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# Fanny Farmer uses gimmicks, changes views

**United Press International**  
GUILDERLAND, N.Y. — A French confectioner is using gimmicks and exotic delicacies coupled with a change in consumer attitudes to turn 65-year-old Fanny Farmer into a major force among U.S. sweets companies.  
Fanny Farmer Candy Shops Inc., currently worth \$55 million, has developed an aggressive sales and image campaign under the new ownership of Poulain S.A. of Paris, a major baking company.  
Poulain hired William Jorgenson, formerly of Terson Co. Inc., to restore Fanny Farmer's reputation. While at Terson, Jorgenson was responsible for the Oh Henry! and Raisinets candy lines.

"We have to return the product to the superior standard it used to enjoy, and give people more value for their money," Jorgenson said in an interview during a recent store opening in Guilderland. Quality of merchandise and service, including gift-wrapping in company-owned stores, are also part of Jorgenson's success formula.

Fanny Farmer has changed its product, replacing sugar with milk chocolate to improve the taste, Jorgenson said. Health concerns about chocolate have disappeared because of the countless warnings about potential health dangers from various types of food.

The company also has pulled its brand name boxes out of drug stores and other retail locations it doesn't

own in an effort to enhance its image for quality.

Soon, truffles — named after the French delicacies unearthed by hogs — will be added to the product line in an appeal to the upper income consumers who indulge themselves with chocolate and candy, he said.

Jorgenson said the company is resorting to some basic sales gimmicks to boost sales, such as a drastic cut in opening-day prices to lure shoppers to new stores, and direct-mail advertising to coincide with the three big candy-giving holidays, Valentine's Day, Easter and Christmas. Fanny Farmer sells 55 percent of its products for those three holidays, he said.

The changes come at a time of slow growth in the confection industry.

Americans bought 4 billion pounds of candy in 1983, up from 3.797 billion pounds the previous year, the U.S. Department of Commerce said. Chocolate accounted for more than half the candy bought in 1983.

A two-year rebuilding campaign will close 60 of 325 existing stores while opening 100 in other cities, Jorgenson said.

Regions such as Cincinnati, where the company has just two stores, will lose Fanny Farmer products, while areas such as upstate New York, New England and Florida will see an influx of new shops.

"We'll open wherever the traffic is good," Jorgenson said.

# Japan: Seniority plan is rapidly decaying

**United Press International**  
TOKYO — The swift pace of industrial growth in Japan made the nation's management system a model praised the world over, but critics say the global recession has highlighted its flaws.

A stifling seniority system has thrust an army of paper pushers into positions of authority and alienated a growing number of talented junior managers.

Some critics point to the movement of promising young executives to less rigidly structured American and European companies.

Others predict the gradual erosion of the seniority system and cite the practice of acquiring executive personnel in a nation where mid-career job changes were nearly unheard of 10 years ago.

Still others note the growing number of middle managers promoted beyond their skills and incapacitated by fear of work, depression and alcoholism.

"As soon as you create a seniority system you're going to have people who move to positions that are beyond their capacity to fulfill," said Jon Woronoff, author of "Japan's Wasted Workers."

"There's going to be a lot of dead wood ... and younger workers are going to be frustrated. There's very little you can do about it. They made a pledge to these people when they were in their 20s. If they were good boys, they would rise to the top."

The system was well suited to a fast-growing economy with a young work force, but at the present time it's turned out to be the most dumb system anyone could have adopted, he said.

Critics like Woronoff say the trouble began with the slack growth periods following the oil shocks of the

1970s. It created a deadlock of middle and upper level executives hired in the glory days of the 1960s when economic growth surpassed 10 percent annually.

With growth now around 4 percent, many Japanese companies find themselves with so many senior managers with too little to do that they've created a name for them — window gazers.

A recent Labor Ministry survey showed that 57.6 percent of the nation's businesses had employees in that category, a figure that is likely to rise as the rapidly aging population pushes for an increase in the traditional retirement age of 55.

Japanese labor law compounds the problem by stipulating that employees laid off before that age be compensated with severance pay higher than usually is paid in the United States. "The seniority system is one of the least efficient factors in Japanese organizations," said Mororu Nakamura, a vice president in charge of investment banking in Merrill Lynch's Tokyo office.

Junior executives with American MBAs are the easiest targets for the new breed of headhunters setting up shop in Tokyo, but they are not the only ones. Seasoned executives who find themselves pushed into "windowgazing" jobs or forced to retire at 55 also are lending their talents to overseas competitors.

Nakamura said the differences between U.S. and Japanese management are hard to handle at first.

Japanese firms have found the trend can work to their advantage. Some have taken the unusual step of commissioning headhunters to lure unwanted senior employees away to other firms — a kind of outplacement service that makes room for more talented middle managers.

# THE RICHARD SMITH STORY

Last Spring, Bill Press, our former State Representative resigned from office in order to work for Texas Agg. This allowed Gov. Mark White (Dem.) to call Special Election to fill the vacancy. Would you believe he set the election during Aggie Spring Break? He said, "Why? To keep the Aggies from voting. He knew we could make a difference."

There are only 45,000 registered voters in Brazos County (which alone makes up the State Representative District.) There are 37,000 students at A&M, so obviously if we register to vote and vote we can make a difference. As it turns out, many Aggies did register to vote and vote absentee for Aggie Richard Smith '89. He is the only experienced conservative independent candidate who can go to Austin and get the job done. Richard Smith A&M is just a part of the district. A&M is a commitment and a concern that Aggies share. It ended up that over 13,000 people voted last March. Our candidate, Richard Smith, lost by 29 votes (to force a runoff), but two tenths of one percent of all the votes cast last March our candidate lost.

The conservative Republican lost to Mark White's chosen Democrat, Neeley Lewis. That was the Special Election. The Battalion Editorial Board called the scheduling of the Special Election by the Democrats "an attack on Texas A&M students, staff and faculty members." The Student Senate passed a resolution in opposition to the setting of the election date when Aggies could not vote. Governor White (Dem.) refused to even see the student government leaders concerning the issue. The Bryan-College Station Eagle Editorial Board said, "Let's face it, this whole thing smacks of partisan politics at its most petty level."

"...Democrat Party officials had described March 10 as a 'convenient day' for the election." Conventions to keep the Aggies from voting. Convenient for the Democrats to unfairly help Neeley Lewis. On Nov. 6, we have a chance to prove that we won't be pushed around again. Richard Smith and Neeley Lewis are on the ballot again — this time in a fair fight. We will determine the winner, if we register to vote (the deadline is Oct. 6) and then vote on Nov. 6. Mark White and the Democrats can't set the election when the Aggies can't vote. It's up to us!

# THIS MONTH'S REQUIRED READING LIST:

- BUSINESS ETHICS 201**  
Howard Hughes' secret plan to "buy" the U.S. government.
- SOCIOLOGY 205**  
Veterans (and casualties) of the sexual revolution.
- POLITICAL SCIENCE 304**  
Interview with Salvadoran President José Duarte.
- PHYSICAL ED 409**  
The crazy world of college football by Dan Jenkins.
- MUSIC APPRECIATION 307**  
The 1985 Playboy Music Poll.
- FILM APPRECIATION 204**  
A review of Sex in Cinema.
- FASHION & CULTURE 108**  
Christie Brinkley in clothes of the times; plus punk hair styles.
- ANATOMY 400**  
November Playmate Roberta Vasquez.



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