

Part 2

1946~1966

Leading the way through the Post-War recovery period



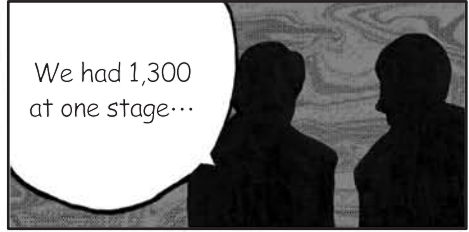
- 1949** Company listed on both the Osaka and Tokyo Stock Exchanges
Marine roller chain approved by Lloyds Register
- 1951** Receives bulk orders for roller chain from US
- 1952** Company management policy and guiding motto are decided, and communicated to all employees.
Taiwan office established
- 1953** Tsubakimoto becomes first roller chain manufacturer in Japan to be JIS (Japan Industrial Standards) compliant.
- 1956** Export Department created. Full-scale development of overseas markets.
First edition of in-house company newsletter "Tsubaki-bunka" (corporation magazine) released.
- 1958** "Chinju-kai" (Retirees Club) founded
Mass production of automobile timing chains commenced
- 1962** A base of operations is established in the Kanto region with the completion of the Saitama Plant. Roller chains for use with oil exploration machinery approved by the American Petroleum Institute (API).
- 1963** Exports chain reducer technology to TECO Electric & Machinery Co., Ltd. (Taiwan).
Announces business collaboration with the American company Morse Chain Co. Begins to import and sell reducers and other products. Beats rival firms to commercialize TP Type Top Chain that uses engineering plastic.
- 1964** Acquires interest in Miyazumi Ironworks Co., Ltd. (now Tsubakimoto Custom Chain Co.)
- 1965** Forms a joint venture with Morse Chain Co. to create Tsubakimoto Morse Co. (later to be Tsubakimoto Emerson Co.). Begins domestic production of reducers and other products.
- 1966** Setsuzo Tsubakimoto passes away
Ichiro Yamanaka becomes the company's second president

The Second World War had ended... Amidst the devastation and confusion, people all over Japan had no choice but to rebuild from scratch.



So, how many employees do we have left then?

Ah... about 400.



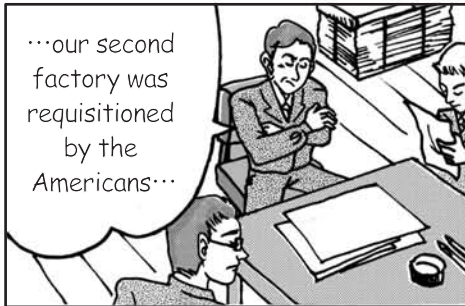
We had 1,300 at one stage...



Most of the ¥4 million in capital that we finally managed to scrape together has been taken for war reparations...



At the moment, we're only just managing to get by making fry pans and hoes...



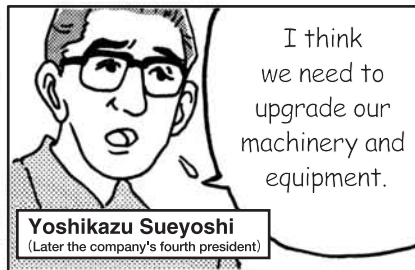
...our second factory was requisitioned by the Americans...



Well!

We'll just have to do all that we can to get out of this mess!

Tsubakimoto mapped out a series of recovery plans to break the company out of its predicament.



I think we need to upgrade our machinery and equipment.

Yoshikazu Sueyoshi
(Later the company's fourth president)



If we're going to make technological improvements in the future, we need to recruit as many capable technicians as we can.



Mr. Tsubakimoto!



Yes, you're right.

We need employees who can make things happen too.

At the same time labor reforms were also being made.

In November 1945, shortly after the war finished, the distinction between company employees and regular workers was abolished.



The following year saw the introduction of more and more revolutionary labor measures.

I'm a sales engineer!

Michio Noguchi
(later to be the sixth company president)

The sales network was revitalized with the establishment of sales offices throughout the country and the permanent placement of a technology manager at the Tokyo office.



Thanks to Tsubakimoto's foresight and the company's hard working employees...



...roller chains became a breakaway success.

We've got to do something to stop foreign materials mixing with the ordinary steel...

Finally in 1949...

We're now able to produce roller chain at a breakage strength that meets JES standards (JES was a wartime standard)

Mr. Tsubakimoto, we really need to do spark testing.

Tomoichi Urabe
(later to be the company's fifth president)

We meet international standards now!

We certainly do.

The company honed its technology to the stage where it could make roller chains for US Army civil engineering and construction machinery that exceeded the JES standards by as much as 50%.

You're right!

We'll do chemical analysis at the same time.

September 1953
Tsubakimoto
Chain became
the first company
in Japan to achieve
JIS standards
for roller chains.

This means that we
can manufacture
JIS compliant
parts without
having to
undergo product
inspections...

...even though
the accreditation
criteria were raised
to meet those of the
strict American
Standards
Association
(ASA)

It's all thanks
to everyone's
hard work.

Well
done team!

There was one more
tale that could not be
forgotten regarding
Tsubakimoto Chain
in the post
war period:
the Materials
Handling
Business.

The story of the
Materials
Handling
Business had
its beginnings
in the pre-war
period...

We've received an order
from Tohoku Cement
Corporation* for a ¥170,000
conveyor plant.

*now Taiheiyo Cement Corporation

1936...

I want
you all
to listen
carefully...

In the past we've
had several
orders for bucket
elevators...

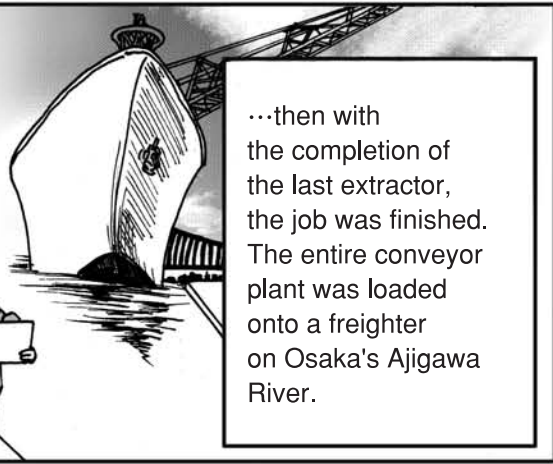
...but this will be
the first time
we've outfitted
an entire factory.

We'll struggle
to cope with
everything at
the Minamihama
Plant.
It's too small...

...and
there'll be
a lot of work,
so we'll
probably
outsource
some it.

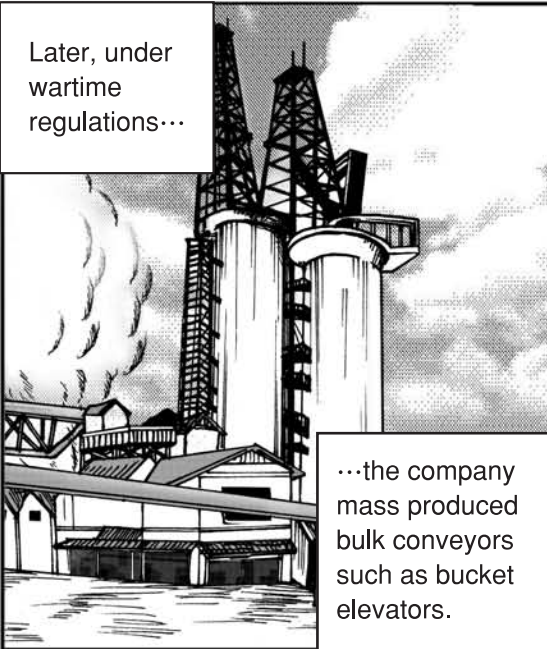
I want you to apply
everything you've
learned about chain
drive technology
and pull together
to make this job
a success.

Long working days, countless hours of overtime and late nights followed...



...then with the completion of the last extractor, the job was finished. The entire conveyor plant was loaded onto a freighter on Osaka's Ajigawa River.

Later, under wartime regulations...



...the company mass produced bulk conveyors such as bucket elevators.

Lately it's been all we can do to keep up with the orders we've received...



The main applications we deal with are all limited to "bulk" systems.

It's a pity we don't have the time to develop new conveyor technology...

Hmm...

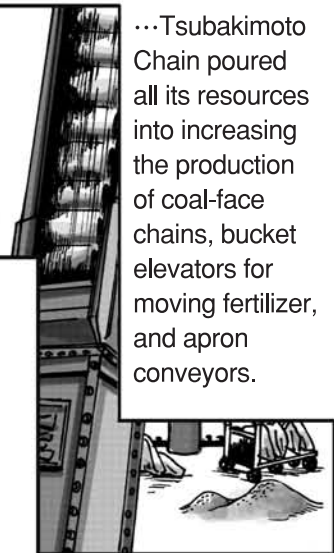
With the close of the Second World War...



...the nation focused on coal and fertilizer production to assist economic recovery...



In order to meet this surging demand...



...Tsubakimoto Chain poured all its resources into increasing the production of coal-face chains, bucket elevators for moving fertilizer, and apron conveyors.

In those days the general level of conveyor technology was low...



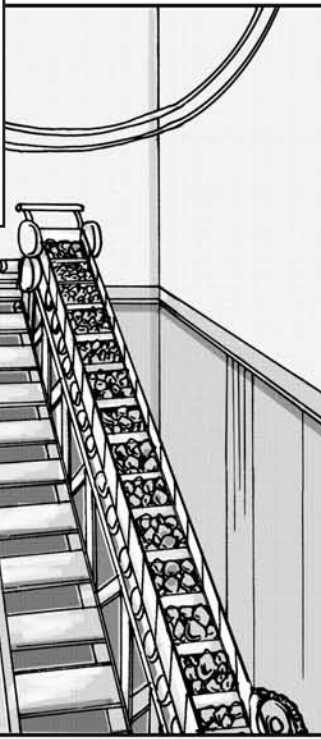
...Tsubaki bucket elevators earned a good reputation...



...and thanks to the fertilizer boom, quickly became the star product of the times.

1947...

The post-war recovery effort is starting to find its feet...



Tsubakimoto Chain received an order for a special, 60m ascending apron conveyor for Showa Denko's Kanose Plant.



Are we going to make a brand new apron conveyor?



No, we're going to modify their existing Swedish steel belt conveyor.



Sounds like it might be a lot more trouble than simply making a new one.

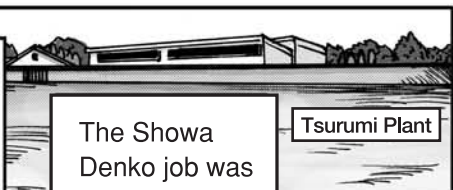


Perhaps, but if we do a good job, it'll prove that our technology is superior to overseas manufacturers.

It's a matter of company pride! If we work as a team, we'll get the job done.



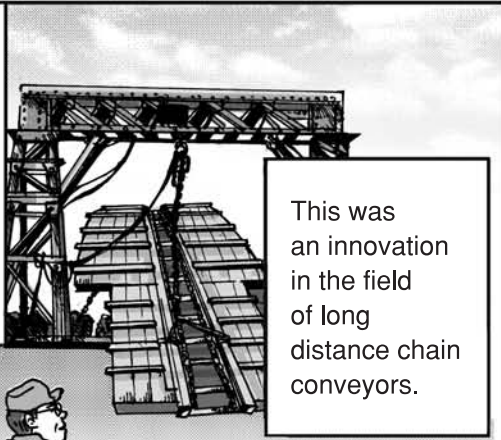
Sheer hard work and much trial and error ensued, but finally the company's efforts began to pay off and the orders poured in.



The Showa Denko job was the source of a great sense of pride and confidence for Tsubaki technicians and sales staff.

It was an unforgettable moment in the history of conveyor development at Tsubakimoto Chain.

The company also produced a device that streamlined the transportation of raw wood pulp to a paper factory.



This was an innovation in the field of long distance chain conveyors.



1949...

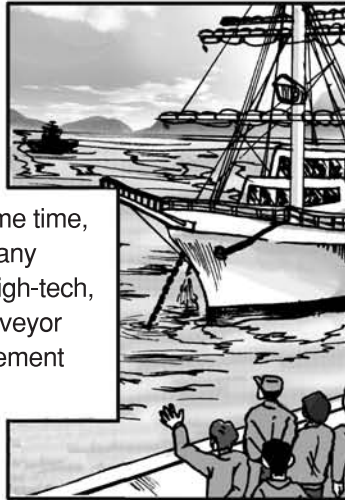


Aside from developing a bucket conveyor that was capable of moving bulk items vertically...

...the company also made further improvements to trough chain conveyors so that they could move more smoothly in inclined and horizontal applications.



At the same time, the company made a high-tech, chain conveyor for bulk cement tankers.

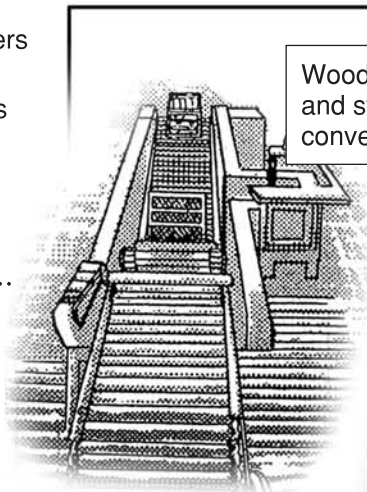


This project became a stepping stone toward the later development of TSUBAKI FLOW model conveyors.

That material about chain speed and blade pitch has just come through.



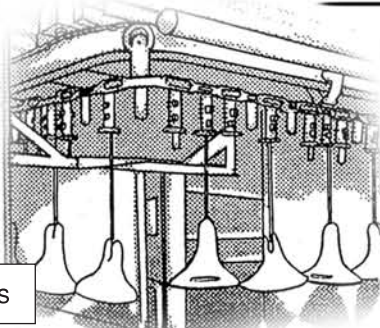
Also, orders for bulk conveyors for solid materials gradually began to increase...



Wood slat and steel slat conveyors

The Conveyor Division saw higher than expected growth and in 1954 boasted phenomenal sales of ¥370 million.

Trolley conveyors



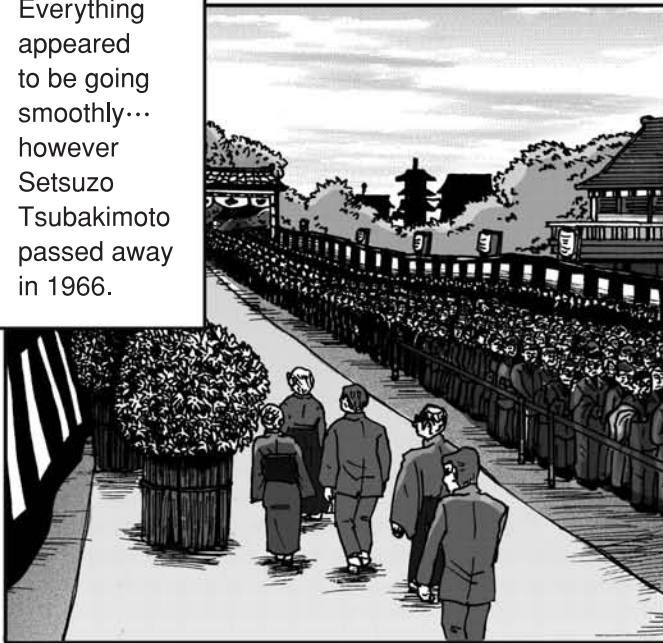
The early post-war period saw the industrial world battling to rebuild its infrastructure...

...then, molded by the technological and ideological revolutions that followed, the nation plunged into the era of high growth that began in 1955.

Conveying machinery rose from relative obscurity to become a major industry, aiding the establishment of the company's Conveyor Division in 1961.



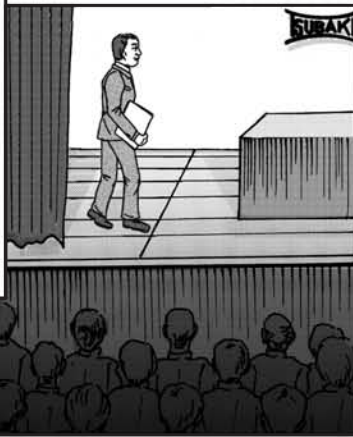
Everything appeared to be going smoothly... however Setsuzo Tsubakimoto passed away in 1966.



With news of the first president's death coming only two months before the company's fiftieth anniversary celebrations, the feeling of loss was especially great.

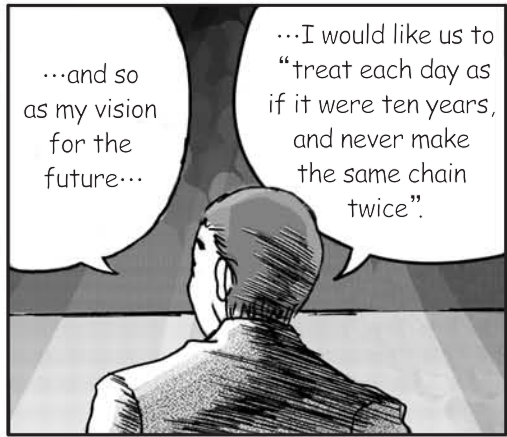


Ichiro Yamanaka took over the reins as Tsubakimoto Chain's second president.



...and so as my vision for the future...

...I would like us to "treat each day as if it were ten years, and never make the same chain twice".

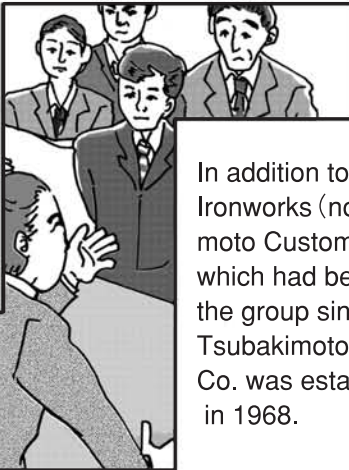


I think that carrying out the wishes of the late founder of our company, means having the capability and the motivation to make new products that make full use of the latest technological advancements...

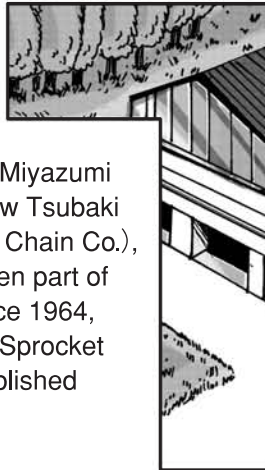
Second president
Ichiro Yamanaka



At this time, the strength of the Tsubaki Group was reinforced.



In addition to Miyazumi Ironworks (now Tsubakimoto Custom Chain Co.), which had been part of the group since 1964, Tsubakimoto Sprocket Co. was established in 1968.



Tsubakimoto Kyohei Iron Casting Co., Ltd. (now Tsubakimoto Iron Casting Co., Ltd.) also came under the umbrella of the group. Tsubakimoto Kyohei Iron Casting Co., Ltd. boasted a mass production factory with a low frequency electric furnace on the premises of the Saitama Plant.

Ichiro Yamanaka not only carried out the wishes of the founder, he also put a lot of effort into developing the domestic sales network and the establishment of a Collaborative Association.



...thus under Yamanaka's leadership, Tsubakimoto Chain made a new start...

History through pictures (Part 2)



1946

■ Bucket elevators are the company's star products

At a time when the general level of conveyor technology was low, Tsubaki bucket elevators received critical acclaim. Aided by a booming fertilizer market, they became the company's star product. Most of these were vertical induction discharge-type elevators.

1947

■ Battling the mixing of foreign bodies in steel production

In the immediate post-war period the company used ordinary steel which was not made to any particular standards. This resulted in poor quality finished products due to the intrusion of foreign materials. To combat this, steel was first subjected to spark testing and chemical analysis before being used.

Photo: Using spark testing to select steel.



1951

■ Thirty-fifth anniversary trip

Tsubakimoto Chain held a trip to celebrate its thirty-fifth anniversary. The company booked out an entire Kintetsu Railways train, and employees toured Ise and Toba in Mie Prefecture.

Photo: Employees and president Setsuzo Tsubakimoto on the Kintetsu train.

1965

■ Joint venture with the Morse Chain Co.

The company formed a business partnership with the US firm BorgWarner and established Tsubakimoto Morse (later to be Tsubakimoto Emerson Co.) as a joint venture with Morse Chain Co., a subsidiary of BorgWarner.

Photo: Ichiro Yamanaka greets the president of Morse Chain Co.

