



# THE FOOD DEALER

*"The Magazine for the Michigan Grocery and Beverage Market"*

**SPRING, 1982**

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# THE FOOD DEALER

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## Are You Ready For "Milk Bricks"?

Imagine this. A customer walks into your market to pick up a quart of milk. He ignores the dairy cooler, walks down the aisle and takes his milk off a shelf next to the bread rack.

Then he'll take it home and leave it in the cupboard — for a month!

Although such a scene is not likely to unfold tomorrow, market specialists say that it is just a matter of time before U.S. consumers will have the option of buying warm milk and storing it until it is needed.

Mary Zehner, a consumer market specialist with the Michigan State University Cooperative Extension Service, said that milk "bricks" as they are called in Canada, are creeping their way into the United States.

Despite the name, the milk is in liquid form when sold.

The bricks are made possible by a process of pasteurizing the milk at 290 degrees — twice the temperature used in the normal process.

The milk is then sealed in a sturdy seven-layer airtight container.

BECAUSE it is bacteria-free and protected from the air in the special package, the milk can be stored with no refrigeration for up to six months. Then, all consumers need do is put it in the refrigerator when they are ready to use it.

Although the bricks already are in use in 50 countries, the product has not become popular in the U.S. where refrigeration has long been available. American shoppers also have had difficulty accepting the idea of long-lasting milk.

Associated Food Dealers of Michigan and The Food Dealer magazine are affiliated with and have a good working relationship with the following professional organizations: Food Marketing Institute; U.S. Chamber of Commerce; Michigan State Chamber of Commerce; Greater Detroit Chamber of Commerce; American Society of Association Executives; Association of Executives of Michigan; Association Executives of Metro Detroit; The White House Conference On Small Business; The Michigan Conference On Small Business; New Detroit, Inc.; and The Detroit Press Club.

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- ☐ We increased our productivity 10% last year and plan a 9% increase this year.
- ☐ Our administrative expenses to process 55 million claims, answer 3.8 million inquiries, and conduct a \$3.2 billion a year business are only 5.7%, far lower than any commercial carrier.

Much more needs to be done, and escalating costs are everyone's responsibility — hospitals, physicians, providers of service and, yes, even the patient. If we all work together to hold down costs, the bottom line will be greater value for your health care dollar.

**It's good to belong.**





# Here Are Some Hints For A Better Produce Department

You're well on your way to becoming a produce expert if you know . . .

THAT grapes must be matured before harvesting because they do all their ripening on the vine.

THAT green bananas are very sensitive to bruising and when ripe can show bruise discoloration even with normal handling.

THAT dry garlic has a storage life of over 6 months at 32 degrees.

THAT to avoid chilling injury — melons such as cantaloupes, persian honeydews and casabas should be stored at temperatures of 45-50 degrees.

THAT the best norms for all retail cooler storage are 37 degrees F. with 90 degrees humidity.

THAT fresh corn loses 50 percent of its sugar at 70 degrees in 24 hours.

THAT tests shows that displaying both one and two pound carrots will increase carrot sales.

THAT the weight for a standard carton of lettuce can range from 36 to 45 pounds.

THAT it takes 18-22 months for a pineapple to mature (providing the weather is right).

THAT three items — potatoes, bananas and lettuce approximate 50 percent of the tonnage in produce shipments.

THAT approximately 80 percent of all retail dollar sales are concentrated in 20 items — potatoes, bananas, apples, oranges, lettuce, tomatoes, celery, grapes, grapefruit, onions, cabbage, cantaloupes, carrots, corn, peaches, lemons, pears, watermelons, berries and plums.

THAT for every 18 degree rise in temperature (over proper storage temperatures) the life of the commodity is cut in half.

THAT excessive light turns potatoes green, and that dark storage is best until ready for sale.

THAT by removing the lids on box bananas and releasing accumulate ethylene gas thru ventilation you can delay excessive ripening.

THAT by splitting and loosening high respiratory items (into two containers) like cherries, apricots, corn, green onions, etc. — you can increase the storage life.

THAT pears ripen best at 65-70 degrees.

THAT leafy vegetables can be

freshened faster in room temperature water — rather than with iced water.

Here are some basics for the successful handling of produce. These pointers will be useful to management in the proper training of newcomers to this department.

In dealing with produce, spoilage and shrinkage are the two greatest sources of loss, so the most important essential is "HANDLE WITH CARE."

- Be as gentle as possible with all fresh items from receipt to final sale.
- Be careful in lifting bags off delivery trucks.
- Be careful when taking items to the cooler or back room.
- Be gentle in washing and trimming produce.

Avoid exposing produce to the weather. Merchandise should be taken into the store the moment a delivery arrives. This reduces loss from deterioration of fresh fruits and vegetables which have been held under refrigeration prior to delivery.

Inspect deliveries promptly and note damage, overages, and shortages for adjustment with supplier.

(continued on page 24)



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the Members of  
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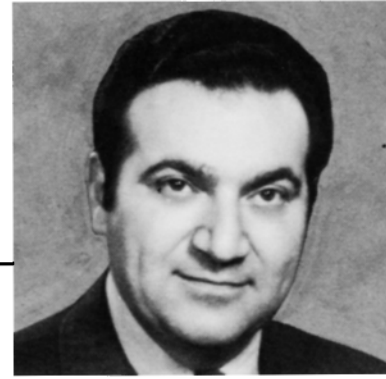
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# Off The Deeb End

**EDWARD DEEB**  
AFC Executive Director



## LABOR AND MANAGEMENT MUST WORK TOGETHER TO CUT COSTS

Tough economic times are causing havoc with Michigan's food distribution industry. In order for companies to survive, labor and management must work together to control costs, which will in turn save hundreds of jobs.

An economic recession hits Michigan hardest due to the heavy dependency we have on the automobile industry. Usually, we are the first to feel a recession, and the last state to get out of one.

Michigan would do well to attract more diversified industries into the state so we would not need to lean so heavily on our auto industry. The success of food industry companies however, will still need to rely on its ability to survive competition, and controlling costs in order to remain profitable.

Recently, Chatham Super Markets filed for reorganization under Chapter 11 of the bankruptcy law. Such food chains as Kroger, A&P and Hamady's have closed or sold many of their unprofitable units. Fred Sanders Company is also operating under Chapter 11, and last year New Era Potato Chips was forced to close its doors because it could not turn a profit. This tells you something about our industry.

Prior to that, Allied Supermarkets filed for Chapter 11, and as a result, it was able to get some concessions from labor which helped turn the Great Scott stores around to where they are healthier. The chain today has worked its way successfully out of Chapter 11.

It's no secret that most area chains are losing money, and that for years, if they were lucky, their profits were averaging less than one-half of one percent of sales. A sad commentary on our industry indeed, while other industries have been able to average six or seven percent net profits.

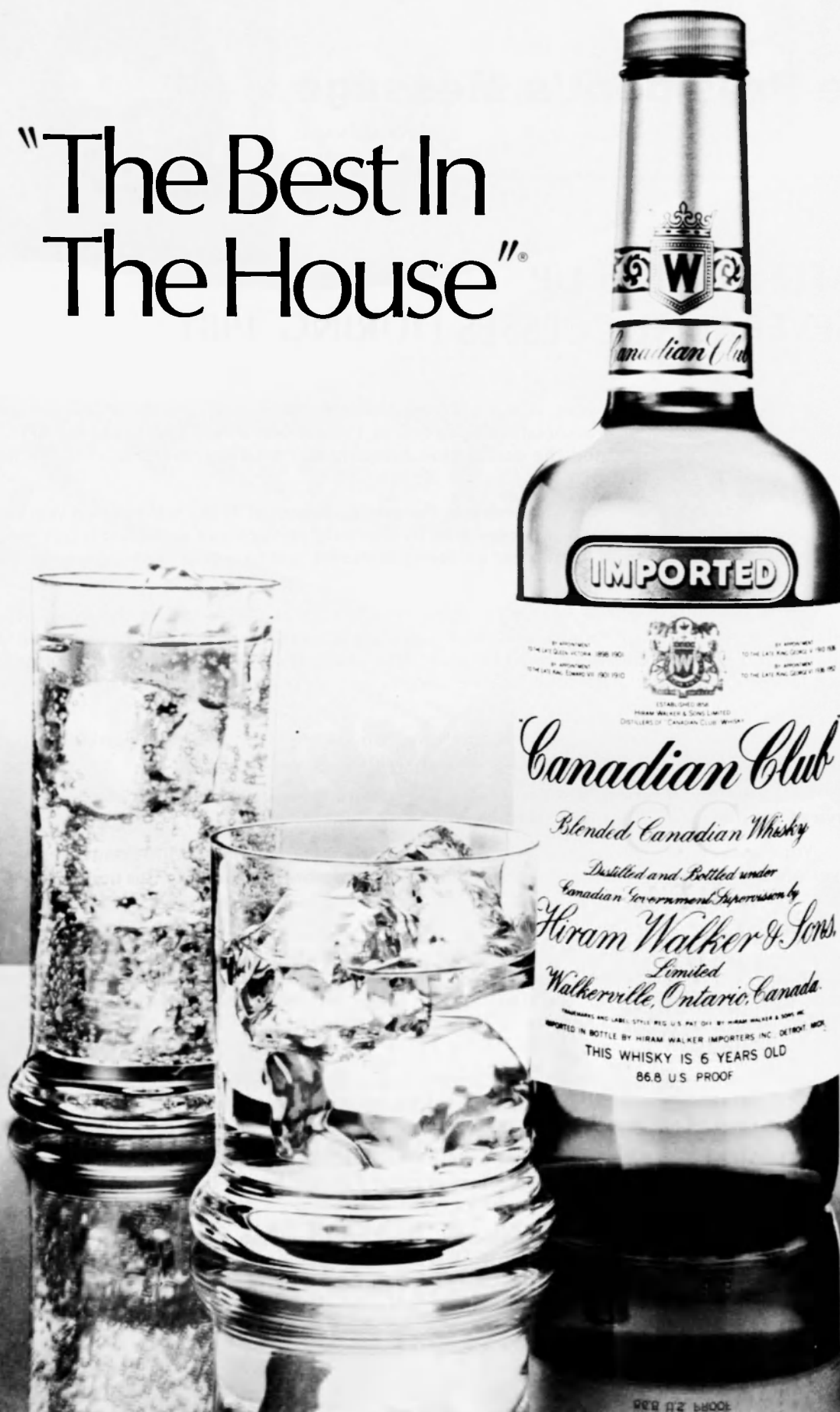
But for how long can higher operating costs continue to rise, while sales continue to plummet?

Working in harmony, Ford Motor Company and the United Auto Workers union were able to sit down at the bargaining table and successfully renegotiate their labor contracts. They proved that when both sides are sensitive to the needs of each other, a fair settlement can be reached, and raise hopes for the survival of the giant auto company.

The food industry must follow the lead of the UAW and Ford in order to assure costs are kept at the bare minimum while in turn saving many jobs which are at stake.

It will pay big dividends for all concerned.

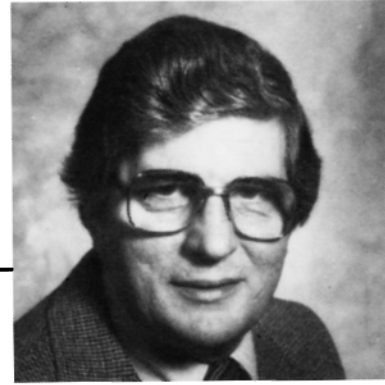
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The House"



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# The President's Message

TONY MUNACO  
AFD President



## AFD CHALKS UP SEVERAL SUCCESSES DURING 1981

As we began the new year, it was only appropriate that we review the major progress and accomplishments your association achieved in 1981. It was a very good year for AFD, in that 293 new members joined the association bringing our total membership to 3,200 who employ some 43,000 persons.

One of the major accomplishments was the establishment of AFD's Self-Insured Workers' Compensation Program, which was approved by the State of Michigan and affords our members to save between 40 and 60 percent on their premiums, not counting the recent reduction approved by the Legislature.

At the beginning of the year, AFD appointed Mr. Peter Bellanca and the law firm of Bellanca, Beattie, DeLisle, Suchy and Mattish as legal counselors for the association. Mr. Bellanca and his firm have been most helpful to the association and our members, including the establishment of free half-hour legal sessions for our members during regularly scheduled clinics.

In mid-year, AFD next appointed James Karoub and Associates as our legislative counselors, who in turn, assisted the association in various legislative issues.

AFD also began serious discussions leading toward the eventual offering of credit union services for our members. (More on this when the plans are finalized.)

Your association sponsored numerous seminars and meetings with community and governmental agencies and legislators at all levels to help bring about a better understanding of our industry, and the many problems affecting retailers, wholesalers, brokers, manufacturers and the like.

Meetings were held with the Michigan Dept. of Social Services, the State Department of Agriculture, the Liquor Control Commission, the Lottery Bureau, the Food and Drug Administration, the U.S. Secret Service, the State Dept. of Labor, the Financial Institutions Bureau, New Detroit, Inc., Chambers of Commerce, Michigan Merchants Association and many others to mention a few.

AFD members also approved amendments to our By-Laws which will broaden the scope and participation in the association. The new By-Laws also give various supplier members full voting powers and entitles them to run for office and serve on our Board of Directors.

All of AFD's accomplishments and involvement just don't happen by themselves. It's people that make things happen, and with that in mind I would like to thank those who helped assist me in achieving AFD's success during 1981.

They include: the Officers and Directors, many of our retailer and supplier members, Ed Deeb and the AFD executive office staff, attorney Peter Bellanca, James Karoub and Associates, Creative Risk Management Corporation, K.A. Tappan & Associates, Joe Mijewski with the credit union, and the numerous elected and appointed government officials who assisted us. My thanks go out to all of you.





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# You And The Law

PETER J. BELLANCA, Esq.  
AFD Legal Counselor



## EMPLOYERS' RIGHTS IN UNION ORGANIZATIONAL DRIVES

Much has been written and said about the rights of employees who seek to organize and associate for their common benefit by selecting a Union to be their collective bargaining representative. Little has been disclosed of the rights of employers in such Union organizational drives. The following is a brief summary of the rights of both parties as they are protected by applicable State and Federal Statutes.

All citizens have the right to associate together for their common benefit, which right is guaranteed by the Constitution of the United States. The Congress and the Legislature of the State of Michigan have enacted a series of laws over the past years which protect this right and which enforces the recognition of this right by employers. The National Labor Relations Act, on the Federal level, and the Michigan State laws are parallel with some minor exceptions in principle.

The following summary refers specifically to the National Labor Relations Act and its present interpretation. To be on the safe side, the reader should apply the same standards of conduct when operating solely under the Michigan Statutes and Laws.

An employer becomes subject to the requirements of the National Labor Relations Act (NLRB) when any significant portion of its business is related to interstate commerce. This does not necessarily mean that the business must deal directly with customers in interstate commerce, but rather that a part of its business is reflected in interstate economy. For the smaller retail grocers outlet, one need not consider sales alone in interstate commerce, but the jurisdiction of the NLRB can apply if there are purchases in interstate commerce beyond certain minimal amounts. For the purposes of this article, we will

presume that the employer has qualified as participating in interstate commerce. The following guidelines are not meant as a complete dissertation on all circumstances. Each case or each event which relates to a Union's effort to organize employees should be judged under the circumstances in which such events occur. What might be perfectly acceptable conduct in one instance, could be unacceptable in another.

### THE REPRESENTATION PROCEEDINGS

An employer is required to enter into collective bargaining with the duly authorized and appointed representative of his employees. Sometimes this is a serious question, and the law provides the machinery by which it can be determined fairly whether or not a Union does, in fact, represent the employees. Representation elections are conducted by the National Labor Relations Board (NLRB), which requires employees to prove that at least a majority of the employees have selected a particular Union to be its bargaining representative. These proceedings are set in motion by the filing by the employees, usually under Union direction, with a petition claiming that a particular Union represents these employees. An employer has the right to initiate the same proceedings. Most representation elections, however, are requested by Unions.

The petitioning party must file evidence that it has a sufficient interest in the employees for Union representation, and it is the rule of the NLRB that, upon the showing of an interest of 30% of the regular employees of a company, that a representation election will be held. This usually takes the form of the "authorization" submission to the NLRB of "authorization" card signed by each employee.

Upon receipt of the petition, the NLRB will conduct an investigation to determine if the Board has jurisdiction, if the unit of employees is appropriate for collective bargaining, if a bona fide representation question exists, and whether there is sufficient probability that the employees have chosen the Union to represent them. If, after investigation, the NLRB determines that these conditions are met, then the employer and the Union may agree to the holding of a "consent election", and the consent election is conducted and supervised by the NLRB who tabulates the results by secret balloting. If a majority of the ballot votes cast support the Union, then the Union is certified as the official representative of all employees.

If the Union and the employer cannot reach an agreement to hold a consent election, then there will be hearings held by the NLRB to determine if the petition is proper or should be dismissed.

The questions dealt with at these hearings are:

- A) The number of employees who have signed authorization cards,
- B) The scope and extent of employees covered in the bargaining unit,
- C) Who will be qualified to vote.

The NLRB has final jurisdiction in the determining of these issues, and can order an election to be held upon satisfaction to it that the minimum criteria for an election have been met.

### THE ELECTION PROCESS:

The time between the initial Union activity regarding organizing the employees until the time of the eventual election or dismissal of the petition are crucial times. The actions of the employer and his managers

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most beer, only the best!**



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WITH  
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## BELLANCA

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have a direct impact on success or failure in the Union's organizational drive.

If the employer or his managers act in violation of what is broadly described as "Unfair Labor Practice", then the Board can order the election regardless of whether or not the Union has demonstrated a sufficient number of employees who have signed authorization cards. The theory is that the Unfair Labor Practice of the employer has interfered with the employees' right to organize and they have been deprived of their rights.

Upon a receipt by a charge by the Union that the employer has engaged in an Unfair Labor Practice, an investigation is instituted by the NLRB to determine if the charge has merit. Informal efforts will be made by the NLRB to adjust or settle the claim. If the NLRB is satisfied that there is justification for the complaint, a formal complaint will be issued and the charged party will be permitted time to respond to the complaint before a hearing is conducted before an Administrative Law Judge. The Administrative Law Judge, after hearing the evidence, will render a written opinion which recommends specific relief. His decision can be appealed to the National Board in Washington, D.C. If there is a conclusion that there was an Unfair Labor Practice, an order will be issued requiring the other party to cease and desist from such conduct and to take certain affirmative action. A party who refuses to comply with this order may be brought before the Courts and cited for contempt. The Act further prohibits an employer from dominating or interfering with the formation or administration of the Union, contributing financial or other support to it, or the encouragement or discouragement of membership in

a Union by discrimination in the terms and conditions of employment.

### WHAT IS AN UNFAIR LABOR PRACTICE?

An Unfair Labor Practice is defined by the Labor Law as: "Any employer-conduct that interferes with, restrains or coerces employees in the exercise of their rights". An employees' rights are defined as follows:

- A) The right to form, join and assist a labor organization.
- B) The right to **refrain** from Union activities.
- C) The right to engage in other concerted activities.

These rights exist even where some employees wish to become members of a Union and others oppose it. The right to organize and bargain collectively are not, however, absolute. The collective right to organize must give way to employer restrictions wherever necessary to maintain production or discipline, and, although the NLRB requires good faith bargaining with the purpose of reaching a Collective Bargaining Agreement, it does not require that any particular form of agreement be reached.

Besides the Rules relating to Unfair Practices, the NLRB has promulgated various mandatory rules for the conduct of Union elections. These include:

- A) That management must provide the names and addresses of workers eligible to vote.
- B) Employers can make no speeches to captive employee-audiences within 24 hours of the election.
- C) No parties can campaign at the polling places.

(continued on page 14)



### IF YOU FEEL LIKE YOU'RE DROWNING IN DETAILS AND PAPER WORK

with your coupon redemptions — CALL FOR HELP! Let the AFD process your coupons. You won't have to count or sort them, you'll save valuable time and you'll get one lump-sum check for your coupons.

Send or drop them off to: Associated Food Dealers  
125 W. Eight Mile Road, Detroit, Michigan 48203

# Michigan, we're giving your business a whole new twist.

Get ready, Michigan retailers. New twist-off top bottles of Budweiser and Busch are now ready for delivery. And that's better for you, your customers and Michigan.

## **More soles for you.**

These new twist-off top bottles are a proven winner! Customers like the ease of the twist-off cap. *And* the more attractive bottles. Test market results right here in Michigan have already shown a significant sales increase.

## **More convenience too.**

These new twist-off bottles help ease your backroom handling problems. Because now all Anheuser-Busch bottles—Budweiser, Budweiser Light, Michelob, Michelob Light, Busch and Natural Light—can be placed together in one carton. No more time-consuming sorting. And that saves you time *and* money.

## **Better for the environment too.**

These new twist-off bottles of Budweiser and Busch have one more benefit too. They're completely reusable. Which means they help preserve Michigan's environment by saving precious energy.

So start ordering Budweiser and Busch in their new twist-off top bottles today. By working together, we'll help keep Michigan a cleaner place to live. And that way we all share in the profits.



ANHEUSER-BUSCH, INC. • ST. LOUIS



## BELLANCA

(from page 12)

Any violation of these rules may cause an election to be set aside even though such violation does not constitute an unfair labor practice.

### PERMISSIBLE EMPLOYER PRACTICES

An employer may maintain and justify a "no distribution rule", which would prohibit the distribution by the Union of materials to any of its employees on the company's premises. An employer can legitimately restrict the passing out of Union materials on the premises, however, the restrictions of distribution of literature in non-working areas or during non-working hours outside of the premises has been deemed to be an unfair labor practice. The company can prohibit the solicitation of employees during their working hours, in public areas, or in working areas, but cannot restrict any solicitation of employees in non the company premises. The company may restrict solicitation, even at this time, however, if it can show that the purpose of restricting solicitation for Union membership is to avoid altercation between pro and anti-Union employees, or to prevent the disruption

of work schedules and production. Generally, an employer may prohibit employee solicitation in selling areas during non-working time because this activity tends to disrupt sales operations. The NLRB will review a retailer who bans Union solicitation on company premises and at the same time conducts his own meetings on the premises against Union membership. This retailer is found to be guilty of an unfair labor practice.

The problem of soliciting employees for Union membership is compounded when those people who are soliciting members are **non-employees** of the company. The conflict occurs between Union organization rights and employers' property rights. The Supreme Court has upheld the right of an employer to refuse to permit non-employee Union organizers to distribute Union literature on company-owned parking lots, and the general rule is that, "an employer may validly post his property against non-employee distribution of Union literature, if reasonable efforts by the Union through other available channels of communication will enable it to reach the employees with its message". Thus, a non-employee or Union organizer may enter the property of an employer to

organize its employees **only** if the employees are so inaccessible as to make reasonable attempts to reach them through the usual channels are ineffective or practically impossible. Even the right of the Union to enter the premises where it can be shown that they have no other access to the employees, is restricted only to Union organizers in non-working areas of the employer's premises and only when such employees are not working on the premises. If the company, however, permits others to solicit on the premises for members (such as the United Fund, Red Cross, etc.) then, in that instance, the Union might be given the same right. It is recommended that an employer always institute and enforce "a no solicitation rule" and maintain his no solicitation rule at all times.

The employer may properly prohibit the posting of any signs or campaign posters on the company premises, but it may not prohibit the right of employees to wear Union insignia on their uniforms. This right to wear such insignia may be limited for safety reasons, or if the nature of the insignia is antagonistic and likely to disrupt work, or if there is a long-standing company rule against adorning uniforms with any other materials.

(continued on page 16)

# Best Wishes & Congratulations



## "Kowality"

1981 Beer Brewed by Miller Brewing Co., Milwaukee, Wis.

*The Miller Brewing Company  
Uncompromised quality  
since 1855.*



## BELLANCA

(from page 14)

Conversely, a company, if it prohibits employees from wearing propaganda material on their uniforms or on their clothing, cannot permit anti-Union material to be worn by its employees. Therefore, an employer should adopt a rule regarding the wearing of any personal adornment except as prescribed by a uniform, if the employee wears a uniform.

The NLRB also interprets the law that it is an unfair labor practice for labor organizations or its agents to restrain or coerce **employees** in the exercise of their right to **stay out of a Union**. This has been interpreted that employees are free to work without restraint from strikers and that a Union cannot fine or penalize any employee for refusing to follow "a Union rule" regarding the company's business or production. This right does not preclude, however, the right of the Union to ask the names and addresses of all employees of the employer, nor does it prohibit the Union from sending all employees any communication through mails or otherwise.

### THE RIGHT TO ENGAGE IN CONCERTED ACTIVITIES:

It is an unfair labor practice for an employer to dominate or interfere with the formation or administration of any labor organization or to contribute financial or other support to it. Therefore, an employer cannot engage in conduct, prior to Union representation election, which interferes with the employees' right to organize. Unfair employer conduct has been determined as follows:

- A) Any misrepresentation by the company or similar company trickery.
- B) Any misrepresentation of material fact.
- C) Any misrepresentation made so soon before an election that the other party had no opportunity to make an effective reply and the reason for probability that the statement may have an significant effect on the election.

It has been ruled that exaggerations, inaccuracies, half-truths and name-calling, though not condoned, will not be grounds for sustaining an Unfair Labor Practice. Thus, some puffing by the employer or the Union in electioneering will be permitted leaving the correction of exaggera-

tions or mis-statements to opposing interests.

It has been ruled an Unfair Labor Practice for either party to address the employees on company time, during working hours on company premises within 24 hours before a Union Representation Election. An employer, however, may make a pre-election speech on company time and on the premises more than 24 hours before the election and still deny the Union's request for an opportunity to reply.

### RIGHTS OF INDIVIDUAL EMPLOYEES

Questioning of individual employees as to their preference for a Union may be an Unfair Labor Practice. It is very dangerous. Also, permitting anyone to identify those employees who have signed authorization cards could be determined as sufficient grounds to proceed immediately to Union representation. An employer may meet with groups of employees to discuss Union representation, however, great care should be taken to assure employees at this time that there will be no reprisals and the interrogation should take place in an atmosphere free of

(continued on page 18)

## BEST WISHES TO ASSOCIATED FOOD DEALERS ON YOUR 66th

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- Noodle Roni • Broadcast • 3M • Rescue • Sunstar •
- Hefty • Mobil Oil • Kodak • Mix 'N Drink • Ronson • Savarin •
- Maypo • Wheatena • O-Cel-O • 3-Diamonds • Sylvania • Goop •
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- Moist & Meaty • Roman Cleanser • Turtle Wax • Natural Sun •

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# Drinkin' buddies.



THE STROH BREWERY COMPANY, DETROIT, MICHIGAN ©1981

## BELLANCA

(from page 16)

employer hostility towards the Union. The intensity of any interrogation of employees, the manner in which the questioning is conducted and the possibility of employer reprisal will always be used to determine if that interrogation was improper.

### ILLEGAL THREATS OF REPRISAL DISTINGUISHED FROM LEGITIMATE PREDICTIONS OR HONEST OPINIONS

An employer may communicate

to his employees any of his general views regarding Unionism and any of his specific views about a particular Union, so long as the communications do not contain a threat of reprisal or force or promise of a benefit. An employer may even make a prediction as to the precise effects of Unionization and what it may have on his company, providing the predictions are reasonably based on fact, supported by provable consequences and is beyond the employer's control.

Thus, an employer who predicts or threatens to predict an actual loss of benefits or threat of reprisal in the event the employee votes for a Union,

is guilty of an Unfair Labor Practice. If an employer states that if employees organize, there will be a discontinuance of "coffee breaks", "employee discount privileges", or exclusion of Union members from employee stock plans are threats of loss of benefits and would constitute an Unfair Labor Practice. Threats to discharge employees who vote for Unionization, to reduce wages, to close a store, or to discontinue bonuses or picnics, or to reduce any existing benefits, all have been determined to be Unfair Labor Practices. An employer is prohibited from implying to the employees that a selection of a Union is a futile gesture, or that the inevitable consequences of Union organization is strikes, violence, plant closings and loss of jobs. If an employer states that he will never sign the Union Contract, even if the employees select a Union to represent them, he will be adjudged guilty of an Unfair Labor Practice because it identifies the employees' efforts as futile and is a threat.

Conversely, an employer who promises to grant or confer economic benefit on the employees while such a representation election is pending has been determined to be an Unfair Labor Practice.

The statement by an employer, however, that the Unions cannot improve the employees' benefits as presently constituted, has in and of itself been deemed not to be an Unfair Labor Practice.

Any offer of a wage increase during an election campaign or the granting of any other benefits during the time that the Union activity or election is being completed is deemed to be an Unfair Labor Practice. A promise to take care of individual grievances or an announcement of a new holiday, paid insurance and vacation benefits all prior to election have been deemed Unfair Labor Practice. However, any benefits granted as part of an established company practice or industry trend will usually not be considered an unfair interference with the Union's organizational efforts.

An employer is free to state to its employees any non-coercive anti-Union views. An employer cannot force employees to sign any anti-Union petitions. However, employees on their own volition without company support may institute an anti-Union position. The employer does have the right to observe the activities of employees on plant premises and during company time to determine whether or not any employee's ac-

(continued on page 20)

## Congratulations to the Associated Food Dealers on your 66<sup>TH</sup> Anniversary.





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# BELLANCA

(from page 18)

tivities are interfering with their work. Any forms of violence or threat of violence have been uniformly condemned as an Unfair Labor Practice. Racial prejudice, of course, is an Unfair Labor Practice. The NLRB will set aside any elections, whether pro-Union or anti-Union if the atmosphere of fear before voting was induced by the Union or the employer, even though their conduct cannot be attributed to either the employer or the Union influence.

## FREEDOM OF SPEECH

The employers as well as the employees have the right to express themselves or disseminate any views or opinions regarding Unionism provided such expression contains no threat of reprisal or force or promise of benefit. The problem is that the company's statements must not be determined as threats but only as an opinion of possible consequence. Thus, an employer predicting that if the company was Unionized, the company might have to close or move out or might lose important business, or employees may lose existing benefits, is all determined to be Unfair Labor Practice. In order to make any

statement permissible, the employer must not make any statement which would threaten or coerce an employee unfairly. The statement of an employer must be fair and truthful. An employer can state that he is opposed to the Union organization because the employees really don't need it, and if an honest and truthful comparison of Union benefits is made compared to company benefits, then that is permissible.

## UNION RESTRAINT OR COERCION OF EMPLOYEES

A Union can be guilty of Unfair Labor Practices. If the Union's tactics involve violence, intimidation, reprisal or threat thereof, such conduct is deemed to be an Unfair Labor Practice. Any violence committed against company officers or threats of violence against them to which the employees would have knowledge has been determined to be an Unfair Labor Practice. Employers may use the State Courts to investigate civil and criminal actions against Union officers or organizers or even their own employees, who use threats of violence or actual acts of violence against employers or their representatives. The destruction of employer's property, when done in the premises of non-Union employees, has been deemed to be an Unfair Labor Practice. However strikes and peaceful picketing in and of themselves have not been deemed to be an Unfair Labor Practice. This rule has been applied even where the strikers and the picketing activities are being carried on by a Union that does not represent

a majority of the workers. On the other hand, the right of a Union to picket is limited where the picketing would prevent non-Union employees from entering or leaving their employer's premises.

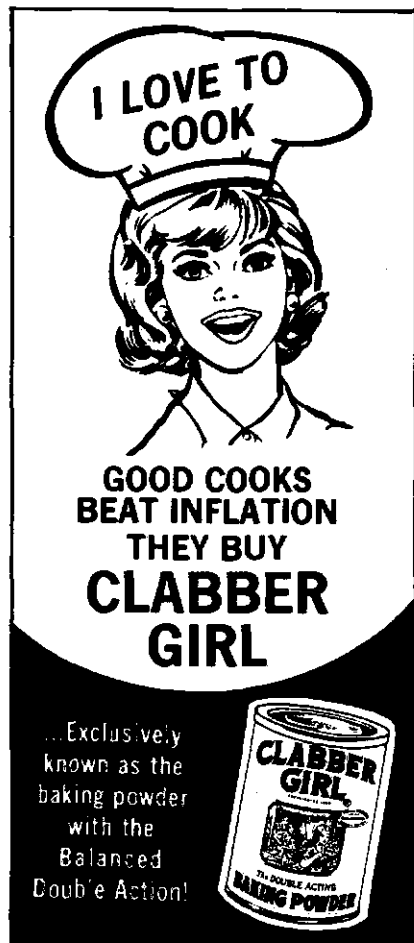
## CONCLUSION

The foregoing has been a compendium of some of the general principles involving Unfair Labor Practices. In summary, an employer may vigorously and freely oppose the organization by a Union of its employees so long as it operates within a fair and honest arena. There are many things that an employer can do in an attempt to convince an employee that Union representation is not necessary, so long as what the employer does is not coercive or does not involve any threats, or promises of any benefits, and so long as the employer does not use its position as employer to restrict the rights of employees of joining together.

Unfortunately, the vigor of a campaign against Union organizations cause many employers or their managers to succumb to the pressures of such electioneering and inadvertently and without purpose, trap themselves into an Unfair Labor Practice. When guilty of such conduct, an election won by a company can be invalidated, or the NLRB can order an election even though the Union has not demonstrated sufficient interest by the employees.

In the event there is any organizational drives or any suspected Union concerted activity, the prudent employer should contact

(continued on page 24)



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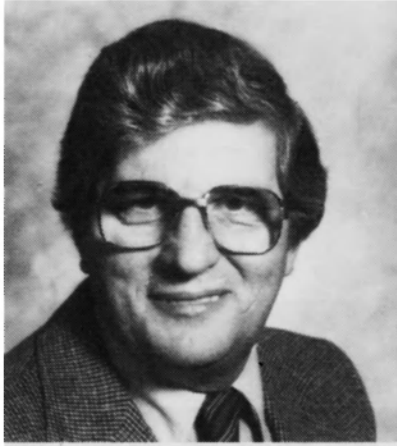
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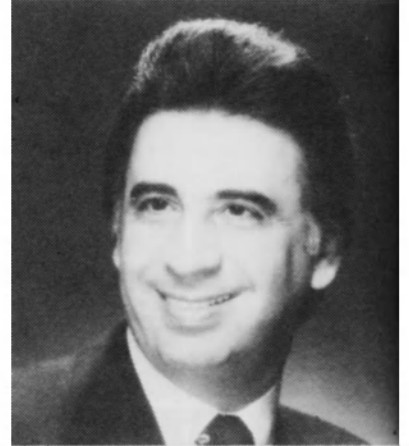
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**Stan Albus**  
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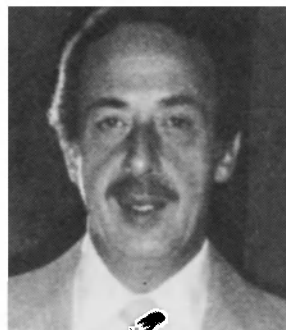
**Lafayette Allen, Jr.**  
Allen's Super Markets



**Cleo Ashburn**  
Ashburn's Party Store



**Phil Lauri**  
Lauri Brothers Super Market



**Phil Mannone**  
Mannone's Market



**Louis Najor**  
Frontier Supermarket



**Phil Saverino**  
Phil's Quality Market



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lowest possible prices, in the American tradition of free enterprise." The association also represents its members in the cause of justice and fair play at all levels of government, business and in the community at-large.



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American Oriental Grocery



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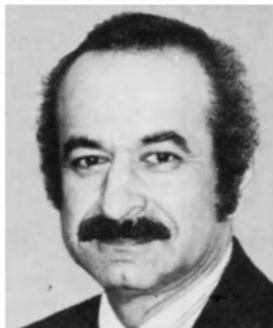
**George Byrd**  
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**Sam Cosma**  
Atlas Super Market



**Tom Simaan**  
Armour Food Market



**Louis Vescio**  
Vescio's Super Markets



**Harvey L. Weisberg**  
Chatham Super Markets

### PHOTOS NOT AVAILABLE

**Jacob Grant**  
Farmer Grant's Market

**Willie Cooper**  
S&D Variety Store



## BELLANCA

(from page 20)

competent labor counsel to be advised about a program of proper electioneering against such organization. All the good work that an employer can do to assist the employees in making a fair and equitable decision about Union organization can be destroyed by Unfair Labor Practice. It is the experience of most involved in the Labor Relations field, that no Union has ever been able to really organize any employees because of its mere

presence. It is the employer and its managers that cause employees to seek representation by a Union. If an employer does not have sound labor management policies; if it pays wages that are grossly below the industry standards for similar work for Union employees; or if it refuses to provide a reasonable access of its employees to air their grievances; or if it continues to promote and layoff employees in an unfair manner; or if the atmosphere of management is coercive and threatening, then any one of the above or all of the foregoing factors will cause an employee to seek representation by a Union. □

## PRODUCE

(from page 5)

**Storage.** After inspection, place all items to their assigned places of storage. Circulation of air, proper temperature and humidity govern where specific items are kept.\* All items require space for air circulation around the containers. Place containers on pallets at least three inches off the floor, and allow air spaces between containers for breathing room. Produce packed too tightly together will heat and deteriorate rapidly. Storage to prevent freezing in colder weather.

Under no circumstances should produce be stored in direct sunlight, near open windows or doors, or near radiators.

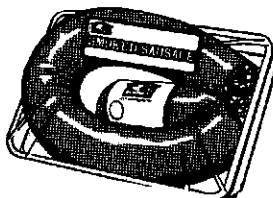
**Tips on storing.** In storing bushels, never pile one atop the other's bulge. Stagger bushels. Apple crates may be laid on the sides or ends, with the bulge facing sideways, not up. Thus the weight of the containers will not be on the fruit, but on the structure of the crates.

The same principle should be followed in stacking baskets, hampers, etc. Use the structural strength of the containers for bearing the load; keep the pressure of the weight from bearing down and bruising the contents of the lower containers.

**Bagging.** When bagging or packaging, do not place bruised or damaged produce in the containers. Package only the best! Spoiled items discovered when package is opened will infuriate the consumer and lose her as a customer. Be honest and accurate in weighing. Indicate prices legibly. Underweight can result in fine or suspension of store's license. All communities issuing retailing licenses maintain inspection services for the protection of the public. Filling packages overweight can quickly reduce store's and department profit!

**Trimming.** Eye-appeal is achieved by proper trimming and cleaning of celery, lettuce, beets, etc. Follow established procedures in the preparation of each item for display. Practice care in handling merchandise when it is being cleaned and trimmed. Cutting through protective skins and dropping items instead of laying them down destroys their stability and keeping qualities.

Watch throw-outs. Trimmings may be sold to restaurants for soup and stews and/or to employees and farmers for chicken feed. In some cases it is perfectly good food, but not suitable for display racks. □



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## It's Called "Grazing" It Cuts Into Profits

Many store employees have acquired the habit of secretly or even openly munching on store goodies without paying for them. This habit will not only increase store losses due to inventory shrink, but tends to further thievery among employees. "Grazing" by the employees during the workday often leads to organized taking of more products.

Store employee "grazing" can be spotted quite easily by walking thru the sales areas, backrooms, restrooms or employees' break and lunch rooms. Partially eaten broken package, empty soda containers, food left on tables and shelves are some of the warning signals that employees are enjoying a free "picnic" at the store's expense.

It is a good idea to place a notice on the employee bulletin board and also to openly discuss this problem at an employee meeting. This should end the practice. Also, the policy of "grazing" should be periodically reviewed.

A suggestion for a policy notice that can be posted on the bulletin board is a tactful way of notifying the employees of the company policy that not paying for products from the store and eating them will not be tolerated could be:

### TO: ALL STORE EMPLOYEES RE: "GRAZING POLICY"

• "Grazing" is a term used in the supermarket industry to mean — "small amounts of products in the store taken, eaten or used by an employee of the company without payment by the employee." These products can fall in either the food or non-food category. I.E. — cookies, donuts, soda, reading of magazines for customer resale in break areas, taking a pencil, note book, other supplies, etc., lunch meat, cheese, and other various edibles. (The list could go on and on.

• "GRAZING POLICY" — Grazing is not permissible as part of this store's operation. Any products personally

eaten or used at the store, must be paid for and have a receipt attached for that particular product. All purchases must comply with the "Employee Purchase Policy."

• Any violation of this policy is just cause for dismissal.

Should this be a prevalent practice, put a stop to it by having employees personally sign and date a notice. This can include the above notice which stages the firm's policy on grazing with the following added to the notice to be signed by the employee, and signed by the store manager:

• I have read the above policy on "grazing" and understand it completely and that if I am found in violation of this policy it is just cause for dismissal.

Store Manager's Signature: \_\_\_\_\_

Employee's Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Congratulations to the Officers, Directors and Members of the Associated Food Dealers.

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# AFD 66<sup>th</sup> Anniversary Food Trade Dinner

SATURDAY, MARCH 27<sup>th</sup>  
AT HILLCREST COUNTRY CLUB, MT. CLEMENS

BALLROOM  
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AND  
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## THE PROGRAM

### INVOCATION

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James Kothe, V.P., DAGMR

Tony Munaco, AFD President

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Installation of Officers and Directors

Entertainment — Dancing

PRIZES: First Intermission



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## IN APPRECIATION:

The Associated Food Dealers on behalf of our over 3,900 members who employ over 40,000 persons, is most appreciative of the interest and cooperation offered by many of the food and beverage suppliers in planning this event. In particular, we thank the following firms specifically, for their generous participation and co-sponsorship.



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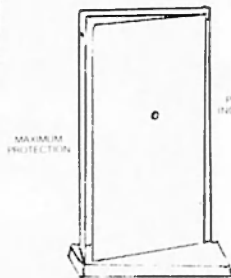
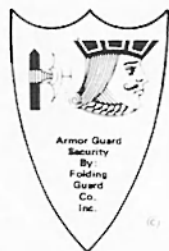
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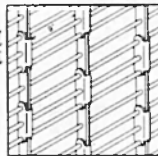
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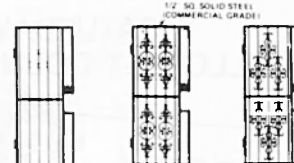
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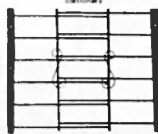
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**GENERAL FOODS CORPORATION**

# Work Safely In A Safe Environment

## STORE RULES FOR ALL EMPLOYEES:

- Use only safe ladders. A broken or defective ladder must be reported for replacement.
- Use only safe ladders. A broken or defective ladder must be reported for replacement.
- Get help if you must lift a very

heavy bundle or bulky object. While lifting, keep your back as straight as possible, bend knees, and make leg muscles do the work. Don't lift when in an awkward position.

- Protruding nails, wire and staples must be removed from barrels and boxes as they are unpacked. Report

wooden fiber or metal carrying baskets having splintered, torn or jagged edges or corners.

- Take no chances with cuts or scratches from wire, glass, nails, or slivers. Get First Aid immediately.
- Keep floors clean and dry as possible. When anything is dropped pick it up immediately.
- When cleaning, mop and then dry mop a small area. Do not wet the entire floor at one time.
- Merchandise delivered to the sidewalk must be removed and stored as promptly as possible. The sidewalk should be kept entirely clean.
- Make sure that no water is left on sidewalk after merchandise is received or windows are washed.
- Do not place small portable electric fans on boxes, low tables, or where anyone might accidentally put fingers or hands into moving blades.
- Wear safe clothing. It is dangerous to wear loose clothes that may catch on nails. Shoes having broken or thin soles are unsafe. Keep shoelaces tied.



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**or contact Associated Food Dealers  
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## STORE MANAGER'S CHECK LIST:

- Is all electrical equipment grounded?
- Are extension cords less than 20 feet long?
- Is store completely free of "octopus" outlet connections?
- Are all machine switches in good condition?
- Are all covers for electrical boxes in place?
- Are combustibles kept at least 3 feet away from heating/air conditioning units and water heaters?
- Is flame guard plate firmly in place on water heater?
- Is water heater equipped with safety valve?
- Are signs posted to designate smoking and no-smoking areas — and are smoking areas clean, clear of combustibles?
- Are cigarette receptacles provided in smoking areas?
- Have all employees and vendors been advised of smoking rules?
- Have fire extinguishers been serviced and tagged within the past 12 months?

**(continued on page 38)**

**Best Wishes  
On Your  
66th Anniversary**

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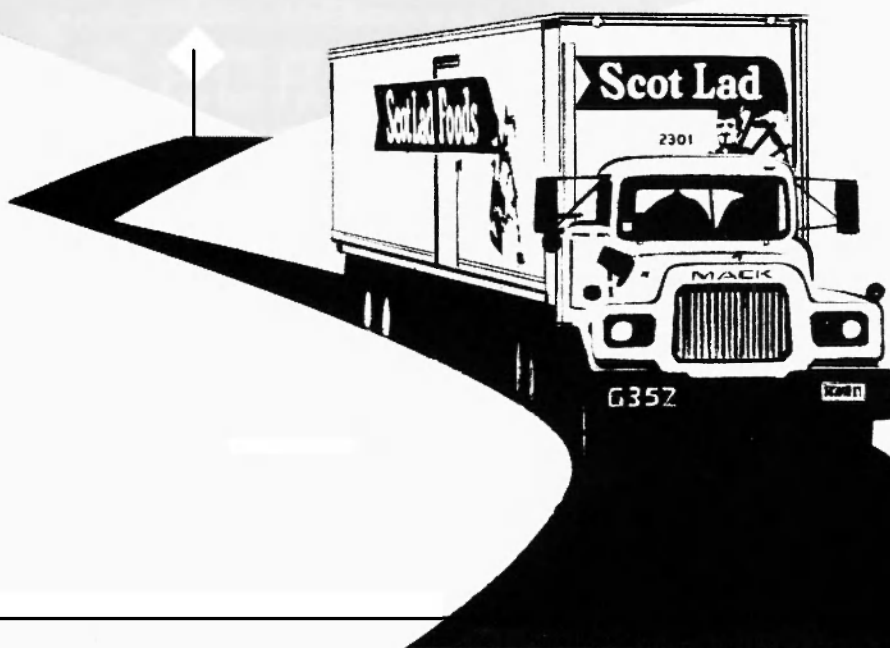


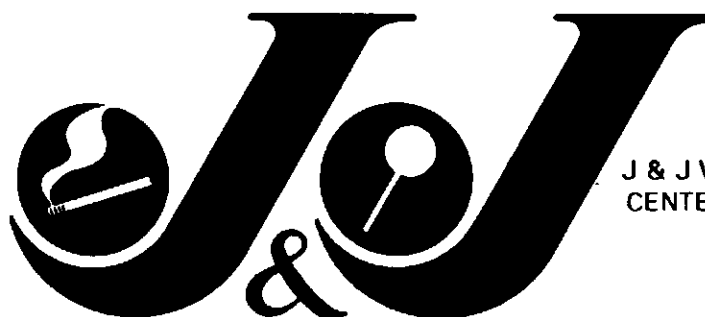
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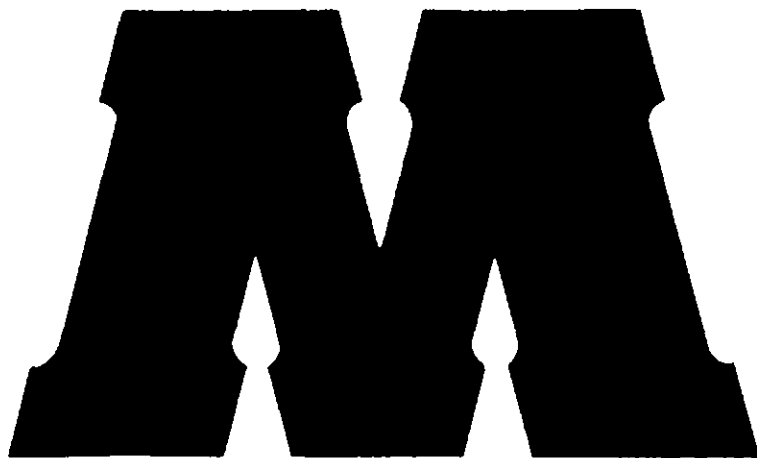


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*Wholesale Meats*

1445 East Kirby  
Detroit, Michigan 48211  
Phone: 875-6777

**CONGRATULATIONS**  
to the Associated Food Dealers  
on your 66th birthday . . .  
from the "Big M"



**McMahon & McDonald, Inc.**  
**FOOD BROKERS**

• LEADING MERCHANDISING SPECIALISTS  
with complete retail, wholesale, institutional and chain coverage •  
(Main Office)

**DETROIT:** 23943 Industrial Park Dr., Farmington, MI 48024/Phone: (313) 477-7182

**TOLEDO:** Ohio 43623, 5247 Secor Road/Phone: (419) 473-1133

**GRAND RAPIDS:** Michigan 49508, 942 52nd Street, S.E./Phone: (616) 534-9695

**SAGINAW:** Michigan 48062, 1840 North Michigan/Phone: (517) 755-3438

**FORT WAYNE:** Indiana 46815, 5616 St. Joe Road/Phone: (219) 486-2411

**WORK SAFELY**

(from page 32)

- Are extinguishers easily accessible?
- Are fire/police phone numbers posted at all phones?
- Is store checked completely for fire before last person leaves?
- Are cooler tops clear of all merchandise?
- Is dirty linen kept in linen container, cabinet, or metal cans with covers?
- Are greasy, oily rags stored in covered metal containers?
- Are clean and dirty mop heads stored in covered metal container?
- Are mops and dusters hung, head down, when not in use?
- Are sealing irons kept on pads when not in use?
- If used, is coffee maker on flameproof surface?
- Is outside of store free of rubbish, pallets, salvage, etc.?
- Do you and department heads know location of sprinkler system shut-off valve?
- Are Fluorescent tubes replaced immediately when ends blacken and/or flicker?
- Is all stock at least 18" below level of sprinkler heads? ☐

Do you know  
anybody  
who SHOULD be  
an AFD member,  
but isn't?

**TALK TO HIM!**

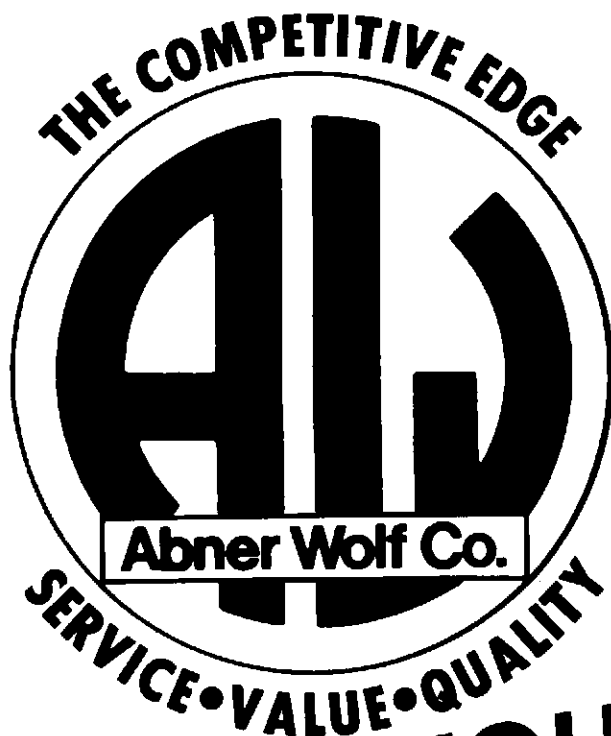
**Congratulations to the Officers, and Members  
of the ASSOCIATED FOOD DEALERS**

**Guzzardo Wholesale Meats, Inc.**

Fine Meat Purveyors Serving The Food Industry

2888 Riopelle Street, Eastern Market • Detroit, Michigan 48207

**Phone (313) 833-3555**



**THE ABNER WOLF CO.  
CONGRATULATES THE  
ASSOCIATED FOOD  
DEALERS ON 66  
SUCCESSFUL YEARS....**

**The ABNER WOLF CO. wishes continued  
success to our customers.**

**America's most Progressive  
Food Distributor.**

**Call (313) 943-3368**

# The "Pit Stop" Brings New Business To The Supermarket

Supermarkets are becoming pit-stops for both men and women shoppers looking for automotive care products. Many stores now feature special automotive care sections; in fact, such products have come to mean greater profits than most food items.

As the cost of new cars con-

tinues to rise, consumers are keeping their older models longer. To keep cars on the road longer, drivers have been giving much more attention to regular maintenance and overall car cares.

But the rate of inflation is also driving up the cost of garage work. So car owners are tackling many of the

the routine procedures themselves — like oil changes and tune-ups — to keep their vehicles in proper working condition.

These do-it-yourselfers are consequently more sensitive to the needs of their cars and more adept at finding ways to improve engine performance and extend gas mileage. And these new do-it-yourselfers include a growing number of women, as well as men.

So car maintenance products such as engine oil, spark plugs, oil conditioners, and mileage extenders are gaining broader consumer appeal, and are selling in an ever-widening variety of retail outlets, especially supermarkets. They are no longer confined to specialized auto parts outlets.

Supermarkets stand to gain the most from this phenomenon because of the unique position they hold in the American marketplace: the ultimate sales forum, capable of meeting nearly every consumer need.

Since supermarkets offer everything from over-the-counter drugs and beauty aids to detergents and stationery, why not automotive products too? It seems only logical to extend the store's reach and meet still another consumer need.

As with other non-food items already in the supermarket, stocking automotive items could earn and keep valuable new customers who shop for food and non-food products, not only for themselves, but also home and car essentials.

Auto care products mean a lucrative and profitable new area for the supermarket. The past three years have seen a threefold growth in supermarket sales of such items, with sales expected to exceed \$325 million this year.

To date, the central focus of this booming field has been motor oil, which has accounted for about 60 percent of automobile care product sales in supermarkets.

Certainly oil is the cornerstone of the automotive products section of most supermarkets. But the department shouldn't be limited to oil. Anti-freeze and engine coolants sell well, as do car waxes and polishes.

In addition, gasoline additives and mileage extenders are a growing field for supermarkets, offering better

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AFD MEMBER

## Orleans International, Inc.

6030 Joy Road, Detroit, Michigan 48204  
931-7060

City's Leading Distributors  
of Top Quality  
Poultry - Beef - Pork

(continued on page 42)

**We're Continuing  
To Give You Our Best.**



**Candy · Bakery · Ice Cream  
Since 1875**

**The Fred Sanders Company  
100 Oakman Boulevard  
Detroit, Michigan 48203  
Phone: 313 868 5700**



**The only COMPLETE Dairy Program for  
the Independent Retailer.**

**Call Jack Carroll at 616-243-0173 and  
learn why it pays to participate**

**GROCER'S DAIRY CO. 2555 Buchanan Ave., S.W., Grand Rapids, MI 49508**

## **PIT STOP**

(from page 40)

car performance and easy use.

Despite this recent boom in auto care products sales, average grocery customers are not accustomed to finding such items in supermarkets. This situation must be overcome to take better advantage of growing consumer demand. And it can easily be accomplished through innovative merchandising and product displays.

Try seasonal tie-ins. For instance, in the summer, set up a display with products keyed to the season. Include sunglasses, fruit drink mixes, barbeque accessories and picnic foods, together with items like mileage extenders, engine coolants, and car waxes and polishes. Or set up a display featuring suntan oil for vacationing bodies with oil conditioners and gasoline extenders for summer cruising cars.

In the winter, display antifreeze, ice scrapers and gas line anti-freeze with cocoa mixes, hot breakfast cereals, and knit caps and mittens.

Such tie-ins will also help improve the supermarket environment and customer receptivity to car products in the store, overcoming one of the chief hurdles in expanding this high volume profit center.

Making automotive products more amenable to supermarket environments can be achieved by featuring them as other products, are often displayed, such as free-standing racks used for beverages and potato chips. Products featured in up-front displays sell better than those on the bottom shelf.

Automotive products can mean greater profits too because they eliminate the need to rotate stocks, unlike fresh food. So labor costs can be lowered. Also, car care items can easily become repeat sales, making automotive sections a "must visit" aisle for a greater number of shoppers.

**Congratulations on your 66th Anniversary!  
May we all have a happy and prosperous 1982**

**SPIRITS of MICHIGAN**  
•••  
**E.J. WIEFERMAN COMPANY**  
•••  
**HARVEY W. EWALD & ASSOCIATES**

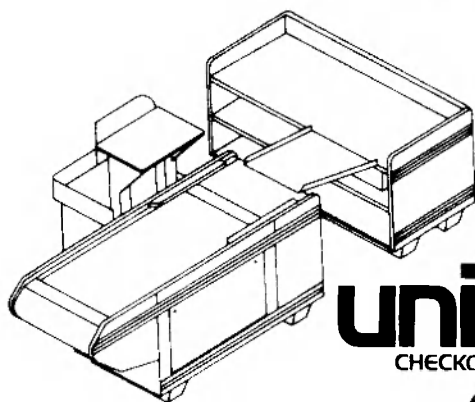
11211 MORANG, DETROIT, MICHIGAN 48224

**Phone: 521-8847**

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# **LIBERTY** *Paper and Bag* COMPANY

INTRODUCING



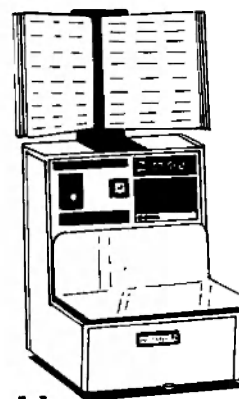
**unique**  
CHECKOUT SYSTEMS  
*by St Charles*



**MARKETOTE**  
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Call today for a demonstration or information on our complete packaging supply program for: Supermarkets, Delis, Produce & Meat Markets, and Bakeries.

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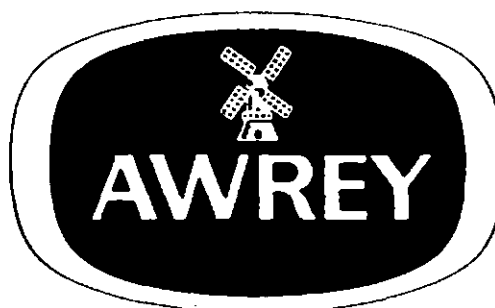
*the food people!*

**THE SYMBOL  
OF INDIVIDUAL  
MEMBERS  
WORKING  
TOGETHER TO  
BETTER SERVE  
THEIR  
CUSTOMERS**

**SPARTAN STORES INC.**  
GRAND RAPIDS and PLYMOUTH, MICHIGAN

**Baked  
goods  
buying  
families  
love  
variety**

We give them — and all of your customers — 85 varieties of fresh baked goods to choose from every week. This vast variety brings them back again, and again, and again.



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FOOD TRADE DINNER**

## **66th Anniversary Greetings**

**Congratulations and Best Wishes for Continued Success  
to the Officers and Members of Associated Food Dealers**  
*from all of us at*

**INTERSTATE MARKETING CORPORATION**

16151 JAMES COUZENS HWY. DETROIT, MICH. 48221  
PHONE 341-5905

**BEST WISHES  
FOR A SUCCESSFUL YEAR  
to Tony Munaco and  
all of the AFD officers!**

## **EVER FRESH JUICE COMPANY**

6431 E. PALMER  
DETROIT, MICHIGAN 48211

Phone 925-9070

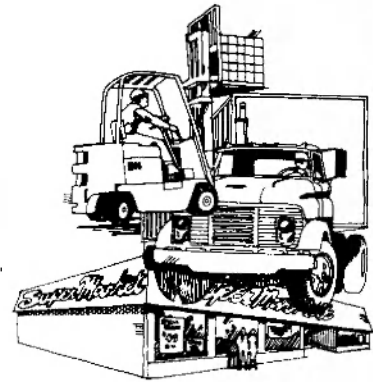
**Best Wishes for  
Continued Success  
to the AFD**

## **FRITO-LAY, INC.**

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Phone (313) 271-3000

GROW  
Faster  
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CIGARETTES  
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Accurate . . . dependable . . . efficient . . . that's Washington Inventory Service. Whether you're an independent store owner or business manager of a large chain, WIS personnel are trained to handle your inventory needs . . . shelf by shelf totals, instant totals, category totals, comparisons to last year, quick turnaround.

Since 1953, we've grown to 60 offices nationwide. Each office is locally managed, so you get personalized service during your all-important inventory . . . backed by the expertise of our area and division managers. Give us a call and ask us about our record of service.



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SINCE 1953

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# It's nice when people know your name.

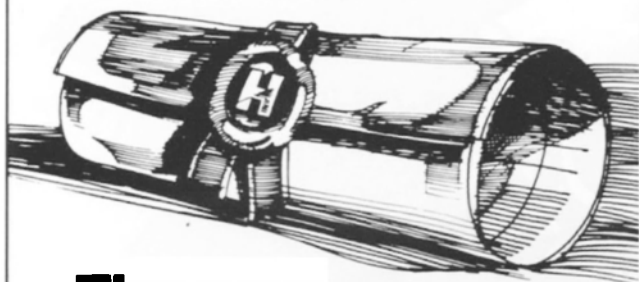
According to a recent study of well-known national trademarks by Public Relations Journal, Elsie was the most widely recognized. Over 93% of the people questioned identified Elsie with Borden.

For forty years, people have associated Elsie with Borden quality. She represents the flavor, freshness and value we've built our name on. And we're proud of the fact that she's so well-known.

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Phone: 542-5938

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Phone: 697-3070

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- CARMEL CORN

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Phone: (313) 925-4774

AFD Member

Warmest Congratulations to the Associated Food  
Dealers on your 66th Anniversary.  
Added success to the new Officers and Directors.



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# All our best



JOS. SCHLITZ BREWING COMPANY, MILWAUKEE, WIS. AND OTHER GREAT CITIES

# Eighteen New Supplier Members Join AFD

The Associated Food Dealers, Michigan's largest food and beverage association and service organization, representing over 3,200 members, wishes to welcome aboard these new supplier members to the Association. Their names, addresses and phone numbers are as follows:

**ATLAS PEST CONTROL INC.**, exterminator and pest control firm, 2348 Michigan Ave., Detroit, Mich. 48216; phone (313) 961-1388.

**CIARAMITARO BROS., Inc.**, produce wholesaler and distributor, 2506 Market St., Detroit, Mich. 48207; phone (313) 567-9065.

**DANIELS GLASS COMPANY**, commercial glassers and building remodelers, 21250 W. Seven Mile Rd., Detroit, Mich. 48219; phone (313) 538-2746.

**DETROIT MARINE SUPPLY CO.**, wholesaler to retailers and institutions, 8717 W. Jefferson Ave., Detroit, Mich. 48209; phone (313) 842-2760.

**EL-KAY DISTRIBUTORS CO.**, wholesale distributor of non-food suppliers, 2400 Fenkell, Detroit, Mich. 48238; phone (313) 861-0208.

**GOLDEN VALLEY DAIRY CO.**, wholesale distributor of a variety of milk and dairy products, 12800 Northend, Oak Park, Mich. 48237; phone (313) 399-3120.

**J.G. FOOD PRODUCTS**, meat processor and distributor of frozen food products, 17931 E. 14 Mile Rd., Fraser, Mich. 48206; phone (313) 296-7330.

**L & L LIQUOR SALES COMPANY**, sales company for alcoholic beverages and subsidiary of L & L Wine and Liquor Corporation, 1801 Thunderbird, Troy, Mich. 48084; phone (313) 362-1801.

**H.C. MacCLAREN, INC.**, produce brokerage, 7201 W. Fort Street, St. 87, Detroit, Mich. 48209; phone (313) 841-3854.

**MILTON CHILI COMPANY**, meat processor and dis-

tributor of chili ingredients to restaurants and institutions, 511 E. Whitcomb, Madison Hts., Mich. 48071; phone (313) 585-0300.

**NATIONAL CHILI COMPANY**, meat processor and distributor of chili ingredients to restaurants and institutions, 6724 E. Davison, Detroit, Mich. 48212; phone (313) 365-5611.

**PANEL DISPLAY CORPORATION**, display producers and makers of display equipment, 28500 Hayes, Roseville, Mich. 48066; phone (313) 776-7080.

**PRIME UNDERWRITERS, INC.**, insurance agency and underwriters, 19512 Schoolcraft, Detroit, Mich. 48223; phone (313) 837-8737.

**ROYAL TABACCO & CANDY**, wholesale candy and tobacco distributor, 18633 John R., Detroit, Mich. 48203; phone (313) 892-0460.

**R.E. SMITH, INC.**, meat processor and distributor, 4510 Livernois, Detroit, Mich. 48210; phone (313) 894-4369.

**SUBURBAN COFFEE SERVICE**, jobber of beverages and related products, 615 E. Eleven Mile Rd., Madison Hts., Mich. 48071; phone (313) 541-8522.

**TOM'S FOODS**, broker and vendor of a variety of food and snack products, 23500 Ford Rd., Dearborn Hts., Mich. 48127; phone (313) 562-6660.

**WARRIOR MARTIAL ARTS SUPPLIES**, non-food company and distributor of a variety of martial arts supplies and equipment for self-defense, 16231 Woodward Ave., Highland Park, Mich. 48203; phone (313) 865-0111.

These new members, and all AFD supplier and service company members, and advertisers, deserve your support and patronage. Please refer to the AFD Suppliers' Directory shown here, often. For convenience sake, post near your phone. To keep up to date, use the Directory from each new issue of The Food Dealer.

Ever ask yourself that question? If not — you should! Otherwise, you're just taking membership for granted, which is bad for you . . . and bad for the association.

The best thing that could happen to any group of association members would be for them to take time out every now and then and ask themselves, "Why am I a dues-paying member?" The thoughts that come to mind would be very revealing, and this could lead to a better, more effective organization.

When I asked myself that question, I came up with these reasons:

- I owe it to myself and my business to help our industry move forward at the regional, state, and national levels.
- It takes strength in numbers and concerted action to accomplish anything worthwhile . . . more can be accomplished collectively than individually.
- Only through membership in my

## Why Do I Belong To The AFD?

association can I obtain reports and publications prepared with my business needs in mind. Everything else put out is general in nature — aimed at a wider audience, and hence, diluted.

- I have many true friends among the members . . . people I enjoy being with for friendship's sake, as well as for business reasons. My life is richer and more worth living through belonging.
- Committee projects and other association activities enable me to contribute — to do my bit for the industry, the economy and the general good.
- The cost of belonging is small compared with what I get in return — extremely low rent for the space I occupy in the industry.

- Even when other problems command my full attention, the Officers, Directors and headquarters keep working in my interest. In such times, maintaining my membership is a vote of confidence in them, which they deserve, and which I am happy to bestow.

Membership in a trade association, such as the AFD, is a bargain-priced insurance against the various hazards of the member's business future.

Were life to become simple again, with each man earning his livelihood without the distractions of complicated legislation and bureaucratic interference, trade associations would probably disappear.

On the other hand, as living becomes more complex and as problems and needs of business men increase, trade associations are more useful today than ever before — and growing in importance to the well-being of the small business man.



# Support These AFD Supplier Members

Unless indicated otherwise, all phone numbers are in area code (313)

## • ASSOCIATIONS

American Lamb Council ..... 592-1127

## • BAKERIES

Archway Cookies ..... 532-2427  
 Awrey Bakeries ..... 522-1100  
 B&C Distributors ..... 843-2898  
 Entenmann's ..... 464-8008  
 Grennan Cook Book Cakes ..... 896-3400  
 Grocers Baking Co. (Oven Fresh) ..... 537-2747  
 Independent Biscuit Company ..... 584-1110  
 Koeplinger's Bakery, Inc. .... 967-2020  
 Me & Mine Thrifty Bakery ..... 862-5745  
 Fred Sanders Company ..... 858-5700  
 Schafer Bakeries ..... (517) 386-1610  
 Taystee Bread ..... 896-3400  
 Vincent Trescone Company ..... 977-6634  
 Wonder Bread ..... 963-2330

## • BEVERAGES

Action Distributing Company ..... 591-3232  
 Anheuser-Busch, Inc. .... 642-5888  
 Bellino's Quality Beverages ..... 675-9566  
 Canada Dry Corporation ..... 937-3500  
 Coca-Cola Bottling Company ..... 897-5000  
 J. Lewis Cooper Co. .... 835-6400  
 D. B. D. Inc. .... 834-7170  
 EverFresh Juice Company ..... 925-1600  
 Harvey W. Ewald & Assoc. .... 527-1654  
 Faygo Beverages ..... 925-1600  
 G. Heileman Brewing Co. .... 941-0810  
 Hubert Distributors, Inc. .... 858-2340  
 Kozak Distributors, Inc. .... 925-3220  
 Don Lee Distributors, Inc. .... 584-7100  
 L & L Liquor Sales ..... 362-1801  
 L. & L. Wine Company ..... 491-2828  
 Harold P. Meloche Company ..... 534-1860  
 Metes & Powers, Inc. .... 682-2010  
 Metroplex Beverage Corp. .... 897-5000  
 Miller Brewing Company ..... 465-2866  
 Mohawk Liqueur Corp. .... 962-4545  
 Needham & Nielsen Sales ..... 476-8735  
 O'Donnell Importing Company ..... 386-7600  
 Pabst Brewing Company ..... 525-7752  
 Pepsi-Cola Bottling Company ..... 362-9110  
 Jos. Schlitz Brewing Co. .... 522-1568  
 Seagram Distillers Co. .... 354-5350  
 Seven-Up Bottling Company ..... 937-3500  
 Squirt Pak Sun-Glo Pop ..... (616) 396-2371  
 Stroh Brewery Company ..... 259-4800  
 H.J. Van Hollenbeck Distributors ..... 469-0441  
 Vernor's RC Cola ..... 833-8500  
 Viviano Wine Importers ..... 883-1600  
 Hiram Walkers, Inc. .... 851-4800  
 Warner Vineyards ..... (616) 657-3165  
 Wayne Distributing Co. .... 427-4400  
 Vic Wertz Distributing Company ..... 293-8282  
 E.J. Wierfman Co. .... 521-8847

## • BROKERS REPRESENTATIVES

Acme Food Brokerage ..... 968-0300  
 Allstate Sales-Marketing, Inc. .... 535-2070  
 American Food Associates ..... 478-8910  
 Bob Arnold & Associates ..... 646-0578  
 B-W Sales ..... 546-4200  
 Conrady-Greenson & Associates ..... 335-2088  
 Continental Food Brokerage ..... 525-1120  
 Embassy Distributing ..... 352-4243  
 Harold M. Lincoln Co. .... 477-0900  
 Paul Inman Associates, Inc. .... 626-8300  
 Interstate Marketing Corporation ..... 341-5905  
 McMahon & McDonald ..... 477-7182  
 Marks & Goergens, Inc. .... 354-1600  
 Merit Sales Corporation ..... 569-3634  
 Mid-America Food Brokers ..... 478-8840  
 Nationwide Food Brokers ..... 569-7030  
 Northland Marketing ..... 353-0222  
 Peterson & Vaughan, Inc. .... 478-6800  
 The Pfeister Company ..... 591-1900  
 Regale Importing & Brokers ..... 882-0695  
 Sahakian, Salm & Gordon ..... 968-4800  
 Sosin Sales Company ..... 557-7220  
 Stark & Company ..... 358-3800  
 James K. Tamakian Company ..... 352-3500

## • CANDY & TOBACCO

Fontana Brothers, Inc. .... 897-4000  
 J & J Wholesale Tobacco & Candy ..... 754-2727  
 Quality Distributors ..... 538-2961  
 Royal Tobacco & Candy ..... 892-0460  
 Wolverine Cigar Company ..... 554-2033

## • CATERING HALLS

Royalty House of Warren ..... 264-8400  
 The Southfield Manor ..... 352-9020  
 Thomas Manor ..... 771-3330

## • DAIRY PRODUCTS

The Borden Company ..... 583-9191  
 Tom Davis & Sons Dairy ..... 894-0022  
 Detroit City Dairy, Inc. .... 868-5511  
 Detroit Pure Milk (Farm Maid) ..... 837-6000  
 Grocer's Dairy Company ..... (616) 243-0173  
 McDonald Dairy Company ..... (313) 232-9193  
 Melody Farms Dairy ..... 525-4000  
 Major's Dairy Company ..... 861-7050  
 Stroh's Ice Cream ..... 961-5843  
 Vitale Dairy Services ..... 755-0120

Weiss Distributors, Inc. .... 552-9666  
 Wesley's Quaker Maid, Inc. .... 883-6550  
 Ira Wilson & Sons Dairy ..... 895-6000

## • COUPON REDEMPTION CENTER

Associated Food Dealers ..... (313) 366-2400

## • DELICATESSEN

Dudek Deli Foods (Quaker) ..... 891-5226  
 Specialty Foods Company ..... 893-5594  
 Winchester Foods, Inc. .... 348-7750

## • DENTISTS

Dr. Robert Rizk Associates ..... 547-5434

## • EGGS & POULTRY

Eastern Poultry Company ..... 875-4040  
 Linwood Egg Company, Inc. .... 524-9550  
 Napoleon Foods ..... 892-5718  
 Orleans Poultry Company ..... 931-7060

## • FISH & SEAFOOD

Great Lakes Fish & Seafood ..... 368-6050

## • FLORISTS

Livernois-Davison Florist ..... 933-0081

## • FRESH PRODUCE

Ciaramitaro Bros., Inc. .... 567-9065  
 Cusumano Bros. Produce Company ..... 921-7100  
 Hadley Fruit Orchards ..... 569-7030  
 H.C. MacClaren, Inc. .... 841-3854  
 Tony Serra & Sons Produce ..... 758-0791  
 Faro Vitale & Sons ..... 393-2200

## • ICE PRODUCTS

Midwest Ice Corp. .... 868-8800

## • IMPORTERS-EXPORTERS

Dalaly-International & Asso. .... 353-2722  
 Energy International Corp. .... 362-4266

## • INSECT CONTROL

Atlas Pest Control ..... 961-1388  
 Nu-Method Pest Control Service ..... 898-1543  
 Rose Exterminator Company ..... 588-1005

## • INVENTORY, TAXES, BOOKKEEPING

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 Approved Inventory Specialists Co. .... 571-7155  
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 Maxwell Foods, Inc. .... 923-9000  
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