

**PRUDENTIAL OVERALL SUPPLY**

# **OFF-THE-CUFF**

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# Finding And Keeping Customers

Every business enterprise is made up of four activities: financing, producing, accounting and selling. Without any of these activities none of the others can stand alone. There is no textbook that gives a ready-made plan for every business, but there are many things that may be learned and put into practice as principles by anyone who strives for success.

Let me expand some on each of these. Without the financing to buy new equipment, buildings and garments, none of us would be employed by Prudential Overall Supply. Without production we would not have merchandise to deliver, and, again, we would not have employment. Without our accounting we wouldn't have, for one thing, a means of collecting monies for our delivered products. No monies collected means no payday for each of us and, again, no job.

Now let us look at selling. The principles of selling may be collected in a rough and ready way under two headings:

1. Why does the buyer want what you have to sell? and,
2. Why should he patronize you instead of some other seller?

The answers to these questions are equally vital whether you are employed in Milpitas, Chula Vista or any of our plants in between. In answer to these questions it is necessary to know what people want and make it available to them in a pleasant and convenient way.

The profession of selling either goods or yourself is to appeal to people individually. By your personal effort you see through the buyer's eyes and know the things that must be cleared away to enable him to appreciate the good points of what you offer.

## ABOUT THE AUTHOR AND THIS ISSUE . . .



*Len Munde, general manager of the Riverside plant, is responsible for this issue of OFF-THE-CUFF. Under his direction we reported several changes in corporate structure including the announcement of a new executive vice-president (operations) a new vice-president (marketing), the first woman general manager, and Prudential's step-up to its fourth generation computer.*

*We visited the Lakeview farm and processing plant of Nutralite Products, Inc., a Riverside customer and witnessed a CPR class held for Riverside plant personnel.*

*We reviewed the impact of community involvement on the lives of Prudential employees who participate in a variety of organizations. And finally, we monitored the achievements of Prudential employees and their families through our Newsmaker pages.*

A sale is not a coldly scientific process. It is a friendly, red-blooded person-to-person transaction. The sales person needs to understand and apply basic principles of human behavior. He needs to analyze the customer's true needs and to develop recommendations that result in satisfactory sales transactions. He needs to apply himself beyond the requirements of the immediate sale to build goodwill for his firm.

Each of us, no matter at which plant we are employed or which department we work in, are sales people. If you do not believe that statement, here is an example: those of you who are married — when you proposed or were proposed to, you sold the other person on the idea of marrying you. If you will stop and think, I am sure you can come up with many more examples.

We are also salespeople in that whatever job we have, it has an end result of serving our customers.

A satisfied customer remains the foremost factor in developing new business. He is kept satisfied by your demonstration of interest in him, interest in his affairs, his family, his hobbies or whatever is uppermost in his life. Goodwill is made up of fair dealing, courteous and efficient service and genuine interest. Alertness on the part of the staff to do some service, no matter how small, for everyone

approaching them in connection with business, can revolutionize sales. Little services, unimportant in themselves and consuming little time, will be thought of as important by people receiving them. As Longfellow phrased it, "Give what you have to someone, it may be better than you dare to think."

I have a favorite poem, penned by an unknown author, which I believe sums up my message for this issue of "OFF-THE-CUFF?" It is titled, "If You Think."

*If you **think** you are beaten,  
you are.  
If you **think** you dare not, you  
don't.  
If you like to win, but you **think**  
you can't,  
It is most certain you won't.  
If you **think** you'll lose, you're  
lost,  
For out of the world we find,  
Success begins with a fellow's  
will —  
It's all in the state of mind.  
If you **think** you are outclassed,  
you are,  
You've got to **think** high to rise.  
You've got to be **sure of yourself**  
before  
You can ever win a prize.  
Life's battles don't always go  
to the stronger or faster man,  
But soon or late the man who  
wins is the man who **thinks**  
he can!*

# Como Encontrar y Retener Clientes

Toda empresa comercial está integrada por cuatro actividades: financiamiento, producción, contabilidad y ventas. Sin una cualquiera de estas actividades, ninguna de las demás podrá mantenerse por sí misma. No existe libro de texto que ofrezca un plan ya hecho para cada uno de los negocios, si bien existen muchas cosas que se pueden aprender y poner en práctica como principios por cualquiera que se esfuerce por triunfar.

Permítanme que explique cada uno de estos puntos. Sin el financiamiento para comprar equipo nuevo, edificios y vestidos, ninguno de nosotros podría ser empleado por Prudential Overall Supply. Sin la producción, no tendríamos mercancía que entregar ni, tampoco, tendríamos empleo. Sin la contabilidad no tendríamos, en primer lugar, los medios de cobrar los pagos por los productos que entregamos. Si no se cobran los pagos, no habrá día de pago para ninguno de nosotros y, una vez más, tampoco habrá empleo.

Consideremos ahora las ventas. Los principios de la venta se podrían agrupar de una manera general y sencilla bajo dos epígrafes:

1. ¿Por qué quiere el comprador lo que usted tiene para vender?  
y,
2. ¿Por qué tiene que patrocinarle a usted en vez de a otro vendedor?

Las respuestas a estas preguntas tienen la misma importancia, sea que usted esté empleado en Milpitas, Chula Vista, o cualquiera de nuestras plantas en el medio. Para responder a estas preguntas es necesario saber lo que la gente quiere y ponerlo a su disposición de una manera agradable y conveniente.

La profesión de vender productos o venderse a sí mismo es interesar a las personas individualmente. Mediante un esfuerzo personal se puede ver a través de los ojos del comprador y descubrir las cosas que se deben quitar del paso para hacerle apreciar los puntos atractivos de lo que usted le ofrece.

Una venta no es un proceso friamente científico. Es una transacción amistosa, animosa, de persona a persona. Las personas que venden necesitan comprender y aplicar principios básicos de conducta humana. Necesitan analizar las necesidades legítimas del cliente e idear las recomendaciones que darían por resultado transacciones satisfactorias de ventas. Necesita aplicarse a más que los requisitos de una venta inmediata, con el fin de crear buen nombre para su firma.

Cada uno de nosotros, no importa en qué planta estemos empleados o en qué departamento trabajemos, somos vendedores. Si usted no cree esta afirmación, aquí tiene un ejemplo: aquéllos de ustedes que son casados, cuando ofrecieron matrimonio o les ofrecieron matrimonio, convencieron a la otra persona a casarse con ustedes. Si pensamos un poco, estoy seguro que podríamos encontrar más ejemplos.

Somos también vendedores en el sentido de que, cualquiera que sea el puesto que ocupemos, el resultado definitivo es servir a nuestros clientes. Un cliente satisfecho constituye el factor más importante en el desarrollo de un nuevo negocio. Y continuará satisfecho, si usted manifiesta interés por él, interés por sus negocios, su familia, sus aficiones y por lo que sea predominante en su vida. El buen nombre lo componen el trato equi-

tativo, el servicio cortés y eficiente y el interés genuino. El cuidado por parte del personal para prestar un servicio, por pequeño que sea, a cualquiera que se acerque a ellos en relación con el negocio, podría revolucionar las ventas. Pequeños servicios, que no tengan importancia en sí mismos y exijan poco tiempo, serán considerados como importantes por las personas que los reciben. Como expresó Longfellow, "Da lo que tienes a alguien, pudiera ser mejor que lo que puedes pensar."

Tengo un poema favorito, compuesto por un autor desconocido, que creo resume mi mensaje para este número de "OFF-THE-CUFF." Se titula, "Si tú piensas."

*Si piensas que estás agotado,  
lo estás.*

*Si piensas que no te arriesgas,  
no te arriesgarás.*

*Si quieres triunfar, pero piensas  
que no puedes,  
Es casi cierto que no vencerás.*

*Si piensas que perderás, estás  
perdido,  
Porque hemos aprendido en el  
mundo*

*Que el éxito se inicia en la  
voluntad —*

*Todo consiste en la actitud  
mental.*

*Si piensas que eres aventajado,  
lo serás,*

*Hay que pensar alto para subir.  
Tienes que estar seguro de ti  
mismo antes*

*De que puedas ganar un premio.*

*Las batallas de la vida no siempre  
las gana el hombre más fuerte  
o más rápido.*

*¡Pero, tarde o temprano, el  
hombre que vence es el  
hombre que piensa que puede!*

## Staff Reorganization Announced; First Woman General Manager Named

# PERSONAL GROWTH AND TECHNOLOGY AMONG NEW DIRECTIONS AT P.O.S.



DON R. CLARK, president

Although there is less physical work in the industrial laundry industry today than in the past, more personal effort is required of individuals. Technology has replaced much of the drudgery, but technology produces results only when individuals have the ability to use it correctly. Skills are required that are more precise — that require motivation, specialized training and a high degree of accuracy.

These thoughts were voiced by Don R. Clark, president, as he announced a series of changes that will affect the direction of Prudential Overall Supply. Among them are a staff reorganization, promotion of the first woman general manager, and transition to a fourth-generation computer system.

Partly the changes are called for, Mr. Clark explained, because of the excellent growth the company has shown in recent years. "We've added three plants in the past three years," he noted, "spreading efforts of the staff over a much greater area.

"At the same time, customers have learned to expect more sophisticated billing and delivery systems. Their demand for image through the use of quality merchandise is more pronounced than at any time in the past. Moreover," he added, "there is a growing willingness to pay the price of the firm that can provide these specialized services."

Mr. Clark noted that while any change is largely prompted by the events leading

up to it, the shape and scope of change must also be influenced by the results that are desired. "We are in an era when a company's success is determined by its ability to inspire the personal growth of its people and to take advantage of the technology available to it," he explained. "This staff reorganization and the advanced computer system will provide us with specialized attention in these vital areas of concern. Aided by existing personnel and technology, they will help provide a better coordinated effort of all the people in our company."

Dan Clark, previously vice president, has been named executive vice president in charge of operations.

Dan came to Prudential in 1960 as a part-time employee and held a variety of jobs with the company during summer vacations while he attended school and college. Upon graduation from the University of Southern California, he joined Prudential full time. His first assignment was that of route salesman at the Chula Vista plant.

After serving as assistant to the president for one year and general manager of the Riverside plant for two years, Dan was named vice president in July, 1974.

"As vice president, Dan was in a position to aid managers, particularly in accomplishing their goals in sales and service," Don Clark noted. "He also participated in a variety of Institute of Industrial Laundry committee activity in the areas of sales and service. And he worked extensively in I.I.L. people development programs. He has adapted many of the techniques of those programs to the goals and policies of Prudential."

In his new assignment, Dan will have much more responsibility in the areas of operations. He will be responsible for the activities of plant operations, and work closely with the general managers and their staffs for the purpose of best accomplishing plant profit plans.



**DAN CLARK**  
Executive Vice-President — Operations

Gifford F. Tiffany, previously general manager of the Los Angeles plant, was named vice president — marketing.

Gifford, known to fellow employees as "Tiff," began his career in the industrial laundry field in 1948 in St. Louis as a route salesman for Shop Towel Service. He later joined Chas. Todd, Inc., where he worked as route salesman, salesman and district manager. He was general manager of the firm's first branch plant in Mayfield, Kentucky. He was named vice president of Chas. Todd, Inc., in 1965 and opened the second branch in Sikeston, Missouri in 1966.

Gifford joined Prudential in October, 1969 as general manager of the Los Angeles plant. "During his eight years as general manager, the Los Angeles plant has been very productive in accomplishing its goals — particularly in the field of major accounts," Mr. Clark noted.

"Many areas of sales and service have been directed by various people in the company and we are now bringing all these activities under the vice president — marketing."

The new marketing vice president will work with managers and the executive vice president with full attention to the accomplishment of their sales and service goals. Additionally he will research new



**GIFFORD F. TIFFANY**  
Vice-President — Marketing

products and services, and new methods of servicing our existing accounts.

Bernice Shoberg, previously Los Angeles plant superintendent, has been named general manager of the Los Angeles plant, reaching a double milestone. She is the first woman and the first plant superintendent to receive the assignment of general manager.

"Bernice has spent her entire adult career in the industrial laundry field," Mr. Clark pointed out. "She brings 40 years of experience, including every area of production, to her new duties."

Bernice is a graduate of Dana High School, Dana, Iowa. Following graduation at age 16, she joined Bell Telephone Company in Grimes, Iowa as a telephone operator and jane-of-all-trades. In 1939 she came to California and joined Prudential as a plant employee. She worked in every area of production, including the wash room.

Bernice left Prudential twice: once in 1943 to accompany her husband, Wally, who was in the Marine Corps. She returned in 1945. She left again in 1959, "thinking to retire." A temporary assignment with Independent Uniform of Los Angeles led to a request in 1964 from L & N Laundry for her to serve as plant superintendent and merchandise buyer, a



**BERNICE SHOBERG**  
General Manager, Los Angeles Plant

position she held until 1970 when she returned to Prudential as L. A. plant superintendent.

"Along with her production responsibilities, Bernice has been involved with I.I.L. activities in the area of production," Mr. Clark noted. "She has also been in close contact with the sales and service department and has known a good many customers personally. She brings a diversity of strengths and experience to her new duties."

"Fortunately we are pleased that we are able to staff this reorganization with people who are now presently working with the company," Mr. Clark said. "Our first preference when promoting people is to offer the opportunities to individuals in our own company."

Coinciding with the staff reorganization, Mr. Clark also announced acquisition of Prudential's fourth-generation computer (a Burroughs 1860) which will quadruple memory capacity (storage space) and increase memory speed 20 times. "This equipment will provide us with tremendously quick and improved information for the internal paperwork necessary in our involved type of business," he said. "This will give us great opportunities to improve our systems and controls." (See story on page 7)



Clive Ruka, Van Nuys general manager; Jimmy, Roy and Frank Martinez, maintenance department. Mr. Ruka hired Jimmy through a joint Rotary Club, YMCA Job Corps program. The trial job turned out to be permanent. Later, brother Roy and father Frank joined Prudential.

# Clubs, Associations and Civic Groups

## Dues include service, but the rewards are great!

Two years ago, Joel Juntilla of the Mid-Valley YMCA Job Corps stood before a noon luncheon of the Van Nuys Rotary Club and asked businessmen to take a chance on the community's youth gangs. He admonished his listeners, "These are not average kids; they've had problems. You're going to take a chance on the job performance."

More than 50 of the men in the Van Nuys Rotary Club took a chance, including Clive Ruka, Van Nuys general manager. Through the Job Corps, Clive hired Jimmy Martinez, an 18-year-old high school drop-out, to work in the Van Nuys maintenance department. Today, not only is Jimmy Martinez still on the job — both his brother, Roy, and his father, Frank, are employed at Prudential Van Nuys.

As general manager of the Van Nuys plant, Clive Ruka donates approximately 20 hours a month to the Van Nuys Rotary Club. He edits their monthly newsletter,

attends regular meetings and supports their programs. "It makes me feel part of the community," he says.

By working with business and community organizations, Prudential managers grow. And sometimes the growth is personal as well as professional. Chuck McGee, Riverside corporate salesman who volunteers his time to solicit membership in The Trade Club of the Inland Empire, a non-profit organization affiliated with the San Bernardino Chamber of Commerce, explains: "Meeting people with ease is a skill that has to be cultivated. And one thing I get out of The Trade Club is a constant chance to meet new people."

What Prudential managers get out of volunteer work is also the opportunity to try their ideas and techniques on their peers. At-work assignments are usually confined to the interests of the individual's job. But in community organizations,

volunteers are provided an opportunity to try new ways of solving problems and meeting goals.

When Len Munde, Riverside general manager, joined the Kiwanis Club of Chino three years ago, he never expected to be involved in the problems of crime prevention. The Chino Kiwanis had a history of helping community young people through the FHA and 4-H Clubs, providing college scholarships and aiding college agricultural departments. But this year, as Len Munde was being elected first vice-president, the Kiwanis also elected to make crime prevention the theme for community involvement.

"The number of crimes committed against people is growing," Len points out. "But with a few basic precautions people can discourage the impulse criminal." In cooperation with the Chino Community Action Council, Kiwanians

*(Continued on Page 12)*

“Technology carries responsibility.”

-- Don R. Clark

## NEW COMPUTER DOES MORE WORK FASTER BUT THE RESULT IS STILL DETERMINED BY INPUT

When the Burroughs 1860 computer was installed recently, Prudential became one of a growing number of companies advancing to a fourth-generation computer. Though few changes will be evident in the orders, invoice transactions, payroll and other paperwork processed by the Data Processing Department — at least at first — the 1860 compares, in computer parlance, with the supersonic transport in the field of aviation. The fourth-generation 1860 processes four times as much information twenty times as fast as the third generation system it replaces.

The Burroughs 1860 was delivered in December and is presently being fed the memory and programs — the tiny bits (or “bytes”) of data that make up Prudential’s accounting system, payroll, inventory and management information. When it is fully operational, the new system will provide online (directly into the computer) inventory status, allow simultaneous uses, increase speed and capacity, and provide route and account profita-

bility. Additionally, it will provide life expectancy of merchandise by industry.

More impressive than its speed, particularly in the eyes of the individuals who program and operate it, is the complexity of jobs the 1860 can perform. For example, while the former system could run only one program at a time, the 1860 can run several programs at the same time. Perhaps more importantly, with the former tape-oriented storage system, data could only be retrieved sequentially. It was necessary to start at the beginning of each program and run the program through until it reached the desired information. The 1860’s disc storage system allows the operator to go directly to any section of any program.

The most dynamic feature of the new computer is the print-out terminals which resemble television screens. The terminals are the focal point of a new inventory status program developed jointly by Don Lahn, secretary-treasurer, and Darrel Hogan, purchasing director. By keypunch-

ing (typing) the correct code, purchasing department personnel will be able to read on the terminal screen a complete inventory status on any item of merchandise. The 1860 cannot only provide the quantity on hand, quantity on order and the cost, but also includes information on purchase orders such as order date, vendor used and the date the last purchase was received. Data would also be provided on the quantity on hand in Prudential supply departments along with the date of the last inventory and the quantity used since then.

To the individuals who communicate most directly with the computer — the route salesmen — the 1860 will produce almost no changes. While it is the programmers who write the instructions that tell the computer how to store information and computer operators who retrieve it in the form of invoices, payroll checks, and management reports, the 1860 like its predecessor, will still look to the route salesmen for the direct messages that control week-to-week operations.

“While computers are being developed that can do more and more work, they only do what they are told,” noted Don R. Clark, president, when he announced installation of the 1860. “For our route salesmen, more technology only means more need to send precise messages in the form of invoice adjustments and transactions, order forms and replacement forms.

“Although we pioneered computer technology within our own industry, we have proceeded one step at a time, checking our proficiency in computer technology before moving on to the next step.” Mr. Clark noted that the 1860 will produce data not previously available in our industry. “But no matter how advanced the equipment,” he concluded, “the result is only as meaningful as our ability to give accurate instructions. Technology carries a certain responsibility.”



Prudential Data Processing personnel and representatives of Burroughs Corporation Computer Division celebrate the installation of the Burroughs 1860 computer at the General Office. When it is fully programmed, the new unit will provide inventory status, account and route profitability.

# Five Sales and Service as 1977 Sales Award

A brand new category and a tie win adds five names to that circle of winners of the annual sales awards which honor sales and service personnel for outstanding achievement during the preceding year. Among recipients of this year's awards are three employees of the Los Angeles plant, one from the Van Nuys plant, and one from Van Nuys Dust Control.

## JOHN D. CLARK AWARD

**Brad Schultz**, Van Nuys Dust Control route salesman, captured the John D. Clark Award with an outstanding performance in the area of new sales. Brad sold \$606 in new weekly business in 1977, of which more than \$495 was wholly in KEX products.

The John D. Clark Award was established to recognize the individual whose achievements contribute most to the promotion of KEX products. Prudential has an exclusive franchise to market the high-quality KEX products — mats, mops, sweeping tool covers, dust cloths and wiping towels — manufactured by the Deering Milliken Company of La Grange, Georgia.

In the process of earning this award, Brad's performance also earned him the distinction of Route Salesman of the Month three times during 1977 — making him eligible for the Super Star Award for the Dust Control Division.

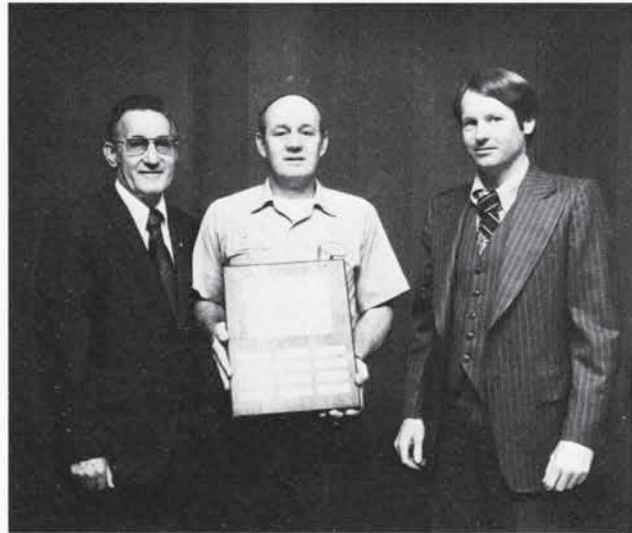
## PRESIDENT'S AWARD

**Tom McKenzie**, Los Angeles route salesman, was selected "Route Salesman of the Year" which made him recipient of the prestigious President's Award.

This award is given annually to the company's top route salesman and is based on performance in sales, service (including implementing Prudential systems) and customer relations.

To earn this award, Tom's 1977 performance on Route 8, described as the largest and by far the toughest retail route in Los Angeles, included outstanding achievement in all criteria.

In addition to new sales that totaled a net weekly average of \$28, Tom was recognized for excellent performance in the areas of garment usage, shortages, collecting lost and damage charges and



ABOVE — Chuck Crocker, Van Nuys wholesale route salesman, displays plaque that records winners of newly established Wholesale Route Salesman Award. Telling Chuck that he is a joint winner for the first presentation of the award are Clive Ruka, Van Nuys general manager, and Dan Clark, executive vice president — operations.



BELOW — Tom McKenzie, Los Angeles route salesman, accepts the 1977 President's Award (which is presented annually for outstanding effort by a route salesman) from Dewey Bullard, Los Angeles district manager, and Don R. Clark, president.



Brad Schultz, Van Nuys dust the 1977 John D. Clark Award promoting Kex products. Presenting Andrewson, Dust Control g Clark, chairman of the board.



# Employees Honored Award Winners Named

reducing C.O.D. credits. He is described as "one of the most personable and involved route salesmen at Prudential."

### GOLD STAR AWARD

**Bob Bailin**, Los Angeles corporate salesman, was singled out for his outstanding sales achievements during 1977, making him the recipient of the Gold Star Award for the second year in a row.

The Gold Star Award is given annually to the individual who makes the greatest corporate contribution in new sales.

In addition to his achievement in new sales, which averaged more than \$70 weekly, Bob was also recognized for contributions to the over-all Los Angeles sales and service effort. He initiated a telephone solicitation program which is expected to increase productivity in 1978. And his conscientious introduction of the service team, measuring and preparing accounts for installations aid in servicing accounts sold by him.

### WHOLESALE ROUTE SALESMAN OF THE YEAR

A new award was initiated this year (based on achievements in 1977) to recognize and honor outstanding accomplishment by a wholesale route salesman. The first year's competition produced a tie. Co-winners are Gene Lowden, Los Angeles, and Chuck Crocker, Van Nuys.

**Gene Lowden** was recognized for an outstanding "over-all" performance that included attention to detail on service systems, outstanding growth, contribution to the total team effort and exemplary customer relations. Among accomplishments making Gene eligible for the award is the fact that "he has never lost an account due to his performance." A review of customer visitations on his route reveals that he receives an "A" rating in all areas.

**Chuck Crocker's** performance on a newly established wholesale route (originated January, 1977) earned him the distinction of outstanding wholesale route salesman. Chuck was cited for his meticulous handling of the changeover which included re-taping all garments. At the same time he established a relationship with the key personnel within each account. Additionally he is recognized for helping other members of his district develop techniques in controlling garment usage and replacement of merchandise.



**ABOVE** — Co-winner of the first presentation of the Wholesale Route Salesman Award is Gene Lowden, Los Angeles wholesale route salesman. Presenting the award to Gene are Harley Morse, Los Angeles district manager, and Dan Clark, executive vice president — operations.

**BELOW** — Winner of the 1977 Gold Star Award for the second consecutive year is Bob Bailin, Los Angeles corporate salesman. Presenting the award (which honors outstanding sales achievement) is Gifford F. Tiffany, vice president — marketing, and Bernice Shoberg, Los Angeles general manager.



control route salesman, accepts award for his achievement in promoting the award are Howard general manager, and John D.





**It's a farm, a processing plant, a research center and a tourist**

# **Nutrilite Products' Lakeview A Bumper Crop of 'Natural'**

It is not your ordinary, run-of-the-mill industrial firm. Nutrilite Products, Inc.'s Lakeview, California facility is a farm, a processing plant, a research center and a tourist attraction. It is also a museum, a worm farm and the starting point of a growing number of products including vitamins, food supplements, cosmetics, cleaning aids and plant foods that carry the Nutrilite name.

The daily activities at Lakeview, where the raw materials for most Nutrilite products originate, include farming and harvesting raw materials, processing and bulk packaging products and researching and developing new products. For that reason the 70 employees at the San Jacinto Valley farm complex possess a diversified

group of skills including agricultural, research, scientific, manufacturing and controls. Company engineers maintain and repair all plant processing equipment, all farm equipment and company vehicles. And a pretty secretary fills in as a tour guide when groups tour the sprawling complex that spills over much of the San Jacinto Valley.

Nutrilite food supplements originated over 50 years ago when Carl Rehnberg, a young American, worked and lived in China. After observing the effects of inadequate diet on the Chinese people, it seemed logical to Mr. Rehnberg that there was a close relationship between a balanced diet and good health. He began to envision the idea of a dietary food supplement.

After returning to America, Mr. Rehnberg experimented for several years before selecting the nutrient properties of alfalfa, watercress and parsley as the best plant materials for his purpose and began producing food supplements. The product was immediately successful and soon sent the young businessman seeking larger quarters. He eventually located in Buena Park, where the company headquarters is located today.

By 1951, the amount of raw materials needed to supply customers had reached large proportion and Nutrilite purchased the 1200-acre farm at Lakeview which today surrounds a multi-million dollar extraction plant and modern technical center with seventeen buildings and more than 84,000 square feet under roof.



attraction.

# Farm Grows Products

Here at Lakeview, Nutrilite raises alfalfa and other plants used in the production of Nutrilite concentrates. The fertile San Jacinto Valley is a natural underground reservoir of mountain drainage water, ideal for the deep roots of the alfalfa plants. Aiding the fertility of the soil is the annual distribution of approximately ten million Egyptian hybrid earthworms — bred in a special worm farm by Nutrilite.

Once the crop is fully grown and healthy, only the top few inches of the alfalfa are cut to assure use of the most nutritive part of the plants for the production of Nutrilite concentrate. Freshly

Photos: Opposite page — Nutrilite Products, Inc., Lakeview farm and processing complex. ABOVE, Top — Uniform program includes men who cultivate the fields; Center — Each phase of processing is performed under rigid controls; Bottom — Blended products are packaged at Lakeview for bulk shipment. RIGHT, Top — Debbie Longoria serves as a tour guide for visitors; Bottom — Research center constantly tests existing products and develops new ones.



(Continued on Page 16)

# Learn By Serving

(Continued from Page 6)

pay for and distribute flyers in parking lots urging people to lock their cars and to place stereos and cassette players out of view. In the planning stages is a neighborhood watch program that encourages neighbors to keep an eye on each other's property.

By offering their support, Prudential managers assure the success of community programs. And success is the best motivation for further involvement. Frank Clark, Chula Vista general manager, agreed to join the San Diego Junior Achievement board of directors for one year because it offered him the opportunity to "meet regularly with business leaders." The result was a real eye-opener.

After working with groups of youngsters who learn about the free enterprise system by setting up companies, making and selling products and keeping profit and loss records, Frank Clark was hooked. He agreed to extend his tenure on the Junior Achievement board (where service is rendered by invitation only). "It gives the kids an idea of what it is like in the business world," he noted. "They see what it's going to be like to function in a work environment."

Organizations also give volunteers a chance to function in a different environment. While Bob Bailin, Los Angeles corporate salesman, sharpens the skills he applies in sales to solve community problems in the City of Commerce, he does so in a group endeavor rare in the solitary life of a salesman.

The City of Commerce, as the name suggests, is a community with a high commercial and industrial population and



In a project to stop auto stereo tape deck rip-offs, members of the Chino Kiwanis Club work with police and Community Action Council to warn residents to lock their cars when shopping. From left: Stan Smeding, President of the Chino Kiwanis Club; Pete Chavez, Chino Police Department; Dan Bruno, Chairman of the Community Action Council; and Len Munde, general manager of Prudential Overall Supply's Riverside plant.

a relatively small residential population. Through the Commerce Industrial Council, businessmen gather in shirt-sleeve sessions that help provide books for local college students or study the best routes for the city's free bus service.

"Everybody goes away thinking, 'I helped a little to make the city a better place to live and work,'" Bob states.

Two years ago, Gifford F. Tiffany, new marketing vice-president who was then Los Angeles general manager, took a refresher course in the laws that regulate financial institutions.

The Commerce Industrial Council sought to organize a credit union for the thousands of blue collar workers employed in Commerce firms that had no credit unions. "These were often people who had not had good experience in obtaining loans at reasonable interest rates," Gifford explains.

After several months of legislative red tape, the California Legislature passed a bill that allowed the formation of the

Commerce Industrial Council Credit Union. Today the eighteen-month-old organization has 2,137 regular savers and has extended loans totaling \$620,700 to members.

The scope of organizations that Prudential managers participate in on their own time runs the gamut of religious groups, businessmen's organizations and civic clubs. Some belong to groups with very select membership. For the past five years Don Sorensen, Chula Vista district manager, has volunteered many hours in the New Voice Club of San Diego County. Affiliated with the American Cancer Society and the International Association of Laryngectomees, it is made up of individuals who, like Don, have had laryngectomies (removal of the larynx).

Don had a laryngectomy in 1973, and almost immediately returned to work with his new speaking voice, "thanks to the encouragement of volunteers." He feels he is repaying the favor by working with new laryngectomees.

George Sothras, Chula Vista district

manager, did not think of himself as a bookkeeper when he joined the Knights of Pythias 20 years ago, but he has come to regard his numerical skills more highly. After holding every office in his lodge, he was asked to be treasurer again and again — for six straight years. “You get to feel that you can do something well,” he says, “something that benefits your friends.”

The Knights of Pythias, a fraternal organization that was started in 1864 by the U. S. Congress, also attracted Victor Maziarz and Ed Chevalier, Chula Vista route salesmen. Vic was Chancellor Commander in 1971, and Ed is presently Prelate of Loma Lodge No. 159, National City.

While many volunteers to organizations keep their eyes open for new business contacts, belonging usually means you will be called on to make a contribution. Explains Bill Knisely, Riverside district manager, “I’ve belonged to the Victorville Chamber of Commerce for six years. Yes, I’ve met some customers, but I also feel we’ve made some real contributions to civic activities in the high desert area.

Sitting in meetings with a group of volunteers may seem far removed from the business world. But to Clive Ruka, who is active in the Van Nuys Chamber of Commerce as well as the Rotary Club, the two are complementary to each other. As a member of the Governmental Affairs Committee, he not only keeps abreast of local, state and national legislation that affects business, he also gets the opportunity to tell legislators something about business. And that, he says, “makes it all worthwhile.”

## ON THE COVER

**Frank D. Clark, Chula Vista general manager, presents a plaque for contribution to the San Diego County Junior Achievement Association to Mr. C. L. French, vice-president and general manager of National Steel and Shipbuilding Company. After a successful first term, Mr. Clark was asked to stay on as a director.**

## Anyone Can Learn CPR TECHNIQUE TAUGHT AT RIVERSIDE

There was a time when saving a life was the activity of the brave and the swift. It was the work of heroes. Today almost anyone is a candidate. And in great numbers, individuals are learning how to save a life in an emergency through cardiopulmonary resuscitation, CPR, a hands-on technique for reviving victims of heart attack, electric shock and drowning.

On a recent Thursday, seven members of the Riverside plant staff completed six hours of cardiopulmonary resuscitation instruction, and were certified by the Riverside County Chapters of the Heart Association and the Red Cross. Jointly, these two organizations have set a goal to train one out of every four Riverside residents in this unique life-saving skill.

The CPR technique is a combination of artificial respiration and artificial circulation, which should be started immediately as an emergency procedure when cardiac arrest occurs. It should be practiced, however, *only* by those properly trained to do so. When Ed Eazor, Riverside plant superintendent, learned of the course, he contacted the Riverside County Chapter of the Red Cross and requested that an instructor be sent to the plant to teach CPR.

The six-hour training program was divided into two segments. The first three-hour session consisted of a lecture and question and answer discussions. The remaining three hours were used for a written test and practice on the mannequins, known as Anatomical Annie, which indicates the trainee’s proficiency.

Before an individual can be certified in the CPR program, there are two requirements that must be achieved: a grade of 70 percent or better on the written examination, and performing CPR on the mannequin — following all the steps in correct order and accurate timing.



Practicing life-saving technique was part of cardiopulmonary resuscitation class held at the Riverside plant.

Following the training sessions, seven individuals qualified certification, including Carol Knight, Norm Schlaich, Ed Eazor, Dick Ayers, Tom Flohr, Paul Marcotte and Len Munde.

Through the Red Cross and the Heart Association, CPR is regarded as part of the over-all system of care and transportation required for all types of life-threatening situations. To make the system effective, the rescuer must be trained to know what to do by himself on the scene, and how best to summon help and to assure rapid entrance of the victim into the emergency medical system.

Very often the survival of victims of drowning, electrical shock, suffocation or automobile accidents is determined by what happens in the first few seconds following the trauma. The outstanding advantage of CPR is that it permits the earliest possible treatment of respiratory arrest and/or cardiac arrest by properly trained individuals.

At Riverside, a second class has been scheduled in the late afternoon to enable more route salesmen and plant employees to attend. Following certification of the second class, it is estimated that more than 40 percent of Riverside employees will have completed the program.

Riverside is the second Prudential plant to offer the CPR to employees. The Irvine plant recently made the training available to its personnel, as well as to employees of the General Office.



**Bruce Grapentine**  
General Office



**Bill Richards**  
Van Nuys Dust



**Danny West**  
Milpitas



**Bill Walters**  
Los Angeles



**Carol Thompson**  
General Office



**Phil Gandolfo**  
Van Nuys



**Bob Walling**  
Irvine

# NEWSMAKERS

## NEW ACCTS. REC. MANAGER

Bruce Grapentine, a man with a diversified business and education background, including seven years as credit manager of Sprayon Corporation, Anaheim, has joined Prudential as accounts receivable manager. He replaces Ron Palmer who transferred to the Los Angeles plant as a route salesman.

A graduate of Dyke College in Ohio with a B. S. in Industrial Management, Bruce also studied languages at Fullerton Junior College. He speaks German, French and Spanish.

After leaving Sprayon in Anaheim, Bruce was a real estate salesman with Century 21 before joining Prudential February 17.

The new accounts receivable manager and his wife, Grace, live in Placentia.

## BILL RICHARDS NAMED DISTRICT MANAGER

Bill Richards, who came to Prudential in 1970 as a line driver for Prudential Dust Control, was promoted to district manager in January over the Van Nuys based district.

After serving as a line driver for two years, Bill became a route sales trainee in July, 1972 and was assigned to a route in 1973. He was promoted to assistant to the district manager in December, 1975.

The new district manager and his wife, Christina, reside in Granada Hills.

## WAGONMASTER BECOMES ADM

Danny West, who has distinguished himself as a route salesman with outstanding performance in customer relations and sales, has been promoted to assistant to the district manager. Danny will report to district manager Bill Jones.

Danny and his wife, Phyllis, reside in Union City and are both active in the Family Motor Coach Association. Danny presently serves as Wagonmaster.

## BILL WALTERS NAMED DISTRICT MANAGER

After serving as route salesman and assistant to the district manager, Bill Walters of Los Angeles was promoted to district manager on January 1.

Bill joined Prudential in June, 1964 as a route salesman. He left briefly in 1967 and was named assistant to the district manager shortly after his return. In August, 1973 Bill returned to the status of route salesman, but was again assigned to sales and service management when he was named ADM in October, 1976.

Bill is active in youth sports in Montebello where he and his wife, Isabel (former Prudential secretary) live. Bill and Izzie have three children — twin daughters and a son. A family of avid gardeners, they grow much of their own food and raise a variety of animals. The entire family participates in the Montebello Sister City Program.

## SECRETARY TO VEEPS

Carol Thompson, a third-generation native Californian, joined Prudential several months ago. She is secretary to Dan Clark, executive vice president—operations, and Gifford Tiffany, vice president—marketing.

A graduate of Inglewood High School (as were both her parents), Carol met her husband, Walt, at the Inglewood First Christian Church. The Thompsons have three children — Troy, 14; Trisha, 9; and Jill, 11. They live in Irvine. Walt is station manager of the North Inglewood Branch of the Post Office.

## NEW FACE IN VAN NUYS OFFICE

The Van Nuys plant recently welcomed a new office clerk, Phil Gandolfo. After attending the Van Nuys College of Business, Phil was employed at Marin Supply Company as a management trainee.

Phil and his wife, Teresa, have one child. They live in Van Nuys.

## STUDENTS MATCH WITS IN ACADEMIC DECATHLON

The ability to think on your feet may be just as valuable in a competitive world as athletic prowess. In any event, sports competition got nudged a bit as high school students from 44 Orange County high schools met recently to match wits in the 10th Annual Academic Decathlon held at University High School in Irvine.



**Brad Schultz**  
Van Nuys Dust



**Ray Clavelot**  
Los Angeles



**Dennis Kirven**  
Irvine



**Bill Molinari**  
Van Nuys Dust



**Greg Shawber**  
General Office



**Carl Graves**  
Van Nuys



**Johnny Thomas**  
Los Angeles

Bob Walling, 18-year-old University High student and part-time truck loader at the Irvine plant, was a member of the six-man host school's team which finished first in the "Super Quiz." Bob's team finished seventh in overall competition.

**SUPER STAR TO ADM**

Prudential Dust Control's only Super Star for 1977, Brad Schultz, a Van Nuys route salesman, has been promoted to assistant to the district manager. He will report to new district manager, Bill Richards.

Brad joined Prudential in June, 1976. The new ADM was graduated from L. A. Valley College in Van Nuys in 1974 with an A. A. in math. His wife, Debbie, was until recently a secretary at the Van Nuys plant.

**RAY CLAVELOT NAMED ADM AT L. A.**

Ray Clavelot, Los Angeles plant route salesman since December of 1968, has been promoted to assistant to the district manager. He will report to Bill Walters.

After attending Santa Monica City College for one and a half years as a business administration major, Ray joined Douglas Aircraft. He later served as associate sales manager for Western and Southern Life Insurance.

Ray and his wife, Karen, live in Santa Fe Springs. They have one son.

**NEW ROUTE SALESMAN APPEARS ON T. V.**

The Irvine plant recently welcomed new route salesman Dennis Kirven, who was assigned to Route 91.

Dennis and his wife, Candee, were recently selected to appear on the T. V. program, "The Newlywed Game." The program was aired on March 24.

Dennis is also a professional entertainer and has appeared in Las Vegas.

**NEW ROUTE SALESMAN AT VAN NUYS DUST CONTROL**

Van Nuys Dust Control recently welcomed a new route salesman, Bill Molinari, who migrated to sunny California from New Jersey. The new route salesman is 23 and is single. His hobbies include skiing, tennis and fishing.

Bill sold and installed fences for Arlington Fence Co. of New Jersey before coming West. He sold patio furniture in Camarillo before joining Prudential in January. Bill lives in Ventura.

**CO. PILOT TO CHAUFFEUR INTER-PLANT TRAVELERS**

Due to increasing travel demands on managers and staff members among the various plants, Prudential has retained a corporate pilot.

Greg Shawber, formerly corporate pilot with the Gorman-Rupp Company in Ohio, joined Prudential last July. To acquaint him with the

industrial laundry business and Prudential's systems and structure, he was assigned to a route at the Irvine plant.

Recently, in addition to his duties as pilot, he has been assigned duties in administration and is assisting in the preparation of the route training programs.

Greg and his wife, Jane, live in Huntington Beach. They have two children.

**CARL GRAVES TO THE TOP OF THE CLASS**

Carl Graves, the Van Nuys route salesman who served an internship in baby service before he graduated to full-sized uniforms, just moved to the top of the class. Carl was Route Salesman of the Month three times in 1977, earning him the distinction of "Super Star." In addition, his total sales were the highest achieved at the route level for his plant.

Formerly employed by the ABC Baby Service, Carl joined Prudential in October, 1968. His performance on Route 58 earned him the 1977 honors. Carl and his wife, Olena, live in Valencia.

**NEW CORPORATE SALESMAN NAMED**

Johnny Thomas, a Los Angeles plant route salesman since November, 1974, has been promoted to corporate salesman and is presently completing a sales training program.

*(Continued on Page 16)*

# NUTRILITE FARM

(Continued from Page 11)

chopped plant cuttings go through various stages of dehydration, separation and milling. Dehydrated plant material is then passed through a cyclone system and ground into flour.

After the fine green flour has been separated from the coarse stem material, the flour, along with freshly cut plant tops from the fields, is used in the extraction of the concentrate. The desired nutrient factors are extracted from the plant material by a completely automated extractor and rotary vacuum filter.

The Lakeview farm is a self-contained community with employees who are on a first-name basis from the research labs, to the extracting plant, to the fields. Neat clusters of steel-prefab buildings and mammoth extracting and dehydrating equipment each carry a fresh coat of paint. Color codes tell maintenance personnel whether overhead pipes carry hot or cold water, steam, gas or electrical wires. White stripes border a gray walkway that leads visitors through the yards and rows of buildings.

Employees are an important part of the Nutrilite housekeeping procedure. The uniform program, serviced by Prudential's Riverside plant, includes farm hands who spend their days in the fields, mechanics who maintain equipment, production employees in the processing plant and plant engineering personnel. Office personnel and employees in the three research laboratories wear the white lab coats often associated with the production of food products and vitamins.

Including a constant stream of Amway Distributors (sole distributors of Nutrilite products) and occasional tourists, Lakeview Farm receives a lot of visitors and is extremely conscious of the impression its facilities and personnel make. "People expect vitamins and food supplements to be produced in immaculate surroundings," explains Herman Mintz, Nutrilite general manager. "We know that a good image builds confidence in our products."



Ron Palmer  
Los Angeles



Bill Paine  
Los Angeles

## MORE NEWSMAKERS

Born in Littlefield, Texas, Johnny attended Northwest State University in Texas where he met and married his wife, Shirley. The Thomases later settled in Oklahoma City where he was a salesman for S. C. Orbach Company.

After moving to California, he served as a salesman for Burroughs Corporation in El Monte before joining Prudential.

### WANTS TO BE "WHERE IT'S HAPPENING"

Because he thinks sales and service is where it's all happening, Ron Palmer, who was formerly Prudential accounts receivable manager, transferred to the Los Angeles plant as a route salesman trainee.

Ron joined Prudential in July, 1968 as office manager at Van Nuys Dust Control. In November of the following year he was transferred to the General Office and promoted to accounts receivable manager. After working with Prudential customers only by mail and telephone for nine years, Ron asked to be transferred to sales and service so he could develop sales skills and work with Prudential's customers first hand.

The new route salesman and his wife, Kathy, live in Tustin. They have three children.

### GOOD ROUTE SALESMEN ARE:

- Professional
- Reliable
- Understanding
- Diplomatic
- Efficient
- Noteworthy
- Thoughtful
- Idealistic
- Assured
- Loyal

(By Carrie Wood, age 13,  
daughter of Gary Wood,  
Route 59, Van Nuys)

### BILL PAINE RETURNS TO L. A.

Bill Paine, a former Los Angeles plant employee who has held a variety of jobs in the sales and service department, returned to Prudential as a Los Angeles route salesman. Bill originally joined Prudential in November, 1959 as a route salesman. In February, 1963 he was named route supervisor. He became Los Angeles plant service manager in May, 1967. He was named sales representative in March, 1970 and account executive in January, 1971.

In January, 1975 Bill left Prudential to take a sales position with a large printing firm. He returned to Prudential in February.

Bill and his wife, Harriet, live in Downey. Avid weekend farmers, the Paines have an avocado ranch in Fallbrook. They have three grown children.

#### OFF-THE-CUFF

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