

Huge Shoe Organization Gathers World Meeting

By KEN SMITH
Canadian Press Business Editor
TORONTO (CP) — It takes more than an unofficial war to interfere with the plans of the Bata organization, the world's largest shoemaker.

Bata this week has brought together 200 executives from 50 countries, ranging from Aden to Zambia and including India and Pakistan, to open a new headquarters and to discuss ways of increasing annual sales already totalling 185,000,000 pairs of shoes.

Although Indian shells hit the Bata plant in Pakistan during the recent fighting there, representatives of both countries have been working side by side

with others to ensure that the week-long meeting concentrates on business—not international rivalries.

Ignoring border squabbles is nothing new for the Canadian-based organization, one of the few international outfits of its size and complexity that is in effect owned by one man.

Started as a four-man plant in Czechoslovakia in 1894, it expanded swiftly through the First World War by adapting production-line techniques to making shoes and by 1932 — when founder Thomas Bata Sr. was killed in a plane crash — was operating successfully in 27 countries.

Mr. Bata foresees the Second World War long before his death. He started decentralizing the organization, shifting key personnel, plans and machinery to other countries so that no matter what catastrophe struck some parts of the empire would survive.

It did, despite plant seizures first by the Nazis and then by the Communists. Now in the hands of the founder's son, Thomas Bata Jr., the organization operates in 83 countries, employs 65,000 people and has 4,500 retail outlets.

Annual sales are estimated as a private company Bata does not reveal financial figures — at more than \$400,000,000.

Despite its scattered operations, Bata maintains an unusually strong personal stamp.

Mr. Bata and his wife, also

closely connected with the firm, travel 150,000 miles a year looking in on various operations.

Mrs. Bata, a recognized fashion authority, is a style consultant to many Bata companies and as a trained architect has advised on the design and decor of Bata buildings and stores around the world.

Although the various plants are called independent, a well-established chain of command exists.

RUN FROM TORONTO
The headquarters at Toronto hands down broad directives on shoe styles, manufacturing techniques, materials and equipment. It contains modern testing laboratories, constantly checking new materials and machines.

Bata's vast international market is divided into seven regions, each responsible for altering the broad directives as required by special circumstances and for drawing up marketing and advertising programs.

Plants can amend these to meet particular local requirements, but the over-all responsibility emanates from Toronto. The personal interest extends into employment policies, too. Bata prides itself on hiring local people whenever possible, but at the management level there is a constant search for the best man for the job, no matter where he is to be found.

Head office uses a computer to keep tabs on potential executive material and to encourage young persons to develop within the company. 150 men are given special responsibilities beyond their normal tasks.

WATCH REACTION
The way they react to these challenges helps head office rate them.

The executive conference now going on is another part of the personal program. It helps executives keep in touch with each other, with head office and the organization generally, an official says.

Most executives, the friends say, speak at least two languages.

Mr. Bata, little known: publicly despite his success, came to Canada in 1939 and helped establish a major manufacturing plant at Batavia, a small town 110 miles east of Toronto. He became a Canadian citizen in 1942.

"We have the same idea as old Henry Ford," he once said in a rare interview. "Turn out cheap, good shoes for the mass market but give them style and quality."

ON THE AIR

THURSDAY PROGRAMS

- CFCY-TV**
- 2:30 p.m.—Musical
 - 3:00 p.m.—Romance of Science
 - 3:30 p.m.—Take Thirty
 - 4:00 p.m.—Vacation Time
 - 5:00 p.m.—Ivanhoe
 - 5:30 p.m.—20/20
 - 6:30 p.m.—Agricultural—Education
 - 6:30 p.m.—Gazette
 - 7:01 p.m.—CFCY TV News
 - 7:15 p.m.—Keyboard Melodies
 - 7:30 p.m.—Please Don't Eat The Daisies

- CKCW-TV**
- 10:27 a.m.—Station Sign Off
 - 10:30 a.m.—Nova Scotia Schools
 - 11:30 a.m.—Sign Off
 - 2:45 p.m.—Sign On — News
 - 3:00 p.m.—Weather and Sports
 - 3:00 p.m.—Gale Storm
 - 3:30 p.m.—Romance of Science
 - 4:00 p.m.—Vacation Time
 - 5:00 p.m.—Woody Woodpecker
 - 5:30 p.m.—20/20
 - 6:00 p.m.—Jungle Jim
 - 6:30 p.m.—News, Weather & Sports
 - 7:00 p.m.—Thursday Night at the Movies
 - 9:00 p.m.—The Seaway
 - 10:00 p.m.—I Dream of Jeannie
 - 10:30 p.m.—Telescope
 - 11:00 p.m.—Peyton Place 11
 - 11:30 p.m.—Honey West
 - 12:00 p.m.—CBC TV News
 - 12:15 a.m.—Viewpoint
 - 12:20 a.m.—Lionel Television News
 - 12:25 a.m.—Station Sign Off

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CFCY Radio

- THURSDAY**
- 6:30—News and Weather
 - 6:35—Morning Roundup
 - 6:45—Island W. and Mar. Temp.
 - 6:46—Morning Roundup
 - 6:55—News and Weather
 - 7:00—Preview Christian Hour
 - 7:15—Morning Roundup
 - 7:30—News and Weather
 - 7:35—Farm Report
 - 7:41—Morning Roundup
 - 7:45—Island W. and Mar. Temp.
 - 7:46—Sports Capsule and Score
 - 8:00—News
 - 8:11—Weather
 - 8:15—Morning Roundup
 - 8:45—Weather
 - 8:50—Atlantic News Roundup
 - 8:58—Thought For Today
 - 9:00—CBC National News—CBC
 - 9:11—Preview—Commentary—CBC
 - 9:16—Notes and Music
 - 10:00—News and Weather
 - 10:05—Notes and Music
 - 10:40—Mr. Co-op Program
 - 10:50—Notes and Music
 - 11:00—News and Weather
 - 11:05—News and Views on Groceries
 - 11:20—Notes and Music
 - 11:30—Montague Entertainers
 - 11:40—Notes and Music
 - 11:45—Bulletin Board
 - 11:50—Notes and Music
 - 11:55—Atlantic News Roundup
 - 12:00—Weather
 - 12:05—Town and Country Time
 - 12:30—News and Weather
 - 12:45—Town and Country Time
 - 1:00—News and Weather
 - 1:05—Town and Country Time
 - 1:15—What's On Tap—CBC
 - 1:45—Town and Country Time
 - 2:00—News and Weather
 - 2:05—Mostly Weather
 - 3:00—News Headlines and Weather
 - 3:03—Trans-Canada Matinee—CBC
 - 3:30—Tops in Pops
 - 4:00—News Headlines and Weather
 - 4:03—Canadian Roundup—CBC
 - 4:10—Tops in Pops
 - 5:00—News and Weather
 - 5:05—The Outports
 - 5:25—20—Marine Weather
 - 5:28—The Outports
 - 6:00—News and Weather
 - 6:15—On Parliament Hill—CBC
 - 6:20—Today's Editorial—CBC
 - 6:25—Sports Parade
 - 6:30—Business Barometer—CBC
 - 6:35—Tonight's Music
 - 7:00—Back to the Bible

CONTRACT BRIDGE

By B. JAY BECKER

function well in these low-level contracts for the penalty to become remunerative. That is what they did in this case where East made a takeout double of one heart and West changed it into a business double by passing.

West started by leading a trump, which was surely a step in the right direction from the viewpoint of defense. The lead was designed to prevent declarer, or dummy, from scoring tricks with low trumps.

Declarer took the queen with the king and played a low club, the ten losing to the jack. East returned a spade to the king and West continued the attack in trumps by re-entraining the jack of hearts.

South took the jack with the ace and played another low club. East winning with the queen. East then discarded a spade. First then cashed the queen of spades followed by the ace.

West now made the key play of trumping his partner's ace and proceeded to draw South's remaining trumps by leading the 10-7. Now down to four cards, all diamonds, West had to lead one, permitting South to score the A-Q, but East then took the last two tricks with the ace of clubs and nine of spades.

As a result, South went down three—800 points. West's pass of the double was certainly the normal thing to do, but his persistent method of defense—particularly in dealing with the trump suit—was exceptionally fine. It did not look as though declarer would go down three when dummy first appeared, but good defensive play made it possible.

AT LAST WRIGLEY'S SPEARMINT IS IN THE MODERN dime PACK

More to enjoy! Wrigley's Spearmint, Doublemint and Juicy Fruit Gum are now available everywhere in the Big Dime Pack.

SCs Appoint Campaign Head

OTTAWA (CP) — Frank Jones, 49-year-old Montreal investment and mortgage businessman, has been named Social Credit national campaign chairman for the Nov. 8 general election.

Mr. Jones, a Vancouver native and an RCAF fighter pilot in the Second World War, occupied the same position in the 1963 federal election when Social Credit won 20 seats in Quebec and four in the West.

All 20 Quebec MPs have since left the party, with 13 forming the Ralliement Citadiste, two defecting to the Conservatives and five seeking re-election as independents or under a different party label.

Mr. Jones' appointment was announced by Martin Klein of Regina, president of the Social Credit Association of Canada, after a meeting of the party's campaign and platform committees here.

They agree they are paying \$50,000 less a year in Canada in duties on imported cars and parts but say that it is costing a lot to rearrange Canadian production for higher volumes.

Democratic Senators Vance Hartke, Indiana, and Albert Gore, Tennessee, renewed their opposition—Hartke on grounds Indiana already has lost business to Canada and may lose more and more on grounds the pact with Canada is a cartel, helping the big auto makers and harming smaller American parts firms who are threatened with loss of business by larger Canadian shipments.

At one point, Hartke read from a Canadian newspaper a report that the auto plan is a "bonanza" for Canada. Wirtz said it also means 25,000 to 50,000 U.S. jobs.

RIPLEY'S BELIEVE IT OR NOT

THE BARREL TOMSTONE
ERECTED OVER THE GRAVE OF LEONCE CHESNAUD — A WINE GROWER
Rochevaur, France

AN ORDERLY FAMILY
CHIEF ALA'ALATOA of Savaii, Samoa, NAMED HIS SONS TASI, LUM, TOLU, FA, LIMA, ONO, FITU, VALLI, IVA AND SEFELU WHICH IN SAMOAN ARE THE NUMBERS FROM ONE TO 10

THE FISHERMEN'S PULPIT
in the Church of Wesselsheim, Germany. FEATURES A NET TO SYMBOLIZE ST. PETER, WHO WAS A FISHERMAN ON THE SEA OF GALILEE

DAILY CROSSWORD

ACROSS

- Natural cavity
- Widow in cards
- Goodies
- Vitiated: med.
- New England state
- Weird altar constellation
- Make up
- Compass point
- German philosopher
- Thou: Fr.
- Foals: collog.
- Pant
- Slight footing or advantage
- Look narrowly
- Brightly colored bird
- Dutch meter
- Seize
- Type measure
- Baby's top
- Son of
- Extra
- Maxim
- German city
- Rascal
- Pieces out
- Penn. port
- Wine

DOWN

- Other: Latin
- Carting vehicle
- Organ
- Exhausted
- Ukrainian capital
- Land measure
- Contaminates
- Accumulate
- Pause: collog.
- Toward the beach
- Studlike projection
- Devoured
- Job
- Maple or oak
- Three Wise Men
- Exist
- June bug

Yesterday's Answer

35. Job
36. Maple or oak
37. Three Wise Men
38. Exist
40. June bug

DAILY CRYPTOQUOTE — Here's how to work it:

AXYDLBAAXE IS LONGFELLOW

One letter simply stands for another. In this sample A is used for the three L's, X for the two O's, etc. Single letters, apostrophes, the length and formation of the words are all hints. Each day the code letters are different.

A Cryptogram Quotation

ZBNXQXJL DBLW NBD'SZ KUBN BVQ KUXHSTP'VVJ; DBLW DSZ, QGLKUXHSTP'VVJ.—UBNVXZQ

Yesterday's Cryptogram: "HOME, SWEET HOME" MUST SURELY HAVE BEEN WRITTEN BY A BACHELOR.—SAMUEL BUTLER

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OUR BOARDING HOUSE MAJOR HOOPLE

WELL, JAKE, I GUESS I CAN'T TURN AWAY A HOOPLE! DO YOU WANT TO BE ONE OF MY PAYING GUESTS? — WITH CASH IN ADVANCE? OR DO YOU WANT THE FAMILY PLAN? THAT MEANS HELPING AMOS PAINT THE HOUSE!

HAW-HAW! YOU ALLUS WUZ A GREAT LITTLE KIDDER, MARTHA! ACTUAL, THOUGH, I'VE GOT MY HEAVY SUGAR TIED UP IN A COUPLE OF DEAR'S BREAKIN' NEXT WEEK! BUT OLE JAKE IS ALIUS READY TO HELP — IT KEEPS THE FIGGER IN SHAPE!

OH, AWRIGHT?

CAIN'T SEE WHUT'S GOIN' ON??

OH, HAIN'T PUTTIN' THIS — BLUSH! — COSTUME ON UNTIL 'YO' TURNS OUT TH' LIGHT??

ZOOM!

AH, FEELS LIKE A NEW MAN!

NATCHERLY!

WHATEVER IT WAS LANDED IN THEM BUSHES??

GRANDMA

AH, ALL THE NEIGHBORHOOD KIDS ARE BACK IN SCHOOL...

I CAN ENJOY PEACEFUL MORNINGS AGAIN!

HI!

OH, MY... I FORGOT ABOUT THE PRE-SCHOOLERS!

MICKEY MOUSE

H.C. HIGGINS

SAY AH!

OH, MY... I FORGOT ABOUT THE PRE-SCHOOLERS!

ETA KET

A BOY NAMED BEASEY WANTS A DATE. HE SAYS HE'S A FRIEND OF YOURS!

AW, HE'S A KOOK!

AND JUST HOW DID HE FIND OUT ABOUT ME?

NOW, DON'T GET MAD!

HE'S NEW IN TOWN — I SOLD HIM MY CAR —

BUT HE WOULDN'T BUY IT UNLESS I THREW IN A FEW GOOD PHONE NUMBERS!

SECRET AGENT X-9

THIS "BILL" SHERRI JUST DATED — DID SHE REMEMBER HIM FROM COLLEGE?

NOT AT FIRST, MR. CORRISAN.

SAY, SHE KNEW SEVERAL BOYS NAMED BILL.

SOUNDS LIKE RICK PULLED A SNOW JOB. TOM! LET'S WAIT AT SHERRI'S APARTMENT!

WE NEVER MET AT SCHOOL OR ANYWHERE, "BILL" WHO ARE YOU REALLY?

NUBBIN

ISN'T THAT A LOT OF TROUBLE? NOW?

WELL, YES... IT DOES TAKE A LITTLE TIME...

BUT IT'S NECESSARY IF I WANT MY HAIR TO LOOK NICE!

HOW CAN I BE SO LUCKY?!

HENRY

FAITHFUL, THE LITTLE PEOPLE HAVE GUIDED ME TO DWARF HOW ELSE COULD YOU BE EXPLAINING THAT LIGHT SHINING IN A GHOST TOWN?

WAIT HERE, I'M GOING TO CHECK!

CAUTION! THE LONE RANGER PEERS INSIDE...

THE LONE RANGER

GOOD MORNING, HILDA! HAS KEN HAD HIS BREAKFAST YET?

NO, MA'AM! MASTER KENNETH HASN'T COME DOWN YET!

ALBERT, WOULD YOU PLEASE LOOK IN ON KEN... AND FIND OUT IF HE WANTS TO HAVE BREAKFAST WITH ME?

YES, MA'AM!

JOE PALOOKA

BUT I PAID THIS FIRST!

ARE YOU SURE? THAT COMPANY DOES ALL THEIR BILLING BY COMPUTER...

THEN THEIR COMPUTER HAS ERRED... I DON'T CARE WHAT THIS NOTICE SAYS!

IT SAYS, "YOU MAY THINK COMPUTERS HAVE NO FEELINGS..."

... BUT OURS IS VERY UPSET BECAUSE YOU HAVEN'T PAID YOUR BILL!

MUGGS & SKETER

OH, AWRIGHT?

CAIN'T SEE WHUT'S GOIN' ON??

ZOOM!

AH, FEELS LIKE A NEW MAN!

NATCHERLY!

WHATEVER IT WAS LANDED IN THEM BUSHES??

LIL ABNER

OH, AWRIGHT?

CAIN'T SEE WHUT'S GOIN' ON??

ZOOM!

AH, FEELS LIKE A NEW MAN!

NATCHERLY!

WHATEVER IT WAS LANDED IN THEM BUSHES??