



Haynes International, Inc. A Century of Innovation

By Symone C. Skrzycki

Company: Haynes International, Inc.

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Management: Mark Comerford, president and CEO; Marcel Martin, vice president of finance and chief financial officer; Jean Neel, vice president of corporate affairs; Scott Pinkham, vice president of manufacturing

Employees: Approximately 1,100 globally; roughly 800 at Kokomo facility

What they do:

Haynes International produces high-performance nickel- and cobalt-based alloys used in corrosion and high-temperature applications. It serves a variety of customers, mainly in the aerospace, land-based gas turbine and chemical processing industries.

“We take raw material and we melt it. Then we re-melt it and process it further, making it into various forms,” explains vice president of finance and chief financial officer Marcel Martin. “Our primary product is flat product – sheet and plate.

“Our other product forms that we make are billets, forgings, fittings and flanges, wire, tubular-type products. Sixty percent of what we make is a flat product; 40% is other forms that complement the sheet and plate.”

Global presence:

Haynes has operations in 10 countries. In addition to the Kokomo site, manufacturing takes place in Arcadia, Louisiana (tubular facility) and Mountain Home, North Carolina (wire plant). Customers can request specialized cutting and kitting at service centers. There are four domestic locations (including one in Lebanon), three in Europe and one in Asia.

“A number of companies can sell sheet and plate,” Martin asserts. “However, our objective is to add value to the product beyond the sheet or plate form.”

Mark Comerford, Haynes president and CEO, observes, “Haynes is a small company in the middle of Central Indiana, but approximately 40% of what we produce we export outside the U.S. That’s because we have these advanced materials for applications that people absolutely have to have. They need the capabilities of our materials to stand up to very harsh operating environments.”

HAYNES INTERNATIONAL, INC.

History:

Cars and cutlery led to the formation of Haynes (then known as Haynes Stellite Works) in October 1912.

Founder Elwood Haynes first gained prominence when he (by most accounts) invented the first gasoline-powered automobile in 1894. Then, after struggling to find material that would resist tarnishing (for cutlery use), he received two patents in 1907 for developing a nickel-chromium alloy and a cobalt-chromium alloy.

Initially, metal-cutting tools were the main product manufactured at Haynes Stellite Works.

“Elwood Haynes was an inventor and an innovator,” Comerford remarks. “He built the business around cobalt- and nickel-based alloys. That’s who we are today.

“We keep reinventing the company with new materials, new alloys, new applications. It’s exciting for our customers. It’s an interesting business methodology we use here that’s been successful for 100 years.”

‘Haynes was there’:

World wars. Apollo expeditions. The “Curiosity” mission to Mars. Haynes played a crucial role in each of these historic events.

“Whatever was happening in the world, we were there,” contends marketing communications manager Montelle DuChane.

Haynes created valuable materials for the war effort during both world wars. It supplied 70% of all turbine blades, for example, used in World War II fighter and bomber aircraft engine superchargers.

In addition, the company has taken its alloys beyond the skies – into space.

“We just landed on Mars (this past summer) with Curiosity. It



Haynes manufactures cobalt- and nickel-based alloys (for a variety of applications) for very high temperature or corrosive environments.

was our alloys that were on the four thruster engines that allowed it to actually drop down,” reveals vice president of corporate affairs Jean Neel.

The company also has made important contributions to a variety of other industries such as medical (e.g., prosthetics and various pharmaceutical materials) and environmental (developed a “wallpaper” technique using an alloy as a thin sheet-liner material in power utility flue-gas desulfurization systems).

Centennial celebrations:

“Wow!”

That’s the reaction Neel wanted to elicit from community members as Haynes promoted its 100-year anniversary.

“We said, ‘How can we get people to understand Haynes?’ We’ve been here 100 years and most people don’t even know that we’re here except for our community,” she notes. “So, we said, ‘Let’s put together some Wow! I didn’t know that facts about what Haynes has done throughout history and celebrate that with employees.’ ”

Among the festivities was an on-site open house for employees, retirees and their families. For many, working at Haynes is in their blood.



A four-high Stechel mill, operated by longtime employee Mike Goodnight, rolls alloys into high-quality coils. “We continue to invest, re-invest and continue with upgrades because it’s the most important piece of equipment we have here in Kokomo,” says vice president of manufacturing Scott Pinkham.

“(It’s a way) to bring them into the plant where mom and dad and granddad worked, and make them a part of everything,” Neel comments.

“We have three and four generations of families who have worked here and have been proud to have worked here. I’m out in the community a lot, and I can’t tell you how many times someone has come up to me and said, ‘I raised my family working at Haynes. I put my kids through school by working at Haynes.’ ”

In addition, the company joined in the fun at the Haynes-Apperson Festival in downtown Kokomo over the summer. Haynes sponsored the event and Comerford led the annual parade as grand marshal, riding in a vintage car. The gathering holds special significance for Haynes; Elwood Haynes formed an automobile company with Elmer and Edgar Apperson in the late 1800s.

“We want to reach out and thank the community and say, ‘We’re glad we’re here in Kokomo.’ They’ve embraced us and we’ve embraced them,” Neel shares.

Haynes also commemorated its 100-year milestone with customer events held in conjunction with global tradeshows.

Comerford sums it up: “We’re all very, very proud.”

Expansion underway:

A key to Haynes’ continued success is the ability to adapt to customers’ changing needs. That tradition continues with a \$61 million capital campaign to boost production capacity at its Arcadia and Kokomo facilities.

Scott Pinkham, vice president of manufacturing, oversees operations at the Kokomo plant.

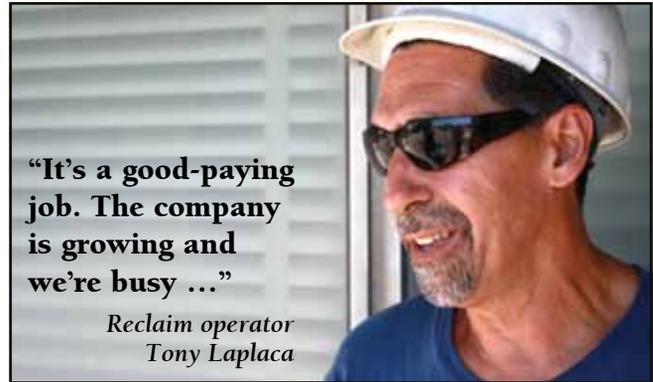
“We do several different product ranges here, but the bulk of what we do are flat products,” he explains. “We’ll do plate (product). We’ll do coil and sheet product. Our expansion is focused on that.

“We’ve taken a good look at our bottlenecks and (asked), ‘Where are the constraints? What are we going to do to expand? Where do we need to invest to increase sales?’ ”

Behind the scenes: safety, recycling

Providing a safe work environment is priority No. 1 at Haynes.

“We have a lot of training around safety,” Pinkham remarks. “We keep a close eye on everybody wearing their personal protective equipment and following all of the rules.



“We gave out hard hats to everybody along with a \$100 gift when we went one year without a lost-time injury in this facility. We did that in 2008. We almost made it two years – we went over 660 days without a lost-time injury,” he recalls. “In an industry that is this demanding and quite dangerous, to go that long without a lost-time injury was pretty amazing.”

Haynes also emphasizes recycling.

“We try to recycle 100% of what we manufacture here,” Pinkham stresses. “Whatever material that goes through the process that we can’t get back into the furnaces and re-melt, we work with people who will take it and recycle it into some other use.”

Cultivating a unique culture:

What do people like about working at Haynes?

Longtime employee Tony Laplaca, a reclaim operator, has been with the company for 34 years. His wife and son also work at the plant.

“It’s a good-paying job,” he comments. “The company is growing and we’re busy. I’ve had a good time here. People have been good to me.”

Indeed, employees are at the heart of Haynes’ success.

“What I love more than anything is the people we have at Haynes,” Comerford emphasizes. “They love this innovation idea. They love the change. They love positioning Haynes in the forefront of who we have to be and they understand what has to happen for us to continue to be a leader in this industry.”

The other great thing about working at the company?

“How cool is it that you can turn on the news and watch the Curiosity land on Mars and say, ‘That’s Haynes!’ ” Neel declares. “That revs you up. That’s good stuff.”



Small orders are filled manually using machinery dating back to World War II.