



ASSOCIATED FOOD DEALERS OF MICHIGAN

and its affiliate:

PACKAGE LIQUOR DEALERS ASSOCIATION

FOOD & BEVERAGE REPORT

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July 1999

Working hard for our members.

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DA inspects for tobacco violations - Will you be ready?

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U.S. Postal Service investigates stolen checks

The Postal Inspection Service is currently investigating the theft and negotiation of checks in the 48207 zip code area in Detroit. It is requested that, if any federal, state, City of Detroit, local business, or personal checks having the addressee's zip code of 48207 are cashed at your establishment and later returned to you as stolen, please call postal inspector John Allstetter at (313) 226-8245. Your cooperation in this matter is greatly appreciated. All information will be kept confidential.

Metz buys Oven Fresh

As of press time, it was confirmed that Metz Bakery of Romulus has purchased Oven Fresh Bakery of Grand Rapids. The ink was hardly dry and details of the acquisition were not yet available.

AFD seeks higher commissions from Michigan Lottery

The AFD board of directors and executive committee recently decided that it is time to seek an increase in the commissions that the Michigan Lottery pays to its retailers. "As more terminals are issued, it has become more difficult for retailers to break even on the sale of lottery tickets," says Joe Sarafa, AFD president. Sarafa says that since the Lottery introduced the

second drawing each day, labor costs have risen, but commissions have not kept pace. With the threat of casinos taking a share of the lottery's lucrative pie, he maintains that now is the time to give retailers an incentive to increase lottery sales.

In a meeting with Lottery Commissioner Don Gilmer, AFD proposed a number of ideas to ignite retailer interest in lottery sales. These

included incentives, such as paying a \$2,000 commission to retailers that sell a winning ticket over \$100,000.

"AFD will need the help of our retail members to convince the Michigan Lottery Commission that now is the time to increase commissions," says Sarafa. "We hope we can count on you as we progress with this important issue."

MLCC moves to eliminate 1/2 mile rule for SDDs

The Michigan Liquor Control Commission is considering the elimination of the 1/2 Mile Rule. AFD and over 4,000 Michigan SDD retailers oppose this rule.

It is imperative that all SDDs fax their comments of opposition to the MLCC today.

The Lansing fax is (517) 322-5188. The Farmington Hills fax is (248) 888-8844. See the important editorial regarding this issue on page 3.



INDEPENDENTS' DAY

In July we celebrate our independence as a country. As a play on words, we salute our "independent" supermarkets and convenience stores. July is a good time to look at "revolutionary" ways to fight for market share and win profits.

by Michele MacWilliams, editor

It is generally true that convenience stores and independent grocery stores in our state have seen customer traffic shrink. They are losing market share to drug and gas station chains, foodservice establishments, warehouse clubs and others.

The grocery store industry has been hit hard by consolidation. In fact, from 1987 to 1997, there was more than a 15 percent decline in the number of stores in the U.S. - from 150,000 to 126,000.

The independent store that has managed to survive now has less opportunity to reach its customers, because they now shop less frequently. Many shoppers are stretched for time and therefore make fewer trips to the store.

In order to survive in this competitive market, independent stores must provide the products and services that will retain

current customers, bring in new customers and increase average checks.

Doing this is not easy and each store has a different client base, different situation. However, learning more about our customers can help change the way we do business.

Ron Marshall, president and CEO of Nash Finch believes there are three critical success factors to running a retail food store: 1) Convenience, 2) Executional Excellence, and 3) Cost.

Convenience - Beyond location, he says that a store owner should look through its customer's eyes to make the store customer friendly. For an example, Nash Finch is adding child play centers with beepers that the parent can hold while shopping.

Checkouts should be prompt. In general, the shopping experience should be easy.

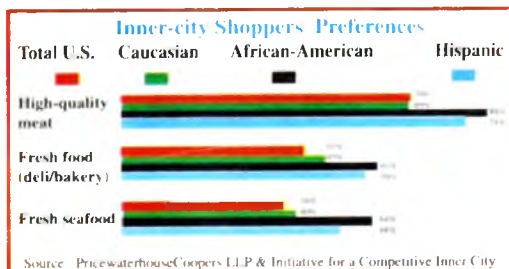
Executional Excellence.

The store must be clean every day. The produce fresh every day. Customer service must be exceptional every day. Consumers today care as much about quality as cost.

Cost. - This is still a driving force, but most customers will pay a few cents more to shop in a convenient, clean store oriented to their needs.

The key for the independent store owner is to

provide the products and services that its customers want. How is this accomplished? Each store owner or manager must decide what is right for his or her store. One option to consider is branding - bringing in a branded fast food chain. Beginning on page 4 we explore the advantages and disadvantages of this in-store foodservice concept. Also look on page 6. Here we examine preferences of urban shoppers.



See Inner City emerges as growth opportunity, page 6.

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Chairman's Message

AFD speaks out against eliminating 1/2 mile rule



by Bill Viviano
AFD Chairman

On Tuesday, June 22, your president Joe Sarafa traveled to Traversburg, Ohio to testify before the Michigan Liquor Control Commission (MLCC) in opposition to the elimination of the 1/2 mile rule for SDDs. The MLCC is looking into eliminating the rule and AFD strongly opposes this.

An SDD is a Specially Designated Distributor of alcohol products for the MLCC.

Joe testified that the elimination of Rule 436.1133 would cause great hardship for the nearly 4,000 retailers that hold SDD licenses and create an unfair climate for competition.

"This regulation, which requires a half-mile between SDDs, has been in existence by policy or rule since I was a kid," Sarafa testified. "Nearly everyone who operates a SDD today bought it under this rule."

Rule 436.1133 was originally designed to prevent over saturation and to make sure that the entire population was adequately served geographically. Those two reasons are still valid today.

Every retailer who has an SDD license paid a substantial premium for it based on that half-mile limitation. That premium is the equivalent of a franchise fee and a covenant not to compete within 2,640 feet.

For the Liquor Control Commission or any public body to eliminate this rule now would be extremely unfair. Decisions were made, money was borrowed and savings were spent based on that promise. To change it now would be unjust.

AFD believes that retailers holding SDDs are the partners of the MLCC and should not be treated in this manner.

Commissioners must hear from you

It is extremely important for the Michigan Liquor Control Commission to hear the objections of the current SDD licensees. AFD is asking you to respond NOW, by faxing your comments to the MLCC today. The Lansing fax number is (517) 322-5188. The Farmington Hills office fax is (248) 888-8844. Take time to do this now, before a rule is eliminated that could cause you, and the 4,000 other Michigan SDD retailers, great harm.

FDA inspects for tobacco sales compliance

The Michigan Department of Public Health recently announced two new inspection programs.

The first program enforces the U.S. Food and Drug Administration (FDA) rule which prohibits the sale of cigarettes and smokeless tobacco to minors under 18 years of age.

This rule requires checking photo ID of persons under 27 years of age. In a joint effort with the FDA, Michigan's compliance check teams have begun unannounced visits to tobacco retailers throughout the state.

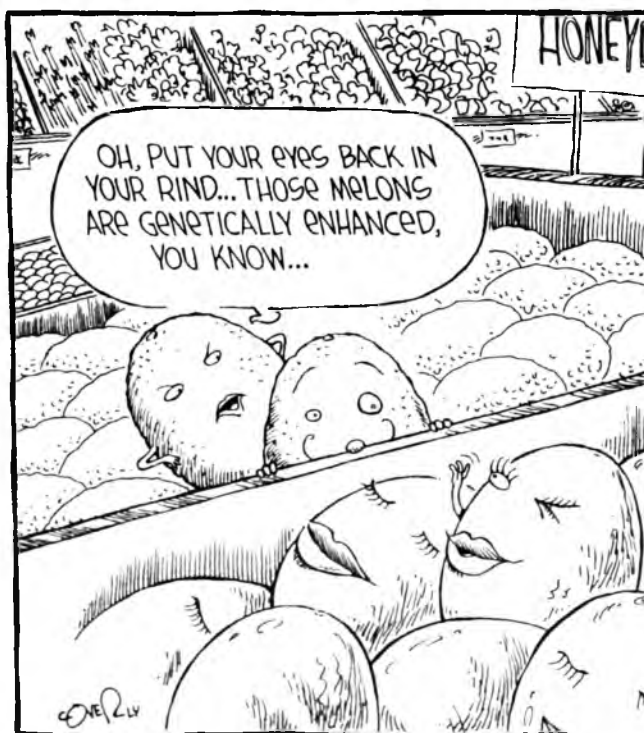
Early results show that 89 percent of the stores that were checked did not sell cigarettes to minors. Stores that sold tobacco to minors will soon receive a warning from the FDA and a follow-up visit from a compliance team. Further violations will result in penalties ranging from \$250 to \$15,000. There may be additional state and local penalties for the same violation.

The second program involves additional random unannounced inspections in compliance with the federal Synar amendment. This law requires states to have and enforce a law prohibiting sales of tobacco to minors. If more than 20 percent of Michigan tobacco retailers sell cigarettes to minors, the federal government may withhold as much as \$23 million dollars of substance abuse funding for Michigan.

Retailers have the legal responsibility to ensure that tobacco products are not sold to minors. Retailers must also verify age by means of photo ID, for anyone younger than 27 years of age.

The Grocery Zone

By David Coverly





INDEPENDENTS' DAY



To brand or not to brand

The food service industry (restaurants, cafeterias, etc.) is successfully using branded products to increase sales. According to *FoodService Director*, a trade publication for the food service industry, one in five establishments now markets food brands weekly.

Over the past three years, the number of specialty soda, coffee, baked goods and cereal kiosks have increased by more than 50 percent – as more brand name manufacturers step-up their overall branding programs.

Today, nearly one in three units feature at least one manufacturer brand kiosk, according to the latest *FoodService Director* study of menu brand trends.

Tracking the gains: Over the past year, branded entree offerings doubled, underlining a growing trend by major food-makers to capitalize on established awareness and loyalties.

Betty Crocker recently opened its first kitchen prototype at the University of Southern California – generating sales of \$2,500 a day.

• Hunt-Wesson opened its second branded kiosk – KC Daiz Mexican Grill – at the University of Tulsa last fall and is currently pulling in 150 to 200 customers and generating \$3,000 daily. Earlier, the campus piloted Hunt-Wesson's first brand concept, Terri Yaki's Asian Wok – which now operates in over two dozen sites around the nation.

Now, specialty product branders are testing the waters. Bernardi's Italian Cafeteria at Morris Brown College in Atlanta currently serves a total of 900 students per meal period.

Why brands work

Today, three of four food service facilities say they're expanding menu-branding activities because their customers believe brands connote quality, and 72 percent say they help maintain and boost patron participation.

In addition, 62 percent report that food and beverage brands increase check averages and overall volume at their restaurants.

How can an independent convenience or grocery store benefit from branding? By bringing a fast food franchise into its walls.

How about a Root Beer Float?

According to Marc Lichtenstein, director of development for A&W restaurants, Inc., branding can be the answer that retailers need to draw customers and increase gross profits. When deciding which branded foodservice product is suitable for

your store, Lichtenstein says to consider your location and customer preferences.

If your store is in an area with a large morning crowd – located close to a factory or on the commuters' route to work – you may want to consider a franchise like Dunkin Donuts or Starbucks. If you have a large dinner-time business, look for a pizza concept. However, lunch customers love burgers. According to *Chain Leader* magazine, (October, 1998), 60 to 70 percent of burger consumption happens at lunch and hamburgers take a whopping 46.7 percent of fast food lunch business. Hamburgers are a clear lunch leader.

"Detroiters love burgers," enthuses Lichtenstein. He adds that A&W Restaurants do well in blue collar and urban areas.

A&W has a program called Gas & Convenience Restaurant, that offers retailers the opportunity to utilize the power of the A&W brand to maximize the profit potential of their facility.

A complete A&W restaurant that is designed for the confines of a retail food or convenience store can be anywhere from 800 to 1,100 square feet and includes seating, a drive-thru, all fixtures, signage and equipment. Lichtenstein says the total package price for an A&W store within your store is around \$90,000.

Subs sell well

Tubby's Sub Shops also have a steadily growing franchise system. Specializing in cold and grilled submarine and pita sandwiches, soups, salads and side dishes, Tubby's is unique in that sandwiches are prepared directly in front of customers. A Tubby's franchise is typically open seven days a week and requires two to four employees, with extra personnel at peak periods.

A non-traditional franchise, – which is what Tubby's considers a franchise within the confines of another store – costs \$8,000 in franchise fees, a royalty of 6 percent gross sales and requires an additional 3.5 percent of gross sales for local advertising.

In return Tubby's Sub Shops provide training and field services, architectural and engineering services, private label products, equipment specifications, help with site selection, marketing and advertising assistance and promotional materials. The estimated range of cost for start-up runs between \$50,000 and \$135,000.

Tubby's has 30 years experience. People recognize the Tubby's name and receive a certain amount of

comfort from knowing the product. When buying a franchise, whether it's a Tubby's A&W, or any of the other popular name brands, you don't have to educate the consumer. The company has already invested in name recognition. Customers trust the brand.

Chester Fried makes a hit

"Since May of 1997 when we changed from a typical deli to a DCI Chester Fried Chicken hot-food counter, we increased our sales by 20 percent," says Sam Karadsheh, owner of Mother Hubbard #1 Kentwood, a Grand Rapids suburb. "Fifteen percent of our increased sales come from hot food and the other five percent is from increased sales on other items. It's hard to make a profit on beer and wine today," he adds.

Speaking of the hot food program he supplies under the Chester Fried Chicken brand, DCI's Bob Leavenworth says, "success depends on the operator, but the secret is in the breading and spices."

Like Tubby's and A&W, DCI provides a complete program for serving up Chester fried chicken – from the breading to packaging and signs – everything but the chicken.

Texaco opens first celebrity branded outlet

Teaming up with co-branding partners Burger King and Starbucks, Texaco unveiled its first-ever Andretti branded service station in downtown San Francisco.

The 37,250-square-foot superstation offers one-stop shopping with an Andretti SpeedMart, 10 fueling points, a Burger King with drive-thru, Starbucks Coffee and a car wash.

The unit has customized graphics and racing theme murals. Inside floors carry a black-and-white checkered flag theme and the walls contain numerous racing photos highlighting the careers of Michael and Mario Andretti.

The space is divided into three parts: a convenience store in the center, flanked by Starbucks and Burger King.

There is opportunity out there to capitalize on the notoriety of branded products. It is time for the independent grocer to take a serious look at the needs of its customer base. Satisfying those needs is critical to business success. After all, if you don't move to capture the lucrative business of the time-starved customer, soon an Andretti SpeedMart will move onto a corner near you.

Calendar

July 22

AFD Annual Scholarship Golf Outing
Wolverine Golf Course
Macomb, MI
(248) 557-9600

September 21-22

Beverage Journal Holiday Trade Show, Sponsored by AFD
Burton Manor, Livonia
(248) 557-9600

October 2-6

National Frozen Food Convention
Boston, Massachusetts
(703) 821-1350

October 3-5

Human Resources/Training & Development Conference
Atlanta, GA
(202) 429-8479

November 7-9

Retail Food Safety Conference
Sheraton Inner Harbor Hotel
Baltimore, MD
Fax (202) 429-4529

November 9-10

Supermarket Foodservice Short Course
O'Hare Hilton Hotel, Chicago
(202) 862-1498

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INDEPENDENTS' DAY



Consumers prefer breakfast and lunch at the c-store

by Renee Barnack, editor,
Convenience Store People

As the convenience store industry continues to examine various foodservice opportunities, dinner seems to be a segment that most consumers aren't quite ready to experience at a c-store. Convenience Store People (CSP) delved into the subject of consumer attitudes recently with our exclusive focus group research, which is part of a larger look at consumer attitudes toward cross-category purchasing at c-stores. Prince Market Research Inc., Nashville, handled the focus group research.

While consumers were open to purchasing breakfast and lunch items at the c-store, they overwhelmingly backed off the notion of c-stores when it came to dinner. Why?

"I don't trust it," one person responded. "You only eat there because it's convenient, not because it is good.... You don't bring it home to your wife and kids."

Another participant clearly stated, "I would never buy my dinner at a c-store."

In taking a closer look at the reasons behind avoiding c-stores for dinner, timing seemed to play a role in the decision. A main draw of a c-store is convenience, the participants said. They were in a rush during the day

Advantages a c-store has in selling food solutions include speed of service and the ability to purchase other items.

and they could run in, grab something, and run out. At dinnertime, they were less rushed. It was time to relax and wind down after a long day of rushing everywhere. People said they wanted to be home with their families eating a quality home-cooked meal at dinnertime. Most would not even consider eating at a c-store.

Other conclusions from focus groups were more positive. Participants did report that c-stores have potential advantages in selling food solutions compared to quick-serve restaurants, (QSRs) and grocery stores. Advantages cited included: the ability to get what you want quickly; the ability to get gasoline and other items at the same time you buy food; and the ability to purchase a variety of snacks and beverage items not available at a traditional QSR. Participants also concluded that c-stores have an advantage

because they are more conveniently located than grocery stores and some QSRs.

Branded food concepts seemed to help overcome many of the fears and concerns consumers have about buying food at a c-store. Participants trusted the quality of branded food because they were familiar with them and because the companies that produced the food specialized in food,

Branded food concepts help overcome many consumer concerns about buying prepared food at a c-store.

as opposed to gasoline.

The continued focus on listening to what c-store users are saying will allow the industry to keep moving

forward in establishing foodservice programs. Consumers have found they can now get a decent cup of coffee and a fresh sandwich from a c-store.

Crossing over to the dinner segment may prove more of a challenge, but I believe those who said they wouldn't consider eating at a c-store for dinner will change their minds when c-stores offer a dinner option that meets their needs. -CSP



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INDEPENDENTS' DAY



Inner City emerges as growth opportunity

Independent grocers that are considering an urban area location may be able to capture a portion of the \$85 billion retail market, provided they meet the expectations of consumers in these densely populated areas.

Freshness, cleanliness and quality are the top factors that inner-city shoppers rated as "very important" when selecting a grocery store, according to a recent survey conducted by the Initiative for a Competitive Inner City (ICIC), in partnership with PricewaterhouseCoopers.

"High-quality meat is the most important factor for inner-city shoppers when choosing a store for groceries," the report said. "Whether seafood, meat or bakery items, freshness matters and cleanliness is of greater importance to the inner-city consumer." In fact, the survey showed that:

- 89 percent of African-American, 78 percent of Hispanic and 69 percent of Caucasian households rated high-quality meat as "very important" when selecting a supermarket.

- 86 percent of African-American, 75 percent of Hispanic and 66 percent of Caucasian households rated cleanliness as "very important."

- 61 percent of African-American, 58 percent of Hispanic and 45 percent of Caucasian households rated a fresh food section as "very important."

Inner-city shoppers also look for friendly, helpful salespeople; convenient locations and store hours; and frequent shopper programs when selecting a supermarket.

One of the most interesting findings in the report, said Ann Habiba, director of research at ICIC, was that store sales were driven not by income, but by density.

"Because inner-cities have more people living in a given area, there are more opportunities for sales," she said. "Income density translates into higher sales per square foot. Stores with higher sales per square foot were in areas where income density was the highest."

According to a PricewaterhouseCoopers special report, the retail demand per square mile in Harlem is estimated to be

\$297, compared to \$53 per square mile in the rest of Manhattan. The inner-city area of New York alone has a six-fold-larger demand compared with other areas in the city, the report stated.

In comparing inner-city shoppers with all U.S. consumers, the survey revealed that:

- Inner-city shoppers enjoyed shopping for groceries more (Hispanics, 64 percent; African-Americans, 56 percent; Caucasians, 53 percent; total U.S., 51 percent).

- Inner-city shoppers place more importance on competitive pricing. "Everyday low prices are particularly appealing to the inner-city shopper," the report said. "With fewer shopping alternatives and more single-adult households in the inner city, economizing on time is just as important as economizing on budget for this shopper."

- For inner-city Hispanic and African-American households, double and triple coupons are dramatically more important (52 and 48 percent).

Acceptance of credit cards also is important, regardless of the product

being purchased. "Inner-city shoppers favor grocery stores that accept credit cards by large margins."

Inner-city shoppers show less store loyalty, but more brand loyalty. African-Americans are the most brand-loyal, with a strong affinity for national brands; 60 percent have one brand that they prefer to buy all the time and 69 percent know what brand they will buy before they enter the store.

- Inner-city residents believe that national brands are worth the extra cost; they place less confidence in the value of private-label or generic brands.

- Inner-city households are more inclined to shop at stores with advertised specials or lowest prices (African-Americans, 59 percent; Hispanic, 57 percent).

The survey was conducted with more than 1,200 households in six major inner city markets—Atlanta, Georgia; Boston, Massachusetts; Chicago, Illinois; Harlem, New York; Miami, Florida and Oakland, California.

Consumer demographics included 42 percent African-American, 31 percent Hispanic and 23 percent Caucasian.

Regardless of the nature of your business...



...Liquor law hassles can be a sobering experience.



When it comes to liquor law regulation, Michigan is one of the toughest states in the country. Bars and restaurants represent only a small fraction of the businesses affected. Airlines, retail department stores, hotels, non-profit organizations, political committees and a broad spectrum of other entities can be shut down for non-compliance.

The law firm of Abbott, Nicholson, Quilter, Eschaki & Youngblood P.C. in Detroit is proud to announce that Thomas J. Guachino — a recognized Michigan liquor law expert — has joined the firm. A former Michigan assistant attorney general, Guachino represented the Michigan Liquor Control Commission for 23 years. He is qualified to help companies in metro Detroit deal with Michigan's regulatory and administrative liquor law hurdles.



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Cooling Your Store More Efficiently

Typical energy use in a supermarket or grocery operation can be broken down into five basic areas: refrigeration – 40%; HVAC (Heating, Ventilation and Air Conditioning) – 30%; lighting – 15%; bakery – 10%; and miscellaneous energy use – 5%. Reducing the load on your HVAC system can significantly reduce your monthly utility costs.

The recommended temperature for grocery stores and supermarkets is 78°F during business hours in the

cooling season and, ideally, air conditioning should be shut off when the building is unoccupied. Higher cooling temperatures are often possible in storage areas and entries while cooler levels may be required in computer rooms. For the most part, you should try to keep the temperature as high as possible during the warmer months while still maintaining comfort for the employees and customers. The illustration below graphically depicts the impact on the

cost of cooling by maintaining a temperature other than 78°F. For example, it could cost up to 59% more to cool your store to 72°F instead of 78°F.

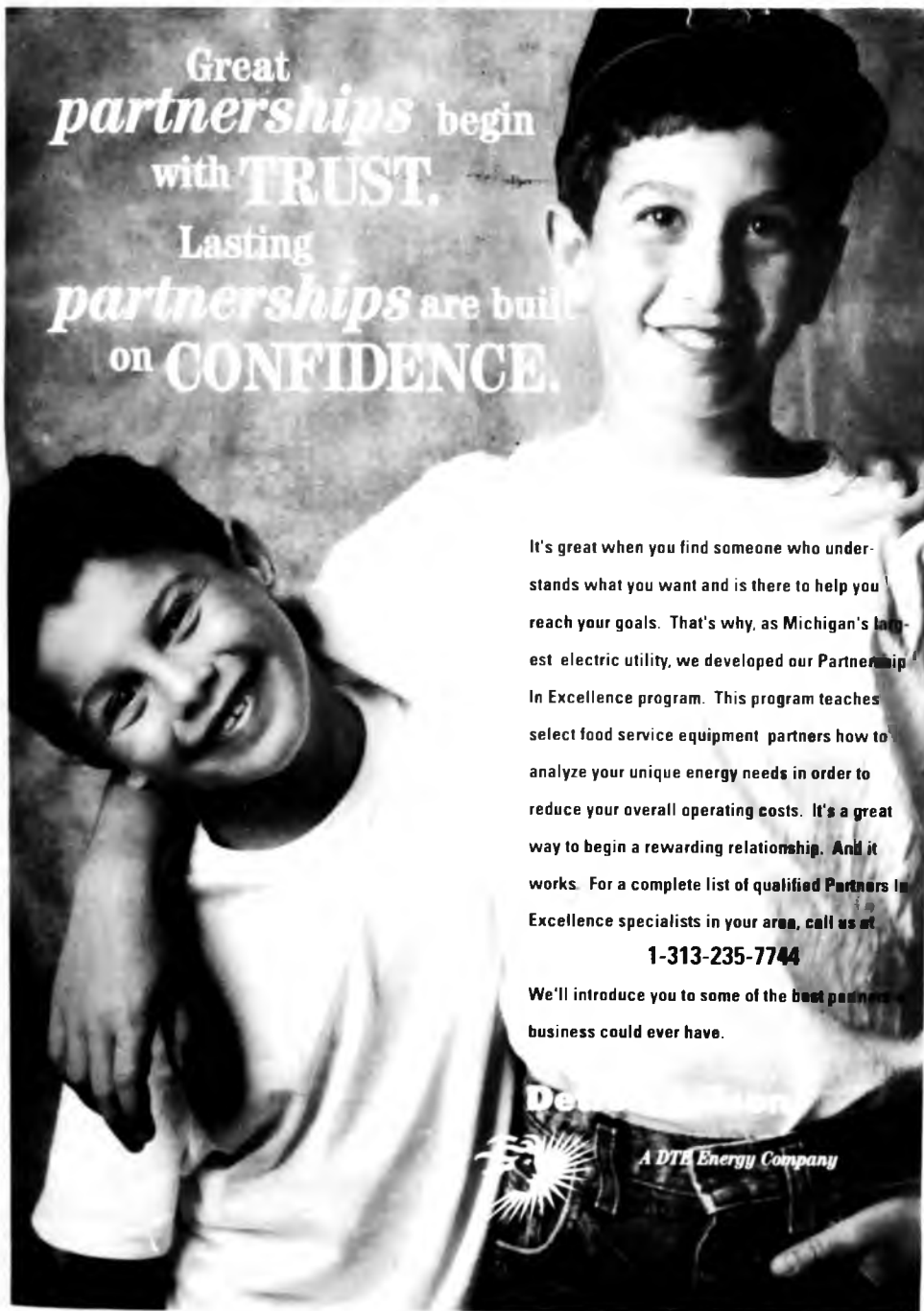
If you are able to shut down your cooling system during non-business hours, the energy savings can be substantial (up to 20%). Although your existing thermostat(s) can be reset manually, a programmable thermostat which can perform the temperature resets automatically

is a better method. A control of this sort can also start the air conditioning early enough to cool down the building before the first person arrives each day.

Programmable thermostats are available for as little as \$100 (installed) but can cost more depending on the options included and your cooling system requirements. If your heating and cooling systems are now controlled by the same thermostat, a programmable unit that can address both heating and cooling temperatures is most cost-effective.

When outdoor temperatures are moderate (below 65°F), air conditioning energy can often be saved by using outdoor air for "free" cooling. Economizer controls allow the introduction of outdoor air to the HVAC system to supplement cooling when conditions are right. The further addition of enthalpy control assures that undesirable humidity from outdoor air is not introduced into the building. If your HVAC system is a rooftop unit, it might be possible to add these and reduce your cooling cost. An HVAC technician can provide more information and determine the savings potential for your facility. Consider having an energy analysis conducted on your facility.

This information provided as a public service by Detroit Edison

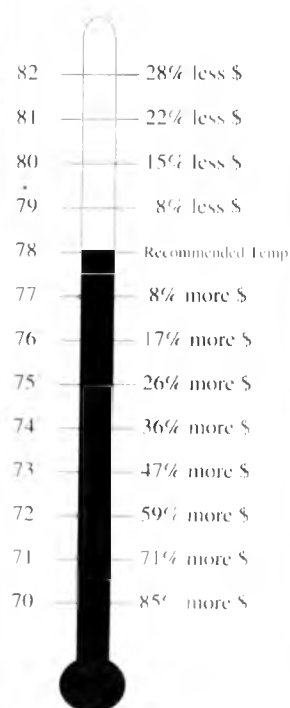


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It's great when you find someone who understands what you want and is there to help you reach your goals. That's why, as Michigan's largest electric utility, we developed our Partnership In Excellence program. This program teaches select food service equipment partners how to analyze your unique energy needs in order to reduce your overall operating costs. It's a great way to begin a rewarding relationship. And it works. For a complete list of qualified Partners In Excellence specialists in your area, call us at **1-313-235-7744**.

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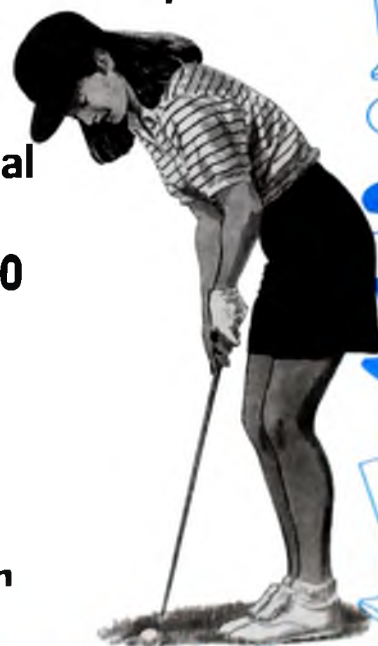
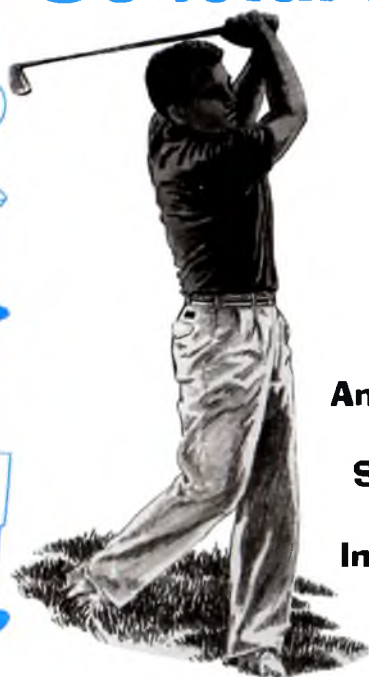
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Is it time to concentrate on sales productivity?

Information for suppliers and distributors

by Dave Kahle

Sales productivity may be a new concept for many businesses. "Sales" is easy to understand, and "productivity" is pretty clear, but when those two words are combined the combination becomes a bit vague.

What exactly is sales productivity, and why should you be concerned about it?

Let's think about productivity for a moment. We understand that the notion refers to the amount of labor it takes to accomplish some task or process. Take a warehouse, for example. It may take one hour of labor to pick, pack and ship a 50-item pick ticket. The ratio of one man-hour per 50 item pick ticket is a measurement of productivity. If a warehouse is going to get more productive, it must find some way to pick that 50-item order in less than an hour.

The business may grow, and the warehouse may pick an ever-increasing number of orders. But, if the warehouse doesn't figure out a way to pick that order in less than one man-hour, it's just getting bigger, not better. The lack of improvement in productivity would be a cause for concern.

The same is true of sales. It may cost you \$30.00 in sales costs to acquire \$100.00 in gross profit (which, by the way, is a very real possibility). Over time, your sales person may acquire more and more orders and bring in an ever-growing quantity of gross profit dollars. But if he always costs you \$30.00 for every \$100.00 of gross margin, he's not becoming any more productive. You're getting bigger, but not better, at least in respect to your sales systems.

"OK", you're thinking to yourself. "Why should I care?"

If your market is growing rapidly, and if you're achieving a comfortable and stable average gross margin, and if you don't have pressures from any competitive sources, then, hey, don't worry. You can stop reading this article, and move on to perusing the other interesting stuff in this publication.

But, if your market is fairly flat, or if you're concerned about shrinking margins, or if you're looking over your shoulder at the competition, then "sales productivity" is a concept you need to bring into your business.

In addition to tending off some of the more frightening threats to your prosperity, there are some real benefits to improving your sales productivity. Take profits for example.

Suppose your sales force currently

costs you 25% of your gross profit dollars. And suppose that you could cut that by 1%, to 24%. What would happen to the money represented by that 1%? It could drop directly to the bottom line, which would not make you unhappy. But, you could use it in other ways. You could afford to take some strategically important business at lower margins, for example. Or, you could use it to

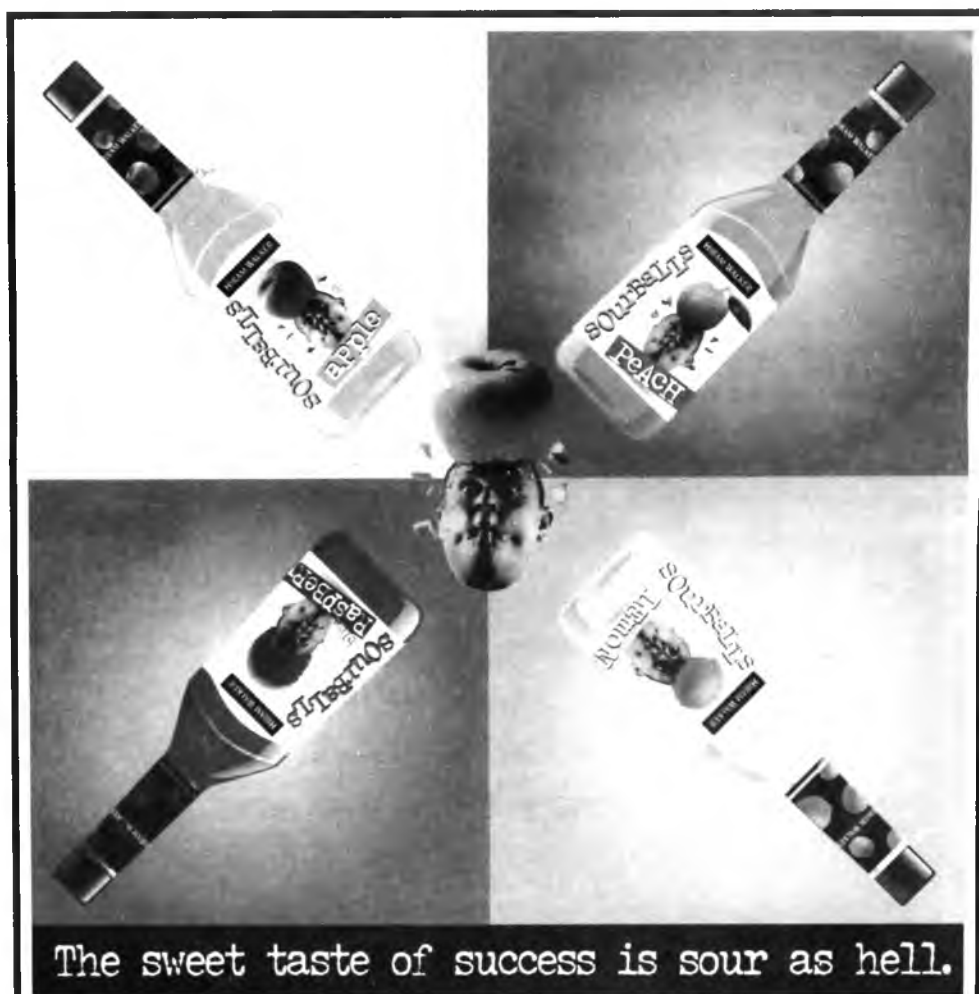
fund some new technology improvements in other aspects of your business, or purchase a beginning inventory for some new product line. The opportunities are endless. The point is, improving sales productivity will free up cash that can be used in a number of critical places.

In an effort to respond to decreasing margins and competitive pressures, you've probably worked on some of

the other aspects of your business. You may, for example, have invested significantly in computers. Most progressive distributors are on their second or third generation computer systems to help manage their internal functions.

Why did you buy those computers? Bottom line — to become more

**See Sales Productivity
page 10**



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Sales productivity

Continued from page 9

productive. The competition would have put you out of business by now if you hadn't.

You may have streamlined your customer service function, tightened up your purchasing and inventory controls, even figured out how to turn your receivables more quickly. All in the cause of becoming more productive - of trying to stay profitable in the face of competitive pressures and shrinking margins.

But, if you're like most distributors, you haven't done much to improve your sales productivity. And this in spite of the fact that sales force costs are generally the single largest cost (after cost of goods sold) that your company has. Here's a simple test to ascertain whether that's the case in your business.

Ask your controller to revise your P & L statement - just this one time. Instead of lumping all your wages together, have him pull out your sales force wages, salary, commissions, bonuses, etc., and state those separately. Then have him identify expenses you reimburse for the sales force, costs of car allowances, fringes such as 401K, health insurance for the sales force, etc. There are a number of other associated costs, but

these should be enough to prove my point. Add up all those costs listed above, and compare it with every other item on your P&L statement. That single category, "sales force costs" is almost always far and away the largest single cost to your company.

You know that if you're going to survive in an era of shrinking margins, your business must become more productive. Having worked on improving productivity in other parts of your business, it's now time to look at that portion which holds the greatest potential for improvements, the largest single cost to our company, the sales force.

Still not convinced? Take the self-assessment included with this article to see if you should be focusing on sales productivity.

At about this time, a question should be bubbling up through your brain cells, just about to pop into consciousness. The question is, "OK, Kahle, so how do I improve the productivity of my sales force?"

The answer to that question is bigger than this article can handle. It encompasses a number of potential initiatives, including reengineering your sales system, fine-tuning your sales compensation plan, building in

alternative methods of selling, training and equipping your sales force, recruiting more effective sales people, and instilling processes of continuous improvement. (Send for a free catalogue of tools and resources to help you get a handle on this. Call 800-331-1287; fax 616-451-9412. Email DaCo002@aol.com, or check out www.davekahle.com.)

Here's a good starting point, however. Begin by measuring your current sales productivity. Create a measurement that my clients

affectionately call "Kahle's Calculation." It will provide you a simple, easy, fair and accurate measurement of sales productivity that you can use over time to see if you're making progress. You can use it to measure the productivity of each individual sales person, each group or branch, and the entire company.

Here's how you do it.

See Sales Productivity page 12

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Sales productivity

Continued from page 10

1. Pick a period of time. Let's start with last year.

2. Working with each salesperson's numbers individually, calculate the total direct cost of that person for that period of time. In other words, add his total W-2 earnings, the cost of matching taxes, any expenses or car allowances, and the cost of fringes like 401-Ks, health insurance, etc. Add it up, and you'll have a number which accurately describes the cost of that person to the company for that period of time.

3. Now, calculate the total gross profit dollars produced by that person for the same period of time. Compare that number to the costs, and you'll have a ratio; cost to contribution.

4. Now, reduce that ratio to a percentage by dividing costs by gross margin, and you'll come to a percentage. That percentage is Kahle's Calculation - a simple, fair, accurate measurement of the productivity of that sales person. Because of the way we've formulated it, the lower the number, the more productive is the salesperson. So, if you have two sales territories producing about the same dollars of sales, if one salesperson has a Kahle's Calculation number of 28%, and the other one has a number of 19%, the 19% salesperson is more productive, and therefore, more profitable to the company.

Now that you've calculated this number for every salesperson, combine all the salespeople's costs and compare that number to the sum of the gross profit produced by them, and you'll get a composite.

There are other levels and layers to be calculated, but this is a good start. If you'd like to really dig into this concept, call, fax, or email us at the above numbers, and we'll send you, FREE, a six-page explanation of exactly how to measure sales productivity at every level of your organization. (Ask for "How to Kreate Kahle's Calculation.")

Regardless, this simple first measurement will get you into the mindset of measuring sales productivity, and provide you a necessary first step to begin to make powerful and positive changes within your organization.

Here's a sales productivity test

Answer the questions in this simple self-assessment, and compare with the answers on page 41.

1. For what percentage of your total costs does the sales force account?

- a. 35 - 50%
- b. 20 - 35 %
- c. under 20%

2. How long has it been since you made

any significant change in the structure of your sales force (compensation plan, job descriptions) etc.?

a. haven't changed anything since my (father, grandfather, uncle) started the business.

b. haven't changed anything for at least five years.

c. we work on it all the time.

3. How would you describe your management of the sales force?

a. we hire them, and tell them to "go forth and sell a lot."

b. we talk to them at least once every year.

c. we're involved in creating goals and discussing strategy with them monthly

d. we micromanage every account and every deal.

4. How are your average gross margins doing?

a. increasing annually.

b. slipping a little every year.

c. holding up nicely.

d. diving rapidly for the bottom.

5. What's the state of competition in your markets?

a. new competitors, and new channels of competition.

b. a couple competitors who have been around for years.

c. we've got a virtual monopoly.

d. we're one of 76 suppliers.

6. To what extent have you improved productivity in other areas of your

business?

a. what was "productivity" again?

b. we're starting to work on it.

c. we've made significant improvements in a number of processes.

7. After you've measured Kahle's Calculation, what would a 1% improvement in sales productivity mean to your bottom line?

a. we'd drop \$5,000 - 10,000 to the bottom line

b. we'd be able to operate profitably at lower margins.

c. we'd drop significant dollars to the bottom line

d. we'd be so productive, we could afford to take some low margin business to increase our market share

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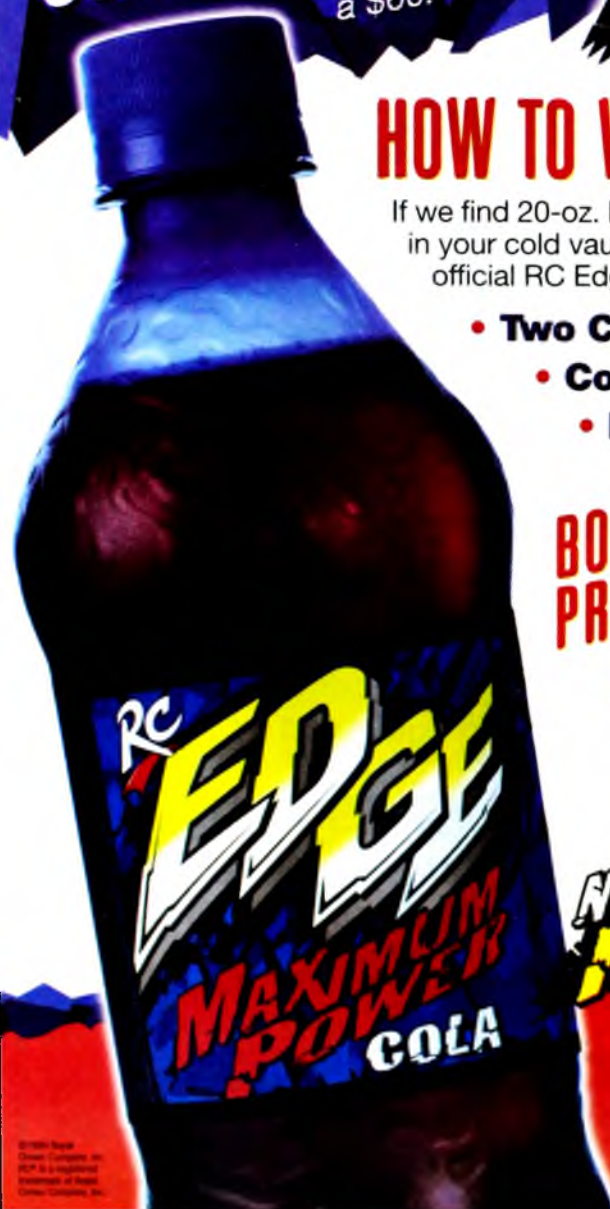
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INDEPENDENTS' DAY



Satisfaction, accommodation top list of consumer desires

Consumers want convenience, quality, value and service. Supermarkets are finding more ways to give them what they want—refining and expanding offerings to meet their expectations, according to the 1999 edition of *Trends in the United States: Consumer Attitudes and the Supermarket*. This survey of more than 2,000 shoppers suggests that consumers are more satisfied with their supermarkets and that the industry is well-equipped to handle increasing consumer demands. The findings include:

Shoppers rate their supermarkets high. Overall, shoppers are very satisfied with their primary supermarkets. Four in 10 rate their store a 9 or 10 on a 10-point scale, where 10 is excellent. Those most satisfied include older shoppers (65 and older), those from households earning \$15,000 or less and women who work fewer than 20 hours per week. Younger shoppers are the least satisfied; only 28 percent rate their primary store a 9 or 10.

The supermarket share of takeout food holds steady. One in five shoppers (20 percent) purchase prepared meals most often at supermarkets to eat at home. The best customers are from lower-income households (30 percent), one-person households (25 percent) and men (24 percent).

The number of meals purchased at fast-food restaurants is declining steadily. In 1999, this number dropped to 31 percent—from 46 percent in 1994.

Consumers continue to be completely or mostly confident that the food in their supermarket is safe. More than 75 percent of those surveyed indicated that they are confident that the food they buy is safe—with younger shoppers, aged 18-24, more likely to be confident, and more men than women saying they are mostly or completely confident. When it comes to ensuring that food in the supermarket is safe, 52 percent of shoppers believe that everyone plays a part in food safety.

Supermarkets have increased the number of products and services they provide. The survey showed that more supermarkets accept credit cards for purchase (up five points to 87 percent), offer nutrition and health information for shoppers (up six points to 77 percent) and offer frequent shopper programs (up six points to 50 percent).

Consumers are using services that supermarkets provide more frequently. Shoppers are consulting

nutrition and health information from their supermarket more frequently—with 36 percent using it at least once a week. The number of consumers who participate in frequent shopper or savings club programs pretty much every time they shop increased seven points—from 20 percent in 1998 to 27 percent this year.

Supermarkets expand meal solutions offerings. Supermarkets

now carry food at various stages of preparation—frozen, value-added and ready-to-eat or ready-to-heat. Well over half of those surveyed purchased pre-cut and cleaned vegetables and salads on a monthly basis; 36 percent, purchasing them at least once a week. Sandwiches, pizza, and rotisserie or fried chicken remain the most popular items.—FMI

Dear AFD,

I am writing to thank you for the Associated Food Dealers of Michigan Scholarship. I understand from my professors that AFD's contributions to the Food Marketing Program at Western Michigan University make this scholarship possible.

My plans for the future consist of going into the grocery industry.

This support from Associated Food Dealers of Michigan will help immeasurably in the completion of my degree. This is truly a caring industry and I know I made the right choice when I chose to major in Food Marketing.

Sincerely,

Kelly Zeller

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A Salute to Gleaners

Gleaners welcomes its second president in 22-year history

Gleaners is one of the largest food distribution networks in the Midwest and the oldest and largest food bank in Michigan. Gleaners distributes more than 15 million pounds of food annually to 300 agencies that provide meals to the hungry in southeastern Michigan.

Having transitioned into his leadership role as president of

Gleaners during 1998, Richard A. Loewenstein officially took the helm of the organization January 1st of this year. Rick brings 15 years of food industry experience and a wealth of fresh ideas with which to build upon the solid foundation he inherited at Gleaners. As a fourth-generation family member of the 104-year-old Loewenstein Poultry/Chefs Pride Holiday Food Gifts Company, Rick plans to focus on strengthening and further developing Gleaners' system of food distribution. A primary goal will be to raise the level of agency

participation and develop collaborative programs with other agencies in order to move more food to the hungry throughout southeastern Michigan.

A graduate of Babson College in Massachusetts, Rick received his Bachelor of Science degree in Marketing in 1982. He is the past President of the Cranbrook Alumni Association and was the Alumni Representative to the Cranbrook Board of Governors. Rick also serves as Chairman of the Board of Volunteer Impact, is a member of the

Salvation Army's Advisory Board, as well as several other community boards, and is a graduate of Leadership Detroit XIX.

Rick and his wife Dana, an attorney and community volunteer, have two children, Alex and Jeremy, and are residents of West Bloomfield.

New Taylor Distribution Center opens

In cooperation with the City of Taylor, Gleaners launched the first of several proposed new distribution hubs this month in its efforts to expand emergency food services to the community. The Taylor site, located on Northline Road, will serve Downriver and western Wayne County communities.

With the opening of this new 5,000 square foot distribution center, the number of agencies Gleaners serves in the region immediately increased from the previous 16 to 49. The larger number of agencies served represents a dramatic increase in the scope of service to hungry people in southeastern Michigan. As a result, agencies that sometimes had difficulty in transporting food will no longer have to come to Gleaners' downtown Detroit warehouse to pick up food. The cost savings resulting from this also means that more dollars can be applied directly toward providing food.

The Taylor Distribution Center represents one of a number of food distribution models being developed as part of a larger program to strengthen Gleaners' emergency food delivery system. The Food Bank could deliver at least another four million pounds of food to its southeastern Michigan service area each year. The need is there, but the current agency network cannot accommodate an increase of that volume. With the assistance of a three-year, \$750,000 grant from Detroit's McGregor Fund, Gleaners has been provided with the resources to begin to address this problem.

In addition to the Taylor Distribution Center, Gleaners has entered into collaborative partnerships with several other community agencies to establish new hub sites. The Delray United Action Council headed by Jacqueline Collins and located on Jefferson Avenue in the heart of Delray near Historic Fort Wayne, began working with Gleaners in August and will expand its food program for senior citizens.

Hamtramck Harvest/Greater Detroit Hospital, headed by Jean Griggs and Reverend Sharon Buttry, is located on the Hamtramck Detroit border and

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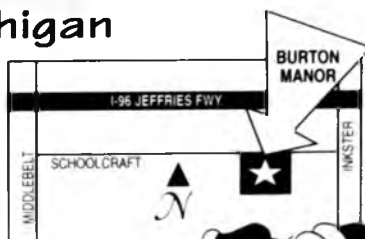
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opened for service to area citizens in December.

Detroit's Tree of Life agency, directed by Reverend Mary Melton, will be expanding its programs with the purchase of a new facility to be opened in April, 1999.

Starfish Family Services, located in Inkster and headed by Ouida Cash, is expanding its facility by 1500 square feet to accommodate expanded emergency food distribution. The addition is expected to open in June, 1999.

As the demand for emergency food assistance grows, Gleaners and its partnership agencies are continuing to explore new ways to meet the challenges of that demand.

Founding director retires-A farewell to "Mr. Gleaners"

More than 165 friends and associates gathered at the Roostertail last October 21st to bid farewell to Gene Gonya, who retired in December as president of Gleaners Community Food Bank.

Thanks to a most generous response, nearly \$42,000 has been reserved in a newly-formed Gleaners fund called the Gene Gonya Fund. This special fund is specifically designated to assist Gleaners' member agencies in serving the hungry.

Gene, called the "father of food banking", co-founded Gleaners in 1977 and dedicated 21 years to "turning surplus into a plus for the hungry." His legacy of community service is a model of meaningful personal involvement. Gene planned for a smooth transition in leadership, dedicating a full year with the incoming president, Rick Loewenstein. Gene and his wife Judy moved to San Diego in December, and his mission of serving the poor and hungry of our community will continue.

Despite a robust economy, emergency food needs rise

The trends are the same throughout the U.S. and Canada. Government statistics indicate job growth and declining welfare rolls, but non-profit groups providing food, shelter and services to the needy report steadily growing requests for assistance.

In Ontario, the Toronto Food Bank, which had pictured itself "out of business" by this time, reported that in 1998 alone it provided food assistance to more than 53,000 children. A February 26, 1999 New York Times article indicated, "In

New York, the number of grocery handouts and soup kitchen meals rose dramatically between 1987 and 1995, from 13.5 million to slightly more than 21 million. And officials believe the growth has continued."

Here in southeastern Michigan, Gleaners' own statistics show steady growth in the need for emergency food assistance. As the chart below illustrates, this has been the trend since the food bank's inception. Last year, Gleaners distributed more than 15 million pounds of food, and had to refuse another 4 million pounds of food which could have been used, but was beyond the handling capacity of the current system of distribution.

Preliminary indications regarding this trend are that a growing segment of the "working poor", i.e. those who have moved from public assistance to low paying jobs, are moving these figures upward. Gleaners and other agencies are witnessing a dramatic shift in the "social safety net", one whereby Gleaners and other agencies are becoming the social safety net.

Gleaners Harvest... Companies for our community

Last November, Rite Aid, The Stroh Brewery Co., TV-7 and the

Detroit Free Press sponsored two special projects to benefit Gleaners Community Food Bank.

On Tuesday, November 17th, a dinner was held at Stroh River Place raising \$100,000 to support the distribution of over 2 million meals from Gleaners during the holiday season.

In addition, Rite Aid shoppers and employees purchased paper turkeys for a donation of \$1 or more and made financial and food donations to contribute to the special turkey program, raising an additional \$100,000 for Gleaners' holiday project.

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Y2K consumer brochure

The Year 2000 Computer Bug and Supermarket Shopping: What You Should Know, is a black and white, camera-ready, reproducible brochure on Y2K issues and supermarket shopping for use with customers.

Common questions such as stockpiling food, the availability of the essentials (bread, water, milk, medications, etc.), and the industry's compliance efforts, are answered. This handy brochure also explains the nature of the Y2K bug as well as some of the details of what has been

done by the industry to ensure compliance.

For a copy of the brochure, please visit FMI's Web site www.fmi.org or contact the Consumer Affairs Department at (202) 429-8239.

Will your community be ready for the Year 2000?

Stressing the importance of preparing at the local level for the transition to the Year 2000 (Y2K), the President's Council on Year

2000 Conversion today launched a nation-wide campaign to promote "Y2K Community Conversations" about readiness for the century date change.

Copies of the toolkit can be ordered through the Council's free information line 1-888-USA-4-Y2K (1-888-872-4925). Local leaders can also call the information line with questions about how to organize and promote Y2K conversations in their communities. A text version of the guidebook is available on the Council's web site at www.y2k.gov.

Three new Michigan wineries to open

Michigan Department of Agriculture Director Dan Wyant announced that three wineries will open in the Traverse City area this summer. The wineries set to open are The Winery at Black Star Farms and Ciccone Vineyards, both in Suttons Bay, and Bel Lago Winery in Cedar. New tasting rooms for existing wineries will also open at Shady Lane Cellars in Suttons Bay, and Peninsula Cellars on Old Mission Peninsula.

A complete list and travel directions to all 23 Michigan wineries is available in the newly-released *Michigan Wine Country*, a free tabloid publication.

Michigan Wine Country is produced by the Michigan Grape and Wine Industry Council. According to Linda Jones, Program Manager of the council, "By promoting local festivals, publishing the tabloid annually, and maintaining a Web site, we are bringing information about the quality of Michigan wines to the consuming public. To receive a copy call (517) 373-1104, or visit www.michiganwines.com.

Coca-Cola awards 10 with college scholarships

Ten Michigan high school students are part of 251 high school seniors from across the U. S. who will benefit from college scholarship money from The Coca-Cola Bottling Company of Michigan and The Coca-Cola Company. Of the ten, three are \$20,000 recipients and seven are awarded \$4,000.

Michigan students joined 241 other high school seniors in Atlanta to meet with leaders in education, business, government and the arts. Scholars are evaluated on the basis of leadership in their schools and communities, academic achievements and motivation to succeed.

Archbishop Desmond Tutu delivered the keynote address at a banquet held in the students' honor.

The Coca-Cola Scholars Foundation annually awards fifty \$20,000 scholarships and two hundred \$4,000 scholarships to high school seniors nationwide. In 1999 scholars were chosen from a field of 137,000 applicants. Since its creation in 1986, the Scholars Foundation has helped more than 1,750 students, awarding nearly \$15.7 million.

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Muscular Dystrophy Association shopping for a few more smiles

The Muscular Dystrophy Association (MDA) in partnership with CROSSMARK Sales & Marketing announced the start of their 9th Annual Aisles of Smiles program. As one of the world's most successful charitable events, Aisles of Smiles offers manufacturers a high-profile way of demonstrating their company's concern for MDA's fight against Muscular Dystrophy, a series of more than 40 neuromuscular diseases that destroys smiles as it destroys muscles, cheating those affected who are often children, of the pleasures of life that we take for granted.

CROSSMARK is teaming up with grocers throughout the state to take part in "Aisles of Smiles," as manufacturers of products agree to donate a portion of each customer's purchase to MDA.

The contributions, made from sales between August 2 and September 10, 1999, will be made on the 34th Annual Jerry Lewis MDA Labor Day Telethon. The Telethon is carried live by over 200 "Love Network," television stations beginning Sunday evening through Monday evening.

Fifteen manufacturers will contribute a "cents per case" contribution to MDA on total shipments during the program period and promotion allowances for each participating brand. Over the past nine years, Aisles of Smiles has delivered over \$800,000 to help Jerry's kids. Last year they raised \$125,000, their goal this year is to raise \$140,000.

Retailers can participate by utilizing point-of-sale materials promoting the "Aisles of Smiles" program, which include display cards for participating brands, scanable \$1-\$3 tear-off donation cards and a six-foot free standing Jerry Lewis display piece. By promoting these participating products, you'll be helping MDA provide important services to people with neuromuscular disorders in Michigan.

Participating manufacturers include Beatrice Foods (Parkay Spreads and County Line Cheeses), Bush Bros. & Co. (28 oz. Bush's Baked Beans), Church & Dwight (Arm & Hammer Liquid and Powder detergents and dryer sheets), Florida's Natural Growers (Florida's Natural Refrigerated Juices), Gerber Products (Gerber Graduates Baby Food), Kings Hawaiian (Kings Hawaiian Original Bread and Rolls), Lugigino's (Micheline's Signature Frozen Entrees), Mann Packing Co. (Mann's Value Added Broccoli Items), Maruchan (Instant Lunch and Ramen Noodles), McNeil Consumer Products (Benecol Spreads), Mrs. Smith's

Bakeries, Inc. (Mrs. Smith's Frozen 9" Fruit Pies & Cobblers), Perrier Group of America (Ice Mountain Spring Water), Pillsbury (Jeno's Frozen Pizzas & Green Giant Frozen Create-A-Meal), Suiza/Morningstar (16 oz. International Delight Flavored Creamers) and The Turkey Store (Turkey Store Ground Turkey and Deli Meats).

For more information, contact Ron Schuler of CROSSMARK at (734) 207-9436.

Association will judge snack awards

A new award will be offered by the The Biscuit and Cracker Distributors Association (BCDA) for new products manufactured by or for its members in the cookie, cracker, cone and snack categories.

An impartial judging will take place at the BCDA's Annual Meeting in January 2000 in Palm Springs, California.

Judges will be impartial industry experts whose criteria will include:

- quality, taste and flavor
- meeting customer needs (healthy, indulgent, convenient, kosher, etc.)
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For further information about BCDA or the contest call (312) 644-6610.



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Aisles of Smiles Kick-off dinner



CROSSMARK Detroit Division President Tom Waller rallies supporters at CROSSMARK's 1999 MDA Aisles of Smiles dinner meeting.



Michael Nigro, Clinic director for Children's Hospital, asks MDA local spokes model Latisha Ware how CROSSMARK's Aisles of Smiles has helped her. Also pictured, Mattie Hatten, Latisha's grandmother.

Sound Explosion



Michigan Lottery Commissioner Don Gilmer addresses the media at Don Coleman Associates Sound Explosion kick-off luncheon at Detroit's Athenium Hotel.



Michigan Lottery Commissioner Don Gilmer draws door prize winner as DCA's Rodney Price addresses the crowd.

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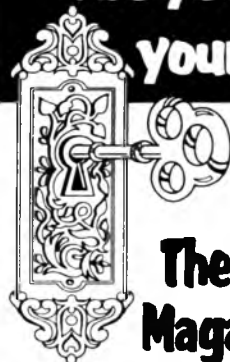
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Business sizzles for Hanna brothers

by Ginny Bennett

Ed Hanna told me, "You can't resist my freshly grilled cheese steak subs." And he was right—it's one of Ed's many specialties cooked on a sizzling grill. I'm glad he persisted and fixed me the "sloppy" version, laced with his special sauce. I'll tell you it was delightful, even as the juices ran down my arm.

B & B Party Store and Sub Shop is located at 5102 Nine Mile (between Mound and Ryan) in Warren. Nearby employees from General Motors and Daimler Chrysler number more than 10,000. Add to that 65 smaller businesses that supply the Big Three and B & B's customer base swells to over 12,000. Many of these workers find B & B's take-out items to be irresistible.

Irresistible or not, road construction on Nine Mile from early May to late December, 1998, made access to the store nearly impossible. Keeping customers was difficult as commuters stayed away to avoid traffic tie-ups.

Rather than be defeated by slow sales, Ed and Neil undertook a project to renovate the store and began the



"At B&B, our number one priority is good quality food and good service," says Ed Hanna, (left) pictured here with brother Neil.

application process for a liquor license.

The renovation updated the interior by rearranging coolers and putting in a brand-new counter area. A brightly painted new sign says "Liquor" and is clearly visible on Nine Mile Road. A new green canopy puts a fresh face on the facade.

The brothers waited a long time to get one of the only available liquor licenses in Warren. "Adding liquor

has improved sales overall, but the store has been here for 25 years without liquor so," Ed surmises, "it will take some time before it catches on."

Getting the license was an arduous process that took about a year. "The city took into consideration our full range of services," says Ed. "It was easier because we have a full menu of food, check cashing and a full bill payment center. The bill payment

center is very popular with seniors in our area. Also helpful is the large paved parking area for 25 vehicles."

Easy in-and-out parking also allows lunch-time customers quick access. Ed encourages customers to call ahead so he can have their order ready. General Motors employees only have 20- to 25-minutes for lunch. This is good business for B & B all day long because with so many employees, and factories with three shifts that frequently work seven days a week, someone is always going to lunch.

Ed and Neil also work seven days a week. Their wives work part time.

They have two other part-time employees but Ed says that getting any help at all is difficult. The brothers do get some time off, in fact, Ed's hobby is traveling. Neil says his hobby is working but according to Ed, "If I take a cruise then Neil usually takes a cruise." It is Ed's favorite kind of trip.

B & B Party Store and Sub Shop is a family business. Previously the Hannas owned Jane's Market in Detroit. Ed learned early in life that hard work pays. He began in the retail food business when he was 17. He

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Ed serves up pizza and subs – each one made to order.



Ed and Neil Hanna behind the liquor counter

purchased Jane's Market when he was just 21 and Neil was only 17.

They owned the store 15 years before they sold it and bought B & B three years ago—January 1, 1996.

When they owned Jane's Market they were involved with the Chaldean Federation and the area police precinct in East Detroit. At B & B they have become involved in the Warren community by sponsoring a baseball team. They are active in neighborhood events and donate to the local elementary school, the Warren Goodfellows and the Salvation Army. The desire to get involved with community activities competes with the precious time the men have with their families.

Ed and his wife Nada have three children and Neil and his wife Muna have two. All the children are ten and younger. The women work at the store on alternating mornings. "My wife Nada is the master in this kitchen," says Ed. She prepares the salads and preps the freshly chopped vegetables. Neil's wife Muna is part of the indispensable kitchen team.

The immaculate galley-style kitchen occupies a relatively small area in the 3,000 square-foot store. From a tiny space, over 48 sandwich choices are available. There are also deep-fried selections, pizzas and pitas. Cheese and pepperoni pizza are freshly made and sold by the slice or by the pie.

B & B offers daily specials at good prices and they are also well known for their competitively priced party subs. The sub buns are baked daily, on the premises, and subs can be special ordered, up to six-feet long.

Although the party store with its liquor sales is the mainstay at B & B's, the grill adds a lot to their business. Ed is proud of his kitchen, the menu and the food he serves. It is quickly prepared so it qualifies as "fast food," but there the comparison ends. You can't go wrong with any choice on the menu. B & B Party Store and Sub Shop definitely can't be beat when it comes to their juicy grilled steak and cheese sub. I'll attest to that.

The AFD has teamed up with Southfield-based Star Insurance Company to provide workers compensation insurance coverage exclusively for AFD members.

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Detroit women featured on new hosiery package

Leda Ultra Sheer Pantyhose, a favorite brand of African-American women, has recently undergone an image makeover. IWI Mills of Chicago, manufacturers of the Leda brand hosiery, has introduced a unique new package.

Each package features photos of everyday black women as models. A cross-section of seven Detroit women were chosen. They range in age from 17 to 51, in a variety of skin tones and sizes. Some are working mothers and business women, another a

grandmother, one is a student, another a singer, one is a registered nurse practitioner, and another an accounting clerk at Farmer Jack.

The new packaging reflects the recognition by manufacturers of the huge gain in buying power by African-Americans. Targeting African-American women is just smart business, says Gordon Toffler, manufacturer's representative for Leda.

Finding the models was a project of Toffler Marketing Co. Toffler



said it wasn't hard to find women who would be great models, it was just hard to coax them to do it. All the women

received a year's supply of pantyhose and were profiled in a feature article in the Detroit News.

Leda Ultra Sheer pantyhose are contoured for comfort and fit, while accenting dark skin tones. A wide range of shades are available. They are 100 percent nylon, made in the USA and available in seven sizes, from small through EX EX Large.

AFD members can order from Standard Dist. or for more information call Gordon Toffler at (810) 263-9110.



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Odwalla products have a home in Detroit

Odwalla, all-natural, fresh squeezed and nutritionally fortified juices are available in the Detroit area. Odwalla has been working with Tom Davis & Sons Dairy Co. in Detroit to help leverage existing trade partner relationships and create new opportunities in the area.

Odwalla's current product line consists of fresh-squeezed juices, blended and nutritionally fortified fruit and vegetable-based beverages, all-natural meal-replacement beverages, wholesome food bars and natural spring water. For more information, please call Tom Davis & Sons Dairy company at 1-800-399-6970.

Vanilla Porter brew wins awards

Stoney Creek Brewing Company's "Original" Vanilla Porter received two medals, "Best of Show" and "Peoples Choice-Best Porter," at the World Expo of Beer. The event, one of the largest beer festivals in Michigan and the Midwest, was held in Frankenmuth, Michigan. More than 100 beers from 30 breweries competed in an open air "beer garden" over a two-day period.

"Original" Vanilla Porter made its debut to the public at the 1997 World Expo of Beer where it received its first award, "Best of Show." Call Sam Awdisch for information at 248-347-1199 or visit www.GETSTONEY.com



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RUSSIAN VODKA

Representative Ruth Johnson is working for the people

by Kathy Blake

Best known for her part in putting nonviolent prisoners to work in Oakland County, State Representative Ruth Johnson is a hard working, common sense style of public servant who can't imagine anyone wanting to sit idle.

A republican, she represents the 46th district which includes the communities of Clarkston, Highland, Ortonville and surrounding areas of northwest Oakland County.

During her ten years as Oakland County Commissioner for District 1, Johnson was instrumental on the Trusty Alternative Work Committee. Her theory is that it is good for the prisoners as well as taxpayers.

"Taxpayers don't have to pay for people to do nothing and the prisoners develop the habit of getting up and having responsibility every day," said Johnson. "The prisoners gain more self worth and when they get out, they're more likely to stay out of prison."

As trustees, nonviolent prisoners with two years or less to serve, work without pay for cities, villages, townships, county parks and recreation areas and nonprofits. The prisoners also do their own laundry and care for a garden, growing some of their own food.

Johnson says this better prepares prisoners for reentering the real world of work and responsibilities than does sitting around watching TV and playing cards.

Johnson served on several other committees and was vice-chair of the commission for six of her 10 years. She sat on the Strategic Planning and Quality Assurance Committee and she vice-chaired the Parks and Recreation Commission.

She also chaired the Resident Well Task Force, fighting for safe drinking water. One of Johnson's main concerns is with environmental impact regarding health and water quality.

A lifelong resident of northern Oakland County, Johnson became very concerned when a deal for a hazardous waste site was being slated for her area on top of a sole source aquifer for 100,000 people. She helped create a citizen's group to stop the process. According to Representative Johnson, without a fight, the dump would have been okayed and most likely resulted in contaminated well water. "I fought the county so much that I ended up running for commission," says Johnson.



She was working for Children's Village of Oakland County at the time. Children's Village is a home for abused, delinquent and neglected children, adjudicated by Oakland County courts. She coordinated services and found that children were receiving as many as four evaluations from different diagnosticians. To benefit the children, she recommended those resources and time be used more wisely and advocated the sharing of information between different departments to cut down on duplication of work.

The desire to streamline bureaucracies to save taxpayers' money, and protect citizens' health and environment is what drove Johnson to run for state representative last fall when her predecessor, Thomas Middleton's term limit expired.

She took the committee assignments of Health Policy; Transportation; and Conservation and Outdoor Recreation.

Representative Johnson is vice chair of the House Education Committee as well. She toured Detroit schools during the legislation that placed Mayor Dennis Archer in charge of the Detroit school district. After viewing the facts, Johnson became convinced that the mayoral takeover was necessary.

"Kids weren't getting an even chance at a good education. One in 10 kids that attend school in Michigan, go to Detroit schools," explained Johnson. That's a large percentage of children and a resulting large amount of tax dollars to use in education. Some Detroit schools are in really poor condition and there is a lack of accountability for building

improvements, according to Johnson.

An interim superintendent was selected and the mayor appointed a group of civic leaders. In five years there will be a vote by the people to see if they want an elected school board system reinstalled.

Another education issue that Representative Johnson has worked on is statewide scholarship awards for Michigan Educational Assessment Program (M.E.A.P.) scholars. This bill passed the House and Senate and at press time was to be signed by the Governor. If signed, 11th graders who achieve qualifying results in the M.E.A.P. tests will receive a \$2,500 scholarship which can be used by students for technical training or college. These scholarships are funded by the multi-state tobacco settlement and Michigan will get a portion every year to continue the scholarships. "It's a help for kids. College is expensive. This gives them a reward," and Johnson adds: "It's also a reward for school districts that are doing good and helps the other schools focus on reading, writing, math and science which are the M.E.A.P. guidelines."

Johnson helped pass a bill to reward colleges and universities which keep their tuition increases at or below inflation. The reward will increase funds by 1.5 percent over what they already receive.

On the Health Policy committee, Johnson is helping to determine how to spend some of the tobacco settlement funds. "There are several of us that feel strongly about teen smoking and we have sat down to work on this problem," she said.

"Teen smoking is on the rise and currently 6.7 million per year is being spent in Michigan to reverse that trend," and Johnson is planning to do more using the tobacco settlement money.

Another health issue is a package of bills the committee is working on to improve choice and accessibility to health care coverage for Michigan residents. The bills have three goals: continuity of care, parental choice of pediatricians and increased access to non-formulary prescription drugs. Patients may run into problems when their provider leaves their health plan or network. This legislation allows patients to continue receiving treatment for 90 days, or the duration of treatment for an active condition, when a provider leaves a health plan or the patient's health plan changes.

Johnson plans to look for opportunities to cut taxes and make government more frugal and accountable. She mentioned that government sometimes finds creative ways to tax citizens without calling it a tax, such as licenses and phone charges. "I stand vigilant to stop this," she exclaimed.

The threat of a landfill is back in northern Oakland County and she will fight that like she did 15 years ago. While on the commission, she was chair of Aging and Social Services for the Michigan Association of Counties, (MAC) and was a member of MAC's Mental Health committee. Through the years, Johnson has served on the Lake Louise, Tipsico and Lakeville Lake Improvement Boards.

Johnson graduated from Waterford Township High School in 1973. She earned her associate's degree from Oakland Community College, her bachelor's degree from Oakland University and her master's degree from Wayne State University.

Johnson is a member of the Clarkston Chamber of Commerce, Highland Business Association, American Business Women's Association and a charter member of the Holly Area Optimists.

She has been married to Don Nanne, a Clarkston dentist, for 20 years and they own the Clarkston Professional Center, which has several medical offices.

For fun, Representative Johnson likes to ride bicycles, swim, ski, collect coins and cut taxes. Contact her by Email at rjohnson@house.state.mi.us by phone at 1-800-510-RUTH or mail to Rep. Ruth Johnson, P.O. Box 30014 Lansing, MI 48909.

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Even ice cream can create environmental problems

by Mary Dechow
Public Affairs Director
Spartan Stores, Inc.

A Michigan retailer recently found itself in hot water with the Michigan Department of Environmental Quality (MDEQ) over the disposal of melted ice cream.

Under Part 31 of Michigan's Natural Resources and Environmental Protection Act (NREPA), ice cream is considered a "pollutant" and thus cannot be discharged through a point source to waters of the state without a permit. Violations of this Part can result in penalties of up to \$25,000 per day.

A large refrigeration unit at the store had broken down during the night. By the time the problem was discovered, approximately 100 gallons of ice cream had melted and was unsalable. The waste was dumped down an exterior drain, upon the mistaken belief that the drain was tied to the city's wastewater treatment plant. The drain, in fact, led to a creek and was designed for stormwater discharges only. This led to the MDEQ enforcement action and the payment of an unspecified fine.

The MDEQ suggests that store owners can avoid having this incident repeated by doing a number of things:

Know the discharge location of all drains on your property. As a rule of thumb, all exterior drains will lead to a surface water body and not to a wastewater treatment plant.

Remember that any kind of waste can be considered a "pollutant" under Michigan's water quality law — even something that seems as innocuous as ice cream. Waste such as ice cream can have a serious impact on aquatic life within the receiving waters and thus must be disposed of in a sanitary manner.

The store where the incident happened has posted signs on the exterior doors located near exterior drains to warn personnel not to dispose of waste in the drains. Please post signs in your store back room to avoid creating a similar problem and potential costly penalties. If you'd like a cardboard copy of the sign (8 1/2" x 11" size), give me a call at (616) 878-2469 or send an e-mail to mary_dechow@spartanstores.com

No Dumping
of Product
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Don't let a firing backfire on you

To avoid being sued for libel, slander and defamation following a termination, here are some Do's and Don'ts:

Be certain you have conducted a thorough investigation and have the facts about the reasons for discharge.

When discussing the termination with others be factual. Do not characterize the circumstances. A statement that "staff turnover in his department was 25 percent over the last year" is better than "he couldn't get along with anyone."

Personnel file contents should be limited to factually accurate

statements.

Tell only people who need to know the details/reasons for the discharge.

Avoid making an example of the fired employee. Even though you believe you have a widespread theft problem, you do not need to tell everyone that you caught a thief stealing. Let the discharge itself do the talking.

Before you initiate criminal prosecution, be careful about what you turn over to the prosecutor's office. It should be completely accurate and provable.

Do not disclose to anyone

information that you acquire on a confidential basis. No one needs to know that an employee failed a drug test.

Understand the impact that disclosure will have on the discharged employee. Do you really want or need to brand someone as having engaged in sexual harassment?

Remember that juries will sympathize with the employee. The words "company," "employer" and "corporation" are appealing targets when used in records that may one day be disclosed in litigation.

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Michigan welcomes New Jersey to the Big Game!



By Commissioner Don Gilmer

The Michigan Lottery recently welcomed a new member to the growing Big Game family.

New Jersey became the seventh state lottery to join Michigan, Georgia, Illinois, Maryland, Massachusetts and Virginia in the popular multistate lotto game.

The New Jersey Lottery adds a

population base of approximately eight million, bringing the total population base for Big Game states to more than 55 million. Big Game tickets officially went on sale in New Jersey on May 26.

This is terrific news for our retailers and players! The addition of New Jersey means more lotto

excitement with jackpots which should roll higher and quicker.

Although no one can predict just how high Big Game jackpots may climb in the coming months, we expect to see a higher average jackpot than in past years.

The New Jersey Lottery is a perfect match for The Big Game because their player base, game lineup, sales and strategy for the future are very closely aligned with those of Michigan and the other Big Game lotteries. This is just one more positive step toward a record year for 1999!

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Second-Chance Sweepstakes

The Michigan Lottery's latest Daily 3 & 4 second-chance promotion, "Sound Explosion," is in full swing as hundreds of prizes have already been awarded to players all across the state!

During the six-week span of the sweepstakes, 150 lucky Michigan Lottery players will win Sony audio and video merchandise prizes each week, including: home entertainment centers, rack stereo systems, shelf stereo systems and portable compact disc players.

Players enter by sending in two non-winning midday wagers and two non-winning evening wagers for either Daily 3 or Daily 4 drawings conducted between June 21 and July 31, 1999.

I encourage you to continue prominently displaying your "Sound Explosion" point-of-sale promotional items and invite your customers to enter the sweepstakes. These high-quality Sony products will be enjoyed for years to come.

New Instant!

July marks the debut of four sizzling new instant games. The \$2 "Wild Card Cash" goes on sale June 28, and offers prizes up to \$21,000.

The \$1 "In The Chips," available on July 12, will keep players pockets full of cash with a \$4,000 top prize. After July 19, the \$2 "Hearts of Gold" will have them digging for buried treasure with a \$30,000 top prize.

Another \$1 game, "Lucky Lady," debuts on July 26, and offers a red-hot \$7,000 top prize.

FDI honors Piergallini with Herbert Hoover award

Alfred A. Piergallini, president and CEO of Navartis Consumer Health North America was presented with the Herbert Hoover award, the top annual honor of Food Distributors International (FDI).

Chairman Dr. Robert Emmons, Ph.D. presented the award, recognizing Piergallini's efforts as CEO of Gerber Products Company, a Novartis subsidiary.

In support of FDI's Hurricane Mitch relief efforts, Gerber

contributed 32 container loads of baby food (214,000 cases of product valued at nearly \$1.5 million) to Central America.

Piergallini began his food industry business career nearly 30 years ago in a marketing position at Proctor and Gamble and moved on to brand manager and then to sales management.

He then went to Beverage Management, Inc. where he progressed to a position as a regional

director.

Three years later, he joined Sara Lee Corporation as vice president and general manager, Midwest region, for Shasta Beverages.

After becoming corporate vice president of marketing, he was named president and CEO of Shasta Beverages in 1983. Piergallini joined the Carnation Company later that year as vice president and general manager of its Friskies Pet Care division.

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MAYFAIR MKT. FOR SALE—Detroit location, Grand River at W. Chicago. 10,000 sq. ft. Supermarket, SDM, Lottery, WIC. Building optional. Serious, qualified inquiries only. Call Pete or Paul George at (313) 933-6151.

DOWN RIVER PARTY STORE FOR SALE—High traffic area. Well established - in business for 42 years. SDM, SDD, Lotto. Building and business. Terms available. Contact Mike Kelly, State Business Brokers (810) 469-3333.

FOR SALE—LIQUOR PLUS—High traffic location in the heart of the New Center Area. Upscale liquor, beer, wine & lotto. Full line of groceries plus deli. Very well established business. Serious inquiries please. Ask for Adnan (Eddie) Najor at (313) 871-5355.

EQUIPMENT FOR SALE—Check outs, shelving, meat, deli & dairy cases plus 38-door zero-zone freezer as well as all walk-in freezer systems. Call Wilson at (248) 582-9088.

FOR SALE BY OWNER—2000 sq. ft. Party Store on lake in Irish Hills. Great location on major road (US12). Just miles from Michigan International Speedway. Beer, Wine, Liquor, Deli and Bait. 2000 sq. ft. living quarters plus 2 lots w/lake access. \$350,000 plus inventory. Call Sandy at (517) 431-2525.

GROCERY STORE FOR SALE—One of a kind. Great Birmingham area location with tremendous opportunity. Full line of groceries, meats, produce, liquor, beer & wine. Currently not open evenings, Sundays or holidays. 3,000 sq. ft. w/full basement. Great lease. Asking \$395,000 plus inventory (\$100,000 or less). Volume over \$800,000. Call (248) 644-4925 for more information.

FOR SALE—ice cream dipping merchandiser. Master-Bilt model #DD88 (91" w x 28" d x 37" h). Stainless steel top with white exterior body. Displays 16 flavors and stores 14. Excellent condition \$1,195 or best offer. Call (517) 723-5500 and ask for Dave.

PARTY SHOPPE—Beer & wine, grocery, lotto, frozen Coke, money orders, fax. Store sales \$10,000/week. Lottery sales \$3,800/week. Business \$160,000 w/ \$80,000 down. \$1,425/month lease. Call (248) 545-3500.

FOR SALE—Bagel & Donut shop. Troy area (19 Mile & Dequindre). All new equipment. Turn key operation, just walk in and take over the register to start making money today! Asking \$84,861. Terms available. Call Foster Realty at (810) 463-1000.

FOR SALE—Transformer 750KVA, 26 door frozen cooler, almost new w/compressor. Call Kenny at Xtra Foods, (313) 824-1144.

WATERFORD PARTY STORE—Beer, wine, lotto & more. Great location near lakes! All new equipment. Turnkey operation. 1976 sq. ft. Asking \$179,000 + inventory. Business only. Call Re/Max Exec Properties, Brian Yaldeo (248) 737-6800.

MARKET DELI FOR SALE—3,300 sq. ft. Ann Arbor, central University of Michigan campus location, student clientele. Owner is retiring. All newly remodeled including new equipment. Call (734) 741-8303, ask for Bill.

FOR SALE—2 each, walk-in coolers, 8' x 10'—\$1500. 8' x 14'—\$2500. Bernie's Country Store (517) 592-8221. 557-9600.

LIQUOR STORE, PHARMACY w/LOTTERY
FOR SALE—5,000 sq. ft. Between Chalmers & Conners. Ask for Mike at (313) 331-0777.

ITALIAN MEAT MARKET & SPECIALTY STORE—in Warren. Beer, Wine & Lotto. 3,100 sq. ft. free standing building w/ plenty of parking. Low hours. Lots of potential. Serious calls only at (810) 470-0762.

AL'S PARTY STORE—2,400 sq. ft. Beer, wine and lottery. Lottery sales \$4,500/wk. store sales \$8,000/wk. Asking \$7,500 for business and \$120,000 for building. Ask for Al at (313) 864-4078.

FOR SALE—Chester Fried Ventless Fryer (older model) \$2500, (4) door reach in cooler \$1200, (4) door reach in cooler \$500. Call Sam Sheena at (248) 288-4774.

ESTABLISHED PARTY STORE—Port Huron, MI. Highly populated, high traffic area. SDD, SDM and Lotto. Owner retiring. Call (810) 985-5702 leave message.

ROCKY'S PARKVIEW PARTY STORE—Beer, wine & grocery plus lotto, money orders, Western Union & check cashing. Credit cards accepted. Same owners for 12 years. Business \$90,000 w/ \$40,000 down plus inventory. Call (248) 548-2030.

"CODY DRUGS" FOR SALE—SDD, SDM and Lotto. Upscale Detroit neighborhood. Full line of Grocery, greeting Cards, Health/Beauty. Approx. 3000 sq. ft. Very Busy, well established. Don't miss out on this gold mine! Call Mark Smito at (313) 272-7878 or (248) 866-7655.

Special Occupational Tax is due July 1

As reported last month in the *AFD Food & Beverage Report*, the Special Occupational Tax is due July 1. All food retailers selling alcohol are reminded that the special occupational tax is due on July 1, 1999. According to the Federal Bureau of Alcohol, Tobacco and Firearms, the tax must be submitted by all retailers selling liquor, wine and beer products—including wine coolers, beer coolers and mixed drinks. The tax applies to all businesses selling alcohol, including those that package, retail or experience on-site consumption. The annual tax is \$250 for retailers and \$500 for wholesalers per location.

Coalition to Eliminate the Special Occupational Tax reorganizes

The Coalition to Eliminate the Special Occupational Tax (CESOT) has been reformed. The powerful coalition of beverage and hospitality organizations has joined together to increase Congressional support and work for passage of federal legislation to repeal the special occupational tax on retailers, wholesalers and suppliers and other

businesses that serve or sell alcohol beverages.

The National Association of Beverage Retailers (NABR) originally formed CESOT in 1997 and built great momentum behind legislation by Rep. George Radanovich (R-CA). For this revitalized effort in the 106th Congress, NABR has added members to the Coalition which is working at the grassroots level to mobilize legislation that would eliminate the SOT.

CESOT members agree that the SOT is without purpose and provides the industry with no special service.

In June, the Coalition to Eliminate the Special Occupational Tax met with House Small Business Committee Chairman Jim Talent's (R-MO) office urging his support to eliminate the SOT. The Coalition asked Talent if he would include the repeal of the SOT in his Small Employer Tax Relief Act of 1999, which he plans to introduce when Congress comes back into session this week. The SOT is an annual tax of \$250 per location for all entities who sell alcoholic products.

The Coalition to Eliminate the Special Occupational Tax is comprised of 20 of the nation's most powerfully effective associations from the alcohol beverage, hospitality, food and other retail industries.

Rebecca Henrich is the new face at AFD

AFD welcomes Rebecca "Becky" Henrich as special events manager. Her responsibilities will include the upcoming AFD/Beverage Journal Holiday Show.

Becky worked previously for American Stitches of Highland as sales director for booth sales and has considerable experience in the production of trade shows and conventions.

Becky has studied business administration at Northeastern School of Commerce and Alpena Community College.

For all your special events needs call Becky at (248) 557-9600.

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Indicators of a counterfeit check transaction

Below is a list of indicators that, alone, do not suggest an individual is attempting to negotiate a counterfeit check, however, the more indicators present the greater the possibility. If two or more indicators are present, greater care should be taken in processing the transaction and a second opinion by a supervisor may be warranted.

Check indicators

- The check does not have at least one perforated edge. Note: In the early days of counterfeiting this was a key indicator, however, with the availability of check writing programs and blank check stock, that indicator is becoming outdated.

- Printing on check is not crisp/clear, particularly company logos

- MICR numbers are different than the standard MICR numbers, are faded and/or are not consistently the same

- MICR line contains blemishes, or does not appear to be straight

Identification indicators

- Picture not squarely cropped
- State identification (ID) card used instead of driver's license

- ID Card/Driver's License looks new or is new

- State's seal is missing from picture or not aligned properly

- Hologram does not appear three-dimensional and/or does not appear to move

- Plastic coating, particularly by the picture, appears to have been peeled apart

- Wording on the back of the ID card/Driver's License is blurry or not aligned properly

- Physical description on ID card/Driver's License does not match that of the presenter

- Key portions of the physical description are covered up, blurred and/or altered

- Second identification is not available or adequate to verify the individual's identity

Individual's behavior

- Individual is attempting to cash several payroll checks at once. Note: Most people do not have the luxury of waiting any length of time to cash their payroll checks.

- Individual is attempting to cash several different companies' payroll checks

- Individual is attempting to cash payroll checks out of the area where the business and/or their residence is located

- Individual walks into the store with one or more individuals

attempting to conduct the same or similar transactions

- Individual attempts to divert the cashier's attention away from the transaction by being overly rude or complimentary, or by hurrying the transaction

- Individual becomes indignant when informed the transaction must be approved by supervisor

-FMI

AFD MEMBERS We want to hear from you!

Did your store recently celebrate an important anniversary? Are you providing a service that is unique?

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The AFD Food & Beverage Report will print new product releases as space permits. The service is free to AFD members. Each month we also write feature stories about our members' businesses. If you would like to see your name on the pages of the AFD Food & Beverage Report, call Tom or Ray Amyot at (248) 557-9600.

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North American Group carries ATMs and vending into the 21st century

by Kathy Blake

The future looks bright for retailers through the use of Automated Teller Machines, (ATMs) according to Phil Toth, President of North American Interstate, Inc., (NAI). The company along with its sister companies, distributes ATMs, vending machines, vending products, ice machines, pay phones and amusements such as pool tables.

By providing an ATM on premise, retailers can boost their sales. "A customer will spend an average of 15 percent more if they use the ATM," says Toth. Customers appreciate the convenience and safety of having an ATM in the store. "People feel safer using an ATM in a store rather than an empty bank parking lot," Toth remarked.

The future of ATMs is limitless, as "a gateway to the Internet," according to Toth and NAI has introduced the Chameleon, a cross-over ATM to the Detroit market. This machine allows customers to purchase movie tickets, sport tickets or even flowers electronically by using a Chameleon terminal.

The possibilities for marketing through ATMs are abundant, says



Toth. On-screen advertising during transactions could generate product or location awareness and actual couponing on the back of transaction receipts could result in impulse purchases. Through the ATM gateway, customers will be able to access information they need about weather, entertainment and sporting events starting times, stocks, maps, and even their personal Email.

The ATM gateway will most



North American's new upscale building in Berkley

likely break down the resistance by consumers for inputting credit card information on the Internet. People have been sliding their debit and credit cards into ATMs for years without having to worry about security. Toth believes people will accept ATMs more readily for purchasing over the Internet. "We're looking at \$300 billion projected for Internet sales nationally, by the year 2002," Toth says.

Distributing ATMs is only one part of North American Group. NAI was started by Toth and William Murch, vice president, in 1972 as a vending machine distribution company. The two men had been working for a distributor that was bought out and decided to pair up and start a new company. NAI evolved into a cooperative service vending and distribution company. The company added amusement equipment such as juke boxes, pool tables and dart board games. In the mid '80s, the company began supplying coin-operated telephones and branched into ATMs in the '90s.

The North American Group consists of NAI, Resource Pay Phones, Inc. (RPI), North American Interstate Communications, Inc. (NAIC), Professional Vending, Inc. (PVI), American Vending Sales, Inc. (AVS) and Omne Financial, Inc.

The headquarters is located at 3800 W. Eleven Mile Road in Berkley in a building that was newly constructed a year ago. The old building at the same location was torn down along with a house behind it that was purchased with the

intention of expanding. The new building is large and modern and features a showroom, warehouse and in-house service department with 4 or 5 technicians as well as 10 outside field technicians on staff at a time. Next door is American Vending Sales which supplies vending products.

With over 100 employees, North American has approximately 9,300 customers throughout Michigan, Ohio, Indiana and Windsor. "We have the vending and ice machines for most hotels and motels in Michigan and the vending for all of the Horizon outlet malls in the United States," according to Rick Barry, vice president of sales. Some of the North American Group's clients are very large and some are very small, from The United States Postal Service to Frank's Party Store. However, the majority of North American's accounts are small to mid-size locations in southeastern Michigan around Detroit.

The mainstay of The North American Group is still the vending business, especially cooperative service vending. NAI leases vending machines to clients allowing them to run their own vending program and keep the profits to use as they wish, such as sponsoring a company baseball league.

"We go out to the customer and show them the profit in vending. We train an individual in the company to stock their machines. They have all the profits that are generated above and beyond the cost of the program," explains Barry. The profit margin is 50 percent and

NAI supplies state-of-the-art equipment. The equipment is leased with an option to buy and according to Barry, maintains the 100 percent tax deductible status. The company offers leasing and purchasing options through sister company, Omne for all the equipment they supply.

Customer service is very important to North American. Barry recalls, "Six to eight years ago, we decided we needed to be number one in service." As a result, the company focused on being accessible to customers.

One way North American accomplishes this is with Teletrac Fleet Director, a tracking system for service trucks. This allows the dispatcher to keep track of the location of all service trucks statewide to within 150 feet. When a customer is in need of service, the dispatcher knows which driver is closest and can type a message that displays on the driver's screen. The tracking system even shows a map with directions for the shortest route to the pickup, delivery or job site. "In one instance, a customer called for service and as soon as they hung



Phil Toth, president of North American Interstate, in the company's showroom

up the phone, a service person showed up at their door. They were amazed," said Barry.

Keeping customers happy is North American's priority. The company plans to continue to keep this priority and stay on the cutting edge of technology into the 21st century.

Scoring the assessment

Tally your results from the Sales Productivity test on page 10

Count all the "a, b and c." answers and multiply them by the numbers below:

a. _____ times 0 = _____

b. _____ times 5 = _____

c. _____ times 10 = _____

d's don't count!

Total of lines a, b, + c _____

If your score is 60 - 70, congratulations, you're likely in very good shape!

If your score is less than 60, you need to start working on sales productivity.

About Dave Kahle, The Growth Coach:

Dave Kahle is a consultant and speaker who specializes in helping distributors and their suppliers grow their sales and their people. He's acquired his message through real world experience. As a salesperson, Dave has been the number one salesperson in the nation for two different companies in two distinct industries.

As a general manager of a division of a larger company, Dave directed that company's growth from \$10,000 in monthly sales to over \$200,000 in just 38 months.

Dave annually presents over 75 seminars and training programs designed to help people grow their sales and their people. He's the author of the book, *How To Excel at Distributor Sales*, and serves on the editorial advisory boards of two Simon & Schuster newsletters, *Strategic Sales Management*, and *Professional Selling*.

For more information, or to contact the author, contact the DaCo Corporation, 15 Ionia SW, Suite 220 Grand Rapids, MI 49503 (800) 331-1287, fax (616) 451-9412
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The heart of chocolate

There are few foods that people consider addictive. Chocolate is one of them.

Chocoholic or not, the average American consumes 11.7 pounds of the confection in various forms each year. That amounts to over 3.1 billion pounds of chocolate consumed in the U.S. per year.

Good Old Fashioned Ice Cream still tops in frozen desserts

Customers have made regular ice cream the largest sales category in the 1998 overall \$11 billion frozen desserts market, accounting for 35 percent of total market sales according to the The Market for Ice Cream and other Frozen Desserts, a FIND/SVP brand report from Kalorama Information, the market research publishing company.

Customers also chose vanilla as the most popular flavor of ice cream, accounting for 25.9 percent of total volume of all ice cream sold in food stores.

Fat outdistances nonfat products
Eighty-three percent of total

gallage of frozen desserts sold through food stores is still of regular fat ice cream. In contrast, about 12 percent is reduced/light/low fat, and about 5 percent is nonfat.

Furthermore, volume sales of regular fat ice cream increased almost 6 percent in 1997, while reduced and nonfat gallage either declined or stayed flat.

Smoothies gain in popularity

Smoothies are the rage in the foodservice end of the market, with most dessert chains—including Baskin-Robbins, Dairy Queen, TCBY, and Yogen Früz—offering them. Snapple (a division of Triarc) and Welch

Foods, Inc (Concord, MA) have introduced store Smoothie products in 1998.

Dreyer's surpasses Unilever

The ice cream success story of the year was certainly Dreyer's, which surpassed Unilever for the first time in 1997, to become the leading branded ice cream marketer. With sales of more than \$524 million, Dreyer's market share rose to almost 16 percent. In second place, Unilever had sales of \$489 million, for a market share of nearly 15 percent.

To order the report, call 1-800-298-5699 or visit the web site: www.findsnp.com

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Dairy Fresh Foods, Inc. (313) 868-5511
Golden Valley Dairy (248) 399-3120
London's Farm Dairy (810) 984-5111
McDonald Dairy Co. (800) 572-5390
Melody Farms Dairy Company (313) 525-4000
Pointe Dairy Services, Inc. (248) 589-7700
Stroh's Ice Cream (313) 568-5106
Superior Dairy Inc. (248) 656-1523
Tom Davis & Sons Dairy (248) 399-6300

EGGS & POULTRY:

Linwood Egg Company (248) 524-9550
Montgomery Egg (517) 296-4411

FISH & SEAFOOD:

Seafood International/
Salasnek, Inc. (313) 368-2500
Tallman Fisheries (906) 341-5887
Waterfront Seafood Company (616) 962-7622

FRESH PRODUCE:

Aunt Mid Produce Co. (313) 843-0840
Sunnyside Produce (313) 259-8947

ICE PRODUCTS:

Midwest Ice Co. (313) 868-8800
Party Time Ice Co. (800) 327-2920
Union Ice (313) 537-0600

INSECT CONTROL:

Rose Extermination (Bio-Serv) (248) 588-1005
Tri-County Pest Control (810) 296-7590

INSURANCE:

Alphamerica Insurance Agency (810) 263-1158
Blue Cross/Blue Shield 1-800-486-2365
Capital Insurance Group (248) 354-6110
CoreSource / Presidium (810) 792-6355
Gadaletto, Ramsby & Assoc. (517) 351-4900
Golden Dental (810) 573-8118
Great Lakes Insurance Services (248) 569-0505
IBF Insurance Group, Inc. (810) 774-5300
Frank McBride Jr., Inc. (810) 445-2300
Miko & Assoc. (810) 776-0851
North Pointe Insurance (248) 358-1171
Rocky Husaynu & Associates (248) 988-8888
Willis Corroon Corp. of MI (248) 641-0900

MANUFACTURERS:

Anthony's Pizza (810) 731-7541
Ecco D'oro Food Corp. (810) 772-0900
Eden Foods (517) 456-7424
Fine Manufacturing (248) 356-1663
Gerber Products Co. (810) 350-1313
Home Style Foods, Inc. (313) 874-3250
Jaeggi Hillsdale Country Cheese (517) 368-5990
Kraft General Foods (313) 261-2800
Monitor (Big Chief) Sugar (517) 686-0161
Nabisco, Inc. (248) 478-1350
Nestle Food Company (248) 380-3670
Pack 'Em Enterprises (313) 931-7000
Red Pelican Food Products (313) 921-2500
Singer Extract Laboratory (313) 345-5880
Strauss Brothers Co. (313) 832-1600

MEAT PRODUCERS/PACKERS:

Alexander & Hornung (313) 921-8036
Bar S Foods (248) 414-3857
Burdick Packing Co. (616) 962-5111
Country Preacher (313) 963-2200
Garners Meat Packing (517) 269-8161
Hartig Meats (313) 832-2080
Hygrade Food Products (248) 355-1100
Kowalski Sausage Company (313) 873-8200
Metro Packing (313) 894-3669
Nagel Meat Processing Co (517) 568-5035
Pack 'Em Enterprises (313) 931-7000
Pelkie Meat Processing (906) 153-7479
Pook Packing Co (313) 893-4228

Strauss Brothers Co. (313) 832-1600
Swift-Eckrich (313) 458-9530
Wolverine Packing Company (313) 568-1900

MEDIA:

The Beverage Journal 1-800-292-2896
Booth Newspapers (616) 459-1567
C&G Publishing, Inc. (810) 756-8800
CBS-WYCD
Young Country Radio (248) 799-0624
Daily Tribune (248) 541-3000
Detroit Free Press (313) 222-6400
Detroit News (313) 222-2000
Detroit Newspaper Agency (313) 222-2325
Gannett National Newspapers (810) 680-9900
Macomb Daily (810) 296-0800
Michigan Chronicle (313) 963-5522
OK Communications, Inc. (301-657-9323
Outdoor Systems Advertising (313) 556-7147
WDIV-TV4 (313) 222-0643
WJBK-TV2 (810) 557-2000
WWJ-AM/WJOL-FM (313) 222-2636
WWW-AM/FM (313) 259-4323

NON-FOOD DISTRIBUTORS:

Advanced Formula Products (313) 522-4488
Items Galore, Inc. (810) 774-4800
Scott Pet (765) 569-4636
Toffler Marketing (810) 263-9110

POTATO CHIPS/NUTS/SNACKS:

Better Made Potato Chips (313) 925-4774
Detroit Popcorn Company 1-800-642-2676
Frito-Lay, Inc. 1-800-24FRITO
Germack Pistachio Co. (313) 393-2000
Grandma Shearer's Potato Chips (313) 522-3580
Jay's Foods (800) 752-5309
Kar Nut Products Company (248) 541-7870
Nikhlas Distributors (Cabana) (313) 571-2447
Rocky Peanut (313) 871-5100
Variety Foods, Inc. (810) 268-4900
Viner Snacks (810) 365-5555

PRODUCE

Ciaramitaro Bros. Inc. (313) 567-9065

PROMOTION/ADVERTISING:

J.R. Marketing & Promotions (810) 296-2246
JDA, Inc. (313) 393-7835
Market Advantage (248) 351-4296
PJM Graphics (313) 535-6400
Promotions Unlimited 2000 (248) 557-4713
Stanley's Advertising & Dist. (313) 961-7177
Stephen's Nu-Ad, Inc. (810) 777-6823

RESTAURANTS:

Copper Canyon Brewery (248) 223-1700
The Golden Mushroom (248) 559-4230
Palace Gardens (810) 743-6420

SERVICES:

AAA Michigan (313) 336-0536
AirPage Prepay & Talk Cellular (248) 547-7777
AirTouch Cellular (313) 590-1200
American Mailers (313) 842-4000
Ameritech Pay Phone Services 1-800-809-0878
AMNEX Long Distance Service (248) 559-0445
AMT Telecom Group (248) 862-2000
Automated Collection Systems (248) 354-5012
Bellanca, Beatrice, DeLisle (313) 964-4200
Cellular One—Traverse City (616) 922-9400
Central Alarm Signal (313) 864-8900
Check Alert (616) 775-3473
Checkcare Systems (313) 263-1556
CIGNA Financial Advisors (248) 827-4400
Community Commercial
Realty Ltd. (248) 569-4240
Dean Witter Reynolds, Inc. (248) 258-1750
Detroit Edison Company (313) 237-9225
Fullmer, Rudzewicz & Co. CPA (248) 355-1040
Garmo & Co., CPA (248) 717-9933
Goh's Inventory Service (248) 353-5033
Great Lakes Data Systems (248) 356-4100
Jerome Utcheck, CPA (248) 357-2400, x257
Karoub Associates (517) 482-5000
Law Offices-Garmo & Garmo (248) 552-0500
Market Pros (248) 349-6438
Merchant Card Services (517) 321-1649
Metro Media Associates (248) 625-0700
MoneyGram (800) 642-8050, x6953

Nationwide Communications (248) 208-3030
Nextel Communications (248) 213-3100
Paul Meyer Real Estate (248) 398-7225
POS Systems (517) 321-1644
Prudential Securities, Inc. (248) 932-4400
Quality Inventory Services (810) 771-9533
Retail Accounting Service (313) 368-4225
REA Marketing (517) 366-9666
Frank Smith's Red Carpet Keim (248) 645-5900
Sal S. Shimoun, CPA (248) 593-5100
Southfield Funeral Home (248) 569-4000
Harold T. Stulberg, R.E., Broker
24 Hours (248) 351-4066

Telecheck Michigan, Inc. (248) 354-4000
Travelers Express Co. 1-800-328-5671
Western Union Financial Services (248) 888-7452
Whitey's Concessions (313) 278-5207

STORE SUPPLIES/EQUIPMENT:

Belmont Paper & Bag Supply (313) 491-4634
Bollin Label Systems 1-800-882-5104
Brehm Bruaster Sales (517) 427-9033
DCI Food Equipment (313) 369-1666
Envipco (248) 471-4779
Great Lakes Gumball (248) 723-5111
Hobart Corporation (734) 697-3000
Kansmacker (517) 374-4007
National Food Equipment
& Supplies (248) 960-7225
North American Interstate (248) 543-1666
Oreck Floor Care Centers (810) 415-5000
Plex-Lab Corp. (810) 754-8000
Refrigeration Engineering, Inc. (616) 453-2001
Taylor Freezer (313) 525-2522
TOMRA Michigan 1-800-610-4066

WHOLESALE/FOOD DISTRIBUTORS:

Capital Distributors (313) 369-2117
Central Foods (313) 933-2000
Consumer Egg Packing Co. (313) 871-5900
Dairy Fresh Foods, Inc. (313) 868-5111
Detroit Warehouse Co. (313) 491-1300
EBY-Brown, Co. 1-800-532-4023
Family Packing Distributors (248) 644-5333
Fleming Company (300) 879-5000
Flippin Distributing (906) 789-9002
Garden Foods (313) 584-2000
Gourmet International, Inc. 1-800-875-5555
Great Lakes Wholesale (616) 261-9333
Hamilton Quality Foods (313) 728-1100
I & K Distributing (313) 491-5900
JC's Distributing (810) 776-7447
J.F. Walker (517) 787-9000
Jerusalem Foods (313) 538-1311
Kaps Wholesale Foods (313) 567-6700
Kay Distributing (616) 527-0120
Keebler Co. (313) 455-2444
Kehe Food Distributors 1-800-888-4000
Kramer Food Co. (248) 851-9005
Lipman Foods 1-800-447-3300
McInerney-Miller Bros. (313) 833-8000
Midwest Wholesale Foods (810) 744-2200
Norquick Distributing Co. (313) 522-1000
Pointe Dairy Services, Inc./
Vie De France (248) 589-7700
Robert D. Arnold & Assoc. (810) 635-8011
S. Abraham & Sons (248) 353-9000
Sam's Club—Hazel Park (248) 588-4005
Sherwood Foods Distributors (313) 366-3100
State Wholesale Grocers (313) 567-7654
Spartan Stores, Inc. (313) 455-4400
Super Food Services (517) 777-1001
SuperValu Central Region (937) 374-7000
Tiseo's Frozen Pizza Dough (810) 566-5700
Trepco Imports (248) 546-3661
Value Wholesale (248) 967-2000
Weeks Food Corp. (810) 727-3535
Ypilanti Food Co-op (313) 483-1530

ASSOCIATES:

American Synergistics (313) 427-4444
Canadian Consulate General (313) 567-2300
Liversmore-Davison Florist (248) 152-0000
Minnich's Breads & Motors (810) 748-3400
Wieders & Assoc. (248) 588-2338
Wolverine Golf Club, Inc. (810) 781-5540

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Please join **CROSSMARK** for our 10th annual
"Aisles Of Smiles" promotion

Each participating manufacturer will contribute to the
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amount on total shipments, for Michigan & the Toledo, Ohio
marketing area, during the program:

August 2, 1999 through September 10, 1999

Please support *Muscular Dystrophy* & "Jerry's Kids" by
participating with ads & displays and identifying the
following promoted products with **"Aisles of Smiles"**
point-of-sale materials.

PLEASE FEATURE & DISPLAY THESE PRODUCTS ...

... HELP JERRY'S KIDS

- ✓ Arm & Hammer Liquid Detergents - 100 oz.
- ✓ Arm & Hammer Powder Detergents - 40 Load
- ✓ Arm & Hammer Dryer Sheets 100 ct.
- ✓ Benecol Dressings - 8 oz.
- ✓ Benecol Refrigerated Spreads - 5.9 oz.
- ✓ Bush's Baked Beans - 28 oz.
- ✓ County Line Cheeses IWS - Chunk
Shredded - String
- ✓ Florida's Natural Premium Orange & Grapefruit
Juices 64 oz.
- ✓ Gerber Graduates Baby Food Full Line
- ✓ Green Giant Frozen Create-A-Meal - 20.3-26 oz.
- ✓ Ice Mountain Spring Water - 6 pk. 1 Gal.
6 pk. Sport Bottle
- ✓ International Delight Refrigerated Flavored
Creamers - 32 oz.
- ✓ Jeno's Frozen Pizzas - 6.8-7 oz.
- ✓ Kings Hawaiian Hawaiian Bread - 16 oz.
- ✓ Kings Hawaiian Hawaiian Rolls - 12 oz.
- ✓ Mann's Produce Value Added Broccoli
Items - 8-16 oz.
- ✓ Maruchan Instant Lunch - 2.25 oz.
- ✓ Maruchan Ramen Noodles - 3 oz.
- ✓ Michelina's Signature Frozen Entrees - 9-11 oz.
- ✓ Mrs. Smith's 9" Frozen Pies - 37 oz.
- ✓ Mrs. Smith's Frozen Cobblers - 32 oz.
- ✓ Parkay Spreads - Quarters Tub - Sleeve -
Spray - Squeeze
- ✓ Turkey Store Deli Meats - Premium Seasoned
Oven Roasted - Smoked - Cured
- ✓ Turkey Store Lean Ground Turkey

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