R. R. #1, Ladner, B. C.

9th March 1926.

Dear Jarvis;-

I received your note this morning and was disappointed at not seeing you again before you left Vancouver. However will look for your visit over some week end when you return next summer.

In particular I was anxious to have had another talk with you re B. C. F. & P. Co since the local rumours of Mr. Burke becoming assistant general manager have had confirmation in the Montreal and Toronto newspaper comments on the new merger. I did not want you to carry the impression from my comments on Mr. Burke the day we lunched together that I wished to belittle him. On the contrary Mr. Burke and I are friendly and I fully recognize his unquestioned ability. What I did means was that he is not a practica canneryman, as Mr. Barker was, and that from this standpoint he will not bring to the company the technical knowledge so essential to efficient management. Mr. Whitehead also lacks this technical knowledge, as he would be the first to admit, and so cannot supply the qualifications in which Mr. Burke also is lacking.

What I fear is that the company is forgeting the experience it had through Wilson and Ker and is putting itself back in the same position again. Before joining the B. C. Packers Wilson had an even longer experience than Burke in the head office branch of the business, and still Barker's report condemned him. I would not insult Burke or Whitehead by comparing them to Wilson, but their experience being limited to the same sphere as Wilson was familiar with there will be times when they may make mistakes through their ignorance of what may be termed "field conditions".

I can probably best illustrate my meaning by citing a couple of incidents.

1. The methods employed by the government in operating fish hatcheries was not accomplishing anything and in 1920 Mr. Burke initiated an active campaign - in which he tried to inlist my assistance - to have all artificial propagation work discontinued. While I was emphatic in condemning the government's methods as being obsolete and non-productive of any real good I took the ground they should be made to adopt more modern and efficient methods. Burke carried on his campaign through the public press and I opposed him thro gh similar channels. Eventually I got Burke to accompany me to the Columbia river to see the actual results being obtained there. He went; became converted; wrote a letter to the Pacific Fisherman endorsing artificial propagation; and ceased his opposition. He probably does not yet know how close his opposition campaign came to succeeding, nor how disasterous to the industry his plan would have been.

2. In 1920 reports came from our Namu cannery that swells were developing in the pack and I was sent immediately to the cannery to ascertain the trouble. I found Winch, without informing the other directors, had instructed the manager to instal a device he had seen employed in Puget Sound canneries for cooling the tins as they came from the cooking retorts to facilitate handling them. Being familiar with processing methods in fruit and vegetable, as well as fish canneries, I knew at once that the use of this cooling system necessitated a longer cooking period in order to effect proper sterilization. Winch had not known this; the cooking period had not been lengthened; and hence the trouble we had experienced.

I changed the system, whereupon the trouble ceased, and on returning to Vancouver reported my findings to Winch. The latter was not satisfied I was right and the two of us called on various competitors to get their opinion. Barker contended that if the bones were soft the fish would be cooked and the process would be all right. The others endorsed his opinion. As in our trouble the bones were soft it showed the fish were fully cooked, but I still contended they lacked full sterilization.and therefore would not keep. Winch and the others thought I was wrong but having friends in the National Canners Association,(the organization which controls practically all the canning industry of the U. S.), I submitted the association samples for chemical analysis. They found that although the fish was thoroughly cooked <u>it was not sterilized</u> and that the sudden reduction in temperature brought into activity dormant germs which would have perished had the cooking period lasted longer. Since that analysis the cause was discovered why canned products which respond to every test for quality at ports of shipment often developed defects when sent to tropical climates. To-day the cooking period for most canned products has been lengthened, and the former complaints from tropical countries have practically ceased.

These two instances,(like the proposal to close Fraser river to all fishing, which I mentioned to you the other day at lunch), are what I refer to as "field conditions", and are largely outside the ken or knowledge of head office management. The lack of such knowledge on the part of such management is not a fault with them, but may often result in injury to a company. Every successful company I know of of the size of the B. C. F. & P. Co. has some one in an authoritive position with this necessary knowledge who can guide the others toward beneficial measures or away from detrimental ones. And every unsuccessful company whose operations I am familiar with lacks such adviser. On your old board of directors Barker was the only one who possessed this knowledge of "field conditions", and while I do not know the composition of your new board I think you will make a regretable mistake if you have no one with similar knowledge both on your executive and on the board.

AE. J. #3.

Your two strongest and most aggressive competitors are the Canadian Fishing Co. and Gosse Millerd Ltd. Of the former Mr. Hager and the heads of the various departments are all experienced men, and in addition they operate a large cannery, freezer, cold storage and fresh fish business in the same building that contains their head office. Hence they are in daily touch with "field conditions" of the business. In Gosse Millerd Ltd. Capt. Gosse, his two sons and his son-in-law are the active managers of the business. They are all practical, experienced cannerymen, who spend most of their time at the plants or on the fishing grounds. They possess a knowledge of field conditions not duplicated by anyone connected with your company. It is tempting fate to expect the B. C. F. & P. Co to hold its own with such well equipped competition. Neither they nor Wallace Fisheries Ltd. did so in the past, and simply merging the two does not alter this phase of the situation.

Perhaps you may think it is none of my business what the company may do, and may resent my expressions of opinion. I think however that as the creator of the company I should not be considered presumptious in offering suggestions that may add to its continued prosperity. I have a high opinion of Mr. Whitehead and want to see him succeed with his management. In all fairness he should not be put in a position where, as Mr. Barker's successor, he will be handicapped by being asked to perform all Barker accomplished, despite the advantage Barker possessed through his technical knowledge of field conditions.

With kindest regards,

Yours sincerely

HD/P.