



*What is
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What is General Foods Corporation?

A corporation with more than 50 subsidiary companies, most of which are engaged in the manufacture or distribution of well-known grocery specialties.

Why was this name chosen?

Many important food companies between 1925 and 1929 became affiliated with the Postum company, and it was felt that the name "General Foods" was one which best suited the widened scope of the organization's activities.

When was it organized?

The original Postum organization, nucleus of the present General Foods organization, was founded by C. W. Post at Battle Creek, Michigan, in 1895. In 1922, the company was reorganized as Postum Cereal Company, Inc. The name was changed to Postum Company, Inc., in 1927, and to General Foods Corporation in 1929. The date of founding the original General Foods organization may well be given as 1895 with the beginning of the Postum nucleus.

What are the principal companies forming General Foods, when did they join the General Foods group, what are the principal products, and how long have these products been on the market?

POSTUM COMPANY, INC., Battle Creek, Mich. Nucleus of General Foods group. Products: Postum Cereal, Instant Postum, Grape-Nuts, Post Toasties, Post's 40% Bran

Flakes, Post's Whole Bran, Grape-Nuts Flakes, cornmeal, chops, grits, corn oil, and cattle feed. Postum and Grape-Nuts have been on the market since 1895 and 1897 respectively. Instant Postum, since 1911; Post Toasties, 1915; Post's Bran Flakes (now Post's 40% Bran Flakes), 1922; Post's Whole Bran, 1929; and Grape-Nuts Flakes, 1931.

THE JELL-O COMPANY, INC., Le Roy, N. Y., and Los Angeles, Calif. Merged in 1925. Products: Jell-O, Jell-O Ice Cream Powder, D-Zerta (sugar-free gelatin dessert for diabetics), Genesee Pudding Powder, Institutional Jell-O, Genesee Gelatin, Red Label Jell-O, and Genesee Cream Dessert. Jell-O has been on the market since 1896.

IGLEHEART BROTHERS, INC., Evansville, Ind., and Vincennes, Ind. Merged in 1926. Products: Swans Down Cake Flour, Instant Swans Down, Swans Down Graham Flour, family flours, and by-product feeds. Some products on market since 1856.

MINUTE TAPIOCA COMPANY, INC., Orange, Mass. Merged in 1926. Products: Minute Tapioca, Star Pearl Tapioca, and Minute Gelatine. Products on market since 1895.

WALTER BAKER & COMPANY, INC., Dorchester, Mass. Merged in 1927. Products: Baker's Premium No. 1 Chocolate, Baker's Breakfast Cocoa, German's Sweet Chocolate, Baker's Caracas Sweet Chocolate,



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(106 Ptd. in U.S.A.)

Baker's Dot Sweet Chocolate, Post's Bran Chocolate, Baker's Milk Chocolate Bar, Baker's Milk Chocolate and Almond Bar, Baker's Penny Pieces, Baker's Brilliants, Farmington Milk Squares (plain or with peanuts or almonds), Highland Milk Squares, Baker's Squares (one pound milk chocolate plain or with peanuts or cashews), chocolate liquors and coatings. Some products on market since 1780.

FRANKLIN BAKER COMPANY, Hoboken, N. J. (Also subsidiary in Philippine Islands.) Merged in 1927. Products: Baker's Premium Shred Coconut, Baker's Brazil Shred Coconut, Baker's Milk Packed Coconut, Baker's Southern Style Coconut, Snowdrift Coconut, Banner Coconut, Jack Frost Coconut, Table Talk Coconut, Blue Ribbon Coconut, Superb Coconut, Perfection Coconut, Pennant Coconut, Climax Coconut, Golden Toasted Macaroon, Golden Toasted Rice Cut, Golden Toasted Shred, Golden Toasted Nuggets, Golden Toasted Niblets, Golden Toasted Flakes, and Golden Toasted Brownies. Some products on market since 1895.

THE LOG CABIN PRODUCTS COMPANY, Hoboken, N. J. Merged 1927. Products: Log Cabin and Wigwam Syrups. On market since 1888.

SANKA COFFEE CORPORATION, Brooklyn, N. Y.; and Los Angeles, Calif. Sanka has been marketed by General Foods since 1928; company acquired by General Foods in 1932. Product: Sanka (caffeine-free) Coffee. On market since 1910.

MAXWELL HOUSE PRODUCTS COMPANY, INC., Brooklyn, N. Y., Jacksonville, Fla., Houston, Texas, and Los Angeles, Calif. Merged 1928. Products: *Coffees*: Maxwell House, Bliss, Par, Wonder, Suprex, Genuine Java and Arabian Mocha, Morning Bracer, Banner, Faultless, Premium,

Charmer, Cereco, Dividend, Cupswell, Satisfaction, Maduro, Comfort, All Star, Golden Hours, Cumberland, Hot Shot, Hike Along, Palmetto, Matchless, H.G. Special, Champion, Cascade, Triumph, Aviator, Fancy Peaberry, Prime Peaberry, Special, Hummer Peaberry, Saxet, Town Talk, East Shore, Eclipse, West Coast Special, Western Chief. *Teas*: Maxwell House, Bliss, Par, Wonder, Red Box, Green Box, Maxwell House Tea Balls, Red Box Tea Balls. Maxwell House Coffee on market for over fifty years.

LA FRANCE MANUFACTURING COMPANY, Philadelphia, Pa. Merged 1928. Products: La France and Satina (laundry aids). On market since 1905.

CALUMET BAKING POWDER COMPANY, Chicago, Ill. Merged 1928. Product: Calumet Baking Powder. On market since 1891.

CERTO DIVISION, Fairport, N. Y. Merged 1929. Products: Certo and bulk pectin. On market since 1911.

FROSTED FOODS COMPANY, INC., New York, N. Y. Patent owning company holding patents on Birdseye Quick-Freezing Process. Organized in 1929.

FROSTED FOODS SALES CORPORATION, New York, N. Y. Sales company distributing Birdseye Quick-Frozen Foods. Organized in 1931.

DIAMOND CRYSTAL SALT COMPANY, St. Clair, Mich., and Lyons, Kans. Merged 1929. Products: Diamond Crystal Salt (plain and iodized), Diamond Crystal Kosher Salt, and many grades of salt for specialized purposes. Products on market since 1888.

GENERAL SEAFOODS CORPORATION, Gloucester, Mass. Merged 1929. Products: Fresh and Quick-Frozen fish.

BLUEPOINTS COMPANY, INC., West Sav-

ville, L. I. Merged 1929. Product: Oysters. Owns various subsidiary oyster companies, also operates oyster business in Long Island.

BAKER-BENNETT-DAY, INC., New York, N.Y. Organized in 1932. Products: Baker's Vitapack Walnuts, Baker's Vitapack Blanched Almonds, Baker's Cold Blanched Almonds, Baker's Vitapack Cashews, Baker's Vitapack Cold Blanched Filberts, Baker's Vitapack Pecans, Baker's Vitapack Figs, King Cole Figs, Smyrna Brick Fig Layers, Extra Fancy Smyrna Pulled Figs, Baker's Walnut Halves, Baker's Pecan Halves, King Cole nuts in shell, and unshelled nuts.

VITAPACK CORPORATION, New York, N. Y. Patent owning company founded 1921. Merged 1927. Holds patents covering Vitapack process used in packing Maxwell House Coffee, Vitapack nuts and figs.

Other companies in the General Foods group in the United States are:

INDIANA FLOUR COMPANY, INC., Memphis, Tenn. Product: Family flour.

DUNLOP MILLING COMPANY, Clarksville, Tenn. Products: Family flour, feeds, and grain.

CALUMET CHEMICAL COMPANY, Joliet, Ill. Products: Baking powder ingredients.

ATLANTIC GELATIN COMPANY, Woburn, Mass. Product: Bulk gelatin.

GENERAL DEVELOPMENT LABORATORIES, INC., New York, N. Y. Patent owning company.

SPERTI LAMP CORPORATION, New York, N. Y. Patent owning company.

Companies in the General Foods group outside the United States are:

CANADIAN POSTUM COMPANY, LIMITED, Windsor, Canada.

THE JELL-O COMPANY OF CANADA, LIMITED, Montreal, Canada.

MINUTE TAPIOCA COMPANY, LTD., Montreal.

WALTER BAKER & COMPANY OF CANADA, LIMITED, Montreal.

MAXWELL HOUSE PRODUCTS COMPANY, LIMITED, Montreal.

DOUGLAS-PECTIN, LIMITED, Cobourg, Canada.

MITCHELL & MCNEIL, LIMITED, Halifax, Canada (salt and fresh fish, fresh and canned lobster).

J. FOSTER ROOD, LIMITED, Halifax, Canada (fresh and canned lobster).

GRAPE-NUTS COMPANY, LIMITED, London, England.

LA GRANDE CIDRERIE DE LORIENT, Lorient, France.

What led to the merging of these companies?

The idea developed after the addition of Post's Bran Flakes in 1922 showed that increased business could be handled profitably by the existing organization. Addition of products with varying seasonal demand could help level out seasonal peaks and valleys and keep a sales force steadily at work throughout the year. Merging of companies could result in savings in administrative expense, purchasing, production, transportation, and distribution. Merging of experience, brains, and resources could contribute in many ways, in research, for example. Most mergers had been based on mass production, whereas General Foods had mass selling as one of its principal aims.

What type of merger was this?

Circular, the merger primarily of non-competing items distributed largely through

the same channels. (Other merger types are: vertical, in which companies seek to control all functions from raw material through to ultimate consumer; and horizontal, in which essentially all companies in a given field are joined under single ownership.)

What are some advantages of General Foods' type of merger?

1. Widely diversified products with varying selling seasons help to make a more even volume throughout the year, thus permitting greater sales efficiency.
2. Instead of each salesman selling just one product, one salesman sells with reduced selling costs a line of products intensively in a given market.
3. Valuable time is saved the customer contacted by this sales group. Instead of many salesmen seeking interviews, only one now calls on the customer on behalf of our line of products.
4. Consolidation of products permits many other economies inherent in large scale operations—in purchasing, production, accounting, general administration, transportation.
5. Closer control of inventories and warehousing methods.
6. Through strengthened central research, made possible by an enlarged organization, trends in food consumption are more closely watched and dealt with; new scientific developments are more effectively utilized. A fund of experience benefitting all products in the line has been brought together.
7. Stabilization of the stockholder's investment has resulted from having a varied line of products.
8. The consumer is assured highest quality products at reasonable cost.

Where is the company's headquarters?
Postum Building, 250 Park Avenue, New York, N. Y.

Who owns General Foods?

General Foods is owned by its stockholders, numbering 57,000. An analysis made recently showed that 45% of the total group hold 10 shares or less; 22%, 11 to 25 shares; 11%, 25 to 50; 8%, 51 to 100; 14%, over 100. About half of the stockholders of General Foods are women. About 3,000 grocers and jobbers own shares of the company's stock. A large percentage of General Foods employees are included among the owners of the company's stock.

What has been the increase in stockholders since the stock has been listed on the New York Stock Exchange?

February 1927 — 2,000; February 1928 — 4,000; February 1929—18,000; February 1930 — 32,000; February 1931 — 42,000; February 1932—52,000; February 1933—57,000.

This growth in number of stockholders is most gratifying to the company, inasmuch as it reflects the public's confidence in the food industry from an investment standpoint. Surveys show that the average GF stockholder is an exceptionally good customer for the company's products.

What kind of General Foods stock is available to the investor?

Common stock. There are no bonds or preferred stock. Preferred stock was available from 1922 to 1925. The last of the outstanding preferred stock was purchased by the company and retired in 1925.

How many shares of stock are there outstanding?

As of December 31, 1932, 5,359,742

shares of common stock have been issued. Of this number, 5,251,501 shares were owned by the public and 108,241 shares held in the company's treasury.

What is the company's record of earnings?

1922—\$ 2,878,722	1928—\$14,555,683
1923— 2,881,465	1929— 20,519,046
1924— 4,105,357	1930— 19,085,595
1925— 4,684,161	1931— 18,153,719
1926— 11,317,442	1932— 10,343,882
1927— 11,368,218	*1933— 6,342,562

*First six months.

What are the company's assets?

\$64,107,445.91 (at close of 1932). It will be noted that trade-marks, patents, goodwill, and other intangible assets, carried upon the company's books at substantial amount, are for the purpose of the published accounts taken at the value of \$1.

Who are the members of the Board of Directors?

Edward F. Hutton, chairman — Special partner, E. F. Hutton & Company.

Franklin Baker, Jr. — Director, Franklin Baker Company.

Daniel M. Beach—Member of the law firm, Harris, Beach, Folger, Remington, Bacon, and Keating (of Rochester, N. Y.).

Robert S. Cheek—Vice President, Maxwell House Products Company, Inc.

C. M. Chester—President, General Foods Corporation.

Walter P. Chrysler — Chairman of the Board and President, Chrysler Motors.

Ralph G. Coburn—Vice President, General Foods Corporation.

S. Sloan Colt—President, Bankers Trust Company.

George W. Davison—Chairman, Central Hanover Bank.

Clarence Francis — Executive Vice President, General Foods Corporation.

Richard Hellmann — Director, The Best Foods, Inc.

Austin S. Igleheart—Vice President, General Foods Corporation.

Robert Lehman—Partner, Lehman Bros.

Thomas N. Perkins—Member of the law firm, Ropes, Gray, Boyden, and Perkins (of Boston, Mass.).

John S. Prescott — Vice President, Secretary, and General Counsel, General Foods.

Carl J. Schmidlapp — Vice President and Director, Chase National Bank.

Sidney J. Weinberg—Goldman, Sachs & Company.

Warren Wright—President, Calumet Baking Powder Company.

Whose interest does the Board of Directors represent?

The Board of Directors represents the stockholders, who collectively own the company.

How often does the Board of Directors meet?

Once every month, usually on the fourth Tuesday.

How often are dividends declared?

Once every three months. There is no guarantee regarding dividends on common stock, but dividends have been paid regularly by the organization or its subsidiaries for more than 30 years.

What is the present dividend rate?

On August 15, 1933, the company paid 45 cents per share.

What is the company's record of dividends? (Figures below are given beginning with 1922.)

	Preferred	Common
1922—	\$343,200.00	\$ 750,000.00
1923—	357,200.00	1,096,250.00
1924—	325,871.94	1,585,300.00
1925—	94,711.28	1,596,057.00
1926—	*	6,734,704.80
1927—		7,472,705.00
1928—		10,100,907.50
1929—		14,878,230.50
1930—		15,851,422.75
1931—		15,767,147.25
1932—		13,167,787.25

*All the remaining outstanding preferred stock was purchased by the company and retired in 1925.

Who is the President of General Foods?
C. M. Chester.

What is Mr. Chester's business background?

1900 admitted to New York state bar; 1901 practised law with firms of Carter, Hughes & Dwight, and Ritch, Woodford, Bovee & Butcher, both of New York, N. Y.; 1902 helped form law firm of Ely, Billings & Chester, New York, N. Y.; 1904 entered Manning, Maxwell & Moore, Inc. (engaged in machinery business), New York City, as treasurer; 1911 resigned to resume practice of corporation law in firm of Dawes, Abbott & Chester, New York, N. Y.; 1917 commissioned Major of Infantry, U. S. Army; 1918 appointed an Inspector-General, U. S. Army; 1919 joined Postum Cereal Company, Inc., as assistant treasurer; 1922 elected treasurer; 1924 elected president.

What are Mr. Chester's duties?

Mr. Chester is General Foods' chief executive. Assisted by Mr. Francis and other

members of the Operating Committee, management of the company's business is in his hands. He reports on the company's progress to the Board of Directors. Although unusually active in the management, and conversant with the business of every department, Mr. Chester leaves the actual administration of each department with the departmental head. It is his personal policy, as well as the company's, to select his associates with the greatest care, to be certain that they are fully acquainted with their duties, and then to permit individual ingenuity and initiative to take its course. Recently the government appointed a Food Industries Advisory Council, for which Mr. Chester serves as chairman of the executive committee.

Who is Executive Vice President of General Foods?

Clarence Francis.

What is Mr. Francis' business background?

Mr. Francis' first job was with the sales department of the Corn Products Refining Company in Detroit. He was later district sales manager for the company in Detroit (1914-1919). Sales manager for the Ralston-Purina Company, at St. Louis (1919-1924). In 1924 he became domestic sales manager of Postum Cereal Company. He was vice president and then president of Post Products Company, which office he held until he became vice president in charge of sales of General Foods in 1929. Prior to his appointment as executive vice president of General Foods Corporation, in 1931, he was president of General Foods Sales Company for two and one half years. Mr. Francis served as President of the Associated Grocery Manufacturers of America during 1931.

What are Mr. Francis' duties?

Mr. Francis, acting as general executive assistant to the president, has direct supervision over all executives and activities of the company. The administrative task is so vast, that an executive vice president is essential to share the responsibility with the president. Mr. Francis is chairman of the Operating Committee (explained on next page). He is constantly consulted by executives who report directly to him, on important phases of their work.

Who are the officers and what are their duties? (Listed alphabetically.)

James F. Brownlee—Vice President in charge of Merchandising (Sales and Advertising): President, General Foods Sales Company, Inc., sales to customers; distribution of products, sales planning, operations, personnel, and supervision.

Verne E. Burnett—Vice President in charge of Public Relations: publicity; relations with stockholders; compilations for Board of Directors; memberships and contributions; special assignments such as administration of company's World's Fair exhibit.

Ralph Starr Butler—Vice President in charge of Advertising: maintaining of consumer acceptance of products; advertising plans; advertising agencies.

Ralph G. Coburn—Vice President; President, General Development Laboratories, Inc.; special assignments.

Austin S. Igleheart—Vice President in charge of Manufacturing and Traffic; operation of manufacturing units; transportation.

Charles W. Metcalf—Vice President in charge of Purchasing; purchase of raw materials, equipment, and supplies.

John S. Prescott—Vice President in charge

of Legal Affairs (also Secretary and General Counsel): legal opinions on Corporation affairs; contracts; legal representation; contact with federal and state authorities.

Lewis W. Waters—Vice President in charge of Research and Development: supervision of laboratories; testing of products; maintenance of standards; research for new products; development of all products.

Lester E. Waterbury—Assistant Secretary: legal matters.

Louis A. Zahn—Treasurer: in charge of accounting; receipt and disbursement of funds; costs; budgets; taxes; credits; collections.

Roy M. Davis	} Assistant Treasurers
Clarence E. Etheridge	
Carl C. Kahler	
Marvin W. Kimbro	

Robert R. Thomson—Manager, Western Plants: direct supervision of the following factories—Postum Company, Inc.; Calumet Baking Powder Company; the Jell-O Company, Inc.; Igleheart Brothers, Inc.; Certo Division; Diamond Crystal Salt Company; and Canadian Postum Company, Limited.

Udell C. Young—Manager, Eastern Plants: direct supervision of the following factories—Franklin Baker Company; Maxwell House Products Company, Inc.; Walter Baker & Company, Inc.; Minute Tapioca Company, Inc.; Sanka Coffee Corporation; La France Manufacturing Company; Franklin Baker, Limited; Maxwell House Products, Limited; Walter Baker & Company or Canada, Limited; Minute Tapioca Company, Limited.

Edward C. Nettels—General Traffic Manager: direct supervision of transporting company's products.

What is the Operating Committee and who are its members?

The Operating Committee, organized in December, 1931, is in theory and practise Mr. Chester's and Mr. Francis' "cabinet". Composed of 12 members, the committee meets each Monday morning as a rule, to consider and act upon the company's major problems.

Members of the Operating Committee are: Clarence Francis, chairman; James F. Brownlee, Verne E. Burnett, Ralph Starr Butler, Ralph G. Coburn, Austin S. Igleheart, Guy M. La Pierre, Charles W. Metcalf, John S. Prescott, Lewis W. Waters, Carl Whiteman, and Louis A. Zahn.

What are the principal activities of General Foods?

Sales (General Foods Sales Company, Inc.), production, purchasing, advertising, accounting, export, research and development, consumer service, and public relations.

What is the function of General Foods Sales Co., Inc.?

As its name implies, the Sales Company is responsible for selling General Foods products. Through headquarters and field units, contacts with wholesale and retail outlets are developed and maintained, and all principal * products are distributed.

*Among the exceptions to this are: Frosted Foods products, products of the various seafood and oyster units, Igleheart Brothers family flour and feeds, Battle Creek feeds, chocolate coatings and liquors, bulk chocolate, pectin, coconut oil and copra meal, phosphate, and bulk gelatin, which are sold through their own sales departments.

Who are the members of its executive personnel?

DIRECTORS: James F. Brownlee, Carl Whiteman, Austin S. Igleheart, Ralph Starr Butler, Louis A. Zahn.

OFFICERS: James F. Brownlee, President; Carl Whiteman, Vice President in charge of planning and operations; Guy M. LaPierre, Vice President in charge of export sales; J. K. Evans, Vice President and Eastern division sales manager; Arthur C. Unger, Vice President and Western division sales manager; Ralph H. Whitmore, Vice President and Pacific division sales manager; R. K. McIntosh, Vice President, General Foods, Limited (Canadian sales); Lester E. Waterbury, Secretary; Louis A. Zahn, Treasurer; Harold D. Warrick, Edward G. Nettels, Clarence E. Etheridge, Charles F. Lane, and W. O. Berbrick, Assistant Treasurers; James R. Peacock, Assistant Secretary; Roy M. Davis, Auditor.

HEADQUARTERS STAFF: Bruce Ashby—Post Toasties, Post's 40% Bran Flakes, Post's Whole Bran, and Grape-Nuts Flakes sales; C. L. Campbell—Jell-O, Swans Down Cake Flour, Minute Tapioca, and Franklin Baker's Coconut sales; C. H. Gager—Postum, Walter Baker's Chocolate and Cocoa, La France, and Satina sales; A. O. McGinnis—Maxwell House Coffee sales; Charles G. Mortimer—Calumet Baking Powder, Log Cabin Syrup, Sanka Coffee, and Certo sales; R. H. Bennett—Prepared biscuit flour sales; Frank Smith—Grape-Nuts sales; Howard O. Frye—Institution products sales and other coffees and teas; Harry P. Haldt—Bulk coconut, bulk nuts, Baker-Bennett-Day products, and bulk Swans Down Cake Flour sales; Albert H. Torongo—package and bulk salt sales; Dr. H. W. Borg—Walter Baker bulk sales; Newell H. Hargrave—Walter Baker bar sales; J. R. Stout—Institution sales; J. W. Schmalz—Maxwell House Tea sales and other coffees; A. E. Stevens—assistant to Mr. Brownlee; George Sagar—assistant to Mr. Whiteman; C. L. Jones—Automobile

and office manager; C. J. Callan, in charge of house-to-house sampling and distributing, and Ray Schmitz, Secretary, carton committee.

What is General Foods' sales organization plan?

General Foods' sales organization plan is founded on and follows the company's policy of decentralization of responsibility. Operating under sales headquarters in New York are three division offices, each in charge of a Sales Company vice president who is also sales manager of his territory. Under the direct supervision of the division offices are 26 district offices, whose district managers in turn supervise the activities of the sub-districts. In these sub-districts a district representative has the responsibility for General Foods' business in his respective territory. Salesmen in each sub-district report to the district representative.

Where are General Foods' sales offices located and who are the executives in charge?

DIVISION SALES OFFICES: *Eastern*, 250 Park Avenue, New York, N. Y. J. K. Evans, Vice President and Eastern division sales manager; E. M. King, assistant Eastern division sales manager; A. F. Rader, assistant Eastern division sales manager; Otis J. White, assistant Eastern division sales manager (salt); E. E. Williams, assistant to sales manager (Walter Baker bars); T. A. Mason, general assistant; George A. Kolman, auditor.

Western, 1 North La Salle Street, Chicago, Ill. Arthur C. Unger, Vice President and Western division sales manager; Joseph Axelrod, assistant Western division sales manager; Andrew Wolf, general assistant; R. T. Summey, auditor.

Pacific, 235 Montgomery Street, San Francisco, Calif. Ralph H. Whitmore, Vice President and Pacific division sales manager; Damon E. Walke, assistant Pacific division sales manager; W. R. Hadley, assistant Pacific division sales manager; G. W. Little, assistant Pacific division sales manager; G. Wyatt, personal assistant; F. E. Wuench, auditor.

General Foods Limited (Canada), Sterling Tower, Toronto, Canada. R. K. McIntosh, Vice President; P. A. Bridgman, sales manager; R. E. Jones, sales promotion and display advertising; J. Fairbrother, Assistant Treasurer and Assistant Secretary.

DISTRICT SALES OFFICES: (Eastern Division)—Dorchester, Mass., Pierce Square, S. L. Thompson, district sales manager; New York, N. Y., 21 West Street, E. H. Smith, district sales manager; Buffalo, N. Y., Walbridge Bldg., 43 Court Street, A. S. Douglas, district sales manager; Pittsburgh, Pa., the Martin Bldg., 119 Federal Street, N. S., C. A. Kolb, district sales manager; Philadelphia, Pa., 802 Terminal Commerce Bldg., 401 North Broad Street, James Ingram, district sales manager; Atlanta, Ga., 412-24 Walton Bldg., H. W. Sandberg, district sales manager; Memphis, Tenn., 830-5 Sterick Bldg., 8 North Third Street, H. C. Selby, district sales manager; Richmond, Va., 1619 Central National Bank Building, 219 East Broad Street, W. Y. Roper, district sales manager.

(Western Division)—Detroit, Mich., 3500 Book Tower, 1249 Washington Blvd., C. S. Carroll, district sales manager; Cleveland, Ohio, 746 Standard Bank Bldg., 1370 Ontario Street, J. E. McCarthy, district sales manager; Cincinnati, Ohio, Chamber of Commerce Bldg., Fourth and Race Streets, E. Houdashelt, district sales

manager; Chicago, Ill., 4100 West Fillmore Street, J. B. Roberts, district sales manager; St. Louis, Mo., 2061 Railway Exchange Bldg., 611 Olive Street, J. E. Zipf, district sales manager; Minneapolis, Minn., 1350 Rand Tower, Sixth and Marquette, E. J. Heseman, district sales manager; Omaha, Nebr., W.O.W. Bldg., 1319 Farnum Street, J. W. Haney, district sales manager; Kansas City, Mo., 306-9 Midland Bldg., Thirteenth and Baltimore Avenues, L. M. Dumas, district sales manager; Oklahoma City, Okla., Terminal Bldg., 311 West Grand Avenue, J. B. Bateman, Jr., district sales manager; Dallas, Texas, 1013 Mercantile Bank Bldg., 810 Main St., G. S. Robison, district sales manager. (Pacific Division)—Butte, Mont., Hirbour Bldg., C. W. Jones, district sales manager; Denver, Colo., 704 Central Savings Bank Bldg., Fifteenth and Arapahoe Streets, A.

C. Bailey, district sales manager; El Paso, Texas, 1125 Texas Street, J. A. Sarconi, district sales manager; Seattle, Wash., 309 Terminal Sales Bldg., 1932 First Avenue, H. F. Dowdy, district sales manager; San Francisco, Calif., 164 Townsend Street, L. E. Murphy, district sales manager; Los Angeles, Calif., 775 Terminal Street, F. C. Hawkins, district sales manager; Salt Lake City, Utah, 222-3 Dooly Bldg., 109 West Second South Street, H. M. Smith, district sales manager; Portland, Ore., 427-29 Terminal Sales Bldg., 446 Morrison Street, James Ambler, district sales manager.

SUB - DISTRICT HEADQUARTERS POINTS: General Foods District Representatives do not maintain offices at their headquarters points, paper work being handled by the district office in the territory. However, the following District Representatives have their operating headquarters in these cities:

Dorchester

W. G. Cott	1 Lakeview Road	Winchester, Mass.
J. A. Young	48 Virginia St.	Springfield, Mass.
B.G. Ross	72 Piermont St.	Wollaston, Mass.
L. H. Atkinson	86 Cascisic St.	Woodfords, Me.

New York

F. B. Duryea	1339 Bedford Ave.	Brooklyn, N. Y.
V. Fitzpatrick	Box 388	New Haven, Conn.
Jack Korobow	1045 Washington St.	Albany, N. Y.
G. S. MacGregor	9314 50th Ave.	Elmhurst, L. I., N. Y.
C. W. Ougheltree	37 Mitchell Place	East Orange, N. J.
F. N. Westgate	27 Forsythe Place	Newburgh, N. Y.

Buffalo

A. G. Burt	304 Washburn St.	Lockport, N. Y.
L. E. Johnson	3401 James St.	Syracuse, N. Y.
R. E. Burns	32 Elwell Drive	Brighton Station, Rochester, N. Y.
E. T. Burns	12 Fenton Ave., R.F.D. 3	Binghamton, N. Y.
B. H. Gardner	Box 34	Jamestown, N. Y.

Pittsburgh

W. R. Allen	542 Seventh St.	Sharpsville, Pa.
R. L. Baumgardner	Highland Park	Wheeling, W. Va.
F. B. Keane	Roosevelt Hotel, Penn and Sixth St.	Pittsburgh, Pa.
E. S. Rankin	1300 20th Ave.	Altoona, Pa.
A. C. Riedel	Gore Hotel	Clarksburg, W. Va.
R. J. Schrecongost	1314 W. 30th St.	Erie, Pa.
H. F. Walker	2360 Los Angeles Ave.	Pittsburgh, Pa.
C. E. Wolford	521 Ash St.	Johnstown, Pa.

Philadelphia

F. R. Souder	209 Windsor Ave.	Haddonfield, N. J.
A. W. White	4806 Liberty Heights Ave.	Baltimore, Md.
W. P. Crabbe	4007 Connecticut Ave. N.W.	Washington, D. C.
C. C. McKibben	654 Rutter St.	Kingston, Pa.
W. C. Heisler	1805 N. 3rd St.	Harrisburg, Pa.
J. C. Kurtz	P. O. Box 594	Allentown, Pa.
J. P. Hedrick	1301 Market St.	Wilmington, Del.
W. E. Comley	1006 N. Potomac Ave.	Hagerstown, Md.

Atlanta

P. E. McGowan	104 W. 19th St.	Jacksonville, Fla.
E. H. Lowenguth		Atlanta, Ga.
L. T. McKinney	Aberdeen Road	Nashville, Tenn.
S. J. Kennard	3206 San Pedro	Tampa, Fla.
E. C. Blackshear	3214 Country Club Road	Birmingham, Ala.
G. E. Grace	320 Montezuma Road	Montgomery, Ala.
E. L. Carlisle	1131 Obispo Ave.	Coral Gables, Miami, Fla.
F. H. Rehnberg	307 11th St.	Columbus, Ga.
G. Y. Tauscher	209 W. 5th Ave.	Knoxville, Tenn.

Memphis

J. A. Chambers	Box 1703	Shreveport, La.
L. C. Powell	933 University Place	Memphis, Tenn.
G. S. Dobbins	209 Arkansas-Missouri Hwy.	Little Rock, Ark.
E. T. Anderson	6030 Catina St.	New Orleans, La.
C. A. Stewart	503 Council Circle	Jackson, Miss.
R. E. Hazlett	Box 136	Jonesboro, Ark.

Richmond

O. L. Boyd	512 W. 36th St.	Norfolk, Va.
G. A. Ernest	22 S. Pleasant St.	Winston-Salem, N. C.
J. R. Prince	213 S. Laurel St.	Charlotte, N. C.
I. L. Sumner	Imperial Hotel	Greenville, S. C.

Richmond—Continued

E. T. Willis Hotel Wright Raleigh, N. C.

Detroit

O. V. Vaughan 15055 Ashton Blvd. Detroit, Mich.
 G. M. Dailey Collingwood Manor Toledo, Ohio
 E. H. Peterson Covington Road, R.F.D. 8 Ft. Wayne, Ind.
 E. W. Peterson 1300 Calvin, S.E. Grand Rapids, Mich.
 C. F. Moore Amadore Apts. Saginaw, Mich.
 W. L. Kater 707 N. Hayford St. Lansing, Mich.

Cleveland

N. B. Grant 2193 S. Overlook Rd. Cleveland, Ohio
 P. J. Carroll 384 W. Pk. Ave. Mansfield, Ohio
 G. M. Laimbeer 2435 Plymouth Ave. Columbus, Ohio
 G. Rapp 2205 N. Maple St. Zanesville, Ohio
 G. L. Conrad 890 Hereford Drive Akron, Ohio

Cincinnati

H. S. Boone 3949 Winthrop Ave. Indianapolis, Ind.
 J. D. Campbell 963 Greendale Drive Charleston, W. Va.
 A. H. Bientz 5436 Laura Lane Cincinnati, Ohio
 H. G. Kespohl 1140 W. 32nd St. Indianapolis, Ind.
 G. E. Staples 2235 Hawthorne Ave. Louisville, Ky.
 K. A. Atkinson 242 W. 9th Ave. Huntington, W. Va.
 C. D. Lever 452 Forest Ave. Dayton, Ohio
 E. E. Howard 47 S. 21st St. Terre Haute, Ind.
 E. D. Carey 1024 Ravenswood Drive Evansville, Ind.
 O. Napier Phoenix Hotel Lexington, Ky.

Chicago

G. A. Black 1141 N. Euclid Ave. Oak Park, Ill.
 F. Schilling 404 E. Republic St. Peoria, Ill.
 S. N. Lovett 2445 N. 49th St. Milwaukee, Wis.
 T. P. Eirich 1135 S. Webster St. Green Bay, Wis.
 L. C. Emert 5505 Shriver Ave. Des Moines, Iowa
 L. O. Greenlee 2807 Scott St. Davenport, Iowa
 M. O. Reiff 1848 3rd Ave. Cedar Rapids, Iowa
 N. D. Stringer 501 W. 8th St. Marshfield, Wis.
 R. A. Hales 215 Oakdale Blvd. Decatur, Ill.
 H. M. Dengler 1342 Rutledge St. Madison, Wis.

St. Louis

J. M. Callahan Box 477 Centralia, Ill.
 H. Morgan Box 57 Moberly, Mo.

St. Louis—Continued

C. C. Childress 313 8th St. Cairo, Ill.
 J. M. Rutter 221 N. 22nd St. Quincy, Ill.
 A. J. Danneker 7220 Tulane St. University City, Mo.

Minneapolis

H. M. Ball 3551 Vincent Ave., No. Minneapolis, Minn.
 R. O. Newman 1325 19th Ave., E. Duluth, Minn.
 H. F. Davey 1714 Newton Ave., No. Minneapolis, Minn.
 F. F. Swanson Powers Hotel Fargo, N. D.
 E. L. Johnson 1011 W. 53rd St. Minneapolis, Minn.

Omaha

L. R. Colvin 2602 N. 51st St. Omaha, Nebr.
 G. F. Christensen 2010 S. 26th St. Lincoln, Nebr.
 C. H. Noblit Parkview Apts. Sioux City, Iowa
 I. J. Lindholm 1408 W. Koenig St. Grand Island, Nebr.
 R. B. Whitcomb 100 E. 23rd St. Sioux Falls, S. D.

Kansas City

O. R. Charlton 2914 Main St. Joplin, Mo.
 F. O. Myers 148 Park Lane Apts. St. Joseph, Mo.
 R. E. Colgin Box 2055 Wichita, Kans.
 L. B. Sappington 822 Topeka Ave. Topeka, Kans.
 L. G. Lovelace 6117 Tracy Kansas City, Mo.

Oklahoma City

C. V. Kizzia 1232 N. W. 44th St. Oklahoma City, Okla.
 R. S. Suggs 803 Greenwood Ave. Ft. Smith, Ark.
 J. M. Carmichael Box 1409 Tulsa, Okla.
 C. A. Sizemore Box 225 McAlester, Okla.
 W. C. Willson 1008 Ferris, Box 637 Lawton, Okla.
 W. F. Paul Box 2005 Amarillo, Texas

Dallas

L. A. Maxey 1601 Austin St. Waco, Texas
 L. Ryan 612 Woodland Ave. Houston, Texas
 W. Y. Hotchkiss 3501 S. 12th St. Abilene, Texas
 W. B. O'Daniel 6519 Lake Shore Drive Dallas, Texas
 C. A. Alexander Box 1144 Ft. Worth, Texas
 E. G. Wilkerson 310 Pershing St. San Antonio, Texas
 A. H. Buckner 2823 Rio Grande Austin, Texas

Butte

J. F. Benton Dyckman Hotel Butte, Mont.
 D. T. Shawhan 911 2nd St., W. Billings, Mont.
 G. L. Heckenlively 1209 W. Silver Butte, Mont.

Denver

J. H. Freeman	1310 N. Ave.	Grand Junction, Colo.
A. V. Peterson	Plains Hotel	Cheyenne, Wyo.
A. L. Ross	4041 Batavia Place	Denver, Colo.
R. A. Smith	801 Cheyenne Blvd.	Colorado Springs, Colo.

El Paso

N. T. Freije	1716 Wyoming	El Paso, Texas
Tom Laster	Route 2, Box 127	Tucson, Ariz.
H. D. Jones	1123 West Lead	Albuquerque, N. M.

Seattle

J. L. Aichele	Claremont Apts.	Seattle, Wash.
W. E. Gropp	West 2903 Euclid Ave.	Spokane, Wash.
J. A. MacDonald	Donnelly Hotel	Yakima, Wash.
V. A. McKillop	1100 Russell St.	Wenatchee, Wash.
M. L. Stevenson	3210 Grand Ave.	Everett, Wash.
H. Aughtry	7311 20th Ave., N.E.	Seattle, Wash.

San Francisco

E. C. Bartlett	521 Gordon St.	Reno, Nev.
S. W. Blodgett	691 The Alameda	Berkeley, Calif.
A. E. Dreyer	1047 N. Fulton St.	Fresno, Calif.
R. G. Eberhard	1239 Randol Ave.	San Jose, Calif.
W. L. Herrington	1300 9th St.	Sacramento, Calif.
P. J. Ketcham	719 41st Ave.	San Francisco, Calif.

Los Angeles

Kenneth Bailey	1822 Sunset Ave.	Santa Barbara, Calif.
W. F. Davidson	9029 W. Portland St.	Phoenix, Ariz.
J. H. Fitzgerald	3760 Valley Brink Blvd.	Los Angeles, Calif.
J. A. Jernigan	Box 87	Colton, Calif.
A. D. Kendall	3410 Arnold St.	San Diego, Calif.
H. I. Trembley	775 Terminal St.	Los Angeles, Calif.

Salt Lake City

R. P. Morris	615 N. 5th	Boise, Idaho
L. C. Hoffman	109 W. 2nd S. St.	Salt Lake City, Utah
N. R. Matheny	401 Covey Apt.	Salt Lake City, Utah

Portland

L. S. Axland	320 E. 24th St.	Portland, Ore.
J. W. Gordon	393 E. 59th St., N.	Portland, Ore.
J. L. Wykoff	3404 N. E. 25th Ave.	Portland, Ore.

What is the function of the Production Department?

(1) To operate all plants at maximum efficiency, not only from a standpoint of cost, but also from the ideal of service to the Sales Company and its customers; (2) to maintain the highest standards of quality in present products; (3) to introduce improvements in products whenever possible, but only after exhaustive tests in laboratories and among consumers.

(NOTE: The Traffic Department, because of its close relationship with manufacturing, classifies as a unit of the Production Department and falls under its jurisdiction.)

Who are the members of its executive personnel?

Austin S. Igleheart—Vice President in charge; W. M. Robbins—assistant to Vice President; R. R. Thomson—manager, western plants; Udell C. Young—manager, eastern plants; Edward C. Nettels—general traffic manager; H. Smith—eastern traffic manager; H. H. Stevens—Chicago traffic manager.

Plant Managers: Harry Brown, Postum Company, Inc., Battle Creek, Mich.; George R. McHardy, The Jell-O Company, Inc., Le Roy, N. Y.; Edgar A. Igleheart, vice president and general manager, Igleheart Brothers, Inc., Evansville, Ind.; E. E. Laurent, general manager, Dunlop Milling Company, Clarksville, Tenn.; H. P. Warren, Minute Tapioca Company, Inc., Orange, Mass.; George H. Kelley, Walter Baker Company, Hoboken, N. J.; C. H. Tietjen, Sanka Coffee Corporation, Brooklyn, N. Y.; C. C. Gates, Maxwell House Products Company, Inc., Brooklyn, N. Y.; W. H. Dowling, Maxwell House Products Company, Inc., Jacksonville, Fla.; S. W. Braun, Maxwell House Products Company, Inc., Los Angeles, Calif.; J. F. Sloan, Maxwell House Products Company, Inc., Hous-

ton, Texas; Joseph Cohen, Vice President, Atlantic Gelatin Company, Woburn, Mass.; J. D. Rector, La France Manufacturing Company, Philadelphia, Pa.; P. W. Swan, Calumet Baking Powder Company, Chicago, Ill.; L. A. Pridgeon, the Certo Division, Fairport, N. Y.; Fred W. Moore, President, Diamond Crystal Salt Company, St. Clair, Mich.; Arthur E. Loring, Vice President, Bluepoints Company, Inc., South Norwalk, Conn.; Charles E. Wheeler, manager, The Connecticut Oyster Farms Company, Milford, Conn.; Capt. J. C. Jensen, manager, Long Island Oyster Farms, Inc., Greenport, L. I., N. Y.; Capt. J. F. Seymour, manager, Long Island Oyster Farms, Inc., Northport, L. I., N. Y.; J. W. Craig, Franklin Baker Company of the Philippines, Manila, San Pablo, and Banahaw, P. I.; R. T. Mohan, Douglas-Pectin, Limited, Cobourg, Ont.; W. R. Pollock, Walter Baker & Company of Canada, Limited, Montreal, Que.; R. J. Padgett, Canadian Postum Company, Limited, Windsor, Ont.; R. S. Dixon, Calumet Chemical Co., Joliet, Ill.; John Reid, Diamond Crystal Salt Company, Lyons, Kans.

What is the function of the Research and Development Department?

This department's activities embrace both pure and applied research. The first is concerned with seeking new information on food and its relation to health; the second in applying new findings to the improvement of present products and the creation of new ones.

This department also is the company's "watchdog". Changes in popular taste or habit may dictate alterations in an existing product and may also call for the development of a new one. Or the appearance of a new competing product may suggest the

desirability of developing and adding a similar item to the line.

Who are the members of its executive personnel?

Lewis W. Waters—Vice President in charge; Dr. M. S. Fine—Director of Research; Thomas M. Rector—Chemical Engineer; Hugo G. Loesch—Technical Director, General Development Laboratories, Inc.; Gardner Poole—Vice President, Birdseye Packing Company; Clarence Birdseye—Director, Birdseye Laboratory; M. R. Daughters—Director Pacific Frosted Foods Laboratory; Dr. T. J. Bryan—Calumet Baking Powder Company; C. A. Southwick—Assistant to Chemical Engineer; John Ornfelt—Assistant to Chemical Engineer; Prof. George Sperti—University of Cincinnati (General Development Laboratories, Inc.).

How many laboratories are maintained by General Foods and where are they located?

From headquarters in New York, the Research and Development department directs the work of 24 laboratories, as follows:

General Research laboratories, Battle Creek Mich.—Dr. M. S. Fine, in charge; General Research laboratories, Gloucester, Mass.—Clarence Birdseye, in charge; laboratory for cereal products, Battle Creek, Mich.—R. E. Kremers, in charge; laboratory for flour products, Evansville, Ind.—H. G. Walter, in charge; laboratory for gelatin products, Le Roy, N. Y.—L. R. Ferguson, in charge; laboratory for gelatin products, Woburn, Mass.—M. Briefer, in charge; laboratory for tapioca, Orange, Mass.—Braman Platts, in charge; laboratory for chocolate products, Dorchester, Mass.—Dr. H. L. Borg, in charge; laboratory for coconut products, Hoboken, N. J.—J. Salastin, in charge;

laboratory for baking powder, Chicago, Ill.—J. R. Davies, in charge; laboratory for baking powder, Joliet, Ill.—N. E. Berry, in charge; laboratory for pectin products, Fairport, N. Y.—N. M. Beach, in charge; laboratory for Sanka coffee, Brooklyn, N. Y.—B. Brooks, in charge; laboratory for salt, St. Clair, Mich.—R. Ball, in charge; coffee testing laboratory, New York, N. Y.—J. C. McNulty, in charge; coffee testing laboratory, Brooklyn, N. Y.—C. H. Tietjen, in charge; tea testing laboratory, Brooklyn, N. Y.—George Mitchell, in charge; experimental oyster farm, West Sayville, L. I.—Joseph Glancy, in charge; research kitchen, New York, N. Y.—Gene Spencer, in charge; consumer kitchen, New York, N. Y.—Lucile Brewer, in charge; institutional kitchen, Long Island City, N. Y.—Bertha Nettleton, in charge; test kitchens—Evansville, Ind.; Chicago, Ill.; Gloucester, Mass.

In addition there is a control laboratory at each plant, engaged in maintaining the quality of present products. Here raw materials are analyzed and tested; and the product itself is tested at various stages of its manufacture. Between 50 and 100 of these tests are made each day in each laboratory. If any raw material fails to grade up to specifications, it never enters the plant. If quality falters at any point along the route from raw material to packaged merchandise, that batch of the product is thrown out.

What are some examples of contributions attributed to General Foods' research staff?

Inert gas process applied to packing of coconut and nuts under the trade-mark Vitapack, the Vita-Fresh process of packing Maxwell House Coffee, and the develop-

ment of Grape-Nuts Flakes and the New Jell-O.

Why does General Foods maintain scientific scholarships at various universities and at what schools?

In order to get an independent view of its scientific problems, General Foods has established research fellowships at 16 leading universities located in this country and abroad. They are: Yale University, Massachusetts Institute of Technology, University of Michigan, University of Illinois, Cornell University, State College of Pennsylvania, Iowa State College, Johns Hopkins University, Michigan State College, Mellon Institute, Jefferson Medical College, Psychiatric Institute, University of Aberdeen (Scotland), University of Berlin (Germany), Pasteur Institute (France), and University of Trondhjem (Norway).

What is the function of the Purchasing Department?

(1) To study and buy all materials, supplies, and equipment; (2) keep the manufacturing units supplied with raw materials, packing supplies, etc., of approved quality at the lowest possible cost; (3) to take full advantage of buying conditions as they develop—such as revolutions in foreign countries where they influence the price of products drawn from their part of the world; (4) to maintain inventories at a reasonable level unless low prices warrant future buying.

(NOTE: Paradoxically, the Purchasing department is not only a buying organization—it also does some selling. This secondary function is carried on by the Salvage department, organized to eliminate waste and to dispose of many items—empty bags, coconut shells, by-products developed from material that would otherwise be unused, and hundreds of others—as profitably as possible.)

Who are the members of its executive personnel?

Charles W. Metcalf—Vice President in

charge; J. N. Williams—Eastern purchasing agent; G. C. Furniss, Western purchasing agent; J. C. McNulty—Coffee buying; Paul W. Pritchard, Igleheart Brothers, Inc.; J. W. Strickland, Postum Co., Inc.; George C. Mitchell—Tea buying; Paul M. Wiswall, Harry Kidder, and V. F. Scholen—assistants at 250 Park Avenue; F. J. Engelgau, Diamond Crystal Salt Company; E. A. Sylvester—Purchasing Department (250 Park Avenue, New York City) office manager and in charge of Salvage department; Joseph Cohen, Vice President, Atlantic Gelatin Company, Inc., also reports directly to Mr. Metcalf.

What are the principal purchases of General Foods?

Wheat and corn (millions of bushels annually from the American farmer), coffee, corn starch, sugar, cocoa, tapioca, tin plate, tea, soap, tartaric acid, coconut, gelatin, paper, flour, wax, bicarbonate of soda, molasses, maple sugar, and packing materials such as shipping cases, cartons, labels, glass containers, and tin cans.

What is the function of the Advertising Department?

The important job of maintaining and developing consumer acceptance of General Foods products is handled by the Advertising Department. In addition to the advertising of the principal products, such specialized activities as institution, bulk, export, and sales promotion clear through this department.

Closely associated with the advertising department in developing and following through many of its plans is the Consumer Service Department.

Who are the members of its executive personnel?

Ralph Starr Butler—Vice President in charge; and personally in charge of Maxwell House advertising; Bruce Ashby—Associate Advertising Manager in charge of Post Toasties, Post's 40% Bran Flakes, Post's Whole Bran, and Grape-Nuts Flakes advertising; R. H. Bennett, Associate Advertising Manager in charge of prepared biscuit flour, salt, and radio cooking school; C. L. Campbell—Associate Advertising Manager in charge of Jell-O, Swans Down Cake Flour, Minute Tapioca, and Baker's Coconut advertising; C. H. Gager—Associate Advertising Manager in charge of Postum, Baker's Chocolate and Cocoa, La France, and Satina advertising; C. G. Mortimer—Associate Advertising Manager in charge of Calumet Baking Powder, Log Cabin Syrup, Certo, and Sanka Coffee advertising; Frank Smith—Associate Advertising Manager in charge of Grape-Nuts advertising; Charles A. Wiggins, assistant to Vice President—in charge of Bulk and Institutional product advertising; Howard M. Chapin—Manager, Export Advertising, Canada, Great Britain, and general export; E. T. Sajous—Sales Promotion Manager; L. J. Lamson—Buyer of printing and premium material for all products; C. O. Smith, Jr.—Distribution of advertising material and traffic desk.

The Associate Advertising Managers serve in a dual capacity. They are not only in charge of advertising for their particular group of products, but also serve as staff sales managers for the products over which they have supervision. As advertising managers, they report to Mr. Butler; as sales managers, to Mr. Whiteman. Their positions are not only new to General Foods but to business administration generally. Merging active advertising and sales direction in one executive permits an even closer coordination between advertising and sales problems and activities.

What are the principal forms of advertising used by General Foods?

Essentially all of the recognized and proved

forms of advertising: magazine, newspaper, radio, outdoor, sales literature, direct mail, car card, sampling, and store display.

What is the function of the advertising agencies retained by General Foods?

(1) To work in conjunction with the sales and advertising executives in the planning of advertising and merchandising activities; (2) to prepare, produce, and place the advertising.

What are the names of these agencies and what products does each advertise?

YOUNG & RUBICAM, INC.: Swans Down Cake Flour, Instant Swans Down, Jell-O, Franklin Baker's Coconut, Grape-Nuts, Grape-Nuts Flakes, Minute Tapioca, Postum, Sanka Coffee, Calumet Baking Powder, La France, and Satina.

BENTON & BOWLES, INC.: Maxwell House Coffee and Tea, Walter Baker's Chocolate and Cocoa, Post Toasties, Post's 40% Bran Flakes, Post's Whole Bran, Diamond Crystal Salt, Certo, Log Cabin Syrup, Institutional and Bulk products, and trade paper advertising.

ERWIN, WASEY & COMPANY, LTD.: Export advertising in England.

BAKER ADVERTISING AGENCY: Advertising in Canada.

NATIONAL EXPORT ADVERTISING SERVICE: Export advertising in all other countries except Norway and Sweden.

How many radio programs has General Foods?

Five at present: Captain Henry's Show Boat (Maxwell House), N.B.C. stations, Thursday nights; Cooking School of the Air (all products), N.B.C. stations, Tuesday and Thursday mornings; All America

Football Show (Postum), C.B.S. stations, Friday nights; The Wizard of Oz (Jell-O), N.B.C. stations, Monday, Wednesday, and Friday afternoons; and Adventures of Captain Diamond (Diamond Crystal Salt), N.B.C. stations, Wednesday nights.

What is the function of the Law Department?

General supervision over all of the legal affairs of the company; leases for office, factory, or other space for terms longer than one month; contracts and agreements of every kind, except routine matters; communications relating to claims for damages against the company, except those arising out of automobile accidents or involving workmen's compensation; communications relating to pure food laws and regulations; papers relating to suits in court or attachments, except automobile accidents and workmen's compensation; demands to take out city, country, or state licenses to carry on business, or other special licenses; matters relating to trade-marks, patents, infringements of trade names, or unfair trade practices; claims made by the company against others, except routine collections, etc., etc.

Who are the members of its executive personnel?

John S. Prescott—Vice President, Secretary, and General Counsel; L. E. Waterbury—Attorney and Assistant Secretary; Oscar McPeak and E. R. Pennock, Attorneys; A. M. Wiese, patent law clerk, and Minna Green, managing law clerk.

What is the function of the Export Department?

To develop and administer the sale of General Foods products outside of the United States and Canada.

Who are the members of its executive personnel?

Guy M. LaPierre—Vice President of General Foods Sales Company, in charge; Marvin E. Brown—Assistant Export Manager; Thomas B. Scotcher—Managing Director, Grape-Nuts, Limited (London, England), the organization handling sales in the British Isles.

In how many countries besides U.S., Britain and Canada are G.F. products sold?

Sixty-nine, as follows:

Argentina, Australia, Azores, Bahamas, Barbados, Belgium, Bermuda, Bolivia, Brazil, British East Africa, British Honduras, Burma, Canary Islands, Ceylon, Chile, China, Colombia, Cuba, Costa Rica, Curacao, D.W.I.; Denmark, Dominican Republic, Ecuador, Egypt, Finland, France, Germany, Gibraltar, Greece, Guatemala, Haiti, Hawaiian Islands, Holland, Iceland, India, Italy, Japan, Java, Liberia, Malta, Mexico, Madeira, Newfoundland, New Zealand, Nicaragua, Norway, Palestine, Panama, Paraguay, Persia, Peru, Philippine Islands, Porto Rico, Portugal, Roumania, Salvador, Siam, South Africa, Spain, Spanish Honduras, Straits Settlements, Sweden, Switzerland, Syria, Trinidad, Turkey, Uruguay, Venezuela, and Virgin Islands.

Foreign agents represent the company in all these countries.

What is the function of the Accounting Department?

Accounting has always involved the recording of investments and expenses, payment of bills, collection of receivables, and preparation of financial and profit and loss statements. The modern accounting department, such as that maintained by General Foods, however, has expanded its

activities beyond these original functions. Headed by men with specialized training, it is made up of separate sections which handle not only the general books but also cost accounting, budgets, credits, taxes, and insurance. Working with the Sales Company and Production Department, the Accounting Department audits, analyzes, and prepares data for use in promoting the more efficient operation of the company's business.

All accounting of a general character is concentrated in New York headquarters. plants handle billings of factory shipments, factory payrolls, local cash accounts, maintain certain operating and production records; inventories; district offices handle billings out of warehouse, control of warehouse stocks, trust funds of salesmen, petty cash accounts, maintain customer records of purchases; division offices supervise the accounting work of districts, for the purpose of standardizing practices and maintaining control for the more efficient operation of sales.

Who are the members of its executive personnel?

Louis A. Zahrn—Treasurer, in charge; R. M. Davis, C. E. Etheridge, M. W. Kimbro, and C. C. Kahler, Assistant Treasurers; H. D. Warrick, W. O. Berbrick, C. F. Lane, C. E. Etheridge, E. C. Nettels—Assistant Treasurers, General Foods Sales Company, Inc.; J. R. Peacock—Assistant Secretary, General Foods Sales Company, Inc. Other General Foods Corporation executives in this department are: H. W. Baker—accounts payable; H. H. Cauvet—warehouse accounts records; F. M. Robinson—cashier; W. M. Cramer, Jr.—sales statistics; W. O. Ritchie—paymaster; A. Martin—U. S. general books; P. Frick—Cana-

dian general books; R. H. Felton (London, England)—British general books; L. B. Choate—taxes; J. H. Thomas—insurance; M. A. Schultz—budgets; B. G. Lory—costs; H. J. Bock—salt contracts; R. H. Moulton—advertising bills and sales expense reports; F. R. Miller—automobile expense reports and claims; W. R. Dunn, G. A. Hart, J. F. Sheffel, G. M. Smith, J. W. Graber—credits and collections division-1; P. Landvogt, W. J. Gassert, H. M. Thompson—credits and collections division-2; H. S. Edmondson, M. A. Harvey—credits and collections division-3; and Walter Baker bulk.

What is the function of the Public Relations Department?

To keep the public, trade, stockholders, and financial organizations informed on news relating to General Foods, its products, companies, and personnel. This aim is accomplished through the preparation and distribution of magazine, newspaper, radio, trade paper, and moving picture publicity; printed literature and speeches.

Who are the members of its executive personnel?

Verne Burnett—Vice President in charge; Bruce Millar, Assistant to Vice President; P. Yorke and Muriel Symington, E. G. Connelly (Young & Rubicam), George Beck (Young & Rubicam), A. Royle (Young & Rubicam), Thomas Revere (Benton & Bowles), Helen Strauss (Benton & Bowles).

(NOTE: Special phases of product publicity are handled by Ella Burns Myers, Consumer Service Department.)

What is the function of the Consumer Service Department?

The service of this department is a many-sided one, but it has one underlying purpose—to assure the successful and varied use of General Foods products.

Chief among its activities are the testing and developing of recipes and products through four experimental kitchens; maintaining and developing relations with home economists, domestic science teachers, home demonstration agents, food editors, and writers; preparation and editing of printed material, package directions, and recipe literature; planning of advertising in co-operation with the Advertising department; the morning radio Cooking School of the Air; consumer correspondence relating to use of products; consumer research.

Who are the members of its executive personnel?

Margaret Sawyer—Director; Product representatives—Rose Briem (Swans Down Cake Flour, Jell-O), Ella B. Myers (Minute Tapioca, Certo, Calumet), Marie Sellers (Baker's Chocolate and Cocoa, Baker's Coconut), Helen Hamilton (Postum, Maxwell House Coffee, Sanka Coffee, La France, Satina, Grape-Nuts, Post Toasties, Post's 40% Bran Flakes, Post's Whole Bran, Grape-Nuts Flakes), and Bertha Nettleton (institutional and bulk products); Consumer kitchen—Lucille Brewer, Eva Demariano, Ellen Anne Dunham, Frances Carr, Lillian Johnson; Research kitchen—Gene Spencer, Rachel Davis; Institutional kitchen—Bertha Nettleton, Marjorie Stanton; Editorial staff—Rose Briem, Ella Burns Myers, Rachel Stone, Anne M. Olsen, Helen Hamilton; Publicity—Ella B. Myers; Radio—Marie Sellers, Isabelle Beach (Frances Lee Barton), Ruth Lurance.

What is the Carton Committee?

The Carton Committee sits in judgment on all suggested changes in package design or construction. While all of the altera-

tions and improvements in packaging are not inaugurated by the Committee, yet its final approval is necessary before the new idea is accepted. Other sources of package revisions include the Associate Advertising Managers, the advertising agencies, the Sales Company, the Consumer Service Department, and the Production department. Members of the Committee include: Messrs. Francis, Prescott, Brownlee, Igleheart, Butler, Waters, Whiteman, and R. M. Schmitz, secretary.

What are Birdseye Frosted Foods?

They are high quality perishable foods, brought to you in convenient sanitary cartons—selected foods kept at the peak of their full-flavored fresh goodness by a method known as the Birdseye Quick-Freezing Process.

What is the Birdseye Quick-Freezing Process?

Invented by Clarence Birdseye, an American scientist, the Birdseye Quick-Freezing Process is a relatively new and improved method of quick-freezing that uses intense, far-below-zero cold to seal in all the fresh qualities of perishable foods so that they retain their original flavor, color, texture, and nutritive values.

What are advantages of the Birdseye process?

(1) Uniform high quality; (2) cleanliness; (3) top freshness and flavor; (4) greater buying convenience; (5) better meals; (6) cut kitchen work in half; and (7) elimination of waste.

Where can Birdseye Foods be purchased at present?

Retail stores in Maine, New Hampshire, Vermont, Massachusetts, Connecticut, Rhode Island, New York, New Jersey,

Pennsylvania, Delaware, Maryland, and Washington, D. C.

What literature is available describing General Foods?

The Annual Report for 1930, 1931, and 1932; The Story of Vita-Fresh; After the Pantry Shelf—What Then?; a booklet entitled "Products of General Foods" is in process of revision; another booklet is planned to report on first nine months' operations of company during 1933.

How may copies of this literature be obtained?

By writing to Public Relations Department, General Foods, 250 Park Avenue, New York, N. Y.

What booklets are published describing the uses of General Foods products?

(Jell-O)—What Mrs. Dewey did with the New Jell-O; (Swans Down Cake Flour)—Cake Secrets (10c per copy), Home Baked Delicacies; (Minute Tapioca)—A Cook's Tour, 30 New Recipes; (Baker's Coconut)—Coconut Dishes Everybody Loves; (Grape-Nuts)—Budget Breakfasts; (Postum)—A Message for You and Your Children; (Walter Baker's Chocolate)—Best Chocolate Recipes; (Sanka)—Sleep; (Certo)—Secrets of the Jam Cupboard; (Calumet)—Calumet Baking Book; (Maxwell House Coffee)—How to Make Good Coffee. "All About Home Baking"—ready October 15th—reduces the gentle art of baking to 23 basic lessons—tells things other recipes take for granted—\$1.00 value for 25c.

How may copies of these booklets be obtained?

Salesmen should request copies of such literature through their district offices; consumers should address written requests to General Foods, Battle Creek, Mich.

(While all of these booklets are available to the salesman for his information, a number of them can not be supplied in quantity for his use at consumer sales. The district offices are informed on this subject.)

What is the General Foods Cook Book?

Here is a new idea in cook books, developed by the Consumer Service Department of General Foods after three years' work. Like the most popular cook books, the General Foods Cook Book offers an extensive collection of reliable recipes (more than 600, as well as 95 menus). In addition, here is a complete handbook on buying, planning, and preparing food, organized and indexed so that whatever recipes, menus, or other information may be wanted can be found easily and quickly.

By means of a unique feature, a subject index, this book brings to light immediately all the help it offers for each and every question, from how to use yesterday's roast to what to serve at parties. The subject index lists recipes and other information by occasions, by methods of cookery, by the time it takes to make the dish, by ingredients used, by relative cost. The General Foods Cook Book gives first emphasis to intelligent home management.

Where may it be obtained?

(1) Addressing General Foods, Battle Creek, Mich.; (2) leading book stores, department stores, and a limited number of grocery stores. The regular price is \$1.00 per copy.

What publications does General Foods issue?

(1) Salesgrams—published once a month for the sales organization and field staffs; (2) The General Foods Plan Book—published once a month for the sales organization and use of retailers.