

# The transformation of Norda

The origin of Norda, like that of many other companies in the flavor and fragrance industry, was a founder immigrant, Hermann J. Kohl, who came to the United States from Germany. He gained his experience and knowledge in the industry with Morana Inc., one of the earliest chemical firms in this industry, and left in 1924 to found Norda Essential Oil and Chemical Company.

The original Norda organization was a trader and dealer in essential oils and aroma chemicals. However, Norda early started compounding flavors and fragrances, with a strong position in flavors developing during the 1930s.

The company's next move was into manufacturing of chemicals with a small plant in East

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Norda's offices, laboratories, and chemical manufacturing facilities in England.

Hanover, New Jersey, in 1941, followed by an essential oils processing plant in Boonton, New Jersey, in 1942, processing essential oils for their isolates.

The company consolidated and grew during the 1950s and 1960s as an aggressive competitor in chemicals, flavors and fragrances. The acquisition of several small trading and compounding companies helped Norda's growth during this period.

The most important development in Norda's position in chemicals was the acquisition of Orbis Products Company in 1948. The Orbis plant in Newark is the cornerstone of the company's aroma chemicals operation. However, the fastest growing supplier of Norda aroma chemicals is the factory in Mexico, employing over 200 people and exporting a great majority of its aroma chemical production to the worldwide

flavor and fragrance industry.

An important transition in the growth of Norda took place in the last 10 years as the organization moved from domination by one man and his personal supervision of all activities, to a more structured and professional organization.

This change became evident in the area originally neglected by Norda, the development of

its international business. At the time when other companies were concentrating on expansion in Europe, Norda developed a strong position in the Western Hemisphere. This included manufacturing operations in Canada, Mexico, Peru, Argentina, and Brazil, with extensive sales coverage in the other countries.

Although fragrances have been an important part of the Norda organization for many years, a particularly strong thrust into fine fragrances has been made in the last two years. More than any other activity, this development signals the completion of a well rounded flavor/fragrance organization. With the reorganization of the Fragrance Division and the addition of over 30 highly qualified people in a variety of technical specialties, Norda can now field a team of fragrance experts that can compete at any level of the fragrance industry.

Another important change, although it is subtle in its effect, has been the re-structuring of this privately owned company into a professionally operated and profit oriented organization. During this transition, a singular achievement of

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Norda has extensive manufacturing facilities in Mexico. Shown are an acetaldehyde storage tank, a liquid nitrogen tank, and several phenyl ethyl alcohol storage tanks in the background.

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Offices, compounding facilities and aroma chemical manufacturing at the Norda facilities in Toronto, Canada.

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the Norda organization has been the melding in a very effective way of members of the organization who have been with the company for most of their business careers, with new additions to the staff. The result is a stability that has kept Norda's growth on a steady path. At a recent retirement dinner, 14 employees represented 435 years of service in the Norda organization. This stability in a rapidly growing organization is priceless.

A great deal of credit must go to the members of Dr. Kohl's family, many in active management of Norda, who have invested major resources of Norda into this pattern of growth and organization.

The transformation of Norda is nearly complete, and it is now poised to challenge the very largest international leaders in the flavor and fragrance industry.

# The Norda Team

Company management is headed by Edward E. Benedict, Chairman of the Board and Chief Executive Officer. Louis J. Amaducci is President, Howard R. Ford is Executive Vice President and John M. Colyer, Jr. is Senior Vice President. The international activities are headed by Andrew C. Miga, Vice President and Director of International Operations.

E. E. Benedict

L. J. Amaducci

H. R. Ford

J. M. Colyer, Jr.

A. C. Miga

The Aromatics Division is headed by Dr. Saul Chodroff, Vice President, and by Robert B. Magnus, Jr., Vice President-Commodities and Aromatics. Casper T. Palagonia is Vice President-Aromatic Sales and Philip Thomsen is Director of Chemicals-Marketing.

The Fragrance Division is headed by Luis de A. Christie who is Corporate Vice President and Chief Executive Officer of the Fragrance Division. Vincent Marsello is Vice President and Director of Creative Perfumery. Grace Brady is Director of Fragrance Marketing and Edward J. Shuster is Consulting Perfumer. John Webb directs fragrance sales to the world's soap and detergent industry.

S. Chodroff

R. B. Magnus

L. A. Christie

V. Marsello

C. T. Palagonia

P. Thomsen

G. Brady

E. J. Shuster

J. Webb

The Flavor Division is headed by Robert Amaducci, Corporate Vice President and General Manager, with John F. Galluzzi who is Vice President-Director of Technical Services of the Flavor Division, and Albert V. Saldarini, Director of Research and Development.

The scientific activities of Norda are headed by Dr. Robert J. Laufer, Corporate Director of Research and Development. The concern for the safety of flavors and fragrances is under the direction of Dr. Thomas H. F. Smith, Corporate Director of Product Integrity.

R. Amaducci

J. F. Galluzzi

A. V. Saldarini

R. J. Laufer

T. H. F. Smith