

**Interviewee: Keith Mosing****Interview: September 15, 2007**

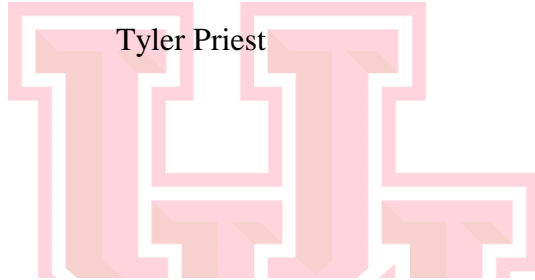
**BOEM DEEPWATER GULF OF MEXICO HISTORY PROJECT  
OFFSHORE ENERGY CENTER HALL OF FAME**

Interviewee: Keith Mosing

Date: September 15, 2007

Place: Houston, Texas

Interviewer: Tyler Priest



**Bio**

Mr. Mosing began working for the family company, Frank's Casing Crew & Rental Tools (later, Franks International) in 1965 at age 14. He established the company's first office outside of Louisiana, in 1974, and then led the expansion of its operations across North America and into South America, Asia, Europe, Africa, the Middle East and Australia. The international operations were formally organized into a separate company in 1981, with Mr. Mosing serving as the Chairman, President and Chief Executive Officer. Mr. Mosing was named Chairman, President and Chief Executive Officer of all the U.S. companies in July 2011, upon the retirement of his father, Donald E. Mosing.

**Summary**

Keith Mosing provided an interview to discuss his grandfather, Frank Mosing, who formed the company in 1938 and who was honored by the Offshore Energy Center as a 2007 inductee into the Offshore Hall of Fame. Frank Mosing was born in Oklahoma in 1904, and entered the industry working in the pipeline laying business. Moving to Louisiana in 1934, he started his own company that provided casing services for oil and gas wells, both on land and offshore. At the same time, Mosing put strong emphasis on technical research, leading to development of hydraulic power tongs, pipe connectors, wellbore cleanup tools and data tracking systems that added efficiency and safety to

**Interviewee: Keith Mosing****Interview: September 15, 2007**

company operations (<http://www.oceanstaroec.com/fame/2007/mosing.htm>). Keith Mosing surveys the evolution of Frank's Casing Crew & Rental Tools, its expansion overseas, and the leadership of the company as it was passed down through three generations of the Mosing family (the company eventually went public in August 2013).

File 1

TP: This is an interview with Mr. Keith Mosing. This is for the Offshore Energy Center Hall of Fame inductions in 2007. It's September 15<sup>th</sup>, 2007. The interviewer is Tyler Priest.

Let's just start off, tell us a little bit about your company and its roots.

KM: Well, the person being honored tonight is my grandfather, who is Frank Mosing. Frank Mosing started Frank's Casing Crew accidentally in 1938. So the company has gone from a sort of one-man show in the back of his garage to a worldwide company that it is today.

TP: Where was Frank from?

KM: Frank was not born in the United States, he was born in Oklahoma. In 1905 Oklahoma was Indian territory, so it wasn't a state yet. But he is an American, he's a first-generation American. The family came over from Germany. He worked on a farm for his dad, and then eventually got on a pipeline. Like I said, born and raised in Oklahoma. When he built the pipeline, when he finished he got laid off, so he went back to Oklahoma, back to the farm and got in the oilfields. The oilfields dried up in Oklahoma and he wound up in South Louisiana.

The guy he was supposed to go to work for in South Louisiana wasn't there, so he was basically stranded with his young son, who is my father, and a couple of brother-in-laws. So they just went out to the rigs and said, "We're here and we're Frank's crew, and can you give us some

**Interviewee: Keith Mosing****Interview: September 15, 2007**

work? We know what we're doing." And it slowly started from there in 1938.

TP: So whereabouts in Louisiana were they, do you know?

KM: Originally Lafayette, Louisiana. The company was very small.

TP: Frank's Casing Crew and Rental Tools?

KM: That was it. It was actually Frank's Casing Crew, singular to start with, because it was just the one crew, crew of guys. You have to realize, back in those days that when you screwed pipe together you did it with a rope, because there weren't any automated or hydraulic power tongs like there are today. So it took a bunch of guys, and one guy was up on the derrick as a stabber and the other guy was down with the rope and he made the pipe up with ropes. No monitoring of work or anything else, and that's the way it was done.

The company was very, very small, stayed small. My dad graduated from college in 1950 as a mechanical engineer.

TP: Where did he graduate from?

KM: University of Southwestern Louisiana, which is now the University of Louisiana at Lafayette.

TP: The ragin' Cajuns.

KM: The ragin' Cajuns, it's all changed. So other than going to work in the oil industry as an engineer, because there were so many guys returning after World War II that finished in 1950, engineers were a dime a dozen, he went to work for his father and worked on a casing crew as an engineer. But he's a very inventive guy and started building equipment and tools and expanding the business along with his father.

I was born in 1950, also. So my mother had four kids by the time she was twenty-six. So that made my dad twenty-six. I had the privilege of riding in a car all over the oilfields back in those days and going out on steam rigs and watching some of the first rigs being built by hand with rig crews. So it was a lot of fun on my part. I feel real privileged at my age, and I've been in the business all my life, also.

But we're talking about Frank Mosing and he was a big guy with a bellowing voice that got things done. He was very frugal.

**Interviewee: Keith Mosing**

**Interview: September 15, 2007**

TP: Do you have any memories of him?

KM: Oh, absolutely. I was with him continuously. I was with him 'til the day he died. He would take me fishing or hunting or out on wells, and I'd go to the workshop, because the workshop was so sparse in those days that I could play in it when I was a little kid.

We started off with a little bitty office and a little bitty shop and it was really kind of fun because I hung out there all the time when I was a kid. If a job called in or something, kind of everybody in the office would go load the tools and pick up the stuff, including Mr. Frank the boss, or the bookkeeper, or whomever when it was time to load it up, and drive a wrench truck. I was kind of privileged to be able to do that and watch that family operation. My dad would go out and make sales calls on the rigs and then he would start building tools, designing tools. Being an engineer he was always trying to figure out a better way of doing something. So it was a lot of fun.

So the company progressed along and we got a little bit bigger and then in the early sixties we opened a second branch office down in Houma, Louisiana. So we had two offices.

TP: By the sixties were you mainly working on offshore rigs or you're doing both onshore and offshore?

KM: We did both. We did both. We were known to—

TP: Were there any special challenges in going offshore for piping and casing work?

KM: It's pretty much the same. The challenge was the elements were so much different, you know. Remember that was before helicopters, so you went out by boat, you about by crew boat. Some of the wells weren't very far out. I remember the guys talking about just hoards of mosquitoes and horseflies and the environment was probably a lot more harsh. I actually went offshore on my first job in 1964 when I was fourteen years old, and I used to go out and help. You didn't have laws back then, you could go out and work, and so I did for a dollar ten an hour. So it was a lot of fun.

TP: A dollar ten an hour, huh?

KM: Then I worked part-time from 1965 and the company was basically small and I remember my grandfather who had, I think an eighth grade education, but I was constantly pushing him for business, you know, we

**Interviewee: Keith Mosing****Interview: September 15, 2007**

need to expand. We need to make more profit and you're not getting ahead if you aren't spending money, and we've got to borrow money to expand. He had this great big checkbook and he looked at me and he said, "Boy."

I said, "Yes, sir." I knew I was in trouble.

He says, "You see that?" And that's the balance on the bottom of that big checkbook. He said, "Everything I have is paid for. That's profit."

I said, "But that's not—you know, you've got depreciation."  
"That's profit."

And that's the way he built the company, there was no debt.

TP: No debt, really?

KM: No debt. Everything was paid for and you didn't get it unless you—

TP: He was really a child of the depression.

KM: He definitely was. He used to get mad at me and shake—in my day it was the almighty quarter. You know, and I mean you have to hand it to him and that foundation sort of stayed that way and we didn't buy anything unless we needed it. Things changed. I came onboard and my grandfather had three sons and his three sons were in the business in different areas. My dad was the oldest.

TP: They all worked for the same company?

KM: All worked for the same—it was a family company, still is. So Mr. Frank used to keep a good eye on the company, but he also—my dad basically did the engineering and did the operations and sales. We were so small everybody sort of did everything.

Then in 1973 I moved to Texas and I was fortunate enough to open a little operation in Alvin, Texas, and so we had three operations.

TP: So Houma, Lafayette and Alvin. Okay.

KM: Then from '75 to '80 I opened up in Byron, Kilgore, and Corpus Christi, and Oklahoma. All this was not necessarily planning from Mr. Frank or my father, but it was kind of I was a little bit rambunctious and wanted to get out of there. There was no room for me. So things just started blossoming from that point on and we started getting calls.

**Interviewee: Keith Mosing**

**Interview: September 15, 2007**

One thing that's a trait in the family is we're all aviators, so we all love to fly and so if somebody called us about something we'd jump in the little company plane and fly, have an excuse to fly to wherever we needed to go. Then people started calling me, "Keith, can you fly some crews up here for me?" So we started getting them to do that.

So in 1980 we're in Oklahoma, Texas, so that was a big growth spurt for us. We'd go back and tell the grandfather that we want to expand into this, this, and he'd just listen, and as long as you gave him a good plan he would let us do it. So we continued to expand.

Then I started out of my Alvin office being a young manager down I started getting calls from people to come down to South America. So I started doing that. Starting '79, '80, I was—a guy called me and said, "Listen, I'm really in bind, can you—how long would it take you to airfreight some equipment down here?"

I said, "I don't know. Let me call you right back."

So we were already working in Santa Domingo in the Dominican Republic on these particular jobs out of Alvin, Texas, and so I broke down equipment and put it in the airplane and flew it down there myself. I saved the guy weeks of time. Sort of kicked off, started getting a reputation for that, and started working in Brazil, in Belize and Colombia.

TP: Who were your clients in South America?

KM: Well, it was Cities Service at that time. It was Marathon, Shell, and Houston Oil and Minerals. Then Houston Oil and Minerals, a good friend of mine, Al Owings [phonetic], said he was going to Singapore one day. He said, "You got anything in Singapore?"

I said, "Well, I can."

So I wound up going to Singapore with him and opening an office in Singapore. Philippines, Australia, Malaysia. Then we started, this was in '81, and then we kicked off into the Middle East in '84 and [unclear] in '86.

TP: So you weren't really affected by the downturn, it sounds like you were expanding through the bust.

KM: Well, I did kind of weird thing, and you know my education is in aeronautics and aeronautical science.

TP: Where did you go to school?

**Interviewee: Keith Mosing****Interview: September 15, 2007**

KM: University of Louisiana, Embry-Riddle Aeronautical University. That's what I love to do is to fly, but I also love this business. During the downturn we were just busy, busy, busy here, but being that solid base when Mr. Frank basically paid cash for everything, we were strong and we could survive. It was kind of a wild thing where the banks would come to us to appraise equipment and you could appraise it at ten cents on a dollar when things went crash, and we started buying equipment during the downturn. So we never did so well. From '82 to '86 was the bad time, but that's when I kicked off internationally, and I had plenty of equipment to do it.

TP: You're buying cheap equipment and taking it overseas.

KM: I was buying cheap equipment and taking it overseas, and I was taking what we had here that we didn't—had in surplus, and I had the equipment, take it. So it was kind of a wonderful thing that we actually expanded more from '82 to '90 and today we have over 3,000 employees operating in fifty countries. So we operate under two companies, Frank's International, which is an international company, and still the original Frank's Casing Crew and Rental Tool Company.

TP: It's still called that, Frank's Casing Crew and Rental?

KM: It's still called that out of tradition and its singular out of tradition. So the growth has just been phenomenal, we still have employees that have worked for us, they've been there fifty years.

TP: Still family-owned?

KM: Still 100 percent family-owned. I'm the third generation of the company, the domestic company. I'm the chief operating officer of the international company, I'm the CEO. I started that company as employee number one. The Lafayette company furnishes us with the engineering and the equipment and they're very innovative. We have seventy-five different patents that my father has come up with. We work hand-in-hand. I like to think he builds it and I sell it and put it out in the field. We work very well together. He's been my biggest supporter.

TP: Is your father still alive?

KM: He's still alive. He'll be here tonight. Seventy-eight years old and still works every day. My grandfather worked 'til he was eighty-four. Went to



**Interviewee: Keith Mosing****Interview: September 15, 2007**

the Petroleum Club in Lafayette with him, I knew something was a little bit wrong, because he was such a big bull of a man, he grabbed my arm and we walked in and I could just look in his eyes and something was not well. We put him in the hospital that afternoon and he passed away. Basically his spirit carried through to the company and is still there today, and I know that he's looking down and he'd be proud. He'd be a hundred and four years old. He was born in 1904, a hundred three or four years old. I recommended that he—nominate him, that this guy started from absolutely nothing. I also wrote in my notes that he started this thing, but if it wouldn't have been for my father I don't think it would be anywhere where it is today.

TP: Your father developed the technical side of it.

KM: Absolutely. And he supported me all the way to go out and sell his—

TP: You developed the international side, and the worldwide business.

KM: So the three, you know, the oldest son, and I'm the oldest son, it's just been a fantastic working team together and it's been an opportunity for me to travel around the world. I've started all these operations and it's just been an absolutely blessing from God that we've been so privileged. We try to give back and work with a lot of different charities like this, health and people who are less privileged.

But I actually have enjoyed doing business during the bad times, and the bad times have been good, because there's places and areas of opportunity because the international doesn't slow down like the domestic does. The domestic spikes up and down, but the international is pretty much stable. So our business has been fairly stable and we operate wherever we're needed.

TP: There have been some success stories like yours, people who saw opportunity in the downturn in the eighties. I'm thinking Global Industries is another one, a pipeline and diving company, they bought a bunch of vessels and equipment for very cheap in the mid-eighties, and look where they are now.

KM: Well, if you remember, because you're historian, you know, rigs were selling for two cents a pound, and they were cutting them up and just, they were scrap iron and Odessa was just sitting with rigs and casing equipment and the things that we have, we bought.



**Interviewee: Keith Mosing****Interview: September 15, 2007**

TP: Do you guys have your own vessels, work vessels?

KM: No, we don't.

TP: You don't. The thing is I don't know that much about your actual business. I was hoping maybe you can talk about the evolution of the technology and about exactly what you do for people who aren't familiar with this side of the business.

KM: Well, the thing is we've always—we started off as a casing crew, and casing is nothing but a forty-foot piece of pipe with threads on it and you make it up and put it together. You use a special crew to do that, because casing is expensive, but you also have an open hole and that's what the drillers have been doing is drilling that hole and you don't want that hole to collapse. So you want to get it in as quick and smooth as possible, so you need professionals. It's work to do it. We try to run a thousand feet an hour and the pipe to the bottom as quick as we can.

What happens is, the technology has changed completely where you have plain pipe and now you have torque monitoring systems. This is now computerized. You have handled equipment for chrome pipe that's used for H<sub>2</sub>S corrosion-resistant, but which you can't scratch. So now we have developed, Frank's only, has developed the patented equipment that no metal-to-metal contact when you start making these things up.

We have automated equipment. In the North Sea in Norway we're not allowed to have men on the rig floor, all of our equipment is automated. All this automation and all these things and torque monitoring, you have intelligent completions where you're running cables down now and we have ways of feeding the cables and attaching it to the casing. We have patented welding processes and we've been asked to do things because we sell pipe, but we also drive pipe, which is the original start of the well which is a conductor.

So we have different ways of doing that, different types of apparatuses, hydraulic hammers, diesel hammers, to install this. We have welding, welding procedures.

TP: And much of this you developed, Frank's developed on its own.

KM: Absolutely, and we were the first—

TP: Your dad has patents on a lot of these things.

KM: Yes.

**Interviewee: Keith Mosing**

**Interview: September 15, 2007**

TP: Like what kind of—I guess you've mentioned torque monitoring procedures.

KM: Torque monitoring is—actually we developed our own equipment, but it's actually a license through Exxon. But then our welding techniques we patent. Then we got into building and fabrication into building offshore drilling risers and doing that repair. Then we also started building production risers. So we've got a big facility, welding facility in New Iberia, Louisiana, right on the water, where we can offload the ships and load the ships right there.

TP: Do you guys install the risers yourself, too?

KM: We can install them ourselves, too. So we have our riser tongs. We're on a big project right now in Malaysia called Kika [phonetic] for Murphy Oil, and we developed all this special equipment just to do that. Our engineering departments in Aberdeen, Scotland, as well as Lafayette, Louisiana, develop anything the customer needs.

So it's been a fun ride, and to go from 1938 with one man to 3,000 in seventy years and still be owned by the same family, operated by the same family, is fantastic. And the neat thing about that, the neat thing about that is we're ranked number one, and it's all family pride. If you look at—

TP: Now, who are some of your competitors?

KM: Well, we have, the major competitors are B.J. Services, which are public, Weatherford, which is public, Allis-Chalmers, which is public, and we've been around longer than they have and we're still sitting there and doing it the way we are and doing it well. And to be rated as high as we have and to have the reputation that we have very—

TP: Have you been tempted to go public at any time? Has there been any pressure on you to do that?

KM: There's not been any pressure. My dad is seventy-eight; he's still in the business. He tinkers and does what he wants to do.

Is it something that we'll probably wind up doing one day? I think it's a way for the family to probably do it. This is what I do, this is all I do. My son, who is twenty-five, is slowly coming in, but it takes a long time to build up to actually run a family business, and you need to plan

**Interviewee: Keith Mosing****Interview: September 15, 2007**

that. We're planning both ways. I have all my audits in place. I've done everything that I can go public in six months, if we want to. That's an option. It will probably take a year.

But the family has grown. You went from a father who had three sons and so they each own a quarter of the business. The grandfather passed away and then his shares went to twelve grandkids and then people like me have 3 percent or 2 percent. Then you have one of the brothers passed away and his kids got his percent. Then I started Frank's International, the twelve grandkids have 100 percent for estate planning. We have two different, separate companies.

So, you know, we need to merge these things altogether, do an IPO, when you have today everyone in the company, all the boys, the third generation, except three, work in the company. We have three girls.

TP: That's your generation.

KM: In my generation. I'm the third generation. Now, we have the fourth generation coming. Whether or not that's something they'll want to do or not, I don't know.

TP: We hear this lament in the industry that it's hard to find people wanting to go in the business and there's this manpower shortage, at least in certain segments. Do you fear that maybe the next generation doesn't want to take up and continue with it, or do you have confidence that the fourth generation will want to take it over?

KM: You know I would hope so. There's always, if you—I'm fifty-eight years old, and if you look at—listening to my grandparents as you sit around the table, they'd say experience is what counts. Education is good, but experience. You get a little bit older, it's education and experience. Then things just carry on and on and the more I look at it, I want to be very positive about it. The kids are smarter. These kids are so incredibly smart. The kids have the equipment to work with. I mean, the computers today are just going so fast, when a kid starts his freshmen year in college, by the time he finishes school in four years, the data that he has and the technology he has is obsolete. I mean, you've got to stay ahead of the game all the time.

Do I think that these kids want to go for it? There are always new kids out there that want it. Are there are kids that get spoiled and get in a lull? Yes. We've been blessed. We've got a bunch of good kids. Some have more desires than others. I may be one of them, maybe I'm too aggressive, but my father's very aggressive, and my grandfather was very

**Interviewee: Keith Mosing****Interview: September 15, 2007**

aggressive, and maybe that comes with the older male out of the—I would have never thought about doing anything else. I would love it if my son would want to do it, and he is in the business, he's working in Dubai and getting international experience. But you know that's up to him. I think he would like to do it.

But then again you have a lot of shareholders that say, let's take it public. So that's a problem. And you have a dad that's seventy-eight that says, "Well, we're not going public, you can do it after I'm gone."

So it's a family. You have the pluses and minuses. If I'm dealing with a public company I'm doing everything. I don't know how to tell somebody, "We're not going to make a profit this year, because we've acquired so many companies, but our asset columns are getting in, we're getting stronger, but we're not showing a profit." I don't know whether I can do that.

TP: It's going to narrow your horizons more now in the short-term.

KM: How [unclear] this, and I said, "Well, I'm expanding into this, this, and this. We're not going to show a profit this year." And sometimes I had to do that, but I did it on purpose, and I said, "But look at our asset column is increasing over here."

It's a whole different world. We really don't deal with banks. We're still pretty much everything's cash. We buy a lot of companies. I do a lot of mergers and acquisitions, which is something I really enjoy today. I've bought forty companies in the last twenty-five years. So it's something that I really enjoy. I couldn't have done it without that basic starting point of Mr. Frank flipping that big checkbook out and saying, "I don't owe anybody anything."

We don't necessarily do that today. You have to borrow money to get ahead and do things, but that conservative principle was always there and those guidelines from—and doing the job right and always treating people fair, really and truly came from Mr. Frank. It's really a—I really am thankful that I was young enough, but yet old enough that I could ride with him in a car out to the oilfields to check on jobs. I just always hung out with my grandparents and always hung out with my dad. So I thought it was fantastic.

TP: Are there any particular projects that are memorable for you, or important in the history of the company? I'm just thinking big developments, whether it was in the Gulf or overseas, any particular stories that might give more insight into the history of the company?

**Interviewee: Keith Mosing****Interview: September 15, 2007**

KM: Well, there's all kinds of things that we built and there are all kinds of things, equipment, that we've succeeded with, we were recognized and have been awarded, awards for saving time and building equipment. I think some of the most fun times when I was a very young guy, my dad started flying in '62, I started flying in '67. When I moved over here I brought a little airplane with me and we had a little airplane in Louisiana. When I started in Texas I didn't have enough people and I'd have to call over there and say, "Can you fly me five guys over, and I'll take five from here and we're going down to Corpus."

And here would my dad, in the middle of the night, get up and get an airplane and he'd fly five guys and I'd fly five guys. I remember, probably in 1977 or '76, about three o'clock in the morning, been flying all night moving these people back and forth, no lights on the runways, no fuel, no nothing, and the airport's closed in Port O'Conner. I just remember two guys out on the runway and just, I high-fived my dad, and said, "Thanks." We both jumped in our planes and I went back to Houston, he went back to Louisiana. I don't think those kind of things could have happened if it wasn't a family company.

I remember this guy calls me on the phone one time and just chewing my—we had a new safety program and he was just chewing me up one side and down the other. I said, "What is wrong?"

He goes, "Well, your equipment went overboard and your guy won't swim down there and get it."

I said, "Well, we have safety issues here, you know."

He said, "Well."

"What happened?"

He said, "Well, the cat line broke."

I said, "Well, that's the rig." I said, "And the equipment fell between two barges."

"Well, it's only eight feet of water."

This guy's just chewing my tail like you wouldn't believe. I said, "Look, this is two—" It was an inland barge out in Lavaca Bay, and I said, "This is too good of an ass-chewing to do it over the phone. Can I come down there and get this in person?"

The guy says, "Yes, I'll send a boat for you, you little shit ass," you know?

I said, "You don't have to send the boat, I have a seaplane."

I jumped in my seaplane and I flew out there and landed in the water, tied up the rig, knocked on his door and walked right in.

"How in the hell did you get here?"

"I came in my little airplane."

**Interviewee: Keith Mosing****Interview: September 15, 2007**

He said, "Well, we already got it out." He says, "Your guy wouldn't go down there, but that coon ass from Gaydon, he swam down there and tied onto it and we're running and everything's fine." He said, "How'd you get here?"

And this just went on and the guy started laughing and we wound up being friends out of that. But, I mean, I was able to take care of a problem, you know, on the spot. It was unsafe and what the guy did was unsafe and you shouldn't do that anymore. I wouldn't have gone down there. There were two barges together like this and there's currents underneath and it fell between the two barges and this guy swam underneath there and tied a line on it and pulled it out. That guy might have gotten stuck, you know, but it was unsafe, and our guy did the right thing by refusing to do it.

TP: Well, the message I get is that in this business there's a real premium on time.

KM: A very good premium.

TP: If you can cut time out, if you can do things on the spot, and have the flexibility and the ability to innovate and save time you're going to get hired everywhere.

KM: Save time, save energy, and do it safely. We have a large safety department. We have QAQC to make sure our equipment doesn't break down. We have very large facilities in Scotland, Holland, France, and Dubai, Singapore, that are regional areas if they refurbish the equipment, bring the equipment back in and out. We're in Rio and outside of Rio in Macae.

TP: Working with Petrobras?

KM: Petrobras. Concoco. We work in Venezuela, still get nervous. We've been through every kind of—you know, we went through the Gulf War when we were in the Middle East. So we have a lot of training. We have a lot of guys that have been with us fifty years and it's a little bit scary. A lot of guys still been around a long time. I'm kind of hoping a lot of them will retire, because when I was a little kid running around on a forklift or screwing up, when I was fifteen years old, I don't want them telling my son all those stories and things that I used to do, so I would like to keep—as quick as those guys retire the better, because as he worked part-time while he was in college, you know, he'd say, "Dad, I heard you did this."



**Interviewee: Keith Mosing****Interview: September 15, 2007**

I said, "No, not true."

But I've had a great life. I've been blessed and I'm very proud to honor my grandfather. I don't think in any way, shape, or form, he had the foresight to see what we do today, but what he did do is he started the first plant in an orchard that sort of made things happen. Then when you take my dad, he took even a larger role, and my dad has never left Lafayette, Louisiana, as far as working, but he's traveled with me some. But he's trusted me to go around the world and open these operations and anything I need equipment-wise I really put the squeeze on him and they turn it out, and I'm real proud of that.

I think that Frank's Casing Crew is here today after seventy years because of those basic principles and I think our family stands—our name and our reputation is more important than money. I think we do everything honestly. We've never, ever, been dishonest. Our name is our bond and I think we're real proud of that.

It's just really, really fun and whether the younger kids will take off and do it the way my dad has or I have, as the kids get a little bit younger they get a little more comfortable and sometimes you don't see the same kind of drive and sometimes my dad says success can spoil people. He may be right, but he and I are both driven and driven to do the job more than we are monetarily.

I'm a builder and an architect, and I like to build the company and make it bigger. I mean, that's what I'm on earth for. My grandfather always said, "I only want to make \$40,000 a year. I never want to get too big, it's a headache." We just kept getting bigger and bigger, but he had other shoulders to stand on and that was my dad and his two brothers, and a lot of good people that we started out with. Twenty-five years is nothing in our company. We have a lot, a lot of people that have been here a long time.

TP: Long-timers.

KM: Is that good or is that bad? I look at it that experience is fantastic. But then again we try to infuse that with young and new ideas, and so you take the experience and quicker education. When I was in school everything was drafting boards and T-squares. Well, these CADD kids today can do anything they want and the things that we do in our engineering department is just over the moon. And you go in a machine shop and watch a tool build something, you know, I'm a fossil. I'm an antique, and I never thought I would be.

I get in an airplane today and it's all glass. I go, "Wow," and then I have to learn to fly these kinds of things.



**Interviewee: Keith Mosing****Interview: September 15, 2007**

So other than my time in the military, this is the only thing I've ever done and I really—it's been a blast. I think my grandfather would look down today and just be amazed.

I took my grandmother around the world when she was seventy-three, because he wouldn't go. I took her to the Middle East and put her up on a camel, took her to the Pyramids, took her out on a drilling rig in the Middle East out in the desert, took her to Singapore, took her around the world. She went back and told these stories to my grandfather and he was just amazed. I can honestly say, you know, he didn't—people off the farm really don't give you a lot of compliments, but I knew he was real proud.

They let me do a lot. I mean, I was in my thirties and running around the world and doing things. They all thought I was crazy. I started Frank's International with a \$40,000 advance and I paid it back in three months and I never anything since. So I think that he would be proud, I think.

You know, we didn't have steak when we were growing up, but maybe my grandfather would have. We'd get chicken or pork chops, and then as you got a little bit older things would change a little bit. After church you had to go over to his house and have corn on the cob and chicken. Oh, God, every Sunday.

But that was the way families worked in those days and that's the way family businesses worked and that's the way farmers worked. I think Frank's has that and still has that today. I'm real proud of that.

Mr. Frank is the one that's being honored, and he's the founder, but I've got to give the credit to my dad as being an engineer and being innovative of going to the next level. There's nothing wrong with my grandfather, his principles were set, but he only wanted to go so far, and if he hadn't have had three sons pushing him along, he wouldn't have. A lot of the acquisitions that I do today are because there's no heir apparent. You know, a guy works his life, builds a business, and then what's he going to do with it? You know, those are the guys that I seek out, target, and acquire.

TP: Interesting. Well, it's great to see that you can see have this connection to your heritage. I mean, I wish more companies would retain that and value that.

KM: You know what? I don't know, you probably know better than I do, but just thinking off the top of my head I don't know any third generation company that's seventy years old, that's private.

**Interviewee: Keith Mosing**

**Interview: September 15, 2007**

TP: Yes, it's very unusual.

KM: I just don't know.

TP: Well, I think it might be a good place to end, unless you—do you have anything else you'd like to add?

KM: No, I just brought you this. This is a little oilfield directory that we have. There are some articles on some of the things that we're doing. It's kind of interesting.

TP: Well, great.

[End of interview]

[End of interview]

