

# J. E. Trainer Outlines U. S. Industrial Complex

Editor's Note: J. E. Trainer, executive vice president of the company, presented a keynote address as part of a course on material management at the Industrial College of the Armed Forces at Fort McNair, Washington, D. C. His talk, "The American Industrial Complex," was heard by 200 top-ranking military men taking the course.

The Industrial College of the Armed Forces is a joint institution on the highest level in the educational system of the Department of Defense. It operates under direction of the Joint Chiefs of Staff.

Because Mr. Trainer's message dealt with subjects vital to every employee in industry, highlights of it are published here. Reproduced with the text are charts which illustrated Mr. Trainer's study.



The story of American economic life can be described simply in this way: People making goods and performing services, while in turn using the products and benefiting from the services of others.

In addition to being dependent upon each other, the various units of our economy comprising the entire field of industrial activity are governed by specialization—the principle of labor and its refinement. It is this division of labor and the resulting need for cooperation that tie together the many parts of a complex economy.

Let's look at the influence of specialization on the general economy. It means:

Greater quantities of goods in less time and with less effort.

Wider variety of goods.

More unusual products.

Improved quality.

Less waste and increased use of by-products.

Increased efficiency of the use of materials, labor and capital.

Generally rising standards of living.

But specialization has its disadvantages. A chief one is the dependency it creates. Every single enterprise is dependent upon thousands of others over which it has no control. Let a strike or a breakdown occur in plants making sheet steel, for example, and the whole automobile industry will be slowed down or forced to shut down completely. In turn, this will affect coal and iron mining; transportation; rubber, leather, textiles, electrical, glass, paint and associated industries. This example may be repeated many times over and over.

The price that must be paid to secure the benefits and avoid the dangers of specialization is Scientific Management, and the closest cooperation through the whole economy.

There are four great processes which make up the structure of our economic system:

1. Basic Production. Approximately 8 million workers (farming, fishing, forestry, mining).

2. Processing or Manufacturing. Approximately 14 million workers (steel, rubber products, automobiles,

furniture).

3. Distribution. Approximately 15 million workers (wholesaling, retailing, transportation, communication).

4. Services. Approximately 12 million workers (finance, law, amusement, medicine, beauty culture).

In this discussion we are mainly concerned with one of these processes. This is the field of manufacturing industries, or as is commonly called, Industrial Enterprise.

Guided by Management, an industrial enterprise uses Land (materials), Labor and Capital. These are used in varying proportions to make a producing unit to transform raw materials by factory methods into things wanted by society.

This manufacturing process, explained further, is involved with:

Men Money	Machines Materials	Management Methods	Markets
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These categories will serve as an outline for the remainder of this study of our industrial complex.

Many experts debate the relative position and importance of these "7 Ms." By showing their relationship in circular form we are aware of their importance as contributing factors to the Manufacturing Process. At times, however, one may seem more important than the others, but this is due to a problem in that specific field.

All are necessary and their importance varies under different conditions.

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## Company Acquires Trade Volumes

A 15-year search was ended recently when 46 leather-bound volumes of "India Rubber World" were presented to the Firestone company. The rare publications completed the company's 139-volume set. They were presented to Leonard K. Firestone, president of the Firestone Tire & Rubber Company of California, by L. C. Barnard, automotive editor for the "Los Angeles Examiner." Barnard's late uncle, Henry C. Pearson, was editor and publisher of the rubber industry trade journal.

"India Rubber World," first published in 1889, gives an accurate month-by-month report of the activity of the rubber industry as it developed from an infant business into a multi-billion-dollar industry. It is considered the "bible" of the industry and includes news of technical progress, new products, as well as personnel changes as they took place.

In 1954 the publication dropped the word "India" from its title, becoming "Rubber World."

"It is possible that we now have the only complete set of these journals in the United States," said Dr. Overman, man-

## Number Of 20-Year Records Has Passed 10,000 Mark

Of the 10,000 Firestone employees who had received engraved watches in commemoration of 20-year service records as of March this year, 318 of them were from the Gastonia plant.

This history-making 10,000th timepiece went to Victor Pulk, a production analyst at the Akron Synthetic Rubber plant. Raymond C. Firestone, president and son of the company founder, presented the watch and 20-year service pin.

The service award program includes pins for 5, 10, and 15 years of service; a service pin and en-

graved watch for 20 years; a service pin and \$100 check for 25 and 30 years; a diamond-set pin and \$100 check for 35 years; a diamond-set pin and \$200 check, 40 years; and a diamond-set pin and \$300, 45 years.

It was on July 12, 1934 that the company founder started the service award program, with a dinner at the Akron, Ohio, headquarters. On that occasion, 286 persons received watches and pins for 20 years of service. In recognition of 25 years' service, 32 employees also received engraved watches, pins and cash.

ager of the Firestone library and archives. The books are available to others in the industry for study and reference.

The Firestone library at the company's home offices in Akron, Ohio, has nearly 30,000 specialized volumes relating to the history and development of the rubber and allied industries.

An estimated 2,000 persons a day are added to the 65-years-or-more age group in the United States. The Public Health Service reports that there were 3,000,000 Americans in that age group in 1900, compared with 15,000,000 today. The figure is expected to reach 20,000,000 by 1975.



## Main Office

Mrs. Clayton Wilson, payroll supervisor, and Mr. Wilson spent a recent week-long vacation in the northeastern United States. They stopped for a visit in Baltimore, Md., New York City and Rochester, N. Y., and at Lake Ontario.

Miss Helen Spencer, Mr. and Mrs. Brady Spencer and son Haskell, were in Chapel Hill recently visiting Helen's nephew, Wayne Spencer. He had undergone an appendectomy there.

On a recent week end Mr. and Mrs. Howard McCarter entertained Asheville visitors Mr. and Mrs. Alfred Emory and children Debbie and David. Mrs. McCarter works in Payroll; her husband, in Spinning.

## Shop

Jerry Sparrow spent the spring holiday period with his parents, Mr. and Mrs. Frank Sparrow. Jerry is in his second year at Warren Wilson College, Swannanoa. He plans to enter Western Carolina Teachers College at Cullowee, with the beginning of the school year next fall.

## Weaving

Mrs. Benjamin F. Massey arrived in Frankfort, Germany in late March, where she joined her soldier-husband for an 18-month stay. Massey is on leave from Firestone here for service in the corps of engineers with the Army. At the time he left for service in August of 1958, he was working in Weaving (rayon). His address: Pvt. Benjamin F. Massey, US 53307267; Company C, 299th Eng. Battalion, Combat Arm; APO 757, New York, N. Y.

## Warehouse

Warehouse shipping clerk Harold Robinson recently spent a week of vacation in Dayton, Ohio.

Mrs. John A. Jenkins has recovered from a recent illness. Her husband is a Warehouse trucker.

Employees in this department have welcomed Earl MusKelly back to work, after a leave of absence.

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### DEPARTMENT REPORTERS

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**WAREHOUSE**—George Harper, Albert Meeks, Rosevelt Rainey, Marjorie Falls.

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