"DON'T GO WHERE THE PATH MAY LEAD... GO WHERE THERE IS NO PATH AND LEAVE A TRAIL"
THE FOOD DEALER

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AFD’s 11th ANNUAL GOLF OUTING
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To start with, our milk comes from carefully selected farms throughout Michigan. Then we process our milk, ice cream and other fine products to some of the strictest standards in the industry.

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This is what Tim Hammonds, senior vice-president, Food Marketing Institute, had to say about trends that are facing the grocery industry and the implications to be considered, when he spoke to an association of retail grocers recently:

Changes are taking place in deregulation. The economy is pushing regulatory issues back to state governments.

Labor Unions are changing (at a very slow rate) because of the change to a global economy.

New technologies are giving us better control and more options.

Demographics are changing at a much quicker pace than they ever have before. Half of the households currently consist of 1 or 2 people. These people have different shopping and eating patterns. Single households are increasing more and more, especially the elderly. We are finding that these people living in single family housing have less storage and freezer space. Within five years there will be a higher percentage of the population over 65 than teenagers. This is the first time in history that this has occurred.

Shopping trends are changing. There has been an increase in store loyalty and a decrease in the number of trips made to the store. One stop shopping is becoming very important because of the time and convenience. Price, however, is still a number on priority followed closely by convenience. Shopping for advertised specials has decreased.

We are learning that we must be knowledgeable in crisis management. Food Tampering and Liability Insurance are two examples.

Health and Nutrition are becoming very important to the industry right now. There is more of a demand for fresh product. Changes in red meat consumption are also occurring. According to USDA consumption surveys, it was previously reported that as income increased so did the consumption of red meat. Currently, as income levels increase, consumption of red meat decreases.

Retail Sales: Store changes. Retail sales went up 5%. This is down over last year. Average price per item decreased. Store Changes — 9.9% remodeled, this has doubled. 4.2% closed, 3.1% opened, 2.3% were acquired. The square feet of the Super store has leveled off at about 40,000 square feet. The size of the conventional store has increased to about 26,000 square feet.

**IMPLICATIONS**

Due to one stop shopping, stores are larger but are growing at a controlled rate and space management is very critical.

The grocery industry is facing new competitors such as department stores, drug stores and warehouse clubs. We are seeing more and more grocers finding their niche in the local market and changing to keep up with the needs of the community.

We are seeing a new generation of store managers. Department managers are managing as many people as store managers use to manage, creating a need for increased training in human relations. Managers are receiving more formal training and less hands-on experience. Video training is very popular but the need is for creativity and excitement.

Service is coming back into the stores, along with labor costs. Specialty departments are increasing. Carry out food, as well as partially cooked meals have real potential in the supermarket.

There is a need for creativity in advertising. There is a move away from Television advertising back to the print media. More nutritional information is wanted. Computerization has also made it easier to advertise because of the capabilities of design and layout by the computer.

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The Food Dealer, Summer, 1986 / Page 5
We have accomplished much in 22 years, but there is still much more to be done.

July 1986 rolled around with its beautiful lazy and hazy days of summer. Since I began working at AFD in July, it gave me a chance to reminisce over the past 22 years I have spent with AFD.

During the time I have been with AFD, I have seen numerous programs started and major innovations which no doubt have aided the association in its rise to be one of the leading statewide trade associations in the nation. When you think of it, the number of accomplishments are awesome. Below are just some of these examples:

- Outstanding hospitalization program through Blue Cross and Blue Shield and HMO . . .
- Initiation of our Coupon Redemption program.
- Formation of our Reward Fund and Scholarship Program.
- Creation of AFD's Self-Insured Workers' Compensation Program.
- Community and public relations efforts for our members, with the spectacular success of Youth Day.
- Sponsoring of various educational workshops and seminars.
- Starting the annual AFD food and beverage Exposition.
- Fulltime legislative and government liaison program.
- Offering members Credit Union service.
- Task Force on Crime to help solve problems.
- Grocers Week in Michigan
- Offering free legal and accounting clinics to members.
- Presently working to establish an Off-Shore Insurance Company.
- All this in addition to our colorful magazine The Food Dealer, and newsletter the Food-A-Gram filled with timely information and editorials.

In addition to the things we have established in the past 22 years, perhaps you will recall some of the issues we have been involved in one way or another, such as:

- The grape boycott, the lettuce boycott, the cranberry scare, the tuna scare, the Detroit riots of 1967, the role we played in starting the Lottery/Lotto, WIC and Food Stamps, eliminating duplicate inspections by the Agriculture department, elimination of sales tax on food, resolving tensions between grocers and residents in Detroit's inner-city, the beverage container deposit law . . . and helping to build better relationships and bridges between all segments of the industry with harmony and fair play, to mention a few.

We have gone through a lot together over the years, and we have accomplished much. I have been proud to be part of these growth years and achievements for AFD.

But there is still much to be done. Working together, retailer and supplier, with the guidance of a sensitive Board of Directors and staff people, there is no limit to what we still can accomplish in the future. Let us begin.
HERE'S TO YOU, AMERICA.

"Somebody still cares about quality."

ANHEUSER-BUSCH, INC.
ST. LOUIS, MO
What Financial Statements Don't Tell Us

By Robert O. Aders, President
Food Marketing Institute

There are many major differences between today's consumer and those of ten or twenty years ago. Today's customers generally are getting older, and this reflects the largest single difference in the 1986 population compared with a generation ago. People are living longer. Likewise, the fastest growing ethnic segments in our nation are in the Hispanic and Asian communities, also a dramatic departure from the past.

The family unit is decidedly different than it used to be. Only seven percent of today's American families are the traditional type—working husband, non-working wife at home raising children. Nineteen percent of U.S. families are now single parent families, and 56 percent of families today have working spouses. These factors affect what people buy, and when they want to buy it.

Employees are different also. Today, the majority of families have two people contributing to the family income, which affects considerably the way employees regard their jobs. It used to be that the breadwinner's job was the center of the family's goals and aspirations. But today, with two people bringing home paychecks, the job is more likely to be looked at as a means of achieving a desired lifestyle, not an end in itself. For example, if the husband is offered a better position in a company which will require the family relocating, he may say "no, thanks," because this would mean the wife loses her job, and the sacrifice would be too great.

This situation certainly has to affect the way management should deal with employees. And labor cost and employee turnover figures are meaningless items on financial statements and charts, unless one understands what the problems are, and where increased costs are coming from.

A healthy organization is one which expects change, and adapts to it, easily and rapidly. There is no way to anticipate the future without constant contact with and exposure to those who can help us identify what is happening. This is why conventions, conferences and seminars are so essential. Retailers learn from each other, as well as from the specialists brought in to address us at such meetings. It is also why industry publications play such an important role.

At our FMI conventions, conferences and seminars, it is our goal to help our industry prepare for the future, and be able to foresee the opportunities ahead as well as the problems. State and local conventions and meetings have the same objective. Retailers and others in our industry need only to take advantage of what is already available on dealing intelligently with change.

The philosopher John Donne said, "No man is an island." To this we can add "No company is an island." It is affected daily by a sometimes chaotic world around it. Managers must look beyond their computers and financial reports. All of us need to adapt to change, rather than let it destroy us.

In this day of computers and instant statistics, there is a tendency for retailers and other business people to place too much emphasis on their financial and related reports. As Ted Cohn, one of our industry's leading financial analysts, stated at a recent FMI convention, "Traditional financial statements accurately measure what they're supposed to, but do not deal with significant facts about an organization's health, which are hard to measure but critical, nevertheless."

Many people in business failed to realistically evaluate their glowing financial reports during the recent years of high inflation. During such times, one can appear to be making big gains when in reality he may be standing still.

On the other hand, today's low inflation rate requires a hard look at where the company is, where it is headed, and underscores what problems it may be having.

A financial statement will not reflect changing technology, which can make current equipment less valuable. It will not spotlight an employee relations problem, competitive market position, or a product mix that is no longer relevant for a changing customer market.

Intelligently evaluating these factors is what separates an outstanding manager from an ordinary one. At another recent FMI meeting, Len Schechter, an expert in tactical marketing, made this statement, "The most vulnerable retailers are the ones who don't know their customers, nor understand their marketplace, and who have not properly changed with the times. They have not dealt with the realities of their businesses."

As an example, under a special program, a number of retailers have recently conducted customer opinion studies, asking shoppers to evaluate their stores in many areas of operations and compare them with competitive stores. Before the customer results were tabulated, the retailers and their key management staff people were asked to complete the same survey form. Then a comparison was made of what store management thought were the store's strong and weak points and what the customers thought.

The results, in most cases, were shocking. One retailer who had believed his produce department was the outstanding one in his town, and the feature that brought in the most customers, found he was wrong. Customers rated his produce department only "fair," but rated employee courtesy in the store as the reason for its greatest appeal.

Another store's management staff could not believe that customers rated some of their competitors so high in various departments. But it turned out that they had not bothered to visit their competitors in over a year.

The bottom line is that too many operators don't know what their current strengths are, nor do they understand where they are weak. There is a danger of managing day to day, but losing sight of what is happening in the industry and in our nation.
To all Blue Cross and Blue Shield of Michigan members:

The Blues as a nonprofit mutual.
The more you know about it, the more it makes sense.

Unequal Regulation
Under current laws, all the competitive commercial insurance companies in Michigan are regulated by the same set of rules.
But we're not.
We're regulated by a special set of rules. Rules that often hinder our attempts to provide what our customers want and deserve.

Many group customers want "packaged" life, health and disability benefits. State regulators won't let us provide this...even though it would help Michigan's small businesses. Yet our competitors can package.

This is but one example of unfair regulation. There are many others too numerous to list here.

Meeting Customer Needs
☐ As a nonprofit mutual we could give customers the products they want, when they want them. We could develop new ones without fear they might be prohibited.
☐ We could expand programs for senior citizens and guarantee coverage to all who want it. We would be in a stronger position as a nonprofit mutual to help those seniors who may need assistance to meet the cost of their health care coverage.

And we would continue to file rates for senior coverages with the state insurance bureau as we do now.

☐ Also, as a nonprofit mutual we could financially help solve Michigan's malpractice insurance crisis which threatens to limit certain medical services.

No Special Favors
Just fair and equal treatment. All should play by the same rules, letting the customers decide who will grow and who will not. That is what we seek.

Mutualization Is Fair
State legislative action is needed to change us to a nonprofit mutual insurance company. Blue plans in other states have been allowed to convert to mutuals. And it's long past due in Michigan. We think it's fair, right and necessary...necessary because without mutualization the future of the Blues is in jeopardy.

To Help You Understand
We have prepared a booklet, Say Yes To Mutualization. It explains much more than we can cover here and answers a lot of questions about mutualization. We hope you'll write or call for your free copy.

Blue Cross
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For your free booklet, write:
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Detroit, MI 48226
Or phone toll free:
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This ad is the most cost-effective way to reach Blue Cross and Blue Shield of Michigan's 4.5 million customers and subscribers.
Can you recognize a counterfeit bill?

While bad checks are a big problem for supermarkets, counterfeit money also presents losses to the retailer. Here are some pointers for spotting a counterfeit bill:

THE PRINTING:
Genuine — clear lines, 3-dimensional quality.
Counterfeit — loss of detail and many lines, it may appear "flat."

THE PAPER:
Genuine — specially produced red and blue fibers, visible to the naked eye.
Counterfeit — may be regular bond paper, may be missing the regular red and blue fibers.

THE PORTRAIT:
Genuine — oval and lifelike, stands out from the background which consists of fine, screen-like lines.
Counterfeit — may not look lifelike, may blend into background which is usually too dark.

THE SEAL:
Genuine — even, clear and sharp-toothed points on the circumference seal.
Counterfeit — may contain uneven or broken off saw-toothed lines.

THE SERIAL NUMBERS:
Genuine — sharply and evenly printed in the same color as the seal.
Counterfeit — may be poorly or unevenly printed, may be in the wrong color.

THE BORDER:
Genuine — made of fine, clear distinct and unbroken lines.
Counterfeit — fine lines may not be clear or distinct.

If you receive a counterfeit bill, do not return it to the passer. Telephone the police or United States Secret Service. Handle the bill as little as possible to preserve any fingerprints and place it in a protective cover. Surrender the bill only to the police or U.S. Secret Service. It is also important to write your initials and the date on the bill, for further identification purposes.
When it comes to giving your customers a choice, nothing stacks up better than Grobbel’s quality meats.

Grobbel’s offers a wide range of cuts for the retailer, including:

- Orleans brand cooked corned beef eye and flat rounds
- Cooked corned beef brisket-deli style
- Cooked sharp pastrami eye round and brisket
- Cooked deli pastrami flat round and navel
- Medium well cooked beef top, eye and flat rounds
- Medium rare cooked beef roast top round
- Corned beef brisket and round-retail packages

You can depend on Grobbel’s for consistent high quality and superior service, backed by over a century of tradition and experience. You can also count on Grobbel’s to provide complete advertising and marketing support, including point-of-purchase materials, food preparation suggestions, consumer advertising and special promotions. Whatever you make of it, Grobbel’s corned beef, pastrami and cooked beef is the best thing next to sliced bread. For the distributor nearest you, call today.

The best thing next to sliced bread.

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IT'S NOT ALWAYS EASY, BUT
You can manage your stress

All of us have experienced the symptoms of stress at one time or another. Our hearts pound, our jaws clench, our heads hurt and we have trouble breathing. And most of us blamed other people or external events for causing these uncomfortable symptoms. We were wrong, as consultant Art Turock explained to an audience of more than 600 at FMI's annual convention.

Stress, he said, is 100 percent self-induced. It is caused by our own perception of a demand, threat or future discomfort. A little voice inside our head provides us with a constant stream of evaluations and interpretations — often negative — about immediate and upcoming events. By learning and internalizing the following steps, we can override this voice and overcome the stress it causes.

STEP 1: Recognize stress symptoms and events. Be aware of your mental and physical reactions during specific activities and in specific activities and in specific situations, such as when you are chastized by an employer or required to confront an angry customer.

STEP 2: Decide to manage your stress. Stress won't go away just because you want it to. You have to make a conscious decision to control it.

STEP 3: Reduce the physical symptoms of stress. There are two kinds of symptoms, and each requires a different treatment. Deep breathing helps lessen sudden, heart-of-the-moment stress, while regular exercise reduces long-term symptoms by releasing endorphin, a natural tranquilizer, into the blood stream.

STEP 4: Identify stress-inducing self-talk by asking yourself the following questions:

- What am I telling myself about this event that is generating my anger and/or fear?
- How am I demanding things be as I wish them to be in this situation?
- What am I telling myself I must have in order to be happy with this situation?
- How am I predicting a bad outcome in this situation?
- What am I perceiving as threatening in this situation?
- What am I seeing as awful, terrible or unfair?

STEP 5: Change your stress-inducing self-talk to stress-relieving alternatives by disputing irrational statements, changing demands to preferences or developing a new perspective on the situation. Ask yourself the following questions:

- What am I telling myself that may be irrational or mistaken?
- If I cannot change this situation, how can I perceive it so I can accept it?
- What is the worst thing that could happen? What is the likelihood? If it does happen, is it so terrible? Could I handle it?
- How important is this event going to be over the course of a lifetime? a year from now? a month from now? next week?
- How can I reconsider my demands to be merely preferences instead?

- Instead of seeing this situation as a "problem," how can I look at it as an "opportunity" or a "challenge?"

STEP 6: Take action without feeling stressed.

Relieving stress by following the steps outlined will not be easy at first, warned Turock. Like anything worth doing, stress management takes practice. But the result is worth the effort, he added, because once we realize that stress is self-induced, that it is not a matter of encountering bad events beyond our control, we acquire the strength to meet our emotions head-on and the ability to revise our perceptions in any given situation.

Recruiting your children into retailing...

There is considerable concern about the younger generation's lack of interest in food retailing. Too many retailers have discouraged their sons from entering the business. They have griped too much without emphasizing the advantages.

There is great satisfaction for a father when his son shows an interest in the business. However, make no mistake, it takes courage and great patience to equip him for a future in retailing. It's not easy for you or for him. Here are some pointers that may help.

First, don't discourage him. Encourage him to work in the business, to learn where his food and spending money come from. Tell him some of the good things. He'll soon learn the bad points. If he works for you, try to find out where his real interest lies. Some sons have turned out to be better retailers than the "old man." Shift him around — find out what he likes and build from there. Listen to him.

Perhaps the most important of all — have the courage to let him make mistakes. Now obviously, you cannot afford to let him make mistakes that will be too costly, but making mistakes is the best way to learn. Then have the courage, understanding and patience to explain how and why the mistake was made. If handled correctly, your son or sons can make tremendous contributions to your business. And to show we are not chauvinistic, the same advice applies for a father and daughter or a mother and daughter or a mother and son, etc., etc.
Vernors: Everything's new but the flavor.


There's an aggressive new stance to Vernors whole marketing approach. We're out to make Vernors a national brand.

And we're starting from strength: Vernors' unique flavor! Deliciously Different®. It's been gaining—and keeping—fans since it was introduced in Michigan, 120 years ago.

Each time Vernors has entered new markets it has exceeded bottlers' expectations.

Our research shows that all kinds of people, especially teens, really like Vernors' unique flavor—and would buy Vernors if they could. That's the green light. Vernors is coming to your market.

Count on it. Be a part of Vernors success.

Not your basic soft drink.
Do you have a store policy manual?

Every store owner needs one. Sure, we’ve heard all the arguments ranging from, “That’s just for the big stores.” “That’s not for me,” to “If you don’t put it in writing they can’t hold you to it.” It doesn’t matter if you are a small, medium or large store. It doesn’t matter if you have two, 20, or 200 employees. It doesn’t matter if you are in the store all the time or if you have a manager operating it. You need a policy manual.

When we say you need a policy manual, we don’t mean run down to your nearest bookstore and buy a book on “Policies for the Food Market,” even though you may get some good ideas from such a book. We mean sit down and write one. You don’t have to hire six lawyers and two accountants to do it. You can do it. If you’re an old hand at this thing called grocery business, all you have to do is put down on paper what you’ve been practicing for years. If you’re a greenhorn and just started in the business because you wanted to be your own boss, put down on paper the way you would like to see everything happen.

The store policy manual doesn’t have to be a 200 page literary masterpiece. It can be one page or 100 pages, as long as it conveys to your employees those essential items that are consistently adhered to.

Some of the areas that could be covered in a policy manual are:

- Informing your employee what the customer expects from the store.
- What the store expects from the employee.
- What the employee can expect from the store.

Let’s take a look at each of these areas and discuss some of the things that can be included in each one.

First: Informing your employee what the customer expects from the store. Some of the items that can be listed are:

- Courtesy and service
- Handling of customer complaints
- Your customers are your job
- Advertising guarantee
- In-store breakage of merchandise

Of course you need to include and convey what your policy is on each item.

Secondly: What the store expects from the employee. Some of the items that can be explained and discussed are:

- Personal appearance and cleanliness
- Smoking or eating on premises
- Attendance and work schedules
- Time card and administration

Now that you are convinced and see how easy it is, there’s no excuse not to have a store policy manual.

Food industry support helps raise “Cash For Kids”

A KICK-OFF BREAKFAST recently launched the second “Cash For Kids” fundraiser for the Variety Club’s Cardiology Center in Children’s Hospital, Detroit. Paul Broughton, president of Children’s Hospital, discussed the significance of the new cardiology center made possible by Variety’s million dollar pledge. Pictured above, Broughton is shown accepting a check for $140,000 — the first installment in the million-dollar commitment to be met over the next seven years. With him, making the presentation are: Michael Marontate, president of the Variety Club, and Bruce Rosen.

The greater Detroit food industry’s invaluable support of last year’s “Cash For Kids” program, which is a food coupon redemption campaign, helped make Variety’s contribution possible. Aggressive industry-wide participation and continued strong support is needed in 1986 to fulfill this pledge for expanded cardiology services for needy children.

For further information, contact Barbara Moretsky, at (313) 259-7400.
CHECK THE BENEFITS of AFD’s Workers’ Compensation Self-Insurance Program

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Objectives set the course for the road to success

The owner of a food retail company has some knowledge of what the objectives of the organization are, but if this is not translated into a specific written statement of them, there is no rudder to steer the ship when he or she is not present.

Company objectives are necessary because:

- Objectives set the track the company is to run on. A business without them is like a ship without a definite destination to reach.
- Without objectives there is no assurance of constancy of purpose — each situation which arises is decided singly rather than on basis of precedent.

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Here's how the “different” member benefits from the association

How many times have you heard a prospective member say, “Sure, the association serves a purpose, but we’re different. Our approach is unique. We serve a different market.” Comments such as these usually mean that the prospective member you have approached is afraid that fellow association members might learn something from him, that he may give away more than he gets.

Just how realistic is this fear? Recognizing that a business may have trade secrets, it is still fair to say that members of a particular industry of profession have much more in common. Furthermore, membership in an association does not require the revelation of true “trade secrets.” An association is built on the commonality of the membership, the mutual interest — not the private interest.

There are two major ways that membership in an association can be of value to even the “different” member. First, the enhancement of the industry or profession itself. Few businesses can rise above the prestige and prosperity of their industry as a whole. Whether it be through legislative action or public opinion, few businesses can survive untouched by an attack on their industry. On the other hand, if the industry progresses, the probability of the member’s sharing in it is great.

Second is the stimulation and the resulting learning experience — from the association with people of similar training and responsibility. If the member participates in the activities of the association, the simple numerical relationship between him and the many others who are involved assures that he will receive more than he gives.

To be sure, we are all “different,” but not so different that we cannot learn from our peers.

The next time you hear “ . . . but we’re different” from a prospective member, work hard to convince him that belonging to the association will mean receiving as much, if not more, than he gives.

Company objectives set climate and precedent for planning throughout the company and for establishing individual objectives.

- Unless company objectives are set, there are no overall purposes, objectives or principles to communicate throughout the organization and on which to build teamwork and unity of purpose.

- Managers at all levels can then set personal objectives consistent with and which contributes to the attainment of the company objectives.

Purpose

What is our business? What need are we seeking to fill or what opportunity do we see? How do we propose to operate and in what ways can we be most efficient and successful?

Customers

What trade or class of customers are we to appeal to and how do we prepare to do it?

Size and Growth

Do we propose to be local, regional, national? What size stores do we want to operate and in what types of localities? The amount and speed of growth and how it is to be accomplished generally.

Leadership

What share of market is desired, and general principles to be used in accomplishing it.

Products

What range of products are to be carried, extent of non-food and private label merchandise desired and concessions, if any, etc.

Financial

In addition to reasonable and consistent profit, what other financial objectives does the company have?

Merchandising Methods

Will the company stress any particular merchandising plans? Will the physical plant have any uniqueness? Will there be any special conveniences or services?

Public Image

What public image is desired and what general principles and methods are to be used to attain it?

Personnel

What will the personnel philosophy be with respect to such things as opportunity, caliber of employee, salary levels, and employee programs.
There is a new kind of Blue Cross coverage that not only gives you complete hospital and emergency services coverage but is designed to keep you and your family healthy. Health Care Network is your best source for health maintenance organization (HMO) coverage. Here’s why

**Even doctor’s office visits are covered.**
With your Health Care Network card there are no claim forms. You will receive no bills—**not even for services like office visits, well-baby care or physician fees.**

**Choose your own doctor.**
You pick your own primary care physician from our list of more than 600 carefully screened, qualified doctors in private offices throughout Wayne, Oakland, Macomb and Washtenaw counties.

**Instant recognition.**
The Health Care Network card is backed by Blue Cross and Blue Shield of Michigan, so it is recognized instantly by most hospitals and doctors in Michigan and across the country. Health Care Network is the only HMO in this area that gives you this kind of confidence.

**Saves money.**
You’ll never have to pay for doctor’s office visits. There are no complex claim forms to fill out. You and your family will receive complete health care coverage with confidence and you will never receive a bill for covered services.

Call or write for more information on the best HMO health care plan for your family.

**You’re part of the Blue Cross family.**

Health Care Network

26900 W. Eleven Mile, Southfield, Michigan 48034 (313) 354-7479
An affiliate of Blue Cross and Blue Shield of Michigan
PAY PHONES PROFIT
Net is between 40 % to 60 % of Gross

FRED NAJOR
Savin Foods
Gross Aprox. $250.00 Monthly

JIM PELTZER
Peltzer Liquor Store #2
Gross Approx. $500.00 Monthly

FRANK KORY
Trade Winds
Liquor and Wine Shop
Gross Approx. $400.00 Monthly

Cost

<table>
<thead>
<tr>
<th>Item</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone</td>
<td>$1,895.00</td>
</tr>
<tr>
<td>Metal Enclosure (New)</td>
<td>595.00</td>
</tr>
<tr>
<td>Metal Enclosure (used)</td>
<td>395.00</td>
</tr>
<tr>
<td>Wood Enclosure</td>
<td>150.00</td>
</tr>
<tr>
<td>Vandalism Warranty</td>
<td>120.00</td>
</tr>
<tr>
<td>Indoor Installation</td>
<td>50.00</td>
</tr>
<tr>
<td>Outdoor Installation</td>
<td>200.00</td>
</tr>
</tbody>
</table>

☐ Yes, I want to know more about the profitable pay phone industry. Please send me further information.

NAME ____________________________ COMPANY ____________________________
ADDRESS __________________________
CITY ____________________________ STATE ____________________________ ZIP ____________________________
PHONE ( ) __________________________
SIGNATURE __________________________

MAIL TO: SAROKI GROUP, c/o Associated Food Dealers, 125 W. 8 Mile, Detroit, Michigan 48203
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