OUR MOST VIGOROUS CRITICS CAN BE YOUR BEST FRIENDS

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Our most vigorous critics can be our best friends. Another way to say the same thing is “you’ve got to make a profit,” — that is you’ve got to make a profit if you want to stay in business.

Occasionally you hear someone say with a lot of conviction and an air of considerable importance, “Oh, that’s a big company, they can afford to lose money” … or “That dairyman has made a lot of money in the past, he doesn’t have to make a profit now!” Don’t you believe it. They both have got to make a profit, and so does every food processor and distributor.

“But wait,” says the skeptic, “I own my plant, it’s all paid for, I’ve got a sizeable bank account. I can live even if I don’t make a cent of profit for myself!”

And that is just the point, if you own the dairy, it is not YOU that makes the profit so necessary. You, the owner, are not the first reason. You are not even the second reason and you are not the fourth reason. You are probably the fifth and last reason why you’ve got to make a profit and why your critics can be your most valuable friends, IF you want to stay in business.

The four reasons I have in mind are not something vague, legendary, or the brain-child of some high-falutin philosopher or economist. They are Real, they are Tough, they are Authoritative and they are Expensive.

Imagine yourself in the center of a ring like the world’s champion prize fighter waiting for the challenger. You realize that you are not in a corner, but in the center of the ring. You have no gloves, only your bare hands. The spotlight is right above you with its heat and glare beating down unmercifully, making you uncomfortably conspicuous, and an easy target.

Suddenly the challenger appears, but he is not one he is four, each one different, each one powerful, each one intent, with his eyes fixed on you. As they bear down on you from all sides, you try to make a quick appraisal and you are amazed as you see their fists. The right hand is open, extended, and friendly …… but the left is hard clenched, it is jagged, bloody and wearing brass knuckles!

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Who are these towering characters who come in the dual role of friend and foe? What manner of man could appear to be so helpfully friendly and yet so ready to do battle?

I’ll name them. I said they are real and tough; they are, but they are also essential to the operation of your business. They are the four critics who can be your best friends, they are the four reasons you’ve got to make a profit …… they are

YOUR EMPLOYEES
YOUR PRODUCERS
YOUR CUSTOMERS
YOUR GOVERNMENT

You must have the helpful support of all four if you are going to stay in business, but they will not let you stay in business at a loss. Let’s look at them one at a time.

We are all in that pursuit of happiness, which we expect to take the form of better living thru modern science and thru inventions that give us less
The farmer and his family want the conveniences of city dwellers. His employees will go to the city unless he can offer jobs equally attractive. These things mean higher wages, more taxes, more mechanical equipment - more money for his milk.

The farmer has expert help and advice from the United States Department of Agriculture, the State Department of Agriculture, the State Universities, County Agents and County Farm Advisors. He has bargaining strength thru the Grange, the Farm Bureau, Farm Cooperatives, and Farm Marketing organizations. He will help the dairy plant by producing better milk at the right season. He will work with you on delivery, cooling and meeting quality and legal requirements. His right hand is ever ready to help and support you, but those brass knuckles can swing swift and sure if you fail to meet his growing need and Stern Demand for increased returns.

Then that fellow in the third corner - the customer. We cuddle him, we baby him, we pamper him - for unless we have him along with his friendship and his goodwill - We Have Nothing! So, what the customer wants, the customer gets - all other obstacles notwithstanding.

When glass bottles came along, they replaced the can and the dipper. When square glass bottles appeared, all round bottles became obsolete and were junked. When paper bottles appeared duplicate intricate filling machinery costing fabulous thousands of dollars was installed to provide them. When half-gallon containers were developed, more mortgages were made. Expensive trucks replaced the slower horses, insulated bodies replaced the open wagon, and refrigerated trucks are moving in, so that today's delivery equipment to serve food store and door step may well cost more in investment and maintenance than the entire milk pasteurizing plant of a few decades ago. These things have been quickly, often painfully provided to serve the customer better.

Consumers want their dairy products conveniently packaged, of high quality and at a fair price; and when she can buy this finest of all foods for 13 cents a pound (26 cents a quart) or a little more, she knows she has the best food bargain for her family.

More improvements in convenience and service can be expected in the future. The critical customer will demand them. It takes earnings to absorb the shock. You've got to make a profit if you want to stay in business. Your customers will demand it.

Then there is that fourth challenger, old Slugger
Government. *Uncle Sam* and his *nephews, State County*, and *City*. Even if Federal taxes do come down a little, State and local taxes are mounting at a terrifying rate. New licenses, new tags, new fees, perhaps a new or higher sales tax, even socialized medicine or pensions under the auspices of a paternalistic administration may suddenly appear.

In a few months time the City Council, the State Legislature, or the National Congress can pass legislation that can mean the survival or the perishing down a little, State and local absorption of the hock.

Opinion that can mean the survival or the perishing of an otherwise thriving business. Governmental failure to approve expensive processing equipment because of whim or because of real difference of opinion - a State order to build a sewage disposal plant - the condemnation of a building or other major laws, regulations or decisions of inspectors can put you out of business unless you have earnings to absorb the hock.

The lowly milk cow is the source and giver of all things dairy. We need to stick close to the cow. She is a *Humble* animal, a *Peaceful* creature, a *Noble* beast. She gives us milk her whole productive life; and when she is ready to die, do we reverently bury her as we do the vaunted human body? No! We violently terminate her existence, we eat her carcase, tan her hide, make glue of her feet, and fertilize of her bones. Even in death she continues to serve us.

Not only has the cow contributed to man’s physical comfort and well-being, but she has also played an important part in the cultural and aesthetic development of America. We are indebted to her for such colorful expletive and inventive as “I ain’t seen hide nor hair of him.” — “He’s throwing the bull,” and Sucking a hind tit.”

Milk is probably the only product in the world produced exclusively as a food for mammals. It has many known properties, all vital to man’s life and health, and probably many more as equally vital but as yet undiscovered by science.

Can it be possible that in controlling its handling we make the tail wag the dog? Milk is a sensitive product. It requires careful handling in clean utensils and equipment at proper temperatures. Careful pasteurization makes it safe for human use.

In all our efforts we need to keep a clear cut goal in plain sight — that goal should be safe milk with the least possible amount of regulation and regimentation.

Good, safe milk to the consumer is our goal, our aim, our end, our do-all and be-all. Everything else is fringe, window trimming, a means only to an end, a safeguard, a help, an aid, an assist, but only a help and an aid. It is vital that we do not get so lost in these details that we let them rule our thinking and permit these de-tails of method to wag the more important dog of good safe milk as it reaches the consumer. With the major objective in view we will never lose ourselves in the quicksand of trivia.

Dairy plants are manned by human beings who have human frailties. We can build, design, mechanize and legislate to reduce the danger of these frailties. We cannot forget, however, that THESE SAME FRAIL HUMANS operate these mechanisms. We cannot buy nor build ourselves into absolute safety or security. We must *Operate* ourselves into safety. In the hands of the meticulous operator the finest milk can come out of old equipment, while the careless handler can vend the poorest product from the very best and latest of machinery and structures.

We cannot buy ourselves into safety with fantastic precautions. Our security must come from eternal vigilance. Vigilance in the form of conscientious and painstaking cleanliness on a daily basis. We cannot foresee and fence out every contingency. It is useless and unwise as well as economically unsound to build a Chinese Wall to keep out a stray wolf, for the wall becomes a bigger problem than the wolf, who should be continuously watched for and headed off on those rare occasions when he appears.

The fluid milk industry has been able to remain solvent only because of expanding markets, increased consumption of fresh milk, and alert efficient management which has devised and effected many economies.

Through the years, Federal, State and Local Health Departments, and especially Milk and Food Sanitarians have worked side by side with dairy processors in the development and improvement of the quality of all dairy products. This teamwork has produced for the consuming public milk and other dairy products of superior flavor and palatability with reliable and unquestioned safety.

Food and Dairy Sanitarians and inspectors will continue to be most critical and demanding. These demands cost money, big money. The dairy must be ready for these demands when they come. You’ve got to make a profit, your Government demands it!

Then in closing, perhaps I should mention, just in passing, the fifth reason why you’ve got to make a profit.

If you are in business, you don’t want to run it for fun alone. You are entitled to something for your efforts and the risks you take. But you can’t stay in
business and just break even. You've got to make a profit!!

That is the load the manager, the owner must carry. It is his Problem, it is his Task, it is his Obliga-
tion, it is his Opportunity!

These four critics —

HELPFUL INFORMATION

Editorial Note: Listed below are sources of information on a variety of subjects. Requests for any of the material listed may be sent by letter or postcard to the sources indicated.


Stored grain pests. A bulletin, 25 cents. Includes information on grain weevils, grain bores, flour moths, grain and flour beetles, miscellaneous beetles, book lice, silverfish, cockroaches, flour and grain mites and parasites of grain pests. Superintendent of Documents, Washington 25, D.C.


Silo news. A quarterly leaflet of news about silo operations. National Association of Silo Manufacturers, Rm. 3, Colonial Bldg., 131 Breckenridge Lane, Louisville, Ky.


Qualities of sorbic acid as a selective food fungistat. A bulletin. Carbide and Carbon Chemical Co., 30 E. 42nd St., New York, N.Y.


Get rid of rats. A movie, B&W., 16 mm., sound, rental fee $1.50. Emphasizes community rat control. Film Board of Canada, Dept. J.M.F.T., 620 Fifth Ave., New York, N.Y.; or 400 W. Madison St., Chicago, Ill.

Corn starch. A booklet, 44 pages. Discusses how corn starch is made, the various types, the approved handling procedures. Corn Industries Research Foundation, 3 E. 45th St., New York 17, N.Y.

Booklets on food storage service: (1) Food storage; (2) Rat control; (3) Good food service; (4) Dishwashing. Ohio Department of Health, Columbus, Ohio.


The cleaning and maintenance of soft floors. A movie, 16 mm., 22 minutes, sound and color, rental fee $5.00 per day. National Sanitary Supply Association, Dept. J.M.T.F., 139 N. Oak St., Suite 1105, Chicago, Ill.


Get rid of rats. A film, 16 mm., black and white, 10 minutes, rental fee $1.50. Dennis Film Libraries, 2506 W. 7th St., Los Angeles, Calif.