

# profile...

**The manager of Shell's agricultural chemicals division grew up with his organization. A balanced sense of relationships of sales and research is an important part of his talent for management**

FRED HATCH started out to be a civil engineer. His engineering background and experience landed him his first job with Shell Oil in the asphalt department. That was 23 years ago. Today, as manager of Shell Chemical's agricultural chemicals division, Hatch has come a long way from the transit and plumb bob. His *curriculum vitae* reads like a narration of his company's development in the agricultural chemicals field. He has been particularly active in the postwar promotion of aldrin, dieldrin, and endrin, as well as the soil fumigants, D-D and Nemagon.

In 1932, when business was very slow, Hatch was an independent business man, having gone into the construction machinery business following a post-college stint with the California State Highway Department. Shell Oil was then organizing an asphalt department and Hatch looked like a man they wanted. He was lured from his independent position to become manager of asphalt sales for Shell in the San Francisco division and in two years was division sales manager. It was about this time that Shell was becoming a pioneer in the use of petroleum oils for spraying citrus orchards and Hatch had his first association with the agricultural chemicals field.

Hatch moved up rapidly, becoming divisional sales manager in Los Angeles, then, by 1943, Pacific Coast manager of special products. This position brought him into an active role in the development of Shell's agricultural chemicals. He was chairman of the committee which planned and staffed Shell Development Co.'s experimental farms and laboratories at Modesto, Calif., in 1944.

In the administration of the special products department and development of the Modesto laboratory, Hatch had a good opportunity to demonstrate the capacities that have been especially valuable as he moved into his present position. He showed a strong sense of the place and the value of research and of the importance of coordinating sales and research without subordinating one to the other. While sales has always been his job, research men working with him recall that he strongly resisted the tempta-

tion to call in the laboratory on technical matters of immediate concern. He preferred to handle them whenever possible with his own staff and leave the laboratory to its research work. This relieved the research personnel of the pressure of day-to-day technical problems in the field. Hatch's approach is given much credit for the successful development and progress at Modesto, the center of Shell's research in plant pathology and physiology, and nematology. Hatch was strong for basic research and the development of new products aimed five to 10 years in the future. He actively carried his backing of the basic research people to top management.

During this period, Hatch was with Shell Oil Co. The trend in his department was toward organic chemicals as finished products. It meant that the division was moving from petroleum into chemicals. As a result, a decision was made to move chemicals out of the petroleum company. Agricultural chemical products, and Hatch, became a part of Shell Chemical Corp. in 1949. He moved to New York as manager of agricultural chemicals sales.

At this time Shell's agricultural chemicals products were finished goods: formulations of DDT, toxaphene, petroleum weed control products with pentachlorophenol, and D-D soil fumigant. Hatch and others in management felt that marketing of this type required too much direct attention for a national operation of Shell's scope and planned to get out of the finished products business. By 1950 arrangements were made for Shell to become, in effect, exclusive distributors of aldrin and dieldrin, manufactured by the Julius Hyman Co. In 1952 Shell purchased the Hyman company and a vice presidency of that company was added to Hatch's duties. He moved to Denver in charge of sales.

All of this was a part of Shell's getting out of the finished products business and consolidating its agricultural chemicals operations entirely in basic production, except for the marketing of its soil fumigants, which require no formulation. By 1955, the use of the Hyman company name was discontinued.

The agricultural chemicals division



**Frederick W. Hatch**

Manager, Agricultural Chemicals Division, Shell Chemical Corp. Born 1897, Ashland, Ore.; Univ. Calif., civil engineering. Engineer, Calif. State Highway Commission, 1919-21; construction equipment sales and service, 1921-24; manufacturer's representative construction equipment, 1924-32; manager, asphalt division, Shell Oil, 1932-36; division sales manager, 1936-43; Pacific Coast manager special products sales, 1943-49; manager, agr. chemicals sales, Shell Chemical Corp., 1949-52; manager, agr. chem. division, 1952-date. Board directors, National Agricultural Chemicals Association 1953-date; V. P., NAC, 1954-date.

is moving to New York. The move will not only reduce the great amount of time spent in shuttling from Denver to New York, but it will put him in a more convenient position for his considerable amount of overseas liaison work. Shell is actively interested in having aldrin and dieldrin used wherever it is effective. This means that there are many opportunities in other countries. Hatch is busily engaged in work with overseas distributors, international organizations such as WHO, the U. S. State Department, and foreign governments.

In addition to his company work, Hatch has exerted an influence on the agricultural chemicals industry through his active work in the National Agricultural Chemicals Association, where he has served on the Board of Directors during the past three years and last fall became vice president.

Combine all of these activities and it is easy to see that Hatch has made his mark in his company and his industry. But he isn't finished yet, and as he moves about his New York-San Francisco-Denver beat, with international organizations and NAC work thrown in, it is understandable that he has developed a reputation for taking on in a couple of days what most men give a week.