



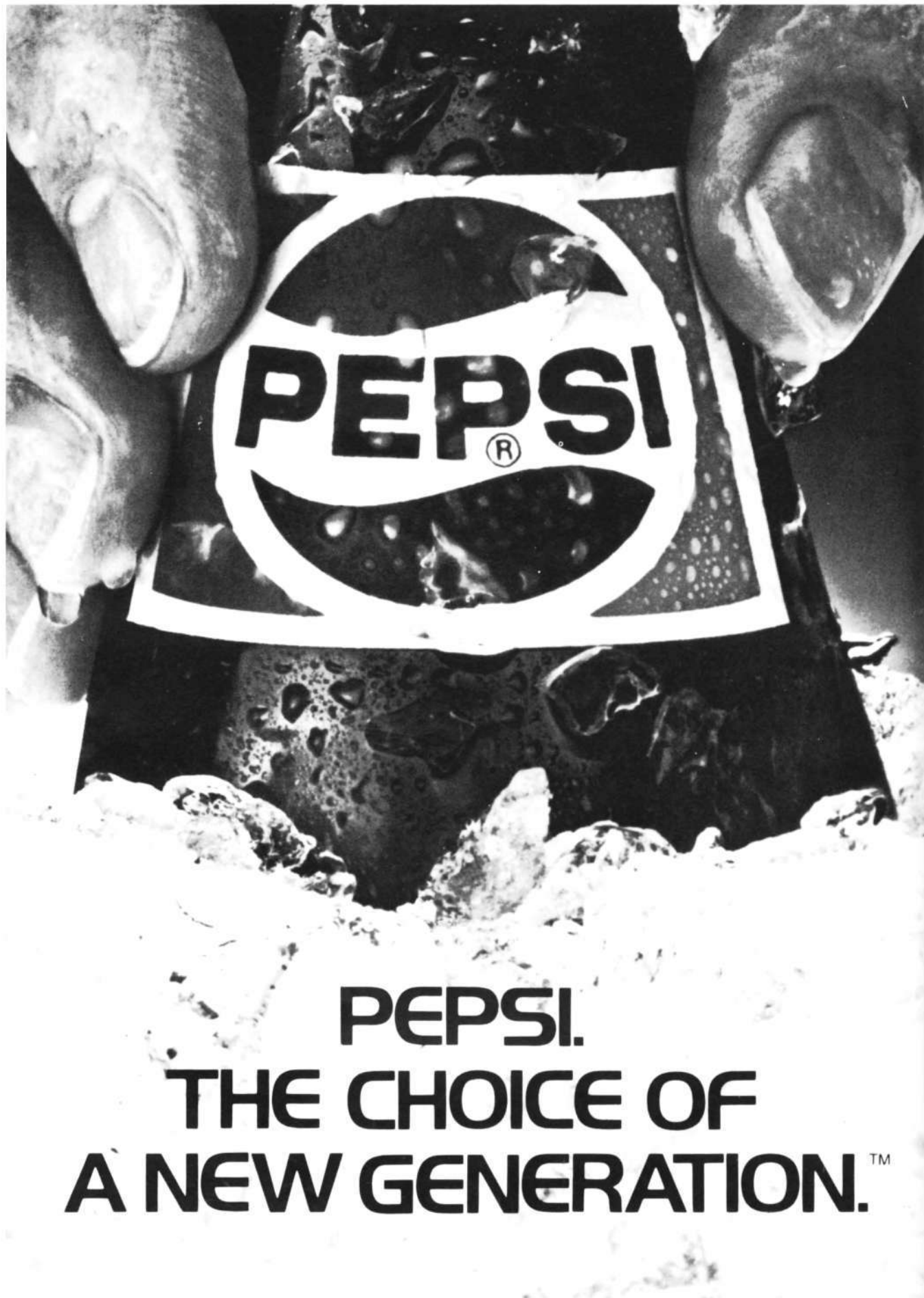
THE FOOD DEALER

"The Magazine for the Michigan Grocery and Beverage Market"

SPRING 1985 ISSUE

A large, stylized orange number "69" serves as a background for the anniversary text. The "6" is formed by a thick diagonal stroke and a large circular loop. The "9" is formed by a thick diagonal stroke and a large circular loop.

**AFD
69th ANNIVERSARY
ISSUE**



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National Independent Retail Grocer Week Proposed

As in last Congress, Representative Carrol Campbell (R-SC), together with 51 initial co-sponsors, introduced H.J. Res. 74, a joint resolution designating the week of September 8, 1985 as "National Independent Retail Grocer Week." The legislation was referred to the House Post Office and Civil Service Committee.

In order for the House Post Office and Civil Service Committee to consider the bill it must have a minimum of 218 co-sponsors. In the Senate, the Judiciary Committee requires the bill have 25 co-sponsors, including bipartisan support from 10 Republicans and 10 Democrats. Senator Hollings (D-SC) and Boschwitz (R-MN) are expected to introduce the resolution in the Senate.



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Hiring Minors Could Mean Major Trouble!

by **James V. Bellanca, Jr.**, General Counsel for AFD

With the approach of summer many employers consider the hiring of minors (anyone under 18 years of age) to work in their stores as stockboys, baggers, errand boys and for general clean up. A work permit is required for *all* minors under the age of 18 years of age who have not yet graduated from high school or are not the children of a parent or guardian who owns and operates the business for which employment is secured.

A violation of the Youth Employment Standard Act could result in substantial *criminal* and civil penalties. Depending upon which section of the Act is violated, a store owner — employer could be charged with a misdemeanor and sent to jail for up to one year and fined not more than \$500.00 or both, or even a *felony* punishable by imprisonment of not more than 20 years and a fine not more than \$20,000.00 or both. On the civil side if a minor is hurt during the course of his employment and he receives worker's compensation benefits, those benefits will be *doubled* if a proper work permit was not secured prior to employment. Your insurance company will sue you to recover the 100% penalty referred to above.

THE BURDEN IS UPON YOU — THE EMPLOYER. It is not enough to simply ask an employee/applicant his age and accept his statement as truth. You must secure absolute proof and retain a copy of that document as part of your record of employment. You should secure a copy of his birth record, or a copy of his driver's license as part of your permanent record of employment. If the employee is under the age of 18 years, they must have a work permit. It is their burden to secure the work permit, not yours. You must only provide a statement of intention to employ setting forth the type of work to be performed, the hours of employment and the wage you intend to pay. The minor then will bring that statement to his local school principal and provide such other information as the school principal requires.

MINORS CANNOT PERFORM CERTAIN WORK EVEN WITH A WORK PERMIT. When the prospective employee secures the work permit, you should maintain it in his personnel file as absolute proof of the age of the minor. A minor under the age of 16 years cannot be employed for more than six days in one week, nor for a period longer than 48 hours in one week, nor more than 10 hours in one day. He may not be employed between the hours of 9:00 p.m. and 7:00 a.m. While in school he cannot be employed more than 48 hours per week when com-

bining the hours of employment with his hours of attendance at school. The same general limitations apply to a minor over the age of 16 years except that he may not be employed between the hours of 10:30 p.m. and 6:00 a.m. No minor may be employed for more than five hours continuously without an interval of at least 30 minutes for a meal and rest period.

A violation of these sections could result in the employer being found guilty of a misdemeanor punishable by imprisonment of not more than one year or a fine of not more than \$500.00 or both.

A minor may not be employed in an occupation that involves a cash transaction after sunset or 8:00 p.m., whichever is earlier unless the employer or another employee of 18 years of age or older is present during these hours. Violation of this section could result in the employer being found guilty of a misdemeanor punishable by imprisonment for not more than one year or a fine of not more than \$2,000.00 or both. A second offense could result in a misdemeanor charge punishable by imprisonment of not more than two years or a fine of not more than \$5,000.00. A third offense could result in the employer being found guilty of a felony punishable by imprisonment for not more than 10 years or a fine of not more than \$10,000.00 or both.

STORES WHICH SELL BEER, WINE AND LIQUOR. A work permit shall not be issued authorizing the employment of a minor in a store which sells beer, wine and liquor unless the sale of food or other goods constitutes at least 50% of the total gross receipts of the store.

If a minor is employed with a proper work permit, the employer must keep posted conspicuously in or about the premises a printed copy of the limitation of hours of employment as provided by the Department of Labor and in addition, each employer shall keep in or about the premises adequate time records which state the number of hours worked by each minor, each day of the week together with starting and ending times and other information the Department of Labor requires. These records must be retained for at least one year.

■ In summary and conclusion keep the following general rules in mind.

■ If you wish to employ anyone between the ages of 14 and 18 who is not your child or ward, the minor must secure a work permit.

■ A minor may only be employed for limited hours and you must post a copy of the law in your store.

(continued on page 12)

Off The Deeb End

EDWARD DEEB
AFD Executive Director



HOPE STATE NOT FORGETTING JOB RETAILERS ARE DOING FOR LOTTERY

Last year the Michigan State Lottery raised \$530 million for the State of Michigan, and based upon the budget of the state, most of the revenue went for education.

It has been said that the Michigan Lottery is the richest of all. One of the major reasons for this is the support given the state by its over 1,200 agents, most of them grocery stores and supermarkets who go all out to promote the Lottery for this state, and thus help cut expenses and the need for Michigan to set up its own costly lottery stations.

The time has come to provide a deserving reward to the Lottery agents of this state who play such a key role in the success of the lottery, as Commissioner Michael Carr would quickly concur. Problem is that when anyone does a decent amount of sales, he/she is quickly penalized by another agent being placed nearby. Thus, there is no way an agent can come close to being re-imbursed for legitimate expenses in operating the Lottery for the state.

The argument is the same with all of the states involved with a lottery. They seem to "conveniently" forget those important sales agents who really get the job done. Of course, the arguments against increasing the sales commission are clearly political in nature.

Take Michigan. The current sales agents' commission is 6%. The state lottery began with a 5% commission at the beginning. Then Commissioner Gus Harrison increased it by one percent to 6% around 1976 or nine years ago.

Following several meetings with Mr. Harrison, AFD and our member agents, he soon realized that the five percent nowhere near pays for all the expenses incurred in selling lottery tickets.

The time has come for another increase in lottery sales agent commissions to, say 10 percent from the current six percent. When one calculates the double-digit inflation which has occurred for the past nine years, Commissioner Carr and the state would soon realize it is getting a bargain even with the 10% fee.

If the Lottery Bureau wants to continue to keep the revenues growing... and we think Mike Carr does want to do just that... then the time is now for Michigan to show it does indeed appreciate the job its agents are doing.

Imagine how fast that \$530 million would dwindle if the state had to incur all of the expenses the agents are incurring. Let us continuously show that we are ALL part of the same time.

Meet our new salesman.

You'll be seeing a lot of this kid soon. On television. In newspapers. On point-of-purchase displays. All over Michigan. Because he's our new spokesperson, Fred, we call him. And Fred is going to help you sell a lot of London's Farm Dairy products.

You see, Fred absolutely LOVES London's. He thinks London's, dreams London's, can't wait 'til he can have London's. In fact, Fred would walk to China for London's. It's because London's Farm Dairy products are so wholesome and naturally good. And in his own cute, adorable way, that's the message he'll be telling your customers.

It's going to be hard to ignore Fred. So once this blockbuster advertising and promotion campaign gets underway, there will be a lot of people looking for London's Farm Dairy products in your dairy cases.

It all starts early Spring of 1985. Make sure you're fully stocked and ready. It'll make Fred awfully happy. Call Fred Krohn, Vice President of Sales (not the same Fred...). In Michigan, call toll-free: 1-800-572-3624. Local or out-of-state: (313) 756-4443 or (313) 984-5111. London's Farm Dairy, 2136 Pine Grove, Port Huron, Michigan, 48060.

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Chairman's Message

JERRY YONO
AFD Chairman



LET'S HELP THOSE BUSINESSES ALREADY IN MICHIGAN

There has been much said and printed lately about Michigan taking a more aggressive stance to attract new businesses, plants, factories, offices and retail stores to the state. We have no objections with Saying Yes to Michigan.

We all know how various cities, counties and even the State itself are vying to compete with other states and cities to land key new services and industries... including such things as tax abatement programs, free land, and what have you.

What does concern us very much however, is the fact that those already operating in Michigan are virtually ignored. What is the State of Michigan doing to keep various businesses alive and from folding so they too can hire more people and remain successful?

At this time, I would briefly like to touch on four items of concern to me as a businessman, and these same items affect all of us in this industry in Michigan.

1 — **INSURANCE** or the lack of it. Presently, retailers, wholesalers, manufacturers and brokers found out their property, casualty and fire insurance premiums went up double and triple in cost... if you were lucky enough to get this type of insurance. This is a sad commentary on doing business in Michigan. (You may recall that it was Associated Food Dealers that helped launch the pool insurance program in this state following the 1967 riots.) We urge the Governor and Insurance Commissioner to look into this at once, and improve the situation.

2 — **CRIME AND CRIME PROTECTION.** More and more businesses in this state are being affected by all types of crime... robberies, burglaries, bad check passing, and shoplifting, to name a few. This does not include those victims of crime who are wounded or killed by those committing the crimes. Government at all levels should make crime prevention the top priority in Michigan.

3 — **GOVERNMENT AGENCIES** need to be more sensitive to business and the problems encountered in doing business. It does not make any difference whether it is the Liquor Commission, Lottery Bureau, Agriculture Department, Health Department or whatever. Undue hassling and aggravation should not be permitted. The Governor would do well to issue a Memorandum to all agencies asking them to support business more.

An example is that we as an industry worked hard to eliminate dual food inspections involving both the Agriculture Department and the Health Department where duplicate areas over-lapped. Even though the House and Senate passed the bills to avoid duplication, and the Governor signed them into law, the two Departments are still bickering with each other!

4 — **JOB TRAINING FUNDS.** The AFD has done everything humanly possible working with Coleman Young of Detroit, New Detroit, Inc., the State of Michigan to get funding to train 200 people to have permanent jobs in the food industry. Everyone expresses joy at how wonderful this program would be... but politically no one wants to assist us. Maybe all this talk of unemployment is not for real. Or maybe some people don't want us as an industry through AFD to get the job done.

If we can solve just these four areas of concern in 1985, we will have made a giant step forward for our industry.

You can't carve the best niche without the best tools.



In today's rough and tumble marketplace, it's not always easy to carve your niche as an independent food retailer. You've got a lot of stiff competition out there. Warehouse stores, mega marts, even c-store operations take a big chunk of your change.

Oh sure, you can go it alone - using the brainpower and determination that got you where you are.

But it's going to take some heavy duty help to slice and keep your piece of pie. Today's dog eat dog

world demands the expertise of accountants, data processors, even market development researchers. And that's where Spartan Stores can help. We supply the support services you need to find, and keep, a place in the market.

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Home Style Cookies



BELLANCA

(from page 7)

■ You must maintain personnel records, including the hours of employment, a copy of the work permit for at least one year.

■ **THE BURDEN IS ON YOU TO DETERMINE IF A JOB APPLICANT IS A MINOR OR NOT.** A statement by a employee/applicant that he is over 18 years of age is not enough to protect you. When in doubt ask for a copy of the birth certificate, driver's license or high school diploma.

Finally do not take a chance. It is much cheaper to be safe than sorry. When in doubt call your lawyer or the AFD offices for assistance **BEFORE** you hire a minor.



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Helpful Guidelines For Training Your Employees

A definite procedure is needed when organizing and implementing employee training programs. According to Food Marketing Institute's management training seminars, the following principles can form the guidelines for establishing effective in-store training methods:

1. The training program should be developed to meet the over-all needs of the business and the specific needs for each department or operation; it should be built around the three factors essential to job success — interests, knowledge, and skill.

2. The training program should also be built around written work procedures, which should be developed for each department by the store manager and approved by the owner-operator or store manager.

3. After proper indoctrination of the new employee, his formal training should begin at once. For this training, the employee should be under the guidance of the department manager, and a second

person should be designated as the person the trainee turns to in the department manager's absence.

4. The department manager should give the employee specific instructions in work objectives, work standards, work schedules and assignments, including: (a) what work he must do, (b) how he is to do it, (c) how much work he is to do, (d) when he is to complete the work, and (e) why the work must be done as specified.

5. The department manager should give close attention to the employee during the first month and should make certain that every phase of the job and the underlying reasons for every step are fully and clearly understood; special effort should be made to talk to the trainee and to draw out his reactions regarding his training program.

6. A training checklist should be used by the department manager for recording the progress of each trainee; progress and performance should be formally reviewed after the first month and the first three months; and the success of training should be measured by subsequent performance on the job.

7. When new procedures or methods are introduced or systems changed, it should be the responsibility of the department manager to train all employees so that such changes will be completely understood and executed.

8. Employees promoted or transferred to different jobs should receive training in their new jobs through a planned program and a progress checklist as if they were new employees.

9. Supplementary training tools such as visual aids — films on courtesy, checkout procedures, etc. — and literature pertaining to the job should be utilized regularly for all employees at all times, not just during the initial training period.

10. Training should be continuous for all employees; their performance should be appraised periodically, and refresher training and retraining given whenever and wherever needed.

11. Each employee should be encouraged in such self-development activities as taking outside educational courses and reading special trade journals.

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How To Improve Your "Personal" Bottom Line

by Gregory J. Spinazze, CLU, Gregory J. Spinazze & Associates

As an individual tax payer, sole proprietor, or corporate business owner, we all have one thing in common when it comes to taxes, we all have to pay them.

There are many ways available to avoid taxes through the proper planning for both short and long range goals. Many of these ways are tax favored. Utilizing the tax favored features will help you make the most of your tax free dollars.

Tax free dollars are of three specific types: 1) tax deductible, 2) tax free, 3) tax deferred. Each of these categories are slightly different, however, each provide for the ability to avoid or defer income tax payments on dollars earned. It is important in the financial planning process that each of these types be taken into consideration in planning any retirement, savings, and benefit programs individually or on a group basis.

The most favorable treated items are those that are **tax deductible**. Tax deductible programs offer a one for one offset against any current earned income. Examples of tax deductible programs include

pension or profit sharing programs, 401 (k) programs, and individual IRA programs. Corporate group health, disability and life insurance programs are also tax deductible. These tax deductible programs should be the first plans utilized in any financial plan. These programs allow you to deduct from current income accumulate cash with no current income taxes and will normally provide for favorable treatment upon withdrawal of the funds.

After making tax deductible contributions to their individual limits, the second area of tax favored savings comes under the title of "tax free". Tax free programs include the popular municipal bonds and municipal bond funds. This type of an investment offers you non-taxable income. However, dollars contributed into the program are normally those on which taxes have been already paid. Normally the types of returns on tax free investments are more conservative in interest rates. However, they do offer the feature of providing income without paying income taxes.

The third area to help you make the most of your tax free dollars is tax deferred. This is the treatment of deferring or putting off to some later date the income taxes due on interest dollars earned. This would include the tax favored treatment of dollars growing within such programs as IRAs, pension and profit sharing programs. Another popular tax deferred plan is the single premium annuity. This type of program would allow you to accumulate funds compounding the interest without having to pay current income taxes. Single premium annuity programs offer an attractive alternative to a certificate of deposit or money market savings programs.

The assumption that is made with all tax deferred growth is that tax brackets will normally be lower upon the withdrawal of income. Therefore, the income being deferred will be taxed at a lower rate. One of the first steps in any financial planning exercise is to determine what programs we as individuals, business owners, and sole proprietors are eligible for. Once the eligibility and availability is determined, then it becomes important to prioritize and set up the proper investments you should take to make the most of your tax free dollars. Many times several programs are available to an individual since they are treated as corporate business owners, as well as individual tax payers. Because of this it becomes important that all available programs are explored when making any investments. Doing this will help you to make the most of each and every dollar earned.

There are financial planners that can help you organize and prioritize your program to help you **Improve Your Personal Bottom Line**.



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Paper Grocery Bags Are An Enduring Tradition

During the past 100 years, the telephone has changed from a simple means of turning sound to electronic impulses, sent from one room to another, to an international communications device, requiring operation only by pushing buttons less than a dozen times.

And throughout the period of technological advancement in science, medicine, transportation and communications, one thing has remained the same. The paper grocery bag, in its second century of existence, is still the most widely-accepted way in America to bring home groceries.

"The American supermarket has grown up with the convenience of the brown bag, which has been just given away to shoppers. It's kind of uniquely become an American institution," said Mona Doyle, spokeswoman for the kraft and packaging papers division of the American Paper Institute.

The grocery bag, as we know it today, with pleated sides, called "gussets," and a square, flat bottom, was first produced automatically in 1883 by Charles Stillwell.

"The paper industry in the United States has just been able to provide a continuous source of inexpensive supply. We have had the luxury of using better quality paper, not only in kraft papers, but in fine papers and toilet paper," she said during a recent interview in Tampa.

Unlike shoppers in European countries, she said Americans have been fortunate to need not bring mesh bags with them to grocery stores to shop. The kraft paper bag, she explained, has a flat bottom that stands up with an open top and supports the items it contains — as much as 40 pounds worth.

Because of the bag's ability to hold large quantities of groceries safely, "the supershopper is an American phenomenon altogether — that large ticket shopper who's going to spend between \$75 and \$200

or \$250 a week these days for food."

Among the appealing characteristics of grocery bags to store customers, she noted, are strength of the bag, and protection it offers to its contents, and speed of checkout.

Through the use of paper bags, compared to alternatives, such as plastic bags, Ms. Doyle said, the time is reduced both for store clerks to check through shoppers' groceries and for shoppers to unload their bags when they get home.

In addition, paper bags also have an economic advantage for both store management and consumers, she said. While current kraft bags have "relatively fixed prices," due to the "relatively constant price of paper," plastic bags are made with petrochemicals and, she said, are "nearly dependent on the current price of oil."

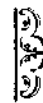
As to technological improvements in the grocery bag in coming years, such as a "marriage" of paper and plastics, Ms. Doyle commented that "I don't think you're going to see that very soon, at all. The fact of the matter is you can't make a large plastic bag, because it won't hold up."

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Use Of Computers Important To Small Businesses

by **Dr. Michael S. Skaff**, president, Micro Science, Inc., Fraser, Michigan

Every business, both large and small, has similar problems. Each must know the status of its inventory, sales, and costs at all times so that profit margins can be maximized and losses minimized. The magnitude of the data may vary but the nature of the problem is constant.

As the amount of information increases and the complexities of running a business grow, so too does the need to automate. Thus, the computer becomes a necessary part of the business operation.

In the past, only big business has been able to afford computers. The small business, such as the neighborhood grocery store, has been left out in the cold with manual procedures or with semi-automated machines.

The creation of the microcomputer has now made the cost of automation affordable for these small stores. One should not be fooled by the size of these microcomputers. They are fast, powerful, and possess significant external storage capacity. Automation is no longer the exclusive property of big business.

It is important to note that the microcomputer mentioned above is not a minicomputer. A minicomputer generally costs well over \$10,000, whereas the microcomputer is less than this amount. Many are available in the \$2,000 to \$6,000 range. Prices vary with the quantity and type of equipment purchased. Also, the

minicomputer usually possesses a more sophisticated operating system which allows for multiprocessing and multitasking activities. The minicomputer defines a centralized data processing environment with several terminals attached for user interface.

The size of a business usually dictates the type of computer hardware required when automating. However, the "bigger is better" concept should not be blindly accepted. Vendors charge more for minicomputers than for microcomputers. Thus, there is more incentive to sell these systems first.

Just what can be expected of a microcomputer? A small store or business can purchase one machine with anywhere from 10 to 40 million bytes or characters of data. This amount of external storage may be adequate for data required in payroll, accounts receivable and payables, general ledger, inventory, and sales analysis.

A micro system is designed to operate as a standalone unit. This means only one application at a time can be run. However, using local area network concepts, microcomputers can essentially be transformed into a minicomputer look alike at a fraction of the cost. The local area network allows a group of micros to all access common data bases and to share peripherals such as printers.

The unbelievable speed that

the microcomputer possesses enables its users to accomplish more in less time. In fact, many applications can be run one after another, in the time it took to do only one in the past. For example, it is not uncommon to expect a 150 employee payroll to be completed in less than an hour. This includes all activities from entering time card data to printing checks.

The decision to purchase a computer must be based upon the existence of application software as well as hardware. Without good software, the machine will become ineffective. Off the shelf or "canned" programs can be bought inexpensively but the user should understand that these systems are usually purchased "as is". If a business wants special considerations, customized programs may be needed. Obviously, this customizing can cost more. Each business desiring to automate must know what it wants so that appropriate software can be purchased.

There is no longer any valid reason for a small business or store not to own a microcomputer. In most cases, this machine can provide all the information management needs to run an efficient and profitable business. In addition to being inexpensive, the microcomputer presents tax advantages to its business owner. This occurs in the form of an investment tax credit and in the deductions achieved with depreciation.

Every small business can successfully automate at a reasonable price by following some simple step-by-step procedures. These are as follows:

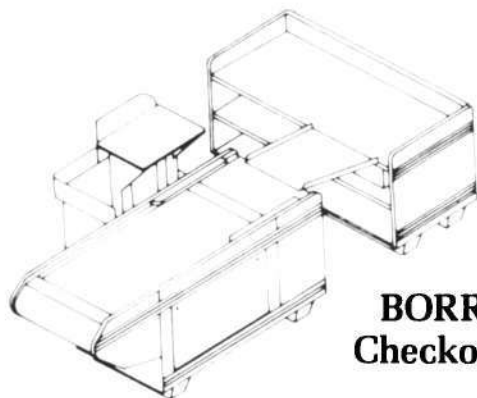
1. BE PREPARED. Pick out which

(continued on page 24)

ABOUT THE WRITER: Michael S. Skaff, PhD in mathematics is a graduate of the University of Michigan (BS), University of Illinois (MS) and UCLA (PhD) is one of the nation's leading computer programming experts in addition to his regular position as Professor of mathematics at the University of Detroit. AFD and The Food Dealer magazine requested Dr. Skaff to write this article to encourage small businesses to begin using computers to assist them if they have not already. He, his wife and family, reside in Grosse Pointe Woods, Mich. As president of Micro Science, Inc., Dr. Skaff is frequently requested to speak before various organizations, and is a leading newspaper columnist.

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Some Basic Rules For Your Next Sales Promotion

■ Be timely. Run a sale when people WANT to buy the item. Sounds contradictory? Not really. If it's summertime and everyone is buying fruit, offer one item (say cherries) at a sale price. Result: Break even on the cherries but the sales in peaches and grapes and plums and nectarines and watermelons and strawberries will increase. Because the customer is there. And buying.

■ Name the name. An apple may be just an apple but a Macintosh is something special. Food takes on more importance when you refer to a product by name. (Otherwise generics would own more than their tiny share of the market.)

■ Make it easy to find. Keep advertised sale items together, on their

own page or in their own area. I want to see at a glance what is on sale and what is not. Also, give your sale a name: Anniversary, Grand Opening, April Fool's Sale. Can't tell one sale from another without a name.

■ If it's radio, keep it simple. Stores accustomed to running 100 or more items on a newspaper ad will find they can list only a half a dozen — or less — in radio. It's on, and off, quickly, in 30 seconds. Listing a group of items at original price and then special savings confuses the listeners. They cannot remember the last item — much less the first.

■ If it's TV, it should sell your product and your store. TV is divided into three parts: audio, video and

supers (the words that appear on the screen). Focus on one, not all three at a time, or you can't "see" anything (much as you could not "hear" anything with a dozen or more items named on the radio).

■ Don't forget the in-store promotion. Ads bring in customers. The instore signs remind them. (And inform those who did NOT see or hear the TV or radio or newspaper ad.) Increase traffic for an item NOT advertised with a large sign saying just that: "Unadvertised Sale!"

■ Avoid percentages. "One-third off sale." What does that mean? Can the customer quickly compute that figure? Probably not. Do the math for the customer. Give specific numbers.

■ Watch your words. "Regularly priced at..." and "Originally priced at..." are NOT the same phrase. If you don't think so, tell it to the FTC inspectors and the Better Business Bureau.

■ Copy the pros. Everyone has to eat, so customers buy food every week. How do the major stores bring customers in to buy on sales? What are their techniques? Look through the ads of other stores in major newspapers. See how they run their sale ads. These layouts are adaptable to your food store and will make your ad look distinctively different.

■ Big is not necessarily better. Small space sale ads are effective. Idea: Take one item in your store. If it appeals to women, run it on the society page by itself ("We're having a sale on stockings, Only 99 cents. Originally \$1.59.") Add the line, "For more of what's on sale at (your store) see our full-page ad on page 8." Use the same idea for men. Take male-only items and promote them on the sports page with the same cross-reference line. Your small-space ads might easily get the customer to read the big space ad as well.



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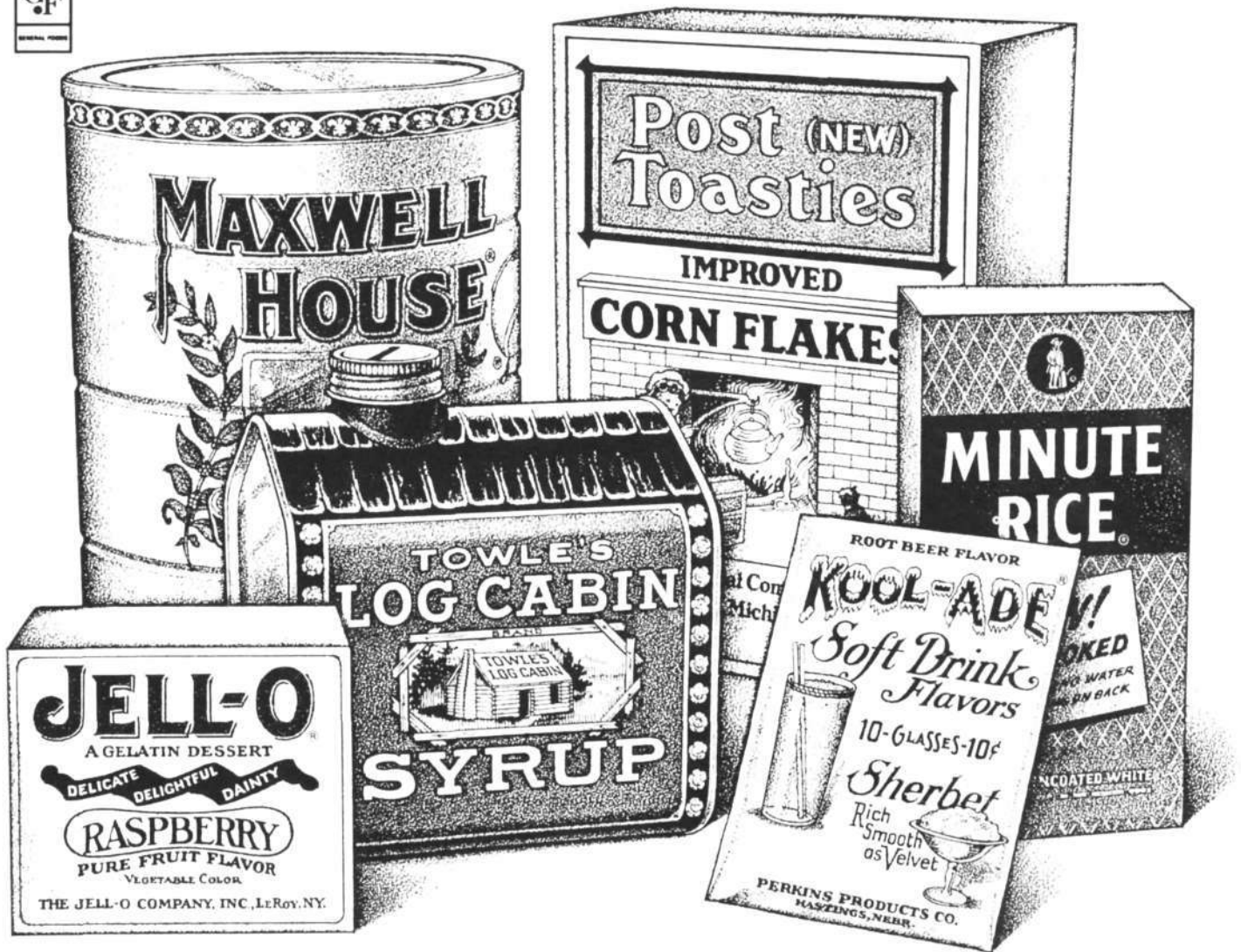
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GENERAL FOODS CORPORATION

Don't Lose A Customer Just To Win An Argument

One might actually doubt the possibility of winning an argument. When you let a discussion or debate start to heat up into an argument, the temperature of patience — and doubt as to the other party's sanity — becomes so hot, that even if you manage to prove your point beyond a shadow of a doubt, the conclusion of the flow of words can leave such emotional ruins that a business relationship can be destroyed, a lifelong friendship wrecked or a valued employee alienated to the point of just quitting during your busiest season. In fact, chances are that most divorces start out with minor arguments that begin to involve personalities until words are said that can never be retracted.

It is especially important to keep this in mind in your relations with customers, because only too frequently, the time you, — as a manager, — have occasion to speak with customers is when they have chips on their shoulders. At the instant you first speak to them, they seem to be driven by a desire to destroy you because your store has (they claim) treated them with other than tender loving care.

How are you going to win an argument that starts out like that? The best possible answer to this

question, on your part, is some forced smiles and belabored "agreement" with your antagonist, but the fact is that you can avoid arguments if you try — and at the same time avoid the expensive kind of arguments that cause you to lose customers. Here are six precepts for you to win arguments — by avoiding them.

ASK QUESTIONS

In dealing with an irate customer, the first question you should ask is, "What happened?" Next, "How did it happen?" and third, "Can you show me?" By asking these questions, and others that might evolve, you are avoiding any disagreement with your customer.

LISTEN

Sandwiched in between your questions you now LISTEN to your customer. We mean really hear the words and try to understand the customer's viewpoint.

BE PLEASANT

While this may be agonizingly difficult, it is absolutely vital: be pleasant. This may even require that you be apologetic and contrite, nod your head although in agreement, and repeat, "I understand. I understand how you feel!" But don't raise your voice under any circumstances.

RESTATE PROBLEM

After the customer has run out of words, restate the problem as you understand it, and get an agreement as to the extent of the responsibility of your store. This may revive strong points of potential arguments, but maintain your position of trying to ARRIVE AT POINTS OF AGREEMENT (not point of argument).

ACCEPT RESPONSIBILITY

By this time, you should have decided how right the customer is, how much of the responsibility is really yours and how far you can go to satisfy the customer. Remember! Your main endeavor should be to avoid an argument, and acknowledge the fact that you are the real loser, if in the end you fail to keep him as a customer.

O.K. At this point, you say we are the ones who are crazy because we don't know your customers well enough to write about. But gently — without an argument — we'd like to disagree, pleasantly, of course. The truth is, this world is populated from pole to pole by people who are pretty much the same, merely varying with the quality of their circumstances. The real difference is in the way you run your store, what you think of your customers and how carefully you deal with them.

COMPUTERS

(from page 20)

applications need to be automated and in what order. Collect all pertinent data related to the operation of each application.

2. SELECT SOFTWARE. Does software exist? Does it perform to the specifications defined by the application? Decide if canned or custom software is required.

3. SELECT HARDWARE. Determine which equipment can run

the software selected in Step 2. Buy only as much hardware as is needed to perform the applications selected in Step 1.

4. EMPHASIZE SERVICE AND SUPPORT. To implement Steps 2 and 3 do business only with vendors who will provide service and support both before and after the sale.

5. PROCEED SLOWLY. As the computer system is installed, check each phase carefully to see that each application operates

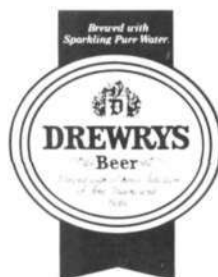
correctly. Do not rush through the installation phase.

6. DEMAND USER DOCUMENTATION. Each application software system should include a users' manual documenting how the system operates.

7. PERFORM FREQUENT BACKUPS of Data Base. Procedures concerning backing up all data files must be installed as soon as possible. Buy hardware with convenient backup capabilities such as cassette tape.



Light



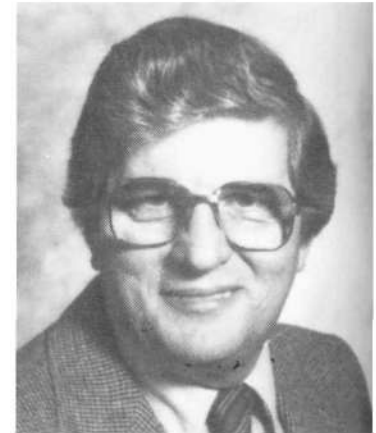
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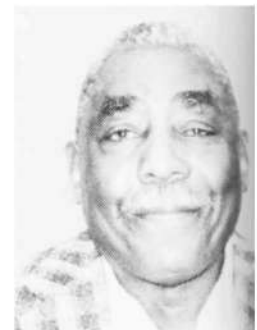
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PHOTOS NOT AVAILABLE: Jacob Grant, Farmer Grant's Market; Frank Tumbarello, Frank's Party Store

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FMI Takes A Look At Trends In The Grocery Industry

by **Frank D. Register**, Senior Counsellor, Food Marketing Institute

With another year having passed into history, FMI's annual study of the food industry becomes an important yardstick for determining the direction in which we are going. "The Food Industry Speaks" is based on original research by FMI and pinpoints significant happenings and trends. The latest study, published this year, details developments worth noting.

■ **Produce Department** — Fifty-five percent of retailers participating in the annual study reported they had increased produce department sales as a percentage of total sales. The average number of employees in the produce department has increased from three in 1979 to three and a half today. Sales per labor hour during the period jumped from \$75 to \$100.

■ **Salad Bars** — In 1983, salad bars represented three percent of total produce department sales. Approx-

imately 3.2% of all stores participating in the study operated salad bars. Average number of items carried in salad bars was about 30. About half of the stores with salad bars employ 2.5 full or part-time employees to take care of the salad bar.

■ **Bulk Food** — About 11.1 percent of participating retailers sold bulk foods in 1983. Average number of items in a bulk foods department was 55. The bulk foods phenomena was most popular in the Mountain States and in the Northeastern states.

■ **Electronic Funds Transfer** — The percentage of stores with automatic teller machines (ATM's) has increased from 4.5% in 1982 to 8.4% in 1983. An additional 2.9% of the stores in the survey offered non-ATM electronic banking services. In 40% of the instances where ATM's were in operation, the banks owned the machines. The majority of ATM transactions were cash dispensing (66%), balance inquiry (20%) and deposit taking (13%).

■ **Medical Benefits** — Ten percent of the participating companies offered to employees high blood pressure control and alcohol and chemical abuse control programs. A smaller number offered mental health counseling and smoking cessation programs. Forty percent of companies have first aid stations available. Fourteen percent have first aid specialists in their companies.

■ **Scanning** — In 1983, thirty-six percent of reporting companies were scanning 100%, compared with less than 17% in 1982. In 1983, almost two-thirds of all stores with scanning had a full time person responsible for the scanning function. Some of the primary uses of scanning data in 1983 were monitoring checker performance, specials, coupon accounting, work scheduling and new product evaluation.

■ **Store Construction** — Of the new stores built in 1983, over 41% were superstores, 31% were combination stores, 16% were conventional stores, while warehouse stores accounted for 8.4%. The typical new store built in 1983 averaged 38,000 square feet, \$57.69 per square foot for total construction costs, and was in operation an average of twelve months before breaking even.

This detailed study deals with a great many aspects of the food industry, including typical company performance, store development, operations and distribution centers. It is available from Food Marketing Institute, 1750 K Street, N.W., Washington, D.C. 20006.

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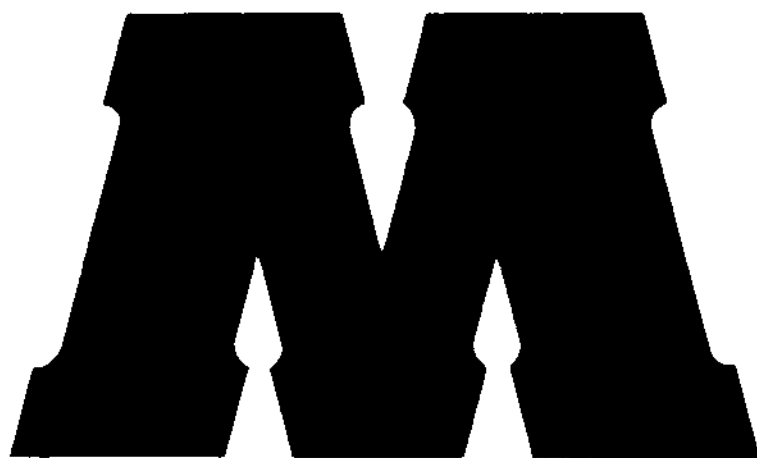
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SAGINAW: Michigan 48603, 2975 Bay Road, Bldg. 102-C/Phone: (517) 791-4855

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Don't Be An Easy Target

The National Institute of Justice reports that research by the Rand Corporation on criminal behavior of inmates in three states shows that inmates who committed burglaries reported that they had committed between 76 and 118 burglaries annually per inmate. Lower level thieves (shoplifters, pickpockets, etc.) reported that they had averaged between 135 and 202 thefts in a typical year.

Obviously, shoplifters and burglars will repeatedly strike stores having weak defenses.

The risk of burglary can be reduced by utilizing high-quality locks in solid wood or steel doors, good lighting, and burglar alarm systems.

All shoplifting will not be prevented regardless of the security measures followed in the store. But the risk of shoplifting and shoplifting losses can be reduced by training employees in shoplifting prevention methods. Stores facing high losses and high risk of shoplifting will also benefit by use of store detectives and CCTV systems.

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anybody
who SHOULD be
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but isn't?

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Broadcasting Music In Stores May Violate Federal Laws

According to a representative of the American Society of Composers, Authors and Publishers (ASCAP), retailers who provide music as entertainment for customers must pay copyright fees for that music. The copyright fees are due whether the music being played is from a radio sta-

tion, tapes or records. According to the federal copyright law, you are allowed to play music for your own personal use, such as a radio on your desk, without paying the fee, but you must pay the fee when the music is played over a professional system for the public. The fine for playing a song that has

not had the copyright fees paid is a minimum of \$250! Per song!!

The rate schedule for ASCAP is based upon the number of speakers that you have in your store. It is \$100 yearly for the first three (3) speakers and \$20 for each additional speaker.

Representatives from ASCAP are now contracting retailers across the country and arranging to have a contract sent to them for payment of the copyright fees based on the size of the sound system. It appears that you have three (3) alternatives, under the current law:

- You may decide to unplug your system.
- You may decide to purchase a supplied music such as Muzak. These companies normally have already paid the copyright royalties.
- You may decide to pay the yearly fee.

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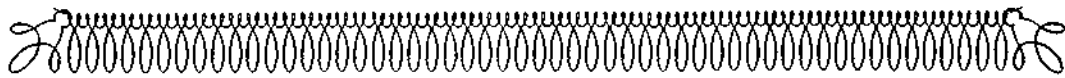


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Employee Security Training Can Reduce Shoplifting Losses

One of the greatest weaknesses in the average supermarket security program is the lack of security training for employees. Management should consider every employee as a store security agent and then train the employees in the steps they can take to prevent crime in the store.

Relatively few employees know exactly the steps to take when they observe shoplifting, discover a dishonest vendor or learn that a fellow employee is stealing.

Management must take steps to include employees in loss prevention efforts. Most employees want to help, but they must be told what to look for and what to do.

Here are a number of tips on reducing shoplifting that managers can use to train employees:

HEAD CASHIERS AND FRONT-END MANAGERS

- Close off unattended checkstands to insure that customers go through a checkstand with a cashier on duty.
- If several of the checkstands are

closed, place a cashier at every other positions.

- Reserve the right to check packages brought into the store by customers. It's a good idea to staple or tape the package shut in the customer's presence and to write his or her name on it.

- Be alert for undesirables entering the store and have an employee follow close by, if necessary, e.g. persons apparently under the influence of alcohol or drugs, gang members and others.

CASHIERS

- Check the bottom of every shopping cart. If any item is on the bottom of the cart, it must be moved to assure no smaller item is hidden beneath.

- Look for tears in large bags of dog food and large boxes of soap powder, particularly when they are on the bottom of the cart. The customer may be using the large bag or box to conceal another item.

- Handle and lift magazines by the bindings. Shoplifters often try to hide smaller flat items inside magazines and tabloids.

- Be aware of the prices of frequently pilfered items to prevent losses by cap and label switching. Be particularly alert for label switching on meat products and for cap switching on health and beauty aids.


- Be alert when customers talk constantly while you are ringing the order.

- While not attending to a customer, keep your eyes moving about the front of the store and down the aisles. Try to maintain customer contact even while you are awaiting your next customer.

- If you suspect a customer of shoplifting, remain calm and courteous and notify your supervisor or store manager.

- Be aware of the weights of boxes of cereal, toilet paper and rolls of paper towels. Check for tears or punctures in the packages, too. Shoplifters often use these packages to conceal other items.

- Make certain you know what steps you are to follow when you see a child eating an item from the store that apparently isn't going to be mentioned by the parent.



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Deli Department Offers More Contact With Customers

The service deli in today's supermarket offers a renewed means of personal contact with the customer. Opportunities for one-to-one contact between store employees and customers are limited in the modern supermarket. The deli, however, affords the perfect opportunity to treat customers as individuals — to slice a product to their preference, suggest a new cheese to complement the lunch meat just purchased, offer a recipe for or a taste of an unfamiliar item, or prepare an impressive array of food for a special party.

It's important that all deli personnel be pros at customer relations. At a minimum, every customer contact at the deli should include:

- A friendly, personal greeting, using eye contact, a smile and

the customer's name whenever possible.

- Offer to help, such as, "What may I get for you today?" or "How may I help you?"
- Offer to provide additional items, such as "And what else, please?" or "What else may I get for you?"
- Suggestive selling, such as "How about some boiled ham; it's our special this week?" or "This provolone would go very well with that pepperoni; would you like half a pound?" or "Have a sample of our new beefstick; it's perfect for picnics."
- A friendly thank you and invitation to come back, again with a smile, eye contact and the customer's name if possible.

Once a friendly, helpful climate is established in the deli,

questions and requests will flow freely. Each customer inquiry or special request should be viewed as an opportunity to make the customer feel important and to increase sales. Providing the necessary information — whether it's ingredients, a recipe, suggestions for "go-together" items, or a sample — is an important part of every deli employee's job.

Employees should also be alert to customers at the deli who are "hanging back." Probably, these shoppers are new to the deli and can easily be converted from browsers to shoppers with a friendly greeting, offer of a sample or information about a product they seem to be considering.

Several other key points which should not be overlooked when talking about customer relations are:

- Efficient and accurate use of the scales
- Neat and clean appearance of all employees
- Serving customers in turn
- Availability of adequate number of employees to efficiently handle customer traffic
- Availability of all "special" or promotional items

Because customers are treated personally, the deli is one area where they may have to wait their turn. Proper labor scheduling should keep this to a minimum, but the store might also want to consider ways to keep the customer occupied while waiting, such as:

- Literature racks with recipes, menu ideas, product information, cooking methods, etc.
- Videotapes or film loops featuring deli products and services
- Information on special complementary items in other departments

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Selecting New Items

New items are a vital ingredient in any food store. But, according to Food Marketing Institute's Supermarket Management Guides, there should be definite guidelines used in selecting new items, and deleting items which no longer serve the store's purposes.

FMI suggests the following as being valid criteria:

- New items which increase customer interest or store profit should be actively and continuously sought; competition should be shopped regularly to keep abreast of competitive new item selections.

- New items should be added to support or enhance the desired store image, to meet repeated customer requests, and to contribute to store profitability through increased sales and better gross margins.

- New items should possess

novelty appeal, represent an improvement over present items or a better price value, complement present items, fill a need, or have at least short-term customer demand.

- New items should be selected on the basis of a careful review of prescribed vendor item performance data and in the light of standard selection criteria established by the store; in addition, movement should be carefully measured for at least the first three to six weeks.

- New item information should be communicated internally as quickly as possible.

- New item availability should be promptly and aggressively communicated to the customer, possibly by means of an introductory price reduction and/or mass display promotion.

- The movement of all items should be reviewed regularly (at

least every twelve weeks and preferably every six weeks) to keep abreast of customer preferences, to avoid excessive diversity of assortments, and to spot items with unsatisfactory performance.

- Items which have little or declining customer demand, have comparatively poor profit performance, and are nonessential for the store's over-all-assortment image, as well as unnecessary duplications within the same department, should be discontinued.

- Deletions should also be made on the basis of excessive variety of items, brands, sizes, and price levels, unless customer demand indicates otherwise.

- To offset each new item addition, the performance of present items should be checked for possible deletions within the same product category or within the over-all assortment.

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Scam Alert

Retailers in the Cleveland area have reported a new scam and we urge all our members to be wary of the following scenario:

Late in the afternoon, a customer calls a store to explain that he/she has just made a sizeable purchase from your outlet, which is quite a distance from his/her home. Upon arriving at home, the customer checks over what has been purchased and "finds" an extra bag of groceries containing several high ticket items (i.e., steaks, cigarette cartons).

The customer suggests someone from the store can either come out and pick up the groceries right away or that customer will drop them off at the store in the morning, on the way to work, assuring the retailer that all perishables will be kept refrigerated overnight.

Since this seems simple enough, the retailer agrees to wait until the morning. However, a short time later another customer rushes into the store and excitedly explains that he/she was short a bag of groceries, describing the contents that the other customer described over the telephone. You tell the second customer that the groceries will be returned in the morning, but this customer says that since a cookout is planned that evening, the groceries are needed now. The honest, yet naive retailer agrees to give that customer the order that was "lost," knowing those same items will be "returned" in the morning. Obviously, the first customer never returns and now the retailer is left holding no bag.

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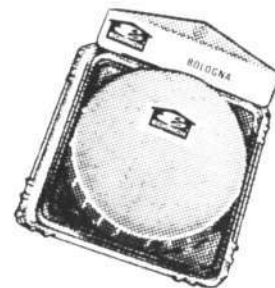
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FMI And GMA Join In Coupon Scanning And DSD Projects

Continuing a tradition of cooperation, FMI and the Grocery Manufacturers of America (GMA) will join forces this year to evaluate the costs and benefits of coupon scanning and to study the problems and potential applications of direct store delivery (DSD).

The two studies were announced at FMI's Industry Relations Conference in January, where presidents and chairmen of both groups and seven other food industry associations met to discuss key issues affecting the industry.

FMI and GMA also announced that in March they will release a new computer protocol that retailers and wholesalers can use to maintain their Universal Product Code (UPC) files.

Such joint efforts "have become such a habit that we don't even give it a second thought — which is the surest sign of maturity in industry relations," noted Byron Allumbaugh, chairman of Ralphs Grocery Company and FMI, at FMI's Midwinter Con-

ference in January. "We have learned to work together by putting the interests of the food industry and our consumers ahead of our own — and that is business excellence at its very best."

UPC BAR CODES ON COUPONS

At the Industry Relations Conference, representatives from manufacturer associations confirmed that a significant portion of coupons will carry UPC bar codes by the end of 1985. This will greatly improve the efficiency and accuracy of processing coupons for retailers, wholesalers and manufacturers.

Grocery company representatives at the conference welcomed the development, although a few expressed concern that some grocers may need to upgrade their scanning equipment to accommodate scannable coupons. The costs of upgrading and other coupon production and processing steps will be evaluated in the FMI/GMA coupon scanning study to be conducted by the accounting firm Arthur Andersen. Other associations and state executives have been asked to participate in the study.

On another front, the conference participants discussed the issue of manufacturers rejecting coupons from grocers without explanation. Representatives from the manufacturing companies indicated that they will focus on this problem immediately.

UPC FILE MAINTENANCE

The computer protocol that FMI and GMA will release in March will enable grocers to work with manufacturers to maintain their scanning files, eliminating inactive or erroneous UPC entries.

With the program, a supermarket will identify all of each manufacturer's products stored in its scanning file. The supermarket will then send a tape with this information to each manufacturer, which will check the tape against its files.

The manufacturer will identify the products that are actively for sale, no longer active or nonexistent in the manufacturer's file. The manufacturer will then send this information back by tape to the supermarket, which will use the tape and the FMI/GMA program to maintain its files. This process of purging inactive and nonexistent items will free up much-needed room for storing new product codes.

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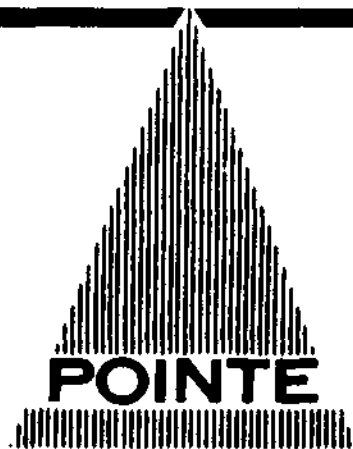
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American Food Assoc 478-8910
Ameri-Con, Inc. 478-8840
Bigger Staff Marketing 543-9600
Bob Arnold & Assoc 646-0578
J.M. Bellardi & Assoc 772-4100
B-W Sales 546-4200
Chambers & Associates 272-6735
City Foods Brokerage Co 894-3000
Conrady-Greenson & Assoc 335-2088
C.W.K. Food Enterprises, Inc. 851-2329
Embassy Distributing 352-4243
Estabrooks Marketing 553-3637
Five G's Food Brokers 286-8555
John Huetteman & Sons, Inc. 296-3000
Paul Inman Assoc 626-8300
Karas and Company 855-2013
McMahon & McDonald 477-7182
Marks & Goergens, Inc. 354-1600
Northland Marketing 353-0222
J.B. Novak & Assoc (1) 752-6453
The Pfeister Co 591-1900

Sahakian, Salm & Gordon 968-4800
Sosin Sales Co 557-7220
Stark & Co 478-6800
James K. Tamakian Co 352-3500
UBC Marketing 471-1480
United Salvage Co 772-8970

CANDY & TOBACCO:

Eastern Mkt Candy & Tobacco 567-4604
Fontana Brothers, Inc. 897-4000
J & J Whistle Tobacco & Candy 754-2727
Macomb Tobacco & Candy Co 775-6162
Mich Whistle Tobacco & Candy 923-2808
Wolverine Cigar Co 554-2033

CATERING HALLS:

Gourmet House 771-0300
J.F.R. Corp 468-1486
Royalty House of Warren 264-8400
The Southfield Manor 352-9020

CREDIT UNIONS:

AFD Credit Union 547-0022

COUPON REDEMPTION:

Associated Food Dealers (313) 366-2400

DAIRY PRODUCTS:

The Borden Co 583-9191
Country Fresh Dairy (616) 243-0173
Tom Davis & Sons Dairy 583-0540
Detroit Pure Milk (Farm Maid) 837-6000
Good Humor Corp 894-1490
London's Farm Dairy, Inc. (1) 984-5111
McDonald Dairy Co (313) 232-9193
Melody Farms Dairy 525-4000
Pointe Dairy 589-0666
Sherwood Dairy Distributors 375-1721
Stroh's Ice Cream 961-5843
Weiss Distributors, Inc. 552-9666
Wesley's Quaker Maid, Inc. 837-6000

DELICATESSEN:

Dudek Deli Foods (Quaker) 891-5226
Row-Bur Distributors 852-2616

DENTISTS:

Richard E. Klein, DDS, PC 547-2910

EGGS & POULTRY:

Eastern Poultry Co 875-4040
Linwood Egg Co 524-9550
Orleans Poultry Co 931-7060
Qualmann Quality Egg Co 757-4350

FISH & SEAFOOD

Al Deuel Trout Farm (1) 784-5427
Hamilton Fish Co, Inc. (1) 832-6100
Michigan Food Sales 882-7779

FLORISTS:

Horticultural Int'l Prod's (616) 956-9119
Livernols-Davison Florist 933-0081
Anne Michaels Floral Designs 855-5406

FRESH PRODUCE:

Harry Becker Produce Co 841-2500
Ciaramitaro Bros., Inc. 567-9065
Michigan Repacking & Produce Co 841-0303
Morelli Enterprises, Inc. 878-8505
Tony Serra & Sons Produce 758-0791
Faro Vitale & Sons 393-2200

ICE PRODUCTS:

Great Lakes Ice 922-5899
Midwest Ice Corp 868-8800

IMPORTERS-EXPORTERS:

Dalaly-International & Assoc 353-2722
Energy International Corp 352-4266
Evergreen Food Supply Co 358-4740

INSECT CONTROL:

Nu-Method Pest Prod & Services 898-1543
Rose Exterminator Co 588-1005

INSURANCE, PENSION PLANS:

Blue Cross, Blue Shield 225-8000
Ward S. Campbell, Inc. (616) 531-9160
Creative Risk Mgmt Corp (1) 792-6355
Financial Guardian, Inc. (1) 649-6500
Frank P. McBride, Jr., Inc. 886-4460
Joseph Gadaleto & Assoc (517) 351-7375
Prime Underwriters, Inc. 837-8737
K.A. Tappan & Assoc 354-0023

INVENTORY, BOOKKEEPING, TAXES:

Abacus Inventory Specialist 852-9156
Gohs Inventory Service 353-5033

Akram Namow, CPA 557-9030
Quality Inventory Specialists 771-9526
R.G.I.S. Inventory Specialists 978-1810
George R. Shamie, Jr., CPA 474-2000
Washington Inventory Service 557-1272

LAW FIRMS:

Bellanca, Beattie, DeLisle 882-1100

MANUFACTURERS:

Carnation Co 851-8480
Del Monte Foods 968-1111
F.S. Carbon Co (1) 800-253-0590
General Foods, Corp. 427-5500
General Mills, Inc. 354-6140
Kellogg Sales Co 646-2278
Kraft Foods 261-2800
Nabisco, Inc. 478-1400
Prince Co 772-0900
Procter & Gamble Co. 336-2800
Quaker Oats Co 645-1510
Ralston Purina Co 477-5805
Red Pelican Food Products 921-2500
Safie Bros Farm Pickle Co (1) 949-2900
Shedd Food Products 868-5810
Velvet Food Products 937-0600

MEAT PRODUCERS, PACKERS:

Dart Meats 831-7575
Detroit Veal & Lamb, Inc. 961-1248
Fillmore Beef Co (616) 396-6693
Flint Sausage Works (Salays) (1) 239-3179
Frederick Packing Co 832-6080
Guzzardo Wholesale Meats, Inc. 833-3555
Hartig Meats 832-2080
Herrud & Co (616) 456-7235
Hygrade Food Products 464-2400
J.N.D. Assoc (1) 661-2121
J.G. Food Products 296-7330
Kahn's & Co 521-5354
Kowalski Sausage Co 873-8200
L-K—L Packing Co 833-1590
Oscar Mayer & Co. 421-9030
M&G Foods, Inc. 893-4228
Maxwell Foods, Inc. 923-9000
Metro Packing Co 259-8872
Midwest Sausage & Corned Beef 875-8183
Milton Chili Co 585-0300
Monarch Packing Co 567-3420
Naser International 464-7053
National Chili Co 365-5611
Peter Eckrich & Son, Inc. 937-2266
Potok Packing Co 893-4228
Regal Packing Co 875-6777
R.E. Smith, Inc. 894-4369
Smith Meat Packing, Inc. (1) 985-5900
Vasara Meats, Ltd. 791-7316
Weeks & Sons (Richmond) 727-3535
Winter Sausage Mfrs 777-9080
Wolverine Packing Co 568-1900

MEDIA:

ABC WXYZ-TV 827-9351
The Daily Tribune, Royal Oak 541-3000
Detroit Free Press 222-6400
The Detroit News 222-2000
Food Dealer Magazine 366-2400
The Macomb Daily 296-0810
Michigan Chronicle 963-5522
Observer & Eccentric Newsp's 591-2300
Port Huron Times Herald (1) 985-7171
WDIV-TV 222-0444
WJBK-TV 557-9000
WJOL-FM 222-2636
WWJ-AM 222-2636

MONEY ORDERS:

Associates Financial Express 386-8745

NON-FOOD DIST'S:

Arkin Distributing Co 349-9300
Cleanway Products 834-8400
Household Products, Inc. 682-1400
Ludington News Co 925-7600
Michlin Chemical Corp 366-2244
Nationwide Food Brokers 569-7030
Warrior Martial Arts Supplies 865-0111

OFFICE SUPPLIES, EQUIPMENT:

City Office Supplies, Inc. 885-5402
Rite-Way Enterprises 751-2454

POTATO CHIPS & NUTS:

Better Made Potato Chips 925-4774
Cain's Potato Chips 756-0150
Frito-Lay, Inc. 271-3000
Jay's Foods 731-8400

Kar-Nut Products Co 541-7870
Tom's Foods 562-6660
Variety Nut & Date 268-4900

PROMOTION:

Action Adv. Dist. & Mailing Co 964-4600
Alpena Screen & Art (517) 354-5198
American Mailers 842-4000
Bowling Display Co (signs) 278-6288
J.H. Corp 582-2700
R/J Associates 445-6100
Stephen's Nu-Ad Adv & Prom 521-3792
Stanley's Adv. & Distributing 961-7177

REAL ESTATE:

Butts & Co 644-7712
Earl Keim Realty, North 559-1300
Kryszak Enterprises 362-1668
O'Riley Realty & Investments 689-8844

RENDERERS:

Wayne By-Products Co. 842-6002

SERVICES:

A.L.H. Protective Service 275-7830
American Telephone & Telegraph 827-1796
Atlantic Saw Service Co (800) 631-7650
Comp-U Check 569-1448
D/A Central, Inc. 399-0600
Financial & Marketing Ent'prises 547-2813
Gulliver's Travels 567-2500
Intro Marketing 540-7790
J&M Food & Restaurant Service 445-0653
A.J. Shaheen Electric Co 882-3710
Southern Saw Service (407) 752-6000
Suburban Coffee Service 541-8522
Unique Travel & Tours 855-3409
W.O.W. Inc. 294-0730
Ye Olde Coffee Service 733-6880
M.A. Young, Consultant 477-1111

SPICES & EXTRACTS:

Rafal Spice Company 962-6473

STORE SUPPLIES, EQUIPMENT:

AAA Pallet Co 892-4360
Almor Corp 399-3320
AmSyn/Taski (1) 800-44-TASKI
Belmont Paper & Bag Co. 491-6550
Big J Corp 855-0888
Harold Brehm Broaster Sis. (517) 427-5858
The Butcher Supply 522-4675
C.E. Sales & Service 739-3250
Central Sales 843-6600
Concepts In Food, Inc. 421-6292
Great Lakes Data Systems, Inc. 356-4100
Hobart Corp 542-5938
Hussman Refrigeration, Inc. 471-0710
Liberty Paper & Bag Co. 921-3400
Merchants Cash Register 255-3600
Pappas Cutlery & Grinding 965-3872
Simmons Products Corp 684-2240
Taylor Freezer of Mich 525-2535
Toledo Scale Co 438-4940
Tony's Pizza Service (517) 224-9311
United Steel & Wire 391-4900
Universal Refrigeration 455-2988
Zack Enterprises, Inc. 554-2921

WAREHOUSES:

Boag Cold Storage Whse 964-3069
U.S. Cold Storage 295-1310

WHOLESALEERS,

FOOD DISTRIBUTORS:

Abner Wolf, Inc. 943-3368
Associated Grocers of Mich. (517) 694-3923
Bay City Milling & Grocer Co. (517) 892-5593
Detroit Marine Supply Co 842-2760
Garden Fresh Sales Co (216) 721-5548
Jerusalem Falafel Mfg. Co. 595-8505
Kap's Wholesale Food Service 471-4080
Kramer Food Co 585-8141
Lancia Bravo Foods (416) 776-7631
Lipari Foods 469-0131
L. Falberg Samul Entps 892-2595
M & B Distributing Co (1) 767-5460
Metro Grocery, Inc. 871-4000
Orval Kent Food Co 459-9010
Phillip Olender & Co. 921-3310
Pierino Frozen Foods 928-0950
Rainbow Ethnic & Spec'ty Foods 646-0611
Raskin Foods, Inc. 759-3113
Scot Lad Foods, Inc. (419) 228-3141
Spartan Stores, Inc. (616) 878-2000
State Wholesale Grocers 567-7654
Super Food Services, Inc. (517) 823-8421
United Wholesale Grocery (616) 878-2276



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THE
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DURING YOUR 69th
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