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The Impact of Implementin Effective Employee Communication to Manage The Evolving Work Force

Michelle K. Bray

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**THE IMPACT OF IMPLEMENTING EFFECTIVE
EMPLOYEE COMMUNICATION TO MANAGE
THE EVOLVING WORK FORCE**

Michelle K. Bray, B.S.

An Abstract Presented to the Faculty of the Graduate School of Lindenwood
College in Partial Fullfillment of the Requirements for the Degree of Master of
Corporate and Industrial Communications

1990

ABSTRACT

This thesis will focus on the study of implementing effective employee communications to manage a diverse work force.

Over the years the practice of public relations has struggled to establish a niche for itself by justifying its existence to corporate America, mainly upper management. As an increasing number of chief executive officers recognize the need for effective communications professional communicators are being strategically placed to best serve the organizational objectives. Unfortunately, the area of internal communications is often neglected.

Research has attributed the lack of effective, open, two-way communications to the false presumption that employees are loyal to their employer by nature. The work force is continually evolving into a diverse group of people different not only by gender but also by race, education and attitude. The present-day employee is influenced by the world and the technology that is made readily available. But the technology that has made it possible to communicate to thousands of employees instantaneously has also made it more difficult for employers to create personal messages.

The only way corporate America can manage the employees of the next century is by creating relationships through personalized information sharing rather than the passe' authoritative style used in the past.

The purpose of this study is to research the possibilities available to internal communicators in terms of identifying techniques they can use to make their communications efforts more effective. Specifically, it is hypothesized that by evaluating existing techniques the communicator can identify areas in need of improvement.

Wetterau Incorporated's internal publication, WE Magazine, was evaluated for communication effectiveness. Changes in communication style were made as specified by the research project.

The redesign of WE Magazine produced positive reviews from public relations professionals suggesting that implementing effective employee communications can help manage the work force by keeping it informed.

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A Culminating Project Presented to the Faculty of the Graduate School of
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Master of Corporate and Industrial Communications

1990

COMMITTEE IN CHARGE OF CANDIDACY:

Professor Michael Castro,
Chairperson and Advisor

Adjunct Assistant Professor Michael Kramer

Adjunct Assistant Professor Eric Zitelli

DEDICATION

To my parents, Clark and Reiko McDaniel, who taught me three of the most important things in life: to love unconditionally, to strive for my personal best, and to honor God above all other things in life.

To my husband, Tom, for being an endless source of encouragement.

To my sisters, Darlene McDaniel and Kathlene Haynes, for providing insight and enthusiasm.

To my brother, Everett McDaniel, for believing in me.

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Chapter I

INTRODUCTION

Public Relations

When the term “public relations” is mentioned, some of the first questions that come to mind are: “What is it? Is it a new trend? Is it necessary?” Many people think public relations is a new field of communications, when, in actuality, it has existed since the beginning of humankind. The tools of the trade, degrees of specialization, intensity of effort and the amount of knowledge have changed over the course of time, but the practice of creating and managing public opinion has taken place throughout the centuries.

Today, the public relations profession faces yet another challenge — the challenge of using effective communications to manage the everchanging work force. Corporate America is waking up to the fact that while controlling public opinion is truly necessary, managing and forming consistent two-way employee communication is the key for success in the '90s and beyond. To find the most effective way of relating to the employee audience, we must take a look at the profession and its history.

Although the term public opinion was not used until the 18th century, the effectiveness of managing public opinion was recognized early on. Even the Romans and Greeks valued the importance of public relations (Cutlip and Center

46).

History

Other evidence of the public relations profession is the existence of the newsletter in 1800 B.C. Archeologists have found farm newsletters in Iraq that explain the processes of sowing, irrigating and harvesting. Even Julius Caesar recognized the importance of positive public opinion. Historians believe that *The Commentaries*, propaganda literature written about Caesar, were used as external public relations tools (47).

In ancient India the king hired spies to filter out into the public and bring back the opinion of the people regarding the ruler and his actions. These spies were also used to plant positive rumors about the king and his court (Basham 122). And in England, far before the term “public relations” was coined, the kings appointed Lords Chancellors as “Keepers of the King’s Conscience” (47). Catherine the Great, one of the most powerful autocrats of Russia, recognized publicity as an essential tool in the practice of government. She wrote her manifestoes in a way that appealed directly to the people she ruled over (Grey 44.)

In America, Harvard College was one of the first institutions to implement a public relations campaign, when in 1641 a trio of preachers united to raise funds for the new school. The fund-raising committee had brochures — a common tool in modern fund-raising drives — written and printed. Columbia University was one of the first schools to use press releases in 1758.

One of the most basic of public relations functions, the special event, is now recorded in history books around the world as the Boston Tea Party. Sam Adams and the other revolutionaries dramatized their point with special events followed by immediate news coverage. In those times of war and revolution, the practice of public relations enjoyed a bold beginning in America.

As the years went by, public relations filtered into every aspect of society and left a path through history to be followed and directed into the future. Some may find it ironic that one of the first public relations practitioners came from the circus of Barnum & Bailey (Cutlip and Center 58).

The birth of American public relations in the business world took place somewhere in the last decade of the 19th century. In the beginning it was referred to as publicity, but during World War II it became known as public relations. Today, it is tagged with many names ranging from corporate communications to marketing information.

There is evidence that several newspaper men were actively providing public relations services for corporations in the 1800s. George Westinghouse, who founded an electric company in 1889, established what is recognized today as the first public relations department in a corporation (65). Among the first documented fund-raising campaign was initiated by Jay Cooke, a propagandist during the Civil War. Cooke based his entire fund-raising campaign on patriotism and public opinion selling war bonds for the Union to support the war effort.

In order to understand the profession and its purpose, we must clarify the meaning of public relations. In the simplest terms, public relations involves

making and initiating policies and communicating those policies to the public.

The American Heritage Dictionary, New College Edition, defines public relations as:

The methods and activities employed by an individual, organization, corporation, or government to promote a favorable relationship with the public. (b) The degree of success obtained achieving such a relationship. (c) The staff employed to promote such a relationship. (Morris 1976)

Although public relations in its simplest form has been around for centuries, it continues to be one of the most difficult professions to define. Even in small organizations, when the owner is a struggling entrepreneur, public relations exists; whether it is recognized or not, whether it is used or not, it exists.

The function of public relations should make a contribution to the bottom line of all businesses regardless of whether they are not-for-profit or for-profit organizations.

People tend to be leery of public relations because in the past the roles and guidelines were somewhat sketchy; good public relations has to be deserved, counted and credited. One of the most common misrepresentations people have about public relations is the concept that it revolves solely around publicity and media relations. The actual practice of public relations includes financial relations, strategic planning and corporate identity building.

During the boom-and-bust era of the '20s and '30s, the role of public relations blossomed due to the conditions of the times; the distress of the Great Depression turned the public against big business and toward government. The

widespread loss of favorable public opinion made capitalist industry acknowledge the importance and effectiveness of public relations.

Pioneers of the Profession

Many of the pioneers of public relations were veteran newspaper men. Experienced in prose and attuned to public opinion, the founders of public relations laid the cornerstone for the modern day practitioners.

Like all new fields, public relations had its share of tests. One of the first was when Ivy Lee, an early practitioner, insisted that the parties involved in a major coal strike should have equal time to present their views. After the ice was broken other pioneers ventured out: Pendleton Dudley, another newspaperman, founded a publicity shop — the prototype of the modern public relations firm — for major businesses, less than three years after Lee's business was established.

The late R. R. M. Carpenter, a member of the DuPont Chemical Company's management team, recognized the need for public relations and consequently worked with the Philadelphia Evening Ledger's city editor to found a "DuPont News Bureau" — an early version of the corporate public relations department — designed to communicate the policies and events taking place within the DuPont Chemical Company (Cookman, Darrow and Forrestal 34).

Early public relations professionals including John Hill, who established Hill and Knowlton, Inc. in 1927; Carl Byoir, known for his work in broadening the role of public relations; and Thomas Ross, former chairman of the board of his

own public relations firm, T.J. Ross and Associates, Inc., contributed to what is known today as public relations. Each of them enhanced the profession by adding a new dimension to the field.

Technology Influences the Field

Over the years, rapidly advancing technology has magnified the importance and necessity of public relations in a very broad sense. In the '60s and '70s, public relations enjoyed tremendous growth in America due to the industrial movement, political involvement, growth of organized labor, increasing educational levels and the value of public opinion. All this made management stand up and take notice of the need to be concerned about public opinion.

It is obvious that public relations is here to stay, but how can we study such a broad field and pinpoint any one particular section? It is necessary to define the publics being addressed in each instance. The primary "publics" commonly referred to include the employees, stockholders, communities, government, media, education, customers and financial audiences.

Identifying the Target Audiences

By identifying the need of the target audience, the communicator can devise a plan to accommodate the specific need of the public being addressed.

Over the years, the most commonly forgotten public was the employees;

now, they are loyal to the company by false presumption only. As the public became intrigued with the actions of management, big business forgot to pay careful attention to the need to communicate effectively with the people closest to them, their own employees. How did they ever think they could communicate to the public without first communicating to their people on the inside? Father Thomas A. McGrath, a leading management thinker and psychologist, tagged the type of communication necessary to mend years of neglect when he said employers need to "woo" their people. He explained that corporate America needs to manage its employees by establishing relationships rather than by tossing authority around (Cantor, Experts, 102).

The fallacy in many organizations is the assumption that employees are automatically loyal to the company, coupled with the belief that management is always right (103).

In today's turbulent business environment with its mergers, hostile takeovers and downsizing, employers must realize that employees are not necessarily confident in management's decisions, and that they may even begin to feel like management's enemy instead of its ally. This trend is extremely unfortunate because management needs the support of employees. At a time when management needs to structure a well-rounded team of dedicated employees, they are creating a much less desirable work force. Employee involvement and interest in corporate events has dramatically increased over the past decade. With the inception of employee stock option plans and similar employee-oriented programs, the employee is an audience that cannot be overlooked.

As the communication barriers that once separated countries of people disintegrate, public relations practitioners will have to accept the leadership position by implementing their communication skills to bring several publics face to face including the employer-employee publics. This is a new direction for corporate communications because in the past most communications efforts were targeted for the external audiences (Kern-Foxworth 14).

Evolving Work Force

Corporate America must also realize that the work force is constantly evolving. Minorities or "AHANA"s (African-American, Hispanic, Asian and Native American) will increase their position in the work force by nine percent over the next 10 years. By the year 2000, over 80 percent of the work force will consist of non-whites, females and immigrants (15).

Reaching the internal public requires building trust and establishing a working relationship through daily communication. As the demographics of the work force continue to change, the problems that limited employee communications in the past will increase the barriers facing internal communicators.

Management leadership in the future will depend heavily upon management's style of communicating with employees. Technology makes it increasingly more difficult to provide satisfying work, but the answer to effective communication goes back to fulfilling the basic needs of humans often referred to as the "hierarchy of needs."

The needs employers have to meet include, first and foremost, the individual's desire to belong. Everybody wants to feel like a part of a group. A second basic need is for accomplishment: meeting goals is a rewarding experience that motivates people to strive for more. Still another need employers must address is the employees' quest for self-esteem: people want to feel proud and dignified. Fourth in the "hierarchy of needs" is the traditionally recognized need for security: as the labor force shrinkage continues, projections suggest that immigrants will begin filling the gaps in the labor pool. The level of security these new immigrants experience is expected to be low as they enter a foreign land with few friends and relatives. The final need is the need for creativity: machines have taken the hands-on function away from humans, but machines limit the ability of employees to express their individual creativity. In our present work force, humans lack the satisfaction of creating something new (Psychological 12).

These needs are not new. However, they can be addressed better than they have in the past with an effective, sincere, internal communications program.

Major employer-to-employee communication needs include creating an awareness of the organization's objectives, informing workers of significant actions that affect the organizational structure, and generally increasing the knowledge base of employees. A communications program structured around these needs can motivate employees to be productive, satisfying their desire to be informed and feel like an integral and important part of the organization, ultimately developing employees as ambassadors of the company.

In order to communicate effectively with employees, the practitioner

must have a clear understanding of the employee, the working relationships between employer and employee, and the policies of management. Each organization must tailor its communications system to the particular needs of its employees.

Starting at the Beginning

The need for good communication starts when new employees join an organization and they begin to ask themselves questions about the organization. The questions start out as simple checklists such as: "What are my job responsibilities? How is my performance? Does the organization care about what I am doing?" As time passes, more questions develop: "I wonder how the company is doing? How does the corporate culture affect me? How can I better the organization?" However, the internal questioning only evolves in this manner if the answers to each are supplied through daily experiences on the job.

Corporate Attitude

Corporate attitude and policy must coincide with the employee communication effort in order to convey honest messages that are accepted by employees. Communications must support and reinforce the organization's mission by spreading knowledge of corporate operations, therefore inspiring and motivating employees toward a common goal. It must also serve as a pool of information, for

employees to take ideas from and contribute suggestions to, creating a resource that will allow them to make better decisions.

The tools used in employee communication are numerous. The basics include memos, telephone calls, meetings, suggestion boxes, videotape presentations, special events, company parties, electronic mail, bulletin boards, walking around the office and the ever-popular grapevine. The communicator may find it greatly beneficial to conduct an employee survey to help determine the most effective media mix for the target audience.

Personalized Employee Communication

Personalized employee communication including preretirement programs, compensation and benefits reviews and post-merger meetings are all tactics used to customize each situation to a specific audience's needs. Personalized employee communication is successful in reducing the administrative burdens handled by the human resources department, while preserving good morale. For instance, one major organization needed to reduce its work force by 4,000 employees. If the employees did not volunteer to retire early, layoffs were inevitable. An outside consultant was brought in to determine the target group. The human resources department targeted over 17,000 eligible early retirement candidates and the outside firm prepared a personalized workbook containing a financial analysis developed for each employee's individual situation. Employees in the target group were invited to seminars to supplement the information in the workbooks.

As a result of personalized, targeted communication, voluntary terminations far exceeded the necessary amount, preventing layoffs. Clear lines of communication prevent rumors — such as talk of layoffs — from destroying an employee's day. (Barbee 40).

Enabling employees to feel secure in the progress of the company frees them from time spent worrying about their financial security. The most important result of personalized employee communication is the transmitting of information to employees that they deem vital to their personal well-being. Personalized employee communication goes a long way in increasing employee involvement and morale (43).

Teleconferencing, computers, fax machines and nationwide datalinks have enhanced the opportunity for employers to communicate with employees. Researchers are finding that the advancements in technology are often hampered by old-fashioned practitioners who refuse to welcome the high-tech age. The potential to improve employee communication is available, but the approach must adapt to the changing environment of the work force and public relations professionals (Lutholtz 19).

How do employers get the employees to listen? Employees are more likely to listen to a company announcement when the messages being broadcast are presented in a manner that helps them understand how the change affects them personally rather than in a way that generalizes the situation. For example, an effective way of communicating a new company procedure might be through doing a feature story in the company newsletter on the person in charge of making

the change. Companies consist of a group of human beings working together. Reading about fellow employees involved in new approaches can be an effective method of reinforcing the ideas contained in formal policy directives.

Communication Strategies

Communication strategies that recognize the human needs and realities of the corporate environment are essential in solving the problem of ineffective employee communication in the next century. Communicators need to bring management and the employees closer by devising a strategy that motivates, educates, satisfies and unites the organizational team.

Corporations now realize that the future success of the company depends on building and maintaining a strong relationship with its employees. Communicators must be sensitive to the changing attitudes of employees and strive to convey company actions clearly through interesting, informative media.

The audience of corporate communications programs must include all levels of the work force: management, clerical staff, warehouse employees and even retirees; many times the spouses and children also need to be considered as part of the audience.

In order for corporate America to succeed in the next century it will have to manage a diverse, evolving work force by implementing effective employee communications. This paper will explore ways of bringing the pieces of the employee communication puzzle together. The completed picture will attempt to

demonstrate how corporations can manage and communicate more effectively to their employees.

Chapter II

LITERATURE REVIEW

The main sources of information for this paper were magazine articles, books and personal interviews. Journal articles and personal interviews were cited to keep the topic current.

Though the practice of public relations has been around for centuries, very few books have been written on the topic because it has undergone many transitions and operated under several different titles and disciplines.

Most of the literature written on the topic of public relations came out in the early 1960s as an attempt to provide basic guidelines for public relations programs. The field was in transition before the '60s, and it was not recognized as a discipline by business owners. The books from the '60s gave tips on how to develop and use public relations programs and departments. These early books were often written by several authors in an attempt to cover all the various fields, each author being an expert in a specific area.

Early practitioners such as Ivy Lee, John Hill, Carl Byoir and Thomas J. Ross learned through trial and error. By trying new tactics and monitoring their effectiveness, the founders of public relations laid the cornerstone for a profession based on communication.

Just as there are still conflicts in the public relations field, in the early literature there were discrepancies. These discrepancies are caused by differences

of opinion in terms of when the practice of public relations began. For instance, *The Dartnell Public Relations Handbook*, published in 1967, makes the field sound relatively new by dating it to the early 1900s; *Effective Public Relations* notes that public relations was practiced in ancient Rome.

Though the early texts seem to contradict each other, they offer insight into the origin of public relations, its functions, weaknesses and strengths.

Public relations, in its crudest form, did exist in 1800 B.C.; however, public relations as we know it formed in the early 1900s. For the purpose of this study, it is important to look back as far as possible in order to grasp a complete understanding of the development of the field. The Bible provides the oldest recorded use of public relations. In Exodus 4:27, God appoints Aaron as Moses' spokesperson (Holy Bible). This is the first use of public relations: from this point on, the field expanded and grew in practice to what we know as public relations, '90s style.

The Romans left their contribution to the public relations practice inscribed on many of the walls of their buildings. The inscriptions stated the slogan, "S.P.Q.R." which means the senate and the Roman people. Later the expression "vox populi, vox Dei", the voice of the people is the voice of God, became popular.

During the Renaissance period, Machiavelli wrote in his *Discoursi*: "Not without reason is the voice of the people compared to the voice of God" (Cutlip and Center 46). He went further to say that people must be annihilated or caressed to assure that their opinions would remain loyal to the cause.

Most of the historical record-keeping of early civilizations is simply a result of a person acting in the public relations position to communicate all the good deeds the rulers of the times were accomplishing. As history evolved, the informal field of "state public relations" evolved with it.

The early practitioners who applied these formative principles to business realized that the first step toward implementing effective public relations is identifying the meaning of "publics." There are a variety of publics, and the effectiveness of public relations relies on identifying and targeting the desired public. The early practitioners held a wide outlook on the target audience. Ivy Lee, one of the pioneers of public relations, established the guidelines for legitimate credibility:

No public relations, by whatever name it may be called, is of any real value as compared, first of all, with the soundness and rightness of policy itself and, secondly, a frank and intelligent effort to expound that policy so it may be understood by anyone and everyone. (Cookman, Darrow and Forrestal foreword)

Lee saw public relations as the thread of human relationships — the glue that controls trade and business, and the common cord connecting the people of the world. (foreward) During World War I, organized promotions were spearheaded to sponsor and promote the war effort. These principles spilled over into the '20s and '30s as they were designed to promote new products and charitable organizations. Just as The Great Depression and World War II changed the public

attitude to one of cynicism toward authority, the practice of public relations was expanded by both government and business to shape attitudes regarding the profound events taking place. By the '30s public relations had found its niche in the business world, a situation which continued to be true through the revolutionary '60s and '70s (37).

As times became more technologically advanced and business became increasingly sophisticated, the need for public relations increased, and, in conjunction, the need for texts on the practice were needed. Most studies recording the growth of public relations agree in emphasizing that the majority of public relations professionals came out of press agency. One of the early masters of public relations was none other than Phineas T. Barnum, founder of the Barnum & Bailey Circus. Barnum can be described as a master showman. Irving Wallace, one of Barnum's biographers, wrote:

Barnum's showmanship was evident not only in a canny instinct that enabled him to give the masses what they wanted, but also in his ability to dictate to them a desire for what he thought they should want ... Every man has a star. Barnum's was an exclamation mark. (58)

Barnum, Buffalo Bill Cody and other 19th century flamboyant showmen hired press agents to create a public image and impression. The earliest recorded use of the term "press agent" is found in the roster of John Robinson's Circus Menagerie in 1868. Listed as the circus's third top executive was the name and

title, "W.W. Duran, Press Agent" (Cutlip and Center 59).

One of the pioneers of corporate communications, Lamont DuPont Copeland, firmly believed in the function of public relations and, in a statement concerning the necessity of public relations at the Dupont Chemical Company, he set the example for other corporations, by writing:

We would like the public to regard our company as an institution operating in the social and economic interest of the people of the United States; holding to the highest standards of employee, customer and stockholder relations; reflecting the highest skill in management; contributing broadly useful products and services; leading in technical accomplishments.
(Cookman, Darrow and Forrestal 36)

According to the authors of *Effective Public Relations*, public relations enjoyed increasing popularity as political campaigns and war reports employed many of the tactics used in the field today. The boom years for the public relations field were the early 1900s in a time when big business was not receptive to its function. America had doubled its population in just 25 years, and industry surpassed all growth expectations as the country recovered from the Civil War. Big business became cruel and heartless. One of the most bitterly remembered comments of that era was made by William Henry Vanderbilt, son of Commodore Vanderbilt, referring to what he thought the public would think of the removal of the New York Central trainline from New York to Chicago:

The public be damned ... I don't take stock
in this silly nonsense about working for
anybody's good but our own because we
are not. When we make a move we do it
because it is in our interest to do so ...
(Cutlip and Center 63)

A few days after Vanderbilt's remark ran in the newspapers, the New York Tribune quoted him denying his previous statement, "I never used it, and that is all there is to it." (63). Vanderbilt's public arrogance — a public relations practitioner's nightmare — represents a turning point in the history of public relations because it brought out the ugly side of industry. In so doing, it made abundantly clear to the captains of American business, the need to implement effective communications. From this point on, the history of public relations appears to be a never-ending battle between the internal and external publics and the corporation or employer. Fortunately, the struggles were planned and implemented by public relations professionals, not combat soldiers.

Bert Goss, former chairman of Hill and Knowlton, Inc. and an advocate of supporting the corporate public relations effort, cites six occurrences that played a major role in the development of the public relations profession. He observes that, first, public relations is now an integral part of corporate operations — and increasing emphasis will be placed on the field of public relations in the future.

Second, he notes that public relations operates as an arm of business management, and that future public relations practitioners must be thoroughly familiar with modern business procedures. Goss predicts that public relations

executives — due to the pervasive influence of the jobs they are responsible for — will continue to hold top management positions. He also predicts that increasingly greater emphasis would be given to the acquisition of highly trained professional talent. Goss projects that more time and money will be allotted to developing better communication methods and using modern research in public relations practices.

Goss feels strongly about devoting a greater portion of effort to the problem of generating understanding and support from the intellectual leaders of the nation. He views public relations as an organized function which will continue to expand and become an international phenomenon as the business world crossed the borders between nations (Cookman, Darrow and Forrestal 38).

It is easy to look back on what Goss said 20 years ago and say he was right, but we must also recognize his statements as guidelines for how we must structure future developments in the field. Today, over 153,000 people work in the public relations profession, and this number is sure to increase as the world around us continues to change and develop.

Magazine articles in *Communications World* and the *Public Relations Journal* address the current state of public relations and focus on the areas of dramatic growth and proposed expansion for the future. Several of the articles point out that today the single most important task at hand involves preparing our corporations and industries for the future. They state that preparing for the future involves increasing technological human understanding. Public relations practitioners must follow the trends, monitor top management and track public opinion. In

this age of mergers, buyouts and acquisitions, many of the current magazine articles make it clear that today's practitioners must have their fingers on the pulse of the targeted public. Jerrell Ross, area manager of employee communications for Southwestern Bell Telephone Company, says:

We are communicating with a employee audience that changes constantly. I see more skepticism among employees today. They want to know what is going on and how it is going to affect them. And they expect the answers to be candid. The new employee is demanding. They are either insecure about management or inquisitive about career opportunities. Regardless of their reasoning, it is important for employee communicators to identify the needs of the employee audience. And as public relations professionals, we must realize that we are communicators and we are managers -- so we must communicate accordingly. (Interview)

As the work force changes, so must the public relations practitioner. Early in the 21st century it is estimated that the work force majority will consist of blacks, Hispanics/Latinos and Asians, and yet the U.S. Department of Labor reports that less than seven percent of public relations practitioners are the traditional worker. This year, one out of every four Americans is non-white; by the year 2000, that ratio is projected to change to one in every three people.

In order to function effectively, communicators must get the message out to all employees that cultural diversity is an advantage when it is well managed, and that it is necessary for employees and employers to recognize, appreciate and

support the increasing amount of diversity. Several recent articles address this significant emerging issue. July Mast, manager of communications for the Miami Herald Publishing Company, explains the primary obstacle that deters people from valuing and recognizing diversity:

There must be a monumental shift for organizations to move into thriving on their diverse work force. It's asking people to examine and change long-standing convictions, some so completely ingrained that they are unconscious." (Williams 17)

Lewis Griggs, principal of Copeland Griggs Productions, believes the evolving demographics of the work force indicate that examining and managing diversity is a business issue that dramatically affects the bottom line. His advice to communicators is:

You will be better at communicating to external and internal audiences if you do so with an understanding of cultural differences. Know enough to know if your message is effective. (19)

As the labor force continues to shrink, the quest by minorities for a position in the business world and the corporate effort to attract educated workers creates a mixed blessing for management and communicators alike. Everything seems to be changing in the business sector — the economy, social relationships,

global structuring and the demographics of employees. Communicators must capture and focus these developments to formulate a healthier, more productive corporate society. The companies that will survive and prosper in the next century will be the companies that strive for diversity and effective management through employee communication. A vice president of a leading Fortune 500 company said:

The United States was built in a large measure by ethnic minorities who worked together. Ethnic diversity made our country great. I have to believe that the same kind of diversity can make our companies great, too. (Cantor 25)

The heritage of the employee of the 21st century is not the only thing that is changing. Research studies show that employees are more mobile, media-savvy, interested in self-actualization and less motivated by corporate philosophies that neglect the needs of the employee.

The practitioners of the '90s are curious about how effectively they can reach the constantly changing work force if they aren't changing with it. In her article, "A Curious Unpreparedness," Denise Gray, accredited in Public Relations (APR), external communications director of AT&T Bell Laboratories, states that it appears that corporate public relations departments and firms have failed to explore beyond the traditional entry-level recruit into the realm of hiring practitioners from different cultures and backgrounds. Gray warns that by failing to adapt

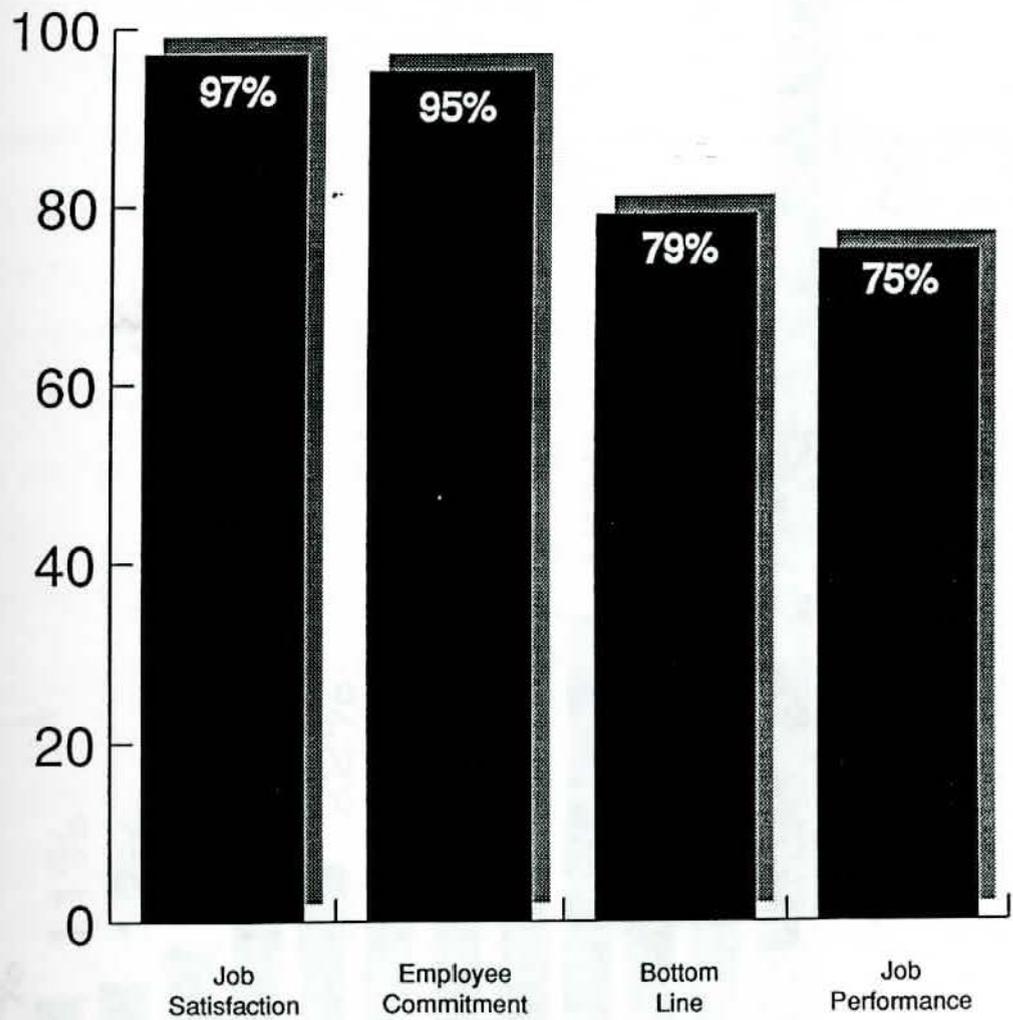
to the changing work force internally, the practice of communicating to an evolving audience will be hampered (Gray 28).

Gray goes on to suggest that the situation can be turned around, that the professionals in the field need to use the changing demographic situation as an advantageous tool. She suggests spearheading public forums and sponsoring school and business partnerships that promote the idea of diversity and its advantages and opportunities. (29)

Once the right professionals are in place, the authors of the articles agree that changes in the attitude people have toward the practice and purpose of communication will occur. But where do these changes need to start? J. David Pincus, associate communications professor at California State University and author of the article, "How CEOs View Their Communication Roles," points out that many CEOs realize that communications can help manage their organizations and make contributions directly benefiting the bottom line. Contemporary CEOs recognize themselves as the chief organizational communicator. This is a dramatic change in corporate communications because earlier CEOs went to great lengths to dodge any direct communication with shareholders, employees and the media.

Employees have always recognized the importance of the CEO's communication role. In studies, including the International Association of Business Communicators (IABC) Profile survey, US and Canadian employees expressed great dissatisfaction with the amount and quality of communication from top

Percentage of CEOs Who Believe Their
Communication With Employees Has
Positive Impact

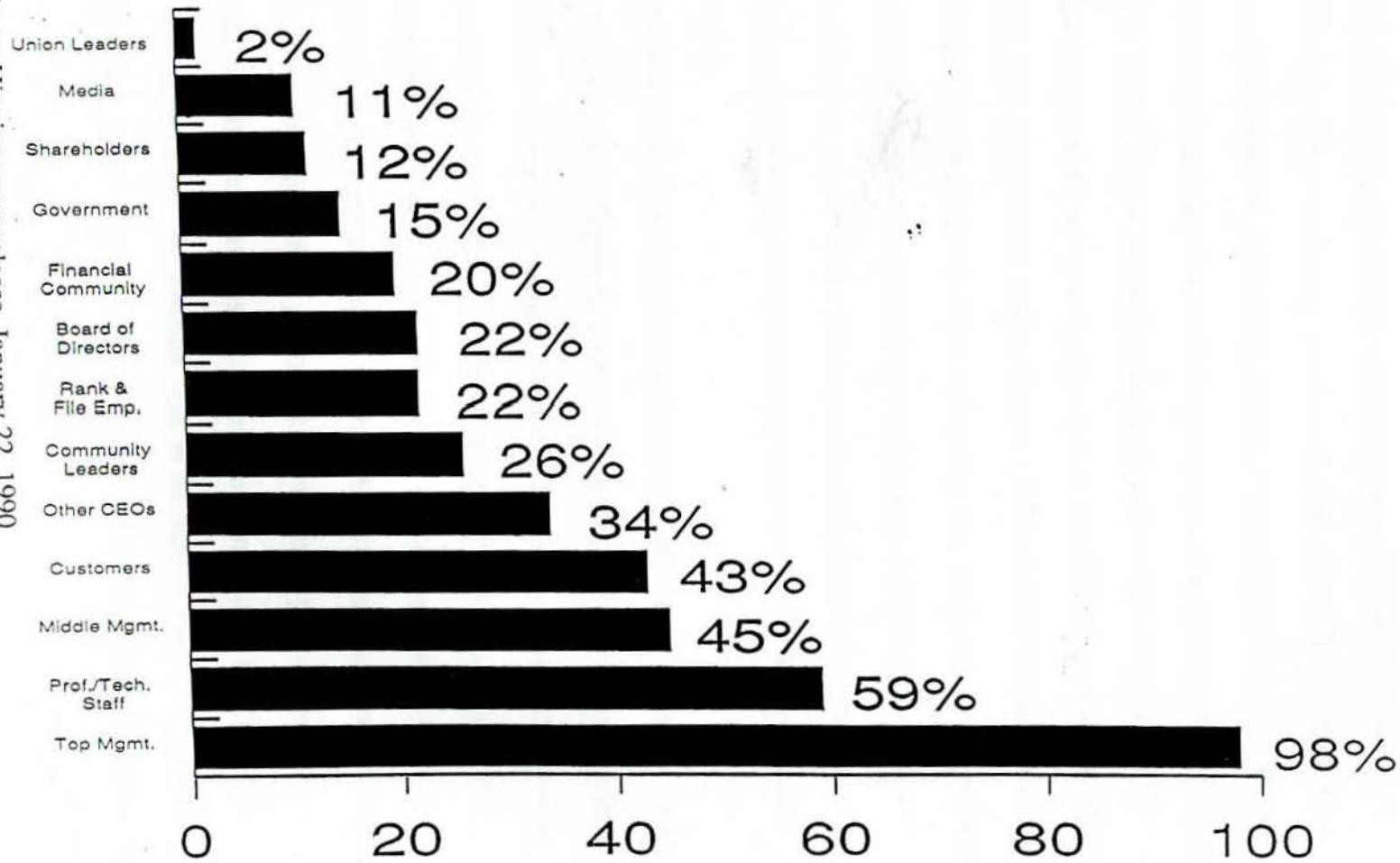


* Foster Higgins news release, January 22, 1990

Percentage of CEOs Who Say They Communicate Daily or Weekly With Various Audiences

* Foster Higgins news release, January 22, 1990

B



management. These studies show that employee job performance and satisfaction are greatly influenced by top management's communication efforts (Pincus 19).

The topic of how employees perceive top management's communication effort is heavily researched in the public relations literature while studies of how top management view their communication techniques are scarce. In May 1987, a study titled "CEO Communication within the Organization," co-sponsored by IABC and Johnson & Higgins, randomly selected 132 CEOs from Fortune 500 companies. CEO attitudes and communication behaviors were thoroughly studied in areas including effectiveness, effort and quality. The results revealed that CEOs believe their communication efforts play a crucial role in developing employee attitudes. About 90 percent of the CEOs questioned believe their communication tactics increase the amount of employee job performance, satisfaction and commitment (20).

Realizing that communications is important, the top executives surveyed reported devoting 30 to 70 percent of their time toward communication-related functions, both internal and external. The low side of the scale reflects the weakness in internal communication because 70 percent of the CEOs questioned admitted spending less than 10 percent of their time communicating with employees. Determining the right percentage of time CEOs should spend communicating with employees is impossible to pinpoint. However, most professionals are convinced that 10 percent and less is too little and should be at least doubled.

The study cast an encouraging light on the topic of CEO communication with employees when it reported that over 60 percent of the CEOs surveyed

indicated that, compared to two years ago, the amount of employee communication efforts have increased. More importantly, CEOs are recognizing that those efforts are valuable and worthwhile. The age-old question regarding whether CEOs regard the input of employees as valuable was directed to the CEOs participating in the survey. Over 93 percent of the CEOs surveyed said they value employee information and participation. One CEO wrote back in the comment section of his survey, "Time is terribly scarce, but time spent listening is invariably well spent (22)."

Research on employee communication points out that most employees rely on the communication sources in this order: First, the grapevine; next, casual conversation with fellow co-workers; third, interaction with their immediate supervisor; fourth, company publications and productions; and lastly, face-to-face meetings with management. Interestingly, in recent years communication with the employee's immediate supervisor has increased and is slowly catching up with the grapevine. Increasing the effectiveness of what should be the more reliable sources — the last three — should decrease the need to rely on the grapevine.

Over the years, the grapevine has produced some very sour grapes that have created the employee communication problem many corporations face today. The grapevine would never have borne fruit if management had paid more attention to the growing employee alienation back in the early '20s and '30s when public relations was establishing its roots in the business world.

But faulty employee communications is not a thing of the past. Just within the last year when the St. Louis Sun shut down operations, many of its employees

had to read about the news in the competitor's daily issue before they were informed about their company's fate.

Why in this age of openness and honesty, when ethics is the hot topic at social gatherings, is employee communications continuously neglected? Employees are the audience most directly affected by the actions and performance of the company, so why are they often the last ones to find out about corporate events? Certainly there are memos and bulletins, newsletters and public address announcements delivered constantly throughout corporate America, but do they say anything? Do they address the real issues, or are they just fluff designed to make the employees feel like they are informed? A Robert Half study showed that 20 percent of an executive's time is spent writing and reading memos. The study went on to show that 39 percent of all business memos are unnecessary and wasteful, and the message would have been more effectively delivered in person or over the telephone (Corbett 1).

Several of the articles in *Communications World*, concerning employee communication, magnified the need for two-way communication. Nowadays, organizations realize that employees are vital communication channels as they discuss their company with friends, neighbors and relatives. Joseph Varilla, director, corporate communications for the Xerox Corporation, observes:

Today's employee population in most companies consists of a group that is more questioning, educated and cynical than in previous years. Communicating with them depends most of all

on management's credibility. Therefore, more than ever before, corporations need the judgment and skills of professional communications specialists able to use a wide variety of media. (Lesly 179)

Richard Charlton, APR and Accredited Business Communicator (ABC), vice president of corporate communications at Parker Hannifin, writes:

Employee communication has ceased to be an illegitimate child and is destined to be a prime public relations responsibility in the '90s. And what will the challenges be? Technology now allows for global, instantaneous communication, but the audiences are more diverse, more demanding, more skeptical. (Charlton 26)

Feedback channels help communicators evaluate the effectiveness of their efforts. A few feedback tactics suggested by the CEOs surveyed include: surveys/audits, personal conversations, chain of command and employee meetings. Ironically, the channels of communication which fare best among employees — telephone hotlines, the grapevine, and memos and letters — were ranked by the CEOs as the least effective methods of communicating (36).

The challenge facing corporate communicators today involves analyzing the situation which shows that, while CEOs realize the importance of employee communications, they continue to communicate more frequently with every other audience. According to J. David Pincus, the future is promising because, for the

first time in years, CEOs are realizing that profitable business and effective employee communication goes hand in hand (Pincus 19). Avon CEO Hicks Waldron stated, "Good communication improves business (22)." Statements like Waldron's and results similar to the ones recorded in the Profile study cast an encouraging ray of light on the future of employee communications.

William Corbett, APR, vice president of communications for the American Institute of Certified Public Accountants, told the World Congress of the International Public Relations Association that the bottom line behind all employee communications efforts is that:

Organization leaders must encourage total internal communication among their people: the people who should be most important to you. And in the end, there is really nothing startling and new in internal communication. All the old, tried-and-true communication techniques and vehicles are still appropriate and being widely used around the world. (Corbett, speech, 13)

Corbett goes on to suggest that the key factor in establishing satisfactory employee communications is understanding the human factor. He stresses the importance of each individual employee establishing an open communications policy within the work environment. He says:

Only when we reach out for one another as human beings can we work together effectively as a team, progress in our mutual goals, and fully contribute to the success of our organization. The

talent to weave the human element into an organization's communications program is a distinguishing trait of the professional communicator." (13)

Similar sentiments were expressed by Charles Henderson, APR, employee communications manager at Monsanto. Henderson said in a telephone interview that his company has initiated "empowerment," a two-way employee communications program developed by the plant employees. He added:

'Empowerment' is the new buzz word at Monsanto. It started at the plant level and slowly worked its way up to the CEO. The CEO saw the program and blessed it. He recognized the importance of allowing the employees to gain control over their job destiny by encouraging them to participate in the decision-making process. Once he blessed the program, it sailed. His approval was crucial because his participation is a must if the program is to be successful. The difference is astonishing. It makes our job a lot easier. It's great to actually see two-way communication at work. (Interview)

His comments reinforce the idea that for any innovative communications program to succeed it must have the full backing of the top executives. More changes are occurring in the field of communications that are shifting management's attitude, and results are evident. For instance, in recent years employee annual reports have increased in popularity among companies. In the October 1989 issue of the Editor's Workshop Newsletter, six important trends in

the employee annual report field were examined and, according to the experts questioned, changes will continue. A few of these changes include employees writing their own profiles; comprehensive, jargon-free financial listings replacing the confusing charts of profit graphs; and more entertaining and featuristic stories replacing the previous more stodgy news style.

According to a study conducted by IABC's Lyn Christenson and Joan Kampe in the article "Publications: What's in the Package," one of the mainstays in corporate communications, the employee magazine, will become increasingly used as an effective tool to communicate with employees. Magazines make up 31.5 percent of all organizational publications, 12.5 percent are newspapers, magapapers constitute 8.5 percent and the ever-popular newsletter is used 39.5 percent of the time (130). Over the years companies have learned to rely on publications — brochures, newsletters, magazines, magapapers and commemorative books — to promote and support the corporate attitude and management's position.

The new angle on employee publications of the '90s and beyond is that corporations are tapping the employees for suggestions on ways of improving the publications. In the article "Family Ties: Are Corporate Publications Kith or Kin?," public relations professional William Weathersby, Jr. points out that the most common requests generated through employee surveys include the desire of the employees for more focused, timely information briefly describing the operations and activities of the company. The employees stated that they wanted to see more corporate news and less information about anniversaries, weddings and new

babies (20).

George Barbee, executive director of a group that designs, develops and produces personalized employee communications and seminars, wrote in his article "Communicating With a Personal Touch" that communications objectives should be parallel with company marketing objectives. A communicator must know the audience's needs, develop programs and products to meet those needs, offer the programs and products at a price affordable to the employee and the company, and communicate messages that inform and entertain the audience's attention. With the amount and type of employer's messages increasing, now is a crucial turning point in the development of employee communications (38).

One of the most current texts available on the topic of employee communications is titled *Public Relations Writing*. Communicators Kerry Tucker and Doris Derelian take the discussion opened in the journal and magazine articles in *Communication World* and the *Public Relations Journal* a little further by stressing the importance of constant review and self-evaluation in the overall organization of the employee communications effort.

The authors write that the final research step should evaluate and review the employee communications structure, materials and practice to see how these areas match the expectations expressed by the employees and senior management. Tucker and Derelian state that it is best to have an outside professional research group conduct the review with additional interpretation supplied by the internal practitioner (Derelian and Tucker 260).

Several of the sources cited suggested creating a communications mission

statement or written purpose specifically listing what the company desires to accomplish through the use of employee communications. For instance, General Motors combines purpose and philosophy in its employee communications mission statement. The first paragraph states:

The mission of General Motors Corporation employee communications is to promote employee understanding of GM's worldwide business, GM's objectives and the individual's role in the corporation through continuing two-way communications systems (262).

Professionals in the field agree with the use of a mission statement as long as the practitioner makes every attempt to operate by the stated objectives. Bill Mueller, manager of internal communications at Anheuser-Busch Companies, Inc., said:

The most important audiences of the '90s are the employees and the customer. Employee communications is going to be the issue of the future. Targeting the employees and including them in the overall mission statement is where the real power lies. Corporate America cannot ignore the employees because the employees refuse to be ignored. Probably the most ironic part of this situation is that in the age of computer and video communication, the most effective method is simple face-to-face communication. (Interview)

The final communications review should address the issues of the communications philosophy of top management, the needs and interests of the employees, the specific employee segmentation and the information tracking systems used to ensure constant two-way communication (Derelian and Tucker 262).

The literature and resource information was not readily available at most local libraries because the practice of employee communications, in the way it is used today, is a relatively new field. The references in the older textbooks were often cliché and idealistic. Even now, when the specialization of employee communications is blossoming, textbooks on the topic are often outdated by the time they are used due to the nature of the constantly evolving communications profession. These changes are brought on by advanced technology and further growth and implementation of experimental projects. The most informative and current information came from the journal articles, specifically *Public Relations Journal* and *Communications World*.

Chapter III

METHODS AND EVALUATION

The methodology employed for this study builds on the review of library literature discussed above with personal interviews conducted with corporate executives and communicators. I attempted to implement some of the main conclusions of my study of how to address the needs of employer-employee communications in WE Magazine. This magazine is an in-house publication created exclusively for the employees and retirees of Wetterau Incorporated and their families.

WE Magazine is currently published tri-annually and mailed from the printer to each employee's home address. WE Magazine is Wetterau's only employee publication; therefore, its audience includes the truck driver in Maine and Ted Wetterau, the Chief Executive Officer in Missouri.

Story ideas are selected and positioned in the magazine in the order of importance to the employee. The story ideas chosen for the summer issue of WE Magazine include: the environment, in an article titled, "Making a House Call on Mother Nature"; internships, in an article titled, "Standing Out in the Crowd"; readers' survey, a feedback device to track the effectiveness of the magazine; Wetterau's position in the market, in a feature titled, "Hey Neighbor!;" and News in Brief, a company news capsule.

Besides the survey included in the magazine, I plan to conduct interviews either in person or over the telephone with employees throughout the company. I will also show my completed project to fellow editors of employee publications for their input and evaluation.

Evaluators of the project will be Michael Castro, faculty advisor at Lindenwood College; Michael Kramer, management instructor at Lindenwood College; Eric Zitelli, advertising and public relations instructor at Lindenwood College; Ronald Humiston, vice president of public relations at Wetterau Incorporated; and Annette Mulvany-Graebe, marketing director of G & M Industries and assistant professor of communications at Southern Illinois University at Edwardsville.

Chapter IV

RESEARCH METHODOLOGY

The challenge of using effective communications to manage the ever-changing work force begins with changing the message and the messenger. The message should address the issues of the communications philosophy of top management, the needs and interests of the employees, the specific employee segmentation and the information tracking systems used to ensure constant two-way communication. The messenger, on the other hand, may be a combination of several different communication tools including memos, telephone calls, newsletters, magazines, meetings, suggestion boxes, videotape presentations, sporting events, company parties, electronic mail, bulletin boards, walking around the office and the grapevine.

One of the oldest forms of communications is the printed word. Today, the company magazine continues to function as one of the most common and effective communications tools. Wetterau Incorporated has relied on an internal publication, WE Magazine, to communicate with employees for over 10 years. It began as a quarterly, four-color, glossy magazine; evolved into a two-color magapaper; and is now published three times a year as a two-color magazine.

WE Magazine is published for over 14,000 employees and retirees of Wetterau and their families. It is mailed directly to the employee's or retiree's home. The budget for the magazine is \$18,000 an issue and this amount covers all

travel, photography, illustration, design, typesetting, printing, preparation and postage. On the average, the final bill for WE Magazine is \$15,000.

The mission statement of WE Magazine is as follows:

WE Magazine is dedicated to developing and maintaining employee communications, thus contributing effort to attain our company's goals of unity, safety, quality and productivity. WE Magazine is designed to inform a highly diverse, geographically scattered employee audience about an equally diverse corporation and its operations, plans and future. The goal of WE Magazine is to provide company information in a readable, interesting, graphically appealing format.

To make employees throughout the country and in a wide range of occupations feel a part of a unified organization.

In pursuing this mission, WE Magazine is based on the mission statement of our company - *The Wetterau Creed.*

We believe in one God and the dignity of man.

We believe that people should be treated as we would like to be treated, and that this applies to the welfare of our employees and their families, to our suppliers and all with whom we do business.

We believe that successful independent business is the backbone of our country, that our success is closely related to the success of our retail customers, and that only by working together can the ultimate success of both partners be assured.

We, therefore, dedicate ourselves to work for our mutual success and we pledge our best efforts always toward the attainment of our common goal.

WE Magazine is published for active and retired employees of Wetterau Incorporated. The editorial

staff plans each issue to contain an assortment of stories and features covering corporate news, finances and acquisitions; division and subsidiary operational profiles; industry news and food features; health and fitness articles; and employee recognition to attract as wide a readership as possible. Editorial content is written in an easy, readable style to appeal to an audience that includes approximately equal parts hourly warehouse workers/truck drivers/retail clerks and salaried clerical/managerial/executive personnel. The magazine is mailed to the employees' homes to increase involvement of family members.

Each issue of WE Magazine is produced by an in-house editorial staff and outside design and printing firms.

The design for WE Magazine had not been updated for 10 years. The only redesign was in 1986 when the editor converted the magapaper into a magazine. This change was brought on as a result of a workshop held by Jan White, a well-known editor and designer. Mr. White said the previous format was cumbersome and awkward. He also noted that the large fold-out sheet made the articles appear lengthy.

The new format made the magazine easier to handle, but the design and content remained generally the same. In an attempt to lighten and loosen the appearance of the magazine the designers went to the drawing board seeking a new look. After seven drafts and numerous additions, changes, and deletions, a new design emerged.

The main purpose of the new design was to make the magazine more reader-friendly. The original design had a lot of lines and rules making it appear very structured and cold. Because each line in the banner had to be complete and free from any blurs or gaps, the task of checking the proofs was very tedious. Also, the banner was designed to accommodate a magapaper so the lines ran vertical even though the magazine opened horizontally. The banner also contained a graphic of three people, the first figure was a man in a retail clerk outfit, the second figure was a woman reading a newspaper and the third figure was a man looking over papers. The graphic appeared so small that the reader had to look close to identify the people.

The headlines were structured the same regardless of the story content, dissolving any opportunity for creativity and uniqueness. The magazine was, however, very functional. The design was clean and organized. It would be very appropriate for a financial company report to shareholders. The old banner was also satisfactory in complying with corporate identity. The corporate logo was used in the proper context and in the correct style. But, for an employee communication tool, the design failed to offer the openness and friendliness required to attract and entertain the internal audience.

The challenge editors face in producing an effective magazine is creating a publication that attracts, interests and entertains an audience of the "electronics age" which reads less, pays less attention to the printed word and has less time than earlier audiences.

To evaluate the magazine, the complete package must be examined. The

review process begins with the words. The words are written to address the needs of the reader. This means using language that is readable and does not condescend, and articles that are of interest and relevance to the readers. The message must flow logically, while using employees themselves to describe how their ideas and efforts contribute to the company.

For WE Magazine to communicate the message effectively it must direct the message to the reader by choosing story ideas that target the readers' self-interests. Because the message is the most important element of the communication process, the words are highlighted more than graphic elements. For instance, several employees discovered valuable corporate information while reading an entertaining article titled "Hey Neighbor!", that appeared in the most recent issue of WE Magazine. Many new employees commented on how the "Hey Neighbor!" article helped them understand more about the company and its subsidiaries. The assigned task was to explain the company's position in the market. The article answers the most commonly asked questions employees and the public have on their minds including the company's position in the market and subsidiary operations. Employees are also concerned with programs operating at other divisions. The story covering the interns at the Bloomington Division created more interest in implementing internship programs company-wide. A different angle was taken toward the environment story. While most companies include articles that state how much the corporation is doing to help the environment, the environment story in WE Magazine explained what the employees at Wetterau are doing on their own, making the story seem more personalized.

Although design and graphic treatment is important the words are still by far the dominating concern in the development of each issue of WE Magazine. The words are the essential factor in communicating the ideas.

The next step is a combination of mixing the words with design. The captions, heads and blurbs are written to attract the reader. Graphics are implemented to complement strong copy. Completion is accomplished by using illustrations and photographs to entertain the reader's eye and direct it to the copy. The style of WE Magazine was broadened by allowing each story to take on a more tailored appearance determined to accent the article contents. Different fonts and headline sizes are used to offer a variety of graphic styles while staying within the design guidelines to assure a consistent corporate image.

The formula of WE Magazine is not copy mixed with art equals a magazine. Much thought is put into the content. The effectiveness of any printed piece is the credibility and timeliness of the contents. The articles should interest the reader.

The production process should also be evaluated when creating an internal magazine. WE Magazine's audience is quite varied, at one end there is the chief executive officer and at the other end is the warehouse person. The wide range of readership must be considered when choosing inks, paper and design elements. For instance, the paper cannot be a high gloss paper because some employees complain if they think too much money is being spent on paper. When WE Magazine was published as a magapaper many readers sent in letters asking why it was printed on fancy gloss paper. The readers did not think it was necessary to print a

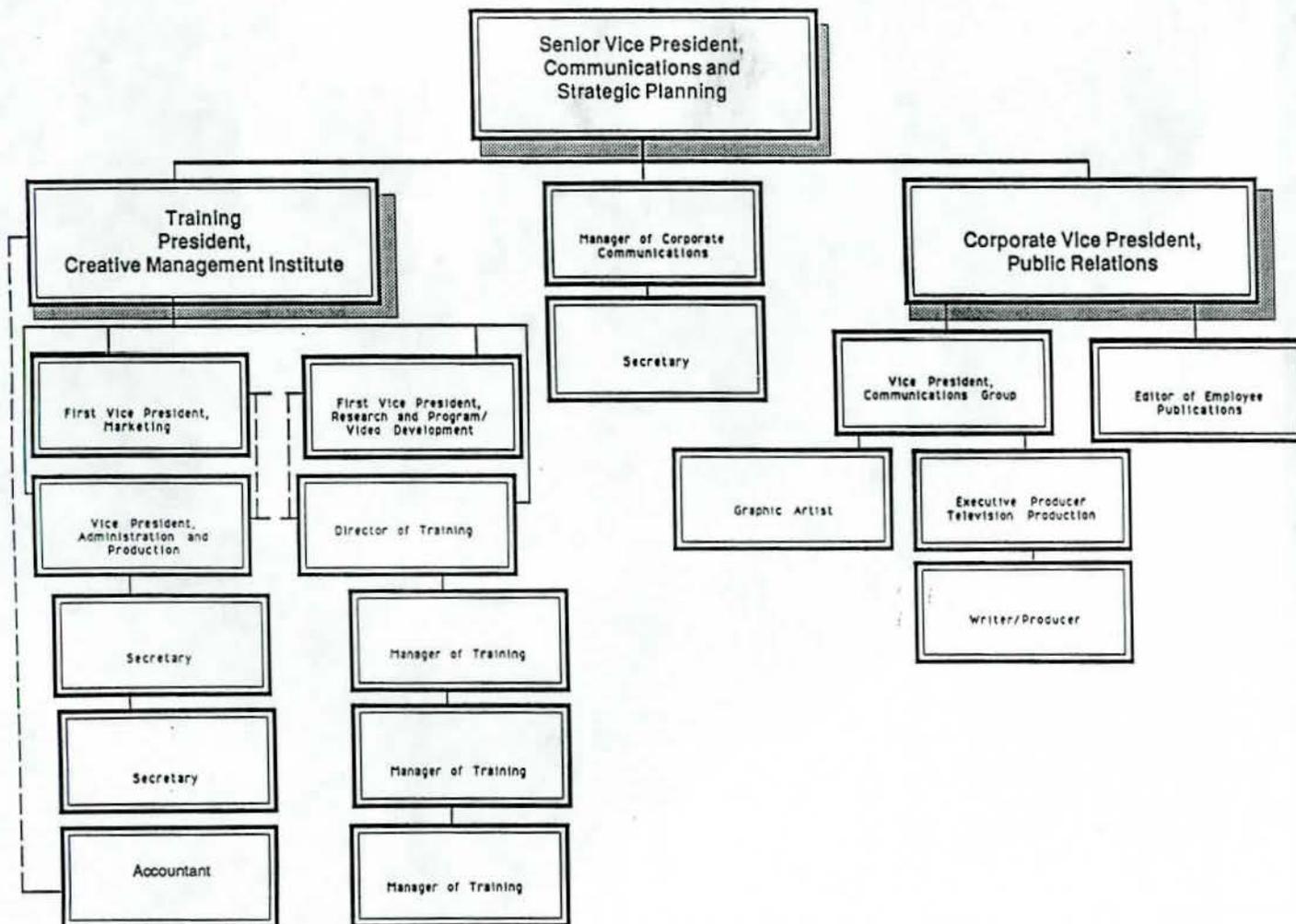
two-color, internal magapaper on high-quality paper. When the switch to a lower quality paper was made in 1987 few readers complained.

Also, the color of the ink must be taken into consideration when developing the magazine layout and design. Several colors appear too rich for an employee publication while other colors don't match corporate goals. For instance, a magazine using deep burgundy would be looked upon by warehouse workers as a corporate magazine that is not tailored to their needs. While corporate executives reject the use of bright red as a second color because of the negative connotations of "being in the red."

It is necessary to point out that just because WE Magazine is a two-color job does not mean the quality is less than a fancy four-color piece. Metallic inks are used to dress up the second color. Also, the amount of graphic treatments including screens were increased to add more color to the previously heavy gray pages. The second color used in WE Magazine enhances the design without distracting from the message. The end result is a magazine that communicates to the wide audience base while maintaining a distinct yet friendly look.

When developing an employee magazine the entire product must be considered including the concept, content, design and production. WE Magazine's new design and style offers more appealing graphics, less extraneous copy and a livelier pace. The goal for WE Magazine is to produce a relatively simple design with a high readability level that maintains high quality standards while minimizing production costs.

Wetterau Communications Group



WETTERAU

MAGAZINE

Two / 1990



M A K I N G A H O U S E C A L L O

MOTHER  NATURE

When people need healing, they turn to Mother Nature. For a burn, there is the aloe plant with its healing salve. For an upset stomach, the peppermint plant provides relief. If it is a cough that ails someone, honey and lemon cure a scratchy throat. And mud takes the sting out of a painful insect bite.

But who takes care of Mother Nature? That is a question that has been asked both nationally and internationally for over 20 years; until recently, however, very little attention has been given to our withering planet.

The clear blue sky and sparkling waters, that people once took for granted, are fading like watercolor paints on an unprotected canvas. Overflowing landfills, billowing air pollution, growing toxic waste dumps, thinning ozone layers and shrinking tropical rain forests are just a few of the ailments being inflicted upon our planet. How we decide to deal with our planet's degeneration will determine its future – and ours.

Fortunately, concern for environmental issues is increasing because educational programs are successfully raising the public's consciousness.

Though restoring the depleting tropical rainforests and rebuilding the ozone are tasks much too large for the individual, there are many ways people can make a difference. Environmental issues have an impact on several decisions we face on a daily basis such as: the choice between paper and plastic grocery bags at the checkout counter, the type of gasoline used in the car, choosing the fast-food restaurant that uses non-styrofoam containers and buying phosphate-free laundry detergents.

Employees change old habits to help nurse Mother Nature back to health.



Bob Sevich, Sanitation and Recoup Supervisor at the Pittsburgh Division, puts a piece of recyclable cardboard into a compactor.

Though it is not the smallest task at hand, saving the planet is easier than most people think. In his book, *50 Simple Things You Can Do To Save The Earth*, author John Javna explains that it is not too late for people to change their lifestyles and habits, in subtle ways, to benefit the environmental preservation of our planet. He states, "We're not anybody's guru. We're average American people, and are just like the people buying the book. The real reason we did the book was for ourselves – we wanted to know what we could do on a practical level."

Some suggestions in Mr. Javna's book include recycling motor oil, placing a plastic bottle in the toilet tank to reduce the amount of water used per flush and not topping off the gas tank when filling up.

Environmental awareness has increased in the business segment as companies realize the obligation they have to the planet. Wetterau has supported recycling efforts for several years by instituting programs such as aluminum recycling in Pittsburgh; Foodland's "Take care. Be environmentally aware" program; Shop 'n Save's plastic recycling efforts; and headquarter's paper products recycling.

Although these efforts are helpful, much more needs to be accomplished to further the environmental movement. George Chirtea, Senior Vice President, Marketing, says it is time to challenge people to make a difference. He adds, "All sits in the hands of the people. Individuals can make a difference by developing new habits and voicing their concern."

Being environmentally aware is not always free of hassle, George states. "At home we separate our trash into four containers. We have to take each bag to a different recycling center which takes extra effort. But even though we may be the only people in the neighborhood doing it, we will continue because we can make a difference. If we can make separating trash the right thing to do, the normal thing to do, little by little everybody will be doing it."

Besides altering old habits, employees can make a difference in the conservation movement by voicing their



Wetterau Employees are doing their part to reduce the amount of garbage being sent to landfills.

concern. George comments, "Involvement. It takes involvement. Start at home. Tune in on things you can do as an individual. Talk to your community leaders and get them involved in the effort." He continues, "It would be a lot easier to recycle trash if there were pick up services. Ask your supermarket to offer recycling bins. Challenge your retailer to set up a recycling center. And finally, look at your workplace – are there things that you could change to benefit the recycling effort. We could all do a lot more in terms of protecting the environment."

Wetterau employees across the United States are taking great strides toward promoting environmental awareness both on the job and at home. Bob Zavala, Warehouse Supervisor at USCP-WESCO, says he has observed drastic changes in lifestyle to help solve the trash problem. He states, "I have lived in California my life and we use to take our trash in the backyard and burn it in an incinerator. Now they charge a deposit for soda and beer bottles

so you are motivated to take them back for recycling."

In California separating trash can be profitable, Bob comments, "Separating trash out here is normal. They are giving up to 92 cents a pound for plastic and glass bottles. It's silly not to turn them in. If you don't separate your trash it's very likely that someone else will. That's a mess because they just root through the bag leaving the non-profitable garbage scattered."

In the USCP-WESCO area, garbage collectors send customers a sheet listing acceptable garbage and non-acceptable trash. Bob explains, "They have rules on what they can dump in certain places. For instance, they will not take flammable liquids. If you have a flammable liquid you have to find a place that will take it and pay them to dump it. If you're not sure if a trash item is acceptable you can call and ask the garbage company. That's the smart thing to do because if you try putting something non-accepted in you can be fined."

Bob doesn't think the strict disposal rules are unreasonable, he replies, "It's not a problem. People just have to follow

the guidelines. I would hate to see what would happen if people didn't follow the rules."

Wetterau employees in Rhode Island are learning about following guidelines after a trash separation bill was accepted and implemented in January of this year. Jane Audette, Payroll Supervisor at the Providence Division, likes the mandatory trash separation ordinance. She comments, "I would participate even if it wasn't mandatory. I don't like looking at trash and if they can make use out of it and keep it out of dumps then that's great." She adds, "I have heard that the trash collectors are suppose to watch your trash and if you aren't separating properly you are fined. I think most people have accepted the mandate. It's for our best interest."

Jane is pleased with the accomplishments Rhode Island has made toward reducing the trash problem; she says the next concern is the air pollution problem. "A lot of the problems are being brought out now. That's great. A big part of making a difference is increasing awareness. I don't have all the answers, I don't think anyone does; but I do think we can all do our part. The environment needs help – before it's too late."

The environmental attitude is alive and well in the heartland also, Bill Whitlock, Advertising Manager at the Scott City Division, believes the recycling efforts are here to stay. He adds, "It was really convenient to simply set your trash can out on the curb without thinking about what was in it and where it was going, but that has got to change. Cape Girardeau (MO) just started a voluntary recycling campaign and it seems to be doing well."

Being responsible and aware are the first steps toward boosting the quality of our planet. Bill concludes, "We are responsible for ourselves and our actions. If everyone does their part I think we can make a difference. We owe that to our future generations."

Chairman's Challenge winners continue a tradition of excellence

Each year Wetterau recognizes division and individual excellence by awarding the Mr. Ted Award to the winners of the Chairman's Challenge Contest. Established in 1983, the contest spotlights exceptional performance among the company's operating divisions; and also salutes extraordinary individual performance among headquarter's staff executives.

Each winning division receives a Mr. Ted Award, a prestigious first-place trophy that features a statue of a proud brass eagle on a three-foot pedestal. Individual winners receive a Chairman's Challenge ring.

With the completion of another outstanding fiscal year, the total points and percentages in the 1990 Chairman's Challenge Contest were tallied and the winners were announced!

In the food distribution category 16 divisions were eligible to compete in the program. The divisions were judged on earnings compared to forecast, warehouse expense and asset management compared to prior year.

For the second consecutive year, the Pittsburgh Division led by President Jim Culver, finished in first place. This is the first time any division has won two successive years. Andy Spielvogel and the Presque Isle Division captured second place; and third place went to the Charleston Division headed by Vet McCarty.

Jim Culver says that it takes a team effort to earn the Chairman's Award, "Excellence is seldom, if ever, achieved alone ... and this is certainly the case for us winning the fiscal 1990 Chairman's Challenge Contest. The deep pride and strong work ethic of our people at all levels, carried us to this higher level of performance. In 1991, we've confidently 'raised the bar.'"

In the Industries Group, USCP-WESCO and President Wayne Marler surpassed nine other divisions in the areas of sales, earnings and expenses compared to forecast. Wayne says finishing in first place is a great honor. He continues, "I'm extremely proud of the employees at USCP-WESCO for their daily efforts on the job." Rudy Macku and the employees at the McMinnville Bakery followed close behind in second place; and finishing in third place was the Atlanta Bakery led by Hugh Reid.

Shop 'n Save retained the Mr. Ted Award in the Retail Group competition with a double-digit sales increase over similar stores. Mark Wetterau, Chief Executive Officer of Shop 'n Save, says,

"Our team has accomplished these results because we are success oriented, we strive for high performance and we work toward a common goal."

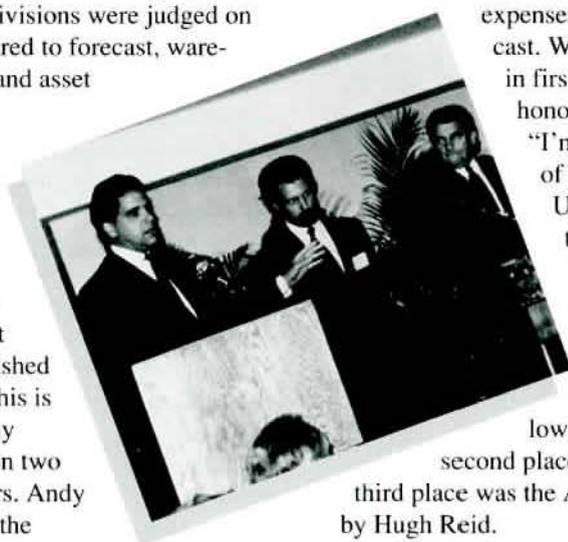
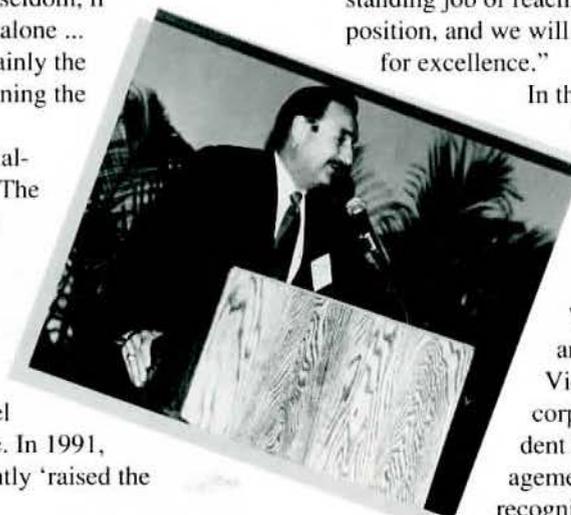
Mark states that the assistance and support of the Hazelwood and Desloger Divisions, along with the support departments in the Food Distribution Group, has made it possible for Shop 'n Save to accomplish many goals and objectives. He adds, "The team has done an outstanding job of reaching this number one position, and we will continue to strive for excellence."

In the headquarters category, Bill Patton, First Vice President of the company and Executive Vice President of Wetterau Properties and John Marsh, Vice President of the corporation and President of Creative Management Institute, were recognized as individual award recipients.

In the safety category, the Keene Division broke all of their previous safety records by improving their lost-time accident record by 80 percent in 1990. Bill Howe, President at the Keene Division, says he was thrilled to receive the safety award on behalf of all the employees of the Keene Division. He continues, "It was a total team effort, we approached the employees and asked them if we could work together to clean up our safety record and they were very enthusiastic. They turned around and said they wanted to be number one in the safety category, and they did it!"

Top, Bill Patton, Executive Vice President of Wetterau Properties, accepts the individual Chairman's Challenge Award.

Bottom, Mark Wetterau, CEO of Shop 'n Save, congratulates his management team.



READERS'

S U R V E Y

REPORTERS KEEP WE AND HOTLINE CURRENT

Keeping in touch with Wetterau employees across the United States would be impossible without a dedicated team of hard-working individuals who serve as WE Magazine and Hotline newsletter reporters.

WE Magazine would like to thank the following reporters for the time and energy they devote toward making our employee magazine and newsletter informative.

- Headquarters**
Ann Gutmeyer, *Personnel Clerk*
- Lawyer**
John Martin, *Human Resources Coordinator*
- Huntington**
Liz Keller, *Administrative Assistant*
- Charleston**
Linda Koch, *Executive Secretary*
- Greenville**
Linda Harvey, *Human Resources Manager*

- Hagerstown**
Jane Potts, *Personnel/Insurance Representative*
- Hazelwood**
Julie Rea, *Personnel Secretary*
- Kansas City**
Jo Engel, *Personnel Coordinator*
- Keene**
Irma Dunham, *Personnel Assistant*
- Pittsburgh**
Janice Yeaton, *Benefits/Personnel Coordinator*
- Portland**
Sally Semmes, *Personnel Administrator*
- Presque Isle**
Gloria Grant, *Personnel/Benefits Representative*
- Providence**
Charlene Duhaime, *Payroll/Benefits Clerk*
- Quincy**
Louise Ulmer, *Personnel Director*
- Reading**
Lisa Weidenheimer, *Human Resource Manager*
- Scott City**
Terri Hahn, *Personnel/Benefits Representative*
- West Virginia**
Janet Coyne, *Personnel Clerk*
- American Foods**
Mollie Coleman, *Office Manager*
- Laneco**
Charles Azzalina, *First Vice President, Human Resources*

- Save-A-Lot**
Pat Frenzel, *Personnel Director*
- Save and Pack**
Pam Radano, *Personnel Manager*
- Shop 'n Save**
Kim Wicker, *Human Resources Representative*
- Butler GM**
Patti Mathews, *Benefits/Personnel Coordinator*
- Charleston GM**
Judy Fisher, *Office Manager*
- Desloge GM**
Debbie Schrum, *Payroll/Benefits Representative*
- Hazelwood Farms-Atlanta**
Barbara Martin, *Personnel Administrative Assistant*
- Hazelwood Farms-Hazelwood**
Millie Hancock, *Manager of Personnel*
- Hazelwood Farms-McMinnville**
John Swenson, *Personnel Manager*
- Malden**
Gary Karlsh, *General Manager*
- Information Services**
Pat Ricke, *Receptionist*
Melinda Schuster, *Senior Technical Writer*
- Wetterau Employees' Credit Union**
Charlene Smith, *Vice President*

If you have a story idea or suggestion, contact the editor of WE magazine or the reporter at your division. WE needs your input in order to cover the topics that interest you the most.

WE would like to know

Since 1982, WE Magazine has informed you about the activities and operations of the company. Our main goal is to get you the information you want and need to do your job.

We want to know how we're doing. Please take a minute to fill out the survey below, and return it to your supervisor, the personnel department at your division, or the editor of WE Magazine.

All returned surveys will be entered in a drawing for a new Wetterau rugby shirt. Deadline for the drawing is October 14, 1990.

1. How much of each issue of WE Magazine do you usually read?

- Cover to cover
- Most of it
- Some of it
- Only look at the photographs
- Don't read it

2. How often does your family read or look through WE?

- Always
- Most of the time
- Occasionally
- Rarely
- Never

3. Overall, I feel the stories in WE tell me:

- Too little about Wetterau
- The right amount of information
- More detail than I really want to read

4. In future issues of WE, I would like to see more, the same number of, or fewer stories about:

- | | More | Same | Fewer |
|------------------------------|------|------|-------|
| a. Company operations | | | |
| b. Service Anniversaries | | | |
| c. Employee benefits | | | |
| d. Corporate finances | | | |
| e. My division | | | |
| f. Tips for improving my job | | | |
| g. Health and fitness | | | |

5. What do you like most about WE Magazine?

6. What do you like least about WE Magazine?

7. If you were editor of WE Magazine what changes would you make?

8. Please rank the following forms of communications for effectiveness of information . . .

- A) very informative
- B) good information
- C) could be more informative
- D) not informative
- E) have not seen

- WE Magazine _____
- Wetterau World video _____
- Hotline _____
- Division newsletter _____
- Bulletin boards _____
- grapevine _____
- my supervisor _____
- other _____

9. Story suggestions:

10. Optional information:

Name _____

Division _____

Years with the company _____

In today's competitive job market, college students must find a way to make themselves stand out from more than 170,000 other graduates entering the working ranks each year. High grade-point averages, extracurricular activities and volunteer work are a few selling points that look good on a resume; but one of the most attractive attributes is a completed internship.

Wetterau expresses its commitment to helping students prepare for the future by sponsoring internships and cooperative education programs at several divisions including Pittsburgh, the Data Center and Bloomington.

For the past three years, the Bloomington Division has hosted interns establishing one of the most successful internship programs within Wetterau. The program at Bloomington allows students at Indiana University to get a jump on the competition by participating in internal tax department internships.

The Bloomington program provides hands-on work experience for students, allowing them to enhance their academic background and become a well-rounded entry-level employee after graduation. Each year, the match between business and education has proven beneficial for both Wetterau and the students involved in the internship program.

STANDING OUT IN A CROWD

Wetterau prepares students
for the "real world"
by sponsoring internships.



From left to right, Jim, Mark, Claudia and Jeff discuss a file of unclaimed bill backs with Gary Lettelleir, Division Accounting Manager. The interns feel that the program gives them the experience employers want.

The program began when NAPA, the external accounts payable auditor at Bloomington, suggested that the division implement an internship program to eliminate the need for their professional services. Mark Schmiemeier, Assistant Controller at the Bloomington Division, explains that NAPA's main function is to find cost-saving measures for the company. He continues, "NAPA lost work from the suggestion, but it has always been their goal to save us money. Their long-term goal is to eliminate the need for them at our division altogether. Bloomington initiated the program by interviewing and hiring one college intern in 1987. NAPA helped get the program started by training the student, now the intern from the previous year comes back for a short time to train new candidates.

Besides cost-reduction, there are other benefits received through internship programs — benefits for the company, the intern, the community and the university.

The interns' basic duties include reviewing all disbursement files, unclaimed bill backs and old buyer sheets and looking for allowances that have not been claimed. Mark explains that utilizing two interns three months out of the year provides just enough time to get through all the vendor invoices sparing the department the expense of hiring a part-time temporary employee for six months.

For the student, the opportunity to work as an intern allows them to apply what they have been learning in the classroom to "real life" situations. According to Mark, the internship exposes students to the business world in a way that textbooks and classrooms cannot.

Applying classroom knowledge to actual projects allows students to determine which areas of study they need to examine further with course work during their remaining school years.

Many times, in the classroom situation, students learn how systems work but they don't always have the opportunity to operate the actual system. Mark says applying what you read about in text books casts a different light on the situation. Working eight-hour days gives the interns the opportunity to see how all the separate functions of the internal audit department hold together.

The benefits of professional experience cannot be over-emphasized, according to Ed Detamore, Assistant Director of Career Development and the administrator for Indiana University's Professional Practice Program. He says, as the employment market becomes increasingly competitive, the experience from an internship can be the one thing that sets a person apart from the crowd of hopeful employees.

The interns realize the value of the intern program. Jim Stiegel, a junior at Indiana University majoring in finance, says he appreciates the on-the-job experience. He continues, "I've never had a 'real' job during the summer. I normally go back to Chicago and work as a caddy or an umpire. This year I thought it would be best to get a little experience in the corporate world."

Claudia Hayes, another intern at Bloomington, is using the internship to help her decide on a career path. She realizes that it is important to determine whether she has chosen the right field of study before graduating.

Jeff Nurkiewicz, the third intern at Bloomington, supports Claudia's actions because after completing an internship with a different company last summer, he changed his mind and his major. He continues, "I thought I wanted to be in corporate accounting. I'm glad I changed my direction while I had two years left in

school. I am now working more toward a corporate finance position. In this position (at Wetterau) I am getting much

more experience in the finance area."

The transition from classroom to corporate accounting requires some adjustment. Jim, for example, admits buying new clothes for the internship and changing his normal summer work schedule. But the students know the change is necessary and they realize the job market is difficult to tackle immediately after graduation. They recognize the intern-



Claudia feels "at home" at Wetterau.

ship increases their knowledge and provides them with the experience employers want. Realizing that many college students don't have any experience because they have been in school for four years, the interns feel that they have an experience edge on the people they will be graduating with next year.

Claudia says she enjoys working with Wetterau employees because they are friendly and helpful. She states, "One of the reasons I chose Wetterau was because during the interview I got the feeling that they really care about their employees. The other companies were just interviewing for robots, while Wetterau wanted to know the person behind the resume. The attitude at Wetterau is much more personable and that is a major determining factor for me

in terms of choosing a position. I feel at home at Wetterau."

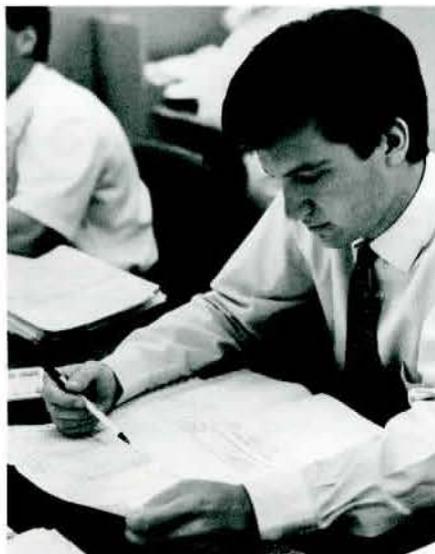
Not all of the benefits received through the program are obvious — one of these unseen benefits is the positive community atmosphere that is associated with the friendly relations between the university and business. Mark believes that internships provide a progressive environment in which organizations and the educational system work hand-in-hand together. Everything seems to run smoother in a community when the camaraderie between business and the university is good.

Mark says the internship program builds the credibility of the university by enhancing the quality of the graduates.

At Indiana University, companies seeking interns are invited to interview students on campus each spring. He stresses the importance of the selection process which is not an easy task because much of the work can follow a monotonous pattern sprinkled with several dry spells.

Mark continues, "We have to find someone who is patient and persistent. In order to select the right person, we interview about 16 candidates and list our preference from one to 16; at the same time, the students list their company of choice from one to 16. If the numbers match up we are all happy, and so far we have always got the ones we wanted."

Do internship programs work? Mark is living proof — he spent the summer as an intern for



Jeff examines an old buyer deal sheet looking for unclaimed allowances.

Wetterau two years ago. He concludes, "The internship gave me the opportunity to work in a professional environment. I am a strong advocate of the program because it helped me when I went out looking for my first job after graduation."

"Hey, Neighbor!"

Hot dogs, lemonade, cookies and ice cream ... The final outdoor barbecue marks the end of summer.

Every year when the sunny days of summer gradually begin to shorten, people are reminded to plan the final outdoor get-together of the season. On the day of the big barbecue, everything seems to be in place: the hot dogs are grilling over a pyramid of glowing briquets, the children are playing badminton and whiffle ball, the iced tea is the best batch of the summer and all the guests are talking and laughing. Everything is perfect.

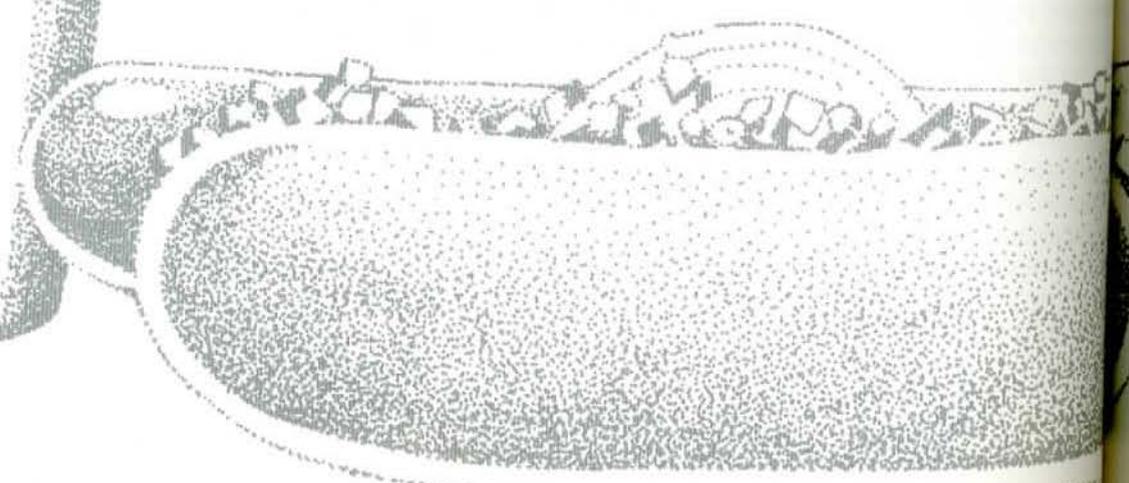
As you make your way through the crowd, a neighbor from across the street strikes up a casual conversation about how good the grass did this summer, and then it happens — he twists the entire conversation around to your job. Leaning back as if he were preparing to look through a telescope to zero in on a target, he smiles and says something along the lines of "Soooo, how are things at Wetterau? I've been watching the business section in the paper and there seems to be a lot going on over there?"

Rattling the ice around in your glass, you glance over your neighbor's shoulder hoping to see someone else close by so you can change the subject. It's not like you don't want to talk about your job, but it's the weekend, and you just want to chat casually with people.

"So, what do you think about that recent acquisition up in New England? Are you involved with that much?" Realizing that the neighbor is not going to let up on the conversation you begin to talk about your job and the department you work in.

After briefing him on your departmental functions; you swing the conversation in a different direction by complimenting the fresh vegetable platter prepared by Shop 'n Save. "Oh yea, you guys own Shop 'n Save don't you? What exactly is Wetterau anyway? They're a food company. Right? They own grocery stores. Do you get free groceries?"

Feeling somewhat like a talk show guest being interrogated by Phil Donahue, you begin to look for a couple of chairs to sit down in. It's obvious you're going to be spending some time with the fellow. Inviting him to sit down next to you, you begin with a brief description of the company: "Wetterau is a highly diversified service company. Our activities are in wholesale and retail food distribution, manufacturing and services. Our primary function continues to be servicing of independent retailers, like Joe's IGA downtown and McClintock Market by the grade school."



Leaning forward in his chair, your neighbor rubs his hand across his chin, "It doesn't seem like you would have enough business just serving the independent store owners. Who else do you serve?"

Visualizing all the different types of Wetterau customers helps you remember the diverse group of clients the company serves. "Well ... our 25 food distribution centers serve approximately 2,750 grocery retailers and 2,100 institutional customers in 29 states. We do have over 40 company-owned supermarkets, department stores, drug stores and combination stores. There's Shop 'n Save, Ameco, Save and Pack and Save-A-Lot. In terms of food distribution, Wetterau ranks as the third largest wholesale food distributor in the country. But, food isn't our only business. We have a variety of subsidiaries and divisions providing a wide range of products and services."

A puzzled look sweeps across your neighbor's face; his eyebrows stand at attention as he wrinkles his forehead in disbelief. He says, "Wait a minute. You are not number three anymore. I read in the newspaper that Scrivner bought out Gateway, and they bumped Wetterau into the number four spot. And, what other areas and subsidiaries are you talking about?"

A whiffle ball flies through the air and skims the top of your head. You pause for a moment to mentally review the Scrivner/Gateway merger before quenching your neighbor's interest. "Well, I think we have to look at the facts to answer that question. Look back over Wetterau's 121 years of existence. You'll notice that Wetterau worked its way up to the third place position as compared with all other food distribution companies.

And that was the

situation for a number of years until Scrivner bought Gateway; after the acquisition Scrivner claimed the number three position."

You hesitate by taking a sip of iced tea and then continue with, "You see, they base their claim on the combined sales of the two companies (Scrivner and Gateway) at the time of acquisition. That's compared with our sales from five and a half months earlier. It's a close call because Scrivner is a German-owned firm, and they are not required to publish their sales. There's no way of making a direct comparison. However, there's no question that Wetterau is the third largest public company in our industry. Depending on the growth rate of the Scrivner/Gateway acquisition, we could well be the third largest overall."

Feeling confident that your neighbor has a clear understanding of the Scrivner/Gateway situation, you lean back and stretch out your legs. Before you can cross your ankles, your neighbor reiterates the second part of his question, "So, what other kinds of subsidiaries do you have?"

Looking toward the barbecue grill, you notice that the stack of hot dogs is rapidly diminishing. You suggest grabbing a bite to eat, but your neighbor says he wants to wait until the serving line shortens. Accepting the fact that he is determined to get an answer, you respond to the question, "Wetterau operates a variety of subsidiaries that provide a wide range of support services and products to our customers. Such as, general merchandise distribution, data processing, training, transportation services, commercial construction, insurance protection, financing and leasing, communication services and bakery products.

These subsidiaries also operate as income-producing units offering products and services to external clients."

Pointing at the dessert table piled

high with brownies and chocolate chip cookies, the neighbor chimes in, "Oh, that's why you have so much bakery stuff. Where is the bakery? Can anyone walk in off the street and buy stuff?"

Thinking about how good one of those brownies would taste, you respond to your neighbor's inquiry. "Actually, Hazelwood Farms Bakeries is not your corner bakery. It ranks as the country's second largest producer of frozen dough products. The production facilities are located in Atlanta, Georgia;

McMinnville, Oregon; and Hazelwood, Missouri. These facilities produce a line of more than

500 frozen dough items such as cookies, donuts, pastries, rolls and breads. The products are then delivered and baked at the store, hotel or restaurant. The bakery also prepares finished bakery products like frosted cupcakes and decorated special occasion cakes. And it's all delicious."

Your neighbor stands up and stretches like a bear coming out of hibernation and exclaims, "Wow, that's incredible! You must really like your job? Why don't we go test some of those bakery products?"

Thrilled that the "Twenty Questions" game has come to an end, you spring to your feet and follow your neighbor to the serving table. As you approach the table your neighbor from over the back fence plucks the last hot dog off the serving tray, looks up and says, "Hey, how are things at Wetterau?"

"What exactly is Wetterau anyway? They're a food company. Right? They own grocery stores. Do you get free groceries?"



Shop 'n Save unveils prototype store

Kirkwood Shop 'n Save offers a full-service pharmacy, an FTD florist, a complete video center and much more.



Top, Anxious shoppers watch as the traditional ribbon is cut.

Middle, Customers enjoy food and beverage samples.

Bottom, Children attending the grand opening receive free t-shirts.

Shoppers lined up outside the new Shop 'n Save store in Kirkwood, MO with their grocery lists in hand anxiously waiting for the doors to open. Mark Wetterau, Shop 'n Save's Chairman and Chief Executive Officer, and Herb Jones, the mayor of Kirkwood, cut the traditional ribbon and the doors swung open welcoming curious customers to peruse the aisles.

Balloons, clowns, free t-shirts and appearances by popular characters including Miss Chiquita, the Shop 'n Save bag and Twinkie the Kid entertained the children, as the adults filled their carts with groceries.

The Kirkwood store is the 26th Shop 'n Save store and is the prototype for at least four additional stores planned for construction this year. Bud Laufer, Regional Vice President of Shop 'n Save, says the store has passed all projected expectations. He continues, "The new departments are way over forecast in percent of business in all perishable departments, and the positive response from the public is remarkable. We've never had so many good comments from customers — they are calling, writing and stopping by to tell us how much they like our new store. We're extremely happy with the store."

Featuring 65,000 square feet of more than 25,000 top-quality name-brand items and an assortment of quality private labels, including Shop 'n Save's exclusive "ALLways Rite" line, the store offers a little bit of something for all shoppers. Virginia Fieser, a shopper at

the grand opening, says, "It's wonderful. The signs are big. I can read them without bifocals. They also have nice carts so you can put it all in one cart. Everything is so fresh and pretty. It's perfect!"

Colorful neon lights and bright signage direct shoppers through a full array of specialty departments including a garden fresh produce department stocked with everything from artichokes to zucchini; a meat department carrying only USDA Choice beef, top-quality pork and Grade "A" poultry — all with Shop 'n Save's "Double Your Money Back Meat Guarantee"; an oven-fresh bakery offering fresh-baked breads, rolls, cakes, pastries and other delectable treats; a custom deli shop featuring the finest deli meats, cheeses and take out meals; and a fresh seafood shop netting a wide selection of fish and shellfish.

Shoppers can tiptoe through the tulips while an FTD floral arranger puts the finishing touches on a bouquet in The Flower Box. The floral department provides fresh-cut flowers, hanging baskets, silk flowers and potted plants.

The store's full-service pharmacy offers the maximum amount of convenience, and honors all major prescription plans. If you're shopping for entertainment, the family video center offers a wide selection of videotapes sure to please every family member.

Shoppers appreciate the convenience the new store provides. Karen Whited, a customer attending the grand opening, comments, "It's so nice to have so many different sections. Everything is right here. I have two small children and believe me it takes a lot of hassle out of shopping when you only have to get everyone unloaded and loaded one time." Smiling she adds, "If they could just put a dry cleaner in here somewhere, I'd be set." In addition to the specialty departments, the store offers one-day film developing, an automated teller machine, books, magazines, greeting cards and liquor all under one roof.

Commenting on the new Kirkwood store, Mark Wetterau says, "This is one of our finest stores. We offer our customers every imaginable specialty in the best surroundings to make shopping a pleasant experience rather than a chore. What has changed, of course, is the commitment that has made Shop 'n Save so tremendously successful in just 11 years - the widest variety of items and the best possible quality at the lowest possible price."

Light, Appearances by popular characters make the day exciting for the children. The Shop 'n Save bag was a big hit with young customers.

Below, The new prototype store features several specialty departments including bakery, produce and seafood.



SENATOR PACKWOOD HONORS MCMINNVILLE BAKERY EMPLOYEES

Robert Packwood, United States Senator from Oregon, presented the 1990 U.S. Senate Productivity Award for the State of Oregon to the Hazelwood Farms bakery in McMinnville. Rudy Macku, General Manager, accepted the award on behalf of the bakery employees at a presentation ceremony at the division earlier this year.

The McMinnville Chamber of Commerce nominated the bakery for the award because they felt the programs developed by Hazelwood Farms benefitted the economy and the citizens of Oregon. Marlena Ingebo, Executive Director of The Greater McMinnville Chamber of Commerce, says organizations like the McMinnville bakery promote the growth of the community. She continues, "The businesses in your community reflect the quality of life in the area. The employees at the bakery seem very happy with their jobs and their company which makes them happy citizens."

With over 100 employees, the McMinnville facility is one of the largest employers in the area. Ms. Ingebo adds, "The McMinnville employees set a marvelous example in the community. I strongly believe the great community spirit we have is a direct result of the positive attitude expressed daily from the employees at Hazelwood Farms. They have always been supportive of the Chamber's activities and we appreciate



Senator Packwood tours the McMinnville facility with David Willard, Production Lead Person.

their efforts. We are all proud of the award; they deserved it."

During the award presentation, Senator Packwood, cited the bakery's growth over the last four years and complimented the employees for having an excellent safety record.

Being recognized by the state of Oregon was a great honor for the employees at the McMinnville bakery. David Willard, Production Lead Person, says, "It's good to know that our hard work is appreciated. The award is very special to us because we earned it through good works."

Mary Lou Hughes, Pallet Jack Operator, states, "I am very proud of this award. It's nice to get a pat on the back for something you believe in. I feel that this bakery is my company and I want to work hard to make it the best. I've worked at several production plants and this one is the only one that feels like home. I enjoy the teamwork and employee commitment. I think the Senator's award is a reflection of the quality of our facility."

Community spirit and involvement has always been a priority to the employees at the McMinnville bakery. Rudy Macku concludes, "We are extremely proud of this award for the fact that it comes from the community. We are proud of what we do and we plan to continue working hard for the company and the community."

CHAMPION DRIVERS

Despite turbulent winds and heavy rain, the American Trucking Association Missouri Championships were held in Kansas City, MO in May. Seven Wetterau drivers drove away with awards including Dallas Engel, Doug Smith and Lou Walton representing the Kansas City Division; Joe Hall representing the Scott City Division; Kenny O'Daniels and Don Waltermann representing the Hazelwood Division and Len Mendenhall representing Trans Continental Leasing, Ltd.

Bill Pocilujko, General Manager of Trans Continental Leasing, says despite the weather conditions the Wetterau drivers steered their way through the competition. He adds, "The weather would not cooperate at all, but the drivers

showed their professional driving skills and excelled. The point spread between all the classes was close. We are extremely proud of our performance."

1990 ADVERTISING DEPARTMENT AWARDS

The 1990 Advertising Department awards were presented at the annual ad-

vertising meeting held earlier this year in St. Louis. The Bloomington Division's advertising department, headed by Dianne Settle, was named

Department of the Year for best overall performance in support of the retailers serviced by the division.

JoWanna Buchanan, Advertising Manager at the Greenville Division, and her team received the Best Retailer Meeting award and the Best Advertising Campaign award.

Both the Pittsburgh Division's advertising department, headed by Tony Pesyna; and the Shop 'n Save Warehouse Foods advertising team, headed by Manager Chris Shaw, earned the 1990 Chairman's Challenge Advertising Department award. The awards were based on their divisional ranking in relation to annual percentage sales gain.

The Reading Division's Advertising Department, led by Manager Cammie Shearer, captured first place in the Best Implementation of the IGA Hometown Proud Campaign and the Best Promoted Department categories.

The Hazelwood Division, headed by Richard Kuehne, received the Best Marketing Plan award for their outstanding work in the areas of graphics, presentations and calendar plan.

READING DRIVERS TRUCK IN A LOAD OF TROPHIES

The Reading Division held its annual truck rodeo on Sunday, April 28 and the winners are: Mike Brightbill, finishing in first place; Junior Moyer, pulling in second place; and Bob Schaeffer, trucking in third place.



Dianne Settle

WE

H E P E O P L E

CHANGES

HEADQUARTERS

Promotion: Mike Abts to Manager of Retail Group Operations. **Maureen Banocy** to Accounting Clerk. **Herb Blow** to Manager of Management Systems. **Lori Ann Burch** to Staff Accountant. **Ross Cailotto** to Maintenance Mechanic. **Patrick Caney** to Vice President, Human Resources. **Hilton Kahn** Director of Corporate Traffic. **Jan Lally** to Manager of Operations Accounting. **Joe Labbers** to Manager, Market Analysis. **Byron Magafas** to Director of Labor Relations. **Dick Marty** to Senior Vice President, Human Resources of Shop 'n Save Warehouse Foods, Inc. **Paul** to Vice President, Human Resources of the Retail and Industrial Group. **Jim Mroczkowski** to Vice President, Chief Accounting Officer. **Kay Ramsey** to Director of Corporate Real Estate. **James Reich** to Controller, Glenn Wohlberg and Creative Management Institute. **Colleen Reinsmith** to Accounts Payable Clerk. **Carole Rogers** to Manager of Human Resources. **Tom Strassburger** to Director of Human Resources. **Conrad Wetterau** to Senior Vice President. **Mark Wetterau** to Senior Vice President. **Welcome:** Paul Arrington, Corporate Counsel. **Thomas Bellone**, Electronic Data Interchange Coordinator. **Michael Dodson**, Mailroom Clerk. **Jennifer Fields**, Bookkeeper. **Hilton Goldenberg**, Senior Vice President. **Vicki Medlock**, Secretary. **John Schorr**, Fitness Instructor. **Mary Beth Toutoian**,

Operator/Receptionist. **Karen Zykan**, Secretary.

■ **Transfer:** Melissa Mitchell to Purchasing Agent. **Stephen Sommer** to Manager of Operations Accounting. **William Welch** to Staff Accountant.

FOOD DISTRIBUTION GROUP

■ **Promotion:** Quin Brewer to Lead Coordinator. **Mary Click** to Secretary. **Sharon DeJohn** to Supervisor, Procurement Operations. **John Dennison** to Director, C.I.W. Procurement. **Richard Keuhne** to Director of Advertising Operations. **Vicky Schriewer** to C.I.W. Buyer, Controlled Brands. **Marsha Schwan** to Assistant to the Supervisor of Procurement Operations.

■ **Welcome:** Elizabeth Askew, Buyer's Assistant. **Mike Bellis**, Director, Controlled Brands. **Ellie Bowden**, Clerk Typist. **Wayde Reed**, Distribution Coordinator. **Bruce Robertson**, Vice President, Non-foods Procurement.

■ **Transfer:** Maddeline Collins to Secretary. **Bobby Kramer** to Secretarial Assistant. **Chris Leavy** to Executive Secretary.

BLOOMINGTON

■ **Promotion:** Lynn Finn to Bakery/Deli Operations Manager. **Julie Griffin** to A/P Clerk.

■ **Welcome:** Kelli Bartlett, Billing Clerk. **Nancy Bauerla**, Bakery/Deli Specialist. **Tammy Brinegar**, Layout Artist. **Sandy Fogtman**, Perishable Clerk. **Vera Harris**, Customer Service Clerk. **Mila Norman**, Part-time

Perishable Clerk. **Carla Pruett**, Part-time Payroll Clerk.

■ **Transfer:** Carolyn Bryan to Advertising Secretary.

CHARLESTON

■ **Promotion:** Bill Mackey to Controller.

■ **Welcome:** Otis Blanding, Warehouse Person. **Darrell Blevens**, Warehouse Person. **Paul Camburn**, Warehouse Person. **Eric Carter**, Warehouse Person. **Frank Eaddy**, Warehouse Person. **Kermit Evans**, Warehouse Person. **Hugh Gerena**, Warehouse Person. **Roger Gibbs**, Warehouse Person. **Devon Gittens**, Warehouse Person. **Leroy Green**, Warehouse Person. **Bill Guzman**, Driver. **Alfonso Hall**, Warehouse Person. **Yolanda Harrison**, Data Entry Clerk. **Marla Holdren**, D.S.D. Clerk. **Brian Holmes**, Warehouse Person. **George Huff**, Warehouse Person. **Mark Jackson**, Warehouse Person. **Todd Locurcio**, Warehouse Person. **Brad Maiers**, Warehouse Person. **Mark McCarty**, Perishables Counselor. **Richard Milford**, Driver.

George Mitchell, Driver. **Calvin Morrison**, Warehouse Person. **Wesley Muir**, Warehouse Person. **Frank Prioleau**, Warehouse Person. **Phillip Thomas**, Warehouse Person. **Alfred Waldrep**, Computer Operator. **Donald Webb**, Warehouse Person. **James Wright**, Warehouse Person.

■ **Transfer:** Linda Driggers to Buying Clerk.

GREENVILLE

■ **Promotion:** Mark Bandy to Assistant Data Processing Manager. **Alfred Cornette** to Grocery Buying Clerk. **Dwayne Dural** to Meat Buying Clerk. **Becky Hill** to Full-time Data Systems Operator. **Ken Houser** to Transportation Supervisor. **David Wilkins** to Printer.

■ **Welcome:** Paula Ballard, Part-time General Office Clerk.

HAGERSTOWN

■ **Promotion:** Rick Cole to Transportation Supervisor.

Renee Welch to Buyer.

■ **Welcome:** Steven Bonebrake, Warehouse Person. **Gary Gardner**, Winchester C & C Warehouse Person. **John Hammond**, Driver. **Marc LaPole**, Driver. **Emily Jane Snapp**, Winchester C & C Clerk. **Milton Stover**, Warehouse Person. **Anthony Stubbs**, Warehouse Person. **Stephen Walker**, Accounting Manager. **Duane Wheeler**, Winchester C & C Warehouse Person.

HAZELWOOD

■ **Promotion:** Mark Ahrens to Manager of Development. **Lisa Arnold** to Coupon/Office Clerk. **Neil Ebersoldt** to Vice President and Assistant General Manager. **John Lechner** to Director of Real Estate and Development. **Don Lorimier** to Vice President, Sales and Retail Development. **Joe Meek** to Produce Buyer. **Larry Weiss** to Vice President, Warehousing and Transportation.

KANSAS CITY

■ **Promotion:** Becky Thomas to Payroll Clerk.

KEENE

■ **Promotion:** Dennis Sweet to Night Shift Supervisor.

■ **Welcome:** David Grout, Deli-Bakery Counselor. **Barbara Henson**, Part-time Retail Accounting Bookkeeper. **Brian Houghton**, Warehouse Person. **Robert Maggart**, Warehouse Person. **John McLellan**, Grocery Buyer. **Terence Sellaro**, Warehouse Person.

■ **Transfer:** Jamie Stevens to Transportation Clerk.

PITTSBURGH

■ **Promotion:** Kevin Davis to Meat Checker. **David Dei** to Meat Checker. **Barbara Heltebran** to Meat Department Clerk. **Duane Taylor** to Maintenance Person.

PROVIDENCE

■ **Promotion:** **Beth Conlan** to Customer Service Manager. **Cheryl Perillo** to Order Entry Supervisor.
 ■ **Welcome:** **Lorraine Archambault**, Credits Account Representative. **Earold Bennett**, Bakery Technical Services Representative. **Lynne Chadwick**, Perishable Warehouse Clerk. **Kevin Clark**, Warehouse Person. **Stephen Cravin**, Warehouse Person. **Thomas Green**, Electrician. **Ann Mann**, Perishable Warehouse Clerk. **Shelly Martin**, Perishable Warehouse Clerk. **Samuel Newton**, Director of Human Resources. **Anthony Rampone**, Warehouse Person. **Henry Regnaire**, Perishable Warehouse Clerk. **Sharon Rondeau**, Credit Accounts Representative. **Robert Swift**, Warehouse Person. **Michael Tellier**, Accounting Clerk. **Nancy Torkomian**, General Office Clerk.

QUINCY

■ **Promotion:** **Teresa Bowen** to Junior Buyer. **Trina Harvey** to Receiving Clerk. **Simon Howard** to Truck Driver. **Tyrone Powell** to Receiver. **Idson Proctor** to Class B Mechanic.
 ■ **Welcome:** **Phyllis Fisher**, Advertising Layout Clerk. **Timothy Garrett**, Class "B" Mechanic. **Paula Jones**, Clerk. **Kimberly Smith** to Accountant. **David Traylor**, Counselor.

READING

■ **Promotion:** **Rich Fidler** to Vice President, Operations. **Marvin Getz** to Maintenance Manager. **Rod Hafer** to Vice President/Assistant General Manager. **Larry Keller** to Third Warehouse Person. **Bruce Kostrey** to Road Security. **Bruce Miller** to Third Warehouse Person. **Barbara Schnell** to Buyer Trainee. **Kathy Sterner** to Perishable Supervisor. **Len Swatt** to Vice President, Merchandising. **Abel Torres** to Second Warehouse Person. **Gilbert Zerbe** to Second Warehouse Person.

■ **Welcome:** **Judy Clemens**, Billing Clerk. **Diane Dudek**, Retail Accountant. **Jeff Eckel**, Safety Coordinator. **Debbie Loeper**, Secretary. **John Majczan**, Director of Store Development. **Jackie Martinez**, Retail Services Clerk. **Evette Moore**, Buyer's Clerk. **Sandy Russo**, Credit Clerk. **Sharon Seaman**, Receiving Clerk. **Bruce Shomgard**, Reclamation Manager.

SCOTT CITY

■ **Promotion:** **Juli Cook** to Meat Telecon Salesperson. **Anna Klipfel** to Terminal Operator.
 ■ **Welcome:** **Cheryl Angle**, Part-time Routing Clerk. **Chris Bullard**, Casual Warehouse Person. **David Crader**, Casual Warehouse Person. **Craig Dumey**, Casual Warehouse Person. **Daniel Jansen**, Casual Warehouse Person. **Aubrey Kiplinger**, Part-time Print and Mail Clerk. **Jeff Statler**, Casual Warehouse Person. **Michael Uelsmann**, Casual Warehouse Person.
 ■ **Transfer:** **Vicki Chapman** to Internal Auditor/Buyer Clerk.

WEST VIRGINIA

■ **Promotion:** **James Cummings** to Warehouse Manager. **David Gay** to Warehouse Supervisor. **Lou Vitale** to Transportation Manager. **Wilbur Watkins** to Vice President, Warehouse and Transportation. **Jim Cyrus** to Division Accounting Manager. **Dan Perry** to Retail Services Manager.
 ■ **Welcome:** **Douglas Bragg**, Casual Warehouse Person. **Brae Bryant**, Casual Warehouse Person. **James Cain**, Produce Specialist. **Cathy Lynn Chambers**, Executive Secretary. **Ricardo Clark**, Casual Warehouse Person. **Derek Grier**, Casual Warehouse Person. **Kevin Irwin**, Casual Warehouse Person. **Elizabeth Jordan**, Accounts Payable Auditor. **Douglas Kibler**, Accounts Payable Auditor. **Ricky King**, Casual Driver. **Darin Laverty**, Part-time Mail Clerk. **Michael Payton**, Casual Warehouse Person. **Edward Ridenour**, Casual Warehouse Person.

Stephen Runyon, Warehouse Clerk. **Stefen Sammons**, Casual Warehouse Person. **Mark Shouldis**, Produce Specialist. **Jack Simmons**, Casual Warehouse Person. **Tara Turner**, General Office Clerk. **Richard Williams**, Casual Warehouse Person.

SAVE-A-LOT

■ **Welcome:** **Valerie Bacon**, Accounting Clerk. **David Brinkmann**, Shipping Clerk. **Robert Ford**, Warehouse Person. **Nancy Frisby**, Retail Accounting Clerk. **Mari Hall**, Retail Accounting Clerk. **Deanna Jacobs**, Data Entry Clerk. **James McMillan**, Warehouse Person. **Timothy Wrenn**, Copilot.

CORPORATE RETAIL AND INDUSTRIES GROUP

■ **Welcome:** **Deborah Thompson**, Executive Secretary.

SHOP 'N SAVE

■ **Promotion:** **Ray Battocletti** to Vice President, Controller.

BUTLER GM

■ **Promotion:** **Marlene Druschel** to Assistant Buyer. **Emil Levkulich** to Sales Manager/Mass Merchandiser. **Dennis Shelton** to Tri-State Sales Manager. **Ken Wunschel** to Head Buyer.
 ■ **Welcome:** **Anthony Clark**, Part-time Sales Merchandiser.
 ■ **Transfer:** **Elizabeth Rugh** to Sales Merchandiser. **Nancy Rumshock** to Sales Merchandiser.

DESLOGE GM

■ **Promotion:** **Bryan England** to Area Sales Merchandiser. **Joe Kunkel** to Area Sales Manager.
 ■ **Welcome:** **Tim Basil**, Service Salesperson. **Vince Crader**, Service Salesperson. **Tony Easter**, Division Accountant. **Joe Kochis**, Service Salesperson. **Matthew Nagy**, Service Salesperson. **Rob Phillips**, Service Salesperson. **John Rizer**, Service Salesperson.

USCP-WESCO

■ **Promotion:** **Stanley Lipsitz** to Senior Vice President, Administration and Security.

COMMUNICATIONS GROUP

■ **Promotion:** **Kathy Dekker** to Manager of Corporate Communications.

HAZELWOOD FARMS BAKERIES, INC.

■ **Transfer:** **Shelly Downs** to Payroll Coordinator.

HAZELWOOD FARMS-ATLANTA

■ **Promotion:** **Aramone Bounyaseng** to Environment I. **Karen Graham** to Junior Accountant. **Richard Harvey** to Production Supervisor. **Boudoun Khamphoune** to Environment I. **Samantha Padgett** to Operator.
 ■ **Welcome:** **Tarance Cooper**, Environment II. **Senette Fontenette**, Baker. **Lamerle Johnson**, Baker. **James King**, Mechanic. **Bill Martin**, Shipper. **Van Nith**, Environment II. **Karen Tanner**, Baker.
 ■ **Transfer:** **Richard Laux** to Assistant Operations Manager. **Eric Rudd** to Shipper.

HAZELWOOD FARMS-HAZELWOOD

■ **Promotion:** **Shelia Boulware** to Personnel Assistant. **Millie Hancock** to Manager of Personnel. **Dean Schacht** to Engineering Technician.

WETTERAU BUILDERS INC.

■ **Promotion:** **Richard Barclay** to Senior Field Superintendent. **Charles Bergler** to Senior Field Superintendent. **Gerald Bogert** to Senior Field Superintendent. **John Boll** to Senior Field Superintendent. **Jack Bollinger** to Senior Field Superintendent. **C. Cameron Zind** to Senior Field Superintendent. **Robert Glenn** to Director of Marketing. **Eugene Jung** to Senior

Superintendent. **Don Glashen** to Senior Field Superintendent. **Ken Porter** to Senior Field Superintendent. **Carl** to Senior Estimator.

WETTERAU FINANCE COMPANY

Transfer: **Pam Patterson** to Secretary.

WETTERAU PROPERTIES, INC.

Promotion: **Carl Ranger** to Director of Real Estate Accounting and Vice President, Controller.

INFORMATION SERVICES

Promotion: **Carl Kaercher** to Vice President, Retail Support Systems. **Dan Koerkenmeier** to Communications Specialist. **Shawna Timmons** to Junior System Programmer.

ANNIVERSARIES

35 YEARS

John Distefano, Kansas City. **Debbie Reddick**, Scott City.

30 YEARS

Donald Johnston, Presque Isle. **Shirrel Mayhall**, Hazelwood.

25 YEARS

Charles Calcek, Pittsburgh. **Fred Carr**, Information Services. **Rich Chaussinand**, Pittsburgh. **Jeff Frank**, Bloomington. **Jackie Freeman**, Bloomington. **Henry Gunn**, Quincy. **Avery Holden**, Keene. **Theodore Metrosky**, Pittsburgh. **Andrew Mikula**, Pittsburgh. **Ray Phelps**, Keene. **Beverly Powell**, Hazelwood.

20 YEARS

Jose Beltran, USCP-WESCO. **Dexter Blanchard**, Keene. **Catherine Brea**, Pittsburgh. **Olga Cieply**, Pittsburgh. **James Clinton**, Desloge GM. **Allen Daugherty**, Reading. **John Desantis**, Pittsburgh. **Tony Droege**, Wetterau

Finance Company. **Bev Elkins**, Bloomington. **Irvin Farrow**, Hazelwood. **Amelia Flores**, USCP-WESCO. **Ray Fulkerson**, Scott City. **Raymond Gosche**, Scott City. **Dick Grubb**, Bloomington. **Salle Lesmeister**, Hazelwood. **Pat Marshall**, Desloge GM. **William Middeke**, Information Services. **Bobby Nichols**, Hazelwood. **Barb O'Brien**, Bloomington. **Dick Oth**, Hazelwood. **Terry Palm**, Pittsburgh. **Evelyn Parker**, Desloge GM. **William Roberts**, Pittsburgh. **Larry Townsend**, Save and Pack. **George Walker**, Hazelwood.

15 YEARS

Bill Armstrong, Desloge GM. **Dudley Deppe**, Bloomington. **John Dietiker**, Scott City. **Clyde Evans**, Pittsburgh. **Bruce Glas-tetter**, Scott City. **Carl Green**, Scott City. **Mike Hamilton**, Hazelwood Farms-Hazelwood. **Mary Holder**, Scott City. **George Hydock**, Reading. **Stanley Jansen**, Scott City. **Joe Kunkel**, Desloge GM. **Chris LaRoche**, Bloomington. **Eugene Lynn**, Pittsburgh. **Beverly McKinley**, Scott City. **Ben Proffer**, Scott City. **Dennis Roth**, Scott City. **Jackie Schleef**, Information Services. **Dennis Smith**, Hazelwood. **Ben Stafford**, Scott City. **Mitch Stafford**, Scott City. **John Wade**, Desloge GM. **Ed Wallace**, Bloomington.

10 YEARS

Dennis Bartlett, Presque Isle. **Jerry Baxter**, Kansas City. **Dick Bruce**, Keene. **Steve Gorski**, Keene. **Jean Griffith**, Communications Group. **Don Kernan**, Desloge GM. **Georganne Konkol**, Pittsburgh. **John Larimore**, Desloge GM. **Ron Lutz**, Reading. **Mark Melville**, Headquarters. **Frank Mouser**, Hazelwood. **Ronal Shiver**, Quincy. **Gregory Tibbetts**, Quincy.

5 YEARS

Suzette Alfonso, Save and Pack. **Gene Anderson**, Desloge GM. **Linda Armendarez**, USCP-WESCO. **Mary Bartlett**, Save and

Pack. **Ron Basham**, Save and Pack. **John Bayless**, Hazelwood. **Ronald Bonomo**, Save and Pack. **Sharon Brackett**, Save and Pack. **Armando Bringuier**, Save and Pack. **James Carey**, Save and Pack. **Lisa Carraway**, Reading. **Joy Collier**, USCP-WESCO. **Debra Conaway**, Wetterau Employees Credit Union. **Fred Crawford**, Quincy. **Jeff Curdt**, Desloge GM. **Mike Delisle**, Keene. **Allison Denis**, Save and Pack. **Patricia Diaz**, Save and Pack. **Stanley Dixon**, Quincy. **Catherine Ender**, Save and Pack. **Judith Fitzgerald**, Save and Pack. **Don Fornwalt**, Reading. **Robin Fox**, Save and Pack. **Richard Frazee**, Quincy. **Clinton Godwin**, Quincy. **Diana Gorton**, Scott City. **Tamara Hall**, Bloomington. **Greg Harper**, Hazelwood. **Margaret Davis Hill**, Save and Pack. **Isreal Holland**, Save and Pack. **Tonya Hoover**, Save and Pack. **Roland Hubbard**, Desloge GM. **John Hull**, Reading. **Vicki Ingold**, Save and Pack. **Jim Johnson**, Save and Pack. **Frank Koperna**, Reading. **Tony Lewandowski**, Hazelwood. **Raymond Lofthouse**, Save and Pack. **Frederick March**, Quincy. **Kelly Maxwell**, Quincy. **Debbie Mayberry**, Scott City. **Samuel McBeth**, Pittsburgh. **Patrick McCrossin**, Presque Isle. **Joseph McKinney**, Quincy. **Brenda Means**, Desloge GM. **Ann Meeks**, Quincy. **Keith Meierotto**, Hazelwood Farms-Hazelwood. Quincy. **Sandra Noll**, Food Distribution Group. **Jesus Olivera**, Save and Pack. **Mel Peters**, Reading. **Elizabeth Petrucci**, Save and Pack. **Frank Piehl**, Reading. **Ondria Pressley**, Save and Pack. **Pamela Radano**, Save and Pack. **Barry Rea**, Hazelwood. **Julie Rea**, Hazelwood. **Charlene Renner**, Bloomington. **William Rolison**, Pittsburgh. **Keith Ryan**, Desloge GM. **Charles Schaeffer**, Reading. **Meleta Shelton**, Hazelwood. Quincy. **Steve Smoot**, Reading. **Jeff Soden**, Desloge GM. **Lilly Somoano**, Save and Pack. **Ramon Somoano**, Save and Pack. **Robert Spear**, Save and Pack. **Dennis Staab**, Hazelwood.

Eric Swafford, Desloge GM. **Karen Vanderwalker**, Save and Pack. **Colleen Walsh**, Keene. **Howard Watts**, Reading. **Nancy Wilkerson**, Save and Pack. **Traci Williams**, Hazelwood Farms-Hazelwood. **Dan Womack**, Hazelwood Farms-Hazelwood.

RETIREMENTS

- **John Summers**, Customer Service Coordinator at Bloomington, after 37 years of service.
- **Frank Beeman**, Driver at Hazelwood, after 35 years of service.
- **Warren Dyer**, Warehouse Person at Bloomington, after 31 years of service.
- **Alvin Rhodes**, Zone Manager at Scott City, after 29 years of service.
- **Harry Ruffin**, Perishable Warehouse Supervisor at Hazelwood, after 25 years of service.
- **Ergilia Fields**, Warehouse Person at Butler GM, after 22 years of service.
- **Alice Hamlin**, Order Filler at Desloge GM, after 20 years of service.
- **Linus Buchheit**, Service Salesperson at Desloge GM, after 18 years of service.
- **Mary Braddock**, Accounts Payable Clerk at Pittsburgh, after 14 years of service.
- **Dave Balsiger**, Buyer at West Virginia, after 13 years of service.
- **Frances Blake**, Sales Department Secretary at West Virginia, after 10 years of service.
- **Joe Dona**, Driver at Hazelwood, after six years of service.



PAGE 2
From separating trash to recycling, Wetterau employees do their part to help solve the environmental crisis.



PAGE 4
The 1990 Chairman's Challenge Contest winners continue the tradition of excellence. Look inside to see who won.



PAGE 6
Wetterau expresses its commitment to helping students prepare for the future by sponsoring internships and cooperative education programs.



PAGE 10
Shop 'n Save unveils its prototype store in Kirkwood, MO. Colorful neon lights and bright signage direct shoppers through a full array of specialty departments.

Ron Humiston
First Vice President,
Communications Group

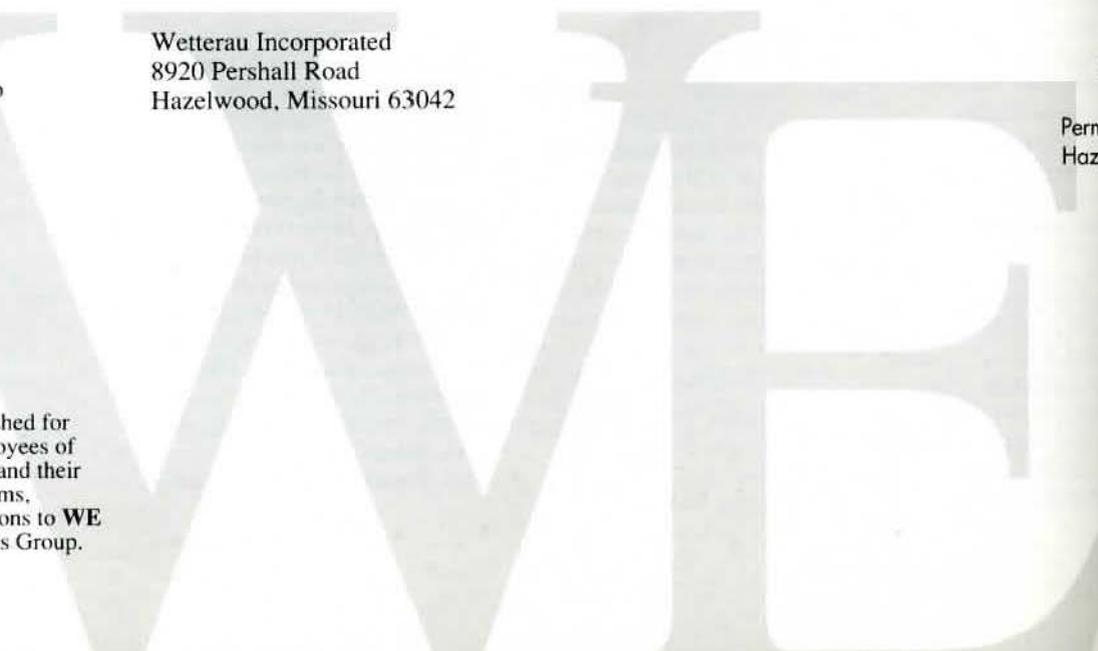
Michelle Bray
Editor
Manager of Employee
Communications

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Four/1986



Icing On The Cake

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Magazine



What we're up against – Wetterau's competition

The top six food wholesalers make up over 27 percent of the nation's non-captive market. In this article, WE magazine examines these food industry leaders.

Wetterau has been a leader in the food industry for decades, in fact, nearly a dozen decades. Dedicated employees have kept the company in the leadership role it enjoys. Wetterau sales will likely reach \$4 billion this year, a new sales high. To examine where Wetterau stands in the industry, it is necessary to examine the competition.

Wetterau ranks third in sales among voluntary wholesalers serving 2,451 retail grocery stores in 26 states. Founded in 1869, Wetterau is the oldest of the top six wholesalers. Super Valu was founded in 1870.

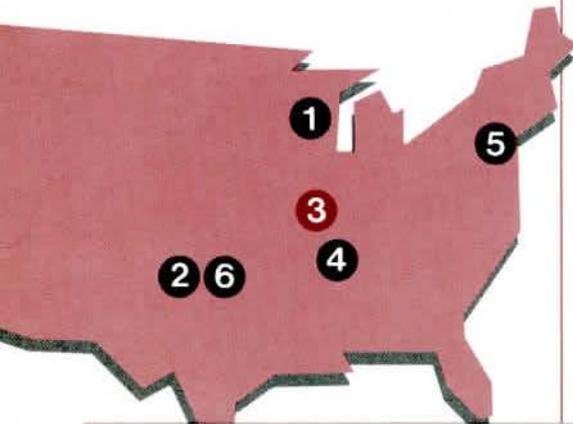
SUPER VALU

Based in Minneapolis, Minnesota, Super Valu is the sales leader in the wholesale food market. Reaching \$7.9 billion in sales in 1986, this publicly held wholesaler services 3,300 stores in 33 states. Beyond its 20 food distribution centers throughout the United States, Super Valu is highly diversified. Super Valu is probably best known for its "Cub Foods" franchise stores. Cub stores are Super Valu's introduction of the upgraded super warehouse store

which includes low grocery prices matched with bakery, deli, seafood, and meat. Super Valu is also 10 percent partner with Hyper Shoppes, the Ohio-based division of Euromarché, which developed and owns Bigg's. Bigg's is based on the European hypermarket and offers 60,000 different food and non-food items in a 200,000-square-foot store with 40 checkouts. The first Bigg's store, opened in 1984, accommodates 45,000 customers a week.

Super Valu's Planmark engineering services and Studio 70 design group provide project management, engineering and architectural services including store layout and interior design. Their retail services area increased their computer aided design (CAD) system to six units in 1985.

Super Valu also owns a general merchandise department store division, ShopKo, which contributes \$754.4 million to Super Valu's overall total sales. ShopKo has successfully positioned itself as a leading discount store in most of its markets with some stores even offering family dental centers and optical centers. Currently



THE SIX LEADING WHOLESALERS

COMPANY	ANNUAL SALES	STORES SERVED	DISTRIBUTION CENTERS	STATES SERVED	YEAR FOUNDED	TYPE OF OWNERSHIP
1. SUPER VALU	\$7,905,016,000	3,300	20	33	1870	Public
2. FLEMING	\$7,094,991,000	3,910	23	34	1916	Public
3. WETTERAU	\$3,482,315,000	2,451	16	26	1869	Public
4. MALONE & HYDE	\$3,200,000,000*	2,300	8	16	1907	Private
5. WAKEFERN	\$3,000,000,000*	180	3	6	1948	Private
6. SCRIVNER	\$2,800,000,000*	2,405	15	23	1918	Private

*Estimated Sales.

are 65 ShopKo stores in seven western states.

In 1985, Super Valu made several acquisitions including Food Mart, in Marietta, Georgia, (principal corner of their Atlanta division), and Southern Supermarkets in Lafayette, Louisiana. Super Valu also purchased Lawson Food Stores in northern Florida and southern Georgia which were subsequently sold to Winn-Dixie. Super Valu also made its largest acquisition to date with the 1985 purchase of West Coast Grocery Company which has three distribution centers located in Tacoma, Washington; Spokane, Washington; and Salem, Oregon, with recorded sales of over \$1 billion. The company is led by Michael Wright, Chairman, President and Chief Executive Officer.

FLEMING

Fleming Companies, Inc., based in Oklahoma City, Oklahoma, ranks second in sales among voluntary food wholesalers. This publicly-owned distributor reported 1985 year end sales of \$7.1 billion and serves 3,910 stores in 34 states. Fleming's divisions are located in most regions except the Upper Midwest and New England.

Fleming services stores such as Food 4 Less, Piggly Wiggly, Thriftway, Food 4 Less (the company's warehouse store format) and United Super Markets, as well as 71 corporate-owned stores. In addition to its 23 divisions located in 14 states, Fleming owns and operates five general merchandise divisions and four cash and carry divisions. The company also owns Royal Food Distributors based in Woodbridge, New Jersey which distributes dairy, deli and fresh meat in seven eastern states and Texas-based White Swan, which distributes institutional products.

In 1985, Fleming acquired Associated Grocers of Arizona, which brought the company an additional 600 affiliated food stores and a 915,000 square-foot warehouse. This new division is also the company's largest operating unit. Also in 1985, Fleming acquired the Frankford-Quaker Grocery Company in Philadelphia, Pennsylvania. In October, 1986, Fleming made its most recent addition when it acquired the wholesale portion of Hawaii-based Foodland Supermarket, Ltd.

The company's Chairman of the Board and Chief Executive Officer is Richard Harrison. Dean Werries is President and Chief Operating Officer of Fleming.

MALONE & HYDE

Malone & Hyde, Inc. is based in Memphis, Tennessee and ranks fourth in food wholesaling with an estimated \$3.2 billion in sales in 1985. The company services 2,300 stores in 16 states including 18 corporate-owned stores with its eight divisions located throughout the southeastern and southcentral states. Piggly Wiggly Stores, the company's supermarket franchise, has banners on over 1,000 stores in 23 states.

Malone & Hyde, Inc. differs from the top three wholesalers in two major respects. First, it is privately owned, and second, it earns much of its sales by retailing auto parts. Malone & Hyde is a diversified company operating in two primary business segments: 1) M&H Food Companies which include wholesale and retail food, the Piggly Wiggly Corporation, and a service program for independents, and 2) Auto Shack, auto parts stores for the do-it-yourself auto repair market. There are presently 350 units in 14 states and the company plans to have 700 stores by 1989. Malone & Hyde also owns and operates over 100 M&H drug stores in four states.

Malone & Hyde's wholesale food acquisitions in 1985 include Ragland Brothers, based in Huntsville, Alabama; Affiliated Foods in Lafayette, Louisiana; and a distribution center in Miami, Florida purchased from Super Valu. In March of 1986 the company made its most recent acquisition when it purchased Bi-Rite/Foodtown, a food cooperative based in Nashville, Tennessee.

The Chairman of the Board and President of Malone & Hyde is Joseph Hyde, III. John Moll is Executive Vice President and President of Malone & Hyde Food Companies.

WAKEFERN

Wakefern Food Corp., based in Elizabeth, New Jersey, is a cooperative serving 180 stores from three distribution centers. With two warehouses in New Jersey and one in New York state, total warehouse space equals 1.9 million square feet. Since Wakefern is a

private company, like Malone & Hyde, it does not have to report sales, therefore, sales must be estimated. Most industry estimates rank Wakefern in fifth place with sales of approximately \$3 billion.

In addition to the member grocery stores Wakefern services, the company owns five supermarkets through its ShopRite Supermarkets Inc. subsidiary, and the Wakefern Financial Corporation, and services 57 liquor stores and 67 pharmacies.

Chairman of the Board of Wakefern is Thomas Infusino. James Sumas, Thomas Clare, and Irving Gladstein are Vice Chairmen of the corporation and Jerome Yaguda serves as President.

SCRIVNER

Scrivner, Inc., is a privately-held voluntary food wholesaler based in Oklahoma City, Oklahoma, with total sales reaching \$2.8 billion. The sixth-ranked company is owned by the Haniel Corporation based in West Germany and services 2,405 stores in 23 states and operates 101 corporate-owned stores. Group store trading names include Bestyet, Boogaart Super Markets, Food Center, Food World, Super Duper Stores, Food 4 Less, Buy for Less, and Market Basket stores. Scrivner operates out of eight distribution centers located in the Midwest, as well as seven former S.M. Flickinger, Inc., distribution centers acquired in 1984 and located in Alabama, New York state, Ohio and Pennsylvania. The addition of Flickinger doubled Scrivner's annual volume and its employee total to 12,000.

On December 4, 1986 Scrivner acquired the Quinn Wholesale Company, based in Warsaw, North Carolina. This acquisition, which brought approximately \$250 million in sales, may push Scrivner to over \$3 billion in sales for 1987.

Jerry D. Metcalf is Chairman of the Board and Chief Executive Officer of Scrivner and D. Clark Ogle is President and Chief Operating Officer. ☐

A **FRESH!** **NEW!** look at Advertising

Words are the lifeblood of the advertising world. Consumer research helps advertisers know which words sell and which do not.

Today's advertising has grown to a \$100 billion a year business. In fact, that's \$25 billion more than sales for the entire U.S. wholesale food industry in 1985. With all this advertising comes vast amounts of consumer research. Advertisers know what consumers buy, why they buy it, when they buy it, where they buy it, and how they pay for it. This knowledge is essential to advertisers so they can make their messages effective—and when there are billions of dollars at stake, they must be effective.

The Advertising Department of Wetterau's Food Distribution Group is attempting to use this consumer knowledge to its advantage. The Advertising Department and many of Wetterau's division ad departments are concentrating on utilizing research to create the most cost effective and efficient marketing programs. According to Ellen McCloskey, Advertising and Production Manager at Headquarters, "Advertising has a new emphasis on research and education, including analysis, advertising testing, and backing up Wetterau's division ad directors with the same knowledge and research."

According to Don Szalanski, Vice President, Advertising and Promotions, "We arm the divisions with up-to-date information to cater programs for customers with factual based information. They can go into a meeting with 'this ad program is good because it has been successful in the past' . . . or . . . 'according to this study this method works 50 percent more effectively' . . ."

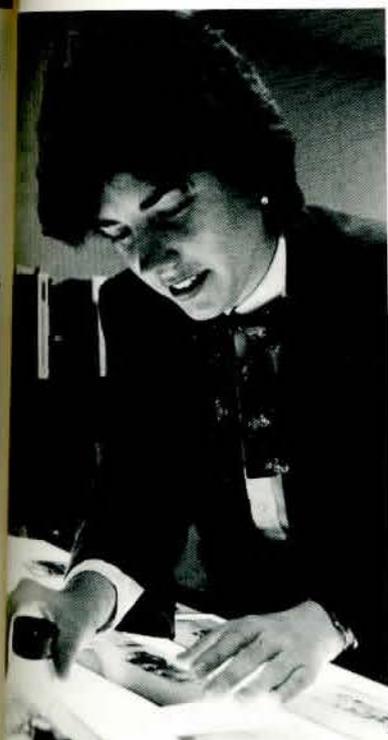
In order to concentrate more on research, Advertising now has a staff member devoted specifically to analyzing and evaluating grocery retail advertising. Jim McCormac, Advertising Analyst, was originally part of the Retail Group's Market Analysis Department. From this experience, he knows a great deal about surveying and accumulating information to determine the effectiveness of various programs. With Jim's ability to track sales and profit margins, the advertising staff can now specify what a store or region needs and how best to gain a competitive edge. The staff can determine what time of year/month/week is most effective, what type of ads get more customers into the store, and what distribution methods gain the most attention.

Yet, even with the multitude of consumer marketing research available, many wholesalers and retailers alike are reluctant to use new marketing discoveries that will more effectively gain them sales. According to Mona Doyle, President of the Consumer Network, Inc., most supermarket advertising is still viewed as **boring** to customers. Today's supermarket customers are more time conscious than price oriented—in fact, only 34 percent of today's market is price oriented. Rather than shopping at the grocery store with the lowest prices, more and more customers choose to shop at a certain store because of its location. And, rather than doing comparative shopping with weekly newspaper advertising, a majority of shoppers are making their grocery buying decisions right in the store.

Armed with this knowledge, Advertising has learned to use several marketing media blended with consistency to achieve higher sales. To answer requests for information on new innovative advertising techniques, Advertis-

Don Szalanski, Vice President, Advertising and Promotions, believes a theme can help advertising materials remain consistent and better emphasize a store's image.





Ellen McCloskey, Advertising and Production Manager (left), must review and select photography to enhance the stores' image. Clara Veal, Secretary, and Jim McCormac, Advertising Analyst (above), aid the division ad departments by supplying them with the figures and support they need.

post Surveys. Thus, as a market area is reduced by ZIP code, a store can send announcements to the homes surrounding the store, rather than paying for distribution to the entire county or state. And, according to The Roper Poll, "Checking the mail" was chosen as the most enjoyable activity of the day for 65 percent of those surveyed. Checking the mail was more popular, in fact, than spending time on hobbies or watching television. As more advertisers learn the advantages of direct mail, the more it is being used and researched.

While newspaper circulars and mailers may coax shoppers into a certain store, it is equally important to entice customers to buy more once they're inside. To do this, in-store point-of-purchase materials are becoming increasingly important. Ellen McCloskey explains, "Adding murals and signage to a display may seem simple but they increase sales by directing shoppers to products that they may not have intended to buy."

While product manufacturers have known and reaped the benefits of point-of-purchase devices for years, many retailers are slow to tie the image

projected in the circular with the image inside the store.

As an example of tying print ads and in-store advertising together, Advertising's concept circular for Christmas features recipes from around the world, along with the products that are on sale to use in these recipes. Stores that elect to participate in this ad campaign will not only receive four-color, glossy mailers, but will receive free shelf recipe cards and shelf clips to display the cards.

Yet, while these forms of advertising are successful for most retailers, sometimes a stock advertising program doesn't serve the particular needs of a store. For these times, Advertising will work with the division advertising department to research and solve a store's individual problem.

Don Szalanski explains, "We try to help the divisions find the strengths and weaknesses in the area around a particular store and concentrate on the niche in the market to gain customer traffic. We assist division personnel in finding the problem before trying to find the solution." ☛

A majority of shoppers are making their grocery buying decisions right at the store.

While many stores view the weekly price/item newspaper circular to be the most important—and in many cases the only advertisement done—many others are turning to direct mail advertisements to reach a select market area surrounding the store. Don says that this rebirth of direct mail seems to be more cost effective since stores will rarely draw customers from more than two or three miles according to Guide-

Balancing on the edge of safety

Ten years ago, John Glidden broke his arm. That accident and John's handiwork may save the company thousands of dollars.

Who knows better the causes of an accident than the victim? No one, according to John Glidden, Driver at Bloomington. Ten years ago, John broke his arm in two places trying to unload his truck on a side-door delivery. Because of that accident, John has become very popular both with his fellow drivers and with safety committee members.

John was on workers' compensation for three months after falling off the side door of a trailer. His fall was caused by trying to balance precariously on the side door frame of a trailer, lifting 50- to 100-pound cases with one hand, while literally hanging on to the inside of the trailer with the other. The ledge is 2 inches of unlevel steel, and since most side-door deliv-

eries require moving refrigerated product, the metal frame is cold and slick. Combining these factors with a 4-foot drop and all types of weather conditions—the fall seems almost inevitable.

John's case was not unusual. A study performed by the safety committee at Bloomington last year revealed over a dozen accidents in recent years caused by attempting this same balancing act. Four of the more serious incidents cost the company over \$55,000 in medical costs, lost work time, and workers' compensation. One driver broke both wrists and his tailbone, while another lost nearly a year's time with torn cartilage and an injured back.

The committee decided to call in several consultants to design a step to prevent future accidents. Throughout the course of the investigation many designs were discussed. Then, approximately six months ago, at a quality circle meeting, a driver's suggestion led to a feasible solution. According to John Glidden, "I'd been hurt balancing on that ledge. I knew about the problem first hand."

"The problem is there's no place to stand in the trailer until the first pallet is unloaded," John explains. "Most drivers simply try to avoid side-door deliveries. The drivers that must use that door are forced to either hang on for dear life or find a step ladder, milk crate or even a conveyor belt to stand on until they can clear enough room to stand inside the trailer."

After his accident, John designed a step for himself that he's been using with great success. The step was made from metal scraps from around his farm and was large enough and sturdy

A study last year revealed over a dozen accidents caused by the same balancing act.

enough to withstand several times the driver's weight. And it was compact enough to be stored easily in the cab. Even better, the step was adjustable to fit on any side door, refrigerated or dry, large or small, high or low.

With this announcement, John was commissioned to build steps for every trailer in the Bloomington fleet — total cost to the division, a mere \$4,500 for 65 steps.

John has modified the device at least half a dozen times, but the final product is ingenious in its simplicity. It is so unique that John has been notified by the U.S. Patent Office that his design is one of a kind and deserving of a patent. The step weighs a total of about 25 pounds and is constructed of heavy steel grating, telescoping steel and chains. It takes just seconds to install on the side of the trailer and saves time looking for alternative steps.

Thanks to John Glidden, these small deliveries no longer pose a safety hazard and drivers can spend more time driving and less time performing acrobatics ☺

John Glidden, Driver at Bloomington, demonstrates the safety advantage of the step he designed for side-door deliveries.



News In Brief

Greenville Division

The re-emphasis of the safety program at the Greenville Division has turned off to be a picnic. Beginning with an open house cook-out in August, the safety committee has planned several safety incentive programs to keep enthusiasm up. For each month without an accident, there is a drawing for office, both warehouse shifts and drivers. To date there are eight \$100 winners including Doug Parks, Gene McGehee, Mary Lois Lock, Annie Fitzhugh, Carl Mays, Jim Richardson, James Bilbro, and Jerry Stanley. To keep attention focused on the safety program, shift supervisors ask each person every day the number of accident-free days. A Susan B. Anthony quarter dollar is awarded for each correct answer.

But this safety program is more than just fun and games. At monthly safety committee meetings reports are given on any unsafe conditions and how they may be resolved. Techniques for fire protection are examined and reviewed and any accidents that may have occurred are analyzed. Safety training has included 12 hours of training sessions for forklift operators including written tests, films and on-the-job testing and safety training for drivers as well. Safety posters are replaced every two weeks and there are weekly safety inspections.

All this emphasis on safety has paid off. Warehouse employees have completed a full quarter (September, October and November) with no accidents. Drivers have also completed their first accident-free month.

This safety effort has not been accomplished without considerable effort from both management and the safety committee. Members of the committee include: Greg Meno, Chairman, Jim Amos, Von Greene, and Gary Bersinger, Co-Chairmen, and Ron Livingston, Mike Jarvis, Gene Wright, Dorothy Harvey, Brenda Peveler, Jeff Putnam, Billy Knight, Clarence Cunningham, Keith Rice, David Roe, and Donald Snodgrass.

Kansas City

On September 24, Wetterau announced its intention to restructure Save Mart Foods, Inc. Of the 14 retail outlets operating in the area, Wetterau announced that two will remain as corporate stores and the remainder will be sold to independent operators.

During the past two years, Wetterau has increased its share of the Kansas City wholesale food market from 4 percent to more than 20 percent. At the same time, the company has identified a nucleus of independent retailers with the qualifications and interest to run a portion of the stores as owner-operators.

The shift from company-owned to company-serviced stores in no way lessens Wetterau's commitment to the Kansas City market, but rather, lays the groundwork for continued growth in the area. The Kansas City and Mexico Divisions, both of which service the area, will continue to aggressively recruit other retailers to join the new independent group being formed.

Pittsburgh

The new recognition program at the Pittsburgh Division has honored four employees this year. Employees each quarter are nominated by their coworkers and are then selected by a rotating committee to become "Employees of the Quarter". Winners are chosen by their activities, dedication to their work and by their outside activities. The committee chooses two outstanding employees who will each receive a \$1,000 savings bond, a preferred parking spot for the quarter and a dinner for themselves and their spouses.

Winners for the first two quarters have been: Paul Minardi, Manager, Retail Systems Development; John Vivio, Retail Counselor; Bill Lawson, Customer Relations; and John Marshall, Grocery Warehouse Person.

Presque Isle

When Jerry Fitzpatrick, Counselor at the Presque Isle Division recently retired, he drove home in grand style. After working with Jerry for 19 years, 23 IGA retailers from the Aroostook and Washington counties in Maine threw him a surprise retirement party. For his friendship and fine work, the retailers joined resources and presented Jerry with the object of his dreams—a new blue, Ford XL 150 4X4 pickup truck! Congratulations, Jerry!

Wetterau Builders

The following letter was sent to Jimmy Clay, Project Manager, from the Criminal Justice Employment Services in Miami, Florida regarding the hiring of workers for the completion of a project in Hialeah Gardens, Florida.

Dear Mr. Clay:

We would be remiss if we did not take time to express to your company and Mr. Scott Camenzind, (Field Project Manager) the thanks and gratitude of the entire staff of the Criminal Justice Employment Services for your support in hiring the clientele we serve.

Mr. Camenzind's astuteness and sensitivity are commendable. He has, on behalf of your company, shown an understanding and demonstrated the fact that you have a stake in the future of the community and the community will only be good by making an investment in all of its citizens, especially those who have erred and now attempt to redirect their lives.

Too often, we fail in this regard and never realize the greater costs to us by ignoring this population. Your company has been excellent in providing job opportunities and we want you to know WE THANK YOU.

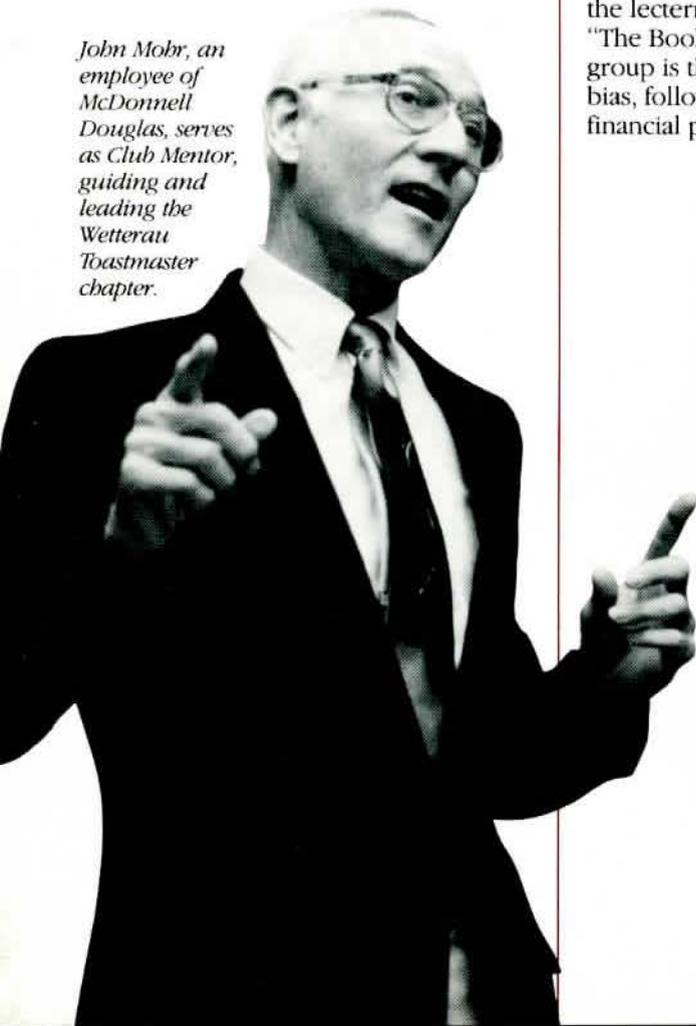
Sincerely yours,
Eugenia B. Thomas,
Project Director

Making butterflies fly in formation

EDITOR'S NOTE:

I can think of nothing more terrifying than to speak for six minutes in front of friends and coworkers who were critiquing every word and counting every "um" and "uh." Yet, the employees involved in Toastmasters subject themselves to this grueling torture twice a month in order to become more proficient speakers and effective leaders.

John Mabr, an employee of McDonnell Douglas, serves as Club Mentor, guiding and leading the Wetterau Toastmaster chapter.



By Ernie Stone, Director of Organization and Development at Creative Management Institute

Just for fun, rank, in order, the following fears with number one being "What you are the most afraid of?" and number 10 as "What you are the least afraid of?"

- 1. Speaking before a group
- 2. Heights
- 3. Insects and bugs
- 4. Financial problems
- 5. Deep Water
- 6. Sickness
- 7. Death
- 8. Flying
- 9. Loneliness
- 10. Dogs

If you are like most people, you would rather jump from an airplane into a nest of spiders than rise and take the lectern at a meeting. According to "The Book of Lists", speaking before a group is the most common of all phobias, followed by heights, insects and financial problems.

Despite this fear, nearly everyone is asked to make a speech or presentation, whether for work or church, at the union hall or PTA meeting. The obvious fear is how the audience will perceive us. "We have met the enemy and he is us," says Pogo. To overcome our fear and to improve our skill, we need to not only learn the skills but to practice them as well.

Although Creative Management Institute (CMI) periodically offers training sessions in presentation skills, in real life, the only time we organize ourselves to be effective presenters is when we have to give a speech. By then, it's too late. Learning to become an effective speaker requires practice before an audience, followed by an open and honest evaluation of the effort. To offer this practice, a national program called Toastmasters International evolved.

Toastmasters is an ongoing program that offers an organized framework of educational material and an opportunity to sharpen speaking skills. Formed 42 years ago, this international program now boasts over 5,000 clubs in 48 countries.

One of the newest Toastmaster clubs in the United States received a chapter charter in April. Under the direction of John Marsh, President of CMI and a former Toastmaster, 32 Wetterau employees began a corporate chapter called "Creative Communica-



Bill Middeke, Area Manager, Industrial Systems at Information Services, addresses Toastmasters as Sheila Woods, Manager, Financial Systems/Operational Analysis and Jim Mroczkowski, Vice President, Controller, listen.

speech preparation, and the "dos and don'ts" of behavior as a speaker. Jim Mroczkowski, Vice President, Controller, says that Toastmasters has taught him "to look before I leap. In other

Formed 42 years ago, this international program now boasts over 5,000 clubs in 48 countries.

words, I'm learning to speak slowly and formulate my ideas." Others feel the group helps them to think quicker and speak "off the cuff". Even advanced speakers feel the opportunity is a good one. According to Bob Mooney, Director of Research at CMI, "It gives me a chance to have the training tables turned on me. It is a challenge, but I enjoy it."

In just the few months the Creative Communicators group has been meeting, it has already turned out two prize-winning speakers. John Marsh won the Table Topic competition at an area contest and finished second at the division level. John Temple, Training Director of Information Services, won first place in the Humorous Speech contest at both

area level and division level and placed second in the district competition which included 90 clubs from a two-state area.

While these accomplishments are great ones, each of the group's members is learning to speak more confidently and concisely. Enriching these speaking skills will help them become better employees and leaders. George Thomazin, Executive Vice President and President, Food Distribution Group, believes, "The ability to persuade, to get people to understand is one of the essential qualities of leadership. Developing skills as a persuasive communicator is one of the best investments in time and effort you can make."

While the group functions as a learning experience, everyone is in the same boat when it comes to fighting the fear of speaking. Jim Reid, Assistant to the Director of Meat Operations, says that he's learned that he's "not the only one who has butterflies when speaking publicly." While it seems those butterflies never go away, Toastmasters helps keep them flying in formation.

If you would like to join Toastmasters or begin a club in your area, contact Ernie Stone, Director of Organization and Development at CMI, 8920 Pershall Road, Hazelwood, Missouri 63042 or call at (314) 595-4112. ☛



John Temple, Director of Training at Information Services (above), won two first place awards and one second place in Toastmaster's Humorous Speech competition. Andre Ross (right), Project Supervisor, Transportation Systems at Information Services, makes his first speech to the group.

Bakery's Decorators put the icing on the cake

Cake decorating takes more time and patience than most people can muster. Perhaps that's what makes the Bakery's cake line so successful.

Anyone who has had to make a birthday cake can appreciate the caring individuals who hand-decorate cakes for special occasions. The time, patience and extreme skill required might make even a brain surgeon shudder.

But for the 28 cake decorators in the St. Louis Bakery, it's all in a day's work. What's 600 decorated cakes to an experienced decorator like Jane Koepke? — just an average day's output on the line. In 30 seconds, Jane can add two borders and four stems, or add four rows of peonies and two dogwood flowers, or make two roses and place them on a cake, or even add leaves to one cake, flowers to a second and finishing details to a third. But then, so can Norma, Florence, Lucy, Vickie and even Mike. In fact, any of the decorators can keep up this quick pace. They have to. Without the teamwork of each member on the line, the line would fail.

Each step in the intricate network of cake production is crucial, from the initial design through controlling the oven temperature when baking the cakes to the person who finally packs the finished works of art in the boxes.

The process begins with the cake design. Depending on demand and consumer interests at a given time of year, the colors, shape, decorations and even the flavors of the cake may change. Jim Hoefelmann, Division

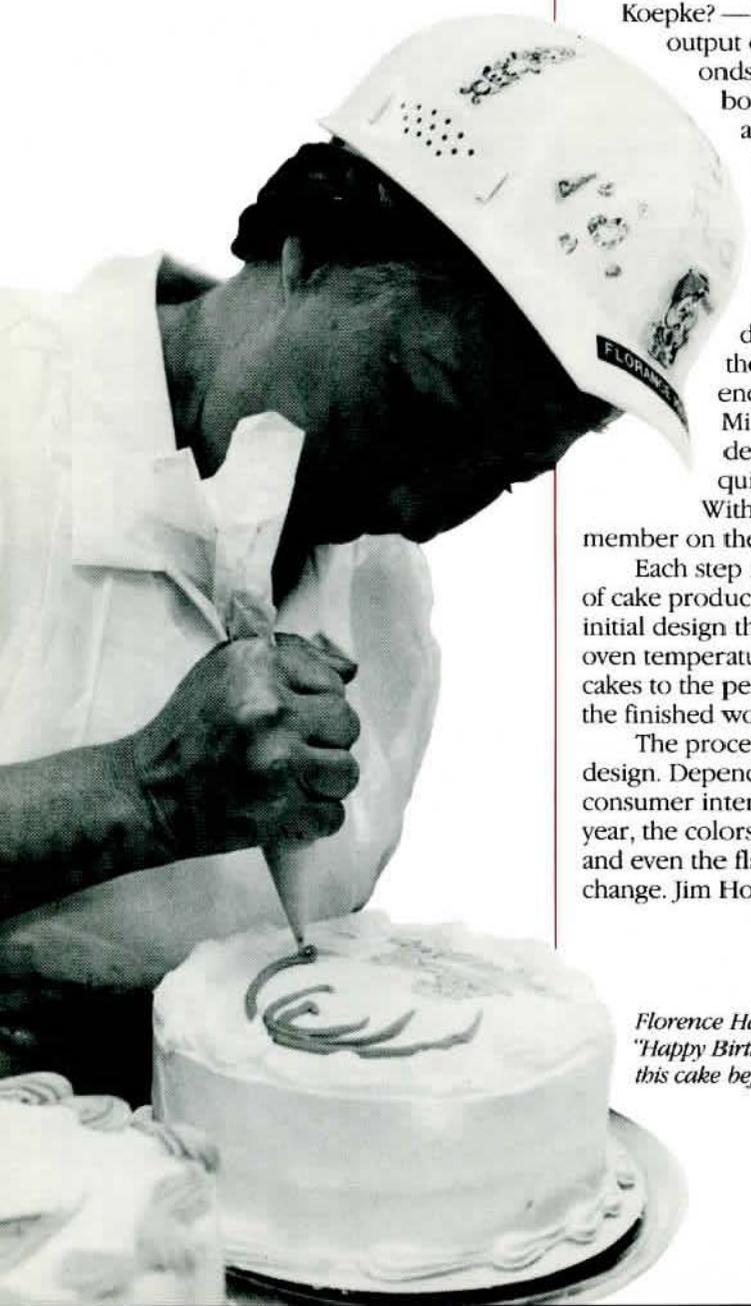
Quality Assurance Manager, creates the initial cake design, keeping in mind the season and the time limits of the production line. The decoration may be as simple as an icing carrot with two green leaves for a carrot cake, or as complex as a birthday cake with leaves, stems, borders, three different types of flowers and a script "Happy Birthday" message.

Each cake is designed to be produced on an assembly line, yet with the hand-crafted details that result in a cake that anyone would be proud of giving and displaying. According to Jim, "More decoration does not make a cake better, but each cake should look finished when it comes off the line. Our decorations have a fresh approach—they're different from what others are selling. There's a certain amount of thought and care that goes into each one."

Birthday cakes aren't the only crafted cakes from the Bakery's cake decorating line. In all, the Bakery offers 102 different varieties of cakes. Each holiday has its own line of seasonal cakes including Christmas, Valentine's Day, Easter, Mother's Day, Father's Day, Graduation, and Halloween. And beyond these, Bakery has a novelty line of cakes featuring such popular characters as He-Man, Skeletor, Care Bears and Rainbow Brite. If that is not enough, the Bakery also offers an iced and decorated cake with a tube of Betty Crocker writing gel for customers to personalize their own cake.

After the design is created, the intricate coordination between cake baking, icing mixing and decorating begins. During the day, several types and sizes of cakes may be baked. A typical day might include 8-inch round layer cakes in white, yellow, and devil's-food, jelly rolls, 6-inch round cakes and quarter-sheet cakes. It takes precise coordination considering such things as the amount of available baking pans and knowing to prepare the white cakes in the mixer before the devil's-food.

Preparation continues in setting up the decorating line. Vast amounts of icing must be mixed and decorating colors must be selected and prepared in the decorating tubes. The proper mixing of colors in the tubes is then matched to the decorating tip to be used. Cakes must be completely cool and everyone on the line briefed and



Florence Hake has 30 seconds to write "Happy Birthday" and add flowers to this cake before the belt begins to move.



eta Smith, Miscellaneous Worker
(above), removes the cooled cakes from the
line. While not the most glamorous job on
the cake decorating line, it is an integral
part, none-the-less. Jane Koepke, Decorator
(below), has worked in the Bakery for 15
years, and trained most of the decorators
on the cake line.

side. All sides must be iced and level with no bald spots. Timing is crucial. If I don't finish a cake, then it is not decorated or someone else has to try to fix my mistake. I have to apply just the right amount of pressure so I don't take off all the icing. The machine helps us keep the cakes even and consistent."

"More decoration does not make a cake better, but each cake should look finished when it comes off the line."

The belt moves the iced cake to the first decorator in the line who adds a top and bottom border and draws three to four stems for the flowers. Jane Koepke, who has been in the Bakery for 15 years and has taught most of the decorators what they know today, has a bit of advice here. "It is important to be consistent on the border, keeping the shells the same size all the way around the cake. If the border is thick on one side and thin on the

other the person adding other decoration doesn't have an even area to work on. You have to just keep practicing on getting the right pressure all the time."

When the borders and stems are finished, 30 seconds later, the cake moves on to the decorators who add on flowers or other decoration. Carefully filled tubes add touches of color to tips of petals and leaves. While the decorators may use five or six types of flowers, nearly all the decorators agree, roses are the most difficult to learn, but the most enjoyable to do on the line. To watch a skilled decorator make two roses in 30 seconds is almost like watching a spider spin an intricate web. Decorators like Norma Runge create beautiful, edible flowers by squeezing icing out of a bulky bag onto a 3-inch nail. Then, with a pair of scissors, a decorator lifts the finished rose off the nail and places it on a cake as it moves by. Norma learned this skill by working on a rose table, making pans and pans of roses for future use. While roses are made fresh on the line now, at the time to qualify it was necessary for the decorators to finish 30 perfect roses in six minutes.

What seems to be the most frustrating part of decorating? For many of the professional decorators it's the

Continued on next page

Continued from page 10

handwriting. While not a time consuming skill to learn (after all, it just means writing "Happy Birthday"), the decorators must add this and flowers to another cake, and if they don't finish in 30 seconds, the cake suddenly begins to move on the conveyor belt making handwriting nearly impossible.

Finishing details are then added to the cake, which may include adding leaves, small flowers, or other details to the blooms. Before the process is over, however, one final job that is at least as important as the rest must take place. In one minute, six cakes are examined, carefully covered with plastic domes and packed in shipping boxes ready to be frozen. Without extreme caution, the work of every person on the line could be ruined.

Probably the most amazing thing about the production line is the personal closeness of the decorators who work there. While standing shoulder to shoulder on hard concrete, these employees train and support one another as if part of a family. And most of these employees practice their work at home. Icers learning to become decorators take classes on their own time and often take icing home to practice.



Ruby Richardson (left), and Audrey Puhse (right), have worked on the line together for over seven years.

Decorators are proud of their skill and most will decorate the cakes for family gatherings, weddings and other occasions, even for one another, even though they already work nine hours a day, six days a week.

According to Rodney Wren, Cake Department Supervisor, "There are 52 people who work in the cake depart-

ment. They are the best, most conscientious employees that I've ever worked with. I probably don't tell them enough, but these people are really great."

But as Audrey Puhse, Decorator, says, "I love it, I really do. I like the creative part of it. I like looking for my cakes in the stores. I like it all." ☺

Laneco continues modernizing stores

As part of Laneco's continuing modernization plan, a 88,000-square-foot store has recently been overhauled with approximately \$2 million of renovations. The store, in South Whitehall Township in Pennsylvania, is the first of four stores scheduled for renovation this year.

The Laneco Store reopened on Halloween morning with an all-new "open look" interior with wider aisles and improved visibility as well as the addition of several new departments, including a new seafood area featuring live lobsters and facilities for no-charge

steaming and deep frying; a floral department with fresh-cut flowers as well as potted plants; an expanded deli including a 65-item salad bar and over 100 varieties of domestic and imported cheeses; and a full-service snack bar. The store has also been equipped with state-of-the-art technology including "talking" checkout scanners, meat-wrapping devices which provide scannable labels, and new dairy display cases.

As with other Laneco combination stores, the South Whitehall Township store also provides customers with a large general merchandise area, which

includes an upscale selection of top quality clothing at discounted prices as well as a home decor department featuring merchandise for modern living in all areas of the home. The store also offers a wide assortment of hardware, paint, automotive supplies, housewares, health and beauty aids, toys and sporting goods.

Laneco owns and operates stores in eastern Pennsylvania and western New Jersey including 10 supermarkets, 14 combination stores, five general merchandise stores, seven drugstores and three nutritional centers. ☺



Wetterau The People

Milestones in the careers of Wetterau Employees.

Changes

HEADQUARTERS

■ **Transfer:** **Kathi Combs** to Senior Tax Accountant.

■ **Promotion:** **Denis Duker** to Vice President, Labor Relations. **Greg Joseph** to Manager, Corporate Taxes. **Ron Giangreco**, to Regional Human Resources Manager, will remain at Kansas City. **Jack Ryan** to Executive Vice President and Executive Assistant to the Chairman. **Bernie Wurth** to Director, Corporate Taxes.

■ **Welcome:** **Mary Antoine**, Staff Auditor. **James Berblinger**, Director, Internal Audit. **John Conti**, Mail Clerk. **Cynthia Drumm**, Corporate Counsel. **Dick George**, Manager, Corporate Insurance. **Ed Gordon**, Manager, Treasury Operations. **Julie Judd**, Cash Management Clerk, formerly at the Credit Union. **Dick Marty**, Director, Human Resources. **Bridget O'Flynn**, Senior Treasury Analyst.

FOOD DISTRIBUTION

■ **Promotion:** **Fred Jarrell** to Director, Distribution Systems.

Donna Michel to Vice President, Distribution Procurement and Operations Control.

ANDOVER

■ **Promotion:** **William Moore** to Systems Operator.

■ **Welcome:** **Pam Cantin**, Personnel Administrator. **James Menard**, Vice President, Perishables. **Bob Payne**, Business Representative, formerly at Keene. **Dianne Suidut**, Order Control Clerk.

BLOOMINGTON

■ **Transfer:** **Gary Geringer** to Zone Manager. **Harley McKittrick** to Dairy/Frozen Specialist.

■ **Promotion:** **Nancy Brinegar** to Private Label Coordinator. **Gene Greenhaw** to Director, Retail Development. **Nancy Keller** to Administrative Assistant to the Division President.

■ **Welcome:** **Ron Marshall**, Zone Manager.

CHARLESTON

■ **Promotion:** **Barbara Butt** to Assistant Military Distribution Manager.

■ **Welcome:** **Faires Lee Austin**, Meat Quality Control. **Paul Braughton**, Warehouse Person. **Richard Brown**, Warehouse Person. **George Cooper**, Executive Accounts Manager. **Barry Coulter**, Produce Telephone Sales. **Steve Crosby**, Warehouse Person. **Leticia Dedios**, General Accounting Clerk. **Charles Dunahoe**, Warehouse Person. **Daniel Edwards**, Warehouse Person. **James Hickson**, Maintenance Worker. **Christopher Lawings**, Mechanic. **Joseph Leone**, Driver. **Jere Loggins**, Meat Counselor. **Gilbert Miller**, Warehouse Person. **Michael Mims**, Warehouse Person. **Edward Mullins**, Driver. **Shelton Shealy**, Warehouse Person. **Mike Smith**, Warehouse Person. **Sandra Spencer**, Transportation Clerk. **David Taylor**, Driver. **Johnny White**, Warehouse Person.

HAZELWOOD

■ **Promotion:** **Jack Driskill** to Grocery Warehouse Manager.

Randy Monroe to Grocery Warehouse Line Supervisor. **Ed Sowa** to Vice President and Assistant General Manager. **Larry Weiss** to Director, Warehousing and Transportation. **Jerry Wich** to Night Lead Supervisor. **Bill Will** to Vice President, Marketing.

KANSAS CITY

■ **Welcome:** **Fred Barnhill**, Meat Department Manager, formerly at Foodland Distributors, Livonia.

KEENE

■ **Transfer:** **Allan Hulse** to Business Representative.

■ **Promotion:** **Ray Mahoney** to Produce Merchandiser. **Steve Gorski**, to Retail Services Manager. **Debbie Price** to Full-time Accounts Payable Clerk.

■ **Welcome:** **Dick Hutchison**, Director of Marketing, formerly at West Virginia. **Katherine Bedaw**, Night Shift Warehouse Clerk. **Dave Gaillardetz**, Telephone Sales Representative. **Jim Kelley**, HOPE Program Manager. **Steve Reynolds**, Terminal Operator. **Jeff Salo**, Division Accountant.

MEXICO

■ **Welcome:** **Gregory Gering**, Bakery/Deli Counselor. **Donald Nutt**, Terminal Operator, Data Processing. **Dale Wheat**, Terminal Operator, Data Processing.

PITTSBURGH

■ **Promotion:** **Ed Kearns** to Vice President, Operations.

■ **Welcome:** **James Horan**, Mailperson.

PORTLAND/PRESQUE ISLE

■ **Promotion:** **Ed Brouillet** to President of Portland and Presque Isle Divisions.

QUINCY

■ **Welcome:** **Steve Manders**, Assistant Controller, formerly at Headquarters.

READING

■ **Promotion:** **Frank Manetta** to Executive Vice President and General Manager. **Bob Sieger** to Vice President and Assistant General Manager.

■ **Welcome:** **Lance McCord**, Controller, formerly at Headquarters.

SCOTT CITY

■ **Promotion:** **Jim Fields** to Director, Procurement. **Jim McClelland** to Retail Sales Manager. **Ken Newton** to Director, Retail Development. **Bill Whitlock** to Advertising and Promotion Manager.

WEST VIRGINIA

■ **Promotion:** **Danny Perry** to HOPE Coordinator. **Mark Qualls** to Junior Buyer. **Ron Roach** to Senior Buyer. **Linda Harlow** to Full-time Produce Clerk. **Chuck King** to Perishable Administration Manager. **Carolyn Mount** to Human Resources Administrator.

■ **Welcome:** **Diana Bates**, Junior Computer Operator. **Tammy Ramey**, Accounting Department Clerk. **Bob See**, Produce Merchandising Manager. **Dick Worner**, Retail Counselor.

RETAIL GROUP

■ **Promotion:** **Bob Buehrie** to Vice President and Director of Retail Operations. **Paul Land** to Director, Store Development-Food Arena/Harvest Market. **Mark Wetterau** to Executive Vice President.

■ **Welcome:** **Jim Fenton**, Director, Equipment Procurement formerly at Save Mart. **Darrel Komma**, Retail Analyst. **John Polaschek**, Retail Analyst, formerly at Save Mart.

CHARLESTON/GM

■ **Welcome:** **Pam Bradley**, Secretary/Receptionist. **Byron Holley**, Kentucky Driver. **Connie Osborne**, Kentucky Route Person. **Allen Reed**, Georgia Sales Route Person. **Barbara Scott**, Charleston Sales Person. **Kathy Thompson**, Charleston Sales Person. **Robert Williamson**, Charleston Sales Person.

DESLOGE/GM

■ **Promotion:** **Douglas Bloom** to Maintenance. **Carroll Brewer** to Freight Handler. **Jeffrey Curdt** to Order Picker. **Roland Hubbard** to Order Picker. **Randall Jones** to Order Picker. **Jeffery Soden** to Maintenance. **Bradley Wright** to Freight Handler.

■ **Welcome:** **James Badgett**, Service Merchandiser. **Doyolene Danieley**, Receptionist. **Douglas Ellett**, Service Merchandiser. **Donald Garrett**, Service Merchandiser. **Joyce Goodson**, Janitor. **Stephen Hill**, Service Merchandiser. **Keith Hoehn**, Janitor. **William Hoskins**, Service Merchandiser. **Michael Johnson**, Janitor. **Randall Jones**, Janitor. **Richard Kirbach**, Service Merchandiser. **Randy Less**, Service Merchandiser. **Roger Neal**, Service Merchandiser. **Betty Perry**, Janitor. **Lane Sevy**, Service Merchandiser. **Steven Stegall**, Janitor. **Donald Trimpe**, Service Merchandiser. **Kenneth Wagener**, Service Merchandiser. **Walter Wernsman**, Service Merchandiser. **Terry Young**, Janitor.

McMINNVILLE BAKERY

■ **Promotion: Debbie Barrow** to Full-time Sanitor.

INFORMATION SERVICES

■ **Promotion: Joe Biondo** to Senior Programmer. **Joyce Buford** to Area Manager, Accounting. **Mary Cowan** to Full-time Junior Programmer. **Gene Dultz** to Director, On-Line Systems. **Syl Duncan** to Vice President, Telecommunications. **Paul Fort** to Senior Vice President. **Al Hansen** to Senior Programmer. **Pat Henderson** to Director, Food Services Systems. **Ken Hoffmann** to Programmer. **Mike Hommert** to Senior Programmer. **Bob Livsey** to Vice President, Corporate Systems. **Linda Mager** to Senior Programmer. **Mark Miller** to Programmer. **Bill Mohrman** to Senior Programmer. **Wes Palmer** to Senior Programmer. **Tony Verhaeg** to Director, Technical Services. **Keith Waymon** to Senior Programmer. **Joyce Winingham** to Senior Programmer. **Ginger Gehner** to Senior Programmer.

■ **Welcome: Alan Field**, Systems Programmer. **James Owens**, Tape Librarian, formerly at Headquarters.

CREDIT UNION

■ **Welcome: Casandra Whitehead**, Teller.

Anniversaries

35 YEARS

■ **Walter Carter**, Grocery Warehouse Person at Hazelwood. **Jesse Dugger**, Grocery Warehouse Person at Hazelwood. **Orville Fraser**, Driver at Scott City. **Bill Ingebritson**, Warehouse Person at Mexico. **Isaiah Mitchell**, Driver at Charleston. **Abner Scott**, Inbound Supervisor at Mexico. **Gil Simpson**, Manager of Retail Services at Food Distribution.

30 YEARS

■ **Thomas Celestine**, Warehouse Person at Pittsburgh. **David Fleming**, Warehouse Person at Pittsburgh. **Dennis Harpel**, Driver at Reading.

25 YEARS

■ **John Anderson**, Driver at Pittsburgh. **Thomas Carver**, Warehouse Person at Greenville. **Nancy Dzyak**, Buyer at Pittsburgh. **Roland Fisher**, Manager, Employee Resources at Pittsburgh. **August Lombardo**, Perishable Warehouse Person at Hazelwood. **James Major Mack**, Driver at Charleston. **Dana Newell**, Transportation Supervisor at Mexico. **Joseph Rebovitch**, Perishable Warehouse Person at Pittsburgh. **Ethel Redd**, Secretary to Manager/Director at Pittsburgh. **Al Rhodes**, Zone Manager at Scott City. **Harold Strickler**, Service Merchandiser at Desloge/GM. **Joe Voytek**, Driver at Pittsburgh. **Butch Waters**, Grocery Warehouse Person at Hazelwood. **Robert Young**, Division Controller at Mexico.

20 YEARS

■ **John Adams**, Warehouse Receiver at Portland. **Robert Box**, Service Merchandiser at Desloge/GM. **John Cook**, Fork Lift Operator at Bloomington. **Frank Deluca**, Meat Counselor at Portland. **George Doelger**, Produce Buyer at Headquarters. **Joan Dukes**, Produce Telephone Salesperson at Greenville.

Robert East, Grocery Buyer at Bloomington. **Johnnie Freeman**, Warehouse Person at Bloomington. **Tim Freeman**, Forklift Operator at Bloomington. **Maurice Green**, Inbound Checker at Bloomington. **Donald Hillen**, Warehouse Person at Pittsburgh. **Al Holmes**, Perishable Warehouse Superintendent at Kansas City. **Larry Horrell**, Warehouse Person at Scott City. **John Hull**, Warehouse Person at Mexico. **Ed Kearns**, Vice President, Operations at Pittsburgh. **Luther Kunkel**, Warehouse Person at Reading. **Richard Laberge**, Warehouse Receiver at Portland. **Wayne Marler**, Vice President, Marketing at Industries Group. **Norm McCourt**, Area Manager, Retail Services at Information Services. **Carl Mitchell**, Inbound Checker at Bloomington. **Doug Powell**, Warehouse Person at Greenville. **Thomas Resler**, Forklift Operator at Bloomington. **Grant Scott**, Driver at Hazelwood. **Robert Sevich**, Sanitation Supervisor at Pittsburgh. **Doyle Smith**, Buyer at Desloge/GM. **Sharon Smith**, Specialty Clerk, Meat Department at Pittsburgh. **Donald Townner**, Maintenance at Pittsburgh. **Charlie Washington**, Perishable Warehouse Person at Hazelwood. **Wilber Watkins**, Warehouse Manager at West Virginia. **Jerry Wright**, Perishable Receiver at Greenville.

15 YEARS

■ **Marilyn Benoist**, Line Operator at St. Louis Bakery. **David Bindus**, Warehouse Person at Pittsburgh. **Ivan Brant**, Warehouse Person at Scott City. **Herbert Brown**, Warehouse Person at Charleston. **Floyd Celapino**, Warehouse Person at Pittsburgh. **Kelvin Davis**, Department A Warehouse Person at Butler/GM. **George Dietz**, Warehouse Person at Pittsburgh. **David Filiac**, Driver at Reading. **Jerry Franse**, Warehouse Person at Kansas City.

Harry Gastreich, Meat Counselor at Hazelwood. **Alice Hancock**, Assistant to Controller, Industries Group. **Rudolph Hynek**, Warehouse Person at Pittsburgh. **Robert Kelley**, Freezerman at Bloomington. **Barry Koller**, Warehouse Person at Reading. **Donald Maglet**, Grocery Warehouse Person at Pittsburgh. **Barbara Marchand**, Buyer at Pittsburgh. **Jerry McCollough**, Driver at Scott City. **Bob McKee**, Vice President and Director of Operations at Builders. **Jaryl Ott**, Maintenance at Reading. **Charlie Porter**, Driver at Bloomington. **Martin Reppert**, Driver at Reading. **Thomas Roe**, Buyer at Mexico. **Louis Sellaro**, Warehouse Person at Pittsburgh. **George Sepic**, Senior Accountant at Pittsburgh. **Robert Shirkey**, Maintenance at Pittsburgh. **Randy Singer**, Perishable Warehouse Person at Hazelwood. **Robin Sztroin**, Executive Secretary at Pittsburgh. **Lou Walton**, Driver at Kansas City. **Doug Winn**, Warehouse Person at Greenville.

10 YEARS

■ **John Abrell**, President at Bloomington. **Jack Bollinger**, Superintendent at Builders. **Mary Braddock**, Accounts Payable Clerk at Pittsburgh. **Pat Brown**, Line Operator at St. Louis Bakery. **Bob Clavelle**, Business Representative at Keene. **Jim Culver**, President at Pittsburgh. **Dick Dalton**, Senior Vice President, Communications and Strategic Planning at Communications Group. **Robert Davis**, Perishable Warehouse Person at Hazelwood. **Denis Duker**, Vice President, Labor Relations at Headquarters. **Jeanne Eubanks**, Accounting Clerk at Builders. **Patricia Finn**, Cake Decorator at St. Louis Bakery. **Thomas Gaiewski**, Warehouse Person at Reading. **Willie Gaydos**, Administrative Assistant at Pittsburgh. **Al Getz**, Warehouse Supervisor at Reading. **Dennis Godfrey**, Warehouse Person at Pittsburgh. **Terry Griffin**, Warehouse Supervisor at Presque Isle. **David Hamer**,

Driver at Pittsburgh. **Geraldine Hays**, Order Picker at Desloge/GM. **Nancy Hester**, Data Entry Clerk at Scott City. **Barbara Honbeck**, Order Picker at Desloge/GM. **Mike Hopper**, Warehouse Person at Scott City. **Jackie Jackson**, Secretary to Manager/Director at Pittsburgh. **Carolyn Jansak**, Accounts Payable Clerk at Bloomington. **John Kissell**, Driver at Pittsburgh. **John Lee**, Warehouse Person at Mexico. **Sue Lemasters**, Order Selector at Butler/GM. **Michael Lindsey**, Warehouse Person at Bloomington. **Thomas McDowell**, Driver at Pittsburgh. **Dennis Morgan**, Driver at West Virginia. **Gary Murray**, Line Operator at St. Louis Bakery. **David Perry**, Warehouse Person at Keene. **Jackie Perry**, Driver at Pittsburgh. **Phillip Perry**, Warehouse Person at West Virginia. **Kay Ramsey**, Real Estate and Property Administrator at Headquarters. **Ralph Rockefeller**, Driver at Presque Isle. **Bruce Sherwin**, Head Buyer at Portland. **Tom Slater**, Service Merchandiser at Desloge/GM. **David Soltesz**, Director of Sales at Pittsburgh. **LuAnn Thurman**, Order Picker at Desloge/GM. **Charles Walls**, Buyer at Pittsburgh. **Jo Ann West**, Meat Telephone Salesperson at Greenville. **John Williamson**, Warehouse Person at West Virginia. **Trudy Wright**, CRT Operator/DSD Clerk at Bloomington.

5 YEARS

■ **Ann Abbott**, Telephone Services Coordinator at Headquarters. **Jerry Bard**, Warehouse Person at Presque Isle. **Ray Battocletti**, Manager, Corporate Accounting at Headquarters. **Don Bennett**, Senior Vice President, Food Distribution Group. **Charlie Bishop**, Pilot at Headquarters. **Carolyn Bixler**, Executive Secretary at Reading. **Jowanna Buchanan**, Advertising Manager at Greenville. **Susie Butler**, Meat Department Clerk at Kansas City. **Annie Chester**, Baker at Atlanta

Bakery. **Larry Cordrey**, Retail Counselor at West Virginia. **Dorothy Crawley**, Miscellaneous Worker at St. Louis Bakery. **Al Dove**, Production Manager at St. Louis Bakery. **Glenn Epps**, Meat Department Manager at Scott City. **Robert Frein**, Sales Director at Kansas City. **George Gaydos**, Warehouse Person at Reading. **Leo Gerst**, Platemaker at Printing. **Jeffery Harman**, Service Representative at St. Louis Bakery. **Glenn Heckman**, Warehouse Person at Reading. **James Hitchcock**, Driver at Presque Isle. **George Huegler**, Head Produce Buyer at Reading. **James Kasper**, Warehouse Person at Reading. **Patricia Kelly**, Miscellaneous Worker at St. Louis Bakery. **Doris Kostecki**, Clerk/Typist at Information Services. **Patrick Linderman**, Warehouse Person at Reading. **Myra Litten**, Retail Payroll Clerk at Bloomington. **Tom Marler**, Area Sales Manager at Desloge/GM. **Ron Morrison**, Warehouse Person at West Virginia. **Jimmie Newton**, Garage Foreman at Greenville. **Tony Piotrowski**, Warehouse Person at Reading. **Craig Rakowiecki**, Warehouse Person at Reading. **Kenneth Seitz**, Service Salesperson at Schuylkill Haven. **Linda Smith**, Baker at Atlanta Bakery. **Steven Smith**, Mechanic at Presque Isle. **Gary Taylor**, Perishable Warehouse Person at Hazelwood. **Marian Tollari**, Senior Lead Clerk at Pittsburgh. **Barbara Tolman**, Buyer's Secretary at Keene. **Bill Winkeler**, Vice President, Corporate Taxes at Headquarters. **Sammie Woods**, Senior Baker at Atlanta Bakery. **Joseph Yanick**, Apprentice Platemaker at Printing. **Jeffrey Young**, Salvage Warehouse Manager at Reading. **Robert Young**, Warehouse Person at Charleston/GM.

Retirements

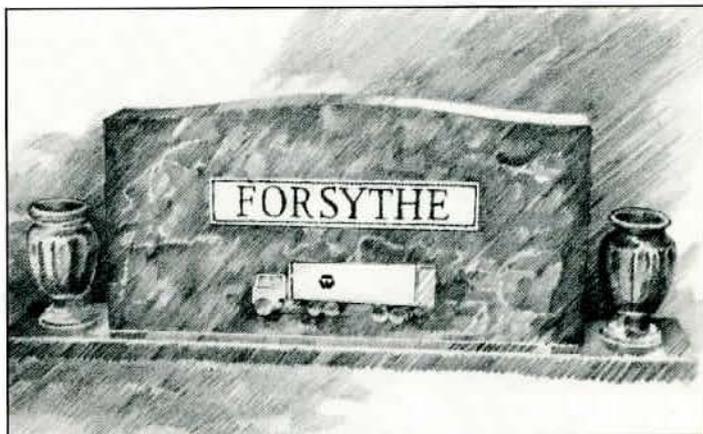
■ **Moras Soetaert**, Driver at Kansas City, 34 years.
 ■ **Cecil Hudson**, Grocery Warehouse Person at Hazelwood, 30 years.

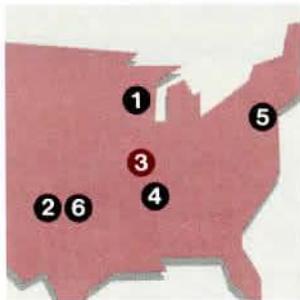
■ **Fred Grimm**, Grocery Warehouse Person at Hazelwood, 25 years.
 ■ **Roy Lauderbaugh**, Driver at Pittsburgh, 24 years.
 ■ **Wayne Smith**, Driver at Kansas City, 20 years.
 ■ **Clarence Huntebrinker**, Driver at Hazelwood, 4 years.

A family tribute

John Forsythe, Greenville Division Driver for 20 years, died in January 1986 after a short illness. With his passing, his family lost a loving husband and father. Wetterau lost one of its most dedicated employees.

In a tribute that honored not only John but our company, the family decided to have a replica of John's truck etched on his tombstone. The people at the Greenville division were so moved by that act of devotion, they asked us to document it in WE Magazine. We do so proudly.

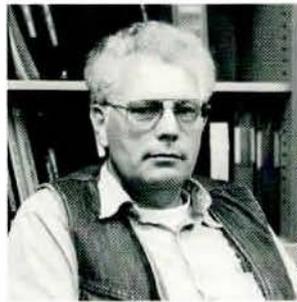




Page 1 — Wetterau ranks third in sales among U.S. food wholesalers. WE examines five of the company's largest competitors.



Page 3 — In today's world, few businesses can survive without marketing their product. Don Szalanski of Wetterau's Advertising Department aims to "get the word out" more effectively than ever before.



Page 5 — John Glidden, Driver at Bloomington, discovered a way to save the company perhaps thousands of dollars — all by accident.



Page 7 — Bob Mooney, Director of Research at Creative Management Institute (CMI), is one of 23 employees improving their speaking skills through Toastmasters.

Ron Humiston
First Vice President,
Communications Group

Dick Federer
Vice President,
Communications Group

Barb Pizzini
Editor

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Chapter V

RESULTS

Ronald Humiston, vice president of public relations at Wetterau Incorporated, and Annette Mulvany-Graebe, marketing director of G & M Industries and assistant professor of communications at Southern Illinois University at Edwardsville, gave their professional opinions on the newly redesigned WE Magazine. Ms. Mulvany-Graebe states that the current WE Magazine is an example of "excellent corporate internal communications provided within a straightforward, refreshing and cost-effective format." Mr. Humiston says the magazine accomplishes its task of informing employees of company operations. He says, "The easy-to-read style of the magazine is very appealing to its target audience. Employees take the readability of the magazine as a reflection of the company and equate that with a company anxious to communicate with its employees. Those positive feelings lead to a more loyal, motivated work force."

Ms. Mulvany-Graebe goes on to say that though the former Wetterau magazines appear professionally sound, informative and adequately designed, the new magazine provides an innovative, upbeat, people-oriented approach. She continues, "It deals more with the people within the organization, as any effective internal publication should. It stimulates and solidifies the 'corporate family' concept, while genuinely reflecting sensitivity to the interests of all its targets."

Mr. Humiston says that the magazine communicates much more than corporate information. He adds that because the magazine is appealing, it sends a subtle message to employees that the company values the employees enough to publish the magazine. He states, "It shows that the company is willing to spend money on the magazine to do the job right without wasting money on unnecessary features such as high gloss paper and four color sheets. It would be obviously cheaper to run the magazine on newspaper stock but the company wants more for its employees without being lavish."

The design of WE magazine was found to be open and reader-friendly by the professionals critiquing the project. Mr. Humiston states that variety in headline styles broke up the monotony. He also notes that the design supports the articles by not interfering with the message or distracting the reader away from the article. He sees the design as clean, neat and highly effective.

Both professionals agree that the tone of the articles is "charismatic", yet professional. Ms. Mulvany-Graebe notes the "Hey, Neighbor!" story for its creative, conversational style. She states, "It presents today's corporate message in a style that educates and excites its readership. And, most important, it highlights the force behind it all — the Wetterau people." Mr. Humiston points out that the use of humor in a corporate magazine aids in making the article appealing. He says, "Editors have to be very careful when using humor in an article. They must avoid being sexist or racist. The 'Hey, Neighbor!' story used humor successfully by presenting a scenario many employees can relate to. The reader could identify with the story because the descriptions were vivid and complete.

The humorous, light-hearted tone was effective in getting the corporate information across." Mr. Humiston says other stories had a positive impact on him.

"Because of the nature of WE Magazine, the writer can't use a story as a training piece. The purpose of many of the articles is to give employees the background knowledge they need to help them understand how they fit in the big picture." He uses the "Standing Out in the Crowd" story as an example. Mr. Humiston says the intern story probably won't help a single person in the company do their job better but it expresses the company's desire to educate students. He adds that positive stories like the intern story create a better feeling of the company in terms of its goals and objectives. Articles highlighting the various divisions of Wetterau also make people aware of the functions and programs offered at different divisions.

Both readers note that the writer uses the appropriate language level for the wide audience range. They say that the language used is basic and simple but not boring. Mr. Humiston states, "If your readers have to look up the words in a dictionary the writer is not doing an adequate job. On the other side of the coin, if a reader feels like they are being talked down to, you are on bad ground too."

The readers also spoke highly of the story mix and placement in the magazine. Ms. Mulvany-Graebe says the stories present a well-rounded view of corporate activities. Mr. Humiston continues by saying, "There is a good mix between features and straight news. There is also a good balance of industry, corporate and personal news. The placement plays a key part in the flow of the entire project. The features are effective in breaking up the straightforward approach of the news style articles. It all works well together."

Ms. Mulvany-Graebe liked the recognition note, acknowledging the contributions of the division reporters. She believes the editor accomplishes the task of communicating with the internal audience by sharing the accolades with the reporters and the readers. She states, "The editor stimulates open communication. She insists on it. She eagerly and effectively tells the Wetterau story. This can only reflect in more corporate pride, loyalty and, in turn, quality employee contributions."

Ms. Mulvany-Graebe concludes her evaluation of the magazine by saying, "WE Magazine mirrors a company that is employee-oriented, progressive, on the move and professionally stable ... even in a national climate of corporate instability. It provides the attention, the warmth and the communication necessary for a comfortable and productive employee environment. And that, after all, is what good internal publication is all about."

In terms of improving the magazine in future issues, Mr. Humiston says that the editor must build on the base that has been developed so that the employees learn to rely on the magazine as a major source of information. He feels that by building a loyal readership the editor will have an easier time justifying budgetary increases for additional issues of the magazine. He adds that the only limitation the magazine is experiencing is the budgetary restrictions. His final evaluation of the magazine is positive, stating that the editor has successfully accomplished the task of using open, readable communications to communicate to a varied work force.

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