

Chapter 6

Heinz 57

Heinz has been making and selling tomato ketchup since 1873. Today, it is the company's best known product. Here is a range of ketchup containers from the 1870s to the 1990s. Notice the changes in the shape of the bottle and design of the label into the distinctive, easily recognizable form we know today.

THE HEINZ FAMILY: SIX GENERATIONS

When German immigrants Anna Margaretha Schmitt and Henry Heinz met and married in 1843, little did they realize they were starting a family that would become one of the most prominent in Pittsburgh. Their first-born son, Henry John, founded the H. J. Heinz Company, which was led in turn by their grandson Howard and their great-grandson, Henry John II. Great-great-grandson Henry John Heinz III worked for the company for 6 or 7 years, but chose instead to devote his life to public service in the U. S. Congress. His sons, Henry John IV, Andre, and Christopher (Anna and Henry's great-great-great-grandsons) represent the sixth generation of the Heinz family. *Portraits Courtesy of Heinz Family Office*

OBJECT LABELS

In 1904, Heinz moved his 50 year old family home in Sharpsburg where he made his first products five miles down the Allegheny River to a central location on the factory grounds of the H. J. Heinz Company in Allegheny City (now Pittsburgh's North Side). This symbol of the family business, affectionately called "The House Where We began," remained in Pittsburgh until 1954, when it was re-located to the Henry Ford Museum and Greenfield Village in Michigan.

In 1892, H. J. Heinz purchased a home on Penn Avenue, "Millionaires' Row," in the Point Breeze neighborhood, then know as part of Homewood. Called "Greenlawn," the mansion resembled a French chateau. Three stories tall, it contained 30 rooms and 7 bathrooms for Mr. and Mrs. Heinz, their 4 children (ranging in age from 9 to 21), and many servants. The Heinz estate also housed a stable, a tennis court, and a museum for the family's extensive collection of art and artifacts, and 10 greenhouses. The house was torn down in 1924. Only a front fence and carriage house remain.

In 1913, H. J. Heinz built the Sarah Heinz House (named for his wife), a \$500,000 community center for children, extending

the boys' club erected by his son Howard in 1902. The brick-and-marble structure, located next to the Heinz plant, included a swimming pool, gymnasium, auditorium, workshops, and clubrooms. The Sarah Heinz House is still active today, serving the North Side.

As chairman of the Howard Heinz endowment, H. J. Heinz II, spearheaded the renovation of the former Loew's Penn Theater. In 1971, it re-opened as the Heinz Hall for the Performing Arts, home of the Pittsburgh Symphony Orchestra and cornerstone of Pittsburgh's Cultural District.

Heinz Memorial Chapel was a gift to the University of Pittsburgh from the surviving children of H. J. Heinz. Although he had made a bequest to the university for a building in honor of his mother, his children added to this gift and built the chapel in memory of their father and grandmother. Heinz Memorial Chapel opened in 1938.

September 4-5, 1888: Very Busy. We are boiling at the rate of 1000 bushels tomatoes for Catsup daily & 300 Bushels of appels

(apples) for appel (apple) Butter. H. J. Heinz Diary

This diary dating from the early years of H. J. Heinz's career, 1875 to 1894, reveals his struggles and involvement with the company. The elegant desk set from the later years of his career suggests the level of success achieved by H. J. Heinz as a result of his lifetime of hard work.

Diary on loan from Heinz Family Office

On December 8, 1880, H. J. Heinz noted proudly in his diary, "I am called the pickle man." But H. J. Heinz was much more than that. The practical businessman also loved to collect art and curiosities. Heinz worked tirelessly from Monday to Saturday, but he reserved Sunday for worship. A devout Christian, he found time to teach Sunday School and devoted much of his energy to the Methodist Church and World Sunday

RECIPE FOR SUCCESS

In 1869, 25-year-old entrepreneur H. J. Heinz began selling prepared horseradish to grocery stores in and around Pittsburgh. In spite of bankruptcy in 1875, Heinz bounced back into business the very next year. By the time of his death in 1919, his company had grown into one of the largest food processing businesses in the country, selling its condiments, sauces, pickles, and preserves all over the world. The Heinz recipe for success included the following ingredients: a growing **market** for prepared foods, a wide variety of quality **products**, abundant and creative **advertising**, and enterprising sales **techniques**.

A MARKET FOR PREPARED FOODS

As the United States became an increasingly urban and industrialized nation in the last 1800s, H. J. Heinz correctly predicted that Americans would welcome the convenience of ready-made store-bought food products. Home preparation of horseradish, ketchup, jams and jellies took long hours and hard work. Many women appreciated the ease of simply opening a bottle of sauce or a crock of preserves.

OBJECT LABELS

These menus (at left, from the Mississippi River passenger steamboat *Ed. Richardson* in 1879; at right, from *Good Housekeeping* magazine in 1915) show the surprisingly wide variety of foods eaten by Americans in the late 1800s and early 1900s. Note the 18 different relishes offered to steamboat diners.

Right: Courtesy of Carnegie Library of Pittsburgh

The labels on these early prepared foods reflect the history of the company. From 1869 until bankruptcy in 1875, Heinz

School Association. Referring to another portrait, Heinz wrote that he rejected the photographer's efforts to erase the lines from his face because "it cost me fifty years of hard work to place them there."

Heinz used his sons' names – Howard and Clifford – as labels for new products. If the products sold well, they were incorporated into the company's line of products.

Henry John Heinz III (for whom the History Center is named) served from 1971 to 1976 as Pennsylvania's 18th District Representative in the U. S. Congress. He then ran successfully for U. S. Senate in 1976 and was re-elected in 1982 and 1988.
On loan from Heinz Archives, Carnegie Mellon University

worked in partnership with Clarence and Eugene Noble. The company was revived in 1876 as F. & J. Heinz, using the initials of H. J.'s cousin Frederick and brother John. In 1888, H. J. took ownership of the company and renamed the H. J. Heinz Company.

On loan from the Collections of Henry Ford Museum & Greenfield Village

On loan from the Collections of Henry Ford Museum & Greenfield Village

SUBSECTION - A PURE AND SAFE PRODUCT

Until the early 1900s, there were no laws to regulate food manufacturing. Producers of ketchups and other processed foods, including the Heinz Company, added coal tar dyes, preservatives, and fillers (such as boiled dried apples). A national investigation declared many ketchups “filthy, decomposed and putrid.” H. J. Heinz, his son Howard, and others from the company realized the need to restore public trust and lobbied for laws to regulate the food industry. At the same time, H. J. Heinz directed his chemists to develop pure products. The Pure Food and Drug Act became law in 1906.

OBJECT LABELS

Contrast the chaotic jumble of goods and produce in the grocery store at the left with the neat and orderly display of Heinz Company products in the store above. Heinz hoped that such presentations would convince customers that its products were just as pure and consistent on the inside.

Left: Courtesy of Carnegie Library of Pittsburgh

Right: Courtesy of H. J. Heinz Company

This label appeared on the back of the horseradish bottle in the case on the left. The outrageous reward indicates the Heinz Company’s confidence in the purity of its products.

Heinz touted the purity of its products directly on their labels and even incorporated the phrase “Pure Food Products” into the company’s trademarked slogan.

SUBSECTION - A CREATIVE SALE STRATEGY

Before the advent of self-service supermarkets in the 1920s, shoppers did not help themselves to goods on open shelves. The grocer handled the products, which were displayed behind a counter. Food manufacturers really had two sets of customers: the grocers who purchased products to sell in their stores and the consumers who bought foods for their own use. The Heinz Company developed advertising strategies aimed at both groups, urging grocers to suggest Heinz products to their customers and customers to ask their grocers to carry Heinz goods.

OBJECT LABELS

Heinz Company salesmen performed a wide range of duties in their efforts to secure sales of the company’s products. They carried sample cases from store to store in hopes of convincing grocers to stock their shelves with Heinz goods. Once they established relationships with grocers, salesmen returned often to take orders, introduce new products, and help with advertising. They created store and window displays, provided signs and trade cards, and held week-long product demonstrations.

Courtesy of H. J. Heinz Company

Courtesy of Henry Ford Museum & Greenfield Museum

Around 1900, salesmen used these objects in grocery store demonstrations (food samplings). Hot foods, such as canned spaghetti and bake beans, were served from silver chafing dishes. Customers sipped varieties of vinegar from these special cups. Disposable paper tasting spoons reduced the dishwashing at the end of the day.

On loan from Collections of Henry Ford Museum & Greenfield Village

On loan from Heinz Family Office

A KNACK FOR ADVERTISING

The Heinz Company and other food processors worked to convince women that prepared foods tasted as good as homemade. Once consumers came to accept manufactured foods, the next step for Heinz was to distinguish his products from those of his competitors. In the 1800s, H. J. Heinz advertised his wares in city directories, newspapers, train schedules, restaurant menus, outdoor signs, street car signs, and expositions. The Heinz products themselves bore distinctive, eye-catching labels designed to attract the consumer's attention.

OBJECT LABELS

Both the label and the shape for this jar of pickles imitated that of the British food company, Fortnum & Mason, also represented here. He hoped that customers would associate his products with the high quality of Fortnum & Mason's.

(interactive)

It 's time to play the business game!

The road to success in business is filled with pitfalls and potholes, detours and dead ends.

PRODUCING HEINZ GOODS

H. J. Heinz grew his first vegetables in his mother's garden and canned them in her kitchen. By 1930, the company operated factories, warehouses, and receiving stations covering 10 million square feet, to process the produce from 200,000 acres of farmland. The Heinz Company controlled each step of the operation, from cultivating its own special cucumber and tomato seeds to making the glass for its signature bottles. For many years, much of the process was done by hand: sorting beans, hulling strawberries, packing pickles. During the 1900s, machinery and automation took over much of the work in Heinz fields and factories.

OBJECT LABELS

H. J. Heinz's handwritten recipes record his experiments, formulas, and specifications for large-scale production of his products (including his famous "tomato catsup"). This recipe book, dated 1879-1883, also

gave instructions for making ink, ginger beer, and hair oil.

On loan from Heinz Family Office

SUBSECTION - WORKING ON THE FARM

Agriculture played a central role in the Heinz business. Heinz needed cucumbers for pickles, tomatoes for ketchup, cabbage for sauerkraut, apples for vinegar, and fruits for jellies and preserves. Without fresh produce, there was no product to sell. Too much of a good thing, however, could also present a problem. In 1875, an overabundant cucumber crop cost so much to process that Heinz was forced into bankruptcy. The Heinz Company harvested from its own fields and purchased produce from independent farmers. It also maintained greenhouses for developing new varieties of seeds and special fields for growing experimental crops.

OBJECT LABELS

In 1878, John Heinz, brother of H. J., took out a patent on the "pickle assorter," which sorted cucumbers by size, represented here by this small-scale model. Salesmen carried sets of tin pickles to show grocers the various sizes of Heinz pickles available for purchase.

According to the Heinz Company newsletter, Heinz employed "250 people, many of them boys and girls, for the work is light and well suited to their nimble fingers"

when the time came to harvest these onions (c. 1904).

Courtesy of H. J. Heinz Company

The Heinz Company contracted with farmers in the U.S., Canada and England for their produce. Notice here that all members of the farm family, young and old, worked to harvest the cucumbers, c. 1897.

Courtesy of [gift of] H. J. Heinz Company

The Heinz Company ventured overseas to Seville, Spain, for its olives. Field workers picked olives by hand from groves such as the one pictured here, c. 1905. Factory workers at the Heinz plant located nearby then sorted, cured, stuffed, and bottled the olives for export.

Courtesy of the Collections of Henry Ford Museum & Greenfield Village

This bin, one of two at the Heinz factory in Medina, New York (between Niagara and Rochester), held 30,000 bushels of apples to be pressed into juice for cider vinegar, c. 1905.

Courtesy of H. J. Heinz Company

The Heinz Company produced its own containers – glass bottles and jars, tin cans, wooden barrels – for packaging its goods (c. 1900). It then shipped these products by rail to stores all across the country. To facilitate the shipping process, the Pittsburgh factory was directly connected with three major railroads – the Pennsylvania, the Baltimore & Ohio, and the Pittsburgh & Western.

SUBSECTION - WORKING IN THE FACTORY

In the Pittsburgh factory, and later in factories across the country and around the world, a wide variety of foods were prepared and packaged by Heinz employees. Each department had its own function: cooking soup or fruit preserves, making spaghetti or peanut butter, bottling pickles or olives. When different vegetables or fruits were in season, everyone pitched in to process them. Teresa Mechelli Pusic, who worked for Heinz in the 1940s, recalled that tomato season was the busiest time at the factory. Some workers sorted the tomatoes by hand while others manned the ketchup kettles and bottling machines, which ran 24 hours a day during the autumn harvest.

TOURING THE FACTORY

In 1899, H. J. Heinz opened up the Pittsburgh factory to the public. Visitors toured most of the buildings of the North Side plant, from the soup filling machines to the can making department to pickle bottling tables. Each tour ended with complimentary samples of Heinz products and a pickle pin to take home. Tens of thousands of people – school children, senior citizens, church groups, scout troops, women’s clubs, and foreign tourists – visited the factory each year. The company stopped the tours in 1972, when most of the food processing occurred in highly automated covered machinery, offering visitors little to see.

WORLD WAR II

During the Second World War, almost half of the Heinz Company’s total production went to the Allied armed forces. Along with ketchup and pickles, the company made special rations for soldiers. C-rations, designed for men in combat, contained meals such as “Meat and Vegetable Hash” or “Chopped Ham and Eggs.” K-rations, for paratroopers, were lightweight packages containing meat, biscuits, confections, chewing gum, and a beverage with sugar, salt tablets, a spoon, cigarettes and toilet tissue. Heinz’s War Production Division also re-fitted part of the Pittsburgh factory to produce glider planes and parts for wartime aircraft.

During World War II, the Heinz Company produced canned meals to be included in combat rations, for soldiers in battle. One private, fighting in Europe in the spring of 1944, sent an appreciative letter to the company about Pineapple Rice Pudding, which he said tasted “like something out of this world.”

Courtesy of H. J. Heinz Company

EMPLOYEE PERKS

From 53 employees in 1875, the Heinz Company grew to employ some 42,200 people in 1995. H. J. Heinz did not pay his workers highly. In 1900, female employees made \$3 per week; male steelworkers, by comparison, earned \$10 per week. Heinz did provide an array of recreational and cultural amenities at the main Pittsburgh plant, including a swimming pool, roof gardens,

reading rooms, an auditorium where organ music was played at lunch time, and carriage rides through the city's parks and boat rides on its rivers in the summertime. For his salesmen, Heinz held annual conventions, where participants enjoyed a lavish banquet and received a handsome souvenir.

OBJECT LABELS

This scrapbook was made by Anna Frankovich, who worked for Heinz for 51 years, from 1926 to 1977. She recalled that female employees made their own uniforms from material purchased at 10 cents a yard.

Every year, H. J. Heinz distributed Christmas gifts to all of his employees, both factory workers and office staff. In 1899, everyone received umbrellas; in 1912, the women got handbags and the men pocketknives; from 1918-1920, all employees received crisp new five-dollar bills. The tradition continues to this day, with some of the gifts being reproductions of antique containers, such as a cookie jar in the shape of a crock (1983) and an ice bucket in the shape of a firkin, a small wooden cask once used for Heinz products (1988).

The gold charms on this bracelet were given to a long-term employee to mark her anniversaries with the company. The keystone charms marked 5 and 10 years of service. The pickle charm was earned after 15 years, and the circular charm (with the image of the Heinz Company Research Center) honored 30 years of service.

Heinz employees fielded a baseball team to compete against other corporate teams. The location of this 1907 photograph is unknown.

Courtesy of the Collections of Henry Ford Museum & Greenfield Village

Workers provide their own uniforms. Notice the personalized details on each of these handmade garments, c. 1895

In the company dressing room (c. 1904), workers changed from their street clothes into uniforms. In the evening, they could take a bath in the adjacent bathroom before going home.

Courtesy of the Collections of Henry Ford Museum & Greenfield Village

Workers whose hands came into contact with food products reported to the manicurist once a week to have their fingernails cleaned and shaped, c. 1911.

Lillian Weizmann, who began to work for Heinz in 1902 at the age of 14, recalled the dining room. "We were assigned a chair when we came and we put our lunch on that chair ... very few people stole the other people's lunch. At noon, we had coffee or tea, and the coffee or tea was put on the table in coffee pots ... and for that there was a penny a day charge." Ketchup and other company products were served to workers only in season.

The girls' roof garden (c. 1905), on top of the bottling building, was available for employees' use, at lunchtime and after work. In the early 1900s, factory hours ran from 7:00 a.m. to 5:40 p.m. six days a week.

One of the many amenities provided by H. J. Heinz, the *Idler* carried Heinz employees on summer afternoon cruises on Pittsburgh's three rivers, c. 1906.

Courtesy of H. J. Heinz Company

Eden Hall Farm, a vacation property for working women, was a gift of Sebastian Mueller. Mueller worked for Heinz for 54 years. He began as a laborer in 1884 and rose to become chairman of the advisory board in 1905. Mueller also married H. J. Heinz's youngest sister, Elizabeth. They had two daughters and a son, all of whom died in childhood. In 1912, the Muellers purchased land in Richland Township, northeast of Pittsburgh, for a summer residence. With no heirs, Mueller wanted to leave something for the female employees who had been part of his life at Heinz. Ever since the Muellers died (Elizabeth in 1934 and Sebastian in 1938), the property has been a vacation facility.

Courtesy of Eden Hall Farm

Located in Pittsburgh, a city renowned for strikes and union activity, Heinz did not experience its first strike until 1937. In May of that year, picketing employees shut down the North Side plant for two weeks in a dispute over union representation. The conflict was resolved when the National Labor Relations Board stepped in to supervise the election among employees

who voted to join the Canning & Pickling Workers Union, an affiliate of the American Federation of Labor.

Courtesy of Pittsburgh Post-Gazette

It's time to play THE "LIFE OF A HEINZ PICKLER" GAME! It's time to PACK PICKLES!

QUALITY CONTROL

In 1900, the Heinz Company established a chemistry laboratory staffed by bacteriologists, microscopists and other scientists and technicians, called "food technologists." The quality control division was charged with checking the quality of produce used, the accuracy of recipes and cooking procedures, the cleanliness of the manufacturing process, and the uniformity of finished products. Food technologists also conducted research to improve the nutrition, flavor, and appearance of Heinz foods. The sample jars to the left contained products that were sent from the manufacturing division to quality control for testing and evaluation.

SECTION 3 LABELS

D.1.1 (section intro)

PROMOTING HEINZ GOODS

Since many food processors were also engaged in manufacturing and selling similar sauces and condiments, how did Heinz make its products stand out? From early on, Heinz designed its containers and labels to be eye-catching, attractive, and easily recognizable. The company also developed innovative promotional techniques, which included demonstrating products at grocery stores, fairs, expositions, and food shows. From the first notice in the Pittsburgh City Directory of the 1870s to multi-million dollar television commercials a century later, advertising has always played a key role in the marketing of Heinz foods.

OBJECT LABELS

In 1900, Heinz built the largest electric sign in the world to advertise his 57 Varieties. The sign was six stories high, used 1,200 electric bulbs, and included a 43-foot-long pickle. It stood at the intersection of Broadway, Fifth Avenue and 23rd Street in New York City. It was torn down a year later to make way for the Flatiron Building.

Heinz tomato ketchup stood out from the rest with its distinctive keystone label and its signature octagonal-shaped bottle.

Courtesy of the Collections of Henry Ford Museum & Greenfield Village

In the 1880s and 1890s, the H. J. Heinz Company and its Keystone Brand pickles

and condiments faced local competition from the Heinz Brothers (no relation), makers of Banner Brand pickles and condiments. Consumers apparently knew the difference between the two Pittsburgh-based Heinz companies. While the H. J. Heinz Company grew and flourished, the Heinz Brothers went out of business in 1895.

In the late 1800s and early 1900s, Heinz was just one of hundreds of manufacturers of tomato ketchup in the United States. At least 35 different brands were produced in Western Pennsylvania alone.

Courtesy of Warshaw Collection of Business Americana, National Museum of American History

SUBSECTION - BRAND RECOGNITION

H. J. Heinz realized early on that he had to distinguish his products from those of all the other picklers and makers of preserves. He designed eye-catching labels and developed distinctive trademarks (first, Anchor Brand, then Keystone Pickle & Vinegar Works, then 57 Varieties) to create what we call “brand recognition” today. To make sure the public knew his products, he placed the Heinz name everywhere he could, with signs on his delivery wagons and even larger signs on buildings and by roadways.

THE 57

As the story goes, the Heinz 57 trademark was created after H. J. Heinz spotted a sign advertising “21 Styles of Shoes” while riding on an elevated train in New York City in 1896. He liked the idea, and decided to advertise a number of Varieties for Heinz. He began counting, and stopped at 57, not because that was the number of products the company made (there were many more), but simply because he liked the way it sounded. H. J. Heinz trademarked the slogan, which dominated the company’s labels and advertising until 1969.

Trademarked by Heinz in 1897, the pickle symbol appeared on labels, boxes, barrels, company stationery, advertisements, and novelty items such as this children’s swing.

Courtesy of Heinz Family Office

SUBSECTION - THE ADVERTISING MESSAGE

The Heinz Company developed a clear and simple message about its products: Heinz goods were **pure, nutritious, economical, convenient, and tasty**. In the early 1900s, Howard Heinz convinced his father to expand the company’s advertising strategy to include ads in national magazines. Magazines offered a broad audience of potential customers. The *Saturday Evening Post*, for example, had a circulation of more than two million in 1913 and was the most widely distributed magazine in the world. Heinz’s ads targeted women, then as now largely responsible for the family shopping.

D.6.1 (topic)

SPECIAL OFFERS

In promoting its new line of baby foods (introduced in 1931), Heinz enticed customers with special offers of toys and gadgets. The company also enlisted pediatricians and nurses to distribute free samples of Heinz infant foods to new mothers. Heinz used mail-in offers to promote other products. In the 1950s, for example, boys could redeem the labels from Heinz spaghetti, macaroni, and baked beans for “valuable official Boy Scout unrestricted equipment.” Strawberry jam was packaged in glass jars, and for 50 cents (in 1957), customers could receive “4 decorative glass lids and 6 sugar and spice labels” to reuse the jam jars in their kitchens.

THE ARISTOCRAT TOMATO

In the 1930s, Heinz launched a new campaign to promote its tomato juice. In a series of magazine ads, the “Aristocrat Tomato” appeared as a variety of personalities sporting “gentlemanly” outfits, designed to convey the superior quality of Heinz tomatoes. For those who fell in love with the Aristocrat Tomato, he was available on cufflinks, key chains, and alarm clocks. The Aristocrat Tomato was perhaps the first of the famous “spokesmen” for the products of Heinz and its affiliates. In later years, Charlie the Tuna and Morris the Cat hit the airwaves for Star-Kist and Nine-Lives, both owned by Heinz.

It’s time to DESIGN YOUR OWN HEINZ AD!

Mouth-watering images and catchy slogans help sell food products. Use the magnets to create your own award-winning advertisement for Heinz.

SUBSECTION - ATLANTIC CITY OCEAN PIER

Heinz's grandest advertising venture began in 1898 when the company leased a 1000-foot long pier in Atlantic City, N.J. One of eight amusement piers in Atlantic City at the turn of the century, the Heinz Pier offered free admission. The glass pavilion on the pier was furnished with "oil paintings mirrors, vases, statuary and valuable bric-a-brac in the finest Victorian tradition. A winter sun parlor was soon added to provide shelter for winter tourists. Visitors could write to their friends on complimentary souvenir postcards, sample several varieties of Heinz products and hear presentations on the Heinz business. Destroyed by a hurricane in 1944, the pier was never rebuilt.

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TRADECARDS

Like other manufacturers and merchants in the late 1800s, H. J. Heinz distributed trade cards to promote his products. Thanks to innovations in color printing, these small cards could be produced inexpensively. The front side boasted brightly colored illustrations, while the reverse side described the products available, either in a list or perhaps a more cryptic puzzle. These early advertisements reveal a consistent theme in Heinz's marketing strategy: the use of adorable, health children and wholesome young women to convey the idea that Heinz foods were also wholesome and healthy.

In the late 1800s, collecting trade cards such as these was a craze among young women.

THE PICKLE PIN

At the World's Columbian Exposition in Chicago in 1893, H. J. Heinz was disappointed to find the company's exhibition space located on the second floor of the Agricultural Building away from major attractions. To draw visitors, H. J. Heinz printed cards offering a free souvenir at the Heinz display and scattered them on the fairgrounds. Hundreds of thousand of people climbed the stairs to the Heinz exhibit, where they tasted food samples and received a pickle charm. The popular little pickle charm evolved through 10 different shapes and styles into today's pickle pin.

The Chicago Columbian Exposition of 1893 was one of scores of fairs and expositions in America and abroad at which the Heinz Company proudly display its goods. In 1889, Heinz pickles won the gold medal at the Paris Exposition, the first time an American pickle manufacturer won such as award in Europe.

HEINZ ABROAD

As early as 1904, Heinz goods could be purchased on all six inhabited continents. The growth of the Heinz Company was part of a broader trend of American international expansion. In 1898, the United States acquired Puerto Rico, Guam, and the Philippines as a result of its victory in the Spanish-American War, and also annexed Hawaii. At the same time, American businesses were aggressively pursuing foreign markets. By 1901, American commercial expansion was so widespread that the Englishman wrote a book called *The Americanization of the World*. The growth of the Pittsburgh-based Heinz Company overseas helped change the way people ate around the world.

The Heinz sales force used local methods of transportation to deliver products to customers in faraway places. Above, goods were relayed by cable car in the Himalayan Mountains (c. 1907); at left, by camel in the Sinai Desert of Egypt (c. 1921).

Courtesy of H. J. Heinz Company

E.3.1 (subsection)

57 VARIETIES ON SIX CONTINENTS

In 1886, H. J. Heinz made his first foreign sale. While vacationing in Europe with his family, he called on Fortnum & Mason in London and presented seven of his products to the head of grocery purchasing. Using the standard practice of all Heinz salesmen, he offered tastes of each product to the Englishman, who promptly agreed to buy them all. The ease of this sale inspired H. J. Heinz to seek new markets overseas. He also solicited business to the north, in Canada, and to the south in Central and South America. Over the next two decades, Heinz expanded his reach further and further, sending his salesmen to the four corners of the earth to supply even the remotest villages with Heinz goods.

OBJECT LABELS

Heinz advertised abroad as boldly as he did at home. This vehicle, in the shape of a tomato chutney bottle, promoted Heinz goods along the grand boulevards of Paris, c. 1907.

Courtesy of H. J. Heinz Company

Camels carried Heinz goods in Africa, c. 1910.

Courtesy of the collections of Henry Ford Museum & Greenfield Village

The 57 varieties are displayed prominently in a grocery store in Yokohama, Japan, c. 1905.

Courtesy of H. J. Heinz Company

A local merchant offers tastes of Heinz products at a store demonstration in China, c. 1918.

Courtesy of H. J. Heinz Company

Courtesy of the Collections of Henry Ford Museum & Greenfield Village

SUBSECTION - A WORLD OF COMMERCIALS

This video shows Heinz television commercials from the United States (1950s-1990s) and from 20 foreign countries (1990s). No matter what the language, the name "Heinz" comes across loud and clear.

Note: The video runs continuously in a loop.

These sketches detail large freestanding signs along railroads in the English countryside, c. 1910.

A PIONEERING SALESMAN

In February, 1902, Alexander MacWillie, one of Heinz's most productive salesmen, set sail from San Francisco to sell Heinz goods in the Far East. Over the next two and a half years, MacWillie traveled to Hawaii, New Zealand, Australia, the Philippines, Hong Kong, China, Japan, and South Africa. As the result of his efforts and those of the other international salesmen, Heinz distribution agencies were established in 21 cities in the Far East by 1908.

Photographs courtesy of H. J. Heinz Company

OBJECT LABELS

Alexander MacWillie posed for the camera in the palace grounds in Bangkok, Siam (now Thailand), where he and Margaret McLeod, his assistant, gave a "strictly Heinz luncheon in the Palace to the King, Crown Prince, 60 of the Royal Princes and 12 of the King's favorite wives" in 1906.

From 1902 to 1904, Alexander MacWillie traveled to Hawaii, New Zealand, Australia, the Philippines, Hong Kong, China, Japan,

and South Africa. Just two months after his return to the United States in 1904, he boarded a steamer for Australia to begin another two-year tour of duty in service to Heinz. These travels took him to India, Ceylon, and Siam.

In Australia, MacWillie realized that he needed to hold demonstrations to attract business and to inform prospective customers about unfamiliar products, such

as baked beans or India relish (a sweet mixture of pickles, celery, and spices). He hired a 21-year-old American woman named Margaret McLeod to accompany him as a demonstrator in store-to-store work. McLeod proved to be quite skillful and remained with MacWillie throughout his trip.

McLeod's presence attracted attention from the locals, and press coverage for the Heinz Company.

An exhibit and demonstration of Heinz Goods at Madras, India, c. 1907

This display re-creates the Heinz section of a grocery store typical of the period 1880-1920. Heinz salesmen would fill the large apothecary jars with products to entice potential customer. The vinegar dispenser enabled shoppers to sample the different varieties of Heinz vinegar before making their purchases. Salesmen also supplied the grocer with other promotional items, such as the Heinz string holder and the large display pickle. Notice the big "family size" containers. With many children and perhaps either boarders or servants living in the home, households at the turn of the century needed large quantities of food

EATING IN AMERICA

The way that Americans buy, cook, and eat their food has changed over time, as people moved from farms to cities, immigrants adopted the ways of their new country, food processing and transportation increased the variety of food available, and grocery stores were replaced by supermarkets. As Americans found themselves with less and less time to devote to meal preparation, they sought out convenience foods for home as well as the convenience of restaurant dining. Heinz kept pace with these changing food tastes and eating habits, by constantly varying its product line and by catering to customers eating in their homes and out at restaurants.

SUBSECTION - 1880-1920

As Americans added processed foods to their meals, Heinz products enlivened the American diet with unusual sauces and condiments, such as chutney and Mandalay sauce. Although many people ate elaborate multi-course meals, Heinz and other manufacturers began to offer simple meals in cans: soups, baked beans, spaghetti in tomato sauce. While canned foods were expensive, high-status items in the late 1800s, after the turn of the century lower prices made them more affordable to working-class families. Throughout this period, Americans bought food from grocers, who served as middlemen between the producers and the consumers.

PICNICS

Picnics around 1900 ranged from simple gatherings to lavish affairs. They all had one thing in common: dining out-of-doors. Heinz catered to this special market by offering "picnic size" jars of pickles, olives, and condiments.

F. 5.5/6 (object)

SUBSECTION - 1930-1960

Military service in World War I introduced many men from immigrant and rural homes to "American" cooking. Across the country, American food tastes became more similar and more uniform in the 1920s and 1930s. The widespread availability of Heinz products helped promote this trend. Social influences also altered American dining habits. In the 1920s, as middle class families had less time for long dinners, convenience became an important reason for choosing foods. The Heinz Company's line of prepared foods, along with its menu suggestions in magazine and radio commercials, helped women streamline their families' meals.

OBJECT LABELS

Starting in the 1930s, self-service supermarkets began to replace independent

grocers, who could not compete with the chain stores' enormous purchasing powers,

centralized warehousing systems, and lower prices. By the mid-1950s, most Americans bought their food in supermarkets. The traditional grocer, who gave advice to

shoppers on which brands to buy, was disappearing from the American scene.

Courtesy of H. J. Heinz Company

WORLD WAR II

In addition to producing army rations and airplane parts for the Allied forces, the Heinz Company continued to make products for use on the home front. Vinegar enjoyed renewed popularity as Americans preserved the bounty of their “victory gardens” (home vegetable gardens), and Heinz offered recipe suggestions for home canning. In addition to ready-to-serve soups, the company added condensed soups in the interest of conserving tin. As thousands of women took jobs outside the home to do their part for the war effort, Heinz directed its advertising to working women as well as homemakers.

OBJECT LABELS

Heinz designed this nifty wheel around 1950 to help customers decide which two varieties of canned soup to combine to make “gourmet” soup in an instant.

In the mid-1900s, Heinz streamlined its label design to create an easily recognizable family of products. In the new world of self-service supermarkets, food manufacturers competed for shelf space and shoppers’ attention.

In 1955, Heinz introduced a new line of “senior foods” designed to meet the special dietary needs of older Americans. Unlike the very popular baby and junior foods for infants and toddlers, these single-portion cans of beef stew, lamb stew, and chicken soup were a complete failure, and Heinz removed them from the market.

SUBSECTION - DINING OUT

Heinz began to sell products to restaurants and hotels in the 1870s. Heinz catered both to high-end “white tablecloth” restaurants and to more modest establishments, such as lunch counters and cafeterias. In the late 1800s, Heinz products were available on steamboats and ocean liners; in the 1900s, they were served on commercial airliners. Today, the food-service business is one of the company’s main areas of enterprise.

CRAZY FOR KETCHUP

Ketchup (sometimes called catsup) was introduced to North America in the 1700s, probably as a variation on the fermented fish and soy sauces that the British found in southeast Asia. Ketchup was not always produced from tomatoes. Other main ingredients included walnuts, mushrooms, oysters, grapes, lemons, raspberries, and liver. Commercially prepared tomato ketchup replaced homemade ketchup in American kitchens in the 1800s. There were hundreds of different brands by the turn of the century. By 1900, Heinz was making more ketchup than any other manufacturer in the world.

SUBSECTION - THE HEINZ LUNCHEONETTE

In the 1920s, new restaurants – cafeterias and luncheonettes – catered to the lunch time trade of white-collar workers looking for fast service and economical prices in a clean environment. Heinz convenience foods, such as soup and baked beans, were ideal for the quick lunch. Heinz also made sure that its condiments – ketchup, mustard, pickles – were available to garnish hamburgers and other sandwich fare. These restaurants remained popular until they began to face competition from fast-food chains in the 1960s.

OBJECT LABELS

This diner in northeastern Pennsylvania was well stocked with Heinz products when it opened in 1950.

Courtesy of Dan Mussel

Heinz made special equipment for heating its products in restaurants. The “electric soup kitchen” heated single-serving size

cans of Heinz soup in two minutes. The soup could then be served in bowls, also furnished by Heinz. Similarly, the large electric bean warmer and the individual bean pots were designed to facilitate the use of Heinz products in even the tightest lunch counter spaces.

SUBSECTION - 1970-2000

In the past few decades, American food tastes have followed two different paths. One path continues the trend toward convenience and speed in preparation and consumption. Heinz has continued to market products that meet these needs. For example, its Ore-Ida subsidiary is market leader in frozen microwave-able foods such as French fries. The other trend has moved toward natural foods, ethnic cuisine, and gourmet meals that require lots of time to make. As a purveyor of processed food, Heinz has been less involved in catering to this niche.

HEINZ TODAY

The H. J. Heinz Company has come a long way from its humble beginning in the kitchen of the family house in Sharpsburg. The product line has grown from one – horseradish – in 1869 to more than 4000 different varieties today. Similarly, Heinz’s staff has grown to employ some 44,000 people full-time, plus thousands of others part-time or seasonally; in its factories, fields, and offices. The Heinz name can be found in groceries and restaurants in 200 countries around the world. The legacy of H. J. Heinz, as expressed by his motto coined over a century ago, “do a common thing uncommonly well,” lives on.

OBJECT LABELS

In the 1960s, Heinz began an active campaign of expansion by establishing subsidiaries in foreign countries and by purchasing other companies in food or food-related businesses both in the United States and abroad.

PRODUCTS FROM AROUND THE WORLD

In manufacturing products for sale overseas, Heinz takes into consideration differences in national food tastes. For example, the ketchup recipe varies slightly to accommodate preferences in sweetness and spiciness. At the same time, Heinz has contributed to the Americanization of food tastes and eating habits around the world by introducing American products into foreign cuisines.

All the products in this case are manufactured by Heinz or its affiliates.

Try to find:

- ketchups sold in Japan, Thailand, South Korea, German, and Portugal
- baby foods sold in China, Russia, Hungary, Israel, and Venezuela
- British pizza, Polish sweet corn, Spanish mayonnaise, French tuna fish, Zimbabwean lychees, and American cat food

FIND THE HEINZ

You've seen plenty of images of Heinz products in this exhibit so far. Test your skill at recognizing Heinz products by finding the hidden Heinz in each of these photographs. Remember to look for the trademarks – keystone label, 57 – as well as the Heinz name.

H. J. Heinz Is Victim of Pneumonia

Henry John Heinz

BORN: 11 October 1855

DIED: 14 May 1919

Well Known Pittsburgher Dies at Home after a Brief Illness; Rose from the Ranks

After an illness dating from last Saturday, Henry J. Heinz, founder and president of the H. J. Heinz Company, the largest pickling and condiment manufacturing concern in the world, died at 4 o'clock yesterday afternoon at his home, Penn and Murtland Avenues. Death, it is stated, was due to pneumonia.

Probably no man in the world of organized Sunday school endeavor was better known than Mr. Heinz, and as chairman of the executive committee of the World's Sunday School Association he was one of the outstanding leaders of the Sunday school forces the world around. He had planned to be in New York this week for a conference on the world's Sunday school work for the coming year, and especially for the convention to be held in Tokio, Japan, next year.

It had been his habit for a number of years to visit one or more Sunday schools each Sunday, wherever he might happen to be. On Sunday, May 4, he made a visit to his old school at Grace Church, Sharpsburg, and in his address he expressed his continued interest in the place and power of the Sunday school.

Mr. Heinz was a great lover of children, and no organization having for its object the health and happiness of children, the development of character, ever appealed to him in vain. It was this interest that led him to erect and equip the community house, known as the Sarah Heinz House, located on East Ohio and Heinz Street, which was designed for the use of boys and girls of that section of the city, and which received its name by reason of the fact that it was a memorial to his wife.

Interested in Children

His son, Howard Heinz, had become interested in boys' club work while attending Yale University, and when he returned home after graduation and entered upon his business life, he desired to establish a work for boys and girls. In this work H. J. Heinz always took a great interest, and gave his son encouragement and support, and when the father saw the fruits of the effort, he decided to erect a special building with modern equipment to be used in carrying on the work.

Mr. Heinz is survived by the following children: Mrs. John L. Given of New York, Clarence H. Heinz of Lake Geneva, Wis., Howard Heinz, vice president of H. J. Heinz Company, who is now in Turkey, as representative of the American Food Commission in food relief work in Southeastern Europe, and Clifford S. Heinz of this city. He is also survived by two brothers, John H. Heinz of Atlanta, Ga., and P. J. Heinz of Lake Geneva, Wis., and by three sisters, Miss Mary A. Heinz, and Mrs. Sebastian Mueller of this city and Miss Henrietta D. Heinz, who for the past 15 years has made her home with her brother at "Greenlawn."

A Noted Figure

If nothing else had ever happened to advertise Pittsburg to the whole world, that would have been accomplished by the gigantic operations of Henry John Heinz and associates who have at various times added to the name of the founder of the house the word "company."

However, since the very small beginnings at Sharpsburg his was always the dominating and ultra-fertile mind, though he would have at all times objected to the word "domination" as it was a spirit that pervaded his work from the beginning at all connected with the establishment which grew to such colossal proportions.

The story of this great company started by Mr. Heinz alone in 1869, in one room of a little two-story house in Sharpsburg, and regardless of the fact that he had as partners at times two of his brothers, the "company" was all the time practically Henry John Heinz, and he alone.

Although his relations with his partners were always of the pleasantest character, there were reasons why some of them, not the brothers, preferred not to continue as partners; and in later years it was said by the general public that all of the partners were his sons and old and trusted employees, taken in according to a policy pursued at all times by the master mind; and the interests held by all others except Mr. Heinz were negligible, as it was said by persons on the inside of affairs.

How He Started

The story of the company is a life story of Mr. Heinz, one of the most remarkable of business romances every occurring in all the world. His forbears were persons of official note, as well as producers of good wine, far back in the beginning of the seventeenth century.

His father, Henry Heinz, was born in Kahlstadt, Bavaria, the town and kingdom of those older ancestors, and came to this country and this city in 1840, settled in "Birmingham," on the South Side, and engaged in the making of bricks. In 1843 he married Anna Margareta Schmitt, who had recently come from Germany, and a little more that a year later the boy was born who was called Henry John, and who was destined to become one of the great figures of the world. All his life Mr. Heinz gave eloquent witness to the immeasurable influence for good and thrift instilled in him by his father and mother.

Removal of the family to Sharpsburg was made in 1850, and the elder Heinz, while continuing the making of bricks, added the business of contracting for the putting of those bricks into building. Meantime, almost in his childhood, the parents were giving devoted attention to the intellectual nurture of the boy, and with true thrift, and looking to his future, they had him as a boy assist in the cultivation of a garden which was attached to their Sharpsburg home and which later became famous as the foundation for the production of the noted and much advertised varieties of sauces, condiments, etc.

Step by Step

Boy as he was, Henry saw the opportunity to turn an honest penny supplying a want in the matter of table delicacies. He began with horse radish which he dressed in a new way, put it in bottles and peddled it in a basket carried on his arm. Then he used a barrow, and as the product of his garden multiplied in bulk and variety, a horse and cart became a necessity, and instead of depending on individual sales to families he began to sell to groceries, all of his goods bearing a special mark invented by himself, and making for fame.

The rapid growth of the business of young Heinz, the addition of more and more land to the "garden," the creation of new and good things for the tables of those who knew good things, yet more and more land, more space for preparation and putting up of the delicacies in attractive forms, genius in advertising, the big house in Second Avenue and then the bigger house, and then the beginning of the wonderful house on the North Side which came to be one of the show houses for visitors from every part of the world, demand the space of volumes, which will undoubtedly be written from notes, which so methodical a man took voluminously, and who possibly dictated the whole matter in an autobiography which will one day be given to the public as one of the most remarkable of stories of human effort and human success and the acquirement of vast wealth in an exceptional business where no one man in a million would have succeeded.

No man could have a finer monument than that wonderful institution on the North Side, with its many branches, in this and other countries, with its model care and accessories of reception rooms, bath rooms for male and female employees.

At the last available census of the Heinz holdings and doings, some time prior to the death of this exceptional man, the North Side establishment had more than 4,600 employees and there were no fewer than 22 acres of floor space; there were a score of branch factories, 71 salting houses, about 40,000 acres of land under cultivation, 40,000 people assisting in harvesting the crops, 45 distributing centers, 400 traveling salesmen in various parts of the world, this and much more from the small beginning of a single room in a little two-story building in the suburban borough of Sharpsburg, which put into shape for the tables of a few, instead of the tens of millions who now use the Heinz product, the horse radish in the little garden to the rear of the house of the father of Mr. Heinz.

At more than a dozen places in the United States, and at many points in foreign countries, gardens were established amid the most fertile lands that in the event of the crop failing in one place, it would be prolific in another, and, for convenience in shipping, establishments for the preparation and bottling or canning, or otherwise encasing the finished product were erected.

His Social Life

In this hour of the loss of Mr. Heinz to the community and the world, however, it is to speak of the man rather than of his vast business achievements. He was united in marriage September 23, 1869, to Miss Sallie Sloan Young, a daughter of Robert and Sallie Sloan Young of a prosperous family of County Down, Ireland, members of the Presbyterian Church. He was an ideal helpmate, and for a little more than a quarter of a century, until her death in 1894, several children having been born to them, their home life was the most beautiful imaginable; and the severest blow ever received by Mr. Heinz, as he often said to his intimate friends, was the loss to him of a woman always of

the most cheerful and vivacious temperament, entering with enthusiasm into all his plans, ever helpful in suggestions, often with him in his many travels abroad.

His vast collection was marvelous in variety, and all aside from the beaten track, his unique timepieces and walking sticks with ivory heads of the most delicate carving being a special pride, all of these possessions being works of art, for he had infinite good taste and judgment in this regard.

Mr. Heinz was thoroughly American, and a good story was told of him in this respect. He desired the decoration of his new library, and his attention had been directed to the work of a New York mural artist, which, after careful inspection appealed to him. The artist was given carte blanche to do the work in the absence of Mr. Heinz in Europe. Months after when he returned the artist had practically completed his labors, as he thought, and Mr. Heinz turned his critical eyes of the decorations.

An American Always

Among other things, there were many ovals in the frieze containing portraits, and Mr. Heinz inquired as to their personality.

"Well," said the artist, "there is Savonarola, and Michael Angelo and Moliere and Goethe, and--" "There you may stop," said Mr. Heinz with his ever-kindly smile. "I am an American in every fiber of my body and in every heartbeat. These were very eminent gentlemen, but they did not even know America. Scrape them out and insert a few Americans of the type of Longfellow, Franklin, Wittier, Lincoln, Emerson, our own poets and statesmen. So far as those portraits are concerned, this must be an American room;" and the thing was done accordingly.

Mr. Heinz for long years was a member of the Chamber of commerce and ever making for the furthering of interests and progress of Pittsburg and its region. For the reputation of the city he was one of the greatest enthusiasts, and never ceased to laud the glory and the opportunities of the region where he had made so great a success. In all practical religious work he was ever an enthusiast, but never narrow in his views

For more than a quarter of a century the deceased was a member of the Methodist Protestant Church, was often a delegate to its conferences, a member of the Board of Missions, did a world of work to advance the interest of the Y.M.C.A., bore an active part in all activities of the colleges of the church at Adrian, Mich., and Kansas City, Mo., and was really one of the chief promoters of the latter institution, and donated funds for the erection there of a memorial hall in memory of his wife.

His Charities Many

For years he was a director of the State Sunday School Association, and last year was elected vice president of that organization.

A visit to Japan in 1901 awakened his interest in the Sunday school missionary work of that country. A suggestion which he made at the international convention at Toronto in 1905 was the beginning of what has developed into a remarkable organized Sunday school movement in Japan.

In 1913, as chairman of the world's Sunday school commission tour of the Orient, he visited in company with others workers, Japan, China, Korea and Russia. On this visit an invitation was received from the Japanese association to hold the convention at Tokio in 1919, which was postponed on account of the war, and since its date had been set for October, 1920, Mr. Heinz had taken a great interest in the preparations for the meeting.

Because of his interest in art and antiquities he was named, a few years ago, honorary curator of ivories, timepieces and textiles of Carnegie Museum of Pittsburg.

He was one of the founders of the Western Pennsylvania Exposition Society, was always a director and in 1897 was elected president, but declined to accept the offer on account of his many other responsibilities. He was one of the leading influences in devising and promoting the Greater Pittsburg movement, which led to the enactment of the Greater Pittsburg law. He was one of the promoters in the organization of the Central Accident Insurance Company and was for years an officer, and was also a director in several banks.

No fairer, franker man in business affairs ever lived. Aside from his epigram that every successful business must be "run by heart power," he had another memorable saying: "Make all you can honestly, save all you can prudently, give all you can wisely." He made every one connected with his many great establishments feel that in him they had a friend. He gave liberally but wisely, and in connection with the above motto, he said the "He who enjoys the first two and deprives himself of the latter privilege (that of giving) denies himself the greatest enjoyment of life."

Interest in Employees

Mr. Heinz always kept in close touch with the younger men of the firm and all of the employees of the institution to give them encouragement and enthusiasm, impressing on them and on the heads of departments that it was only by the development of the men in their charge that they themselves would develop, and that this spirit should permeate every department of the business.

Every head of a department was impressed with the wisdom of keeping in close touch and sympathy with those under their direction and the pursuance of this system unified every interest, and from master to the humblest workman and woman there was solidarity, a marching together of the most patriotic and loyal army, such as has been seen in few of the great institutions of the world. It was one of Mr. Heinz's most gratifying thoughts that no strike had ever occurred in connection with his industry. It was always his theory that if employers would follow the method of keeping in close and sympathetic touch with the employed, the most serious of labor disputes would melt away as frost in the bright sunlight of spring, and that all would be settled in friendship and amity.

With this idea he instituted a system of daily meetings at which the younger members of the firm, principally his own sons, and the heads of departments would discuss not only their own work, but would hear in the most friendly way any suggestions or criticisms from any rank of the employees. Moreover, he established an annual convention at which all the branch house managers and foremen would meet at the assembly hall of the main house and discuss all matters pertaining to the business.

In His Business

Added to these business phases of the great industry were elaborate means for the comfort and enjoyment of all connected with him. He instituted a lecture hall, library, bathrooms, lunch rooms, roof garden wholesome vaudeville and minstrel entertainments for which he would employ some of the best professional talent. In the gallery he had hundreds of landscapes and historical pictures, and in the library most of the classics and better works of modern fiction and poetry.

Mr. Heinz was fond of that travel which was most instructive and which gave him opportunity for acquirement of those curios and works of art of which he was so fond. Few places in Europe that were worth seeing escaped him, and he made extensive tours in Egypt, Palestine, Mexico, Bermuda and West Indies, in all of which countries and in all of his visits he enriched his remarkable collection.

At the time of his death, Mr. Heinz was vice president of the Western Pennsylvania Exposition Society, director of the Union National Bank, Western Insurance Company and of the Chamber of Commerce; chairman of the commission to devise means to protect Pittsburg from floods; director of the Pittsburg Tuberculosis Sanatorium, West Penn Hospital; president of the Pennsylvania State Sunday School Association. He was a member of the Duquesne, Pittsburg and Oakmont Country Clubs.

The Good Provider

"57 VARIETIES" WAS ONLY A SALES SLOGAN, BUT H. J. HEINZ UNDERSTOOD FROM THE START THAT THERE WAS NO SUBSTITUTE FOR HONEST PRODUCTS AND WELL-TREATED WORKERS.

The plant tours, of course, were a form of corporate promotion. Heinz had a superb talent for promotion, and he worked it to the limit. The 110 Heinz horses were all jet black, except for two white mares, and they pulled sixty-five cream-white wagons with green trimmings. People turned to look. When the hundreds of Heinz salesmen rolled into Pittsburgh each January in chartered Pullman cars for a week-long conference, the H. J. Heinz Company Employees' Brass Band met them at the station and marched them across town to their hotel. The country's hillsides and trolley cars blossomed with Heinz advertisement. New York's first large electric sign went up where Broadway crossed Fifth Avenue: "Heinz 57 Good Things for Table." It was six stories high, and the public soon learned that it had 1,200 lights and cost ninety dollars in electricity every night. Heinz never forgot for a moment that he operating in the country's most fragmented industry, with commercial competitors on every side, or that every housewife who owned a box of Mason jars was a potential competitor as well as a customer. The fight for shelf space in the grocery store, even before the advent of the supermarket and the explosion of brand-name products, was as fierce as anything the commercial world had know. Every Heinz salesman carried in his sample case a hammer for tacking up advertisements and a clean white cloth for dusting off the Heinz goods on the shelves. While dusting, of course, he would try to place his products at end-aisle or eye level and move competitors' products to the back or to the lower shelves.

Heinz had personally hit upon the "57 Varieties" slogan in 1896 while riding a New York elevated train. He was studying the car cards and was taken by one that advertised "21 styles" of shoes. He applied that phrase to his own products. There were more than sixty of them at the time, but for occult reasons his mind kept returning to the number 57 and the phrase "57 Varieties." "The idea gripped me at once," he told an interviewer, "and I jumped off the train at the first station and began the work of laying out my advertising plans. Within a week the sign of the green pickle with the '57 Varieties' was appearing in newspapers, on billboards, signboards, and everywhere else I could find a place to stick it." The capstone of Heinz promotion was Important Idea Number Six: We keep our shingle out and then let the public blow our horn.

His leading instrument for getting the public to assist him in his advertising and promotion as the plaster "pickle charm,;" which at first was looped to hang from a chain and then also became a pin. Arthur W. Baum, a *Saturday Evening Post* editor, once called it "one of the most famous give-aways in merchandising history." For no good reason except that they were magnificently available ----

Heinz was now master of a corporation with eleven branch factories, twenty-six branch houses, and sales in the millions of dollars. He felt a deep dissatisfaction, however, at one aspect of his operation: canning. It still had a bad name, and he was not in a truly respectable business. Commercial food processing did not enjoy public confidence, and it was under increasing attack from the federal government.

The federal attacks were initiated by Dr. Harvey W. Wiley, after 1883 the crusading chief chemist of the Bureau of Chemistry, United States Department of Agriculture. [See "Who Put the Borax in Dr. Wiley's Butter?" *American Heritage*, August, 1956.] Wiley had a "poison squad" of twelve young men who searched out and publicized case after case in which processors of food and drink were using harmful chemicals to preserve, color, or flavor their products. From the flank, Upton Sinclair and the other muckrakers were attacking unsanitary and poisonous commercial foods, revealed most shockingly in the spoiled canned meat that had killed American soldiers in Cuba during the Spanish-American War.

Food company executives gave all the arguments why federal interference would be a disaster and all the reasons why the industry itself should be permitted to police its guilty members. Henry Heinz did not agree. He was gripped by Important Idea Number Seven: The food-processing industry will not grow until it has earned public confidence, and the way to earn public confidence is to work in partnership with a federal regulatory agency.

He sent his son Howard to Washington with petitions and proffered his support to Dr. Wiley and President Roosevelt in their program to clean up the industry. Congress passed and the President signed the Food and Drugs and Meat Inspection acts of 1906, which ruled that all foods coming within federal jurisdiction must be prepared in a cleanly manner from pure and wholesome materials and be free from any added substance that might render them injurious to health.