What is General Foods?

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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 specialities.

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.


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.


BLUEPRINTS COMPANY, Inc., West Sav.

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


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:


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

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


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).


LA GRANDE CIDERIE 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 steady 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 benefiting 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—$2,881,462 1929—$20,519,046
1924—$4,105,357 1930—$19,085,595
1925—$6,848,161 1931—$18,135,719
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?
$64,107,443.91 (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?
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.

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.

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
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.)

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

*All the remaining outstanding preferred stock was purchased by the company and retired in 1927.

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

What is Mr. Chester's business background?

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.


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

Roy M. Davis Clarence E. Etheridge Marvin W. Kimbro
Assistant Treasurer


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. Watters, Carl Whiteman, and Louis A. Zahm.

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 vege units, Igleheart Brothers family flour and feeds, Battle Creek foods, chocolate coatings and liquors, bulk chocolate, pecan, 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?


OFFICERS: James F. Brownlee, President; Carl Whiteman, Vice President in charge of planning and operations; Guy M. La Pierre, 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 R. Waterbury, Secretary; Louis A. Zahm, Treasurer; Harold D. Warrick, Edward G. Nettles, Clarence E. Etheridge, Charles F. Lane, and W. O. Berbrick, Assistant Treasurers; James R. Peacock, Assistant Secretary; Roy M. Davis, Auditor.


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-divisions. In these sub-divisions 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 (sales); 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. Walk, 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., Hbirour 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.

Dorchester

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

New York

F. B. Duryea
V. Fitzpatrick
Jack Korobow
G. S. MacGregor
C. W. Ougheltree
F. N. Westgate
1339 Bedford Ave.
Box 388
1045 Washington St.
9514 50th Ave.
37 Mitchell Place
27 Forsythe Place
Brooklyn, N. Y.
New Haven, Conn.
Albany, N. Y.
Elmhurst, L. I., N. Y.
East Orange, N. J.
Newburgh, N. Y.

Buffalo

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

Pittsburgh

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

Philadelphia

F. R. Souder
A. W. White
W. P. Crabb
C. C. McKibben
W. C. Heisler
J. C. Kurtz
J. P. Hedrick
W. E. Comley
209 Windsor Ave.
4806 Liberty Heights Ave.
4007 Connecticut Ave. N.W.
654 Rutter St.
1805 N. 3rd St.
P. O. Box 594
1301 Market St.
1006 N. Potomac Ave.

Atlanta

P. E. McGowan
E. H. Lowenguth
L. T. McKinney,
S. J. Kennard
E. C. Blackshear
G. E. Grace
E. L. Carlisle
F. H. Rehmberg
G. Y. Taucher
104 W. 19th St.
Aberdeen Road
3206 San Pedro
3214 Country Club Road
320 Montezuma Road
1131 Osbiso Ave.
307 11th St.
209 W. 5th Ave.

Memphis

J. A. Chambers
L. C. Powell
G. S. Dobbins
E. T. Anderson
C. A. Stewart
R. E. Hazlett
Box 1703
933 University Place
209 Arkansas-Missouri Hwy.
6030 Catina St.
503 Council Circle
Box 136

Richmond

O. L. Boyd
G. A. Ernest
J. R. Prince
I. L. Sumner
512 W. 36th St.
22 S. Pleasant St.
213 S. Laurel St.
Imperial Hotel

Sharpville, Pa.
Wheeling, W. Va.
Pittsburgh, Pa.
Altoona, Pa.
Clarksburg, W. Va.
Erie, Pa.
Pittsburgh, Pa.
Johnstown, Pa.
Haddonfield, N. J.
Baltimore, Md.
Washington, D. C.
Kingston, Pa.
Harrisburg, Pa.
Allentown, Pa.
Wilmington, Del.
Hagerstown, Md.
Jacksonville, Fla.
Atlanta, Ga.
Nashville, Tenn.
Tampa, Fla.
Birmingham, Ala.
Montgomery, Ala.
Coral Gables, Miami, Fla.
Columbus, Ga.
Knoxville, Tenn.
Shreveport, La.
Memphis, Tenn.
Little Rock, Ark.
New Orleans, La.
Jackson, Miss.
Jonesboro, Ark.
Norfolk, Va.
Winston-Salem, N. C.
Charlotte, N. C.
Greenville, S. C.
Richmond—Continued
E. T. Willis
Hotel Wright
Raleigh, N. C.

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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. Plk. 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. Kepsohl
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. Bull
3551 Vincent Ave., No.
Minneapolis, Minn.
R. O. Newman
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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, Neb.
G. F. Christensen
2010 S. 26th St.
Lincoln, Neb.
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
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2914 Main St.
Joplin, Mo.
F. O. Myers
148 Park Lane Apts.
St. Joseph, Mo.
R. E. Colgin
Box 2055
Wichita, Kans.
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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. Szimere
Box 225
McAlester, Okla.
W. C. Willson
1008 Ferris, Box 637
Lawton, Okla.
W. F. Paul
Box 2005
Amarillo, Texas

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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
A. V. Peterson
A. L. Ross
R. A. Smith
1310 N. Ave.
Plains Hotel
4041 Batavia Place
801 Cheyenne Blvd.
Grand Junction, Colo.
Cheyenne, Wy.
Denver, Colo.
Colorado Springs, Colo.
El Paso
N. T. Freije
Torn Laster
H. D. Jones
1716 Wyoming
Route 2, Box 127
1123 West Lead
El Paso, Texas
Tucson, Ariz.
Albuquerque, N. M.
Seattle
J. L. Aichele
W. E. Gropp
J. A. MacDonald
V. A. McKillop
M. L. Stevenson
H. Aughtry
Claremont Apts.
West 2903 Euclid Ave.
Donnelly Hotel
1100 Russell St.
3210 Grand Ave.
7311 20th Ave., N.E.
Seattle, Wash.
Spokane, Wash.
Yakima, Wash.
Wenatchee, Wash.
Everett, Wash.
Seattle, Wash.
San Francisco
E. C. Bartlett
S. W. Blodgett
A. E. Dreyer
R. G. Eberhard
W. L. Herrington
P. J. Ketcham
521 Gordon St.
691 The Alameda
1047 N. Fulton St.
1239 Randol Ave.
1300 9th St.
719 41st Ave.
Reno, Nev.
Berkeley, Calif.
Fresno, Calif.
San Jose, Calif.
Sacramento, Calif.
San Francisco, Calif.
Los Angeles
Kenneth Bailey
W. F. Davidson
J. H. Fitzgerald
J. A. Jernigan
A. D. Kendall
H. I. Trembley
1822 Sunset Ave.
9029 W. Portland St.
3760 Valley Brink Blvd.
Box 87
3410 Arnold St.
775 Terminal St.
Santa Barbara, Calif.
Phoenix, Ariz.
Los Angeles, Calif.
Colton, Calif.
San Diego, Calif.
Los Angeles, Calif.
Salt Lake City
R. P. Morris
L. C. Hoffman
N. R. Matheny
615 N. 5th
109 W. 2nd St.
401 Covey Apt.
Boise, Idaho
Salt Lake City, Utah
Salt Lake City, Utah
Portland
L. S. Axland
J. W. Gordon
J. L. Wykoff
320 E. 24th St.
393 E. 59th St., N.
3404 N. E. 25th Ave.
Portland, Ore.
Portland, Ore.
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 distinct relationship with manufacturing, classifies itself as a unit of the Production Department and falls under its jurisdiction.)

Who are the members of its executive personnel?
Austin S. Igleheart—President in charge; W. M. Robbins—assistant to Vice President; R. R. Thomson—manager, western plants; Uddell C. Young—manager, eastern plants; Edward C. Netteis—general traffic manager; H. Smith—eastern traffic manager; H. H. Stevens—Chicago traffic manager.


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 is 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. Loech — Technical Director, General Development Laboratories, Inc.; Gardner Poole — Vice President, Birds Eye Packing Company; Clarence Birds eye — Director, Birds Eye 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 Orm felt — Assistant to Chemical Engineer; Prof. George Sperli — 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:


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 development 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, Pennsylvania Institute, University of Aberdeen (Scotland), University of Berlin (Germany), Pasteur Institute (France), and University of Trondheim (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. Wilsall, Harry Kidder, and V. F. Scholen — assistants at 250 Park Avenue; F. J. Engelgau, Diamond Crystal Salt Company; E. A. Sylvest er — 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 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?


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.


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, Curaçao, 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 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?


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. Royse (Young & Rubicam), Thomas Revere (Benton & Bowles), Helen Strauss (Benton & Bowles).

(Notes: 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 cooperation 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 Laurance.

What is the Carton Committee?

The Carton Committee sits in judgment on all suggested changes in package design or construction. While all of the alterations 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?
(Chill-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.