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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 re-sponsible 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, Jor-genson 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 indus-

Americans bought 4 billion pounds of candy in 1983, up from 3.797 billion pounds the previous year, the U.S. Department of Com-merce 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 ero-sion of the seniority system and cite the practice of acquiring executive personnel in a nation where mid-career job changes were nearly un-heard of 10 years ago. Still others note the growing num-

ber 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 windowgazers.

A recent Labor Ministry survey showed that 57.6 percent of the na-tion'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

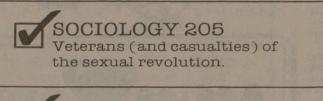
the problem by stipulating that em-ployees laid off before that age be compensated with severance pay higher than usually is paid in the United States. "The seniority system is one of the least efficient factors in Japanese organizations," said Momoru Nakamura, a vice president in charge of investment 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 manage-ment 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.

THIS MONTH'S REQUIRED **READING LIST: BUSINESS ETHICS 201** DAN JENKINS' SEMI-HILARIOUS NEW NOVEL Howard Hughes' secret plan to "buy" the U.S. government.



POLITICAL SCIENCE 304 Interview with Salvadoran President José Duarte.

ENTERTAINMENT FOR MEN THE SECRET PAPERS OF HOWARD HUGHES HOW THE PHANTOM BILLIONAIRE TRIED TO BUY THE U.S.

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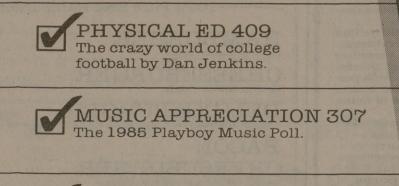
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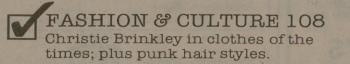
THE RICHAR SMITH STORY

Last Spring, Bill Pre our former Sta Representative resi from office in order to work for Texas A This allowed Gov. Ma White (Dem.) to call Special Election to fill vacancy. Wouldy believe he set election during AV Spring Break? He Why? To keep the Age from voting. He knew could make a differen There are only 45,0 registered voters Brazos County (wh alone makes upt State Representat District.) There: 37,000 students at AV so obviously if register to vote and we can make: difference. As it tu out, many Aggiesd register to vote and w absentee for Agg Richard Smith '59. He the only experience conservativ independent candid who can go to Aus and get the job done. Richard Smith A&Mis just a part of the dis A&M is a commit and a concern that Aggies share. It ended that over 13,000 per voted last March. candidate, Richa Smith, lost by 29 w (to force a runoff). two tenths of one per of all the votes cast! March our candidate The conservati Republican lost to Ma White's chosen Democrat, Neeley Lewis That was the Special Election. The Battalion Editoria Board called the

scheduling of the Speci Election by the Democrats "an attack Texas A&M students staff and faculy members." The Stud Senate passed a resolution in oppositi to the setting of the election date when Aggies could not vote Governor White (Dem refused to even see the student governme leaders concerning issue. The Bryan-Colle Station Eagle Editor Board said, "Let's face this whole thing smach of partisan politics at most petty level "...Democrat Party offic had described March as a 'convenient day'i the election." Conveni to keep the Aggies from voting. Convenientio the Democrats to unfair help Neeley Lewis. On Nov. 6, we have a chance to prove that W won't be pushed around again. Richard Smith and Neeley Lewis are of the ballot again -- th time in a fair fight. will determine th winner, if we register vote (the deadline is 00 6) and then vote on No 6. Mark White and the Democrats can't set election when the Aggie can't vote. It's up tous! **MORAL:** TOGETHERW CAN MAKE A DIFFERENCE



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