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## Shearer's Story

With an eye on the future, the 2011 Snack Food Association (SFA) Management Development Program in Dearborn, MI, Oct. 10-11 focused on key issues and business practices important to the men and women who lead snack food companies today, as well as those who will likely lead their companies in the future.

"We received a lot of great tools," said Michael Mundell, quality assurance manager at Shearers Foods, Inc., Brewster, OH, "There were powerful presentations that provided information and insight that we can take back and put into practice."

As a highlight of the program, the tour of the Better Made Snack Foods plant in Detroit showed off the company's production of potato chips, popcorn, and potato stick products. Mark Winkelman, president of Better Made, welcomed the group and called the management conference "A great opportunity to learn and a great way to move our industry forward."

The program's agenda covered an overview of governmental relations developments by SFA President Jim

McCarthy as well as an update on acrylamide and the new food safety law. Other highlights included a highly popular session on negotiation techniques, a presentation on selecting and managing the best and brightest employees, and a discussion on business ethics. In addition, attendees could select from two breakout sessions on social media opportunities and time management.

"The presentations were right on target to what we as a group need," said Dough Meyer-Cuno, president, Carolina Ingredients, Rock Hill, SC, and a member of the conference planning committee.

In addition, the program offered a variety of networking opportunities with many attending the opening reception and dinner at The Henry Ford Museum and a reception with tabletop exhibits.

Sustainable Efforts. As the program came to a close, Scott Smith, president, Shearer's Foods, and SFA first vice-chairman, encouraged attendees to remain as active as possible in SFA, which he said has been an invaluable resource to him during his 10 years in the industry.

"It has been a great place for me to network and learn about trends and issues," he said before outlining the development of Searer's Foods new manufacturing facility in Massillon, OH, the first snack food manufacturing facility in the world certified at the LEED Platinum level for environmental substantiability.



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Shearer's watchword for success, Mr. Smith said, have always been culture, credibility, capability, communications, complement, and community. Now, a new word has been added, he observed: conservation.

The family business features a growing regional brand, operated five plants, has 1,800 associates and manufactures potato and tortilla chips, pretzels, and numerous other snacks, both under the Shearer's brand and for private label.

"Suspendibility is not just putting a windmill on the roof," Mr. Smith said, "You start with consumers asking for 'better for you' products and thinking about what they are looking for in companies. How in the eyes of our consumers, can we have the kind of business they want to buy from?"

A dedication to substantiability also demonstrates to customers that a company can take care of its resources, be productive, and lower costs while at the same time doing the right thing, he added.

Meanwhile, substantiability is critical to the workforce as well, according to Mr. Smith. "There is a shortage of skilled talent, and we need people who are healthy and educated and who want to show up and work well every day, so it's good for their well-being to help us manage our health care cost.

"So substantiability for us is something front-and-center and even in a tough economy not something we can ignore," he continued.

The initiatives at the new Massillon plant, many of which Shearer's hopes to replicate in its other facilities, have reduced energy consumption by more than 30% and water consumption by nearly 60%, Mr. Smith said. The premium to build its new plant to LEED Platinum standards was about 6% higher than what costs otherwise would have been, he said.



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### Beef Stroganoff

1 1/2 lb. Boneless Sirloin Steak  
 1/4 c. All purpose flour  
 1 t. Salt  
 3 T. Vegetable Oil  
 1/2 lb. Fresh Mushrooms  
 1(10.5 oz) can Beef Broth  
 2 T. Ketchup  
 2 T. Butter  
 1 T. Worcestershire Sauce  
 1 t. Dry Mustard  
 1 (8 oz) Sour Cream  
 Hot buttered noodles or rice  
 Trim any fat off steak (still partially frozen is best) and cut into 2x1/4-in. strips. combine flour and salt and dredge steak in mixture. Sauté in vegetable oil in large skillet until brown. Add mushrooms, beef broth, ketchup, butter, Worcestershire sauce, and dry mustard. Stir well, cover and cook on low heat for about an hour. Just before serving add sour cream, stirring until just blended. Serve over hot buttered noodles or rice.

very hot 450°F oven for 10 minutes, then reduce heat to 350°F and bake for 30 minutes more.

### Molasses Cookies

1 c. shortening  
 1 c. sugar  
 1 c. molasses  
 1 c. warm water  
 2 t. baking soda  
 4 1/2 c. flour  
 1 t. baking powder  
 1 t. ginger  
 1 t. cinnamon  
 1/2 t. salt  
 Cream shortening and sugar. Add molasses and mix well. Dissolve soda in water. Sift dry ingredients and add alternately with the water mixture. Drop by heaping teaspoonfuls onto ungreased baking sheet or...Add more flour (approx. 3/4 c.) to made dough easy to handle. Roll and cut into desired shapes. Bake at 375°F for 9 minutes.

### Onion Pie

Pastry for 8" Pie  
 2 T. Flour  
 8-9 Large onions, slices  
 2 T. Butter  
 1 t. Salt  
 Dash Pepper  
 1 c. Sweet Cream  
 Line pie pan with pastry. Sprinkle flour over pastry. Fill pastry with sliced onions. Dot with butter, salt and pepper. Pour cream over all. Top with pastry. Bake in

### Three Bean Bake

1 can great northern beans, drained  
 1 can spicy chili beans, undrained  
 1 can light or dark kidney beans, drained  
 1/2 C. ketchup  
 1/3 C. firmly packed brown sugar  
 1/2 t. ginger  
 Combine all the ingredients and mix well. Place in an uncovered casserole and bake at 350°F for 30 to 40 minutes, until heated thoroughly. Stir a couple of times.