

29 May 1986

Vern Schipper

Ben Staal - could be seen as a turncoat
"ass kisser"
not viewed with a lot of trust

Wesenberg - top-drawer person
head of engineering then vice pres
person of strong X'm principles,
member of Emmanuel Baptist
Vern's dad Boss
Dad never said a negative word
* Good person to talk about product
and how it was sold

Vandenberg - dead
salesman first and foremost

Sikkell - * Good to tell how it was sold
Sens. vp for sales - Hawthorn

Chiff - liked to have an aura around him
opinionated - spoke his piece
principled.
(Bruce Van Heuven know a bit)
son of "Domine" Chiff - RC minister
PP Chiff a slapper dresser
Hope Church - prestige church; Ray Shott went
there.
PT went around with money crowd
Landwehr's lived on SW Corner 11th and Maple (red brick)

AT Landwehr - heavily insured
When he died, new office building built on
money from insurance.

hardware boat in accident had airplane engine

"They had the Toys."

Vern's car was in Longbank. Said fingers were pointed at AH for letting kids go too wild.

Oscar Nyström - (BVL would know)

brilliant guy.

had no social ambitions; no interest
tinkered - work with his hands

for long time lived in Wam Friend

Can Cedar Rapids plant after divorce

Katherine - old enough to be Ted's Mom; said Vern's dad
as foreman,

Ted worked in HF foundry; then foundry well. Vern's
dad said never been run better.

Ted very concerned with fitness + health

Foundry work very physical, tough environment

Had rep. as best place to work → encouraged
by JP Kolla + AH hardware.

Family chose Ted to run company

Quality-managed company.

Business Principles before WWII were envy

Co. literally built People's Bank, Wam Friend Hotel
Used WF as focal point of activities

Early Tulp Time Brochures printed by HFC

Community-minded Company

Sales strategy

- unique design that was an efficient coal-burner
- reputation
 - More expensive than others but efficient, effective and always installed properly -- important.
- Salesman
 - required to draw diagrams of house; floor plan mailed to HFC. Contract went to finance dept, plans would go to engineers who would approve the location and installation of furnaces.
- Had many checks.
- Quality prod. installed by quality people
- ~~Quality~~ If there was any trouble with furnace, co. in Holland would double-check local salesmen
- up to WWII, co. built reputation because of this.
- Innovation:
 - AIR-U-WELL fan - pushed heat greater distances distributed heat much more evenly. Prior to WWII.
- Made significant steps in heating industry

Up til WWII

(Plant 5)

During WWII, northside plant produced was material

after WWII, great, pent-up demand for furnaces. Many say HFC had heyday just after WWII. Probably here when thing of corporate responsibility for what was going on in field fell apart.

- * Training program for salespeople fell through
- * Local reps hired "willy-willy"
- * Co. didn't pour a lot of money into research and development

How much did co. in Holland know?

Salesmen would sell cleaning jobs for furnaces
And would inspect the furnace as well as clean
it. This was where scandal came in. The "inspector"
who would look at furnace was a salesman who,
if something might be wrong, would sell a new
furnace.

Sold many furnaces this way,

BUT

Alleged guys selling cleaning jobs would sabotage
the furnace. Wasn't anything wrong before.

Planned out strategy (not the sabotaging)

Went itself to illegal practices

At some time, amongst some division managers
a movement to take control of co. Family developed
strategy to counter that.

There were people in Holland who wanted PT out.
Felt he was aware of what was going on in the field
and was responsible for what was going on.

Harry Kolb - chief investment officer.

Challenged PT's presidency

Wanted E. Prandwiler to be pres.

Was ousted from Hazelbank ^{after} stockholders

Henry Boersma - fired

Bill Tahaney - quit

If you disagreed with Ted, you were not going to
be around.

Cheff enjoyed demeaning "friends" in front of others.

Laeris - Lakewood Blvd.

Tom Knight

Fellowship RC

Go past

Cheff

Larry Kolb "Raging a virgin"

"You can't tell me that
the management wasn't aware
that the business practices
were going to get them in
trouble."