Continued from page 2

Manville

1981-present

Johns-Manville

1965-1981

JOHNS-MANVILLE PRODUCTS

1929-1965

Through Asbestos and its allied products
INSULATION
BRAKE LININGS
ROOFINGS
PACKINGS
CEMENTS
FIRE PREVENTION PRODUCTS
COVERS THE CONTINENT

1923-1929

ASBESTOS TRADE MARK

1875-1901

JOHNS-MANVILLE SERVICE
COVERS THE CONTINENT

1916-1928

and to new markets such as beverage cartons and paper bags. Manville Forest Products (previously Olinkraft) is now the company's second largest business area.

In 1978 the company also entered into a joint venture with Chevron USA for the exploration and possible development of platinum/palladium mineral finds in the Stillwater Complex, Mont. Anaconda Minerals recently joined this venture.

Cut Waste, Emphasize Assets

In addition to carefully directing the company's growth to future-oriented markets, McKinney believed that in order to survive the prolonged market depression (which prevailed from 1979 to 1982), Manville needed to be more cost-efficient than its competitors. Cost reduction and productivity improvement programs were implemented, helping Manville to regain its best operating efficiency in years. Several businesses also were divested—most notably pipe products and systems and a signed intent to sell J-M's Jeffrey asbestos mine in Canada.

On Oct. 30, 1981, the company reorganized its structure to create five operating divisions. In this way, the newly named Manville Corporation could concentrate management on its strongest assets.

On August 26, 1982, the weight of current and future asbestos-health lawsuits forced the company to file for reorganization under Chapter 11 of the bankruptcy code. Through this legal process Manville aims to emerge as a viable business; to resolve the tort litigation against it; and to pay all valid creditor claims including those disabled by excessive exposure to asbestos products Manville manufactured or sold.

Today, Manville continues to fill basic needs worldwide. It supplies fiber glass and mat products, forest and roofing products, and specialty products in filtration, industrial insulations and lighting systems. New technologies are incorporated and improved to provide the most modern, cost-effective products possible. And raw material reserves are sufficient to sustain the company for many years to come.

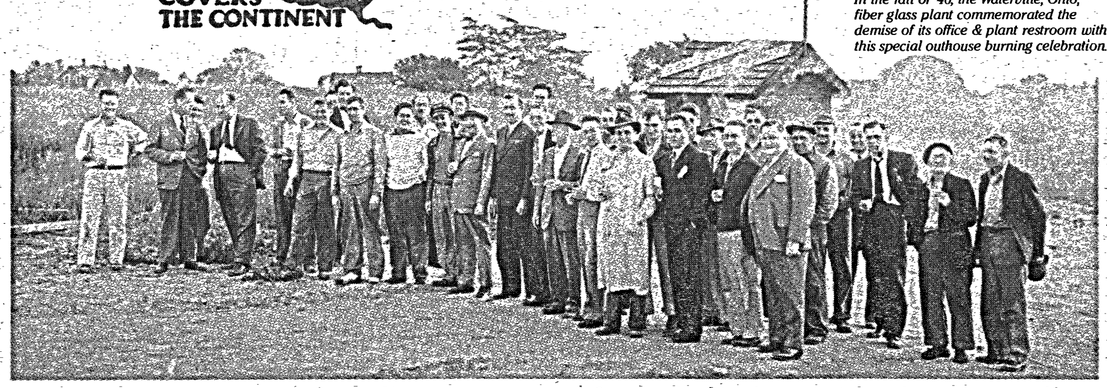
Though Manville's difficulties are sobering today, the company has come a long way in 125 years and has a strong heritage to build upon.

As president John McKinney said in a 1981 message:

"Our company, in its time, has survived the Civil War, two World Wars, money panics, recessions, and depression. It has kept its balance, kept growing, and earned its place as a standard bearer of American Enterprise."

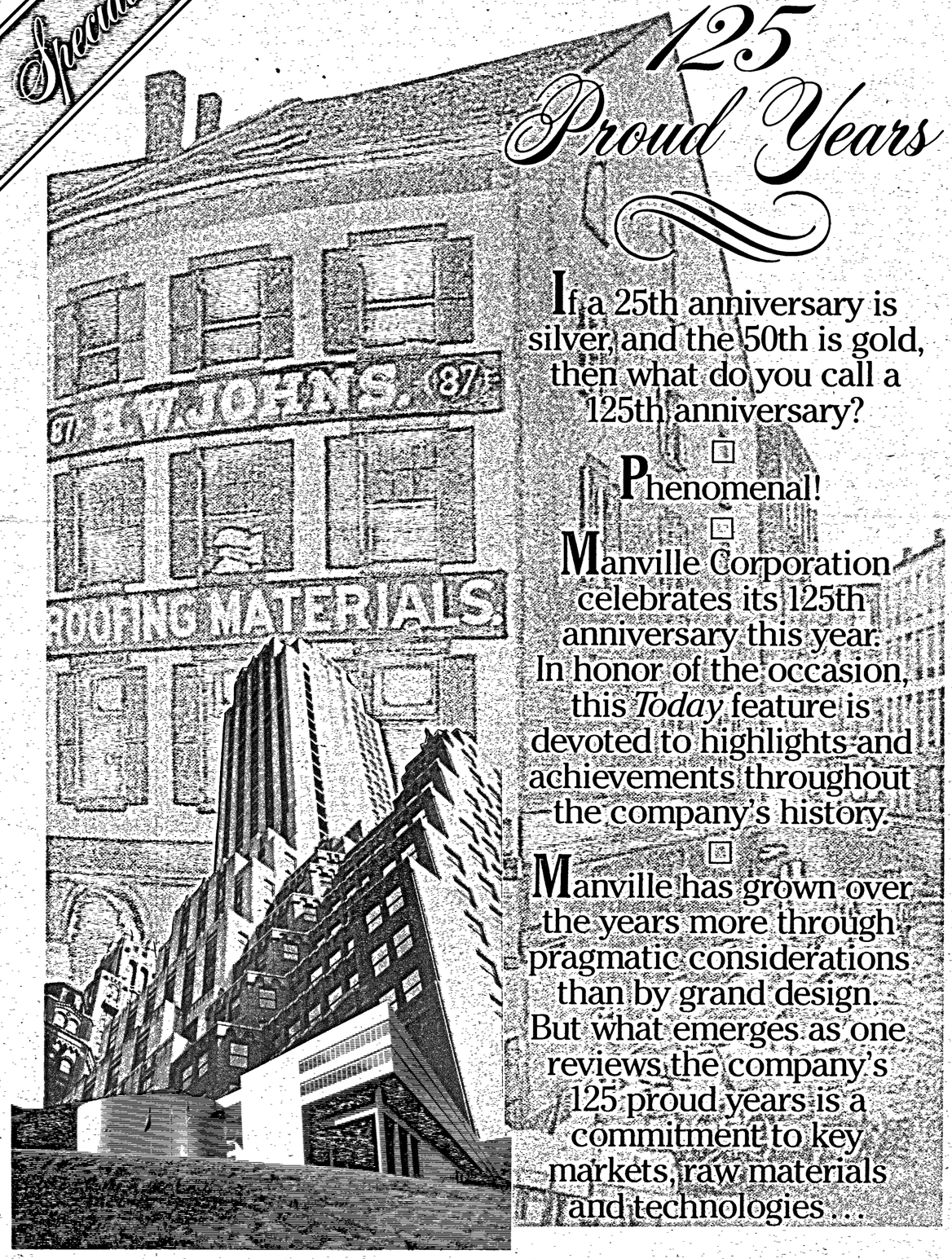


In the fall of '46, the Waterville, Ohio, fiber glass plant commemorated the demise of its office & plant restroom with this special outhouse burning celebration.



Special Feature

TODAY



125 Proud Years

If a 25th anniversary is silver, and the 50th is gold, then what do you call a 125th anniversary?

Phenomenal!

Manville Corporation celebrates its 125th anniversary this year. In honor of the occasion, this *Today* feature is devoted to highlights and achievements throughout the company's history.

Manville has grown over the years more through pragmatic considerations than by grand design. But what emerges as one reviews the company's 125 proud years is a commitment to key markets, raw materials and technologies...

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Remembering the Past

The Early Days

In a small New York office in 1858, H.W. Johns guided material through a clothes wringer, then poured hot pitch from a tea kettle over the material to make roofing shingles. This was the company's first product, and the process for making it was a crude form of Manville's present, sophisticated paper-making technology.

During those early years, Johns experimented with a variety of approaches to improving and expanding his capabilities and came upon the mineral, asbestos Speculating on its myriad of applications, Johns combined asbestos with his roofing products. The fire-retardant properties of the shingles made them an immediate success with builders. Then, disastrous theater fires around this same time prompted the use of asbestos in theater curtains. Johns also mixed asbestos into paint to help protect the likes of the U.S. Capitol in Washington, D.C.

The young company enjoyed prosperous years through the late 1800s. Even when a five-year depression dampened many businesses' progress in the 1890s, the Johns Co. forged ahead, meeting depression with expansion. Johns borrowed half a million dollars from New York bankers, a fortune in those days, to buy Miller and Sons hair felt products. This purchase increased the range of applications of his insulation line and, thus, prepared the company for a larger insulation marketshare in future years.

Meanwhile, in Milwaukee, Wis., the Manville Covering Co. produced various pipe coverings for insulation and became the western selling agent for Johns' paint and roofing products. In 1886, steam power replaced direct water power in industry, and the Manville Co. needed a higher temperature insulation to replace the sheep wool it was using. Asbestos proved to be the answer.

In 1899, H.W. Johns died, leaving his organization in financial difficulties from overextended business ventures. The Johns Co. needed new leadership and a strong financial base. So, in 1901, the two companies merged to form the H.W. Johns-Manville Co.

New Leaders, New Markets

Although the young company was experiencing financial difficulties, its place in the insulation and construction markets was well established by the time the two companies merged. Its primary technology was similar to a paper-making process, and asbestos was its first raw material.

The newly merged company also enjoyed new leadership. Thomas Franklyn Manville became president in 1901. Under Manville, J-M grew in profits and product line diversity. One of the new lines for H.W. Johns-Manville was automotive products. Originally supplying sheet packing for cylinders in racing cars, the line later grew to include brake linings.

Other new product lines introduced during T.F. Manville's 24-year term included asbestos/cement, acoustical and magnesia products. Under his leadership, the company grew in sales from $3 million to $40 million a year.

After his death, Hiram Manville, Thomas' brother, inherited the company. Later, in 1927, Hiram arranged a public sale of stock with the largest interest sold to financier J.P. Morgan. With this purchase, J-M became a public corporation and, in 1930, was selected to join the Dow Jones industrials.

Morgan introduced new leadership to the company in 1927, appointing T.F. Merseles as president and chief executive officer. Formerly president of Montgomery Ward, another "Morgan Company," Merseles brought a strong merchandising background, business know-how and fresh energy into the company. His early moves solidified the company's commitment to its main markets, improved and expanded its technologies, and added to its product lines.

Insulations, a mainstay of J-M, was made all the more important by the purchase in 1928 of the Celite Company of Los Angeles, a diatomite mine and mill. Diatomite proved an excellent high-temperature insulation, satisfying the company's need for temperature ranges from 900 to 2,500 degrees F. Today, diatomite's primary use has shifted to food, beverage and pharmaceutical filtration. Also in 1928, J-M purchased the Banner Rock Wool Company, which made low-temperature refrigeration insulation, increasing J-M's range from low to high temperature insulations.

Strong sales efforts boosted J-M's visibility in the marketplace. In addition to traditional product lines, members of J-M's highly respected sales force also acted as sales agents for products ranging from fire extinguishers to manhole covers.

After Merseles' death, Lewis H. Brown was named J-M president in 1929. Brown, who became known as an industrial giant, served during challenging periods in the nation's history—from the Great Depression through World War II.

Brown was just taking the reins of the company when the national economy collapsed and many businesses failed. During the Great Depression of the '30s, J-M profits dropped, dividends and salaries were cut, but jobs were preserved. The company not only took those actions needed to survive, but also used that period as a time to prepare for the future. The Research Department was strengthened, new technology for *Transite* pipe was acquired, and several product lines were moved to facilities better able to handle projected increases in demand.

War Opens Opportunities for New Business

When World War II broke out, J-M's versatility as a company was tested. Most of J-M's plants converted to wartime production and were ordered by the U.S. government to supply asbestos-containing insulation products for their use.

A newly developed material sold under the name *Marinite* was used to insulate bulkheads and ceilings on Navy vessels. The asbestos and silica combination isolated shipboard fires at their points of origin, saving thousands of lives. Other J-M products required by the government were brake linings for motor vehicles and building products for military construction. Technical developments, including new or improved seals, fittings, couplings and joint assemblies allowed the new *Transite* pipe technology to be adapted for many needs. The entire output of J-M pipe production facilities, in fact, went to meet military needs during World War II.

When the war ended, J-M plants converted back to the manufacture of residential and commercial construction materials. By the 1950s, J-M was making shingles, cements and putties, insulations, *Flexboard* and *Asbestocite* for cold storage rooms, and air ducts, wood fiber sheets, acoustical tile, vinyl floor tile, hardboard and *Colorbestos* colored siding products for the construction market. The company's prominence in the construction supplies industry became firmly established once again.

In 1959, J-M acquired the F.E. Schundler Co. and thus entered the perlite mining and milling business. Perlite became the company's third major raw material, after its 1916 purchase of the Jeffrey asbestos mine and 1928 acquisition of the Celite diatomite properties. Perlite originally was purchased as a mineral for use in filtration products. Later, its insulation properties directed the company into a new market—commercial roof insulation.

Fiber Glass Comes of Age

In the late 1950s, a new product—fiber glass insulation—began to compete against J-M's rock wool insulation. To maintain a competitive position in this market, J-M acquired L. O. F. Glass Fibers. In 1959, the year of acquisition, J-M president Adrain Fisher reflected, "With this acquisition, J-M enters a young, fast-growing industry... it opens new opportunities in markets we are not now serving." J-M acquired fiber glass technology with L. O. F. and has improved and expanded it ever since.

Another form of insulation was needed when the U.S. entered the space and nuclear ages. Increasing its already wide range of insulating materials, J-M developed a new higher-temperature insulation called *Min-K* for use in missiles, airplanes, jet engines, rockets and nuclear power reactors. In 1961, Mercury space capsules insulated with *Min-K* carried the first Americans into space. Today, Manville manufactures *Quilite* insulating blankets for the space shuttle program.

Holophane, Schuller and Olinkraft

The 1970s was a decade marked by growth and acquisition for J-M. In 1971, it acquired the Holophane Company, a leading manufacturer of commercial and industrial lighting fixtures and components. Schuller Fiber Glass of West Germany, the world's leading developer of fiber glass mat technology, also was acquired this year. It proved a valuable addition to the company's now established position in the fiber glass market and as a catalyst to Manville's evolving mat development.

Also in 1971, J-M announced plans to move World Headquarters to Denver, Colo., under the direction of J-M president Richard Goodwin.

In 1976, John McKinney was promoted to the position of president after 25 years with J-M. The company streamlined operations, divested businesses that did not fit long-term profitability goals, and focused on primary product lines.

In its largest acquisition to date, J-M purchased Olinkraft Inc., a forest products company in West Monroe, La., in 1978. Through this acquisition, J-M not only continued to use its expertise in paper-making technology but made significant commitments to wood fiber as a raw material

Continued on page 8

QUIZ



How long was Lewis H. Brown president of Johns-Manville Corporation?

a ☐ 12 years
b ☐ 18 years
c ☐ 22 years
d ☐ 25 years

Brown served at the helm for 22 years from the Great Depression through World War II. He came to the company as a 33-year-old, and assumed the CEO position at age 35.

For which company did Theodore Merseles work before he joined J-M in 1928?

a ☐ Montgomery Ward
b ☐ Sears
c ☐ B.F. Goodrich
d ☐ McDonalds

Merseles gained a reputation as a shrewd businessman through his success at Montgomery Ward. *Ward was a "Morgan business," and when controlling shares of J-M were purchased by Morgan, J.P. Morgan brought in his own management which included Merseles.*



What was the name of the first J-M employee newsletter?

a ☐ News Pic
b ☐ Update
c ☐ J-M People
d ☐ J-M Circle

The first employee newsletter was called the J-M Circle. *Theodore Merseles, J-M president in 1928, first began the publication to foster employee communication. Later "News Pic" began under Lewis Brown, "Intercom" under Dick Goodwin and "Today" under John McKinney.*

Match the plant with these little-known facts.

1 Originally known as "Snoc Lighting," named after George Sansoucy, founder. "Snoc" is taken from every other letter of George's last name. ☐

2 Changed product lines four times since opening in 1948—from sheathing and wood fiber acoustical tile to hardboard, then wood fiber products and now *Fesco.* ☐

3 Sixty-six percent of all soldiers who fought in the South Pacific during World War II marched in front of this plant on their way to the waterfront. The town grew overnight from 5,000 to 105,000 when the war broke out. ☐

4 This plant has considerable say in what goes on in its community—the town's mayor, two out of six councilmen and many volunteer firemen also are Manville employees. ☐

5 Purchased its building in this Hungarian-settlement town in 1940 from the Iron City Sanitary Works, which made bathtubs and sanitary ware. ☐

6 Opened as J-M Products Corp. in 1973, closed in 1975, reopened in 1978 as part of the Fiber Glass Division, this plant is visited yearly by quails, diamond-back rattlers and tarantulas. ☐

7 Got its beginnings as a result of this century's worst naval holocausts—the 1934 Morrow Castle Fire. *Marinite* was thus developed and produced at this plant to protect bulkheads on board ship. ☐

8 In 1982, sold 861,166,930 beer carriers and 275,632,000 soft drink carriers, which if laid end-to-end at the equator would wrap around the world six times. ☐

9 Loyalty runs high in this Holophane plant: When they moved the operation from Columbus, Ohio, to a small farming community miles away, over 90% picked up roots to stay with the company. ☐

10 Originally began as Glass Fibers Inc. in 1944. When this plant finally installed indoor plumbing in 1946, the employees celebrated with an outhouse burning ceremony. ☐

11 Builders uncovered a liquor still on this fiber glass plant site when they cleared the land for construction in 1969. ☐

12 This roofing shingles plant is located in a city which celebrates St. Patrick's Day with one of the largest parades in the country. ☐

13 Manville's largest plant—covering 1-1/2 million square feet with five miles of railroad siding—was the factory that replaced H.W. Johns-Manville Company's Brooklyn plant in 1912. ☐

14 Begun in a Paris laboratory in 1895 by two men who increased illumination by surrounding light with a crystal glass globe, it since has lit most national network studios, both U.S. Houses of Congress, and countless highways, factories, stores and offices. ☐

15 Manville's oldest existing facility took over Whitney Soapstone Works' building in 1907 and was the first to produce rigid asbestos-cement sheet used mostly for architectural panels and laboratory tabletops. ☐

16 With two acres of irrigated land on plant grounds, employees cultivate their own vegetable gardens before and after work and at lunch breaks—a true "growing" organization. ☐

17 Celebrating its 25th anniversary on the parent company's 125th, it supplied insulation for both Columbia and Challenger space shuttles. ☐

18 This plant's employees are a hardy lot—despite four straight weeks of minus 30 degree F weather last winter, there was no absenteeism at this most northerly North American Manville location. ☐

A Winder, Ga.

B West Monroe, La.

C Zelienople, Penn.

D Waterville, Ohio (see Page 8)

E Natchez, Miss.

F St. Hyacinthe, Quebec, Canada

G Newark, Ohio

H Pittsburg, Calif.

I Montreal, Quebec, Canada

J Billerica, Mass.

K Corona, Calif.

L Savannah, Ga.

M Utica, Ohio

N Nashua, N.H.

O Fort Saskatchewan, Alberta, Canada

P Tucson, Ariz.

Q Innisfail, Alberta, Canada

R Manville, N.J.

Answers: 1-f, 2-e, 3-h, 4-q, 5-c, 6-p, 7-j, 8-b, 9-m, 10-d, 11-a, 12-l, 13-r, 14-g, 15-n, 16-i, 17-k, 18-o.

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QUIZZ

Test your knowledge with this "Manville Trivia Quiz".



What famous American figure was used in J-M advertising campaigns in the 1950s?

a ☐ Lois Lane
b ☐ Mrs. America
c ☐ Miss Teenage America
d ☐ Uncle Charlie

The smiling, all-American woman, Mrs. America, *appeared in J-M ads applying acoustical tiles to her ceiling and adding filter aids to her pool.*



What was the name of the rooming house built by J-M in Manville, N.J., to house employees in the Manville plant's early days?

a ☐ Hannover Hotel
b ☐ Manville Mansion
c ☐ The J-M Palace
d ☐ Asbestos Hotel

When J-M plants were in their infancy, available housing was often insufficient to accommodate the flood of eager new employees. In 1917, J-M built the 70-room Asbestos Hotel *in Manville, N.J., to fill this need. According to the* History of Somerset County, *"it was the last word in elegance, with a ballroom, bowling alleys, and a swimming pool." The building still stands today and is used as administrative offices.*

Which television show did J-M sponsor in 1955?

a ☐ Ozzie and Harriet
b ☐ The NBC Evening News
c ☐ Meet the Press
d ☐ Saturday Afternoon Do-It-Yourself Craftsman

J-M sponsored Meet the Press, *aired on NBC stations coast to coast, providing a large audience for the J-M name.*

The first western papermill was built in Stevenage, England, in 1495. In 1844, the first recorded American box was made from pasteboard and glazed paper. Which two firsts do Manville Forest Products (previously Olinkraft and Brown Paper) claim?

a ☐ first egg carton and hat box design produced in U.S.
b ☐ first fourdrinier to make southern pine kraft paper for butcher wrapping paper and paper bags
c ☐ first paper company to develop multi-sectioned corrugated liquor boxes
d ☐ first high-speed adjustable bottle packaging equipment

MFP prides itself in its fourdrinier innovation with southern pine kraft paper and its invention of adjustable tab packaging, which helped make it one of the major suppliers of carrierboard packaging to the beverage industry.



The winning slogan of J-M's 100th anniversary contest was, "Somehow, somewhere, a J-M product serves you." The winner, Arthur O. Rippe, was a J-M:

a ☐ salesman
b ☐ machinist
c ☐ engineer
d ☐ plant manager

Rippe was a salesman. *He ended his 46-year career on the company's 100th anniversary in 1958. This same year his largest single order for Transite Pipe was laid at the Air Force Academy in Colorado Springs, Colo.*

Which of Manville's plants claims the oldest continuously operating sawmill in the South—from Texas to North Carolina?

a ☐ Lillie, La.
b ☐ Winder, Ga.
c ☐ Laurinburg, N.C.
d ☐ Huttig, Ark.

The plant with Southern Pine Inspection Bureau #25, representing the oldest still-in-business southern sawmill, is Huttig, Ark., *started in 1904. That plant now also claims the newest mill in the South, started up in March 1983.*



How many times did Tommy Manville, son of J-M president Thomas Franklyn Manville, marry?

a ☐ four
b ☐ nine
c ☐ eleven
d ☐ thirteen

Tommy Manville, notorious from the '20s through the '50s for his playboy antics, had eleven wives altogether. He married thirteen *times, his shortest marriage lasting less than a day.*

AGAIN

TOMMY MANVILLE'S

last wife,

Anita Eden Manville

has left him.

Naturally, he is

NOT RESPONSIBLE

for any debts she might incur.

Tommy Manville

Full page ad in N.Y. Post, March 19, 1953.

What was the name of the Broadway play based on Tommy's escapades?

a ☐ "Let's Just Be Friends"
b ☐ "See My Lawyer"
c ☐ "Once is Not Enough"
d ☐ "How to Marry a Millionaire"

"See My Lawyer" *was the name of the play. Milton Berle played the leading role as Tommy's lawyer and John Barrymore played the adventuresome one.*

How did H.W. Johns first learn about asbestos?

a ☐ a magazine article
b ☐ an advertisement
c ☐ an encyclopedia
d ☐ a friend

Henry Johns learned about asbestos while browsing through the Encyclopedia Americana *in 1859.*

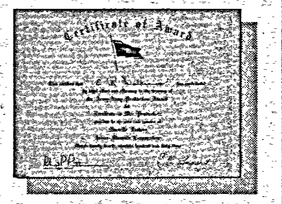


When did the Johns-Manville Research Center open in Manville, N.J.?

a ☐ 1893
b ☐ 1925
c ☐ 1932
d ☐ 1942

In 1930, J-M established a Research Council to "carry forward a broad, intelligent program of research and development to provide for future needs as well as present demands of our business." W.R. Seigle, J-M's chairman of the board, was the Council's director from 1933-1939.

In 1942, *after Seigle's death, the Research Center at Manville was established. It was regarded as the world's leading laboratory devoted to research in the building/insulations fields. When J-M moved corporate headquarters to Denver, the Research Center relocated there, opening in 1973.*

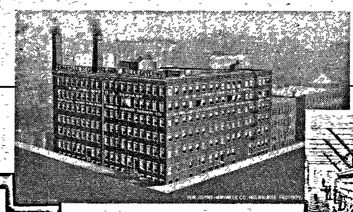


What percentage of J-M products went toward the war effort in World War II?

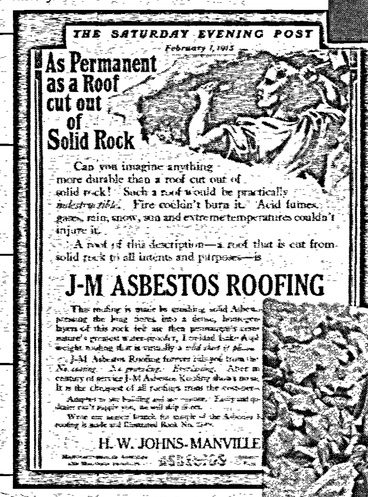
a ☐ 30%
b ☐ 52%
c ☐ 67%
d ☐ 80%

Estimates indicate that 80 percent *was channeled to wartime use. In fact, several J-M plants won Army-Navy awards for product excellence.*

1902
H.W. Johns-Manville Co. boasted this pipe & boiler covering plant in Milwaukee, Wis.



1913
Manville's commitment to roofing spans entire history.


THE SATURDAY EVENING POST
February 1, 1913

As Permanent as a Roof cut out of Solid Rock

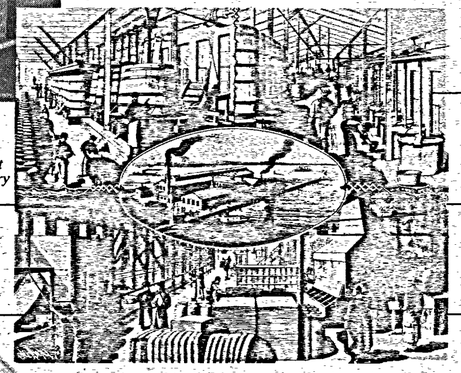
Can you imagine anything more durable than a roof cut out of solid rock! Such a roof would be practically *indestructible*. Fire couldn't burn it. Acid fumes, gases, rain, snow, sun and extreme temperatures couldn't injure it.

A roof of this description—a roof that is cut from solid rock to all intents and purposes—is

J-M ASBESTOS ROOFING

H. W. JOHNS-MANVILLE

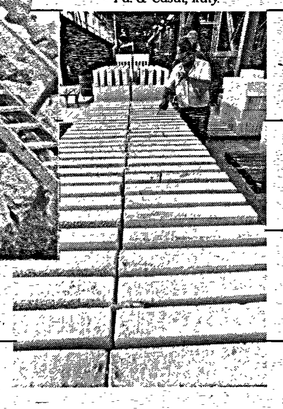
Circa 1885
Early asbestos manufacturing at H.W. Johns factory in Brooklyn, N.Y.

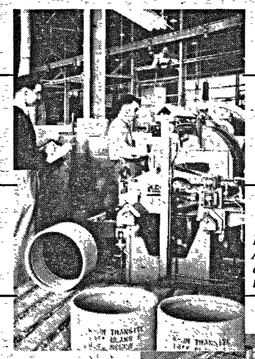


1922
Management gathered in Asbestos, Quebec near Jeffrey mine.



1937-Present
Long heritage of manufacturing insulating firebrick in Zelienople, Pa. & Casal, Italy.





1958
Asbestos-cement pipe, a J-M product mainstay for over 50 years.





1956
Spintex rock wool, forerunner to fiber glass insulation, popular in "do-it-yourself" markets.



1977
HERM fiber glass process developed for superior energy efficiency.

1978
Olinkraft purchased for rich timberlands & forest products assets.

1858-1983

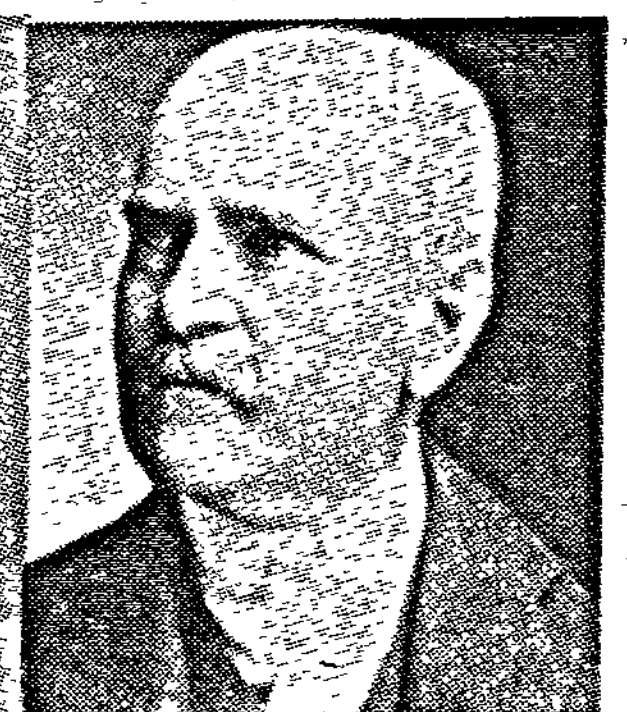
Today: "125 Proud Years" (Manville, 1983)

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Caring for People



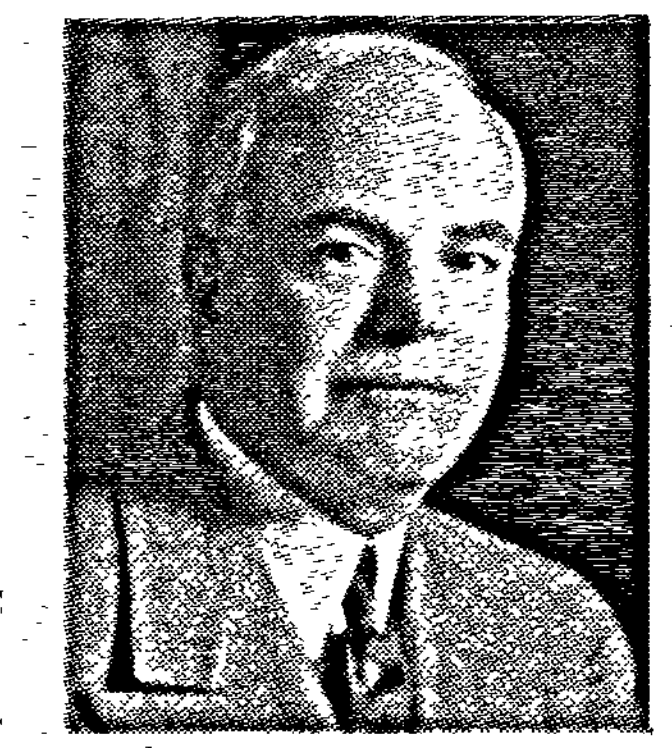
Henry W. Johns
(H. W. Johns
Manufacturing Co.)
1858-1899



Charles B. Manville
(Manville Covering Co.)
1886-1901



Thomas F. Manville
1901-1925



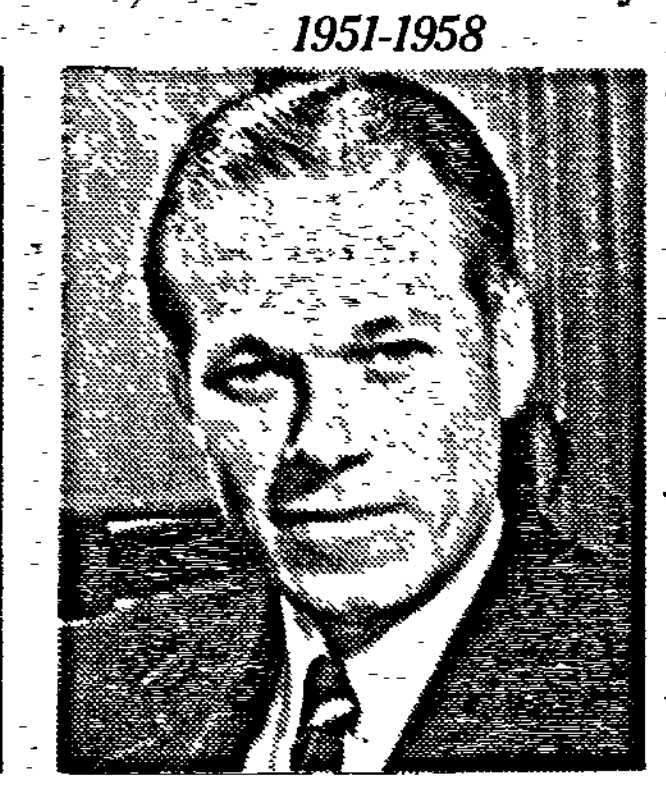
Hiram E. Manville, Sr.
1925-1927



Theodore F. Merseles
1927-1929



Lewis H. Brown
1929-1951



Leslie M. Cassidy
1951-1958



Adrain F. Fisher
1958-1960



Clint B. Burnett
1960-1970



W. Richard Goodwin
1970-1976



John A. McKinney
1976-Present

While Manville earned its reputation as an industrial leader in building materials over the years, it also advanced notable human relations programs.

The genesis of many company commitments began with J-M president Lewis H. Brown, a dynamic, positive and responsible leader. He came to Manville as J-M president Theodore F. Merseles' assistant and assumed the position of president in 1929. The Depression had just begun and employee morale was low.

Community Involvement

Brown succeeded in raising spirits and profits with policies and programs to humanize business. He was one of the first CEO's in the nation to institute the 40-hour work week, with overtime compensation, and to initiate a Quarter Century Club honoring employees who had been with the company 25 years. He was also one of the first to issue an employee annual report, simply and clearly showing the company's operations.

Brown also instituted employee incentive plans including profit-sharing, stock options, increased production compensation and sales commissions, and introduced the company retirement plan in 1941.

Early in J-M history, its leaders felt an obligation to educate the public about good economic practices. In public speeches and annual reports, president Brown admonished the government for deficit spending. In 1951, board chairman L.M. Cassidy developed a series of economic speeches for J-M employees to deliver to public groups. Today, Manville sponsors a program begun in 1978 to promote economic awareness. Called the "Economic Information Program," it educates students on four U.S. college campuses about the free enterprise system.

Community relations programs were started by president Brown to improve public attitudes toward J-M. They included mailings to community leaders, increased services to the media, plant tours and newspaper ads. Brown also started community building programs which taught builders construction methods, and loaned money to families for home renovations.

Later, during the '60s and '70s, under presidents Clint Burnett and Richard Goodwin, J-M became involved with community planning activities, helping civic leaders determine their future water needs, clean their environment and build for the future. President McKinney strengthened these programs, inviting community leaders to learn about Manville's role as a good neighbor.

Training

During World War II, J-M lost many men to the armed services. To offset labor losses, J-M initiated programs to recruit new employees and train current employees for advancement.

Job-sharing programs—revolutionary in American industry today—actually began during World War II. Students, housewives and the handicapped found niches in J-M's operations. Tuition aid helped employees increase their knowledge and job skills. Educational assistance attracted high caliber college students as potential employees. Today, Manville is renewing its commitment to human resource development through internal and external training programs.

Safety

The health and safety of Manville employees has been a primary responsibility of the company through the years. Manville has promoted safety programs in all of its plants and won national awards for achievement in accident prevention and industrial hygiene. Accomplishments include:

◆ researching the effects of dust in the workplace as early as 1929 through a J-M-sponsored Metropolitan Life Insurance study

◆ distributing health and safety handbooks, holding safety meetings with employees, and conducting medical monitoring programs as early as the 1930s

◆ installing ventilation equipment in dust-producing plants well before the government required it (J-M invented its own ventilation equipment and then made this new technology available to other companies to help them protect their employees as well.)

◆ establishing a Department of Environmental Control at J-M in 1967 to improve working and community environments, employee safety and air and water quality

◆ expanding that commitment in 1974 with the creation of its present Health, Safety and Environment Department, adding depth and more responsibility to the previous department

◆ participating in research programs at Mt. Sinai Environmental Laboratory seeking ways to "improve methods to minimize exposure of insulation workers to dust and fumes encountered in their work"

◆ establishing a no-smoking policy in 1976 at all asbestos-using J-M locations. Today, quit-smoking programs are offered at all Manville locations.

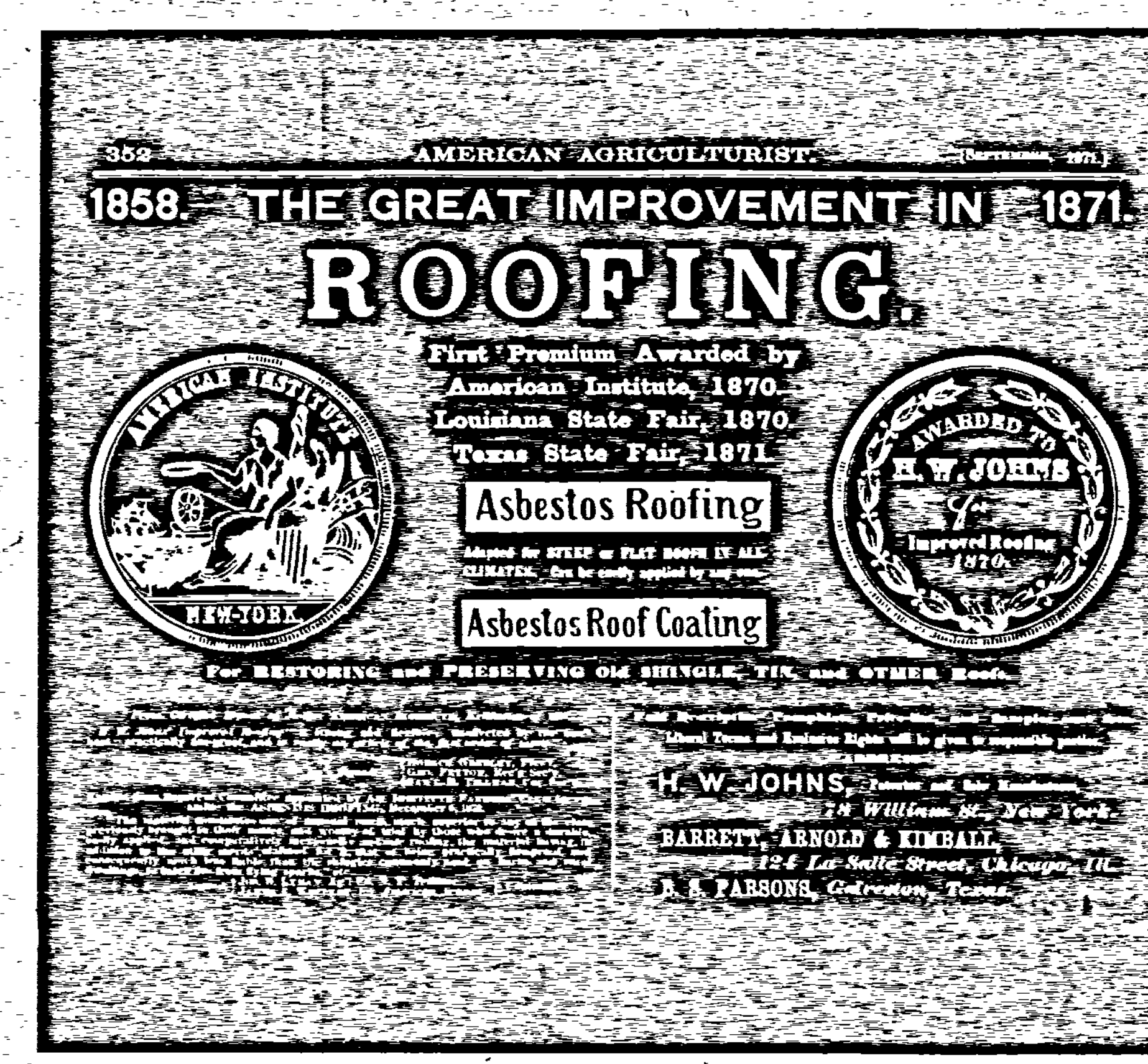
Clearly, Manville has forged a path on many frontiers—in its commitment to employees, in community involvement and industrial hygiene and safety.

Marketing Products

The ways Manville makes and markets its products have taken several turns in 125 years. The company's roofing business, for example, shows how products and advertising have evolved to meet customer needs. The ads below—circa 1871 and 1983—are a stark contrast to each other.

Who would have fathomed 112 years ago that today the company would be marketing via slick color ads, cable television and a roofing sales force called . . .





J-M roofing ad in American Agriculturalists, September 1871.



J-M roofing ad appearing in six major building trade magazines, September 1983.

Everyone has their own way of marking important anniversaries. Manville's Building Materials Marketing Division has aimed its celebration "sky high" by introducing the *Designer 125* shingle, in honor of Manville's 125 years in the roofing business.

The *Designer 125* residential fiber glass shingle is fire and wind resistant and "texturized" with a random-tab design for the expensive look of wood or slate.

It offers an attractive price, too. "The *Designer 125* is affordably priced midway between a standard three-tab shingle and a top-of-the-line laminated shingle," says Ken Hunter, merchandising manager. "We're in a growth market. Housing costs are discouraging sales of high-priced shingles; still, homeowners are willing to pay a little more for a textured look instead of the uniform look of standard shingles."

It met standard production rates during its first manufacturing run earlier this year at Marrero, La.—an accomplishment plant manager Ed Carpenter says is a reflection of employees' "combined efforts and pride in the product." So far, Marrero is Manville's only plant with the capability to manufacture the company's two styles of intermediate-priced shingles. (*Regal Wood*, a reasonably priced, rustic-looking shingle, began production there last year.)

When assistant general sales manager Ron Gast was asked about the *Designer 125*, he raved, "it offers the company additional personality and design capability for its roofing product line. Homeowners are pleased by the way it looks and roofers like the fact that it's quicker to apply."

The *Designer 125* is one of many recent developments by Manville to create distinctive, durable shingles. "Manville has led the industry in converting to fiber glass-based shingles. Today, more than 60 percent of all shingles in the marketplace are fiber glass-based," says Bob Feeney, director, corporate advertising and sales promotion.

In May, Manville began advertising the *Designer 125* through trade magazines, point-of-purchase materials and cable television. The cable TV approach is unique because it is a cost-efficient way of reaching segmented markets. By advertising in certain zip codes, the company can target homes ready for reroofing. (About 75 percent of Manville's roofing shingle business is in reroofing.)

A 2-minute "infomercial"—a first in the roofing industry—and 30-second spots highlighting the *Designer 125* and Manville's roofing experience will be seen in potentially 26 million homes by the time its four-month advertising schedule ends on cable's ESPN and Satellite News Channel in September.

Other Marketing Firsts

Since shingles and fiber glass insulation are the company's only consumer products, their marketing must establish brand recognition and encourage distributors and retail customers to buy Manville's products instead of competitors'. During the last few years, several marketing efforts have had particular success.

◆ *BestPak* insulation packaging means strong "Manville gold" brand identification and gives dealers and retail customers home insulation in easy-to-handle, completely sealed packages, color-coded by R-values.

◆ Manville's unique Ad Dollars Co-op program offers retailers and the company a cost-efficient way to promote Manville brands through local advertising. Advertising space in all types of media is bought at the retailers' less expensive local ad rates, and Manville covers 60 percent of the cost.

◆ For the third successful year, Jack Nicklaus, golf's Golden Bear, has been the company's national spokesperson for Manville's golden insulation. Nicklaus' likeness is used on point-of-purchase materials, television and radio commercials, billboards, newspaper and magazine advertisements.

Feeney says, "With the advent of the Ad Dollars Co-op and *BestPak* packaging, along with the Golden Bear promotion, our retail business has increased by approximately 20 percent from the spring of 1982 to spring of 1983."

Today: "125 Proud Years" (Manville, 1983)
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