

tried to point out in my short remarks the timing and phasing—how one arrives at a free trade goal depends upon problems in particular industries in particular countries.

I would like to differ with you just a second on the use of the term “automation.” I don’t know what it means. And in that sense I don’t believe Gillette is characterized by automation in the sense that you put an IBM tape in a machine and it runs the machine alone. And what we have done, I think, is typical of industry in general since the beginning of the industrial revolution. We have tried to improve the productivity of men by intelligent application of proper tools for them. I am sure this has been done in shoes as well as in other things. Whether it has been done to the limit I have no opinion. And whether it has been done as much as it could be done if they were pressured by foreign competition, I don’t know either.

But I think these are good questions. I think that our country will move toward a more efficient production the more competition they have, whether it be internal or external.

Senator SYMINGTON. I appreciate that. Much of foreign automation—the word was applied after World War II—we gave abroad many billions of dollars of our best equipment. As a result, foreign competition has the same machinery, the best in this country. It has been given or loaned.

Do you have a patent position in, say, Japan?

Mr. GILBERT. Not of any basic consequence.

Senator SYMINGTON. An interesting answer.

Mr. GILBERT. I would like to make a point, if I may, Senator. Looking at the growth and the development of our company—as you know, we are in many places abroad—I would have no qualification for my opinion that our company’s strength comes from the fact that we are able to attract the best technology from everywhere in the world. There was a time at the end of the 1930’s when, if it hadn’t been for the fact that our British subsidiary was doing a better job of making blades than we were in this country, the company would have probably gone out of business. As you look around the company, in all of our machine shops you will find Cincinnati milling machines, Genevair drill presses—we look to the best there is in the world, and get it, and combine them, and make them go to work for us. And I think this is where strength comes from industrially.

Senator SYMINGTON. Thank you, Mr. Gilbert.

Mr. Balgooyen, you say “we exhibit great interest in our Latin American neighbors in time of national emergency but quickly forget them when the crisis is over.” To what are you referring?

Mr. BALGOOYEN. I am referring specifically to World War I, World War II, and even now when we are engaged in Vietnam, when we need to have the strategic materials that Latin America produces, materials such as copper, for example, and we remove the impediments to their exports. But after the emergency is over, then we hear from our own producers. The tendency has been in the past to reimpose these restrictions after the emergency is over. That was particularly apparent after World War II. I am not indicating that we forget them completely; but, in the matter of helping them to promote their export trade to this country, we do have a tendency to forget them.

Senator SYMINGTON. Thank you.