

Address delivered by O. Parker McComas, President of Philip Morris & Co. Ltd., Inc.
Before Louisville Chamber of Commerce - Thursday evening, May 15, 1952
On occasion of the opening of new Philip Morris plants in Louisville

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Unfortunately, I was born so many years ago that it was in an era when it was not considered cruel to force a young man to study Greek. So - about the age of 14 I attended my first Greek class. There was a sign hanging on the wall in front of the students which I laboriously studied. The sign read, "MEDEEN AGAN". That Greek was so much Latin to me. I am now reminded of Ben Johnson's ode "To The Memory of Shakespeare - Small Latin and Less Greek."

The teacher finally informed me that it meant "NOTHING TOO MUCH," which was Greek Civilization's expression of its philosophy of moderation and everything in balance. Unfortunately, I was well past the age of 40 before I understood it - either in Greek or English. Now, being much more than 40, I should like to use it as the text of my talk this evening.

The lifeblood of a consumer industry is selling and advertising. There are many in this audience, as I know from experience, who have the illusion that that is all there is to the cigarette business (those who see our factory will be in for a sharp awakening.) But I earnestly call to your attention the fact that all that advertising and selling can do is to sell that first pack of cigarettes; the second pack can only be sold if the first pack contained cigarettes of a quality that pleased the consumer. Neither advertising nor all the magic of selling can make a consumer repeat his purchase of cigarettes - or for that matter, autos, bread, shirts or services - if his first purchase was unsatisfactory. And I say there is no easier way of losing a steady customer than to have him run into a streak of bad luck with your merchandise.

It is for this reason that the cigarette industry as a whole, and particularly Philip Morris, in addition to its emphasis on selling and advertising, has also placed great efforts behind production methods to make products of standard quality with maximum efficiency.

As those of you who visit our new plant will discover, there is a highly mechanized and streamlined production line. A far cry from the archaic production methods of even so recent a time as twenty years ago, it is, we believe, the closest approach yet to a continuous flow production so far achieved in this industry.

Yet, this mechanization and modernization is still in its infancy - and within five years, or perhaps slightly longer, I am convinced that there will be continuous, uninterrupted operation from the introduction of tobacco into the factory until the finished cases move onto the freight cars standing at our loading platforms.

Moreover, we are laying several million dollars on the line to prove our faith in the technological future of the industry. As you may know, we recently hired the distinguished Dr. Robert DuPuis as Director of Research and Development for Philip Morris to direct a fine staff of scientists and technicians in their search for techniques to improve the quality of tobaccos and cigarettes and the processes of production. A laboratory of the most modern design and equipment will be constructed shortly in which they can develop a comprehensive program covering

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