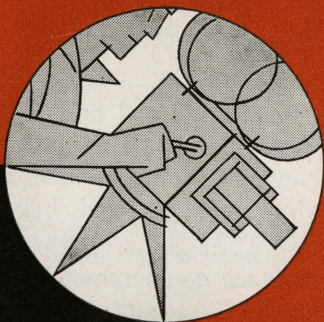


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“WE’RE IN THE MONEY”



- A SOUVENIR BOOK OF PROFIT
- HINTS FROM THE FRIGIDAIRE
- FOOD AND BEVERAGE MEETING



INTRODUCTION

In two hundred and forty cities, Food and Beverage Industries Meetings, sponsored by Frigidaire, were organized for the interchange of profitable ideas on the merchandising and serving of foods and beverages.

So many valuable facts were brought out in these meetings that no one in attendance could remember all of them. For that reason the high-lights and profit-pointers are summarized in this booklet, which also gives the benefit of the material to those who could not attend a meeting.

The main thought brought out in the Food and Beverage program is that the practical way of increasing profits is to attract more patrons and sell more to each of them. Outstanding methods of doing this are explained in the Food and Beverage Meeting by men who have been conspicuously successful in the industries.

With the hope that each of us can gain ideas for making more money, Frigidaire brings this story of famous stars in the food and beverage world, telling their secrets of success. Should you need electric refrigeration equipment, we also hope that you will give us an opportunity to tell you what Frigidaire *Flowing Cold* can accomplish.

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FRIGIDAIRE CORPORATION
Subsidiary of General Motors Corporation
DAYTON, OHIO

There is only one refrigerating system named Frigidaire—a product of General Motors

These

Well known men
give you the benefit of their
long experience

- ★ Oscar, host of the Waldorf-Astoria, New York City.
- ★ R. C. Pollock, General Manager of the National Livestock and Meat Board.
- ★ Max O. Cullen, Manager of Merchandising Department, National Livestock and Meat Board.
- ★ William B. Margerum, President of the National Association of Meat Retailers.
- ★ J. O. Dahl, editor of Hotel Management and Restaurant Management Magazines.
- ★ Wm. B. Ahern, supervising instructor of Bartenders' School, New York City.
- ★ John P. Harding, famous hotel and restaurant owner, of Chicago.

Many others whose examples you can profitably adopt. Among them are executives of the Fred Harvey System, Toffenetti of Chicago, Patten of Boston, Servis of Dayton, Stauffer of Cleveland, Hackney of Atlantic City, Antoine's and Maylie's of New Orleans, Jacobs of Cleveland, Hedge of Royal Oak, Mich., Hancock's Cafe of Monmouth, Illinois, Union Oyster House of Boston, Victor Hugo of Los Angeles, Sardi's Restaurant of Hollywood, Patterson of Atlantic City, Pedigo of Indianapolis, Robinson of Chicago, Glaier of Grosse Pointe Village, Mich., Strauss of Louisville and Kyer of Seattle.

Profit hints

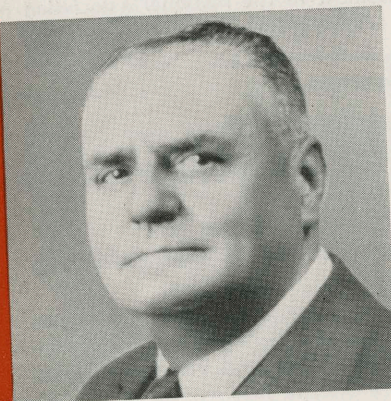
FOR FOOD SERVERS

● Eating is about the biggest thing on the minds of the world's billion people. Three times a day—every day and every year since Adam and Eve split the apple . . . from the cradle to the grave—life is punctuated with meals.

Thirty-eight cents out of every dollar goes for food!

Catering to the public's sixteen-billion-dollar appetite is a great responsibility and wonderful opportunity.

Thousands of enterprising men and women have taken this serious business seriously, have overcome its problems,



Oscar of the Waldorf

made good profits by bidding for public favor and winning public trust. Thousands of them have learned the

fine art of pleasing with good food and good service. Some of these have won nation-wide fame—a few, world-wide renown. For instance, who hasn't heard of the Waldorf-Astoria and of Oscar of the Waldorf?

Here, pleasing people with food and food service is made a fine art. Oscar has pleased three generations, and he is going to tell how he does it.

Oscar of the Waldorf says:

"The one big thing is courtesy—continuous courtesy everywhere—no matter how unreasonable any patron may be. The big job of the hotel man of today is to please—and eating is the service in which the public expects better treatment than in any other.

"Courtesy everywhere, the best food, fresh and freshly kept, rightly cooked and properly served, is the secret of success in pleasing the public; and if you please the public you get their patronage.

"While all hotel men realize the value of exquisite service, perhaps we at the Waldorf go a little further than some in matters of detail. For example, waiters must never let thumbs project over the front edge of plate. Every plate must be wiped as it is put before the guest. Knife edges must be turned toward the plate. Fingers must not touch glass



Waldorf-Astoria Service

rim. Ice is placed in glasses only when guests ask for it. Ice cubes are slipped into glasses noiselessly. Silver must be held by handles only and wiped as placed. Silver should be carried to the table on a linen-covered tray if guests are seated."

The Art of Pleasing

"Not only must every meal please, but every dish must please. We use the most scrupulous care in every detail of preparation and cookery. There are many dishes for which the Waldorf chefs are famous, and specials are handled by the most expert people in our kitchen.

"No matter how fine a job a hotel may do in expert preparation and polite service, the food itself must be up to the highest standard of quality and condition, purchased from suppliers who take care of it before you get it."

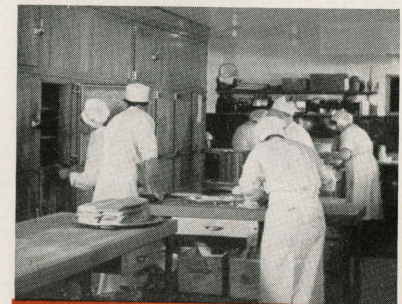
Food is Safeguarded by Flowing Cold

"And the rules governing quality and freshness which we insist upon among our suppliers are followed closely in our own departments. All fresh stuff is kept in refrigerators maintaining a *Flowing Cold* temperature of 38 to 40 degrees, until used. Such protection not only insures fresh foods always, but it also

makes for economy in selling it at a profit. Then, too, we appreciate that faster, better service results from convenience.

"Our reach-in coolers speed up the service all along the line, and at the same time provide *Flowing Cold* for the hundreds of fresh food items which we are compelled to store in large quantities.

"Mr. Horwath, our profit expert, says that everything we do is no good unless we always know how much we make on everything we do. He keeps the figures and can tell us how much we make on every oyster. That is the only way to insure a profit in the business built up by good food and good service."



Waldorf-Astoria Reach-in Coolers

● The art of serving food at a profit, of winning and holding good will through the appetite, is not confined to big hotels, though nearly every hotel man is in the restaurant business. Appetites and appreciation for good food service are just as keen wherever food is served.

"Always Buy the Best"

Fred Harvey's name has been synonymous with fine food and quick service to generations of travelers along the lines of Western Railroads. Harvey executives attribute the outstanding

Why are there more Commercial Frigidaire units in use than all other makes combined?



In a Fred Harvey Restaurant

success of this food system to the policy, "Always Buy the Best." This means buying the best for each special purpose and it also means not simply taking the best at hand, but going to sources far distant, if necessary. After they have found the most satisfactory source for

any commodity, they establish a close, dependable and permanent relationship. They say they are as interested in the people from whom they buy as in the people to whom they sell.

Keeping Pace with Public Tastes

America serves 70 million meals a day outside the homes, and the big job rests squarely on the shoulders of the restaurant man. Few businesses have made the progress that the restaurant business has in keeping pace with public tastes, public food demands.

Tens of thousands of eating places dot the land from coast to coast and many of them have profited immensely in producing, three times a day, the right answer to the universal daily question, "Where do we eat?"

How others increase business volume



● As was the case in the good old days at Rector's, Delmonico's and Sherry's—crowds are drawn to Sardi's in Hollywood by a glamorous dramatizing of eating rooms, chefs, head waiters, and food.

At Victor Hugo's in Los Angeles, Calif., a fine show is put on by an expert

chef out where the customers can see him do the fixing. Remember that a cook is always a hero to the hungry man; that the mere sight of appetizing food, especially in the fixing, makes appetites—and appetites make profits in the restaurant business. They put the show on in several acts at the Victor



At the Victor Hugo

Hugo—new programs for the window frequently.

In direct contrast to this, they don't put on any show at all at Maylie's in New Orleans. They believe that good food is the big thing and that given good food, the public, or a large part of it, won't be fussy about the way the food is served. "They don't come here to look around, they come here to eat," says the management.

Appetites Respond to Suggestion

At the *Triangle Restaurant* in Chicago, the menu plays a most important part. You don't have to imagine how a Triangle dish tastes—they tell you in glowing terms and appetite-making phrases. They find poems in chops and sermons in turnips.

And it's not all on the menu, for on the walls can be found placards which help sell various dishes. At the Triangle tables, the promises contained on the menu and placards are performed. The food matches up with the flowery descriptions. Business is good and diners come back again to read some more chapters in the interesting story of good things to eat.

The management says, "Get them to read the menu and they eat more—if the food news printed on the card also makes a hit. Patrons who pass up the menu spend less."

The proprietor of *Hancock's Cafe* in Monmouth, Illinois, is also a menu specialist. His principal interest, however, is to find dishes that make a hit and to eliminate the ones that patrons don't fancy. "Make every item pay a profit or off with it," he says. "Keep the winners; discard the losers. And when the winners begin to slip, eliminate them!"

Creating Attractive Atmosphere

Historical atmosphere is the particular drawing card at *Patten's* famous restaurant in Boston, right in the shadow of Faneuil Hall. Mr. Patten says, "Hitch your eating place to local historical events, and thousands of people will ride with you. They will look on it as something more than merely a place to eat. But do a good job, get your history right, use a good painter and decorator, and advertise every way you can. Then, you can truly say that there is no other restaurant in town just like yours, and that is something worth the saying in the restaurant business."



Patten's Capitalizes History

Now Frigidaire offers you *Flowing Cold*—a remarkable new development that reduces costs, increases profits



Servis Restaurant

But Patten doesn't stop with historical atmosphere. He also cools and freshens the atmosphere of his dining rooms by means of Frigidaire Air Conditioning. This is one of the greatest attractions a restaurateur can offer.

Waiters are Salesmen

George Servis of Dayton, Ohio, also utilizes Frigidaire Air Conditioning, which makes his food all the more enjoyable. And his counter boys are not merely waiters, but salesmen. Mr.

Servis says: "The secret lies in picking the right men. We select with great care. We almost never lose a man or fire one. We make their jobs worth having and what's worth having is worth working for.

"We employ only ambitious young men—as salesmen. Each one has a following won by striving always to please, by making every meal a pleasure. Good food, well-cooked; good, fresh air; fine service, plus active salesmanship. That's a combination hard to beat."

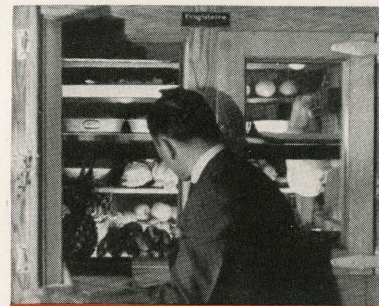
The effort to please is also a policy of Stauffer's in Cleveland. "From the moment a customer steps in," says Mr. Stauffer, "we go out of our way to please him. The hostess is very careful to assure every guest that we are mighty glad he came. And the waitress has a better greeting than 'What do you want today?' She is trained in the niceties, such as putting the dishes down gracefully and never waiting until a guest asks before she refills the water glasses, or brings more butter and rolls. And that, we believe, is one of the reasons why people like to eat at Stauffer's."

Unique ways of increasing patronage

● Merrily jingles the cash register in the Union Oyster House of Boston, where guests walk on a sawdust floor and seem to like it because it recalls the old-time bar atmosphere.

Patrons also flock to Hackney's in Atlantic City, where guests select the

lobsters and fish they want cooked. Mr. Hackney says, "Our slogan is, 'Dine in our restaurants where you will meet captains of industry and people of affairs from all parts of the world.' But, of course, we've got to get 'em there and we do that by treating them so well that



George Jacobs Inspects Cooler

they always come back. The lobster pool idea has been a big success. Lobster is one of our specialties and you must dramatize your specialties."

Oysters Rockefeller and Pompano-in-a-Paper-Bag are specialties of Antoine's of New Orleans. These have been leaders for this world-famous eating place and have drawn and held more customers than any other food treats in a restaurant of many delicacies. They hold their regulars by permitting no variation in the scheme of buying, cooking and serving the various special dishes for which they are well-known.

"Money in the Air"

Up in Cleveland, George Jacobs has found that "There's money in the air." He credits a large part of his thriving business to Frigidaire Air Conditioning. "Give 'em the air as they like it, and they'll give you their eating money," Mr. Jacobs says. He's a great advocate of Frigidaire equipment for both air conditioning and food refrigeration.

"With me", says Mr. Jacobs, "modern food storage and air conditioning equipment is purely a matter of good business. Probably not one out of ten of my regular customers know just why my restaurant is such a pleasant



Novel Restaurant in Royal Oak

place the year round, but they know that it is.

"This goes especially in mid-summer when it's sizzling out on the street and you know how hot it can get in a restaurant. Give 'em the air as they like it and they'll give you their eating money".

"Flowing Cold is the very back-bone of my business," testifies Mr. Jacobs. "My Frigidaire equipment reduces spoilage to a minimum because Flowing Cold insures low temperatures and reduces shrinkage of our stored foods. The food tastes better. This, combined with my nice, cool rooms in summer and the clean, fresh air in winter, has carried my average check speedily upward ever since I went modern."

A strange mixture of the modern and antique is found in Hedge's Wigwam of Royal Oak, Michigan. Here is a restaurant gone native after the fashion of the American Indian. It attracts hungry droves with genuine Indian atmosphere—and fine, fresh food. Customers can see steaks, chickens and game in season, kept in Flowing Cold refrigeration, ready to be selected for cooking and afterwards served with crisp salads and all the accompaniments of a delicious feast.

Frigidaire Flowing Cold provides correct temperature at a reduction of as much as 24% in operating cost

PROFIT HINTS

for food handlers



R. C. POLLOCK

The most important item in our diet, from a profit as well as a food value standpoint, is meat. Mr. R. C. Pollock, General Manager of the National Live Stock and Meat Board—the clearing house for modern methods in meat merchandising—brings you the benefit of his experience.

R. C. Pollock Makes These Comments

"Meat is produced on six and one-half million farms, it is processed in 1400 packing plants, and there are 125,000 meat retailers.

"What has made meat so important a factor in the economic fabric of the

nation? Well, aside from man's natural liking for this best-flavored of foods, meat holds a place in the diet which cannot be filled with complete satisfaction by any other food product. It 'sticks to the ribs'.

"And, for reasons of health, we need meat because it supplies protein in its best form, and essential minerals and energy. Even if I were on a reducing diet, I must have meat—according to some of the best medical authorities—to supply the proteins essential to keeping the body tissues in a state of repair."

Fattening the Pocketbook

"But, right now we are concerned with the topic of profits, as applied to meat retailing. Reducing the waistline may be the ambition of many, but fattening the pocketbook is something we all would like to do.

"The average citizen eats his weight in food once a month—about 1603 pounds a year—almost a ton of different kinds of food. When he has eaten that much, he can consume no more. He has reached capacity.

"Now, the number of pounds of meat that go into that 1603 pounds depends on the meat retailer. If meat salesmanship is as aggressive as that of the automobile or electric refrigerator dealer, profits can be increased on what your customer eats each year."

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Importance of Sanitation, Refrigeration, Display, Modernism

"Careful handling in your establishment of what the consuming public has learned is a perishable product, will build confidence in your merchandise. That means proper refrigeration and strict adherence to the rules of sanitation. Fresh meats must always be kept cool, in an atmosphere that is neither too dry nor too moist. Attractively arranged display cases have an eye-appeal which cannot be discounted in any merchandising plan.

"Your customer will appreciate any information you can give her as to the proper way to prepare the meat she buys.

"Then, there is the question of novel and attractive meat cuts. The automobile builder is constantly increasing his profits by improving his models and styles. Now, here is your chance to take a page out of the automobile man's book by adopting 'new models' in meat cuts.

"Compact, attractive roasts and pot roasts, cut according to modern methods, make a very definite appeal to the up-to-date housewife, and I can point to plenty of meat markets where they have done a lot to build up profits."

Women Judge by Their Own Standards

We are living in a time of great changes in every-day living. And vast have been the changes in the food business.

Eating is as old as the world, but food handling has developed steadily. Only yesterday a bull's head over the door greeted the customer's eye when she entered the meat shop to buy her meat for dinner; an unpleasant reminder to the public that slaughter



Refrigerated Cases Attract

is necessary to produce meat products.

And in the old days, they used to freeze the customers to save money in chilling the meat.

Yes, things have changed in the meat business just as they have changed in the restaurant business. The public today demands a pleasant, cheerful and sanitary atmosphere.

Few lines of business have shown greater progress and a better understanding of the trends of the times than the fresh meat retailer.

Striking have been the advances made in meat shop equipment, refrigeration, flooring, walls, sanitation, display and merchandising ideas.

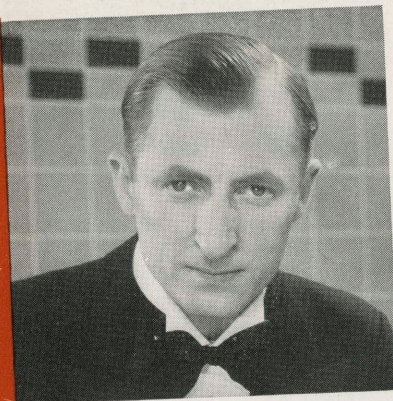
Many of these changes have been brought about by the fact that nine out of ten meat customers today are women, and eight out of ten are housewives. The homes of all these women are rapidly becoming modernized. Consequently, women judge a meat market by their own kitchens. Your refrigeration is compared to theirs; the way you handle food to the way they handle it. And the modern kitchen is something to live up to.

Modern customers want medium-sized cuts of meat—modern cuts that will look more attractive when served in their modern kitchenette apartments.

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Frigidaire Flowing Cold reduces the amount of moisture taken out of food to a minimum

Meat styles have changed



MAX O. CULLEN

Max O. Cullen of the National Live Stock and Meat Board, Chicago, brings you the latest fashions in meat cuts, which he has learned in twenty years of practical meat cutting and in studying the methods of modern, successful meat retailers in all parts of the country.

Mr. Cullen Says:

"The re-styling of meat is not a mere fad. It's a sound business—an answer to the new demand for more attractive and more convenient sized meat cuts."

Cutting a Side of Beef

"The beef carcass is still cut into standard wholesale cuts. In other words, the thin meat is separated from the

thick meat. But the new science of meat cutting does take full advantage of the fact that some muscles are more tender than others.

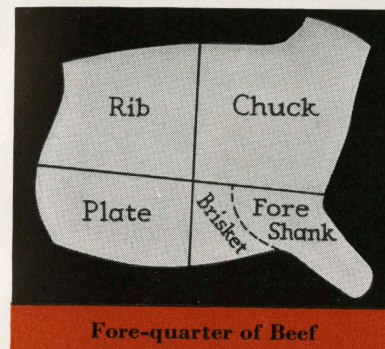
"For example, the beef rib is a more tender cut, and is palatable when cooked in dry heat. It should be cooked in an uncovered pan, without basting or the addition of water; while the less tender cut, such as the outside chuck pot roast, must be cooked with the lid over the roaster, in its own moisture, or with the addition of water, in order to break down the connective tissues."

What to Do with the Rib Section

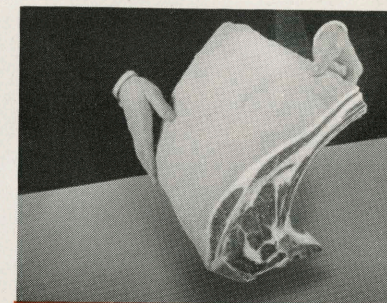
"The blade end of the beef rib looks much like a blade bone chuck pot roast. It's too large for the average family and, besides, it contains muscles of different degrees of tenderness, which *should* not be cooked the same way. But, for the average family of four, the outside section makes an ideal sized pot roast. The eye muscle is the most tender part of the blade rib and can be used as an oven roast. Or it may be cut into four, delicious individual steaks.

"The thin meat in the standing rib roast should be cooked differently than the thick eye muscle. Why not follow the practice of the hotel and restaurant and remove the short rib section? It is delicious when braized or cooked in moist heat.

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Fore-quarter of Beef



Prime Rib of Beef

"The short cut rib makes a splendid cut for roasting, that the clumsiest husband can serve without swearing, if you separate back-bone from ribs so that the vertebrae can be removed easily."

According to Inez Wilson, nationally

known authority on meat cooking, a roast always should be put in the pan with the fat side up. Then the fat will run down and baste the meat. That's an idea you may want to pass along to your customers.

Tricks in cutting the hind-quarter



● "Now," continues Mr. Cullen, "let's see what can be done with the hind-quarter of beef. It is separated into the major wholesale cuts; the round, rump, flank and loin.

"The beef round illustrates very nicely the difference in the tenderness of meat. The top round muscle is the most tender. The sirloin tip is second. The eye round is third. And the bottom round is least tender.

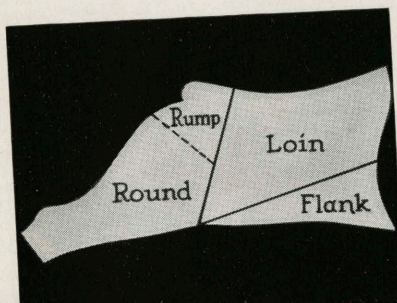
"When grandfather served a round steak, he knew just which part to cut for the minister, and which would keep

the children busy chewing, instead of talking out of turn. But nowadays, there's not much call for a full steak of such size."

Separating the Muscles

"So, in many localities now the four different muscles in the round are separated. The top round is suitable for steaks. The sirloin tip makes splendid steaks or roasts. The bottom round is excellent for swiss steaks, or for regular

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Hind-quarter of Beef



A Larded Pot Roast

steaks if you make it more tender with the meat masticator or cubing machine. The eye of the round may be cut into individual swiss steaks or into double steaks.

"Lean cuts, such as the bottom round, chuck pot roasts and various cuts of veal, may be made more desirable by wrapping them in slices of fresh pork back fat, then injecting lardons of fat

into the meat. To do this just run the needle through, groove down, turn it over, lay a lardoon of fat in the groove and pull the needle back with your thumb in the groove to keep the fat in the meat. Not only does larding make meat more attractive and desirable, but it also provides a profitable market for fresh pork back fat when you sell it in larded pot roasts."

Getting more profit out of lamb

● "And now," Mr. Cullen says, "a few merchandising ideas on lamb. The average housewife knows only three cuts of lamb—rib chops, loin chops and legs of lamb. This leaves you with the flank, breast, shank, neck and shoulder, for which the demand is limited.

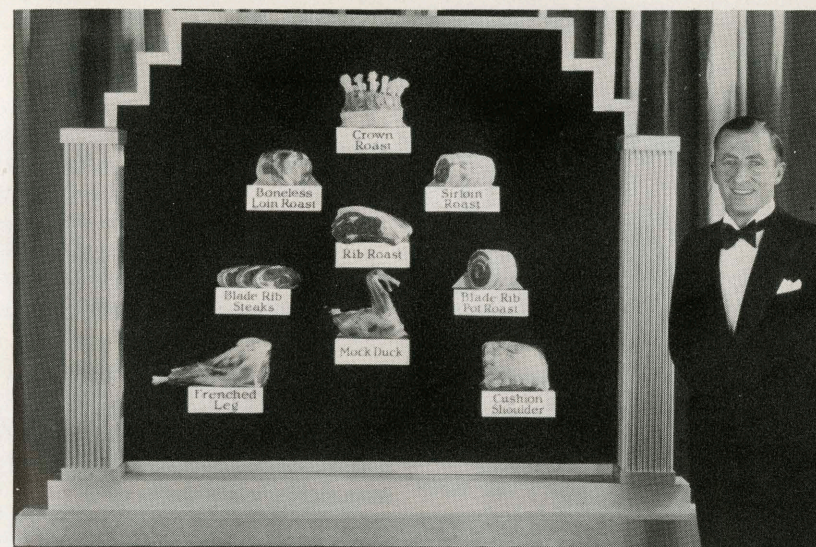
"In considering a square-cut shoulder of lamb, the odd-shaped bones, that make the unboned shoulder a regular orphan on the market, are removed by first lifting off the rib bones and verte-

brae, then opening the shoulder from the two sides. The blade and arm bones now are uncovered, and are easily removed. Opening the shoulder forms a pocket on the inside of the roast, which the housewife fills with dressing. When she cooks it, the dressing expands and the piece puffs up. Hence, the name 'cushion style' shoulder of lamb."

Will Serve 25% More People

"In my opinion, this is the most practi-

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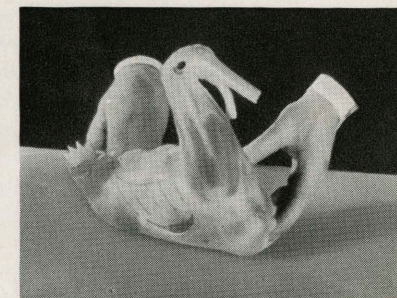
Cuts Demonstrated by Mr. Cullen

cal cut in the entire carcass of lamb. And here's what Miss Wilson has to say about it: 'The cushion style shoulder of lamb really is a practical cut. It actually will serve a fourth more persons than will the same piece of meat with the bone left in, because it gives good, uniform slices from one end to the other. I'm sure even a mere man would have no difficulty in carving

a delicious piece of meat like the cushion style shoulder of lamb. "An unusual and very spectacular cut from the shoulder of lamb is the mock duck, made by lifting the top of the shoulder. The bones are removed. The tip is removed from the end of the shank and a mouth is made. The piece of meat is folded together, and a mock duck is the result."



Cushion Style Shoulder of Lamb



Mock Duck

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Frigidaire Flowing Cold provides a positive washed air system that keeps the air in coolers purer and cleaner

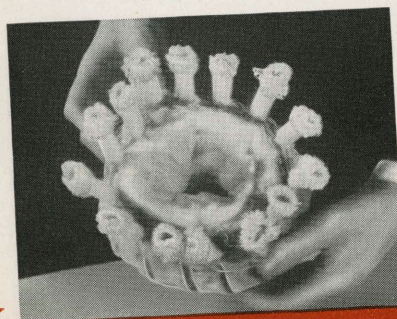
Pointers on cutting pork



● "Pork comes to your market already converted into wholesale cuts. And here are some effective ways of merchandising the slow-moving sections.

How to Make a Sirloin Pork Roast

"With regard to the ham end cut of the pork loin, many dealers remove the blocky pieces of tenderloin from two end cuts. You should have no difficulty in selling them. Then remove the back-bone and hip-bone from these two pieces of meat, and throw a piece of meat from the thick end of the cut into the pocket. Place the two pieces together, with the ends reversed, roll and tie it. And you have a sirloin pork roast that will win the heart of any man who carves.



Crown Pork Roast

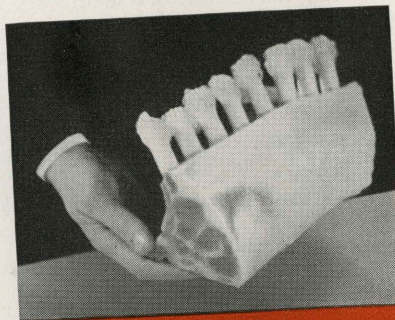
"Just a word about bone shrinkage. You can get enough more for the tenderloin to more than make up for the weight of the bone.

"The shoulder end cuts also can be boned and rolled into a salable piece of meat similar to the sirloin roast.

"When you fix a pork loin roast, don't fill it full of bone splinters with a cleaver. Make a more easily carved roast by separating the back-bone from the ribs with a saw. The center cut pork loin always takes care of itself.

Frenched and Crown Pork Roasts

"To make a pork loin roast more attractive for the table, you can make a Frenched pork roast without cutting



A Frenched Roast

out much weight. And if you want to be especially fancy in making a pork loin roast more attractive, remove the back-bone from two Frenched rib roasts and form them into a crown, and you have an attractive piece of meat that will create a lot of favorable comment and attention in your display case or show window."

We believe you will agree that these modern methods of meat cutting given by Mr. Cullen are very practical and can be applied with profit.

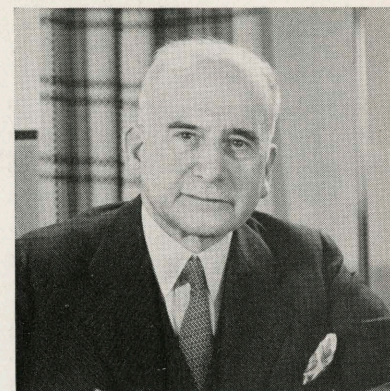
Another Man Who Knows the Meat Business

In addition, we want to quote the statement of a well-known meat retailer who has designed modern meat cuts of his own to give his customer bosses exactly what they want. Mr. William B. Margerum, of Philadelphia, President of the National Association of Meat Retailers, has this to say:

"I am above all else a meat merchant. I have studied meats, their breed, their feeding, and their care; and largely do the selecting of the meats which I distribute to the housewives of Philadelphia and its environs.

"During the activity of a lifetime in this field, I have won the reputation of selling the best meats which the country affords, which we distribute by a large fleet of trucks daily, throughout Philadelphia and ninety-six of its suburban towns. We keep in touch with our customers not only through our meat cutters, who are also salesmen, but also by a telephone order department manned by eight operators.

"The care which we give to the proper selection of our product, to fit the indi-



★ WILLIAM B. MARGERUM

vidual desire of the customer, has been no small factor in the growth of this business."

Meat Retailing Revolutionized by Modern Refrigeration

"There has been a wonderful development in the retailing of meats all across the country since the advent of modern refrigeration. The type of store, or stalls, if in the market house, has undergone a complete transformation.

"Opportunity is provided by refrigeration for keeping a more abundant and larger variety of meats in stock. And the refrigerated display case, if furnished with a proper and appetizing display of modern meat cuts, becomes a very important sales feature of your establishment."

And here it is well to bear in mind that Frigidaire has made a great contribution to the improvement in meat merchandising practices. This is evidenced by the fact that more Frigidaire commercial installations have been made than of all other makes combined.

With coils made by one firm, compressors by another and controls by a third, can you be sure of correct refrigeration?

Motive Forces that Propel to Success

Continuing his talk, Mr. Margerum says, "The attractiveness of a properly fitted meat market can be enhanced, its customers accommodated, and its profits increased by the addition of a well-selected and rapid-demand type of groceries, fruits and vegetables.

"But just as meat is the pièce de résistance at the meal, so meat, if judiciously selected, properly cut, well cared for and well displayed, is the hub around which your activities revolve. Nevertheless, all these things are of no avail without Principle, Personality, Perseverance, Progressiveness, and Punch, which constitute the motive forces that propel you to success."

Ideas for Grocers

"On the grocery side, buying is everything," says Fred D. Glaiser of Grosse Pointe Village, Mich., who has built up a big business by careful buying.

"You have to sell what you buy", he reasons, and the right kind of buying makes selling all the easier. "Buy from personal experience and knowledge of your trade. I know what my customers are thinking about because I've watched and had my people watch and listen.

"I get the praise and the kicks; and to me, neither are empty words. Listen to what your customers say. I watch my sales records and my inventories. I've got the feel of this community's food preferences and fancies. If customers ask a few times for something we don't have, I get it."

Displays Increase Sales

In the early stages of merchandising, some genius made the discovery that nearly all of us buy things on the spur of the moment when we come upon them suddenly. So it is that wide-awake grocery merchants display articles which create the desire to buy. These are called impulse items. Special attention is given to them by Patterson's of Atlantic City, where these spurs to buying help a lot in building profits.

The idea is thus stated by Patterson's: "We can't remember for the housewife the things she forgets, but we can put out things she will want when she sees them! We put them up front where she sees them as she comes in, and as she goes out. The system works!"

Grocer Restricts His Delivery Area

Mr. Julius Strauss, owner of the Julius Strauss Grocery Co., at Louisville, recognized the danger of keeping customers waiting too long for their food to be delivered.

Instead of going after customers, miles away from his store, he restricts his delivery area, tells the people why, and then sees to it that nobody has to wait for deliveries. Housewives got the point, he got the business—and the profits, and still gets them.

At the Totem Grocery in Seattle, they like to serve themselves, according to Henry Kyer, the owner. First, he makes sure there is plenty of room for customers to move around, and plenty of goods to catch the eye, with prices plainly marked.

He sums up his experience by saying, "What you must do is to make the layout attractive in a self-service store,

make it interesting, make it easy to shop, to move around. Attract crowds by good placard advertising and then let human nature take its course."

"Exposures Sell Goods"

The strategy in A. W. Pedigo's Store, of Indianapolis, is to get a flow of customers through the establishment. "Circulation," says Mr. Pedigo, "is what a grocery store needs."

Departments in this store are widely separated. There are food temptations everywhere. The working counters are in the rear so that customers will pass the intervening displays in going back for their parcels. "Exposures sell goods," Mr. Pedigo affirms. The more articles a woman sees, the more she will buy.

A Store Run by Customers

At the Stop and Shop Food Store, in the heart of Chicago, no item is stocked unless customers approve it. They do the



Totem Grocery, Seattle

testing and their verdict is final. "Here's a store run by its customers," says Manager Robinson.

The Stop and Shop Food Store was built especially to be a model downtown food store. It hasn't a foot of lumber in it. The monolithic flooring provides a positive seal against vermin. There are no corners, either, to hide merchandise from the public gaze or harbor insanitary conditions.

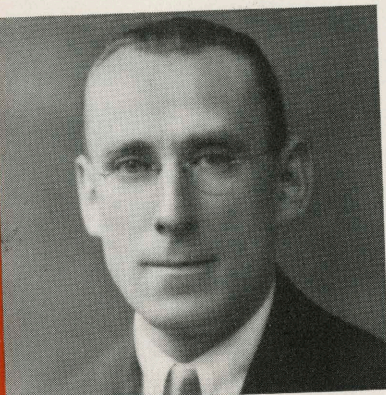
PROFIT HINTS FOR

Beverage servers

● Do customers dictate the policies of meat markets, food stores, hotels, and restaurants? Let's have an expert answer from Mr. J. O. Dahl, editorial director of "Hotel Management" and "Restaurant Management," two in-

fluential business magazines. He is also a nationally known authority on food merchandising.

Mr. Dahl says: "As a matter of fact, the customer and the patron dictate the policies and the profit possibilities of



J. O. DAHL

every business. But how much more true this is in the business of merchandising food and service!"

Patrons Run or Ruin a Business

"The hotel guest insists on good beds; even dictates what kind of soap will be in the bath; what kind of elevator service the hotel shall have; and whether or not breakfast in bed shall be possible; whether there shall be properly cooled circulating drinking water, and air conditioning.

"Although the hotel man, meat dealer, grocer or restaurant man may not realize it, his customers run his business and determine its success or failure.

"The objective of any business is profits, and it doesn't matter what the idea may be, old or new—if it rings the cash register, it is good. The customer runs your business because he alone determines what sales you will make, in what quantity; and he, therefore, controls your profits."

Profits in Wine

"Excellent profits were made on wines by hotel and restaurant men in the old days, and the opportunities are as great, if not greater, now.

Temperatures at Which Wine Should be Served

"All white, still, or sparkling wines are served cold, 45 degrees, preferably from an electric refrigerator. Rhine and Moselle wines are also served cold. Clarets and Burgundies—red wines in general—should be brought up from the wine cellar about two hours before time for serving to allow them to come naturally to room temperature. All wines should be handled carefully. Dirt, wax or dust is wiped away from cork and bottle mouth before drawing the cork.

"Point of corkscrew is placed exactly in the center of the cork before drawing, and is driven slowly into the cork. The cork is drawn slowly, and without moving the bottle. The neck of the bottle is wiped when the cork is out.

"Red wines are stored in a temperature of from 52 to 60 degrees; white wines at about 50 degrees."

Wine Has Regained Its Place

"Fine wines must be served in the correct glasses which should not be filled more than two-thirds of capacity. Fresh glasses for every bottle opened is the rule with wines.

"While America is a cocktail country, wine has regained its place on the American table, and by the right means can produce worthwhile profits for table d'hôte and a la carte service in almost any hotel, club, or service restaurant."



● A quarter of a century of experience has made a liquor expert of Mr. William B. Ahern. He was formerly in the business at the old Belmont Bar in New York City. Now he is Supervising Instructor of the New York Bartenders' School.

Mr. Ahern says: "Since the advent of prohibition, many of us, even the old-timers, have forgotten much that we knew about making and selling mixed drinks at a profit. Others have gone into this business for the first time following repeal.

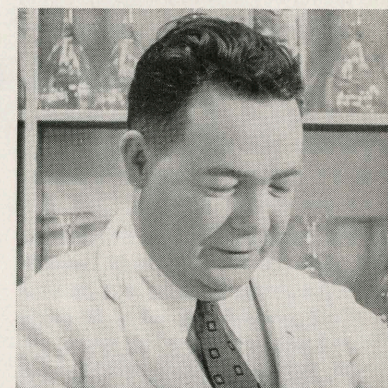
"Experience has shown that drink profits are nearly always in ratio to the quality of bar management; whether it is a drinking or a service bar."

Glassware Has Definite Effect on Profits

"Glassware is an important item. It has



A Good Assortment of Glasses



WILLIAM B. AHERN

a definite effect on profits. The size of the glassware must be in harmony with the prices charged for various drinks.

"For cocktails, cobbles, sours, fizzes, punches and such drinks, the stem glassware is the best because it permits a build-up that is pleasing to the eye. It creates customer satisfaction, as against the flat-bottom glass, which appears as a less attractive drink.

"An adequate supply of stem glassware is therefore desirable at the bar."

Correct Size is Important

"Many bar operators buy high-ball glasses that are too large for the purpose. The result is that, when filled with water or ginger-ale, plus cube ice,

Frigidaire maintains a double balance—between space and refrigerated and coil—between coil and compressor

the drink itself is drowned, and the customer thinks you are giving him short measure on the spirits.

"The best size for this purpose is the 6-oz. high-ball glass of a good quality.

Then the spirits are not drowned in the mixture.

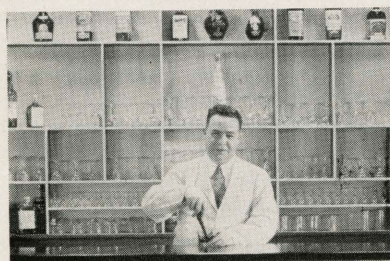
"Don't stock too many types of glassware; just enough to handle the drinks you commonly serve."



● "The best profits now lie in cocktails. The reason is simple enough. There is a jigger of spirits to a cocktail for which you get, say, 35 to 40 cents. The cocktail ingredients cost very little. For the same amount of straight gin or whiskey you get, say, 25 to 30 cents.

"For a cocktail that you sell at 35 or 40 cents, the cost of gin may be eight cents, and other ingredients, two cents. For the same amount of gin straight, you get 20 or 25 cents. It surely pays to sell cocktails.

"Push and popularize cocktails con-



Cocktails Pay a Larger Profit

taining such ingredients as gin, fruit juices, grenadin; also wines, such as sherry, port and vermouths; because the retail price is about the same as for more costly items.

"Cube ice is the best for bar purposes on account of its uniformity and better appearance."

Measure Ingredients Carefully

"Too much stress cannot be placed on the need for accuracy in measuring ingredients for mixed drinks. If you measure short, it displeases your customer; if you have an overage, you lose money. Most overage naturally goes down the sink. Think what this means in dollars and cents in a year's time.

"The answer? Don't trust to sight or instinct. Measure everything. No bartender should be allowed to guess these days."

Make Drinks Uniformly Good

"It is very important to have your drinks all made uniformly. Not only



Make Them Accurate and Uniform

does this save waste, but it builds up your trade. People like to feel that when they enjoy a drink at your place they will get one just as good the next time.

"Careless pouring of liquor from bottle to glass is wasteful. This should be watched. Also when measuring, hold measuring glass over mixing glass, which will tend to eliminate waste. All wastes are costly."

Keep Track of Stocks and Costs

"A well-run bar has some form of accurate check-up on the stock. This need not be fancy or complicated.

"In locations where the same employee is selling by the drink and also by the bottle, it will be good management to have two separate stocks. Have the stock marked in package to denote difference. Then keep a simple record of transactions so that you will know where you stand and what you are selling and making.

"This can be worked as a daily or weekly report sheet. Then you can get the story of your bar operation in very simple terms."

Modern Refrigeration Effects Great Improvement

"Since the prohibition period began, great strides have been made in refrigeration, and the up-to-date refrigerated bar affords conveniences and advantages unknown to the bartender of former days.

"Speed is possible now, less labor, better drinks, more sanitary conditions; and the exit of the old ice-pick, distasteful alike to the bartender and consumer."

In this connection, attention is called to the complete line of Frigidaire refrigeration equipment for bar and storage purposes. This equipment was being used in foreign countries during the prohibition period in the United States. It has, therefore, stood the test of time. Improvements have been added as the result of experience, so there is no question that Frigidaire equipment meets the needs of the beverage server in the most capable, convenient, and economical manner.

"Enough Beer to Float a Navy"

Now let us read what a well-known man who operates a very profitable hotel, has to say. This man has served more than 36,000,000 meals in his famous chain of restaurants, has sold as much as sixty tons of corned beef in a single week, and has been selling beer or near-beer for nearly half a century. He is Mr. John P. Harding, of Chicago.

Mr. Harding says: "I guess I have sold enough beer to float a good sized navy!

"The beer business and the food business belong together. They help each



JOHN P. HARDING

other. Beer makes people hungry, and there are certain foods that make people want beer.

"The food business in our restaurants increased twenty-five per cent when prohibition was repealed. We got our profit on that increase in our food sales, as well as on the beer that made the people want that much more food.

"We were entitled to it. It would have been poor business not to offer our customers the food they wanted with their beer.

"But I want to make it clear that the beer and liquor side of the establishment can, and should, show its own profit.

"That's where good management comes in!"

Quality Most Important

"The most important thing in the management of a beer business, I consider, is the quality of the beer you serve, and right here I should like to say that the beer we are getting today is uniformly better than the beer that we got before prohibition. But even the best of beer will spoil if it isn't handled properly.

"You can't even let the temperature of beer vary five degrees or its flavor will be impaired. We are always very careful to get the beer into our cold room just as soon as it is delivered. And we keep the temperature there as near 42 degrees as is humanly possible.

"And here's another thing that's very important: Order your beer in advance, so you don't ever have to tap a barrel the same day it is delivered.

"It is absolutely necessary that a barrel should stand twenty-four hours before we tap it. Otherwise, it would draw off too wild. And be sure to arrange your barrels in your refrigerator so that it won't be necessary to move them when tapping."

Draw from Each Barrel Separately

"We learned another important lesson, that we should have remembered, when we changed from near-beer to real beer. You have to have a separate barrel for each draft arm. If you don't, you're almost sure to have a difference in pressure at the different draft arms. At one it will be too wild, at another it will be too flat.

"The only way you can get exactly the right pressure at every draft arm is to regulate the pressure on each one individually. And, when you do that, you can get the ideal three-quarter inch collar on each stein, without having to comb off a bit."

Keep Lines Clean

"Clean out your lines thoroughly once a week. I am not ready to say which method is better. We use both the rubber plugs with a chemical disinfectant and steam at 300 degrees in our bars. Either method seems to work very satisfactorily. I don't recommend one over the other. But I do say very emphatically,

that you must clean out your lines thoroughly once each week, or the beer you serve will have a foul odor and a tainted taste."

At this point, let us call attention to the fact that special provision has been made in Frigidaire Beer Coolers for cleaning the beer coils and pipes. This can be done without shutting off the refrigerant system. Either a hot or cold solution may be used. If a hot solution is employed, properly cooled beer can be drawn off *within three minutes after cleaning.*

Avoiding Waste

Mr. Harding continues: "A lot of profits go down the sewer on account of wild beer. It wastes the bartender's time, too, and makes customers impatient.

"All of that waste can be avoided. At our bars, we usually get 400 10-ounce steins per barrel, and if you want to take the time to figure that out, you'll realize that we can't be letting much beer go to waste down the sewer."

Ways to Increase Sales

"Here's a little trick that usually sells a second stein. Just as soon as a customer has finished his drink, the bartender steps up, grasps the stein and asks, 'Another stein?' Usually the customer will want it, and with it he'll probably buy another sandwich—and double our profits on the other side of the house.

"Another merchandising stunt that has made a lot of extra profits for us, has been the 'snack hour' in the middle of the afternoon. We offer small sandwiches, or 'snacks' and a stein of beer, at a combination price. It's just enough for the man who gets hungry in mid-afternoon, but who doesn't want to spoil his appetite for dinner with a full-sized

sandwich. It has become very popular in Chicago."

Old-Timers at the Bar

"I have fifteen men on my bars, who tended bar for me before prohibition. All of them have been with me right straight through, and all of them are masters at mixing drinks.

"They remember the little courtesies that we almost forgot during prohibition, such as mixing the drinks above the bar, right in front of the customer, so that he can see what he is getting; also serving the bottle for straight drinks, so that the customer can pour his own. Those may sound like little things, but people surely appreciate them.

"In closing, I'd just like to add that I always have been strongly opposed to treating at the bar. That's the thing that was mainly responsible for over-drinking and over-spending."

★ ★ ★

Frigidaire hopes that every one finds at least one good suggestion from this story of ways to ring the cash register in the food and beverage business.

Surely, by following the examples of the men who have brought this message, you can say, "I'm in the money, too!"

Nearly every place of business mentioned in the six reels of the picture, entitled "We're in the Money," is a Frigidaire user. This is rather remarkable, as these places of business were selected because of their outstanding business methods rather than with any thought of the make of refrigeration used. We were, therefore, interested in learning that practically all of them had installed genuine Frigidaire equipment. Picked at random from all parts of the United States, they are a good indication of the acceptance of Frigidaire throughout the country.

**To assist food servers, food handlers and
beverage servers increase their profits,
Frigidaire offers these money-saving,
money-making advantages**



- The Frigidaire Commercial organization fully understands that its mission is to help dealers in foods and beverages increase their profits. That's the basic reason behind Frigidaire refrigeration and air conditioning.

**Always Alert to Advance
Interests of Users**

- How can Frigidaire equipment be made more efficient and economical? How can it be applied to the advancement of users' interests? These are the questions always being considered by Frigidaire Commercial Men.

This accounts for the ceaseless research in Frigidaire and General Motors laboratories on matters of refrigeration and air conditioning. It accounts for Frigidaire's latest revolutionary development in refrigeration—*Flowing Cold*.

**Benefits Never Before
Obtainable**

- This entirely new "four-dimension" system of refrigeration provides correct

refrigerating temperatures more economically than ever before, reducing operating costs as much as 24%. Frigidaire *Flowing Cold* also eliminates the excessive drying out of foods, a result made possible by the proper balance maintained between the space to be refrigerated and the coils specified—as well as a proper balance between *Flowing Cold* coils and compressors. It prevents the objectionable sweating or sliming of food products. And it provides a positive washed air system which makes possible a far cleaner air circulation over the food.

Conditioning the air is an art, and Frigidaire, a pioneer in air conditioning buildings, residences and other places, has applied the knowledge gained in this work to its new system for the keeping of food products.

What *Flowing Cold* Means

- Every advantage of Frigidaire *Flowing Cold* is a direct benefit to you in the way of savings and profits. You reduce to a minimum the losses of spoilage, trimming, shrinkage. You can carry larger and more varied stocks of perishables. Your foods look better and taste better. Their appearance stimulates buying and their quality creates customer good will. Yet with all these advantages, and others too numerous to mention, Frigidaire *Flowing Cold* is surprisingly inexpensive to own and operate.

**Every Refrigeration and Air
Conditioning Problem Solved**

- There is specific Frigidaire equipment to meet every cooling requirement in food stores, eating establishments, and refreshment places. You can have the kind of Frigidaire refrigeration and air conditioning that answers your purposes most effectively and most economically.

Correct refrigeration to meet the wide range of refrigeration requirements cannot be obtained with one type of equipment because of the different products to be refrigerated and the varying conditions to be met.

Just as when cooking various foods heat must be applied in different ways, so must refrigeration equipment be designed so that it can remove heat in different ways. For example, broiling, baking, frying and the use of the double boiler are different methods of applying heat. So forced air circulation, gravity air circulation, diffusion and conduction are different methods of removing heat.

The proper method of refrigeration must be applied in each individual case for the most efficient and economical results. Therefore, to meet this need, Frigidaire engineers have designed Frigidaire *Flowing Cold* equipment in many different sizes and types.

There are Frigidaire *Flowing Cold* Diamon-Fin Units, Forced Air Units, Flooded Units, Dry Expansion Units and Liquid Cooling Units. It is the completeness of the Frigidaire line that makes possible the application of Frigidaire *Flowing Cold* to every type of requirement.

With exactly the right equipment for

each particular need, Frigidaire Commercial Men have the knowledge and experience for properly applying it. They understand their business and take pride in making every Frigidaire installation the best job that can be done.

**The Best Known Name
in Refrigeration**

- Frigidaire is the largest manufacturer of electric refrigerating equipment in the world, with long years of manufacturing experience. More than two and one-half million Frigidaires have been installed in homes, markets, restaurants, and institutions throughout the world. All the owners understand the superiorities of Frigidaire refrigeration.

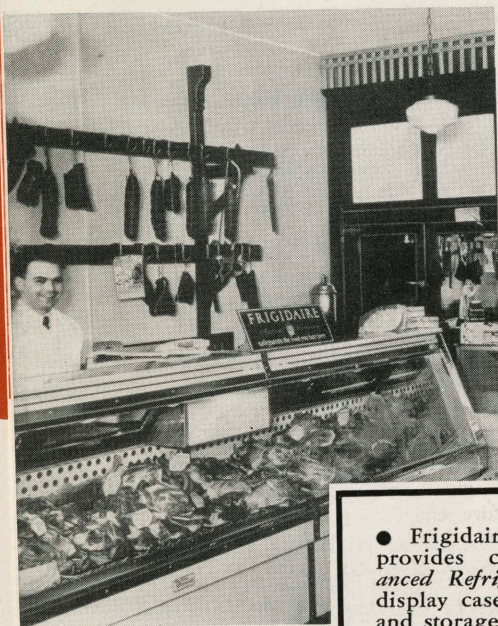
The Business-Building Plan

- The reputation of Frigidaire is a special asset to your business. In order that you may still further capitalize the value of the Frigidaire name, you are given the support of the Frigidaire Business-Building Plan, which has demonstrated over and over again its ability to increase sales and profits for thousands of merchants.

A General Motors Value

- Remember, too, that Frigidaire is a product of General Motors, an institution famous the world over for high standards of engineering, exhaustive tests, and research work in the building of fine mechanical products. This means that when you purchase Frigidaire *Flowing Cold* equipment, you are obtaining all that is implied in the term—a *General Motors Value*.

Frigidaire is specified by refrigeration experts and is tailor-made to suit individual requirements



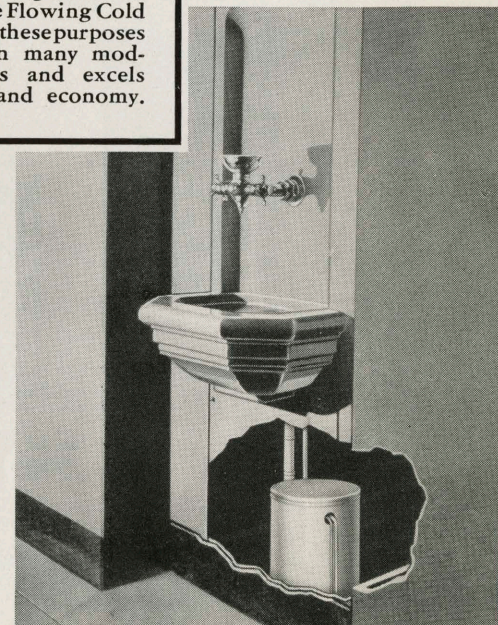
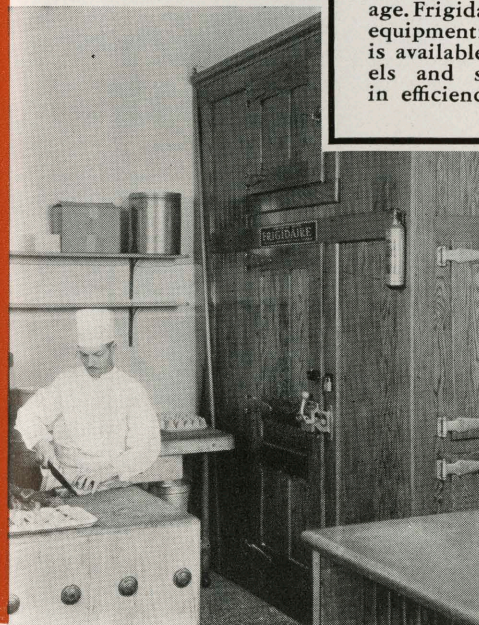
● Frigidaire *Flowing Cold* provides completely *Balanced Refrigeration* in the display cases, refrigerators, and storage rooms of markets, groceries, restaurants, taverns, hotels, florist shops, schools, hospitals, dining cars, ships—in fact, wherever a need exists for commercial refrigeration equipment.



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● There is also a complete line of Frigidaire *Flowing Cold* refrigeration equipment for water cooling, soda fountain refrigeration, and ice cream freezing and storage. Frigidaire *Flowing Cold* equipment for these purposes is available in many models and sizes and excels in efficiency and economy.



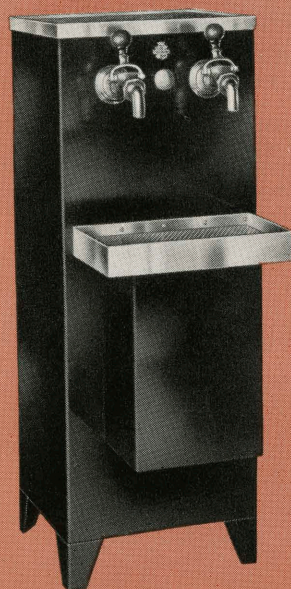
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There is Frigidaire equipment to cool foods, beer, wine, water and to condition the air

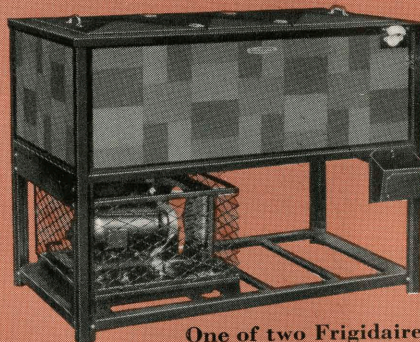
Whatever your requirements may be,
there is Frigidaire

Flowing Cold

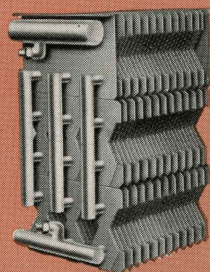
equipment to meet your needs exactly



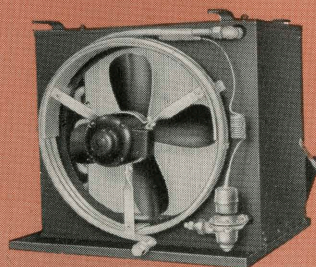
Frigidaire Beer
Dispenser



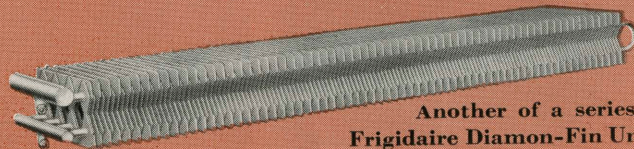
One of two Frigidaire
Bottled Beverage Coolers



One of many Frigidaire
Diamon-Fin Units

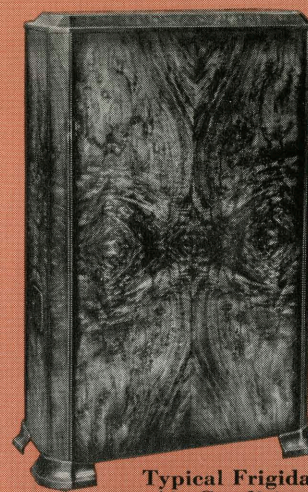


One of a series of Frigidaire
Forced Air Units

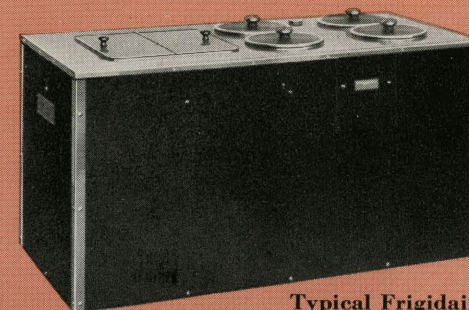


Another of a series of
Frigidaire Diamon-Fin Units

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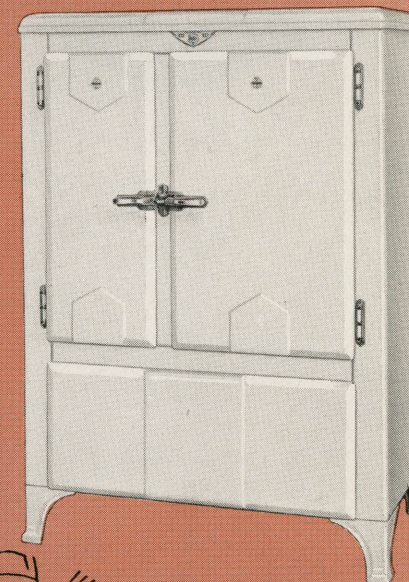
Typical Frigidaire
Air Conditioner



Typical Frigidaire
Ice Cream Cabinet



One of many
Frigidaire
Water Coolers



A typical Frigid-
aire Automatic
Refrigerator



Let the Frigidaire Commercial Man make a survey
of your needs . . . No obligation

● We want you to feel perfectly free to call on us for complete information about Frigidaire *Flowing Cold* equipment. A Frigidaire Commercial Man will gladly make a study of your refrigeration needs, showing exactly how Frigidaire can be adapted to your business, regardless of your requirements. This service is rendered entirely without obligation to you.

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Frigidaire offers you *Flowing Cold* Forced Air Units, ~~D~~Expansion Units, Diamon-Fin Units and Flooded Units



**GENERAL MOTORS
25TH ANNIVERSARY**

