

# profile...

## Typical of the new look in Allied Chemical's management is the president of the Nitrogen Division, who backs aggressive research and sales programs

**H**UGO RIEMER is top man in the organization that pioneered large-scale nitrogen fixation in this country. Allied's Nitrogen Division, as such, is a relative youngster but the firm's interest in the field dates back even before its formation, one of its predecessors having developed the first American process before the U. S. entered World War I and Allied having placed the first successful American plant in operation in 1921. Today, despite Allied's importance in several major fields and extensive diversified growth, ammonia and other nitrogen products contribute more to the company's sales than any other group of its products.

The president of the Nitrogen Division is a lawyer. It was Riemer's legal background that put him on the team with M. F. Fogler, now executive vice president of the division, to negotiate purchase in 1946, from the Government, of the South Point, Ohio, plant, later to become an important producing unit of the Nitrogen Division. Allied built and operated the plant for the Government during the last war.

When the Nitrogen Division was established in 1952, Riemer was made its president, moving up from the executive vice presidency of Solvay Process Division. The new division was set-up to produce and sell ammonia and other nitrogen and related products which previously had been made by Solvay and sold by the Barrett Division.

Though trained as a lawyer, Riemer has developed a very keen technical sense. His approach is typical of the "new look" that has swept through Allied's management during the past few years. As *Fortune* put it last fall, Allied "has come back to trade caution for courage."

Since 1945 the firm has boosted research and development outlay from less than \$4 million to over \$15 million per year. Four months after formation of the new division, Riemer announced a million dollar expansion of research and engineering facilities at the Hopewell, Va., plant. The new laboratories, completed a year later, are devoted to organic research—more particularly to advanced research and large scale experimental

work for the production of chemicals from natural gas and petroleum. The organic group contributed to the design and experimental work for production of ethylene oxide and ethylene glycol at the division's new Orange, Tex., plant.

These organic research laboratories together with well equipped ammonia research facilities acquired in 1945, and a modern engineering building completed in 1954, make up the development center at Hopewell. The emphasis on research has paid off in new products and improved processes, such as the continuous chemical process for 12-12-12, in operation at South Point.

### Leading Customer for Natural Gas

When Riemer took over, the Hopewell and South Point nitrogen plants were being converted to use natural gas as the hydrogen source instead of coke. The conversion is now complete and today Allied is probably one of the largest consumers of natural gas for process purposes in the world. At Omaha, Neb., by spring last year, the division had put on stream a new plant for producing ammonia, most of which is being converted to urea for fertilizer and cattle feed supplement. Also last year Riemer announced plans for expanding ammonia capacity and installing facilities for producing nitrogen fertilizer solutions at Omaha, to the extent that availability of natural gas would allow. More units for ammonia and nitrogen solutions are nearing completion at Hopewell and South Point. The company has assumed a leading position in the industry's promotion of nitrogen solutions for fertilizer use. All of this is indicative of progressive management thinking which has become typical at Allied in recent years.

Public relations is another field where Riemer has backed a more liberal, enthusiastic approach. He has encouraged the use of modern farm chemical advertising techniques, including such popular appeal items as "Mike, the soil microbe, who works better when he is well fed." Farm radio and television, as well as dealer meetings and film programs, are employed to tell the nitro-



**Hugo Riemer**

President, Nitrogen Division, Allied Chemical & Dye Corp. Born April 27, 1908, Lewisburg, Pa; Bucknell University, A. B., 1929; Columbia Law School, LL.B., 1932; Cravath, deGersdorff, Swaine & Wood, New York law firm, 1932-1935; legal department, Allied Chemical & Dye Corp., 1935-45; Assistant to the president, Solvay Process Division, 1945-50; vice-president, Solvay Process Division 1950; executive vice-president, Solvay Process Division, 1950-52; director at large, National Fertilizer Association; member, Common Council of Summit, N. J.; past chairman, United Campaign, Summit, N. J., member, Planning Board Summit, N. J.

gen story of more prosperous farming through wise use of fertilizers. The target all along is the farmer and farm youth. Director of information, John Waugh, under the leadership of F. T. Techter, executive vice president, sales, now works full time with a trained staff planning novel advertising and sales promotion. And they are selling more fertilizer.

National officers of the Future Farmers of America and their government leaders make Nitrogen Division headquarters a regular stop in their annual tours. The company arranges a short educational program topped off with an evening's entertainment in New York City. The 4-H Club's field crops program is now sponsored by the Nitrogen Division and involves some 300,000 farm youths. Riemer is obviously aware of the importance of a good public relations program directed to youth. But his active personal interest is undoubtedly sincere.

Hugo Riemer's warm friendliness inspires cooperation from his associates. He is the type of executive that gets up from his chair and walks around the desk to greet those who visit his office. At 47, ex-footballer Riemer has come a long way but is still full of enthusiasm and executive drive. It takes no prophet to predict for him a bright future within the management ranks of Allied Chemical & Dye.