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The head man at International Minerals & Chemical has been an important influence on entire plant food industry through policies inaugurated in his company and by his participation in industry affairs



Louis Ware

President and Director, International Minerals & Chemical Corp. Born July 13, 1894, Somerset, Ky.; University of Kentucky, E.M. 1917, 1952 Honorary D.Sc. Miner, Old Dominion Copper Mining Co., 1917-19; transitman, Arizona Commercial Mining Co., 1919-21; chief engineer, Iron Cap Copper Co., 1921-23; superintendent, Miami Copper Co., 1923-26; general mine superintendent, Chile nitrate properties, Guggenheim Bros., 1926-29; consulting engineer, New York City, 1929-30; engineer, New York Trust Co., 1930-35; president and director, United Electric Coal Companies and Coal Sales Corp., 1936-39; International Minerals & Chemical Corp., 1939. Director: National Fertilizer Association, First National Bank of Chicago, Air Reduction Co., and others. National Advisory Council to Secretary of Interior, minerals policies, 1949-52.

LOUIS WARE became president of International Minerals & Chemical Corp. in 1939. Sales that year were just under \$12 million. Sales for the year ending June 30, 1954, were more than \$93 million. The U. S. economy has ballooned like a poisoned pup during Ware's 15 years at IM&C's helm, and for many, this might detract from the impressiveness of an eightfold gain in sales. But look at the profits: in 1939, \$126,000—in fiscal 1953-54, more than \$6 million, a 48-fold gain.

Ware's operation of IM&C has played an important role in the change that has taken place in the fertilizer industry during the past decade. One of his early moves was to install an extensive research program. Slightly more than 2% of the company's sales revenue now is plowed into this program, much of which is devoted to production and utilization of fertilizer, or plant food, as Ware prefers to call it. He has long favored this generic term in preference to "fertilizer," and it is gradually catching on. (IM&C, where Ware can exert his influence more or less directly, has its Plant Food Division.) IM&C is, of course, a leading miner of phosphate rock and potash. Ware is a recognized authority in this field, and his company's technical leadership in mining has undoubtedly contributed to making phosphate- and potash-based plant foods cheaper and more available.

His Influence Felt Throughout Industry

Ware's influence upon his firm obviously has been great. Less obvious, perhaps, but just as great has been his personal influence in the fertilizer industry. His activity with the National Fertilizer Association dates from shortly after his move to IM&C. Those were rough days for the industry. NFA, like many another organization, had come under the scrutiny of the trust-busting

legal eagle, Thurman Arnold. Industry morale, just recovering from almost a decade of depression, was not stimulated by this investigation.

As operating boss of a leading plant food maker, and as a man of great leadership ability, Ware was bound to make his presence felt in NFA. Sincere differences of opinion had grown up within the association by the early 1940's, and many had begun to consider a new body, separate from NFA. Ware personally was opposed to such a move, and so stated at an NFA meeting in Washington, D. C. He could not see a place for two organizations.

Executive Versatility Where It's Needed

The American Plant Food Council did form, however, in 1945. It operated successfully to date. Late in 1954, the consolidation with NFA to form the National Plant Food Institute was accepted by both organizations. Ware was present at several joint preliminary meetings, called to iron out consolidation details, and actively backed the plan.

Ware stayed with NFA throughout and was a force in the gradual streamlining of that organization that began just before APFC was formed. He has served as a director and as chairman of the board, from 1952-54.

Louis Ware is an unusually versatile man at an executive level where versatility is the rule, not the exception. His broad mining experience began in the Arizona copper fields in 1917; soon afterward, the 17th U. S. Cavalry rescued him. Not from the pesky redskins, but from about 1000 pesky Industrial Workers of the World, who had besieged Ware and 40 others in a mine. The siege raised, Ware moved ahead rapidly and by 1926 was general mine superintendent

at the Guggenheim Bros. Chilean nitrate operation.

By the time Ware joined IM&C, then the International Agricultural Corp., he had added five years with the New York Trust Co. to his background. The experience was to prove invaluable in running the financial end of a big chemical company. He had limited plant food experience, but today, comments one IM&C executive, Ware knows fully as much about his agricultural products as do any of his salesmen.

IM&C people, of course, make the standard comments about their boss. But their remarks show a revealing correlation. "Stimulating" and "warm" are adjectives they use consistently to describe him. Ware is a demanding man; he must be. But he is a considerate man, too, and gives his executives wide latitude in their respective functions. He was a pioneer in setting up regional meetings to tell his stockholders personally of their company's progress.

Louis Ware's company has diversified broadly since he took command. Today, it has six major operating divisions including the Plant Food Division.