Employment

The total number of employees at Coors Porcelain Company as of December 31, 1967, was 1,316. Of these, 105 are directly connected with the daily operations of the chemical porcelain plant and a number of others are indirectly involved through staff functions. Many of these people have been working on chemical porcelain for more than 25 years and they know no other skills. Their jobs would be seriously endangered by any reduction in the protective tariff of chemical porcelain.

Variety of product

Counting all of the shapes and sizes, there are 459 separate items of chemical porcelain in our catalog. In addition to those items which are listed in the catalog and therefore stocked for immediate delivery, about 300 custom made specialties are also made. Some sixty to seventy of these are made for U.S. Government agencies.

A listing of the total numbers of these 459 catalog items which were sold in 1967 is shown in Appendix B. It is of value to note the small numbers that are sold of many of the items. There were less than 10 pieces sold during the year of eleven different items. The largest quantity was for a small crucible, our Number 23005, which sold 265,736. A listing is given below of the number of various items which were sold and the quantity breakdowns:

Number of items:	*Number of pieces of each item sold*
12	0 to 9.
47	10 to 49.
45	50 to 99.
132	100 to 499.
40	500 to 999.
141	1,000 to 9,999.
36	10,000 to 99,999.
6	100,000 or more.

Consideration of mechanization and automation

Because of the low volume of a large number of items which are produced, automation is impractical in most cases. A great deal of development effort has been spent in the past 22 years since World War II to mechanize as many of the production lines as possible. New equipment has been installed and new techniques tested out and put into use where feasible. Also, a tremendous amount of improvement has been made in the area of efficiency as measured by the percentage of losses of the various items which are made.

Losses which ranged from 30% to 50% fifteen years ago have been reduced to the area of less than 10% and in many cases only 3% to 5%. Because of this situation there is very little room left for improvement in either the methods or the efficiencies of operations although considerable effort is still being expended in this direction.

For the above reasons there remains a great deal of hand labor involved in the manufacture of chemical porcelain. Approximately 27% of our cost of manufacture is in direct labor and another 26% is involved in indirect payroll. In other words, a total of 53% of all costs is paid out in wages. For this reason, it is quite apparent that comparative wage rates with manufacturers in foreign lands are of extreme importance in the analysis of the competitive picture. This factor will be dealt with in more detail later.

During the past several years our developmental work has produced a new line of high purity alumina ceramic laboratory ware. This is a new laboratory advancement but is not a substitute for chemical porcelain—it is rather a supplement for a number of sepcialty uses. The volume of this line is still rather small in comparison with the standard chemical porcelain.

Other Coors products

In addition to the manufacture of chemical porcelain, the Coors Porcelain Company is in the business of making and selling a good number of other products. The largest volume is alumina ceramics for electrical and electronic industries as well as for many mechanical applications. Beryllia ceramics are also produced, as are pyrometer and combustion tubes, grinding media and brick linings for ball mill grinders, and other wear resistant products, ceramic coatings, metal-to-ceramic assemblies, nuclear fuel elements and aluminum metal