

Of course we're backing Britain

We haven't asked our people at Bromsgrove, Dumfries, Edinburgh and Newbridge to do an extra half hour but there are many ways in which each one of us—on the shop floor, in Sales, in Administration or any of the services which are vital to our efficiency—can assist in the drive to help Britain in her drive for greater competitiveness, and help ourselves at the same time.

Let us make sure we are ready to make a quick start to our daily tasks; to operate to the maximum; to show due sense of responsibility; and ensure a smooth flow of work, using our initiative and making sure we meet deadlines. By planning our day more effectively, keeping a very close eye on the standard of work, remembering that on the individual productivity and sense of responsibility depends good customer service, we can help enormously.

Recent measures by the Government could affect business in the U.K., therefore we must endeavour to increase our exports. In this we have the benefit of a rather unique form of export—inter-company sales—the success of which we feature on this page. Whether selling overseas to other companies within Uniroyal, or exporting in the traditional way, we must always ensure quality, good workmanship, and delivery on time. These are the essentials of Export, and, in fact, of any business.

If each of us does all of these things in his or her daily job, we shall have the satisfaction of "pulling our weight" by more than just an extra half an hour each day.

how an international company like Uniroyal can score so decisively if the effort is well directed. When we have 80 plants throughout the world manufacturing rubber products, plastics, textiles, chemicals, we have all the ability when properly mustered to meet competition in all the good markets.

Incidentally, much of the success of John Stuart's efforts in Canada has been as a result of painstaking negotiation with Government officials to sort out problems of tariff and shipping—time consuming perhaps but vital in the long run. Equally rewarding has been the excellent co-operation he has enjoyed in all his contacts within our Canadian associates, Uniroyal (1966) Ltd.

An international quartet—LEFT TO RIGHT: V. M. Wallis, Managing Director—Marketing (U.K.); G. M. Spindler, Director of Marketing (U.S.A.); H. E. Graham, General Sales Manager (Colombia, S.A.); A. J. Stuart, Inter-Company Sales Manager (Scotland); A. E. Ruthven, General Sales Manager—Footwear and Clothing (Canada). Taken at a sales conference in Toronto last year and which typifies Inter-Company Sales.

The Success of Inter-Company Sales

UNIQUE FORM OF EXPORT . . . £1¼ million in 1967

Three years ago Vic Wallis, our Managing Director Marketing, visualised that in the vast global activities of Uniroyal were opportunities for Inter-Company Sales. In other words if Uniroyal in the United Kingdom could supply product services to areas not marketing such items but with potential outlets, or could compete economically in a manufacturing sense, this could be good for Uniroyal as a whole. This idea was given International approval and so started a new sales group that in the short space of three years has proved its worth in no uncertain terms and to the benefit of our United Kingdom organisation.

The requirements for an executive to head this activity called for considerable understanding of the Uniroyal organisation and costing in an international sense, plus a personality that would stimulate confidence and co-operation at all levels. John Stuart combined these qualities and was given the new assignment. How well he succeeded is evident from the 1967 figures which reveal that Inter-Company Sales handled well over £1¼ million turnover.

Canada—an obvious start

Canada, with Commonwealth tariff advantages, was an obvious start. Product-wise PowerGrip was a natural; Tiptrak had considerable potential. But the major breakthrough came close on eighteen months ago when space was required in the footwear section of the Kitchener plant in Ontario to cope with a major upsurge in Royalite automotive business. John Stuart stepped in with the solution. By taking over the footwear requirements of the Canadian market as supplied by Kitchener through extra capacity at Dumfries we could help out our Canadian associates. Many will recall our announcement in the autumn of 1966 that Heathhall production of industrial and safety footwear was to be stepped up to cope with Canadian requirements—business that represented approximately £400,000 in a twelve-month period.

Not only was that extra business very acceptable to Heathhall; it also increased our labour force there where unemployment was at a slightly higher level than in some other areas of Britain. Despite the problem of manufacturing styles of rubber footwear somewhat different from British requirements, Heathhall managed within one month of sending a production team to Kitchener to be in limited production of Canadian styles, a considerable feat and vital to the timing of the phase-out at Kitchener.

Big Footwear Orders

Parallel with this—in April of last year—our Canadian associates decided to cease footwear production at St. Jerome, Quebec, which had supplied Canadian customers with

casual and sports footwear, slush moulded styles, light wellingtons and overshoes. The requirement again was for space to manufacture Royalite parts and fuel cells. Here was another opening which although it couldn't altogether be met from the United Kingdom could provide business for our Uniroyal factories at Elche (Spain) and Cali and Bogota (Colombia, South America), through John Stuart's Inter-Company Sales group. This was true Uniroyal family effectiveness in retaining a market using all our international facilities.

Uniroyal kept faith with its Canadian customers and moreover introduced new and exciting European styles into its Canadian range, Heathhall "Sol-Mates" and Elche "Sandeers" being prominent.

To emphasise the Uniroyal international nature of the Canadian footwear operation and for effective co-ordination, the Canadian footwear sales organisation was headed into Vic Wallis and logically he extended John Stuart's authority to control this organisation. This also includes the Canadian footwear SPC organisation and Industrial Clothing—made in St. Jerome—as well as footwear.

How Devaluation can help

When Britain devalued the £ in November last, new horizons opened up. Fortunately Spain followed suit, thus keeping the export channels from there favourable and capable of expansion. We asked John Stuart how devaluation was likely to affect his organisation. Enthusiastically he said: "We shall be able to land goods more cheaply in Canada. The opportunities for conveyor belting are considerable—we may even be able to compete successfully with the Japs. Hose, wire braided in particular, has good acceptance and already devaluation has resulted in increased business. Tiptrak, too, has greater possibilities now".

As an interim report, that comment is sweet music to our plants at Edinburgh, Dumfries and Elche. Devaluation has presented the chance to develop still further this unique system of Inter-Company Sales, which is being actively pursued, but just a word of caution. Export demands at all times top quality—all those in production must see to it that high standards are maintained. Vital too, delivery dates must be met.

All this underlines

