

AUTOMATIC MERCHANDISING

by

D. Kenneth Winebrenner

Candidate for the  
Master of Fine Arts  
in the College of Fine and Applied Arts  
of the Rochester Institute of Technology.

Date of Submission:  
June 3, 1967

Adviser:  
Mr. J. Smith

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Literature and Statistics

7-10-67 R.I.T. Thesis.

07558

LETTERS

Mar-Vend Equipment

Dear Sirs:

I am a graduate student at the Rochester Institute of Technology, and am writing a thesis on the vending machine, its history and development. As a design student, I will in my thesis be redesigning the outside casings of some existing models.

In as much as your company is active in this field, I would be most grateful for any information which you could furnish for this study; I would, also, appreciate your sending, to the above address, any brochures or advertisements available.

I will gladly forward to you any interesting developments which may result from my research.

Thank you for your consideration.

Very truly yours,

D. Kenneth Winebrenner

D. Kenneth Winebrenner

Since we are only a distributor, may we suggest that you write directly to the Marvend factory listed on the enclosed catalog sheet.

Also, you may obtain additional information from Vend Magazine, as you will note on the enclosed page from Vend magazine. The concise history of vending should be of particular interest to you, and well worth the 75¢ in information.



# National Automatic Merchandising Association

EASTERN OFFICE:  
WESTERN OFFICE:



TELEPHONE:

April 25, 1967

Mr. D. Kenneth Winebrenner

Dear Mr. Winebrenner:

In answer to your inquiry of April 21 regarding vending machine design, I am glad to enclose some background information. Note especially, the magazine article on this subject.

Your best source for information would be the following:

- (1) Mr. John Backes, The Vendo Company,  
. He is the outstanding  
specialist in our industry dealing entirely with  
design problems.
- (2) Vending Engineer,  
. This publication has in past issues  
dealt with vending machine design.
- (3) Mr. Fred Sarkis, Automatic Retailers of America, Inc.,  
. He is a member of our association's Public  
Relations Committee, and is one of the leading executives  
in our industry. His company is one of the largest  
operators of vending machines, and has done interesting  
design work.

Please let me know if we can be of further assistance.

By the way, the library at the St. Louis University maintains a complete collection on automatic merchandising, and they might like to have a copy of your thesis.

Sincerely yours,

W. Reed

Walter W. Reed  
Director of Public Relations

kh

Encs. "Vending Review"  
AMA bibliography  
Industrial Design article  
-----rkis, Mr. John Backes



# T.J. KING & CO., INC.

MERCHANDISING MACHINES  
PARTS - SUPPLIES

April 26, 1967

Mr. D. Kenneth Winebrenner

Dear Mr. Winebrenner:

In reply to your letter of April 17th, we are enclosing all of our illustrated literature, charm lists, order blanks, and catalogues describing the various vendors and merchandise we distribute.

Hoping the above will be of help to you in writing a thesis on the vending machine. If we can be of any additional help to you please do not hesitate to write.

Wishing you success, we remain

Sincerely,

T.J. King & Co., Inc.

**T. J. King**

Thomas J. King

TJK/so  
enc.

THE VENDO COMPANY

KANSAS CITY, MISSOURI 64126

J. DAVID ROSE  
VICE PRESIDENT  
GENERAL PRODUCTS SALES

April 26, 1967

Mr. Kenneth Winebrenner

Dear Mr. Winebrenner:

I am enclosing copies of various publications from our files which I am sure you will find very helpful as background material for your thesis on the vending machine, its history and development.

We are deeply honored that you chose a subject so dear to our hearts for your thesis. It is from interest such as this by people such as yourself in planning your own future that the future growth and expansion of the vending industry is assured.

I am sure you are aware that in this age of ever advancing technology our success is limited only by our personal desire to succeed at our chosen task and our dedication of effort in that endeavor.

I wish you good luck in your chosen profession and trust the material we have provided will aid you in your thesis and speed you to a successful conclusion of your studies.

Sincerely,

J. David Rose

JDR:mb  
cc: Mr. Ben Taylor  
Anderson/Paramount Vending



# JOHNSON

## FARE BOX COMPANY

A Bowser Subsidiary

Coin Wrapper Division  
Commercial Division  
Fare Collection Division  
Toll Road Division  
Parcoa Division

District Offices in New York, Boston, Cleveland, Dallas and San Francisco

April 26, 1967

Mr.D.K.Winebrenner

Dear Mr. Winebrenner,  
Enclosed are copies of our advertising material,Ihope you will  
find this imformative and usefull in your project.

Very truly yours,

**Bruce M. Klotz**

Bruce M. Klotz  
Sales Representative

JOHNSON  
FARE COLLECTION  
EQUIPMENT



JOHNSON  
COIN HANDLING  
EQUIPMENT



JOHNSON  
TOLL ROAD  
COLLECTION EQUIPMENT



JOHNSON  
COUNTING PACKAGING  
EQUIPMENT



PARCOA  
AUTOMATIC  
PARKING SYSTEMS

SALES AND SERVICE OFFICES IN MAJOR CITIES LISTED UNDER BOWSER, INC.



MARKETING SERVICES DEPARTMENT

April 27, 1967

Mr. D. Kenneth Winebrenner

Dear Mr. Winebrenner:

I have received a copy of your letter to the National Automatic Merchandising Association dated April 21, 1967.

The enclosed material is used extensively by our company and I hope you find it interesting and valuable in writing your thesis.

We at Vendo will be most appreciative to receive any information you wish to forward to us as a result of your research.

Sincerely,

**John Backes**

John Backes,  
Designer

JB/aw  
encl:





## Automatic Vendors of America, Inc.

CHICAGO OFFICE /

/ ROSEMONT, ILLINOIS /

May 1, 1967

Mr. D. Kenneth Winebrenner

Dear Kenneth:

Sorry for the delay in answering your letter of April 21, but due to conventions and travel I received it today.

I am enclosing the recent issue of Vend Magazine and would like to remind you that as time is a determining factor, while working on your thesis, I suggest the following shortcuts.

Let me know the point of your digression - 212 BC - Book of Pneumatika and I will be proud to help you through some of my colleagues.

We here at AVA are in the brokerage end of the vending field but I can get you literature through Vendo's museum on archaic equipment. I can get you in contact with a very learned journalist Mr. Ben Ginsberg, editor and publisher of American Automatic Merchandiser. By letting me know what you need, I will be only too happy to expedite this matter for you.

I would like to add that while staying at The Dearborn Inn in Dearborn, Michigan I strolled through Henry Ford's Museum at Greenfield Village and the first coin operated music machine made by the Mill Brothers was on display and operative, with all components showing.

Sincerely,

**Bob Bushman**

Bob Bushman

BB/fg



Mr. Bob Bushman  
Automatic Vendors of America, Inc.

Dear Mr. Bushman:

Thank you very much for your letter of May 1st and for the issue of Vend Magazine; it will round out the literature in my thesis display nicely.

I must say that I have had a wonderful response from the whole vending industry. I thank you for your most generous offers, but I have enough written material on vending machines to write quite a complete thesis. However, I would greatly appreciate any pictures which may be available of either archaic equipment or contemporary designs and mechanisms.

The point of my digression will be from the last century to the present, unfortunately, we at R.I.T. have a very short time in which to do our thesis work; I have only three weeks left in which to finish building my prototype. This is rather frustrating since I would like to continue in this neglected area of experimentation in machine design.

Again my sincerest thanks for your help.

Very truly yours,

D. Kenneth Winebreaner



*Power Under Control*

**MERKLE-KORFF GEAR CO.**

Chicago, Illinois 60607

May 3, 1967

Mr. D. Kenneth Winebrenner

Dear Sir:

We are in receipt of your letter dated April 22, 1967 requesting information on vending machines.

We are sorry, but we are unable to supply any information on these machines themselves. While vending machine industry constitutes a large portion of our business, we only supply the gearmotors and have little, if anything, to do with the overall designing.

We are, however, enclosing our catalogs in the hope that they may be helpful to you.

Very truly yours,

MERKLE-KORFF GEAR COMPANY

**Thomas P. Baber**

TPB:cg  
Enc. QF-BF-WF

Thomas P. Baber  
Sales Department

CC--Technical Sales, Inc.

Sales Representative





## PEPSI-COLA COMPANY

PUBLIC RELATIONS

May 11, 1967

Mr. D. Kenneth Winebrenner

Dear Mr. Winebrenner:

Enclosed are brochures and advertisements on just about every type of Pepsi-Cola vending machine in existence.

If there is anything further we can send to assist you in your research on vending machines, please don't hesitate to let us know.

Cordially,

**W. S. Brown**

William S. Brown  
Creative Services

WSB:cem

cc: Mr. E. A. Fohrman



## AUTOMATIC RETAILERS OF AMERICA, INC.

CORPORATE HEADQUARTERS:

PHILADELPHIA, PENNSYLVANIA 19106

May 24, 1967

Mr. D. Kenneth Winebrenner

Dear Mr. Winebrenner:

Thanks for your letter addressed to our Chicago office which has at long last been forwarded to me. I don't know how helpful we can be in your thesis but I am enclosing the last three copies of the ARA Bulletin which covers considerable material on vending and decor.

I would like to refer you to Mr. Walter Reed, Director of Public Relations, National Automatic Merchandising Association. This group represents our entire industry and will be able to provide you with the latest material that could be helpful in your project.

We have area headquarters in Rochester headed by Mr. Fred W. Sarkis, Vice President, Automatic Retailers of America, Inc., Rochester, N.Y. 14603. I am sure that he would be happy to help you or have you visit our facilities there.

Please let me know how you make out on this project and also inform me if there's anything else I can do.

Sincerely,

**Bert Wilson**

Bert Wilson  
Director, Public Relations

BW/fmm

Enclosures 3

cc: Mr. Walter Reed, NAMA

~~Mr. Fred W.~~ Sarkis, ARA-Rochester

LITERATURE  
AND  
STATISTICS

### VENDING MACHINE OPERATING COMPANIES

It is absolutely essential that the operating company maintain vending equipment in good working condition. Failure of a piece of equipment to function properly not only prevents the operator from selling goods and making profits, but also incurs the displeasure of customers and location management.

Most operating companies must, of necessity, maintain workshop facilities for the repairing and refurbishing of equipment. The replacement market offers a good potential to the manufacturer of component parts. However, there does not seem to be any clear cut definition of how replacement component parts are purchased. Some operators go to the original equipment manufacturer, while others go direct to the manufacturer of the component part.

Many component parts manufacturers bank heavily on Vend advertising to get their sales message across at the operator level of the vending industry.

# VENDING MACHINE PRODUCTION -- 1954-1958

<u>Type of Machine</u>	<u>1954</u>	<u>1955</u>	<u>1956</u>	<u>1957</u>	<u>1958</u>
Candy	29,800	27,600	27,000	36,100	37,700
Cigarette	57,100	69,500	76,000	102,800	100,900
Cold Cups	5,800	14,300	15,500	22,400	16,800 (1)
Hot Cups	11,700	22,900	21,000	24,500	22,600 (2)
Ice Cream	2,400	3,800	3,600	3,400	2,300
Bottled Soft Drink	71,000	89,000	96,000	88,500	86,100
Milk (indoor only)	N.A.	10,500	11,500	9,200	6,850
Cigar	3,600	6,000	5,000	2,700	4,100
Hot Food	-	-	6,800	8,300	4,000
Bulk	70,000	65,000	66,000	65,000	60,000
All Others	<u>51,000</u>	<u>61,000</u>	<u>65,000</u>	<u>63,000</u>	<u>54,000</u>
TOTALS	302,400	369,500	393,400	422,900	395,350

(1) Includes post- and pre-mix

(2) Includes 2300 packet venders

Source: Manufacturers' production and sales reports  
from Vend's annual Census and Pulse study

## THE VENDING MARKET

The vending industry has enjoyed  
a consistent and rapid growth rate.

Sales of merchandise and services  
through vending machines during 1958  
were \$2,132,576,000 figured at  
the retail level, as compared  
with \$600,000,000 in 1946.

## THE VENDING INDUSTRY

A DYNAMIC  
FAST - GROWING MARKET  
WITH A CONSISTENT  
RECORD OF GROWTH

VENDED DOLLAR VOLUME: 1946 - 1958

(Total dollar volume, at retail, of all goods  
and services sold through automatic  
merchandising machines)

1958 - \$2,132,576,000

1956 - \$1,900,000,000

1954 - \$1,650,000,000

1952 - \$1,400,000,000

1946 - \$600,000,000

### COMMENT:

Over the past 5 years, (1954 - 1958), vending sales have grown by 52%.

If for the next 5 years, the industry maintains only this current rate  
of growth, sales will reach the 3.25 billion level by 1963.



## COMPOSITION OF THE MARKET

### MORE OPERATING COMPANIES

1958 - 6,400 Companies

1957 - 6,100 Companies

1956 - 5,500 Companies

### EMPLOYING MORE PEOPLE

24% - Work Alone

9% - Have 1 employee

37% - Have 1-3 employees

13% - Have 4-6 employees

6% - Have 7-10 employees

11% - Have 11 or more employees

### THE COMPLETE PACKAGE IS THE TREND

	<u>1956</u>	<u>1957</u>	<u>1958</u>
Operate 1 Type of Machine	24%	18%	16%
Operate 2 Types of Machines	14%	15%	16%
Operate 3 Types of Machines	12%	11%	13%
Operate 4 or More Types	50%	56%	55%

At the close of 1958, there were over  
3,500,000 vending machines on location. \*

During 1958, vending machine manufacturers  
produced 395,350 units of major equipment. \*

\*Figures from VEND's Census and Pulse of the  
Industry study.

NUMBER OF VENDING MACHINES ON LOCATION

<u>Type of Machine</u>	<u>1955</u>	<u>1956</u>	<u>1957</u>	<u>1958</u>
* Candy	494,900	510,000	533,400	543,500
Ice Cream	28,000	29,000	31,400	31,700
* Cigarettes	544,300	565,500	645,700	717,400
Soft Drinks (Cups)	63,400	73,000	93,200	105,300
Soft Drinks (Bottles)	646,000	662,000	737,300	764,500
Cigars	37,300	40,000	42,700	45,500
* Coffee	60,100	76,000	99,000	113,900
Milk	21,000	27,500	36,400	41,750
* Food	—	8,600	15,000	17,100
Bulk Confections	<u>1,100,000</u>	<u>1,150,000</u>	<u>1,100,000</u>	<u>1,125,000</u>
TOTALS	2,995,000	3,139,800	3,334,100	3,505,650

Not included in the above figures are thousands of machines vending dozens of other items successfully, for example:

You Can Buy These Products From Machines

Fruit	Greeting Cards	Milk (Outdoor)
Pastry	Gum	Newspapers
Charcoal	Handkerchiefs	Pencils
Combs	Hand Lotion	Popcorn
Eggs	Ice	Postage Stamps
Soap	Sandwiches	Tissues

\* In these catagories "STONER" is recognized as the quality leader.

## ANALYSIS OF 1958 SALES VOLUME

Cigarettes.....	\$ 820,703,000
Soft Drinks (bottles).....	267,588,000
Packaged Confections.....	244,575,000
Soft Drinks (cups).....	103,588,000
Coffee.....	99,518,000
Bulk Confections.....	58,500,000
Milk.....	45,925,000
Ice Cream.....	23,299,000
Hot Canned Foods.....	14,928,000
Cigars.....	7,952,000
All Others.....	446,000,000

SOME FACTS TO CONSIDER  
IN SELLING COMPONENT PARTS TO  
VENDING EQUIPMENT MANUFACTURERS

There are between 150 and 200 vending equipment manufacturers. They are located in all parts of the country. Some companies contract for all or a part of their manufacturing. New companies are constantly entering the business. Ferreting out, calling on frequently, and selling these manufacturers presents a sales challenge for a component parts manufacturer's factory representative or distributor organization.

The vending business is dynamic. The ever-changing character of the industry is constantly creating new sales opportunities for component manufacturers.

Establishing your company name, your products, and your sales policies at all levels of this industry is an invaluable aid in securing a greater share of this market. For example:

Designers and engineers are working on plans two to five years ahead. A competitor may be selling to a manufacturer today; however, due to model changes, your products may suddenly become more attractive or have a competitive edge.

Your own product improvement or new developments may enhance your competitive selling advantage in this market.

Pricing can improve -- or hurt -- your sales opportunities.

Essentially, manufacturers are interested in producing the best possible product at the lowest cost. If you are able to sell at a profit below a competitor's price, you will have a distinct advantage. If the quality of your products places the cost above similar products on the market, it will require a good selling job to convince a manufacturer that there is value beyond price in your products.

Shipping can be a sales advantage. A manufacturer may be ordering a like product from a distant source only because he is unaware of a nearby supplier.

Some manufacturers divide their orders among two or three suppliers because they do not wish to be dominated by one company. If the buyer is aware of your company, you may be in line for orders.

Because Vend's audited, paid circulation penetrates this phase of the industry in depth, component parts manufacturers rely on Vend advertising to be sure their sales story is on hand when and where buying decisions are being made.

In short, Vending advertising accomplishes these objectives for a component part manufacturer :

- Creates product and company recognition.
- Opens the door for salesmen and makes their selling job easier.
- Provides an information medium for the explanation of company policies, selling plans, and product changes.
- Reaches those men who make or influence the buying decisions, including engineers, designers, purchasing agents and executives.
- Influences vending operators to bring pressure on the manufacturer by specifying your products on the equipment they buy.
- Builds confidence in your company as a reliable supplier.
- Aids in the introduction of new products.
- Promotes industry trade relations.
- Keeps customers sold between sales calls.

THE  
CONFECTION  
VENDING MARKET



A REVIEW OF PACKAGED CONFECTION  
VENDING AT THE END OF 1958

TOTAL VENDED DOLLAR VOLUME 1958

\$ 244,575,000

COMMENT:

Confection vending increased \$575,000 over 1957 volume.

In view of recession factors and increased competition from other vended products this gain is significant.

Undoubtedly, the recession did affect candy vending to a considerable degree in two ways:

Machines in industrial locations lost sales due to lay-offs and shorter working hours; and venders lost sales in other locations due to a tightening of spending on the part of the general public.

PERCENTAGE OF SALES THROUGH CANDY MACHINES

<u>Product</u>	<u>1957</u>	<u>1958</u>
Nickel Candy . . . . .	65.0%	62.5%
Dime Candy . . . . .	17.5	19.5
Cookies & Crackers . . . . .	10.0	* 11.0
Nickel Gum . . . . .	7.5	7.0

COMMENT:

Dime bars, up 2%, are continuing to capture a larger share of the market. Cookies and crackers upped their share of the market 1%. These increases meant a further drop in nickel candy sales - off 2.5%. Three years ago, nickel candy accounted for 71% of the market. Nickel gum dropped .5%, probably due to increased sales through straight gum machines.

NUMBER OF CONFECTION  
VENDING MACHINES ON LOCATION

1956.....	510,000
1957.....	533,400
1958.....	543,500

COMMENT:

The net gain of 10,100 machines on locations during 1958 indicates that vending operators are constantly discovering new outlets for the sale of confections.

The average operating firm uses one column of its candy venders for cookies, crackers, and snack items.

TOTAL ANNUAL UNIT SALES

1956.....	3,825,000,000
1957.....	4,000,125,000
1958.....	4,076,250,000

COMMENT:

Unit sales through confection vending machines showed an increase of 76,125,000 over 1957.

Maximum variety plus frequent rotation of both brands and types of candy accounts for volume sales through vending machines.

AVERAGE WEEKLY SALES PER MACHINE

1956.....150

1957.....150

1958.....150

COMMENT:

The average weekly sales per machine have remained steady. This fact, in view of the increased number of machines on location, is indicative that vending operators are doing a good job of merchandising confection products through vending machines.

AVERAGE PRICE PER 100 COUNT 5 CENT BARS

1956.....	\$ 2.86
1957.....	2.88
1958.....	2.87

COMMENT:

The relatively unchanged price paid for 100  
five-cent bars indicates a stable market  
condition.

### HOW OPERATORS BUY CANDY VENDER PRODUCTS

63% Buy 100% Direct From Manufacturers

76% Buy 50% Or More Direct From Manufacturers

17% Buy Entirely Through jobbers.

#### COMMENT:

These figures indicate that a great share of the burden for gaining sales in the vending industry rests on the manufacturer.

They also point up the need of merchandising the trade advertising to jobbers.



# F R E S H   B R E W E D   C O F F E E

## In Vending Machines

By

D. H. Hampton - Tenco, Inc.

Linden, New Jersey

A great deal of publicity and activity has and is being expended about vending fresh brewed coffee. A lot of rumors have been circulated throughout the industry, which have created excitement in some areas that borders on hysteria. Some operators have lost a few good locations to so-called "fresh brewed coffee" vending machines. These locations were influenced directly by interests who are trying to break into the coffee vending industry through the promotion of fresh brewed coffee. This has created much excitement among some operators, which may cause them to bite off more than they can chew and to go broke before they can digest it. This could cause much damage to the vending industry as a whole.

The idea of fresh brewed coffee in a vending machine does appeal to top management who, unfortunately, does not know about the many problems involved. It is logical to assume that fresh brewed coffee from a vending machine would have the well-known homemade flavor that people have been used to for so long. This, however, is more psychological than factual. Brewing coffee properly is not easy in an ordinary coffee urn and virtually impossible to do automatically without running into very difficult problems of cleanliness. What should be easier to keep clean than the very simple standard coffee urn? One of our greatest problems in selling fresh roasted coffee to hotels and restaurants, where their employees were in constant attendance, was to keep their coffee brewing equipment clean so that it would not become rancid. Believe me, fresh brewed coffee passing through or served out of a container that has become rancid is a far inferior product than that made freshly from instant vending coffee.

There is no intention to berate the use of fresh roasted coffee. We roast tons of it every day, on its journey to become instant coffee. Nor do I mean to infer that a good cup of coffee could not be vended from freshly ground coffee through a vending machine. However, the promoters of so-called "fresh brewed coffee" vending machines have not fully considered the problems resulting from the use of regular fresh roasted coffee. The vending industry has made great progress but one of its primary problems has always been the human element. There have been numerous service problems with present instant coffee vending machines because of inadequate servicing. The very fact that instant coffee is extracted and dehydrated in processing is an aid to cleanliness and sanitation because some of the residues of the fresh roasted coffee are removed. These residues will have to be removed daily and thoroughly from fresh brewed machines, just as they must be removed from the pot or percolator when coffee is made at home. If not cleaned thoroughly after each making, the flavor is soon affected. This condition will build up in the vending machine the same as in the percolator. There is also the problem of disposing of the used coffee grounds. If left in the machine for long, they will attract cockroaches and become a sanitation hazard which will not escape the notice of health officials. As well as being a nuisance, the daily disposal of these grounds will increase maintenance costs.



After ten years of research and experimentation in developing instant coffees and the rapidly increasing sales of it, to promote the use of regular coffee through vending machines as a fresh brewed product is bucking a powerful trend. Instant coffees have made great strides in the past five years. Not only has the over-all consumption increased tremendously but there have been corresponding improvements in the products. Instant coffees produced only two years ago would not be acceptable today. These improvements are the result of very intensive research together with increased know-how based upon experience. Sales of instant coffee throughout the United States for home consumption and through vending machines increased about 40% last year. Today, approximately 30% of all the coffee consumed in this country is instant coffee.

The vending machine operator must be more cost-conscious now than ever before if he is to make a legitimate profit and stay in business. In my opinion, most operators, large and small, who are financing most of their coffee vending equipment cannot afford to abandon it on location for so-called fresh brewed units. One of these units costs about \$1,600.00. The operator pays only half of that cost but, in so doing, forfeits his independence because he virtually becomes a partner of the manufacturer. If that unit is to be profitable, it will have to sell at least 500 drinks per day at 10¢. This limits its use. Other so-called "fresh brewed" units cost from \$150 to \$350 more than present instant coffee vending machines and conversion units increase the cost almost as much. What operator can afford to have this additional cost added to his present investment? Also, the operator must not only be prepared to increase the number of his servicemen but hire at higher salaries those who have a great deal more technical ability to service and operate a much more highly complicated mechanism.

I am writing this without malice toward any persons or products. But, because the problems involved are very clear, I hope it may be the means of influencing many operators to look before they leap. Apparently, the major manufacturers of instant coffee vending machines believe as I do because three of them have no plans for building fresh brewed machines and another is limiting its production. However, including conversion units and the various new products that may come on the market, there will be many of these so-called "fresh brewed" coffee machines put on locations throughout the country within the next two years. Some operators will go into this, even moderately, without forethought of the relation of cost to results, which may affect and weaken their financial positions. Because there will be a variety of these units placed on the market hurriedly before being tested thoroughly and which will produce an inferior cup of coffee, irreparable damage could be done to coffee vending in general.

Summing up the situation, it is wise to remember the following:

1. It costs more to vend fresh brewed coffee. Both service and operating costs are higher. Servicemen with greater technical experience will be required at higher wages.
2. So-called "Fresh Brewed" Coffee Vending Machines, as yet, are not proved to be practical or profitable. None of them, so far, actually produces a fresh brewed coffee.

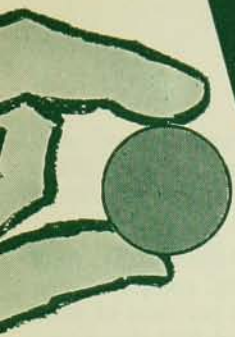
Water at the boiling point is required to brew coffee. To my knowledge, the highest temperature that any of these units attain, although not consistently, varies from 170° to 205°.

3. Sanitation problems have not been adequately solved. Brewed coffee becomes rancid rapidly so the unused coffee must be disposed of daily.
4. It is more difficult to purchase and warehouse adequate stocks of freshly roasted coffee. Unless freshly roasted coffee is used in one of these units, the purpose of fresh brew is defeated. Most restaurants usually never buy more than three days' supply; many buy daily. Instant coffee can be stocked in reserve without any fear of deterioration.
5. So-called "Fresh Brewed" Vending Machines actually do not make a better cup of coffee than can be made in those vending instant coffee.

Whatever you decide, be sure you can honestly answer "yes" to this question:

"Can my business withstand the burden of this additional investment and increased maintenance costs for what I'll get out of it?"





# Vending Review

## Trends and Statistics Of The Vending Industry

SUMMER 1966

Published by **NATIONAL AUTOMATIC MERCHANDISING ASSOCIATION** 7 South Dearborn Street • Chicago, Illinois 60603

**Total Sales  
Through Vending  
Machines**

**Figures Shown Represent \$1 million  
(\$600 = \$600,000,000)**

Source: VEND Magazine





*"The automatic merchandising industry is a large and growing part of our national economy... In growing numbers, factories, hospitals and other places now depend upon automatic vending for the service of goods. A million and a half people now rely upon coin-controlled vending for at least one meal a day."*

Lyndon B. Johnson

### **New Silverless Coins Reflect Importance of \$4 Billion Vending Sales**

While statistical tables have amply documented the growth of merchandise vending to more than \$3.8 billion a year in sales, nothing could underscore the economic role of the vending industry more dramatically than this statement by the President of the United States.

Lyndon B. Johnson highlighted the importance of the vending industry in these words in a message to the Congress when he recommended the adoption of new silverless coins in 1965.

That the new coins were designed specifically for their acceptance in more than 12 million coin-operated devices illustrates the dependence of the American consumer on such diverse coin-activated automatic selling devices as candy and food machines, parcel lockers, telephones, parking gates, laundromats, ice machines and dozens of similar merchandise and service selling machines. (This annual review covers primarily "merchandise" vending data.)

New records were set by the merchandise vending business in 1965 as sales reached \$3,800,700,000, up 8.77 per cent from \$3,494,000,000 in 1964.\*

In 10 years, total sales of goods through vending machines have more than doubled (from an estimated \$1.75 billion in 1955).

Although part of the recent years' dollar increases was caused by higher sales prices as well as by increases in sales volume, the continuing trend toward vending in industrial and institutional locations accounts for much of the growth. The upward movement of cigarette taxes kept total cigarette vending volume out front with \$1,525,930,000 in sales, while average sales per machine stayed at 100 packs per machine a week. (The number of cigarette machines on location rose to 895,500 from 883,700 in 1964.)

Cup soft drink sales were up nearly 14 per cent to \$268,560,000, as average sales per machine advanced by 5 cups over 1964 and the number of machines rose by 9,700 during the year.

### **Food Vending More Profitable**

"Food" vending, which is usually cited as the fastest growing segment of the vending industry, also was in the forefront with a 10 per cent increase in dollar volume over 1964. Prepared foods, such as sandwiches, fresh pastry, salads and casseroles chalked up \$166,100,000 in sales (\$149,700,000 in 1964), while hot canned foods rose to \$31,125,000 (\$28,564,000 in 1964).

For an accurate picture it is important to put vended foods into proper perspective. The \$197,225,000 comprised by prepared and canned food sales still represents only 5.2 per cent of total 1965 vending sales. In fact, the share of vended foods as a percentage of total vended volume did not increase from 1964 to 1965.

That vending companies have successfully moved into vended food service in the last four years is a

matter of record. Since 1962, prepared food sales through vending machines moved from \$111,000,000 to \$166,100,000 and canned food sales from \$21,009,000 to \$31,125,000.

Four years ago only 36 per cent of some 6,200 vending service firms were in food vending, compared with 51 per cent in 1965. In 1962, only 53 per cent of vending firms offering vended food reported that this aspect of their business earned a profit. In 1965, food vending proved profitable for 67 per cent of the firms engaged in this phase of the business.

Food vending will undoubtedly continue to grow in the years ahead. More vending operators will build their own food preparation facilities and regard food as part of their profit-producing operations.

### **Meal Service Not Tied To Machines**

A trend already being set by the larger vending service firms will, at least in part, be followed by all companies: the volume sale of entrees through machines will be supplanted by systems which combine vending machines with conventional table or cafeteria food service. And the companies offering industrial or institutional food service will be diversified so as to provide whichever combination or system best satisfies the needs of the customer.

Undoubtedly, the larger firms will diversify further into non-vending food service, while the smaller vending companies will either follow this trend or limit themselves to accounts whose volume does not justify cafeteria or counter-style food service.

This recent trend of combining vending machine and conventional food service may tend to hold the volume of machine-vended foods to a steady, but not spectacular, rate of growth in the next few years.

### **Diversification, Controls and Training**

Activities of the largest national and regional service companies in 1965 point to continued diversification into the concessions, franchising and non-vending food service areas. Several large firms have established separate divisions to emphasize these new areas and have stepped up efforts to market their new capabilities.

Streamlining of management functions, tightening of accounting and profit-producing procedures, and training systems for managers, for supervisors and for all other employees were in evidence in all the larger companies.

Smaller vending service firms also placed greater emphasis on these accepted techniques of sound management. Even more than the sales statistics, these activities underline the recent growth and maturity of the vending business.

Although the total number of vending service firms has remained virtually unchanged at 6,250 since 1962, the number of one-man operations dropped from 2,000 to about 1,375 in 1965. Firms with more than 6 employees comprised only 18 per cent of all operating companies in 1962, compared with 25 per cent in 1965.

\*Many of the data in this review are quoted from the CENSUS OF THE INDUSTRY published by VEND Magazine.



As emphasis on management methods increased in recent years, so did the desire for more extensive statistical information about various aspects of the vending industry. Managers are beginning to look for meaningful research about the industry's present and potential markets, the degree of penetration, consumer attitudes and similar important data.

### Hospitals Step Up Vending Service

At least one growing market for vending—hospitals—was analyzed in 1965 through a nationwide survey undertaken jointly by The Modern Hospital Magazine and American Automatic Merchandiser Magazine.

According to this survey, more than half of the hospitals using vending machines have installed them in the last five years. Almost 9 out of 10 hospitals use vending machines of some type, and soft drink machines lead the tabulation of products vended in hospitals (used by 93 per cent of hospitals with vending), followed by candy and cigarettes.

The survey also showed that 70 per cent of all hospitals offer cafeteria service only during mealtimes and that only 5 per cent serve food around the clock. Since hospital personnel (and in many cases, visitors) are on the premises at all hours, the possibilities of further expansion for vending services are evident from this survey.

No significant trends of expansion for vending outside the traditional product lines emerged in 1965, as the vending industry found plenty of room for growth in the traditional public, industrial and institutional locations. The breakdown of sales by types of locations stayed constant. "Public" locations (bars, restaurants, airports, etc.) brought 37 per cent of the volume, industrial 34 per cent, miscellaneous (including military installations) 12 per cent, schools and colleges 9 per cent, offices 5 per cent and hospitals 3 per cent.

Unlike more obvious space-age attractions, vending machines served millions of visitors at the New York World's Fair without drawing special attention. Dispensing everything from soft drinks to molded heads of Abraham Lincoln, they were part of the scene there as they are everywhere in the daily lives of Americans.

### Postoffice Experiments Pay Off

Of interest was the establishment of experimental coin-operated postal supply stations in three different shopping centers. Based on tests with these units, the U.S. Postoffice Department was looking toward possible applications of such units on a widespread scale.

The test units consisted of coin and dollar bill changers, stamp venders, machines to vend envelopes and post cards, a weighing scale and a parcel drop.

Although the Postoffice Department studied the idea of stamp vending as early as 1907, it had never gone

into a full-scale vending operation other than machines in postoffice lobbies.

### Specialties Grow Outside Mainstream

Away from the mainstream of the vending industry, and growing in their own way, were such specialties as ice vending, coin-operated photocopiers and the unobtrusive laminating machine which helps to preserve identification cards, drivers' licenses and credit cards. But the total sales volume of these services remains relatively small and they are not offered by many vending companies.

An earlier trend in food vending continues to find customer acceptance. Microwave and infrared ovens placed at the customer's disposal near a bank of venders help reduce food waste and are a consumer convenience. In a recent survey, VEND Magazine found that some 2,400 vending firms make use of ovens at vending locations.

The growing acceptance of U.S.-style vending services in other countries remains important to many American machine manufacturers. Approximately 5 per cent of total U.S. machine production went into export channels in 1965. Nearly 90 per cent of American manufacturers' \$10.5 million exports in 1965 were absorbed by 10 countries. Canada, West Germany, the United Kingdom and Belgium ranked at the top and accounted for 78 per cent of the total.

Careful attention to sanitation requirements has been given by the vending industry ever since it began the dispensing of perishable food items in the 1950's. In 1965 the U.S. Public Health Service Code on "The Vending of Food and Beverages" was revised with extensive help from the industry's national association. It was first issued in 1957.

### Personnel and Commissions Pose Problems

While the vending industry can be proud of its accomplishments, it has not neglected attention to some current problems.

The difficulty of recruiting qualified route personnel and of attracting middle management still headed the list of industry needs. The success of courses at Los Angeles Trade Technical College proved heartening, but the number of graduates from vending training schools remained fractional compared to the need.

The perennial problem of "commissionitis" (the percentage of sales income paid as rental to the location owner) did anything but help vending firms' profit margins. As the 1964 average profit before income taxes slipped to 3.21 per cent of sales (from 4.17 in 1963), commission payments stayed at 8.09 per cent, or more than twice the portion of the sales dollar retained by the vending company. According to a VEND Magazine estimate, total vending industry payments to locations in 1964 topped \$282,000,000. Obviously, in the vending industry, the location owner fares better than the company which provides the vending service.

### SUMMARY

*The provision of workable coins by the U.S. Congress, further recognition by hospitals and other customer groups of vending's vital role and determined steps to control costs and operating procedures—these were the highlights of 1965 as the vending service industry inched closer to \$4 billion in annual sales.*



## COST AND PROFIT RATIOS FOR VENDING OPERATORS (1964)

The annual Operating Ratio Study is sponsored by the National Automatic Merchandising Association and compiled by Price Waterhouse & Co.

Based on reports filed directly with Price Waterhouse & Co. by operating companies, the Study gives an accurate national standard of vending operators' costs and profits. Complete results are available only to members of N A M A.

Below are excerpts from the figures for 1964 (1965 data available later in 1966):

### COMBINED AVERAGE PROFIT DATA (as a percentage of total sales)

Sales at retail .....	100.00
Cost of sales .....	53.42
Total operating expenses .....	44.35
<b>OPERATING PROFIT .....</b>	<b>2.23</b>
Other income or charges (net)* .....	.98
<b>PROFIT BEFORE INCOME TAXES .....</b>	<b>3.21</b>

\*Includes sale and lease of equipment, advertising allowances, rental income, etc.

### SALES STATISTICS (by product categories)

	Composition of sales at retail	Average sales per machine
Cigarettes .....	24.82%	\$1,436
Candy, nuts, gum, and biscuits (vended at 5¢ or more) .....	10.92	627
Cold cup beverages .....	7.10	1,742
Hot cup beverages .....	17.67	2,641
Ice cream .....	2.10	1,169
Milk .....	2.73	1,690
Sandwiches, salads, pastry, etc. ....	6.95	1,749
Hot food (all types) .....	.74	800
Misc. vended products .....	.79	407
<b>TOTAL (and average) for above .....</b>	<b>73.82%</b>	<b>\$1,358</b>
Sales other than through machines .....	26.18%	
<b>TOTAL SALES .....</b>	<b>100.00%</b>	

### OPERATING EXPENSES (as a percentage of sales)

Salaries, commissions to servicemen .....	8.04
Machine maintenance-labor costs .....	1.32
All other salaries, wages, etc. ....	9.84
<b>TOTAL PAYROLL .....</b>	<b>19.20</b>
Maintenance cost of vending machines .....	.87
Location rental payments (commissions) .....	8.09
Depreciation or rental for vending machines .....	4.88
Other depreciation (except buildings) .....	.66
Truck and automobile expense .....	1.07
Taxes* .....	2.35
Insurance, all types .....	.68
Building and garage rental or expense .....	.89
All other expenses .....	5.66
<b>TOTAL OPERATING EXPENSES .....</b>	<b>44.35</b>

\*Includes payroll, property and sales taxes, etc., but not federal-state income taxes.

### PROFIT ANALYSIS (based on sales volume categories)

	REPORTED SALES OF		
	Less than \$250,000	\$250,000 to \$749,999	\$750,000 or more
Sales at retail .....	100.00	100.00	100.00
Cost of sales .....	55.01	57.10	53.28
Total operating expenses .....	41.11	39.71	44.54
<b>OPERATING PROFIT .....</b>	<b>3.88</b>	<b>3.19</b>	<b>2.18</b>
Other income or charges (net)* .....	1.11	.66	.99
<b>PROFIT BEFORE INCOME TAXES .....</b>	<b>4.99</b>	<b>3.85</b>	<b>3.17</b>

\*Includes sale and lease of equipment, advertising allowances, rental income, etc.

## MANUFACTURERS' SHIPMENTS (PRODUCTION) OF VENDING MACHINES — 1964-65

From annual study by U.S. Bureau of the Census, underwritten by National Automatic Merchandising Association.

Item	Number of companies reporting*		Number of machines		Value (\$1,000)	
	1965	1964	1965	1964	1965	1964
<b>VENDING MACHINES, GRAND TOTAL .....</b>	<b>43</b>	<b>49</b>	<b>677,700</b>	<b>628,926</b>	<b>\$200,313</b>	<b>\$183,679</b>
Coffee machines: <sup>1</sup>						
Instant or liquid concentrates .....	5	5	8,059	6,941	2,651	2,370
Fresh brew (batch) .....	4	5	3,512	4,017	4,515	5,386
Fresh brew (single cup) .....	9	8	23,561	18,535	25,114	18,493
Soft drink machines:						
Bottle .....	9	11	148,375	160,243	56,317	61,760
Cup (post-mix) .....	7	9	15,908	14,042	23,057	20,686
Cup (pre-mix) .....	4	4	5,294	4,940	4,502	4,367
Canned beverages (refrigerated) .....	7	6	29,086	12,331	13,522	7,040
Milk and other beverage machines <sup>2</sup> .....	5	5	6,698	5,837	6,012	5,526
<b>Vending machines for beverages, total .....</b>			<b>240,493</b>	<b>226,886</b>	<b>\$135,690</b>	<b>\$125,628</b>
Bulk .....	4	4	161,063	158,664	2,639	2,601
Candy bar .....	10	8	51,669	44,197	17,488	14,834
Hot canned foods and soups .....	3	3	3,255	2,754	1,661	1,392
Multi-purpose (refrigerated and non-refrigerated) .....	9	9	21,045	21,470	14,866	13,184
Other confection and food machines <sup>3</sup> .....						
<b>Vending machines for confections and foods, total .....</b>			<b>237,032</b>	<b>227,085</b>	<b>\$36,654</b>	<b>\$32,011</b>
Cigarette .....	9	10	62,810	59,038	23,214	20,252
Ice .....	3	5	498	863	1,671	2,509
Postage stamp .....	2	2	7,142	8,293	388	435
All other vending machines (except beverages, confections and foods) <sup>4</sup> .....	7	8	129,725	106,761	2,696	2,844
<b>All other vending machines, total .....</b>			<b>200,175</b>	<b>174,955</b>	<b>\$27,969</b>	<b>\$26,040</b>

\*"Number reporting" refers to companies which reported shipments of \$100,000 or more, although figures for additional firms ARE included in data.

<sup>1</sup> Primarily coffee vending machines though they may also vend hot chocolate and/or hot soup from the same cabinet.

<sup>2</sup> Includes packaged milk (indoor and outdoor); milk (bulk or cup); beverage combination hot and cold; hot beverages like hot chocolate and/or hot soup (except canned soup) not sold in a combination machine with coffee; and packaged dry ingredients for mixing beverages.

<sup>3</sup> Includes vending machines for such commodities as apples, cookies, crackers and biscuits, popcorn, pastry, ice cream and packaged chewing gum.

<sup>4</sup> Includes vending machines for such products as cosmetics and toiletries, novelties, detergents, newspapers, and stationery supplies.



# VENDED VOLUME 1957-65

(Heavy figures denote Number of Machines on Location)

	1957	1959	1961	1962	1963	1964	1965
Packaged Confections	\$244,000,000 533,400	\$271,293,750 569,100	\$321,557,000 612,800	\$342,046,000 630,500	\$367,314,750 659,600	\$392,205,000 688,110	\$408,852,000 722,000
Bulk Confections	\$57,000,000 1,100,000	\$58,760,000 1,130,000	\$54,090,000 1,127,000	\$58,500,000 1,125,000	\$58,760,000 1,130,000	\$64,922,000 1,135,000	\$65,318,000 1,142,000
Cigarettes	\$761,881,000 645,700	\$1,037,760,000 786,500	\$1,180,951,000 814,000	\$1,210,670,000 840,000	\$1,335,669,440 863,200	\$1,399,780,000 883,700	\$1,525,930,000 895,500
Cigars	\$6,405,000 42,700	\$8,675,000 48,600	\$9,539,000 52,700	\$11,480,000 55,200	\$11,876,000 57,100	\$12,438,000 59,800	\$12,688,000 61,000
Soft Drinks (cups)	\$101,557,000 93,200	\$124,312,500 115,700	\$156,800,000 137,700	\$186,880,000 149,800	\$205,760,000 158,300	\$236,045,000 166,900	\$268,560,000 176,600
Soft Drinks (bottles and cans)	\$258,055,000 737,300	\$272,550,000 790,000	\$328,315,000 845,000	\$335,400,000 860,000	\$371,980,000 865,000	\$419,601,000 883,000	\$454,030,000 912,000
Coffee	\$94,745,000 99,000	\$130,520,000 131,200	\$161,100,000 163,900	\$204,960,000 176,300	\$223,760,000 186,500	\$268,920,000 199,200	\$314,165,000 212,000
Ice Cream	\$22,765,000 31,400	\$25,575,000 34,700	\$22,060,000 38,300	\$28,875,000 40,100	\$31,641,000 41,200	\$29,694,000 42,300	\$35,900,000 44,400
Milk	\$50,000,000 36,400	\$55,473,000 47,300	\$65,880,000 54,900	\$72,758,000 58,300	\$74,625,000 59,700	\$81,900,000 63,000	\$90,035,000 67,900
Hot Canned Foods	\$14,850,000 15,000	\$16,483,500 19,700	\$24,700,000 24,825	\$21,010,000 27,025	\$26,864,000 29,200	\$28,564,000 31,300	\$31,125,000 32,750
Prepared Foods	Not Given	Not Given	\$55,000,000 not given	\$111,500,000 48,050	\$133,500,000 58,050	\$149,700,000 67,600	\$166,100,000 79,050
All Others	\$438,000,000	\$376,000,000	\$360,000,000	\$372,000,000	\$381,000,000	\$411,000,000	\$428,000,000



ASSOCIATED MANUFACTURERS

# AMERICAN Automatic Merchandiser

THE NATIONAL VOICE OF MERCHANDISE VENDING / APRIL 1966

## Audit with a capital "A":

The Story of How Mid-States Vending  
uses Audit-In-Route to

- Tighten cash control
- Save \$300 a month in office salaries
- Simplify coin counting and sorting

JOHNSON FARE BOX CO.  
4619 N. RAVENSWOOD AVE.  
CHICAGO, ILL. 60640



# Audit with a capital "A"

## ON LOCATION WITH AAM

**A** system enabling a routeman to turn in collections already counted and sorted, with money bags ready for sealing and bank deposit interested Bernie Kiley in a trial three years ago. He's glad he did: a confirmed believer in the system, Mr. Kiley, president of Mid-States Vending Service, Inc., 1913 S. Cicero Ave., Cicero, Ill. use the system . . . at least on street truck-mounted machines that count and sort coins while the routeman is making his rounds—on his seven

cigarette routes. He believes the seven machines have paid for themselves several times over already.

"Frankly, I don't understand why every vending operator doesn't use the system. . . at least on street routes," he says. "It must be the habit of continuing what they have always done . . . there's comfort in the 'way it's always been done, no matter how expensive or inefficient' I suppose."

A way to simplify coin counting and sorting, and speed bank deposits are advantages Mr. Kiley was after primarily in adopting the system. "Audit-In-Route" has done both, plus these dividends: it tightened cash control and saved

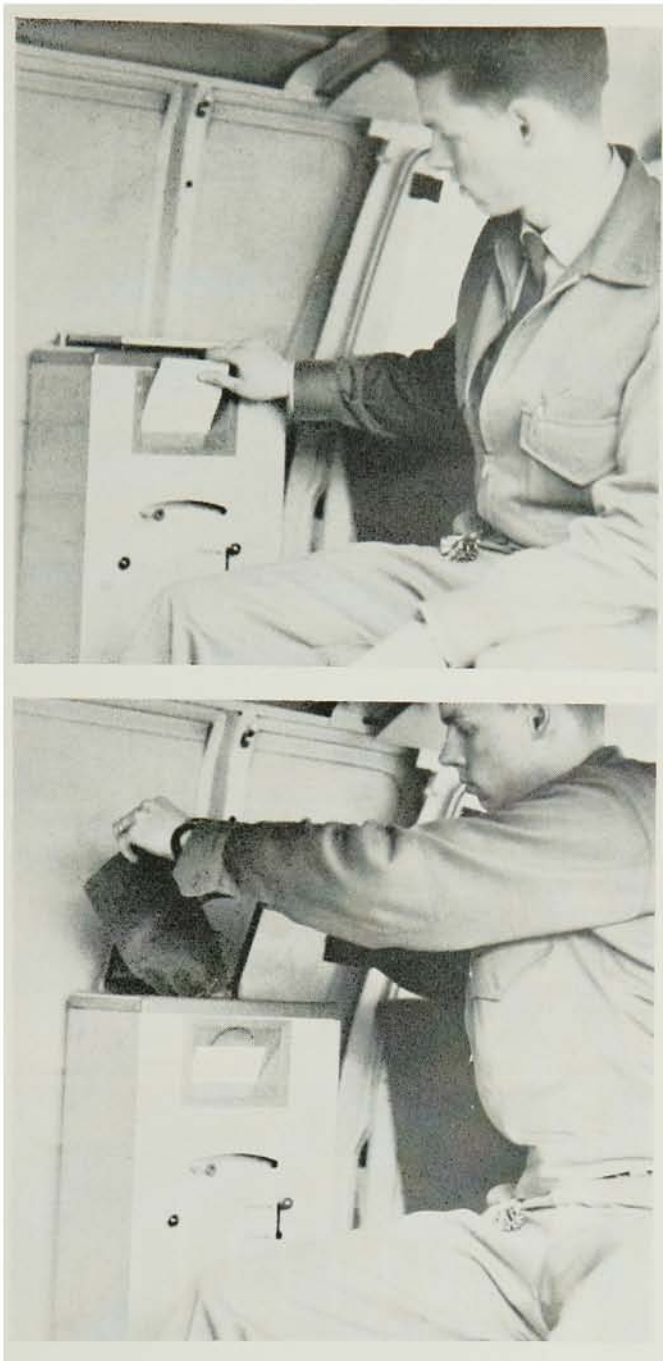
an estimated \$250 to \$300 a month in office salaries in coin counting and recordkeeping.

He says: "The Audit-In-Routes have done three things for us: their use has given us an excellent control system; we have saved a considerable amount of money by not having to handle and count coins on our premises; and when our money comes in, it's ready for bank deposit, reducing the risk of money on our premises and increasing our average bank balance."

He adds: "Actually, the equipment pays for itself in well under a year's time, we've found."

The Mid-States system is simple: Route cards used in the system





"Audit-In-Route" machine, mounted in the truck behind the driver, makes accurate total of cash collected from each vending machine. Left, top: Card is inserted to get "opening" reading. Bottom: collection is then dumped into the machine, and (facing page) a "closing" reading is taken. Difference between the two readings is amount of cash counted.

for delivery to the bank the same day.

The route card consists of two copies, one for the location, one for Mid-States. Both copies include spaces for machine inventory (filled in by the same office girl addressographing them), machine balance and sales (filled in by the routeman at loading). When he completes his servicing, the routeman gives one copy to the location owner for his records.

The copy retained by Mid-States also includes the "Audit-In-Route" readings of cash collected. Since the machine is not resettable, it provides a cumulative record of sales by machine, as well as a record of collections, whatever the frequency. And, of course, total route collections by day, as well as by machine, are also provided.

Sales figures from the route cards are posted to a yearly visible file record in the office each day by machine and account. Mr. Kiley explains that the route cards themselves contain all the information necessary, and the only reason totals are posted is for quick, easy review of monthly, quarterly or yearly figures.

Before adopting the system, Mid-States used a typical system for coin handling. Routeman bagged their collections, held them in the truck safe until return to headquarters, where they were turned into the counting room for counting, sorting, sealing, and delivery to the bank the following morning.

Not only does the system reduce the time money is on the premises, but Mid-States' bank balance is maintained at a higher level, an important consideration. Mid-States' bank, in a unique service, pays all of the company's commission checks at 12¢ a check. Maintaining a minimum balance builds the credits that enables Mid-States to qualify for this check rate.

Commission checks are paid by the bank, which uses data processing equipment, and mails cashier

are addressographed with the name and address of the account by machine. Just as before adopting this system, an office girl spends three to four hours once a week addressographing cards for all routes a week in advance, segregating them by route and day. When the routeman checks out in the morning, he picks up his cards for that day, with money bags coded by route and day.

At each collection, the routeman inserts the card into the "Audit-In-Route" machine, which prints on it the "opening reading." He then deposits each machine collection separately, after which the machine prints a "closing reading." The machine automatically counts and sorts collections while

the routeman is driving from one location to another.

The counting is so fast, Mr. Kiley points out, that even in locations with more than one machine, the routeman is able to keep up with the counting during the day. Furthermore, he emphasizes, it requires no extra time. When the system was adopted, each routeman kept exactly the same number of machines and locations . . . and they spend exactly the same time in collecting.

When the routeman returns at the end of his daily rounds, he turns in his money bags, along with his completed route cards. The money bags are sealed immediately and picked up by armored express





Left: office clerk posts totals from "Audit-In-Route" cards (below) to visible office file for periodic review. Bernie Kiley, president of Mid-States Vending Service, spot-checks cards (a job regularly done by the route supervisor).



## Audit with a capital "A"

*continued*

checks, sending Mid-States a record of payment made from its balance. This service itself has saved Mid-States out-of-pocket costs, not to mention considerably more in office expense. When Mid-States sent commission checks, the cost includ-

ed 3½¢ per voucher check, 4¢ on cancelled checks, and 5¢ postage plus stationery.

"Though I don't suppose many banks offer this service so far, it's been a great help and saving to us," Mr. Kiley says.

How accurate are the machines? For two weeks after adopting the system, bags were re-counted in the office to verify their accuracy. Finding: the "Audit-In-Route" machine is accurate. Today, since the

bank re-counts the money as a routine, a continuing check of their accuracy is also available. The record: over a three-year period, an average of less than six debits ord: over a three-year period, an the bank for collections from Mid-States' 1,100 cigarette machines!

Maintenance on the "Audit-In-Route" machines is negligible, according to Mr. Kiley. "Just as anything automatic and mechanical is subject to breakdowns, as any vending operator knows, these machines require occasional repair, but it's a negligible factor . . . besides, the equipment is so simple to repair, our routemen do it themselves as a matter of routine."

A small parts inventory totaling an estimated \$50 is maintained for all seven "Audit-In-Route" machines.

In the infrequent times when a machine does break down, there's no calamity: collections for that route that day are counted and sorted in the office using the counter used originally.

"Obviously, we're well pleased with our system . . . we can't praise it too much."

							DATE _____
LOCATION _____							
<p align="center"><b>MID-STATES VENDING SERVICE, INC.</b>            1913 S. CICERO AVE.      CICERO, ILLINOIS            277-7400</p>							
CHECKS	—		•				
CURRENCY	—		•				
RECEIPTS	—		•				
SALES	—		•				
REFUNDS	_____			OVER			
				SHORT			
	INV.	BAL.	SALES	PUT IN	PULL	NEW INV.	
R							
K							
Totals							

							DATE _____
LOCATION _____							
<p align="center"><b>CLOSING</b></p>							
<p align="center"><b>OPENING</b></p>							
CHECKS	—		•				
CURRENCY	—		•				
RECEIPTS	—		•				
SALES	—		•				
REFUNDS	_____			OVER			
				SHORT			
	INV.	BAL.	SALES	PUT IN	PULL	NEW INV.	
R							
K							
Totals							



\$Million-Plus Sales

## Better Methods Boost Cigarette Volume 20 Percent in a Year

**Gabe Orland, head of Valley Vendors, checks placement and working condition of one of his cigarette venders.**



### ON LOCATION WITH AAM

Judicious use of modern tools, good route organization and long-time personal contacts have pushed Valley Vendors cigarette volume well beyond the million-dollar annual volume level within the first year of operation by Gabe Orland.

Mr. Orland came into vending via the music/amusement operation route, starting in that business in 1940. Throughout much of his music operation career, the firm with which he was associated sold off many of its routes but always rebuilt to maintain volume above the million dollar mark. Throughout most of this period, Mr. Orland was extremely active in coin machine industry affairs. This activity led him to the board of directors of Music Operators of America and service as a vice-president of that organization.

On October 1, 1965, Mr. Orland purchased Valley Vendors, 1115 N. Pacific Ave., Glendale, Cal. While Valley also operates music and games, the big emphasis here is cigarettes. Within his first year in control of Valley Vendors, cigarette volume jumped 20% and is now averaging more than \$100,000 per month.

One of the important reasons for this rapid growth—in one of the

most vigorously worked vending markets of the nation (Los Angeles)—is the reputation Mr. Orland had built up in the coin-operated amusement business for a quarter-century. Many of his former customers insisted that Valley Vendors take over their cigarette vending as soon as the shift by Mr. Orland became generally known in the market.

Perhaps the single most important innovation instituted by Mr. Orland, however, is the use of the Audit-In-Route system on his route trucks. This device and program saves a great deal of time in the total operation by cutting down the money counting and record-keeping in Valley Vendors' headquarters. It also serves as a valuable double-checking program on the accuracy of collections.

But more than anything else, Audit-In-Route is a customer relations tool, in Mr. Orland's opinion. He finds a tremendous psychological benefit from the fact that the customer gets a printed receipt of the collection from his machine, on the spot at the time of collection. These instant receipts have also done much to upgrade vending as a business in the minds of many of his customers, Mr. Orland believes. He adds that he has even found some

instances where the Audit-In-Route receipts were so highly regarded by the customer that he used the lack of such receipts by a competitive operator soliciting the account as the reason he wouldn't consider switching from Valley Vendors.

Up-grading of locations with new equipment in this pattern has had much to do with the sharp sales increase in the first year of Orland operation at Valley Vendors. Checking each location on the matter of machine positioning . . . and whenever possible, changing this positioning to a near-the-entrance spot also has been a major contributing factor to sales increases. Re-location of a machine to a near-the-entrance position has produced sales increases as high as 50%, Mr. Orland reports, citing this as ample evidence that much cigarette buying from machines is of an impulse or "reminder" nature.

Installation of two-way radio in all service vehicles is another move which has improved Valley Vendors' service performance, substantially cutting down the time required to respond to a service problem. The radio also cuts down on service expense by reducing mileage.



## Better Method Pay Off In Sales

*continued*

Loyalty to this degree is built only through superlative service, regardless of the product involved—whether it be a tangible like cigarettes or an intangible like music, Mr. Orland says. To be sure, this service remains superlative in quality. Mr. Orland instituted new operating policies for Valley Vendors from the beginning of his administration and utilizes some of the more modern “tools” available to the vending operator.

One of these policies which Mr. Orland says is saving a great deal of service time is standardization on equipment. Already, approximately 75% of his machines are electric units from one manufacturer. This machine is a very good one from the functional standpoint, has an excellent appearance in any type of location and also has a 50¢ changer which will become ever more important as half-dollars return to wider circulation. But even more significant than the machine plus features, according to Mr. Orland, is the complete familiarity with the unit which his men have developed. This speeds servicing

and cuts down on special trouble calls.

Finally, Mr. Orland has done everything possible to “fill in” his routes by acquiring locations that would add to the volume without adding to total route mileage. A combination of the business practices detailed above has made this effort remarkably successful.

This fall Mr. Orland took the first step toward vending diversification by getting into some candy vending. Inasmuch as the vast majority of his cigarette machines are in public or transient locations, he isn't yet sure of the direction he'll follow toward possible total diversification. For the time being, however, the addition of candy machines in some of his cigarette stops is proving profitable and he intends slowly to expand this segment of the business.

If the same efficient management control, upgrading principles and attention to merchandising and servicing detail is applied here as in the cigarette end of the business, the rate of expansion in candy machine locations will no doubt be faster than expected.



Two-way radio in all Valley Vendor service vehicles cuts down time required to respond to customer service calls. Here Gabe Orland, president, instructs a routeman from his own radio-equipped auto.



# LACROSSE

## CAN CONVERSION

for VISUAL SELECTIVE VENDERS

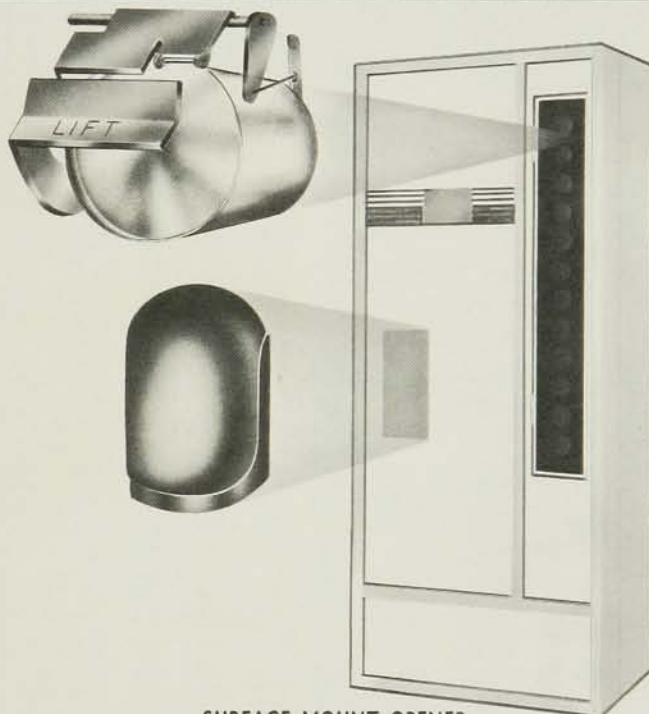
Now . . . convert your La Crosse visual bottle vender to a visual CAN VENDER quickly — easily. New conversion kit gives you the opportunity to provide additional customer convenience with additional sales and profits to you from the growing can market.

And, it lets you do it economically with La Crosse venders already on hand. Just order the number of kits you need (one for each serving port opening) and the can opener kit — install and place on location. You can capture locations you never before considered profitable.

Same models are available complete and ready for location. Refer to the regular vender price schedule for models and prices.

DESCRIPTION	MODEL NUMBER	PRICE F.O.B. La Crosse
Can conversion kit — per port opening for field installation. Fits all visual machines from 1962.	K-1148	\$ 3.50
Can opener kit — surface mount type for field installation.	K-1122	\$22.50
Coin mechanism — 15c with 10c sale conversion switch for 1 nickel/1 dime or 3 nickel operation.	P-92842	\$39.25
Coin mechanism — 15c changer with 10c sale and 20c sale conversion switch. Accepts nickels, dimes, quarters.	P-93287	\$74.25

PLEASE — ORDER BY MODEL NUMBER TO AVOID ERROR



SURFACE MOUNT OPENER  
(Kit K-1122)

### LA CROSSE COOLER COMPANY

Vending Machine Division  
LA CROSSE, WISCONSIN 54601  
Area code 608 Tel. 782-0680



F.O.B. FACTORY NET PRICES SUBJECT TO ANY SALES OR OTHER TAX WHICH MIGHT BE IMPOSED AND TO THE TERMS AND CONDITIONS IN EFFECT WHEN SHIPPING. RIGHT IS RESERVED TO CHANGE PRICES WITHOUT NOTICE. PAYABLE IN U.S. FUNDS.

## VISUAL BOTTLE VENDERS

MODEL	Without Coin Mech.	10¢ 2N or 1D	3 Way Changer 10¢ Sale	15¢ Mech.	15¢ Changer**	Additional for Illuminated Sign
LCB-64-8	298.00	313.00	337.00	326.00	361.00**	16.00
LCB-81-9	302.50	311.50*	341.50	330.50	365.50**	15.00
LCB-90-9	373.00	388.00	412.00	401.00	436.00**	18.00
LCB-120-12	435.00	450.00	474.00	463.00	498.00**	26.00
LCB-156-12	481.00	496.00	520.00	509.00	544.00**	27.00

## AUTOMATIC BOTTLE VENDERS

LCB-132-4	482.00	497.00	521.00	510.00	545.00**	34.00
LCB-216-6	627.00	642.00	666.00	655.00	690.00**	35.00

## VISUAL CAN VENDERS

without can opener†

LCB-81-9-C	343.50	352.50*	382.50	371.50	406.50**	15.00
LCB-90-9-C	400.00	415.00	439.00	428.00	463.00**	18.00

## AUTOMATIC CAN VENDERS

without can opener†

LCV-136-4	379.00	—	418.00	407.00	442.00**	18.00
LCV-212-4	453.00	—	492.00	481.00	516.00**	34.00
LCV-318-6	633.00	—	672.00	661.00	696.00**	35.00

† Additional for flush mounted can opener \$15.00.

\* With short channel mechanism. Conventional long channel 2N/1D mechanism additional \$6.00.

\*\* Add \$33.00 for Coinco Solidstat 15¢ sale changer to prices in 15¢ changer column.

ALL PRICES F.O.B. LA CROSSE, WISCONSIN. ORDERS FOR 5 OR MORE UNITS WILL BE SHIPPED FREIGHT PAID. CONTACT FACTORY FOR DETAILS ON LA CROSSE FINANCING PLANS.

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CANADA: Gilchrist Vending Ltd., 76 Densley Ave., Toronto 15, Ontario • Offices in Montreal, Winnipeg, Edmonton, Vancouver.

JANUARY, 1967

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# ACCESSORIES

for LA CROSSE "CROWN LINE" VENDING MACHINES

## LOCKING ASSEMBLIES

MODEL NO.		Price
156	Vending door lock, Model 90	\$6.45
166	Vending door lock, Model 120 & 156	6.45
171	Vending door lock, Model 64	6.45
172	Vending door lock, Model 81	6.45
173	Coin box lock, all models	1.30

## WIRE BOTTLE RACKS

MODEL NO.		Price
153	Bottle rack, 85 bottle capacity	\$6.20
167	Bottle rack, 40 bottle capacity	4.70

## CASTERS and LEG ASSEMBLIES

MODEL NO.		Price
168	Set of 2 casters and brackets with handle, Model 64, 90, 81	\$10.40
170	Heavy duty casters (4), 3" dia., all models	8.30
273	Legs, set of 4, for Model 81	4.70

## COIN SORTER and COIN BOXES, not installed

MODEL NO.		Price
174	MR. ROBOT coin sorter with standard open coin boxes (2), Automatically routes percentage of coins to rental coin box. Specify 10%, 16-2/3%, 20% or 25% unit.	\$14.00
267	MR. ROBOT coin sorter with 1 open coin box (2" wide, for location owner) and 1 self-locking coin box (1" wide, for bottler) and special holder. Specify 10%, 16-2/3%, 20% or 25% unit.	18.20
268	MR. ROBOT coin sorter with 1 open coin box (1" wide, for location owner) and 1 self-locking coin box (2" wide, for bottler) and special holder. Specify 10%, 16-2/3%, 20% or 25% unit.	19.25
270	Electrical counter for MR. ROBOT coin sorter. May be used with Models 174, 267 and 268.	5.20
271	Self-locking coin box only. 1" wide.	3.65
272	Self-locking coin box only. 2" wide.	4.15
<b>COIN BOX FOR USE WITHOUT MR. ROBOT COIN SORTER</b>		
274	Self-locking coin box and special holder. 3" wide for use without MR. ROBOT coin sorter.	5.70

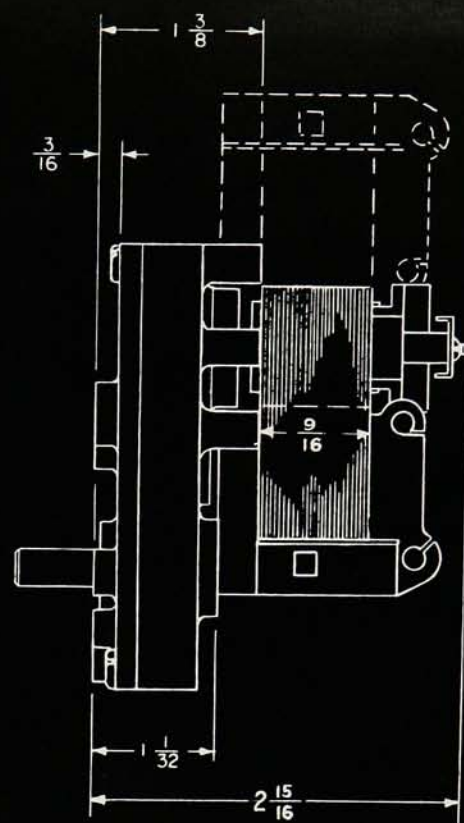
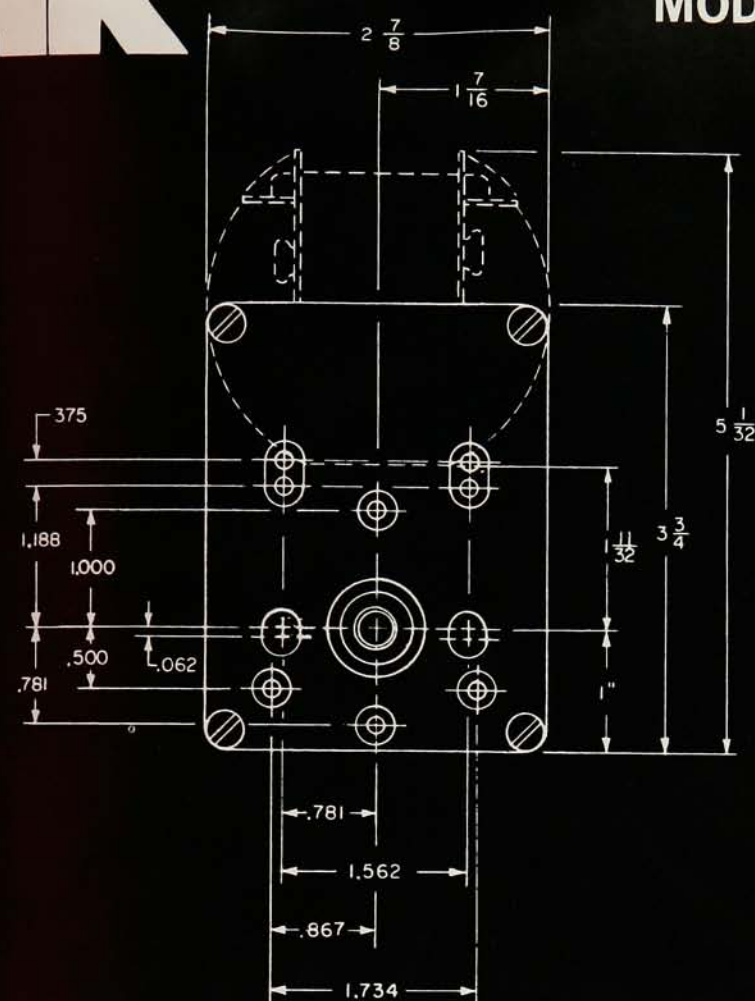
## WEIGHTS

Model No.	Approximate Shipping Weight	Average 40' Trailer Quantity	Crated Dimensions		
			W.	D.	H.
LCB-64	393 lbs.	47	29"	28"	65"
LCB-81	376 lbs.	47	29"	26"	63"
LCB-90	475 lbs.	39	34 1/2"	28"	70"
LCB-120	565 lbs.	39	34 1/2"	28"	81"
LCB-132	535 lbs.	39	34 1/2"	28"	81"
LCV-136	410 lbs.	44	31 1/2"	26"	65"
LCB-156	652 lbs.	32	42 1/2"	28"	81"
LCV-212	445 lbs.	39	31 1/2"	30 1/2"	81"
LCB-216	642 lbs.	32	42 1/2"	28"	81"
LCV-318	535 lbs.	32	42 1/2"	30 1/2"	81"





# MODEL Q. F.



## TYPICAL PERFORMANCE VALUES FOR HIGH STARTING TORQUE MOTORS STARTING TORQUE — LB. INCHES — 115 VOLT — 60 CPS INPUT

RPM	STATOR THICKNESS 5/16"				STATOR THICKNESS 3/8"				STATOR THICKNESS 1/2"			STATOR THICKNESS 3/4"		
	I	II	III	IV	I	II	III	IV	I	II	III	I	II	III
4		93*	75*	62*										
8	59*	46	37.5	31		87.5*	65*	51.2*			66*			
12	39.5	31.2	25	20.8	75*	58.3*	43.3	34.1	91*	75*	44			71.6*
25	19	15	12	10	36	28	20.8	16.4	44	36	21	64*	53*	34.4
35	13.5	10.7	8.5	7.1	25.5	20	14.8	11.7	31	25	15	45.7	37.8	24.5
40	11.8	9.3	7.5	6.2	22.5	17.5	13	10.2	27	22	13	40	33.1	21.5
60	7.9	6.2	5	4.1	15	11.6	8.6	6.8	18	15	8.7	26.6	22	14.3
80	5.9	4.6	3.7	3.1	11.2	8.7	6.5	5.1	13	11	6.5	20	16.5	10.7
100	4.7	3.7	3	2.5	9	7	5.2	4.1	11	9	5.3	16	13.2	8.6
200	2.3	1.8	1.5	1.2	4.5	3.5	2.6	2	5.5	4.5	2.6	8	6.6	4.3

Exceeds Unit Capacity

THIS IS A PARTIAL LIST ONLY — FULL RANGE OF SPEEDS AVAILABLE!

**AVAILABLE** with brakes to limit overtravel or provide holding torque; special rear case mounting bosses, helical first reduction, special shaft machining, material and sizes, recirculating rear bearings and many more accessories.

**CONTACT FACTORY** for information regarding high running torque applications, special mounting application techniques, and quantity discounts.



**MERKLE-KORFF GEAR CO.**

FRACTIONAL HORSEPOWER GEARED MOTORS

ET, CHICAGO, ILLINOIS 60607

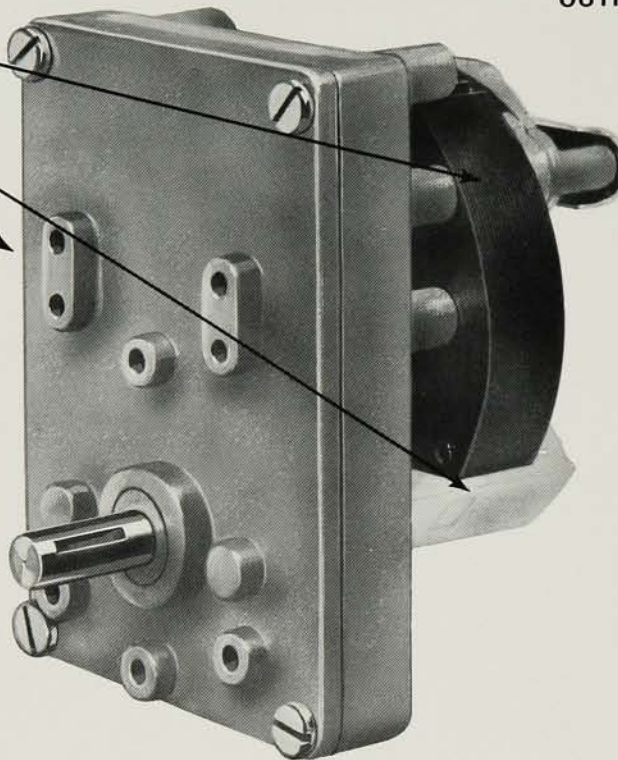
AREA CODE 312-666-1900

**MK** *Power Under Control*

**MODEL Q. F.**  
**SLIM-CASE GEAR MOTOR**

**TORQUE 50 lbs. ins.**  
**OUTPUT SPEEDS — 3 to 400 RPM**

- Welded stator construction
- Bobbins have snap-on terminal covers
- Precision die cast case
- All types of special mountings and brackets available
- Optional rear mounting available
- Single or double shaft extension as required



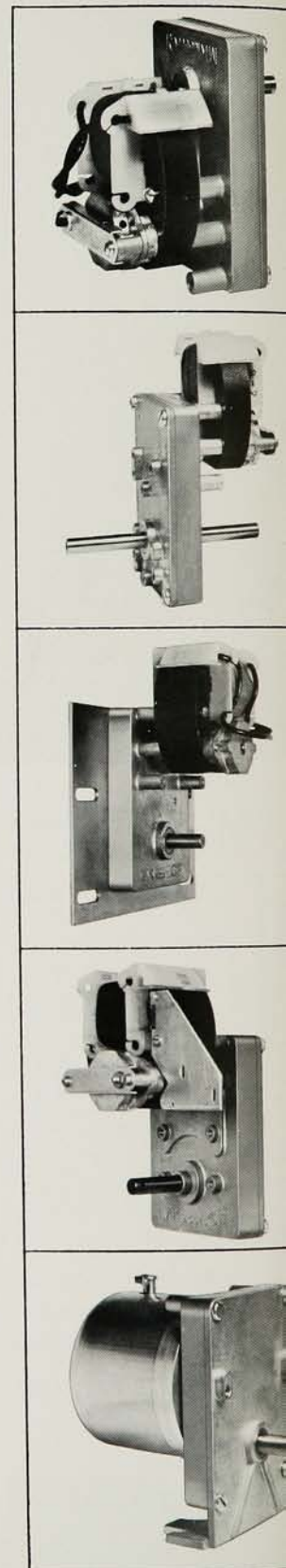
**MODEL Q. F.**  
**SLIM-CASE GEAR MOTOR**

MK designs for today's more demanding O.E.M. requirements.

This is a truly rugged gear motor with die cast case for strength, four post motor mounting and welded stator to provide "no-shift" true alignment and minimum motor noise.

Extended life capabilities assured by use of hob cut, hardened steel gears, ground rotor shaft, heavy duty bearings and custom application by factory engineers.

More versatile than ever! Both high running and high starting torque motors available. Single or double shaft extensions, mounting from either side of gear case, special mounting brackets available, even base mounting! (Speeds from 3 to 400 RPM. Torque capacity, 50 lb. ins.)

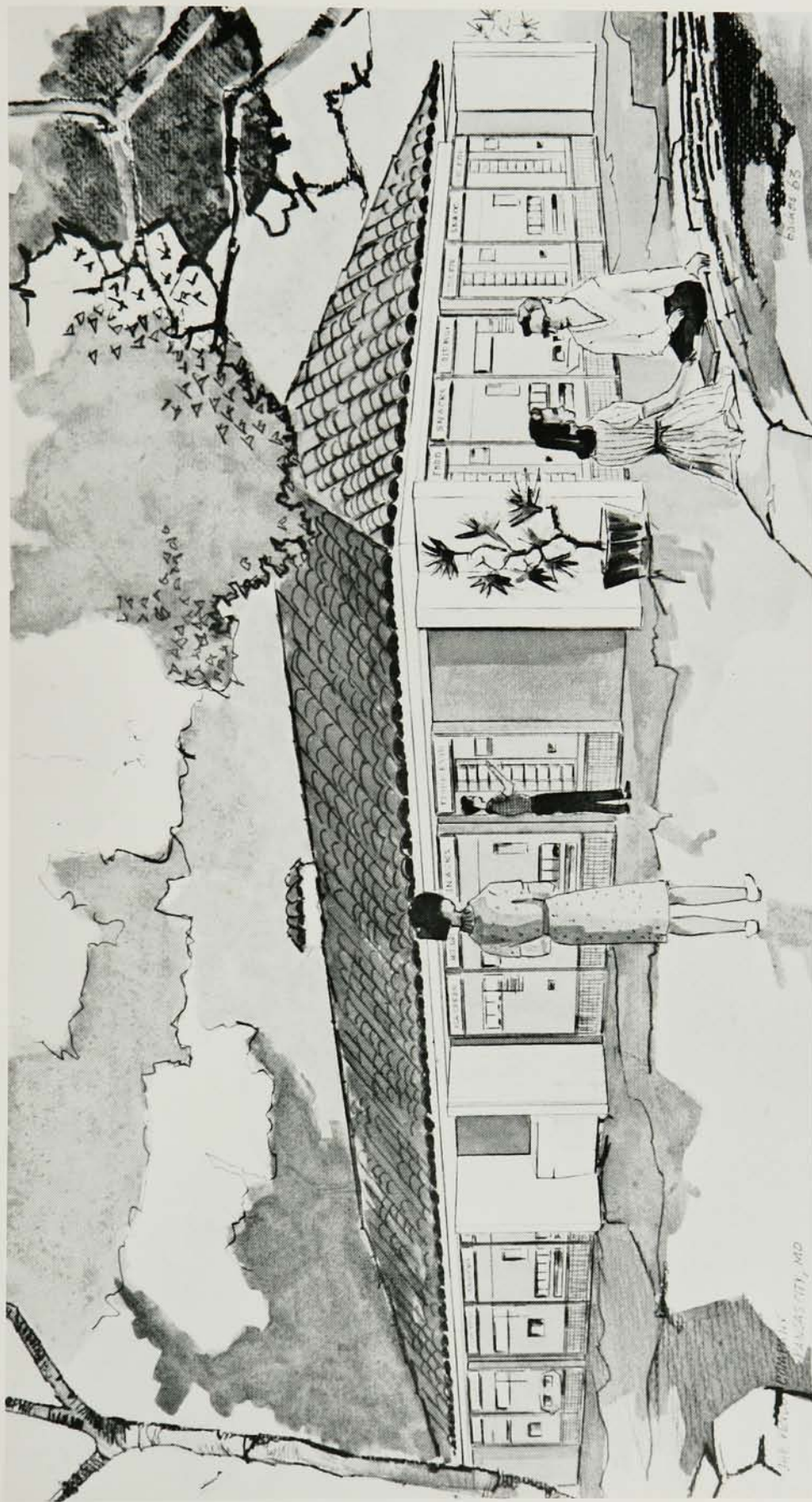


**MK** *Power Under Control*

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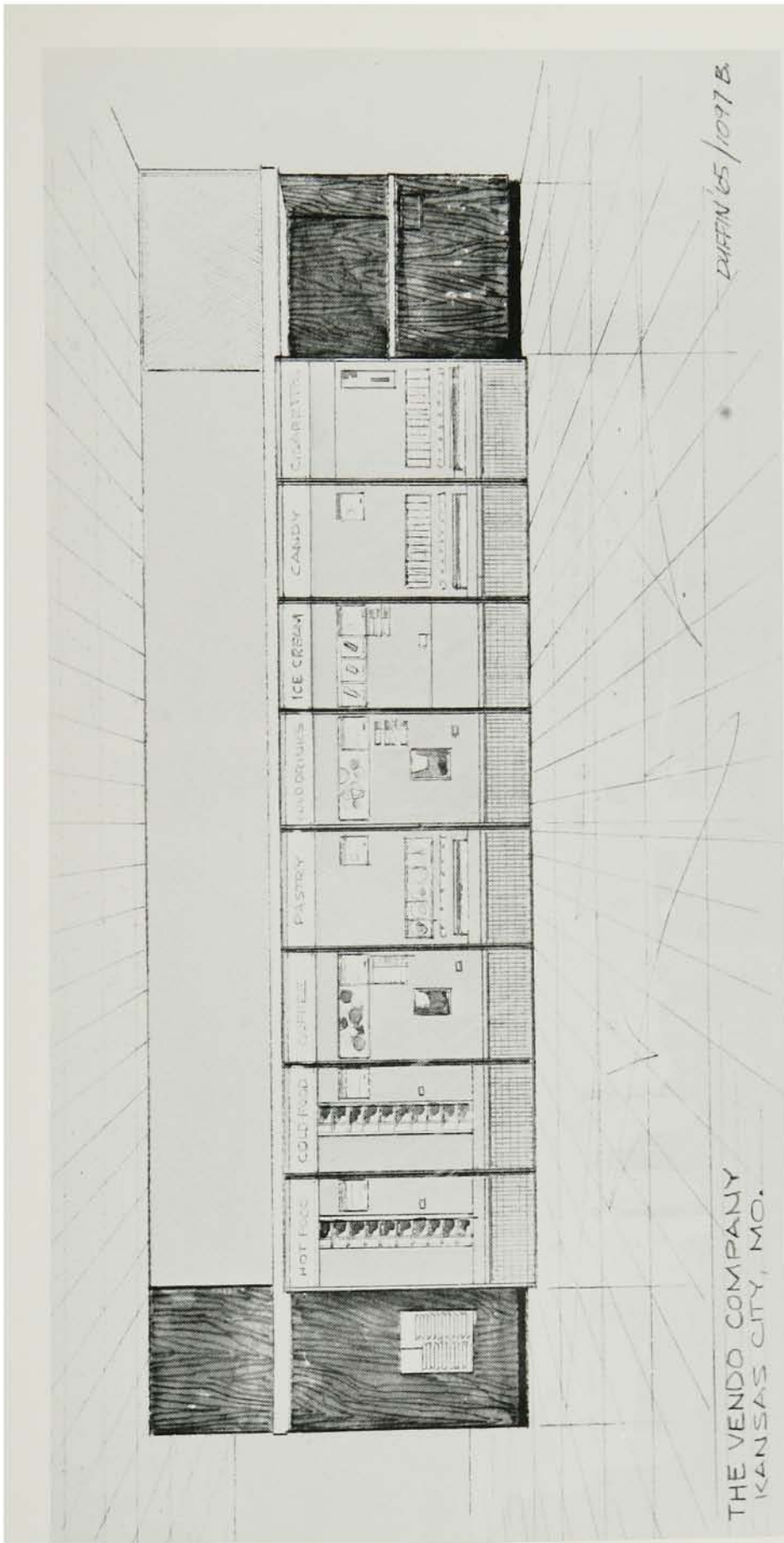


AUTOMATIC SNACK BAR

FULLERTON UNION HIGH SCHOOL, FULLERTON, CALIFORNIA





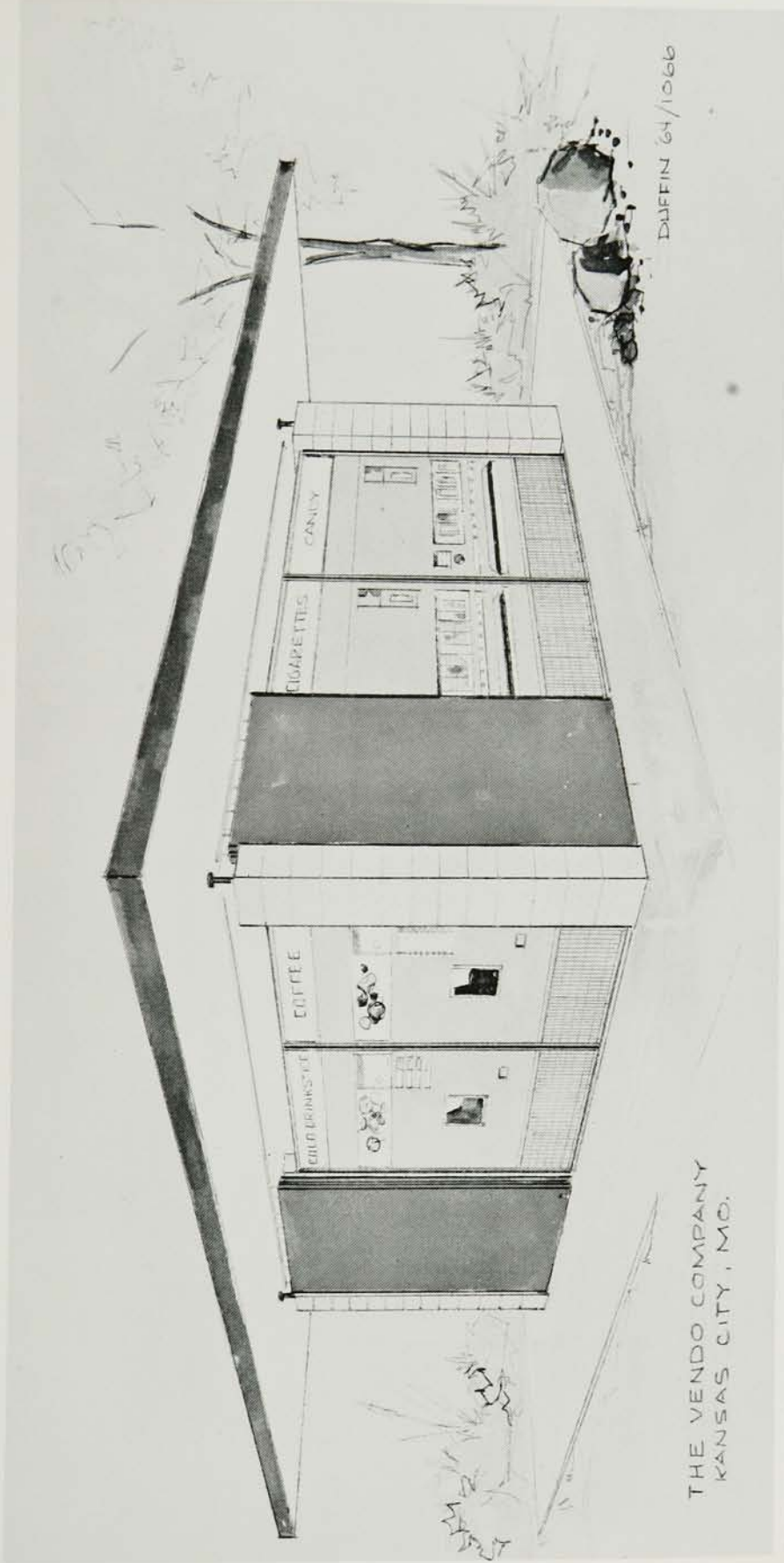


DUFFIN 65/1097 B.

THE VENDO COMPANY  
KANSAS CITY, MO.

SAN JOSE CITY COLLEGE, SAN JOSE, CALIFORNIA

DE PAUL AUTOMATIC, SAN JOSE, CALIFORNIA

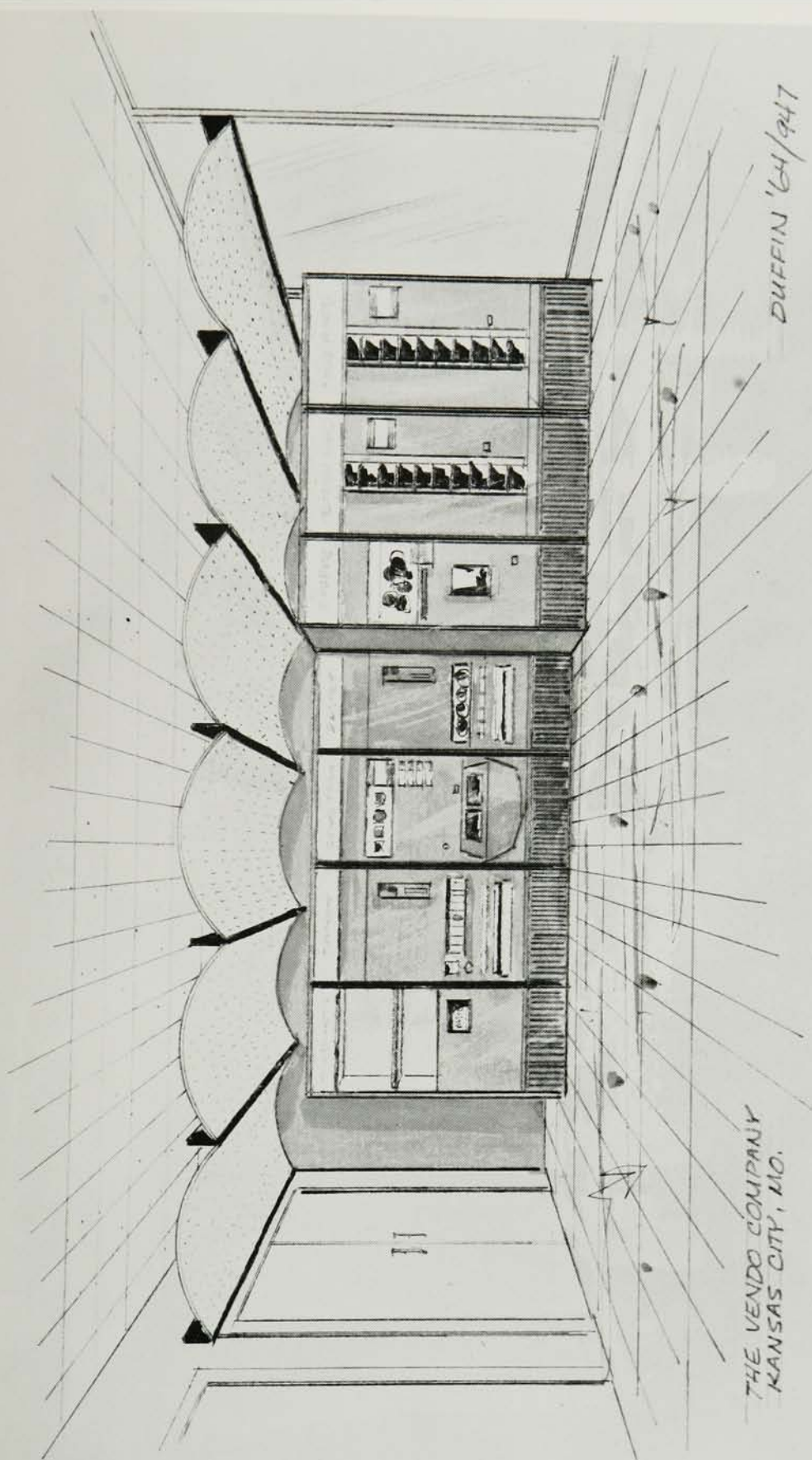


DUFFIN 64/1066

THE VENDO COMPANY  
KANSAS CITY, MO.

DE PAUL AUTOMATIC, SAN JOSE, CALIFORNIA

SAN JOSE JR. COLLEGE, SAN JOSE, CALIFORNIA



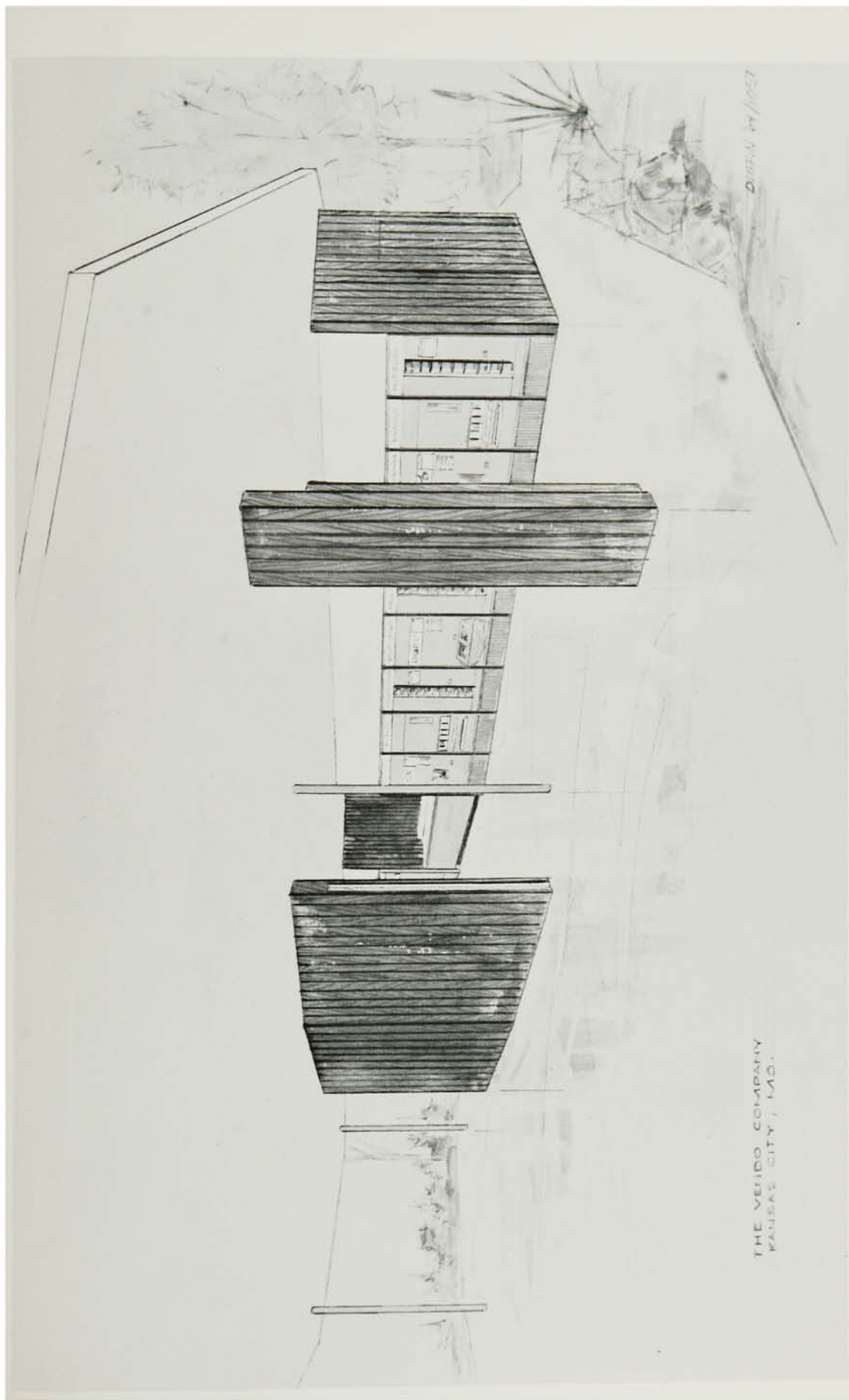
THE VENDO COMPANY  
KANSAS CITY, MO.

DUFFIN '64/947

ADMINISTRATION BUILDING LOUNGE

CALIFORNIA STATE POLYTECHNIC COLLEGE, SAN LUIS OBISPO, CALIFORNIA

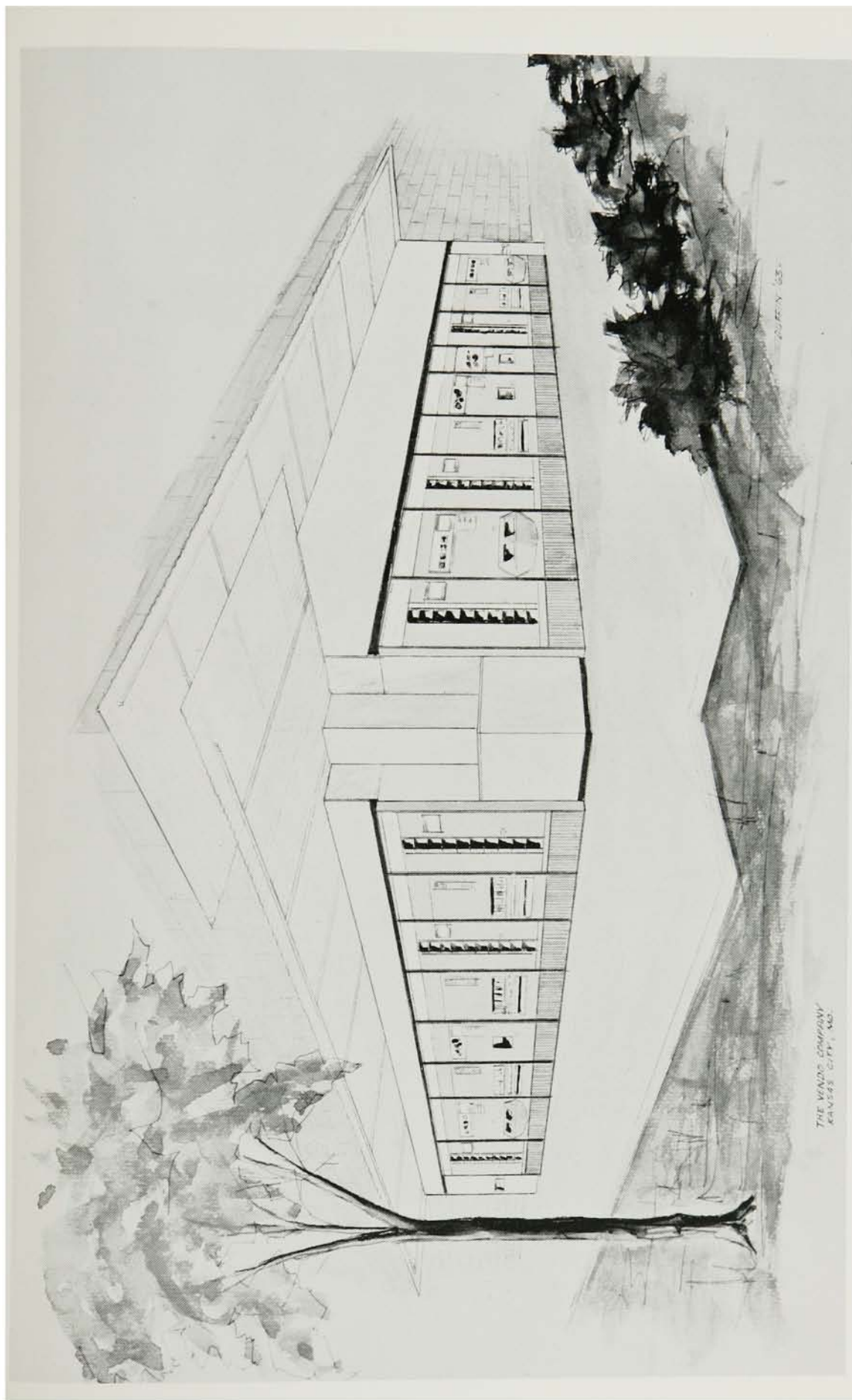




THE VEIDIC COMPANY  
KANSAS CITY, MO.

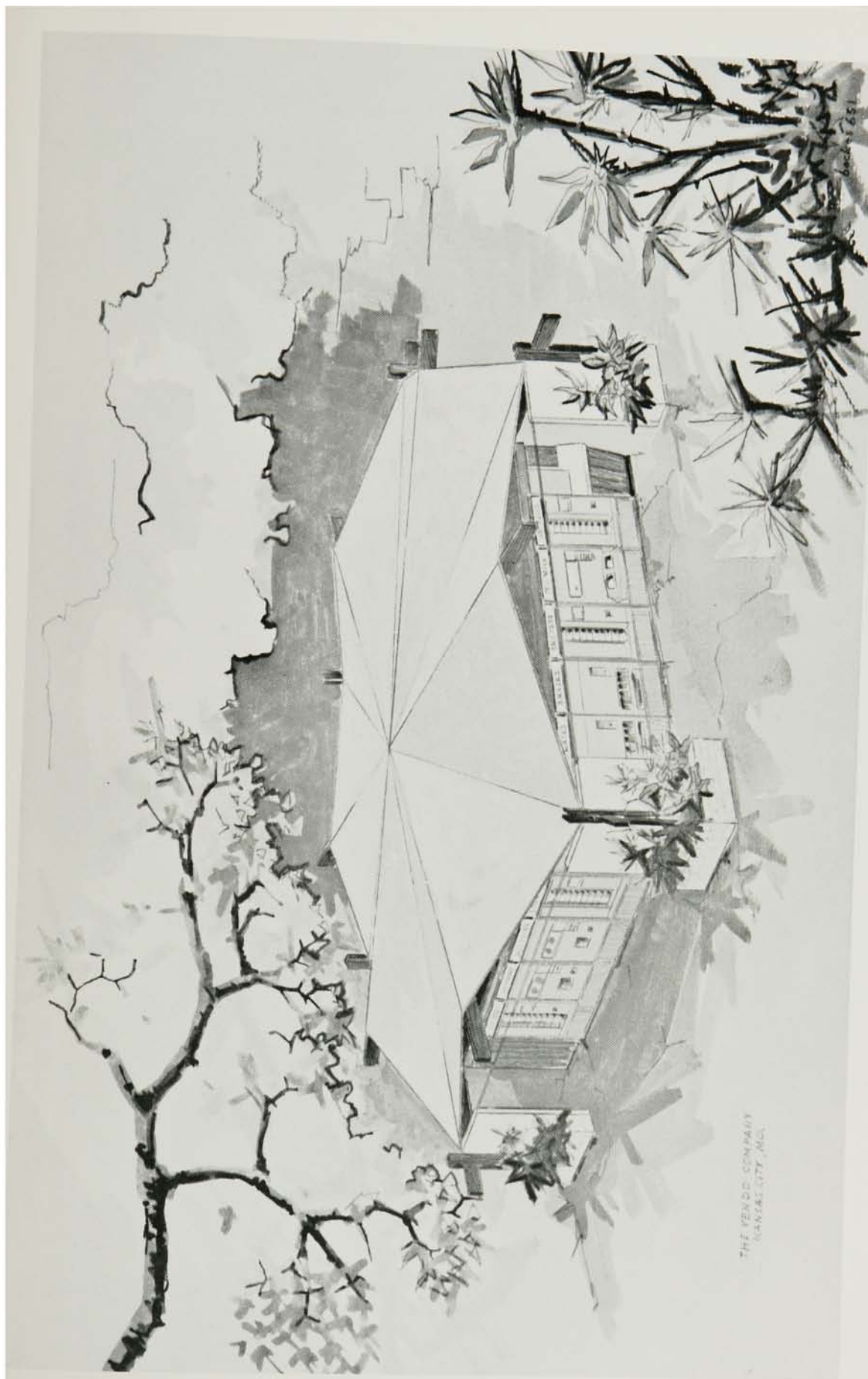
SUNNY HILLS HIGH & LOWELL HIGH SCHOOLS

FULLERTON UNION HIGH SCHOOL DISTRICT, FULLERTON, CALIFORNIA



THE VINDIC COMPANY  
KANSAS CITY, MO.

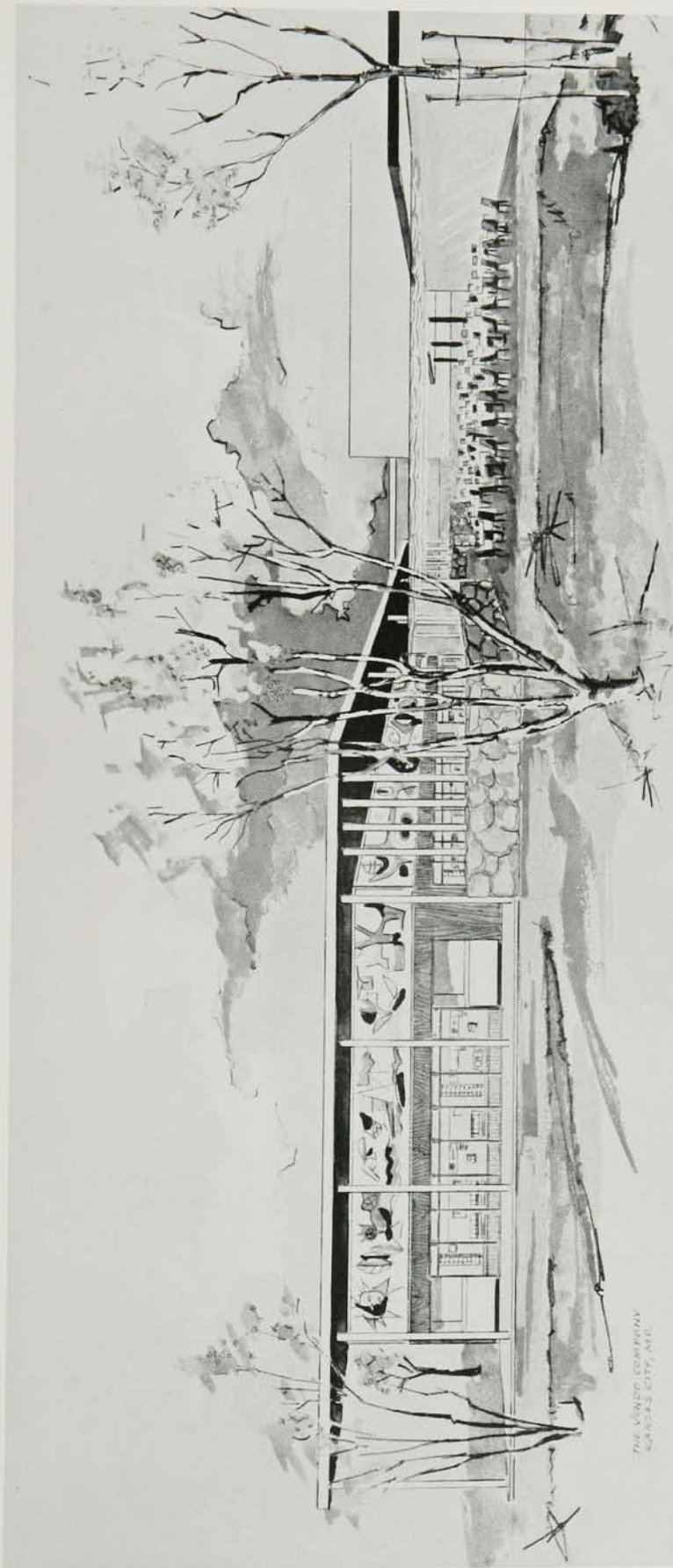
OUTSIDE CORNER DESIGN



BASIC KIOSK LAYOUT, CIRCULAR AND HEXAGON

THE YENCO COMPANY  
KANSAS CITY, MO.

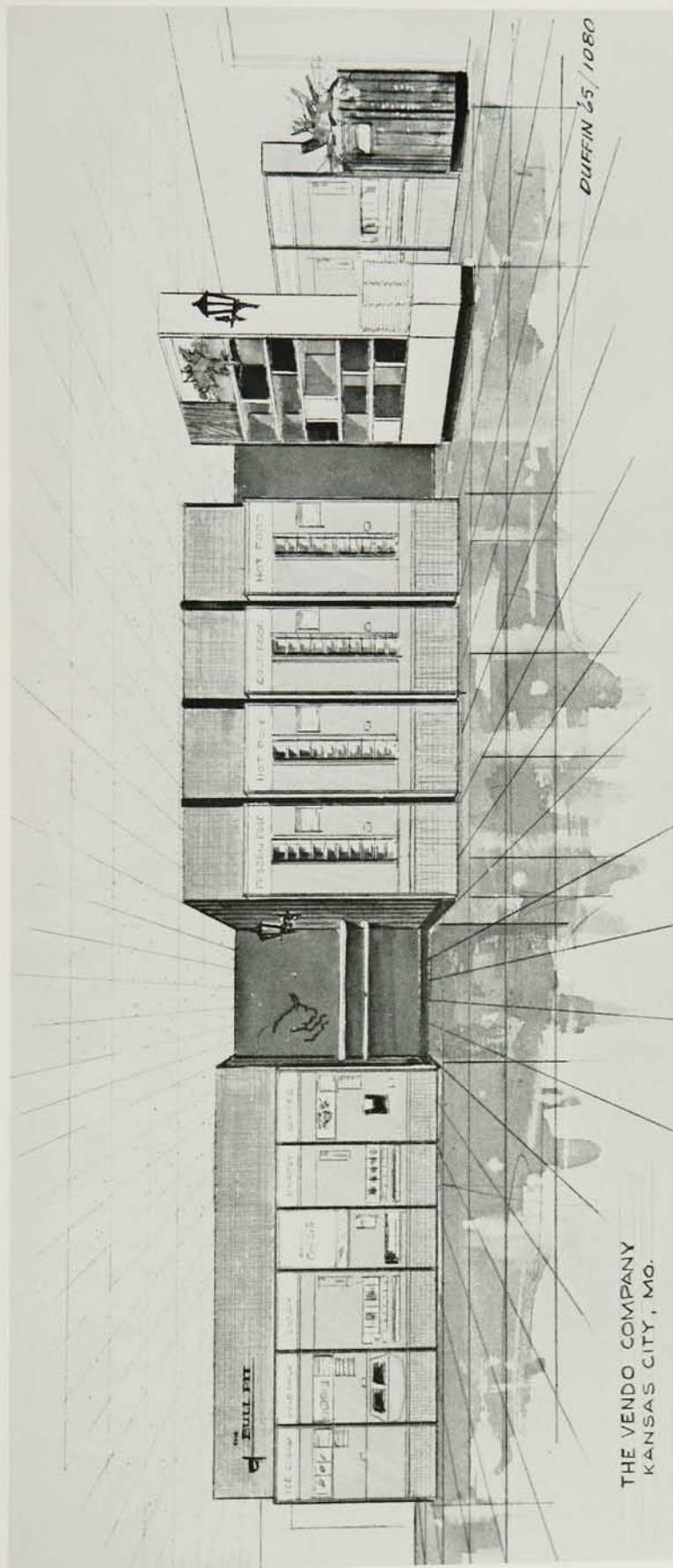




AUTOMATIC SNACK BAR

BUENA PARK HIGH SCHOOL, BUENA PARK, CALIFORNIA

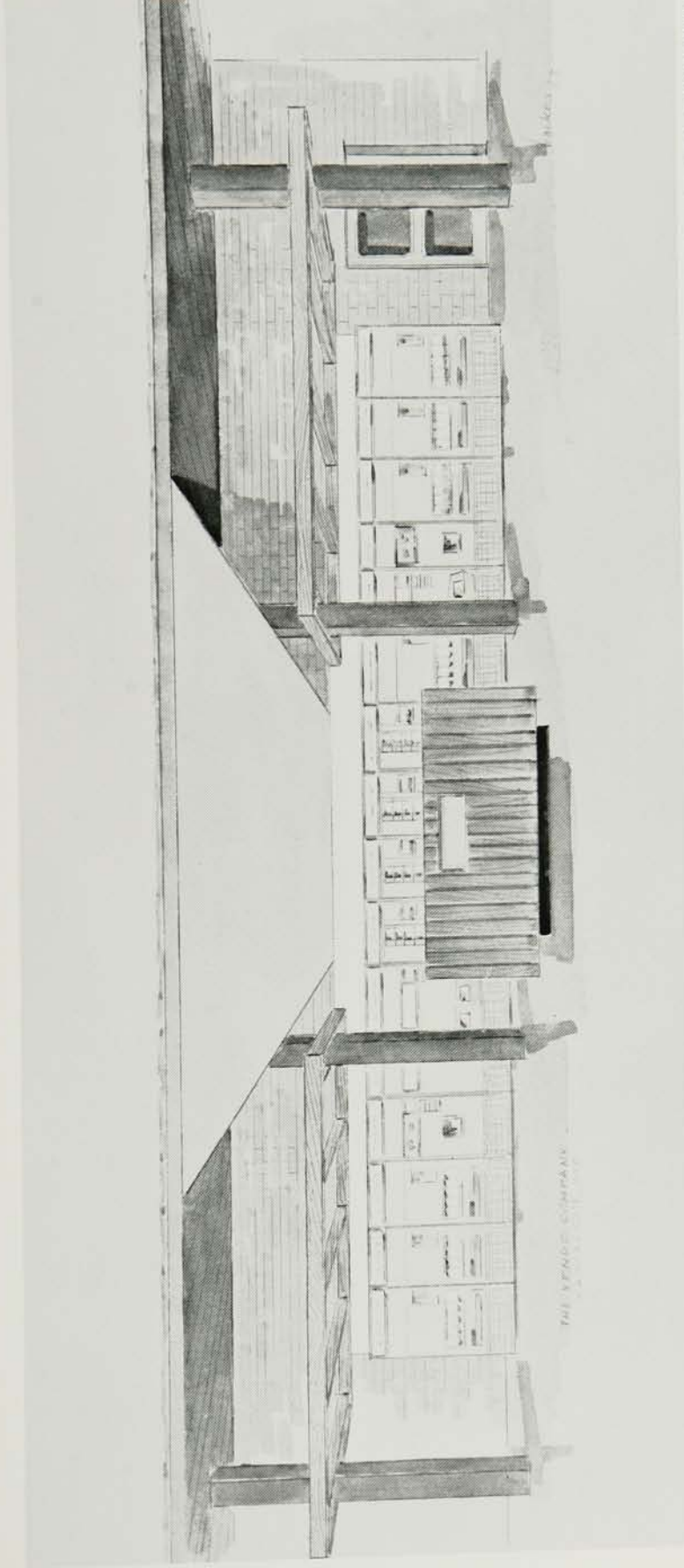




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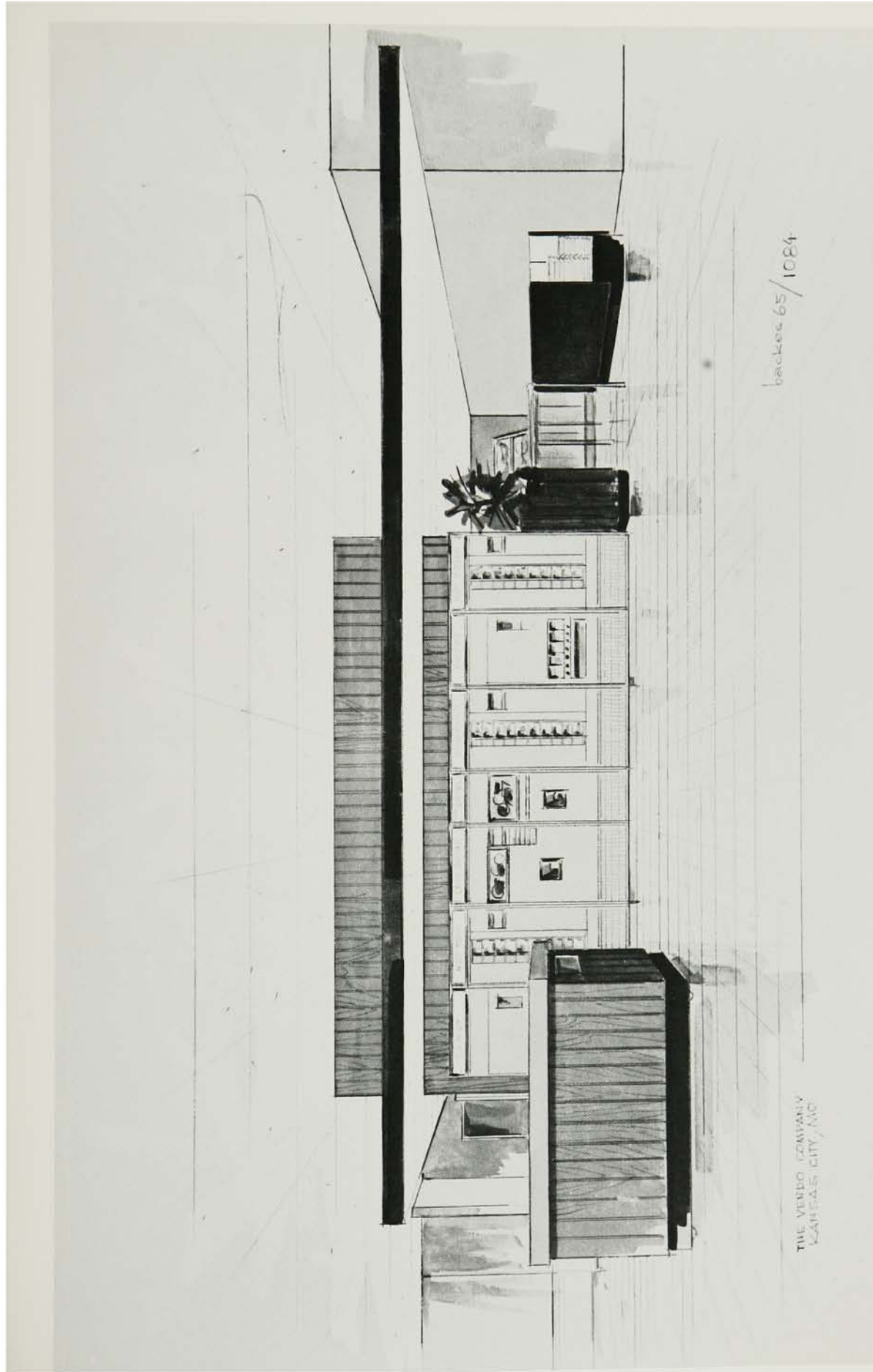
STUDENT CENTER—AUTOMATIC CAFETERIA

ARIZONA WESTERN COLLEGE



PACIFIC GROVE HIGH SCHOOL, PACIFIC GROVE, CALIFORNIA

ALLIED VENDING, CARMEL, CALIFORNIA



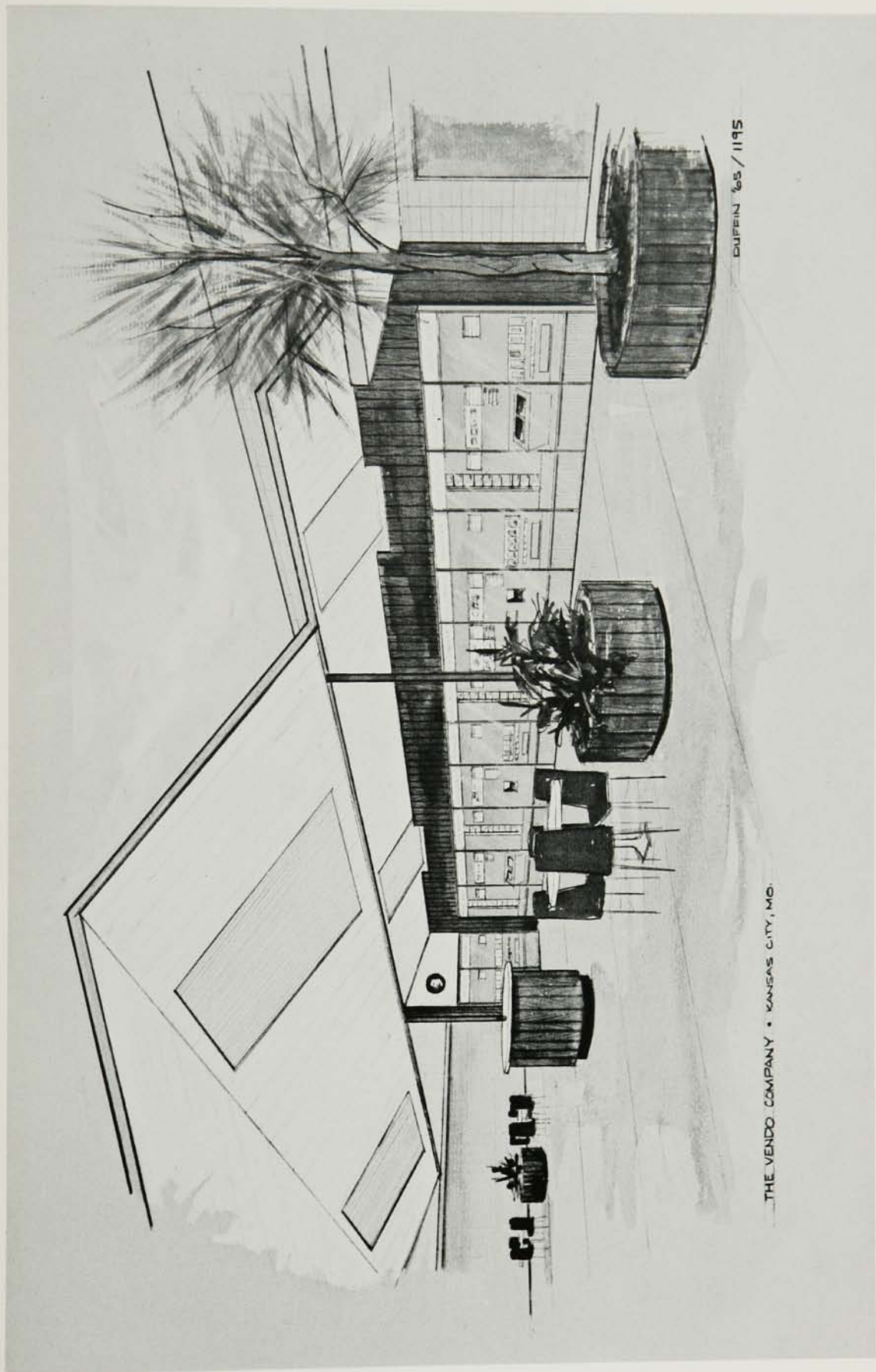
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THE VENDO COMPANY  
KANSAS CITY, MO

VENDING INSTALLATION

SALT LAKE TRADE TECHNICAL INSTITUTE, SALT LAKE CITY, UTAH

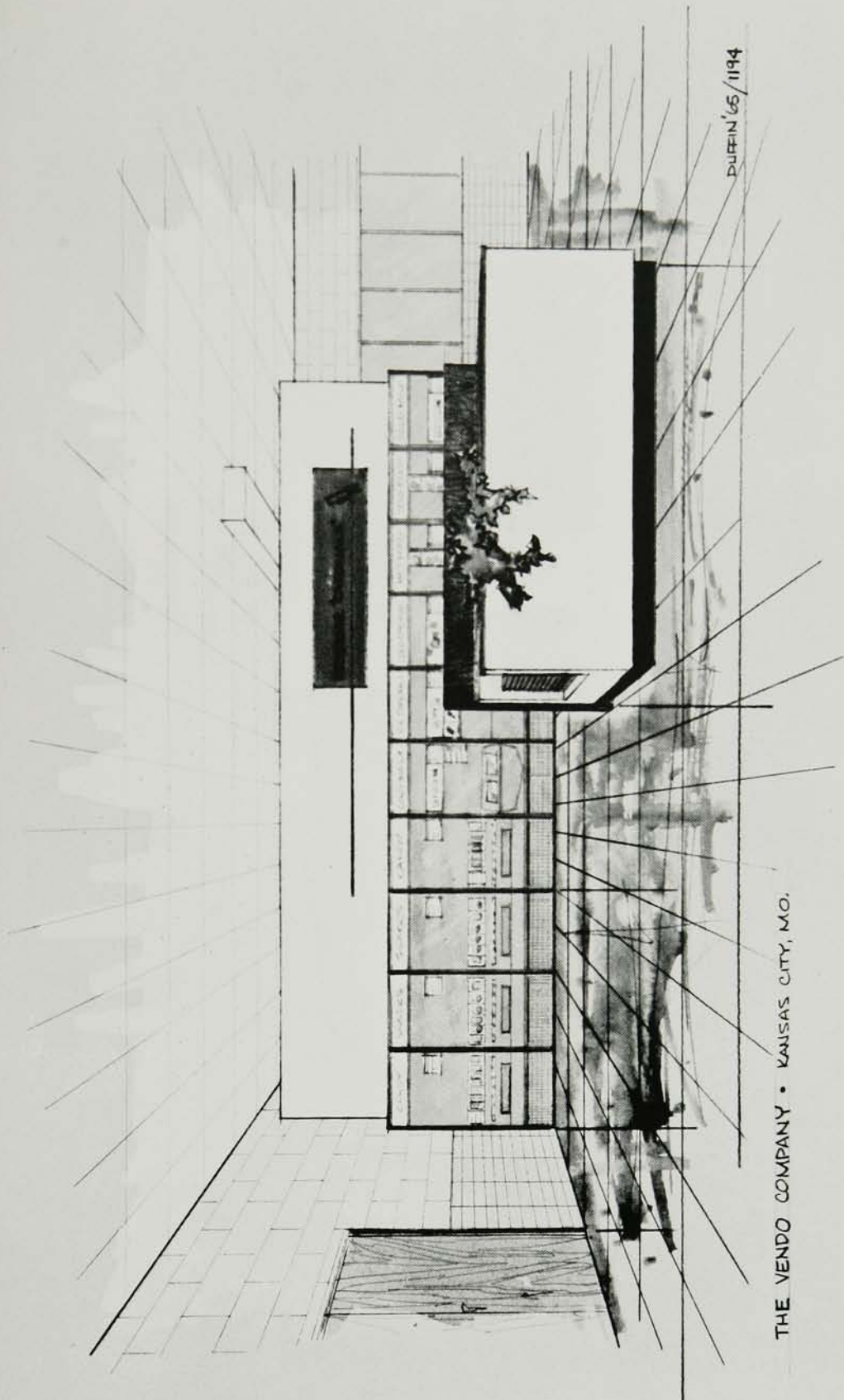




THE VENDO COMPANY • KANSAS CITY, MO.

WARRIOR HUT

SOUTH SAN FRANCISCO HIGH SCHOOL



DUFFIN '65/1194

THE VENDO COMPANY • KANSAS CITY, MO.

COCA-COLA BOTTLING CO., AKRON, OHIO

KENMORE HIGH SCHOOL



# THE A·R·A SERVICE BULLETIN





# THE A·R·A SERVICE BULLETIN

*volume twenty-six, number three*

Established 1938 as Slater Bulletin. Published by Automatic Retailers of America, Inc. Edited by Arthur H. Higbie.

## PREFACE:

To serve more effectively the diversified requirements of its many clients and customers, ARA has three operating groups: ARA Business and Industry Services, ARA Slater School and College Services and ARA Hospital Food Management.

This *ARA Bulletin* issue highlights many features of ARA Business and Industry Services, shows in action the principles and procedures that have been developed over the years to better meet client goals and better satisfy more customers.

Today in 41 states, the Business and Industry group operates more than 400 manual food service accounts and thousands of automatic food and beverage services.

Included in the manual or personal service operations are cafeterias, executive and other service dining rooms, and catering for special client events. The automatic vending operations range from coffee and other refreshment vending to completely automated dining services. And the broad range of ARA's research and experience make it a leader in planning and successfully operating combined manual-vend units.

In addition to serving business and industry, the ARA group provides food and beverage services for a growing number of U. S. post offices, federal buildings, naval and military installations.

Staffed with the vending specialists of the company, ARA Business and Industry Services also handles the school, college and hospital vending for the other two operating groups.

## CONTENTS:

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- 14 SERVING HOSPITALS AUTOMATICALLY, AROUND-THE-CLOCK

## COVER:

Since many of the articles in this issue describe ARA manual or personal food service operations, we wanted a distinctive cover photograph to illustrate the ingredients of this important part of our business.

Philadelphia photographer Seymour Mednick was given the task, visited ARA headquarters, talked to test kitchen dietitians and menu specialists, watched the ARA computer center, admired the creative output of the ARA Facilities Planning section. At ARA cafeterias he saw purchasing skill and culinary arts at work. (An ARA sandwich is an award-winning one in the National Restaurant Association's yearly contest.)

Then he composed this painting in photography, using objects to show the interrelationship of ARA quality food and service, research, computer accounting and environmental engineering. We believe he has done a faithful job in interpreting ARA's concepts of service.



Automatic Retailers of America, Inc.  
2503 Lombard Street  
Philadelphia, Pennsylvania 19146

## KEEPING PACE WITH XEROX

Through its sponsorship of outstanding TV documentaries—*The Making of the President 1960*, *The Moscow Kremlin*, *Let My people Go* and a series of 90-minute programs on the United Nations, the Xerox Corporation has become widely known to the American public as one of the nation's outstanding growth companies.

Xerox Corporation produces graphic communications equipment and through its subsidiaries is now in aerospace and education. Hundreds of businesses use Xerox copiers and printers. LDX (Long Distance Xerography), through which copies of original documents can be transmitted from one building to another in a plant complex, or from New York to San Francisco, is one of the communication marvels of our time.

Xerox has had and continues to experience steady and rapid growth in plant and employees. In 1964 Xerox employment rose 43% with an increase

in population at the Webster site alone of more than 1,100 people. Last year at its industrial complex in Webster, N. Y. (just outside of Rochester), where ARA service for Xerox is centered, it opened and dedicated a new research and engineering laboratory and began construction of other new facilities.

ARA began serving Xerox in 1949, when it was still The Haloid Company. This first service was coffee vending furnished at Xerox locations in Rochester by the group now known as ARA Service of Rochester. As the years went by this Rochester service was expanded to provide more extensive refreshment vending and then full-line food vending.

In 1958 the Technical Services staff at ARA Corporate Headquarters began working with Xerox architects in planning food facilities for the Webster site. The next year ARA opened its first service at Webster, a full-line vending

operation in the Research and Engineering Administration Building.

As the Webster industrial complex grew, with new buildings being added and employment spiraling upward, additional food services were planned and installed. ARA interior designers and facilities analysts, at Corporate Headquarters and in the Western New York Regional Office, worked closely with Xerox to develop dining programs to meet the growing food service requirements.

When the new Machine Manufacturing building was opened in 1962, ARA first provided a manual-vending service for this location. Then as the building population increased, it transformed the service into a double-line cafeteria operation.

Today the cafeteria with its beautiful decor and handsomely draped picture windows seats 312 employees. A complete meal service with a variety of



Lunchtime in double-line cafeteria at Machine Manufacturing Division. Above: Diners select salads, desserts and platters as they pass through hot food line. Left: Section of attractive dining room with second counter line in background. Grill for hot sandwiches is at left.



steam table selections is offered at one counter. Featured at the adjoining counter are made-to-order sandwiches and grilled specialties as well as salads and desserts.

As Xerox continued to grow eastern and southern additions were built to the Machine Manufacturing Division. Just this year, to more adequately serve

the now greater number of people employed at the division, ARA installed and opened a manual-vending dining room to supplement the cafeteria service. The new dining room provides a convenient service for those working at a distance from the cafeteria and also a second shift service for the entire division.

The manual counter, which offers hot soup, tempting hot platters and grilled items, is open at noontime and for the second shift meal. A bank of 12 vending machines provide continuous service for mealtimes and assigned break periods. Three microwave ovens are available for quick heating of sandwiches and casseroles dispensed from two cold buffet vending units.

In addition to the cafeteria and the manual-vending operation, ARA is furnishing four refreshment vending services for the Machine Manufacturing Division. In the Research and Engineering Administration Building, where ARA began its service at Webster, it now provides full-line vending at two locations and also a refreshment vending service.

Both full-line and refreshment vending services have been installed in the Service building and in the newly opened research and engineering laboratory. Additional refreshment vending is being furnished at two other locations in the expanding complex. Three vending food services are still being operated at Xerox locations in Rochester.

However, Xerox is still growing and ARA plans to keep pace with the company's constantly increasing dining needs. ARA headquarters and regional people are presently working with Xerox on plans for a cafeteria for the Research and Engineering building and for increased kitchen facilities for the Machine Manufacturing cafeteria.



1



2

1 Newest ARA installation at the Webster site is this manual-vending dining room in Machine Manufacturing Division. Photograph, taken towards end of midday lunch period, shows the 12 vending units. Manual counter for serving hot foods adjoins vending bank at left.

2 An early morning coffee break in the Research and Engineering Administration building. The attractive vending dining room was ARA's first service location to be opened at Webster site.



# XEROX PRAISE FOR GOURMET BUFFETS

## DEDICATION DINNER

Leaders in the fields of science and government, educators and press representatives enjoyed a colorful ARA buffet at the dedication of Xerox Corporation's new research and engineering laboratory in Webster.

More than 300 guests dined in the Machine Manufacturing cafeteria, which was ingeniously transformed into a banquet hall by curtaining off the counter area. A long buffet table, with an ice carving for a centerpiece, was laden with decorated and fancy food.

ARA chefs aided diners in filling their plates with such delicacies as steamboat roast of beef, turkey, hickory smoked ham, shrimp, artichokes and cherry tomatoes, devilled egg mold with caviar or smoked salmon topping.

Waitresses served the guests with beverages, rolls and butter, and a dessert of orange sherbet with creme de menthe.

The dedication dinner was planned by David S. Raub, Xerox assistant vice president of special personnel services, who worked with ARA district manager Roy Combs, Jr., and Chef Walter Deuschle, one of ARA's specialists in gourmet buffets.

## SHAREHOLDERS SERVED

When more than 3,500 shareholders flocked to Webster, N. Y., to attend the annual stockholders' meeting of Xerox Corporation, Xerox held a luncheon for them and ARA furnished the buffet-style service.

To accommodate the large group, four tents—two for service kitchens and two for dining—were pitched on a parking lot at the Xerox industrial complex. Electricity, water lines and telephones were installed, and two walk-in refrigerators as well as a refrigerated tractor trailer were brought on location.

A 40-foot culinary display, the artistry of ARA chefs, and four buffet serving lines were set up in each of the

huge tents. The food was prepared at ARA's Rochester commissary and transported to the Webster site. Service supervisors used 'walkie-talkies' to coordinate the activities of the 250 ARA people working in the four tents.

Approximately 18 guests per minute passed through each of the eight buffet lines, so that all 3,500 were served in less than 15 minutes. Diners were seated by hosts and hostesses and were

served beverages and French pastry by waitresses and busboys.

Following the event, F. James Carr, manager of community relations for Xerox Corporation, wrote Roy Combs, Jr., ARA district manager, "I will be happy to recommend your organization to anyone at any time as one of the finest service organizations with which we have ever had the pleasure of working."



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1 One of the two huge tents in which 3,500 Xerox shareholders were served at annual meeting in Webster, N. Y.

2 ARA Chef, Walter Deuschle, previews examples of his European-acquired culinary art skills to David Raub, Xerox assistant vice president, and Orlando Francione (right), ARA regional general manager.

3 ARA chefs and attendants assist Xerox guests as they fill their plates from bountiful spread. Chefs carved steamboat roast of beef to order.



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## ARA'S NEW SPEEDLINE CONCEPT

Flexible, movable and up-to-date in concept are ARA's new compact speedlines. Already in successful operation at a number of locations, these speedlines are meeting a growing client need. They have been specially designed to accommodate large groups of people who have a minimum lunch period and who must all use the same dining facility at one time.

The new speedline concept provides for fast self-service of a full line of packaged food products from portable counter arrangements. The food items served parallel the variety which can be dispensed through automatic vending machines. Included are hot soups, crisp salads, assorted "blue plates", hot and cold sandwiches, desserts and beverages. The foods can be prepared in the client's kitchen or delivered shortly before serving time from an ARA commissary.

While automatic vending has proved invaluable in providing service over an extended period of time—including around-the-clock service—the compact speedline has its advantage where the sale of food and beverages is confined to short meal or snack periods with controlled times of patronage.

The speedline is composed of a series of portable units: a hot food counter, a cold food counter, a beverage stand, a cashier's stand and, if desired, a soup stand. Both single and twin service units are available. The units may be set adjoining to form a continuous

single line or they may be placed in a "scatter" arrangement.

Two types of units are presently being used: mobile and stationary. Either can be moved whenever desired. The mobile units, of course, have wheels, while the stationary type can be easily raised and transported with the aid of a fork-lift truck.

Depending on service requirements, the speedline may be used by itself or it may be complemented with automatic vending equipment. The units may also be used to supplement regular cafeteria service where heavy patronage overloads the main line for short periods of time.

The compact speedline has many advantages. It is completely self-service. All foods are packaged and ready-to-eat. The service is fast, accommodating eight to ten people a minute. All serviceware is of disposable paper or plastic.

The speedline units can be located anywhere, the only requirement being electrical outlets. The units can be readily moved at any time to conform with changing arrangements of assembly and production lines in large plants. Also since the equipment is movable and its use is flexible, the client's capital investment is protected for a maximum depreciation period.



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1 Mobile speedline components are placed in "scatter" arrangement at Sunny Isle, Inc., Dallas, Texas. Diners can quickly serve themselves from either side of the units before passing the cashier's stand.

2 ARA speedline set up for service at Lockheed Georgia Co., Marietta, Ga. The stationary type units, which serve a particular area of plant, can be moved to a new location with aid of fork-lift truck.



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# EXECUTIVE DINING, ARA STYLE

Tables spread with tastefully selected placemats or draped with spotless linen, place settings correctly arranged to the last detail of dining etiquette, cuisine of the finest excellence and neat, courteous attendants to wait on guests—this is the service that ARA furnishes for executive dining rooms.

How elaborate the menus, how extensive the service or how elegant the dining facilities depends on each client's desires and specifications. ARA executive dining services range from providing simple privacy for executives, with no menu frills, to serving gourmet meals in formal dining quarters.

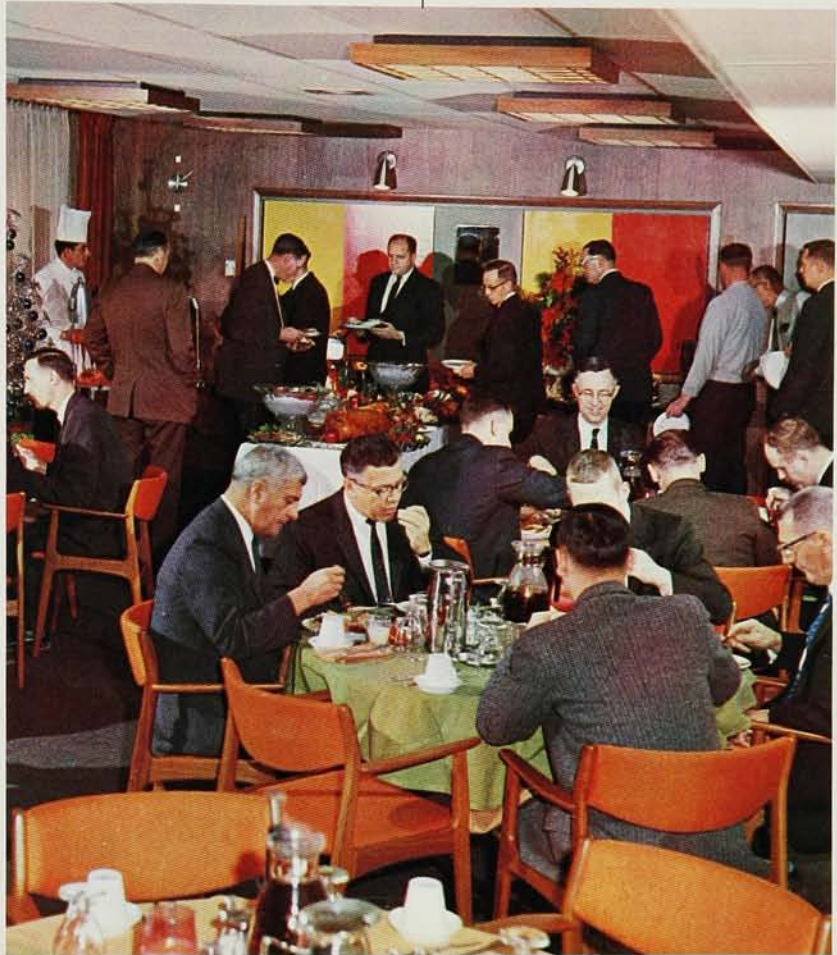
ARA people not only have the professional skill to furnish executive dining service of the highest caliber but also have the creative ability to plan and develop executive dining programs to meet the most exacting client requirements.

For many of the executive dining services now in operation, ARA facilities analysts and interior designers assisted clients in planning the decor and appointments. For all executive dining services, ARA has developed special menu patterns in keeping with client objectives. Through expert supervision of well-trained personnel ARA provides a smooth-running, quality service.

For those planning an executive dining service or desiring to upgrade a present service, ARA is eminently qualified and ready to serve.

1 Buffet lunch is served with a flair of elegance in the executive dining room at Crucible Steel Co., Sanderson-Halcomb Works, Syracuse, N. Y. Buffet service is furnished daily. Menu usually features a carved-to-order roast, a second entree, and includes hot vegetables and choice of attractive salads. Design of room, equipment layout, menu pattern and service were all planned by ARA.

2 Attractive ARA waitress serves fresh-brewed coffee at executive luncheon. The daily quality of meals and service is maintained by expert supervision and motivation of each ARA employee.



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# FOOD IS THEIR BUSINESS

"The finest ingredients", "the highest standards of sanitation" and "exact quality control" are familiar terms to people in the food business. They know what quality food should be, how it should be prepared or processed and how it should be packaged or served. Thus ARA is justifiably proud that its service has been accepted by so many people who are themselves engaged in one aspect or another of the food business.

For more than 15 years ARA has been serving customers who know food. Each year they steadily grow in number as new clients in the food field call on ARA for employee dining programs.

## KITCHENS OF SARA LEE, INC.

When the Kitchens of Sara Lee, Inc., opened its new headquarters in Deerfield, Ill., last year, ARA began serving the people who have built an international reputation with cakes frozen fresh from the oven. The headquarters houses the largest and most modern cake bakery in the world, where skilled operations are supplemented by automatic processing and control.

For the Sara Lee people, ARA is providing both cafeteria and vending services. The cafeteria is open for breakfast, lunch and both morning and afternoon coffee breaks. Two banks of vending machines, one on the main floor and a second on the mezzanine, dispense a variety of food from sandwiches and salads to hot and cold beverages.

For Sara Lee guests, ARA serves coffee and Sara Lee cakes in the Hospitality Room following tours of the bakery

1 Southern Division Headquarters of Food Fair Stores, Inc., Miami, Fla. ARA has been managing food services for Food Fair since 1949.

2 Hunt Center, headquarters of Hunt Food & Industries, Inc., Fullerton, Calif. Here ARA provides streamlined manual-vending service.

This room is also used for special dinners for community and company groups with ARA catering the service. On occasion, service is furnished in an executive dining room for distinguished guests and staff luncheons.

## FOOD FAIR STORES, INC.

It is with particular pride that ARA points to its service for Food Fair Stores, Inc., one of the nation's leading supermarket chains. This year marks the 16th anniversary of ARA service for Food Fair people.

ARA began serving Food Fair at its Philadelphia headquarters in January, 1949. In 1953 Food Fair opened a warehouse in Linden, N. J., to serve its expanding market in the North Jersey-Metropolitan New York area and ARA began a second service for the company. In 1956 Food Fair established its Southern Division headquarters in Miami, Fla.,

and ARA was again called upon to manage the food service.

Dining is cafeteria style at all three locations. ARA not only opened each of the cafeterias, as well as a fourth one when Food Fair moved its Philadelphia headquarters, but through its Technical Services Department assisted Food Fair with the planning of the dining facilities.

## HUNT FOODS AND INDUSTRIES, INC.

In almost any area of the country there will be found food people who are being served by ARA. In California ARA operates the dining program for Hunt Foods and Industries, Inc., which is believed to be the largest processor, packager and distributor of tomato products in the world. At Hunt Center, the company's modern new corporate headquarters in Fullerton, ARA is providing a combination manual and vending service patterned to client needs.



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The Hunt people enjoy their meals in a dining room tastefully decorated in dull gold and muted olive or on an adjoining patio with California type benches and tables. Hot grilled sandwiches, salads, fruits and fresh fruit drinks are served over the counter, while vending machines dispense such items as canned hot stews and casseroles, sandwiches, pastries, ice cream and beverages.

The service requires no kitchen or dishwashing facilities. The vended food is prepared at ARA's commissary in Los Angeles and disposable paperware is used for the manual as well as the vending service. This is truly a streamlined service.

#### WHITMAN DIVISION, PET MILK CO.

An outstanding example of the long acceptance of ARA performance by people in the food field is the service

for the Whitman Division of the Pet Milk Company. ARA has been serving the producers of Whitman's famous "Sampler" and its extensive line of other fine chocolates and candies for over 10 years.

ARA first served Whitman people in November 1954 at the company's plant, then located in downtown Philadelphia. Today ARA is privileged to continue its service at Whitman's modern new establishment in the growing Northeast section of the city.

A full-line cafeteria is being operated for the candymakers. Service in the spacious 500-seat dining room begins with breakfast at 6:30 in the morning. It continues throughout the day at assigned meal and break periods until the end of the second-shift lunch at 8:30. Since everything is freshly cooked for the second service, Whitman people on both shifts enjoy the same tempting menu.

#### A PARTIAL LIST OF FOOD FIRMS SERVED BY ARA

American Sugar Refining Company  
Campbell Soup Company  
Certified Growers of California, Ltd.  
Consolidated Foods Corporation  
Eloise Groves Association  
Food Fair Stores, Inc.  
General Foods Corporation  
Great Atlantic & Pacific Tea Co., Inc.  
Penn Fruit, Inc.  
H. J. Heinz Company  
Hunt Foods & Industries, Inc.  
Kitchens of Sara Lee, Inc.  
Nestle Company, Inc.  
Oscar Mayer & Co.  
Pepsi-Cola Bottling Co.  
Pet Milk Company  
Quaker Oats Company  
Tasty Baking Company  
Schulz & Burch Biscuit Company  
Stokely-Van Camp, Inc.



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3 World headquarters of the Kitchens of Sara Lee, Inc., Deerfield, Ill., the largest and most modern cake bakery in the world. Sara Lee people are served by ARA.

4 Candymakers enjoy ARA meals in a section of the 500-seat dining room at Whitman Division, Pet Milk Company.



4



## REGIONAL ORGANIZATION KEEPS ARA CLOSE TO CLIENTS

To provide effective over-all direction of its many services throughout the nation and to keep ARA close to its clients, ARA operates through regions. Typical of the 14 geographical areas which have been established to better serve Business & Industry customers is the North Central Region.

In this five state area (Michigan, Ohio, Indiana, Kentucky, and West Virginia), ARA people provide food services for 450 clients and refreshment vending services for many more. Full-line cafeterias, many supplemented with executive dining and other manual services, are operated at 41 locations.

The region has five food and refreshment vending divisions: ARA Services of Cincinnati, Dayton, Lexington, Indianapolis, and Detroit. Numerous division branches are operated in other cities to provide complete coverage.

1 Regional Vice Pres. Ted Schwartz reviews service plan proposal with Regional Sales Director Michael Haas (l.).

2 For special buffets served to Ford executives at the Automatic Transmission Plant, the region assigns an executive chef to assist the chef on location.

3 William McCombie (r.), Mgr. of food service at Ford's Automatic Transmission Plant, and Dist. Mgr. Arthur Schneider check out new ice-making machine.

4 Regional Gen'l Mgr. Joseph Simon inspects ARA's new factory vending area at Ford's Michigan Truck Plant.



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5 Mr. Simon and Robert Angevine discuss unusual features of proposed vending service installation with ARA shop supervisor.

6 Mr. Angevine (l.) and Ed Schaffer (r.), of ARA Service of Detroit, and E. L. Fogler, Metro Warehouse Mgr., Montgomery Ward & Co., plan serving public in employee dining room during special sale.

7 Hans Liebscher, Dist. Mgr., and Patrick Hogan, Sales Rep., of ARA Service of Dayton, check manual-vending installation at Kimberly Clark Company.



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The headquarters of the region is in Cincinnati with a sub-office in Detroit. From these locations the regional vice president and the regional operations manager direct the functions of the region. However, they and their staff spend the greater part of their time in the field furthering client relationships.

They talk with client representatives on the acceptance of present services and plan future areas of service. Whenever called upon, they make catering arrangements for special company events.

The regional people confer with both clients and prospective clients on the planning of new food service facilities and the development of dining programs. The Technical Services Department at ARA Headquarters backs up the region with assistance in the actual designing of facilities. However, it is the "close-to-the client" regional people who work out with client representatives the service concepts that will benefit the customers the most.

A routine function of the region, but a highly important one, is to see that all present services run smoothly and that ARA people give top performance. The district managers and regional chefs make periodic checks on all manual food service operations, and the regional operations manager regularly confers with the division general managers on the vending service programs.

To further the performance of ARA people and to insure a reservoir for adequate staffing of all operations, the region conducts training programs. For example, in Detroit, the region sponsored and furnished instructors for a night course for chefs at a local high school. At the present time the region has nine people in on-the-job training for managerial positions. Periodically, the region holds group meetings for manual food service managers and division general managers to review the many facets of good performance and to introduce new service techniques.



## SPECIAL LUNCHES BANISH BOREDOM

Honorable Chinese New Year dinners were served by the "House of ARA" for the dining pleasure of customers at many cafeterias operated by ARA Business & Industry Services. Typical was the gala meal served in Oriental splendor at Crown Cork & Seal Co., Inc., Philadelphia.

A menu of authentic Chinese dishes was prepared for the occasion. The cafeteria counter was colorfully decorated with fish nets, paper flowers and fans. Paper fish, one ten feet long, as well as additional streamers of flowers adorned portions of the dining room. Sparklers were repeatedly lit and prominently placed on the counter during the service. Complimentary chopsticks and fortune cookies were given to all diners.

The dinner was just one of a number of special affairs that are put on by ARA from time to time to provide something different for those who patronize industrial and business cafeterias day after day. Mardi Gras dinners, Hawaiian luaus, Mexican fiestas and Elizabethan dinners have all been served.

None of these are hit-or-miss affairs. Each one is authentic as to menu and decorative details. They are carefully planned by ARA's Food Service Standards Department, with information booklets issued to all cafeteria managers.

These authentic dinners, plus the many festive dinners for holidays and the rapidly growing number of ARA service anniversary celebrations, bring added dining satisfaction to customers and go far to promote goodwill.



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1 Robert Jenkins (in red robe), ARA manager, passes out chopsticks as customers obtain Chinese meals at festively adorned counter.

2 Both customers and ARA people had fun at the special dinner, which provided a pleasant, exciting change from the daily meal service.

3 Jenkins and Supervisor John Fitz-Simmons demonstrate how to manipulate chopsticks.



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# NEW SERVICES BY ARA

Here are a number of the many new accounts opened by ARA within the past year. All of these operations include manual food services, many of which are supplemented with automatic vending installations.

*American Museum of Natural History, New York, N. Y.* ARA is furnishing a dining service for the many daily visitors to the museum.

*U. S. Army Tank-Automotive Center, Center Line, Mich.* For the Detroit Arsenal Post Restaurant, ARA is operating three executive dining rooms, three cafeterias, two mobile units and approximately 100 vending machines.

*Ingalls Shipbuilding Corporation, Pascagoula, Miss.* This service includes an executive dining room, cafeteria, three canteens in the yard with three more planned. There are also a large number of vending machines throughout the yard.

*Inland Manufacturing Division, General Motors Corp., Dayton, Ohio.* Service covers an executive dining room, three cafeterias, a plant snack shop, a 24-hour manual-vending service and vending at numerous locations.

*Linde Company, a division of Union Carbide Corp., Tonawanda, N.Y.* A manual cafeteria is being operated with supplementary vending throughout the plant.

*National Aeronautics Space Administration, George C. Marshall Space Flight Center, Huntsville, Ala.* For the Center, ARA is operating nine cafeterias, three dining rooms, seven snack bars, eight coffee carts, a mobile canteen and a notion shop. More than 7,500 people are being served.

*Quaker Oats Co., St. Joseph, Mo.* Service combines cafeteria with vending bank for full-time service. Cafeteria is operated for morning coffee break and midday lunch. Vending provides service for second and third shifts. ARA is also serving Quaker Oats Co. in Cedar Rapids, Iowa.

*Raytheon Company, Quincy, Mass.* Service is cafeteria style supplemented by refreshment vending in the cafeteria. ARA is also serving Raytheon in Wayland, Mass.

*Republic Aviation Corp., Farmingdale, L. I., N. Y.* Two cafeterias are operated, one serving 3,000 a day, the other 1,000. There are also four mobile units serving 2,000 in the plant, and a daily buffet service for the executive dining room.

*St. Regis Paper Co., Cantonment, Fla.* ARA provides a 24-hour, seven-day-a-week service with two cafeterias and supplementary vending.

*Sargent and Co., New Haven, Conn.* This operation includes an executive dining room, a cafeteria and a vending area. Many special parties are served.

*Sattler's Department Store, Buffalo, N. Y.* At the main store ARA is operating a Vend-Teria for employees, snack bars and the brand new Parasol Room for the public. At the Boulevard Mall Branch a smaller restaurant and snack bars are operated.

*Scott Paper Company, Southern Division, Mobile, Ala.* A three-shift cafeteria service is being furnished. In addition, one to three special luncheons are catered each week. ARA has been serving Scott Paper Company's headquarters, near Philadelphia International Airport, since 1961.

*Spiegel, Inc., Philadelphia, Pa.* Cafeteria service is operated for midday and midnight meals. Bank of vending units in cafeteria provide for coffee break services. There is also refreshment vending on three other floors of the building and in the warehouse.

*Textile Banking Company, New York, N. Y.* A cafeteria with adjoining executive dining room is being serviced in the New York Life Insurance building.

*U. S. Courthouse and Federal Office Building, Chicago, Ill.* A cafeteria with two dining rooms, one for executives and one for public, is operated. There are also two vending areas.

*Yale & Towne Manufacturing Co., Philadelphia, Pa.* An office cafeteria is being operated with a three-shift wagon service for the plant.

*Singer Company, Tindene Plant, Somerville, N. J.* A manual-vending service is being furnished. Hot entrees, prepared on the premises, are served over the counter during the midday lunch period. Vending machines are in operation around the clock.

*Camelback Ski Area; Tannersville, Pa.* At this sports resort, ARA operates two deluxe snack bars, a refreshment lounge and caters special parties.

*U. S. Post Office, Omaha, Neb.* Two vending dining rooms are being operated with two supplementary banks of machines in other areas.



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1 Vend-Teria at Singer Company, Somerville, N. J. Hot food is served over counter in center of vending bank.

2 All set for noon service in beautifully designed dining room at Textile Banking Company, New York.



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## ARA ECONOMY FOR HIGH SCHOOLS



Automatic vending is rapidly coming to the fore in solving the high school lunch problem. High schools require a single midday meal, one that can be quickly served and preferably one that includes hot food. ARA vending is proving the economical way to serve the meal and at the same time save the school an expensive outlay for counter and kitchen facilities. And students like vending. Machine-age minded, they have fun obtaining their food automatically.

At Cardinal Gibbons High School, Baltimore, boys obtain complete meals from four-sided vending installation in center of large dining hall. Machines and paneling completely enclose service area

where soups, hot sandwiches and short orders are prepared, then served from heated machines. Some 650 students are served during three lunch periods. Operation is staffed by a cook and a vending hostess.

Across town at Mercy High School, where more than 1,150 girls dine during two lunch periods, vending service is designed to supplement lunches brought from home. Machines, set up in attractive area off dining room, offer canned hot soups and foods as well as such items as pastries, ice cream, milk and potato chips. Vending at both high schools was planned and installed by ARA when the schools were built.

## SERVING HOSPITALS AUTOMATICALLY AROUND-THE-CLOCK

### GOOD SAMARITAN HOSPITAL

For Good Samaritan Hospital in Cincinnati, ARA has developed a coordinated vending program as a means of improving the hospital's dining and snack service for its employees.

Replacing miscellaneous limited vending, which the hospital had been using in conjunction with its cafeteria and coffee shop, ARA first installed a complete automatic dining service, specially designed to fit an available corner in the hospital's basement. It met with immediate approval of Good Samaritan people.

Following the acceptance of this first service, ARA then studied the cafeteria. The result was the replacement of one line of the previous double-line counter with an enclosed automatic vending dining area.

This vending area, with color schemes blending with existing decor, parallels the cafeteria counter. Diners using the vending facilities pass out into the cafeteria where there is a conveniently placed condiment stand and a microwave oven for heating vended food.

The dining and snack service provided by ARA supplements the hospital operated facilities: a cafeteria serving three meals a day and a Coffee Shop. Service is furnished around the clock. An ARA hostess is in attendance during busy hours. The vended food is prepared at the ARA commissary in Cincinnati.

### UNION MEMORIAL HOSPITAL

Outstandingly unique in decor is the automatic vending snack room at Union Memorial Hospital in Baltimore.



Planned, opened and serviced by ARA, the room has become a popular refreshment center for hospital staff members and visitors.

An early American motif was used in the design of the room. White colonial grillwork sets off the entrance. Black-surfaced vending units are recessed in grained laminated plastic paneling. Captain's chairs, 11 white-topped matching tables, and colonial chandeliers give old-fashioned warmth to the facility.

In addition to the usual refreshment items, the vending bank includes a hot canned food unit and a cold buffet. Across the room, on a condiment stand attractively designed in keeping with the rest of the decor, is a microwave oven for heating sandwiches. The room is open around the clock with two ARA hostesses dividing their time so as to cover the service during the busiest 12 hours of each day.

In addition to the early American room, ARA has banks of vending machines on the second and third floors of the hospital, in the doctors' quarters and the nurses' home.

1 Attractive vending dining area that parallels cafeteria at Good Samaritan Hospital, Cincinnati. Windows open onto hospital corridor, back wall divides vending room from cafeteria.

2 Enjoying a snack in the early American vending room at Union Memorial Hospital, Baltimore. Planned and operated by ARA, the service is popular with both hospital people and visitors.



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## STEPS TO SATISFACTION

Each ARA client takes three interrelated steps to obtain a modern, custom-designed service program that will both satisfy management objectives and please more people.

First, ARA specialists make a complete survey of existing services, facilities and operating costs.

Next, a well-documented proposal is submitted that focuses ARA's local service and corporate capabilities on solving many problems.

After mutual review and approval, well-trained ARA personnel skillfully implement the program improving service, controlling costs, building progress into every daily effort.



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