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the national newsmagazine for buyers of employe, property and liability protection/pension investments/financial services

What risk men say about brokers

By STEPHEN GILKENSON,
PATRICK THOMAS
and LYNN LATHAM

NEW YORK—If you want to hear how the insurance brokerage business shapes up these days, listen to the comments of corporate risk managers who buy and monitor brokers' services:

"I pride myself on being an unreasonable bastard in dealing with brokers because I don't believe my company gets its money's worth when we buy outside services."

"I have a hate thing with brokers. They equate service with taking you to lunch.

They're very clerical and most of them suffer from the 'civil service syndrome'—they don't do any more than they have to in order to get by."

"Brokers have an important function, I won't argue that, but they are too concerned with personal profit to the detriment of the insured."

These comments are not atypical of what a number of risk managers told *Business Insurance* interviewers about their feelings about brokers, how they operate, how they serve and how they fail to serve corporate clients.

NONETHELESS, a majority of risk managers interviewed said

they thought brokers have important functions—chiefly in finding insurance markets—and that they would be "around a long time" despite some incursions into their business territory by direct-writing insurers and by more sophisticated risk management techniques practiced by brokers' clients.

On all of these aspects of broker dealings, there was no unanimity among risk managers. The issue of whether brokers should receive compensation by fees or commissions elicited three distinct points of view, though several risk managers had mixed feelings about the compensation question. In fact, as reported in this Agent/Broker Profiles issue, 44% of agencies and brokerages serving commercial clients accept commissions only; 55% have adopted a combination system involving both fees and commissions.

Defenders of the commission system included Charles Levinson, director of insurance for United Brands Inc. and a contributing editor of *Business Insurance*.

"I'll stick with the commission form of compensation for brokers," said Mr. Levinson. "On larger lines of coverage, such as the ones we deal with where pre-

to work for you on your staff," he commented.

Another proponent of commissions is Arnold Berg, director of risk management for Borg-Warner Corp., who says the commission system "is more competitive. When you are running in a competitive situation, the risk manager should not be concerned about how much the broker gets

What do risk managers think of their insurance brokers? How do they want to relate to them? To find the answers, a Business Insurance survey team called scores of corporate risk managers throughout the country to ask them for specific answers and opinions about their attitudes, favorable and unfavorable. In this article risk managers tell how they feel about fees vs. commissions, good service and bad service from brokers, what they expect brokers to do for them, whether they like to deal with a unit or an account executive and other aspects of broker operations.

Fire mine work comp self-insured; site accrued 500 safety violations

BLACKSVILLE, W.V.—Survivors of nine miners killed in Consolidated Coal Co.'s Blacksville No. 1 mine will receive benefits from a state catastrophe fund in addition to payments from the United Mine Workers of America's emergency welfare fund, *Business Insurance* has learned.

The families, who kept a two-day vigil at the mine until an explosion canceled all hope of reaching the trapped men alive, will receive workmen's compensation widow's benefits of \$160 per month with a \$50 allowance for each dependent child. Consol-

idated Coal was self-insured for workmen's compensation but subscribed to the state catastrophe fund which picks up the payments when more than three persons are fatally injured.

"We have no competitive workmen's compensation insurance in West Virginia. It is all handled through an exclusive state fund," explained a state official. "Certain companies such as Consolidated have been accredited to self-insure, though. Then, it's just a matter of whether the state or the employer writes the check.

"HOWEVER, self-insurers do

have the right to make premium payments to the state catastrophe fund to insure for a major disaster," he added.

The United Mine Workers' welfare fund, financed by contributions from employers at the rate of 60¢ per ton of coal mined, will provide an additional \$2,000 widow's benefit with an initial payment of \$350 and 22 monthly installments of \$75 each. Hospital and medical benefits will also be kept in force by the UMW for dependents.

Since the Blacksville mine went into operation four years ago, it had received almost 500 safety violation citations, according to the federal Bureau of Mines. At the time of the accident, the UMW said, two safety regulations were disregarded.

A continuous miner, a large machine used to dig out coal, was being moved when it hit an overhead electrical cable igniting the blaze. The UMW pointed out that West Virginia mining laws require heavy machinery to be dismantled before being relocated. In addition, regulations state that workmen should be evacuated from the vicinity during the move.

The Blacksville operation was located only 20 miles from Farmington where a 1968 Consolidated mine accident resulted in 78 deaths.

miums reach \$1.5 million on one line and, say, \$2 million on another the commission is always negotiated. So what you really have is a fee anyway."

Equally pleased with the commission system was William Ott, insurance and benefits manager of F. W. Woolworth Co. "If you put a broker on a fee basis, you might as well hire someone

in commission. The commission is immaterial as far as I'm concerned. The total cost is what we should be worrying about.

"I also think that the fee system can be more costly than the commission," he continued. "Believe me, every time you call, your broker's clock will be running."

Continued on page 89

agent/broker profiles

The first Agent/Broker Profiles issue published by *Business Insurance* includes information on 348 agents and brokers qualified to handle commercial accounts, beginning on page 36.

Other Agent/Broker features include:

- Risk managers' opinions on brokers—page 1.
- Employee-revenue ratios—page 35.
- Analysis of national brokers—page 35.
- Broker association details—page 86.
- Questionable agents—page 87.

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Wide World photo

Labor 'won't wait' for work comp improvement

WASHINGTON—Labor leaders vowed not to wait until 1975 for Congressional action on the recommendations of the National Commission on State Workmen's Compensation Laws which issued a report calling for 80 specific improvements in state workmen's compensation laws.

The commission, while it unanimously recommended the improvement, split on the issue of federal action and finally suggested that the states be given until July, 1975, to upgrade their laws

before Congress takes action to guarantee the improvements. It also recommended that another national commission be appointed to oversee the progress of the states.

"We won't wait until 1975," one labor spokesman told *Business Insurance*, "and there are many members of Congress who are likely to agree with us, including Rep. Carl D. Perkins (D.-Ky.), chairman of the House labor and education committee." Other supporters of prompt Congressional

action are said to include Sen. Jacob K. Javits (R.-N.Y.), Sen. Harrison Williams (D.-N.J.) and Sen. Edward M. Kennedy (D.-Ma.).

JAMES O'BRIEN, workmen's compensation specialist for the AFL-CIO and a member of the national commission, said that labor members of the panel were "disappointed" that the delay to 1975 was recommended. "We are not hopeful that the states will act to improve laws under this proposal," he said, "and so we plan to move for immediate Congressional action."

Observers here said that supporters of federal standards for state workmen's compensation laws will have a stronger argument for prompt Congressional action now that the commission has made a finding that the state program as it now operates is "unsatisfactory and extensive reforms are necessary."

Labeled "imperative" and "top priority" by the commission were recommendations for improvements in these seven categories:

- Weekly cash benefits for temporary and permanent total disability and death cases should be no less than two-thirds of the worker's gross weekly wage.

- Weekly cash benefits should be paid without arbitrary limits on duration or sum of benefits.

- Coverage under state laws should be compulsory rather than elective; neither employers nor employees should have the right to reject coverage.

- State laws should exempt no occupational groups, and should cover all employers with one or more employees.

- State laws should provide full coverage of work-related diseases.

- Full medical care and physical rehabilitation services should be provided for any work-related impairment without statutory limits on dollar amounts or length of time.

- Employees should be able to file claims in states where they were injured, where they were hired or where employment is principally located.

Business Insurance, on July 19, published an exclusive report on the commission's expected recommendation which said that the commission would recommend

federal standards, but would not move to directly pre-empt state laws. Rather, the *Business Insurance* report said, the commission would favor a system that would enable injured workers to go to federal courts to sue for the difference between state benefits requirements and the benefits standards set by the federal government.

THE COMMISSION'S final report followed closely the report in this magazine except that it allowed a three-year grace period for states to meet the commission's recommendations.

A *Business Insurance* reader survey earlier this year determined that a majority of risk managers and workmen's compensation administrators favor minimal federal standards in workmen's compensation benefits to provide uniformity and more adequate compensation. ■



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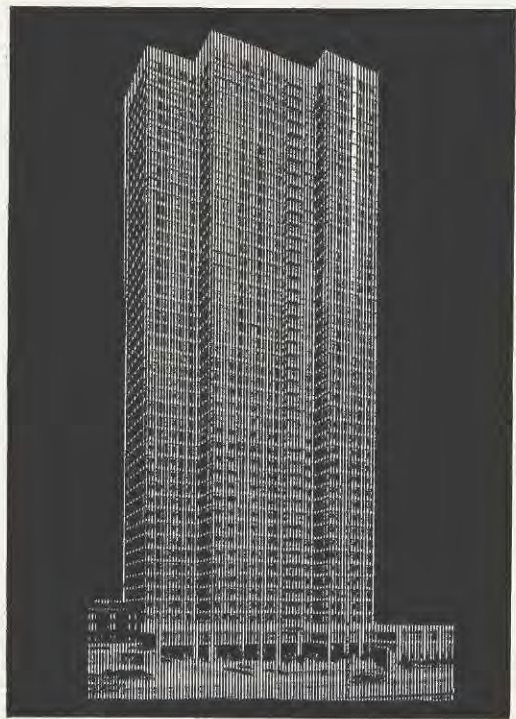
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Pension, investment issue due October 9

CHICAGO—On Oct. 9 *Business Insurance* will publish its annual special-emphasis issue dealing with pensions and investments.

That the pension system in the United States has become one of the top social issues of the 1970s is by now an established fact. How that question is to be resolved is still another matter, although most astute Congressional observers feel that the questions will be answered by the next Congress.

Up-to-the-minute developments in Washington, therefore, will be a major subject for our editors to dig into. So, too, will be the speculative thoughts of Washington observers on the possible effect of the November election on pension legislation. President Nixon's thoughts on pension reform are well known by now, perhaps, but what is not so clear cut is the possible effect a change in administrations might have on the outcome of pension legislation.

Of equal importance, of course, is that huge pool of private pension money—\$152.8 billion at last estimates by the Securities and Exchange Commission—that is already earmarked for retirees under the nation's private noninsured pension set-up.

Readers who have article suggestions or questions they would like to see examined are invited to write the Editor, *Business Insurance*, 740 Rush St. Chicago, Ill. 60611.

Predicts U.S. no-fault will pass on 'close' vote

WASHINGTON—Staff attorneys of the Senate commerce committee, a bit wary about predictions, "expect" the Hart-Magnuson no-fault auto insurance bill to reach the Senate floor for a vote by the first week of August.

Late in June there was a staff prediction that the bill would pass the Senate before mid-July, but absences and "communications problems" in lining up votes as the Democratic convention neared reportedly convinced federal no-fault backers to hold off.

"We still feel it will pass, but it will be close," one staff lawyer said.

WHILE THE BILL, which sets up federal no-fault standards, could run into trouble when the full Senate takes it up, it had clear sailing through the commerce committee. The only block thrown up by opponents, most of whom side with the Nixon Administration on giving states more time to enact no-fault laws, was an amendment offered by Sen. Howard H. Baker Jr. (R.-Tn.) that would have permitted states to "deal with" the Hart-

Magnuson standards rather than adopt them. This was defeated by a 12-to-3 vote.

Earlier, a motion by Sen. Norris Cotton (R.-N.H.) to put off committee consideration of no-fault was withdrawn. The bill was reported out as ready for Senate action on June 20. ■

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Amendment to OSHA draws attack from AFL-CIO's industrial head

WASHINGTON—An amendment to the Occupational Safety and Health Act, which would suspend for one year the application of health and safety standards to places employing 15 or fewer persons, has drawn the attack of organized labor.

The amendment, which is attached to a Labor department appropriation bill which has been approved by the Senate, would in effect exclude 85% of the five million employers in this country and 20% of the 60 million workers now covered by the law, according to the Bureau of Labor Statistics. A similar measure in the House of Representatives would go even further than that.

In testimony before the House small business subcommittee, the head of the industrial union department of the AFL-CIO, Jacob Clayman, asked committee members, "Is life or health less worthwhile to those working for small companies than to those working for the largest corporations?"

Mr. Clayman told the Congressmen that both legislative branches have now posed the moral question "whether it shall be the convenience of employers or the life and health of working men and women that shall prevail."

IN THE House, meanwhile, a similar amendment to the Labor appropriation bill would exempt employers of 25 or fewer workers. That, according to the Bureau of Labor Statistics, would exclude 90% of all work places and 30% of the workers now covered.

The Senate, by its action late last month in effect locked some form of the exemption provision into the appropriation measure.

However, a conference committee of the Senate and House must now work out a compromise exemption. If the difference between the two measures is split down the middle, as is usually the case, it is likely that employers of 20 or fewer workers would be exempt from inspection for compliance with safety and health standards for the next year.

It has been suggested by several Senators, however, that a veto by President Nixon is "a real possibility" if the measure should pass.

THE AMENDMENTS to the law are the end result of months of charges by Congressmen, most representing districts in western states, that small businesses were being harassed by compliance officers for the Occupational Safety and Health Administration.

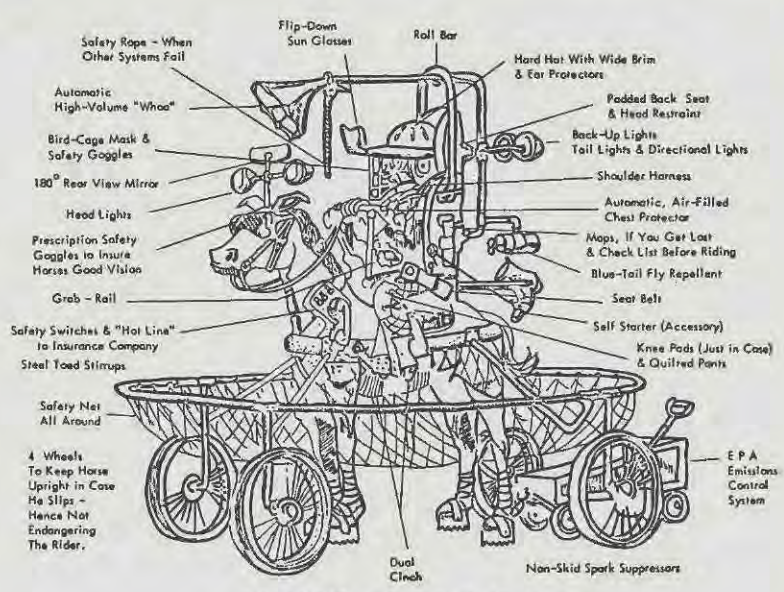
George E. Guenther, assistant secretary of labor who heads the Occupational Health and Safety Administration, has described the alleged harassing enforcement practices as "myths." Mr. Clayman referred to them as more "apocryphal" than real. The labor man, however, did blame "inept administration" by Mr. Guenther's agency as partially responsible for rising protests from small businesses.

"Don't you think it strange," asked Mr. Clayman of the Senate panel, "that the Labor department spends government time and money on closed-circuit television for the National Assn. of Manufacturers but won't provide in its budget means of breaking out technical information on the basis of which a farm equipment dealer could comply with the law." He was referring to a fami-

liarization program the agency has run for manufacturers.

"While OSHA clearly collaborates with the NAM, Chamber of Commerce and other large associations of businessmen, there is no special effort to reach the small employer," the labor man added.

Noting that small businessmen were not completely without grounds for complaint, Mr. Clayman added that "the standards that are creating the greatest problems for small business were developed by the representatives of the major industries who dominate the consensus standard-setting organizations. They did a great job in requiring ice for drinking water. They do little to reduce the exposure of workers—and management—to carcinogenic (cancer causing) agents." ■



COWBOY AFTER O.S.H.A.

This novel representation was contributed by the Texas Assn. of Insurance Agents to remind the insurance world of its up and coming OSHA seminars to be held on Aug. 15 in Arlington; Aug. 16 in Austin; Aug. 17 in Houston.

Suit against Air Canada seen as challenge to Montreal Agreement

MONTREAL—A businessman who lost his wife and two young daughters in the July 5, 1970 crash of an Air Canada DC-8 stretch jet near Toronto has brought a \$900,000 suit against the government owned air carrier here.

The suit, alleging negligence and a lack of skill on the part of the plane's crew, is, according to aviation insurance sources, counter to the Montreal Agreement, which limits the liability of an air carrier on an international flight to \$75,000 per passenger. The flight was bound from Montreal to Los Angeles.

The liability coverage for Air Canada was placed mostly in the

London market through Dale & Co. of Montreal and Toronto. That broker, in turn, works through Alexander & Alexander Inc., New York.

Regarding the suit, a spokesman at a large aviation insurer in New York told *Business Insurance*, "I guess there is nothing to prevent them from suing but there is an international agreement which might prevent them from collecting. As far as I can remember, it's been a long time since the Montreal Agreement has been broken.

"THERE HAVE undoubtedly been any number of payments made out of court in anticipation

or fear of the agreement being breached but it has been a long time since a court has actually done it," he emphasized.

He thought that, perhaps, the suit had been brought in hopes of breaking the agreement or in ignorance of it. "There is the distinct possibility that the plaintiff's attorney might not have known that he was dealing with an international agreement."

There were, however, nuances to the agreement which would permit a large suit under certain circumstances. "If they could prove willful misconduct on the part of Air Canada, they could sue for as much as they wanted.

Continued on page 92

All-year safety backs up seasonal decorations

By ROBIN SUHRBIER

MINNEAPOLIS—A small firm here has found a novel solution to a problem that plagues companies with warehouses.

Vaughn Inc., manufacturer of products for Christmas decorations, parade floats and marching groups, has moved its storage facilities away from high-crime areas to low-cost, rural locations. Most of Vaughn's storage items are Christmas decorations. Once the season is over, according to Donald Filmore, vp. "we wrap the decorations in polyethylene bags and store them in the country. There is less danger of vandalism or fire."

Safety needs at Vaughn's are both internal for the employes and external for the clients. All products, according to Mr. Filmore, must be designed and built to withstand repeated use, varying weather conditions and long periods of storage. Also, depending on what the product will be used for, there are state and local fire and electrical codes to be considered.

CHRISTMAS decorations which will be used inside shopping centers or department stores must meet stricter code regulations than decorations used outside. Vaughn's has a continuous testing program that includes exposure to all weather elements. The year-round decorations displayed outside at Vaughn's main office here are for the prime purpose of exposing the products to all weather con-



Happy thoughts of Christmas are superseded by an intense safety awareness program at Vaughn Inc., a Christmas decoration manufacturer. Because the firm usually employs only 26 workers, safety communication comes down to a one-to-one relationship between employe and plant manager. Permanent employes handle more dangerous plant operations, while seasonal help is placed in low-risk work areas.

—Business Insurance photo

ditions.

Ornaments to be hung from lamp poles must be designed with brackets sturdy enough to

hold them and the weight of a decoration determines the size brackets used. Mr. Filmore pointed out that ornaments such as

those used along Chicago's State Street require additional brackets because of the high winds.

Complete instructions on installation and proper handling accompany all products leaving Vaughn's; Christmas decorations, he added, are usually hung by a professional.

"We recommend when either Christmas decorations are installed or floats assembled, that this be done in roped-off areas. Furthermore, work on the Christmas decorations should be done during non-shopping hours. This lessens the problems of gathering to watch the decorations go up."

All products are thoroughly inspected by the quality control supervisor in the final assembly department. He must also see to it that the products are packaged to prevent breakage during shipping.

MR. FILMORE explained that along with each float kit, besides the blueprints, a book is available explaining everything from why floats were invented to how to light a float to how to build the trailer. The book further emphasizes certain safety requirements such as proper wiring for electrical parts and fireproofing materials.

"We try to keep people from taking shortcuts in assembling floats," he stressed.

Because much of Vaughn's work is done with paper, the entire physical plant is sprinklered. Said Mr. Filmore, "Our

fire insurance rates reflect our complete sprinkler system."

The employes are made aware of all fire extinguisher locations. No smoking is allowed in the plant except in the welding shop. Fire doors separate certain areas of the plant. All machines are caged in and must be shut off before an employe can reach in to make a repair. Safety glasses and face shields are required in the welding room.

Mr. Filmore mentioned that Vaughn's primary problems are with paper cuts and wire scratches. He pointed out that since torn edges help prevent cuts "most of our work with paper is done by tearing rather than cutting." Gloves also help to protect the hands from scratches.

NO LOOSE clothing, jewelry or long hair is allowed around the machines.

Vaughn's permanent employes handle the manufacturing operations that are more dangerous and which consequently require a certain amount of safety awareness.

"Our seasonal help," Mr. Filmore said, "works in areas where exposure to accidents is very slight."

With the small nucleus of people—usually 26 in the plant during most the of the year—safety comes down to a one-to-one relationship between the employe and the plant manager. Consequently, Mr. Filmore added, "our on-the-job injury rate has been low."



washington watch

Women's movement aims its ire at alleged pension discriminations

By JOHN REVETT
Washington editor

WASHINGTON—Often as not, the question of whether there is discrimination against women in pensions takes the inquirer into unlit areas where response runs: "There's a woman in Arizona who knows about this. I can't remember her name."

But others in the women's rights movement firmly believe

pension inequities exist—if not specifically defined then at least present in a general way in what hardliners see as a pervasive "male chauvinist pig" power structure.

Ms., a new women's magazine, says in its current issue that New York state has been paying male teachers \$2,800 a year more in pensions than females because its actuarial tables use sex as a classification.

"Apparently," says a Ms. article on the equal rights amendment, "the reasoning behind this quite widespread practice is that men and women are supposed to get the same long-run amount in pensions, and that, since women live longer than men, it should take them longer to get it. By this odd logic, living longer enables you to live on less."

The Ms. piece doesn't say

whether the practice is supposed to be widespread in all kinds of pensions or just in government plans. Congressional sources say they have heard of no overt shortchanging in the private sector, but a highly placed female source in the Equal Employment Opportunity Commission says it's believed that about 5% of the companies with private pension plans discriminate against women one way or another in requirements or in administering benefits.

Cases cited by EEOC sources and the Labor department's women's bureau don't go much beyond an Illinois brewer's plan that forced women out at age 62 on reduced pensions (overruled as "tantamount to discharge" by a district court) and an age-plus-service requirement for women in a New Jersey Public Service Electric & Gas Co. plan that was steeper than that for men. A court ruled against the

employer in that case, too.

There's also alleged Social Security benefits discrimination. Though the Social Security Administration's official position is that no inequities exist and that women are in fact favored by current rules, there are charges of unfairness in permitting widows only 82.5% of what their late husbands would have collected and that working women along with their working husbands can't collect as much together as a man whose wife isn't working.

The Social Security problems, if it is decided they are indeed present, would be automatically corrected by ratification of the equal rights amendment (passed by Congress in March) by two thirds of the states. So far 20 states have ratified the measure and six have rejected it the first time around. Passage by 38 states makes it law.

But it would take the added passage of pension reform legislation giving broad powers to the Secretary of Labor to administer the pension law equitably and in line with the amendment before any pension discrimination could be eliminated in the private sector without lengthy lawsuits. The pending Williams-Javits private pension reform bill would give this power to the labor secretary, and Senate staff attorneys say this could be used to solve whatever private plan discrimination there is. One staff source has noted, however, that in more than a year of investigations and hearings on pension reform law "we haven't heard of any private plans that discriminate against women. I think if there was a problem we would have heard from a lot of women."

SEVERAL women's groups pushing for adoption of the amendment don't think this proves inequities aren't there. Based on the cases mentioned above "and others like them," private plans "do have many variances," according to an official of the National Federation of Business and Professional Women's Clubs. "We are researching this area now and we feel it will show up," she added.

Other groups and individual women have been quoted, one recently in the Congressional Record, as stating that pension discrimination exists as an extension of salary differences between men and women doing the same work.

This side in the battle for final adoption of the amendment is off to a running start with its 20-state total thus far, but they are not by any means smug about what will happen in the next few months. Female opposition to the amendment is mounting its own campaign.

"Oklahoma, Vermont, Connecticut, Illinois, Ohio and Louisiana have rejected it so far—Illinois three times," said a staff assistant to Sen. Sam Ervin (D.-S.C.), who led opposition to the amendment in Congress. "We think we can get our 13 to stop it out of the 24 states that haven't voted yet. A good many women's groups are against this whole thing, and they're coordinating at the local level," she added. "They feel that what the amendment does is harmful to women by taking responsibilities away from men. It's actually pro-man, not pro-women."

Maryllyn Desaulniers, head of one of the anti-amendment groups, National Coalition for Accountability, says the equal rights measure "will strike down a lot of protective legislation, including pension plans with provisions that allow men to assign a percentage of their pensions to their wives in case of death." ■

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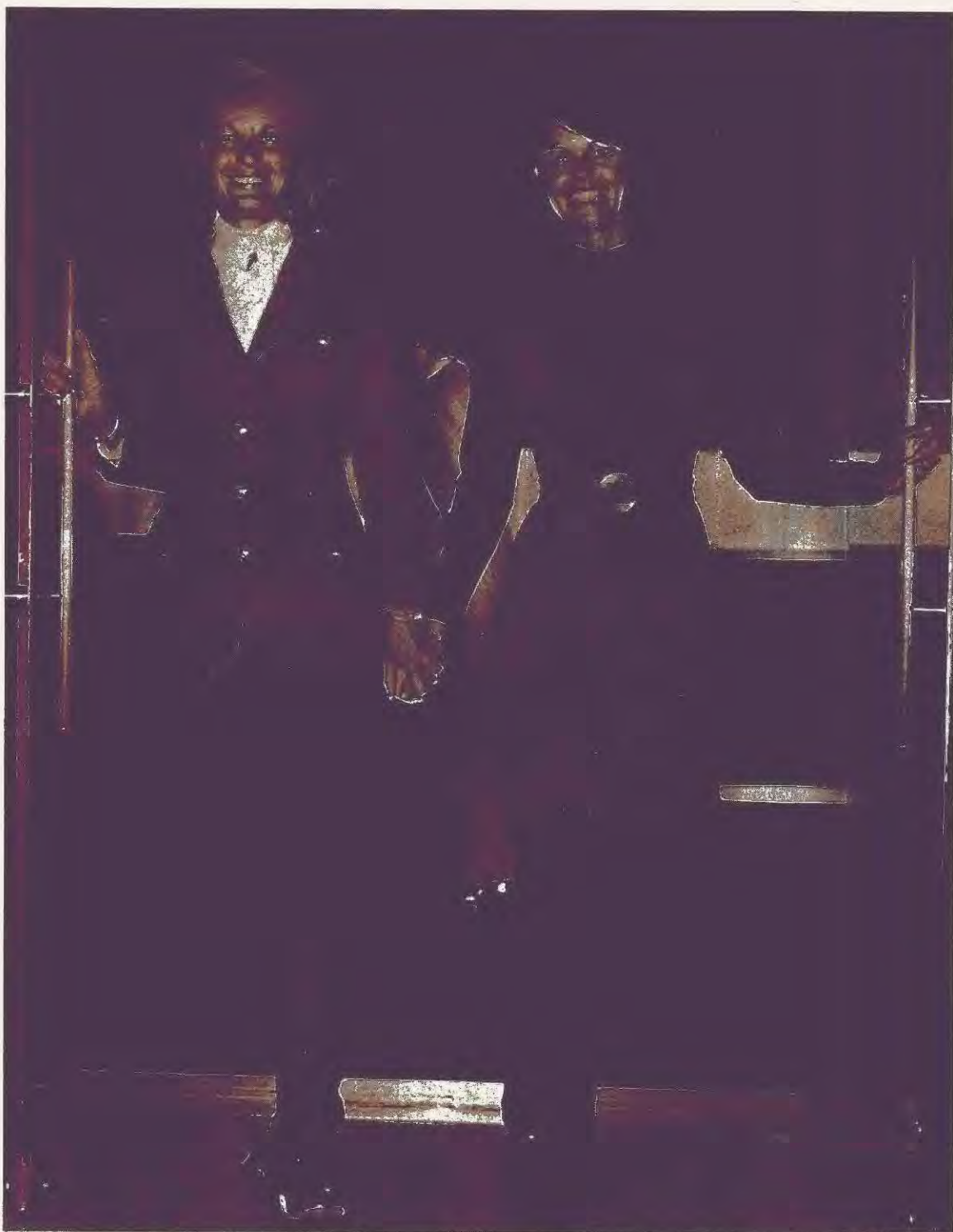


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• A. J. Groesbeck Financial Advisors Inc. has made available **Personal Financial Planning: The Executive Dilemma**, a brochure that explains the advantages afforded corporations and their executives through an advisory program designed specifically as an employee benefit for key executives. Copies may be obtained by writing Eugene Carella, vp of corporate services, A. J. Groesbeck Financial Advisors Inc., 1900 Ave. of the Stars, Los Angeles, Ca. 90067.

• **An Implementation Guide to the Occupational Safety and Health Act** has been produced by Risk Treatment Services Co. Inc., 3200 Wilshire Blvd., Los Angeles, Ca. 90010. The booklet, which can serve as a working guide for meeting OSHA requirements, discusses safety policy, procedures, factors reducing fines, employer's duties and the employee's rights and duties, as well as recordkeeping. For your free copy write the company.

• **Money**, a corporate brochure produced by the Oakland Financial Group Inc., describes the company's synergistic approach to executive financial planning, particularly as a corporate benefit. For your copy write the company at 20700 Greenfield Rd., Suite 320, Detroit, Mi. 48237.

• **A Glossary of Reinsurance Terms**, compiled by the Reinsurance Assn. of America's committee on terminology after a two-year study, updates definitions in accordance with changing trade conditions. Copies are available by writing the association, 1025 Connecticut Ave., N.W., Washington, D.C. 20036.

• Yosemite-Great Falls Insurance Cos. has made available a booklet on its **Revised Restaurant/Bar Program** for California, describing liquor law liability and increased capacity on property. Copies are available without charge by writing P. J. O'Shaughnessy, underwriting manager, Yosemite-Great Falls Insurance Cos., P. O. Box 7732, San Francisco, Ca. 94120.

• The 1972 **Drivers License Guide** shows every state's drivers license in full color with all special codes, required validation and other identifying marks. It also contains a section covering major national credit cards, and is used by banks, rental firms, retail stores and security and law enforcement agencies. The guide is available for \$3.95 plus 50¢ per order postage and handling from the Drivers License Guide Co., 1492 Oddstad Dr., Redwood City, Ca. 94063.

• **Products Liability: Guide For Management**, published by the Defense Research Institute Inc., asserts that product liability claims can be successfully avoided and offers extensive discussions of the legal theories involved in product liability claims, preventive procedures and claims handling and defense. Copies are available to DRI members for a \$1 handling fee, prepaid, from

the institute, 1100 W. Wells St Milwaukee, Wi. 53233.

• **Third Country National Kit Portfolio** contains an explanatory brochure, proposal form describing the various benefits in detail, and various descriptive material about the need for broad insurance protection for a third country national employee. Produced by American International Life Assurance Co. of New York, the portfolio is available free by writing the company, Dept. A-14, 102 Maiden Dr., New York, N. Y. 10005.

• **Violence and Vandalism**, a 16-minute color film produced by American Educational Films, discusses the causes of violence and vandalism and their cost to schools. Written by Marilyn Elias and narrated by Hugh O'Brien, the film proposes answers that young people can understand. For more information on possible uses and costs write American Education Films, 331 N. Maple Dr., Beverly Hills, Ca. 90201.

• **N.E.A.T. Benefits . . . For Any Employer** outlines comprehensive group life and health coverages for employees and dependents available under the Federal Life and Casualty Co.'s National Employers' Assn. trusts program. The booklet discusses term and permanent life, dependents' life, survivor income, weekly or monthly disability income, supplemental major medical and dental coverages. Request copies from Sherman J. Lavigna, Federal Life and Casualty Co., 78 W. Michigan Ave., Battle Creek, Mi. 49016.

• The Small Business Administration has made available an **Insurance Checklist for Small Business**, by Mark R. Greene, distinguished professor of insurance, University of Georgia, which aids the small businessman in evaluating the important needs and coverages of his insurance program. Copies are available free by writing the Small Business Administration, Office of Management Assistance, Washington, D.C. 20416.

• The incentive division of the Sperry & Hutchinson Co. has prepared a booklet, **The Unique Incentive**, explaining in detail how S&H Green Stamps can be utilized as an employee incentive in such areas as safety, job performance, response, sales and morale. Copies are available by writing the company at 330 Madison Ave., New York, N. Y. 10017.

• A new booklet, **How to Provide a Better Health Program for Employees at Low Cost**, has been published for those management officials concerned with employee health, health insurance plans and pension and welfare fund administration. The pamphlet is a non-technical explanation of automatic multiphasic health testing, and available free of charge from International Compumedics Corp., 14 Washington Rd., Princeton Junction, N. J. 08550. Please make all requests on company letterhead.

• **There's More to Benefit Communication than Plans and Provisions**, a reprint of an article published in the Journal of Commerce, has been made available to *Business Insurance* readers by Benefacts Inc., a subsidiary of Alexander & Alexander. The pamphlet contains hints on employe benefit communications, stressing computerized annual statements and their pitfalls and the problems of matching plans. Copies are available from Benefacts Inc., 225 N. Charles St., Baltimore, Md. 21218.

• **The Balance Sheet Approach to Catastrophe Protection for Banks** is the topic of an address delivered by Bernard J. Daenzer, CPCU, before the annual meeting of the National Assn. of Insurance Agents. The speech suggests a synopsis of all blank exposures and methods of safeguarding against catastrophic loss. Reprints are available without charge by writing Wohlreich & Anderson Ltd., 55 John St., New York, N. Y. 10038.

• Shell Oil Co. has made available a brochure on **Oil Herder**, a surface-active chemical agent to aid in the containment and clean-up of oil spills. For your copy write the commercial marketing department, Shell Oil Co., 1 Shell Plaza, Houston, Tx. 77002.

• In its publication, **Postscript to Johnson & Higgins Bulletins on National Health Care**, the company completes a three-issue series on national health care and related subjects. The bulletin contains quotations from the firm's testimony before the House ways and means committee late last year. Copies of the latest bulletin or of two earlier bulletins in the series may be obtained by writing Donald R. Marcy, consultant, Johnson & Higgins, 95 Wall St., New York, N. Y. 10005.

• The National Safety Council has recently published **Fundamentals of Industrial Hygiene**, a hard cover 1,008-page textbook for self-teaching of college class work in an industrial hygiene fundamentals course. The book is fully indexed, includes a glossary plus extensive bibliographies for many of the chapters and can serve as an important reference source. Written for students with minimal backgrounds in this field, the manual features recognition, evaluation and control of chemical, ergonomic and physical environmental stresses. The price is \$10 for single copies, less in quantity. A complimentary syllabus and instructor's guide is also available. For information write the council, 425 N. Michigan Ave., Chicago, Ill. 60611.

• **Complete Services for the Self Insurer** is a 26-page handbook describing the custom-designed programs for self-insurers from General Adjustment Bureau. Available free of charge, the handbook outlines the varieties of workmens compensation, safety engineering, auto fleet, property and transportation, liability and Occupational Safety & Health Act services offered by GAB. It also shows EDP reporting systems available with sample print-outs. For a copy write General Adjustment Bureau Inc., marketing division, 123 William St., New York, N. Y. 10038.

• **Applying Behavioral Science to the Corporate Safety Effort**, an article by Thomas G. Briggin, reprinted from *Business Insurance*, has been made available by the risk management department, Ebasco Services Inc., 100 Church St., New York, N. Y.

10007. The article discusses the correlation between employe attitudes and loss prevention and copies are available by writing the company.

• **Product Liability—Loss Prevention and Control** is a full color audio-visual filmstrip made available by Kaiser Aluminum & Chemical Corp. The 30-minute program, designed to stimulate employe awareness of product liability problems in all areas of design, development, production, sales and marketing, explains in layman's terms the current law of product liability and its evolution. It highlights the importance of loss prevention and suggests a possible corporate structure and policy to deal with the product liability problem. For more information write the company, 756 Kaiser Bldg., 300 Lakeside Dr., Oakland, Ca. 94604.

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Hall keeps on growing; acquires four brokers

NEW YORK—The expanding Frank B. Hall & Co. Inc. has acquired, at a cost of approximately 320,000 shares of Hall common stock worth more than \$8.6 million, four more brokerage houses. The new brokers bring to 14 the number of acquisitions made by Hall in the last 18 months.

The newly-acquired brokers are Loiseau-Neiswange & Co., a full-service brokerage based in Denver, Co.; Keeler & Associates Inc., Oak Brook, Ill.; Keeler Wacker Inc.; Chicago; and Elmer F. Layden Jr. Insurance Agency of Chicago, East Chicago and Indiana.

In announcing the acquisitions, Hall President Melvin A. Holmes

said, "These acquisitions representing about \$650,000 net income after taxes and over \$1 million in net worth, are expected to make a meaningful contribution to Hall's future earnings."

"**LOISEAU - NEISWANGE**, which serves many of the leading businesses in Colorado, will be operated by its principal officers as Frank B. Hall & Co. of Colorado, and will occupy the leading position among national brokers represented in the state," he continued.

"Keeler & Associates and Keeler Wacker are specialists in the field of mass marketing of insurance for franchise organizations and will give Hall additional strength in this rapidly growing specialty, as well as generally complimenting Hall's existing Chicago offices; while the Layden firm, a general service agency, will bring new business development capabilities to our midwest operations."

A spokesman for Hall told *Business Insurance* that the acquisitions would bring the total number of Hall employees to "about 1,900 nationwide." He said he expected no personnel changes at any of the acquired brokers.

Among the large commercial clients serviced by Loiseau-Neiswange are the University of Denver; Public Service Co. of Colorado, a utility; Colorado National Bank Shares; and Vail Associates, operators of the famed ski resort. McDonald's Hamburgers' business will be brought to Hall by Keeler & Associates, according to the spokesman. ■

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And the ransom? Maybe the asking price in "small denominations" is \$100,000 — \$250,000 — \$500,000. How would you raise it? Whatever

the means, it could represent a lifetime of hard work and sacrifice down the drain. GONE!

Extortion attempts are increasing. We at Leo B. Menner & Co. have perfected an unusual Kidnap/Ransom insurance to cover everything from banks and financial institutions to a wide range of business enterprises. There are many important options and extensions with high limits. Premiums range from \$250 to \$25,000. If you want a highly salable, imaginative coverage for your business prospects and clients, try Kidnap/Ransom insurance. It ties in with other important forms of protection. Write today for applications, policy forms and business-building literature.

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Says union will demand group auto

MILWAUKEE—A major, national AFL-CIO union will open contract negotiations within months by demanding group auto insurance, the chairman of Sentry Insurance of Stevens Point, Wis., predicted here to a group of insurance agents.

John W. Joanis, who has headed the insurance firm since 1966, said the unnamed union will argue that auto insurance is as much of an employee benefit as group health insurance.

"Our companies . . . are ready now to move in and satisfy the union members . . ." Mr. Joanis said. "The price will be knocked considerably below what the customer is paying today for that same protection."

AND WHEN ONE union opens the gate, others will "come marching through," he told members of the Metropolitan Milwaukee Independent Insurance Agents Assn.

"There is a lesson for us as we watch the nation's doctors suddenly scratching about for new methods to deliver health care services," Mr. Joanis said.

If insurance companies don't respond to a demand for group auto coverage, "a government agency will surely fill the void," the chairman said.

Insurance firms can show that some customers can use individual coverage but for other audiences delivery costs and the consumer price can be drastically cut with "streamlined, mass-marketing techniques," he said. ■

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N.Y. life insurers may now reinsure aircraft

NEW YORK—Superintendent of Insurance Benjamin R. Schenck has approved a regulation that permits life insurers, acting either individually or with other insurance companies, to reinsure risks arising from, related to, or incident to the manufacture, ownership or operation of aircraft.

The regulation, which went into effect July 1, follows by more than a year a similar ruling approved in New Jersey that allowed the Prudential Insurance Co. of America to get the jump on New York-based life insurers in aircraft reinsurance.

"The large financial risks inherent in the new jumbo jets

have put a considerable burden upon the United States reinsurance market," Superintendent Schenck said in the regulation. "(This) legislation is expected to provide additional capacity by making the resources of life insurance companies available to supply a portion of the reinsurance load and thus substantially enlarge the total risk bearing capacity of the direct writing companies."

NOTING that the expanded authority given to life insurers by the regulation exposes the life insurers to risks presenting the possibility of catastrophic losses, the insurance regulator said this "dictates the need for a regulation which would establish standards for entry by life insurers into this new line of business with a view toward providing adequate protection for the companies and their policyholders."

Insurers contemplating such a move into the aircraft reinsurance business must notify the New York insurance department as to the amount of surplus it proposes to allocate to the business, its proposed plan of operations, and the qualifications of its staff.

The New York regulation also limits the amount of risk a life insurer may expose itself to on any single aviation risk. A single risk must be limited to not more than 2% of the life insurer's total capital and surplus as of the previous year end.

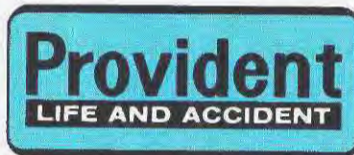
In terms of pooling arrangements among life insurers who jointly want to get into the aircraft reinsurance business, the New York law says that such agreements must not "unreasonably restrain competition or tend to create a monopoly."

(No. 3 of a Series)

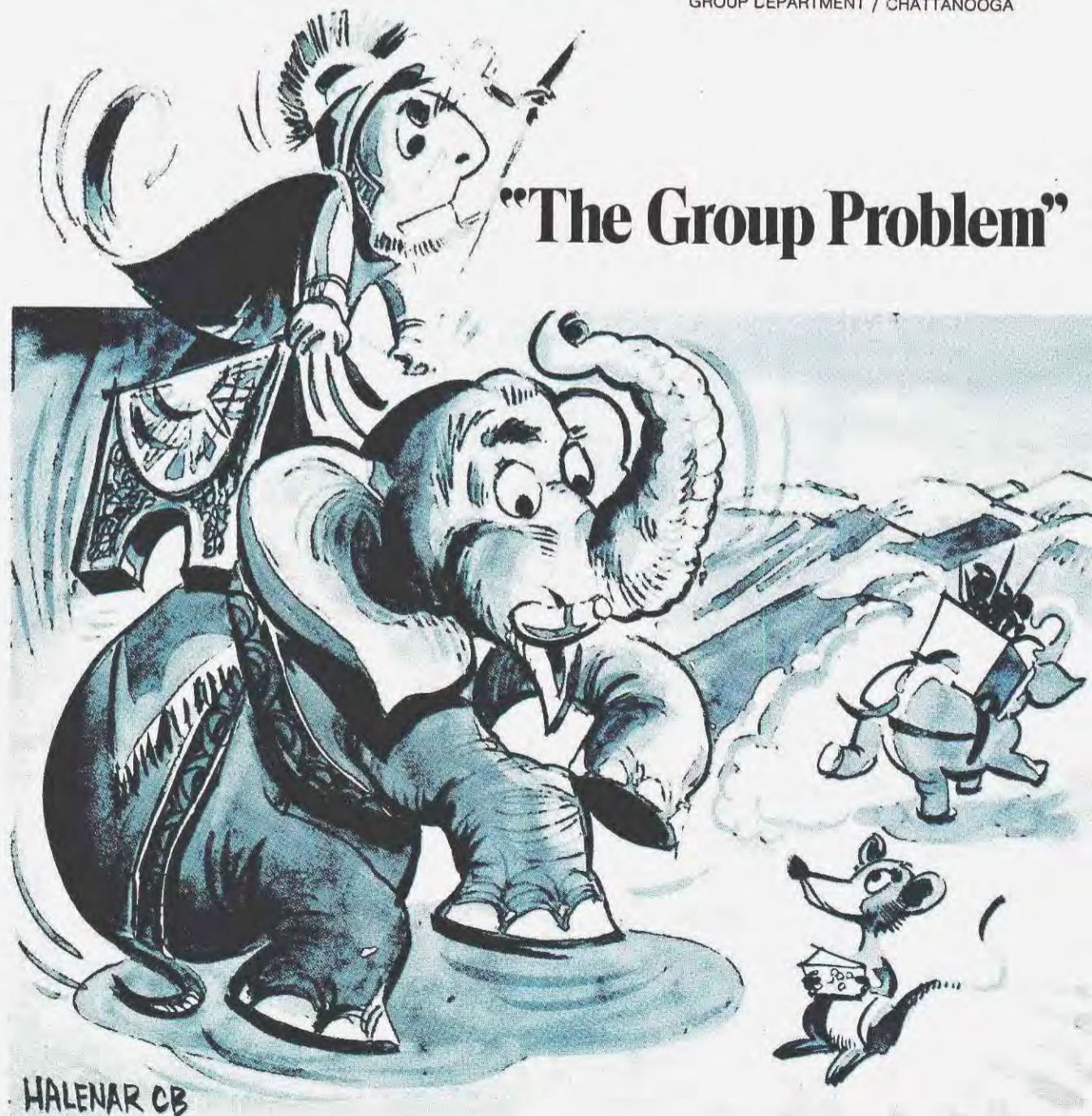
Hannibal had it with his elephants.

Lawrence had it with his camels.
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California's new cover for gas stations

LOS ANGELES—An entirely new service station insurance package has been designed for California by A. F. Arnold & Co. Ltd., headed by president Larry Sitkin who asserts it is "the broadest and most competitive package of insurance coverage ever provided for today's modern gasoline service stations."

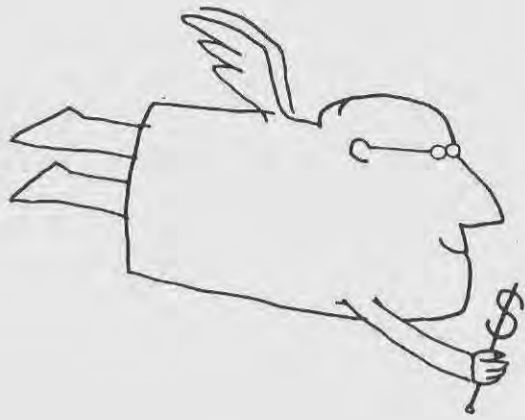
All stations are eligible. "Our E-Z rater," Mr. Sitkin said, "allows producers to give instant quotes to his insured on the basic package and its options and there is no need to submit applications for quotations."

A new robbery medical coverage provides benefits to an owner or his family for injuries suffered during a hold up. Other coverages included without additional premium charge are a \$15,000 garage-keepers legal liability, full limits personal injury liability, \$1,000 automobile and premises medical payment, \$25,000 fire legal liability and hoist or elevator coverage.

The basic package is written with standard special multi-peril forms and the property coverage is on an all risk basis.

Burglary and theft are among the options as are safe burglary, glass, signs, additional insureds, workmen's compensation, umbrellas, difference in conditions, owned service vehicles and sales tax bonds.

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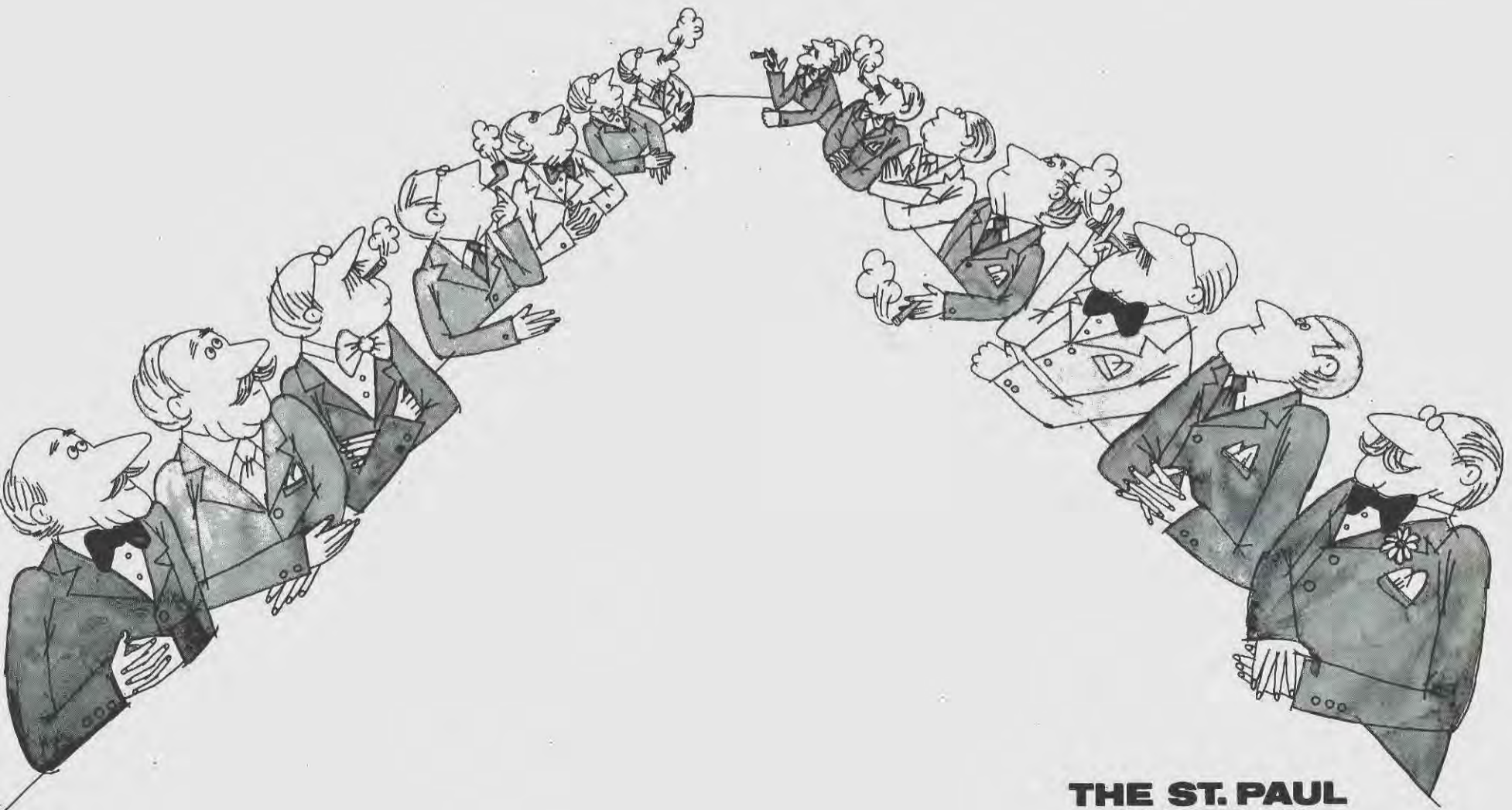
Likewise, your corporation will be protected from costs of loss and expense should company officers be successful in defending themselves in allegations of negligent acts, errors or omissions.

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CHICAGO—Companies of all sizes are eligible to enter the competition for *Business Insurance* Benefits Communication Awards that will honor excellence in telling the benefits story to employees.

Winning entries in five categories of the competition will earn awards for the employers who submit them and citations for the insurance brokers, advertising and public relations agencies and benefits consultants who assisted in the preparation of the material.

Entries must be submitted to *Business Insurance* by Aug. 25 to be eligible for judging in these five categories:

- Booklets.
- Employee publications.
- Computerized benefit statements.
- Letters and other special printed material.
- Visual and audiovisual aids.

Awards will be made on the basis of graphic appeal, effectiveness of copy, accuracy in conveying the nature of the benefits and use of novel techniques in telling the benefits story. Entrants are invited to submit supporting statements telling how the entry fit into the company's benefits communication campaign and how it was received by employees.

Judges of the competition are:

• Harold Gully, manager, public relations department, Leo Burnett Co. Inc.

• George K. Gunderson, vp, Lithographers & Photoengravers Union, local 245, and member of the board of directors of the National Foundation of Health, Welfare and Pension Plans.

• Louis A. Lerner, publisher of the Lerner Newspapers, Chicago, and member of the National Commission on Libraries and Information Science.

• Ned A. Miller, Compensation Planning Corp., New York, and a contributing editor of *Business Insurance*.

• William A. Robinson, president of William A. Robinson Co., Northbrook, IL, marketing consultant.

Awards and citations will be presented at an awards banquet to be held Tuesday, Oct. 24, in the Hyatt Regency O'Hare near O'Hare airport in Chicago.

Entry blanks for the competition may be obtained by completing the coupon on this page and mailing it to *Business Insurance*. Entries must be submitted with a \$30 entry fee by Aug. 25. Winning entries will be shown at the Benefits Communication Workshop to be held Oct. 24-25 at the Hyatt Regency O'Hare.

Form forest insurance cooperative

ALBANY, OR.—Forest Industries Insurance Management Inc., of Albany, has been granted a state permit to organize the Forest Industries Insurance Exchange, first of its type to be authorized in the state.

The insurance cooperative will write casualty, liability and fire insurance, primarily for companies and individuals connected with the timber and transportation industries in Oregon. Those whose insurance applications are accepted automatically will become members of the exchange with dividend sharing and voting rights.

The cooperative will begin issuing policies after premiums totaling \$500,000 have been pledged to the exchange by members, officials said.

Exchange headquarters will be in Albany but local service offices are planned throughout the state.

Pension rate cut

The Washington state department of labor and industries has announced that supplemental pension assessments paid by employees and employers have been reduced effective July 1. William C. Jacobs, director of the department, said that the assessments, set a year ago at five cents per day or part-day work, will be reduced to four-tenths of a cent per hour. For an average eight-hour day, the new rate will be a 36% reduction, Mr. Jacobs noted. Employers and employees will continue to share the assessment equally. The money goes to increase monthly payments to persons already retired.



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Two big, new jobs for Baltimore risk manager

BALTIMORE—Though he's been 25 years in the business of insurance management, the pace seems to be accelerating for John F. Mahoney.

Last month he was named president of the Chesapeake chapter, American Society of Insurance Management; next month he takes over as insurance director of the Catholic Archdiocese of Baltimore.

Mr. Mahoney joined the insurance department of the archdiocese as assistant director in 1970, after 23 years in various insurance management positions (the last one as director of corporate insurance) at Commercial Credit Co., Baltimore holding company with subsidiaries in finance, insurance and manufacturing.

THE SWITCH to handling the insurance program of a religious institution didn't call for any change in philosophy or basic management approach. "It's still insurance management, and you look for the best ways of protecting the assets of the organization." Says Mr. Mahoney. But the change did present him with some unusual liability and risk situations—possible injury to school children and churchgoers; losses from vandalism and theft, particularly at inner-city churches and schools; and accidents suffered by employees. The archdiocese has some 4,000 employees and is subject to the occupational safety and health laws, which adds rigid safety inspections to the regular property checks carried out by the insurance department.

In all, when he takes over from Thomas V. Murphy, a former national ASIM president who has been head of insurance for the archdiocese since 1968, Mr. Mahoney will be in charge of coverage for church property valued at about \$250 million. Included are some 220 churches, schools and other buildings and approximately 300 cars and buses.

At present, the archdiocese has a variety of policies spread through member companies of the Continental National Group, whose Baltimore office does the servicing. On its buildings, the archdiocese carries property coverage with a \$10,000 deductible "so that up to that point we're self-insured on property," says Mr. Mahoney, explaining that "it's not necessarily because of vandalism or theft, but it does make it easier to get insurance on inner-city places, and if we can control the losses up to \$10,000 we can save money."

One way the archdiocese is trying to control these losses is through an "operation identification" program in which special serial numbers are etched into every item that could be stolen. If a building is broken into and theft occurs, a list of numbers identifying the property taken is turned over to the police. Results in terms of returned property and deterrent effect "have been good so far" according to Mr. Mahoney, who said the only other self-insured aspect of the program is automobile physical damage "which hasn't been much of a problem."

BUT THE INCOMING insurance director is conducting a feasibility study on wider use of self-insurance by church organizations and says that in the Catholic Archdiocese of Delaware and the Detroit archdiocese the experience appears to have been satisfactory. "But the whole question is whether you can save

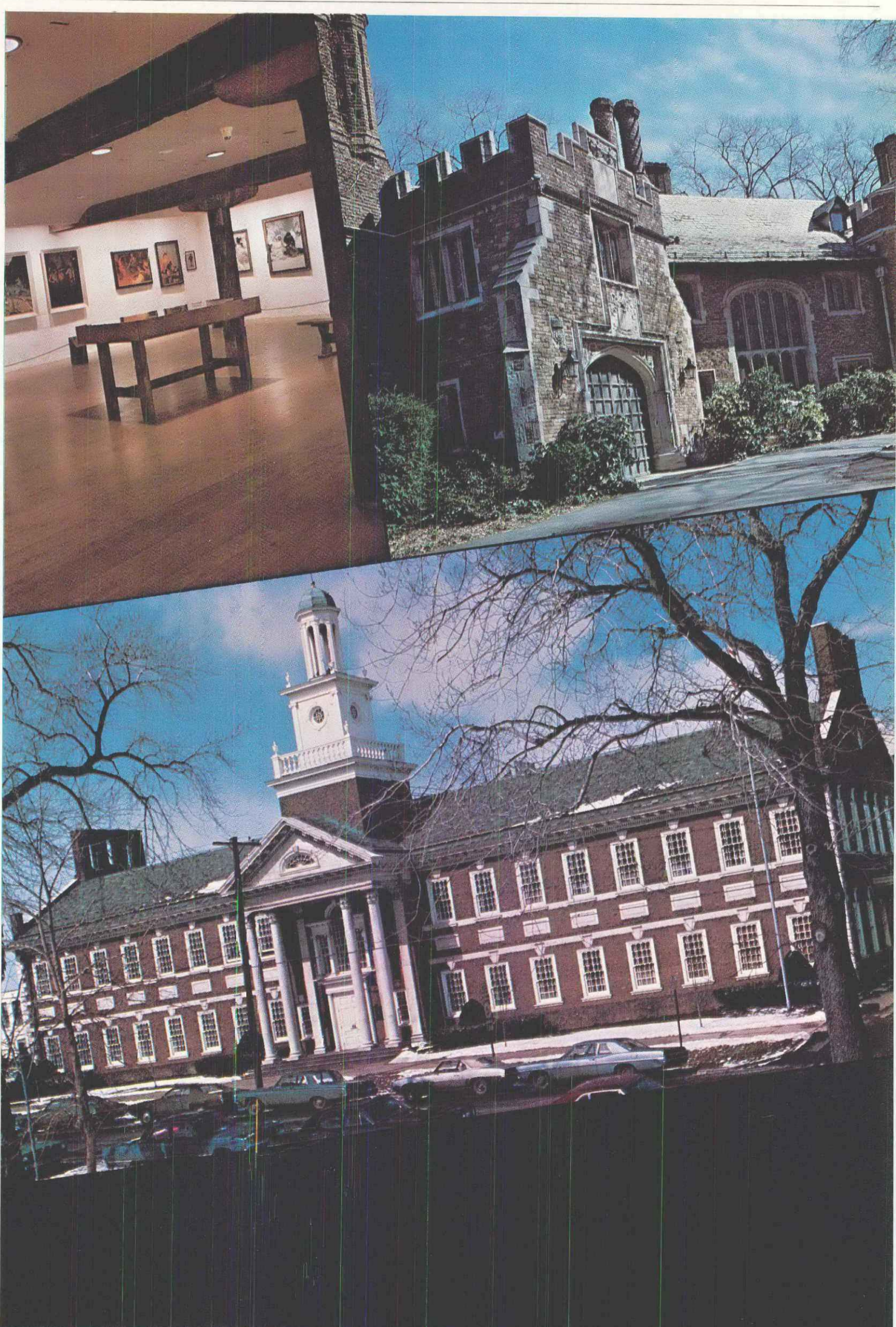
by more self-insurance. Can you absorb a big loss. We can take care of fire damage of a few thousand or so, but beyond that is what we're studying."

Whatever is decided on self-insurance, Mr. Mahoney won't be making his recommendations

from a narrow base of information. The Chesapeake ASIM chapter of which he is now president is noted as a lively forum in this area for new and sometimes controversial approaches to coverage and how it should be managed. One particular member

with whom Mr. Mahoney says he has "a lot in common to talk about" on insurance matters is Jewell W. Peeke, the man with the plantation sound to his name who runs the International Insurance Co., a captive that handles worldwide coverage for the

Seventh Day Adventist church. "But the problems and interests of all the members are quite similar," says Mr. Murphy. "The basic considerations are usually the same whether you're managing insurance for a church or—
Continued on page 17



Arkansas agents group sets no-fault threshold

LITTLE ROCK—The no-fault study committee of the Arkansas Assn. of Insurance Agents has tentatively selected a \$3,000 threshold figure for a proposed no-fault insurance plan that the association will submit to the state legislature in January.

The proposal was considered at the 71st annual meeting of the association held recently at Hot Springs, Ar.

Mr. Charles Campbell of Little Rock, exec vp of Rebsamen and Associates and chairman of the committee, told the agents:

"Our proposed legislation is still in the form of a rough draft. At this time it is our thought that we will propose a threshold of \$3,000 medical expense limitation for 'pain and suffering,' inclusion of property damage on what amounts essentially to a pure

no-fault basis and omit any right to subrogation or inter-company arbitration under the no-fault provision."

MR. CAMPBELL said that the committee's work showed that the present system is no longer

working. He said in an interview that the committee decided on the \$3,000 threshold figure after studying other plans offered in other states. He said the group thought that the \$2,000 threshold figure in Massachusetts was too low.

Mr. Campbell, told the agents that the "opposition is formidable, determined and extremely capable. They have much at stake."

The principal opposition is coming from the Arkansas Bar Association. Henry Woods, president of the bar association and chief opponent of no-fault, has said that no-fault is unconstitutional under the present state constitution.

Mr. Campbell commented that certain parts of the constitution are giving the association its "greatest concern" in getting a no-fault plan. He said the association's lawyers were studying the situation, and an amendment to the constitution might be offered if it is necessary to make no-fault legal in Arkansas.

He said that the association would not tell the public that no-fault would lower rates in Arkansas because no one knows that yet, but the association hopes no-fault will do just that.

MR. FREDERICK J. England Jr., who headed the Massachusetts Assn. of Independent Insurance Agents and Brokers and who proposed that state's no-fault plan for the association, told the Arkansas group that the legislation "has had a dramatic effect because it has reduced both the amounts of payments made for claims as well as the number of claims made."

Mr. England noted, "The average payment per claim had been reduced from \$419 to \$165, over 60%, and the number of claims has been reduced by 35% despite the fact that there has been a 2% increase in the total number of accidents."

"We propose a modified no-fault plan which will apply the no-fault concept to the vast majority of cases," asserted Mr. Campbell. "Under such a modified plan, recovery by tort is retained for the seriously injured and beneficiaries of fatalities. Such a plan will fairly and quickly compensate the insured and still permit tort recovery when justified. It has to be a better system."

Two big...

Continued from page 16
gization or a corporation."

Among the main differences in Mr. Mahoney's view are the "open" characteristics of churches themselves where the public is concerned and the coverage responsibilities regarding worshippers and parochial schoolchildren (for whom there is an accident program to which parents contribute \$2 a year per child). As for the old doctrine that churches are immune from liability as some completely public places claim to be, Mr. Mahoney says the archdiocese "never has been immune as far as I know. We've had people who have hurt themselves in pews and injuries to children in schools that have resulted in lawsuits against us."

In addition to property and liability management, Mr. Mahoney's department handles Blue Cross-Blue Shield health coverage for employees. A "relatively small" pension program is handled by a separate office.

The potential risk presented by fire is staggering, particularly when you are faced with the possibility of loss of high dollar density materials and equipment. It's even worse when you are forced to self-insure or have a large deductible.

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editorial opinions

Dear Commissioner Barnes:

YOUR LETTER regarding our July 3 editorial leads the letters column on this page, but it demands a reply more extensive than a brief editor's note because you question the integrity of the entire press corps, an eclectic group that includes many, many good guys and many, many bad guys.

Without presuming to place ourselves among the good or bad, we would defend the July 3 editorial by pointing out that it was labeled "editorial opinion," that it was based upon personal observation at the Denver meeting of the National Assn. of Insurance Commissioners and that the offending second paragraph offered only one "fact" that you now call "misinformation." That was that you organized "another one of those industry-dominated 'host' committees."

No fair-minded person could possibly challenge this "fact" because the tally of membership on the host committee was: Insurance industry, 10; State insurance commissioners, 1, Consumers, 0. That you, Commissioner Barnes, served as honorary chairman does not mean that the committee was not "industry-dominated."

YOUR ASSERTION that "everything was done under my direction and my responsibility" is keenly interesting in view of the embarrassing experience the editor of *Business Insurance* endured at the reception supposedly sponsored by the president of the National Assn. of Insurance Commissioners. The editor arrived in Denver on Wednesday to find the registration desk closed. Wednesday evening he attempted to enter the president's reception in the grand ballroom of the Denver Hilton.

At the door there were three men wearing the red-ribboned badges issued to insurance-industry lobbyists. One man halted the editor and demanded to see his badge, saying that there had been many "gate crashers" at your reception on Monday night. The editor produced a letter that said in part: "Following are the special events. Press is cordially invited."

That cordiality was demonstrated when one insurance industry lobbyist snapped, "How many of those letters did you duplicate?" It took California Insurance Commissioner Richards D. Barger, president of NAIC and host at the reception, to get the editor in by offering to let him wear Mr. Barger's own white-ribboned badge.

This story is told to point out that often the people of the press do much to protect those in public office and others from their own excesses and folly. You will remember that we recounted this embarrassing reception episode to you in Denver, but we had no intention of putting it in print until you boldly challenged our editorial opinion about the character of the Denver NAIC meeting.

YOU HAVE MADE much of an article in another publication that quoted Pennsylvania Insurance Commissioner Herbert Denenberg as saying that the insurance industry should be excluded from at least one future NAIC meeting. While we may not always agree with Mr. Denenberg, we do believe that he has been a breath of fresh air in the stagnant world of state insurance regulation. As a matter of fact, many people say that there is only one insurance commissioner whose name is known to the public—and that's Mr. Denenberg.

On the other hand, we do see some merit in the attitude of other commissioners who take justifiable pride in what they have achieved in regulating

the insurance industry and in building rapport with insurance consumers. "Regulation by press release," they say of the Denenberg regulatory administration. And perhaps they have a point.

Yet the buddy-buddy atmosphere you fostered in Denver is no way to run a meeting of industry regulators. We believe that the insurance industry has a place at NAIC meetings to express opinions about a business that they know very well. But there is also room on the host committees and at the meetings for representatives of the American Society of Insurance Management and other consumer groups. They have been heard in the past, but their voices deserve greater amplification at NAIC.

It is true, Commissioner Barnes, that the press usually has the last word. But it is not true, as you suggest, that our opinions ignore the facts. We try, from day to day and from deadline to deadline, to get the fresh facts that might modify our opinions. For example, we didn't know until you wrote your letter that loans were made by the insurance industry to provide working capital for the Denver NAIC meeting.

This fact only solidifies our opinion that the states should appropriate sufficient funds for NAIC to operate independently of the insurance industry. This appropriation, however, depends upon adequate funding for state insurance departments that compose the National Assn. of Insurance Commissioners.

Record-setting issue

THIS JULY 31 issue of *Business Insurance* contains 100 pages, the largest issue in our history and a milestone in our 4½ years of publishing.

We feel that it's particularly appropriate that the 100-page goal should have been reached on the first annual Agent/Broker Profiles issue because the theme of this special edition is consistent with the editorial objective that

we set for ourselves in October, 1967.

We were determined then, as we are now, to publish a readable and forthright independent magazine where buyers and sellers of insurance and insurance-related services can meet in an objective atmosphere. So long as we keep that atmosphere objective and exciting, we feel assured that we can continue to break new ground.

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letters

This column is a readers' forum. Letters are welcome. Address Letters to the Editor, Business Insurance, 740 Rush St., Chicago, Ill. 60611.

'I should have learned'

To the Editor: I really should have learned that one never tangles with the press. The press always has the last word and never seems to be concerned with the facts. Not too long ago I was talking to an editorial writer of one of our local papers regarding an editorial that was based entirely on misinformation and would have been different had the facts been before the editorial writer. The response was "I don't need the facts, I have my opinion".

I can't help but feel that may well be your attitude also.

When I read your June 5 issue regarding state insurance regulation and the editorial thereon, I was quite impressed and felt that perhaps you were trying to be honest and fair and unbiased. However, when I read the editorial on July 3, entitled "Was there a setback in Denver?" I became convinced that you haven't changed a bit.

While I agree with part of your editorial wherein you indicated that there was a "new era" flavor about the meeting, I don't think that your second paragraph would have been written had you been in possession of the facts. It is true that we had a "host" committee to do much of the leg work for which we absolutely do not have department staff or National Assn. of Insurance Commissioners staff available. However, I was personally at the head of the whole thing. Everything was done under my direction and my responsibility. There was no influence whatsoever from industry in the decisions which were made, the plans which were set up, the news releases put out, the reports of the various committees, or anything else.

It is true that the finance committee of the host committee did solicit from local industry some "loans" to provide working capital until such time as the registration fees came in. We knew of no other source and were sure that the press would not provide us with that. However, our reports as of now, and they are almost complete, indicate that not only will the registration fees cover all of the expenses involved, but there will be an excess which will be remitted to the NAIC to provide general administration and seed money for other projects.

You probably will not be interested, but you should know that the Tuesday evening steak fry, wherein I hosted the commissioners and their wives at a ranch outside of Denver, was entirely paid for by the funds appropriated by the Colorado legislature for that purpose and not one cent of the expense for transportation, food, or anything else came out of the general convention expenses.

I guess I see things from a different standpoint than you, but I would say that this convention was carried on without being underwritten by industry, without industry having an influence on the decisions and reports of the commissioners, and certainly in the spirit in which it should be run.

It is rather interesting that my friend, Pennsylvania Commissioner Herbert S. Denenberg, got

Continued on page 20

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letters

Continued from page 18

a headlined write-up in the Journal of Commerce for his comments regarding the meeting, but he wasn't even here to observe.

J. Richard Barnes
Department of Regulatory Agencies, Denver, Co.

Summer re-run

To the Editor: So instant replay and summer re-runs have come to the magazine industry. I'll admit that I don't always get everything on the first go around, and that exposure a second time may help. However, when this is at the expense of

some other interesting article (such as first Colorado captive filing on page 15), then I object.

Would you be kind enough to send me one complete copy of your July 3 issue?

K. J. Fleischhauer
Insurance Administrator Western Area, Flintkote, Los Angeles, Ca.

Editor's note: Mr. Fleischhauer got a copy of Business Insurance that had duplicate outer signatures, which meant that he saw an extra front page. Readers who receive mutilated or otherwise unreadable copies of this magazine are encouraged to let us know by writing to the editor.

'We don't cover'

To the Editor: I should like to call attention to an inaccuracy which appeared in your article titled "Miami is bipartisan on liability cover" in your July 3

issue. On page 26 you state "Factory Mutual Insurance Co. writes a \$13 million policy for fire damage to the hall for a \$22,000 yearly premium."

The Factory Mutual System, at present, has no coverage on either the convention or exhibit hall. Allendale Insurance, a placing company in the Factory Mutual System, does have \$4,500,000 coverage on the auditorium portion of this complex, which is sprinklered and located across the street from the convention facilities.

Bruce P. Mattoon

Vice President & Director, Public Information Division, Factory Mutual Engineering, Norwood, Ma.

More on contractors

To the Editor: The May 8 issue of *Business Insurance* carried an article entitled, "Require contractors to carry liability cover-

age with you included."

The article indicated it was desirable to have the owner named on the contractor's liability policy as additional insured.

We think there is a much better way to protect the owner during the construction stage; namely, the use of an owner's protective policy. We recommend owner's protective for several reasons:

- The contractor's general liability policy is designed to meet his exposures as a contractor—not the owner's exposures.

- The contractor's general liability policy is normally experience rated—and owner's protective is not.

- The cost is approximately the same as adding on the owner as additional insured.

- Writing a separate owner's protective avoids the possibility of the contractor's general liability policy being canceled, changed, or reduced without no-

tice to the owner.

- There is no duplication of coverage or cost if the owner properly keeps records and notifies his own general liability carrier that he has a separate owner's protective policy. Incidentally, the owner also preserves his own experience under his general liability coverage.

- The architect and/or engineer can be added as additional insured to the owner's protective policy at modest cost, and they too, have exposure during the construction period.

- Use of the owner's protective is one small step in the journey back to placing the liability (and insuring) where it properly belongs, on the shoulders of the proper party and not someone else.

- The problem of multiple named insureds under the contractor's liability policy limiting the amount of coverage to each insured is minimized.

- The owner's protective should be written with the same carrier who insures the contractor's general liability in order to minimize claim problems.

Thomas R. Wiley

Vice President, Fred. S. James & Co., Chicago, Ill.

... and more

To the Editor: Referring to the letter to you from Paul Guillette in your issue of July 3, I also do not understand Donn McVeigh's statement that an owner should require a contractor to include him as an insured in the contractor's policies.

The manual of "manufacturers and contractors" public liability insurance specifically forbids the inclusion of an owner as an insured on policies covering contractors and sub-contractors.

The manual of workmen's compensation insurance is silent on this subject. However, the contractor's employes are not the owner's employes. Therefore, generally speaking, the owner would have no liability to the employes of the contractor under the usual state workmen's compensation law so long as the contractor carries workmen's compensation insurance.

The owner would, of course, need "owner's protective" liability insurance and this is of major importance in our state. However, in this policy, the insured is the owner (plus architect and engineer, if required) but not the contractor. Therefore, owner and contractor are not co-insureds in this policy.

With regard to direct damage coverages, such as builders' risks, it is normal for the owner and contractor to be joint insureds in the policy as their interests may appear. However, in the case of third party liability coverages, I should appreciate Mr. McVeigh letting us in on his "secret" method of making his suggested procedure legal and valid. He might also give us a list of companies which are willing to include an owner as an insured in a contractor's own public liability, automobile liability and workmen's compensation policies.

A. L. Schlesinger

Vice President, Latter and Blum Inc., New Orleans, La.

Award county cover

Property Investments Inc., Pompano Beach, Fl., has been awarded a contract by the Broward County commission to provide county vehicles with comprehensive liability and bodily injury insurance. Property Investments was the low bidder with a figure of \$34,834, with a policy with Firemen's Insurance Co. of Newark, N. J.

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In markets you may not realize: Special Risks

Medical defense group may lose reinsurance

LONDON—Negligence claims against doctors are surveyed in the annual report of the Medical Defence Union, which provides them with protection against professional risks in Britain.

But indemnity payments are rising so heavily that it may soon have to carry the whole cover itself, instead of assigning part of it to reinsurance through commercial firms.

Its latest report states: "The problem of reinsurance has overtaken us sooner than expected. Reinsurance terms offered for last year were unacceptable through a commercial firm, so the Union decided to accept responsibility for the first \$650,000

of indemnity claims, with Lloyd's agreeing to underwrite a further \$2 million.

"This change brings much nearer the time when the Union will have to be self-sufficient for all purposes."

THE SAME FEAR is expressed by Dr. John Leahy Taylor, deputy secretary of the Medical Protection Society, another indemnity group for doctors, who recently declared: "Suing the doctor is becoming so costly that some of them may start practicing defensive medicine.

"This would be a bad thing for patients if a doctor has to think more about his own safety than his patients' welfare. But negligence actions are costing very much more than they did."

But he does not foresee British doctors being overwhelmed by the spate of lawsuits that face U. S. practitioners.

Negligence claims in Britain include a damages award to a soldier's wife who went into an Army hospital to have her irregular menstruation cured. But when she came under the surgeon's knife, he was given the medical notes of another patient by mistake. He followed their details, and sterilized the soldier's wife before discovering his error. She accepted \$2,000 settlement.

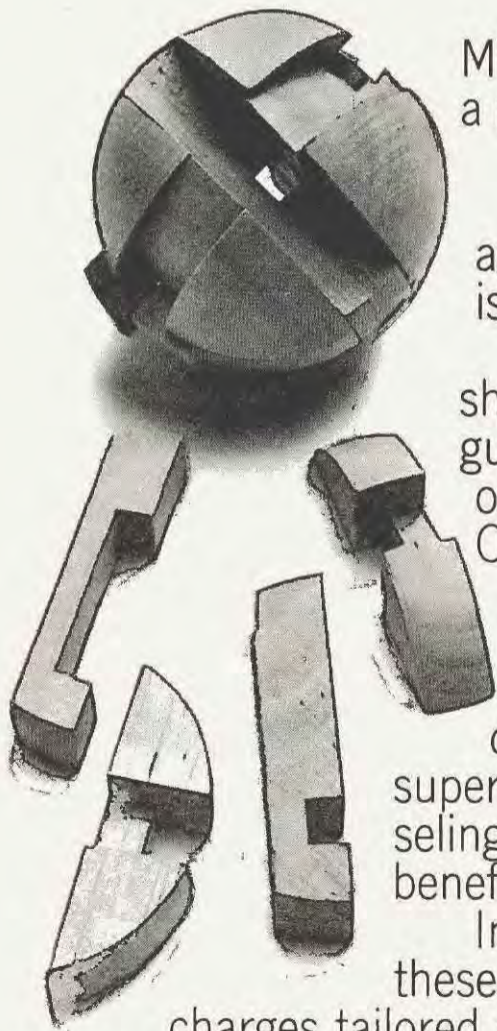
IN ANOTHER lawsuit, a girl singer went into hospital care to be fitted with a contraceptive device. The surgeon could not do it without further instructions, so left the simple operation until another day.

No hospital assistant told the girl, when she recovered from her anaesthetic, that the treatment had been postponed. She thought she could safely make love.

Unfortunately she became pregnant, had to have an abortion, and won her lawsuit against the surgeon for loss of earnings while in hospital for the pregnancy operation.

Dr. John Wall, of the Medical Defence Union, declares in a review of professional liability claims: "There is now more litigation, and damages are astronomically higher than they were ten years ago. It may be that awards in the past have been too low, but insurance rates for our members will have to go up." ■

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Another vp is necessary

SAN FRANCISCO—A change of constitution to provide for a second vp will be put to vote of members of the northern California chapter, American Society of Insurance Management.

Woodrow B. Anderson, chapter president, from Kaiser Industries Corp., said that growth of the chapter has "made more difficult and time consuming" the job of the chapter's single vp.

"Two very important functions of this role," Mr. Anderson said, "are program organization and meeting arrangements. We propose to divide these responsibilities between a program vp and an arrangements vp."

Establishment of the new office would also serve to increase membership of the chapter board of directors to 10. ■

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Canadian law society settles with Guardian

TORONTO—The Law Society of Upper Canada has reached an agreement with the company that last year insured its 7,600 member with coverage against claims for lawyers' errors and omissions, said Sydney Robins, head of the Law Society, in a letter to Ontario lawyers.

The Guardian Insurance Co. of Canada, one of the Guardian Royal Exchange Group of insurance companies, last year collected about \$550,000 in premiums from law society members, and up to last September it paid out about \$5,300 in losses.

Then last September the insurance company notified the society it did not intend to renew the contract beyond its expiration

date of Dec. 31, 1971.

"In these circumstances, we were greatly surprised, to put it mildly," Mr. Robins said in an earlier letter to members.

IN HIS LETTER, Mr. Robins said Guardian had offered to renew the contract at premium payments increased to \$158 from \$110 per member. Later it offered to lower the premium to \$125, with provision for it to be reduced to \$112.50 or increased to \$150 depending upon the loss experience, he explained.

He complained that Guardian's action was "not in accord with either the understanding between it and the society or the standard of good faith expected of an insurer." He added ominously: "We intend to pursue this matter further."

In the meantime, the law society secured insurance through another company covering its members for errors and omissions in their work as lawyers. The premiums are \$110 per member with coverage for \$100,000, subject to a \$2,000 deductible with legal costs being subject to the deductible.

Mr. Robins reported that Guardian has offered to rebate to the society "any profit over and above an agreed figure to cover its administrative expenses and costs and the amount of all claims paid under the policy, in return for the society agreeing to reimburse Guardian for any losses." He noted that the law society has agreed to the proposal.

MR. ROBINS said that three years will be allowed for the claims that have been made to be resolved, and a formula has been worked out for determining the net result of outstanding claims. The law society will get 6% interest on the money coming to it, he added.

Mr. Robins stated that when Guardian was considering dropping the contract there was much publicity about the validity of titles in some rural subdivisions affected by provisions of The Planning Act.

"Guardian felt that it was faced with the abnormal circumstance of an extremely confused position respecting the validity of titles," Mr. Robins continued, "and became concerned about the consequent possibility of potential claims."

"Guardian's concern arose at the same time it was required to give notice under its contract with the society if it did not intend to continue coverage at the same rate," he said.

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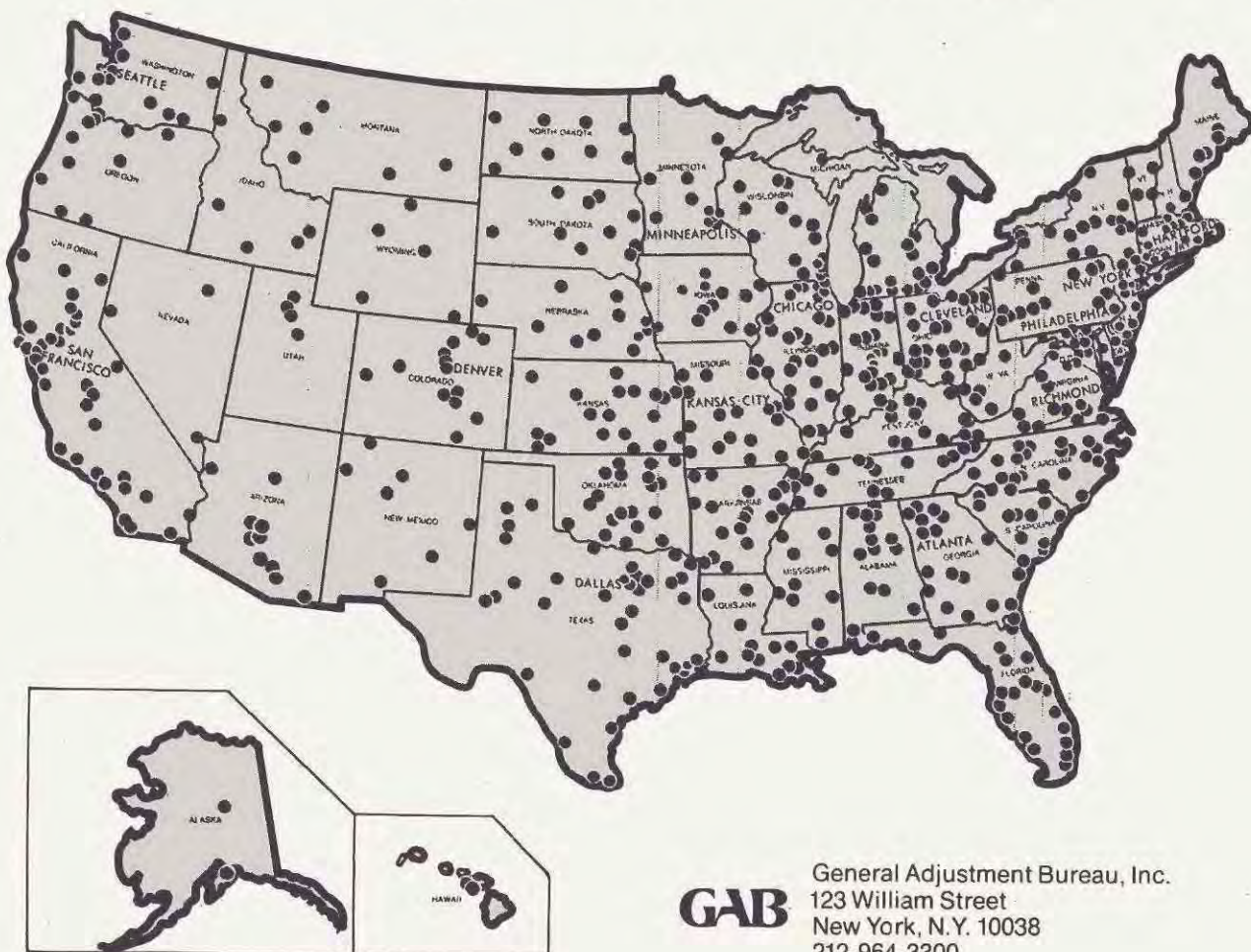
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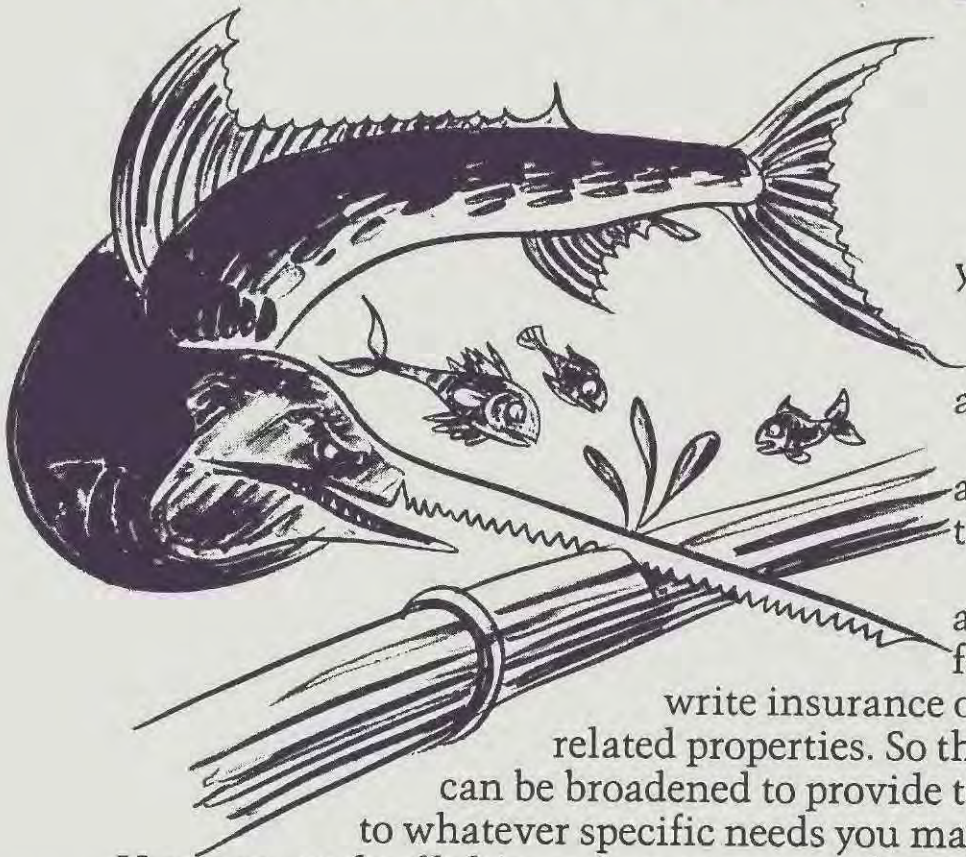
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No-fault in Australia

No-fault vehicle accident insurance is likely to be introduced in Western Australia where authorities are preparing for legislation to come into force this fall. It follows a study of similar schemes in other countries, according to the London newspaper Lloyd's List, which states: "The Western Australia Prime Minister pointed out that one of the faults of the existing system is that much of the money which should go to accident victims is dissipated in legal procedures." Apparently insurance companies will make bad auto drivers pay higher premiums by checking their records of traffic violations and accidents, so as to meet the extra cost of the no-fault scheme.

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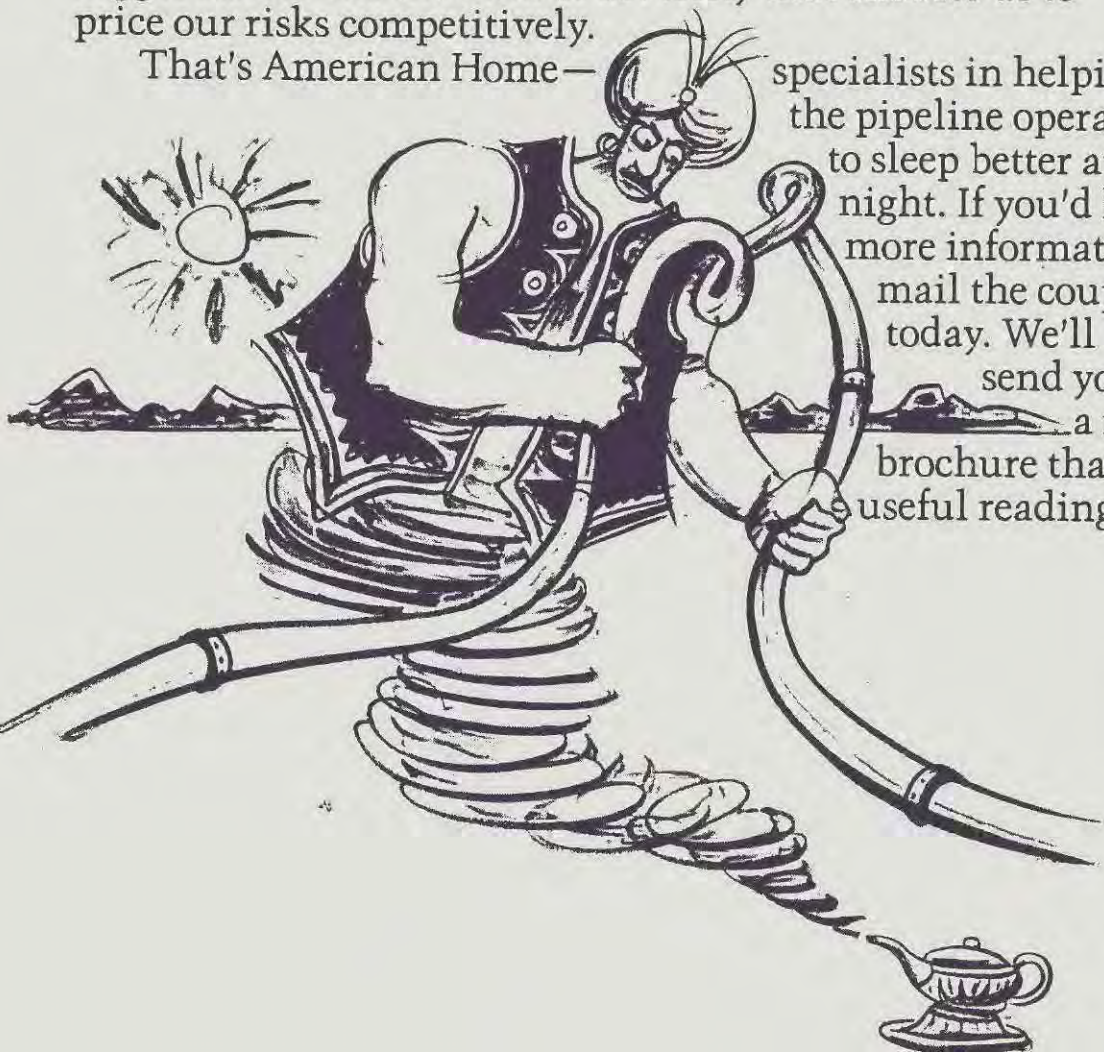
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Liberals in Alberta push to institute first compulsory no-fault in Canada

EDMONTON, ALB.—The Liberal party of Alberta wants the province to become the first in Canada to implement a compulsory no-fault automobile insurance program that pays a weekly indemnity sum to persons injured in car accidents without imposing a limitation on the payments.

Compensation payments would be raised to amounts that would all but eliminate recourse to the courts.

Collision and other damage coverage would be insured by a separate policy. Both policies would be issued by private insurance companies.

The recommendation was

made by Robert Russell, Alberta Liberal party leader, in a brief to the Alberta Automobile Insurance Board, an agency established by the Progressive Conservative government to investigate all facets of auto insurance in Alberta.

THE BRIEF says a sliding scale of no-fault accident benefits should be instituted that would provide for the immediate bi-monthly payment of 80% of proved gross earnings of the individual.

Minimum death benefits would be increased to \$20,000 for one dependent and scaled upward for each additional dependent. A

basic payment of \$50 a week would be paid to disabled students and unemployed persons.

The current no-fault accident benefits plan in Alberta provides for compensation up to 80% of gross wages, but also imposes a limitation to a maximum \$70 a week. Death benefits are set at \$5,000, plus \$1,000 for each additional dependent.

Unemployed or retired persons are excluded from the weekly indemnity coverage. However, any person between the ages of 21 and 65 who has been employed for any six months out of the preceding 12 months is covered.

PREMIUM payments for the

enriched no-fault compensation and accident benefits would be scaled according to a policyholder's stated income. Persons with incomes of more than \$10,000 a year would pay higher premiums that would reflect the higher risk.

Claims for compensation would be made to the insurance company. If the claimant did not agree with the compensation, he could request a review before a committee of the board. If still not satisfied, he could appeal to the supreme court of Alberta.

"We are confident that the proposal we have set forward, which would set compensation amounts that consider the circumstances and earnings of the individual, would prevent all but the most isolated cases reaching the courts," the report notes.

The brief insists that finding fault and requiring the negligent person to pay is little, if any, deterrent to the anti-social driv-

er; "this is a myth because the driver does not pay; his insurance company pays."

IT SUGGESTS tougher driving laws to include an automatic six-month license suspension without appeal when a motorist accumulates 15 demerit points. It also suggests a two-year license suspension for impaired drivers and a five-year suspension on a second offense.

Legislation to provide for annual inspections of motor vehicles, plus a mandatory annual testing of drivers over 65 and anyone involved in a serious accident, is also favored.

"We would require that the motor vehicle branch provide immediate notice to the insurance company insuring the convicted driver and that the driver be given not more than 30 days to purchase an additional premium or be ruled off the road," the brief recommends. ■

Liability is extended

SAN FRANCISCO—Extension of professional liability insurance, particularly to members of the Consulting Engineers Council of the U. S. is now available in New York, Arizona, Illinois, Iowa, Texas and South Carolina.

The liability insurance program, developed for CEC by Design Professionals Insurance Co., currently is available in California, Oregon, Washington, Hawaii, Florida, Minnesota and Colorado.

As a result of competition from the "captive" insurance company, the CEC Board has learned, other underwriters have reduced rates and DPIC limits have been raised to \$5,000,000, and engineering firms desiring a higher level of protection can obtain up to \$10 million.

During an afternoon session of the CEC annual convention at the St. Francis Hotel here, led by James Rush, chairman of the CEC professional liability committee, delegates learned the organization will contribute \$10,000 to a major loss abatement effort during the coming year.

THE PANEL presentation led by Rush was designed to help consulting engineers alleviate professional liability and reduce losses.

Panel members included Elio D'Appolonia, president and board chairman, E. D'Appolonia Consulting Engineers Inc., John P. Gnaedinger, co-founder of Soil Testing Services Inc., Leopold Hirschfeldt, secretary-treasurer, LeRoy Crandall & Assoc., Edward B. Howell, president, Risk Analysis & Research Corp., and Peter Kelly, attorney with Updike, Kelly & Spellacy.

The \$10,000 contribution will provide for a total of \$30,000, taken together with contributions pledged by other organizations.

Negotiations also are underway with Kemper Companies on the possibilities of developing a liability protection program for consulting engineers involving the use of premium rebates resulting from favorable loss experience.

The rebates, ranging from 20% to 25% of premium, could be pledged for loss abatement programs as well as legal defense costs.

Howell, who serves as DPIC administrator, pointed out that Design Professionals Insurance Co. offers very small commissions which has resulted in "light interest" among brokers. ■

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U.K. Labor wants auto insurance nationalized

LONDON—Priority is being given by the labor party to nationalizing auto insurance if it is put back in power in Britain.

But studies are still being made of other forms of insurance which might fall under the hammer of state ownership if there is a political go-ahead for such a course, though such is unlikely at the moment. This forecast emerges from the latest manifesto of the party leaders which will be discussed at its convention this fall.

It will be 1975 at the latest before the ruling Conservative party under Prime Minister Edward Heath is forced by law to hold an election in Britain. But if there are compelling reasons of national interest there could be a "snap" election earlier.

LABOR IS already producing its tentative program to put before the country in case electors go the polls before 1975.

Because of the collapse of several "cut rate" insurance firms which have specialized in risk cover for British motorists, who are compelled by law to take out personal cover in the event they hit and harm anyone else while driving their autos, there has been an outcry against this branch of the industry.

The Vehicle and General insurance group crash, which left one million people uninsured with \$50 million debts overall, was the final example that shocked the nation into demanding tighter regulations (*Business Insurance*, July 3).

Naturally the British Insurance

Assn., which represents nearly 300 companies, has pointed out that this is a rare catastrophe. Most firms are financially sound and there are no signs of any being in difficulties. Major business corporations recognize this and plan no change in their normal insurance commitments for their own commercial fleets of autos or trucks.

BUT THE Labor party would be foolish, in its specific campaign against private enterprise, if it were not to spot the "vote-catching" possibilities among the working classes, who obviously like their auto ownership to be made as cheap as possible, by suggesting that it will put their type of insurance under public control.

The fact that auto insurance is

already so dangerously cheap in Britain that it is costing the leading highly-efficient companies a loss of more than \$60 million a year in all on latest estimates is ignored by the labor politicians.

Their official program now calls for wider public ownership, and declares: "The finance and insurance companies represent a tremendous concentration of power, and there is no public control over its use. Among proposals under consideration is the immediate nationalization of auto insurance to prevent the appalling service to the public by some companies." The industry disputes this is so.

The task of transferring this tremendous section of the insurance industry, with premium income for auto cover now more

than \$750 million a year in the U.K., to public ownership would be colossal.

BUT STAUNCH Labor supporters will climb on the bandwagon of nationalization together with other forms of publicly sought ownership such as ports, ship-building, oil exploration and pharmaceuticals, at their October convention. They will ignore economic and administrative hazards in their political enthusiasm.

They may well go further and repeat their demands for the nationalization of other sections of the British insurance industry such as perhaps personal life insurance, which have been made at various times by Labor extremists in the past 20 years.

Naturally, with two or three years to go before the next election, the cooler and wiser brains of the Labor party will point to the mammoth cost and disruption this would cause to the vast British insurance industry which earns so much money from abroad.

A Labor party study group which is already exploring the more extensive aspects of the British insurance market, intends to put its report out in the full next year. If this happens, the Conservative party will have a large-scale fight on its hands to resist transfer of some part of the domestic insurance market to state control. But it will certainly oppose it vigorously, though Lloyd's is not involved. ■

Former athlete wins suit

ALBANY, N.Y.—An award of \$146,000 to Donald Jacques, 34, former Olympic bobsled contender who became a quadriplegic for life when he took an early morning dive into shallow Mirror Lake at Lake Placid, has been affirmed by the appellate division in Albany.

The four to one decision also affirms an additional award of \$23,000 to his wife, Joyce Ann Jacques.

Mr. Jacques and a companion, after attending a volunteer firemen's outing July 28, 1968, went to the park beach dock on the west shore of Mirror Lake, a tourist attraction. His first dive from the lifeguard's chair, 5 feet above the surface of the dock, was uneventful. But on his second dive Mr. Jacques struck the bottom with his face and became paralyzed.

THE JURY returned the verdicts to Supreme Court Justice Arthur Aulisi and the Village of Lake Placid then appealed to the appellate division, which affirmed.

Associate Justice T. Paul Kane, writing the majority opinion, said the park and beach were open to the public and village police patrolled the area, particularly to eject bathers during no-swimming hours. In a dissenting opinion, Associate Justice Richard D. Simons said:

"No matter how the case is glossed, the tragic but undeniable facts are that this adult plaintiff dived from an unlighted and unsupervised dock which he knew was closed to swimmers, into unfamiliar waters obscured by mist and darkness."

"The fact is that Jacques was a trespasser. On the night of the accident, he was swimming in an area that was closed and he knew it was closed."



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Mostly insured

Bunge Corp. must bear \$3 million check loss

NEW YORK—The New York state court of appeals has ruled that Bunge Corp. must bear the loss of a \$3 million cashier check swindle, rather than Manufacturer's Hanover Trust Co., because a Bunge employee was involved in the deception.

"A substantial portion of the loss is covered by fidelity insurance, though," a company executive told *Business Insurance*.

The \$3 million fraud was only part of a \$20 million loss sustained by Bunge during the "Salad Oil Swindle" of the early 1960s. This contested incident involved \$3 million in cashiers checks issued by Manufacturer's Hanover to Anthony De Angelis's Allied Crude Vegetable Oil Refining Co. to supposedly reimburse Bunge for oil stored in a leased warehouse.

After the checks were turned over to Bunge, a company employee returned them to Mr. De Angelis, who redeposited them with the bank. "Where one of two innocent persons must suffer by the acts of a third," the court ruled, "he who has enabled such third person to occasion the loss must sustain it."

IN A DISSENTING opinion on the four-to-three ruling, Judge Charles D. Breitel stated that the bank had the responsibility to check with Bunge to ascertain if the checks had, in fact, been de-

livered.

The Bunge Corp. has no immediate plans to pursue the matter in the courts. "Well, we're up pretty high, now," noted the company source, "but we are considering further steps."

Mr. De Angelis, who has been paroled after seven years in prison for perpetrating the multi-million dollar fraud, was responsible for huge oil shortages in a warehouse leased by his firm to American Express.

Charging American Express with negligence in overseeing its warehouse unit, Bunge collected an \$8 million settlement. Then, in a much-publicized suit, Bunge won the right to collect an additional amount from its insurance company, London & Overseas.

INITIALLY, London & Overseas had refused to reimburse Bunge, declaring the policy null and void. The insurance company was eventually declared liable for the policy, but by then Bunge had already settled with American Express.

The U. S. court of appeals ruled that London & Overseas by its actions had forfeited its subrogation rights against American Express, although the \$8 million settlement could be applied to reduce London & Overseas' liability.

The settlement with Bunge was for an undisclosed amount. ■

Hopes nonprofit health services will lead way

MADISON—A proposed nonprofit organization to manage and operate all health care services that can be supported most economically and effectively in Oconto County, Wis., may be a model for other rural areas of the country where health services are fragmented, Wisconsin officials believe.

Gerry M. Halverson, planning analyst in the bureau of comprehensive health planning in the Wisconsin health division, said the proposal may be unique in the U. S.

The proposal was made by planners in the American Public Health Assn., Washington, D. C.

Besides managing and operating the local services, the nonprofit group would contract to provide special health services that can best be operated on an areawide or statewide basis.

MR. HALVERSON said he hoped the proposal would be accepted by health care groups around the country and would be allowed to operate for at least five years with funds from foundation grants or donations.

Ultimately, he said, the goal would be to have the group be self-sustaining, with no governmental funds involved.

The estimated budget for the 18-month organization period for the Oconto project is \$75,000.

Under the proposal, the Oconto County health services organization will be formed and incorporated.

THE BOARDS OF Oconto Memorial Hospital, Oconto, and Community Memorial Hospital,

Oconto Falls—which account for \$1.5 million spending annually, some 35% to 40% of the total annual health spending in the county—would be dissolved.

"We hope to demonstrate cost savings, better distribution of services, better utilization of manpower, combination of services if possible and better control of what actually is being done in the county," Mr. Halverson said.

The organization also would manage and direct other health-related services, including mental health, alcoholism, and drug abuse programs, home care services, emergency health transportation and communications, health education, financial services. ■

Consider fund move

NEW BRITAIN, CT.—The reinvestment of the \$635,578 presently in the police pension fund for growth stock purposes has been proposed by this city's police board.

Currently invested in interest-producing stocks, the plan, subject to board approval and subsequent passage by the city corporation counsel's office, calls for the reinvestment in growth stocks aimed at a larger return.

Another proposal under consideration would have the pension fund credited with the \$3 that police officers now turn over to the city's general fund from special assignment earnings. ■

FCIA will now cover service firms' exports

NEW YORK—The Foreign Credit Insurance Assn. has expanded the scope of its export credit insurance program and will now offer the coverage to service-oriented companies operating abroad as well as to manufacturers and suppliers who sell products overseas, according to Reginald J. Denton, FCIA president.

In a joint announcement with Henry Kearns, president and chairman of the Export-Import Bank of the United States, with which FCIA cooperates in offering the coverage, Mr. Denton said that it was anticipated that the new insurance program would encourage the nation's service industries to expand their overseas business.

"With services amounting to almost \$1.5 billion last year, and they make a substantial contribution to the balance of payments, we expect to do a sizable amount of business," Mr. Denton told *Business Insurance*.

"WE ARE trying to encourage them—management consultants, advertising agencies, engineering services and others—to offer credit terms abroad," he continued. "This is an area where U.S. businesses really have advantages and we are trying to get the service people to look overseas a bit more."

Airlines sealing rear exits to deter hijacks

NEW YORK—In an attempt to improve airline hijacking security—perhaps at the expense of passenger safety, according to some critics—four airlines have modified their Boeing 727 jets so that the rear exit from which several hijacker-extortionists have bailed out may no longer be opened in flight.

The airlines are Trans World, Braniff International, American and Continental.

While other airlines are expected to join the move, the action came as a result of an exemption from current rules granted by the Federal Aviation Administration. The FAA had been requested to rule on the matter by the Air Transport Assn., this country's scheduled airlines' trade group.

The preferred target of many hijackers has been the three-jet 727 primarily, because it has a rear-facing stairway that can be deployed to drop beneath the rear of the plane's hull. It is said to make parachuting from the commercial airliners relatively safe and easy.

Included in the exemption are the twin-jet DC-9's and BAC-111's, which also have rear exits similar to those on the 727. Those aircraft have not been involved in any hijacking incidents, however.

THE WAIVER granted by the FAA will expire at the end of the year unless superseded, as is expected, by a new proposal acted on several weeks ago.

The new rule would do essentially the same thing, by allowing airlines to re-engineer rear exits so they could not be opened in flight.

However, it would also do so without compromising the safety of passengers should they have to exit from a plane suddenly while it was on the ground. Promulga-

He indicated that each policy, which will be issued at normal rates, would have to be tailor-made "to suit the different requirements of the various services" but that they would conform to the basic FCIA policy terms. "We do expect most of the policies to be short term," Mr. Denton noted.

While admitting that services were obviously less tangible than actual products, Mr. Denton said that FCIA would not be exposed to an abnormal amount of risk because of it. "We will only be in there if there has been a firm commitment to pay," he said.

FCIA export credit insurance is designed to protect exporters of goods, and now services, against non-payment by foreign buyers due to commercial credit and political reasons. At the same time it enables U.S. exporters to arrange nonrecourse financing of the receivables created by extending credit terms on overseas sales.

Mr. Denton, who reported that his company has already signed a management consulting firm to a contract, said, regarding the marketing of the expanded coverage, "The services industry is much more compact than, say, the manufacturing industry and it should be easier for us to key in on the service companies doing business abroad."

tion of the rule has been delayed to allow time for the airlines to work out engineering details. Essentially the engineering problem to be solved involves developing a door that could be opened from the inside and outside while on the ground while remaining in a locked position while in flight, a position that would not be in control of the flight crew until the plane had landed.

Under temporary measures being taken by the four airlines, doors are being sealed from the inside and may be opened only on the ground by someone outside the aircraft.

More plaintiffs win product liability suits

SAN FRANCISCO—Consumers throughout the U.S., according to Jury Verdict Research Inc., are winning an increased number of product liability suits.

A countrywide study by the organization discloses that from 1966 through 1971, plaintiffs won 72% of their suits against drug manufacturers, compared with 56% during the prior six years.

A total of 55% of the suits involving industrial equipment were won by the plaintiffs, up from 48%; and 47% of the suits against auto and truck manufacturers from defective parts resulted in plaintiff awards, an increase from 32%.

Business Insurance will hold a Product Liability Workshop on Oct. 23-24 at the Hyatt Regency O'Hare, near Chicago. For further information, see story elsewhere in this issue.

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This unique 1½ day course is designed to teach you practical methods and give you examples of how to communicate benefits to your company's employees. Your faculty of experts will—in only one night and one day—involve you in eight hours of intensive instruction and discussion. They will teach you how to use communication techniques to increase employee morale, company loyalty and productivity. They will also show you how to accomplish this most effectively and efficiently, while saving you unnecessary expense. These experts were brought together from the fields of communications, graphic arts, benefit plan design and employee benefit administration to show you

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The Benefits Communication Workshop will be held at the new Hyatt Regency O'Hare, less than five minutes from Chicago's O'Hare airport. The hotel has reserved for the Workshop a block of modern rooms at attractive rates. Registration for the workshop starts at 3 p.m., October 24, followed by a get-acquainted cocktail/social and the Benefits Communication Awards Banquet. Because of the intensive nature of the workshop, on the following day registrants will be kept busy until the workshop adjourns promptly at 4:30 p.m.



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Please enroll me in the Business Insurance Benefits Communication Workshop to be held Tuesday, October 24, and Wednesday, October 25, 1972, in Chicago. My registration fee of \$140 is reduced to only \$115 if you receive payment by September 29. If my plans change and I can not attend, I will get a complete refund if I notify Business Insurance by October 5.

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YOU SAVE \$25 IF YOUR FEE IS PAID BY SEPT. 29 AND \$50 IF YOU REGISTER FOR BOTH WORKSHOPS AND PAYMENT IS RECEIVED BY SEPT. 29.
(See ad on facing page).

	Your Cost if paid by September 29	Cost After September 29
Benefits Communication Workshop	\$115.00	\$140.00
Benefits Communication Workshop and Product Liability Workshop	\$200.00	\$250.00

Fee for each workshop includes participation in all sessions; one dinner, breakfast, lunch, cocktail social and coffee breaks; plus detailed workbook of the meetings. Accommodations at Hyatt Regency O'Hare are not included in the fee, and should be arranged separately. Hotel information will be sent automatically with registration acknowledgement. There is a \$25 service charge for cancellations received between October 6 and October 13.

THE CRUM AND FORSTER DECLARATION OF DEPENDENCE ON THE INDEPENDENT AGENT.

July 1972

In the course of insurance events, it has become necessary for those companies and producers fully a part of the American Agency System to do more than just pay lip service to that System.

We must protect it from being by-passed in selling personal lines insurance to the public.

Crum & Forster, for one, is committed to its partnership with independent agents and brokers. It has been beneficial to all parties concerned, including the policyholders.

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And the future calls for an even stronger full partnership.

We are committed to building this stronger partnership.

And toward this end, we are now working on programs offering coverages to the public through independent producers which will provide better products at prices that can be sold by our partners.

In states allowing price freedom, these coverages will be made available to a much broader market, with the objective on our part not to decline or cancel. And with the commitment not to refuse to renew except for very limited reasons.

As to underwriting, C&F intends to move just as far as possible toward complete availability of

market with underwriting by pricing rather than by selection.

We must also lower the expense of providing this product so as to return more of the premium dollar to the consumer.

To do this, the programs will be designed, with help from the producers, to eliminate as much duplication of work as possible at both the agency and company ends. This means cost reductions by C&F including maximum use of electronic machines to the extent practical. It also means cost reduction contributions from the agents. All of this will be reflected in the lower premiums policyholders will pay.

All of us must work together to eliminate every unnecessary expense-producing component of our present

system; so both agent and company may increase business volume and net income.

The debates over the pros and cons of machine-written policies, direct billing, production costs, acceptance of risks, the handling of renewals, and just who does what must end.

We can, and will, bring down the cost of personal lines policies to the point where the American consumer will be ill-advised to buy his insurance from anyone other than the independent agent.

And in support of this declaration, we ask that you pledge, as we have, to make our partnership succeed.

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OSHA to ease rules on toilets, other 'trivials'

WASHINGTON—For many workers, depending on their feelings, George Guenther, the Occupational Safety and Health Administration's head man, was the bearer of some good news and some bad news earlier this month. To employers, however, the news was decidedly bright.

The good news for employees was the fact that they soon might be able to drink ice water on the job; the bad news was that they might not be able to hang their coats on hooks when using the toilet. Somewhat in the middle was the announcement that split toilet seats would be removed from OSHA's forbidden list.

Acting after OSHA received numerous complaints from busi-

nessmen who had been cited for such violations as not providing hooks in toilet stalls, Mr. Guenther admitted that "some inappropriate standards got in that aren't actually related to job safety and health."

MR. GUENTHER told a press briefing that the ban on ice water dated way back to a standard which prohibited employers from putting pieces of ice from frozen rivers in workmen's drinking water containers because the ice could have been dirty.

It was not, he explained, a standard that received a great deal of attention from employers until the current regulations came along which have kept employers from even putting ice cubes in workers' water containers.

He said that the Labor department would publish a proposal to do away with the ban in the Federal Register as it already has done with the standards on coat hooks in toilet stalls and split toilet seats.

At the same briefing, Mr. Guenther said that he was against any legislation which would put a size limit on the workplaces eligible for inspection by OSHA compliance officers.

Explaining that "some of these businesses are quite hazardous," he criticized a Senate-passed bill which would prohibit inspections in businesses employing less than 15 persons and a House-passed bill which upped the cutoff point to 25 employees.

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Continental Western Ins. Co.	Home Insurance Co.	James S. Kemper Insurance	Commercial Union
Crum and Forster Ins. Co's.	Hartford Insurance Co's.	Group	Summit
		Northwestern National Corp.	

Dental cover growth is criticized

TORONTO—The slow growth of dental coverage plans and the failure of the private insurance companies to take the initiative in this field were strongly criticized by the retiring president of the Canadian Association of Accident and Sickness Insurers.

Cecil G. White, vice president, actuarial, Metropolitan Life Insurance Co. of Ottawa, told the association's annual meeting in Toronto that dental care is likely to be a high priority item in future union bargaining.

"Once this comes to pass," Mr. White said, "there will be a large impetus in Canada for the provision of this benefit. Instead of waiting, we should take the lead and move more quickly to increase the number of people insured for the costs of dental care."

HE WARNED the private insurers that if they fail to provide this coverage on an attractive basis, "there will be a growth in prepaid dental plans, probably followed by intervention by the government."

However, he said that government provision of dental care coverage is not too likely until governments have mastered the high and rapidly rising costs of their existing hospital and medical care programs.

"These costs, combined with the very high costs of education, are making it very difficult for many governments to line up their priorities properly and to meet their obligations in other fields."

Safeco answers questions most frequently asked by agents.

**Ted Hull,
Safeco V.P.,
Commercial Underwriting**



Many people think of Safeco as a personal lines company. But how do you perform as a commercial market?

Frankly, our success in personal lines—and in life insurance—has built that kind of image. But really we're much more than that. With over \$100,000,000 in premium and still growing, I think it's accurate to describe our commercial operation as large, competitive, service-oriented and innovative.

All companies claim they're innovative. How do you back that up?

Let me give you a few examples.

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As is widely known, our blanket liability policy was the forerunner of comprehensive general liability. It's still a better contract; in fact, we think it's the finest liability contract in print. And our fluctuating value endorsement eliminates the triple threats of coinsurance penalty, depreciation and underinsurance on buildings. First launched in early 1968, it's been widely copied. But never really equalled.

Another innovation we started this past year was an automatic renewal program for all commercial policies. So far, it's substantially improved business retention for both agents and company. This year we're taking the next logical step in streamlining the insurance business. We're introducing continuous, direct bill commercial policies to our agents. Safeco is almost synonymous with continuous insurance. We expect to start another trend.

How about Safeco's underwriting approach and appetites - can you characterize them?

Sure. We match the risk with the rate. We call it "2R" underwriting. Emphasis on these essentials

means that "class" is of relatively little importance to us.

We're convinced that what we insure is people, first and foremost, and their occupations are less important to us than their character and skill.

This "classless" underwriting results in some statistics that might alarm some companies. In fact our share of the market in restaurants, schools, supermarkets and shopping centers is far above our market equity overall.

Do you specialize in those classes?

Not at all. We just try to underwrite from facts. We think our team of agents, fieldmen, loss control reps and underwriters can write insurance successfully without all the "do's and don't's" of a class underwriting approach.

This philosophy contributes to better consistency in underwriting, too.

How?

Well, we think a "class" approach to underwriting is very likely to produce results that cause a company's appetite for business to fluctuate widely with the results. Good or bad. This produces an "in and out of the market" effect. Our feeling is that stability of market is a big factor in our growth and good agency relations. Especially for the accounts that measure up under the "classless approach".

If we haven't answered all of your questions, why don't you drop us a line?

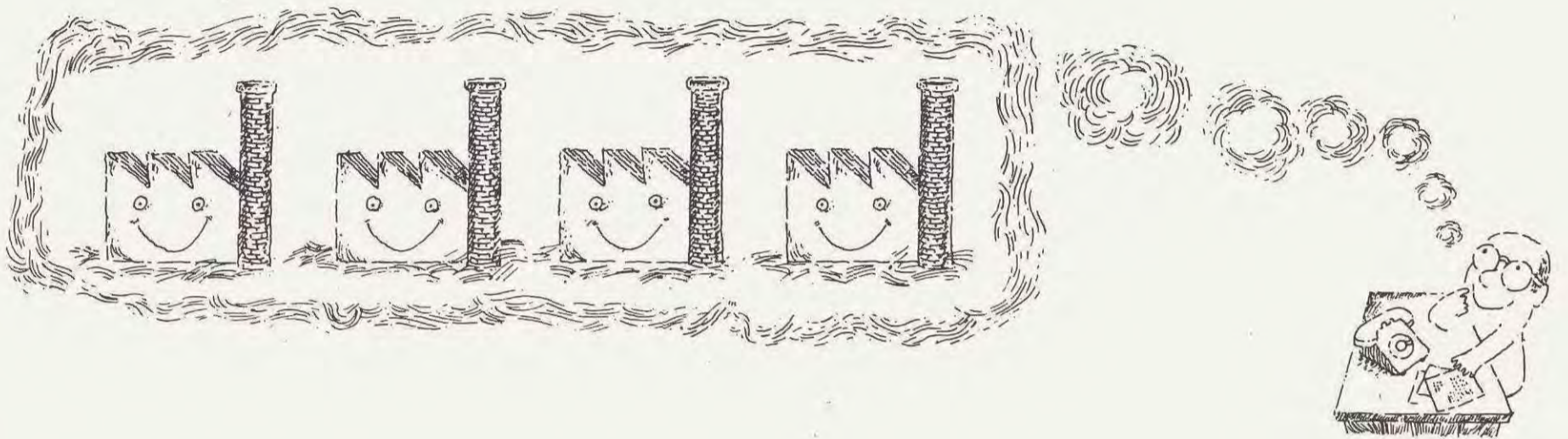
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agent/broker profiles

How to use Agent/Broker Profiles issue to locate valuable information

THIS AGENT/BROKER Profiles issue of *Business Insurance* is designed to bring together corporate executives who buy insurance and insurance-related services with the nation's major brokers and agents who provide these services to commercial clients. Profiles begin on page 36 and other broker/agent features follow.

This first annual Agent/Broker Profiles issue puts a useful information tool in the hands of corporate insurance buyers, insurance industry personnel and the financial community but it is a first-time publishing effort that will be improved as additional agents and brokers provide information in future years. The 348 agents and brokers profiled in this issue represent a major share of the firms serving the insurance needs of corporate and commercial clients, and they will be joined

by other agents and brokers in future editions of this special issue.

Corporate insurance buyers can review these profiles to find:

- Locations of home and branch offices of the agents and brokers and the names of their subsidiary companies.

- The number of persons employed in the firm together with names of principal officers and professional associations to which the firm or its employees belong.

- Gross revenues of the firm and the percentage of its business that comes from commercial clients.

- Whether the firm uses an account executive system in dealing with corporate insureds and how it collects its compensation.

- What special services and coverage specializations the agent or broker offers.

Corporate insurance buyers seeking special services or particular coverages may scan these sections of the profiles to find an agent or broker who may be able to fill their needs. It

should be noted that some brokers and agents, especially the largest brokerage firms, were not able to list all of their specializations.

Profiles in this issue were compiled from more than 500 agent/broker questionnaires sent to *Business Insurance* in response to a direct mail request and notices carried in this publication. Those questionnaires that were not used for profiles were found to lack adequate financial information on the firms or came from agents and brokers who did not meet size or service requirements.

Business Insurance editors did not look behind the financial figures provided by the agents and brokers, who are responsible for their own profile data.

Agents and brokers not listed in this issue will have an opportunity to submit data on their firms for consideration for the 1973 Agent/Broker Profiles issue of *Business Insurance*. Notices will be published when 1973 profiles should be submitted. ■

Burnham analyst examines national broker operations

By STEPHEN GILKENSON

NEW YORK—A Wall Street security analyst's report has predicted that there will only be eight or nine national insurance brokerage firms in the future, as "both large and medium-sized corporations now require a degree of insurance sophistication and service which regional brokers have difficulty in furnishing."

The study, released earlier this year by Burnham & Co. Inc. and since come to be known as "The Burnham Report," touches on a broad range of matters affecting the brokerage industry—and five top public houses in particular—and has generally won the respect of the industry as the first real thoroughly researched document to zero in on the business.

"There are now four publicly-owned brokerage firms that validly qualify as national entities: Marlennan (Marsh & McLennan), Alexander & Alexander, Frank B. Hall and Fred S. James," wrote security analyst Leonard M. Wilson, who prepared the report. "Rollins Burdick Hunter may emerge as a national broker over a period of time. We believe that the ranks of the national brokers will be restricted to these five firms, Johnson & Higgins—the privately held second largest firm in the industry—and possibly two or three others."

Mr. Wilson added that "highly visible growth market domi-

Nearly one-third of brokers and agents report new mergers

CHICAGO — Projections about growing concentration within the insurance brokerage field were confirmed by the *Business Insurance* survey of approximately 350 agents and brokers profiled in this issue.

Mergers or acquisitions during the past year were reported by 110 agents and brokers, nearly one-third of those profiled in this issue.

More significant was the acquisition of 65 brokers and agents by the 12 largest insurance brokers. Additionally, four letters of intent were reported among these large brokers, including the recently announced letter of intent to merge Syncercon Corp. and Ingram, Armistead, Wallace Inc. to form one of the nation's largest insurance brokerage firms.

nance, and a limited supply of shares are factors which in concert make the insurance brokerage equities unusually attractive investments."

AT THE SAME TIME, however, the report also suggests that this has left the industry in

a quandary of sorts, for the attractiveness of the investments has been spurred on by wide profit margins enjoyed by some firms.

"... in a service business there is a real dilemma as to whether adequate services are being furnished to clients if margins get too high," it noted.

While Mr. Wilson used the word dilemma, it is exceedingly difficult to find anyone in the insurance brokerage business to admit or even acknowledge the possibility that wide margins may mean that clients are not getting enough for their commission/fee dollars.

"I admit that our profit margins are among the highest of the publicly held firms," said John M. Regan, chairman of Marsh & McLennan. (Marlennan Corp., the parent, had pre-tax margins of 28% in 1970.)

"BUT" MR. REGAN added, "I think the real question is: 'are we getting results for our clients?' I think we are and I don't think the client begrudges me making a profit if I am doing the job for him. Frankly," the M&M chairman continued, "good profit margins to me are a mark of good management and good management is the key to doing a good job for the client."

"The amount of profit that large firms make—say, those with over \$50 million in commissions and fees—is considerably

EMPLOYES-REVENUE RATIOS

Company	Commissions/fees (millions of dollars)	Number of employees	Employees per \$1 million revenue
Marsh & McLennan Inc.	\$151	6,090	40
Johnson & Higgins	\$75-\$100	2,850	28-38
Alexander & Alexander	\$57.8	2,500	43
Frank B. Hall & Co. Inc.	\$44	1,700	39
Fred S. James & Co. Inc.	\$33.3	1,400	42
Corroon & Black Co.	\$18.5	555	30
Bayly, Martin & Fay Inc.	\$11.1	450	41
R. B. Jones Insurance	\$ 9.4	427	46
Harlan Inc.	\$ 8.7	414	48
Rollins Burdick Hunter	\$ 8.6	310	36
Insurance Consultants Inc.	\$ 6.2	260	42
Ingram, Armistead, Wallace Inc.	\$ 5.4	249	46
Synercon Corp.	\$ 5.2	228	44
Schiff Terhune Inc.	\$ 4.3	175	41
E. H. Crump & Co.	\$ 4	148	37

Forty broker employees yield \$1 million gross

NEW YORK—It takes about 40 brokerage employees to produce \$1 million in revenues (commissions/fees) annually, a survey of some of the top brokers indicates.

This is not to say, however, that some brokers have more or fewer employees in their shops. And there are various reasons for the variations in the figures.

According to the survey, Marsh & McLennan Inc. hits the benchmark figure on the nose. Marsh & Mac last year reported revenues of \$151 million. The firm at the same time reported that it employs 6,090. The figures work out to about 40 employees per \$1 million of revenues.

One wide variation from that figure comes in the case of Corroon & Black Co. Corroon & Black reported revenues of \$18.5 million last year, and an employe force totaling 555. Mathematically this works out to about 30 employees per \$1 million of revenue.

ONE SOURCE familiar with the brokerage industry suggested that the reason for this is that C&B "has a lot of massive accounts. This keeps the employe-per-revenue dollar down."

Richard A. Corroon Jr., chairman of the company, agreed. "That would be a factor, yes," he said. "We have also purposely tried to keep our personal lines business very low (less than 5%, I would say). Specialization," added Mr. Corroon, "is another factor. We have a great deal of contractors' surety bond business on the West Coast, for example. There is usually pretty good volume there and this sort of specialization keeps the number of employees needed to service a line lower than usual."

Another firm whose employe force comes somewhat below the industry average is Rollins Burdick Hunter. With revenues last year of \$8.6 million and 310 employees, Rollins Burdick Hunter has about 36 employees per \$1 million of revenue.

"Principally, in our case it is the size of the account in relation to the total book of business. Yes, we do have many very large accounts," said Adrian V. Palmer, chairman and chief executive officer. "We have fewer bodies but we feel they are more highly qualified bodies," said the Rollins Burdick Hunter man.

AT THE OTHER extreme are several companies that have more than 40 employees per \$1 million in revenue. This, industry sources point out, is probably because these firms have a wider spread of medium to small commercial business and have a greater percentage of personal lines business, which of course requires more personnel to produce revenue.

Johnson & Higgins, it should be pointed out, did not pinpoint its commission/fee revenue precisely. (The firm, second largest in the nation, is the only non-public firm in the top five and thus is not required to make such data public.) J&H did, however, disclose a commission/fee revenue range to *Business Insurance*, and that range (\$75 million-\$100 million) would indicate that the company has something between 28 and 38 employees per million dollars of revenue. The industry average of 40 employees per \$1 million of revenue, moreover, would further indicate that J&H commission/fee income is closer to \$75 million than to \$100 million.

agent/broker profiles

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Parent Co.; Adlerman & Click; Branches: Roosevelt, N.J.; Subsidiaries: Adlerman, Click & Prezant; Thirty-one employees; Mel A. Adlerman, Morrie Click and Edythe A. Click, general partners; Member: NAIA; \$1.2 million gross revenue in '71, 75% commercial; Account executive system; Uses

combination of fees and commissions; Services: Specialty liability counseling and loss control; Specialties: Malpractice of all sorts, special liability covers.

AFFILIATED AGENCIES INC.
3833 N. Meridian St., Indianapolis, In. 46208; 317-924-3225.

Thirty-seven employees; John E. Thurston, president; Alvin L. Cohen, vp; Don G. Kaga, vp;

Ronald J. Newmark, secretary-treasurer; \$750,000 gross revenue and \$3.85 million in premiums in '71, 70% commercial; Account executive system; Uses commission system; Services: Special counseling in employe benefits, loss control, engineering.

AID INSURANCE
18436 Hawthorne Blvd., Torrance, Ca. 90504; 213-772-2359.

Twelve employees; Alan D. George, president; Lee D. Rosler, account executive; Hugh Stevens, account executive; Glenn Blackstad, account executive; \$210,000 gross revenue and \$1.2 million in premiums in '71, 50% commercial; Account executive system; Uses commission system.

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Fourteen employees; C. Donald Ainsworth, chairman and treasurer; Dudley R. Smith Jr., president; James G. Lattimore, vp and secretary; Robert Hunter, vp; Member: CPCU, NAIA; \$328,000 gross revenue and \$1.801 million in premiums in '71, 72% commercial; Account executive system; Uses commissions system; F. D. Hershberg Agency; Services: Loss control; Specialties: Property-liability insurance for liquid petroleum gas and printing industries and property-liability programs for trade associations.

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Parent company: Titan Group Inc.; Forty employees; Herbert N. Zach, president; Philip Rothke, senior vp; Benjamin Mintz, exec vp; \$8.5 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commissions; Services: life insurance, liability, property, fringe benefit programs, engineering, self-insurance, risk management, safety; Specialties: construction, industrial packages, hospitals, motorcycle, lumber industry.

ALLIED UNDERWRITERS AGENCY
169 Keeler Bldg., Grand Rapids, Mi. 49321; 616-459-8251.

Five employees; Richard A. Murphy, agency manager; \$90,000 gross revenue and \$1.2 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; Specialties: Workmen's compensation, general liability, nursing home malpractice, trucking firm fleet cover.

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agent/broker profiles

ALPENA AGENCY INC.
112 Park Pl., Alpena, Mi. 49707;
517-354-2175.

Thirteen employees; Frank D. Bailey, president; Richard Wilson, vp; Member: NAIA, CPCU; \$255,000 gross revenue and \$1.125 million in premiums in '71; 65% commercial; Account executive system; Uses commission system.

ALTMAN-SINGLETON & CO. INC.
114 W. 10th St., Kansas City, Mo. 64100; 816-842-6670.

Forty-two employees; Paul M. Britton, chairman of board and treasurer; H. A. Sloan, president; H. S. Bump, vp; H. L. Nichols, vp and secretary; Member: NAIA; \$879,421 gross revenue and \$4.687 million in premiums in '71, 70% commercial; Account executive system; Uses commission system; Services: Employee benefits, account counseling on a fee basis; Specialties: Association group insurance, poultry insurance.

Key to profiles

Information included in these profiles follows the order listed in this box, but not every agent and broker provided information in every category. Items in profiles are in this order: Name of agent or broker; Home office address and phone number.

Name of parent company; Branch offices; Subsidiaries; Total number of employees; Names and titles of principal officers; Professional association memberships; Gross revenues in commissions and fees for insurance and insurance-related operations; Total premium volume; Percentage of commercial business; Use of account executive system; Acceptance of compensation in commissions only, fees only or a combination of both; Mergers and acquisitions within the past year; Special services; Special coverages.

lion in premiums in '71, 95% commercial; No account executive system; Uses combination of fees and commission; Services: Safety engineering, self-insured managers, association property-liability programs, yacht and ocean specialists; Specialties: Yacht and ocean marine, workmen's compensation, retail drugstores, steel fabricating industry program, hospital malpractice.

AMERICAN COVERAGE CORPORATION
185 Great Neck Rd., Great Neck, N. Y. 11022; 516-487-3800.

Subsidiaries: Wolkenberg and Warsaw Inc., J. M. Marshall Co. Inc.; Twenty-eight employees; Robert L. Dubofsky, president; William B. Krug, vp; George Warkow, vp; Mel Warsaw, vp; and Sharon Colon, secretary; \$500,000 gross revenue and \$6 million in premiums in '71, 85%

commercial; Account executive system; Uses combination of fees and commissions; Regency Brokers and Consultants Inc.; Services: Specialty employe benefit planning, fire rate analysis, consulting on commercial risks, estate planning and mass merchandising for associations; Specialties: Commercial real estate, electroplating, and association coverage.

AMERICAN INSURANCE MANAGEMENT INC.
511 E. Arcadian Ave., Waukesha, Wi. 53186; 414-547-0411.

Parent Company: The American Co. Inc.; Branches: Oconomowoc Menomonee Falls, Milwaukee, Dousman, Wi.; Thirty-seven employes Roger C. Abbott, exec vp and chief operating officer; Member: NAIA; \$1.635 million in gross revenue and \$6.8 million in premiums in '71, 60% commer-

cial; Account executive system; Uses combination of fees and commissions; Services: employe benefits, counseling, loss control and engineering; Specialties: Commercial, fire and casualty and group life and health.

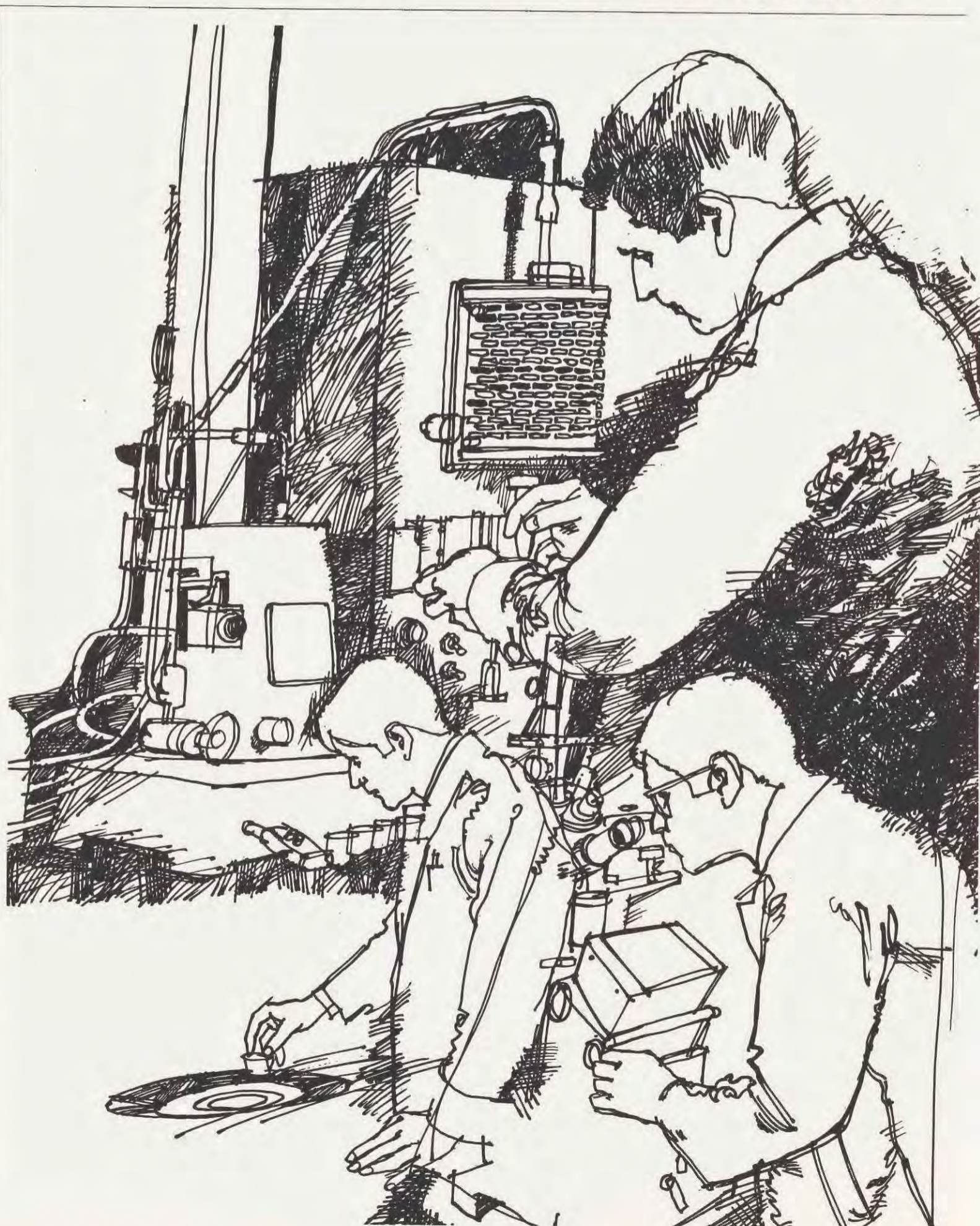
ANCO/THE ANDERSON CO.
200 N. Main, Bryan-College Station, Tx. 77801; 713-823-8061.

Branches: Houston, Tx., Arlington, Tx., and Mexico City; Subsidiaries: LKS/ANCO, ANCO/Southwest, Pike/ANCO, ANCO Asociados, A.P.; Sixty-eight employees; Joe E. Vincent, president; M. L. Cashion, senior vp; Dick B. Haddox, senior vp; John L. Vansdall, vp; Jack Gardner, vp; J. O. Alexander, vp; J. Van Ballard, vp; Phillip C. Agnew, vp; C. J. Allard, secretary-controller, Member: NAIA, NAFA, CPCU, CLU; \$1.8 million gross revenue and \$9.8 million in premiums in '71,

74% commercial; Account executive system; Uses combination of fees and commissions; Services: Employee benefits, Total financial planning, loss control, claims, engineering, property rating counseling, underwriting placement; Specialties: Professional liability, ocean marine, apartments, hospitals, schools, Mexico coverages and Lloyd's coverages (direct).

CHARLES F. ANDREWS & ASSOC.
680 Whitehead Rd., Trenton, N. J. 08638; 609-695-6334.

Fifteen employees; Charles F. Andrews, president and Kenneth J. Andrews, vp; \$298,000 gross revenue and \$1.5 million in premiums in '71, 60% commercial; Account executive system; Uses commissions system; Services: Fire safety engineering and schedule rating analysis.



ALVIN INSURANCE AGENCY
211 W. Sealy, Alvin, Tx. 77511;
713-331-5201.

Branches: 8330 Broadway, Houston, Tx. 77017; Subsidiaries: Republic Underwriters, Republic Surplus; Fourteen employees; Larry R. Farley, Joe Quinn, Tom Fetzer, partners; Klint Rasmussen, claims manager; Weldon Burns, underwriting manager; Member: CPCU, NAIA; \$172,000 gross revenue and \$1.2 million in premiums in '71, 45% commercial; Account executive system; Uses combination of fees and commission; San Jacinto Insurance Co.; Services: Fire engineering, risk management; Specialties: Contracting, offshore and maritime coverages.

AMALGAMATED PROGRAMS CORP.
5 Beekman St., New York, N.Y. 10038; 212-964-3044.

Forty-six employees; Alexander E. Fisher, president; Steven Lovell, treasurer; Member: CLU; \$900,000 gross revenue and \$8 mil-

agent/broker profiles

ANDREWS, NASH & ASSOC.
2500 Wilshire Blvd., Suite 5, Los Angeles, Ca. 90057; 213-386-5000.

Nine employees; Hayward Andrews, president; George R. Nash, vp; Frank M. Pope, treasurer; Member: NAIA; \$200,000 gross revenue and \$1.4 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; Arthur D. Bond Agency; Services: Insurance management, risk analysis, workmen's compensation, loss control; Specialties: Workmen's compensation, umbrella excess liability.

ARCHER-MEEK-WEILER AGENCY INC.
21 E. State St., Columbus, Oh., 43215; 614-221-3225.

Twelve employees; Robert Weiler, president; Alan R. Weiler, vp; Frank J. Kuesel, vp; Richard P. Smith, vp; Member: CPCU; \$600,000 in gross revenue and \$3 million in premiums in '71, 80% commercial; Account executive system; Uses commission system; Services: Fire rate engineering, insurance analysis and advice and specifications.

ARCO INSURANCE SERVICE INC.
1045 S. Bixel St., Los Angeles, Ca. 90015; 213-748-5551.

Ten employees; Clayton H. Schubert, president; Edward Millward, vp; Gordon Biles, treasurer; J. Dwight Moore, secretary; Member: NAIA; \$212,500 in gross revenue

and \$1.25 million in premiums in '71, 60% commercial; No account executive system; Uses commission system.

ASSOCIATED AGENCIES INC.
175 W. Jackson Blvd., Chicago, Il. 60604; 312-922-1780.

Eighty employees; Max Robert Schroyer, president; Harry T. Helton, exec. vp; Robert L. Adler, vp; Abe A. Freeman, vp; Theodore R. Loeb, vp; Peter M. Wolff, vp and treasurer; Member: NAIA, NACSA; \$2.2 million in gross revenue and \$18 million in premiums in '71, 86% commercial; Account executive system; Uses combination of fees and commission; Services: employee benefits, loss control and engineering services.

THE ASSOCIATED AGENCIES INC.

Penn 95 Plaza, Newtown, Pa. 18940; 215-968-4294.

Five employees; Philip J. Corso, president; Ronald J. Kellett, vp; \$350,000 gross revenue and \$6 million in premiums in '71, 100% commercial; Account executive system; Uses commission system; Specialties: Mercantile risks and railroad insurance.

ASSOCIATED GENERAL AGENCY INC.
164 Provident Bldg., Chattanooga, Tn. 37401; 615-266-4183.

Branches: Spring City, Tn.; Twenty-five employees; Llewellyn Boyd, president; Don R. Jordan, vp-general manager; Theo. F. King, vp-secretary; J. B. Rudisill, vp-treasurer; C. C. Silberman, jr. exec vp; Member: CPCU, NACSA, NAIA; \$680,000 gross revenue and \$4 million premium in '71, 75% commercial; Account executive

system; Uses commission system; Phillips Green Agency, Tennessee Valley Agency; Services: Employee benefits and computer claims control.

ASSOCIATED INSURANCE MANAGERS INC.
1709 Nichol Ave., P.O. Box 940, Anderson, In. 46015; 317-644-3331.

Branches: Fort Wayne, Summitville, Eaton, Dunkirk, Muncie, Fortville, In.; Subsidiaries: Agency Premium Finance Inc., Realty Management Services Inc., A.B.C. Flame-out Inc.; Twenty employees; William J. Garrity, president; Earl Oaks, secretary-treasurer; John D. Whiting, vp; Bob Cleveland, vp; Stan Blough, vp; \$352,800 in gross revenue and \$1.808 million in premiums in '71, 75% commercial; Account executive system; Uses combination of fees and commissions; Webster Insurance Agency, John Morris Insurance Agency; Services: Employee benefits, OSHA, MMI franchise holder, Harlan franchise holder.

BALA-CYNWYD AGENCY
One Decker Square, Bala Cynwyd, Pa. 19004; 215-835-2300.

Parent Company: Titan Group Inc.; Fifty-five employees; Paul Lichtman, president; Albert Lichtman, vp; \$3 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Services: safety engineering, computerization programs, self-insurance, risk management; Specialties: multiple location accounts, large commercial and industrial accounts, payroll deduction and association-type accounts.

BALDWIN & LYONS INC.
3100 N. Meridian St., Indianapolis, In. 46208; 317-925-3501.

Branches: Chicago, San Francisco, Philadelphia; Affiliated offices: Detroit, Cleveland, Charlotte, N.C.; Subsidiaries: Transportation Underwriters, TU Agency Inc., Protective Insurance Co., Baldwin & Lyons California; One hundred twenty-five employees; Harry C. Baldwin, director; Voris Lyons, chairman of the board; Merritt W. Smith, president; Gary W. Miller, vp; Thomas L. Davis, secretary and director; Fred C. Peoples, director; Thomas Givan, treasurer; \$2,009 million gross revenue and \$21.8 million in premiums in '71, 97% commercial; Account executive system; Uses combination of commissions and fees system.

BARKER, HAYS & HUTCHINS
685 S. Carondelet St., Los Angeles, Ca. 90057; 213-383-2168.

Branches: San Diego, Ca.; Twelve employees; Stuart S. Hutchins, Al Hays; \$200,000 in gross revenue and \$1.5 million in premiums in '71, 75% commercial; Account executive system; Uses commission system; Services: Workmen's compensation.

BARNEY & BARNEY
1010 Second Ave., Suite 1100, San Diego, Ca. 92101; 714-234-3401.

Fifty-six employees; Bruce N. Moore, Paul Wolcott Jr., Robert G. Culbertson, Louis C. Whitson, R. Hastings Garland Jr., G. Gordon Hurlburt, Geoffrey A. L. Blackman, J. W. Knibbs III, H.

Our metallurgical lab has the equipment to keep your equipment from going to pieces.

When a piece of plant equipment like a boiler, or compressor, or pressure vessel goes to pieces, it spells disaster that can result in heavy losses.

What can you do about it? Call on our metallurgical lab!

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event an accident to equipment should somehow occur. Ready to pinpoint causes and make recommendations to prevent a repetition.

Don't take chances with your plant equipment. Let our metallurgical lab keep it in one piece! Write for more details, clip the coupon below.

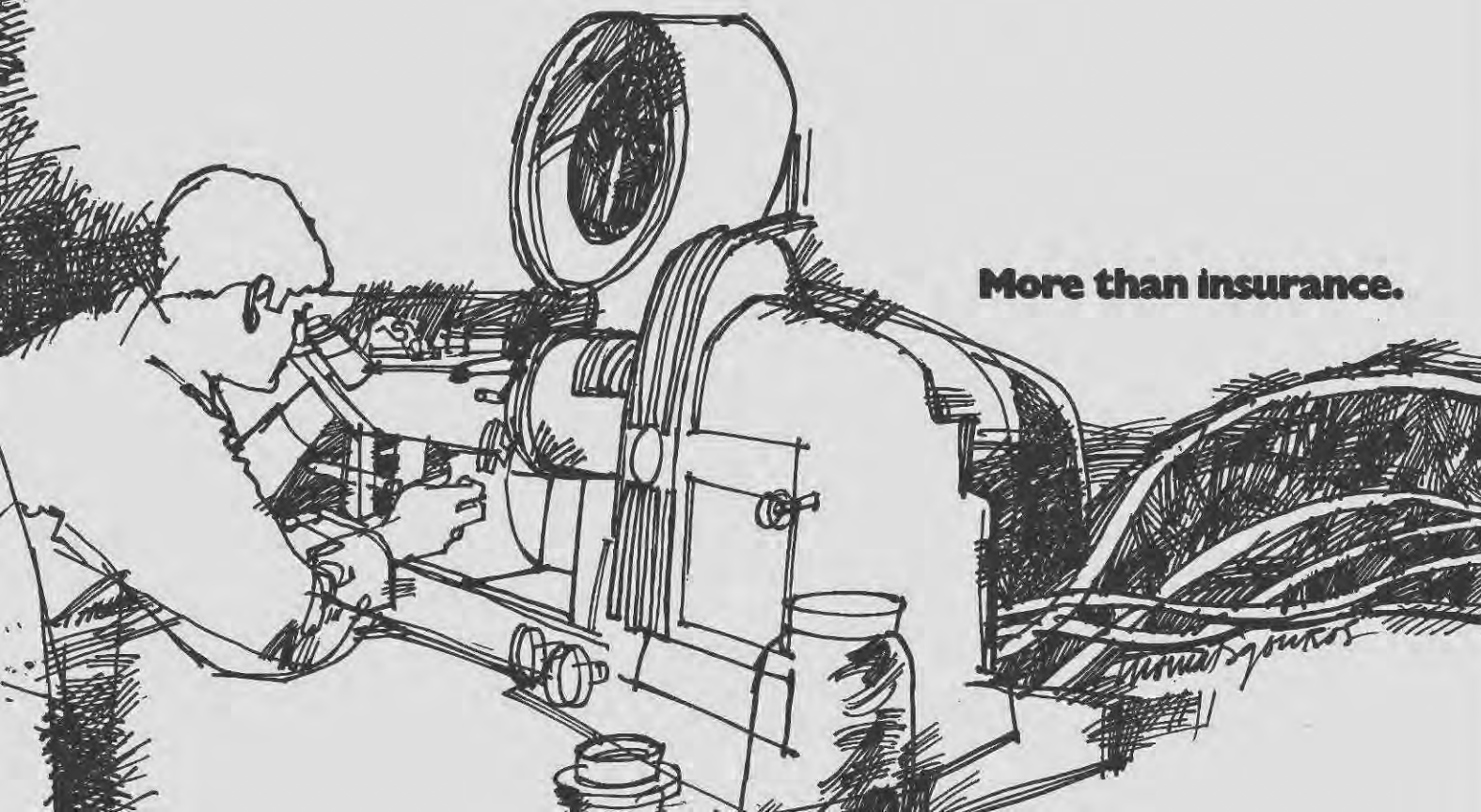
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Allendale Insurance
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Protection Mutual Insurance
System Subsidiaries
FM Insurance Co. Ltd.
FM Engineering and Research

Factory Mutual System, Dept. P2,
Norwood, Massachusetts 02062
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Publish Agent/Broker Profiles as Directory

Because of the demand for the profiles, tables, charts and analyses contained in this issue, this information will be published in the form of a 6" x 9" desk-top directory. The annual *Business Insurance Directory of Commercial Insurance Agents & Brokers*, September, 1972, edition will contain this important information for use by corporate insurance buyers, financial institutions, consultants and government officials. Readers may order copies by filling in this coupon and mailing it to: *Business Insurance*, 740 Rush Street, Chicago, Il. 60611.

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agent/broker profiles

Norman Watkins, Jack B. Shellabarger, John E. Lindsay, general partners; Member: NAIA; \$1.292 million in gross revenue and \$5.48 million in premiums in '71, 69% commercial; Account executive system; Uses combination of fees and commissions; Services: Employe benefits, pension, profit-sharing, mass merchandising; Specialties: Professional societies, estate planning, professional liability.

BATH INSURANCE AGENCY INC.

413 W. Jefferson Blvd., South Bend, In., 46601; 219-288-2561.

Ten employees; Thomas E. Bath, president; Ronald E. Bassett, exec vp; Robert D. Sweitzer, secretary; Member: NAIIA, CPCU; \$285,000 gross revenue and \$1.4 million in premiums in '71, 82% commercial; Account executive system; Uses commission system.

BAYLY, MARTIN & FAY INC.

3200 Wilshire Blvd., Los Angeles, Ca. 90010; 213-381-5371.

Parent company: Sperry and Hutchinson Co.; Branches: San Francisco, New York, Seattle, Anchorage, Honolulu, London, Dallas; Four hundred and fifty employees; C. R. Warde, president; J. Seiter, international vp; E. Fitch, vp and general manager, Los Angeles; R. Nelson, exec vp, and general manager, San Francisco; F. Hayward, vp and general manager, London; G. Hill, vp and general manager, New York; R. Dreitzler, vp and

general manager, Seattle; J. McDonald, vp and general manager, Dallas; D. Brumbaugh, vp and general manager, Honolulu; C. Clary, vp and general manager, Anchorage;

\$11.1 million in gross revenue and \$135 million in premiums in '71, 97% commercial; Uses combination of fees and commissions; Mergers: Cade Co., McCord General Agency, Fred W. Spiller & Co., Turbush & Powell, James Burpo Insurance Inc., Poulton & Orr;

Services: average adjusting, claims administration, risk management consulting, computer claims service, loss prevention, fire and casualty engineering, captive insurance company management, actuarial service, employe benefit pre-paid self-insurance programs and administration.

HERBERT S. BENDER

170 Fifth Ave., New York, N.Y. 10010; 212-691-1050.

Parent company: Bender & Briendel Co.; Branches: New York City; Seven employees; Herbert S. Bender and Samuel Briendel, owners; American Arbitration Assn.; \$300,000 in gross revenue and \$5 million in premiums in '71, 80% commercial; No account executive system; Uses combination of fees and commissions; Services: Insurance consulting for health and welfare funds; Specialties: Group health and welfare funds.

BENJAMIN CONNOR & WALKER INC.

250 Constitution Plaza, Hartford, Ct. 06103; 203-278-7800.

Thirty-seven employees; John H. Ellen and Donald B. Davis, vp and company manager; Member: CPCU; \$650,000 in gross revenue and \$6.5 million in premiums for the first 10 months of '71; Account executive system; Uses commissions system; Services: Employe benefit counseling; Specialties: Atomic power generating coverages.

BENNETT WALLACE WELCH & GREEN INSURANCE INC.

641 1st St. S., P.O. Box 3842, St. Petersburg, Fl. 33731; 813-862-1603.

Twenty-three employees; James M. Newton, chairman of board; William P. Wallace, president; Stanley C. Shaver Jr., vp and secretary; John I. Welch, vp and treasurer; Member: NAIA, NACSA, CPCU; \$425,000 in gross revenue and \$2.3 million in premiums in '71, 60% commercial; Account executive system; Uses commission system; Specialties: Poultry, Electric utility, Furniture moving, Financial institutions.

BENYAS CORP.

15635 W. Twelve Mile Rd., Southfield, Mi. 48076; 313-557-8600.

Twenty-two employees; Donald A. Benyas, president; William B. Lichtig, exec vp; Sheldon Peven, vp; Member: NAIA, CLU; \$821,900 gross revenue and \$3.986 million in premiums in '71, 91.7% commercial; Account executive system; Uses combination of fees and commissions system; Services: employe pension and profit sharing, group insurance, loss control, engineering, employe communications, self-insurance claims administration; Specialties: self-insured workmen's compensation, safety engineering, shopping centers, ski resorts, bowling centers.



Left to right: Bill Atkinson, TS Vice-President
Wm. C. Atkinson, TS Professional Engineer
Jack Churchill, TS Account Executive
Frank Stafford, Noranda Property Administrator
John Williams, TS Property Specialist
Lloyd Brown, TS Casualty Specialist

Noranda Assault Team

A team of five Tomenson Saunders specialists joins forces with Property Administrator Frank Stafford of Noranda in an all-out attack on risk.

Early in the planning stages of the new operation at Noranda's Bell Copper Division, the team meets to set up a philosophy for Risk Management to protect owner, contractor and all sub-contractors. Loss prevention engineering charts a critical path that balances maximum protection with optimum economy. This concerted team effort and the design

of policies to meet Noranda's specific needs has kept premium costs consistently low. We're proud of how our creative attack on clients' problems saves our clients money. We provide continuing risk analysis, loss-prevention service, and constant research to keep them aware of changing conditions.

We're proud to be part of the front line team that's helping Noranda extend Canada's horizons by developing natural resources.

And Noranda likes our Total Service.



TOMENSON, SAUNDERS/INSURANCE

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401 Bay St., Toronto 103, Ontario. Telephone (416) 366-8171
Offices across Canada. Correspondents throughout the World.

Our Unwritten Policy.

We're not introducing a new package policy program. You are.

You've probably run up against a situation or two where the product you needed just wasn't around.

We want to know about them. Together, we may be able to come up with the kind of package you—and a lot of other producers—are looking for.

Which is what our unwritten policy's all about.

By filling it out and sending it to us you begin the process of putting that elusive package together.

This unwritten policy isn't altogether new. A couple of years ago, a West Coast producer had a line on a number of beauty shops. To close the sale, all he needed was some specific coverages not available in one policy from any other carrier.

So we wrote up a beauty of a package for his beauty shops.

He got the business. Now a lot of other producers are using that same program.

The same thing happened again last year. A producer needed a package to cover a bunch of fast-food restaurants.

We put all the ingredients together and served up a delicious solution to his problem.

Our point is this: If we can write a package that will help you, it will help us, too.

So if you're tired of poking around for a policy that may or may not cover your needs, start filling in our unwritten policy.

Write now.



Consolidated Mutual Insurance Company

Member Company: Insured Risks Mutual.

Brooklyn, Boston, Chicago, San Francisco, Los Angeles, Rochester, Albany, East Orange, Miami.

When you need a Company. Not just a policy.

The Unwritten Policy

I am interested in writing the following business(es). Can you help me out?

Category of business

Location of business

Coverage needed

Additional information

Producer's name

Business or trade affiliation

Address

City

State

Phone

Zip

Mr. Arthur Mehmel
Consolidated Mutual Insurance Co.
345 Adams Street
Brooklyn, N.Y. 11201

agent/broker profiles

BERGMAN-LEFKOW AGENCY INC.

175 West Jackson Blvd., Chicago, Ill. 60604; 312-427-7232.

Parent company: Titan Group Inc.; Fifty employees; Samuel N. Bergman, chairman of the board; Herzl B. Mendelsohn, president; Harold M. Jaffe, exec vp; Robert K. Nelson and Charles Curcuro, vps; Charles J. Meier, treasurer; \$8 million in premiums in '71, 93% commercial; Account executive system; Uses combination of fees and commissions; Services: loss control, engineering, employe benefits, counseling, self-insurance, risk management, safety; Specialties: transportation and real estate.

BERGMAN'S EXCHANGE AGENCY OF FL. INC.

8101 PISCAYNE BLVD., MIAMI, FL. 33138; 305-751-9765.

Parent Company: Titan Group Inc.; Twenty-eight employees; Earl Lipnick, president; Christopher Manfre, exec vp; Alvin Savage, vp; Fred Diamond, vp; \$5.3 million in premiums in '71, 94% commercial; Account executive system; Uses commissions; Services: self-insurance, risk management, safety and engineering; Specialties: hotels and transportation.

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Name of parent company; Branch offices; Subsidiaries; Total number of employes; Names and titles of principal officers; Professional association memberships; Gross revenues in commissions and fees for insurance and insurance-related operations; Total premium volume; Percentage of commercial business; Use of account executive system; Acceptance of compensation in commissions only, fees only or a combination of both; Mergers and acquisitions within the past year; Special services; Special coverages.

I. BERMAN CO. INC.

P. O. Box 103, Montgomery, Al. 36101; 205-265-9584.

Thirteen employees; M. J. Rothschild, president, K. H. Berman, exec vp, P. W. Miles, senior vp; Member: NAIIA; \$340,000 in gross revenue and \$2.5 million in premiums in '71, 93% commercial; Uses combination of fees and commissions; Services: Self-insurance consulting; Specialties: Banking and financial institution, public corporations, construction, cold storage and warehouse coverages.

BLEICHROEDER, BING & CO. INC.

127 John St., New York, N. Y. 10038; 212-WO 4-7500.

Branch: Chicago; One hundred

employees; Thomas B. Herzfeld, chairman and exec vp; John W. Bing, president; Arnold Herzfeld, honorary chairman; Ernest L. Nauen, treasurer; Ernest Milch, Andrew E. Rossmere, Hans Oppenheimer, Stanley Brandt and Eli Hirsch, vps; Member: NACSA; \$1.975 million in gross revenue and \$17 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commissions; A. B. Bentley Co. Inc. and Fred Oppenheimer Inc.; Services: Marine service; Specialties: Marine cargo insurance, marine charterer's liability and international reinsurance.

MAURICE A. BLOOM AGENCY 353 S. BROADWAY, YONKERS, N. Y. 10705; 914-YO8-5742.

Eleven employees; Member:

NAIA, NAMIA; \$191,000 in gross revenue and \$1.1 million in premiums in '71, 55% commercial; Account executive system; Uses commission system.

BLUMENCRANZ, KLEPPER & WILKINS LTD.

136-31 41st Ave., Flushing, N. Y. 11355; 212-445-2300.

Branches: Elizabeth, N. J.; Thirty employees; Joseph J. Klepper, president; Aaron A. Wilkins, vp; Roger A. Blumencranz, secretary-treasurer; Member: CPCU, CLU; \$800,000 in gross revenue and \$7.5 million in premiums in '71, 90% commercial; Partial account executive system; Uses combination of fees and commissions; Services: Loss control and engineering; Specialties: Supermarket and food supplies coverages.

BOOCKFORD AND CO.

2021 Spring Rd., Oak Brook, Ill. 60521; 312-654-8282.

Eight employees; William D. Boockford, president; Richard L. Brunette and Louis F. Chiodo, vp; \$180,000 in gross revenue and \$1.3 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Richard L. Brunette Inc. Agency; Services: Employee benefits counseling.

BOSWORTH-WEST & CO.

1818 W. SW Loop 323, Tyler, Tx. 75701; 214-592-1621.

Twelve employees; Fred E. Bosworth, Oscar H. West Jr., Jerry R. Shelton and Glenn Taylor, Joe Holloway, partners; Member: NAIA; \$205,676 in gross revenue and \$1.164 million in premiums in '71, 61% commercial; Account ex-

ecutive system; Uses combination of fees and commissions; Copellar & Kent Ins. Agency; Services: Employee benefit analysis.

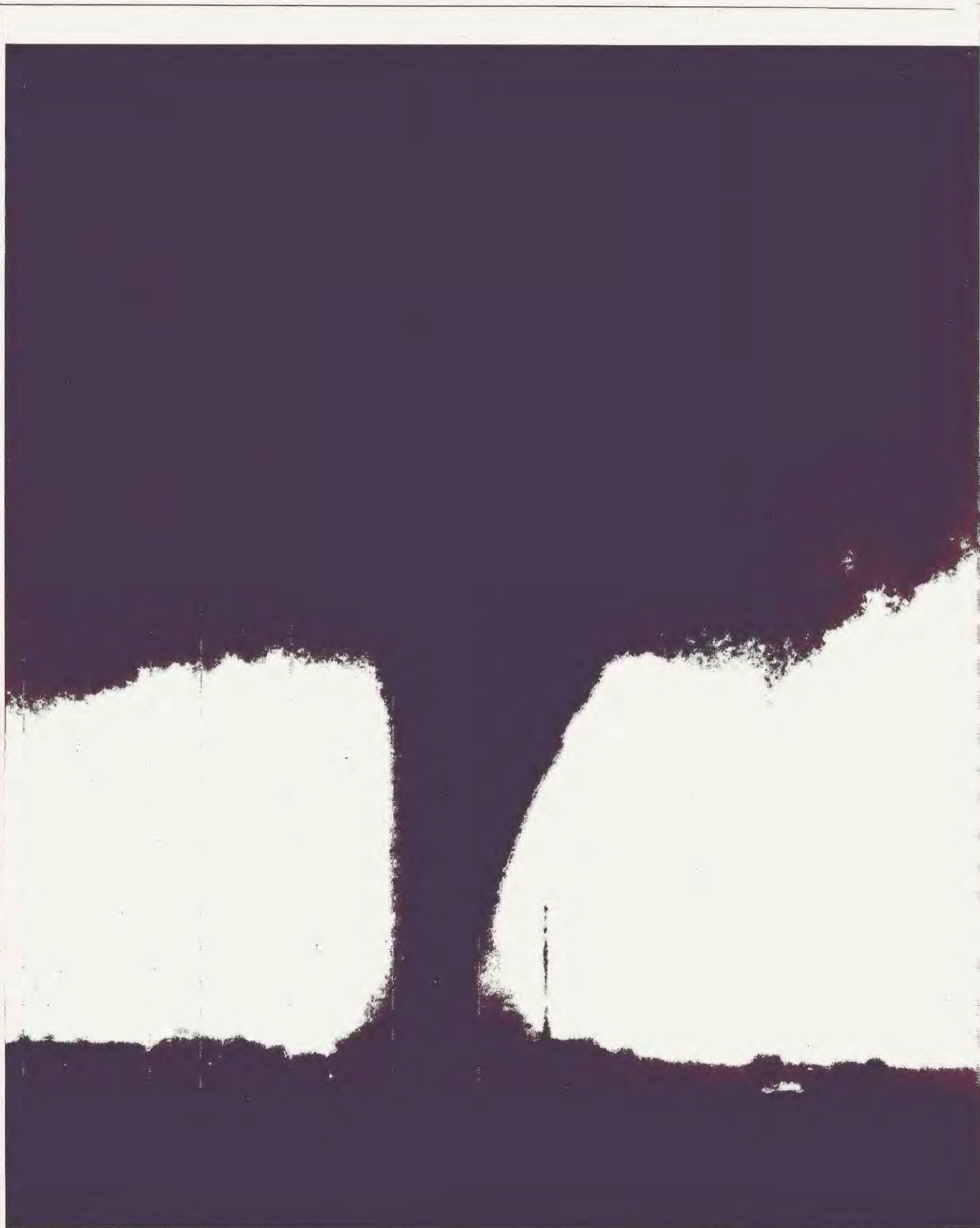
BRAUN & BRAUN INC.

7th Floor, Sill Bldg., Flint, Mi. 48500; 313-767-6180.

Sixteen employees; Philip J. Braun, president; Robert E. Benson, vp; John J. Byder, secretary; Thomas E. Abaid, treasurer; Member: NAIIA; \$400,000 gross revenue and \$2.8 million in premiums in '71, 78% commercial; Team management system; Uses combination of fees and commissions; Services: Risk management service by fee, mass marketing for association programs.

BREITBART-GELLER INC.

1451 N. Bayshore Dr., Miami, Fl. 33132; 305-358-1404.



agent/broker profiles

Ten employees; Andrew A. Geller, president; Bernard B. Breitbart, vp; Member: CLU, CPCU, NAIA; \$225,000 gross revenue and \$1.35 million in premiums in '71, 65% commercial; Account executive system; Uses combination of fees and commissions; Services: Employee benefit programs, risk management counseling by fee, loss and claim analysis; Specialties: Medical malpractice, trucking risks, commercial inland and ocean marine, yachts and houseboats.

BRODERICK INSURANCE INC.
2382 W. Oakland Park Blvd., Ft. Lauderdale, Fl. 33311; 305-771-8111.

Eight employees; William J. Broderick, president; James H. Pace, vp; Anne Broderick, secretary-treasurer; Member: NAIA; \$162,000 gross revenue and \$1.002 million in premiums in '71, 90% commercial; Uses commission system.

BROKERAGE RESOURCES INC.

156 William St., New York, N. Y. 10038; 212-233-7171.

Parent company: Integrated Resources Inc.; Branches: Seattle, N. Hollywood, Chicago; Subsidiaries: Jenner-Northwestern Brokerage, McCord & Holdren Inc., Lubin Assocs.; Eighty-five employees; Donald J. Ferrarini, president; Irving R. Weinraub, exec vp; Burton Matfus, treasurer; Howard Miller, vp director of sales; Murray J. Winter, vp sales; Allan

Birnbaum, vp group life; Arthur M. Ostrow, general manager vp; Frederick Viano, vp marketing; David Bernstein, vp sales; \$3 million gross revenue and \$20 million in premiums in '71, 89% commercial; Account executive system; Uses combination of fees and commissions; Harry R. Lea Co. Inc.; Services: marketing, employee benefits, property engineering, loss control; Specialties: SEC liability, d&e liability, retail chain stores.

C. O. BROWN AGENCY INC.
100 1st Ave. Bldg., Rochester, Mn. 55901; 507-288-7600.

Seventeen employees; Robert S. Brown, president; Michael J. Fogarty, vp; John T. Oliphant, secretary; Vernon V. Scholer, treasurer; \$323,548 gross revenue and \$1.634 million in premiums in '71, 61% commercial; No account ex-

ecutive system; Uses commission system.

BUSINESS UNDERWRITERS INC.

39 S. LaSalle St., Chicago, Il. 60603; 312-346-5180.

Twenty-two employees; Russell W. Steger, president; Alexander Irvine, vp; Malcolm G. Jeffris, vp; Member: CPCU; \$720,000 gross revenue and \$5.142 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions.

BYRNES-McCAFFREY INC.
300 W. Washington St., Chicago, Il. 60606; 312-641-2131.

Thirty-four employees; Gerald Billings, chairman of board; Howard Erzinger Jr., president; Leslie Kurr, vp and treasurer;

\$1.06 million in gross revenue and \$9.5 million in premiums in '71, 98% commercial; Account executive system; Uses commissions system; Services: Counseling; Specialties: All insurance forms for furniture and general merchandise warehouse industries.

CAL-SURANCE ASSOCIATES INC.

3475 Torrance Blvd., Torrance, Ca. 90503; 213-542-7301.

Parent company: Chartered Financial Services Corp.; Forty-four employees; Donald H. Mehlig, president; Donald E. Martin, exec vp; John Keenan, David Warren, William Peters, Michael D. Bogen, vp; Member: CLU, CPU, NAIA; \$1 million in gross revenue and \$7 million in premiums in '71, 98.7% commercial; Account executive system; Uses combination of fees and commissions; Services: Loss control and engineering; Specialties: Pension and profit sharing; Executive compensation planning; Self-insurance; Employee benefits for school districts; Municipal property and liability; Trucks; Marine dredging.

W. D. CAMPBELL & SON INC.
First & Merchants National Bank Bldg., 801 Main St., Lynchburg, Va. 24500; 730-847-5541.

Twelve employees; \$301,109 in gross revenue and \$1.908 million in premiums in '71, 75% commercial; Account executive system; uses commission system.

CANTON AGENCY INC.
300 Water St., Baltimore, Md. 21202; 301-837-7733.

Eight employees; Raymond S. Clark, chairman of board, George L. Hill, president; Donald F. Romoser, vp; George C. Cairns, secretary; John W. Swinehart, treasurer; \$165,544 in gross revenue and \$2.5 million in premiums in '71, 100% commercial; Account executive system; uses combination of fees and commission; Specialties: Comprehensive railroad, cargo legal, foreign rolling stock, stevedore's legal liabilities; Owned rolling stock; Bridges and tunnels; Longshoremen and harbor workers; Jones Act cover; Ocean marine and mining and contracting equipment.

CANTOR & CO. INC.
174 Central St., Lowell, Ma. 01852; 617-458-3381.

Branches: Boston and Lewiston, Me.; Subsidiaries: Cantor Insurance Agency Inc.; Seventeen employees; William Cantor, president; Neil M. Blume, Robert R. Miller, vp; James Cantor, treasurer; \$500,000 gross revenue and \$2.614 million in premiums in '71, 80% commercial; Account executive system; uses commission system; Services: Employee benefits, Counseling, Engineering; Specialties: Discount stores and shopping centers.

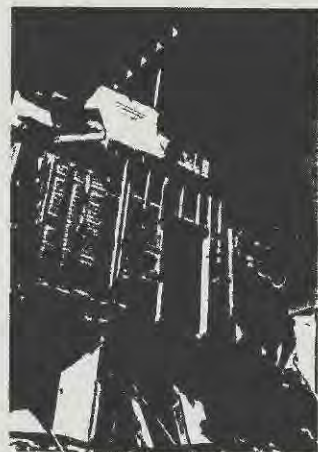
CATHCART & MAXFIELD INC.
17 W. 4th. St., St. Paul, Mn. 55102; 612-227-8411.

Eleven employees; James D. Anderson, president; Geo. G. Maxwell, Robert J. Lennon, vp; \$234,858 in gross revenue and \$1.333 million in premiums in '71, 70% commercial; Account executive system; uses combination of fees and commission; Services: Appraisals, Loss control service through INA; Specialties: Mutual

Catastrophe 27.

Code name for a tornado.

The one that came slamming through the heart of Oklahoma City at three o'clock one morning. Came barreling through the court of a new 220-room motel and restaurant, one of our clients. Tearing out windows, doors, ripping up furniture, smashing china, mirrors and glassware.



The Hartford claims man was there three hours after the tornado was gone.

The motel had to be ready for a convention booked for the end of the month. So The Hartford helped line up upholsterers, painters and suppliers.

By the end of the first week the restaurant was operating again. By the end of the month, the motel was handling the convention — thanks in part to a \$50,000 advance payment made by The Hartford.

With 3500 claims people who know the needs of just about any business, with more than 300 claims offices on the spot across the country, with a home office noted for its unusual speed and for its understanding, The Hartford can take a lot of the trouble out of a catastrophe. Quickly. It's a point worth noting when you sit down with your agent or broker.

We want to keep your business in business.

Insurance by

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agent/broker profiles

funds; pension, profit sharing group life, accident and health.

CENTRAL INSURANCE BROKERS INC.
616 W. Yakima Ave., Yakima, Wa. 98902; 509-453-4787.

Branches: Wapato, Wa.; Fourteen employees; Fred W. Smith, president; Neil N. Dickinsen, vp-marketing; Robert E. Tenney, secretary-treasurer; Member: NAIA; \$214,175 gross revenue for '71 through Oct. 1; \$1.045 million in premiums in '71, 65% commercial; Account executive system; Uses commission system; Frank Smith Agency; Security Agency; Spe-

cialties: Health, life; Services: Loss control, engineering.

CHANEY, THOMAS & BRUMFIELD INC.
110 W. Kirk Ave., Roanoke, Va. 24011; 703-342-7807.

Ten employees; John M. Chaney, president & treasurer; J. Robert Thomas Jr., vp and secretary; William C. Stephenson III, vp; Member: NAIA; \$205,000 in gross revenue and \$1 million in premiums in '71, 68% commercial; Account executive system; Uses commission system; Services: Risk analysis service.

CHARTER INSURANCE AGENCY INC.
P. O. Box 2019, Jacksonville, Fl. 32203; 904-355-2881.

Parent Company: The Charter Co.; Thirteen employees; A. L. Heston, president; R. Underwood, vp; Alice B. Fielding, secretary-treasurer; Member: NAIA, CPCU; \$311,000 gross revenue and \$1.35 million in premiums in '71, 55% commercial; Account executive system; Uses commission system; Specialties: Apartments, Motors, Office buildings.

CHIDLEY & HUGHES INC.
175 W. Jackson Blvd., Chicago, Il. 60604; 312-922-6224.

Harry J. Chidley, president; Mark A. Jenkins, Harold R. Fankhouser, vp; \$200,000 in gross revenue and \$1.25 million in premiums in '71, 60% commercial; Account executive system; Uses commissions system; Services: Employee benefits, Engineering, Commercial surveys, Retro self-insured plans.

CITY SECURITIES CORP.
400 Circle Tower, Indianapolis, In. 46204; 317-634-4400.

Seven employees; Donald F. Dean, vp; C. Eugene Newlund, vp; Member: CPCU, NAIA; \$279,670 in gross revenue and \$1.516 million in premiums in '71, 87% commercial; Account executive system; Uses combination of fees and commissions; Services: Counseling; Specialties: Mining and manufacturing.

CLAYBROOK & CO. INC.
61 Turnpike Ln., London, England.

Parent company: Claybrook International group Ltd.; Branches: New York, San Juan and Nassau; Subsidiaries: Claybrook Corp., Claybrook & Co. Ltd., Claybrook Ltd. (London), Claybrook Ltd.

(Narsau); Twenty-five employees; Louis De Luca, chairman; Ernest R. Stone, managing director; Barbara A. Comer, secretary-treasurer; \$172,100 gross revenue and \$1.25 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commissions; Services: Worldwide reinsurance.

CLIFTON & CO.
650 California St., San Francisco, Ca. 94108; 415-434-1500.

Branches: Los Angeles, Seattle, Portland Or.; Subsidiaries: Security Consultants Inc.; Seventy-one employees; F. T. Clifton, president; E. A. Flinn, exec vp and treasurer; W. C. Wright, vp and secretary; R. V. Griffith, controller; Member: NFPA, NAIB, NACSA; \$1.75 million gross revenue and \$16 million in premiums in '71, 97% commercial; Account executive system; Uses combination of fees and commissions; Services: Consultants in employee benefits, fire protection, safety and accident prevention, stationary engineering, industrial security and average adjusting.

COBB, ATKINS, BOYD & EGGLESTON
Suite 1400, Worthen Bank Bldg, Little Rock, Ar. 72200; 501-375-9883.

Fourteen employees; James H. Atkins, president; Hansel Boyd, vp and secretary; Richard P. Herget, vp; L. D. Eggleston, vp; Jerry M. Dollins, vp; Member: NAIA; \$307,000 in gross revenue and \$1.75 million in premiums in '71, 70% commercial; Account executive system; Uses commission system.

COHEN-STEENROD CO. INC.
612 Union Center, Wichita, Ks. 67200; 316-262-5443.

Nine employees; W. C. Cohen, president; W. C. Cohen, Jr., vp; R. B. Matassarini, treasurer; Margaret Garrett, secretary; \$340,241 in gross revenue and \$2.4 million in premiums in '71, 92.3% commercial; Account executive system; Uses combination of fees and commissions; Services: Loss control, engineering (fire only).

COLUMBUS INTERSTATE INSURANCE AGENCY
421-12th St., Columbus, Ga. 31902; 404-324-6634.

Interstate Insurors Inc.; Twenty-one employees; William M. Fambrough; Paul F. Morrison; Gus D. Hinson; Member: NAIA, NACSA; \$476,000 in gross revenue and \$1.75 million in premiums in '71, 80% commercial; Account executive system; Uses commission system; John Satlof Insurance Agency; Services: Counseling and employee benefits; Specialties: Contract bonds and contractor accounts.

COMMERCIAL INSURANCE AGENCIES INC.
715 Park Ave., East Orange, N. J. 07017; 201-672-5300.

Parent Company: FLA International LTD., Branches: Miami, Fl.; Forty-seven employees; Jerome Feldman, president; R. Thomas Reeves, 1st. vp; Henry Lascin, secretary; \$619,000 in gross revenue and \$4 million in premiums in '71, 97% commercial; Account executive system; Uses commission system; Services: Loss control, employee benefits.

The dovetail principle.

At Reliance, we make no bones about the custom service we give to large risks. We call them Special Accounts, and they're given special treatment by a special department. For instance, we don't stop with the coverage when we customize Special Account protection. Our claim service, too, is dovetailed to the client's individual style of doing business.

We provide individually tailored programs to protect large, complex risks from A to Z. Our Special Accounts Department serves many of America's largest corporations, and we're aggressively seeking new names to add to our list.

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INSURANCE COMPANIES
Philadelphia, Pennsylvania 19103



agent/broker profiles

COMMERCIAL INSURORS

1015 Locust St., St. Louis, Mo. 63101; 314-421-5047.

Five employees; Lester Season-good and Charles K. Berger joint partners; Member: NAIA; \$245,000 in gross revenue and \$1.3 million in premiums in '71, 90% commercial; Account executive system; Uses commission system; Services: Race course inspection; Specialties: Auto racing liability.

COMMONWEALTH INSURANCE AGENCY INC.

112 N. Fourth St., 402 Pierce Bldg., St. Louis, Mo. 63102; 314-241-7966.

Eight employees; Walter A. Klein, Sr., president; Walter A. Klein, Jr., vp; Mildred M. Doyle, secretary; Member: NAIA; \$231,500 in gross revenue and \$1.725 million in premiums in '71, 98% commercial; Account executive system; Uses commission system; Services: Counseling, engineering surveys; Specialties: Property and casualty coverage.

CONCORD INSURANCE AGENCIES

6044 Gateway E., El Paso, Tex. 79905; 915-778-9911.

Fifty-five employees; Robert H. Palm, Ralph Lowenfield, Rex Glimp, Fred Saunders, Tom W. McAfee, E. T. Skipworth, Jimmie Krigbaum, John Tabor, Bob Smith, partners; \$840,736 gross revenue and \$4.307 million in premiums in '71, 60% commercial; Account executive system; Uses commission system; Belk-Schuster Agencies and Saunders & McAfee; Services: Risk analysis and employe benefit programs.

CONTINENTAL AGENCY CO. INC.

320 E. 4th So., Salt Lake City, Ut. 84111; 801-521-7440.

Branches: Logan and Provo, Ut.; Subsidiaries: Hatch Insurance Agency Inc.; Thirty-nine employees; Phil J. Purcell, chairman of board; Harold O. Molitor, president, W. Jay Garrett, exec vp; P. K. Peterson, vp and secretary; Don J. Roney, vp; Member: NAIA; \$487,280 gross revenue and \$5.124 million in premiums in '71, 85% commercial; Uses combination of fees and commissions; Specialties: Pension and profit-sharing plans.

CORINTH CO.

975 S. Fair Oaks Ave., Pasadena, Ca. 91105; 213-682-3336.

Branches: Beverly Hills, Ca.; Nine employees; William L. Hoyt, president; William L. Hoyt Jr., vp; Joseph M. Greene, vp; \$200,000 gross revenue and \$1.5 million in premiums in '71, 80% commercial; Account executive system; Uses commissions; Services: employe benefit counseling, loss control engineering.

CORROON & BLACK CORP.

150 William St., New York, N.Y. 10038; 212-732-4900.

Subsidiaries: Corroon & Black-Alexander & Co. (Illinois), Corroon & Black-Miller & Ames (California), Pacific International Brokers Ltd. (California),

Corroon & Black (Utah), Corroon & Black Forsgren (Oregon), Corroon & Black-King & Neel (Hawaii), Corroon & Black (Arizona), Corroon & Black-Meneley & Ames (California), Corroon & Black (Washington), Corroon & Black Co. Inc. (Alaska), Corroon & Black Agency (Texas), Corroon & Black-Carter & Higgins (California), Carney-Rutter Inc. (Wisconsin), G. L. Hodson & Son Inc., Corroon & Black Company of New York Inc.

Five hundred and fifty-five employees; Richard A. Corroon Jr., chairman of the board; Robert F. Corroon, president; Crawford A. Black, vp and president of Corroon & Black Co. of N.Y. Inc.; Philip L. Cochran, vp and president of Corroon & Black-Alexander & Co.; Frank M. Hagan, vp and president of Corroon & Black-Miller & Ames.

Member: NAIA, NAIB, NACSA; \$18.525 million in gross revenue

in '71, 98.5% commercial; Account executive system; Uses combination of fees and commissions; Mergers: McCooey & Schmitz Inc., Meneley & Ames, Gallagher & West, Carney-Rutter Inc.; Services: employe benefits, loss control, average adjusting, seamen's claims, risk management; Specialties: All forms of coverage including reinsurance.

COUGHLIN-LARCHMONT AGENCY INC.

1415 Boston Post Rd., Larchmont, N. Y. 10538; 914-834-1234.

Eight employees; John M. Coughlin, president; Eugene R. Fulton vp; Robert K. Engel, vp; Member: NAIA; \$215,000 gross revenue, and \$1.215 million in premiums in '71, 55% commercial; Uses commission system.

COUNTRY BROKERAGE SERVICE INC.

70 W. Sunrise Highway, Freeport, N. Y. 11520; 516-379-1000.

Subsidiaries: CBS Life Agency Inc.; Six employees; Donald S. Katz, president; Shirley R. Katz, secretary and treasurer; \$125,000 gross revenue and \$1 million in premiums in '71, 40% commercial; Account executive system; Uses commission system; Services: Engineering; Specialties: Life, health and pension.

COUPER-ACKERMAN-SAMPSON INC.

63 Carroll St., Binghamton, N. Y. 13901; 607-772-1444.

Twenty-four employees; George G. Sampson, president; John F. Russell, vp; John A. Foley, treasurer-secretary; Member: NAC-

SA, NAIA; \$486,000 gross revenue and \$2.275 million in premiums in '71, 65% commercial; Account executive system; Uses commissions system.

E. H. CRUMP & CO.

110 Adams Ave., Memphis, Tn. 38101; 901-526-6671.

Parent company: E. H. Crump Cos. Inc.; Branches and subsidiaries: Barker, Ward & Curtis Inc., Nashville; G & M Marine, New Orleans; G & M Surplus Lines, New Orleans; E. H. Crump of California, Los Angeles; Powell Insurors, Knoxville; Crump London Underwriters, Crump Life Underwriters, Southern American Insurance Co., Chickasaw Mortgage Co., Crump Aviation Underwriters, Memphis.

One hundred and forty-eight employees; E. H. Crump Jr., chairman of board; Sidney A.



Pro

*"It is not strength, but art, obtains the prize.
And to be swift is less than to be wise.
'Tis more by art, than force of numerous strokes."*

Alexander Pope

Words for the golf professional to live by, but all the pros aren't on the course. For 114 years Fred S. James & Co. has been an insurance pro. It has been concerned with the conservation of the basic assets of business — men, money, materials and goodwill. We have studied hard, kept abreast of time and change, found new and better ways of managing risks in every type of industry. Next time you seek professional performance . . . remember James.



James

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agent/broker profiles

Stewart Jr., president; S. H. Warner, Frank C. Pidgeon, exec vp; Robert Smithwick, Jr., James M. Power, John Starks, senior vp; Clyde H. Beaumont, Leonard Bullock, Jack S. Henry, Bob D. Lyons, Edward B. Morrow Jr., E. R. Legge, Horace W. Nelson, I. Lawrence Norton, J. V. Pera, vps; Frank Greer, treasurer; C. E. Muller, secretary; E. R. Lanning, exec vp, Crump London Underwriters Inc.; \$4.025 million gross revenue in '71, 85% commercial; Account executive system; Uses combination of commissions and fees; Provides all services and specialties.

JOHN C. COX JR. INC.
170 Highway 35, Red Bank, N. J. 07701; 201-842-7150.

Five employees; John C. Cox Jr., president; \$137,835 gross revenue and \$1.596 million in premiums in '71, 99% commercial; Account executive system; Uses commission system; Services: Risk management counseling, self-insured and partial self-insured plan administration, OSHA installation and supervision, fire and casualty rate analysis; Specialties: Multi-location industrial risk, chain stores.

CULLEN, BOGART, PARKER INC.
935 Allwood Rd., Clifton, N. J. 07012; 201-779-3330.

Thirteen employees; Gilbert D. Bogart, Jr., president; Stanley L. Briggs, vp and treasurer; Charles

B. Vancenberg, secretary; Aaron Kievit Jr., assistant secretary; Member: CPCU, NACSA; \$320,000 in gross revenue and \$2.2 million in premiums in '71, 75% commercial; Account executive system; Uses combination of fees and commissions.

CUMMINGS INSURANCE AGENCY INC.
364 West Middle Turnpike, Manchester, Ct. 06040; 203-643-2457.

Five employees; Theodore R. Cummings, president; \$175,000 in gross revenue and \$1.125 million in premiums in '71, 85% commercial; Account executive system; Uses commission system; Specialties: Apartments, shopping centers and condominiums.

FRANCIS H. CURTIN INSURANCE AGENCY INC.

689 Concord Ave., Cambridge Ma. 02138; 617-864-4780.

Sixty employees; John J. Curtin, president; Francis H. Curtin, chairman of the board; George E. Curtin, treasurer; D. Morton Gray, vp; Charles D. Kimball, vp; Donald P. Halloran, vp and comptroller; Member: NAIB; \$1.587 million in gross revenue and \$8.7 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; Services: employe benefits, counseling, loss control, engineering; Specialties: contractors' insurance bonds.

M. L. CUTLER & CO. INC.
586 Central Ave, East Orange, N. J. 07018; 201-676-8600.

Ten employees; Martyn L. Cutler and Harold H. Noling; Member: NAIIA, CPCU; \$200,000 in gross

revenue and \$1.5 million in premiums in '71, 60% commercial; No account executive system; Uses commission system; Specialties: surety bonds.

DAVIS-GROSSE INC.
307 N. Michigan Ave., Chicago, Il. 60601; 312-372-2764.

Branches: Elmhurst and Winnetka, Il.; Twelve employees; Edward L. Grosse, president; A. D. Davis Jr., chairman & treasurer; Alfred E. Barr, A. D. Davis, vp; Maxine Brunke, secretary; Member: NAIA; \$215,000 in gross revenue and \$1.159 million in premiums in '71, 71% commercial; Account executive system; Uses combination of fees and commissions; Services: risk analysis, engineering, employe benefits; Specialties: associations, tire industry.

J. ROLFE DAVIS INSURANCE AGENCY INC.
14 West Gore St., Orlando, Fl. 32806; 305-423-4401.

Sixteen employees; Marion F. Hatcher, president; Chas. E. Holloway, vp; Edward H. Lindblom, vp; Member: NAIA, CLU, CPCU; \$355,000 in gross revenue and \$1.7 million in premiums in '71, 60% commercial; No account executive system; Uses commission system; Services: financial planning, employe benefits.

Have you forgotten why you bought it?



Not only are sprinklers overhead, they're often overlooked.

You just can't afford to assume your system is ready for action. That's why you should have Grinnell inspectors look yours over. Whether your system is one of ours or not.

We'll check for dirt and corrosion on the sprinkler heads. We'll inspect the condition of the piping system.

There are many simple things that are easily overlooked by plant and maintenance crews. For instance, our inspectors often find main control valves closed on systems they inspect.

Find out how our service might well cut the cost of fire insurance, too, as well as help prevent the devastating results of fire — production down time, lost orders, destroyed prototypes, blueprints, personnel records, materials, equipment and other critical elements that make up the very life of your business.

Contact your nearby Grinnell Fire Protection Office. Or write us for our booklet "Are You Sure Your Sprinkler System Will Work?". It could work to save your business.

Grinnell Corporation, Fire Protection Division, 260 W. Exchange St., Providence, R.I. 02901.



GRINNELL

Key to profiles

Information included in these profiles follows the order listed in this box, but not every agent and broker provided information in every category. Items in profiles are in this order: Name of agent or broker; Home office address and phone number.

Name of parent company; Branch offices; Subsidiaries; Total number of employees; Names and titles of principal officers; Professional association memberships; Gross revenues in commissions and fees for insurance and insurance-related operations; Total premium volume; Percentage of commercial business; Use of account executive system; Acceptance of compensation in commissions only, fees only or a combination of both; Mergers and acquisitions within the past year; Special services; Special coverages.

DAWSON INSURANCE INC.
19800 Detroit Rd., Cleveland, Oh. 44116; 216-333-9000.

Subsidiaries: Donald R. Webster Inc.; Eighteen employees; Hugh K. Dawson, president and treasurer; Hugh L. Dawson, Wendell H. Schott, Glenn H. Fuller, vp; Tom Schmidt, secretary; E.J. Raabe, assistant treasurer; Alex H. Hahn, assistant secretary; Member: CPCU, NAIA; \$342,670 in gross revenue and \$1.842 million in premiums in '71, 52% commercial; Account executive system; Uses commissions system; Services: employe benefits, risk management, supervision of company control programs, limited appraisal service.

DIVERSIFIED INSURANCE BROKERS
1931 S. 11th St., Salt Lake City, Ut. 84100; 801-487-0341.

Branches: Boise, Id.; Five employees; Richard J. Salisbury, president; Kenneth F. Palmer,

Protect your profits in ways you may not have thought of. Talk to a company you may not have thought of.

Using insurance to protect your company's profits is nothing new. There's everything from key man insurance to business interruption insurance to product liability coverage. And many more.

You may even have more sophisticated programs going for you. Like partial or total self-insurance, or even a "captive" insurance company.

These are just some of the ways we look after your profits at Alexander & Alexander. After all, we've been involved in risk management and transfer for over 74 years.

And then there are some ways of protecting profits that you may not have thought of.

For example, take your Employee Benefits Program.

Our Consulting Actuarial Division can help you trim the costs of the benefits you're now giving.

Without trimming the benefits.

First, we'll help you select the best investment vehicle for

your pension and benefit funds. And then, through advanced and highly specialized actuarial techniques, we'll establish the optimum rate of accumulation for those funds.

So your pension assets won't pile up so rapidly that you'll be misusing your capital resources.

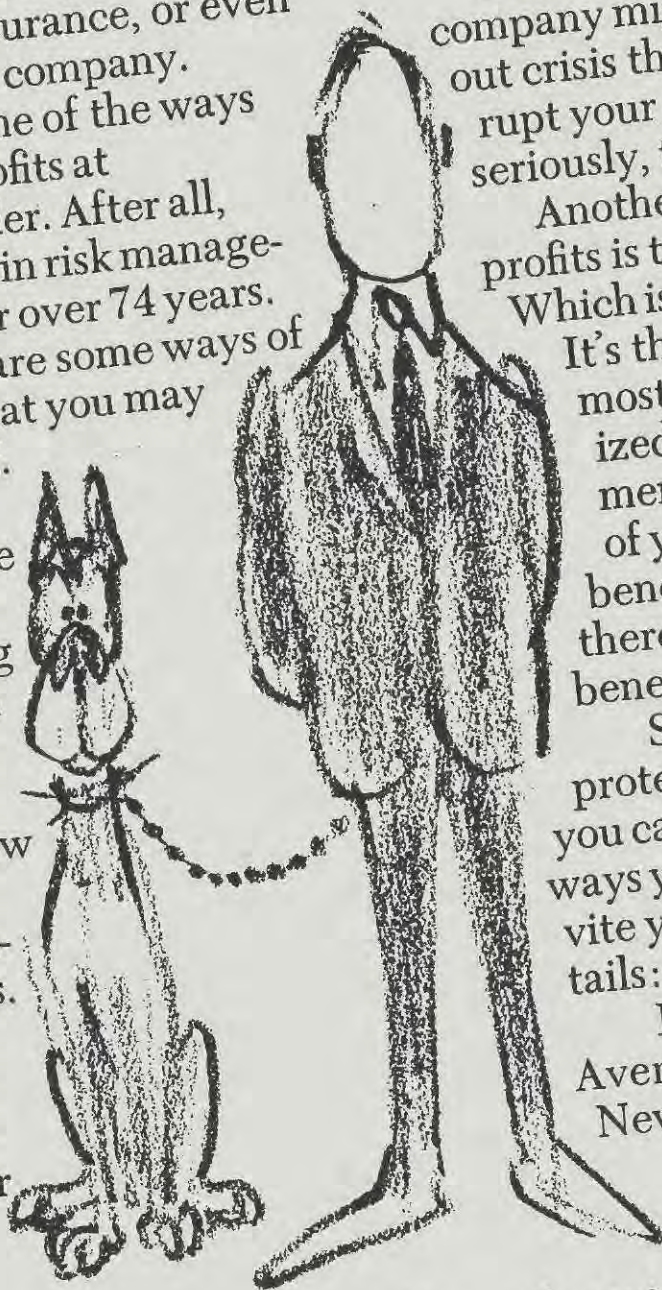
Or accumulate so slowly that your company might face a future payout crisis that would not only disrupt your cash flow but, more seriously, threaten your earnings.

Another way to shelter your profits is to motivate your people. Which is why we offer Benefacts.

It's the industry's first—and most outstanding—personalized annual benefits statement that maps out, for each of your employees, his entire benefit program. (Let's face it, there's not much incentive to benefits no one knows about.)

Since it's our business to protect your profits in every way you can think of, and in those ways you haven't, we cordially invite you to write us for more details: Alexander & Alexander,

Information Service, 1185 Avenue of the Americas, New York, New York 10036.



We've made a name for ourselves. Now we're out to make a face for ourselves.

Alexander & Alexander

agent/broker profiles

secretary-treasurer; \$143,000 in gross revenue and \$2.15 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Palmer Insurance Agency; Services: loss control, safety inspections and programs, customized safety films; Specialties: films, self-insurance, retail chains.

DIVERSIFIED INSURANCE SERVICES INC.
6701 Penn Ave. S., Minneapolis, Mn. 55423; 612-866-3461.

Fourteen employees; James E. Trainor, president; Richard E. Rau, George C. Van Dusen III,

vp; \$168,500 in gross revenue and \$1.034 million in premiums in '71, 62% commercial; Account executive system; Uses commissions system; Services: employe benefits, life department; Specialties: helicopter liability and physical damage, business and professional errors and omissions, retro, par and dividend compensation plans.

DIVERSIFIED NATIONAL INSURANCE AGENCIES INC.
7701 Forsyth Blvd., St. Louis, Mo. 63100; 314-862-8200.

Parent company: Diversified Industries Inc.; Twenty-six employees; George J. Moll, president; Martin Tessler, exec vp; James Jensen, secretary; Harold Shapiro, treasurer; \$767,211 in gross revenue and \$5.057 million in premiums in '71, 84% commercial; Account executive system;

Uses commissions system; Services: employe benefits consulting, salary savings life department.

DOHRMANN-KING CO.
1045 N. El Dorado St., P.O. Box 4125, Stockton, Ca. 95204; 209-465-5752.

Eight employees; Harold C. King, Lewis D. Skyhawk, Robert E. Lee, Dcrothy H. Thomas; Member: CPCU; \$153,000 in gross revenue and \$1.055 million in premiums in '71, 65% commercial; Uses commissions system.

WALTER P. DOLLE INC.
Dixie Terminal Bldg., Cincinnati, Oh. 45202; 513-421-6515.

Forty-eight employees; Jack R. Trainer, president; Donald L. Streit, H. Russell Reigart,

Charles M. Dehne, vp; Member: NAIA, NAIB; \$1.2 million in gross revenue and \$7.25 million in premiums in '71, 82% commercial; Account executive system; Uses combination of fees and commissions; Services: counseling, fire protection engineering; Specialties: manufacturing risks, river marine.

DOUGLAS GIBBONS HOLLYDAY & IVES INSURANCE
745 Fifth Ave., New York, N.Y. 10022; 212-753-5050.

Parent company: Douglas Gibbons Hollyday & Ives; Subsidiaries: Frederick E. Acker Co. Inc.; Charles W. Schmitt, vp; \$150,000 in gross revenue and \$1.6 million in premiums in '71, 70% commercial; Uses combination of fees and commissions; Frederick E. Acker & Co. Inc.; Specialties:

real estate, cooperative apartment corporations.

DOWLER AGENCY INC.
450 Sunrise Hwy., Rockville Centre, N.Y. 11570; 516-536-2200.

Branches: Hempstead, N.Y.; Subsidiaries: Lanna, Dowler Cook Leasing; Lanna, Dowler Cook d/b/a Insurance Counseling; Twenty-two employees; Joseph Dowler, president; Robert E. Dowler, Robert A. Lanna, T. Richard Cook, vp; Member: CPCU, NAIA; \$400,000 in gross revenue and \$2.225 million in premiums in '71, 55% commercial; Account executive system; Combination of fees and commissions; Harold Brindley, Harris-Howard Agency; Services: employe benefits, counseling.

ROBERT F. DRIVER CO. INC.
400 Cedar St., San Diego, Ca. 92112; 714-234-1871.

Branches: La Jolla, Ca.; Forty-two employees; Robert F. Driver, president; Richard M. Bowen, vp and treasurer; Donald M. Chase, vp; Robert H. Herring, secretary; \$757,382 in gross revenue and \$4.054 million in premiums in '71, 35% commercial; Account executive system; Uses commissions system; Charles W. Sisty; Services: profit-sharing plans, tax shelters, insurance surveys; Specialties: marine.

DUNLOP, ONDERDONK & WILSON INC.
151 William St., New York, N.Y. 10038; 212-227-1800.

Branches: Wayne, N.J.; Twenty-six employees; Henry H. Dunlop, president; John C. Onderdonk, vp and secretary; David N. Wilson, William C. Hayden, vp; Victor Uscinski, treasurer; Member: CPCU, CLU, NAIB; \$720,000 gross revenue and \$4 million in premiums in '71, 65% commercial; Account executive system; Combination of fees and commissions; Services: employe benefits counseling, loss control, engineering.

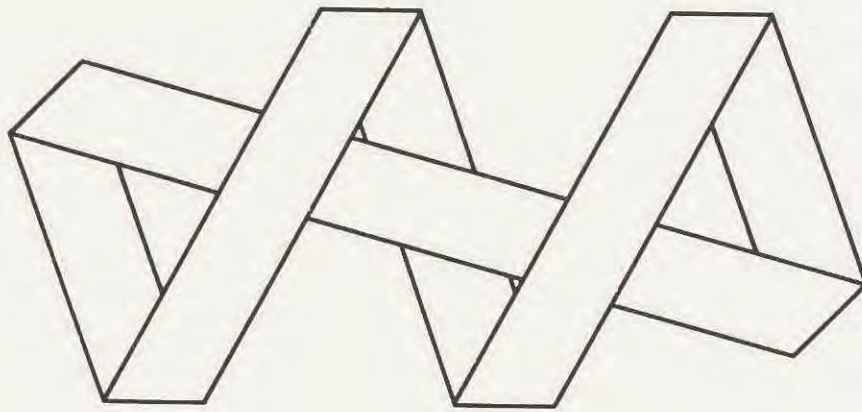
DUNNING RAY INSURANCE AGENCY INC.
126 S. 4th, Pasco, Wa. 99301, P. O. Box 2528; 509-547-8844;

Subsidiaries: Keller Insurance Agency; Twenty-two employees; E. L. Ray, president; C. Neal Smiley, vp; Dennis C. Hayden, treasurer; Shirley Ray, secretary; \$395,839 in gross revenue and \$1.9 million in premiums in '71, 80% commercial; Uses commission system; Keller Insurance Agency; Services: Employe benefits, counseling, loss control and civil engineering; Specialties: Industrial and contractors.

E. D. ENGLISH & CO.
2025 S. Brentwood Blvd., St. Louis, Mo. 63144; 314-968-3680.

Twenty employees; Roger P. English, president; Robert English, vp; Anna McHughes, Secretary; Member: CPCU; \$190,527 in gross revenue and \$1.2 million in premiums in '71, 60% commercial; Account executive system; Uses combination of fees and commissions; Services: Self-insured plans offering claims service, safety engineering, OSHA survey work, workmen's compensation; Specialties: Workmen's compen-

Booth, Potter, Seal



with Booth, Potter, Seal we've added reinsurance to broaden our service

Since 1898, Rollins Burdick Hunter has continually broadened its risk management services to clients.

We are pleased that Booth, Potter, Seal—leading firm of reinsurance specialists and insurance brokers—is now an integral part of RBH.

The two firms complement each other in their multinational insurance services.

Our total reinsurance capabilities are expanded.

And the acquisition further strengthens our long-standing facilities for serving captive insurance companies.

Booth, Potter, Seal of Philadelphia, along with Cole, Clark & Cunningham of Portland, underscores our concept that growth in service to the client is the most important growth to be interested in.

**Rollins Burdick Hunter—
Growing in service**



Multinational Insurance Brokers

Headquarters: 231 South LaSalle Street, Chicago, Illinois 60604 (312) 263-5000

agent/broker profiles

sation, self-funded group hospitalization.

EQUITY BROKERAGE CORP.
116 John St., N. Y., N. Y., 10038;
212-227-6060.

Subsidiaries: Equity Alliance Inc., Equity Alliance Corp.; Ten employees; Emanuel Bernstein, president; Harold Colton, assistant secretary; Shirley Bernstein, secretary; \$120,000 in gross revenue and \$1.1 million in premiums in '71, 85% commercial; No account executive system; Uses combination of fees and commissions; Sidney Westerman Co.; Services: Employe benefits, surveys, counseling, loss control, claim processing and control; Specialties: Livestock, racing, breeding stables, outdoor amusements, unaged whiskey, yachts, boats, trailers and terrain vehicles, jewelers block.

EUBANK INSURANCE & BONDS

536 E. 3rd S., P. O. Box 11686,
Salt Lake City, Ut. 84111; 801-355-3493.

Branches: Ogden and Provo, Ut.; Twenty-two employees; Charles S. Eubank, president and general manager; Albert J. Davis Jr., exec vp; Kenneth C. Miller, vp; Member: NAIIA, CPCU; \$433,000 gross revenue and \$2.14 million in premiums in '71, 75% commercial; Account executive system; Uses commissions system; Guss Ins. Agency; Services: Financial service counseling for employe benefit programs; Specialties: Professional liability, construction industry programs, surety bonds, helicopters, large business life insurance, pension and profit sharing.

EUCLID SERVICES INC.

630 Third Ave., New York, N. Y.
10017; 212-661-6200.

Parent Co.: Euclid Services Corp.; Subsidiaries: Homestead Insurance Co., Chester Heights Agency; Twenty-four employees; Emanuel J. Feffer, president; Frank D. Peri, exec vp; Martin Beitler, secretary; James G. Polansky, assistant vp; Alvin Block, assistant vp; \$700,000 gross revenue and \$7.8 million in premiums in '71; Account executive system; Uses combination of fees and commissions; Homestead Insurance Co.; Services: Loss control and engineering primarily in property field; Specialties: Trucking, real estate, manufacturing risks under \$3 million in value.

EVANS-OWEN AGENCY INC.

625 E. Michigan St., Milwaukee,
Wi. 53202; 414-276-5667.

Nine employees; Richard M. Evans, president; Robert H. Owen, vp; Member: CPCU, CLU; \$200,000 in gross revenue and \$1.4 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commission; Specialties: Property coverage, ocean marine, disability, inland marine.

J. EVERETT EAVES INC.

432 Whitney Bank Building,
St. Charles and Gravier Sts., New Orleans, La. 70130. 504-522-4567.

Twenty-two employees; J. Everett Eaves, chairman of the board; J.

Everett Eaves Jr., president; Cornelius C. Crusel Jr., vp; James E. Robison, vp; Emmett A. Smith Jr., secretary; Calvin E. Kissgen, treasurer; \$496,403 in gross revenue and \$2.713 million in premiums in '71; Uses commissions system; Services: Employe benefits, counseling, claim services; Specialties: Professional liability insurance (malpractice) for physicians, dentists, lawyers.

FAUGHT INSURANCE AGENCY

2801 Brazos, Houston, Tx. 77000;
713-529-4771.

Eleven employees; E. W. Faught, president; C. R. Faught; C. W. Faught; R. C. Crosby; Member: NAIA, CPCU, NACSA; \$445,951 in gross revenue and \$2.6 million in premiums in '71, 80.7% commercial; Uses combination of fees and commissions; Services: Loss control, engineering, fire rating,

international markets, computer service accounting; Specialties: Umbrella liability, products liability, aircraft, fire-inland marine.

FICKLING & WALKER INSURANCE AGENCY INC.

577 Mulberry St., Macon Ga.
31201; 912-746-9421.

Parent company: Fickling & Walker Inc.; Branch offices: Atlanta, Ga., Tampa, Fl; Forty employees; William A. Fickling Sr., chairman of the board; B. Sanders Walker Sr., president; William A. Fickling Jr., exec. vp; Charles E. Woodall, senior vp; Leslie Max Davis, vp; George W. Connley, vp; Member: NAIA; \$566,636 in gross revenue and \$4 million in premiums in '71, 70% commercial; Account executive system: Uses combination of fees and commissions; Wilson Insurance Agency, The Chancey Agency, Muggsy Smith

Agency; Services: mass merchandising of personal lines, associations-commercial lines, insurance consulting, safety consulting (OSHA); Specialties: associations.

FINANCIAL INSURANCE SERVICE INC.

2200 E. Devon Ave., Des Plaines,
Il. 60018; 312-297-4660.

Subsidiaries: Financial Insurance Service Agency Inc.; Thirty-five employees; Richard T. Hepworth, president; Wm. Chris Eickhof Jr., exec vp; Ronald O. Anfenson, treasurer; \$850,000 gross revenue and \$10 million in premiums in '71, 99% commercial; Account executive system; Uses combination of fees and commissions; Services: Employe benefits, loss control; Specialties: Financial institution coverage, kidnap, ransom, single interest and non-filing, consulting real estate, manufacturing on insurance agency activities.

FINANCIAL INSURANCE SERVICES INC.

1250 6th Ave., San Diego, Ca.
92112; 714-234-8494.

Parent company: U. S. Financial; Branches: Los Angeles; Twenty-five employees; J. Page Risque, president; Roger M. Sherman, exec vp; Roger L. McNitt, secretary; Charles H. Dietz, treasurer; \$1.375 million gross revenue and \$6 million in premiums in '71, 75% commercial; Account executive system; Uses combination of fees and commissions; Services: Employer benefits, group medical, life, limited estate planning; Specialties: Surety bonds, marine, joint venture, pensions, profit sharing, all group lines.

FIRST ASSOCIATED INSURANCE AGENCIES INC.
12465 Burleigh Rd., Brookfield,
Wi. 53005; 414-786-2540.

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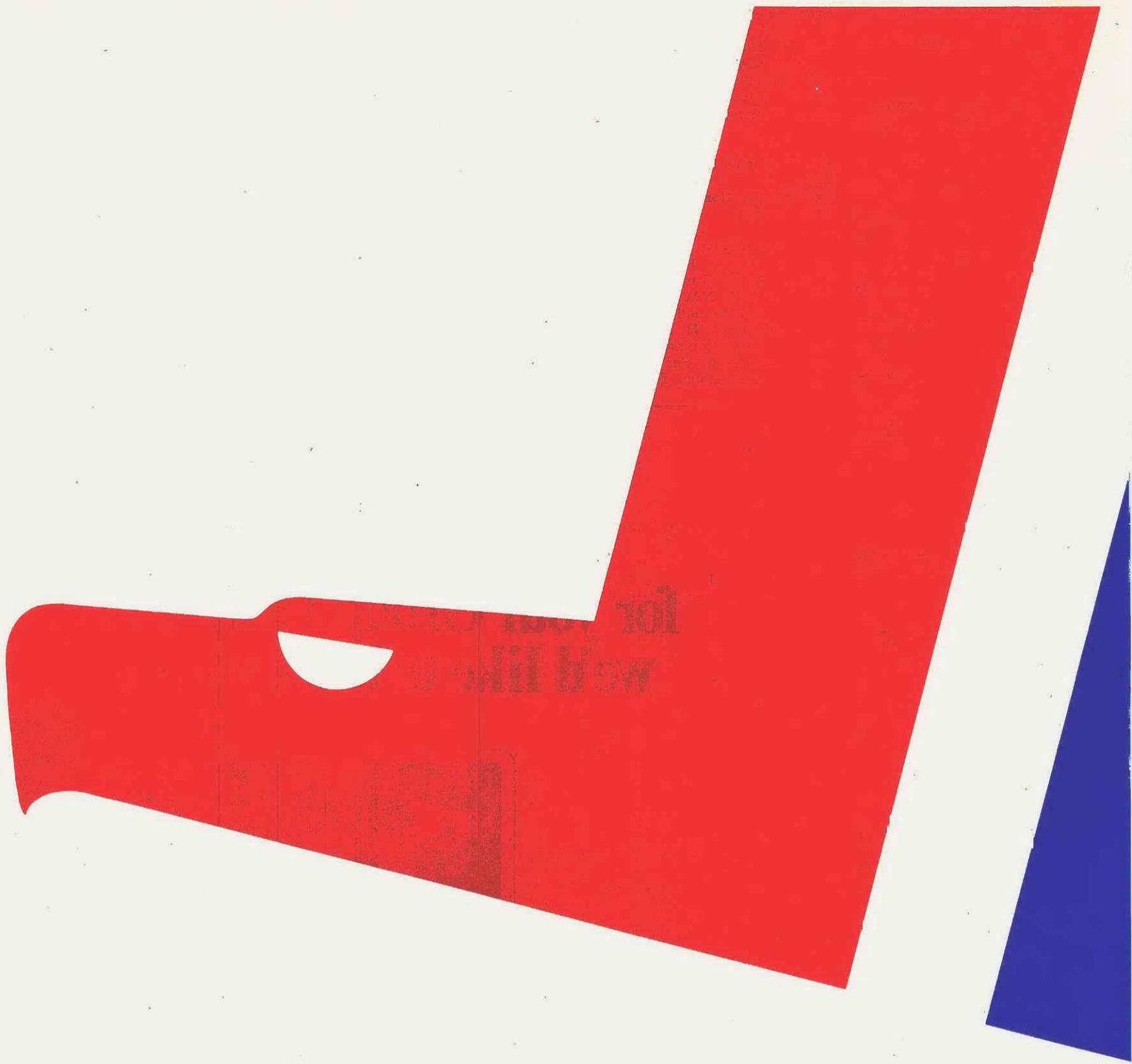
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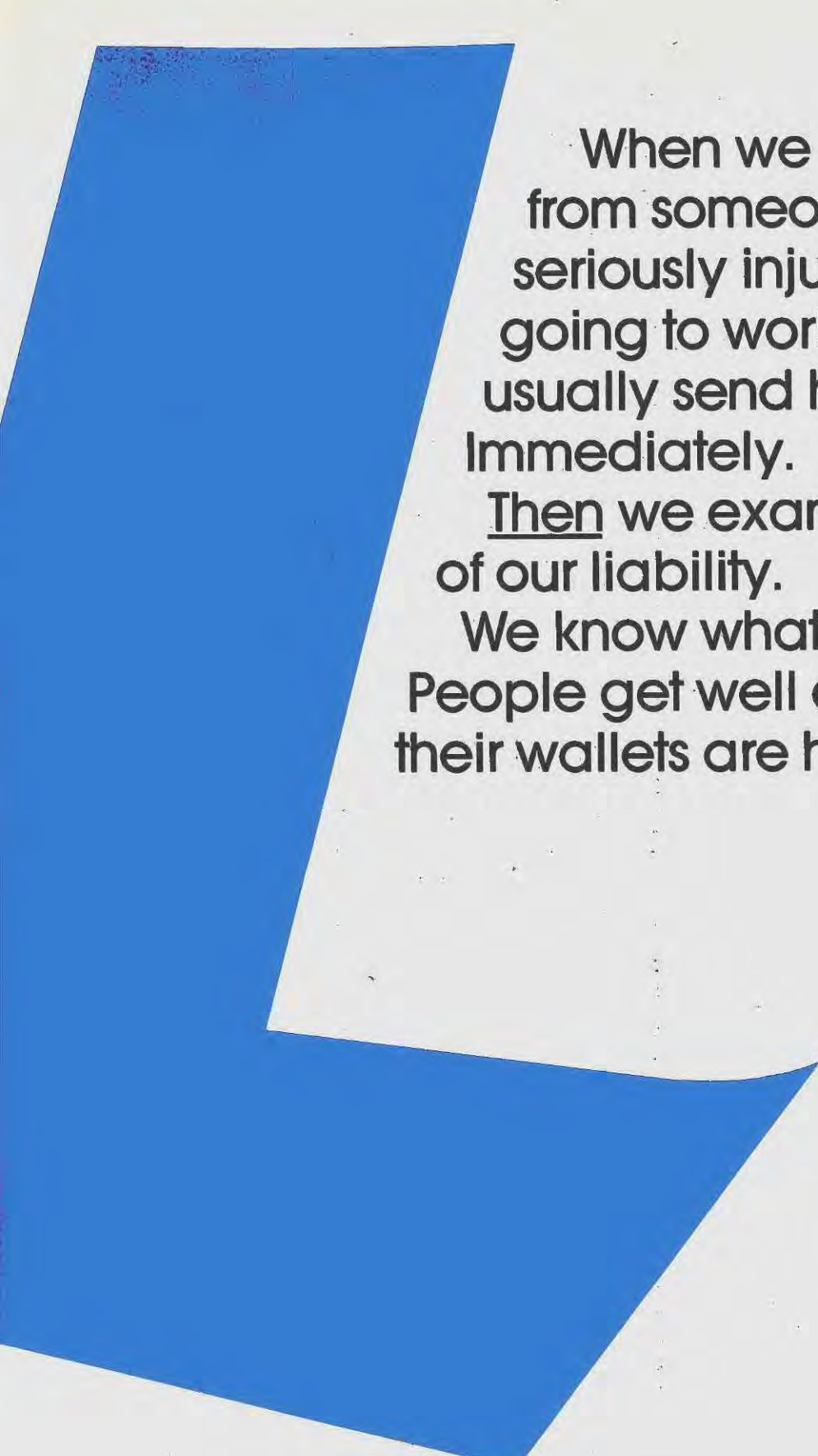
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Corporate Buyer Broker Service Company

Universal Health Care, Inc.

An affiliate of Hewitt, Coleman & Associates
18301 E. Eight Mile Rd., E. Detroit, Mich. 48021
313-778-1000

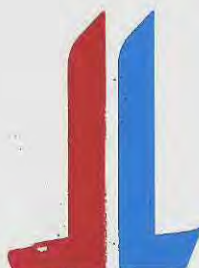




When we accept a claim from someone who's been seriously injured and isn't going to work for awhile, we usually send him a check. Immediately.

Then we examine the extent of our liability.

We know what we're doing. People get well quicker when their wallets are healthy.



GREAT AMERICAN INSURANCE COMPANY

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agent/broker profiles

Ten employees; Howard M. McKee, president; Theo. Schmidt, Robert Cayze, James Glavin, Robert Stolz, Arthur Lintott, Chas. Werling, Robert English, vps; \$400,000 gross revenue and \$2.2 million in premiums in '71, 50% commercial; Uses commissions system; Services: Employee benefits, real estate, mutual funds, group auto.

FIRST INSURANCE CO. OF HAWAII LTD.
1100 Ward Ave., Honolulu, Hi. 96814; 808-548-5511.

Branches: Kona, Hilo, Lihue, Kaunakakai, Waipahu, Wailuku; Subsidiaries: J. M. Lydgate Ltd.;

Two hundred and seventy-seven employees; R. L. Stevenson, chairman of the board-president; E. F. Bennett, senior vp; R. C. Van Etten, George T. Oda and J. H. Hutchinson, vps; George P. Shea Jr., treasurer; \$559,759 gross revenue and \$25.98 million in premiums in '71, 55% commercial; Uses combination of fees and commissions; Services: engineering and loss control, claims, special risks, account executive facilities.

FITZPATRICK DANAHY INC.
1042 Marine Trust Bldg., Buffalo, N. Y. 14203; 716-856-1607.

Ten employees; Edward T. Danahy, president and treasurer; Hanford W. Searl, vp; J. Kevin Danahy, secretary; \$275,000 gross revenue and \$2.1 million in premiums in '71; Account executive system; Uses combination of fees and commissions.

FLEETWOOD AGENCY INC.
1 World Trade Center, Suite 3951, New York, N. Y. 10000; 212-432-9260.

Four employees; John D. Filice, president; \$68,500 gross revenue and \$450,000 in premiums in '71, 30% commercial; Uses combination of fees and commissions; Services: Marine consulting; Specialties: Surety bonds, marine insurance.

FLENNIKEN FINANCIAL SERVICES INC.
515 Market St., Knoxville, Tn. 37902; 615-524-9811.

Twenty-two employees; Robert R. Scott, chairman of the board; J. D. Clements, president; R. L. Oakes, exec vp; J. B. Turner, vp; J. S. Pressly, secretary; Member: CPCU; \$427,765 gross revenue and \$2.399 million in premiums in

'71, 67% commercial; Account executive system; Uses commissions; Specialties: variable annuities in retirement plans.

FLYNN INSURANCE AGENCY
318 1st Ave. N., Great Falls, Mt. 59401; 406-453-1468.

Branches: Holiday Village, Great Falls, Mt.; Twelve employees; Frank Flynn, president; Leo P. McMeel, vp; B. A. Flynn, secretary-treasurer; Member: NAIA; \$308,000 gross revenue and \$1.75 million in premiums in '71, 75% commercial; Account executive system; Uses commissions system; Services: Commercial insurance surveys.

FOSTER-BARKER CO.
1911 Douglas St., Omaha, Nb. 68102; 402-342-3511.

Twenty-six employees; Joseph Barker, president; George G. Barker, vp; Danforth Loring, vp and treasurer; Joseph Barker III, secretary; Member: NAIA, NACSA; \$605,000 gross revenue and \$3.375 million in premiums in '71, 78% commercial; Account executive system; Uses commissions system; Services: Employee benefits, life counseling.

THE FRANKEL CO.
#3760, 1 Oliver Plaza, Pittsburgh, Pa. 15222; 412-471-7535.

Fourteen employees; Robert M. Frankel, president; William B. Salsbury Jr., vp; F. William Neely, vp; William R. Garofalo Jr., underwriting manager; L. Colvin McCrady Jr., production manager; Member: CPCU, NAIA, NAIB; \$340,000 gross revenue and \$2.1 million in premiums in '71, 80% commercial; No account executive system; Uses combination of fees and commissions; Services: Risk management service to commercial and industrial firms.

FRANKLIN INSURANCE SERVICE INC.
3735 Green Rd., Beachwood, Oh. 44122; 216-333-5444.

Nine employees; A. H. Michaud, president; \$150,000 in gross revenue and \$1 million in premiums in '71, 89% commercial; No account executive system; Uses commission system; Services: loss control, safety engineering, bond service; Specialties: commercial accounts, bond accounts.

Key to profiles

Information included in these profiles follows the order listed in this box, but not every agent and broker provided information in every category. Items in profiles are in this order: Name of agent or broker; Home office address and phone number.

Name of parent company; Branch offices; Subsidiaries; Total number of employees; Names and titles of principal officers; Professional association memberships; Gross revenues in commissions and fees for insurance and insurance-related operations; Total premium volume; Percentage of commercial business; Use of account executive system; Acceptance of compensation in commissions only, fees only or a combination of both; Mergers and acquisitions within the past year; Special services; Special coverages.

FRANKLIN-PATTON-SMITH INC.
704 City National Bank Bldg., Birmingham, Al. 35203; 205-251-0155.

Branches: Huntsville, Montgomery, Gadsden, Al., and Atlanta, Ga.; Subsidiaries: Courson-Smith-Prewitt Inc.; Eight employees; R. L. Smith, chairman of the board; John R. Prewitt, Jr., president; Frank F. Potter, vp; A. D. Weitnauer, vp; Member: CLU, NAIA; \$152,000 gross revenue and \$1.012 million in premiums in '71, 68% commercial; Uses combination of fees and commissions; Services: agency counseling service; Specialties: large risks domestic and foreign, surplus lines facilities.



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Why does Levi Strauss insure with AFIA?



It's not just the fashion. Levi Strauss is a leader. Not only in the United States where there's hardly a good store that doesn't sell them (and there's hardly a person below thirty who doesn't wear them) but in a score of countries where Levi's name is synonymous with America's natural style. So it was also natural that when the time came for insurance abroad, Levi and its brokers turned to AFIA, a worldwide insurance underwriter with a style of its own too. One that blends knowledge, service, and facilities in 80 countries in a fashion that is designed to provide the soundest insurance program for any business. AFIA's local offices are staffed with people who know the marketplace, the governments, and the laws, who go out of the way to make sure a claim is handled properly and quickly, . . . and who get things done. Maybe that's why AFIA insures 87 of the top 100 companies operating abroad, organizations that get things done . . . anywhere in the world.



WORLDWIDE INSURANCE

World Headquarters: 110 William Street • New York, N.Y. 10038

U.S. branch offices: Chicago • Dallas • Houston • Los Angeles • San Francisco • Washington, D.C.

agent/broker profiles

FREESE & CO. INC.
2121 S. Columbia, Tulsa, Ok.
74114; 918-747-8651.

Subsidiaries: The Lawrence Wilson Co.; Ten employees; James K. Freese, president; Ron E. Davis, vp; \$250,000 in gross revenue and \$1.5 million in premiums in '71, 80% commercial; No account executive system; Uses commission system; Specialties: contract bonds, construction risks, manufacturing risks.

FRENKEL & CO. INC.
156 William St., New York, N. Y.
10038; 212-267-2200.

One hundred and sixty employees; Leo S. Frenkel, chairman of the board; George P. Frenkel, vice chairman; Charles W. Pachner, president; Henry Salfeld, senior vp; James J. Costa, senior vp; \$2.8 million gross revenue and \$30 million in premiums in '71; 80% commercial; Account executive system; Uses combination of fees and commissions; Services: insurance surveys, actuarial service, employee benefit plans, safety engineering, fire engineering, risk analysis; Specialties: ocean marine.

FRIEDLAND ASSOC. LTD.
49 S. Main St., Spring Valley, N. Y.
10977; 914-352-9100.

Eight employees; Saul Friedland, president; Mel Sloan, secretary-treasurer; Carl Epstein, office manager; \$202,800 gross revenue and \$1.3 million in premiums in

'71, 70% commercial; No account executive system; Uses combination of fees and commissions; Specialties: garage liability.

FRIEDLANDER INSURANCE
325 Genesee St., Utica, N. Y.
11366; 315-724-3438.

Nine employees; Sidney I. Friedlander, owner; Barbara A. Montero, manager; Member: NAIA; \$196,000 gross revenue and \$1,557 million in premiums in '71, 81% commercial; Account executive system; Uses commission system.

FRIEDMAN INSURANCE INC.
202 Fischer Bldg., Dubuque, Ia.
52001; 319-583-7384.

Nine employees; Cyril J. Friedman, president; Elmer J. Friedman, vp and treasurer; Lawrence J. Friedman, secretary; Member:

NAIA; \$202,169 gross revenue and \$1 million in premiums in '71; Uses combination of fees and commissions; Services: counseling, loss control.

FRY-ZELNICKER-MITCHELL INSURANCE AGENCY INC.
958 Dauphin St., Mobile, Al.
36604; 205-433-1813.

Eight employees; Roland G. Fry, president; Edwin A. Zelnicker vp; Member: CPCU, NAIA; \$304,536 gross revenue and \$1,524 in premiums in '71, 70% commercial; No account executive system; Uses commissions; Services: risk management; Specialties: shopping centers, garden apartments, auto paint shops, auto bumper plants, retail store chains.

ARTHUR J. GALLAGHER & CO.

**1 East Wacker Dr., Chicago, Il.
60601; 312-321-1700.**

Branches: Detroit, Dubuque, Erie, Lansing, Miami, Mobile, Orlando, Phoenix, St. Cloud, San Antonio, Sacramento, South Bend; Subsidiaries: Gallagher Bassett Insurance Service, Mochel Agency Inc., Enrollment Service Center; One hundred and eight employees; Robert E. Gallagher, president; John P. Gallagher, exec vp; Arthur J. Gallagher, chairman; A. James Gallagher, vice chairman; S. L. Bassett, vp; E. F. Keating, vp; D. P. Wachs, vp; M. A. Clark, vp; \$2,841 million gross revenue, 96% commercial; Account executive system; Uses combination of fees and commissions; Mochel Agency Inc.; Services: Safety engineering and inspection, property appraisal, liability investigation and adjustment, workman's compensation investigation and adjustment, self-insurance and captive feasibility studies, in-house computer claims control; Specialties: excess coverages and related services for the self-insured, commercial, industrial and institutional insurance programs, mass marketing, combined aggregate excess coverages for property and casualty.

GANS & SMITH INSURANCE AGENCY INC.
1111 Judson Rd., Longview, Tx.
75601; 214-753-3356.

Subsidiaries: G & S Acceptance Co.; Thirteen employees; R. H. Smith, president; H. E. Payne, vp; Les N. Pruett, secretary-treasurer; Member: NAIA; \$195,000 gross revenue and \$1.15 million in premiums in '71; 58% commercial; Account executive system; Uses commission system; Services: mortgage loan department, FHA, VA, conventional and commercial loans.

GARRETT-BROMFIELD & CO.
724 17th St., Denver, Co. 80202;
303-222-8621.

Branches: Los Angeles; Subsidiaries: Garrett-Bromfield Corp.; Nine employees; Donald C. Bromfield Jr., senior vp; Larry W. Thrower, vp-insurance department manager; Member: NAIA; \$288,670 gross revenue and \$1,835 million in premiums in '71, 65% commercial; Account executive system; Uses combination of fees and commissions; Services: fire protection, safety engineering, life, employee benefits, valuation of property for personal and commercial risks; Specialties: medical professional liability, public utilities, educational institutions.

DUANE GARTNER & CO.
23760 Lyons Ave., Newhall, Ca.
91321; 805-259-2020.

Subsidiaries: Duane Gartner Assoc.; Nine employees; F. Duane Gartner, president; Claude E. Stephenson, vp; Member: CLU; \$350,000 gross revenue and \$1.5 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Services: executive compensation benefits, loss control, engineering counseling; Specialties: group life insurance plans for small corporations.

GENERAL INSURANCE EXCHANGE
258 S. Main St., Fond du Lac, Wl.
54935; 414-921-5921.

Ten employees; Partners: H. Thomas Hierl, Edward W. Dana,

Insurance is our business.

And we intend to stay in it.

Our business is providing insurance for America's businesses and families through the independent agents and brokers who share our belief that insurance is a business for professionals.

Our business is creating flexible plans of protection to meet the needs of most people and individualized coverages for

those whose requirements warrant them. All at costs as competitive as prudent management of the business will allow.

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45 Wall Street, New York, New York 10005

Underwriters of fire, property, casualty, marine insurance

agent/broker profiles

Jerome A. Schuchardt; Member: NAIA, NAMIA; \$161,000 gross revenue and \$1.066 million in premiums in '71, 65% commercial; Account executive system; Uses combination of fees and commissions.

GILBERT-MAGILL CO.
Commerce Tower, Kansas City, Mo. 64199; 816-221-5540.

Nine employees; Edward G. Gilbert, president; L. W. Magill, vp; A. F. Strateimer Jr., secretary; Member: NAIA, CPCU, CLU; \$2,005 million in premiums in '71, 76% commercial; Account executive system; Uses combination of fees and commissions.

GILLESPIE PYE GRAY CO.
24 State Rd., Paoli, Pa. 19301; 215-647-0201.

Branches: New York City, San Jose, Ca., Luxembourg; Subsidiaries: A.A.U., Luxembourg-Am. Underwriters, Risk Specialties of America; Fifteen employees; James H. Pye Jr., president; Arthur W. Daal, vp; Richard A. Feroe, vp; John J. Molnar, vp; Raymond C. Pachol, treasurer; Member: NAIA; \$3 million in premiums in '71, 87% commercial; Account executive system; Uses combination of fees and commissions; Services: Engineering, loss control; Specialties: Self-insured programs.

GILLIS, HULSE, & COLCOCK INC.
839 Union St., New Orleans, La. 70100; 504-581-3334.

Twenty-five employees; Mrs. Gary E. Gillis, chairman of the board; John I. Hulse, chairman of the executive committee; Richard P. Ellis, president; William A. Baker Jr., exec vp; Member: NACSA, NAIA; \$408,765 in gross revenue and \$2.53 million in premiums in '71; Uses combination of fees and commissions; Specialties: hospitals, universities, sugar risks.

GODWIN INSURANCE AGENCY
905 Battleground Ave., Greensboro, N. C. 27408; 919-275-9881.

Eight employees; Grover C. Godwin, president; Louis P. Godwin, vp; Member: CPCU, NAMIA; \$180,000 gross revenue and \$880,000 in premiums in '71, 50% commercial; Account executive system; Uses commissions.

GOETZ-HAESSLER-JAMES
757 N. Broadway, Milwaukee, Wi. 53200; 414-271-6420.

Parent company: Inland Financial; Twenty-two employees; George A. Goetz, president; Charles V. James, exec vp; Jack G. Haessler, chairman of the board; Member: CPCU; \$500,000 gross revenue and \$2.5 million in premiums in '71, 83% commercial; Account executive system; Uses combination of fees and commissions; Services: executive compensation counseling, risk management counseling, loss control, association marketing; Specialties: Financial institutions.

GOODE & WEBSTER INC.

206 E. Seneca St., Manlius, N. Y. 13104; 315-682-9141.

Branches: Fayetteville, Cazenovia, Morrisville, Hamilton, and Waterville, N. Y.; Fourteen employees; Donald W. Goode, president; Robert C. Webster, secretary-treasurer; Maxell L. Griffith, vp; \$237,000 gross revenue and \$1.16 million in premiums in '71, 40% commercial; Account executive system; Uses commissions; Penfield Agency.

GRANDY-PRATT CO.
915 Pierce St., Sioux City, Ia. 51100; 712-252-4026.

Twelve employees; Partners: Byron Deck, Harlan Davis, Barry Longhridge, H. P. Pratt, Peter MacFarlane; Member: NAIA, CPCU; \$360,000 gross revenue and \$2.2 million in premiums in '71; 75% commercial; No account executive system; Uses commissions.

GRAVES, LINDSEY & McLAURIN INC.
First National Bank Bldg., P. O. Box 567, Laurel, Ms. 39440; 601-426-2301.

Ten employees; Russell Lindsey, president; Lewis A. Thames Jr., vp, secretary-treasurer; Member: NAIA; \$226,721.09 gross revenue and \$1.501 million in premiums in '71, 80% commercial; Account executive system; Uses commissions; Services: counseling.

JOSEPH G. GRAY & CO. INC.
111 John St., New York, N. Y. 10000; 212-349-3280.

Eighteen employees; Joseph G. Gray, chairman of the board; Jules I. Epstein, president; \$500,000 gross revenue and \$4.5 million in premiums in '71, 80% commercial; Uses combination of fees and commissions.

GREAT BAY BROKERAGE CO. INC.
111 John St., New York, N. Y. 10038; 212-267-5258.

Subsidiaries: Grubman Agency; Four employees; George Friedberg, president; \$142,000 gross revenue and \$1.3 million in premiums in '71, 75% commercial; No account executive system; Uses commission system; Specialties: trucking fleets, rental property, pension trust, group insurance contractors.

GREENBERG INSURANCE AGENCY INC.
3909 Farnam St., Omaha, Nb. 68131; 402-346-2111.

Thirteen employees; Jack B. Cohen, president; Barton H. Greenberg, vp; James A. Farber, vp and secretary; Bruce E. Mackey,

vp and treasurer; Member: CPCU, CLU; \$329,549 gross revenue and \$2.044 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Services: employe benefits, loss control, risk management; Specialties: automobile dealers, discount stores, supermarkets, apartments.

LOUIS GREENBERG INC.
1 S. New York Ave., Atlantic City, N. J. 08401; 609-822-4166.

Subsidiaries: Viking Assoc., Bartram Excess Co.; Eleven employees; Louis Greenberg, president; Jerome M. Greenberg, vp; Thomas S. Markowski, assistant vp; Member: NAIA, CLU; \$1,207 million gross revenue and \$1,207 million in premiums in '71, 55% commercial; Account executive system; Uses commissions; Sid-



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James clients and Paige clients are about to get even more for their Risk Management dollar.

To illustrate, thousands of Paige clients can now enjoy expanded on-the spot representation through a network of more than 40 offices from coast to coast. Plus increased capabilities in protection for all exposures, in international coverage and in several desirable financial and

communications services related to *Business Insurance* and *Employee Benefits*. And what's more, the talents of a pool of skilled technicians in every phase of protection.

James clients stand to benefit, too. From the innovative power

of the broker that pioneered in *Self-Insurance* for American industry. The broker that brought *Student Insurance* to hundreds of school and college campuses across the nation. Not to mention the benefits implicit in Paige's guidance of "giant" risks and its well-known technical expertise.

What can prospective clients get from the James/Paige combination?

All the benefits and services we've mentioned above . . . plus a cordial invitation to call or write our office nearest you . . . and arrange to get acquainted.



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Philadelphia / Harrisburg / Pittsburgh / Washington, D.C. / Atlanta / Palm Beach / Fort Lauderdale / Columbia / Chicago
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agent/broker profiles

ney Rosenblit Assoc., John O'Hara.

GRIER & CO.
302 S. Pine St., Spartanburg, S. C. 29301; 803-582-7243.

Seventeen employees; J. Tom Grier, L. A. Grier Jr. and J. C. Grier, partners; \$295,857.28 gross revenue and \$1.371 million in premiums in '71, 70% commercial; Account executive system; Uses commissions.

GIL GROSSLIGHT & CO.
6000 W. Pico Blvd., Los Angeles, Ca. 90035; 213-937-7200.

Fifteen employees; Gil Grosslight, president; Barry Wilk, vp; \$325,000 gross revenue and \$2 million in premiums in '71, 60% commercial; Account executive system; Uses combination of fees and commissions; Services: risk management analysis; Specialties: general insurance.

GUFFIN, MacLENNAN & BAIN INC.
1000 East 80th Place, Merrillville, In. 46410, 219-769-6933.

Twelve employees; Kenneth MacLennan, president; Ross Bain, vp; George H. Guffin, treasurer; John R. MacLennan, secretary; Member: NAIA, CPCU; \$1 million in premiums in '71, 85% commercial; Account executive system; Services: rate engineering and appraisal.

WILLIAM A. GUM INC.

414 W. Main St., Lansdale, Pa. 19446; 215-368-2530.

Subsidiaries: Norpen Consumer Discount Co.; Eighteen employees; William A. Gum, president-treasurer; W. Richard Gum, vp; Francis Cassidy, secretary; Member: NAIA; \$300,000 gross revenue and \$4.5 million in premiums in '71, 50% commercial; Account executive system; Uses combination of fees and commissions; I. K.B. Hansell Agency, Homer C. Betts Agency, Pera Real Estate Agency; Service: employe benefits, counseling, loss control, engineering.

HADFIELD & RAY INC.
1818 S. University, Little Rock, Ar. 72204; 501-664-4884.

Nine employees; Charles W. Hadfield, president; Charles D. Ray, vp; John P. Newton, vp-treasur-

er; Member: NAIA; \$202,140 gross revenue and \$1.2 million in premiums in '71, 71% commercial; Account executive system; Uses commission system; Specialties: mobile home dealers, mobile home manufacturing.

HALL & KENNEDY INC.
110 First St., Jackson, Mi. 49201; 517-789-6151.

Eighteen employees; Eldred Kennedy, president; Mary Smith, secretary; George Roberts, vp; Vera Ludwig, vp; Loraine Young, treasurer; Conrad Ludwig, vp; Vincent Romano, vp; Member: NAIA; \$425,068.88 gross revenue and \$2.381 million in premiums in '71, 69% commercial; Uses commissions; Services: employe benefit counseling, engineering and appraisal work, loss control.

FRANK B. HALL & CO. INC.
88 Pine St., New York, N.Y. 10005; 212-952-1200.

Branches: Anchorage, Atlanta, Boston, Cedar Rapids, Chicago, Coral Gables, Dallas, Denver, Detroit, Honolulu, Jacksonville, Los Angeles, New Orleans, New York, Oakland, Orlando, Philadelphia, Portland, Or., Providence, Salinas, Ca., San Francisco, Seattle, Adelaide, Brisbane, Caracas, Hamilton, Hong Kong, London, Melbourne, Mexico City, Oslo, Perth, Sydney, Tel Aviv.

Subsidiaries: Frank B Hall & Co. (Brander Division), Boit, Dalton & Church Inc., Brown, Crosby & Co. Inc., Byrnes-McCaffrey Inc., Frank B. Hall & Co. of California, Frank B. Hall & Co. of Colorado, Frank B. Hall & Co. of Hawaii Inc., Frank B. Hall & Co. of Oregon, Frank B. Hall & Co. of Washington, Frank B. Hall & Co. of Alaska, Frank B. Hall & Co. of New York Inc., FBH Equity Corp., Frank B. Hall & Co. of Illinois, Parker & Co. Inc. of Pennsylvania, Parker & Co. International Inc., C. A. Spurl & Co. Inc., Whipple, Winterberg, Wilts & Sheppard Inc.

Seventeen hundred employees; Melvin A. Holmes, president (principal executive officer) and director; James Stewart, chairman of the board of directors; Douglas L. King, treasurer (principal financial officer); James J. Innes, Thomas Livingstone, James F. Stathakos, Roger D. Lapham Jr., Ira S. Brander, William C. Bartholomay, Frank J. Sartore, C. A. Spurl Jr., M. F. McCaffrey, Colby Hewitt Jr., Richard A. Archer and Richard W. Davidson, directors.

\$44.07 million in gross revenue in '71; Account executive system; Uses combination of commissions and fees; Mergers: Townsend Insurance Agency Inc, Lyman Agency Inc., Accident & Health Underwriters Inc., Byrnes-McCaffrey Inc., McIlhenny Insurance Agency Inc., Boit Dalton & Church Inc., Whipple, Winterberg, Wilts & Sheppard Inc., Parker & Co. of Florida Inc., Parker & Co. of Georgia Inc.

Services: loss control, general claims, inspection, rate and reserve analysis, risk analysis; planning, placement, consultative, actuarial and administrative services for life, health, accident and disability insurance; Specialties: marine, aviation, average adjusting, reinsurance, employe benefit communications.

HALSTED-JOHNSON & CO.
1 Northland Plaza, Southfield, Mi. 48075; 313-352-2030.

Eight employees; Richard L. Halsted, president-treasurer; Dorothy Miller, secretary; Member: NAIA; \$226,000 gross revenue and \$1.02 million in premiums in '71, 85% commercial; Account executive system; Uses commissions; Services: employe benefits specialist.

HAMILTON & SHACKELFORD INSURANCE
3601 8th Ave., South, Birmingham, Al. 35222; 205-323-5271.

Twenty-three employees; David W. Hamilton, president-treasurer; Richard E. Simmons Jr., vp-secretary; F. Thomas Craig, vp-assistant secretary; Ardis T. Weems, vp-assistant treasurer; J. Rawlins McKinney, assistant secretary; Member: NAIA; \$700,000 gross revenue and \$3.4 million in premiums in '71, 60% commercial; Account executive system; Uses commissions.

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- NO SITUATION IS TOO COMPLEX OR ELEMENTARY TO RECEIVE OUR TOTAL CONCERN
- ATTENTIVE AND RESPONSIVE PERFORMANCE FROM EXPERIENCED STAFF OF SPECIALISTS
- THIRTY-ONE OFFICES LOCATED THROUGHOUT THE UNITED STATES AND CANADA PERMIT NOT ONLY THE EFFECTIVE SERVICING OF OUR CLIENTS BUT ALSO THE IMPLEMENTATION OF DIVIDEND PAYING TRADE ASSOCIATIONS AND SAFETY GROUP PLANS

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agent/broker profiles

WAYLAND HANCOCK INSURANCE AGENCY
1925 Lexington, Houston, Tx. 77027; 713-528-5383.

Subsidiaries: Wayland Hancock Co., Realtors; Seventeen employees; Wayland Hancock, partner; R. J. Waldt, partner; Member: NAIA; \$309,000 gross revenue and \$1,671 million in premiums in '71, 50% commercial; Account executive system; Uses combination of fees and commissions; Services: life insurance summaries and programming, employe benefits counseling, mutual funds, real estate, complete financial counseling; Specialties: professional fire and casualty insurance surveys.

HANSEN-NATALIZIO INC.
13825 W. National Ave., New Berlin, Wi. 53151; 414-782-3940.

Subsidiaries: Aero Insurance Inc.; Fourteen employees; Paul R. Hansen, president; Richard A. Natalizio, exec vp; \$140,000 gross revenue and \$1.1 million in premiums in '71, 55% commercial; Account executive system; Uses commissions; E. L. Stephenson Inc.; Services: employe benefit counselor, claims counselor; Specialties: aviation, fixed-base operators.

Key to profiles

Information included in these profiles follows the order listed in this box, but not every agent and broker provided information in every category. Items in profiles are in this order: Name of agent or broker; Home office address and phone number.

Name of parent company; Branch offices; Subsidiaries; Total number of employes; Names and titles of principal officers; Professional association memberships; Gross revenues in commissions and fees for insurance and insurance-related operations; Total premium volume; Percentage of commercial business; Use of account executive system; Acceptance of compensation in commissions only, fees only or a combination of both; Mergers and acquisitions within the past year; Special services; Special coverages.

HARLAN INC.
2000 Cullen Center Bank Bldg., Houston, Tx. 77002; 713-224-8711.

Branches: Alexandria, Va., Augusta, Ga., Baltimore, Dallas, Denver, Glenwood Springs, Co., Grand Junction, Co., Houma, La., Houston, Jacksonville, Lafayette, La., Lake Charles, La., Morgan City, La., Philadelphia, Reno, Sulphur, La., St. Louis, St. Petersburg, Tucson, Tulsa; Four hundred and fourteen employees; William E. Harlan, president; George H. Shackelford, exec vp; Joseph G. McCorkle, vp; William A. Mizell Jr., vp; Joseph B. Parlongo, vp; Member: NACSA; \$8.7 million gross revenue and \$64 million in premiums in '71; Account executive system; Uses combination of fees and commissions; Services: employe benefits, counseling, excess and surplus lines.

HARRINGTON-HOCH INC.
1126 E. Main St., Richmond, In. 47374; 317-962-9502.

Fifteen employees; Joseph I. Hoch, president-treasurer; Richard E. Barth, exec vp; Thomas G. Swanson, vp; \$299,187.84 gross revenue and \$1.642 million in premiums in '71, 70% commercial; Uses combination of fees and commissions; Specialties: complete survey and analysis of insurance risks.

L. E. HARRIS AGENCY INC.
1511 K St. N.W., Washington, D.C. 20005; 202-393-4200.

Subsidiaries: Insurance Underwriters Inc.; Twenty-one employees; L. E. Harris, chairman of the board; M. R. Harris, president; J. J. Harris, secretary-treasurer; Member: CPCU; \$260,000 gross revenue and \$2 million in premiums in '71, 90%

commercial; No account executive system; Uses commissions; Specialties: fire and casualty brokerage.

HEMISPHERE INSURANCE AGENCY INC.

141 Mick St., Boston, Ma. 02109; 617-357-8330.

Parent company: Penn General Agencies Inc.; Thirty-two employees; Warren H. Burroughs, president-treasurer; \$850,000 gross revenue and \$7 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; L. M. Sonnabend Co., Penn General Agencies; Services: employe benefits, counseling; Specialties: large discount chains, marine, large business accounts.

HEREFORD CORP.

3707 Rawlins, Dallas, Tx. 75200; 214-526-8851.

Ten employees; James S. Hereford Jr., chairman of the board; Lloyd T. Otto, president; Karla G. Smith, vp-secretary-treasurer; \$150,000 gross revenue and \$1.12 million in premiums in '71, 70% commercial; Account executive system; Uses commissions; Services: employe benefits, engineering, counseling; Specialties: aircraft-related industries, credit life facilities.

HERITAGE SERVICE CORP.
888 Seventh Ave., New York, N.Y. 10019; 212-489-9500.

Parent company: American Eagle Systems Inc.; Branches: Hartsdale, N.Y.; Subsidiaries: Richman Organization Inc., Ardmore Agency Inc.; Sixty-five employees; Richard B. Berle, chair-

man of the board; Benjamin S. Richman, president; Allen F. Schanman, exec vp-treasurer; \$1.74 million gross revenue and \$14 million in premiums in '71, 97% commercial; Account executive system; Uses combination of fees and commissions; Services: employe benefit counseling, claims handling and settlements, loss control, feasibility studies, self- and captive insurance; Specialties: real estate development and ownership, retail chain stores, manufacturers.

HERNDON, ILES & SCOTT INC.
400 E. Church St., Orlando, Fl. 32800; 305-841-2250.

Branches: Sanford, Fl.; Subsidiaries: Herndon, Iles & Scott Life Inc.; Twenty-three employees; A. B. Herndon Jr., president and chairman of the board; William A. Iles, exec vp; Edgar J. Frankum Jr., vp-secretary; William Schaf-

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1. Underwritten on as few as one employee or only certain classes of employees.
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agent/broker profiles

ner, treasurer; Ben M. Darnaby III, assistant secretary; J. Mark Whitehead, assistant secretary; Member: NAIA; \$611,000 gross revenue and \$3.06 million in premiums in '71, 75% commercial; Account executive system; Uses combination of fees and commissions; Insurance Management Corp.; Services: employe benefits, hospital safety program direction, insurance analysis and survey programs; Specialties: contract bonding.

PAUL HERTEL CO. INC.
NE corner 3rd & Chestnut St., Philadelphia, Pa. 19100; 215-WA5-7656.

Branches: Chester, Pa., Ft. Washington, Pa.; Subsidiaries: Crawford, Lukens & Lord Inc., Heermann Agency Inc., J. Howard Brown Inc.; Thirty-one employes; Paul R. Hertel Jr., Robert T. Antosh, James McLaughlin; \$503,473 gross revenue and \$2.976 million in premiums in '71, 70% commercial; Account executive system; Uses commissions; Services: counseling, employe benefits.

HESS MORRIS LEBENSON INC.
1615 Northern Blvd., Manhasset, N.Y. 11030; 516-627-7330.

Branches: Miami; Subsidiaries: Henry A. Sahm Assoc. Inc., Baum Brokerage Corp.; Twenty-one employes; Jeffrey Hess, president; Robert Morris, vp-secretary; Jay Levenson, vp-treasurer; \$540,000 gross revenue and \$3 million in premiums in '71, 85% commercial; No account executive system; Uses commissions; Specialties: real estate and construction.

HOLMES MURPHY & ASSOC. INC.
1022 High St., Des Moines, Ia. 50309; 515-243-8116.

Thirty-two employes; Max L. Holmes, chairman; Ray Murphy Jr., president; Harry S. Barrows, vp; Roy L. Heggen, vp; Richard J. Noyce, secretary; Robert A. Dee, treasurer; Member: CPCU, NAIA; \$966,000 gross revenue and \$4.597 million in premiums in '71, 91% commercial; Account executive system; Uses commissions; Services: employe benefit, pension, loss control, engineering; Specialties: contract or accounts, group life, disability, property, and medical.

RANDOLPH W. HOPE CO. INC.
3202 Devine St., Columbia, S. C. 29200; 803-254-1466.

Eleven employes; Randolph W. Hope; \$159,000 gross revenue and \$1.49 million in premiums in '71; Account executive system; Uses combination of fees and commissions; Services: claim and engineering service for workman's compensation; Specialties: self-insurance service.

HOWARD & HOFFMAN INC.
303 Seventh St., N.W., Washington, D. C. 20004; 202-783-1414.

Subsidiaries: Parker W. Luckett

Inc., Howard & Hoffman Life Assoc. Inc.; Fifty-eight employes; William G. Hoffman, president; Herbert M. Pasewalk, exec vp and secretary; Richard H. Winkelman, exec vp and treasurer; \$729,230 in gross revenue and \$3.645 million in premiums in '71, 40% commercial; Account executive system; Uses commission system; Services: employe benefits, counseling, engineering; Specialties: group life, group accident.

HUSSEY AGENCY INC.
Suite 1212, Merchants National Bank Bldg., Topeka, Ks. 66612; 913-233-4175.

Thirty-five employes; Paul H. Heinz, president; Charles R. Fisk, vp; Harry A. Dembicki, secretary-treasurer; Deane V. Woolpert, vp; William E. Scott, vp; Member: NAIA, NACSA; \$642,000

n gross revenue and \$4.65 million in premiums in '71; Account executive system; Uses commission system.

HUTCHINSON & GREEN INC.
6001 Financial Plaza, Shreveport, La. 71109; 318-686-3141.

Parent company: Ingram, Armistead, Wallace Inc.; Twenty employes; D. Frank Green Jr., president; David L. Mayer, exec vp; Carl K. Craft, vp; Ray Majure, vp; Wanna B. Layton, secretary and treasurer; \$225,000 in gross revenue and \$1.2 million in premiums in '71, 75% commercial; Account executive system; Uses combination of fees and commissions; Specialties: Aviation, mass merchandising.

IMCO CORP.
18500 W. 12 Mile Rd., Southfield, MI. 48076; 313-358-2255.

MI. 48076; 313-358-2255.

Branches: Grand Rapids, Saginaw, Port Huron, and Battle Creek, Mi.; Thirty employes; Jerome M. Shaw, president; J. Brian Murphy, vp; James T. Lynch, senior vp; Ronald D. Sider, secretary-director; George Steinberger, chairman of the board; Dennis T. Hasapopoulos, vp; \$350,000 gross revenue and \$2.5 million in premiums in '71, 95% commercial; No account executive system; Uses combination of fees and commissions; Services: counseling in self-insured and quasi-self-insured programs, property, liability and employe benefits; Specialties: design, placement, and marketing of commercial mass-marketed insurance programs.

MANAGEMENT CORP.
315 Montgomery St., Suite 1102, San Francisco, Ca. 94104; 415-433-5634.

Branch: Stockton, Ca.; Subsidiaries: Sims & Grupe; Thirty-one employes; William A. Worthington, president; Loren Sommer, administrative vp and controller; Albert Sindici, vp; Donald E. Bechtel, vp; Art Snell, secretary-treasurer; \$379,000 in gross revenue and \$2.8 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions; Sims & Grupe, Stockton; Dinsmore Assoc., San Francisco; Crow & Crow, San Francisco, Ca.; Services: loss control, independent adjusting, fire protection engineering, special marketing, corporate planning, stock redemption, executive deferred compensation, keyman retention, pension planning, employe benefits; Specialties: Re-

THE MARYLAND'S 48-HOUR GUARANTEE.

agent/broker profiles

sorts, auto dismantling, laundry and dry cleaners.

INDUSTRIAL INSURANCE AGENCY INC.
300 S. Wacker Dr., Chicago, Ill. 60600; 312-786-9080.

Branches: Milwaukee; Subsidiaries: Industrial Protection Systems Inc.; Eighteen employees; Melvin E. Rodney, president and secretary; Richard A. Rodney treasurer; \$235,379 gross revenue and \$1.558 million in premiums in '71, 85% commercial; Account executive system; Uses commissions; Alfon E. Bahr Co.; Services: fire protection and engineering; Specialties: Property coverage.

INGRAM, ARMISTEAD, WALLACE INC.
4304 Harding Rd., Nashville, Tenn. 37205; 615-383-7500.

Has announced intent to merge with Synercon Corp., Nashville; Branches: Nashville, Chattanooga, Greeneville, Johnson City, Tenn.; New Orleans, Shreveport, La; Atlanta; Milan, Italy; Hamilton, Bermuda; Republic of Singapore; Subsidiaries: Ingram, Armistead, Wallace Inc. of Tennessee, Bransford, Sharp, Wallace Annuities Inc., Killebrew, Lyman & Woodworth, McWherter & Milligan, Reed Agency, Youmans-Young, McWherter & Milligan, Ingram, Armistead, Wallace Inc. of Louisiana, Hutchinson & Green Inc., Global Aviation Underwriters Inc., Worldwide Underwriters Inc., Ingram, Armistead & Co., S.p. A., Meridian Insurance Co. Ltd., Ingram, Armistead, Wallace Asia-Pacific.

Two hundred forty-nine em-

ployes; Hunter Armistead, chairman of board; J. Bransford Wallace, president; J. William Sherar, exec vp; Wylie Milligan, vp; Member: NACSA; \$5.445 million gross revenue in '71; Account executive system; Uses combination of commissions and fees system; Mergers: Hutchinson & Green Inc., Global Aviation Underwriters, Ingram, Armistead, Wallace Asia-Pacific, Meridian Insurance Company Ltd., McWherter & Milligan, Youmans-Young, McWherter & Milligan, Worldwide Underwriters Inc., Killebrew, Lyman & Woodworth, Reed Agency.

Services: consulting, loss probability and loss absorption studies, aviation underwriting, excess and surplus lines, international reinsurance brokerage and placement, employe benefits communication programs, property-casualty engineering, mass merchandising, loss control, pension consulting, captive insurance company formation and manage-

ment.

INLAND UNDERWRITERS INSURANCE AGENCY INC.
41 Commercial Wharf, Boston, Ma. 02110; 617-742-4356.

Subsidiaries and affiliates: Leon Cangiano Insurance Agency Inc., Westminster Insurance Agency Inc.; Twelve employees; Leon M. Cangiano Jr., president; Leon Cangiano Sr., treasurer; Earl J. Martin Jr., vp; David E. Sargent, vp; \$185,000 gross revenue and \$1.6 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; Services: ocean marine cargo loss control, analysis of loss experience of a given commodity and recommendations on future handling in areas of packaging, shipment means, miscellaneous services available and transportation savings; Specialties: ocean marine

cargo coverage on consumer commodities, property insurance on manufacturing risks of \$3 million to \$10 million value; Insurance-related service: collection of ocean cargo losses directly from carrier.

INSURANCE AGENTS INC.
25 Pearl St., Council Bluffs, Ia. 51501; 712-322-6691.

Branches: Omaha, Bellevue, Neb. Twenty-two employees; H. H. Nelson, chairman of the board; John P. Nelson, President; Member: CLU, NAIA; \$334,000 gross revenue and \$1.7 million in premiums in '71, 70% commercial; Uses combination of fees and commissions; Services: employe benefits, pensions, funds, counseling, mass marketing, loss control and OSHA engineering, rating, design and architectural engineering; Specialties: excess and surplus, aircraft, products.

INSURANCE BUYERS' COUNSEL INC.
6075 Roswell Rd., Atlanta, Ga. 30300; 404-255-9676.

Branches: Chattanooga; thirteen employees; Kenneth E. Hawkins, president; Member: NAIA, NAIMA, NACSA; \$270,000 gross revenue and \$2 million in premiums in '71, 97% commercial; Account executive system; Uses combination of fees and commissions; Specialties: risk management.

INSURANCE CONSULTANTS INC.
1010 Collingwood Ave., St. Louis, Mo. 63132; 314-997-7800.

Parent company: Weil-McLain Co. Inc.; Branches: St. Louis, Kansas City, Chicago, Pittsburgh; Affiliates: Insurance Consultants Inc. of Pa., Insurance Consultants Inc. of Ill.; Two hundred and sixty employees; Lee Kling, president; W. J. Rose, exec vp; Darwin Gervais, senior vp; P. T. King, regional vp; \$6.185 million gross revenue and \$36.5 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions; Strothman & Mock Inc., Atlas-Rogevin & Co., Warren Woodsmall & Assoc., Ladley-Schofield & Assoc., Geo. Davidson Agency; Services: large corporate accounts engineering in all fields.

INSURANCE & FINANCIAL MANAGERS INC.
P. O. Box 526, 600 Main Bldg., Tupelo, Ms. 38801; 601-842-1321.

Sixteen employees; Jim High, president; Member: NAIA; \$250,000 gross revenue and \$1.4 million in premiums in '71, 60% commercial; Account executive system; Uses combination of fees and commissions; Commercial Insurance Agency; Services: employe benefits; counseling, loss control and engineering.

INSURANCE MANAGEMENT CORP.
908 N. Thompson St., Richmond, Va. 23230; 703-359-0267.

Parent company: Richmond Corp.; Branches: Dayton, Wethersfield, Ct.; Pittsburgh, Norfolk, Charlottesville, Goldsboro, N. C., Orlando, Tallahassee, Tampa, Ft. Myers, Birmingham; One hundred employees; William B. Graham, president; Walter J. McGraw, vp; Bruce R. King, vp; Member: NAIA; \$2.25 million

How many times have you endured this:
You fire off a claim, an endorsement or something requiring immediate attention. And you wait.

After a week, with your client on your back, you call the carrier.

"Um-hum. We're certainly sorry. Um-hum. We'll put a tracer on it. Um-hum."



You'll get a reply from us in 48 hours. Or else.

—Charles H. Peterson, Pres.

get your reply in the mail within 48 hours after we receive it. Or else.

Or else we call and give you a specific date when you can expect an answer.

Charles Peterson won't have it any other way.

And you wait.

A week later you're pulling your hair out. Your client is pulling your hair out.

Finally, you get an answer.

Meanwhile you've upset your ulcers, lost sleep, time, your appetite and maybe the client.

Does that open a few old wounds?

Well at The Maryland we know we're good enough, at least 85 percent of the time, to

The Maryland
People who get things done.



agent/broker profiles

gross revenue and \$15 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions; Herndon, Iles & Scott Inc., Commercial Insurance Agency Inc., Brown-Underwood Inc., Casualty Underwriters Inc., Meuche, Hichman & Snow Inc., Kelley and Assoc. Inc.; Services: counseling, employe benefits, pension consultants, loss control, risk analysis.

INSURANCE MARKETING ASSOC.

1200 Mechanics National Bank Tower, Worcester, Ma. 01600; 617-753-7234.

Parent company: Harold Fielding Insurance Agency Inc.; Subsidiaries: Chase-Worcester Insurance agency Inc., Louis G. Payne Insurance Agency, C. Nelson Mintz Insurance Agency; Sixteen employes; Sumner W. Herman, president and treasurer; Arnold J. Horowitz, vp; John J. Kelly, vp; Member: NAIA; \$350,000 gross revenue and \$3 million in premiums in '71, 80% commercial; No account executive system; Uses commissions; Services: advisory and insurance management services.

INSURANCE & RISK MANAGEMENT

P. O. Box 1705, 8th Fl., Indiana Bank Bldg., 915 S. Clinton St., Ft. Wayne, In. 46801; 219-743-4771.

Branch: Churubusco, In.; Forty employes; Julian M. Bowers, Harry A. Crawford, G. Parker

Gee, James O. Gilbert, Leonard B. Koeller and Roland E. Weber, managing partners; \$916,031 gross revenue and \$3.82 million in premiums in '71, 75% commercial; Account executive system; Uses commissions; Services: risk consulting, engineering, loss control, employe benefits; Specialties: small railroad coverage.

INTERNATIONAL INSURANCE CONSULTANTS INC.

222 W. Adams St., Chicago, Il. 60600; 312-346-9260.

Subsidiaries: Jim Levi & Co.; Sixteen employes; Jim Levi, president; Richard J. West, exec vp; Raymond Cafarelli, vp; Member: NAIA; \$469,723 gross revenue and \$4.014 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions.

ITT FAMILY SECURITY SALES CORP.

320 Park Ave., New York, N. Y. 10022; 212-PO2-6000.

Parent company: International Telephone & Telegraph Corp.; Fifteen employes; J. H. Kostmayer, chairman; G. M. Hoff, president; William L. Gilroy Jr., vp-general manager; Member: CLU; \$480,000 gross revenue and \$4.95 million in premiums in '71; Account executive system; Uses combination of fees and commissions; Services: mass marketing; Specialties: payroll deduction, life insurance and mutual funds, sponsored marketing, life, accidental death, health insurance products.

FRED. S. JAMES & CO. INC.
230 W. Monroe St., Chicago, Il. 60606; 312-346-3000.

Branches: Atlanta, Boise, Chicago, Dallas, Ft. Lauderdale, Fresno, Harrisburg, Little Rock, Los Angeles, Newark, New York, Philadelphia, Pittsburgh, Portland, San Francisco, Seattle, Spokane, Tucson.

Subsidiaries: Fred. S. James & Co. of New York Inc.; Fred. S. James & Co. Inc. of Pennsylvania; Fred. S. James & Co. of California; Fred. S. James & Co. of Oregon; Fred. S. James & Co. of Washington; Fred. S. James Agency Inc.; Fred. S. James & Co. of New Jersey; Joseph K. Dennis Co. Inc.; Fries, Ellithorpe Eaton, Baird & Swett; Weatherford Smith Thomas Inc.; Kuhn-Hansen & Co. Insurance; James Life/Funds Inc.; Communitronecs Inc.; Joyce & Co.; James W. Perry Agency Inc.; A. F. Irby & Co.; East, Cashion & East Inc.; Walker Insurance Assoc. Inc.; Jos. M. Byrne Co.; Latham-Stevens Co.; Keystone Credit Investors Corp.; Mobile Home Division Inc.; Mobile Home Division of New England Inc.; One thousand three hundred employes.

Arthur M. Jens Jr., chairman of the board and chief executive officer; Thomas J. Ryan, president; Leo C. Havey, chairman of the executive committee; Charles A. O'Malley, exec vp; Sherman W. Finger, vp-administration and finance and secretary; F. R. Blossom, G. E. O'Mara and Carl Dellenberger, vps; Member: NAIA.

\$33,285 million gross revenue and \$350 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions.

Mergers: Latham-Stevens Co.; Keystone Credit Investors Corp.; Mobile Home Division Inc.; Mobile Home Division of New England Inc.; Jos. M. Byrne & Co.; East, Cashion & East; Walker Insurance Assoc. Inc.; Freeman, Toro & Tiffet Inc.; Vaughn & Blake Inc.; Joyce & Co.; James W. Perry Agency Inc.; A. F. Irby & Co.; Communitronecs Inc.

Services: engineering services on design and installation of protection devices and physical features of property and for safety and hazard control; nuclear risk department; studies of group insurance, profit sharing, pension and special compensation plans, including related actuarial studies; computerized benefits statements and payroll deduction programs for purchase of life insurance and/or mutual funds for large clients; general risk analysis and consultation.

Specialties: specialists in all insured and self-insured fields.

HERBERT L. JAMISON & CO.
90 Park Ave., New York, N. Y. 10016; 212-697-6678.

Sixty-five employes; Herbert L. Jamison Sr., senior partner; Herbert L. Jamison Jr., managing partner; Arthur M. Van De Water, Elwin B. Schoen, William A. McManus III, Charles G. Weaver and Richard G. Jamison, partners; \$1,456 million in gross revenue and \$15 million in premiums in '71, 93% commercial; Account executive system; Uses combination of fees and commissions; Services: insurance survey and audit, insurance management and advisory services, employe benefits plan design and administration, group claim paying facility, pension plan actuarial services; Specialties: administration of association group programs, franchise and trustee.

JENNER/NORTHWESTERN INC.
300 Park Place Bldg., Seattle, Wa. 98101; 206-292-3000.



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24 LACKAWANNA PLACE, MILLBURN, NEW JERSEY 07041 / (201) 379-6000

agent/broker profiles

Parent company: Integrated Resources Inc.; Fifty-four employees; Jack Murphy, chairman of the board; D. D. Whittle, president; R. S. Traff, vp-treasurer; Josef Diamond, secretary; Patrick Bowling, vp; Joe Benyon, vp; George Sunde, controller; \$4.88 million in premiums in '71, 82% commercial; Account executive system; Peter Cahan Agency, Max Gray Agency; Services: employe benefits and pension takeover department, property and safety engineering, association department; Specialties: grocery industry, retail softgoods, mechanical contractors.

JOHANNESSEN-FARRAR INSURANCE AGENCY INC.
110 S. Third St., Delavan, Wi. 53115; 414-728-2631.

Thirteen employees; Joseph J. Walters, president; Eugene F. Groth, secretary; John M. Reilly, treasurer; \$285,367 in gross revenue and \$1.556 million in premiums in '71, 72% commercial; Account executive system; Uses commissions system; Services: employe benefits, appraisal service; Specialties: garage insurance, marine dealers, manufacturing risks, apartment risks, medical malpractice.

NEWTON H. JOHNSON & ASSOC.
5550 West Central Ave., Toledo, Oh. 43615; 419-243-7186.

Five employees; Newton H. Johnson Sr. and Newton H. Johnson Jr., partners; Member: CIU; \$225,000 gross revenue and \$2.5 million in premiums in '71; Uses combination of fees and commissions; Services: employe benefit plans, employe counseling, actuarial studies, computer service for pension and profit-sharing administration; Specialties: Pension and profit-sharing, group insurance.

JOHNSON & HIGGINS
95 Wall St., New York, N. Y. 10005; 212-944-3160.

Branches: Buffalo, Boston, Philadelphia, Pittsburgh, Wilmington, Richmond, Atlanta, New Orleans, Houston, Detroit, Chicago, Minneapolis, San Francisco, Los Angeles, Seattle, Portland, Honolulu, London, Milan, Tokyo, Singapore, Montreal, Quebec City, Toronto, Winnipeg, Vancouver, Caracas, Maracaibo, Puerto La Cruz, Rio de Janeiro, Sao Paulo, Buenos Aires, Santiago, Lima, Bogota, Cali, Sydney, Melbourne, Brisbane, Adelaide, Perth, Auckland, Wellington.

Subsidiaries: J&H Equity Corp., Willcox Baringer & Co. Inc., Shipowners Claims Bureau Inc., Willcox, Peck & Hughes Inc.; Two thousand eight hundred and fifty employes.

Dorrance Sexton, chairman; Richard I. Purnell, president; Richard T. Henshaw Jr., exec vp; Thomas L. Avegno, president, Johnson & Higgins of Louisiana Inc.; John L. Baringer, president, Willcox Baringer & Co. Inc.; Henry E. Cabaud Jr., president, Johnson & Higgins of California; John H. Dowling, president, Johnson & Higgins of Illinois Inc.; Beverly M. DuBose Jr., chairman, Johnson & Higgins of Georgia Inc.; Edmond S. Gillette Jr., exec vp, Johnson & Higgins of California; Denver C. Ginsey,

president, Johnson & Higgins of Washington Inc.; Robert L. Hanon Jr., president, Johnson & Higgins (Michigan); E. Eric Johnson, exec vp, Johnson & Higgins of California; Edwin L. Knetzger Jr., president, Johnson & Higgins of Pennsylvania Inc.; Dickinson C. Ross, exec vp, Johnson & Higgins of California.

Vice presidents of Johnson & Higgins: Lloyd Benedict, William J. Bumsted, Prescott S. Bush Jr., Hawley T. Chester Jr., William T. Dunn Jr., Edward F. Feuge, Kenneth K. Keene, John H. McEown, Richard A. Mittnacht, John N. Robinson, Gustave S. Werner, David H. Winton.

Member: NAIB; \$75 million to \$100 million gross revenue in '71,

primarily from commercial operations; Account executive system subject to modification as required by client; Uses combination of fees and commissions; Merger: Devitt-McClure.

Services: risk and loss analysis and brokerage and marketing in all areas of insurance and employe benefits; full-time property loss control consultants in principal offices around the world; liability loss control including nuclear, product, financial risk, pollution and OSHA; loss reserve analysts reviewing experience-rated programs; marine loss control including cargo packing and containerization; marine average adjusting; claim-settling services in all areas of insurance; em-

ploye benefit actuaries providing valuation and consulting for pension, profit-sharing and thrift plans; coordinated employe benefit plan consulting including claims cost control, communications, market research, international and estate planning; mutual funds, variable annuities, investment measurement and investment manager selection through J&H Equity Corp.

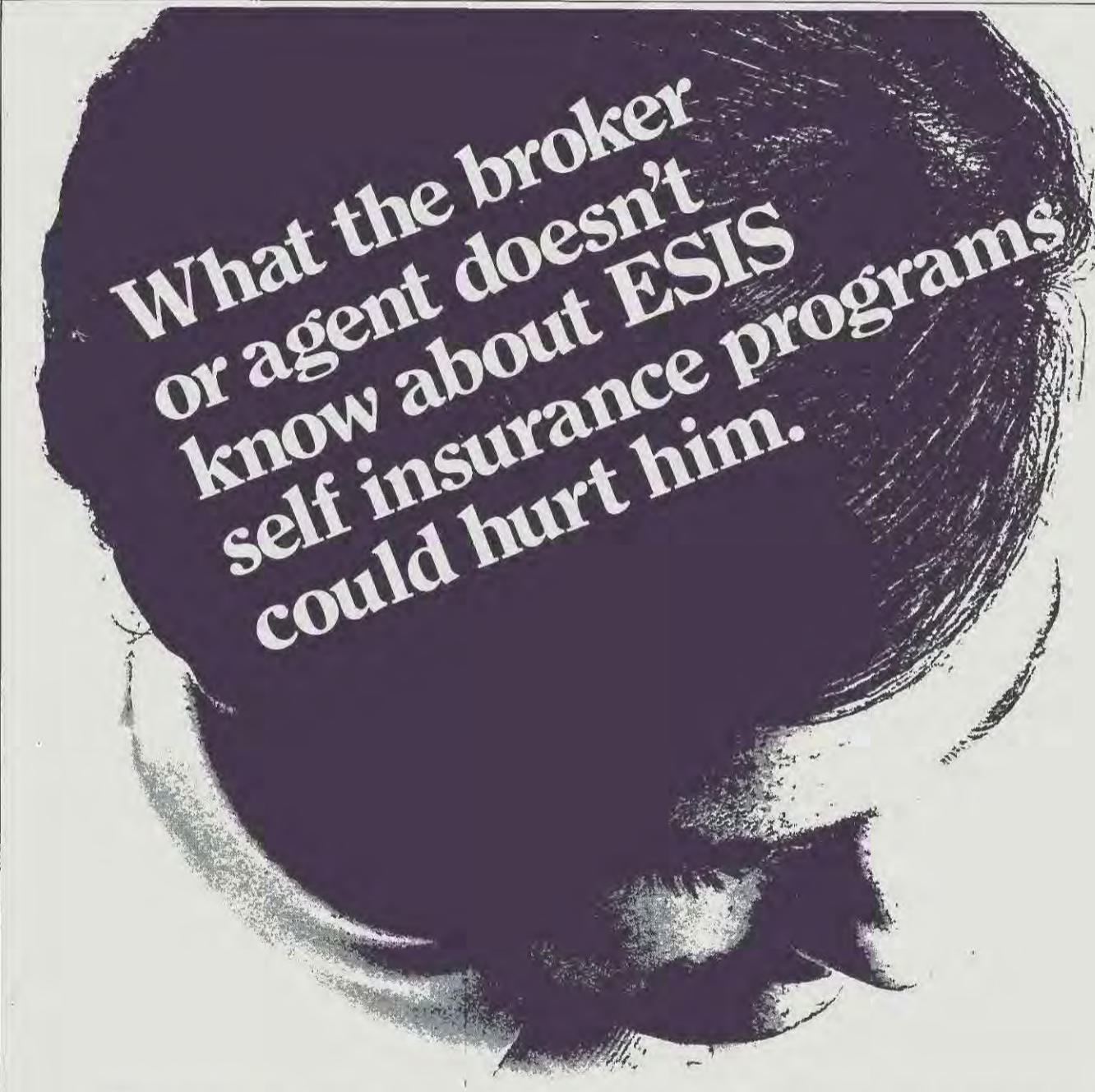
Specialties: mass marketing of personal insurance on group basis; captive insurance company studies and management; international insurance and employe benefit programs.

JOINER ASSOC. INC.

1212 Park Ave., Orange, Tx. 77630; 713-883-9381.

Branches: Beaumont, Port Neches, Nederland, Tx.; Subsidiaries: Charles Little & Co.; Twenty-three employees; J. D. Joiner, president; T. O. Sorrels, vp; Joe C. Gilmore, vp; W. S. Joiner, vp; N. E. Harrison, vp; Member: NAIA, CPCU; \$310,000 gross revenue and \$2 million in premiums in '71, 60% commercial; Uses combination of fees and commissions; Services: complete risk management.

R. B. JONES INSURANCE
301 W. 11th St., Kansas City, Mo.



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Robert F. Coleman, Inc.: 551 Fifth Avenue, New York, N.Y. 10017 (212) 986-9550.



agent/broker profiles

64105; 816-842-1230.

Parent company: R. B. Jones Corp.; Branches: Los Angeles, San Francisco, San Diego, Kansas City, Wichita, Tulsa, Joplin, Dallas, New York, Chicago, Jefferson City, St. Louis, Sydney, Australia.

Subsidiaries: R. B. Jones of California Inc., R. B. Jones of New York Inc., R. B. Jones Inc. of Chicago, R. B. Jones of Texas Inc., R. B. Jones Inc. (Missouri), Wallace Wilson Agency Inc., R. B. Jones of Oklahoma Inc., R. B. Jones Insurance Inc. (Wichita), R. B. Jones (Australia) Ltd., Illinois R. B. Jones Inc., R. B. Jones Securities Inc.; Four hundred and twenty-seven employees.

Cliff C. Jones, chairman of the board; James P. Metzler, vice chairman of the board; Robert H. Lange, president; Joseph M. Crahan, vp and president, R. B. Jones Inc. (Missouri); Dana Durand, vp; H. B. Ingebretsen, vp and secretary; Cary W. Jones Jr., vp; Louis Lange Jr., vp; Charles R. Morrell, vp and president, R.B. Jones of New York Inc.; John W. Tucker, vp and president, R. B. Jones Insurance Inc. (Kansas); J. Philip Starr, vp-finance and treasurer; Duane A. Norby, assistant treasurer; Roger C. Brindamour, president, R. B. Jones of California Inc.; Thomas Cath, president, Illinois R. B. Jones Inc.; Peter D. Gaffaney, managing director, R. B. Jones (Australia) Ltd.; William F. Gunn, senior vp, R. B. Jones of Texas Inc.; Clarence R. Messick, president, R. B. Jones Securities Inc.

Member: NAIB, NACSA; \$9.379 million gross revenue and \$103.169 million in premiums in '71, 95% commercial; Account executive system; Uses combination of fees and commissions.

Mergers: Altman Bros. Insurance Agency Inc., Brindamour, Woolridge & Associates; Ordway-Saunders Co.; Blonder, Morris & Sanzone Inc.; S. N. Eben Corp.

Services: fire protection engineering, safety engineering, OSHA counseling, pension consulting, employe benefit program designing, loss adjusting, underwriting, auditing, mass merchandising, captive and offshore advising, actuarial service, self-insurance planning, surety bonding, estate planning, appraising, capacity review and analysis.

Specialties: industry, transportation, public utilities, contractors, mercantile trades, financial institutions, mining risks, architects and engineers errors and omissions, American Osteopathic Hospital Assn., Bowling Proprietor Assn. of America, NCAA football, seedsmen coverage.

JAMES S. KEMPER & CO.
20 N. Wacker Dr., Chicago, Ill.
60606; 312-321-3538.

Branches: Montgomery, Phoenix, Los Angeles, San Mateo, Santa Barbara, Wilmington, Orlando, Atlanta, Peoria, Rockford, Indianapolis, South Bend, Davenport, Baltimore, Boston, Grand Rapids, Kansas City, St. Louis, Omaha, Springfield, N. J., Albany, Buffalo, New York City, Syracuse, Philadelphia, Pittsburgh, Milwaukee, Toronto; Subsidiaries: Associated Mutuals Inc., Ken Clarke & Assoc. Inc., Dominion Mutual Insurance Agency, Excess Underwriters Inc., Western Pacific Agency, Zeigler-Dowell-Nemec Inc.; Three hundred twenty-nine employees; James S.

Kemper, chairman; Richard S. Winzer, president; Peter Van Cleave, secretary; John W. Roblee, controller; Maurice F. Thunack, treasurer; Joseph A. Keller, assistant secretary; Member: NAIIA; \$62 million in premiums in '71, 75.5% commercial; Account executive system; Uses combination of fees and commissions; Services: cost control, risk management, mass marketing, loss control, employe benefits; Specialties: professional malpractice for architects and engineers, mini directors and officers program, franchise protector program.

KENDALL INSURANCE, INC.
90 S. Main St., Rochester, N. H.
03867; 603-332-5800.

Branches: Somersworth, Alton, Wolfeboro, N. H.; Forty-one employees; Kennett R. Kendall Sr., chairman of the board; Kennett

R. Kendall Jr., president; Haven W. Andrews, vp; F. Roland Keans, vp; Robert N. Kendall, secretary; Member: NACSA, NAIIA; \$584,246 gross revenue and \$3.751 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions; Services: employe benefits, engineering, loss control; Specialties: compensation, truck, group, property damage, departmentalized agency operations.

KESSLER-BODENHEIMER INC.
344 Camp St., Suite 900, New Orleans, La. 70130; 504-524-1431.

Twenty-six employees; Marion Kessler, president; Henry J. Bodenheimer, exec vp; Kenneth E. Newburger, vp; Member: NAIA, CPCU; \$550,000 gross revenue and \$3.5 million in premiums in '71, 67% commercial; Account executive system; Uses combina-

tion of fees and commissions; Services: risk management counseling, property engineering, appraisal, employe benefits, OSHA records keeping; Specialties: association property and casualty.

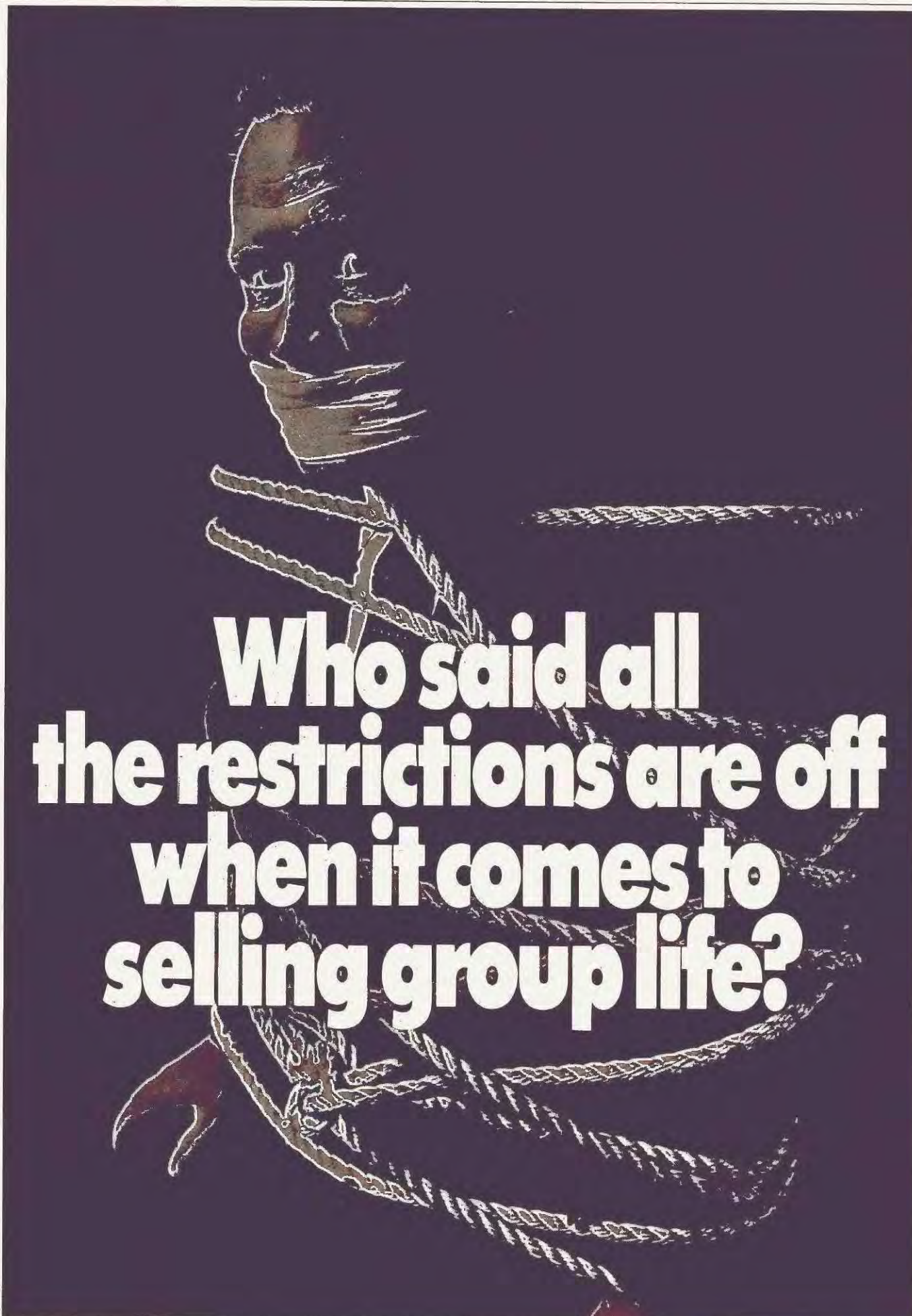
WARREN F. KIMBALL & CO. INC.
4 Cromwell Place, White Plains, N. Y. 10601; 914-946-0253.

Fifteen employees; Warren F. Kimball Jr., president; David E. Kimball, vp; John McConnell, treasurer; Erwin Marques, secretary; \$381,000 gross revenue and \$9 million in premiums in '71, 99% commercial; Account executive system; Uses combination of fees and commissions; Services: store insurance comparison reports; Specialties: department and specialty stores.

KINDLER, LAUCCI & DAY

1545 Wilshire Blvd., Los Angeles, Ca. 90017; 213-483-1143.

Parent company: California Insurance Management & Investment Corp.; Branches: San Francisco, Pasadena, Santa Clara, Ca.; Phoenix, Holbrook, Az.; Subsidiaries: French & St. Clair, California Personal Insurance, National-Heard Insurance, Henning Insurance Agency; Ninety-five employees; Arthur H. Kindler, president; John G. Laucci, vp-advisory; Edwin M. Farrell, exec vp; Henry F. Dunbar, vp-secretary; James G. Evans, treasurer-assistant secretary; David L. Barsaloux, Hugh E. Behny, E. Corey Cherrstrom, William J. Fleeman Jr., Richard J. Hanavan, Donald S. Huff, Joshua S. MacDonald, Richard I. Marino, Ronald E. Myers, David L. Sanders and Robert A. Wagner, vps; Irwin L. Taylor, assistant treasurer; Member: NAIB; \$2.106 million gross revenue and \$15.337 million in



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premiums in '71, 95% commercial; Account executive system; Uses combination of fees and commissions; Behny Insurance Counselors; Services: fire protection engineering, loss control, employe benefits, captive insurance company management.

KINNEY, PIKE, BELL & CONNER INC.
Mead Building, Rutland, Vt. 05701; 802-775-2311.

Branches: Brattleboro, Vt.; Subsidiaries: KPB&C Life Corp., Kinney, Pike, Bell & Conner of Brattleboro, Inc., DBA Taylor Insurance Agency; Twenty-six employes; Robert C. Kinney, pres-

ident; Edward S. Pike, senior vp; Edward C. Pike and Charles W. Conner, vps; Roger M. Pike, treasurer; Member: NAIA; \$450,000 gross revenue and \$3 million in premiums in '71, 75% commercial; Account executive system; Uses commissions; Taylor Insurance Agency; Services: counseling; Specialties: nuclear power plants; large commercial risks, public utilities.

ROBERT T. KIRKWOOD INC.
25 Broadway, Pleasantville, N. Y. 10570; 914-769-9070.

Eight employes; Robert T. Kirkwood, president; Thomas D. Modica, vp; \$225,000 gross revenue and \$2 million in premiums in '71, 95% commercial; Account executive system; Uses commissions; Services: group, underwriting, loss control, safety services; Specialties: truck and au-

tomobile liability and physical damage, motor truck cargo, warehousemen's legal liability.

KOHLER-Mac BEAN AGENCY
126 South Ave., Cranford, N. J. 07016; 201-276-3000.

Eleven employes; Roy H. MacBean, president-treasurer; Winfield J. Kohler, vp; Member: CPCU; \$326,000 gross revenue and \$1.677 million in premiums in '71, 71% commercial; Account executive system; Uses commissions; Services: counseling, analysis, claims; Specialties: trucking fleets, banks, savings and loan associations, hospitals, colleges, boards of education, and municipalities.

KONSTAM, MASSA, & UPHAM INC.
28 Park Ave. West, Mansfield, Oh. 44902; 419-524-4022.

Thirteen employes; David L. Upham, president; Robert B. Konstam, vp; W. J. Summerville, secretary; J. Douglas Black, treasurer; Jerry L. Howell, assistant-secretary; Member: CPCU, CLU; \$300,000 gross revenue and \$1.75 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions.

STANLEY LACHMAN CO. INC.
1214 Hamilton Bank Bldg., Chattanooga, Tn. 37402; 615-266-6191.

Subsidiaries: Financial Management Corp.; Twelve employes; Lawrence D. Levine, president; M. Ross Merritt, secretary-treasurer; John M. Love, account executive-property; Edward Springman, account executive-casualty; Member: NAIA; \$190,000 gross revenue and \$1 million

in premiums in '71, 80% commercial; Account executive system; Uses commissions; Poss Brothers Agency; Services: safety meetings for workmen's compensation, automobile liability, loss control, fire hazards surveys; Specialties: excess workman's compensation, umbrella excess liability.

LAUB GROUP INC.
324 E. Wisconsin Ave., Milwaukee, Wi. 53202; 414-271-4292.

Branches: Wausau, Janesville, Madison, Rockton, Wi.; Forty employes; Raymond H. Laub, president; George Stevoff and Joseph Brown, vps; Member: NAIA; \$600,000 gross revenue and \$4 million in premiums in '71, 70% commercial; Account executive system; Uses commissions.

LAWSON, STEWART & McCORY
3807 Wilshire Blvd., Los Angeles, Ca. 90010; 213-380-1331.

Parent company: Scott Corp.; Branches: New York, Chicago, San Francisco, Philadelphia; Subsidiaries: Group VII Services, Scott Brokerage (Life); One hundred and fifty employes; Asher Schapiro, president; Gil Andrus, vp; Peter Hjelm, vp; Lawrence Rosenbloom, secretary-treasurer; \$1.3 million gross revenue and \$11 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; Osborne & Lange, Scott Brokerage; Services: self-insurance consultation, fire and liability engineering, corporate life insurance consultation; Specialties: total concept self-insurance programs.

LEAVITT INSURANCE AGENCY
823 South Sixth St., Las Vegas, Nv. 89101; 702-382-4010.

Subsidiaries: General Insurance Managers Inc., Sav-Mor Insurance Agency, Dixie Leavitt Insurance Agency; Fourteen employes; Bert J. Leavitt, president; Robert Alling, vp; Dixie Leavitt, secretary; \$280,000 gross revenue and \$1.7 million in premiums in '71, 75% commercial; Account executive system; Uses combination of fees and commissions; Services: employe benefits, counseling, engineering and survey facilities; Specialties: contractor liability and bonds.

LEDBETTER INSURANCE AGENCY INC.
4545 Lincoln Blvd., Moore, Ok. 73105; 405-525-2123.

Subsidiaries: Ledbetter Co.; Twenty-two employes; E. R. Ledbetter, president; E. R. Ledbetter Jr., vp-treasurer; J. Ed Polk and C. Scheffel, vps; Edward C. Warren, vp-secretary; Member: NAIA, NACSA, CPCU; \$440,000 gross revenue and \$3 million in premiums in '71, 60% commercial; Account executive system; Uses combination of fees and commissions; R. O. Trent & Assoc., H. L. Farish & Co., Holland Eberly Insurance Agency, J. C. Cavanaugh Agency, Mid-America Insurance Agency, McKowen Insurance Agency; Services: claims control; Specialties: oil, manufacturing, contracting, aviation.

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agent/broker profiles

LEFRAK BROKERAGE & CONSULTING CORP. INC.
99 Hillside Ave., Williston Park, N. Y. 11596; 516-746-0610.

Subsidiaries: Premium Reduction Service, Sonnenreich-Lefrak Inc., Samuel Wasserman Sons Inc.; Twelve employees; Harris B. Lefrak, president; Member: CPCU, CLU; \$130,000 gross revenue and \$1.1 million in premiums in '71, 75% commercial; No account executive system; Uses combination of fees and commissions; Samuel Wasserman Sons Inc.; Services: employe benefit plans, estate planning, risk management, consultation; Specialties: commercial accounts includ-

ing employe and executive benefits, risk management.

LEVINSON BROS. INC.
235 Montgomery St., San Francisco, Ca. 94104; 415-434-3200.

Branches: Chicago; Subsidiaries: Commercial Risk Agency, Levinson Bros. Financial; Thirty-five employes; Fred Levinson, president; Morton I. Levinson, vp; David J. Levinson, secretary; \$520,000 gross revenue and \$7 million in premiums in '71, 87% commercial; Account executive system; Uses commissions; Services: employe benefits, pension, profit sharing, tax-sheltered annuities, counseling, mutual funds; Specialties: municipalities, school districts, water districts, construction industry, mercantile.

LEWIS & THOMPSON AGENCY INC.

2617 W. Grand Boulevard, Detroit, Mi. 48208; 313-TR5-7555.

Seventeen employes; Walton A. Lewis, president; Wiley V. Thompson Jr., exec vp; Member: CPCU; \$306,626.71 gross revenue and \$2.092 million in premiums in '71, 65% commercial; No account executive system; Uses commissions; R. G. Schuster agency.

LIBERTY AGENCIES INC.
9060 Santa Monica Blvd., Los Angeles, Ca. 90069; 213-278-1410.

Subsidiaries: Goodwin & Assoc., Edward Rosemark & Co., Shapiro & Son, Arthur Weiss Co., Julian Wolf Co.; Twenty-five employes; Maury Shapiro, president; Julian Wolf, 1st vp; Kenneth Goodwin, 2nd vp; Arthur Weiss, secretary; Edward Rosemark, treasurer; Member: NAIA; \$540,000 gross

revenue and \$3 million in premiums in '71, 60% commercial; Account executive system; Uses combination of fees and commissions; Services: loss control, employe benefit plans; Specialties: veterinarian packages, judicial bonds.

DON LIEBERT INC.
172 S. Middletown Rd., Nanuet, N. Y. 10954; 914-623-3434.

Thirteen employes; Donald F. Liebert, president; Richard Hillier, vp; Richard Phelan, director of marketing; Member: NAIA; \$270,751.54 gross revenue and \$1.606 million in premiums in '71, 51% commercial; Account executive system; Uses commissions; Carlsson Agency; Services: fire rate analysis, surveys, variable annuities in funding pension plans, life, health, major medical; Specialties: contract bonds, pensions, safety group business.

LITCHFIELD COUNTY AGENCY INC.
175 Prospect St., Torrington, Ct. 06790; 203-482-6566.

Branches: Barkhamsted, Litchfield, and Thomaston, Ct.; Subsidiaries: L. C. A. Inc. Winsted, L. C. A. Inc. Litchfield, L. C. A. Inc. Thomaston; Twenty-seven employes; Robert Venn Carr Jr., President-Treasurer; Dwight D. Foster, vp-personal lines; Joseph E. Oigny, vp-commercial lines; Member: NAIA; \$395,399 gross revenue and \$2.072 million in premiums in '71, 35% commercial; Account executive system; Uses commissions; Considine Agency, Atwood Agency, E. J. Murphy Agency; Services: computerized loss control, computerized record-keeping for OSHA reporting requirements.

Key to profiles

Information included in these profiles follows the order listed in this box, but not every agent and broker provided information in every category. Items in profiles are in this order: Name of agent or broker; Home office address and phone number.

Name of parent company; Branch offices; Subsidiaries; Total number of employes; Names and titles of principal officers; Professional association memberships; Gross revenues in commissions and fees for insurance and insurance-related operations; Total premium volume; Percentage of commercial business; Use of account executive system; Acceptance of compensation in commissions only, fees only or a combination of both; Mergers and acquisitions within the past year; Special services; Special coverages.

LIVINGSTON ASSOC.
28000 Middlebelt Rd., Farmington, Mi. 48024; 313-851-0200.

Fourteen employes; Paul F. Livingston; \$247,710.53 gross revenue and \$3.664 million in premiums in '71, 19.4% commercial; Account executive system; Uses combination of fees and commissions; Services: employe benefits, underwriting, engineering for property and liability risks; Specialties: problem industries for property and casualty exposures, employe benefits.

L. G. LOOMIS & CO. INC.
311 Alexander St., Rochester, N. Y. 14604; 716-456-1700.

Branches: Watkins Glen, N. Y.; Fourteen employes; Leslie G. Loomis, president; Elizabeth C. Loomis, secretary-treasurer; Member: CPCU; \$313,156 gross revenue and \$1.356 million in premiums in '71, 69% commercial; Account executive system; Uses combination of fees and commissions; E. C. Cooper Agency; Services: counseling, engineering.

ARMAND A. LOWELL ASSOC. INC.
2536 Hyacinth St., Westbury, N.Y. 11590; 516-333-4200.

Branches: Valley Stream and Nyack, N. Y.; Twenty-four employes; Armand A. Lowell, president; Sylvia Lowell, secretary; Morton Leventhal, treasurer; \$206,000 gross revenue and \$1.745 million in premiums in '71, 65% commercial; No account executive system; Uses combination of

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On September 30, 1963,
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On December 31, 1969,
Equitable established a separate account for Short Term Securities.

On May 1, 1969,
Equitable established a separate account for Special Growth Stocks.

On September 1, 1970,
Equitable established a separate account for Publicly Traded Bonds.

On April 7, 1971,
Equitable established a separate account for Direct Placement Bonds.

On July 1, 1971,
Equitable established a separate Pension Fund Investment Division.

... And on December 31, 1971,
Equitable's separate accounts completed a year of impressive performance. For copies of our 1971 annual report and first quarter 1972 report, write James A. Attwood, Senior Vice President, Group Operations, The Equitable Life Assurance Society of the United States, 1285 Avenue of the Americas, New York, N.Y. 10019.

THE EQUITABLE

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New York, N.Y. 1972

agent/broker profiles

fees and commissions; Services: computerized pension and profit-sharing plans, group insurance, claims consultation, survey; Specialties: pension and profit-sharing plans, tax relief benefits.

LUBIN ASSOC. INC.

327 South LaSalle St., Rm. 1300,
Chicago, Il. 60604; 312-427-1323.

Parent company: Integrated Resources Inc.; Thirty employees; Milton A. Lubin, president; Robert L. Lubin, vp-treasurer; Sally Piell, secretary; Michael Miron, assistant secretary; Member: CLU, CPCU; \$537,680 gross revenue and \$2.398 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Services: employe benefits, engineering, loss control; Specialties: association marketing.

LYON & LYON INC.

10 Commerce Court, Newark, N.J.
07102; 201-623-3225.

Branches: Ridgewood, N. J.; Twenty-one employees; Arthur Luppy, president-treasurer; \$532,000 gross revenue and \$3 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions; Services: data processing for inventory control, payroll; Specialties: manufacturing and specialty contractors.

SPENCER M. MABEN INC.

39 Beechwood Rd., Summit, N. J.
07901; 201-273-1900.

Ten employees; Spencer M. Maben, president; F. Chandler Coddington Jr. and E. P. Rochat Jr., vps; Mary S. Arrants, secretary; \$443,555 gross revenue and \$1.999 million in premiums in '71, 61% commercial; Uses commissions.

MacINTYRE, FAY & THAYER INSURANCE AGENCY INC.

One Wells Ave., Newton, Ma.
02159; 617-332-5100.

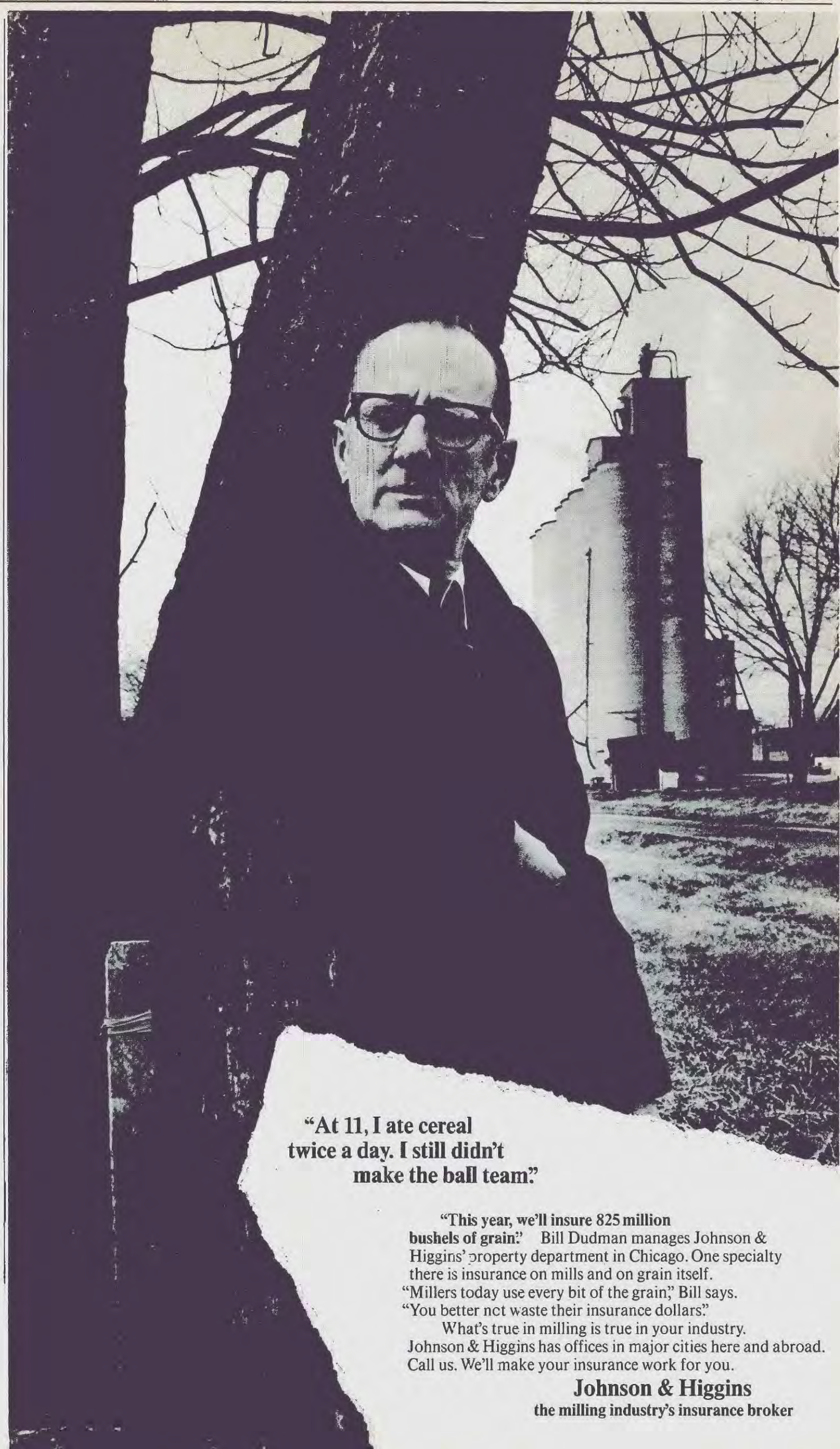
Fifty-five employees; Joseph J. Fay, president; Richard E. Eagan, exec vp; Paul Demos, treasurer; Member: CPCU, CLU; \$1.195 million gross revenue and \$5.4 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions; Services: life and financial services department, group insurance pension trusts; Specialties: contractors and light manufacturing.

GEORGE F. MACK AGENCY

4 Washington St., East Orange,
N. J. 07017; 201-673-5577.

Five employees; Robert J. Mack, president; Luke E. Walsh, vp; Member: NAIHA; \$182,000 gross revenue and \$1 million in premiums in '71, 90% commercial; Uses commissions; Mark E. Roberts Assoc., Richard C. Knox Agency, Frederick L. Lee Agency; Services: hospital plans and pension funds.

MAHONEY-O'DONNELL AGENCIES



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3620 N. 3rd Ave., Phoenix, Az.
85000; 602-264-3200.

Parent company: M & O Agencies Inc.; Branches: Tucson, Coolidge, Eloy, Casa Grande, Superior, and Tempe, Az.; Fifty-six employees; John E. O'Donnell, chairman of the board; Donald J. Mahoney, president; John W. McEvoy and Charles McHugh, vps; Member: CPCU, CLU; \$995,000 gross revenue and \$5.1 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions; Services: loss control, engineering, employe benefit, payroll deduction, mass merchandising; Specialties: mass merchandising, employee benefits,

commercial insurance, savings and loan account.

MANAGEMENT INSURANCE SYSTEMS

1100 River Oaks Tower, Houston, Tx. 77019; 713-521-9251.

Parent company: M/I/S General Agency Inc.; Branches: Dallas, Ft. Worth; Thomas F. Soriero, president; Roy E. Box Jr., exec vp; J. H. Pearson, Frank Thompson and Ralph Howard, senior vps; Member: NAIA; \$1 million gross revenue and \$8 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions; Mitchell, Gartner & Thompson Agency; Services: employe benefits, communications, risk management counseling; Specialties: surety, oil risks, construction risks.

MANRY-RAWLS CORP.
Main St., P. O. Box 106, Courtland, Va. 23837; 703-653-2131.

Branches: Franklin, Va.; Thirteen employees; Edward H. Brooks Jr., chairman; R. Ashby Rawls, president; Joseph W. Hutt Jr., vp; Louis P. Jervy Jr., treasurer; Arnold A. Dempsey Jr., secretary; \$228,000 gross revenue and \$1.121 million in premiums in '71, 46% commercial; Uses commissions; R. P. Rawls & Son Agency; Services: employe benefits, counseling; Specialties: estate planning, marine.

MANTA & HURST INC.

1801 E. Columbus Dr., East Chicago, In. 46312; 219-398-2461.

Branches: Hammond, In.; Ten employees; Robert V. Gottschall, John Spasoff; \$222,000 gross revenue and \$1.3 million in pre-

miums in '71, 55% commercial; Uses commissions.

MARKETING SERVICES UNLIMITED

1209 Euclid Ave., Knoxville, Tn. 37921; 615-524-3461.

Parent company: Mid-States Underwriters Inc.; Twelve employees; Roy E. Bearden, president; Don L. Hurley, secretary; \$411,777 in gross revenue and \$2.932 million in premiums in '71, 60% commercial; Account executive system; Uses combination of commissions and fees; Services: risk management analysis.

MARSH & McLENNAN INC.

1221 Avenue of the Americas, New York, N.Y. 10020; 212-997-2000.

Parent company: Marlennan Corp.; Branches: Forty-nine offices throughout U.S.A., twelve offices throughout Canada, twenty-two offices plus correspondents throughout the rest of the world; Six thousand and ninety employees; Marlennan Corp.: William F. Souder Jr., chairman and president; Marsh & McLennan Inc.: John M. Regan Jr., chairman; Robert J. Newhouse Jr., president; Member: NAIB, NAIAB and NACSA; \$150.954 million in gross revenue in '71; Account executive system; Uses combination of commissions and fees system; Mergers: Houseman & Co., Harry Price, Hilborn Insurance Ltd.; Offers all insurance brokerage and employe benefits services.

MAXSON-MAHONEY-TURNER
3601 Cedar Springs Rd., Dallas, Tx. 75219; 214-521-1113.

Twenty employees; John S. Maxson and M. K. Mahoney, owners; \$430,000 gross revenue and \$3.1 million in premiums in '71, 70% commercial; No account executive system; Uses commissions; Services: counseling; Specialties: mortgage bankers.

MAYERSTEIN-BURNELL CO. INC.

407 Robertson Bldg., Lafayette, In. 47902; 317-742-0122.

Subsidiaries: Mayerstein-Burnell Co., R. M. Mayerstein Co.; Fifteen employees; R. M. Mayerstein, president; C. W. Burnell, vp; R. E. Mayerstein, secretary-treasurer; \$400,000 gross revenue and \$2.125 million in premiums in '71, 82% commercial; Account executive system; Uses commissions; Services: risk management; Specialties: construction firms, large church accounts.

RAYMOND G. McCARTHY & CO. INC.

115 Bloomfield Ave., Caldwell, N. J. 07006; 201-228-4664.

Nine employees; Raymond G. McCarthy, president; William D. Rogers and John E. Popowich, vp; Member: NAIA, NAMIA; \$205,000 gross revenue and \$1.05 million in premiums in '71, 68% commercial; Uses combination of fees and commissions; Services: appraisal, fire insurance schedule rating, consulting, loss control; Specialties: consulting for total loss control and OSHA compliance.

McCORD & HOLDREN INC.

12722 Riverside Dr., P. O. Box 4476, North Hollywood, Ca. 91607; 213-984-0582.

Branches: San Jose, Tustin, Fresno, Ca.; Subsidiaries: Movers Insurance Service; Twenty-nine employees; Jerry L. McCord, president; William W. Holdren, exec vp; Eric G. Heimann, vp; Member: NAIA; \$581,000 gross revenue, 95% commercial; Account executive system; Uses combination of fees and commissions; Services: loss control, inspection and appraisal services, counseling, employe benefit; Specialties: moving and storage industry, building material trades, association marketing.

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agent/broker profiles

1014 Kanawha Blvd., E., P. O. Box 1551, Charleston, W.V. 25326; 304-346-0611.

Branches: Huntington, W. V. Subsidiaries: Home Mortgages Inc., George Washington Land Co.; Seventy employees; W. G. Caperton Jr., chairman; J. B. Shepherd, president; Gaston Caperton III, vp; \$800,000 gross revenue and \$6 million in premiums in '71, 70% commercial; Uses combination of fees and commissions; Services: mortgage service; Specialties: property engineering, association group, surety bonding, commercial risks, mining operations.

McKENZIE & MOUK INC.
P. O. Box 122, Monroe, La. 71201; 318-322-7121.

Branches: Huntington, W. V.; employees; Charles E. McKenzie Jr., president; N. A. Mouk Jr., secretary-treasurer; Member: NAIA; \$287,000 gross revenue and \$1.5 million in premiums in '71, 90% commercial; Uses combination of fees and commissions; Colvin Agency; Services: counseling, survey; Specialties: inland marine, contract bonds, farm, industrial contractors.

D. R. MEAD & CO.
1900 Biscayne Blvd., Miami, Fl. 33132; 305-373-1101.

Branches: Ft. Lauderdale, West Palm Beach, Orlando; Fifty employees; D. R. Mead, chairman of the board; D. Richard Mead Jr., president; A. J. Hosea, exec vp; Member: NACSA; \$933,400 gross revenue and \$4.675 million in premiums in '71, 67% commercial; Account executive system; Uses combination of fees and commissions; Services: mass marketing, employe benefits, mutual funds, loss control, counseling; Specialties: multi-unit habitational buildings.

METROPOLITAN TRANSPORT SERVICES
1301 W. 22nd St., Oak Brook, Ill. 60521; 312-654-4270.

Ten employees; Clyde G. Knoppe exec vp; \$195,000 gross revenue and \$1.3 million in premiums in '71; Account executive system; Uses commissions; Services: employe benefits, safety services, counseling; Specialties: surface transportation.

MILLER & LUTZ CO. INC.
312 Stanwix St., Pittsburgh, Pa. 15222; 412-281-0696.

Branches: New York, Philadelphia; Subsidiaries: American Risk Service, N. Y. and Pa.; Twenty-eight employees; A. W. Miller, president; F. Lutz, director; H. F. Voitle, J. Schmidt and T. Slevin, vp; J. LaPorte, assistant vp; H. Lee, resident vp; \$548,000 in gross revenue and \$7 million in premiums in '71; Account executive system; Uses commission system; Specialties: difference in conditions, umbrellas, association business, self insurance, international brokerage placements, aviation.

MILLHISER-SMITH AGENCY INC.

526 2nd Ave. S.E., Cedar Rapids, Ia. 52401; 319-365-8611.

Eighteen employees; Forrest D. Smith, president; Charles T. King, vp; \$508,901 in gross revenue and \$2.778 million in premiums in '71, 50% commercial; No account executive system; Uses combination of fees and commissions; Services: employe benefits.

MOLONEY & O'NEILL INC.
405 Columbia Bldg., Spokane, Wa. 99204; 509-747-6066.

Twelve employees; Richard J.

O'Neill, chairman; John P. Moloney, president; Teino M. Piukkula, vp; Member: NAIA; \$280,000 in gross revenue and \$1.7 million in premiums in '71, 75% commercial; Account executive system; Uses commissions system; Services: employe benefits, counseling; Specialties: Hospital malpractice, physician and surgeon malpractice.

MOLTON, ALLEN & WILLIAMS INC.
524 N. 21st St., Birmingham, Al. 35203; 205-251-6141.

Branches: Tampa, St. Petersburg,

Orlando and Ft. Lauderdale, Fl., Mobile and Decatur, Al.; Subsidiaries: Molton, Allen & Williams of Florida Inc.; Two hundred and thirty employees; James B. Morgan, chairman of the board; C. Molton Williams, president; Carl G. Wettersten, vp; W.O. Thomas, vp; J. B. DePriest, vp and secretary; B. F. Drake, vp and secretary; Member: NAIA; \$1 million in gross revenue and \$10 million in premiums in '71 98% commercial; Account executive system; Uses commissions system; Services: safety and fire protection, employe benefits, loss control, design of OSHA executive programs; Specialties: Utilities, offshore properties.

J. A. MONTGOMERY INC.
1414 N. DuPont St., Wilmington, De. 19899; 302-658-6471.

Branches: Wilmington and Dover, De.; Subsidiaries: J. A. Montgomery Securities Corp., J. A. Montgomery Financial Services Inc.; Sixty-four employees; R. G. Hackett, chairman; W. T. White, Jr., president; B. F. Cloud, vp; M. D. Harrison, vp; J. T. Lyons, vp; P. G. White, secretary and treasurer; \$1.286 million in gross revenue and \$9.441 million in premiums in '71; Account executive system; Uses commissions; Services: employe benefits, counseling, loss control, engineering ap-



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the middle, too.

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praising; Specialties: haulage liability.

CHAS. M. MOORE INSURANCE AGENCY INC.
1007 State St., Bowling Green, Ky. 42101; 502-843-9054.

Branches: Russellville and Franklin, Ky.; Twenty-five employees; Chas. H. Moore, chairman of the board; Charles M. Moore Jr., president; Member: CPCU, NAIA; \$500,000 in gross revenue and \$3.5 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; Clarke Insurance Agency Inc.; Specialties: automobile, homeowners, fire,

life, disability and hospitalization, workmen's compensation, liability, institutional, special risk, bonds, package policies.

MORRIS AGENCY INC.
177 Valley St., South Orange, N.J. 07079; 201-763-5200.

Branches: Studio City, Ca.; Subsidiaries: Survey & Analysis Corp., Harry J. Stevens Inc., I. E. Kleinman Co., Joseph A. Morris & Co., New Jersey Fire Museum; Thirteen employees; Eugene I. Morris, president; Jocelyn N. Morris, secretary; Member: NAIA; \$1.1 million in premiums in '71, 82% commercial; Account executive system; Uses combination of fees and commissions; Survey & Analysis Corp.; Services: programming, counseling, loss control, rate engineering; Specialties: group liability, animal coverages, automobile racing, associations and unions.

MORRIS & MacKENZIE LTD.
4141 Sherbrooke St. W., Montreal 215, Quebec; 514-937-5755.

Branches: Toronto, Ontario, Vancouver, British Columbia; One hundred and fourteen employees; J. L. Wallace, president; A. L. Gordon, vp-secretary; E. F. Hearn, A. W. Robinson and A. L. Drumm, vps; \$10 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; Services: employee benefits, engineering, claims; Specialties: surety, construction, pension welfare benefits.

MORRISON-GALLIHER INC.
324 W. Jackson St., Muncie, In., 47305; 317-288-6621.

Twenty-two employees; H. H. Derrick, president; P. W. Down, R. J. Galliher, and D. M. Galliher, vps;

R. L. Stratton, treasurer; Member: NAIA; \$500,000 gross revenue and \$2.5 million in premiums in '71, 60% commercial; No account executive system; Uses commissions; D. M. Galliher & Co. Inc., P. K. Morrison & Co. Inc.; Services: loss prevention, safety engineering; Specialties: industrial and commercial underwriting.

NABERS, CRANE & SIVER INC.
438 "300" Building West, St. Petersburg, Fl. 33733; 813-862-4111.

Parent company: Harlan Inc.; Nineteen employees; Beverly Nabers, chairman of the board; Donald R. Crane Jr., president; Paul E. Kemker, assistant vp; \$418,275 gross revenue and \$2.654 million in premiums in '71, 72% commercial; Account executive system; Uses commissions; Harlan Inc.; Specialties: professional malpractice liability, nursing homes and hospitals, marine.

NAHM, TURNER, VAUGHAN & LANDRUM INC.
450 Starks Bldg., Louisville, Ky. 40202; 502-584-3201.

Subsidiaries: Booker & Kinnaird, First Kentucky Fire Insurance Agency, Henry Chambers Jr.; Fifty-eight employees; C. S. Nahm, George L. Turner, Robert W. Vaughan, Baylor Landrum, William F. Booker, managing directors; Member: CPCU, CLU; \$1.25 million in gross revenue and \$10 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commissions; Services: loss control engineering, employee benefits, counseling and consulting, payroll deduction, association property and liability plans; Specialties: mass marketing.

NATIONAL INSURANCE ASSOC.
3110 Monticello, Dallas, Tx. 75205; 214-521-6020.

Subsidiaries: National Insurance Agency, Killingsworth Insurance Agency, Mercer-Hill Insurance Agency; Five employees; Sole proprietorship; \$140,000 gross revenue and \$1.1 million in premiums in '71, 80% commercial; No account executive system; Uses commissions; Services: financial planning, fire and liability coverage, life, group, retirement plans, mutual funds; Specialties: full service insurance and financial planning.

NATIONAL PREFERRED RISKS INC.
45 North Station Plaza, Great Neck, N.Y. 11022; 516-HU2-6215.

Parent company: Cohn Enterprises Inc.; Branches: East Orange, N.J.; Subsidiaries: International Risk Managers Ltd., Newtown Programming Corp., Raymond Schlessel Assoc. Inc.; Thirty-seven employees; Arnold M. Cohn, president; Ronald F. Friedenthal, vp-treasurer; Merk Di Marco, senior vp, casualty; William Spaar Jr., senior vp, surety; Harry Rankin Jr., resident vp N.J.; Member: NAIA; \$1.093 million gross revenue and \$7.985 million in premiums in '71, 94% commercial; Account executive system Uses commissions; Raymond Schlessel Assoc. Inc.; Services: rating analysis, safety engineering, loss analysis, and control, credit and finance, claims adjustment; Specialties: construction—casualty and surety.

NEILSON, BREITHAAPT & DANIEL INC.
P.O. Box 4408, Alexandria, La. 71301; 318-443-4511.

Twelve employees; James D. Neilson Jr., president; Lewell E. Breithaupt Jr., secretary-treasurer; Frank Daniel, vp; James D. Neilson Sr., vp; Lewell E. Breithaupt, Sr. vp; \$224,423.44 gross revenue and \$1.352 million in premiums in '71, 60% commercial; Account executive system; Uses commissions.

NELSON INSURANCE AGENCY
66 Route 17, Paramus, N. J. 07652; 201-845-6600.

Parent company: National Insurance Assoc.; Subsidiaries: North-American Investment Advisors; Twenty-six employees; Paul L. Gross, president; William F. Meade, vp; Member: NAIA; \$425,000 gross revenue and \$3.3 million in premiums in '71, 76% commercial; Account executive system; Uses combination of fees

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agent/broker profiles

and commissions; L. Goldberg & Sons, Honor Agency, M. Levey Agency; Services: employe benefits; Specialties: contracting firms, trucking risks.

NELSON & WARD CO.
239 Washington St., Jersey City, N. J. 07302; 201-434-0232.

Eight employes; Lee F. Nelson, president; Arthur P. Smith, exec-vp; Milton E. Mandel, secretary; Member: NAIA; \$302,300 gross revenue and \$1.677 million in premiums in '71, 72.3% commercial; Account executive system; Uses combination of fees and commissions; McQueen & Co.; Specialties: financial institutions.

NEW ENGLAND SECURITY INSURANCE AGENCY INC.
100 North Main St., Mansfield, Ma. 02048; 617-339-8991.

Parent company: Financial Security Corp.; Branches: Hyannis, Ma.; Twelve employes; Ralph H. Seifert, president; Charles A. Wheeler, treasurer; Fred E. Wills, and James A. Wills, vps; \$223,000 gross revenue and \$1.25 million in premiums in '71, 68% commercial; Account executive system; Uses commissions; Services: loss control, safety meetings; Specialties: household goods, moving and storage.

NORTH AMERICAN INSURANCE AGENCY INC.
2000 Classen Center, 512N, Oklahoma City, Ok. 73106; 405-528-3161.

Branches: Tulsa, Denver; Forty-one employes; C. B. Cameron, chairman of the board; Gene McCrory, president; Donald W. Glaspey, vp; Richard L. Gale, assistant vp; C. W. Cameron, secretary-treasurer; Robert Heiman, manager; Member: NAIA; \$799,622 gross revenue and \$5.619 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; Services: risk management, employe benefits, counseling, loss control.

NORTH CENTRAL INSURANCE GROUP
26311 Woodward, Huntington Woods, Mi. 48070; 313-398-1700.

Subsidiaries: Phillip Margolis & Co., Zeiger Insurance Agency, North Central Underwriters, Standard Premium Budget Co.; Ten employes; Phillip Margolis, exec vp; Member: CPCU, NAMIA; \$200,000 gross revenue and \$1.1 million in premiums in '71, 95% commercial; No account executive system; Uses commissions; Specialties: automobile physical damage, plate glass, product liability, mobile homes.

NORTHLAND AGENCY INC.
Hamm Bldg., St. Paul, Mn. 55100; 612-224-4614.

Sixteen employes; Kenneth Cooke, president; S. A. Myhre, vp; \$240,000 gross revenue and \$1.6 million in premiums in '71, 60% commercial; Account executive system; Uses commissions; W. T. Shea Agency, First State Bank agency.

OAKLEAF-BUTTS AGENCY INC.
425-27 Fifteenth St., Moline, Il. 61265; 309-764-3563.

Twelve employes; Gerald L. Butts, president; Robert L. Niska and Bob L. Jones, vps; Member: NAIA, CPCU; \$284,000 gross revenue and \$1.62 million in premiums in '71, 65% commercial; Account executive system; Uses combination of fees and commissions; Services: property-liability, accident and health consulting; Specialties: mass marketing.

OBERDORFER INSURANCE AGENCY INC.
354 Peachtree St. N.E., P. O. Box 954, Atlanta, Ga. 30308; 404-688-6000.

Seventeen employes; Donald Oberdorfer, chairman-secretary; Eugene Oberdorfer II, president; William H. Rauschenberg Jr., vp-treasurer; Member: NAIA, NAMIA, CPCU; \$454,000 gross revenue and \$2.6 million in premiums in '71, 85% commercial; Account executive system; Uses commissions; Services: employe benefits, counseling, property, liability and group life, engineering and safety.

O'CONNOR-LAFFEY & CO.
Grand Union Plaza, North Arlington, N.J. 07032; 201-338-3800.

Branches: Bloomfield, N.J.; Subsidiaries: American Risk Management Co.; Twenty-five employes; Thomas A. Laffey, chairman of the board; Norman Fear, president; Edward Keale, vp; James J. Laffey, vp-secretary; Dwayne Dyste, vp; \$552,000 gross revenue and \$5.78 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commissions; Services: loss control, property engineering, counseling, risk management; Specialties: Film & Air Package Conference, transportation, Lloyd's affiliated.

ORDWAY-SAUNDERS CO.
Suite 330 Amarillo Bldg., Amarillo, Tx. 79105; 806-376-4764.

Branches: El Paso; Subsidiaries: R. L. Watson Co., Ordway-Saunders Securities Corp.; Twenty-three employes; Partners: G. C. Saunders, Guyon H. Saunders, Edward A. Fancher, J. Dawson Little, Dan B. Flemming, S. L. Napier Jr.; Member: NAIA; \$656,619 gross revenue and \$3.663 million in premiums in '71, 80% commercial; Account executive system; Uses commissions; Services: life insurance department,

employe benefits, loss control; risk management counseling; Specialties: corporate insurance, contract bonds.

O'ROURKE ANDREWS & MARONEY
Commerce Bldg., Ft. Wayne, In. 46800; 219-423-2424.

Fifty employes; L. A. Andrews, B. M. Neizer, G. C. Kramer, vp; \$735,000 gross revenue and \$3.4 million in premiums in '71, 25% commercial; Account executive system; Uses commissions; Andrews Agency; Service: loss control, engineering, employe benefits, pension, group and long-term disability.

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Thirty employees; Robert J. Palmer, Stephen B. Goodell, Rockwell Keeney Jr., Edward M. Clark, partners; Member: NAIA, CLU, CPCU; \$584,055 gross revenue and \$2.772 million in premiums in '71, 58% commercial; Account executive system; Uses combination of fees and commissions; Services: licensed insurance advisors, employee benefits, pension department.

PANHANDLE INSURANCE AGENCY

1201 W. 8th Ave., P. O. Box 2169, Amarillo, Tx. 79105; 806-374-4621.

Branches: Pampa and Borger, Tx.; Subsidiaries: Palo Duro Improvement Co.; Fifty-six employees; S. Wayne O'Keefe, general manager; Leslie H. Hart, manager and account executive; C. C. Bogan Jr., manager and account executive; Jack E. Bryant, Robert N. Burks, Don J. Crumbley, Kay L. Fancher, Henry W. Gruben, and Hugh Dickey, account executives; Member: NAIA; \$1.033 million gross revenue and \$5.197 million in premiums in '71, 78% commercial; Account executive system; Uses commissions; Services: employe benefits, pension plans, loss control; Specialties: mortality coverage on cattle feeding operations, winter and summer pasture coverage on cattle, life insurance, pension and group coverage.

PARK PM CORP.

300 S. Northwest Highway, Park Ridge, Ill. 60068; 312-823-2182.

Parent company: Protection Mutual Insurance Co.; Branches: Chicago, Milwaukee, Minneapolis, East Orange, N.J., Atlanta, St. Louis, Dallas, Cleveland, Los Angeles; Thirty-eight employees; Paul E. Ray, president; Edward L. Page Jr., exec vp; \$685,000 gross revenue and \$3.5 million in premiums in '71, 98% commercial; Account executive system; Uses commissions; Services: loss control, engineering; Specialties: industrial property coverage.

LEE C. PAULL INSURANCE INC.

12th & Chapline Sts., Wheeling, W.V. 26003; 304-232-0600.

Parent company: Lee C. Paull Inc.; Branches: Washington, Pa.; Subsidiaries: Lee C. Paull Insurance Agency Inc. of Penna.; Thirty-six employees; Lee C. Paull Jr., chairman; Alexander F. Marshall Jr., president; Member: NACSA, NAIA; \$600,000 gross revenue and \$4 million in premiums in '71, 75% commercial; Account executive system; Uses commissions system; Vance & Westfall, now Lee C. Paull of Penna.; Services: employe benefits, loss control engineering, property engineering; Specialties: river marine, contractor's equipment, coal mining, employe benefits.

What do we have in common?



Different people know us by different names. What they may not know is that we are the same. We are the property casualty division of Integrated Resources Inc. We all started with solid roots in General insurance in the early 1900's. Since then our growth has been dynamic. Imagination and innovation have brought us to the vanguard of insurance and financial products and services today. Our growing network of offices and representatives allows us to conduct on-the-spot dialog with any client or supplier. That dialog is backed by a cumulative expertise that extends throughout the realm of property, casualty and employee benefits into related areas of mutual funds, equities, and tax preferred investments. Next time you wonder "What do all those names have in common? . . . Remember, the answer is . . .

Everything!



INTEGRATED RESOURCES, INC. (Property Casualty Division) 295 Madison Avenue • New York, N.Y. 10017,

Key to profiles

Information included in these profiles follows the order listed in this box, but not every agent and broker provided information in every category. Items in profiles are in this order: Name of agent or broker; Home office address and phone number.

Name of parent company; Branch offices; Subsidiaries; Total number of employees; Names and titles of principal officers; Professional association memberships; Gross revenues in commissions and fees for insurance and insurance-related operations; Total premium volume; Percentage of commercial business; Use of account executive system; Acceptance of compensation in commissions only, fees only or a combination of both; Mergers and acquisitions within the past year; Special services; Special coverages.

PAYAN-STITT CORP.

12228 S. Harlem Ave., Palos Heights, Ill. 60463; 312-448-5900.

Fifteen employees; Robert B. Stitt, president; Jack Payan, vp and secretary; Malcolm M. Stitt, vp and treasurer; Member: NAIA, CPCU, CLU; \$280,000 gross revenue and \$1.5 million in premiums in '71, 55% commercial; Account executive system; Combination of commissions and fees; Services: employe benefits, counseling.

PEIRANO BROS. AND CO.

1112 N. El Dorado St., Stockton, Ca. 95201; 209-948-2772.

Twelve employees; Harry J. Mulvihill and Peter Barbara, partners; Member: NAIA; \$451,000 in gross revenue and \$3 million in premiums in '71, 90% commercial; Uses commissions system; Services: consulting, loss control, engineering survey, account supervision; Specialties: food processing, contracting, oceaning.

agent/broker profiles

PERKINS & GEOGHEGAN INC.

414 Walnut St., Cincinnati, Oh. 45202; 513-621-0511.

Twelve employees; Thos. H. Geoghegan, chairman of board; Joseph P. Adams, president and treasurer; Howard L. Nelson, vp and secretary; Paul E. Fielding, Jack M. Abbott, vp; Member: NAIA; \$350,000 gross revenue and \$2 million in premiums in '71; Account executive system; Uses commissions system.

JAMES T. PHELPS & CO. INC.

148 State St., Boston, Ma. 02100; 617-523-4930.

Branches: Milton, Ma.; Subsidiaries: Davey Insurance Associates Inc., Ft. Lauderdale, Fl. Twenty-five employees; H. Phelps Edwards Jr., president and treasurer; Leo T. Goodrich, William J. Sweeney, J. Paul Goodrich, vp; Member: NACSA; \$615,000 gross revenue and \$3.083 million in premiums in '71, 70% commercial; Account executive system; Uses combination of commissions and fees; George C. Wilson Insurance Agency Inc. and 50% of Davey Insurance Associates Inc.; Services: counseling; Specialties: risk consulting.

POOR, BOWEN, BARTLETT & KENNEDY INC.

800 Maryland Trust Bldg., Baltimore, Md. 21202; 301-539-6004.

Sixty-five employees; J. C. Hlavin, president; C. E. Smith, P. A. B. Hoblitzell Jr., J. S. Galloway, R. A. Ruff, J. D. Bartlett Jr., vp; C. W. Bay, treasurer; T. Sherer, assistant treasurer; W. H. Clark, assistant secretary; Member: NAIA; \$675,000 gross revenue and \$8 million in premiums in '71, 70% commercial; Account executive system; Uses commissions system; Services: risk management, loss control engineering; Specialties: contractor-industrial, banks and stockbrokers, states and municipalities.

POULTON & ORR

5050 Broadway, Oakland, Ca. 94611; 415-654-7800.

Parent company: Bayly Martin & Fay Inc.; Thirty-one employees; Ray Poulton, president; Frank Orr, chairman of board; Sidney Heller, vp; Larry Poulton, treasurer; Brendan Courtney, secretary; Audrey Huron, vp-administrative; Member: CPCU; \$730,000 gross revenue and \$4.25 million in premiums in '71, 88% commercial; Account executive system; Uses combination of commissions and fees; Services: loss control and related services, including OSHA; Specialties: construction industry.

PRATT INSURANCE INC.

13 W. Commerce St., Smyrna, De. 19977; 302-653-8595.

Branches: Dover, De.; Subsidiaries: Dover Insurance Agency Inc., Surplus and Excess Lines Ltd., Dover; Thirteen employees; Verne M. McGrew, president; Member: NAIA, NAMIA; \$190,000 gross revenue and \$1.1 million in premiums in '71, 70% commercial; Account executive system; Uses commissions system; Dover Insurance Agency Inc.; Services:

employe benefits, group plans, loss control, insurance and risk control counseling; Specialties: automobile dealerships, light manufacturing, contractors, institutional risks, trucking, surplus lines.

PRUYN & HERKE INC.

1800 N. Meridian St., Indianapolis, In. 46200; 317-926-6005.

Thirteen employees; Theodore M. Pruyn, president and treasurer; H. Salen Herke, vp and secretary; Member: NAIA, CPCU; \$243,000 gross revenue and \$1.4 million in premiums in '71, 64% commercial; Account executive system; Uses commissions system.

RAMEY-MANNAN & CO. INC.

1117 Circle Tower, Indianapolis, In. 46204; 317-634-7884.



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by qualified specialists, seminars and in-plant instruction for "supervisory personnel, advisory assistance to policyholders in the establishment by them of new or more effective employee safety programs are saving policyholders millions of dollars each year and help policyholders to comply with local and federal safety laws and regulations". Call your independent insurance agent today and ask him how you can benefit from CU Loss Prevention.

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Commercial Union Companies

110 MILK STREET, BOSTON, MASS. 02107

agent/broker profiles

Twenty employees; William S. Ramey, president; John E. Dinnsen, vp; Member: NAIA; \$295,120 in gross revenue and \$2.05 million in premiums in '71, 80% commercial; Account executive system; Uses commissions system; Services: general property, casualty, group, pension counseling, sales.

REED SHAW OSLER LTD.

Suite 3600, Royal Trust Tower, Dominion Centre, Toronto, Ont. 416-360-5750.

Branches: Vancouver, Prince George, MacKenzie, Calgary, Edmonton, Saskatoon, Winnipeg, London, Kitchener/Waterloo, Toronto, Ottawa, Montreal, Halifax; One thousand employees; \$17.9 million in gross revenue and \$100 million in premiums in '71; Account executive system; Uses combination of fees and commissions; C. A. Boehm Insurance Limited, Colvil Rankin Allan & Schofield, Armstrong & Taylor Limited; Services: employe benefits counseling, loss control,

engineering; Specialties: marine, casualty, general property.

REIMERS FIRST AGENCY INC.
21 E. 4th St., Spencer, Ia. 51301; 712-262-6538.

Eleven employees; Richard H. Reimers, president; Donald J. Blink, vp; Member: NAIA; \$142,500 in gross revenue and \$1.547 million in premiums in '71, 79% commercial; Account executive system; Uses combination of fees and commissions; Services: loss control, risk management.

REPUBLIC INSURANCE BROKERS INC.
1971 E. 4th St., Santa Ana, Ca. 92700; 714-558-1821.

Branches: San Francisco, Fullerton, Ca.; Forty-five employees; Al Leatherby, chairman of the board; R. A. Newby, president; \$1.2 million in gross revenue and \$8.2 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions; Cornet Enterprises, Leonard Insurance; Services: employe benefits, consulting, in-house loss prevention capacity; Specialties: auto dealers, gym and health spas, hospitals, dairy programs, building material dealers group.

RIMCO INC.
10,000 N. Central Expy, Dallas, Tx. 75231; 214-363-2451.

Five employees; William S. McIntyre, president; Robert N. Hughes, vp; Betty J. Lawson, secretary-treasurer; Member: CPCU; \$118,841 in gross revenue and \$4 million in premiums in

'71, 99% commercial; Uses fees system; Services: risk management consulting services; Specialties: contracting, oil and trucking industries.

RISK CONTROLS INC.
1010 Wilshire Blvd., Los Angeles, Ca. 90017; 201-964-7686.

Parent company: The Signal Companies Inc.; Branches: Union, N.J.; Sixteen employees; C. H. Porch, president; R.T. Miller, vp; J. F. Keating, vp; \$539,000 in gross revenue and \$8.053 million in premiums in '71, 100% commercial; Uses combination of fees and commissions; Specialties: aviation, petroleum, automotive, industrial.

ROBBINS & MARCOZZI INC.
1808 Pine Grove Ave., P. O. Box 128, Port Huron, Mi. 48060; 313-987-3500.

Subsidiaries: Riverside Agency; Twelve employees; John G. Robbins, president; Jerry Marcozzi, exec vp; James F. Lynch Jr., vp; Member: CLU, NAIA, NAMIA; \$1.25 million gross revenue in '71, 70% commercial; No account executive system; Uses combination of fees and commissions; Services: administrating self-insured group medical plans; Specialties: group creditor insurance.

ROBERTS CO.
1216 N. Prospect Ave., Milwaukee, Wi. 53202; 414-271-4323.

Twenty-one employees; Howard W. Weiss, president-treasurer; George E. Schlehlein, Jack J. Hosch, Gerald V. Sindorf and

Norman A. Peterson, vps; \$515,000 gross revenue and \$4.2 million in premiums in '71, 90% commercial; Account executive system; Uses commissions.

ROBSON, CAVIGNAC & FLETCHER
1035 Bank of America Bldg., San Diego, Ca. 92101; 714-235-6301.

Subsidiaries: RCS Life Corp.; Eighteen employees; Willis H. Fletcher, chairman of the board; Jon R. Robson, president; Frank G. Cavnac and Kenneth Bohlander, vps; Member: NAIA; \$400,000 gross revenue and \$2.25 million in premiums in '71, 75% commercial; Account executive system; Uses commissions; Willis H. Fletcher Co.; Services: comprehensive survey and renewal review program for property, casualty and employe benefits; Specialties: workmen's compensation, errors and omissions for architects and engineers, trucking, dry cleaners, contracting, surety bonds.

ROLLINS BURDICK HUNTER CO.
231 S. LaSalle St., Chicago, Il. 60604; 312-263-5000.

Branches: New York, Detroit, St. Louis, Seattle and Portland; Subsidiaries: Cole, Clark & Cunningham Inc., Willette & Hughes Inc., Rollins Burdick Hunter of Bermuda Ltd.; Three hundred and ten employees; Adrian B. Palmer, chairman and chief executive officer; A. Norman Freeman, president and chief operating officer; George S. Burrows, Karl R. Palmer, Paul L. Kohn, senior vps; Michael J. Starshak, vp, fi-

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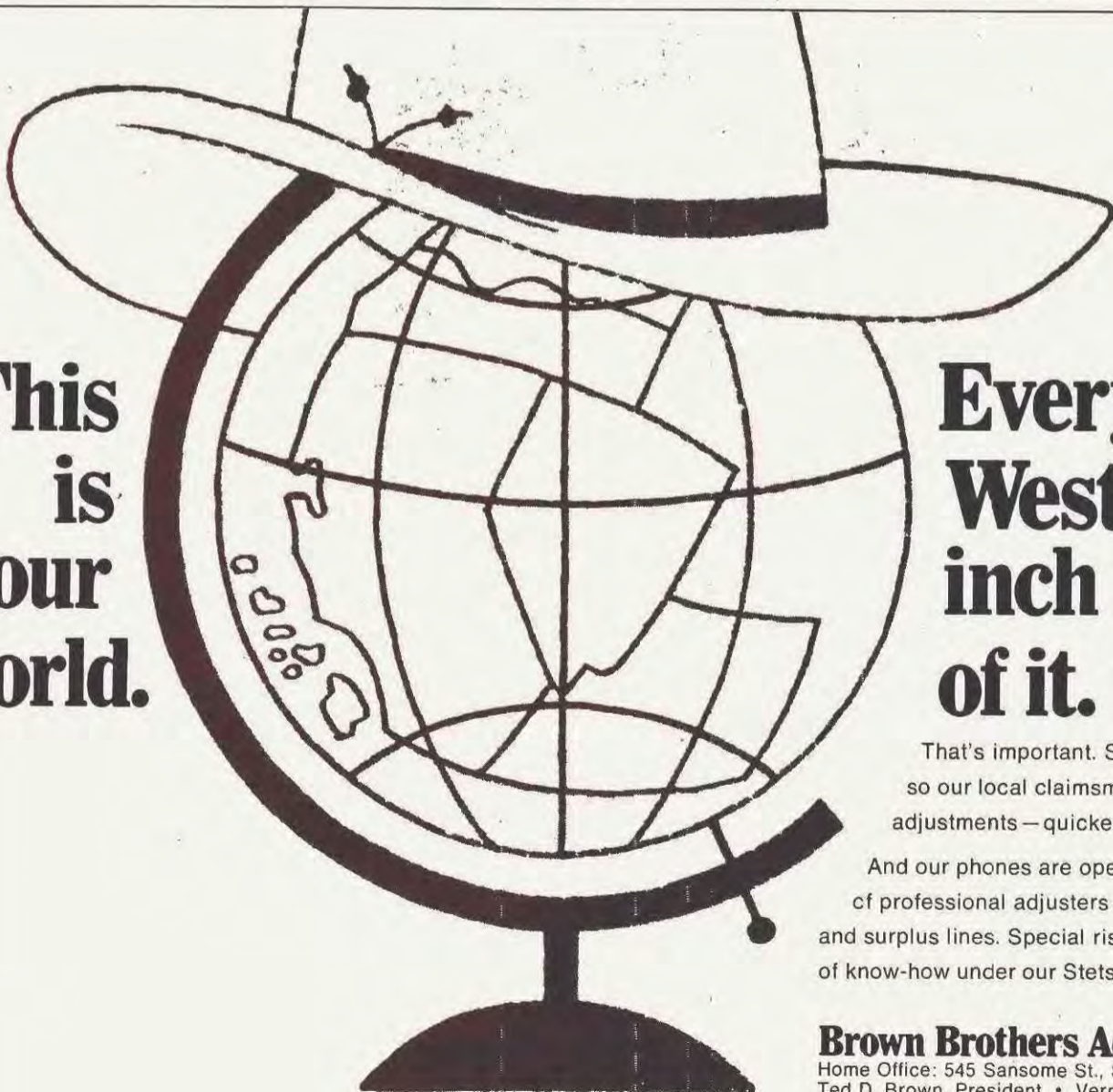
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JACK CALKINS 583
TO BE CONTINUED

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I'M SURE GLAD THAT EARTH WILL SURVIVE! IT'S A MYSTERY TO ME HOW I GOT INTO THIS CARTOON. BUT THERE'S NO MYSTERY ABOUT CARGO HANDLING & SAFETY KNOW-HOW - AT MIDLAND ANYWAY!

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P.S. We'll send you our new brochure too-you'll find out what the "Decisive People" are doing to help you defeat the Anti-Intermodal coverage Bad Guys!

In our last adventure, Buck and Wilma were being slowed down by the ponderous Mr. Maelstrom in their attempts at a Mars flight. In today's episode...things are looking up.

We all know Captain Buck was the man of action in the 25th Century. At Midland in the 20th Century we think we've got quite a few Buck Rogers types aboard.

For example, Bill Immen, Chief of Midland's Maritime Center, a Kings Point graduate, holder of a Master's License, veteran of eight years at sea and obviously a very good sport. Bill and his crew of pros just might feel right at home with a fleet of Dr. Huer's space freighters because they certainly know their business when it comes to present-day situations.

In fact, Bill tells it best of anyone, "We concentrated originally on Liability for Stevedoring risks, but consistent with a company-wide dedication to account underwriting we provide a broad program of waterfront coverage that includes Stevedores' and Terminal Operators' Legal Liability, Wharfingers' Liability and the like as well, of course, as the common shore-side automobile and

General Liability covers. And not just for Stevedores but also for people in dredging, ship repair, ship cleaning and maintenance to name a few."

Looking shoreside, Bill and his people are already gearing up for the time when most shippers will be thinking "intermodal", putting their talents to work in the closely-related short line railroad field.

Attitudes like this, translated into action mean that Midland is already meeting tomorrow's needs...is preparing for the time when all shippers will want to see continuous protection from ship to destination.

If you are like Midland and would like to break away from yesterday's ponderous methods and move into tomorrow along with us, we'd welcome the chance to tell you more.

You may not be handling shipments for Dr. Huer right now... but who knows how tomorrow's problems will shape up for you.

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agent/broker profiles

nance and administration; Raymond J. Kenny, treasurer and secretary; \$8,597 million gross revenue in '71.

Account executive and account executive-specialist team systems; Uses combination of commissions and fees system; Mergers: Cole, Clark & Cunningham, Portland, Or.; Services: loss control planning, evaluation, planning and implementation of self-insurance programs, captive company feasibility studies, captive company management services, fire protection engineering consulting, safety engineering consulting (certified), product liability loss control consulting, aircraft operation and maintenance safety counseling, pension and employee benefit counseling, design, negotiation and servicing of insurance required in specific foreign countries and of worldwide master programs; Specialties in all areas of coverage.

Key to profiles

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Name of parent company; Branch offices; Subsidiaries; Total number of employees; Names and titles of principal officers; Professional association memberships; Gross revenues in commissions and fees for insurance and insurance-related operations; Total premium volume; Percentage of commercial business; Use of account executive system; Acceptance of compensation in commissions only, fees only or a combination of both; Mergers and acquisitions within the past year; Special services; Special coverages.

RODGERS & CUMMINGS INC.

119 S. Ft. Harrison Ave., Clearwater, Fl. 33517; 813-442-4111.

Branches: New Port Richey and Safety Harbor, Fl.; Subsidiaries: New Port Richey Insurance Agency Inc., Safety Harbor Insurance Inc.; Fifty employees; R. Ward Rodgers, president; James R. Harper and Richard W. Cope, vps; Milner A. Cummings, secretary-treasurer; Member: CPCU, CLU; \$663,446 gross revenue and \$1.85 million in premiums in '71, 55% commercial; Use commissions; Hoadley Insurance Agency, Brennan's Inc., New York Richey Agency Inc.; Services: counseling; Specialties: condominiums, apartments, small electrical and computer-oriented industries.

ROGENE BROKERS INC.

62-79 Woodhaven Blvd., Rego Park, N.Y. 11374; 212-779-1230.

Subsidiaries: Roosevelt Marine Inc.; Four employees; Robert Theodore, president; \$98,000 gross revenue and \$1.2 million in premiums in '71, 80% commercial; Uses combination of fees and commissions; Services: risk management; Specialties: marine, short haul trucking, jewelers block, garment block, processors.

ROLSTON-LEVINSON & CO.

3440 Wilshire Blvd., Los Angeles, Ca. 90010; 213-381-2891.

Branches: Philadelphia, Buffalo, South Orange, N.J., Washington, D.C., Pittsburgh, Atlanta, Jacksonville, St. Paul, Kansas City, Indianapolis, Cleveland, Milwaukee, Chicago, Toronto, Portland, Or., Oakland; Sixteen employees; Martin D. Levinson, president; J. F. Hector, vp; Member: CPCU; \$310,000 gross revenue and \$2.3 million in premiums in '71, 80% commercial; No account executive system; Uses commissions; Services: counseling, safety engineering; Specialties: workmen's compensation, safety engineering.

ROME INSURANCE AGENCY INC.

769 Main St., Fitchburg, Ma. 01420; 617-342-6056.

Eight employees; Howard J.

Rome, president; Allen I. Rome, vp; Lester H. Rome, treasurer; \$230,000 gross revenue and \$1.358 million in premiums in '71, 70% commercial; Account executive system; Uses combination of fees and commissions; Specialties: plastics industry.

ROSS, LOMBARD & BALLARD INSURANCE INC.

920 N. Federal Highway, Fort Lauderdale, Fl. 33304; 305-763-7800.

Nine employees; Robert Ross Jr., president; Rocci Lombard, vp; E. D. Ballard, secretary-treasurer; Member: NAIA; \$235,000 gross revenue and \$1.32 million in premiums in '71, 60% commercial; Uses commissions; Services: loss control, engineering.

ROSSMANN-HURT-HOFFMAN INSURANCE INC.

22 W. Pa. Ave., Towson, Md. 21204; 301-823-1080.

Subsidiaries: Wheeler & Cole Inc.; Seventeen employees; E. A. Rossmann, president; Henry H. Hurt, exec vp; Charles B. Hoffman Jr., vp; \$2.2 million in premiums in '71, 60% commercial; No account executive system; Uses commissions.

RUPERT-HAGER-CROWELL AGENCY INC.

420 Second National Bank Bldg., Ashland, Ky. 41101; 606-324-3159.

Branches: Mobile, Phoenix, Little Rock, Los Angeles, Denver, Bridgeport, Miami, Atlanta, Ft. Wayne, New Orleans, Baltimore, Rochester, Omaha, Columbus, London, Dallas, Seattle, Norfolk, San Juan, Oklahoma City; Subsidiaries: Ashland Insurance Ser-

vices, Unisure Corp.; Financial Dynamics Inc.; Thirteen employees; Joe F. Rupert, chairman of the board; George G. Rupert, president; Tom Rupert, exec vp; Tim Salmons, vp; G. B. Johnson Jr., secretary; J. Joel Watson, manager; Member: NAIA; \$253,842 gross revenue and \$1.523 million in premiums in '71, 65% commercial; Account executive system; Uses combination of fees and commissions; Services: OSHA compliance surveys, counseling, claims control, risk management, engineering, marketing management; Specialties: commercial umbrella liability, directors and officers liability, workmen's compensation, business life insurance, policy auditing, risk management, group marketing.

THOMAS M. RYAN & CO.

711 Baker Bldg., 7th & Houston, Fort Worth, Tx. 76102; 817-335-1276.



agent/broker profiles

Ten employees; Partners: Thomas M. Ryan, Clay J. Berry Jr., Edwin S. Ryan, and John P. Ryan; \$249,067.07 gross revenue and \$1.367 million in premiums in '71, 62% commercial; Account executive system; Uses commissions.

R. J. SAEX INSURANCE AGENCY INC.
290 Maple St., Holyoke, Ma. 01040; 413-538-8261.

Subsidiaries: Metras Insurance Agency, Tekoa Insurance Agency, O'Connor Insurance Agency, Hirshfield Insurance Agency; Twenty employees; Richard Z. Sinclair, president; Robert J. Saex, treasurer; Member: NAIA;

\$280,000 gross revenue and \$2.9 million in premiums in '71, 75% commercial; Account executive system; Uses combination of fees and commissions; Specialties: unusual and non-standard covers.

SAGINAW UNDERWRITERS INC.
1213 S. Washington, Saginaw, Mi. 48601; 517-754-0421.

Fifteen employees; John I. Toft, president; A. J. Marxhausen, exec vp; Frank Johnson, vp-treasurer; Louis E. Hanisko, vp-secretary; Kurt Ewend, vp; Member: CPCU, NAIA; \$450,000 gross revenue and \$2.2 million in premiums in '71, 75% commercial; Account executive system Uses commissions; Brady Schirmer & Co., Carman-Toft-Baum Agency; Services: pension counseling, rate engineering, risk management, comprehensive surveys, contract bonds; Specialties:

pensions, mutual funds, tax-sheltered equities, directors and officers liability, professional liability, errors and omissions, umbrella liability, aviation, long-term disability.

SCHADOW AGENCY INC.
6100 Excelsior, St. Louis Pk., Mn. 55410; 612-929-4685.

Eight employees; Gene E. Schadow, president; Bruce W. Schadow, vp; Member: NAIA; \$190,000 gross revenue and \$1.4 million in premiums in '71, 60% commercial; Account executive system; Uses commissions; Services: employe benefits; Specialties: business packages, group insurance.

JOSEPH H. SCHANFELD CO.
250 Builders Exchange Bldg., 609 Second Avenue South, Minneap-

olis, Mn. 55402; 612-332-7501.

Fifteen employees; Maurice J. Schanfield, president; Robert I. Weil and M. M. Goldman, vps; Pierre d'Albertis, treasurer; Member: NAIA; \$323,000 gross revenue and \$1.9 million in premiums in '71, 78% commercial; Account executive system; Uses combination of fees and commissions; Paradise-Walters Agency; Services: employe benefits, group life and accident and health.

W. A. SCHICKEDANZ AGENCY INC.
110 W. Main St., Belleville, Il. 62222; 618-233-0644.

Thirty-six employees; W. A. Schickedanz, chairman of the board; Carl J. Miller Sr., president; Albert A. Seppi, exec vp; Member: NAIA; \$3.752 million in premiums in '71; Account executive system; Uses combination of

fees and commissions; Services: insurance premium budgeting, risk management, loss control counseling; Specialties: liquor liability, sub-standard automobile, workman's compensation and general liability, sub-standard general liability.

SCHIFF TERHUNE INC.
125 Maiden Ln., New York, N.Y. 10038; 212-944-3700.

Branches: Philadelphia, Los Angeles, Haddon Heights, N.J.; One hundred and seventy-five employees; Frank Schiff, president; Hilliard Feldman, Edward C. Healy, William A. Olson, exec vps; John P. Ross, Henry J. O'Brien, senior vps; Bert W. Linder, finance vp-treasurer; James M. Christie, administrative vp; Herbert Segall and William T. Lyons, vps; \$3.75 million gross revenue and \$35 million in premiums in '71, 91% commercial; Account executive system; Uses combination of fees and commissions; Services: employe benefits, loss control, mass marketing.

C. A. SCHUTZE AGENCY
306 Littlefield Bldg., Austin, Tx. 78701; 512-478-8549.

Subsidiaries: Schutze Insurance Specialists; Six employees; C. A. Schutze Jr., managing partner; Joe Bland, associate; Mrs. C. A. Schutze Sr., inactive partner; Member: CPCU; \$190,000 gross revenue and \$1.05 million in premiums in '71, 78.4% commercial; Account executive system; Uses commissions; Specialties: contractor's bonds.

JAMES A SCOTT & SON INC.
2241 Langhorne Rd., Lynchburg, Va. 24501; 703-845-4577.

Twenty-two employees; C. Raine Sydnor, president; Robert Nein, William McBratney and J. Clayton Chapman, vps; Member: NAIA; \$400,000 gross revenue and \$2 million in premiums in '71; 60% commercial; Uses combination of fees and commissions; Services: life, employe benefit counseling, fire, casualty counseling.

SEAMAN, ROSS & WIENER
510 Northern Blvd., Great Neck, N.Y. 11576; 516-487-6289.

Subsidiaries: Seaman & Co., Robert E. Wiener Corp., John J. Ross Inc.; Burton Seaman, John J. Ross, Robert E. Wiener; Member: CLU, CPCU; \$440,000 gross revenue and \$2.26 million in premiums in '71, 80% commercial; Uses combination of fees and commissions; Services: loss adjusting, rate engineering, pension trust, profit sharing, group insurance counseling.

SELDEN, PULIK & CO. INC.
31 Union Square West, New York, N.Y. 10003; 212-989-8777.

Seventeen employees; Louis Selden, president; Barnett Pulik, treasurer; \$400,000 gross revenue and \$3.5 million in premiums in '71; Account executive system; Uses commissions; Specialties: marine.

DONALD SHAFFER LIFE ASSOC. INC.
75 Powerhouse Rd., Roslyn Hts., N.Y. 11577; 516-621-7100.

Branches: Brooklyn; Three employees; Donald Shaffer, president; \$300,000 gross revenue and \$2 million in premiums in '71, 75% commercial; Account

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Allendale Insurance

agent/broker profiles

executive system; Uses combination of fees and commissions; Services: employe benefits; Specialties: pension and group.

SINCLAIR CO. INSURANCE BROKERS

256 N. Blackstone Ave., Fresno, Ca. 93701; 209-485-2511.

Branches: San Francisco, Portland, Or.; Sixteen employes; Guinn Sinclair, owner; \$227,000 gross revenue in '71, 100% commercial; No account executive system; Uses combination of fees and commissions; Services: workmen's compensation counseling and administration; Specialties: workmen's compensation.

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- QUALITY ASSURANCE SYSTEMS & MONITORING
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HAZARD EVALUATION AND LIABILITY PREVENTION DIVISION
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(201) 473-6455

ALFRED C. SINN INC.
1195 Main Ave., Clifton, N.J. 07015; 201-478-8000.

Fifteen employes; Alfred C. Sinn, president-treasurer; Gary O. Foerster, vp-secretary; Member: NACSA; \$290,000 gross revenue and \$2.2 million in premiums in '71, 65% commercial; Account executive system; Uses combination of fees and commissions; Services: counseling, loss control, engineering; Specialties: contract bonding.

SKAFRAN BROKERS INC.
1325 Inwood Terrace, Fort Lee, N.J. 07024; 201-943-7200.

Parent company: Titan Group Inc.; Two employes; Paul L. Gross, president; \$1 million in premiums in '71, 99% commercial; Account executive system; Uses commissions; Services: contractors and contract bonds, self-insurance, risk management, safety and engineering; Specialties: contractors and contract bonds.

SLAWSBY INSURANCE
90 Main St., Nashua, N.H. 03060; 603-882-2731.

Branches: Salem, N.H.; Subsidiaries: Surplus Lines Managers Inc., Minuteman Adjustment Co. Inc.; Fifty-one employes; Archie M. Slawsby, chairman of the board; Walter C. Cogswell, president; Frank J. O'Gara Jr., exec vp; Donald Lavoie, treasurer; John V. Chesson, vp-sales; Eliot B. Ware, vp-casualty; Robert Hart, vp-boiler and machinery; \$771,063 gross revenue and \$4.772 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; Services: loss control, engineering, rate analysis, computer claims analysis, casualty claims adjustments; Specialties: financial institutions, educational institutions, municipalities, transportation, industry.

BERT SMITH INSURANCE INC.
P. O. Box 10640, St. Petersburg, Fl. 33733; 813-527-2101.

Branches: New Port Richey and

Tampa, Fl.; Subsidiaries: B.S.I. Special Lines; Twenty-nine employes. E. W. Smith Jr., chairman and president, James R. Dunathan, exec vp and secretary; Member: NAMIA; \$724,000 in gross revenues and \$4.25 million in premiums in '71, 62% commercial; Account executive system; Uses commission system; Specialties: Mobile homes and dealers open lot coverages.

SMITH INSURANCE INC.
Drawer 1631, New London, Ct. 06320; 203-447-1751.

Branches: Niantic and Groten, Ct.; Twenty-five employes; Laurence P. Smith, president; David C. Smith, vp; J. Norman Scott, treasurer; Norman P. Peck, secretary; \$558,000 gross revenue and \$3.325 million in premiums in '71, 68% commercial; Account executive system; Uses combination of fees and commissions; Services: mass-merchandising department, pension trust specialist, mutual funds; Specialties: mass-merchandising, petroleum dealers.

SNYDER-IRWIN AGENCY
93 N. Varview Ave., Paramus, N.J. 07652; 201-265-7110.

Subsidiaries: S & I Life Assoc., Insurance Financial Planning Agency Corp.; Twelve employes; James L. Irwin, president; Anthony N. Petti, vp; John A. Jones, secretary-treasurer; \$261,000 gross revenue and \$1.481 million in premiums in '71, 72% commercial; Account executive system; Uses combination of fees and commissions; Services: employe benefits, engineering.

SOUTHLAND ASSOC.
212 Corcoran St., Durham, N.C. 27702; 919-688-8121.

Nineteen employes; Worth A. Lutz, chairman of the board; Geo. Watts Carr Jr., president; John N. Chatham, vp; Member: NAIA, NAIB; \$498,000 gross revenue and \$2.5 million in premiums in '71, 60% commercial; Account executive system; Uses commissions; Services: employe benefits, counseling.

WILLIAM A. STANFORD AGENCY INC.
225 E. Fairmount Ave., Milwaukee, Wi. 53217; 414-332-8800.

Parent company: Agencies Inc.; Subsidiaries: Kuhn Agency, Sheen Agency; Nine employes; Richard J. Sheen, president; Robert D. Sheen, vp; William A. Stanford, secretary-treasurer; Member: NAIA; \$180,000 gross revenue and \$1.1 million in premiums in '71, 68% commercial; Account executive system; Uses fees; Brown Agency, Ott Agency; Services: counseling.

EVERETT W. STARK & CO.
Third Floor, 240 Montgomery St., San Francisco, Ca. 94104; 415-421-1493.

Subsidiaries: Kentwood Insurance Agency Inc.; Thirteen employes; Everett W. Stark, president-treasurer; James E. Stark, vp-secretary; George V. Halloran, Donald W. Monson and Jay M. Hutchinson, vps; Member: NAIB; \$290,000 gross revenue and \$2.996 million in premiums in '71, 90% commercial; Account executive system; Uses commissions; Services: surety bond services to contractors, cost control advice, package insurance for large apartment houses and hotels; Specialties: surety bond brokers for contractors and construction industry, cost control and claims control services to contractors with emphasis on workmen's compensation.

STEEL, JACOBS & GARDNER INC.
2019 Stout St., Denver, Co. 80110; 303-292-5830.

Fourteen employes, Ned M. Steel, president; Rollo E. Jacobs Sr., vp-treasurer; Hamlet J. Barry Jr., secretary; Member: NAIA; \$280,000 gross revenue and \$1.8 million in premiums in '71; 60% commercial; Account executive system; Uses combination of fees and commissions; Services: employe benefits, estate planning, fire rate engineer and safety advisor; Specialties: consulting engineer coverage.

STERLING & STERLING INC.
161 Great Neck Rd., Great Neck, N.Y. 11022; 516-487-0300.

Fifty employes; Daniel S. Sterling, president; Joel J. Sterling, vp; Member: CPCU, CLU; \$1 million gross revenue and \$6 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Services: engineering, life, pension, group, consulting; Specialties: engineering and rating of fire and design of package policies.

STEVENSON INSURANCE ASSOC. INC.
880 S.W. First St., Miami, Fl. 33130; 305-377-9615.

Thirty employes; Andrew E. Stevenson, president; P. L. Webb Jr., C. M. Wildman and R. F. Hosford, vp; Member: NAIA; \$525,000 gross revenue and \$2.6 million in premiums in '71, 50% commercial; Account executive system; Uses commissions.

STRAUSS, FUCHS, OPPENHEIMER INC.
1201 Ten Main Center, Kansas City, Mo. 64105; 816-474-4700.

Subsidiaries: Gene Strauss & Assoc. Inc.; Twenty-eight employes; Eugene M. Strauss, president; Richard C. Fuchs, exec vp; John F. O'Reilly, vp; Member: CPCU, NAIA; \$615,000 gross revenue and \$3.545 million in premiums in '71, 86% commercial; Account executive system; Uses combination of fees and commissions; Services: United Employers Trust, super-market program; Specialties: sub-standard life program, group ordinary, life.

SUCESORES ENRIQUE GOMEZ INC.
P. O. Box 3458, Mayaguez, P.R. 00708; 809-832-1020.

Subsidiaries: Aseguradora Patria Inc., SAVAG; Twenty-nine employes; Luis A. Gomez, chairman of the board; Enrique Gomez-Monagas, president; Luis A. Gomez Jr., exec vp; Dennis Hanftwurz, manager; Member: NAIA, NACSA; \$600,000 gross revenue and \$3 million in premiums in '71, 80% commercial; Uses commissions; Services: employe benefits, counseling, loss control, estate planning, workmen's compensation; Specialties: liability and fidelity hard-to-place business.

HERBERT A. SULLIVAN INC.
322 Main St., Worcester, Ma. 01608; 617-753-4781.

Branches: Boston; Subsidiaries: Herbert A. Sullivan Inc.; Twelve employes; Herbert A. Sullivan, chairman of the board; John H. Sullivan, president; J. Brian Sullivan, treasurer; Member: NAIA; \$285,000 gross revenue and \$1.8 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commissions; Services: cost control, excess and surplus line facility, employe benefits program; Specialties: petro-chemical industry, marine, pollution, self-insurance.

SYNERCON CORP.
301 Plus Park Blvd., P. O. Box 1060, Nashville, Tn. 37202; 615-244-6281.

Has announced intent to merge with Ingram, Armistead, Wallace Inc., Nashville; Branches: Memphis, Jackson, Nashville, Knoxville.



Newsletter



Wohlreich & Anderson, Ltd. ■ New York, N.Y.

W&A EXPANDS MARKET FOR COMMERCIAL AUTO PHYSICAL DAMAGE

An expanded market for Commercial Auto Physical Damage coverages has been announced by W&A. The market is made available through W&A's success in putting together an "in-house" facility for this class. The W&A facility permits:

- Reducing the prevailing delays in quoting and servicing this class.
- Providing a flexible rating basis that

enables W&A to quote the full spectrum of situations, from substandard to superior.

- Expanding the capacity of existing markets for this class.

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Washington, D.C. 20006
(202) 223-1696

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(617) 723-5770

CORRESPONDENTS IN ALL OTHER STATES

agent/broker profiles

ville, Johnson City, Chattanooga, Tenn.; Birmingham, Madisonville, Louisville, Bowling Green, Lexington, Ky.; Charlotte, San Francisco, Atlanta; Subsidiaries: Richard M. Miller & Co Inc., Farringer & Co., Blair, Follin, Allen & Walker Inc., Smith, Reed, Thompson & Ellis Co., The Engel Agency Inc., Data Service Corp., Mail Services, Synerconsultants Corp.

Three hundred fifteen employees; Webb Follin, chairman of board and treasurer; Richard M. Miller, president; William E. Booth, vp and secretary; Donald R. King, William A. Scanlan, vp; Charles T. Booth, assistant secretary and assistant treasurer; Member: NACSA, CLU, CPCU, NAIA; \$5,232 million gross revenue in '71; Account executive system; Uses combination of fees and commissions system; The Engel Agency Inc., Smith, Reed, Thompson & Ellis Co., Farringer & Co., Nashville Computer Service.

Services: design and administration of association insurance programs, risk management, insurance counseling, employee benefits planning, design, administration, personalized employee communication of fringe benefit programs, pension, profit sharing and retirement planning and administration, business life insurance consulting and planning, estate planning.

Specialties: professional, trade and other association insurance programs, department store and mercantile coverages, construction coverages performance and bank bonds, transportation coverages, medical malpractice, employee communication, programs, employee fringe benefit planning, business and individual life insurance planning, group term life insurance, group ordinary life insurance, group and insurance and salary continuance programs, mass merchandised programs.

SWEENEY & BELL INC.
111 John St., New York, N.Y.
10038; 212-964-4100.

Subsidiaries: Schenck & Schenck; Thirty-two employees; Thomas W. Sweeney Jr., chairman of the board; Thomas F. Kennedy, president; Richard C. Davis, exec vp; Member: NAIB; \$5 million in premiums in '71, 95% commercial; No account executive system; Uses combination of fees and commissions.

SWIMMER-WOLF CO.
Wolf Bldg., Avenue of the States,
Chester, Pa. 19000; 215-874-6321.

Ten employees; William J. Wolf, chairman-secretary; Alan N. Swimmer, president-treasurer; Member: NAIA; \$214,100 gross revenue and \$1.2 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commissions; Hardenbergh-Lamon Agency Inc.; Services: counseling.

THORNING AGENCY INC.
759 North Milwaukee St., Milwaukee, Wi. 53202; 414-276-0444.

Ten employees; Charles S. Thorning Jr., president; Edward A. Gorman, secretary-treasurer; \$168,300 gross revenue and \$1.1 million in premiums in '71, 70% commercial; Account executive system; Uses commissions; F. Tendick Agency, J. Russell As-

so.; Services: general survey, engineering, employee benefits, group, pensions; Specialties: liability and property, surplus lines, group and pension.

TITAN AGENCIES INC.
1880 Century Park East, Century City, Ca. 90067; 213-553-6600.

Thirty employees; Earl Gross, president; Lawrence Mantell, Warner Hirsch, Harvey Schwartzmann and Alvin Narr, vps; \$2.8 million in premiums in '71, 72% commercial; Account executive system; Uses combination of fees and commissions; Services: life insurance general agency, employee benefits, self-insurance, risk management, safety and engineering; Specialties: commercial mass merchandising, trucking.

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Think of MET as an association, composed of small companies engaged in the same type of business who are insured as if they were one large company. This makes them eligible to enroll in a group plan at rates comparable to those a large company qualifies for simply because of its size.

MET provides you with a vehicle that gives your smaller clients greater flexibility and advantages than they could ever hope to qualify for alone. For instance, we can offer most attractive life rates in a MET situation, with supplemental High-Life Maximums available.

And since your small clients become instant giants with MET, they're eligible for our Quarter-Million Plan Major Medical coverage.

For more information on how you can create your own giants, with Multiple Employer Trusts, write to (Jolly Green) Bob Stevenson, V.P. (Group Marketing), Union Mutual Life Insurance Company, 2211 Congress Street, Portland, Maine 04112.



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Unionmutual Multiple Employer Trusts are available in most states.

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agent/broker profiles

300 Union Ave., Rutherford, N.J. 07070; 201-939-7500.

Seventeen employees; Justin Tokarski, president; Bruce C. Dolin, vp; Bud Tammes, manager; Member: NAIIA; \$250,000 gross revenue and \$1.5 million in premiums in '71, 65% commercial; No account executive system; Uses combination of fees and commissions; Services: consulting, insurance analysis, mass merchandising, employe benefits; Specialties: workmen's compensation and liability, experience rating, analysis and surveys.

TOMENSON, SAUNDERS LTD.
401 Bay St., Toronto 103, Ontario, Canada; 416-366-8171.

Branches: Hamilton, Montreal, Sudbury, Vancouver; Two hundred and ten employees; W. S. Tomenson, chairman; W. E. Toyne, president, F. R. Tomenson, vp-director; K. M. Elliott, director international division; G. W. Akehurst, vp-director and manager welfare benefits department; J. K. Cramb, director of branches; H. B. Bennett, director and manager new business development; R. A. McFarlane, director-manager accounts executive department; \$30 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Services: risk management, loss prevention, control engineering, claims service, marketing expertise, boiler engineering, employe benefits.

TRAFF & ASSOC. INC.
1115 Second Ave. South, Minneapolis, Mn. 55401; 612-338-7511.

Twenty-eight employees; C. F. Traff, senior chairman of fi-

nance; H. M. Aberg, chairman of the board; C. F. Traff Jr., president; R. F. Bina, exec vp; P. T. Studebaker and John Howard, senior vps; \$776,000 gross revenue and \$5.75 million in premiums in '71, 85% commercial; Uses combination of fees and commissions; Services: employe benefits, risk management, corporate insurance audits, life insurance estate planning, premium financing; Specialties: federal HUD bond contract, townhouse and condominiums, contract bonds, project home and townhouse builders risk, joint venture wrap-ups, financial and lease guarantees, valued heavy equipment floater.

TRIMBLE-BATJER INSURANCE
519 W. Beauregard Ave., San Angelo, Tx. 76901; 915-655-5651.

Five employees; Russel R. Trimble, Henry H. Batjer Jr., R. Bernard Trimble, James H. Cobb, partners; Member: NAIA; \$229,230 gross revenue and \$1.152 million in premiums in '71, 60% commercial; Account executive system; Uses commissions system; Services: employe benefits, loss control, risk management; Specialties: aviation, oil well servicing.

CARL H. TRIPLETT CO. INC.
1939 Harrison St., Oakland, Ca. 94612; 415-832-5322.

Sixteen employees; Carl H. Triplett, president; Fred E. Bussey, vp; Stanley P. Cantor, secretary-treasurer; \$368,000 gross revenue and \$3 million in premiums in '71, 85% commercial; Account executive system; Uses commissions system; Specialties: aviation, ambulance risks, skating risks, pest control operations.

UNITED COVERAGE CONSULTANTS INC.
124 E. 39th St., New York, N.Y. 10000; 212-725-0505.

Parent company: United Coverage Group; Subsidiaries: Robert Mack United Inc., N & T Rosenthal Co., Physicians Insurance Agency; Twelve employees; Philip M. Schlusel, chairman of board and president; Alan Mack, senior vp; \$350,000 gross revenue and \$3.5 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commissions; Services: risk management, employe benefits, loss control, bonding consultants; Specialties: transportation, long-haul trucking, employe benefit plans.

UNITED GENERAL INSURANCE AGENCY INC.
10440 E. Northwest Hwy., Dallas, Tx. 75200; 214-341-3305.

Branches: Midland, Tx.; Twelve employees; M. Frank Miller, president; Kenneth O. Callaway, exec vp; \$325,000 gross revenue and \$3.6 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commissions system; Midland Agency; Services: OSHA, consulting, employe benefits consulting; Specialties: road contractors, oil field exposures, property coverages.

VALLEY VIEW INC.
2811 Hwy. 55, St. Paul, Mn., 55121; 612-454-2177.

Subsidiaries: Guaranty Agency Inc.; Ten employees; Richard M. Baumgartner, chairman of board; Gordon L. Johnson, president; Benedict F. Baumgartner, Thomas E. Napier, John R. Rendall, vp; \$208,000 gross revenue and \$1.3 million in premiums in '71, 62% commercial; Account executive system; Uses commissions system; Services: mass marketing; Specialties: association marketing and development.

VAN CAMP INSURANCE
307 E. 22nd St., San Pedro, Ca. 90731; 213-832-2611.

Parent company: First Brentwood Corp.; Branches: Wilmington, Ca., Torrance, Ca.; Thirty-four employees; T. C. Springfield, Wm. E. Brady, assistant secretary; Member: NAIB; \$543,658 gross revenue and \$2.62 million in premiums in '71, 85% commercial; Account executive system; Uses combination of fees and commissions system; Fletcher-Williamson; Services: employe benefits, counseling, engineering.

M. van GELDER & ASSOCIATES
218 N. Palmetto Ave., N., P.O. Box 992, Orlando, Fl. 32802; 305-425-0501.

Nine employees; Martin van Gelder, president; Sheldon Wittenstein, vp; J. van Gelder, secretary-treasurer; Member: NAIA; \$217,625 gross revenue and \$1.395 million in premiums in '71, 67% commercial; Account executive system; Uses combination of fees and commissions system.

VAN SCHAACK INSURANCE AGENCY
624 Seventeenth St., Denver, Co. 80202; 303-297-5000.

Parent company: Van Schaack & Co.; Branches: Los Angeles; Thirty-seven employees; Thomas B. Knowles, president; William R. Kersten, senior vp; Michael C. Moody, vp; \$1.146 million gross revenue and \$11.703 million in premiums in '71, 90% commercial; Account executive system;

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Subsidiary of Unionamerica, Inc. TOTAL ASSETS: APPROXIMATELY \$3,300,000,000

agent/broker profiles

Uses combination of fees and commissions; M. C. Moody & Co.; Services: fire protection engineering, claims and loss control, employe benefits; Specialties: commercial aviation, surplus lines.

VAN ZANDT, EMRICH & CARY INC.
546 Starks Bldg, Louisville, Ky. 40202; 502-585-5249.

Thirteen employees; J. M. Van Zandt, president; Claud I. Emrich Jr., treasurer; Arthur Cary, secretary; Member: NAIIA; \$200,000 gross revenue and \$1.225 million in premiums in '71, 65% commercial; Uses commissions.

VOLUNTEER INSURANCE AGENCY INC.
13 Main St., Concord, Ma. 01742; 617-369-7180.

Branches: Bedford, Carlisle, Burlington, Maynard, and Beverly, Ma.; Twenty-five employees; F. N. Bubier, John R. Riley, R. U. Johnson, H. R. Perry and A. J. Hodges, advisors; \$460,000 gross revenue and \$2.6 million in premiums in '71, 40% commercial; Account executive system; Uses commissions.

VORDERMEIER INSURANCE
2200 E. Oakland Park Blvd., Fort Lauderdale, Fl. 33306; 305-564-6301.

Eight employees; Kenneth F. Vordermeier, owner-general manager; Brian A. Gibbs, agent; Member: NAIA; \$182,000 gross revenue and \$1.2 million in premiums in '71, 60% commercial; Account executive system; Uses commissions; Services: appraisal, engineering, claims adjustment, employe benefits, counseling.

Key to profiles

Information included in these profiles follows the order listed in this box, but not every agent and broker provided information in every category. Items in profiles are in this order: Name of agent or broker; Home office address and phone number. Name of parent company; Branch offices; Subsidiaries; Total number of employees; Names and titles of principal officers; Professional association memberships; Gross revenues in commissions and fees for insurance and insurance-related operations; Total premium volume; Percentage of commercial business; Use of account executive system; Acceptance of compensation in commissions only, fees only or a combination of both; Mergers and acquisitions within the past year; Special services; Special coverages.

WABER-ODELL CO.
300 E. Lancaster Ave., Wynne-wood, Pa. 19096; 215-MI2-2245.

Parent company: Trio Mgt. Co.; Branches: Paulsboro, N.J.; Subsidiaries: Montgomery General Agency Inc., Main Line Agency Inc.; Thirty-eight employees; Harry Waber, chairman; Jerry Odell, president; Leon Kattleman, vp; Morton Waber, secretary-treas-

urer; \$1.156 million gross revenue and \$5.672 million in premiums in '71, 94.77% commercial; Account executive system; Uses commissions; Services: engineering.

WACHOVIA INSURANCE AGENCY INC.
P. O. Box 450, Winston-Salem, N.C. 27102; 919-748-5421.

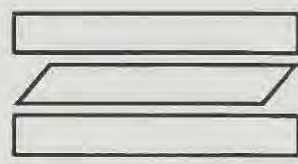
Parent company: Wachovia Corp.; Branches: Asheville, Greensboro, Greenville, High Point, Kinston, Salisbury, and Wilmington, N.C.; Sixty-seven employees; Edmund G. Langhorne, president; Robert M. Kelly, Percy R. Ashby, John W. Herndon, Chas. H. Harris Jr., Allan Strange, Robert L. Helton, and Harold A. Tucker, vps; Member: NAIA, NAIB, NAMIA; \$1.507 million in gross revenue and \$9.682 million in premiums
Continued on page 84

Serving Commerce And Industry Since 1890

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Obviously that isn't as simple as it sounds. It means knowing all the latest wrinkles in this complicated business, the imaginative application of credits, deductibles and self-insurance, special allowances, unusual coverages for particular situations.

By showing business firms throughout California how we can design a top insurance program for the bottom dollar, we've raised our premium income from one to seven million dollars since 1966.

If this "better for less" offer sounds like too much to promise, we'll be happy to give you a long list of clients as references. Ask them whether we perform as advertised.

Part of the secret is knowing how to move fast.

And that's more than having all of our policy records, accounting and claims on our in-house computer, and all our files microfilmed. Sure, this puts us in a good position for processing claims fast, or answering your accounting questions right away. But that isn't the most significant advantage for our clients.

Whenever a new or revised form or concept appears, we compare its costs and benefits with similar coverage we've already issued. In this way,

we're always updating and improving our clients' insurance programs.

The way we work lets us come up with fast, correct solutions to your pressing insurance problems. Unlike most agencies, we don't look on an emergency as a nuisance. We enjoy this challenge to our skills. And we get great satisfaction from coming up with the right answers right now.

Specialization: liability or asset?

Some agencies carve out certain areas of insurance and give them special attention. But they let their other business more or less take care of itself.

We also believe in specialization, but in a different way. We've set up separate departments here to focus on our most important areas of marketing. Our Commercial Risk Agency handles business coverage exclusively; and our Levinson Bros. Financial can take care of our most intricate group life or pension problem.

When it comes time to put together a fully integrated insurance plan, we combine all this expertise into a balanced recommendation.

But we don't emphasize any one area of insurance over another area. We feel they should all receive close attention.

We cover everything from your breakfast table to your county seat.

No matter what kind of business you're in, we probably have a client in the same business. So we're already aware of your problems and can show you how to take care of them.

We insure egg wholesalers, table manufacturers, supermarkets, loggers, electronics companies, department stores, property developers and cities.

Whether you're like the City of Sausalito, like Donuts and Things or

you name it, chances are we're experts in your field.

When you call Levinson Bros., you talk to a Levinson brother.

There are four brothers here. Fred, Mort, Dave and Jon. Between us we've got about 60 years experience in the insurance business.

When you call us for help, we don't palm you off on a junior clerk. We know that our personal attention to clients made us grow. So we're not going to change the formula for success.

When you call us to find out about improving your insurance program and saving some money, just ask for Fred, Mort, Dave or Jon. Our phone number is 415-434-3200. Or drop by our offices in the Russ Building, 235 Montgomery Street, San Francisco, California 94104. We'll make it worth the trip.



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stand on their own, profit-wise. Agencies who want to retain their autonomy, but who want the added benefits of being part of a large national financial services organization.

(Our parent, Richmond Corporation, offers products or services in 46 states, Canada, Puerto Rico and the Virgin Islands.)

As a result of our positive approach, we've built a highly profitable organization that

has more to offer to attract more agencies that have more to offer.

Which is the kind of vicious circle we can't complain about.

For complete details, in confidence, write: William B. Graham, President, Insurance Management Corporation, 908 N. Thompson Street, Richmond, Virginia 23230.



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PERSPECTIVE



BY HUBERT (HUGH) McCOMMON
superintendent, insurance management,
Memphis Light, Gas and Water Division,
Memphis, Tn.

This article is taken from a talk presented to the Mississippi Assn. of Insurance Agents.

THE RELATIONSHIP between the insured and his agent, broker and insurer is somewhat estranged today and presents one of the most difficult and unanswered problem situations ever encountered by the agency system.

The large corporations, with their full-time risk managers, have begun to question the necessity of the agent or at least the commissions paid for his services, while the agent attempts to justify his cause for existence by reflecting back on all the various services he has rendered over the years. One would think that this relationship, although somewhat marred by bias on both sides, could find enough common ground whereby one would complement the other. But, unless this problem is universally recognized and defined by both parties, there seems to be little hope for a viable relationship. The risk manager will circumvent the agent and go directly to the marketplace, wherever it may be, and deal at arm's length with the one who, in the final analysis, "calls the shots" anyway. The agent will then bring to bear the political, reciprocal and social pressures in an attempt to turn the tide.

One might ask, why must all this take place? Could it be that we have reached a period where the function of the agent has been supplanted by the risk manager? Only the future, of course, holds the answer to these questions. I am convinced that whether we have a re-marriage or a divorce will hinge on the response of agents to actually meet the demands and the needs of their insureds.

THERE IS SOME SIGN of hope on the horizon, however, in that there was considerable dialogue between a group of risk managers and several large agents, brokers and insurers at the national conference of the American Society of Insurance Management in Montreal in April. The risk managers were asking what types of services the agents and brokers were capable of providing, while the agents and brokers were asking what types of services are desired. It made one wonder how the two lists would compare had they been available. Somehow, I sensed that maybe neither party wanted to play their hand—as if there were trade secrets. At any rate, some of the trouble spots were identified, and all left with the feeling that more dialogue of this type is needed.

The title and functions of the risk man-

A risk manager tells what he expects of his agent and broker

"Actually, I think it would be fair to say that the presence of a risk manager on a commercial account would make it more attractive to the agent and the insurer."

ager may possibly be new to some agents. Perhaps many of you sell personal lines only and think of your client just as another customer. Or maybe you do have several commercial accounts with a designated person handling insurance whom you call the buyer. For clarification, I think we can safely say that all risk managers are buyers of insurance, but not all buyers are risk managers.

The risk manager must be knowledgeable on the entire operations of a company. The fact that the risk manager is dealing with uncertainties and the chance of loss requires him to become familiar with every possible area where loss may occur. It takes a sixth sense to have a feel for uncertainty of this kind. True, the risk manager is no detective, but his awareness of the possibility of loss puts him on guard so he can provide needed protection. The risk manager must be aware not only of his exposures, but also the types of coverage needed to afford adequate protection. He should know what requirements must be met. Today's risk manager is consulted when contracts are drawn up so that the insurance requirement can be spelled out. His job is far reaching in that it involves the control of losses in almost every facet of the business operation.

If the risk manager is really doing his job, he will probably use insurance as his last resort in handling the risk. This is not

to degrade the use of insurance—it just happens to be the way the risk analyses are made. Actually, I think it would be fair to say that the presence of a risk manager on a commercial account would make it more attractive to the agent and the insurer. I think most agents would prefer to deal with someone who can speak their language and who has some knowledge of what sound risk management means.

THE PROFESSIONAL risk manager, because of his high degree of competence and expertise, may recognize exposures and a need for insurance overlooked by management and the agent servicing the account. He will know more about how to draw up specifications, what type of underwriting information is needed, and how to go about procuring the coverage. This leads to the question "What do I expect of my agent?"

I frankly feel that what one expects of his agent may vary substantially between risk managers, and I don't know that this is bad, because the nature of risks differs depending upon the size and characteristics of one's business. However, in spite of these differing characteristics, I think there are some basic expectations that will apply to most given situations whether the account be commercial or personal lines.

The first basic expectation is integrity. To me it is being truthful and factual whatever the price. We seem to live in a society where half-truths, cover-ups, misguidance, reciprocity, rebates and the like are so prevalent in business dealings, it makes one wonder at every turn if he has been clipped. Integrity is giving credit where credit is due. It is one's willingness to admit he made a mistake and his desire to correct it. Integrity builds confidence and reliability, the next step in my staircase for the agent.

Confidence and reliability—although these two words are almost inseparable, each weighs heavily in my estimation. One must build confidence through his ability to perform. This may take years, but can be lost overnight with one betrayal and a lifetime won't restore it. Rarely does one place more trust in any individual than his agent. If your insureds cannot rely on you to give them the best coverage available for the price, then you should have the guts to close the doors of your agency. If you recognize you do not have the degree of competence needed to adequately serve your clients, you have the choice of shaping up or being squeezed out. Your customers are more intelligent today and their insurance requirements are greater.

Continued on following page

Guidelines on when to bid and when to negotiate on coverage

"If we buy one-year policies, and ask for bids at each renewal, we are giving notice that insurers may not have an opportunity to work out any unfavorable experience."

BY BION H. FRANCIS
insurance consultant,
Milford, Ct.

This is the tenth of a series of articles by Bion Francis on buying corporate insurance. Mr. Francis discusses the problems to be expected, how to recognize them and how to surmount them.

FROM THE SPACE that I have given to competitive bidding, you might feel that this is the normal preferred method of buying insurance. This is not so. Insurance is normally placed by direct agreement or negotiation between the two parties.

What would happen if a large line of insurance were placed by bidding at each renewal? I was once asked to take over

administration of the insurance program of a corporation that considered that every important line of insurance was open for bidding at every expiration date.

Obviously, if we buy insurance in the form of one-year policies, and ask for bids at each renewal, we are, among other things, giving notice to the insurance companies that they may not have an opportunity to work out any unfavorable experience that may develop.

UNDER THESE circumstances, the insurance companies may well endeavor to make each policy and each policy period stand on its own feet as far as losses are concerned. If unfavorable experience develops, the insurance company may feel justified in raising rates, or even in cancelling the insurance. Equally important, the insurance company may feel no obli-

gation to spend much money on the inspection and loss prevention services that would reduce future losses—possibly for the benefit of other insurance companies rather than themselves.

The result, therefore, might be a condition under which insurance costs increase over the years, even though you continue to buy insurance by competitive bidding. In fact, if unfavorable experience develops in a major line, and you call for competitive bids, whether or not there is a resulting change in insurance companies, the eventual result would probably be a higher insurance cost.

In view of all this, the insurance buyer and manager should make continuing studies of cost, loss experience, terms of insurance and service. When these studies indicate an improvement is possible, and

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business insurance

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Expects...

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Show interest in and concern for the account. I'm sure that many of you have worked hard in trying to obtain an account, and after the deal is consummated, there is no contact between you and the insured until next renewal unless a claim arises. It would seem to me that it would be wise for the agent to show an interest in the account occasionally—if for no reason other than to inquire of any changes in the risk. It is imperative that the agent not only show his concern and interest in the account but also endeavor to give guidance and effect any possible savings.

He cannot afford to be apathetic or lackadaisical and expect to retain the account. The idea should not be just to keep the customer happy. Unless the person you are dealing with is a full-time risk manager, he may be depending on you more than you imagine. Your off-the-cuff answer to what seems to be a simple question may be taken seriously and put into practice by the buyer. It may be necessary occasionally to admit you don't

know the answer to every question. But you should always be willing to get the answer—nothing will demonstrate your interest in the account more.

Make it a point to be knowledgeable about your insured's operations. Typically, the agent may want to make a complete survey of all coverages for his clients so he will be in a better position to assist in planning the cover package to

you are meddling or just want to sell more insurance. It is also necessary for the agent to be a technician as well as a salesman. He should be able to analyze and interpret financial statements so he can give intelligent advice and counsel as respects deductibles and all areas of self-insured risks. To maintain an awareness of what new insurance innovations are taking place, he should subscribe to and read

and insureds, some have seized the opportunity to chisel insureds, forcing them to take a higher deductible with no reduction in premium by threatening to cancel or to impose maximum loss limitations. Some markets have over-reacted to the riot scares and the arsons by upping their price and limiting their liability.

What can an agent do under such circumstances? He can go to bat for his insureds to retain what they want and need. This may require some super salesmanship, but in the end, it should pay off. When things cannot be worked out with the existing carrier, the agent should be imaginative enough to piece together an alternative solution.

"It is also necessary for the agent to be a technician as well as a salesman. He should be able to analyze and interpret financial statements so he can give intelligent advice as respects deductibles and self-insured risks."

prevent gaps or duplicate coverage. I think this is one area where you can perform an admirable service for the small- to medium-size commercial customer assuming you are qualified in all lines of coverage. Most large corporations with a risk manager either maintain their own survey or have an outside consultant perform the service. Certainly, you should be very tactful in approaching your accounts about a survey—they may think

insurance periodicals. An occasional course at your local university is also helpful.

In recent years we have seen a sellers' market where insurers pick and choose the risk they want and at prices two and three times what one would expect to pay. While many insurers have complained of being hampered due to regulated rates, and without question open competitive rating would be a boost to both insurers

Hugh McCommon is superintendent of insurance management for Memphis Light, Gas and Water Division, City of Memphis. He attended the University of Tennessee and Memphis State University, where he earned a B.B.A. degree, and has since done graduate work. Mr. McCommon has served as director, vp and president of the Mid-South chapter of the American Society of Insurance Management and is also active in the American Management Assn.

Guidelines...

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you find it impossible to work out a satisfactory change with the existing insurance company, then, and only then, should you invite competitive bids.

In one of the articles on competitive bidding, I suggested that you include, as one of the conditions of the bidding, a statement that if insurance is placed as a result of the competitive bidding, the insurance will not be changed to another insurance company for a period of, say, three or five years if cost and service remain satisfactory.

NOTE THAT THIS does not say that we must open each line to competitive bidding every three to five years. At the end of the period for which we have made commitment, if cost and service is still satisfactory, you may well decide that the

best interests of your corporation are served by continuing the insurance with the present company.

After having conducted such competitive bidding, I believe that it is needed only occasionally. If the competitive bidding is done properly, and all parties are satisfied with it, the bidding clears the air, and may not be necessary again for a period of 10 to 20 years.

There are some situations in which competitive bidding may be required by the circumstances. If insurance is needed by cities or other political subdivisions, the award of the insurance to a local broker may not meet the requirements of the situation. Because of political difficulties, perhaps the best method of handling such a situation may be to award insurance by competitive bidding. In such a situation, the competitive bidding itself may offer difficulty. However, there is probably no solution here that would be completely satisfactory.

Political problems are not limited to

governmental units. Consider the situation of a corporation that is a conglomerate put together from a number of smaller corporations. The men who developed these smaller corporations are frequently now officers of the conglomerate. Moreover, if the corporation has been developed by exchange of stock, these men have stock ownership as well as position. Sometimes they also have close relationships with the insurance brokers whom they used when developing their corporations.

UNDER THESE conditions, especially if the conglomerate has been put together quickly, you may find yourself facing the renewal of a major line of insurance, with a dozen or so brokers and insurance companies competing for the business. Each may have the support of a man who is an officer and a stockholder of the merged company.

How do you handle this situation? Perhaps the best solution is competitive bid-

ding. If it is conducted well and with fairness, it should settle the issue for an indefinite period.

In conducting competitive bidding for this purpose, it will be obvious to the brokers who are invited to bid that they will probably lose their existing business with the company. Balanced against this is the possibility that they may obtain the entire line of insurance of the merged corporation. The smaller brokers may feel that they do not have much chance, but if several of them combine for a joint bid they may still be in the running.

In conclusion, I believe that insurance should normally be bought by negotiation or direct dealing. Occasionally, competitive bidding may be required. If so, the bidding should be done properly, in which event it will not normally be required again for many years, if ever. Of course, the possibility of calling for bids should remain one of the tools that an insurance buyer has available.

Risk management notes

THE PRINCIPAL argument of major brokers in support of the commission system is that they have fixed expenses for their technical services, such as loss prevention, claims adjusting and other services ancillary to the insurance product. These costs must be spread over a wide base of clients, and if they charged a fee that had to be justified on a time basis, they would not be able to cost account these.

This, of course, is exactly why the buyer does want the broker on a fee. He may not want all these services. He may want some but would rather be in a position to tell the broker which services he wants and which he doesn't want. As one example, it is an exercise in futility for fire protection reports from the company inspector to go to the broker where they are minutely dissected, then to an insured who has his own qualified fire protection people.

The fact of the matter is that brokers are sales-intensive organizations whose greatest expenses come in the area of

sales promotion and competition among themselves for new business. It is these costs that they prefer to submerge.

Corporate Placement of the Risk Manager

The traditional and most common location for the risk manager in the corporate organization is in the department of the treasurer or chief financial officer. This has followed from the evolution of the risk manager from a purchaser of insurance, as well as the relationship of insurance protection to protection of corporate assets and funding of losses.

As the position has evolved, new thinking has developed on the function of risk management as well as its place in the organization. As the importance of risk analysis, loss prevention, claims adjusting and risk administration have gained recognition, the purchase of insurance has become proportionately less significant. The use of blanket excess insurance policies also has furthered this trend. Management is beginning to realize that one of the risk manager's principal assets is

his depth of knowledge of corporate activities and his consequent ability to identify and analyze risks. Communication to and from all levels of management is one of the essential functions that must be developed to a high degree of efficiency. The many varied aspects of risk management indicate that capability as a manager is more significant than knowledge of insurance details.

For these reasons, many corporate managers have come to the conclusion that the most desirable position for the risk manager is not with the financial manager but with a vp whose function encompasses a wider range—preferably the complete range—of corporate activity. This would be an executive vp, administrative vp, or a person with a comparable function. Sometimes the corporate secretary is the preferred location. However, placement on an organization chart is less important than the innate ability of a risk manager to transcend departmental lines with an aggressive but tactful coordination of his many functions.

Commissions can be used to submerge other costs

BY WARREN, McVEIGH & ASSOCIATES

risk management consultants,
San Francisco—Los Angeles

At CNA we fight dirty.

We fight dirty air. We fight dirty water. How?

By refusing to write insurance for **willful** polluters. And by not renewing coverage of clients who persist in polluting, as we recently did in certain cases.

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ecological standpoint, it blatantly degrades the general environment. CNA has no desire to profit from such a customer.

On the other hand, CNA does desire to help. So we'll work with any client or prospective client who wants to clear up a pollution problem. Our specially trained environmental specialists will work with them, or any experts they appoint, in analyzing their situation and recommending remedies. We'll even consult with architects before new buildings go up. We'll help when-

ever we can, wherever we can, as we've helped more than one hundred clients in just the past year.

So let's fight dirty together. Because this is the only kind of fighting that can win a better future for all of us. Call your CNA agent. Or write us. We care about the company that cares about tomorrow.

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a better tomorrow.**

CNA/insurance

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agent/broker profiles

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in '71, 73.6% commercial; Account executive system; Uses combination of fees and commissions; Services: consulting, risk management, self-insurance; Specialties: group and employe benefits, aviation, financial institutions.

WAGNER-TAYLOR CO.
Ludlew St. & Copley Rd., Upper Darby, Pa. 19082; 215-FL2-4300.

Eighteen employes; Eugene L. Fidell, secretary; Paul N. Gery, president; H. Kelsey Partridge Jr., vp; Member: NAIA; \$259,000 gross revenue and \$1.758 million in premiums in '71, 60% commercial; Account executive system; Uses combination of fees and commissions; A. C. LaRue Agency; Services: loss control, engineering.

WALKER & CO.
600 S. Spring St., Los Angeles, Ca. 90014; 213-627-9715.

Parent company: John F. Sullivan Co.; Thirty-two employes; George H. Walker, president; Gerald J. Sullivan, vp; \$1.7 million in gross revenue and \$21.2

million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Specialties: surplus lines, reinsurance, professional liability.

EDW. H. WALTERS & CO.
230 W. Monroe St., Chicago, Ill. 60606; 312-726-4061.

Nineteen employes; James B. Murphy, president; William A. Thurow, exec vp; Ruth C. Roos, secretary; Charles J. Green Jr., vp; Harold A. Helfrich Jr., account executive; Member: NAIA, NAIB; \$3 million in premiums in '71, 80% commercial; Uses combination of fees and commissions; Services: computer claims control, fire protection engineering, computerized personal lines valuation service.

WARNER, HAND & DREW INC.
101 Jefferson Ave., Endicott, N.Y. 13760; 607-754-0424.

Thirteen employes; Ralph J. Warner, president; Jack I. Drew, vp-secretary; A. Richard Hand, vp-treasurer; Member: NAIA; \$335,000 gross revenue and \$2 million in premiums in '71, 60% commercial; Account executive system; Uses commissions; Specialties: commercial mass marketing.

WEIL AGENCY
21 Gratiot, Mt. Clemens, Mi. 48043; 313-463-5863.

Branches: Detroit; Subsidiaries: Gratiot Agency; Seventeen employes; Ralph Weil, owner; \$160,000 gross revenue and \$1.3 million in premiums in '71, 40% commercial; Account executive system; Uses commissions; Services: contractors insurance, bid and performance bonds; Specialties: bonds, product liability, manufacturing and contractor coverage, long-haul truck insurance.

WELLINGTON AGENCIES INC.
3460 Wilshire Blvd., Suite 401, Los Angeles, Ca. 90010; 213-380-3050.

Parent company: Stein-Antignas-Kent Inc.; Subsidiaries: Andrew Z. Meyer Insurance Agency, Associated Insurance Counselors, Robert Levin & Assoc., Milton Goodman & Assoc.; Twenty-five employes; Wilbert W. Stein, president; Gerald Richbook, vp-treasurer; John Antignas, vp-secretary; Member: CPCU, \$400,000 gross revenue and \$2.65 million in premiums in '71, 60% commercial; Account executive system; Uses combination of fees and commissions; Milton Goodman & Assoc., Andrew Z. Meyer Insurance Agency; Services: risk management counseling, employe equity savings plans, estate planning; Specialties: community antennae television systems coverage, trade association group property and liability coverages.

WESTERN AGENCIES INC.
1240 W. Bayard, Denver, Co. 80219; 303-744-1761.

Parent company: Richter/Robb; Twenty-nine employes; Guy Simone, president; Andy Wood, vp; Roger Richter; \$225,000 gross revenue and \$1.3 million in premiums in '71, 40% commercial;

No account executive system; Uses commissions; Hays Agency, C. Ray Nelson Agency, Maurice Johnson Agency; Services: employe benefits, counseling, appraisal.

WHITAKER-MYERS INSURANCE AGENCY INC.
P. O. Box 776, Wooster, Oh. 44691; 216-264-4800.

Thirteen employes; Ivan Steiner Jr., president; Robert M. Anderson, treasurer; Richard K. Jones, secretary; Member: CPCU; \$239,449 gross revenue and \$1.337 million in premiums in '71, 65% commercial; No account executive system; Uses commissions.

WHITEHALL BROKERAGE INC.
17 Battery Place, New York, N. Y. 10004; 212-944-9055.

Twenty-two employes; Nicholas J. Crisa, president; Roy J. Ross, exec vp-treasurer; James P. Walsh, vp; Peter R. Golia, secretary; \$507,000 gross revenue and \$4.8 million in premiums in '71, 40% commercial; No account executive system; Uses combination of fees and commissions; Services: group life, hospitalization, major medical, pensions, counseling, loss control, engineering; Specialties: marine, advising risk managers.

ED WHITEMORE CO.
1938 Pacific Ave., Long Beach, Ca. 90806; 213-591-1355.

Eleven employes; Ed Whittemore, president; Margaret Whittemore, vp; Kathy Belt, secretary; Margy Keith, treasurer; \$194,296 gross revenue and \$1.509 million in premiums in '71, 97% commercial; Account executive system; Uses commissions; Services: employe benefit, counseling; Specialties: commercial insurance.

WIGHTMAN AGENCY INC.
7710 Carondelet Ave., St. Louis, Mo. 63105; 314-726-1343.

Subsidiaries: University Risk Management Inc.; Fifteen employes; John Wightman, chairman of the board; Jerry Wightman, president; Richard J. Eichhorn, treasurer; Richard Wickenhauser and Robert J. Travers, vps; Member: NACSA; \$410,818 gross revenue and \$2.443 million in premiums in '71, 91% commercial; Account executive system; Uses combination of fees and commissions; Services: risk management for property and liability and human value, employe benefits, counseling; Specialties: aviation, amusement parks, colleges and universities, medical schools, school districts, foundations, municipalities, institutional risks.

CHARLES D. WILLIAMS & CO.
4233 Roanoke Rd., Kansas City, Mo. 64111; 816-753-5433.

Fourteen employes; R. D. McMillen, chairman of the board; W. G. Kirkpatrick, president, R. W. Roush and W. C. Motter Jr., vps; Member: NAIA; \$209,400 gross revenue and \$1.127 million in premiums in '71, 51% commercial; Account executive system; Uses combination of fees and commissions.

WILLIAMS-DWYER CO.
Suite 500, Hamilton Bldg., Wichita Falls, Tx. 76301; 817-723-7372.

Subsidiaries: Bullington Co.; Thirty-two employes; L. R.

Bloodworth Sr., chairman of the board; R. R. Anderson, president; DeValse Cox, vp-commercial lines; J. W. Martin, vp-personal lines; Keith Fiscus, vp-bonding; M. E. Traywick, vp-life and employe benefits; L. R. Bloodworth Jr., vp-administration; N. W. Beisel, vp-engineering and loss control; Member: NAIA; \$622,000 gross revenue and \$3.6 million in premiums in '71, 73% commercial; Account executive system; Uses combination of fees and commissions; Bullington & Co. Services: employe benefits, investment department; bonding-surety department, engineering and loss control.

JOHN J. WILLIAMS INSURANCE AGENCY INC.
141 Milk St., Boston, Ma. 02109; 617-426-4087.

Four employes; John J. Williams, president-treasurer; \$150,000 gross revenue and \$1.1 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Specialties: new car dealership, habitational risks, nursing homes, contractors.

WILLING INSURANCE
7819 Wornall Rd., Kansas City, Mo. 64114; 816-363-7092.

Subsidiaries: Blue Springs Insurance Service; Six employes; W. D. Willing, owner; M. G. Birkmann; \$186,490 gross revenue and \$1.097 million in premiums in '71, 79% commercial; Uses commissions; Specialties: small-, medium-sized commercial accounts.

WILSON & CO.
11750 Shaker Blvd., Cleveland, Oh. 44120; 216-991-5800.

Seventeen employes; William E. Wilson, president; Marie D. Wilson, secretary-treasurer; Member: NAMIA, CPCU; \$256,574 gross revenue and \$1.347 million in premiums in '71, 60% commercial; Account executive system; Uses commissions; Services: mutual funds sales, life insurance, pension.

WINONA AGENCY INC.
174 Center, Winona, Mn. 55987; 507-452-3366.

Twenty employes; J. T. Schain, president-treasurer; Fred Naas, vp-secretary; R. E. Horst, vp; Member: NAIA; \$450,600 gross revenue and \$2.912 million in premiums in '71, 79% commercial; Account executive system; Uses commissions; Services: employe benefits, fire and liability rating and engineering.

WITMER-KAUFFMAN-EVANS INC.
516 Equitable Bldg., Des Moines, Ia. 50309; 5-5-244-4157.

Eleven employes; L. W. Matthews, president; M. S. Denman, vp; R. A. Alexander secretary-treasurer; Member: CPCU; \$168,897 gross revenue and \$1.2 million in premiums in '71, 80% commercial; Account executive system; Uses combination of fees and commissions; Kinney-Graham Inc.; Services: risk management consultant, employe benefit consultant; Specialties: risk survey, risk management.

WOLF-KRASNER CO.
632 Manhattan Ave., Brooklyn, N.Y. 11222; 212-383-1600.

Four employes; Edward I. Kras-

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June 29, 1972

agent/broker profiles

ner; \$70,000 gross revenue and \$1 million in premiums in '71, 55% commercial; No account executive system; Uses commissions; Specialties: commercial wines.

WRIGHT & CO.
1001 Connecticut Ave. N.W.,
Washington, D.C. 20036; 202-393-1550.

Ten employees; Frank L. Wright, president; Betty R. Wright, vp-treasurer; Robert M. Beckman, secretary; \$170,000 gross revenue and \$1.051 million in premiums in '71, 100% commercial; Account executive system; Uses salary; Services: loss control, employe benefits counseling; Specialties: claim payment and administration of plans, income protection plans, group insurance.

Jacques S. Zinman, secretary-treasurer; Samuel Zinman, vp; Member: NAIA; \$1.207 million gross revenue and \$10 million in premiums in '71, 90% commercial; Account executive system; Uses combination of fees and commissions; Roisman Insurance Agency; Services: program analysis, rate engineering, loss control, employe benefits, account supervision; Specialties: contractors, construction, real estate investors, shopping centers, apartment packages, light manufacturing.

Directory available

Business Insurance will publish a directory of the material listed in this agent/broker section.

For price and order details, see advertisement on page 40 of this issue.

Key to profiles

Information included in these profiles follows the order listed in this box, but not every agent and broker provided information in every category. Items in profiles are in this order: Name of agent or broker; Home office address and phone number.

Name of parent company; Branch offices; Subsidiaries; Total number of employes; Names and titles of principal officers; Professional association memberships; Gross revenues in commissions and fees for insurance and insurance-related operations; Total premium volume; Percentage of commercial business; Use of account executive system; Acceptance of compensation in commissions only, fees only or a combination of both; Mergers and acquisitions within the past year; Special services; Special coverages.

ZIMMERMAN INSURANCE ASSOC. INC.
425 S. Shatto Pl., Los Angeles, Ca. 90020; 213-388-9532.

Branches: Tuscon, Agana, Gu., Saigon, S.V.N.; Subsidiaries: Korus Insurance Agencies Inc.; Sixteen employees; D. C. Zimmerman Jr., president; Jerome J. Sweeney, J. A. Schweitzer, and W. D. Robinson, vps; \$550,000 gross revenue and \$6.7 million in premiums in '71, 85% commercial; Uses commissions; Coastwide Fire & Casualty Co., Anthony J. Telich Co.; Specialties: foreign insurance, foreign and domestic bonding.

ZINMAN GROUP
309 York Rd., Jenkintown, Pa. 19046; 215-224-7500.

Parent company: Zinman Grossman Lichtenstein Co.; Branches: Newark and Winslow Crossing, N.J.; Subsidiaries: Watson & Schwartz of Matawan Inc., Merit Agency Inc., Greenbriar Insurance Agency; Sixty employees; Morrie H. Zinman, president;

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Major associations of brokers, agents, what they do for public

Many agents and brokers are represented in this issue. Following are profiles of three of the largest associations that serve them.

National Assn. of Insurance Agents

The National Assn. of Insurance Agents (NAIA) is a non-profit organization of 31,000

member agencies and 150,000 independent insurance agents, writing primarily property and casualty insurance. NAIA members are represented in all 50 states, Guam, Puerto Rico and the Virgin Islands.

The association is governed by an executive committee consisting of a president and eight officers, each serving a maximum of six years, and a board of fifty directors representing each state in the U.S.

Eighty percent of NAIA members represent small to medium-sized agencies dealing equally in personal and commercial lines insurance. The association has various educational programs throughout the country to give guidance in efficient agency operation and assist agents in maintaining a high degree of insurance proficiency.

The NAIA was established by 20 insurance agents in 1896 in the Great Northern Hotel, Chicago. Its founding purpose was to represent the views and needs of independent insurance agents to state, federal and government

communities and, according to its constitution, "support right principles and to use our influence to correct bad practices in fire underwriting."

National Assn. of Insurance Agents, 85 John St., N. Y., N. Y. 10038; 212-285-4250.

National Assn. of Mutual Insurance Agents

The National Assn. of Mutual Insurance Agents is a non-profit organization of 20,000 independent insurance agents, whose members write primarily property and liability insurance. NAMIA members come from the U.S., the Virgin Islands and Canada, and they are affiliated with 39 state and regional associations. The association is governed by a president and seven other elected officers who serve one-year terms, and by a board of directors composed of at least one representative from each state and additional representatives based on the size of the state's membership.

The majority of NAMIA members are agents with small to medium-sized agencies who deal mostly in personal lines insurance. The association's primary objective is to promote the welfare and protect the future of the agency system. NAMIA provides members with information and guidance for efficient agency operation and assists agents in achieving and maintaining a high degree of insurance proficiency through the many educational programs that it sponsors.

NAMIA was established in Washington, D.C., in 1931 to represent the views and needs of

business organization representing the interests of insurance brokerage and agency firms in the U.S. which are primarily concerned with insurance protection for commerce and industry. NAIB provides a national voice for its member firms and their clients in legislative, regulatory and technical matters. Addressing itself to government, industry, the press and the public, the association operates through its elected officers, a 46-member board of directors, a 16-member governing committee, and a number of standing and special committees in addition to its professional staff in Washington, D.C.

NAIB's major objectives are:

- To assure that adequate markets are developed and maintained for the placement of insurance and reinsurance protection to meet the needs of commerce and industry.
- To encourage and assist in advancing the state of the art to keep private insurance responsive to the changing needs of its consumers.
- To promote and maintain high professional standards in the insurance brokerage field.
- To uphold the principles of competition and free enterprise.
- To work to remove unreasonable impediments to the proper conduct of a responsible interstate business.

Organized in 1933 by a group of insurance brokers brought together to advise the federal government about standards of the profession, NAIB began as a loose federation of broker associations. Although incorporated in 1934 in the District of Columbia, NAIB was based in New York City from its inception until 1971 when it was relocated to Washington.

agent/broker profiles

mutual insurance agents to the financial and government communities. In the past ten years NAMIA has more than doubled its membership, and has evolved from an internally oriented association to a leading industry spokesman for the small to medium-sized agency. In the fields of flood and crime insurance especially, NAMIA has led the way to cooperation with the federal government in marketing. NAMIA's continued involvement in the insurance world and insurance legislation is the way the association has chosen to best achieve its goal—to do all things necessary for the good of mutual agents and the cause of mutual insurance, to the end that mutual agents may better serve the public and thereby endure and prosper.

National Assn. of Mutual Insurance Agents, Investment Bldg., Washington, D.C. 20005; 202-628-8618.

National Assn. of Insurance Brokers

The National Assn. of Insurance Brokers Inc., is a non-profit

National Assn. of Insurance Brokers, 1511 K St., N. W. Washington, D.C. 20005; 202-223-2393.

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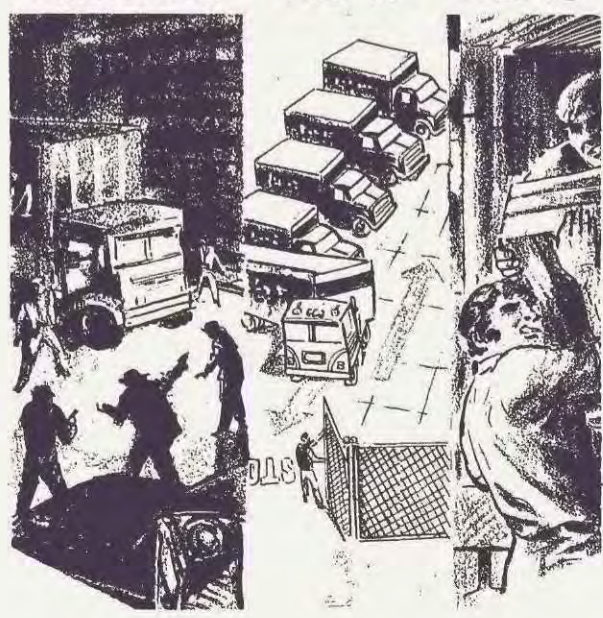
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*EFFECTIVE AUGUST 1, 1972

Regulators crack down on questionable agents

CHICAGO—A *Business Insurance* survey of 35 state insurance commissioners reveals that almost every state has taken steps within the past year to upgrade the quality of brokers and agents they license.

Actions taken by the departments range from improving licensing examinations to fingerprinting of all license applicants to greater numbers of suspensions and revocations of licenses.

More comprehensive and detailed examinations have been introduced in 10 states with the past year. In several states the examinations have been revised according to recommendations made by agents' advisory boards that assist state insurance departments.

Improvement that is particularly significant in large states that have thousands of brokers and agents to monitor.

Larger staffs in some insurance departments have enabled commissioners to keep closer watch on brokers and agents than was formerly possible. ■

Raise police benefits

The new two-year contract approved by Salem, Or., policemen with the city includes a city-paid family health insurance plan, time and one-half pay for holidays and extra pay for going to school in an educational incentive plan.

WEST VIRGINIA, one of the states that revised its examination, has also developed with Insurors Press a study manual which the state's insurance department considers one of the best in the country. The "pass ratio" on West Virginia's agents examination is now 55%.

Pennsylvania, a state that has adopted many regulatory innovations in the past two years, has developed specialized examinations for particular lines of insurance, including one for those

agent/broker profiles

who wish to sell federal crime insurance.

Twelve states have recently adopted more stringent qualifications and tighter licensing laws, many of them patterned after the model law developed by the National Assn. of Insurance Commissioners.

To enable license applicants to prepare for more stringent examinations, a number of states now distribute study manuals and prescribe educational programs, some that include a given number of classroom hours of insurance study.

TO BAR CONVICTED felons and other undesirables from the ranks of insurance agents and brokers, states have adopted the practice of requiring fingerprinting of all applicants. In Arkansas, the files of the state police are also checked for derogatory information on license applicants.

Several state insurance commissioners said that they have imposed a "get tough" policy on the violation of insurance code regulations by brokers and agents. One commissioner said, "We imposed a number of revocations and suspensions, and our actions had a very salutary effect on the broker-agent community in our state." Another commissioner reported that the result of this crackdown was a four-fold increase in the number of suspension and revocations this year over the same period in 1971.

One advance that has contributed to greater control over brokers and agents has been the use of computers to tabulate examination results and to keep track of those who hold licenses.

Computer exam scoring, one commissioner explained, enables his staff to monitor closely the results of examinations and to revise the examinations and to produce an acceptable pass-fail ratio.

Electronic data processing is also useful in retrieving information speedily on licenses, an im-

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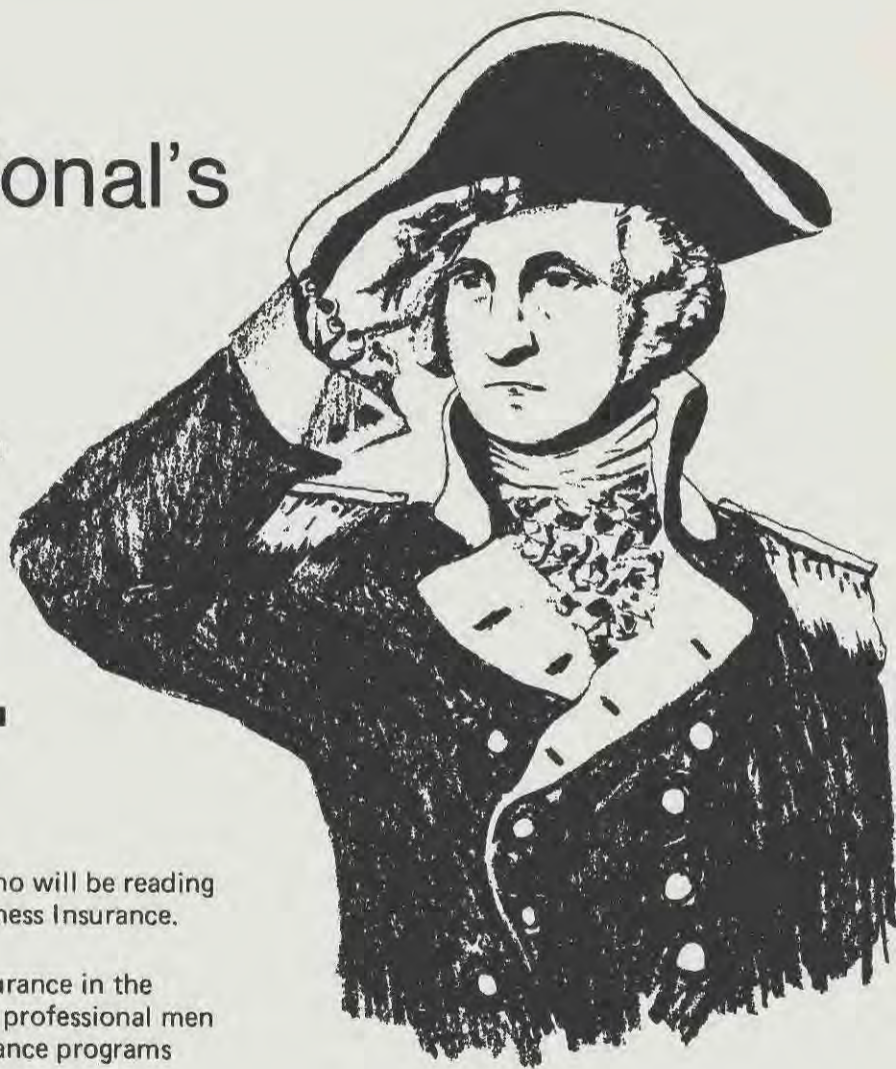
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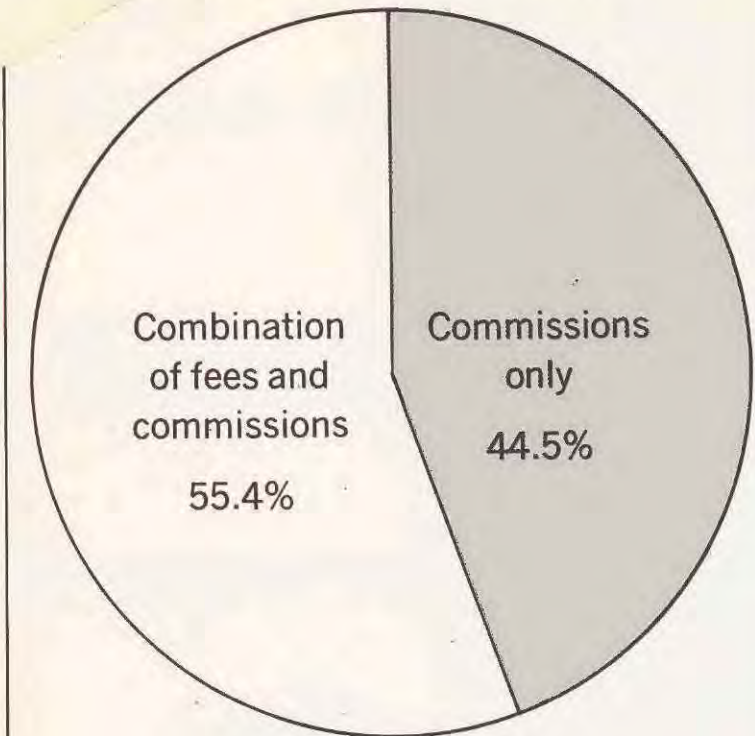
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July 31, 1972/81

FORMS OF COMPENSATION



Source: Business Insurance Agent/Broker Survey

Although the use of fees and a combination of fees and commissions is fairly evenly split, according to the Business Insurance agent/broker survey, several firms indicated that they are contemplating a switch from the use of straight commissions to a combination of both for their compensation. Two firms that use fees only are not included.

Burnham report analyzes brokers

Continued from page 35
less than the aggregate of 100 small agencies doing \$500,000 a year each in commissions and fees. A few years ago there were some awfully profitable small agencies around that had owners who flew around like fat cats in small private planes. In those days the aggregate profit was probably far more," Mr. Regan told *Business Insurance*.

The increasing growth and success of many of the major brokerage houses is due to a wide variety of reasons, according to the Burnham study.

For one thing, it points out, an inflationary environment such as that of the past few years has had little impact for brokers. Brokers, in fact, have generally fared well in recent years, as compared with many other industries.

"HIGHER PROPERTY coverages are required with inflation; liability awards also rise at an accelerated rate; and commissions in dollars advance with premiums," said the report.

Noting, however, that on most commercial risk commissions are often negotiated between the insurer and the broker, the report did say that commissions have not necessarily risen in direct proportion with premiums. "Where commission rates are

fixed—marine, some casualty lines, and personal lines—income would increase proportionately with premiums," the study said adding that as a result some increases in premiums due to inflation have had a "generally beneficial impact upon brokerage revenues."

The report went on to point out, however, that rapid inflation has also had some distinctly negative effects, too.

"If insurance costs are rising rapidly, the corporate risk man-

is due to predictions that fringe benefits are likely to advance appreciably faster than total wages in the years ahead.

And, the study noted, "even if national health insurance were to supplant all private plans, an unlikely eventuality, the brokers would not be severely affected."

"Although premiums on the typical corporate group health plan can be sizeable, the broker receives a minuscule commission relative to the premium. On a \$1 million premium, for example, the brokers might receive a commission of \$25,000 or thereabouts," it said.

agent/broker profiles

ager usually makes more strenuous efforts to hold insurance costs within bounds. Through higher deductibles, self-insurance, and re-structured or partial coverages, it may be possible to keep outlays for insurance premiums from going up as fast as the increase in rates. The broker in turn has to expend greater time in structuring coverages," the study noted.

"SINCE RISK managers become more receptive to proposals of competitive brokers in an environment of advancing costs, insurance programs may have to be reviewed more frequently," it went on. "In addition, loss prevention becomes critical, demanding more brokerage effort. Periods of rapid inflation also tend to be associated with shortages of insurance capacity owing to rising premium volume coupled with poor underwriting results. For the broker, shortages of capacity often mean more time must be invested in finding a market for the risk. Thus, the costs of servicing the client are increased appreciably."

Turning to another significant source of income for insurance brokers, group insurance benefit and pension plans, the 58-page report noted that "insurance brokers can anticipate solid gains in income from employe benefit work." This, the study reasoned,

THE BURNHAM document also asserted that commissions on property and liability lines have come down considerably in recent years and that there is little basis for further reductions in most instances.

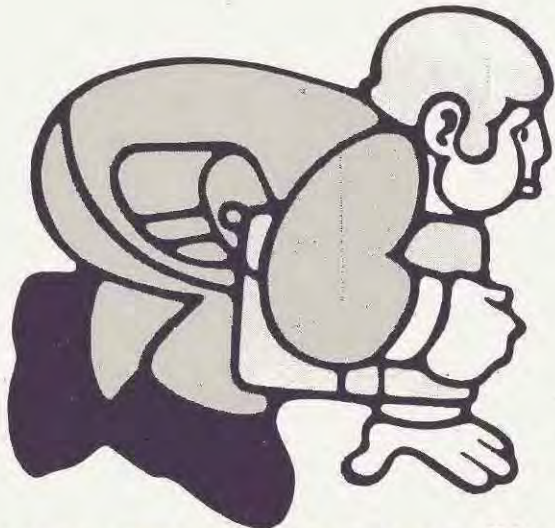
Commissions on most large commercial risks are negotiated with the insurance company underwriting the risk. "In addition," the report stated, "larger corporate clients frequently know what the broker is getting. Thus, compensation to the broker is arrived at through a fairly rational process which reflects the cost of servicing the client."

Moreover, the report continued, there is little reason to believe that there is a major switch from a commission to a fee system of broker compensation and that all the talk of such a switch is "more theory than practice."

"In some instances the broker receives a fee from the client," the report said, adding that this is commonly true when insurance is placed with a mutual company, or when extraordinary services are rendered by the broker.

"AS A GENERALITY, however, where fees supplant commissions, brokerage income does not vary appreciably from what would have been received on a commission basis. The shift to fees has been slow, and currently is not of major importance in the scheme of compensation."

Similarly, the report does not see a major shift by corporate
Continued on page 91



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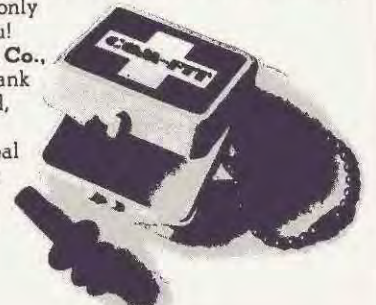
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On brokers...

Continued from page 1

Proponents of paying brokers by fee were somewhat less positive about their position, expressed by Ray Boettcher, risk manager of George A. Hormel & Co., Austin, Mn., who said:

"This may sound inconsistent, but I prefer the fee system even though most of my brokers are paid by commission. If you have any dealings with direct writers, your broker might be more honest in recommending their proposals if his own payment is by a fee. If he is working strictly on commission he has no incentive to even look at something that won't deliver that commission."

THE RISK MANAGER of a prestigious Western university reported that, while all his brokers had been paid by commission in the past, he was in the throes of a cost accounting study

agent/broker profiles

which could, conceivably, change the payment system to the fee.

"We are also moving toward self-insurance and large deductibles," he told *Business Insurance*, "which is a consideration. Another is the fact that colleges and universities are facing much higher premiums. These things make a fee look good."

Another risk manager commented that the use of a fee, which would probably involve year-by-year negotiations, would be preferable to the commission system. He also said that the fee should be dependent on some form of checking device, like requiring the broker to turn in a detailed report of how much time was actually spent in getting something done. He thought the fee would also act as a motivating device.

Misgivings about commission payments were voiced by an industrial company's risk man, who said, "if they charge a fee they would have to do something. The simple process of being a middleman is of no value to the insured, particularly if they have limited

ability at getting you a good price. If there is a fee involved, the broker would, at least, have to give advice. Anyway, I haven't seen any service from a large broker that would warrant a commission. The smaller brokers can drive you nuts by badgering you about whether you dotted your I's on something and that's not worth a commission either."

One risk manager for a large retail chain of stores, admitting that he presently has a commission arrangement with his broker but that he is "currently negotiating a fee schedule with him," said that he definitely feels the commission system is "outmoded" today. "And," he added, "more and more risk managers I talk with these days feel the same way."

NOTING THAT his convictions were reinforced in Montreal in April when he attended an American Society of Insurance Management seminar on "Fees vs. Commissions," the risk man said that during the session the audience was asked for a show of hands on how many insurance managers would prefer the fee system. "Virtually 100% of the guys there said they were in favor of it," he said, adding that about 70 persons attended the session.

While fee vs. commission advocates argue, a number of risk managers contend that the system of compensation makes no difference if the adequate service is provided and the "bottom line" results are the same.

An articulate advocate of this system of a measurement is Francis X. McCahill Jr., insurance manager for Bristol-Myers Co. in New York.

"Commissions to brokers," said Mr. McCahill "are not any concern to me so long as I am satisfied that the premiums I am paying for coverage represent a fair price to me. And," he added, "so long as the broker recognizes that it is the insureds' dollars that he is being paid with."

For the commission, of course, Mr. McCahill does expect service and the most valuable service he thinks the broker should be performing for the corporate insured today is minimizing risk.

"His chief concern—after he

has found the market, of course, and that is also an important role—is or should be loss prevention. If the broker can help me minimize or reduce the risk, then I think he is a worthwhile broker," Mr. McCahill told *Business Insurance*.

"Commissions to brokers are not any concern to me so long as I am satisfied that the premiums I am paying for coverage represent a fair price to me."

This attitude was seconded by another risk manager who added, "The compensation system does not matter because insurance managers are always trying for the bottom line. Ultimately I'm sure we'll get to the fee system. But I have no strong feelings about it as long as you get your money's worth."

Richard Ackerman, risk man-

ager for ITT Sheraton Corp. told *Business Insurance* that "it's up to the risk manager to see that he gets good service from his broker."

He commented that it makes little difference whether brokers operate on a fee basis or commis-

IF THE BROKER is providing a considerable amount of engineering service, a high fee might be justifiable, Mr. Ackerman explained. "But right now, a few brokers love the system and don't want to jeopardize a high profit margin. Also, once the cost is known, risk managers will be better able to control and reduce it."

"At my old job," said a corporate official who agrees with Mr. Ackerman, "we were very strong for using the fee system of payment. Over here, I've swung back to commissions a bit but I still have mixed emotions. Some small- and medium-sized brokers could charge a fee and then come up with higher costs than they expected and they could get burned. At the same time, 5% might not really be high enough for the smaller guys. It all depends on the risk."

Woody Anderson, risk manager of Kaiser Industries, Oakland, *Continued on page 90*

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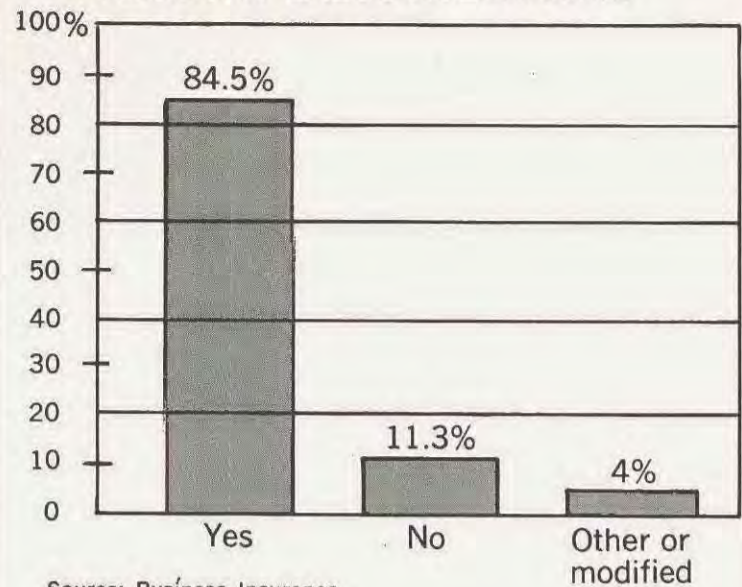
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USE OF THE ACCOUNT EXECUTIVE SYSTEM



Source: Business Insurance Agent/Broker Survey

According to the Business Insurance agent/broker survey, use of the straight account executive system in dealing with clients is preferred by 84.5% of those responding. Several firms noted that they use the team management approach in handling accounts and some companies described their approach as "modified" account executive or "account executive backed up by specialists" within their firms.

On brokers...

Continued from page 89
Ca., was in a unique position among those surveyed by Business Insurance.

"We own the broker we use," he said, "so, in a sense, I'm getting my money back when I pay him. However, generally speaking, I am an advocate of the fee. Brokers are striving for professionalism. Architects are professionals who used to work on commission but are turning to the cost-plus basis. So should the insurance broker."

Risk managers also disagree on whether they want to deal with a single account executive at their broker or with a unit with personnel familiar with the client's problems.

Bristol-Myers' Mr. McCahill

responsible on my business.

"My big gripe—and I could talk to you for hours how one broker mishandled just a small piece of business I once worked on—is that the top executives are generally capable but that the people in their firms that support them do not work satisfactorily for you. And," he added, "you do tend to get passed down to the lower brokerage echelons once the business has been wrapped up and the broker has his contract."

QUITE A DIFFERENT view came from a corporate assistant treasurer who prefers using one account executive, as opposed to the unit system. "That way, you delegate responsibility to one person and it is up to him to further delegate it. The problem is that you will probably have to work with your underwriter yourself anyway."

United Brands' Mr. Levinson, who prefers to work with a single account executive, said that he has encountered some problems in terms of relationships with brokers in the past. "Most larger brokers are moving toward regional operations. They're shifting some of their more competent account executives into higher executive positions and as a result they have created gaps at the account executive level. This is a problem, yes," he conceded.

"The account exec can add some clout if he assumes a leadership position," another risk manager said hopefully.

The account executive system is preferred by Mr. Berg of Borg-Warner in that "the account executive has more personal interest in the account, you are not just another company to him. We use both the unit system and the account executive in our dealings and I find the account executive service to be superior."

He felt that brokers should be strong in coming up with specialists in various areas. "If we have a product liability problem or a workmen's comp problem," he stated, "we should be able to talk to an expert in that area at our broker and he should be familiar with the laws in other states, not just here in Illinois. Brokers should also have very strong loss prevention and safety services."

Continued on page 94

agent/broker profiles

said he always prefers to deal with one account executive—"one of my choice."

"Of course," he added, "I do work with others from time to time but I much prefer one person on the brokerage level who is familiar with my company almost to the point of becoming part of my company."

MR. ANDERSON of Kaiser commented that he liked working with one account executive. "You need a guy with an overall feeling for what's going on and who assumes responsibility. He, then, can rely on his own specialists within the brokerage."

Another risk man said he would rather work with one account executive "if he has some good back-up people. That way you have one source to hold accountable rather than hammering at splinters. However, it is possible that the unit system could be more effective for a huge insured."

A retail store risk man noted that he deals directly with the head of the brokerage firm his company uses, although there are times when he works with others in the firm. "But," he added, "he's the one who is ultimately

Burnham . . .

Continued from page 88
insureds to direct writing companies, thus eliminating the broker middleman.

"For most corporate clients, the brokers role cannot easily be duplicated by an insurance company. The broker performs an essential service in (1) representing on a highly sophisticated level the interests of the client, which are often opposed to those of the insurance company, (2) having a knowledge of appropriate markets for a given risk, and placing that risk on the most favorable basis, (3) assisting in claims settlement where the client's interests may again be contrary to the underwriter's interests, (4) furnishing a geographical spread of service facilities through widely dispersed offices. "Few insurance companies," the report asserted, "are able to provide a comparable range of services for the typical, large corporate client, or overcome the very real conflicts of interest."

THE PROLIFERATION of corporate self-insurance programs, seen by some as another threat to the future of the brokerage industry, is likewise downplayed in the Burnham study.

Mr. Wilson concluded that, "The insurance brokers are not hurt by self-insurance because expert advice is still needed for a self-insurance program. The broker plays an integral role in evaluating, formulating, and administering the typical self-insurance program," the report noted, pointing also to brokers' roles in captive insurance schemes.

Calling mass merchandising a "drowning giant" and saying that it has had "slow progress at best," Burnham & Co.'s Mr. Wilson said that major obstacles to employer-employee plans include legal restrictions in some states, union indifference, concern by employers that plans might become an additional fringe benefit and that there are still some unresolved mechanical problems, such as group ratings, portability and the exclusion of bad risks.

These obstacles will likely be overcome, however, as unions become more interested in the concept. Nevertheless, the report stated, mass merchandising will probably not make a significant contribution to brokerage volumes for three to five years.

BURNHAM ALSO pointed out that Marsh & Mac is farthest along in the employer-employee mass merchandising area, having the largest number of plans and having developed a "full-scale computer program for rating risks and computing deductions for payment of premiums."

The Burnham study estimated that six leading publicly-owned firms and Johnson & Higgins accounted for 25-27% of estimated 1971 premium volume in commercial lines. The report emphasized, however, that figures are necessarily imprecise because brokers do not report premium volume and that an indeterminate portion of commercial risks are placed either with mutual companies or in overseas markets.

Nonetheless, the report further estimated that by 1975 the national brokers could possess about 40% of the accessible market. Burnham estimated that the national brokers had about 30-33% of the accessible market last year.

Addressing the subject of brokerage acquisitions, the Burnham study estimated that 55 have been made by the public brokers

since Jan. 1, 1970. "Through acquisitions," it added, "the smaller public brokers are implementing a program of achieving national status, which encompasses the ability to provide services to the multi-location corporation.

"**NATIONAL STATURE** may not be a prerequisite to survival,

agent/broker profiles

but it is necessary to sustain growth in the face of the rising needs of the client and the greater complexity of commercial insurance," it asserted.

"The thrust of acquisition programs is to get into markets where there is no representation," it continued. "In addition, existing offices may often be strengthened by acquiring incremental volume and staff in a particular city. Finally, strength in particular lines of insurance can be achieved through acquisition. Frank B. Hall, for example, through acquisition of Parker & Co. became an important factor in aviation insurance."

The Burnham report said there are compelling reasons for relatively small regional firms to want to merge with national firms. Among those cited was the fact that the backing of a national firm strengthens the position of the local firm with its existing accounts, and often brings in new business.

"Many mergers are also prompted by the recognition that the private regional broker, notwithstanding capable management, can be at a considerable disadvantage in holding onto accounts, which may find the blandishments of a national brokerage firm quite persuasive."

THE BURNHAM report, which took months to complete, is generally considered by several brokerage chief executives queried by *Business Insurance* to be an accurate and thorough piece of research. The brokers, of course, do not agree with everything Mr. Wilson has to say about their industry. On financial projections for years ahead, for example, they prefer to leave the crystal balling to security analysts.

Perhaps the one major point of disagreement is with the conclusions reached by some after reading the report—a few risk managers and underwriters among them—that the success enjoyed by major brokers in recent years may have come at the expense of the corporate insurance consumer.

Said Kenneth W. Soubry, president of Alexander & Alexander, for example:

"I don't think 9% after taxes is enormously high. I think today we give top first-class service to our clients. We've improved enormously over the years. This doesn't mean, however, that we won't have to offer corporate insurance clients more service in

the future. I think of several areas we are going to have to move into. Nuclear and ecological services, for example."

SAID Adrian V. Palmer, Rollins Burdick Hunter's chairman and chief executive:

"Profit margins can fool you. Yes, ours are among the highest in the industry (called "unusually high" by Burnham—31.2% in 1970), but I think the contrary is true. We're not scrimping on services to attain those margins.

"It depends, I think, on many factors. The mix of your business and the size of your clients, for example. We turn over substantial premium volume and do it with pretty high per capita revenues.

"The paradox is that in our business the better work you do for your client means that you'll also be reducing your revenues. As services expand our average billing will become lower and

margins will also be reduced. This business is too competitive to tolerate scrimping. The industry is self-regulating in this respect."

ARTHUR M. JENS JR., chairman of Fred. S. James, told *Business Insurance* that profit margins at his company have never been a subject of debate with corporate insurance clients.

"Actually," he said, "it's come up in reverse at times. Clients feel some satisfaction and more security when they are working with a company that is making a profit.

"The dilemma of profit margins is a problem faced by any business. IBM faces it. There's always the question of what is the proper level of profit to extract from any business." ■

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CHICAGO—Listfax telephone numbers have been established for *Business Insurance's* Product Liability and Employee Benefits Communications Workshops. Those who call in may have their reservations confirmed immediately at early registration prices stated on this page.

To register toll-free, call 800-243-6000. Connecticut registrants have their own number: 1-800-882-6500.

An operator will confirm your registration in either or both workshops.

Examine two billion-dollar questions at BI workshops, October 23-25

CHICAGO—Two billion-dollar questions facing business will be reviewed at *Business Insurance* workshops in October at the Hyatt Regency O'Hare near Chicago's O'Hare airport.

On Oct. 23-24 the pressing question of what to do about product liability claims will be examined at the *Business Insurance* Product Liability Workshop. Faculty members and workshop participants will discuss product liability claims prevention, insurance and defense against suits that are lodged.

On Oct. 24-25 *Business Insurance* will sponsor a Benefits Communication Workshop where participants will get "how to" ideas about telling their employees about benefits that now cost U.S. businesses more than \$100 billion a year.

FACULTY MEMBERS for the Benefits Communication Workshop include Dr. Charles McDermid, president of Management Psychologists of Chicago, who will review methods of listening to employees about benefits; Howard Peck, partner in Hewitt Associates, benefits consultants of Deerfield, Ill., who will discuss how to describe benefits to employees, and Edward T. McCaffrey, manager of Halltech Associates, New York,

who will tell about how to report benefits.

Panelists and discussion leaders will also cover such subjects as the design and execution of a company benefits communications program and the legal responsibilities of employers in describing and reporting benefits to employees.

Product Liability Workshop sessions will begin at 6 p.m. on Monday, Oct. 23, and continue through 4:30 p.m. on Tuesday, Oct. 24. Cocktails, dinner, continental breakfast and lunch will be served to workshop participants.

The Benefits Communication Workshop will begin on Tuesday evening, Oct. 24, with an awards banquet for the *Business Insurance* Benefits Communication Awards competition. Employers who

submit winning awards will receive recognition along with consultants and others who helped them prepare winning entries. Details on the awards competition appear on page 14 of this issue.

BENEFITS Communication Workshop sessions will continue until the evening of Wednesday, Oct. 25.

Registrations for both workshops may be made by mail, using the coupon on this page, or by phone, using the number listed in the box accompanying this article.

Fees for early registration for the workshops are \$115 for each workshop or \$200 for both workshops if tuition is paid by Sept. 29. After that date the fees are increased to \$140 and \$250 respectively.

Suit...

Continued from page 3

Also, if those killed were only ticketed for the domestic portion of the flight, the agreement would not effect any legal action," he pointed out.

The persons killed, however, were ticketed to Los Angeles.

AT THE TIME of the crash near Toronto's Malton Airport, it was learned that the hull of the aircraft was insured with Associated Aviation Underwriters for \$12.2 million, the highest amount paid for an aircraft hull by an insurer to that time. AAU paid the claim immediately.

The cause of the crash was determined as being the deployment of the "ground spoiler" mechanism while the plane was still in flight. The suit alleges that Air Canada failed to provide

adequate inspection of the "ground spoiler" and that the plane's crew had not been given proper instruction in its use.

The crash killed all 99 persons aboard the flight, many of them Air Canada employees.

Other actions have been filed here on behalf of other victims, some of them for larger amounts than the \$900,000.

Raise work comp

The state department of labor and industries in Washington said the top workmen's compensation payment to persons disabled by job injuries jumped from \$435 to \$508 per month as of July 1. William C. Jacobs, director of the department, said the new maximum, which applies to workmen temporarily or permanently disabled, will be awarded only to employees injured at work on or after July 1.



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On brokers...

Continued from page 90

MANY OTHER RISK managers told *Business Insurance* that they prefer the unit system in dealing with their brokers, largely because they feel that they get from that system a sense of greater depth of expertise.

"No one person in the industry has all the expertise needed to

agent/broker profiles

solve our diverse problems," said one interviewee, "and we like to draw on the entire depth of the brokerage when we need help. At the same time, there should be one person with whom you can keep in contact on a day-to-day

basis."

"When you call your broker," another risk manager said, "and it doesn't matter whether you call an account executive or a specialist, he should be familiar with the policy language, he should know what is covered and what isn't and if there's a problem, he should be able to get an interpretation from the insurance company in a hurry."

A trend toward the unit system was seen by another client, but he said, "Most brokers still want the account executive. They want someone to oversee the situation. I like the unit system because you get to know more people and an account executive is not always available. We had a situation where our account executive was out sick and then they had to use the unit system. The two forms really work hand in glove."

Other risk managers see no difference between account execu-

tives or units, so long as they get the service they are looking for.

One said he preferred the unit system to dealing with a single account executive "though it really doesn't matter as long as

should be close, continuous and consistent. We should always be in contact so they can learn quickly about any corporate developments here and they can keep us advised of changes in the marketplace."

"Among the most important things we look for are his knowledge of the markets and his ability to learn my company's business."

we get the service."

MR. BOETTCHER of Hormel was of the opinion that there really was not a great deal of difference between the account executive and unit systems in dealing with a broker but felt that a contact man was needed. "You should really try to centralize," he said. "If you spread things around too much, it could work against you."

One insurance director works on a day to day basis with department heads.

"Sure we go through the account executive, but when you are getting involved in something like employe benefits or casualty work, you need to go to the various experts," he said.

A risk manager in the midwest summed it up: "The relationship between the broker and the client

IF THERE IS WIDE disagreement within the risk management fraternity regarding fees vs. commissions and account executives vs. the unit system of service, no such disagreement is apparent in risk managers' attitudes toward what services brokers can be expected to provide.

Knowledge of the insurance market and the ability to place coverages at favorable prices were listed as key brokers' services by the corporate clients interviewed in the *Business Insurance* opinion survey.

Consider the opinion of Richard Ackerman, risk manager of ITT-Sheraton Corp.:

"The greatest service a broker can render his client is placing insurance in the most advantageous manner as regards depths and breadths of coverage, and, of course, economy of price. Good loss and claims control is also essential."

TIES TO THE insurance market, however, may sometimes create an unhappy client-broker relationship, Mr. Ackerman commented. "To preserve their markets, brokers sometimes may have to compromise coverage and price considerations. I feel a consultant might serve a risk manager better at times because he doesn't have to place the coverage."

According to Mr. Ackerman, brokers could provide an invaluable service to risk managers by offering a claims system. "In a

fairly large insurance program, economics dictate that certain areas be self-insured. If you buy a claims service from an insurance company, you might as well buy insurance on a cost-plus basis," he noted. "Brokers have excellent claims services but won't provide them because they don't want to compete with the insurance companies."

"It's very desirable to have a representative from a certain broker in a specific city work on claims. Consultants don't have a uniformly effective system worldwide or even nationwide," he added.

Sheraton, Mr. Ackerman explained, has offered to pay the claims representative's salary and his staff, in addition to the brokerage firm, to obtain claims and safety work.

"They are still unwilling, though. This service is not available anywhere. I've heard my colleagues express the same desire, but the brokers just haven't responded," he commented.

MR. LEVINSON of United Brands agrees:

"Among the most important things we look for are his knowledge of the markets and his ability to learn my company's business. Ours is a complex business, and the more he knows and understands it the more effective he can be. He also has to know his own shop—he has to know, for example, where he can get a bond by, say, 7:30 the next morning."

Another risk manager said, "We take care of claims and record-keeping ourselves, and safety and fire protection engineering from a broker isn't that helpful because their engineers are all insurance-company oriented rather than corporate-oriented. But your broker should always have a market available for you and if he doesn't he should be able to cultivate one."

An Eastern insurance manager added that a broker serves one main function—placing.

"He should know the markets," he insisted. "I don't know them. At the same time, I know my

Continued on page 95



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On brokers...

Continued from page 94

own risks and he doesn't so I handle the risks and he should handle the markets."

Said another interviewee: "Engineering and loss prevention, OSHA and the ability to react fast are important in a broker but they are secondary to the marketing aspect."

THOUGH RISK MANAGERS concurred on the primary importance of the broker's knowledge of the insurance market and the ability to use it, they cited various services and specialties that they consider important in the broker's bag of functions.

Commenting that brokers had kept up with the insurance industry but should lead more, one said that "where the broker has a major stake, he should have broadened internal communications. The property end and the liability end should show some kind of continuity, say, in deductibles."

The broker, in the opinion of another risk man, was of some value when it came to employee benefits. "They do have some exper-

agent/broker profiles

tise in life and other benefit areas," he noted. "At least in those areas they can turn you over to a specialist who actually knows something and that, in itself, is helpful."

"Brokers have two areas of expertise I consider very important," one corporate client noted. "The primary one is that of checking and rating, but most brokers have stopped doing that entirely, unfortunately. The other one is keeping the risk manager advised of changes and trends in the insurance industry."

ANOTHER SAID he felt that a broker should exhibit three main areas of expertise: fire and engineering service, claims-loss service and a definite knowledge of the market.

"As long as they keep up with the times in those three areas," he noted, "they won't have to worry about the growing sophistication of risk managers. They'll be around."

For another insurance executive, who handles a world-wide operation, a broker must be very fluid and offer a wide range of services. "I look for them to provide the expertise that I can't provide for myself, so this means different things at different times. I especially need advice on new types of coverages and suggestions as to what should be insured separately from our blanket policy."

Speaking of service, an insurance manager said that he feels brokers often duplicate services unnecessarily.

"One function the broker performs—or says he performs—is that of an inspection service. My question is, what is the point of both the broker and the insurance company performing an inspection service? This adds an expense factor that insureds should not have to be paying. Of course," he continued, "the broker will say that he's protecting your interests when he carries out an inspection, but I'm not sure this is necessary."

SAYING THAT perhaps the most valuable role the broker plays for the corporate insured is "from the standpoint of the knowledge of the markets," the

risk man said that claims service, record keeping and analysis of claims are also valuable services brokers should be performing. "If your broker is really working for you he can help enormously, but I'm not sure all brokers are giving the service they promise," he said.

A number of risk managers interviewed by *Business Insurance* said that they were satisfied with their brokers' services generally, and some mentioned specific examples of worthwhile help they got from brokers.

"Satisfaction" was the word used by Mr. Anderson of Kaiser to describe his reaction to the services he does get from his broker.

"They were very helpful in putting together a good package of proposals on our physical damage insurance, for one thing," he related. "I have been gener-

Continued on page 96

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On brokers...

Continued from page 95

ally satisfied with their service but, then, I have other means of getting the message across. In this instance, my boss is the chairman of their board."

Another risk manager said one of his present broker's strong points was "handling" insurance companies.

"Some of these property insurance companies can really come up with some ridiculous recommendations," he laughed. "I mean I can see them wanting to sprinkle a submarine. When I have a problem with them, particularly along those lines, the broker can straighten it out or come up with something new."

BROKERS SERVICE, said another client, is not what it should be "but they try. There is a lot to

be desired when it comes to service but our brokers have been excellent when it comes to handling the paper work on endorsements."

Referring to favorable experiences he has had with brokers, another noted, "We can write a letter to our broker requesting a certain coverage and they can order it for us based on the letter. They are familiar with OSHA and various fire protection laws, which is helpful, and they have enough influence with the insurance company so they can get our viewpoint across."

Said Woolworth's Mr. Ott: "We have been disappointed by our broker's service very rarely, and they have always come through for us in the end."

One risk manager, who coordinates insurance for domestic and foreign operations of a communications concern, was completely satisfied with brokers' nationwide service. "I think it's

very adequate," he noted. "Good engineering and loss control services."

SPECIFIC EXAMPLES of satisfaction with brokers was cited by a number of clients, including a university risk manager who mentioned the work done by his

agent/broker profiles

brokers in a number of areas. He said:

"The university is very diversified (the diversification includes a nuclear reactor) and our brokers have been extremely helpful in establishing our self-insurance program, which has aided our cash-flow situation. I think a broker needs a special quality to do this because it might alter the

way he does business one day. They have been most helpful in adjusting our losses. But, again, the most important thing has been marketing. The property insurance market for universities practically dried up and they placed the coverage. We couldn't have done it alone."

One touchy problem was surmounted for one firm when the broker helped design a fire protection system. The risk manager said: "At first, we thought we would have to install a sprinkler system in a warehouse, but that would have hampered our flexibility. So we came up with a system that allowed us to retain our flexibility, meet the fire laws and appease our insurance company," he told *Business Insurance*.

A prime example of this good service was displayed to Woolworth's by broker cooperation on self-insurance.

"Over the years we have

broadened the scope of our self-insured programs, and we have had a great deal of help from our broker on this," he noted with satisfaction.

Said another broker's client: "I consider this an example of good service: Our broker has done an outstanding job with the underwriters in the compensation and auto liability areas. We have had an absolutely horrendous loss experience and they have kept the price down."

MR. McCAHILL, of Bristol-Myers, who has not always spoken of brokers in glowing terms, is presently quite pleased with one who recently performed for him. He related:

"I received some excellent service in putting together excess product liability coverages. This was an area where the market was very tough, where some brokers told me the coverage was just not available. One broker put it together for me."

At least one risk manager thought first of an acid reply when asked for an example of good broker service:

"They have very good expense accounts and can usually pick good restaurants when they take you to lunch."

Ask a risk manager for an example of bad broker service and you're likely to get quick, and sometimes bitter, answers. Consider these examples:

- "The kind of service I don't like is to have him (the broker) pass over my requirements with a light brush. This happened in one case recently in one line of coverage I need and I promptly dismissed the broker. It was a coverage that was coming up for renewal and when I asked him about it I was told that I could get it renewed 'at the same price.' Hell, I later found out that he hadn't even been to the underwriters to see if he could get a better deal. That's completely unacceptable service to me. It was a line of coverage my company had had good loss experience in and the broker should have tried to capitalize on that fact by negotiating a better deal on the renewal."

- "In the first place, loss prevention service from a broker is the most frequently perpetrated lie in the insurance industry. The broker is merely a watchdog trying to make sure the insurer provides loss prevention services, but the brokers make a scene about it when they try to sell you. Another example, is the fact that our broker (one of the five largest in the country) keeps trying to sell me directors and officers liability insurance, which is fine except we don't have any stockholders and that's what d&o is supposed to protect. They try to push crap like that on you and then lack creative thinking when it comes to your own special needs."

- Mr. Ackerman said: "Although our entire program reflects good service, and they've always had a man on the spot when we've needed him, I haven't found one broker who could provide me with the help I need with foreign coverage. This whole area is sorely lacking. No one has a comprehensive understanding of local social legislation and risks overseas. I have no complaints about domestic service, but they certainly don't have the expertise when it comes to handling foreign situations."

- Mr. Berg added: "There have been instances when our instructions were not followed and we have had to analyze policies ourselves to find changes in coverage. It is not our responsibility to

Continued on page 97



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On brokers...

Continued from page 96

go over a long document paragraph by paragraph to discover if our coverage has changed. There have also been times when the policy was not even reviewed by the broker before it was sent on to us. Even basic things like the multiplication were not checked."

• Another risk man said: "The main complaint would be that they don't react fast enough in keeping us up to date on lines that are going sour. They do all the running around and then hit us with their replacement. But we can scramble too if we have to. We might be able to get a better replacement ourselves if we had the time."

• Mr. Levinson complained: "I'll ask a broker to look into something—say, investigate a new line of coverage. That may be the last I hear from him on the subject until I need that line and I don't have it. Many of our premiums are paid on the basis of incurred losses. The broker, of course, can have a lot to do with what reserves are set for these losses, and, consequentially, what your premiums end up being. Some brokers don't stay on top of the reserve situation and as a result insurance companies often over-reserve potential losses."

• Kaiser's Mr. Anderson said: "Brokers should provide self-insurance services on coverages such as workmen's compensation. They could also provide some form of adjustment service. Another thing, and I think this is important, is that they should offer a method of producing loss statistics, probably using computers. As it is now, they wait for the insurance company to provide the loss runs and by the time you get them, they are out of date and just about worthless."

• One insurance manager on the East Coast said: "The main problem with brokers is that they feel a stronger loyalty to the insurance company than to the insured and they try to keep everyone apart. You don't see brokers encouraging three-way conferences. They are running scared because buyers are rapidly becoming more sophisticated. They are spread thin and the risk man has more expertise in what his particular company needs. I really think they are scared."

Some other comments:

• "Brokers' promises outweigh their performance because they tend to oversell. Also there is re-

luctance on the part of some brokers to cooperate fully with risk managers. I think they are unwilling to work as well as they might because they are afraid the insurance manager might become too knowledgeable, and they would lose the business."

• "I do wish that they would invest more time in developing professionals much in the way that legal firms train aspiring lawyers. Some brokerage firms tend to draw just from insurance firms or steal from each other. It might pay to deal with one of the smaller brokerage firms. They restrict themselves to certain areas of expertise. A guy at a small firm picks his shots and his customers and doesn't overshoot."

• "Brokers have some good people, particularly engineers, if you can get to them, but the broker is like anybody else—he has good people and bad ones. A broker is no better than his personnel. They are the same as insurance companies. They have people who are great in one area but absolutely stinko in others. However, I do feel that brokers are more important to the risk manager in property and liability lines than in employe benefits."

agent/broker profiles

• "The broker should be of more help when it comes to providing security assistance. We need help to protect ourselves from the various elements of crime, theft and vandalism, and brokers really haven't been of much use. Most brokers don't even mention self-insurance unless the insured pushes it. They will have to upgrade self-insurance services in the future. They are also somewhat weak when it comes to employe benefits. They don't keep up with the changing needs of various employe groups."

• "A broker should have the new policy wrapped up and delivered to you well before the expiration date. But that is the exception when it is done. Another problem is that when you are obtaining quotes on a new coverage there is always a broker who misses the deadline and asks for an extension. They don't seem to realize that the deadline was set for a reason. And they sometimes don't check new policies, in which case we have to go back to them and show them what was omitted. They lack innovation. They have a wealth of

experience, they work with you for years and know your problems but they don't innovate. As the concept of risk management grows, they should really come up with new techniques for solving old problems."

MOST RISK MANAGERS interviewed believe that large brokers will respond to the develop-

"The main trouble with brokers is that they feel a stronger loyalty to the insurance company than to the insured and they try to keep everyone apart."

ment of more sophisticated techniques of risk management by providing new services to meet fresh challenges.

Mr. Berg, for example, did not feel that the growth of risk management was producing resentment or fear in brokers "though they sometimes want to step into our shoes and do something without prior approval."

As the concept of risk management grows, Mr. Berg felt that brokers should "devise new loss prevention services" to keep up with the growth. "They should also be able to recommend high caliber outside consulting services if they lack the expertise and they should study the market before making insurer recommendations. We should know what other companies have experienced with a certain insurer before we go ahead."

Another risk manager doubted that the growth of risk management had put any fear into the brokerage industry. "There are some brokers who have ventured into the consulting field for the sake of risk managers," he said, "but I doubt it's because they are running scared. They're too big and they've got too much money for that. They'll always have a place, with all respect to direct writers."

Mr. Boettcher of Hormel, unlike some other risk managers, did not feel that the broker should change as the concept of risk management grew and prospered.

"AS RISK management changes," he said, "and risk managers become more sophisticated, we should take on more responsibility rather than waiting for the broker to devise something new. The broker's primary function is to place your coverage for you if you decide you need the coverage, that is if you decide not to retain it yourself."

Mr. Anderson concurs, "They don't need to worry, at least the big ones. They can counter by providing new services."

"We, as risk managers, sometimes think we know everything," added the risk manager of a large, Midwestern manufacturing company, "but we really don't. I think we should rely on our broker. A good one can keep you out of trouble."

A MAJORITY of risk managers interviewed by *Business Insurance* said they give consideration to the virtues of direct writers as well as brokers, using the best facilities of each to achieve their risk management objectives. Some, in fact, foresee a greater emphasis on direct writing by large insurance companies to meet the new demands of sophisticated risk managers.

One risk man predicted that direct markets will increase "in scope" in the future. "They're almost being forced into it," he said. "Take companies like Insurance Co. of North American and the Travelers, among others. Why, they have such sophisticated sales and engineering facilities that you hardly need the broker. There is tremendous pressure on these companies to lower pre-

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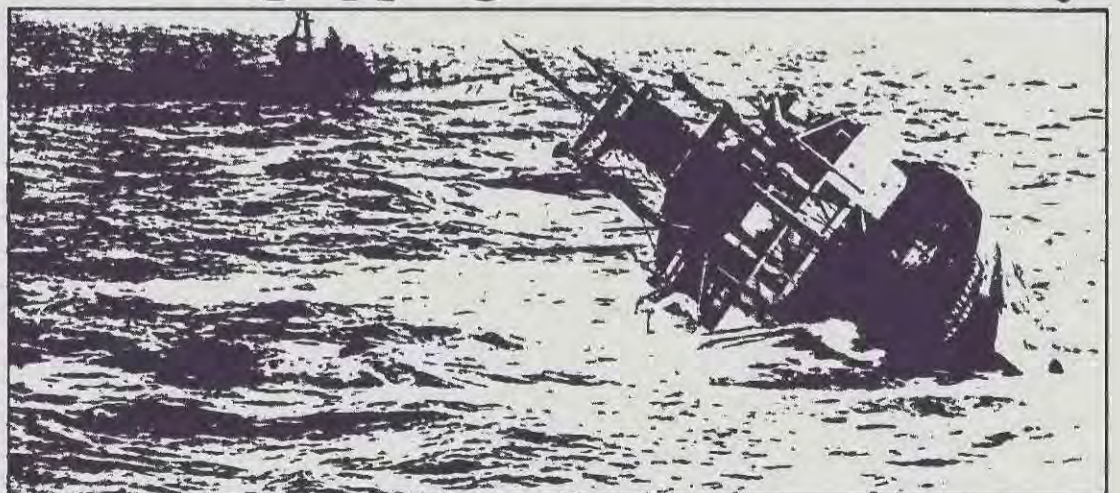
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On brokers...

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miums and writing direct is a certain way to cut costs."

Another risk manager felt that direct writers were much more "responsive in getting timely answers to day-to-day problems," and said that direct writers were a good thing. But he did not predict rapid growth for them. "One of the broker's great functions, that of being a scapegoat, will hold the growth of direct writers back," he commented. "If you aren't sure of yourself, that third-party element offered by the broker is wonderful. You, at least, have someone else to blame."

Direct writing vs. brokerage placement is a two-way street to one executive. "There is a mutuality of interest between the broker and the insurance company which might hamper negotia-

tions," he said. "With a direct writer there is no intermediary to get in the way. On the other hand, a third party sometimes complements the thinking and affects the end result. And, of course, the direct writer might have such a bad experience in a given area that the costs are greater."

agent/broker profiles

ANOTHER RISK man, who pointed out that he would rather work with direct writers, though it was not always feasible, granted the brokers an excellent rating when it came to consulting, particularly in the areas of loss prevention, safety inspections and workmen's compensation.

Mr. McCahill explained his at-

titude, "I deal with the mutuals and as far as I'm concerned their account executives are merely the alter egos of brokers. They're doing the same job for me as my brokers," he said, noting that mutual account executives still must go to the underwriter just as the broker must.

One risk manager, who said he not only had dealings with direct writers but actively sought them out, noted, "Both brokers and insurance companies, I think, are somewhat worried about selling loss control programs because so many firms now have their own programs. But I don't think they are concerned about the growing sophistication of the risk manager. It is to their own benefit to encourage professionalism and they realize it."

REMARKING THAT he would prefer to work totally with direct writers, and does to some extent, an Eastern risk manager admitted

that he would need help as the concept of risk management progressed, but asked, "Why does it have to be a broker?"

"You do need some support but a broker just isn't that helpful," he stated. "He doesn't have the troops when it comes to loss prevention and he doesn't care in most of the other areas. I find that I do most of the work myself anyway but using a consultant is one answer. Another is to spread yourself around and call people on the firing line. They know more than brokers anyway."

Brokers' personnel headaches were described in a somewhat

different way by another risk manager, who noted an alarming long-term problem:

"Brokers do try and, for the most part, they have done as good a job as they could but they don't have the talent they need to do a really good job. They need young, bright people and they need to show them that the business is going somewhere. They should run training and recruitment like any other business. This thing that's been going on for years—people going from broker to broker, from broker to company and back again—has got to stop. I just don't know exactly how they can do it." ■

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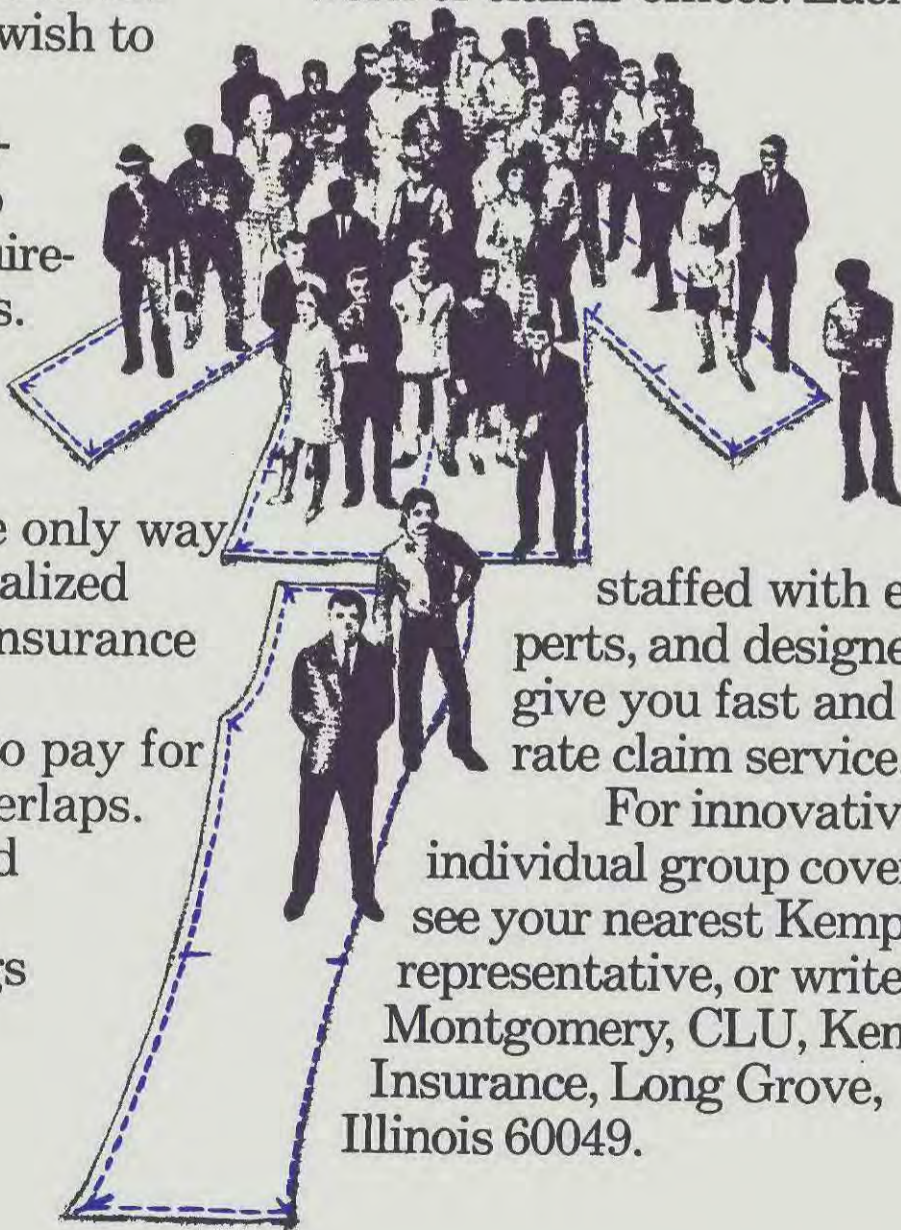
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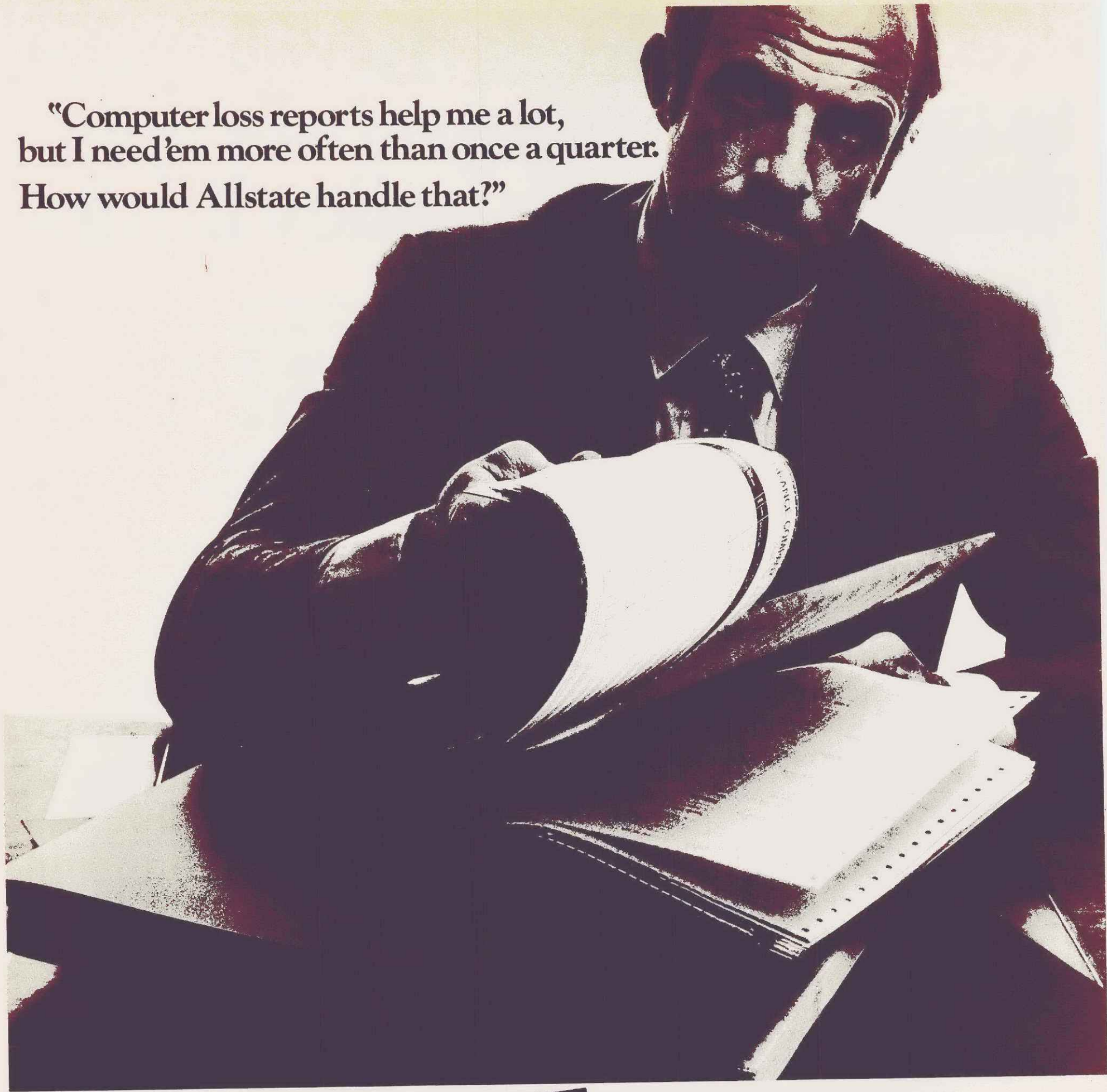
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