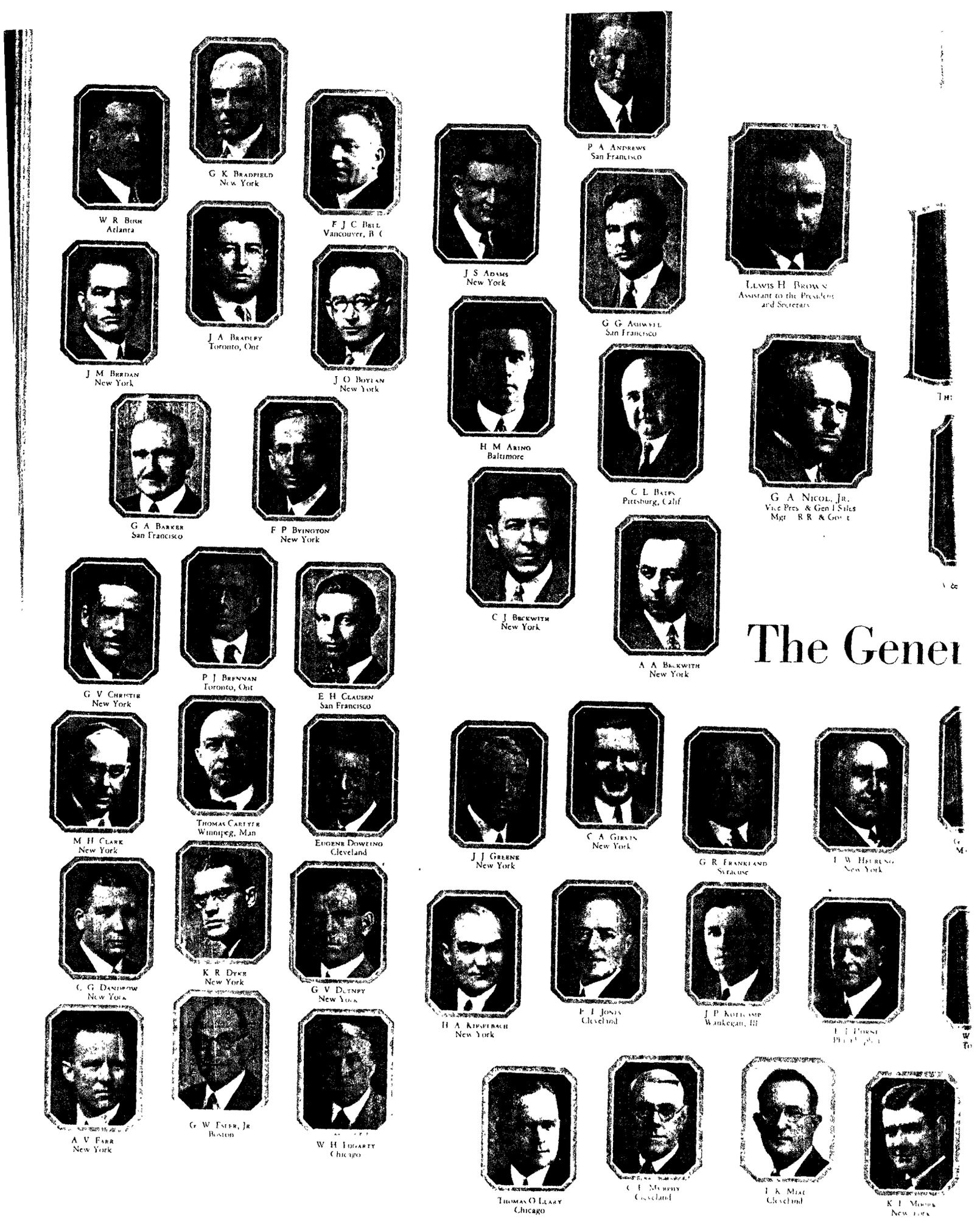
The pictures of the Conference members, on the next two pages, will

(*Continued on page* 14)



G. K. Bradfield, J. P. Kottcamp and G. E. Halladay getting better acquainted.

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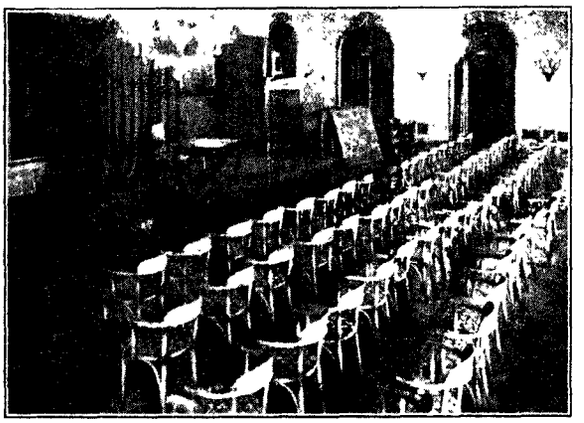


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(Continued from page 11)

enable all the employees to learn to know a large number of their fellow-workers with whose names they have long been familiar.



The ballroom of the Ambassador, where the Conference business sessions were held.

President's Anniversary Surprise Party is Held at General Conference

JUST before the first luncheon of the General Conference on Monday, September 17, the "President's Anniversary Surprise Party" was held. This surprise, planned in honor of President Merseles's birthday and also his first anniversary with the Company, both of which occur in August, was the announcement of the winner of a sales contest for the month of August.

In a short talk L. R. Hoff, Vice President in charge of Sales, told about the race among the Divisions to see which would make the biggest increase in sales for August, 1928, over August, 1927—a race that resulted in the biggest month's secure-ments in the history of the Company: nearly $5,000,000. Then A. A. Beckwith, Manager of the procedure section of the General Office, as master of ceremonies, presented Mr. Merseles with the miniature race track pictured below. Mr. Merseles lifted the barrier, which represented sales for August, 1927, and pulled small tabs that brought each horse to its position at the close of the race.

The Pacific Division horse, with P. A. Andrews, Sales Manager, as "jockey," finished first, since the Pacific Division sales record for August was 67 percent greater than for August, 1927. Western Division and Central Division tied for second place with an increase of 24 percent. Canadian Division came in fourth, with a 10 per cent increase, and Eastern Division was the same as last year.

The Eastern Division equaled last August's business in spite of the fact that it did no contract work during this year. Consequently its record shows a sizeable increase in business volume, notwithstanding its outcome in this particular race. The Foreign Division was not directly included in this race for, as Mr. Hoff said, the Foreign Division was using an airplane instead of a horse. Its record in August was so splendid as to put the Division in a class by itself. Foreign Division business in August, 1928, was nearly three times the volume for August, 1927.

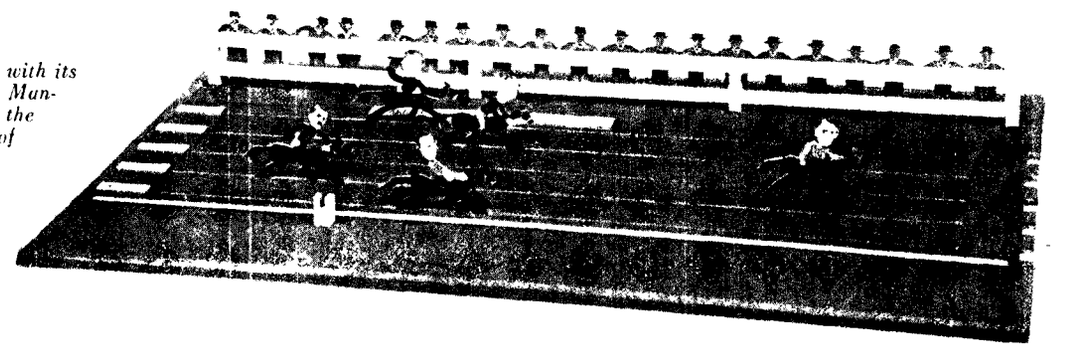
The tie between the Western and Central Divisions will be fought out in September, and according to their boasts, the result may be at least another tie.

Throughout the contest intense enthusiasm was shown in the race. Men on vacations cut them short to come back and join in. This enthusiasm was aroused not only in the Johns-Manville organization, but also among the distributors, several of whose salesmen were eagerly interested in the results of the race and displayed this eagerness by going out and securing more business for their employers, who in turn placed this business with J-M.



"Talking it over" at the Hotel Ambassador entrance

It was a very delightful surprise to Mr. Merseles and he expressed himself as being greatly honored by the determined effort made by every salesman who took part in this contest. He also gave expression to his appreciation of the work done by all the managers and by the office forces who so willingly cooperated in accomplishing this remarkable sales record.



This miniature race track with its sketches of the Division Managers as "jockeys" was the work of E. P. McIntyre of the Sales Promotion Department, New York.

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Here and There in the Field

"John D." a J-M Customer

On the John D. Rockefeller estate at Pocantico Hills, near Tarrytown, New York, there is a building known as "The Playhouse." In this luxurious "Playhouse" there is a large swimming pool, 60 feet long, 20 feet wide, and 3 to 8 feet deep. Among other things, there are a restaurant and a marble fireplace at one end of the hall, and a high arched ceiling covers the whole pool. The only trouble with this place was that it was very noisy. So, while the family was away during the summer, Johns-Manville took away the noise by putting acoustical treatment over the entire ceiling. Lonsdale Green, Sales Supervisor, acoustical section, Eastern Division, handled this contract.

Similar treatment has been given to the pool in Ida Noyes Hall, University of Chicago; the pool on the Chicago estate of the Van Sweringens, two brothers known for their activities in the Nickel Plate Railroad; and the pool on the Watson Webb estate at Locust Valley, Long Island. Mr. Webb is famous internationally as a sportsman.

How Dale C. Crosby Did It

When a J-M Circle reporter asked Dale C. Crosby, Sales Supervisor of the Worcester-Springfield territory of the Boston District, how he "sold" the H. B. Smith Company, manufacturers of heaters and boilers, at Westfield, Massachusetts, on Johns-Manville insulation, he said, "There is nothing spectacular, dramatic, pathetic, romantic, or otherwise interesting in how this business was secured. Just plain, every-day service to customer with much time used outside of our regular working hours, enabled us to land this business." The initial order in the business referred to amounted to approximately $30,000.

In calling on the H. B. Smith Company, Mr. Crosby learned that they were to send out their heaters insulated, and he immediately started working on Johns-Manville Asbestocel insulation for them. As a result, the heaters are being equipped with Johns-Manville insulation, and the amount of business will be limited only by the number of heaters manufactured.

J-M in Australia

This architect's drawing of the new building erected in Adelaide, South Australia, by A. G. Healing and Company, Ltd., Johns-Manville automotive distributors, is proof of the steady growth of their business. This company, with headquarters in Melbourne, sells J-M products in the states of Victoria and Tasmania, in that part of New South Wales known as "Riverina," and in Western Australia. Its Managing Director, Norman Broomhall, on an extended tour of Europe and America, hopes to visit Johns-Manville to study methods of modern wholesaling and selling.

One Job Sells Another

J. V. Welsh, Manager of the Construction Department, Los Angeles District, while supervising the insulation work on the big Southern California Edison job at Long Beach, invited the engineers of the Standard Oil Company to look at this job in order to impress them with the high class of the workmanship.

The Standard Oil Company was in the market for materials for a large pressure still insulation job, and was about to follow its usual practice of purchasing the materials f. o. b. and applying them with its own crews. This procedure naturally opens the material bids to general competition.

Mr. Welsh wished to sell the Company with the idea that the work the Johns-Manville crew was doing was more satisfactory and of a higher class than its own crews could do. To this end he asked the engineers to estimate this job and put Johns-Manville in competition with the Standard Oil Company crew rather than with all the insulation appliers in the territory. After impressing them with the work at Long Beach, Johns-Manville bid against the crew of the Standard and secured the business. This order, amounting to about $18,000, probably would not have been secured had Mr. Welsh not taken the trouble to show the engineers the work at the Edison Plant.

Service Brings Repeat Orders

The value—and the necessity—of service to Johns-Manville customers after they have once been sold J-M products is evidenced in a repeat order for industrial flooring just received from the New York World Company, New York City. Since the building superintendent's chief concern is to keep things running so smoothly that the newspapers get on the street on time, he demands quick action. And G. F. Unger, estimator and superintendent, industrial flooring section, Industrial Department, Eastern Division, whom the superintendent calls when he wants flooring, sees that quick action is given.

The new Eighth Avenue subway, being constructed under the World building, is responsible for some recent changes that have called for additional flooring, which is now being used in paper storage and shipping rooms where the heavy trucking is extremely hard on floors, and in toilet, shower, and locker rooms.

E. A. Scherr, Sales Supervisor of the industrial flooring section, Eastern Division, sold the first job to the World about five years ago, and since then the company has been a steady customer.

Complainants Become Prospects

Arthur Smith, roofing inspector, New Orleans Sales Office, was recently sent on a trip to Texas. His first stop was at Mexia, from which place a telegram had been received complaining that a Johns-Manville roof applied over seven years ago was giving trouble. Within a few days a copy of an order was sent in for $600 worth of asbestile wall treatment, which Mr. Smith had sold to this complainant to remedy what had proved to be wall trouble and not roof trouble. Mr. Smith, on this trip of 10 days, sent in three orders for wall treatment and one for cap sheating amounting to nearly $2,000.

These complaints turned out to be prospects for wall treatment and extra roofing work, all of which was turned over to the nearest approved roofing contractor.

In the past year Mr. Smith has been very successful in handling complaints. He frequently has turned an irate complainant into a happy customer.

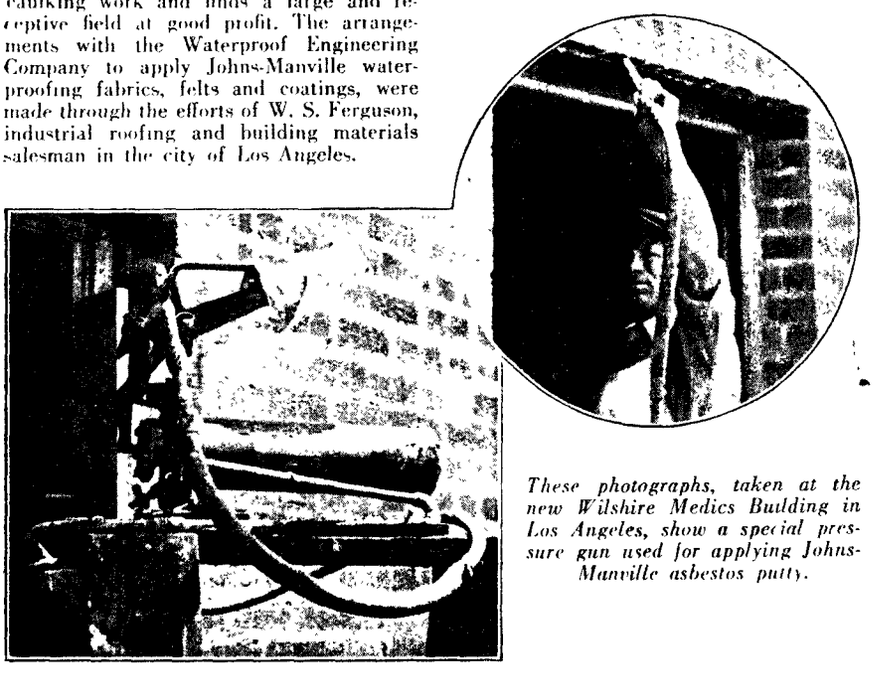


The new building in Adelaide, South Australia, to be occupied by A. G. Healing and Company, Johns-Manville automotive distributors.

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A Device for Applying J-M Putty

A special pressure gun is used by the Waterproof Engineering Company of Los Angeles for applying Johns-Manville grey elastic asbestos putty as a caulking for window frames in modern buildings. And with the effectiveness of this method demonstrated, the Company is specializing on the caulking work and finds a large and receptive field at good profit. The arrangements with the Waterproof Engineering Company to apply Johns-Manville waterproofing fabrics, felts and coatings, were made through the efforts of W. S. Ferguson, industrial roofing and building materials salesman in the city of Los Angeles.



These photographs, taken at the new Wilshire Medics Building in Los Angeles, show a special pressure gun used for applying Johns-Manville asbestos putty.

Pressure applied intermittently by means of a lever is distributed fairly evenly by a 3-foot length rubber hose at the end of a 6-foot metallic armoured hose attached to the gun. (See photograph.) Special nozzles are designed with openings of various shapes and sizes adaptable to different conditions.

J-M Breaks into the Movies

The Metro-Goldwyn-Mayer Studios, Culver City, California, is the first motion picture concern to use Johns-Manville acoustical treatment in its sound producing stages.

Frank Kitson, architectural salesman, Los Angeles, watched the taking of the first talking motion picture on September 5 wherein Johns-Manville acoustical treatment was used. "Alias Jimmy Valentine" was the set-up. Johns-Manville employees will be interested in watching for its release.

Selling Sponge Felted Covering

Seattle District has secured a very fine contract for sponge felted covering at the new plant of the Union Bag and Paper Power Corporation, now building at Tacoma, Washington. In the face of severe competition against all kinds of materials, Fred Miller, Tacoma salesman, assisted by T. C. Young, special representative, Industrial Department, Seattle District, sold waterproofed sponge felted covering with the special removable flange covers throughout. The order for the first unit will amount to about $10,000. The Pittsburg Factory is now manufacturing the material, which will be applied by the Asbestos Covering and Supply Company, approved contractor at Tacoma

Samples Bring 50,000 Pound Order

Using samples of J-M products certainly pays, as shown by this letter, dated August 17, to E. Nelson, Sales Promotion Manager of the Western Division, from the Nord Furnace Company, Moorhead, Minnesota.

"We have been bombarding the roofing prospects so we are all out of samples. We have secured some nice business with their use, and, in fact, are ready to order a 50,000 pound car from 'Ole' this week."

"Ole" is V. J. Sjostrom, North Dakota salesman.

Quick Service Sells Flooring

A. C. Woodbury, St. Louis salesman, recently closed a $13,000 mastic job with the International Paper Company, Camden, Arkansas.

Mr. Woodbury says that his customer was so well pleased with the action and service of the floor in the Southern International Paper Company's plant, that when it came time for the customer to purchase, he wanted a Johns-Manville floor. The International Paper Company liked the method employed in laying the industrial flooring, which among other good points includes quick work, thus allowing the mill to get in operation quicker.

Paving Contract Under Way

The first street-paving contract between Johns-Manville and the city of Rio de Janeiro, Brazil, has just been let through the Foreign Division Office there. This initial contract, which calls for 15,000 square meters of J-M Gilsonite Paving Cement No. 1, will be followed by other contracts as soon as the paving is under way.

This work is being carried on through the firm of Lima and Jorge, Ltda., approved contractors for industrial flooring and Gilsonite paving in that country. The cement was made and shipped from the Manville Factory, and on August 11 A. I. Green, accompanied by his family, sailed on the steamship "Pan America" to supervise the work. After the paving is in full swing, Charles M. Kipp may go to Brazil for a month to see that everything is being done in the proper manner.

The Brazilian Office had been working for many years to introduce Johns-Manville paving asphalt into that country, but it had always met strong competition from manufacturers of other paving asphalts. This contract was closed as the result of the efforts of C. A. Middleton, Sales Manager of the Brazil District.

Attractive J-M Service Stations

The Phillips Petroleum Company is building several new service stations on which No. 52 smooth gray asbestos shingles have been specified. These will be painted with Duco paint in bright colors after application. The company has completed one station in Bartlesville. Another is being erected in Tulsa and several others are planned for Texas points. M. E. Duncan, oil industry salesman, St. Louis District, and F. W. Hodson, Sales Supervisor, Tulsa Sales Office, were instrumental in getting these shingles specified.

Model Home 100 Percent J-M

C. D. Harris of the Columbus Sales Office, has so throughly sold one of his distributors, The Doddington Company, on Johns-Manville products, that when building a model bungalow the distributor made it 100 percent Johns-Manville. In addition to No. 5 Colorblende shingles for the roof, Johns-Manville radiator traps and insulation were included. On an adjacent building Johns-Manville built-up roofing was used

Centralized Handling Pays

W. R. Dempwolf, country salesman, Los Angeles District, just secured an insulation order from the Firestone Tire and Rubber Company. The order amounts to about $8,000 and was secured regardless of lower bids.

Johns-Manville was successful in obtaining all the roofing and insulation business from this Company with the exception of the power house, which was let under a separate contract.

The success in scoring so nearly 100 per cent on this job was due to the centralized method of handling it. From beginning to completion the job was handled through the architects and contractors by Frank Kitson, architectural service man, and followed up by W. R. Dempwolf at the plant.

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A Welcome Guest from Hawaii

The San Francisco District turned out enmasse on July 9 to greet Dwight W. (Deacon) Jones, J-M salesman in the Hawaiian Islands.

Mr. Jones went to the "Paradise of the Pacific" in May, 1926, and this recent trip was his first to the mainland since then.



This picture was taken when Dwight W. Jones, J-M salesman in the Hawaiian Islands, sailed back to Hawaii, and includes, left to right: E. H. Clausen, Sales Manager; Miss Wanda Oliver, secretary to Mr. Clausen; Dwight W. Jones; George D. Marion, salesman; and L. C. Hewlett, inside salesman, all of the San Francisco District.

Although Mr. Jones returned to his station on the palatial Matson steamer "Malolo" (Flying Fish) on July 28 after a short stay of three weeks, he left behind him several converts to the Hawaiian tongue and an appreciation of the fine job he has done in the Islands in increasing the sale of Johns-Manville materials.

Shingles versus Slate

R. M. Cherryholmes, general salesman, Pittsburgh District, recently secured a 215-square re-roofing job for the Calvary M. E. Church at Pittsburgh, Pennsylvania, amounting to approximately $6,000. Slate was originally on the roof and it was the building committee's intention to replace the slate. Mr. Cherryholmes and Mr. Vogel of the West Park Roofing Company, J-M approved roofers, had several conferences with the minister, and the chairman and members of the building committee and explained to them that the slate made 20 years ago was superior to slate made today and that Johns-Manville asbestos shingles would make an ideal roof. Beside the shingles and their application there is approximately two tons of copper metal work for the gutters, flashing and conductors, amounting to about $4,000.

Mr. Cherryholmes is a new general line salesman, having succeeded J. Evans in the territory on the north side of Pittsburgh.

J-M Roofs 40 Houses in Tulsa

The oil companies in the Tulsa Sales District have been thoroughly sold on the idea of asbestos shingles for the houses at their various plants, M. E. Duncan, oil industry salesman, St. Louis District, having sold the Empire Companies sufficient No. 70's for roofing eighteen houses, nine at their compressor station at Higgins, Texas, and nine for a similar station at Corwin, Kansas. E. J. Liggett, oil industry salesman, St. Louis District, also secured an order for shingles to roof five new houses for the Sinclair Pipe Line Company at its Seminole and Wewoka plants. The Oklahoma Pipe Line Company gave Mr. Liggett an order for 200 squares of No. 70 mottled gray for re-roofing seventeen houses on the southern division of its line.

Boosting J-M Brake Lining

A class "A" service station, appreciating the help from the Western Division Automotive Section, wrote the following:

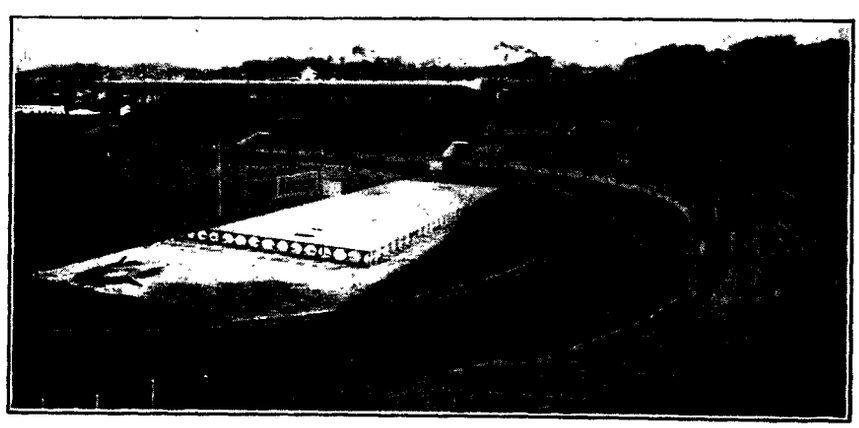
"We have received a splendid lot of advertising material, letterheads, envelopes, and blotters, and we certainly appreciate the same and are mailing out this material to our regular mailing list, as fast as we can get to it."

"We want to thank you very much for the help you are giving us. We will surely boost the Johns-Manville brake lining. Will say that our business has been coming along quite satisfactorily for the time we have been engaged in it."

Roofing a Stadium in Brazil

Since all roof construction of the new stadium of the Club Vasco da Gama in Brazil is of cantilever design, it presented serious problems as to the proper manner of waterproofing. After consulting with the engineers of the J-M Brazilian Office, Christiani and Nielsen, world-wide contractors, decided to put the execution of this difficult roofing project into the hands of Johns-Manville do Brazil S. A. The result was the choice of asbestos built-up roofing.

This stadium, which seats 75,000 persons, is constructed of reinforced concrete. The Club Vasco da Gama is one of the largest and richest athletic organizations in Brazil.



Some of the spectators at events to be held in this new stadium in Brazil will have the protection of Johns-Manville built-up roofing.

Three Carloads of Roofing

The Nord Furnace Company, Moorhead, Minnesota, newly appointed approved contractor, has sold over three carloads of built-up roofing and duplex shingles in the short time it has been connected with the Company. The last big job sold was a 193 square combination built-up roof to Armour and Company, West Fargo, North Dakota, for about $2,200, whereas there were bids on a rag felt, also guaranteed 10 years, that ran as low as $1,550. "Ole" (V. J.) Sjostrom North Dakota, salesman, and his approved contractor, worked on this proposition from July 9 to August 18.

J-M Products Displayed in Japan

Johns-Manville products were displayed at a very important Building Materials Exhibition at Osaka City, Japan, during September, under the auspices of the Prominent Architects' Association.

H. Fukuoka, Manager of the Chitose Trading Company and a J-M special representative in Japan, secured a booth in the center of the hall, one of the best spaces procurable, and in addition to displaying Flexstone roofing, asbestos shingles, refractory cements, and insulating materials, the moving picture, "The Story of Asbestos," was shown at the roof garden every night, with Mr. Fukuoka acting as interpreter.

Convincingly Demonstrated

H. D. Torr, special representative, Merchandising Department, Boston Sales District, A. L. Fowler, salesman, Boston District, and a salesman from the Manchester Lum-

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The Johns-Manville display at the Canadian National Exhibition, held in Toronto, August 24 to September 8. An interesting feature of this display is the flooring, made up of squares of J-M built-up roofing. This Exhibition is the largest held in Canada, and is visited annually by thousands of persons.

ber Company, Johns-Manville distributor, recently called on U. S. Usano, a retired New York chef, who had inquired about shingles, and talked rigid shingles to him. He and his wife were pleased with the shingles, but they thought it would be rather complicated to apply them. Mr. Torr had the re-roofing film with him, and he immediately brought it in, took the white dining room table cloth and hung it on the wall, and showed the film to Mr. Osano and his wife. They were so pleased with the simplicity of the application that they gave the men an order for 18 squares of shingles which Mr. Osano planned to apply himself.

This order and a previous 50-square order which was turned over to the Manchester Lumber Company secured that distributor's order for a carload of 125 squares.

Salesmen Emulate Phillips in Equipping Their Cars as "Warehouses on Wheels

Two more Western Division salesmen are going to travel in Johns-Manville warehouses on wheels, since Paul T. Phillips found his car, fully equipped with samples of Company products, such an aid in developing sales in the Tennessee territory.

R. D. Bonnell, salesman in Indiana, who joined the Company six months ago, said he was planning one, and H. S. Frame of the St Louis District announced his intention in the following note to E. Nelson, Sales Promotion Manager of the Western Division:

"I have just read the J-M Circle story of the warehouse on wheels and believe this is a fine idea. I wish you would send me complete sets of full size samples of both rigid and asphalt, also complete set of other samples as well as literature. If Phillips could make a barren territory produce I surely can and I am going to. Please send these to me at Fort Smith so I can get busy at once."

Forty-Seven Years of Service

(Continued from page 10)

ber of potato dealers in that section, and much of it is still in use.

Our asbestos paint business had grown until ours was the leading paint of the time, and consequently it was in great demand. I had to keep our men hustling to make prompt shipment. Quick delivery was what the customers wanted and they got it.

In 1899 came another change. A new organization was formed with T. F. Manville, C. R. Manville and H. E. Manville. The new company was the H. W. Johns-Manville Company, and T. F. Manville was its president.

Our asbestos material sales had grown so rapidly, particularly the pipe covering and roofings, that we discontinued selling the H. W. Johns liquid paint, and this whole line was taken over by the Pittsburgh Plate Glass Company.

Again it was found that a larger building was needed, and in 1906 a lease was taken on the building at 55-59 High Street, Boston, our present quarters. I was getting used to moving, but certainly hoped this would be the last move. This building had to be remodeled and when it was finished and the stock in place I thought it was grand.

I was appointed superintendent of buildings and also manager of the retail department.

On August 9, 1910, we had a fire that burned the two upper floors wherein was stored mostly hair felt. Business was not delayed, as quarters for the office and shipping department were immediately procured. It was not until the following January, after the building had been repaired, that we returned to High Street.

Our retail business kept improving. While in 1903 the sales were about $3,000 for the year, in 1923 they were $30,000.

I enjoyed talking and selling asbestos products, and as our line increased it became more interesting. Customers to whom I sold goods 30 years ago come to me now. I have seen hundreds of employees come and go. For 47 years I have watched the growth of this wonderful corporation and my earnest hope is to see it grow as rapidly in the future as it has since 1881.

I am now 68 years of age and hale and hearty, having had but a very few sick days in my life, and hope to remain in good health for many years to come.

Mr. Keen is at the office regularly every day, and does a full day's work. To see him at his work you would think him about 40 years old and not a man who has seen 47 years of service with the Company.

New Uses News

(Continued from page 7)

will offer as great possibilities in its field as Mr. Clausen's idea did among the oil refineries of the west!

The person who is in a position to follow up his suggestion with a sale is particularly fortunate. The initial sale not only proves the point, but it may be of a nature and size to indicate a special award in addition to the award for the suggestion. And, too, it may open up a potential market of greater size than that estimated by the committee, and thus call for re-valuation later.

No one is so well qualified to start the ball rolling by making the initial sale as the man with whom the suggestion originates. He paves the way for other members of the organization to build up sales volume around his suggestion. The oil industry salesman has had the scope of his work broadened through the Transite flare-back suggestion, and to go one step farther he will profit from the success of Mr. Heyn's first sale.

Every suggestion of a new use for a J-M product is likely to bring as far-reaching results.

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Within the Circle

Eastern Division

A. R. GIBBONS, *Associate Editor*

A. V. Boyd, chief clerk, Atlanta Sales District, is a new J-M Circle reporter at Atlanta, taking the place of F. C. Alexander.

Miss Mary Stearns has taken the place of Miss Josephine C. McMahon as secretary to A. R. Gibbons, Sales Promotion Manager of the Eastern Division. Miss McMahon, a Johns-Manville employee for the past nine years, was obliged to resign because of the critical condition of her mother's health. Miss Stearns was formerly with the Hanff-Metzger Advertising Agency.

Lonsdale Green, Sales Supervisor, acoustical section, Eastern Division, returned from a very successful trip to England, on the S. S. France, August 22. The first acoustical job in England or the Continent has just been finished and was so popular that at least three other jobs were undertaken. An agent has also been selected for acoustical work in England.

Bertram G. Moore, who has been doing field work for the Market Analysis Section during the summer, is now a member of the Eastern Division Sales Promotion Department.

Louis Grossi, Eastern Division cashier, was married in New Rochelle, September 9.

Harold Church of the Eastern Division Construction Department, was married on September 16.

Albert D. Young has joined the Boston District sales force as a junior industrial salesman for the Lawrence sales territory.

Miss Ethel Skirving, order clerk in the Philadelphia District Office, resigned from the Company to be married to Samuel L. Reed on October 13.

Central Division

H. W. KIEL, *Associate Editor*

On July 25, T. K. Mial, Central Division Manager, visited Cincinnati District in the interest of the new Compensation Plan, outlining the possibilities of earning more salary under this new system.

The Columbus Office has sold 12 Vitrobestos stack lining jobs to date and has lost only one.

H. L. Steiner, Cincinnati District Manager, made a trip to Huntington recently to lay out plans for a new District, to be known as Charleston District, at Charleston, West Virginia, under the leadership of James Batman. In order to round out this District to conform to the new plan, Mr. Steiner employed the services of V. W. McCoy, on August 1.

C. D. Harris has succeeded in closing contracts to install Johns-Manville acoustical treatment in 12 rooms and one corridor at the Franklin County Court House, Columbus, Ohio.

J. K. Johnson recently secured an insulation contract for the New Battelle Memorial Institute at Columbus, as well as an insulation contract for two schools.

Western Division

E. NELSON, *Associate Editor*

S. P. Luckey, salesman of the F. E. Bond Lumber Company, J-M distributors in Humboldt, Tennessee, was a recent visitor in Western Division headquarters in Chicago, and judging from the account he gave C. H. Plackmeyer, salesman in the St. Louis District, he thoroughly enjoyed his trip. He viewed the film "The Story of Asbestos," and met a number of the Western Division men. "Those people are just real folks, I mean to tell you—just real folks," he told Mr. Plackmeyer.

The daughter of T. E. Gossett, Sales Supervisor, Houston, Texas, is seriously ill in a Houston hospital, following an operation.

Arthur W. Bergman, Chicago city merchandising salesman, has returned to work after a long absence due to illness.

Little Martha Jean is a new arrival in the home of St. Louis District Sales Supervisor Fred W. Hodson.

A. M. Nichols was recently employed as automotive salesman in Oklahoma, and has been working with Roy Redlingshafer of Kansas City.

Miss Hazel Maebelle Ullrich, stenographer, Houston Office, and Alton Roy Mangum were married on August 18 at the North Side Methodist Church. Many parties and showers were given for Miss Ullrich by her friends preceding the wedding. After a trip to St. Louis and other points, Miss Ullrich planned to return to the Houston Office.

The Western Division extends its sympathy to Earl Schultis, chief clerk, New Orleans Office, whose mother died August 15.

E. T. White, St. Louis District salesman, has been successful in securing several pipe stills from Winkler and Koch, on which Superex and Transite were used for side wall construction with roll fire felt on the tops of the stills.

M. E. Duncan, oil industry salesman, St. Louis District, has recently secured an order for five carloads of pipe line felts for the Cities Service Gas Company's new pipe line being laid from Ottawa to Wichita, Kansas. The pipe is being double wrapped by the spiral method where there is most danger of severe corrosion on the 20-inch line. The pipe is being supported on rollers, and the Cities Service Gas Company declares this the most satisfactory felt application it has so far seen.

Roy Redlingshafer, automotive salesman, Tulsa Sales District, has succeeded in accomplishing quite an unusual feat—that of establishing two class A service stations in one day, August 15, at Okmulgee, Oklahoma.

Gay Holmquist is a new member of the Western Division Industrial Department, connected with the industrial flooring section, Chicago District.

E. J. Rodriguez, New Orleans salesman, with the assistance of R. F. Orth, acoustical salesman, New Orleans Office, secured an acoustical contract from the First Presbyterian Church at New Orleans, Louisiana, for $2,500 and on August 11, Mr. Rodriguez secured a sponge felt pipe covering order from the Standard Oil Company at Baton Rouge, Louisiana, for about $12,000.

W. K. Schweickhardt is a new addition to the insulation and power specialties section of the Industrial Department, Chicago District.

T. E. Gossett, Sales Supervisor, Houston, spent August 19 and 20 in New Orleans, attending the Sales Supervisors meeting.

The Misses Pauline Roos and Selma Miller are newcomers in the tabulating unit of the Accounting Department, Chicago District.

Herman Fetig, Western Division Account-

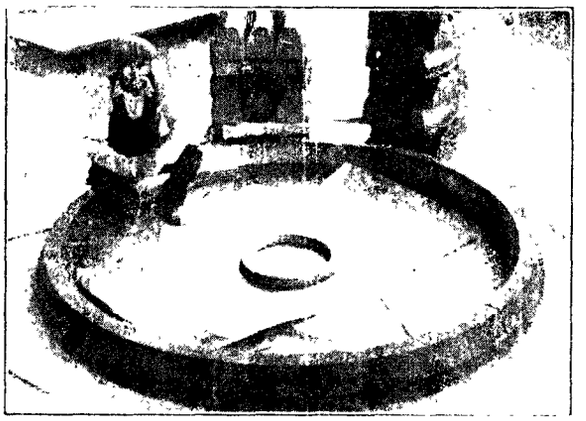


Herman Miller, Chief Engineer, and C. L. Bates, Superintendent, of the new Pittsburg Factory. These smiles were registered shortly after the first trainload of roofing left for the San Francisco District and another trainload had been ordered by the Los Angeles District. Mr. Bates was recently transferred from Waukegan Factory and Mr. Miller has been largely responsible for the erection and completion of the four units in record time.

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ing Department, is the father of a baby girl, born August 11.

G. H. Davis, insulation engineer, Industrial Department, Chicago Office, visited the New Orleans Office on August 23 and gave a very interesting and instructive talk on high temperature insulation to the salesmen of the New Orleans office.



The largest brake block made at Waukegan Factory which was shipped to the Moore Dry Dock Company, Oakland, California. It is ninety-three and one-half inches in diameter and weighs 1,000 pounds. The small ring is 18 inches in diameter. The weight of the whole order was one and one-half tons.

A daughter was born on August 13 to Mrs. Herbert Schwartz (Dora Gravener), formerly of the Western Division Sales Promotion Department.

E. L. Owens, Houston salesman, has been successful in closing a nice acoustical contract for the telephone rooms of the Houston Chronicle, an afternoon newspaper.

A baby girl was born August 6 to Mrs. Irma Kenney, formerly of the Statistical Department, Chicago Office.

On Sunday, August 25, A. H. Pierick of the Milwaukee Asbestos Company, authorized building materials distributor in Milwaukee, played host at his summer home at Pewaukee Lake to all Milwaukee city salesmen, their wives and families. Swimming, yachting, horseshoes and target practice supplied a most varied form of entertainment. All reported a most enjoyable day.

Oscar G. Gunderson is again with the Company, connected with the Chicago District office force.

R. P. Buckingham, Jr., Houston salesman, has just obtained an order for two carloads of fibre conduit from the Houston Lighting and Power Company, Houston. This is regular business coming in each month, due to the extensive underground work being done by that company, and Mr. Buckingham's very thorough manner in following up this business.

William J. Frisbie, Jr., Wisconsin industrial salesman, was married in July, and will live in Madison, Wisconsin.

R. C. Gleason, special representative in the acoustical section at Chicago, visited the Omaha Office and surrounding territory the week of August 12, working on acoustical prospects.

A. W. Graning, special acoustical representative, Houston District, spent some time in the south Texas territory, assisting the salesmen on pending acoustical contracts.

During the week of August 3, W. R. Jones, automotive salesman in the Nebraska-South Dakota territory, in conjunction with L. M. Check, special representative in the Automotive Section of the Chicago District, established two new automotive jobbing accounts, the Automotive Parts Sales Company of Omaha, and Duda-Myers Company of Norfolk, Nebraska, as well as two class A service stations.

Pacific Division Personals

E. N. CHRYSLER, *Associate Editor*

C. G. Dandrow, Staff Manager, paper and lumber section, Industrial Department, General Office, has been in the Seattle District visiting various pulp and paper plants. At a general sales meeting on August 17 and 18 he went into the special problems of these industries with the salesmen and it is believed that much new business will result.

L. R. Harvey, salesman in Spokane for the eastern Washington and northern Idaho territory, represented Seattle District at the opening of the new Pittsburg Factory. In the sales contest of the Division for best percentage against quota for the month of June, Mr. Harvey came very close to the winner, W. F. Steigerwald, salesman at Los Angeles. He was so close that the trip was awarded him for his efforts, though Mr. Steigerwald had the center of the stage at the formal opening.

Miss Helen Craig, file clerk and telephone operator of Seattle District, was married on August 14 to Henry Ralkowski of Seattle. They are now in California on an extended motor trip.

Henry Mayers, special representative, automotive section, San Francisco District, was married to Miss Hollie Lee Cooper at Salt Lake City on July 18. They are now living in San Francisco.

W. M. Black, special representative, Industrial Department, Pacific Division, recently gave a very interesting rigid shingle demonstration and talk to all the office employees of the San Francisco District and the Pacific Division. This sales force is now in a position to sell rigid shingles.

The engagement of W. W. McDonnell, salesman, San Francisco District, to Miss May Powers was announced at a dinner party held in the Hotel Senator at Sacramento recently. They are to be married on November 29 and will live in Sacramento.

A quantity of No. 302 asbestos cement has, recently been sold to the California Academy of Science, Golden Gate Park, San Francisco, for use in making artificial rocks for wild life displays.

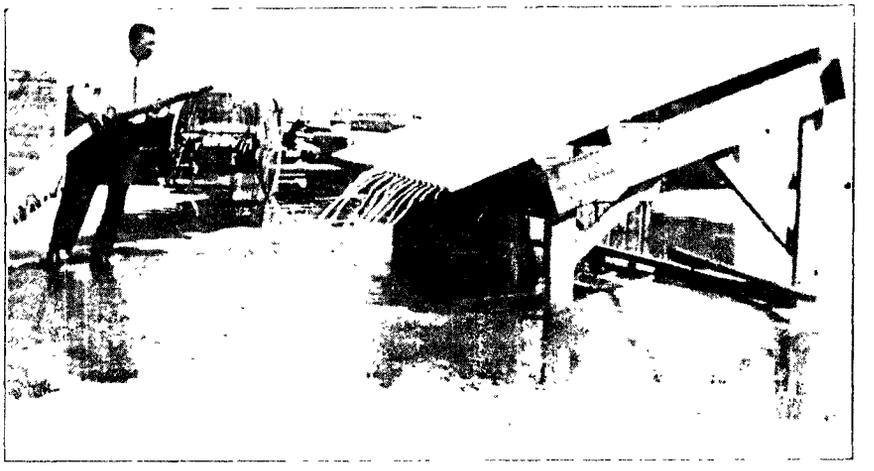
The C. J. Hendry Company, Johns-Manville packing distributors, held a grand opening of their new store at San Pedro on September 1.

Guy Kremer, Construction Department, is the father of a baby boy born on September 7.

Foreign Division

E. A. MCLAUGHLIN, *Associate Editor*

The engagement of Xisto Pararso, automotive salesman of the Sao Paulo, Brazil, Office, to Senorita Lucia Queiroz Guimaraes, also of that city, was announced recently. Miss Guimaraes is the daughter of Dr. Alavo Guimaraes, a member of the State



A shingle test made at the Shingle Plant, Waukegan Factory, by C. J. Beckwith, Staff Manager of the Transite Section, General Industrial Department.

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Legislature and the owner of several large coffee plantations in the State of Sao Paulo.

The Foreign Division has just secured from the General Motors Corporation an order for 570,000 square feet of Transite corrugated asbestos, to be used as roofing and siding on new construction work in Brazil. Together with the order for 500,000 square feet, which was procured from Max W. Boley, special representative in the Argentine, earlier in the year, one million square feet of corrugated Transite has been purchased in two individual orders. It is believed this sets a record.



The laboratory force at Waukegan Factory: top row, left to right: H. H. Nies, R. Porter, F. T. Randolph; bottom row, J. Ulvinan, J. Hockins, S. Collier, Chief Chemist, M. Tucker and M. Hayman.

Manville Factory

C. K. DILLINGHAM, *Associate Editor*

Byron S. Meek, who left the employ of the Company in 1920, has again joined the family at the Manville Factory Office.

Nashua, (N. H.,) Factory

E. C. HOPKINS, *Associate Editor*

George Smolak, chemist at Nashua Factory, is the proud father of a boy, George Robert, born August 26.

The sympathy of the Nashua Factory is extended to Alfred Maynard of the Ebony Department and Wilfred Maynard of the Sanding Department, whose father died September 10.

Mr. and Mrs. Arthur Foster are the parents of a boy, born September 10. Mr. Foster is employed in the Packing Department.

Alphone Boisvert, truck driver, who was confined at his home with an attack of rheumatism, has returned to work.

William W. Hills, Cost Department, is the proud father of a baby girl, Doris Anne, born September 2.

Hector J. Chauvin, who has been confined to his home with an injured foot, has returned to work.

Frank Wilson, foreman of Machine Department, has moved to his new home at Hudson, New Hampshire.

Waukegan Factory

J. E. BEGERT, *Associate Editor*

R. Dennet has been appointed the new Accountant and Office Manager at Waukegan Factory.

During the latter part of August, Waukegan received an exceptionally large number of orders. This necessitated some fast work so that on August 31, 110 cars were shipped, a record for the factory.

Herman R. Diestler, former shipping clerk, Magnesia Plant, who resigned on account of ill health, is at a sanitarium near Kenosha, Wisconsin, where he has shown a marked improvement.

Pete Glosson, Moulding Department employee, Magnesia Plant, has been ill at the Victory Memorial Hospital.

Norma Meisenheimer, covering canvasser, Magnesia Plant, resigned from the Company to be married on September 8 to V. Yennie, garage mechanic at Waukegan Factory.

Herman H. Nies, assistant to chief chemist, recently visited Manville Factory and the Bureau of Standards at Washington, D. C., on official business.

A. J. Ebert, cashier, suffered a bereavement during his vacation in the death of his mother, who passed away rather suddenly at Milwaukee on Thursday, August 23. The sympathy of the entire office and factory force is extended to Mr. Ebert and his family.

P. A. Blewett, assistant to Purchasing Agent at Waukegan Factory, was married to Miss Louis Schumaker at Milwaukee on Saturday, August 18. The honeymoon is being spent in Canada. Mr. and Mrs. Blewett will make their home at Palmer Place, Waukegan.

Henry Rohde, oiler and Moulding Department repair man, Magnesia Plant, underwent an appendicitis operation August 25.

General Office

FLORENCE MUIR, *Reporter*

L. B. McMillan, Consulting Engineer, Industrial Department, General Office, and C. J. Beckwith, Staff Engineer, Industrial Roofing and Building Materials Section, General Office, conducted experiments at Waukegan Factory on August 31 and September 1 on corrugated Transite and special types of roofing.

Clarence L. Sager, formerly with the law firm of Marshall and Auchincloss, has become associated with Johns-Manville as attorney.

New employees at the General Office are: Miss A. Thomas, clerk, Railroad and Government Department; Margaret Titscher, secretary to Clarence L. Sager, Johns-Manville attorney; Gaylord Bloom, mail boy; Miss Dorothy Best, third floor information clerk; and Robert F. Ihrman and George C. Daniels, mail boys, all of the General Service Department.

Promotions and Transfers

E. H. Berger, chemist at Manville Factory, has been transferred to the Industrial Department at New York as consulting chemist under J. S. Carroll.

The newly organized Planning Department at Waukegan Factory is now functioning under the supervision of L. A. Griffin, assisted by E. G. Onsrud, W. S. Collins, R. E. Murphy, Miss Daley and Miss Kelly.

Joseph Rogers has been transferred from Manville Factory to the Industrial Department at New York under F. J. Wakem.

Ralph H. Smith, Sales Department, San Francisco District, has been promoted to assistant to Sales Supervisors C. E. Wayland and S. J. Piercy.

Ralph Brian, formerly chief clerk, Los Angeles District, has been appointed assistant to the manager, and J. M. Booth has been made chief clerk.

H. R. Haines, Construction Department, San Francisco District, has been promoted to the Sales Department. E. C. Cunningham, formerly on construction work at the California Factory, will take over Mr. Haines' duties.

George L. Moore of the Chicago District office force has been appointed merchandising salesman in Chicago city territory.

Miss Wanda Oliver has recently been appointed secretary to San Francisco District Sales Manager E. H. Clausen.

James F. Wimmer, South Dakota general salesman, has been transferred to territory in central Iowa.

Fred S. Switzer, formerly with the Houston Office, has been transferred to the Beaumont territory.

William A. Wallace, chief clerk of the Western Division Industrial Department, has been transferred to the Chicago City Sales force, as associate of L. R. MacAdam. V. S. Miller will assume Mr. Wallace's former duties.

E. L. Owens, formerly of the New Orleans territory, has been transferred to roofing salesman, Houston District.

E. D. Pakenham, Jr., has been transferred from the Camden territory to the Metropolitan District, Paterson territory, Eastern Division, effective September 1.

Ernest T. Florman, former estimator in the industrial building materials section of the Boston Office, has been promoted to industrial building materials salesman in the Boston sales territory, Eastern Division.

L. R. Renwick has been appointed merchandising representative covering the New York and Bronx sections of the New York territory, Metropolitan District.

T. J. Hallahan has been transferred from the Albany District to the Worcester sales territory of the Boston District, effective September 1. Mr. Hallahan covered the Boston District before he went to Albany.

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NEW PRODUCTS

"Curiosity Killed a Cat"— But Commercialized Acoustics

By R. V. Parsons

Staff Manager of the Acoustical Section, General Industrial Department

The Acoustical Section of the Johns-Manville Corporation exists today because of the curiosity and observation of the factory manager of the Keystone Hair Insulator Company, which manufactures J-M asbestos Akoustikos sound absorbing felt.

In 1910 several purchases of standard hair felt in rather extraordinary quantities aroused the curiosity of Mr. D'Homergue, the factory manager in Pittsburgh, and on the occasion of the next purchase by the same individual, Mr. D'Homergue inquired just what the material was being used for, suggesting that perhaps the product might be improved or changed to better meet conditions if the particular use appeared to have future possibilities. He was informed that it was being used to correct the acoustics of Jewish Synagogues and then, as now, the very word "Acoustics" carried the same intriguing quality.

Mr. D'Homergue spoke about it to Julius De Long, President of the Keystone Hair Insulator Company, and it fired Mr. De Long's imagination. On his next trip to the factory he talked with this apparent pioneer in acoustical correction, and later told Mr. T. F. Manville, the President of the Company, about this new use for hair felt and asked him if he would not be interested in investigating it.

Mr. De Long could visualize the tremendous number of churches, auditoriums and theatres wherein such a product could be used, and almost immediately a subsidiary company was formed to exploit this new outlet for felt, and the Johns-Manville Corporation was chosen as the marketing organization.

As a matter of fact, this so-called pioneer was only attempting to capitalize on a very superficial knowledge of the science which had been developed by the late Professor Wallace C. Sabine of Harvard University, and without going into a great deal of ancient history, it is probably enough to state that eventually Mr. Manville eliminated the pseudo-scientist and asked Professor Sabine to organize and act as consultant of the Department of Architectural Acoustics. This relationship with Professor Sabine continued until his death in 1919.

The instance is cited as an illustration of the simple means by which new products are developed to a practical marketing basis, and new lines are added. Sometimes we are too close to our own products to get a proper perspective of their latent possibilities. Many times inquisitive individuals see these qualities and capitalize on their knowledge before we are hardly aware of what is going on.

It is rather a good idea to be a little bit curious about how and where Johns-Manville products are being used. And remember, we *are* actively interested in adding new products to our line which will give us greater coverage in the electrical, industrial and building material field.

For instance, have you ever observed the predominence of hotels, apartments and private dwellings in the building reports? Can you not visualize how valuable a product would be to our Company that would capture a portion of this market?

Let us cultivate our powers of observation and be downright curious about everything that is going on around us that will help to develop our business.

SPORTS

The Waukegan Factory baseball team, which won the championship of the Lake County Amateur League on August 12, also won a trip to Cincinnati, September 15, to participate in the National Amateur Championship baseball tournament.

The employees of the Cleveland Office held their annual picnic on September 8 at Painesville Township Park. The number of employees and their families exceeded 200, a larger group than has ever attended a similar affair.

There was an interesting program of ball games, horse shoe pitching, and other events, with dancing in the evening. Even the old-timers cannot recall a more pleasant picnic.

The members of the Cincinnati Factory Bowling League already have a good set of averages for the beginning of the new season: Abe Kraak, 185; W. Ammann, 166; M. Juenke, 159; T. R. Turnbull, 145; P. Frost, 144; W. Fisher, 144; H. R. Congdon, 143; N. Frost, 142; P. Graham, 142; E. Collins, 137; J. R. Vaughn, 135; and Jim Leach, 132.

On Sunday, September 16, the baseball team of the Punch Department, Gretna Factory, defeated the Manufacturing Department by a score of 8 7 in the eleventh inning. Frombatore and Adams were the batteries for the Punch Department and Curtis and Boudreaux for the Manufacturing Department.

Many employees of the Factory witnessed the game and were served refreshments afterwards. Nick Curtis asked for a return game soon to try and turn his defeat into victory.

Factory Managers Hold Conference at Manville

A conference for factory managers was held at the Hotel Asbestos, Manville, New Jersey, on September 20, the day following the General Conference. A program including business sessions, a trip through the plant, and lunch at the Hotel was arranged. The conference was continued in the New York Office on Friday and Saturday, September 21 and 22.

Among the subjects for discussion were factory accounting, the planning, time study and wage payment plan, and the suggestion plan. Talks were given also on personnel relations, laboratory control and research, and factory engineering.

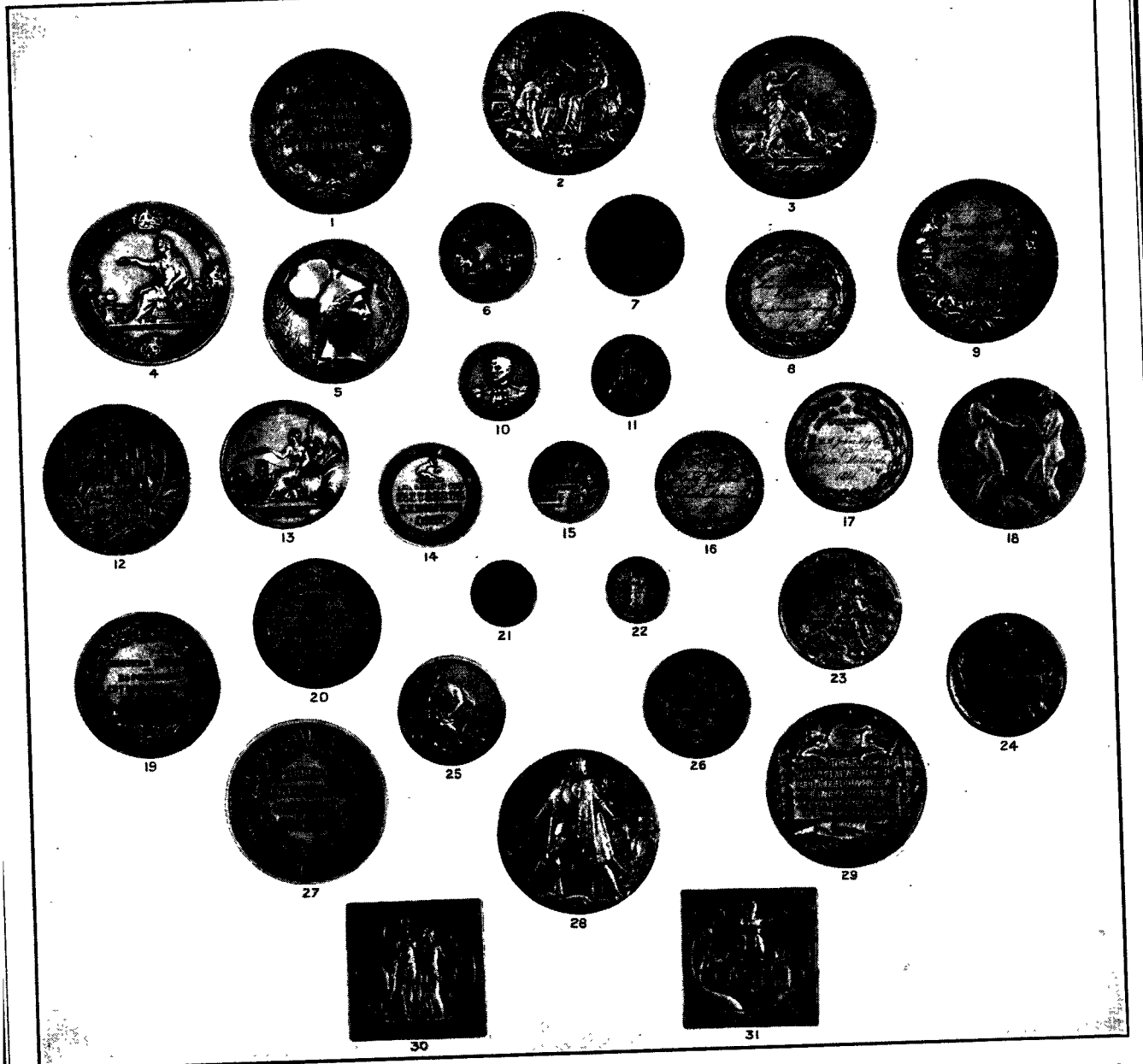
President T. F. Merseles spoke to a group composed of the factory managers and Manville Factory building superintendents just before the opening of the first business session.

Trainload of Roofing Shipped to Los Angeles

One million pounds of roofing and shingles, first products of the new Pittsburg, California, Factory, left August 24 for Southern California. This order, comprising 25 carloads of material for the Peoples Lumber Company of Santa Paula and other Southern California dealers, was sold by L. A. Whitney of the Merchandising Department, Los Angeles District, and the Los Angeles District salesmen.

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QUALITY TESTS of 68 Years

These silver and bronze medals, ranging from a New York State Agricultural Society award made to "Johns and Crosley" for cement roofing in 1860, to a Panama-Pacific Exposition medal awarded to Johns-Manville in 1915, are evidence of the steady progress and the continued excellence of J-M asbestos products.

1 and 2—Two faces of a medal from the Mechanics Institute, San Francisco Industrial Exhibition, 1877.

3 and 9—Second award, International Exhibition at Sydney, New South Wales, 1879.

4 and 27—International Exhibition at Philadelphia, 1876.

5 and 19—Second prize, International Exposition of Chile, 1875.

6 and 7—Texas State Fair, Houston, to H. W. Johns. Undated.

11—Toronto Industrial Exhibition. No. 10 is the other face in 1908, and No. 15 the award two years later.

12 and 18—One of two identical medals, Panama-Pacific International Exposition, San Francisco, 1915.

13—This same face appears on Nos. 8, 16, 20 and 17, the awards of the American Institute, New York, in 1870, 1875, 1877 and 1881, respectively.

14 and 26—Massachusetts Charitable Mechanics Association, 1887 and 1878. No. 25 is the face on both.

21 and 22—New York State Agricultural Society award to Johns and Crosley for cement roofing, 1860.

23 and 24—One of five identical medals awarded by the Cotton States and International Exposition at Atlanta, Georgia, 1895.

28 and 29—One of five identical medals awarded at the World's Columbian Exposition, Chicago, 1893.

30 and 31—One of two silver medals from the Louisiana Purchase Exposition, St. Louis, 1904.

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