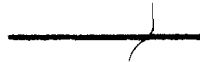


THE ORIGIN AND DEVELOPMENT OF THE KANSAS BAKERS  
ASSOCIATION, INCORPORATED



A Thesis  
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## CHAPTER I

### THE PROBLEM

Statement of the problem. This study proposes to: (1) investigate the origins of the Kansas Bakers Association, Incorporated; (2) learn about the reasons leading to incorporation in 1941; (3) examine activities of the association; (4) draw conclusions; and (5) offer the findings as a study in Kansas business history.

Importance of the study. The Kansas Bakers Association, Incorporated, has played a vital role in bringing Kansas bakers together and allowing them to discuss common problems. The association serves as the media through which numerous technological advances, distributional data, promotional factors, and other items of importance are examined by the membership. Through the efforts of the association, the contributions, whether of great value or minor significance, are circulated throughout the state. Indeed, this is the purpose for which it exists.

The association aids the baker in improving his opportunities for competitive diversification and financial success; without it, his ability to keep abreast of the times is unquestionably handicapped. In this study, an attempt was made to record the major activities of the Kansas Bakers Association, Incorporated, and to stress the importance of its function.

Preview of the organization. In order to establish a foundation that will create a sense of balance as to the historical development of the baking industry, the writer will present a brief history from a world view, an American view, and a Kansas view. A further examination of current industry trends and a concise synopsis of these trends as they apply to the future of the baking industry also will be given.

Sources of data. The writer is greatly appreciative for the loan of the Official Minutes of the Kansas Bakers Association, Incorporated, and for the numerous interviews with bakers and representatives of the allied companies. Other sources of information included books, industry journals, pamphlets, and letters from knowledgeable authorities within the field.

## CHAPTER II

### A LOOK AT THE PAST

#### Wheat and Civilization

It is commonly accepted today that the epic of bread both precedes and closely parallels the advent of civilization. The story begins long before man developed the written word and our knowledge is somewhat meager concerning the origin of baking.

Back in prehistoric time, some 10,000 to 15,000 years ago, man found that grass seeds satisfied his hunger.<sup>1</sup> At that time he was basically a nomad. Man eventually abandoned his original role as a hunter, however, and began to seek out wild grains for sustenance. These early people soon learned that grain could be stored without spoilage--an impossibility with meat, fruit or vegetables.

The development of civilization follows closely the cultivation of wheat. With the discovery that a grain of wheat dropped into the ground would produce more wheat, man ceased his wanderings in search of food and settled down in one place. Anthropologists believe that man was forced by necessity to build crude huts and shelters in order to

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<sup>1</sup>William G. Panschar, Baking In America (Evanston, Illinois: Northwestern University Press, 1956), Vol. I, p. 6.



live near his crops. Thus, man left his cave and became something of a farmer. Where land was good for growing food, other people gathered, and small villages grew. Civilization was beginning.<sup>2</sup>

As man had more time to experiment, he found that wheat could be ground between stones, but it is estimated that thousands of years passed before this basic step in milling occurred.<sup>3</sup> The grinding of grains probably led to another basic operation, specifically that of screening away the indigestible seed coverings. While the origins of agriculture are lost in antiquity, it is generally assumed that the cultivation of cereals began somewhere in the Fertile Crescent region of Western Asia.<sup>4</sup>

The Swiss Lake Dwellers who lived during the Late Stone Age, some 8,000 years ago, possibly discovered the first bread known to the world. It is assumed, purely as a probability, that a moistened portion of ground meal was accidentally dropped on a hot stone, and as a result the

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<sup>2</sup>"Wheat and Civilization," From Wheat To Flour (June, 1956), p. 5. A pamphlet issued by the Wheat Flour Institute of Chicago.

<sup>3</sup>Panschar, loc. cit.

<sup>4</sup>E. J. Pyler, Our Daily Bread (Chicago: Siebel Publishing Company, 1958), p. 6. There is general agreement among leading anthropologists that wheat was first cultivated between the two rivers Tigris and Euphrates in what is now Iraq. Kernels of early wheat (emmer and einkorn) were found in an ancient Iraq village in 1948.

sizzling mass was baked into a pancake-type meal-bread. At any rate, for thousands of years following this initial discovery, the ground cereal-meal was moistened with water and baked on heated flat stones.<sup>5</sup>

Among the first of the highly developed ancient civilizations was that of the Sumerians, the earliest known inhabitants of Babylonia. The Sumerians, although making no contributions or discoveries to the art of baking per se, did develop an extensive system of agriculture complete with irrigation. With agriculture, there came organized religion and a powerful priesthood which preceded the development of a social caste system.<sup>6</sup>

#### Egyptian Discoveries

A similar development in agriculture took place in the Nile Valley. With the advent of hoe cultivation, the delta region at the mouth of the river became the cradle of ancient Egyptian civilization.<sup>7</sup> As community organization

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<sup>5</sup>Panschar, op. cit., I, 7; also see Pyler, op. cit., p. 7.

<sup>6</sup>Pyler, op. cit., p. 7.

<sup>7</sup>Ibid., pp. 9-10. By 5,000 B.C., a well-organized, centrally-governed community of several thousand people existed in the Nile Delta. This area, formerly subdivided into small political units, was eventually conquered by one chieftain and united into a kingdom--claimed to be the earliest of known nations.

replaced primitive individualism, much of the population was freed to pursue other, more specialized occupations and professions. By this time, the art of baking had become a well-organized activity. The official bakers, most of whom were slaves, served in the royal household and on the estates of great lords.

By 3,000 B.C., the Egyptian bakers made a momentous discovery--the art of leavening. This new type of aerated bread was truly an astounding revelation. The loaf resembled our cornbread or biscuits with a medium light color and moderate texture. Such loaves found immediate favor, but they were a luxury and not a part of the daily diet of the common people.<sup>8</sup>

This new type of bread eventually led to another important innovation, the invention of the oven. The first oven to be used in a practical way was a cylindrical clay structure with a top narrowing to a cone. A flat partition divided the interior. The fire box was in the lower part while the upper area was designed as a shelf for the bread. The oven naturally produced a far better loaf than the open-fire method and production was more uniform.<sup>9</sup>

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<sup>8</sup>Ibid., p. 11. The making of bread and the brewing of beer were at that time closely allied arts. Barley bread and beer formed the principal food staples of the general populace. Leavened bread could be made only from wheat and it was far more expensive than barley.

<sup>9</sup>H. E. Jacob, Six Thousand Years of Bread, Its Holy and Unholy History (Garden City: Doubleday, Doran and Co., Inc., 1944), pp. 13-14.

With leavened bread and the oven, Egyptian baking gradually became a fine art. Loaves appeared in a multitude of shapes--round, cubical, braided, in bird and animal shapes, or in the pyramidal forms of the royal tombs. Over fifty varieties of bread graced the Egyptian table. The knowledge of how to produce leavened bread spread from Egypt to other areas of the Mediterranean world. The Hebrews became familiar with it during their enslavement in Egypt and eventually brought this knowledge into Palestine after successfully being led from the land of the Pharaohs by Moses.<sup>10</sup>

In ancient Jerusalem, as well as in other towns that emerged along trade routes of the Middle East, public bakeries were established which produced bread of a rather small size. The Phoenicians, who specialized in trading, contributed greatly to the spread of leavened bread. Their trading fleets found markets in Egypt, Greece, Sicily, Carthage, and Spain. Their land caravans pushed eastward into Persia and beyond. Thus, it is generally thought that the early Greeks learned about leavened bread and the idea of baking with the aid of an oven from the Phoenicians about 1,000 B.C.<sup>11</sup>

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<sup>10</sup>Panschar, op. cit., I, 9.

<sup>11</sup>Pyler, op. cit., p. 14.

### Greek Improvements

The highly inventive Greeks made many improvements upon Egyptian techniques. They had the reputation of being the most skillful bakers in the world. As they gained experience in baking, the Greeks began to mix new ingredients with the dough to alter its flavor. It is said that they developed seventy-two different kinds of bread by using such ingredients as milk, honey, oil, cheese, and wine.<sup>12</sup>

The ancient Greeks modified the old Egyptian oven by redesigning it into a low-domed closed oven, often referred to as a bee-hive oven. This new oven was the forerunner of the famous peel oven which was to be the baker's basic piece of equipment for the next 2,500 years. It was not replaced, except by design, until the twentieth century when the first mechanical ovens made their appearance.

The Greeks greatest contribution to bread-making was in milling. The Egyptians had used the primitive "saddle-stone" method of grinding wheat, which was slow and produced a coarse flour. Through a series of experiments, the Greeks developed the continuous rotary motion hourglass and quern mills. As a result, animal power could be utilized for the first time in milling, and flour was ground finer.<sup>13</sup>

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<sup>12</sup>Harold E. Snyder, ed., "Bread in the Ancient World," Baking Industry, XCVII (April 12, 1952), 8.

<sup>13</sup>Ibid., p. 13. The hourglass mill, due to its size, could be used only by commercial miller-bakers. The quern was smaller and functioned as a household appliance.

In time, bread took on religious overtones for the more pious Greeks. Loaves of all sorts were offered in great quantities in the worship of Apollo and Zeus. It is thought that the origin of our hot cross buns goes back to some symbol of the pagan worship.

### Rome Masters the Art of Baking

When Greece was conquered by the Romans, many of the Greek bakers were taken to Rome, where they introduced the advanced art of baking. It was in Rome that baking eventually reached its greatest development in the ancient world. Baking was held in high esteem in Rome as people commonly spoke of the ars pistorica, the art of baking. Many historians believe that the whole Roman Empire was founded upon bread and credit bread with "both the rise and fall of the Empire."<sup>14</sup>

For several centuries after the founding of Rome, however, "porridge" (the baked meal of earlier times made from barley and oats), not bread, was the staple of the Roman diet. As the population and wealth of Rome increased, commercial bakers made their appearance. By the beginning of the Christian era there were over three hundred commercial bakeries in the city of Rome alone, many of which attained

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<sup>14</sup>Snyder, ed., "Bread in the Ancient World," p. 18.

a considerable size.<sup>15</sup> As in Greece, each shop was a combination mill and bakery. The famed Latini brothers had the largest mill-bakery in Rome. Each day they would grind 1,000 bushels of flour, and bake between 100,000 and 150,000 small round loaves of bread.<sup>16</sup>

In both Greece and Rome, the public bakery was essentially an urban enterprise because the daily distribution of a perishable product like bread was entirely dependent upon concentrated groups of consumers. For this reason it is obvious that there were no public bakeries in the outlying rural areas where hamlets and villages thrived.

Many members of the baking trade became specialists in their field. Besides the bread bakers, there were bakers of pastry, milk bakers, and honey bakers making fancy sweet goods. In Rome the bakers enjoyed many civil privileges and even established guilds whose rights were upheld by the government. Some rose to high public office while others acquired great wealth. "Vergilius Eurysaces was one of the most prosperous men in Rome, employing several hundred slaves."<sup>17</sup>

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<sup>15</sup>Panschar, op. cit., I, 12. It was not until 200 B.C. that the Roman patricians were introduced to the bread and ovens known earlier in Egypt and Greece.

<sup>16</sup>Pyler, op. cit., pp. 15-20.

<sup>17</sup>Panschar, op. cit., I, 13.

Rome supported its population on bread made from wheat grown in England, France, Spain, Algiers, Egypt, and Macedonia. As it happened, it was Rome's misfortune to have her greatest supplies of wheat at the extreme ends of her Empire. The Roman armies were seriously crippled and could not function once the invaders had cut off the source of her wheat supply. Rome without bread was doomed.

As the Roman economic and social structure degenerated, commercial bakers gradually lost their independent status and became employees of the state. Baking became nationalized through a series of events wherein grain, flour, and bread became a part of the food dole. The dole had its beginnings as early as 200 B.C., while Rome was being overrun by idle farmers who had lost their farms to wealthy nobles. The Senate in 123 B.C. adopted the policy of "bread and circuses."<sup>18</sup>

In looking back at Roman technology, we find that, through constant experimentation and improvement, the Romans were the first to make breads comparable to our own. Many varieties of fine pastries were developed and even the wedding cake had its origin in Rome. But these improvements

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<sup>18</sup>J. Storck and W. D. Teague, Flour for Man's Bread (Minneapolis: University of Minnesota Press, 1952), p. 35. The term "circuses" was used to describe the frequent bloody bouts of gladiators, staged for the entertainment of the masses. "Bread" was the food dole used to feed them. Both were powerful political tools.



and advances to the baking industry were eventually laid aside and all but forgotten.

### The Decline of Commercial Baking

For a period extending from about the fifth to the eleventh centuries, Europe was thrown into a state of ignorance, superstition, and disorder. Industry and commerce were disrupted by constant feudal warfare, lack of safety along trade routes, and the breakdown of urban society. The vast majority of the people were serfs and peasants who lived in small hamlets near the manors of feudal lords or near monasteries.<sup>19</sup>

The real decline of Western European commerce, however, came in the seventh century when the Mediterranean became a sea of Moslem conquests. The Moslem victories combined with other factors to turn back the clock for most of Western Europe. Most of the Christian world was channeled into a purely agricultural state, devoid of commerce and trade. Merchants ultimately became nonexistent.<sup>20</sup>

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<sup>19</sup>See Pyler, op. cit., p. 20, and Snyder, ed., "Bread in the Ancient World," p. 18. It is interesting to note that at one time in Paris the monks had control of baking. They had a monopoly of the public ovens and the oven-tax they imposed went towards the support and burial of the poor.

<sup>20</sup>Pyler, op. cit., p. 20, and Panschar, op. cit., I, 17. This emphasis on a medieval Europe which was primarily agrarian and devoid of commerce and trade is the usually accepted interpretation. It is true that recent scholarship has shown more commercial activity was present than has been formerly credited to the era, but it does not affect the general interpretation, especially in reference to this subject of baking.

This naturally had a marked effect on baking. Wheat became scarce, and rye and other grains served as the principal raw materials of baking. Dark, unleavened breads became the daily food of the peasant and serf. As the decline of the cities increased, commercial bakeries virtually disappeared. Almost all baking was done on the hearth or in a skillet by the woman of the house. Large-scale baking was confined solely to the manors of feudal lords and to monasteries, while white wheaten bread became a symbol of wealth and nobility.

By the end of the eleventh century the economic revival of Europe was under way. The Crusades, beginning in 1096 A.D., stimulated commerce and as towns began to reappear, the situation slowly changed. With the emergence of cities, population, and wealth, commercial baking again found the right conditions for development.

Commercial baking was limited almost entirely to cities and was practiced on a relatively small-scale for the next few centuries. Most of the people living in urban centers had to rely on dark, home-baked bread. The technology of baking thus remained essentially similar to that practiced by Roman bakers, with the exception of a predominant use of rye flour in contrast to the more expensive wheaten flour used by the Romans. Actually, there was only one basic

difference. The Roman baker was also a miller whereas the medieval baker was confined solely to baking.<sup>21</sup>

### Conditions Improve

With the passage of time, the art and science of baking underwent a slow, steady evolution. New developments were exchanged, as journeymen were required to spend several years in traveling from town to town to acquire practical experience. Hence, the art of baking, which attained great heights in such cities as Vienna and Paris, was constantly improving as the result of an interchange of experiences on a continental scale. Refinements were made in the methods of leavening and fermentation, in product varieties, and in the general quality of bread and other pastries, while some improvements were made in oven design.<sup>22</sup>

Toward the end of the eighteenth century, the Industrial Revolution burst upon Western Europe with great force. The baking industry, however, due to the perishable nature of its products which cannot be stored for any length of

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<sup>21</sup>Panschar, op. cit., I, 18-20.

<sup>22</sup>Pyler, op. cit., pp. 20-22. Throughout this period the baker's task was not an easy one. He worked long hours and always at night under conditions frequently injurious to his health. Once the journeyman (i.e., apprentice or baker's helper) attained the status of a master, he achieved some degree of economic independence and was usually elevated socially to the standing generally accorded to artisans and/or guild members.

time, remained largely unaffected throughout the nineteenth century. Bakeries retained their neighborhood status and continued to operate on a relatively small scale. They neither required nor employed the use of mechanical equipment on an extensive basis. Not until the beginning of the twentieth century did the baking industry come under the influence of mechanization.<sup>23</sup>

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<sup>23</sup>Ibid., p. 24.

## CHAPTER III

### BAKING IN AMERICA

#### The Colonial Period

Baking was a part of the European heritage brought to the English colonies of North America. However, the New World was a sparsely settled pioneer area offering few opportunities for commercial baking. For this reason, professional bakers were clearly nonexistent in the early days of settlement. It was not until the emergence of city and town that commercial bakeries became firmly established in America.<sup>1</sup>

By 1640, there were several commercial bakeries in Jamestown, Plymouth, and New York. Other early settlements, scattered from Maine to Virginia, were supporting professional bakers by 1700.<sup>2</sup> Most communities were proud to receive the

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<sup>1</sup>Panschar, op. cit., I, 25. In the April 12, 1952 issue of Baking Industry, Frank G. Jungewaelter maintains that commercial baking in America began with the arrival of the first colonists on our eastern seaboard and with the founding of the first mission in California by the Franciscan Fathers. The baking was done in a community bake oven for which those who used the oven gave some form of bartered stipend, such as fuel, farm produce, etc. Also see George N. Graf, "The Years Teach Much Which the Days Never Know," Baking Industry, XCVII (April 12, 1952), 196.

<sup>2</sup>Panschar, op. cit., I, 26. By 1700, Boston listed six bakers while New York and Philadelphia each had seven. In general, the ratio of bakeries to population in the urban centers was roughly one for every thousand inhabitants.

distinction of supporting a commercial bakery as this was a sure sign of growth and prosperity.

The opportunities for growth in the baking trade, however, were quite meager. As an example of the slow rate of expansion, it is interesting to find seven bakeries in New York for the year 1700, and a grand total of twelve by 1776.<sup>3</sup> Although commercial baking depends primarily upon the prosperity and population of a given community, there were other reasons for the retarding of an American bakery trade. For one thing, the colonial housewife was considered an excellent baker and it was generally accepted that the homemade loaf was superior to commercial bread.

Most of the early colonial homes were equipped with a separate oven chamber built into the great kitchen fireplace. In similar bakery fashion, the home oven was fired with wood until the brick walls were thoroughly heated. Then it was swept of coals and ashes just prior to the baking process.<sup>4</sup> As a general rule, bread was baked in pans; sometimes it was baked on cabbage leaves or oak leaves.

The traditional white loaf was not the only bread made in the colonial home. Brown bread, an Indian bread commonly

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<sup>3</sup>Ibid., p. 28.

<sup>4</sup>Jacob, op. cit., pp. 46-50. In early colonial days, bread was also baked in a "Dutch oven," placed directly in the fireplace among the hot coals.

referred to as "rye and Injun," was a long-time favorite, especially in the North.<sup>5</sup> Corn pone and johnny cake were equally popular, while in the South there was a strong preference for hot breads, biscuits, and corn breads. This Southern choice of home-baked hot breads was a leading factor in reference to the South's retarding of commercial bread baking.<sup>6</sup>

The earliest colonial bakers were custom bakers, baking only by order.<sup>7</sup> It was not until the colonial period drew to a close that bakers began to produce for the market rather than on order. Probably the largest orders received by bakers throughout this period were from ship and boat provisioners. They were interested in obtaining a hardtack-type bread that could be kept for a prolonged period without growing stale. Thus, the bakery trade found its way into the American commercial market via the colonial shipping trade.<sup>8</sup>

The development of ships' bread baking was closely associated with an exceptionally good export trade in grain

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<sup>5</sup>Panschar, op. cit., I, 29.

<sup>6</sup>Ibid., p. 48.

<sup>7</sup>Ibid., p. 28.

<sup>8</sup>Storck and Teague, op. cit., p. 148. American seamen complained about the poor quality of the ships' bread and the fact that it was "hard as flint" requiring a good soaking in tea before it could be eaten.

and flour which began in 1650. An excellent wheat supply from the Middle and Southern colonies, along with a ready market in the West Indies and Southern Europe, provided the basis for the grain trade and stimulated the development of the flour milling industry.<sup>9</sup>

The colonial bakers, in following the lead of the flour millers, began to export hard bread during the latter half of the seventeenth century. This flour and hard bread trade became so good that the Middle colonies became known as the "bread colonies."<sup>10</sup> For several years the hard bread trade ranked second only to tobacco.<sup>11</sup>

For the most part, the colonial bakery trade differed little from its prototype in Europe. Although there were several similarities, perhaps the most prominent factor of ancient origin was local bread laws. Such laws were designed to regulate the size, price, and quality of baker's bread.<sup>12</sup>

In Europe, the town bread regulations were generally offset by a guild monopoly. The colonial bakers of America

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<sup>9</sup>Ibid., pp. 150-153.

<sup>10</sup>Max Savelle, The Foundations of American Civilization (New York: Henry Holt and Company, 1942), p. 371.

<sup>11</sup>Panschar, op. cit., I, 30. The hard bread or ships' bread trade was the forerunner of the modern biscuit and cracker industry.

<sup>12</sup>Jacob, op. cit., pp. 52-53. The weight of each loaf varied with the price of grain while the price of bread remained constant.



were not so fortunate. Although guilds did exist in early times, they were merely loose associations without the powers of the Medieval guilds.<sup>13</sup> The city authorities did offer some protection to bakers by prohibiting peddlers and middlemen from selling bread products.<sup>14</sup>

The baking trade continued to be regulated throughout the colonial period, although the bread laws became less severe as the eighteenth century drew to a close. A spirit of free competition tended to make such regulations obsolete.

#### The Rise of Commercial Baking

Immediately following the American Revolution, the baking industry experienced a greater share of the nation's business. As the population expanded and moved west, a considerable demand developed for such items as commercial bread and crackers.<sup>15</sup> Basically, this new emphasis upon grains and grain products came as a result of the recognition that such food items were not only lowest in cost but also highest in energy yield.

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<sup>13</sup>William F. Schnitzler, "The Bakery Union Movement," Baking Industry, XCVII (April 12, 1952), 143. Journeymen bakers in colonial America formed small fraternal organizations. It is interesting to note that the first recorded strike in America was that of a group of journeymen bakers in 1741 at New York.

<sup>14</sup>Panschar, op. cit., I, 27.

<sup>15</sup>Ibid., I, 30.

In the first half of the nineteenth century, even despite the relative business increase, the commercial bread bakers held a rather insignificant position. For the most part, the basic techniques remained unchanged due to a lack of mechanical aids. Moreover, the vast majority of people still preferred home-baked bread to that of baker's bread. "The idea that homemade bread was superior was accordingly still widespread, and commercially baked bread, if offered to guests, was usually served with an apology."<sup>16</sup>

By 1850, bread-baking began to respond to changes in demand that were associated both with an expanding economy and a new industrial society. Although the American economy was still predominantly rural, urbanization was gaining ground in every conceivable way. With urbanization came an overall increase in family income. Women, who have always been the buyers of food items, were drawn into neighborhood activities or were hired into industry. As a result of these and other new changes, more and more families patronized the commercial baker.<sup>17</sup>

The American Civil War came and went with its glories and defeats, its aftermath leaving the South in economic ruin

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<sup>16</sup> Ibid., I, 34.

<sup>17</sup> Ibid., I, 45-50. Also see Charles C. Slater, Baking in America (Evanston, Illinois: Northwestern University Press, 1956), Vol. II, p. 49.

while the Northern cities expanded and experienced new urban innovations. Machines of many types and caliber made their appearances as the age of factories grew to replace the slower, outmoded methods of handicraft.

In the latter half of the nineteenth century, baking technology underwent its most significant change in over 1,500 years.<sup>18</sup> Most of the changes, however, came as a result of modifications and variations of age-old inventions. For instance, ovens took on new shapes as modern improvements were added. Flour and yeast saw new improvements while other spices and ingredients were introduced for the first time.<sup>19</sup> And finally, in order to produce greater volume while at the same time eliminate the laborious hand methods of mixing, new machines were developed.<sup>20</sup>

As a result of these and other changes, the baking industry in America became quite conscious of the importance of distribution techniques. The more aggressive baking firms began to compete against one another, and this factor of

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<sup>18</sup> Ibid., II, 55.

<sup>19</sup> Bernadine Lansberg, Red Star Manual on Yeast Baking, p. 1. Man had known about yeast since ancient times, but relatively little was known about it until the nineteenth century. Pasteur's discoveries of yeast cells in 1859 made him the acknowledged "Father of Fermentation."

<sup>20</sup> D. L. McIntyre, "Variety Machinery," Baking Industry, XCVII (April 12, 1952), 210.

competition greatly encouraged a host of new ideas, techniques, and innovations.

Bread shipments to neighboring villages, house-to-house trade routes, bread labels and other forms of advertising began to appear for the first time. By the turn of the century, bread wrapping proved to be the greatest step forward in merchandising. "Wrapping was the greatest single tool in the advancement of modern distribution."<sup>21</sup>

Leaders in the baking industry eventually saw the need for a better exchange of ideas. They came to realize that it would be highly advantageous to form a more progressive code of ethics in regard to the rules of competition. In 1897, the National Association of Master Bakers was formed in Boston.<sup>22</sup> By 1902, there were two national associations, three state, and 28 local groups listed in the United States Census report.<sup>23</sup> In 1909, the Kansas and Oklahoma bakers joined the long list of Bakers' Associations.<sup>24</sup>

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<sup>21</sup>George N. Graf, op. cit., p. 197, and see pp. 196-200.

<sup>22</sup>Ibid., p. 196. This name was later changed to the American Bakers Association in 1921. Only one State Association preceded the National Association of Master Bakers, that of the Massachusetts State Association of Master Bakers.

<sup>23</sup>Harold E. Snyder, ed., "Chronological History (1887-1952)," Baking Industry, XVII (April 12, 1952), 66. The 1900 Census report showed a total of 14,917 bakeries in operation in the United States for that year.

<sup>24</sup>Ibid., p. 69. The Kansas bakers originally listed themselves as the Kansas Master Bakers Association.

The Association Movement in the United States was truly beneficial in many ways. Aside from the objectives previously mentioned, in reference to mutual aims, interests, and ethics, another important movement developed.

In the opening years of the twentieth century, there was a drive for enlightenment through education. David Chidlow, an American chemist, founded the famous Chidlow Institute (of Baking Technology) in 1899 at Chicago.<sup>25</sup> Due to a lack of financial resources, this first institute school lasted only a few years. Through this initial educational effort, other leaders in the industry began to campaign for the establishment of an American Institute of Baking which later became a reality in 1919.<sup>26</sup>

Other schools were organized for the benefit of those who were seeking advanced knowledge in the various technological areas of the baking industry.<sup>27</sup> The list of trade schools has grown at a rapid rate since that time, with many high schools, colleges, and universities adding bakery departments of instruction to their curriculum.

Still another device used to circulate new ideas developed within the industry was the advent of a baker's

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<sup>25</sup>L. A. Rumsey, "Progress of Education in Baking," Baking Industry, XCVII (April 12, 1952), 127.

<sup>26</sup>Ibid.

<sup>27</sup>Ibid., pp. 128-129. In 1915, the Siebel Institute of Technology was incorporated, as was the internationally famous William Hood Dunwoody Institute in Minneapolis.

journal. The first industry journal, Baker's Helper, was published in 1887.<sup>28</sup> Since then, a noteworthy number of bakery journals have supplied American bakers with current news about the industry.

### Baking is Big Business

From 1900 on, the American baking scene was one of big business. There was still much baking done in the home; and the small retail shops, for the most part, retained many of the old handicraft methods upon which they had built their reputations. But the problems of urbanization, usually numerous and always urgent, necessitated more widespread distribution of food items. For this reason, a greater emphasis was shifted to wholesaling.<sup>29</sup> Chain stores, with sizable bakery departments, became very significant competitors in the food industry. Out-of-town, multi-unit retail bakeries vied with local shop-owners for location, quality of merchandise, and price. And, finally, the more successful food markets transformed themselves into super markets with a complete, modern on-premise bakery.<sup>30</sup>

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<sup>28</sup>Snyder, "Chronological History," p. 60. The magazine titled Baker's Helper was changed to Baking Industry in 1952.

<sup>29</sup>Slater, Baking in America, II, 233-300, passim.

<sup>30</sup>Ibid. House-to-house distribution, especially in the Northeast, also saw new improvements (in motor vehicles) and became, as in the past, a very able competitor, despite the high delivery costs.

The industry, in surviving the effects of a great depression and two world wars, gradually expanded into the nation's number two food industry.<sup>31</sup> However, in recent years, industry surveys have shown that the baking industry has not taken a fair share of the gross national food sales.<sup>32</sup>

Now it is time to examine the development of the Kansas Bakers Association, Incorporated.

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<sup>31</sup>Charles C. Slater, "A Statistical History," Baking Industry, XCVII (April 12, 1952), 258. The American Baking Industry has had an increase of 265-fold between the years 1849 to 1949, and today is second in total sales to the meat industry which leads the nation. Also see Slater, Baking in America, Vol. II.

<sup>32</sup>Charles C. Slater, Economic Changes in the Baking Industry (Supplement to Baking in America,) (Evanston, Illinois: Northwestern University Press, 1958), 46-48. Upon examination of current Census of Manufactures reports, Mr. Slater maintains that white bread and pastry sales have declined on a per capita basis. He further states: "There can be little question that this information demonstrates that baking is an industry with urgent problems, made evident by the loss of volume to other food processors at the rate of almost 1 per cent a year."

## CHAPTER IV

### THE FORMATION OF THE KANSAS BAKERS ASSOCIATION, INCORPORATED

#### The Kansas Master Bakers Association 1909-1941

In a basic examination of the existing minutes recorded by the various acting secretaries of the Kansas Bakers Association, Incorporated, the writer was surprised to find that the present association had been reorganized in 1941. Further examination, stemming mainly from comments made through personal interviews with early association members, revealed that the association was originally entitled the "Kansas Master Bakers Association."<sup>1</sup>

Although no current member knew exactly when the original association was chartered, an examination of the

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<sup>1</sup>Emphasis is the writer's. The personal interviews were held at the Allis Hotel in Wichita, Kansas on October 2, 1960, during a Kansas Bakers Association, Incorporated convention. The following association members were interviewed: Palmer Dietz, Red Star Yeast Co.; Walter West, Wichita, Kansas; Wallace Glotta, Liberal, Kansas; C. E. Row, Larned, Kansas; Warren Burke, Kansas City, Missouri; and other allied men. Mention should be made that most of the factual information obtained by interview remained consistent with the information taken from the Official Minutes and with information previously obtained by interview from the following members who had attended meetings and conventions for a number of years prior to the 1941 reorganization: Walter Pierce, Standard Brands, Inc.; Harry Zimmerman, Emporia, Kansas; and Jules Gaedke, Pratt, Kansas.



Annals of Kansas (1886-1925) showed the date and site of organization to be January 12, 1909, at Topeka, Kansas.<sup>2</sup>

Unfortunately, no record of the minutes of the Kansas Master Bakers Association is known to exist. From a general consensus of those association members who were interviewed, and who were formerly members of the original K.M.B.A., it is presumed that no minutes of early association activities were recorded. For this reason, a truly complete study of the original association could not be undertaken.

A statement taken from Walter Pierce, allied salesman representing Standard Brands, Incorporated, and further verified by Wallace Glotta and C. E. Row, acting president and 1st vice-president of the Kansas Bakers Association, Incorporated, respectively, is as follows:

When Kansas [bakers] first formed the Kansas Master Bakers Association, there were only a few bakers and allied men interested. There were probably no conventions and very few meetings. By the mid-1920's, the membership had grown considerably [no figures], and conventions were held. During the depression years, membership lagged and there were few, if any, conventions.<sup>3</sup>

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<sup>2</sup>Annals of Kansas (1886-1925) (Topeka: Kansas State Historical Society, Jennie Small Owen, Annalist, Kirke Mechem, Editor), Vol. I, p. 494.

<sup>3</sup>Walter Pierce had been associated with the bakers of Kansas as a yeast salesman for over thirty years, and had attended meetings and conventions of the early K.M.B.A. as well as those of the current association. Wallace Glotta and C. E. Row, both Kansas bakers, are also in a position to reflect upon the activities of the early association, due to their long standing as bakers and association members. The above statement was also verified by Harry Zimmerman, Emporia retail baker and past president of the current association, and by

A list of the official meetings held by the Kansas Master Bakers Association is recorded in Table I of the Appendix.<sup>4</sup> A brief examination will reveal that no conventions were noted from 1909 through 1915, and that only meetings took place. The substance of these meetings was not recorded. The members of the previously-mentioned association have agreed that most of the business was of a general nature, harmonious to that of the present day, only reflecting the times.

In 1897 the National Association of Master Bakers was formed in Boston.<sup>5</sup> This will serve to illustrate the fact that in the early days of baking, top-flight men in the industry were referred to as "Master Bakers," and bakery apprentices labored for many years before acquiring the coveted distinction of "Master Baker" status.

In talking with early association members, they agree that the formation of the Kansas Master Bakers Association was motivated by a strong desire to improve the overall level of bakery operations in the State of Kansas. This would cover three major phases of the industry, namely, that of

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Walter West of Standard Brands, Incorporated, a former secretary of the current association. Both Zimmerman and West were members of the K.M.B.A.

<sup>4</sup>Appendix, Table I consists of data taken from Volumes I and II of the Annals of Kansas (1886-1925).

<sup>5</sup>Snyder, ed., "Chronological History," p. 65.

the management or administrative phase, the production-manufacturing phase, and the distribution phase. Possibly the real basis of the formation of the Kansas Master Bakers Association was simply to promote an exchange of ideas for the purpose of sharing age-old secrets and learning newer technological advances.<sup>6</sup>

The Kansas Bakers Association,

Incorporated, 1941

Just prior to World War II, the members of the Kansas Master Bakers Association decided to reorganize themselves into a new industrial association with an eye to greater membership, especially from the retail segment of the Kansas baking industry.<sup>7</sup>

The first meeting of the Board of Governors involving actual organization of the Kansas Bakers Association, Incorporated, was held at the Hotel Jayhawk in Topeka, Kansas, on January 15, 1941, at 4:00 P.M. The six members of the Board of Governors were as follows: Gus Larzalere,

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<sup>6</sup>Slater, Baking in America, II, vi-vii. According to Slater, these are the principal reasons given for the formation of the American Bakers Association, after which most of the state and local associations are patterned. This would seem quite logical in that most bakers are interested in knowing more about their profession.

<sup>7</sup>Maintained by Jules Gaedke and Erle Keller, current members who were officials of the late association and who were present at the time of incorporation.

Edson Junge, Jules Gaedke, Ernest Hohmbaum, Tom Wilson, and Neil Kreeck.<sup>8</sup>

The business at hand was to choose a committee for the purpose of drawing up the official Articles of Incorporation of the Kansas Bakers Association, and to provide for a corporate seal for later approval. In addition to this, Erle E. Keller of Clyde, Kansas, was elected president of the association, and Floyd Bowline of Beloit, Kansas, was elected secretary-treasurer.<sup>9</sup>

A meeting was held the following day at 2:00 P.M. in the Hotel Jayhawk, and Erle E. Keller, chairman of the meeting, announced that the Articles of Incorporation had been filed with the Secretary of State of the State of Kansas, and a certified copy filed in the office of the Register of Deeds of Cloud County, Kansas.<sup>10</sup>

The members present then accepted and approved the corporate seal of the association. The matter of the adoption

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<sup>8</sup> Official Minutes of the Kansas Bakers Association, Incorporated, p. 3. Hereafter referred to in the text as the Kansas Bakers Association or K.B.A., and in the footnotes as K.B.A. The association minutes will be referred to in the text and in the footnotes, hereafter, as Official Minutes.

<sup>9</sup> Ibid., pp. 4-5. No mention was made as to the election of a vice-president. It should be noted, however, that Erle Keller served as president for three consecutive terms (1940-1942). Keller was currently serving as president of the K.M.B.A. at the time of the new incorporation in 1941, and continued on, by Board of Governor vote, as president of the K.B.A.

<sup>10</sup> Ibid.

of by-laws was deferred until the next regular meeting of the members.<sup>11</sup>

It appears that no real problems stood in the way of incorporation. As was previously mentioned, the principal reason for reorganization was to promote greater membership from the retail segment of the baking industry in Kansas. Formerly, greater emphasis was placed on matters involving wholesale business interests, and although many small retail-shop owners participated at conventions and served as officers in the early K.M.B.A., the wholesale outlet was usually the central theme.<sup>12</sup>

#### The Necessity of Conventions

The men serving as members of the Board of Governors of the newly-incorporated association of Kansas bakers realized that conventions would help promote a large and active membership. Conventions had been stifled by ten years of a depressed national economy, and although World War II had not yet served as the economic stimulus, the baking industry in Kansas was experiencing a gradual prosperity.<sup>13</sup>

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<sup>11</sup>The next meeting occurred at the 1941 convention held at the Lamar Hotel in Salina, Kansas on April 7-9. The by-laws were read to the members by president Keller. The minutes of the meeting of the Board of Governors during the planning and framing of the incorporation were also read. Official Minutes, pp. 6-8.

<sup>12</sup>As maintained by Walter Pierce and other members.

<sup>13</sup>Ibid.

As the national economy took a turn for the better, money exchanged hands rapidly, investments prevailed, and new ideas, methods, and techniques circulated once again. The idea that conventions served no practical purpose and were a needless expense was no longer justified.

"The typical Kansas Bakers Convention is a program geared mainly to an instructional and demonstrative basis."<sup>14</sup> Representatives from the major allied companies make significant contributions through informative talks or lectures concerning factors of importance to the baker. Films are shown. In addition, competent men in the industry who specialize in areas like cake decorating, coffee cakes, party cookies, and specialty breads and rolls, demonstrate their outstanding abilities and pass on tricks of the trade to their fellow bakers.

The informative talks and demonstrations are supplemented with lectures and reports from representatives of the State Board of Health, the Milling Industry and Wheat Association, various bakers journals, National Bakery Associations, and a host of other agencies related in some way to the field of baking.

In a visual-aid program such as this, the spectator rate-of-interest is generally high. The reasons are obvious,

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<sup>14</sup>(Interview) Arthur R. Young, McPherson, Kansas, baker and K.B.A. member, June 30, 1961.

as the average person is usually interested in learning new methods and trade secrets as demonstrated by experts. "Seeing is believing!"

Conventions held by the K.B.A. have been highly successful in the past, as a result of this type of diversified programming.<sup>15</sup> There is enough variety involved to attract both the retailer and wholesaler, but the programming, since 1941, has favored the interests of the small-shop owner. The predominance of these retailers among the membership explains this emphasis.

According to a survey of the Official Minutes of the Kansas Bakers Association, the first convention was held in 1941 at the Lamar Hotel in Salina, Kansas, and received only limited membership response totaling 125. In 1942, the total registration for the convention held at the Jayhawk Hotel in Topeka, numbered only 81. By this time World War II was in full progress, which may explain the decrease in attendance. At any rate, this proved to be an important meeting, as the program was designed to inform the baker about the following topics:<sup>16</sup>

Federal Rationing and Substitutes  
Food Industry Priorities and Federal Regulations  
The Wheat Situation  
Critical Situations

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<sup>15</sup>Conclusions resulting from positive opinions of K.B.A. officials as stated in informal group discussion.

<sup>16</sup>Official Minutes, pp. 16, 19, 31.

Cooks and Bakers School (U.S. Army)  
Fats Winning the War  
War Time Conditions in Bread Baking  
Tires and Sugar (Kansas Rationing Administrator).

By 1943, there was a federal ban on conventions, which was imposed for the purpose of saving gas and tires and to reduce wasted man hours. The K.B.A. was naturally affected by this measure, and, from 1943 to 1945, the convention was replaced, or better still, transformed into what the Board of Governors called a "War Conference."<sup>17</sup>

Most of the business conducted at these "War Conferences" centered around problems created by the war effort. State representatives from the Food Distribution Administration, Office of Price Administration, State Selective Service, Kansas State Labor Commission, and the Kansas Committee on Institutions for Veteran Training, were invited as guest speakers for the purpose of keeping bakers and allied men informed.<sup>18</sup>

The association conventions that were held in the immediate post-war years were conducted successfully, although it was not until 1955, with Merle Hatteburg as acting president, that a stepped-up, energetic drive was made for a larger and more active retail membership.<sup>19</sup> As of that time, programming has remained diversified with an ever-increasing, impressive

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<sup>17</sup>Ibid., pp. 15-17.

<sup>18</sup>Ibid.

<sup>19</sup>(Interview) Pierce, Glotta, and Row, op. cit.



list of representatives from nationally prominent service companies allied to the baking industry as featured guests.

Special mention should be given to the joint-conventions held in 1946 through 1949 by the bakers of Kansas and Missouri, and to the "Heart of America Bakers Conventions" held in 1950 through 1952. Kansas, Missouri, Arkansas, and Oklahoma bakers participated in these conventions.<sup>20</sup> Although certainly not unprecedented, it is still a unique and commendable occurrence for the associations of two or more states to meet together to share mutual interests.

According to the official minutes, the delegates from the Kansas Association were very active participants at all of these regional conventions. An examination of the business details at these conventions is not really essential to the discussion and development of this particular study. It should be noted, however, that each convention seemingly proved worthwhile to those who were able to attend.

#### Meetings of the Board of Governors

Since the time of incorporation, district meetings have been held by the Board of Governors of the Kansas Bakers

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<sup>20</sup>Official Minutes, pp. 37-69, passim. All joint Kansas and Missouri conventions, and "Heart of America Bakers Conventions" were held for 3-day periods in Kansas City, Missouri. A similar joint-type convention, in which Kansas has actively participated has not been held since 1952.

Association at least six times annually. Other Board meetings have been scheduled according to necessity. Upon a number of occasions, a series of meetings (usually district meetings) were held over a four- and five-day period for the purpose of discussing major business problems that affected the baking industry in Kansas.<sup>21</sup>

There appears to be consistent harmony in the past relationship of board members. On the majority of business decisions, the trend has been toward unanimous agreement.<sup>22</sup>

Much of the business requiring serious consideration in the early- to mid-1940's, was centered around the problems affecting the baking industry as a result of the war effort. War-time regulations, rationing, and problems requiring legislative action were perhaps the most significant areas of challenge. These World War II regulations imposed on Kansas bakers and bakers throughout the nation were not too numerous, nor were they regarded as "harsh" measures. Very few, if any, regulations were placed on pastry items or on production methods. Some pastries had to be eliminated or replaced to make room for other types that called for less sugar, and, upon occasion, certain ingredients were difficult

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<sup>21</sup>Official Minutes, pp. 3-90, passim. A copy of the Official By-laws of the K.B.A. are in the Appendix, Table III. The duties of the Board of Governors are listed under Articles IV through VIII. The number of governors is six.

<sup>22</sup>Ibid.

to obtain and substitutes were utilized. The main idea was to promote the concept of frugality and to practice the elimination of waste throughout the food supply and manufacturing industries.<sup>23</sup>

To be more specific, government regulations were placed on items such as inner bread wraps. Only an outer wax paper wrap was to be used in covering the loaf of bread, in an effort toward supply savings. In a similar effort regarding manpower hours, unsliced bread was placed on the market for a short while, but this idea failed to meet the demands of the consumer and the slicing of bread was resumed.

Wholesale bakers practiced a five-day delivery agreement for a short time in an effort to save on tires and fuel. Delivery trucks made only one stop daily at grocery stores, eliminating stalage pick-ups. Non-delivery on Thursdays was practiced for awhile in both metropolitan and rural areas. This idea was reasonably successful in rural areas, but was discontinued in the cities due to heavy consumer demands.

Occasional problems involved large-scale production methods due to the fact that new machines and machinery parts were sometimes difficult to obtain, but on the whole, this was not an outstanding item of concern to bakers.

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<sup>23</sup>(Interview) Charles Meyers, General Manager of the Oripe Baking Company of Pittsburg, Kansas, July 20, 1963.

Manpower and distribution were perhaps two of the biggest problems that faced bakers (especially the whole-sale baker) during the war years. Trained bakery personnel were almost non-existent and workers had to learn the trade while on the job. Nevertheless, both retailer and wholesaler found the bakery business in Kansas, and in the entire nation, very profitable throughout the war years. Bakers could have made even greater profits had they been allotted more sugar. The sugar allotment was based on pre-war purchases of sugar poundage.<sup>24</sup>

Five district meetings (May 1-13, 1942) were held by members of the Kansas Bakers Association for discussion of the Orders of the Office of Defense Transportation (O.D.T.) as they applied to the baking industry. Bakers were asked to make a close inventory of their tire and gasoline needs, prior to the rationing that was soon to follow. In addition, wholesalers agreed to an elimination of duplication of delivery to small towns.

It appears that there were a few problems involving certain parts of the Food Distribution Orders (# 1). In

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<sup>24</sup> Lloyd R. Wolfe, "The Growth of Bread Production," Baking Industry, XCVII (April 12, 1952), 122-124. According to the survey study of the census figures for national commercial bread production, the per capita production of commercial bread climbed from 80.1 pounds in 1939 to 94.1 pounds in 1947, under war impetus. The wholesale production of bread in Kansas was high during the war and in the years immediately following. (Interview) A. J. Cripe and Charles Meyers, Pittsburg, Kansas, July 20, 1963.

an attempt to guarantee proper nutrition, the federal government (Food and Nutrition Board of the National Research Council) recommended an enrichment program whereby white breads were to be enriched according to the average daily requirements of the individual.<sup>25</sup> The Kansas bakers believed that the enrichment program was a very desirable feature of the Order.<sup>26</sup>

A. J. Cripe, the prominent Pittsburg bakery wholesaler and former senator to the Kansas legislature, later fathered the Kansas Standard Enrichment Bill in 1946, and in 1947 the K.B.A. publicity committee advertised the idea of bread enrichment for the first time.

Another F.D.O. item facing wholesale bakers dealt with the prevention of consignment selling, whereby the grocer would pay for bakery goods only after he has sold them. Apparently, association members were in favor of a

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<sup>25</sup>Pyler, op. cit., pp. 121-122. The Enrichment Standards for bread, officially formulated in 1943, by the U. S. Government Food and Drug Administration, are as follows: Thiamine (Min. 1.1; Max. 1.8), Riboflavin (Min. 0.7; Max. 1.6), Niacin (Min. 10.0; Max. 15.0), and Iron (Min. 8.0; Max. 12.5). All breads, including specialty types, must contain the above minimum standard requirements.

<sup>26</sup>Official Minutes, p. 21. Soon after bread enrichment had been made compulsory as a war measure, a number of states, particularly those located in the south, passed legislation making bread enrichment mandatory on the state level as well. As of 1958, 27 states have passed their own enrichment laws. In addition to the United States, a mandatory or voluntary enrichment program is practiced in a number of other countries, including Great Britain, Canada, Sweden, Denmark, Australia, and Chile.

non-consignment selling policy, as a "Fair-Trade Bill" was proposed in 1945 which was designed to eliminate the consignment selling of bakery products in Kansas. This bill was also written by A. J. Cripe and received a one-hundred percent endorsement from the association members. Bakers wanted the non-consignment bill because of bigger profits. Under non-consignment, the baker would not have to guarantee the sale of bread.

At a later Manhattan, Kansas meeting, a Major A. M. Cadwell of Ft. Riley discussed a similar bill in Louisiana, and, as a result, it was decided to change the Fair-Trade Bill to a Board of Health Bill. This bill, Senate Bill #181, passed the Senate but was killed in a House committee. As a result, no bill prevents consignment selling. Consignment selling is left up to a private agreement between baker and grocer.<sup>27</sup>

A. J. Cripe maintains that there have been more bills passed to hurt the baker than to help him. Stiff regulations on items such as "potato bread" and "potato donuts" produced drastic changes in formulas so as to render the products' flavor qualities less palatable to consumer expectations. Regulations specified that products containing a particular ingredient (as potatoes), and advertised as such, must

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<sup>27</sup>Ibid., p. 52. The final interpretation of the consignment selling agreement is that of A. J. Cripe.

contain a certain high percentage of that ingredient. The law failed to take into account the fact that ingredients are concocted on the basis of their ability to perform the function for which they must serve, and that the end result, flavor, is what really counts.<sup>28</sup>

A major baking company in the East was taken into the courts on a similar charge of misrepresentation. The basic charge stipulated that the name "Butternut Bread" was in error because the product contained no butter. The case was dismissed, however, due to the long establishment of the common brand-name.

This same idea of identification is put forth in items calling for artificial color additives. Today, all ingredients must be labeled on the product if the product is pre-wrapped or pre-packaged.<sup>29</sup>

At a joint Kansas and Missouri Bakers Convention held in Kansas City, Missouri in April, 1946, a 321-word telegram was dispatched to John T. McCarthy, president of the American

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<sup>28</sup>As an example of this type of infringement upon the baker's right to produce an item and advertise it as such, many bakers make a bread they call "Nutmeg Bread." This type of bread needs only a small amount of nutmeg spice because nutmeg is a powerful taste ingredient. The law does not take this into account, and unless a "high percentage" of that ingredient is used, it will constitute misrepresentation of the product.

<sup>29</sup>Official Minutes, p. 73. Also see, Joseph M. Creed, "What FDA Requires on Baked Foods' Product Labels," Bakers Weekly, March 12, 1962, pp. 36-40.

Bakers Association. The lengthy telegram was written for the purpose of protesting the 10-percent weight reduction on ingredients for famine relief as approved by the Office of Price Administration.<sup>30</sup> For the record, the Kansas and Missouri bakers wanted the government agencies to correct the "gross inequalities which caused bread baking in our area to be unprofitable throughout the war." They wanted "an 8¢ per pound floor for the wholesale price of bread without special O.P.A. approval."<sup>31</sup> The telegram is as follows:

The Missouri and Kansas Bakers Associations, with delegates from other states in this region, are in convention assembled at Kansas City, Missouri. We urge that every surplus bushel of wheat or corn or pound of milk or fat be saved to support the famine relief program. But we contend that charity begins at home; that domestic requirements must be supplied and that only surpluses be used for export famine relief. The Bakers in Missouri, Kansas, and other states in this region are responding to ORDER SR-14 to the extent based on rough calculations of about 4% which we believe is saving about 40,000 sacks of flour per week. We would gladly and forthwith save the other 6% sought by SR-14 if we had more security than is afforded by this temporary order which otherwise makes 10% saving possible. An 8¢ per pound floor for the wholesale price of bread without special OPA approval would provide the financial security needed to justify changing market structure, shop schedules, purchasing pans and other equipment necessary to make

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<sup>30</sup> Official Minutes, pp. 37-38. This was officially called ORDER SR-14.

<sup>31</sup> Ibid., p. 37. Mr. Cripe maintains that the 8¢ per pound loaf was the wholesale price of bread during the war. The price of bread had been frozen and remained that way until the latter part of 1946. Mr. Cripe believes that bread baking was not unprofitable during the war due to high volume and low variety. In addition to this, competition was not keen.



the full 10% saving of ingredients a reality. We believe it the duty of Government Agencies to correct the gross inequalities which caused bread baking in our area to be unprofitable throughout the war. Now that war is over, bakers are entitled to protection against loss resulting from possible decrease in volume without regard to the fact that such security, if granted now, would assure the full 10% for famine relief. We go on record as opposed to the continuance of government policies which give to one area, price relief, while security is denied other areas simply because that area is not sufficiently organized to raise money and use it to exert pressure. We insist that a general policy giving equal consideration to all areas be made effective immediately. Each day that present unjust and inequitable policies continue, constitutes in our opinion, a separate offense against our rights.

Signed: Missouri Bakers Assn.  
Elmer MaGee  
 President

Kansas Bakers Assn.  
G. C. Gillian 32  
 President

Although the bakers of Kansas and Missouri went on record as opposed to the continuance of certain government policies which they felt were "gross inequalities," they later expressed patriotism through the adoption of the following resolutions:

WHEREAS it is a recognized fact by members of the baking industry that future security is dependent upon financial reserves, and that U. S. Savings Bonds constitutes the safest investment, being supported by the full credit of our government and providing a guaranteed return on that investment;

NOW, THEREFORE, BE IT RESOLVED by the Kansas Bakers Association and the Missouri Bakers Association assembled in a joint convention in Kansas City, Missouri on April 27, 28, and 29, 1947, that the policy of the U. S.

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<sup>32</sup> Ibid., pp. 37-38.

Treasury Department be earnestly endorsed and that the continued support of the membership of these Associations be pledged in behalf of this vitally important national effort to insure a sound economy for all Americans; and further that every member be urged to purchase U. S. Savings Bonds from current earnings and assist local Savings Bonds Organizations in conducting successful programs; and

BE IT FURTHER RESOLVED, that a copy of this Resolution be sent to each of the following:

Honorable John W. Snyder, Secy. of Treasury  
Washington, D. C.  
Vernon L. Clark, National Director  
U. S. Savings Bond Division  
Washington, D. C.  
Robert E. Lee Hill, State Chairman  
U. S. Savings Bond Division  
Columbia, Missouri<sup>33</sup>

Another resolution was also adopted involving the effects of the federal government's commodity price policies.

A copy of that resolution is as follows:

WHEREAS, the open letter sent to President Truman by the president of the National Bakers Supply House Association expressed so well the effects of the government's commodity price policies on the operations of food processors including bakers as well as the consuming public;

THEREFORE, BE IT RESOLVED, that members of the Kansas and Missouri Bakers Associations assembled in joint convention, wholeheartedly endorse the points so ably presented in the letter to President Truman, and that the thanks and appreciation of the members of both associations be extended to president John Garrow and the National Bakers Supply House Association for this timely and unselfish action.<sup>34</sup>

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<sup>33</sup> Ibid., p. 49.

<sup>34</sup> Ibid., p. 50. The letter sent to President Truman by John Garrow constituted an explanation of the effect the government's price policies had on certain commodities as purchased by members of the food industry and resold by them

At a meeting of the Board of Governors in March of 1950, it was decided that a formal protest be made to the Kansas Corporation Commission against the application of the Railway Express Company, Incorporated, to raise their transportation rates. Members of the K.B.A. believed that any such increase in transportation costs "would directly increase the cost of most bakery products" to the consumer. An example of their reasoning is as follows:

Since bread and bakery products represent the final step in processing the fine Kansas wheat into healthful, nourishing and wholesome food; since bread and bakery products are one of the important basic foods in the diet of every person; since the baking industry has always endeavored to make the finest bread and bakery products available to all persons at the lowest possible cost, it is vitally important to all people in the State of Kansas that nothing be done which would tend to increase the cost of supplying these most important food products.

The cost of shipping the bread and bakery products to make them available to the consumer, as well as the cost of shipping wheat flour and the many other ingredients which are used by the baking industry, are an important factor in determining the final cost of these wholesome and nourishing foods.<sup>35</sup>

Although the Official Minutes has no mention of success or failure regarding the matter, it is common knowledge, that within the past fourteen years (1950-1964)

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in the form of a manufactured product to the consumer. The letter formulated a request that the price policies be changed to better satisfy the operations of food processors and the consuming public.

<sup>35</sup>Ibid., p. 57.

the transportation rates have been raised by the Railway Express Company, Incorporated.<sup>36</sup>

In 1957, an article inimical to the best interests of bakers, appeared in the Police Gazette magazine. The article was aimed at the overweight problem of many Americans, and placed much of the blame on the starchy components of flour and flour products, including bread and pastry items. As a result, members of the association wrote a letter of protest to the editor of the magazine, and took the matter up with the American Baking Association, the American Institute of Baking, the American Retail Bakers Association, and even the Milling Industry.<sup>37</sup>

Here again, no mention is made in the Official Minutes as to the final outcome of this matter, in reference to a possible lawsuit or public retraction. It should be noted, however, that the baker indirectly admitted partial truth to the basic charge in that he eventually made and advertised diet breads.

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<sup>36</sup>The rates have been raised several times since 1950. (Interview) R. Etchison, R.E.A. agent, Cherokee, Kansas, July 20, 1964.

<sup>37</sup>Official Minutes, p. 77. According to Charles Meyers, it is believed that no further action was taken, due to the fact that the Police Gazette did not have a wide circulation as compared with other major magazines. It would be in the best interests of the baking industry if the article received no further publicity.

After careful consideration and a check into the Missouri Bakers Association's favorable participation at the Missouri State Fair, the Kansas bakers decided to occupy two booths at the Kansas State Free Fair in Topeka in September of 1957. This proved to be a highly successful venture in that an estimated 300,000 people visited the booths. The displays were complimentary to both the wholesaler and retailer, and literature from the American Institute of Baking, promoting bakery products, was given to the public.

Governor George Docking gave the booths considerable publicity with his 30-minute visit, in which he was made an honorary member of the Kansas Bakers Association.<sup>38</sup>

In 1958, it was the decision of the board members to occupy a booth at the Hutchinson State Fair, but the cost of the booth proved to be prohibitive. The lack of available help to assist in managing the booth also served as a deterrent. There has been no further mention of this type of activity in the Official Minutes since 1958.

The advertising of bakery products in Kansas, however, did not begin or end with the occupation of a booth at a Kansas Fair. There is much evidence of the promotion of bakery products throughout the official record. Mention also is given to a publicity committee. It appears that the advertising of bakery products comes in many forms, the

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<sup>38</sup>Ibid., pp. 72, 76-77.

most noteworthy being newspaper advertising and on-premise salesroom advertising.<sup>39</sup>

Nationally-prominent guest speakers at conventions have stressed the importance of imaginative merchandising through window displays, attractive signs, newspaper ads,<sup>40</sup> radio and television commercials, and even automobile-bumper stickers that say "Better Health Begins With Bread." Many allied public relations experts have discussed the importance of public relations with association members. Representatives of the major allied companies give bakers colorful posters that depict delicious pastries or breads. Usually, these are displayed in the retail salesroom of the average bakery and they unquestionably serve their purpose well.

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<sup>39</sup> Ibid., pp. 3-90, passim. In reference to advertising on the national level, the "1/20th of 1% Program" was approved by the association members in November of 1946. This program was established by the American Bakers Association in an attempt to organize a campaign for financing a national public relations and advertising program for the baking industry. The first planned promotion of the Baking Industry Promotional Program (BIPP), as it came to be called, was a full page color ad in the March 15, 1947 issue of Life Magazine. Members of the K.B.A. received information and material to tie-in with the ad at the point-of-sale. See Snyder, "Chronological History," pp. 322-323.

<sup>40</sup> A somewhat controversial issue arose in July of 1946 when the Wichita Beacon billed the K.B.A. \$432.00 for advertising. Lloyd Fisher, 3rd vice president of the association, made a motion to the effect that "We do not pay the Wichita Beacon bill of \$432.00, because the advertisement was run without authorization." The motion was seconded by James Chase, treasurer, and carried unanimously. The bill was never paid. Official Minutes, p. 42.

Large companies, e.g., Standard Brands, C. and H. Sugar, General Mills, and Swift, constantly promote bakery goods by advertising commercially-baked products in high circulation magazines.

Another advertising program of great significance is the long-range plan involving films, such as "Your Daily Bread," "The Story of Nutrition," and "The Inside Story of Baking." These and other films have been produced for availability to schools and other institutions by the American Institute of Baking, the American Bakers Association, Swift and Company, and other national associations and allied firms. The idea is to advertise and promote the nutritional benefits of commercially-enriched breads and pastries to school-age children in the hope that, when they themselves become consumers, they will have knowledge of the nutritional values of these products and buy them. The Official Minutes show that many large contributions, totaling well over \$2,000.00, have been given to the various national baking associations by the Kansas Bakers Association, in cooperation with this long-range plan. The following letter was written by Jules Gadeke, a Pratt, Kansas baker and past-president of the Association, on behalf of this plan, and a copy was sent to each member of the association.

The association has, in the past and is still continuing, at great expense, the giving of substantial amounts of money to the Kansas Board of Education, enabling it to purchase instructive and informative

material from the American Institute of Baking for the educating of youngsters in the value of baked food nutrition. This is a tremendous long-range program that is making enormous strides in the dissemination of the truth to children that baked foods are nourishing and indispensable in the balancing of their diets, and should be eaten every day to supply important food elements so necessary to good health.<sup>41</sup>

### Group Insurance

In May of 1954, the idea of a group insurance plan was first presented to the Board of Governors by Mr. Chester Rowe, a representative of the Brokage Insurance Company.<sup>42</sup> Although the matter was discussed at length, no decision was ever reached and the idea was simply tabled until a later time.

According to the Minutes, the group insurance program for association members was never really investigated again in earnest until 1961. At that time, a representative of the Mutual Benefit Life Insurance Company of Newark, New Jersey, presented his company's plan to the executive committee, and as a result, each member was polled for a true indication of interest in the group program. The result proved favorable. Ultimately, the Association

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<sup>41</sup>Ibid., p. 84.

<sup>42</sup>Ibid., p. 72. In 1905, the Brooklyn Boss Bakers Business Association was the first group to establish an insurance program for its members. Snyder, ed., "Chronological History," p. 69.



Insurance Company, Incorporated, of Milwaukee, Wisconsin, became the insurer for the Kansas bakers.<sup>43</sup>

The group insurance program provides up to \$10,000.00 coverage for members and the annual premiums paid to the insurance company are considerably lower than the average policy applied to the individual. The group insurance program finally became effective in the latter part of 1961.<sup>44</sup>

### Progress and Support of Education for Bakers

Both traditionally and historically, baking was an art passed down through the family from mother to daughter and father to son. When baking became an organized operation for the feeding of large groups of people, as was done in the time of the Egyptian Pharaohs and in the public bakeries of Rome, apprentices were bound to the head baker and taught the secrets of the craft. This method of teaching by long practice was developed to a high degree in the guild system, and served as a means of protection for the baking fraternity from outside competition.<sup>45</sup>

The erroneous belief that trained bakers had secrets that were not to be divulged to anyone outside the family or apprentices unfortunately persisted for many years. This was true even in the United States until the Association Movement, which began around the start of the twentieth century, taught the bakers that, in reality, they had mutual

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<sup>43</sup>(Letter) C. E. Row, Larned, Kansas, June 8, 1963. Mr. Row was president of the K.B.A. at the time of the adoption of the group insurance program.

<sup>44</sup>Ibid.

<sup>45</sup>Rumsey, "Progress of Education in Baking," pp. 125-126.

aims and interests. The idea that "The art of baking was no longer a secret of the few, but a science for the many,"<sup>46</sup> ignited the spark of the big progress of education in baking.

Of course, the early bakers who came to America brought their methods and secrets with them, and few, if any, were fortunate enough to study or learn anything about baking outside their own shops prior to the 1900's. But the technical knowledge of the shop-trained baker, who found himself dealing with the various conditions of material shortages and substitutes, was quite limited.

Bakers had no alternative but to turn to the few men who had any claims to the scientific knowledge of baking technology. It was during this period that the service companies, with their laboratories and trained technicians, were called upon to help the baker.<sup>47</sup>

A few farsighted men, prior to 1915, had advocated schools for the education and training of bakers. They were of the opinion that school-trained bakers would be greatly needed in the future as bakeries became larger and the technology of baking became more complex.

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<sup>46</sup> Ibid., p. 126.

<sup>47</sup> Ibid., p. 127. Service companies involved with baking technology at this time were as follows: Siebel Institute of Technology, Wahl-Henius Institute of Fermentology, The W. E. Long Company, The Fleischmann Laboratories, and several others of less prominence.

Actually, the first school of scientific baking technology in America was established in 1899 in Chicago, where David Chidlow started the Chidlow Institute. This school was financially unable to continue operations and closed in 1902. Later, Chidlow obtained the support of the Ward-Corby organization in Pittsburgh, and classes in baking technology began there in 1904.<sup>48</sup>

Following this lead, several other baking technology institutes came into existence. A conference was held at Purdue University in 1908 to discuss the possibility of setting up technical education for bakers. Later, the Siebel Institute of Technology was enlarged and incorporated. The Wahl-Henius Institute of Fermentology was then established and served bakers first as an analytical and consulting laboratory, and later offered courses to bakers. This institute eventually became the American Institute School of Baking in 1922.<sup>49</sup>

In 1911, the Fleischmann School was opened to bakers in New York City and offered a four-week course of study and training. In an effort to reach a wider group of bakers,

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<sup>48</sup>Ibid.

<sup>49</sup>Ibid., pp. 128-130. The American Institute School of Baking is adjacent to the downtown campus of Northwestern University in Chicago. It is regarded as the baking industry's foremost scientific and educational center.

the Fleischmann Traveling School was started in 1923 and operated successfully until 1930.<sup>50</sup>

A more practical school of training opened in 1915 under the direction of William Hood Dunwoody in Minneapolis, Minnesota. The William Hood Dunwoody Institute was founded as an industrial institute for the teaching and training of practical skills and handicrafts, and is America's most successful handicraft school.<sup>51</sup>

Eventually, the movement of bakery training and technology found its place in the secondary school. Although some colleges and universities had made minor contributions to the industry, high schools had made no effort toward any vocational assistance to the field of baking until 1914. At that time, Milwaukee High School established a bakery school as part of its industrial education program.

The drive for a technical, scientific, and practical education for bakers was indeed slow. For the most part, bakers were content to seek manual training alone, while other industries were busy establishing fellowships and scholarships at large universities and technical institutions for study into the science of their industry.

Part of the explanation lies in the fact that bakers with practical training were urgently needed, and time was

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<sup>50</sup>Ibid., p. 130.

<sup>51</sup>Ibid.

of the essence. Furthermore, many who wanted to learn baking could not meet college entrance requirements, and due to the time and expense involved in the undertaking of a two or four-year college program, few could afford such a luxury. There was very little organized support of student aid for those who did qualify.<sup>52</sup>

According to Dr. L. A. Rumsey, Director of the Department of Baking Science and Management at Florida State University, the various state and national trade associations were the real forerunners of education in the baking industry. At the association level, bakers became acquainted with common problems and discovered that, together they could play a vital role in the progress toward industrial education in baking.<sup>53</sup>

Eventually, the drive to educate bakers vocationally, and in some instances, scientifically, found its way into the universities. Universities in Wisconsin and California were the earliest to offer extension courses in baking. These set a pattern for university and high school extension courses in baking technology, but their courses have been somewhat limited in scope. Even so, the movement toward a more complete education for bakers has made an excellent attempt to keep pace with modern technology.

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<sup>52</sup>Ibid.

<sup>53</sup>Ibid., p. 129.

In 1947, the bakers of the Southwest decided to sponsor and support a school of baking at Oklahoma A. and M. College. The course of study was set up in the vocational division, School of Technical Training at the Okmulgee Branch, Okmulgee, Oklahoma. The courses were limited at first to two years duration, but have since expanded, and today offer other classes in general education, thus permitting bakers an opportunity to obtain a Bachelor's Degree.<sup>54</sup>

In June of 1948, the Board of Governors of the Kansas Bakers Association, sent a committee to investigate the activities of the new bakery school in Oklahoma, and to meet with the Oklahoma Bakers Association for the purpose of discussing financial support of the school. The committee report was so favorable that the Kansas bakers unanimously voted a \$1,000.00 contribution to the baking school. Other equally large contributions were given to the vocational school through 1948 and 1949. The baking associations of Missouri, Oklahoma, and Arkansas also contributed financial support to the operation of this school for bakers.<sup>55</sup>

The following resolution was adopted by members of the K.B.A. at a business meeting in April of 1949 while in joint convention with the Missouri Bakers Association.

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<sup>54</sup>Ibid.

<sup>55</sup>Official Minutes, pp. 56-59, 63.

BE IT RESOLVED that the Kansas Bakers Association, Incorporated, in convention assembled, approve the contribution of \$1,000.00 to the Bakers School of Oklahoma A. and M. College at Okmulgee, Oklahoma to aid in the support and progress of this institution.<sup>56</sup>

The Texas Bakers Association also made an excellent effort to support the establishment of a baking school at Arlington State College in 1948. Here the courses in general education and baking are offered only on a two-year basis.<sup>57</sup>

In 1950, the Southern Bakers Association, with the help of Dr. Doak S. Campbell, president of Florida State University in Tallahassee, established America's first full-scale, four-year educational program for bakers. The curriculum consists of a complete series of courses, including economics, merchandising, and business management. In addition, the training for every phase of bakery operation and management is offered in a "bakers block." The degree of Bachelor of Science is granted upon successful completion of the program.<sup>58</sup>

Although the K.B.A. has given numerous financial contributions to the bakers schools of Oklahoma A. and M., the American Institute School of Baking at Chicago, and to other

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<sup>56</sup>Ibid. The students of this school are asked to give the baking industry of Oklahoma, Kansas, Missouri, and Arkansas preference for job placement upon graduation.

<sup>57</sup>Rumsey, op. cit., p. 294.

<sup>58</sup>Ibid., pp. 296-298.

schools and major organizations, there is no record of financial assistance made to the bakers schools of Arlington State or Florida State.<sup>59</sup>

The most recent opportunity for bakers to exploit the research facilities of a major university came in September of 1963, when Kansas State University at Manhattan offered a Bakery Management Program. This program provides for a four-year college course in baking science and technology and bakery management.<sup>60</sup> K.B.A. members voted to "encourage and support" the program.<sup>61</sup> This is the second bakery school of its kind in America that offers a Bachelor of Science degree upon completion.<sup>62</sup>

To add to the growing accumulation of schools for bakers is the long list of vocational schools. To date, there are about 28 vocational schools in America that offer

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<sup>59</sup>Official Minutes, pp. 3-90. A complete survey of the minutes.

<sup>60</sup>E. J. Pylar, "Training for Technology," The Bakers Digest, August, 1963, p. 7.

<sup>61</sup>(Interview) Row, op. cit.

<sup>62</sup>It is well to mention that this is not the first contribution to the baking industry made by Kansas State University. In 1930, a specialized school for millers was established at the university as a department in the Division of Agriculture. It was a four-year curriculum leading to a collegiate degree. Today, Kansas State University is regarded as the leading school for the milling industry. Snyder, ed., "Chronological History," p. 290.



the short, practical course in the field of baking. It is believed that most of these schools have been instigated by some state or national baking association in their drive to train more men for the industry. There are also 22 schools for the deaf that offer baking courses.<sup>63</sup>

Some mention should also be made of the various magazines of the Baking industry. The trade press has always been a great educational force for the industry. No new development, no problem of operation or management escapes the attention of the press. It is conceivable that the vast majority of bakers in Kansas and throughout the United States subscribe to one or more trade magazines. These journals have done much to enlighten bakers on fresh ideas that come from all parts of the nation and world.

Finally, acknowledgement should be given to the service companies for their contributions to the industry. The average allied man has considerable knowledge of the many facets of the field of baking. He is instructed to offer assistance in such areas as production, sales management, accounting, bakery cost control, and in other vital areas of general management. The allied trades have also done an exceptionally good job of spreading the knowledge of the latest bakery methods and processes by short course and demonstration classes for groups of bakers. As an example

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<sup>63</sup>Rumsey, op. cit., p. 298.

of their many contributions, the following list of topics made up the initial program at a joint convention held in April of 1946 by members of the Kansas and Missouri Bakers Associations.

"Opportunity Ahead"  
John P. Garrow  
Chapman and Smith Company

"Are You Ready for the Buyers Market"  
George Chussler  
Retail Editor, Bakers Weekly

"Eighty Percent Extraction Flour and Bread Production"  
C. J. Patterson

"A Message from A. B. A."  
Fred Cobb  
Chairman, American Bakers Association

"The Margin of Profit, if Any"  
Hal Lymes  
Remington and Lymes

"Vital Issues of the Retail Baker"  
Tom Flood  
Field Secretary, American Retail Bakers Association

"The Future of the Baking Industry"  
Charles Swearingen  
Editor, Bakers Helper

"The History and Use of Soy Flour"  
Larry Trempel  
A. E. Staley Manufacturing Co.

"Goodwill in Business and the Industry"  
Frank J. Bergenthal  
Brolite Company

"Sanitation in the Bakery"  
Dr. E. L. Holmes  
American Institute of Baking

"What's New in Bakery Equipment"  
Les Pabst  
American Bakers Machinery Company

"The Inside Story of Cake Baking"

Ed Branand

A film by Swift and Company

In addition to the informative discussions above, allied men also gave bread, roll, pastry, and cake decorating demonstrations.<sup>64</sup> It is of little wonder, then, that the allied service companies, trade journals, and national associations play a vital roll in the educational progress of men in the field of baking.

In looking back at the various benefits available to bakers through their Associations, and in taking these advantages into full consideration, it would appear that the Kansas Bakers Association has, indeed, justified its existence. It seems evident that this industrial association of bakers will prove even more useful in the future, as new ideas and technological advances offer a challenge to each individual in the field.<sup>65</sup> It is the Association that serves as the binding agent for individual members, who, working together, contribute to the common good of all.

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<sup>64</sup>Official Minutes, p. 36.

<sup>65</sup>In 1950, Albert E. Wiehn, president of the American Retail Bakers Association, described associations as "the universities of industries."

## CHAPTER V

### THE BAKING INDUSTRY:

#### YESTERDAY, TODAY, AND TOMORROW

##### Six Major Areas of Concern to Bakers

Many capable studies of the past and future of the Baking Industry in America, and for that matter, of the entire food industry, have been undertaken by prominent university and industrial economists, technicians, and other scholars in the field. The wealth of available material can be analyzed to show industry trends, including insights regarding future developments. The writer will attempt to use a number of these sources to draw a brief guide-line into the future of the baking industry in Kansas and in the entire midwest.

Emerson once said, "The years teach much which the days never know." George N. Graf used this statement as the title for an article in Baking Industry; an article which has been used in the preparation of this thesis. There is much truth in Emerson's contribution, and one might add, "In order to know where you are going, just look behind you!" Therefore, let us look at some of the conspicuous trends that have evolved over the past few years, and examine them briefly to see what may be the indications for the future.

Although there are many facets that comprise the total picture of the baking industry, the course of this study must be limited only to those areas of greatest concern to bakers today. Therefore, the following topics will receive brief annotations:

Advertising

Plant Design and Modernization of Salesroom Interiors  
Equipment

Modern Wrapping and Packaging Innovations

Bakery Location and Parking Problems

The Rising Status of Retail Selling

Advertising

Of course, advertising can take many forms. It was previously mentioned that bakers use the various medias that are available to them in this day and age, with special emphasis given to newspaper and on-premise salesroom advertising.

Bakery advertising of the past involved numerous sorts of gadgets and gimmicks and intricate accessories, such as premiums, coupon distribution, package stimulants, and a host of other proven market approaches. Many large baking firms still employ similar types of advertising schemes today, as do others in different industries. For the most part, use of the gimmick sales-builder is confined to large wholesale corporations that can absorb the added expense of give-a-ways. Television commercials are also restricted to "Big Business" enterprise. The smaller retail

shops will probably stay with the same type of advertising as has met their needs in the past.

Basically, this involves the ancient practice of giving "something for nothing," such as a price reduction of certain specialty items. This type of merchandising is usually done through newspaper ad, radio spot-announcements, window displays and other on-premise types of advertising.

For the past ten years, the business of advertising on a mass scale has taken on new impetus. E. J. Sperry maintains that the young bakery executives have learned the true power of advertising, and their knowledge of the important points of such advertising is so great that they are today already becoming influential in their demands that bakery advertising be simplified. Mr. Sperry also believes that this is going to mean new and stimulated uses of such neglected advertising media as "point-of-purchase advertising, direct mail, highway display, and better truck advertising." One thing is sure--the bakery advertising of tomorrow will be more simple, have more white space, be shorter, and have more to say in less words. The increasing cost of newspapers, billboards, radio and television will in itself minimize the expense of time and space.<sup>1</sup>

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<sup>1</sup>E. J. Sperry, "65 Years of Advertising," Baking Industry, XCVII (April 12, 1952), 376. Also see: Paul Watson, "Bait Your Hook in the Telephone Book," How Successful Bakers Do It (A Pamphlet of Selected Subjects from Baking Industry) (January, 1960), p. 8; and Robert E. Murray, "Let Your Customers Know It," Baking Industry, October 14, 1961, p. 28.

Plant Design and Modernization of Salesroom Interiors

Through the years of 1910 to 1920, an old saying prevailed that told the baker to "Build as you grow." For the most part, bakery structures throughout the United States were generally of ordinary construction. The interiors, constructed of brick walls, plastered or pressed metal ceilings, and pine floors subject to splintering, were truly a breeding place for vermin and infestation.

Today, the "Build as you grow" concept is still in vogue for the small independent retailers, as a result of the increasingly high costs of labor and building materials. But the large bakery plant of today has come a long way in design and construction, and no longer consists of just erecting a building to house equipment for general baking purposes.

The large plant of today and of the future does and will engender a complex architectural and engineering plan devised to successfully handle many co-related factors. These factors are based upon a production synopsis of the character and volume of the product or products, the manner of its process, and what J. Edwin Hopkins, Bakery Architect and Engineer calls "The habitability of the constructed environment for its operative success."<sup>2</sup>

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<sup>2</sup>J. Edwin Hopkins, "Design and Construction of Bakery Buildings," Baking Industry, XCVII (April 12, 1952), 136.

Another important factor is that of market strategy. This involves an analysis of the projected volume and product varieties in relation to consumer expectations and the existing and foreseeable competitive situation.

Plant design today takes into account the site, availability of utilities, and even access to highways and railroad sidings. Everything is done with an eye to the ease of accessibility and possible future changes.<sup>3</sup>

It appears that today there is an almost universal adoption of the one-floor plant. In a recent survey study of new bakery plants conducted by Peter Pirrie, Engineering Editor of Bakers Weekly magazine, ten of eleven new bakeries were erected as one-floor buildings. "The trend therefore can safely be said to be in the direction of one-floor installations."<sup>4</sup>

Most large wholesale plants do not maintain an on-premise salesroom because the product is transported to grocery stores and other business agencies for consumer availability. The independent retailer, however, does maintain an on-premise salesroom as his principal consumer outlet. The "modern salesroom" trend can be seen in most of the successful retail shops around the country today. Expensive

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<sup>3</sup>T. A. Faulhaber, "Bakery Engineers Explore Progress in Production," The Bakers Digest, April, 1963, p. 94.

<sup>4</sup>Peter Pirrie, "Trends in Bread and Rolls Production," Bakers Weekly (December 24, 1962), p. 77.



floor tiles, special spot-lighting accessories, wood-paneled walls, and gleaming glassed-in show cases and back-bars add to the promotional effects of the retailer's salesroom interior.

Unfortunately, many small shop-owners fail to recognize the necessity of salesroom modernization and its importance to public relations. Today, there are thousands of small, out-dated bakeries listed for sale, their tired owners having long since lost interest in a once-thriving business. Due to the overall futile appearance of the salesroom, coupled with the deterioration of the equipment and poor trade response, a considerable number of these old bakeries are never sold and end up being parceled off via the auctioneer.

There are many case histories of this very thing in Kansas. One allied salesman testifies that his Kansas and Southeastern Nebraska route has 32 fewer bakeries in operation in 1963 than in 1953. The following explanation is that of Paul Smith, Allied Representative of S. W. Noggle Company:

I believe the Supermarket trend, prepared mixes, the diminishing of small towns, failure of management to attract and train young bakers at wages on level with other industries, and failure of management to modernize along with the trend of times, has contributed heavily to the closing up of small retail shops.<sup>5</sup>

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<sup>5</sup>(Interview) Paul E. Smith, August 1, 1963, McPherson, Kansas.

This statement is a typical consensus of the opinions other allied men have in reference to the breakdown of the small independent retail bakery.

Apparently, those bakers who do survive the competitive race for the consumer dollar are a responsible lot, dedicated to their field and keenly aware of the modern trends.

### Equipment

The development in plant design and construction of bakery plants over the years, presents, in retrospect, a picture that mirrors the development of bakery equipment. Both were equally slow to mature and both experienced an agonizing transition from one trend of thinking to another. As was true of baking design and construction, "necessity was (also) the mother of invention" in variety machinery.

The baker of the early 1900's would be justifiably envious and somewhat in awe of the well-equipped, highly mechanized shops of today. While retailers still do a vast amount of handicraft labor, they have at their fingertips the miracle of electric power and the genius of modern mechanization.

A full-length text could be written describing all of the types and varieties of equipment available to bakers today. Every conceivable type of bakery machine has been placed on the market within the past twenty years.

Most of the truly spectacular engineering advancements have gone to the large wholesale and multi-unit retail plants. Among the more unusual developments are the practical application of traveling-tray ovens and ovens utilizing both dielectric and infrared heating for almost instant baking. The use of liquid nitrogen and hydrogen for quick-freezing, and the experimental ultrasonic sound for rapid ingredient dispersion during mixing are also major advancements. The story of the "continuous" mixing and baking operation is quite breath-taking. An account of one new automatic bread plant is related by Bakers Weekly:

The independent wholesale bakery of Pan-O-Gold Baking Company at Pipestone, Minnesota, can turn out 5,000 loaves of bread an hour in continuous process. The plant is so completely mechanized, it is about one-half to one-third the size of a similar facility which produces bread conventionally.

The assistance of human hands is required in only two operations in the plant's entire production process--when the pans are put on the monorail racks to be taken to the proofer and when the pans are taken off the racks and put into the oven.

The Pan-O-Gold officials maintain that the continuous baking process will increase bread-making capacity by 200 per cent over the conventional methods formerly used.

Despite labor's fear of automation, so far the automated facilities of the new plant have meant 15 additional jobs for residents of Pipestone.

The baking floor operates under high capacity, constantly controlled ventilating and heating conditions. All of the actual checking, measuring, mixing, proofing, baking, cooling, slicing, and wrapping of the bread takes place on this floor--and all is processed automatically.

All controls in Pan-O-Gold's new Pipestone plant are electrically and scientifically synchronized so that the entire plant moves as one giant operation

into which go the raw materials at one end and fresh bread, wrapped and ready for the supermarkets, leaves at the other.<sup>6</sup>

A vast number of these automatic bread plants exist in America today, some of which greatly exceed the 5,000 loaves-per-hour rate.

The "continuous" mixing system has also become popular in high production cake plants, with the introduction of the continuous cake mixer. Many pie manufacturers have switched from conventional mixing methods to the newer continuous pie-dough mixing machines. In this operation, carbon dioxide is being used to give the dough flakiness and to prepare it for immediate use.

There are many new installations being made today in doughnut plants, and in all cases the operation is substantially automatic. The first automatic cake doughnut machine went on the market in 1921, but it was not until 1949 that a feasible automatic raised doughnut machine was perfected.<sup>7</sup>

The principle involved in turning to automation has been described as utilizing automation at every point where the craftman's touch is not essential to consumer acceptance.

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<sup>6</sup> Donald M. Lyons, "Automation Comes to the Pan-O-Gold Plant," Bakers Weekly (July 17, 1963), pp. 43-45.

<sup>7</sup> Harold E. Snyder, ed., "Donuts Are Big Business," Baking Industry, XCVII (April 12, 1952), 46-47. All types of doughnuts grossed over 5 million dollars in 1919, and sales have grown since then to nearly 300,000,000 dollars in 1960.

This principle would serve as a reasonable explanation why most large wholesale bread plants become automated and why most retail pastry plants can only perform under semi-automatic conditions.

Although some baking companies maintain that automation in their plants has not reduced the number of employees, but rather, created new job opportunities in the area of maintenance, it is a well advertised fact that under the automatic continuous-mixing method of production, one or two men, located at a central checking point, operate the entire system of mixing, dividing, proofing, and baking bread at a rate of 5,000 loaves per hour. In order to produce bread at this same rate by conventional methods, it would take scores of bakers using two to three times as much space.<sup>8</sup>

It can be said then, with a certain amount of clarity, that the days of conventional bread baking, as we know it, will soon be altogether eliminated and replaced by fully automatic, "continuous" systems. As for the conventional or traditional bread baker, he too must go, as the era of the bakery engineer is at hand.<sup>9</sup> The retail handicraft baker,

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<sup>8</sup>The percentage of production workers out of the total work force in the baking industry has shrunk from 64.2 per cent in 1947 to 58 per cent in 1954. "Fewer production workers turn out more product today." Slater, Economic Changes in the Baking Industry, p. 30.

<sup>9</sup>One allied man is quoted as facetiously saying "Van de Kamps are going into such a heavy line of new, complex machinery, they just fired four bakers and hired two engineers."

however, will still be in demand for a long time, because as of now, there is still a limit to what machines can do. Then too, the production of variety breads is likely to remain static and even increase as time passes.

Perhaps the widest innovation to be adopted by the retail segment of the baking industry is that of the freezer. Although refrigeration has long been accepted and used by the industry as a retarder of spoilage, it was not until recently that the freezer was perfected and manufactured for bakery use.<sup>10</sup> Today, an estimated 80 per cent of all retailers employ the use of some type of freezer.<sup>11</sup>

The importance of the freezer to retail bakers cannot be overemphasized. The practical use of a freezer can be summarized in six principal objectives:

1. Reduce stales.
2. Reduce labor costs.
3. Improve hours.

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<sup>10</sup>The Birdseye Laboratories did research on the freezing of various bakery products as early as 1930, and in 1932 the U. S. Navy carried out experiments in supplying frozen bread to submarines and small vessels. Robert V. Enochian and Norman L. Rollag (U. S. Dept. of Agriculture), "To Freeze or Not to Freeze--That is the Question," Bakers Weekly, April 15, 1963, p. 48. Actually, the freezing of baked goods was first introduced to bakers in 1944 by the Research and Merchandising Department of the American Retail Bakers Association. Freezing Bakery Products, A. C. Schmidt Company Pamphlet (Cincinnati, Ohio, 1958), p. 1.

<sup>11</sup>Ibid., p. 2.

4. Increase varieties.
5. Production control.
6. Elimination of shortages.

The five day week is a definite accomplishment of the freezer. By increasing production 20 percent a day, producing more than current needs for two or three days, an inventory can be built up for the sixth day. The most gratifying element of concern to bakers is the fact that freezing all but eliminates the necessity of night work. This factor alone is a blessing in disguise.

Many shop owners testify that where they formerly employed four personnel, freezing has cut their labor in half. Others who employed three bakers, are now operating by themselves and employ only a cleaning woman.

Stores have been drastically reduced because the baker displays only what is necessary and sells many items right from the freezer. Then too, he is never guilty of shortages, which means higher annual profits.<sup>12</sup>

There has been a gradual growth in the commercial application of freezing to the production and distribution of bakery products. Quick Frozen Foods magazine has estimated the 1960 retail sales of frozen bakery products, not to

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<sup>12</sup>Slater, Economic Changes in the Baking Industry, pp. 25-26.

include pies, to be 44 million dollars and sales for 1962 were up almost 50 percent to 80 million dollars.<sup>13</sup>

Many wholesale bakers are giving serious consideration to freezing bread, rolls, and other bread-type products. For a number of reasons, the production and distribution of bakery products by wholesale bakers is becoming increasingly costly. Freezing permits the possibility of introducing a variety of changes in production practices and less frequent deliveries to retail outlets.

House-to-house freezer truck distribution is now being practiced in some of the larger cities, and shows promise as a major development in the industry. This type of distribution made its biggest expansion after the bull market crashed in 1929 by taking advantage of the tremendous over-supply of labor.<sup>14</sup> Since World War II, this particular service has been hard to maintain for various reasons. But today, the old wagon-route distributor is coming back in a new and potent guise.

Many people are buying home freezers and being serviced by frozen food company refrigerated trucks every four months to twice a year. This service provides the consumer with an

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<sup>13</sup>These figures are based on the sales of frozen bakery products in supermarkets and chain stores only. Enochian and Rollag, op. cit., p. 49.

<sup>14</sup>Graf, op. cit., p. 200.



opportunity to acquire food wholesale through bulk purchases. Large wholesale bakers are now adding their own frozen breads and pastries to the list of meat, fruits, vegetables, and other frozen food items. According to Lloyd G. Allen, Assistant Professor of Marketing at Loyola University, the chain stores and supermarkets should suffer the most from an increase in the home freezer trade.<sup>15</sup>

Some mention should be given to the increasing adoption of bulk flour delivery and storage. This service is limited to the larger baking firms due to volume purchases. Flour can be delivered to bakery plants either by rail car or by insulated truck. The flour is piped from the rail car or truck directly to the storage bins with ease and efficiency. Operational costs are reduced as a result of less labor, quicker servicing, and larger volume buying.<sup>16</sup> There is also a trend toward the bulk handling of shortening, dry sugar, corn syrup, and liquid sugar.

In conclusion, many top engineers in the field are now wondering just what part advanced electronics and atomic energy will play in the industrial advancement of the baking

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<sup>15</sup>Lloyd G. Allen, "There Have Been Some Changes Made," Baking Industry, April, 1962, p. 139. Mr. Allen suggests, "The wave of the future lies with frozen foods."

<sup>16</sup>Fred W. Colquhoun (Flour and Finance Editor), Bakers Weekly, June, 1962, p. 45. Also see the August 11, 1956 edition of Baking Industry for a special report on "Bulk Handling."

industry. Perhaps those in AEC can already foresee the use of nuclear energy in future production methods.

### Modern Wrapping and Packaging Innovations

The wrapping or packaging of bread, rolls, or pastries has not always posed problems to members of the baking industry. In Greek, Roman, and Medieval times, these items, when purchased at bakeries, became the responsibility of the consumer. He could either wrap his baked purchases in a cloth and place it in a basket, or simply tuck the exposed bread under his arm and carry it home in that manner. Paper sacks were simply not yet invented.

The wrapping of bread and packaging of pastries has posed a problem for bakers of the last two centuries. American bread is said to have been wrapped, by one method or another, since somewhere around 1880. At any rate, by 1904 the public was demanding the wrapping of bread, and by 1909, the wrapping of most foodstuffs had occurred.<sup>17</sup>

It was mentioned earlier that "Wrapping was the greatest single tool in the advancement of modern distribution." Certainly the advent and perfection of the automatic wrapping machine in 1913 enabled the baking industry to make giant strides in distribution.<sup>18</sup>

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<sup>17</sup>Sperry, op. cit., pp. 155-156.

<sup>18</sup>Ibid., and Graf, op. cit., p. 197.

Since that time, there have been hundreds of new packaging and wrapping innovations designed to preserve freshness and stimulate sales appeal. Until very recently, waxed paper and cellophane have dominated the field for a number of decades.<sup>19</sup> Although both of these items remain high on the list of available wrapping materials, the introduction of polyethylene film in the late 1950's appears to have constituted a major advance from the standpoint of packaging economics.

More recently, polypropylene film has become available, which is clearer and stiffer and has a better heat tolerance than polyethylene.<sup>20</sup> As a result, there is a continuing and growing tendency to wrap bread in "see-through" materials. Even the smaller retail home-service bakeries have joined the drive to transparency.

Polyethylene bags have recently made a spectacular appearance for the bagging of white and variety breads and dinner-type rolls. Innumerable bag manufacturers and even bagging machinery manufacturers have entered the market with products of interest to the baker. Bag sealing devices range from heat-sealing to the more popular twist-tying plastic or wire mechanisms.<sup>21</sup>

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<sup>19</sup>H. Earl Tobey, "A Production Man's View of Packaging Films," The Bakers Digest, April, 1963, p. 101.

<sup>20</sup>Ibid.

<sup>21</sup>Harold H. Berkin, "What Happened in Baked Foods Packaging During 1962?" Bakers Weekly, December, 1962, p. 84.

Another interesting development in packaging comes in the form of end-labels. The modern end-label possesses a cold-sealing substance that is peelable and recloseable. In addition to this convenience, it is odor-free, taste-free, non-toxic, and FDA approved.<sup>22</sup>

Today, as in the past, the wrapping of food items is closely associated and integrated with many of the key aspects of advertising and distribution, because design, appeal, and handling convenience are major considerations.<sup>23</sup>

It becomes apparent then that the function of one aspect, such as wrapping, services the foundation of another, such as advertising the product. In other words, where there is an emphasis on distinctive shapes and transparency for high visibility, there is also emphasis on recognition of the product through colorful printing of a brand name on the package.

In a recent study conducted by the Paper Cup and Container Institute, it was found that while the shopper not only expects convenience, good looks, and "newness" in the products she buys, her reactions are based on two things--on catching her eye, initially, and on influencing her split-second decision to buy or not to buy.

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<sup>22</sup> Ibid.

<sup>23</sup> In business economy texts, packaging, advertising, and distribution are often sub-titled under the more broad term of merchandising.

Actual clocking of shoppers in the cookie and cracker department of supermarkets showed that each brand gets an average of less than one second's attention. Likewise, the decision to select a particular one from 100 varieties is made in less than a second.<sup>24</sup>

With this in mind, the trend has been toward a more sophisticated approach for the total design of any given item requiring packaging. Many of the nation's top package designers feel that emphasis should be put on flavor and freshness.<sup>25</sup> Although there are innumerable ways to achieve this effect, the use of product visibility seems to provide the added merchandising appeal sought by members of the food industry.

Foil printed with fluorescent colors has also made significant strides in packaging over the past few years, as has brightly colored boxes containing pies, coffee cakes, and many other pastry items. The foil and boxed pastry items are usually restricted to the frozen foods category and perhaps point the way to the future of food merchandising.

Seemingly, the most remarkable trend during the past two years in baked foods packaging has been that towards the use of heat shrinkable film. This packaging method utilizes

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<sup>24</sup>Berkin, op. cit., p. 85.

<sup>25</sup>Ibid.

a heat tunnel to shrink transparent film tightly around the container, regardless of its shape.<sup>26</sup>

Clearly, the emphasis today is toward the development of packages more closely tailored to the protective and sales needs of the product, and to that which will provide maximum convenience for the shopper.

### Bakery Location and Parking Problems

One of the most important considerations facing bakers today is that of his building location and its accessibility to consumer traffic.

Those bakery owners who are already deeply entrenched in the heart of a community business district, face the biggest problem in providing parking space for their mobile customers. There is really no mystery behind this problem. It is simply the result of a tremendous automotive surge that was not foreseen by those who participated in the planning and construction of buildings, block after block.

Today, it is a foregone conclusion that consumers go where parking is easiest. With this in mind, the baker has been doing two things to improve the situation. Initially, he has become active in the drive for more off-street parking and even for the installation of parking meters which are

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<sup>26</sup>John D. Shidler, "Packaging of Buns and Bun-Type Products Today," The Bakers Digest, April, 1963, p. 98.

known, in many instances, to produce greater turnover in curb parking.

Secondly, he has abandoned his original premises and sought greater consumer accessibility through location in a modern shopping center with unlimited parking availability.<sup>27</sup> This latter solution, drastic as it may seem, is being done over and over again in the large cities of America.

George Chussler believes that, in many instances, supermarket managers are agreeable to the idea of allowing a local retail baker operate the retail bakery department in the supermarket. "In many cases, this, if adopted by the retail baker, provides the answer for the change that he might need because his present location no longer has the appeal for the shoppers it once had."<sup>28</sup>

The idea of the neighborhood shopping center has gained wide recognition in the eyes of those who appreciate the convenience of easy parking and a wide range of stores. This is commonly referred to as "one-stop shopping."

The parking facilities problem offers a real challenge to bakers without the benefit of easy solution. For each bakery owner, the problem may be similar in nature, but

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<sup>27</sup>Robert E. Murray, "Parking: A No. 1 Headache for the Baker Today," How Successful Bakers Do It, (A Pamphlet of Selected Subjects from Baking Industry) (July, 1960), p. 9.

<sup>28</sup>(Letter) George Chussler, Executive Vice President, Associated Retail Bakers of America, August 12, 1960.

unique in solution, depending upon the characteristics of the problem itself.

### The Rising Status of Retail Selling

The change in the pattern of demand, the fabulous triumph of mass production, and the coming of the automobile age and mass distribution tell the story of the baking industry's incredible growth. Somewhere between the action-packed years of 1900 to 1930, the baking industry rose to first place among food processors and became a giant on the American industrial scene.<sup>29</sup>

No single institution was responsible for such phenomenal growth. The success must be shared by many types of bakery operators, from the "Mama and Papa" single-unit retail stores to the huge wholesale baking corporations whose outlets reach to every city and hamlet across America.

Although the Biscuit and Cracker Industry, with its long shelf-life merchandise, has accounted for much of the baking industry's combined wealth, this study is concerned with only those institutions that manufacture perishable-type baked foods.<sup>30</sup>

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<sup>29</sup>Panschar, op. cit., I, 93.

<sup>30</sup>Institutions that manufacture perishable-type baked foods are as follows: Single-unit Retail; Multi-unit Retail; Wholesale; House-to-House Distribution; Chain Store and Supermarket Baking, (on-premise); and the Institutional Trade. These segments account for the major percentage of industry income and are responsible for the greatest portion of mass distribution.



Prior to the turn of the century, and as late as 1915, most baking was still done in the home as mechanized production was limited to that of turning out bread. The local pastry shop, with its variety of handiwork goods and variety breads, was king.

At the beginning of the century, about 90 percent of the nation's bakeries were single-unit retail shops. Together with a few multi-unit retailers, they accounted for 75 percent of the industry's total sales. Thirty years later, we find that they accounted for only about 20 percent of the sales, as by that time, the large-scale industrial bakeries dominated the industry.<sup>31</sup>

By 1930, the industry, so long characterized by the small single-unit retail shops, experienced a radical alteration in the distribution structure. With the increased demand for commercially baked foods and the widespread adoption of factory methods of production, industrial wholesale bakers became the major sellers in the industry. The grocery store bread market was largely responsible for this shift.

As the number of small independent retail bakeries became less prominent, in reference to their percentage of the gross national product, the importance of the chain

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<sup>31</sup>Panschar, op. cit., I, 93.

store and larger wholesale bakery segments became more firmly rooted.

Some explanation is attributed to this change. In time of depression, small retail firms experienced a period of low gross income, the reason being that commercial sweet goods are substantial only in times of high income.<sup>32</sup> Bread and inexpensive bread-dough products, produced on a mass scale by larger wholesalers and sold at a low price, flooded the market via the grocery store. While rapidly diminishing, this is still a competitive problem for the independent retailer today.

While many chain stores produce their own bakery products, many obtain their daily supply from numerous wholesale bakeries located in the area. Supermarkets operate in substantially the same way. It appears, however, that supermarkets tend towards installation of an "on-premise" bakery department and sell more retail products than chain stores do.

The trend toward supermarket distribution has gone on for some time. Supermarkets increased in number from 16,540 in 1952 to 27,000 in 1956. The 27,000 supermarkets in 1956 amounted to only 8.7 percent of all grocery stores, yet

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<sup>32</sup>Ibid., I, 141. Retail sweet goods have always been considerably higher in price than the marketed products from the wholesale segment.

they accounted for 62 percent of the 42½ billion dollars in food stores sales.<sup>33</sup>

This has had an adverse effect on the wholesale segment of the baking industry. Fewer larger stores are not served as well by traditional wholesale bakery distribution as were the many small food stores in the past.<sup>34</sup>

Even though the single-unit retailer began to make his come back during the war when home sugar allotments were low and money again was in circulation, it is a widespread fact that these smaller shops have since diminished rapidly. As was previously stated, the causes for this trend were multiple and although not altogether unforeseeable, perhaps in many cases, the breakdown was unavoidable.<sup>35</sup>

Assuming that the small independent retailer will still play an important role in the future of the industry's retail segment, the most promising trend appears to be with that of the multi-unit retail enterprises and the "on-premise" supermarket retail bakery department. In other words, the

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<sup>33</sup>Slater, Economic Changes in the Baking Industry, pp. 14-15.

<sup>34</sup>Ibid.

<sup>35</sup>The prepared cake-mixes that flooded the market in 1946 practically ruined the commercial cake business for most independents, while the partial-baked (the brown-and-serve type) breads and the frozen baked foods have since provided the homemaker with a wide variety of fresh goods. All of these items can be purchased at the grocery store.

"one-stop shopping" center will continue to appeal to the bulk of the consumer trade because of the convenience factor.

The enterprising retail independents who provide their customers with high quality specialty breads and a fine line of pastries will also likely maintain an active business. The greatest problems facing this group are today and will continue to be those of strategic location, competitive pricing, attractive, modern salesroom facilities, promotion through advertising, and the undying quest to please each customer.

In conclusion, the status of retail selling is definitely rising. The large chain stores and supermarkets are constantly increasing their propensity of retail merchandising and diminishing their wholesale activities, while the wholesaler is also currently eyeing this field. Both segments are coming out with greater lines of specialty breads of the retail type, as well as pastries along the same line.<sup>36</sup>

The large multi-unit retailer, such as nationally prominent Van de Kamps, is making considerable headway in the pastry field. The frozen food industry, such as Sara Lee products, contains strictly high quality retail merchandisers who operate on the premise that the consumer will pay

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<sup>36</sup> Joseph Voorhees, "The Retail Baker's Future," Bakers Weekly, December 25, 1961, p. 15.

more for top quality. Their products are found in the frozen foods department of every major chain store and supermarket in America.

Finally, it is assumed that the small "Mama and Papa" retail shops will continue to "level off" and fade out of the picture. It is believed that there will be fewer independent retailers producing a greater volume of merchandise as time passes.<sup>37</sup>

It should be remembered that baking, as an industry, offers a wide line at a wide range of prices reflecting differences in service and quality. Charles C. Slater asserts that "The industry is responding to the demands to change under the leadership of executives acutely aware of the problems and alert to alternatives."<sup>38</sup> It would seem, then, that under the American system, retailing will surely remain highly competitive.

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<sup>37</sup>Slater, Economic Changes in the Baking Industry, pp. 67, 72.

<sup>38</sup>Ibid., p. 73.



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**APPENDIX**



TABLE I

MEETINGS OF THE KANSAS MASTER BAKERS ASSOCIATION  
1909-1941

January 12, 1909-----Topeka, Kansas  
September 29, 1909-----Leavenworth, Kansas  
September 27, 1910-----Wichita, Kansas  
October 18, 1911-----Topeka, Kansas  
September 24, 1912-----Kansas City, Kansas  
September 17, 1913-----Ottawa, Kansas  
September 29, 1914-----Junction City, Kansas  
September 14, 1915-----Topeka, Kansas  
January 12, 1921-----Manhattan, Kansas  
January 12, 1922-----Manhattan, Kansas  
March 28, 1923-----Wichita, Kansas  
March 17, 1925-----Wichita, Kansas\*

Note: This list of meetings is by no means complete. The list of meetings was compiled from the only source the writer was able to find. Annals of Kansas (1886-1925) Vols. I and II. All other information concerning this early association was received from interviewing former K.M.B.A. members.

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\*A joint-convention was held at this meeting by members of the Kansas and Oklahoma Master Bakers Associations.

TABLE II

PAST PRESIDENTS OF THE KANSAS BAKERS  
ASSOCIATION, INCORPORATED

YEAR OF OFFICE	NAME
1941-1942	Erle E. Keller
1942-1943-1944	John Bowdish
1944-1945-1946-1947	G. C. Gillian
1947-1948	Howard Shellhass
1948-1949	Harvey Rodgers
1949-1950	James F. Chase
1950-1951	Harry Zimmerman
1951-1952	W. R. White
1952-1953-1954-1955	Sam Alexander
1955-1956-1957	Merle L. Hatteburg
1957-1958-1959	Jules Gadeke
1959-1960	Wallace Glotta
1960-1961-1962	C. E. Row
1962-1963	Herman Ketteman
1963-1964	Henry Karl

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NOTE: The election of officers is held on the second Tuesday of April. K.B.A. By-laws.

TABLE II  
(continued)

PAST SECRETARIES OF THE KANSAS BAKERS  
ASSOCIATION, INCORPORATED

YEAR OF OFFICE	NAME
1941-*	Carl Drake
1941-	Floyd Bowline
1941-1942	R. A. Burtch
1942-1943-1944	Neil Kreeck
1944-1945	Howard Shellhass
1945-1946-1947-1948	Charles Heath
1948-1949	Fred Doran
1949-1950-1951	Larry Felton
1951-1952-1953-1954- 1955-1956-1957	Walter West
1957-1958-1959	Arthur Heslar
1959-1960-1961	Warren M. Burke
1961-1962-1963-1964	D. B. McCauley

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\*Three different members served as secretary in the year 1941.

TABLE II  
(continued)

PAST TREASURERS OF THE KANSAS BAKERS  
ASSOCIATION, INCORPORATED

YEAR OF OFFICE	NAME
1941-*	Floyd Bowline
1941-1942	R. A. Burtch
1942-1943-1944	Neil Kreeck
1944-1945	Howard Shellhass
1945-1946-1947-1948- 1949	James F. Chase
1949-1950	Harry Zimmerman
1950-1951-1952	G. C. Gillian
1952-1953-1954-1955- 1956-1957-1958-1959- 1960	Lester Jordan
1960-1961-1962	Harry Zimmerman
1962-1963-1964	Jules Gadeke

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\*Two different members served as treasurer in the year 1941.



TABLE III  
BY-LAWS  
of the  
KANSAS BAKERS ASSOCIATION, INC.

ARTICLE I

Name

Section 1. The name of this Association shall be Kansas Bakers Association, Inc.

ARTICLE II

Purposes

Section 1. The purposes of this Association are as stated in its Articles of Incorporation.

ARTICLE III

Membership

Section 1. The classes and qualifications of membership shall be as stated in the Articles of Incorporation.

Section 2. No member of this Association shall be entitled to vote at any meeting unless his dues shall have been paid as required by these By-Laws.

Section 3. Any member of this Association may be expelled for the violation of any law of the state of Kansas involving moral turpitude or violating the ethics of the baking industry as are promoted by this Association or for indulging in practices which are by this Association declared to be unfair. No member shall be expelled, however, except upon written charges made by three active members of this Association in writing, a copy of which shall be served by mail upon such member sought to be expelled thirty days in advance of the date set in such notice for a hearing of such charges and upon hearing which shall be before the active members of this Association and no such members shall be expelled except upon the vote of two-thirds of the active membership of this Association.

## TABLE III (continued)

## ARTICLE IV

Board of Governors

Section 1. The Board of Governors of this corporation shall consist of six active members who shall be selected at the regular annual meeting of the membership of this Association and shall serve for one year.

## ARTICLE V

Officers

Section 1. The officers of this Association shall consist of a president, a first, second, third and fourth vice president, and a secretary-treasurer, all of whom shall be members of the Board of Governors.

Section 2. All such officers shall be elected by the Board of Governors at their first meeting following the regular annual meeting of the members of this Association.

## ARTICLE VI

Duties of Officers

Section 1. The president shall preside at all meetings of the Association and perform such other duties as are incident to his office, and during his absence or inability to attend his duties shall be performed by the first vice-president.

Section 2. The secretary-treasurer shall be the custodian of the books and records of this Association, shall make all necessary and proper entries thereon, shall correctly record all of its business transactions and the minutes of all meetings of the members and of the Board of Governors. He shall sign and serve such notices of meetings as may be required by these By-Laws. He shall receive all monies due the Association for dues or otherwise and deposit the same in the name of the Association and shall pay all bills and indebtedness contracted by the Association but only upon approval by the president who shall countersign all checks or vouchers by which funds are withdrawn from the treasury. He shall perform such other duties as are required by law or by these By-Laws. He may be required to give such bond for the faithful performance of his duties in such amount and at

## TABLE III (continued)

such times as may be required by the Board of Governors. The expense of procuring such bond shall be paid out of the funds of the Association.

Section 3. The secretary-treasurer shall present written reports as to the finances of this Association and other activities thereof to the members of the Association at each regular annual meeting and shall make other reports as may be required from time to time by the Board of Governors.

## ARTICLE VII

Meetings

Section 1. Annual meetings of the members of this Association shall be held on the second Tuesday of April of each and every year at such place and hour as may be fixed by the Board of Governors and notice of such time and place shall be given by the secretary by mail to each and every member of this Association at least ten days before the date set for such meeting.

Section 2. Special meetings of the members of this Association may be called by the Board of Governors or by the president and shall be called by the Board of Governors or the president on the written request of twenty-five active members of this Association. Notice of the time and place of such special meetings shall be given by the secretary by mailing to each member of this Association a written notice of the time, place and purpose of such meeting at least ten days before the date of such meeting.

Section 3. The regular annual meeting of the Board of Governors shall be held immediately following their election at the regular annual meeting of members. Special meeting of the Board of Governors may be called by the president and must be called by him on the request of three members of the Board of Governors. Notice of such special meeting shall be given each member of the Board of Governors by the secretary by mailing the notice of the time, place and purpose of such special meeting.

Section 4. There shall be six district meetings of the members of this Association each year. They shall be held on the following days in November of each year: \_\_\_\_\_

Notice of such district meetings shall be given to each member of the Association by the secretary in the same manner as required for the regular annual meeting.

## TABLE III (continued)

## ARTICLE VIII

Vacancies

Section 1. In the event of a vacancy in one of the offices of this Association, the same shall be filled by the Board of Governors at a special meeting called for that purpose.

Section 2. In the event of a vacancy in the Board of Governors, the vacancy shall be filled by the remaining members of the Board until the next regular annual meeting of members.

## ARTICLE IX

Dues

Section 1. Annual dues shall be paid by each active and associate member of this Association. The amount of such dues shall be fixed by the active members of the Association at each regular annual meeting. Such dues shall be payable on the first day of January of each year in advance. In the event any member shall fail or refuse to pay such dues within thirty days after January 1 of each year, he shall stand suspended until he shall have paid current dues and arrearages.

Section 2. (\$15.00 for bakery owners -- \$5.00 for employees). (\$15.00 for Allied Company -- \$5.00 for employees). No dues or fees shall be exacted from honorary members.

Section 3. On payment of dues, each member shall be furnished by the secretary-treasurer with a membership certificate. Such certificates shall be signed by the president or a vice-president, countersigned by the secretary-treasurer and impressed with the corporate seal.

## ARTICLE X

These By-Laws may be amended, altered, or repealed in the manner provided by law.

## TABLE IV

STATE OF KANSAS. ARTICLES OF INCORPORATION  
KANSAS BAKERS ASSOCIATION, INC.

S T A T E   O F   K A N S A S  
DEPARTMENT OF STATE  
FRANK J. RYAN, SECRETARY OF STATE

TO ALL TO WHOM THESE PRESENTS SHALL COME, GREETING:

I, FRANK J. RYAN, Secretary of State of the State of Kansas, do hereby certify that the following and hereto attached is a true copy of ARTICLES OF INCORPORATION KANSAS BAKERS ASSOCIATION, INC. FILED: September 12, 1940 the original of which is now on file and a matter of record in this office.

IN TESTIMONY WHEREOF, I hereto set my hand and cause to be affixed my official seal. Done at the City of Topeka, this 12th day of September A. D. 1940.

(Secretary of STATE SEAL) Frank J. Ryan Secretary of State.

By E. E. Hill Asst. Secretary of State.

OFFICIAL COPY  
OFFICE OF SECRETARY OF STATE  
Topeka, Kansas

ARTICLES OF INCORPORATION  
OF  
KANSAS BAKERS ASSOCIATION, INC.

We, the undersigned, incorporators, hereby associate ourselves together to form and establish a corporation not for profit under the general corporation code of the State of Kansas, and acts amendatory thereof and supplementary thereto.

A  
NAME

The name of this corporation is Kansas Bakers Association, Inc.

B  
PURPOSES

This corporation is organized not for profit and its purposes are to promote the best development of the baking industry in Kansas; to increase the use of commercial bakery

products by the wider application of standard methods and advanced baking practices, and by other legal methods; to encourage technical education and scientific research; to standardize the raw materials used by bakers; to improve and perfect the hygiene of bakeries, and to promote and secure the highest possible recognition of high standards in every phase of the baking industry.

C

LOCATION OF REGISTERED OFFICE

The location of its registered office in this state is No. (None) Washington street; City of Clyde; County of Cloud, State of Kansas.

D

NAME AND ADDRESS OF RESIDENT AGENT

The name and address of its registered agent in this state is Erle E. Keller, and the address of such agent is No. (None); Washington street, City of Clyde; County of Cloud, State of Kansas.

E

Duration of Corporation

This corporation shall have existence for fifty (50) years.

F

Number of Governors

The number of governors of this corporation shall be six.

G

Capital Stock

This Corporation shall not have authority to issue capital stock.

H

The Conditions of Membership in this Corporation shall be as follows.

1. There shall be three classes of members. First, active; Second, associate; and Third, honorary. Active members only shall be entitled to vote or hold office in this corporation.

2. The active membership shall consist only of individuals directly engaged in the baking industry in this state and each such member shall be entitled to one vote only, provided however that no more than one member of any firm, association or partnership or one representative of any corporation shall be entitled to vote.

3. The associate membership shall consist of individuals connected with the baking industry in this state but not actively engaged therein.

4. The honorary membership shall consist of individuals who have rendered special service to the baking industry or to this corporation.

5. Honorary members shall be elected by a majority vote of the members of this corporation present at any regular meeting or special meeting called for such purpose.

6. Memberships of all classes in this corporation shall be evidenced by appropriate certificates of membership executed by the officers of this corporation and impressed with the corporate seal.

7. Other conditions of membership shall be as fixed by the by-laws of this corporation, or in the absence of such provision in the by-laws, shall be as provided by law.

## I

Names and Places of Residence of Incorporators

Names	City	State
Erle E. Keller	Clyde	Kansas
T. P. Wilson	Jewell	Kansas
V. A. Mackay	Concordia	Kansas
Jas. Grant	Pratt	Kansas
Carl A. Davis	Kansas City	Kansas
Henry Rottersmann	St. Louis	Missouri
Wm. H. Jansen	Bettendorf	Iowa
P. K. Wilson	Kansas City	Missouri
L. T. Earll	St. Joseph	Missouri
W. R. White	Salina	Kansas
G. C. Gillan	Concordia	Kansas
Louis R. Hebrew	Goodland	Kansas
A. C. Falen	Russell	Kansas
S. C. Brenner	Kansas City	Missouri
Ernest W. Hohnbaum, Jr.	Hiawatha	Kansas
C. Allen Harper	Kansas City	Missouri
C. E. Houghton	McPherson	Kansas

Names	City	State
J. L. Martens	Kansas City	Missouri
Clint Patton	Atwood	Kansas
H. C. Brinkman	Lawrence	Kansas
Harry Wyatt	Oklahoma City	Oklahoma
C. N. Row	Larned	Kansas
Dell Porter	Wichita	Kansas
A. E. Jenkins	Salina	Kansas
Geo. L. Bitting	Chicago	Illinois
J. F. Chase	Topeka	Kansas
Floyd Bowline	Beloit	Kansas
Vern Tuibell	Jamestown	Kansas
J. Zetl	Girard	Kansas
Geo. W. Wingerson	Topeka	Kansas
C. W. Baker	Hutchinson	Kansas
Russell Munsch	Kansas City	Missouri
Abe Seigel	Kansas City	Kansas
Anne Ackerman	Burlington	Kansas
Beatrice Hamaker	Eldorado	Kansas
Chas. D. Keeney	Cincinnati	Ohio
Don Estabrook	Greenleaf	Kansas
J. F. Landes	Salina	Kansas
Rowland J. Clark	Salina	Kansas
Edson Junge	St. Scott	Kansas
C. Y. Murray	Chicago	Illinois
Dick Rushton	Kansas City	Kansas
H. E. Creel	Lawrence	Kansas
C. Y. Rummage	Lawrence	Kansas
Walter Rogers	Topeka	Kansas
E. R. Branand	Kansas City	Missouri
Chas. Fowler	Kansas City	Kansas
L. F. Lockwood	Salina	Kansas
G. M. Davenport	Coffeyville	Kansas
R. A. Burtch	Kansas City	Missouri
H. D. McAleer	Kansas City	Missouri
G. L. Jordan	Topeka	Kansas

IN WITNESS WHEREOF, We, the undersigned, being all of the above mentioned incorporators, do hereby make and file these Articles of Incorporation, do hereby declare and certify that the facts herein stated are true and have hereunto subscribed our names this 10 day of April, 1940.



Erle E. Keller  
 T. P. Wilson  
 V. A. Mackay  
 Jas. Grant  
 Carl A. Davis  
 Henry Rottersmann  
 Wm. H. Jansen  
 P. K. Wilson  
 L. T. Earll  
 W. R. White  
 G. C. Gillan  
 Louis R. Hebrew  
 A. C. Falen  
 Russell Bakery  
 S. C. Brenner  
 Ernest W. Hohnbaum, Jr.  
 C. Allen Harper  
 C. E. Houghton  
 J. L. Martens  
 Clint Patton  
 H. C. Brinkman  
 Harry Wyatt  
 C. N. Row  
 L. F. Lockwood  
 D. M. Davenport  
 R. A. Burtch  
 H. D. McAleer

G. L. Jordan  
 Dell Porter  
 A. E. Jenkins  
 George L. Bitting  
 J. F. Chase  
 Floyd Bowline  
 Vern Tuibell  
 J. Zettl  
 W. R. White  
 Geo. W. Wingerson  
 C. W. Baker  
 Russell Munsch  
 Abe Seigel  
 Anne Ackerman  
 Beatrice Hamaker  
 Chas. D. Keeney  
 Don Estabrook  
 J. F. Landes  
 Rowland J. Clark  
 Edson Junge  
 C. Y. Murray  
 Dick Rushton  
 H. E. Creel  
 J. Y. Rummage  
 Walter Rogers  
 E. R. Branand  
 Chas. Fowler

STATE OF KANSAS, County of Shawnee, ss.

Personally appeared before me, a Notary Public in and for said county and state, the above named Floyd Bowline, Erle E. Keller, G. L. Jordan who are personally known to me to be the same persons who executed the foregoing instrument of writing and they each duly acknowledged the execution of the same.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed my seal this 10th day of April, A.D. 1940.

(SEAL)

Dora Louk Miler Notary Public.  
 My commission expires Feb. 5-1943.

STATE OF KANSAS, } )SS  
 SHAWNEE COUNTY, }

Personally appeared before me, a Notary Public in and for above named county, Floyd Bowline, who is personally known to me to be the same person who executed the foregoing instrument of writing and duly acknowledged the execution of the same.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed my seal this 11th day of September, A. D. 1940.

(Seal) Dora Louk Miler Notary Public.  
My commission expires Feb. 5, 1943.

OFFICE OF SECRETARY OF STATE

Received of KANSAS BAKERS ASSOCIATION, INC. and deposited in the State Treasury, fees on these Articles of Incorporation as follows:

September 12th, 1940 Filing and Recording Fee. . \$2.50

By John M. Schroeder Frank J. Ryan Secretary of State.  
Chief Clerk. FILED Sept. 12, 1940 Frank J. Ryan,  
Secy of State.

State of Kansas, Cloud County, ss.

This instrument was filed for Record on the 18th day of Sept. A.D. 1940 at 4 o'clock P.M. and duly recorded in Vol. W, Misc. at pages 285-7.

John R. Brooks Register of Deeds.