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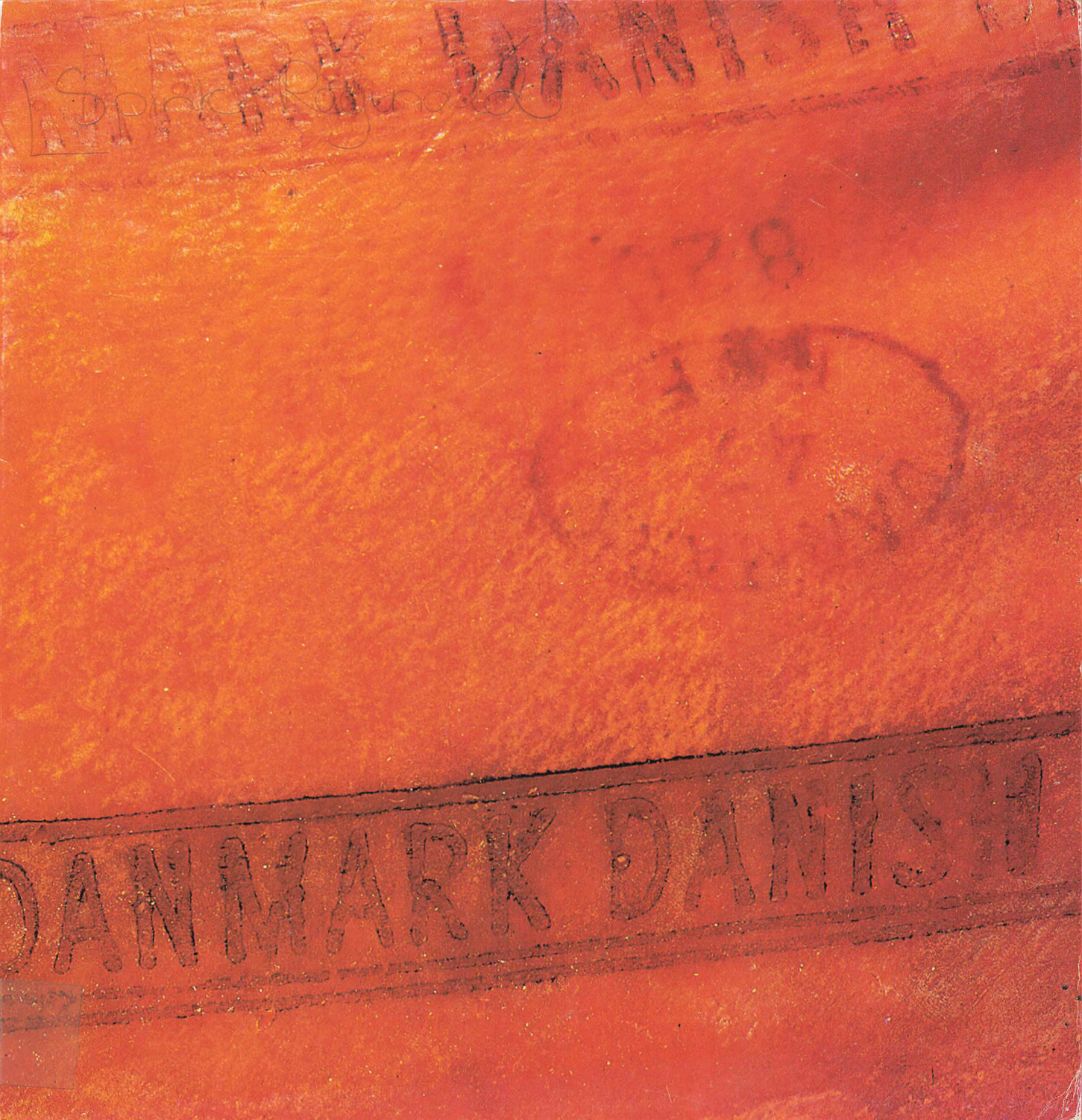
DANMARK DANISH



DBC
The story of the Danish Bacon Company
1902-1977

Reginald Spink

DBC
The story of the Danish Bacon Company
1902–1977

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Foreword by the Joint Chairman

DBC's seventy-five years of history span radical changes in its environment. From its start in 1902 at the end of the Victorian era and the zenith of the Empire until 1977, when the transitional period of membership of the European Economic Community is completed, the Company has lived through two world wars, two major economic depressions and several 'retail revolutions'.

At certain critical points in time it has been a struggle for survival.

The guiding star throughout has been 'adaptation', or the redirection of efforts and methods in order to keep pace with the changing requirements of the market.

In terms of ownership, DBC is ultimately producer-controlled. On the face of it, this could mean a conflict of interests. But conflicts have always been resolved. It has been realised that no producer can override the interests of the market and still stay in business. This maxim has been formulated in the Company's outline of policy:

'To render on a national scale the highest degree of service of which we are capable, having regard to what is fair as between producer and consumer, through the efficient procurement, processing, handling, warehousing, marketing and distribution of merchandise, especially foodstuffs of Danish origin. In return for this service, to secure such returns as will justly remunerate the workers for their industry, the management for its efficiency and the shareholders for their holding; and to apply such surpluses as may be available to creating the conditions of continuity and growth.'

This anniversary book was conceived as a record of events and people over seventy-five years, but it is also a forward-looking document which carries a message: that a trading company is entirely dependent on its market and on serving its customers. Thus in the long term it will also best serve its supplier-producers.



To quote the Company's founder, C. L. Hansen, speaking on his seventieth birthday in 1938: 'People come and people go, but DBC must go on for ever'.

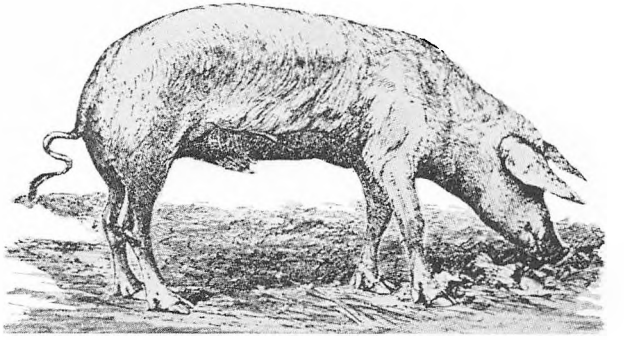
I wholeheartedly endorse these words.

H. KROGH SØRENSEN



Her board was served
most with white and black,
Milk and brown bread, in which
she found no lack;
Singed bacon and sometimes an egg
or two . . .

from 'The Nun's Priest's Tale' in Chaucer's
Canterbury Tales



The old European peasant pig

Pig meat has been an important part of man's diet at least since Roman times and probably for a great deal longer. The flesh of the pig can be more effectively cured and preserved than that of other domestic animals, and so bacon, salted and smoked in the farmhouse chimney, was the staple food of a predominantly rural population down to fairly recent times. In winter, when stock had to be slaughtered owing to shortage of feed, it could be the peasant's sole source of protein. But it was fat, rank and coarse, resembling only remotely what we now know as bacon, improved as the product has been in leanness and flavour by selective breeding and scientific management.

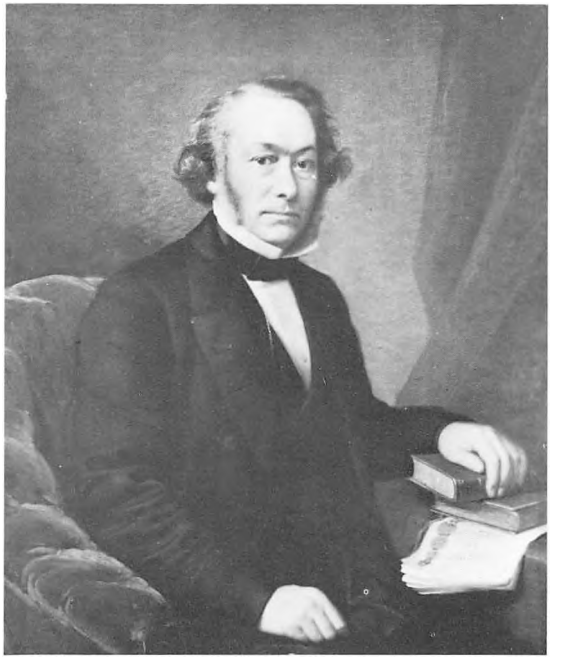
The bacon of today is essentially a product of the nineteenth century, although the first stages in its transformation took place, in the late eighteenth century in England, with the improvement of the herds, a development in which the Leicestershire breeder Robert Bakewell was the outstanding pioneer. It was the Industrial Revolution, however, that completed and consolidated the process.

The rapid growth in urban population that was one of the consequences of industrialisation in England led eventually to the replacement of farm curing by commercial production. At first, salted carcasses were bought by merchants and distributed for smoking in the traditional manner in farmhouse kitchens, but by the beginning of the nineteenth century special smokehouses were being built, and bacon curing had become an industry. By about the middle of the century, a product recognisably bacon in the modern sense of the term had emerged.

It seems barely credible today, but is none the less a fact, that in the years around 1840 Great Britain was an exporter of pig meat. In the eighteenth century British farming had set the pattern for all Europe in the pioneering of new methods and techniques. As late as the 1830s, with fewer workers on the land and a population considerably more than double that of 1750, and still rapidly expanding, British agriculture produced 90 per cent of the domestic food supplies. But it was a balancing act that could not be maintained, and by mid-century British agriculture faced collapse.

Two factors in particular were responsible for this. In order that foreign customers for British manufactures should be able to pay for their imports, Britain had to import heavily as well. More critically, the European market was glutted with cheap foodstuffs, particularly corn, from the virgin plains of the American and Canadian Middle West, besides other regions, facilitated by the cheap and efficient transport that was now being provided there by expanding railway services. The repeal of the protective Corn Laws when eventually implemented finally set the pattern for the bulk importation of foodstuffs that persisted until Britain's entry into the European Economic Community.

Richard Cobden (1804–65), one of the pillars of the Anti-Corn Law League



In this same period there occurred a change in the ordinary Englishman's eating habits, stimulated by the rising standard of living. Between 1870 and 1896 the consumption of meat rose by nearly a third, the proportion of imported meat being trebled at the same time. Bacon and eggs for breakfast, in mid-Victorian times restricted to the well-to-do, spread to the working classes, many of whom could now afford them. By the 1870s or 1890s it was clear that home supplies of bacon and pork were quite inadequate to meet the increasing demand.

A significant change had also taken place in the marketing of food. The old open market, where farmers and their wives sold eggs, butter and bacon direct to consumers, gave way to shops catering especially for the new and expanding industrial working class. Grocers blended teas and spices, ground sugar and sold increasing quantities of canned and bottled goods. The late 1800s also saw the spectacular rise of multiple stores and the 'co-ops', both of which gained competitive advantages over small shopkeepers through centralised purchasing. By 1900 there were more than 2,000 branches of such multiples, looking chiefly to the new industrial working class for custom. Some of the leading firms – Lipton's, Home & Colonial, Maypole Dairies and Sainsburys, among others – specialised in a few main lines, particularly tea, butter, cheese and bacon, and soon were branching out into production. Liptons owned tea plantations, and Maypole their own creameries and margarine factories.

On the other side of the North Sea, Denmark had run into a similar agricultural crisis as Britain, for similar reasons. Her principal exports up to the mid-nineteenth century had been corn, but the glut of cheap overseas grain led in the 1870s to a heavy fall in these exports. It is to the credit of Danish



Maypole branch in the early 1900s. Note the sign: DANISH DAIRY Co. Eggs: 14 for 1s (5p), butter: 1s 1d (5½p), margarine: 6–10d (2½–4p) a lb

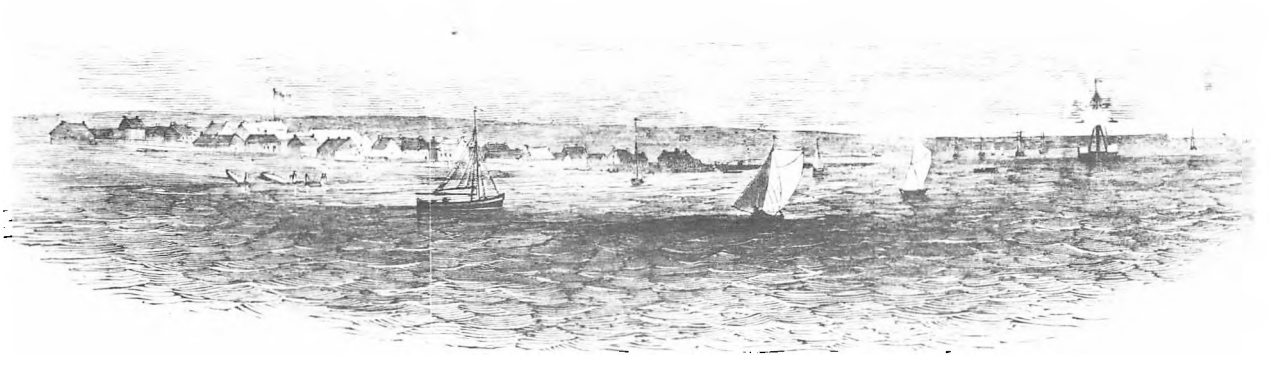

DAIRY Co.
STEAM DAIRIES
DANISH DAIRY Co.

farmers that they showed great adaptability in coping with this crisis. They turned to the production of livestock based on home-grown grain, and were so successful in this that, as home supplies became insufficient to feed larger herds, they were able to take advantage of the cheap overseas sources, so that Denmark became a net importer of grain.

Up to about 1885, Germany was the main customer, and live pigs more important than bacon, though some of the pigs were turned into bacon for the British market at factories in Hamburg. In 1887, this trade virtually ceased, when Hamburg, up to then a free Hanseatic city, joined the German Customs Union. The Danes therefore increased the number of killings for export and established export bacon factories. Two Hamburg-based exporters, J. D. Koopmann (which came to be controlled by the Anglo-Irish firm of E. M. Denny & Sons) and the British R. H. Thompson & Company, relocated their factory production in Denmark. By the end of the century Koopmann/Denny owned five bacon factories in Denmark, and later acquired five more, plus Thompson's. Other outside interests had also acquired or established factories, among them Van den Bergh, eventually to become part of the Unilever concern (at Esbjerg and Århus), Boyde & Company (Hillerød) and Godbey (Ålborg). In 1899–1900, the English Cooperative Wholesale Society, which had maintained a purchasing depot in Copenhagen from 1881, set up factories at Herning and Skern in Jutland. A number of bacon factories were owned by Danish merchant houses, but in the late nineteenth century Danish bacon production was mainly under foreign control.

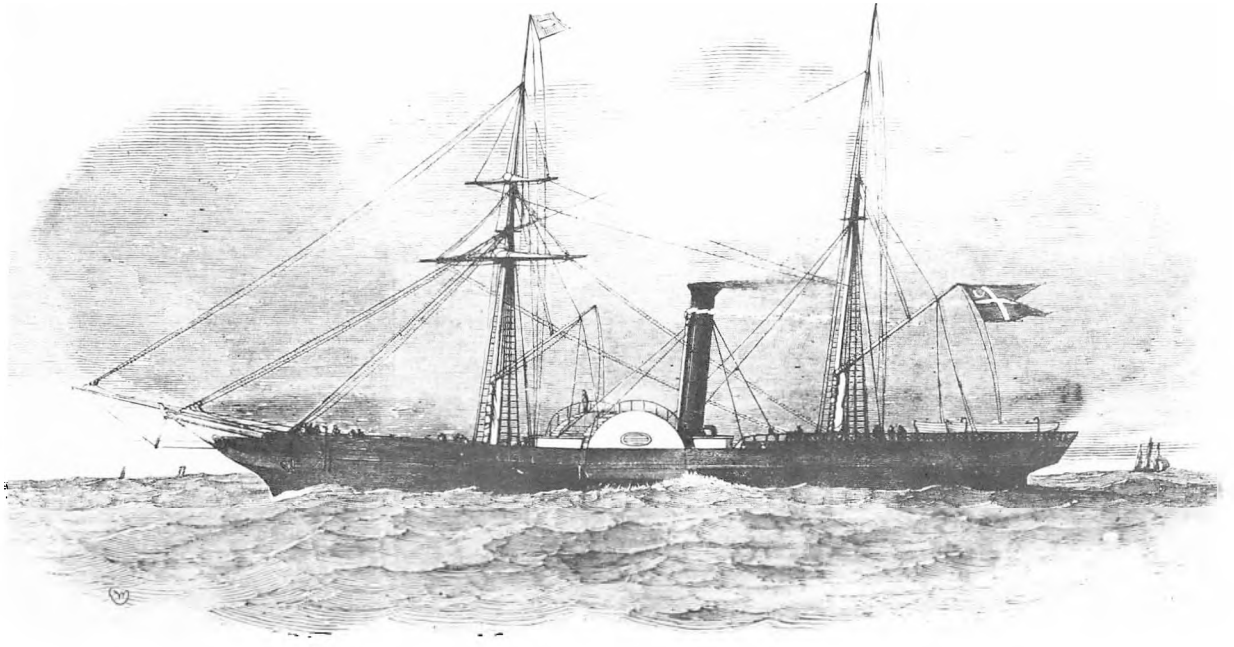
Another reason for the change in the routing of exports was the rise of the port of Esbjerg in south-west Jutland. There had been a few direct shipments to England earlier. The British-owned Northern Steam-Packet Company started sailings between Lowestoft and Hjerting in March 1851, and it is recorded that the company's steamship *The Prince* left for home on 2 April 1851 with a full cargo of sixty head of cattle, 162 pigs and 78,500 pounds of bacon in bales and barrels. The cargo had to be taken aboard by fishing boats from the beach.

The decision to construct a port at Esbjerg was made in 1868. Opened in 1874, it became Denmark's principal gateway to the British market. Where before there had been only a few farmsteads, a bustling city grew up around an excavated harbour where ships could dock at all tidal levels. The United Shipping Company, the Danish firm known today as DFDS, introduced weekly services from Esbjerg to Harwich and Newcastle in 1875, and before long the company had scrapped or redesigned its cattle boats and commissioned new purpose-built ships. In the mid-1890s it acquired its first refrigerated ship.



Top: *The paddle-steamer* Riberhuus *(627 tons), which inaugurated DFDS's Esbjerg – UK service in 1875. Primarily designed to carry livestock, it also accommodated 28 passengers*
Bottom: The Prince, *Royal Mail steamer for Denmark*
Opposite left: *The Danish port of Hjerting*





Advent of producer-owned factories

In the early years, Danish farmers mostly sold their pigs by live weight to merchants. Then, after unsuccessful attempts to improve on the terms, some of them began to study the possibility of establishing joint production of bacon at their own factories. The pioneer in this movement was Peter Bojsen, an educationist, who was also the chairman of the farmers' union at Horsens, in eastern Jutland. He was largely responsible for founding there in 1887 the first farmer-owned, co-operative bacon factory. The idea soon spread, and by 1900 there were 26 co-operative bacon factories in various parts of Denmark, accounting for about 60 per cent of all export killings. Nearly 98 per cent of their products went to Britain. Exports of live pigs had by now practically ceased, while exports of pig meat had nearly doubled.

British consumption of bacon had risen, too, with a fifth of the imported supplies now coming from Denmark. The Danes had long since realised that the fat and heavy pigs they had bred mainly for the German sausage trade were unsuitable for the British bacon market; and so, in order to develop the right type and weight they imported British boars, chiefly Large White (Yorkshires), to cross with their own Landrace. In 1895 they established breeding centres for Large Whites, and the year after for Landrace. From 1899 onwards, progeny tests were carried out at these centres.

Horsens producer-owned bacon factory and its board. From a painting by R. Christiansen



Battle of agents

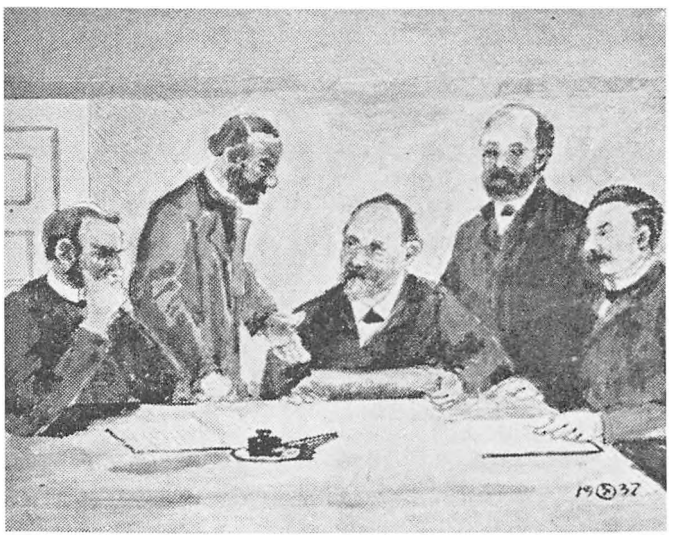
British importers had come to appreciate the quality of the bacon now being supplied by the producer-owned Danish factories. It was superior to much other bacon, and appreciably better than the American and Canadian.

At the same time Danish farmers, aware of the potentialities of the market now opening up to them, and inspired with a new feeling of confidence, were bent on fully adapting their product to the customers' needs. They began seriously to study the market before the turn of the century. In 1896 P. A. Mørkeberg, a veterinarian and livestock consultant, presented a paper on pig breeding that embodied the results of a remarkable piece of early market research. Based on studies carried out in England in collaboration with Harald Faber, the Danish agricultural counsellor in London, it defined the type of side preferred by the English, and especially London, market. The paper had a wide circulation among pig producers when it was published in 1901.

There was great dissatisfaction among producers, however, at the way in which their bacon was being marketed. It was shipped to London agents, who had combined in an exclusive association, the Produce Agents' Association, subsequently to be known as the 'Ring'. It comprised 20–30 firms, and two or three of the biggest of these virtually controlled the market, as they also handled Irish bacon. Members of the association were bound to import 'on consignment'; that is to say, the producer forwarded his bacon to the agent, who then sold it at the market rate and remitted the proceeds less costs and commission. Members were also committed to selling only to members of another 'ring', the Wholesale Merchants' Association, which meant they were prevented from dealing with retailers. Furthermore, Danish bacon was not separately listed, being lumped together in the official quotation of the London Produce Exchange with other bacon as 'Continental', the prices obtained varying between factories as between agents. From this market price the agents deducted 3 per cent as their commission.

The Danish farmers began to realise that they were at the wrong end of a lucrative business, as agents vigorously canvassed for the trade of each newly established factory. The price-fixing arrangements in particular were resented, since the prices returned were often thought to be quite unrelated to potential demand. On the other hand, the 'Ring' might fairly claim that they were insufficiently informed of killings and output in Denmark.

In 1897, the producer-owned factories formed a joint association, the Federation of Danish Co-operative Bacon Factories, and one of its first functions was to circularise to factories the comparative prices that were being paid by the various agents. The arrangement was unpopular with the agents, as well as with some of the factory managers, whose



A committee meeting of a producer-owned bacon factory

Breaking the Ring

In the situation that had now developed, it was increasingly clear that a common interest existed between Danish producers on the one hand and the British retail trade, acting for consumers, on the other. If together they could break the 'Ring' they would be able to effect considerable savings. Who it was that made the first informal contacts cannot be known, but the first formal proposal of direct collaboration by producer and retailer seems to have come from George (later Sir George) Watson, the chairman of Maypole Dairies.

In August 1901, a few months after the conclusion of the Ellis, Kislingbury case, George Watson wrote privately to the Danish government consultant, Rudolf Schou, who maintained close contacts with the co-operative bacon factories, outlining a scheme for collaboration between producers and retailers which with hindsight seems little short of revolutionary. The commission of 3 per cent charged by the agents on Danish bacon sales was, Watson said, 'ridiculously high'. There was only one combination that could break the 'Ring', and that was the 'amalgamation' of the Danish co-operative bacon factories. If such an amalgamation could be effected, he would be willing to form a company to sell the bacon for a commission of $1\frac{3}{4}$ per cent and allow the factories one-third of the new company's net profits.

The proposal was discussed by representatives of the factories at a meeting in Copenhagen on 4 October 1901, and two factory managers, Jungersen of Roskilde and Nielsen of Hjørring, were deputed to meet Watson and together with him work out detailed plans. The meeting took place in Hamburg and it was followed by other meetings in Paris and London. Rudolf Schou played an active part in the negotiations throughout, helping to draft replies to Watson's letters and translating and commenting on letters from Watson to the chairman of the federation, M. P. Blem, a member of the Danish Parliament.





Top: *Sir George Watson (1861–1930), chairman of Maypole Dairy Co Ltd 1896–1924, advocate of the system of copartnership*
Bottom: *Rudolf Schou (1862–1915), secretary of the Royal Danish Agricultural Society and editor of its journal. Danish Government counsellor on exports of agricultural produce*





Top: *M. P. Blem*
Bottom: *The earliest known picture of C. L. Hansen, showing him, aged about eighteen, as a rating in the Royal Danish Navy. Arriving in Newcastle on a butter boat in 1885, while still only seventeen, he obtained employment with a Danish food importer, but returned to Denmark in order to do a year's national service*

In a letter to Blem dated 21 October 1901, Schou reminds Blem of an approach he (Schou) had made to Blem at the time of the Ellis, Kislingbury case about the possibility of circumventing the 'Ring', adding that he had also mentioned the matter to Watson, while little thinking that Watson would pursue it. Schou goes on to enumerate the advantages of the plan as subsequently worked out. In addition to the considerable reduction in agents' commission and an assurance of a share in the profits, the bacon factories would have some influence in the fixing of price quotations and were offered a third of the share capital plus the right to appoint one of the three directors. It was proposed that the new company should take up the agency and sale of other commodities besides bacon in order to enhance the profits. Schou saw the whole scheme as an event, a coupling of British and Danish trade interests that would have 'quite extraordinary importance for our future position'.

In a further letter to Blem, dated 2 November 1901, in which he reported the result of meetings with Watson, Schou notes an agreement to drop any business in commodities other than bacon for the time being, unless the Danish director, still to be appointed, should consent to this. Schou also says he has agreed with Watson to suggest a salary of £450 for each of the three directors, who will include Watson and 'Hr C. Hansen'. This is the first recorded reference to the man who was to manage and direct the company that would eventually be formed.

Carl Laurits Hansen, to give him his full name, was born in 1868, the son of a leading Copenhagen provision merchant. After training in his father's trade, and employment for a brief period in Newcastle as assistant to a Danish food importer, Valdemar Faber, he set up as an agent and importer of Danish beer in Manchester. Following a short stay in Canada he joined Van den Bergh in London, in 1894, as a buyer of cheese and bacon and his hand can doubtless be discerned in that firm's developing

interest and influence in Denmark. A year after his appointment, an agreement was reached whereby the bacon factory at Esbjerg would sell its entire output to Van den Bergh. From then on, the factory came increasingly to depend on this customer, so that by the end of the century Van den Bergh had gained full control of this and an associated factory at Århus. The turnover from these two factories constituted by far the firm's biggest sideline, its principal business being in margarine. It seems reasonable to suppose that, as salesman as well as buyer, Hansen will have had dealings with George Watson through Maypole Dairies. It may further be supposed that he had discussed the problem of the bacon 'Ring' with Watson.

On 25 November 1901, Hansen attended a meeting at Fredericia at which twenty-two of the twenty-six co-operative bacon factories were represented. With one absentee, it was unanimously agreed to recommend the proposals to the respective factory managements by 14 December, so that a definitive reply could be given before Christmas or the New Year. Many of the factories, however, expressed reservations about breaking off relations with their former agents, and in the event only eight of them voted to join the scheme. They were Haslev, Hjørring, Holbæk, Horsens, Nykøbing (Falster), Roskilde, Slagelse and Svendborg. Support for Watson's proposals had been disappointing, but at a further meeting in Copenhagen on 28 January 1902 he offered to accept bacon from other factories for an initial period of a year, on terms to be decided. A further disappointment was in store, as five of the eight factories withdrew. However, the Danish Bacon Agency Limited (which had been provisionally called the Danish Bacon Company Limited, the name it would eventually adopt), was formally constituted at a meeting in Hamburg in March 1902, with a share capital of £10,000 put up by Watson at 5 per cent interest. George Watson was appointed chairman and Carl Hansen managing director. The three founder factories – Holbæk, Nykøbing F and Slagelse – undertook to ship about 400 bales a week. The new company was registered on 18 April 1902.



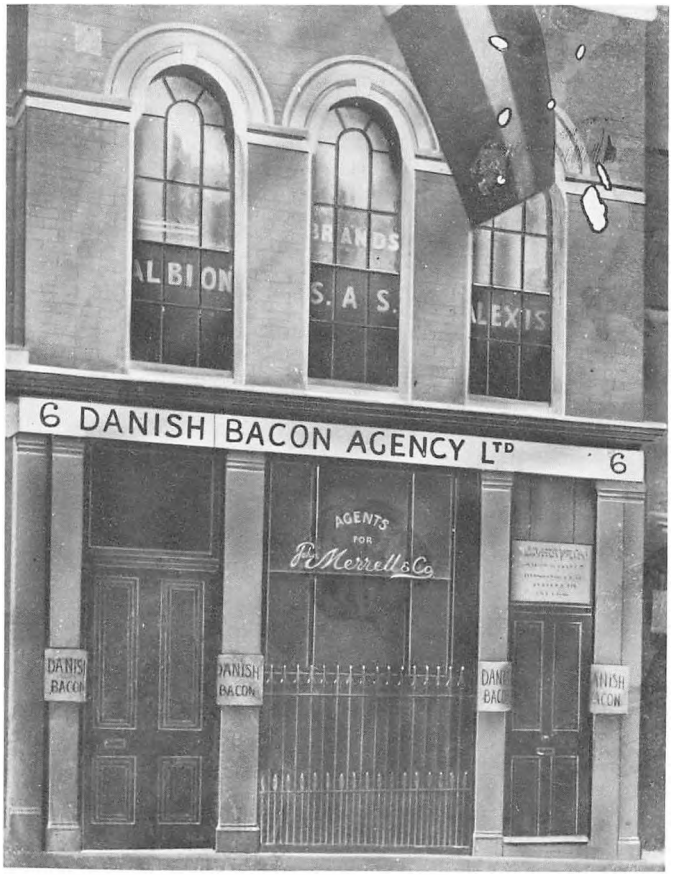
The chairmen and directors of the founder factories. L to R: Povl Sams, Svendsbjerg; Alex Poulsen, Holbæk; P. Thomsen, Nykøbing F.; O. J. Olesen, Slagelse; P. Toxværd, Marrebæk; Hans Jensen, Vemmelev

The early years

'Charlie' Hansen, as he would henceforward be called, opened an office at 6 Duke Street near London Bridge – in an area that has been redeveloped after bombing during the Second World War. It was conveniently close to the old-established provision merchants in Tooley Street and Borough High Street. Besides Hansen, the staff included a typist-bookkeeper, a cashier and ledger clerk, and a salesman.

It was an uphill struggle. The new firm could hardly expect to be popular with established competitors. Some of these indeed put pressure on the London smoking firms to stop them from processing for the company, forcing it to sell its bacon green to retailers and arrange for it to be smoked for their account by stove-owners who were willing to risk being ostracised. Recalling the situation many years later, the salesman, R. E. Bell, said: 'After two or three months, our customers were informed that we were not going to last six months, and that they would not be served with bacon by the wholesalers after our downfall'. The prediction was soon proved false, the company having to take on more staff in order to cope with the growing volume of business.

On 15 December 1902, the chairmen and directors of the three participating factories circulated a confidential report on the first nine months to all the producer-owned factories. They said that from the 1 of May that year the agency had sold their bacon against a commission of $1\frac{3}{4}$ per cent (including risk) compared with the previously paid 3 per cent (occasionally $2\frac{1}{2}$ per cent), and deducted $\frac{5}{8}$ per cent for cash. One-third of the net profit for the first five months had been paid out to the three factories, and Watson stood by his original offer to transfer one-third of the share capital as soon as at least twelve factories joined the agency, these to have voting rights and the right to elect members of the board. The agency was handling over 1,500 bales a week, which was about one-sixth of the



6 Duke Street. In the first floor windows brand names of the founder factories: Albion S.A.S. and Alexis

Danish supplies on the London market. Nearly all the bacon was going direct to over 230 large and multiple retailers, with a saving of 6–8 per cent on the charges of middlemen. The agency used the factories' own brands and in its sales work made maximum use of the brand image of individual factories with their customers.

The recruitment of further factories for the agency was at first slow and hesitant, but another – Randers – joined up in the autumn of 1902, and three more – Fåborg, Haslev and Roskilde – in 1903. In 1907, Hammel came in; in 1908, Horsens, the pioneer co-operative bacon factory; in 1909, Odder; 1911, Silkeborg; 1912, Sorø; 1913, Skelskør; and 1914, Grenå and Odsherred.

While profits were not large at the start, by reducing the commission the company led most of the other agents to do the same, which alone had a healthy effect on returns to Danish producers in general. Part of the profits was returned as bonus to the customers. They celebrated the first of such payments with a dinner, under the chairmanship of Sir Halley Stewart, a Liberal member of Parliament, and the founder of Stewarts, the Brighton provision dealers.

Among the Danish Bacon Agency's original six customers was the Ramsgate firm of Vye & Son, which bought bacon weekly throughout its existence as an independent company, and is believed to have opened a shop in Ramsgate High Street under the name of Anglo-Danish Bacon Company. A former partner of Eade's Stores at Shoreham-on-Sea is on record as saying that his father had bought a bale of bacon from a Danish gentleman who had called, and that this Dane had said it was his first order on the South Coast. The bale was delivered by a wholesale carrier. The firm had never sold anything but English bacon before. The Danish gentleman was Charlie Hansen.

Hansen himself did the selling in those days, travelling in the morning smartly dressed in a morning suit and silk hat about London, frequently

Sir Halley Stewart MP (1838–1937), advanced Liberal; advocated adult suffrage for both sexes, the land for the people, religious equality, abolition of hereditary legislators and of state aid for teaching of religion in schools





R. E. Bell – the first salesman

Dr. **The Danish Bacon Agency Limited** Cr.

Balance Sheet 31st March 1903

Liabilities			Assets		
To Capital Authorised			By Cash in hand		2 13 7
15,000 Ordinary Shares of £1 each	15,000		. Sundry Debtors		228 9 8 4 5
Issued			. Bills Receivable		59 5 3 16 5
10,000 Ordinary Shares (fully paid)		10,000	. Furniture and Fittings		255 14
. Loan		11,500	. Printing and Stationery		20
. Sundry Creditors		4,146 4 5	. Telephone: proportion of Rent unexpired		16 10 2
. Bills Payable		3365	. Preliminary Expenses	136 10 2	
. Reserve Account		200	Less Written off	45 10 1	
. Profit and Loss Balance		26 14 3			91 0 1
Profit for year ending 31st March 1903	976 14 3				
Less					
Interim Dividend paid £750.0.0					
Carried to Reserve Account 200.0.0	950				
	26 14 3				
		£29,237 18 8			£29,237 18 8.

In accordance with the provisions of the Companys Act 1900 We have to Report that we have examined the above Balance Sheet so as to exhibit a true and correct view of the Company's affairs as shown by the Books of the Company.

We Certify that all our requirements as Auditors have been complied with and that in our opinion it is properly drawn up

32 Old Jewry, London E.C
11th May 1903.

Whinney Smith & Whinney
Auditors

Balance sheet after one year's trading. The same firm of chartered accountants, now styled Whinney Murray & Co, have been the company's auditors for 75 years

Andelsbladet Nr. 43 for den 22. Oktober 1909.

DANISH BACON COMPANY

„Flæskeringen" i London.

Den danske Flæskehandel nyder en ganske særegen Art af „Beskyttelse" paa det engelske Marked. Den ligger vel forvaret i en Dobbelt-Ring, der er indrettet paa følgende sindrige Maade:

Den inderste Ring bestaar af Agenterne, som har forpligtet sig til kun at sælge til Medlemmer af den yderste Ring, hovedsagelig Londons Flæskegrosserere, imod at disse til Gengæld forpligter sig til ikke at købe direkte af Slagterierne, en overordentlig fornuftig og hensigtsmæssig Ordning, vel at mærke for Ringen og dens Medlemmer.

Mon dette enestaaende Forhold skyldes dansk Forretningsanlæ eller dansk Godmodighed?

Vi forlanger, og har for vort Vedkommende gennemført Retten til at sælge til enhver, som vil købe af os, uden først at skulle spørge „Ringen" eller nogen som helst anden om Forlov.

Extract from Andelsbladet, *1909. Now representing eight Danish factories, DBC sets out its programme*

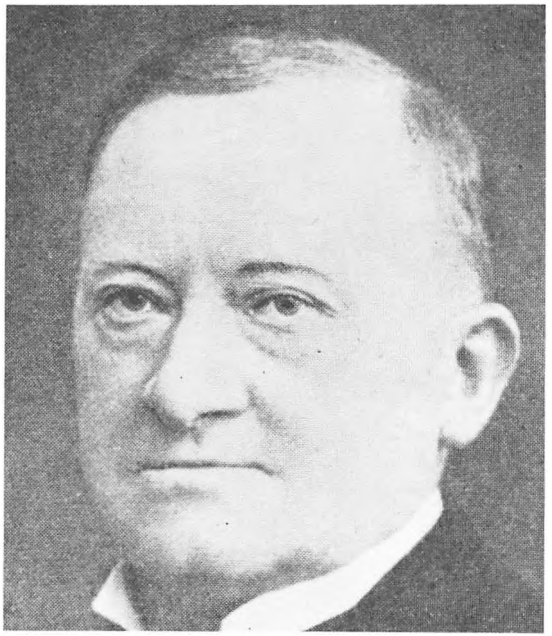
by hansom cab. Bell took over in the afternoon, going by horse-drawn bus. The threat of a boycott by the 'Ring' deterred the smokehouses from handling the company's bacon initially, but arrangements were made for smoking at Sorrell's Store in St John's Square, Clerkenwell, where customers went to select their bacon. Hansen then succeeded in purchasing in Cowcross Street, near Smithfield Market, four stoves that had belonged to the London Smoking Company, and later he acquired four more. At this period a young Londoner, C. H. Stevens, in time to be a director of the company, used to cycle from Cowcross Street across the City to Duke Street with documents for invoicing, returning with orders for smoking.

In 1906, the Danish Bacon Agency Limited was formally wound up, the company being converted into a non-incorporated trading association under its present style, the Danish Bacon Company (DBC). Watson's holding in the firm was taken over and full control passed into Danish hands.

Meanwhile, Charlie Hansen continued to pursue the original objectives of reducing the costs of marketing, breaking the 'Ring' and establishing an independent quotation for Danish bacon.

In a series of advertisements which appeared in the autumn of 1909 in *Andelsbladet,* the weekly journal of the Danish agricultural co-operative movement, DBC claimed to have saved Danish farmers 2,000,000 kroner in the past trading years. Attacking the 'Ring', Hansen appealed to all co-operative bacon factories for their help in achieving a steady market in Britain, an independent quotation and full recognition of Danish quality through controlled branding. The aim of an independent quotation on the London Provision Exchange, alongside quotations for Irish and Canadian bacon, was eventually achieved.

By 1910 it had become necessary to find bigger and more serviceable accommodation. The company had extended its stoving facilities in Cowcross Street, where it now formed a self-contained unit





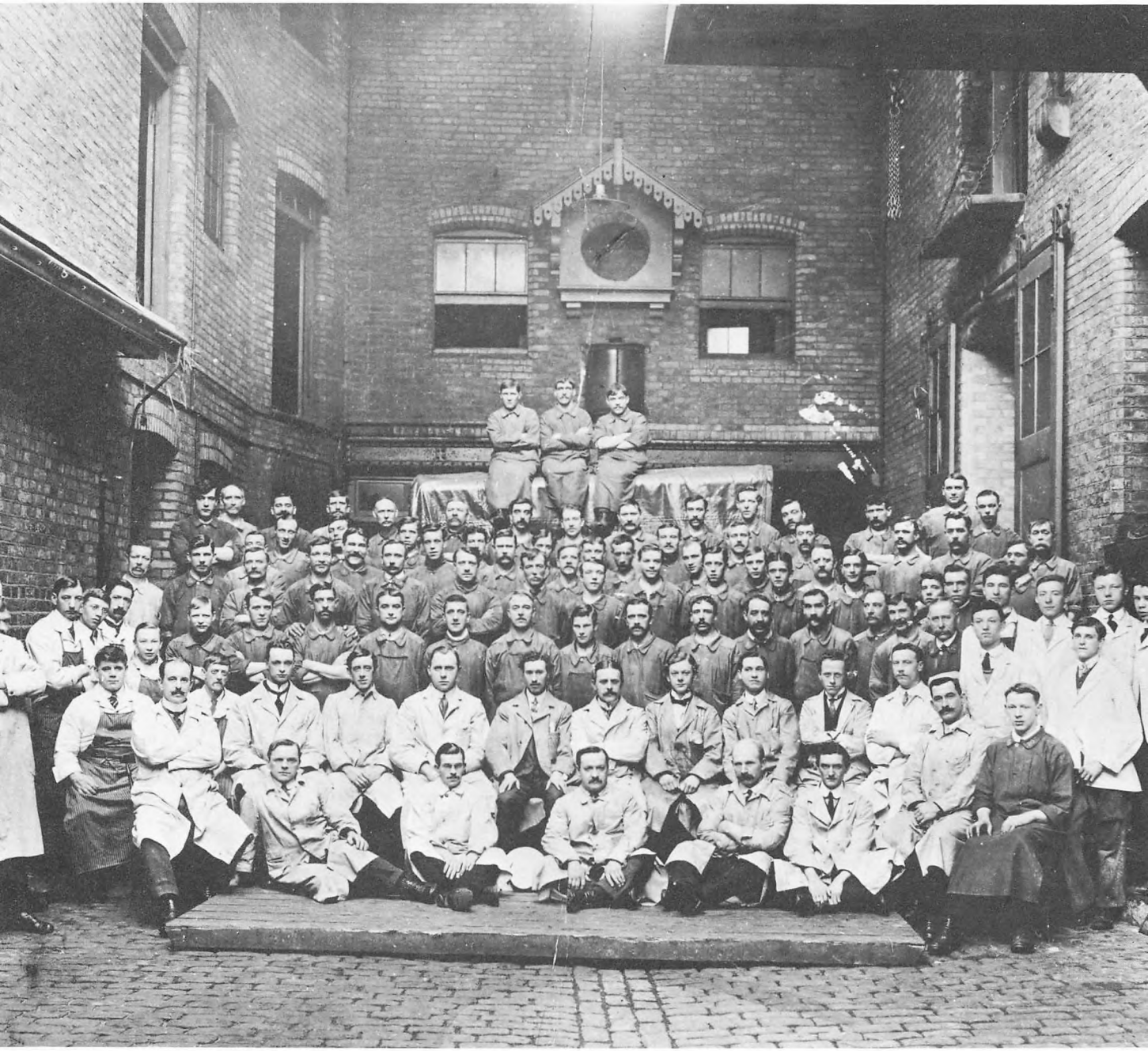
occupying the ground and first floors (the upper part of the building housed a clothing company). DBC now took over the whole building. There it was able to receive, smoke and cut the bacon, and from there it could deliver in the whole of the London area by its own horse-drawn vans.

It is about this time that the company is believed to have pioneered the wholesale bacon-cutting service in Britain, offering retailers not only whole sides out of the bale but the obvious advantage of being able to get fresh-cut middles, gammons and fores.

In May 1912, the agency was officially registered as the Danish Bacon Company Limited, with a nominal capital of £10,000 in £1 shares. The company had six directors: Ole Olsen, Haslev, styled President; Peder Pedersen, Killerup, Vice-president; Lars Nielsen, Højrup; Frederik Engelhardt Bojsen, Randers; Ole Peder Poulsen, Ørreslev; and Carl Laurits Hansen, London, Managing Director.

In its first two years the Danish Bacon Company made profits of £6,812 and £10,396, respectively. By around 1906–10, British imports of Danish bacon had risen to 36 per cent of all bacon imports. In the years leading to the First World War, shipments to DBC averaged 750 tons a week, or about 25 per cent of the total.

Top: *Ole Olsen (1849–1929). Chairman DBC 1906–18, also chairman Haslev bacon factory and Federation of Danish Cooperative Bacon Factories 1915–22. Member of 'Folketinget' 1898–1906*
Bottom: *Peder Pedersen, Killerup Nykøbing F: Chairman 1904–26, DBC: Vice-president 1912–18, Chairman: 1919–40*
over page: DBC stoves staff, 1913 and The 'yard', 1914



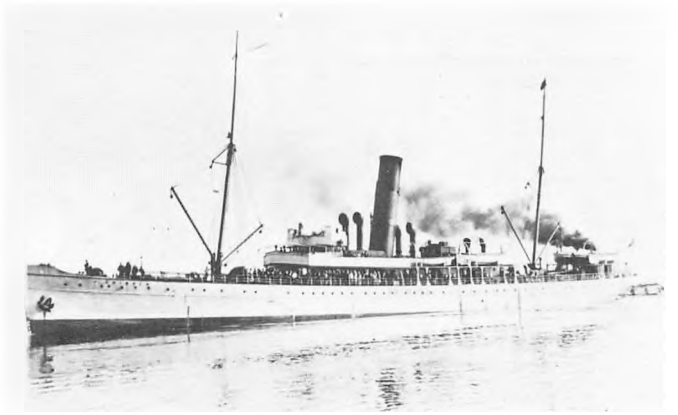


World War I

The outbreak of war in August 1914 had little immediate effect on bacon supplies. The normal shipping route from Esbjerg to Harwich was closed owing to mining of the North Sea, but shipments from Copenhagen, Odense, Århus and Ålborg were soon resumed, under escort by British warships, to more northerly English ports, in time particularly Hull and Grimsby.

Because of the initial uncertainty about the prospect of supplies, there was a sharp rise in the price, which had stood at 70s a hundredweight. Announcing a further increase in January 1915, to 88s a cwt, Hansen emphasised that the Danish farmer was losing 10–15s on every pig he sent to the factory.

Danish farming in fact was feeling the pinch. It suffered from the effects of a two-way blockade. Exports of food were menaced by submarine warfare, soon to be greatly intensified, with the loss by torpedoing of many Danish ships and their crews. A factor of greater consequence in restricting supplies, however, was the growing shortage of the raw materials – grain, fuel and fertilisers – necessary to maintain production. In the last five months of 1914, Denmark's import of cereals was 400,000 tons less than in the year before. Owing to the British government's refusal to allow shipments of maize, Hansen said in a press release, it was impossible in some districts to keep the pigs alive.



SS Primula, *launched 1896 : bacon boat on the North Sea run until 1938. Her namesake,* MS Primula, *operated from 1952 till the advent of container ships*

The situation continued to deteriorate. Supplies of British coal were maintained during the first half of the war, but eventually fell to about a quarter. Although, as a neutral, Denmark was able to get bigger supplies from Germany, she still had less than half of the amount she needed, and the cost rose four-fold. Imports of grain came almost completely to a stop. Thus by 1917, the Danish pig population had dropped to about one-fifth of the pre-war total. So grave had the supply situation become by the autumn of 1917 that the Danish Bacon Company was faced with possible liquidation. That eventuality was seriously debated in Denmark. Not so, however, by Charlie Hansen, to whom such ideas were remote. 'Liquidation unnecessary if share capital and reserves can remain as working capital', he cabled. 'Our earnings greater now than in any previous year. Will continue pay cash through banks for Danish shipments. Cheer up. Hansen.'

At the subsequent general meeting it was resolved unanimously to fight on, leaving the current surplus of £3,737 that would normally have been distributed among the factories and their customers in the business. At Hansen's suggestion, the sum of £747 was donated to a London hospital.

Refusing to contemplate defeat, Hansen had cast around for other sources of supply in order to keep the company going, and, looking to the New World to redress the balance of the Old, began to trade in American and Canadian bacon, supported by the food controls and allocations that had at last been introduced by the Government.

Despite the growing shortages, there had been little action at government level to deal with the situation in the early years of the war, apart from exhorting the public to economise and ration themselves. Meanwhile, queuing for food had grown into a serious problem and prices continued to rise alarmingly. By the middle of the war, protein foods had doubled in price. At length, following the appointment in June 1917 of a new Food Controller, Lord Rhondda, with J. R. Clynes as his Parliamentary Secretary, things began to move. While careful not to disturb the general trade pattern, they suspended the traditional price-fixing and profit-making mechanisms; soon the various trade sectors were distributing on behalf of the Ministry on commission.

The control and prohibition of the private importation of bacon followed in August 1917. Plans for collective purchases in Denmark at this time had to be abandoned owing to the U-boat campaign; but with the co-operation of the American Food Controller, the machinery was created for obtaining increased supplies of food, notably lard and bacon, from the United States. The first large purchases from there were made with American financial aid in January 1918.

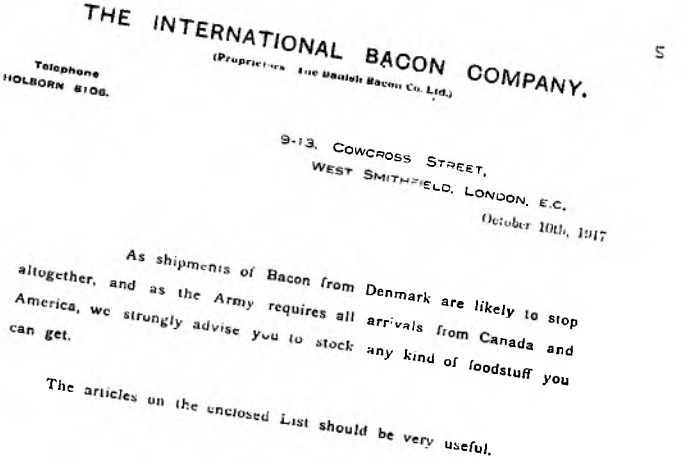
After initial setbacks due to submarine sinkings, a blizzard and railroad congestion in the United States, shipments of American bacon expanded rapidly, from 17,000 tons in January to 88,000 tons in April and 93,000 tons in May – totalling more in four months than in a full year before the war. The enhanced supplies enabled the bacon ration in the London area to be raised progressively from four ounces a week to a possible 16 ounces in May, with a supplementary eight ounces for manual workers and juveniles. In July 1918, rationing was discontinued altogether. In fact, bacon was now rationed by price, adjustment to the higher level of prices in America being sufficient in itself to reduce the consumption.

In order to handle non-Danish supplies of bacon, Charlie Hansen set up a subsidiary, styled the International Bacon Company. After helping to tide DBC over a difficult period in its history, this was wound up after the Armistice in 1918.

All in all, the war years seem to have been a fairly uneventful period at Cowcross Street itself. Men joined the forces and women took their place, while turnover continued in spite of everything to rise. The Government had requisitioned half of the company's stock of horses and vans at the beginning of the war. For deliveries in the London area, their place was taken by hired motor vans, which were more expensive to operate.

In order to introduce in the North of England the Danish bacon shipped to Northern ports as from 1914, a subsidiary company, Hansen & Mathiesen, was floated at Hull, managed by Ernst Mathiesen, of Roskilde, and Carl Hansen, Charlie's eldest son.

Local deliveries at Hull were made by hand-cart,



THE INTERNATIONAL BACON COMPANY.

(Proprietors: The Danish Bacon Co. Ltd.)

Telephone
HOLBORN 6106.

9-13, COWCROSS STREET,
WEST SMITHFIELD, LONDON, E.C.
October 10th, 1917

As shipments of Bacon from Denmark are likely to stop altogether, and as the Army requires all arrivals from Canada and America, we strongly advise you to stock any kind of foodstuff you can get.

The articles on the enclosed List should be very useful.





out-of-town deliveries by rail. Smoking was at first done by the Hull Smoking Company, and when this firm's premises in English Street fell vacant Hansen & Mathiesen bought them and moved in. With the growth of business, new premises were acquired at 35 Hessle Road and Market Place, the offices in English Street being turned into a rolling department.

The bacon sold by the Hull subsidiary was mainly American and home-produced, together with the same small proportion of Danish as in the rest of the country. The company supported its turnover with canned goods, cereals and flour, liquid eggs, pickled herrings in barrels, and kippers. At the end of the war the company itself formed a subsidiary, the Hull & East Riding Transport Company Limited, operating reconditioned Army lorries for distributing their goods.

Finally, in 1919, Hansen & Mathiesen was absorbed into the parent company, to become the first DBC branch, managed by Johan Rosenquist.

Opposite left: *The general office 1914; all male clerks*
Left: *Wartime, the women arrive on the ledgers*
Below: *Carl Hansen, born 1893, son of C. L. Hansen, partner in Hansen & Mathiesen, Hull, 1914. Commissioned in Machine Gun Corps, 1915. Killed in action at Ypres, June 1916. A brother, George Hansen,was also killed in action in the First World War,*





A. E. Fellingham, DBC Joint Managing Director, 1919–34

Opposite: *Stoving. The smoking stoves at Smithfield. The sides were dusted with pea-meal, suspended from rails running in several tiers and left for hours over a smoking low-burn fire of sawdust. The walls are tarred with decades of wood smoke*

Post-war problems and policies

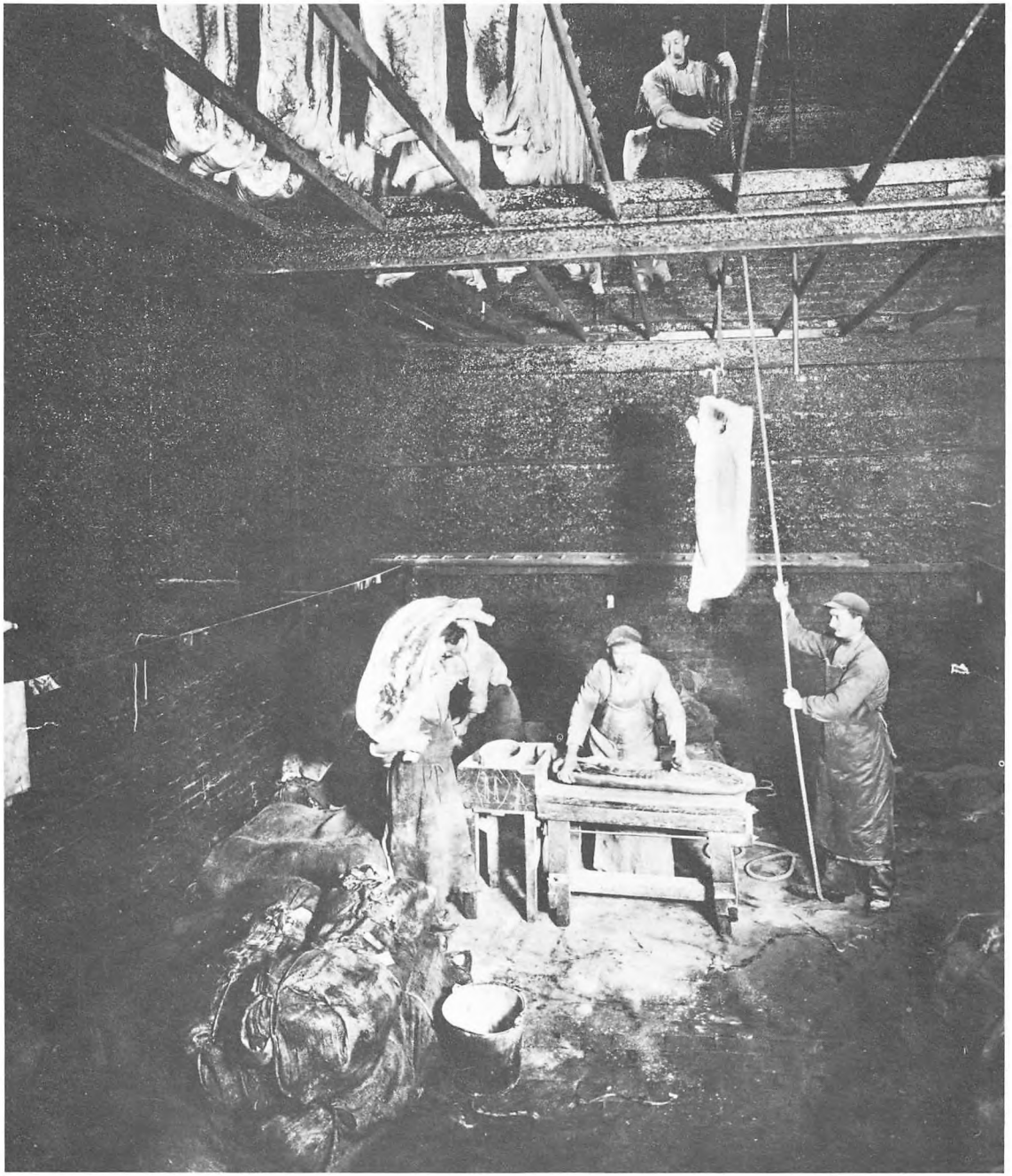
When the war ended in 1918 supplies of Danish bacon, which in 1914 had accounted for nearly 50 per cent of all British imports of bacon, had dwindled almost to nothing. Now the principal suppliers were the United States and Canada, which with 600,000 tons – more than double the amount from all sources before the war – provided 99 per cent of the total imports. Of the overall consumption of bacon in 1918, 89 per cent was imported, compared with 69 per cent in 1914.

Clearly, the Danish Bacon Company now no longer fully answered to its name or its intentions. Business was brisker than it had been, but it was chiefly in North American bacon. The company had also diversified and was now dealing in a variety of other provisions. In this situation, it seemed that it might be wise both to change the name and to expand the capital.

So, at a constituent general meeting held in Copenhagen on 27 October 1919, and attended by representatives of the seventeen co-operative bacon factories which now controlled the company, the Danish Bacon and Co-operative Trading Company Limited was formed to take over the business of the old DBC. The capital was expanded at the same time from £5,000 to £150,000.

After allowing for interest charges at 7 per cent, together with the necessary depreciations, 15 per cent of the surplus was then shared among the company's work-people and staff, the remaining 85 per cent being distributed among the factories and the firm's customers in proportion to turnover, and in accordance with standard co-operative principles. No emoluments were paid to directors or board members.

Charlie Hansen was confirmed in his appointment as managing director and four new directors were elected: A. E. Fellingham, joint managing director, D. Neale, A. Kjær, Johannes Clausen, P. Pedersen (chairman) and F. Bojsen. Johannes





DBC Smithfield's new and biggest ever bacon stove

Clausen, L. Nielsen and Ole Poulsen were elected to the Danish committee.

The seventeen co-operating factories were: Holbæk, Nykøbing (Falster), Randers, Fåborg, Roskilde, Hammel, Haslev, Horsens, Odder, Silkeborg, Skelskør, Sorø, Nykøbing (Sjælland), Grenå, Skanderborg, Løgstør and Vejle.

The firm continued to operate from the old address at 9–13 Cowcross Street. The building as it was then has been described by a member of the staff who joined the company in 1920: 'On the ground floor was a sales room, known to everyone as "the White City" but nobody knows why. Customers came there to choose and buy, and it was conducted by two straw-hatted gentlemen . . . The yard with its loading bays and space for cutting niches was surrounded by bacon stoves. It was a busy place with men carrying sides over their shoulders or pushing trucks of cuts in all directions. . .

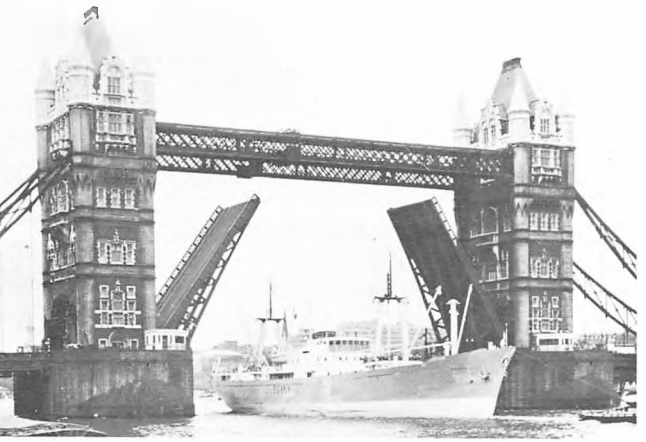
'In the two-or three-tiered stoves, sack-aproned men would be pounding the bacon with wooden mallet-like tools and dusting it with meal. Their mates, who were up in the rails like zoo monkeys, would draw it up side by side with pulley and rope. These men used to sing as they worked. They were famous for it, and they sang well and in parts. Their favourite was to the tune "Nicaea", and was their parody of our Army parody of "Holy, Holy, Holy":

"Stoving, stoving, stoving. Always bloody well stoving.
Stoving all the bloody night, and all the bloody day."

Upstairs in an ever turbulent room on the first floor, Mr Hansen sat opposite Mr Fellingham at a big desk littered with telephones and what must have been a very early teleprinter link with Copenhagen. . . On the next floor up was the General Office with rows of clerks on high stools leaning over enormous ledgers and journals on high sloping desks, and four cashiers behind brass bars . . . As far as I can remember, the third floor was unoccupied, but some

Charlie Hansen at work in 1914. Opposite, R. H. Gordon, company secretary, 1912–34





DFDS's MV Ficaria *leaving the Pool of London in the 1950s. The campaign to bring the weekly Danish bacon boats up to London began with articles in the trade press in 1906. The object was eventually realised after persistent prodding by DBC. The direct shipments ceased in 1969 when 'containerisation' of Danish bacon made the route obsolete*

years after, when the general administration was separated from Smithfield, it was turned into a London office. Farther up still was a whole floor like an enormous loft, used for storage of reserves of string, sacking and the like, and on the beams of which were still the remains of the sewing machines from the clothing firm which had once occupied it. This was eventually to become the Advertising Department, with a battery of small rotary printing machines, and space and seating for salesmen's conferences.'

As shipments of Danish bacon were slowly resumed after the war, an important change occurred in the routing. Bacon destined for London had previously been landed at Harwich. The arrangement involved both delays and a good deal of handling, all of which could affect the quality and freshness. Clearly, it would be a great advantage if shipments could be made direct to the Port of London. They could then be planned so as to get the bacon into Smithfield Market in time for the Monday opening at 7 a.m. It was largely due to Charlie Hansen that this ambition was eventually achieved. From 1921, DFDS ships from Esbjerg, later also from Copenhagen, sailed all the way up the Thames to Hay's Wharf near London Bridge, the service being maintained, with some interruption during the Second World War, until fairly recently. With the growth of containerised traffic, together with persistent labour problems in the Port of London, the trend was reversed in the 1960s, and now Hay's Wharf lies silent and almost deserted.

Another innovation at about that time was the introduction of the breakfast test. Sample rashers taken from the shipments of each factory were cooked on the premises and served in the dining-room for blind tastings. After each tasting, a report covering flavour, colour, texture and so forth was prepared and cabled to each of the factories. The practice was kept up until containerisation in the 'sixties made it superfluous to distinguish between the various factories' bacon.

Breakfast table test.
L to R : Eric Hansen, Frank Herbert, C. H. Stevens



The company continued to do good business, making a profit in the first three months of 1920 alone of £23,000. But for those able to read them, the omens were not auspicious. 'The war to end war' was over, but the loss of human lives was immeasurable. In addition Britain had lost a lot of her export trade and much of her overseas investment. Manufacturing equipment had been sacrificed to the needs of war, and British industry faced intensive competition from developing countries overseas. Six million tons of merchant shipping had been lost.

Opposite top: *DBC, Tower Street, Hull*
Opposite bottom: *The Hull branch, for many years the point from where all northern depots were served. Advanced porterage system in the cutting department*

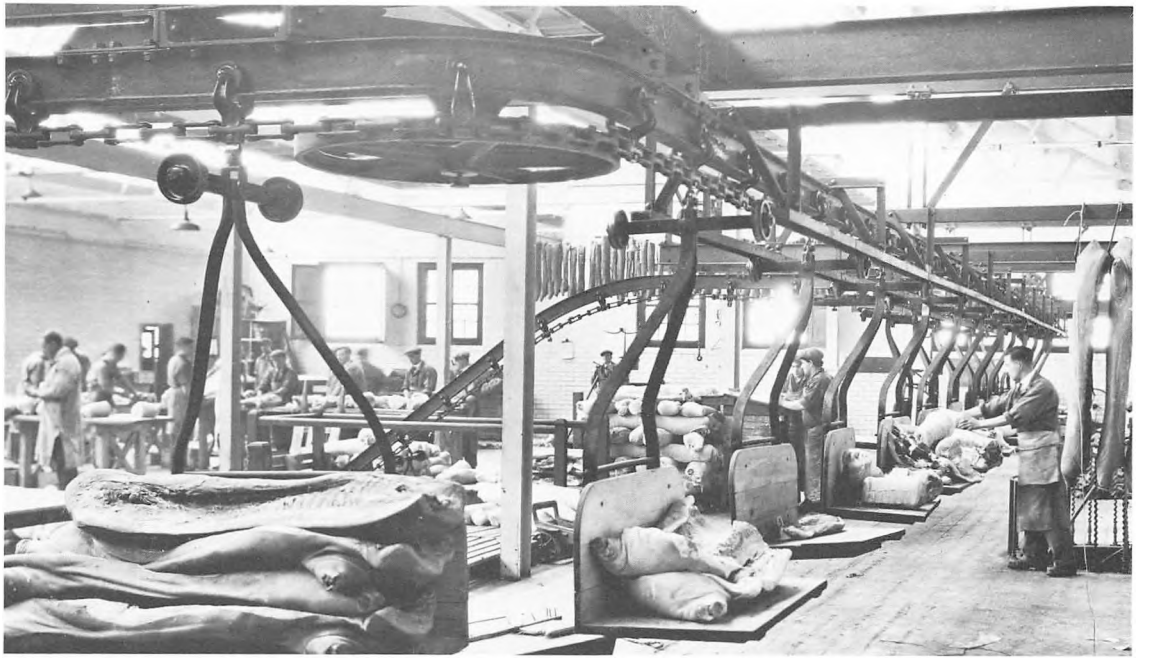
Into the provinces

The wartime supplies from North America had made strict rationing of bacon unnecessary and it had helped to eke out the meat ration. But with the growing availability of supplies from other sources, especially Denmark, after the war, the flow soon swelled into a glut. To an embarrassed Minister of Food, J. R. Clynes, seeking to contend with the flood, Charlie Hansen is said to have submitted a plan which would have disposed of some of the surplus in France. DBC itself opened a depot at Le Havre, staffed by six office workers and twelve warehousemen. The premises were destroyed in a fire, and as the project had also run into difficulties with the French authorities the depot was never reopened. Instead the company intensified its efforts to find new outlets in Britain by opening a network of branches in the provinces.

The prime mover in this development was Frank Herbert, who had joined the company as office manager in 1920 and was appointed a director in 1924. While Hansen had always been the principal driving force in the company and salesman *par excellence*, Herbert was to be the chief organiser and administrator during the expansive period that followed.

A branch was already operating at Hull, as already related, A start was now made in Scotland, where the company opened a depot in a disused whisky distillery at Leith, a branch which for some time would cover the whole of Scotland. Next, an office together with a small warehouse was opened in 1924 at Liverpool, this being later transferred to a purpose-built depot with smokehouses. The company had one travelling salesman for the whole of the Midlands, but now a branch was opened in a small warehouse in Carr Lane, Birmingham, to be superseded later by a larger one in Gem Street and an even bigger one at Perry Bar. A small beginning was made in 1925 at Stoke by Charlie Hansen's son Harald, and this would later grow into one of the


DANISH BACON CO. LTD.

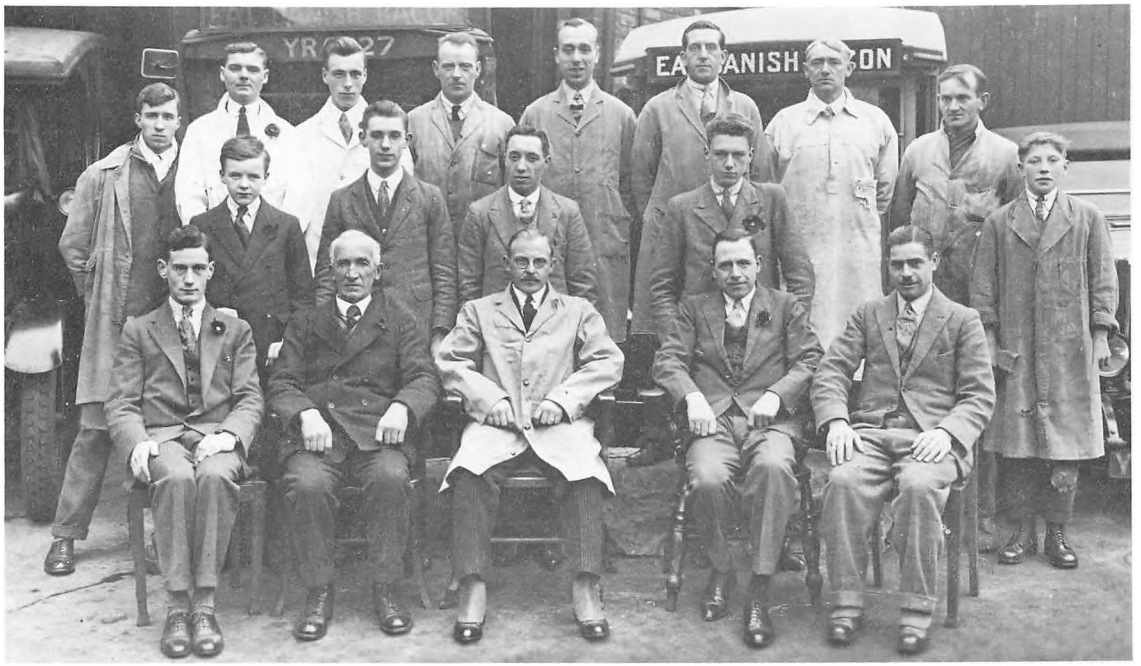


largest depots in the DBC organisation. The expansion was necessitated by rapidly growing bacon production in Denmark and the consequent need of new outlets. In the five years from 1926 the Danish shipments doubled to a weekly average of 7,500 tons, an all-time record. As will be shown later, a concerted publicity campaign began in which DBC promoted Danish bacon through all the media. Its selling efforts penetrated every corner of Britain and eventually came to cover the country with a national distribution network unique in the trade.

To supply South Wales and the West of England, where Danish bacon had rarely been seen before, a branch was opened in 1928 at Cardiff, to be followed soon by a depot at Bristol. Another branch was opened at Portsmouth by H. M. Iversen, later to become Joint Managing Director and Vice-chairman. Soon, too, there were depots at Ipswich, Cambridge, Norwich, Exeter and Loughborough, the last covering Nottingham and Leicester. The depot at Hull, standing on the quayside, was able to receive supplies direct from ships and deliver by road to Birmingham, Liverpool and Stoke.

A new Export Department, managed by Erik Hamberg, explored overseas markets. Bacon was packed specially for the tropics in salt, sewn in canvas and dipped in wax. Supplies intended for trappers in Hudson Bay and explorers on a Mount Everest expedition were tightly wrapped in a specially tough packaging. Markets were researched in Hong Kong, Singapore, Gibralter, Malta, South Africa, India, America and Switzerland. Streaks found a popular market in France until import restrictions put a stop to it.

DBC's dynamic expansion in those years caused something of a stir in the trade. A newspaper cam-



November, 1928. Stoke staff.
Front row L to R: Blichfeldt, Thomson, H. Hansen, A. Lawton, Cowell





Above left: *Hans M. Iversen, born 1897, Uglerup, Denmark, educated in England; joined DBC 1925, director 1934, vice-chairman 1963. Retired 1968*
Above right: *H. Spruytenberg. Dutch-born 1889. Joined DBC 1915. Developed East Anglia. Branch manager Ipswich. Retired 1954*
Below: *Heading of a half-page article in* Jyllands-Posten, *5 Feb. 1928, No. 5 in a series of six on the market in England. It reads: Our English Market. Severe criticism of Danish Bacon Company*



ort engelske Marked.

V.

d engelsk Kritik af Danish Bacon Company.

London, Januar.

de foregaaende Artikler Interviews med ledende Importører, navnlig af kal her suppleres med Udsom Cheferne for to af de nsete Firmaer indenfor paa min Anmodning velar fremsat til Brug for posten". Om begge disse agende Kjøbmænd gjælder n Anseelse, de nyder i lonlandelskredse, ikke blot den Omstændighed, at de havere af gamle, solide r i en meget lang Aarrækæret ledende indenfor Fa- n tillige, at de ved deres at udtrykke deres Tanker præcist om de Forhold, der nde denne Importørrethar opnaaet en Position eres Kolleger og bliver set

imod de samme gamle Firmaer og Agenter, hvis Interesse, Intelligens og Energi de danske Producenter kunde takke for, at deres Varer overhovedet var bleven indarbejdet og havde vundet fast Fodfæste paa det engelske Marked.

Vi er praktiske Folk herovre, sagde han, og i Forretningssager er der efter engelske Kjøbmandsbegreber ingen Plads tilovers for Sentimentalitet. Naar de danske Producenter har valgt at slaa ind paa saadanne Afsætningsmethoder, maa de finde sig i den uundgaaelige Følge, at naar de engelske Kjøbmænd ser, at de ikke længere kan tjene en anstændig Avance, og naar Agenterne gjør samme Erfaring, saa taber de Interessen for at have med de danske Produkter at gjøre og vender sig mod de Tilbud, der strømmer ind til dem fra Sver-

med; thi det danske Smør har, hvad Kvaliteten angaar, bevaret sit gamle Ry som en i enhver Henseende upaaklagelig god Vare.

Jeg skal endnu anføre et Interview med en af Londons største og mest ansete Importører. Ogsaa han begyndte med at udtale sin Anerkjendelse af den danske Bacons fortrinlige Kvalitet. Han udtalte i denne Forbindelse, at de danske Exportører havde et Forspring frem for Konkurrenterne derved, at deres Forsyning af det engelske Marked foregik mere jævnt og stadigt, og jo mere de vilde være i Stand til at gjennemføre yderligere Forbedringer i saa Henseende, desto fordelagtigere vilde deres Stilling paa Markedet kunne blive. Han nævnede vore nye og haarde Konkurrenter, Hollænderne, og sagde om disse, at de — bortset fra alle andre Forhold — fra et engelsk Standpunkt betragtet lod adskilligt tilbage at ønske med Hensyn til Forsyningernes Ligelighed. De brugte den Fremgangsmaade at standse Leveringerne, naar Priserne gik saa langt ned, at de ikke kunde tjene tilstrækkeligt paa Varerne, og kom igjen, naar Priserne

paign to malign the company in the eyes of its Danish members provides an interesting insight into the period and its methods. In a series of articles in the Jutland daily *Jyllands-Posten*, in 1927–28, DBC was attacked for its competition with 'established' bacon traders in England. It was alleged to be financially unsound, its Danish suppliers standing to lose their money when it went bankrupt. A Scottish merchant, Alexander J. Letham, is quoted as saying: 'DBC has only one object in mind, namely to clear its supplies each week, regardless of the price paid. At the end of the week, DBC will quite often reduce prices to clear remaining stocks. This creates uncertainty in the trade and prevents long-term decisions. The examples of this practice are many.'

In his published reply, DBC's spokesman in Denmark, F. Bojsen, wrote: 'Mr Letham has unintentionally paid DBC the highest compliment. It *is* its policy to clear all bacon week by week. Nothing is ever held back. All bacon sold to its customers is the current week's supplies, fresh from the factory.'

Meanwhile, DBC continued to diversify, selling at the wholesale level other Danish produce, such as eggs, lard, butter, cheese and canned meats. An important contribution towards achieving the ideal of a steady price level was made through the introduction of canned, cooked and boneless gammons. By canning gammons in January–February, when the gammon market was slow, the company was able to avoid both occasional sales at a loss and the need to raise middle prices in order to recover this loss. Big advances were made in the technique of this operation. Canned gammons also offered retailers the opportunity of buying at lower prices in 'off' seasons, for sale at 'peak'. Canning plants were installed at Smithfield and Hull.

In the autumn of 1926, to provide protection from dirt, dust and flies, DBC began to wrap bacon sides in stockingette, an innovation that was also found to preserve the 'bloom' on smoked bacon in transport.

In 1921, when, excepting Hull and Leith, all selling was done from London, a new Sales Department was set up at Cowcross Street. Each sale was recorded there in detail as it was made, a running check being kept on every customer. Should the week's level of purchases by any customer fall off, he would be contacted by letter, telephone or telegram, or would be visited by one of the company's 200 salesmen. The combination of indexed records and salesmen's reports, together with the effective action taken in response to them, was a real personal service which developed into a major selling point for bacon from DBC. Salesmen were trained, not in high-pressure salemanship, but to a knowledge of bacon, and were sent to study farms and bacon factories in Denmark. A duplicated monthly magazine, *The Mustard Pot*, produced specially for salesmen from 1925, contained articles covering every aspect of their job.

Apart from the salesmen, DBC's closest contact with customers had always been the weekly price list, which was posted every Friday afternoon, sometimes while it was still damp from the printers next door. The list was headed each week by a sentence or slogan, and the staff were invited to make suggestions for this. One slogan that was particularly successful was 'Good, better, Danish – if it's Bacon!'

A nation-wide publicity service was also launched at about this time, promoted principally by Frank Herbert. It was he who discovered the highly talented artist G. Lawson Wood, whom he commissioned to design a series of humorous and colourful posters that attracted widespread attention.

At this time, too, Charlie Hansen, ever alive to the welfare of employees, pioneered the five-day working week. It was a bargain between him and them, and such was the positive response to his initial suggestion that they volunteered to come in half an hour earlier in the mornings.

DBC is believed also to have been one of the first companies in the country to run a staff canteen.

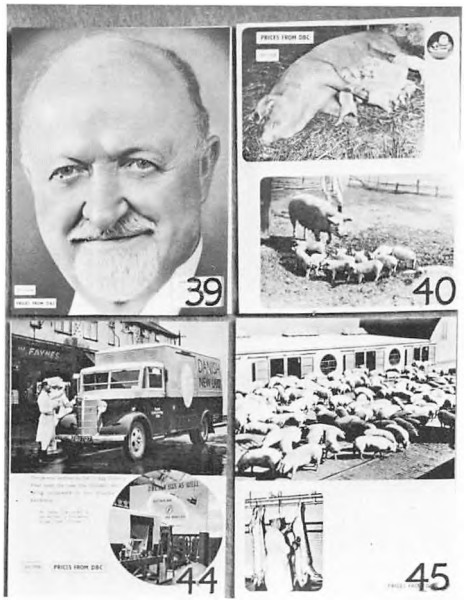

THE NEW MUSTARD POT

"BACON SELECTION STRONGEST WEAPON IN PRIVATE TRADER'S ARMOURY"

SAYS DBC CUSTOMER E.J.BRADLEY F.G.I.

PENNANT GRAND NATIONAL

WALKER JUMPS AHEAD

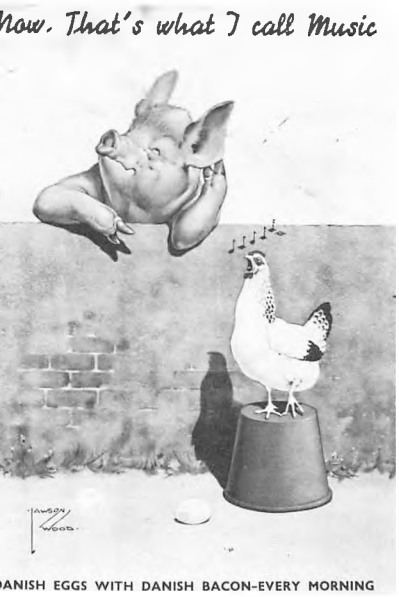


'They work better on full stomachs', Hansen used to say whenever the cost of this service cropped up. Three meals a day were served at a nominal charge, including, of course, bacon and eggs for breakfast, and a full dinner with a wide choice of meat dishes and desserts.

The barometer seemed to be set fair for continued progress and expansion, but storm clouds were gathering on the horizon. Britain's post-war boom was over by 1921 and soon there were two million unemployed. Indeed, except for a brief interlude just after the war, there were never fewer than a million men out of work. The political situation was confused, with generally ineffective changes of government. In 1925, Britain reverted to the pre-war gold standard, thereby inhibiting exporters by making British goods more expensive abroad, while at the same time depressing the economy at home. Widespread industrial unrest followed, leading in 1926 to the General Strike in support of the badly paid miners.

There was strong sympathy for the mining community in DBC, and during the strike Frank Herbert

Opposite bottom: *Examples of weekly price-list covers. Illustrations mainly on Anglo-Danish topics.*
Below: *Lawson Wood (1878–1957), painter of humorous and animal subjects. Studied at Slade School and Heatherley's*







went to the House of Commons to tell their leader, A. J. Cook, of the company's decision to donate ten tons of bacon free for distribution among them. This was not the only demonstration of the firm's sympathy. It also organised and financed a 'goodwill' visit to Copenhagen by the Welsh Miners Choir. They sang in the Tivoli Gardens and elsewhere, and they also gave a concert for DBC personnel in Cardiff.

In contrast to Europe, America, sheltered as it was by a high wall of tariffs, had been enjoying a spell of prosperity. But in 1929, following a wave of speculation on Wall Street, the economy collapsed. Many banks failed and many personal savings vanished. Economic chaos and mass unemployment signalled the start of the universal 'great depression'.





Above: *H. Robshaw, warehouse clerk at Smithfield during the General Strike 1926. Retired 1966 after 43 years' service*
Left: *Board members of the Danish factories on a visit to a Welsh coalmine. Wearing a miner's hat and lamp is Mr Schou Andersen, farmer from Grenå*

Control of imports

The period that followed will always be remembered in the bacon trade as the years of the quota.

By 1931, the number of unemployed in Britain had risen to nearly three million and the value of British exports had been halved. The gold standard was abandoned and the pound settled at a lower and more realistic level. But the gap in the balance of trade remained nearly three times greater than before the war. In this situation the National Government, formed in 1931, introduced drastic economies, including a cut in unemployment relief. Next, through the Import Duties Act of February 1932, the freedom of trade traditional between Britain and Denmark for 300 years was abruptly terminated by the imposition of a 10 per cent duty by value on Danish butter and eggs. This measure was followed in August of the same year by the Ottawa Conference and the introduction of Imperial Preference.

The Ottawa agreement guaranteed Canada an annual share of 125,000 tons of Britain's bacon imports. While imports from countries outside the Commonwealth would remain free of duty, they would be liable to restrictions in order to safeguard the Canadian quota. The duty on Danish butter and eggs was doubled.

Later in the same year, separate treaties were negotiated with 'most favoured nations', which meant Argentina and Scandinavia. Under the Anglo-Danish Commercial Treaty, which became operative as from June 1933, Denmark was guaranteed 62 per cent of the imports of bacon and ham from non-Commonwealth countries, free of duty. Quotas were imposed on butter and eggs. In return, Denmark undertook to take 80 per cent of her imports of coal from Britain, increase her imports of British iron and steel, free of duty, buy the salt, saltpetre and jute she needed for her bacon industry from Britain, and reduce the duties on a wide range of British goods, including textiles.



This little pig went to market,
That little pig stayed at home.
[DR. BURGIN]

Contemporary cartoon featuring the approval by Parliament of the Pork (Import Regulation) Order, 1935, which further reduced imports of bacon in favour of home production

As for Denmark, in order to protect her reserves she followed Britain in abandoning the gold standard. She also introduced rigid import controls designed to encourage the importation of essential raw materials and promote buying from customer countries. Following the imposition of the British quota system, the Danish Government also rationed pig production. A calculation was made of the overall amount of bacon that could be marketed and farmers were then issued with 'pig cards', the numbers allotted being fixed in relation to their previous production and the size of their farms.

The quota and the Anglo-Danish Treaty together wrought some big changes in the bacon trade, affecting both Danish supplies generally and DBC in particular, but it can now be seen that the measures taken then were less damaging than was feared. Although by 1936 supplies of English bacon had doubled, and imports from Denmark owing to the quota had been cut by half (from 371,834 tons in 1931 to 172,242 tons), customer demand for con-



sistent quality resulted in the payment of higher prices for Danish. So in 1938 it was calculated that the Danes were getting nearly as much return as they had got for considerably larger supplies in 1932. In that same year, the price paid for Danish actually topped for the first time the price paid for Wiltshire.

Moreover, the culling that was a consequence of the 'pig card' system may, by retaining the best, have helped the Danes to improve the quality of their stock. Denmark's principal complaint was that British coal cost more than other coal, which she was prevented by the treaty from buying.

The quota came into effect in June 1933, and by the summer there were persistent complaints that it was causing higher prices and putting bacon beyond the means of ordinary people. By 1935–36, however, Britain's economy began to show signs of recovery, despite some remaining areas of depression, particularly in South Wales, on Tyneside and in Scotland and Cumberland. Rearmament, modest compared with Hitler's, was beginning to help the steel, coal and shipbuilding industries.

The quota and DBC

In retrospect it could be claimed that the years of the quota were the most fruitful period in the Danish Bacon Company's history. The economic and political problems stimulated ingenuity and enthusiasm, as well as a spirit of sacrifice in management and staff. An example of the last is the voluntary cut of 10 per cent in wages and salaries that was agreed in January 1934 – and duly restored six months later.

Prior to the quota there had been a surplus of bacon, matching a decline in purchasing power, and prices had fallen alarmingly. Supplies were now coming in, not only from Denmark and traditional sources such as Ireland, Canada, and the USA, but also from Holland, Sweden, Poland, Latvia, Esthonia, Lithuania, Finland, Russia and Argentina. In 1930, Danish supplies were 22 per cent higher than in 1929, in 1931 54 per cent higher, and in 1932 57 per cent higher. Compared with 1929 again, the prices had fallen, respectively, by 16, 44 and 49 per cent. A voluntary restriction, the so-called 'gentleman's agreement', was now instituted between the Government and exporters for a period of two months. It reduced the overall quantity to 40,000 tons, of which Denmark contributed 25,000 tons.

Rather than follow the example of Brazilian coffee growers, who in order to maintain their prices threw thousands of tons into the sea, or that of the American Government, which actually paid farmers and cotton growers not to produce, several DBC branches made up Christmas parcels of Danish bacon and distributed them to the unemployed.

But the company now faced a dilemma. Should it restrict its organisation, geared as it was to handling bacon and other provisions, 97 per cent of them Danish, and so threatened by the quota? Or should it deal in produce from other sources? The decision it took was to continue to diversify.

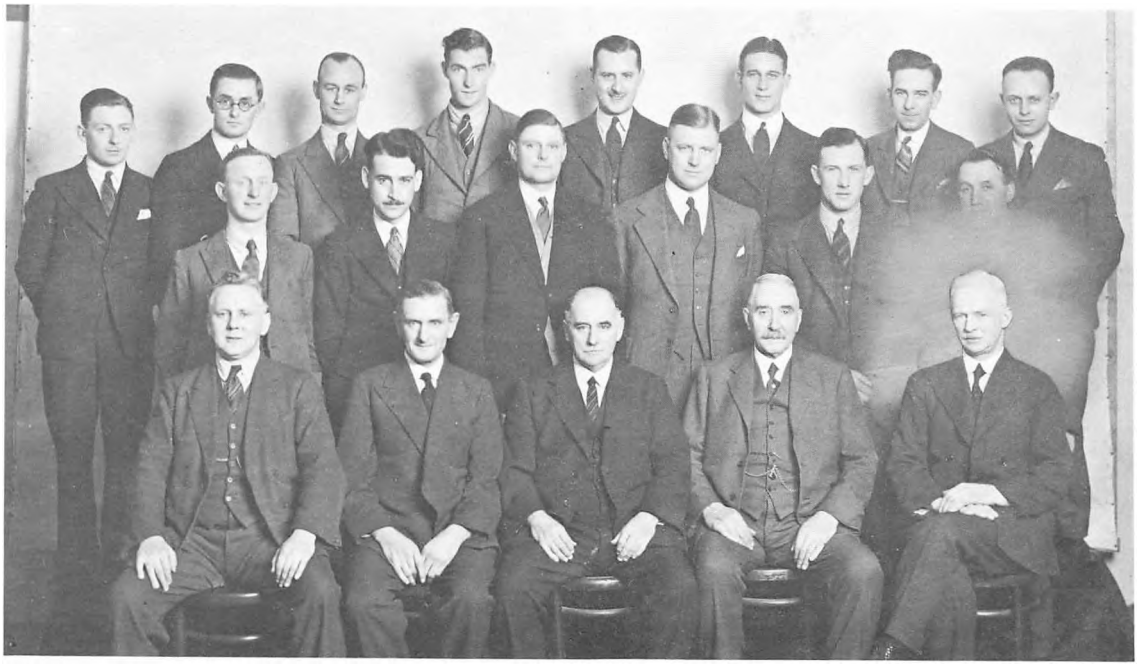
This decision, widely publicised and commented on by the trade press both in Britain and in Den-



mark, was painful to the Danish company which held the majority of DBC shares, Dansk Bacon og Export Compagni. The matter was the main item on the agenda at a general meeting held in Copenhagen on 17 November 1933. After a full explanation of the circumstances and the available alternatives, the shareholders agreed, some of them after much heart-searching, that the company would have to go in for such additional lines as home-produced British bacon, since a distributive apparatus of the size DBC had now become would need to be used to its full capacity in order to function economically.

As more experience was gained, it became clear, also to those who had objected, that dealing in British bacon was not necessarily detrimental to the sale of Danish. On the contrary, for a distributor

Left: *DBC's office – 9/13 Cowcross Street, near Smithfield Market*
Below: *Smithfield sales staff, early 1930s*



like DBC, specialising in bacon, the additional lines by supplementing the Danish produce in fact expanded the overall volume of bacon the company handled. The experience has served as a guideline for DBC ever since, although it has to be explained afresh to every new generation of Danes in the trade.



Right: *Example of DBC advertising in the mid-thirties. The poster in a London tube train reads: 'Resist influenza with 3 rashers of bacon every morning of ENGLISH or DANISH BACON. Keeps you fit and cheerful'*
Below: *1932, Smithfield warehouse staff outing: L to R: Scott, Sims, Cottenden, Koundy, Lucas, Macaray, Atkins, Green, Savage, Cane, Palmer, Moffat, Stevens, Haines, Hunt, Penstone, Riddolls, Dewhurst, Wilson, Wiltshire, McDonald, Sparks, Quinney, coach driver, Russell, White, Humm, Cubbon, G. Scott, Olsen*



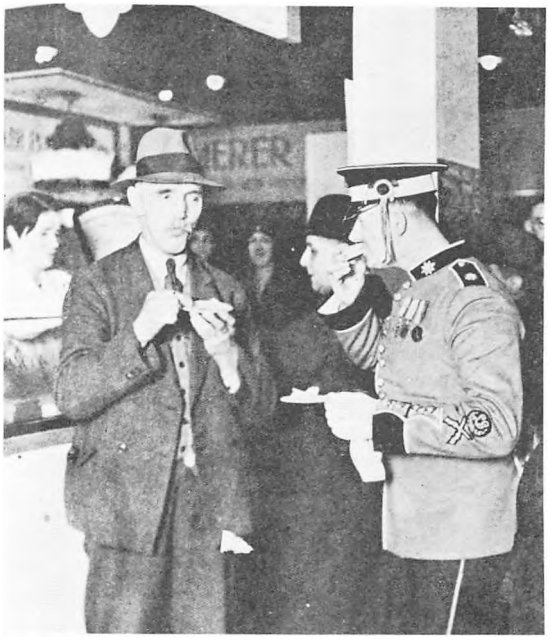
Diversification and promotion

In August 1933 the firm's weekly price list covered bacon, lard, butter, cheese, eggs, cooked gammons and cooked meats – all Danish. By the end of that year it had been extended to include English bacon, English canned fruits and vegetables, Australian canned fruits, Canadian and New Zealand cheese, and the company's own brands of canned meats and pastes.

By the end of 1935 the list also included English canned ox tongues, Argentine canned corned beef, Campbell's soups, DBC canned chickens, Danish cream, Singapore pineapple and Japanese mandarin oranges, Nova Scotia lobster, Norwegian brisling and other fish, turkeys, American lard and Californian fruits, canned sausages, dried peas and Canadian processed cheese. Salmon was added to the list in 1935. By this time, canned goods bulked so large in the turnover that they had to be separately listed. The value of this line, together with the need to promote sales, was emphasised in a letter Charlie Hansen wrote to Frank Herbert on the eve of a sales conference in Cardiff.

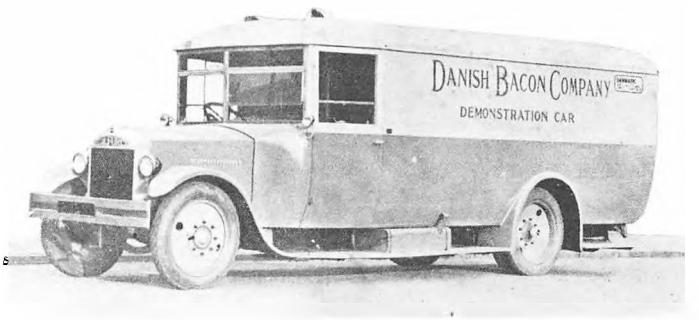
Although Danish bacon had been, was, and they hoped would be, their main line of business, he said, Government quotas had reduced the shipments to a third of the amount in 1932, and there was likely to be an even further reduction. Danish bacon had long been coming forward in such perfect quality that it practically sold itself, and so the firm's salesmen could now concentrate on promoting the canned goods.

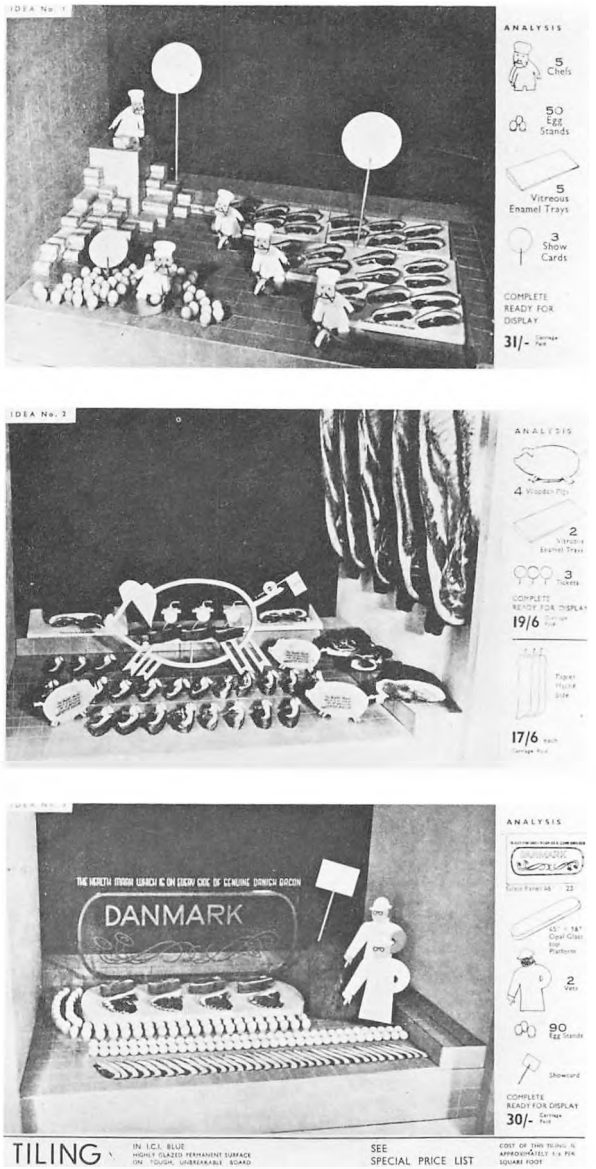
As part of a new promotional campaign, a display and demonstration van was deployed for visiting shops up and down the country. But bacon was still of crucial importance. There were free tastings of freshly fried bacon at the annual food exhibition at Olympia. Brightly coloured picture books telling the story of the Danish pig were distributed to schools and women's institutes, and talks were given on Danish bacon.



Olympia : Open ham sandwiches on DBC stand

Below: *Demonstration van*





Set of three window displays of bacon, eggs and butter designed by 'Reimann' in the 1930s. 'Props' available from DBC publicity department for interested retailers

It took some three years to get turnover back to the pre-quota level, but by 1938 this had been exceeded and the new departments were well established. It was a period of intensive development in every sphere of the company's activities: office organisation, smoking and technical research, and selling. By the end of 1934, the firm had more than 250 outside salesmen and 29,000 open accounts serving about 40,000 shops. Twenty-three bacon factories were now members of DBC, and fifty were sending bacon to it. A new depot was opened at St Albans in 1933. Four new directors were appointed: J. Theilmann in 1932; H. M. Iversen and A. R. Martin in 1934, and H. Erik Hansen in 1938.

There were extensive studies of bacon handling techniques in this period, leading to big improvements. For the first time, smoking was technically researched through tests and experiments, the company's staff being assembled in conferences to pool their experience and assess the results. In 1934, a laboratory was established. Cooking and canning skills and techniques were improved by the installation of new plants in London and Hull and the introduction of fully equipped cooking departments at other branches.

The staff themselves got a new look when in 1936 the company abolished the old overalls and aprons and replaced them with clean-looking, white warehouse uniforms and caps. Transport equipment was modernised through the introduction of specially designed aluminium egg delivery vans and sales vans for cooked meats.

At a conference of heads of department held at Bristol in 1936 a five-year plan was prepared, providing for an increase in turnover of from £6 million to £10 million in 1941. The target was reached ahead of time, and to celebrate the achievement Charlie Hansen announced a superannuation scheme. By this time the company had over a thousand employees – 429 bacon hands, 189 drivers, 187 salesmen and 230 office workers (including 135 women). But now Europe was again in turmoil.



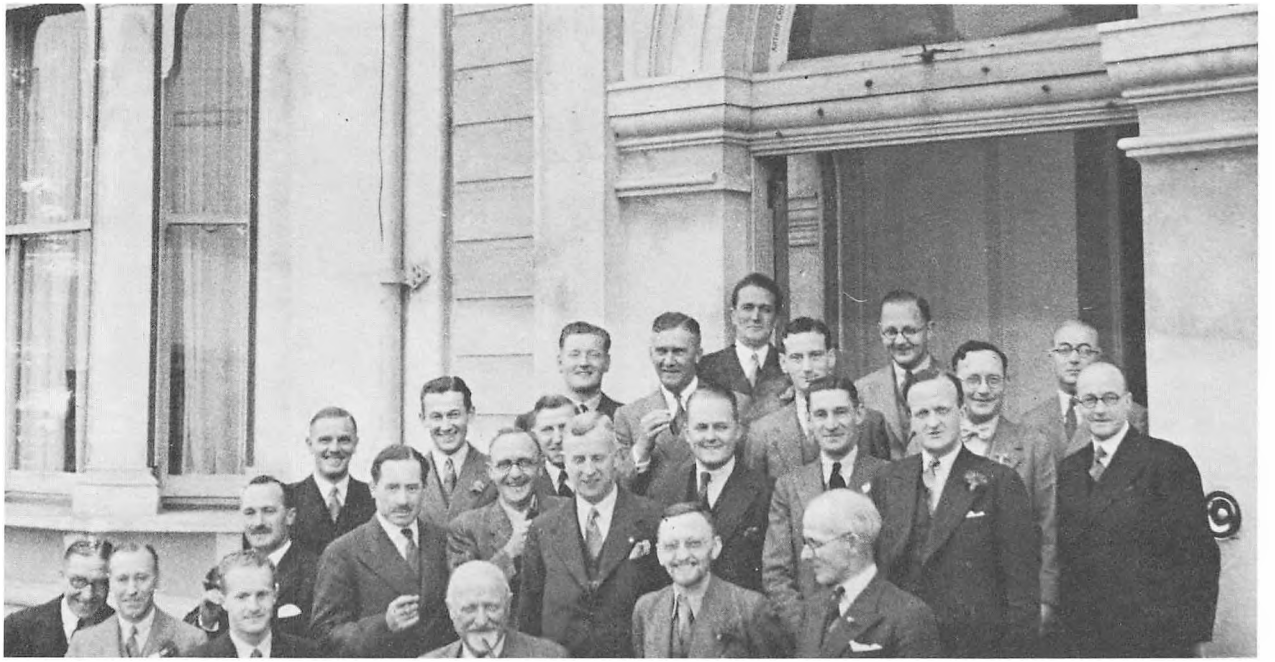


Above: *Exhibition at Agricultural Hall, Islington. Display of standard uniformity of Danish sides, and below, canned hams*
Right: *P. H. Boon (1899–1970), DBC publicity manager 1930s and again 1954–66, with poster which anticipated DANISH strip marking of bacon sides*
Below: *DBC's stand in the Agricultural Hall, Islington, 1937 – by far the largest of all exhibits*





Top: *'Continental' type forage caps and white overalls for drivers and warehousemen*
Below: *1938: Management meeting at Bristol at which the '10.41 Plan' was outlined*
Front row L to R: O'Neil, C. H. Stevens, S. Iversen, C. L. Hansen, P. H. Boon, H. Heuch. Behind: H. M. Iversen, J. Roberts, F. Herbert, F. Hauerslev, Eric Hansen, H. Laurence, J. Malcom Barclay, A. L. Brett, R St Amery, F. Reid, R. Debonnaire, S. Blichfeldt, H. Henderson, E. Christensen, H. Spruytenburg, J. Rosenquist, J. Pye, J. Draper





Charlie Hansen's seventieth birthday party in 1938 being celebrated at Smithfield. The youngest member of the staff is handing Mr and Mrs Hansen an inscribed plaque

Wartime rationing and controls

Some, at least, of the lessons learned during the First World War were not forgotten when World War II descended on Europe in September 1939, notably those relating to food supplies. Detailed plans for Government purchasing, requisitioning and price controls were ready by July 1939, and rationing was introduced in January 1940.

As a neutral, Denmark could not sell direct to the British Government, and so a central agency to deal with this situation was set up to act for the Ministry of Food. The importation of bacon and allocation to wholesale distributors was regulated by the Bacon Importers National (Defence) Association Limited, known from its initials as BINDAL.

All imports were pooled, the importers being guaranteed a share of the total corresponding to their share in 1938, regardless of whether any supplying country ceased to ship. Denmark's share of the overall quantity on the eve of war was 46 per cent.

As a wholesale distributor, DBC served the retailers who had registered with the company. But the company became virtually a part of the Government's distributive apparatus, only retaining its identity and individuality by means of the efficiency with which it carried out its part of the general work.

The pattern was for the Ministry of Food to appoint Area Bacon Distribution Officers, who in turn allocated supplies to wholesalers, retailers, caterers, institutions, manufacturers and the public generally. BINDAL then supervised the distribution and dealt with any complaints.

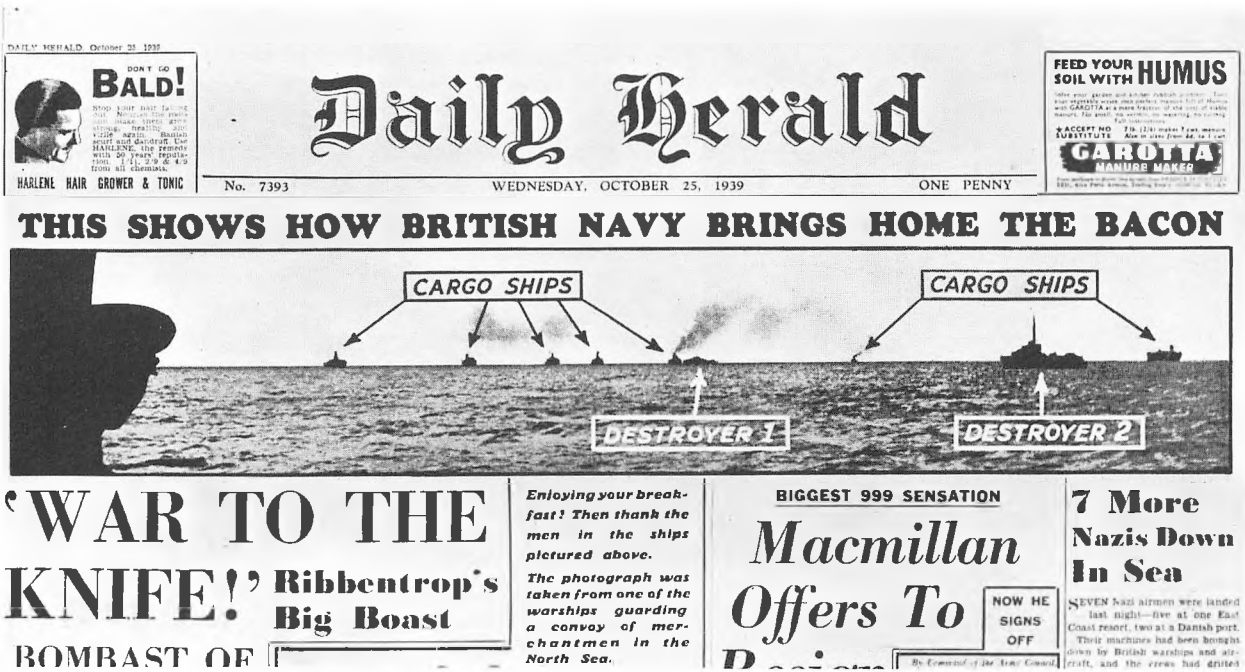
BINDAL was established as a limited company, the Government holding the majority of the shares. DBC, which was a large shareholder, delegated a number of experienced bacon men and clerks to assist the organisation. Frank Herbert was appointed a member of the Board. Bacon now lost its identity by origin, all of it being described as 'National'.

Prices were controlled and consumers were registered with retailers, retailers with wholesalers. The ration was fixed at four ounces a week.

Anticipating that communications with Denmark might sooner or later be interrupted, the Ministry had made large purchases in Canada. These proved to be more than the ration could absorb, and so, in January 1940, this was doubled. It reverted to four ounces in June.

Shipments of bacon from Denmark did indeed cease at the beginning of the war, but were soon resumed. Three shipments were seized by the Germans. In February 1940, in order to recognise the ordeal of the Danish seamen who were running the risk of mines, dive-bombing and machine-gunning to bring in the food supplies, Charlie Hansen, supported by other leading members of the trade and two Members of Parliament, Vernon Bartlett and George Hicks, set up an appeal fund. Two Danish ships had already been sunk with loss of life, and others had been attacked.

The doubling of the bacon ration in 1940 reflected a glut, and in fact meant the virtual abolition of rationing. Supplies were then coming forward from America and Ireland, Holland, Sweden, Norway and the Baltic states. The situation, however, changed radically at a stroke when Germany invaded and occupied Denmark and Norway on 9 April 1940. Irish supplies also fell off, chiefly owing to the difficulty of maintaining pigs on home-grown feed, and eventually they ceased altogether. Home production declined as well. Between September 1940 and the end of the year, 6,500 tons was lost at sea through enemy sinkings. By then, too, German air raids had started on the cities of Britain. Yet, with further help from the Canadians, and by drawing on the reserves of wholesalers and suspending supplies of cooked ham and gammons, which were unrationed, the bacon ration was held at four ounces until nearly the end of the war, when it had to be reduced to three ounces.



DAILY HERALD October 25 1939

DON'T GO BALD! Stop your hair falling out. Restore the roots and make them grow strong, healthy hair. Kills germs. Banish scurf and dandruff. Use HARLENE, the remedy with 20 years' reputation. 1/1, 2/9 & 4/3 from all chemists. HARLENE HAIR GROWER & TONIC

Daily Herald

No. 7393 WEDNESDAY, OCTOBER 25, 1939 ONE PENNY

FEED YOUR SOIL WITH HUMUS. GAROTTA MANURE MAKER

THIS SHOWS HOW BRITISH NAVY BRINGS HOME THE BACON

CARGO SHIPS CARGO SHIPS DESTROYER 1 DESTROYER 2

'WAR TO THE KNIFE!' Ribbentrop's Big Boast

BOMBAST OF

Enjoying your breakfast! Then thank the men in the ships pictured above.

The photograph was taken from one of the warships guarding a convoy of merchantmen in the North Sea.

BIGGEST 999 SENSATION

Macmillan Offers To

NOW HE SIGNS OFF

7 More Nazis Down In Sea

SEVEN Nazi airmen were landed last night—five at one East Coast resort, two at a Danish port. Their machines had been brought down by British warships and aircraft, and the crews had drifted

The war and DBC

Three days after Neville Chamberlain returned from meeting Hitler, Mussolini and Daladier at Munich in September 1938, the Danish Bacon Company transferred its administrative headquarters to the comparative safety of Welwyn Garden City in Hertfordshire, 20 miles north of London.

When war broke out, the company was operating from fifteen branches: Smithfield in London, Hull, Edinburgh, Liverpool, Birmingham, Stoke, Cardiff, Ipswich, Bristol, Portsmouth, Exeter, Loughborough, St Albans, Southampton and Newcastle. By 1942, twelve more had been added: Brighton, Reading, Carlisle, Manchester, Croydon, Guildford, St Blazey, Glasgow, Leeds, Rotherham, Lincoln and Maidstone.

The Ministry of Food divided the country into nine sectors and, to save fuel, as well as wear and tear of vehicles, restricted wholesale deliveries to 60 miles from base. Its twenty-seven branches enabled DBC to deliver direct to almost any point in the country.

Some branches had sub-depots or warehouses within their territory: Ipswich, for example, at Leigh-on-Sea and Northampton; Hull at Altrincham; Smithfield at Bromley, Leyton, Redhill and Boreham Wood; Carlisle at Kendal, Barrow-in-Furness and Dumfries. By 1940, there were forty depots, and stocks were spread over 145 warehouses throughout the United Kingdom. Thus by the time the sector scheme came fully into operation in August 1942, over 90 per cent of the population were within easy reach of a DBC depot.

A further six branches were opened before the end of the war: at Cambridge, Norwich, Bournemouth, Kendal, Coventry and Southend.

Despite shortages and uncertainties, 1939 proved to be one of the most successful in the company's history so far, with a turnover of £8½ million. A policy of restricting expenditure yielded a saving of £50,000.



The move to Welwyn Garden City

The German occupation of Denmark in April 1940, following upon rationing and other wartime disruptions, threatened the full use of the company's fleet of delivery vans, and so it was decided to take up the systematic sale and distribution of groceries. For this purpose a Grocery Section was set up.

Eggs were free from rationing at this time, and remained so until June 1941. The company had built up a good reputation for Danish eggs before the war. Now it expanded into supplying and selling English eggs. It already had a small packing station at Spalding, and others were acquired in Lincolnshire, Wiltshire, Somerset, Herefordshire, Montgomeryshire and Cumberland. Extensive publicity was now conducted among retailers, under the slogan: 'Let DBC deliver your eggs with your bacon.' When control eventually came, the company was averaging 4·5 per cent of the total sales. A further decision was taken to collect poultry from egg-



producing areas for resale.

From April 1940, the list of commodities handled by DBC grew weekly; so that within three months of the decision to diversify, sales of groceries alone had reached £500,000 a year. Canned goods accounted for 8·3 per cent of the total sales.

It was a story of mounting success; so much so that on 3 January 1941 it was possible to announce that the five-year plan launched in the spring of 1938 to achieve a turnover of £10 million had been completed a year ahead of time. Increased profits amounted to £460,000, reserves had been doubled, and a substantial balance remained in a Preference Share Redemption Fund. By the end of 1941, the total turnover was £11,637,000.

Turnover continued to grow fast, and in 1944 it reached a record of over £17 million, of which £7 million was in bacon.

The number of employees rose steadily from 1,039 in 1939 to 1,868 in 1944, even though a calcu-



Left: *Two of the 400 in the forces – stovemen Boniface and Ted Cane*
Above: *DBC's branch at Old Trafford after the air raid on Manchester at Christmas 1940*

lation carried out in February 1944 showed that 400 of the company's permanent pre-war staff were serving with the Forces.

On the whole, the company came through the German bombing campaign with comparatively little damage, thanks in large measure to its foresight in spreading its resources. The two main casualties were the branches at Manchester and Hull, both of which were destroyed, the former in December 1940 and the latter in May 1941. No-one was hurt. The most serious loss was at Hull, but the vans were at Selby and there were Government reserve stocks of bacon in cold store at Hull, Sheffield and Nottingham. These reserves were being loaded the morning after the raid, and DBC staff were rolling bacon in the open on the quayside. Three days later, Hull was able to report business as usual, with the help of depots at Selby and Boston Spa. There was no interruption in delivery of the ration. There was one other major loss when, three days before D Day, a ship containing £5,000 worth of scarce salmon for the Forces, DBC's biggest single order up to then, was sunk in the English Channel.

Into action during the Liverpool blitz




1938

Death of Charlie Hansen

On the morning of 30 June 1942, Charlie Hansen died suddenly while inspecting the fields of his farm at Cholsey in Berkshire. He was in his 74th year and still in harness.

Hansen had been the company's managing director since its foundation nearly forty years before. The Danish Bacon Company was his life, and its story cannot be separated from his. His personality impressed itself on the company at all levels, winning from every member of it a loyalty that was based on genuine affection. His energy and enthusiasm set the pace at which it always operated. It can be said that Hansen's success in business sprang, not least, from his skill in winning the confidence of those whose selling interests he catered for, as well as from the infectious good humour and optimism with which he always inspired them, plus the respect that he generated among their customers. His generosity was legendary.

Hansen had no interests outside DBC apart from his family (he had married a Preston woman) and the farm that he ran, with the help of an efficient manager, on model lines. This also functioned as a pig-breeding centre, with a stock at one time of over a thousand pigs. The farm was famous with visiting Danes, who would arrive there in coachloads of fifty or more at a time.

Hansen would travel to London by rail from Cholsey, usually spending Sunday night at the Great Eastern Hotel in the City in order to be at the office in good time on a Monday morning, in the early days to open the mail himself, and telephone the General Post Office if it was late.

After the memorial service at St Michael's Church, Cornhill, in the City, the company's managers and directors assembled in Cowcross Street to welcome as their new chairman and managing director the man whom Hansen had always looked to as his eventual successor, Frank Herbert.

Two new directors had been appointed in 1941, A. L. Brett and H. Sturton, the latter having been nominated by the Board of Trade to watch the interests of shareholders in Denmark. Frank Hodges joined the Board in 1943.

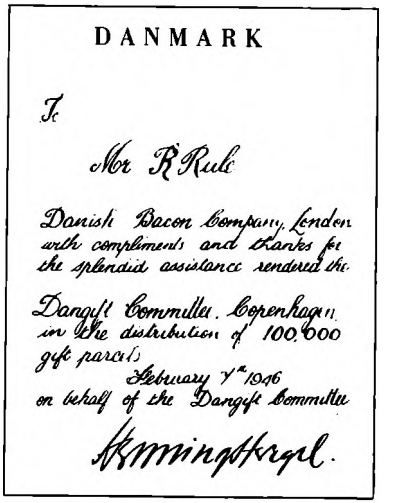
Post-war problems

As a token of gratitude for the liberation of their country in May 1945, the Danish farmer organisations distributed parcels of bacon, eggs and cheese to the families of British servicemen. They were packed in DBC's London warehouse, and altogether 103,000 such parcels went out from there.

But it was a long time before supplies of food began to flow from Denmark in anything like the pre-war quantity. The economic life of both countries had suffered heavily. Owing, among other reasons, to a severe shortage of feeding stuffs,

Opposite: *C. L. Hansen, portrait in pastel by Eric Kennington, 1938*

Inscription in presentation book to R. G. Rule in connection with the 'Dangift' organised in Denmark by Mrs G. Christmas Møller. 100,000 food parcels were distributed to relations of British servicemen on duty in Denmark


DANMARK

To

Mr R Rule

Danish Bacon Company, London
with compliments and thanks for
the splendid assistance rendered the
Dangift Committee, Copenhagen
in the distribution of 100,000
gift parcels
February 1st 1946
on behalf of the Dangift Committee

Opposite: *Postwar picture of Smithfield from the air. (DBC's building framed)*

The weekly ration for one adult in 1947: 9 bread units (these could be used in many combinations but are shown here as packets of cereals), tea 2oz, eggs 58 a year, meat 1s 4d (6½p) worth; bacon or ham 2oz, sugar 10oz; sweets 3oz; cheese 2oz, butter 2oz, margarine 4oz, cooking fat 1oz (milk and potatoes were not officially rationed)



Denmark's pig population had been reduced by a third, and poultry flocks were halved. The production of bacon and butter was down by 30 per cent, milk by 24 per cent, eggs by 64 per cent.

While Britain badly needed the food, she lacked the means of paying for it as long as her exporting industries remained disrupted and a large part of her manpower was still under arms. Both Denmark and Britain had suffered heavy losses in shipping. The lend-lease arrangements which had ensured supplies from the United States ended abruptly, and consequently rationing and controls had to be maintained for some years to come. After the end of the war in Europe, the bacon ration, having for most of the time stood at four ounces a week, fell to three ounces, and in 1947 to two. For some months it was down to two ounces a fortnight. Thereafter the ration fluctuated between three and five ounces a week until the final end of meat and bacon rationing in July 1954. Rationing of cheese, butter and cooking fats had ended two months earlier. It was not until 1951 that the general branding of imported bacon as 'National' was abandoned by the Ministry of Food and true national branding, abolished at the beginning of the war, was reintroduced. 'Danish bacon' appeared in the shops again at long last.

During the first years of peace, DBC's turnover fell away in consequence of the diminished rations, and it did not recover until 1949. Imports of bacon were only a little over a third of the pre-war level. But Denmark was accounting for a growing share of the amount, rising from 13,700 tons in 1945 to 212,900 tons in 1954 (as against 169,500 tons in 1938). Imports from all sources had by now topped the 1938 level.

For DBC the years after the war were on the whole a period of reconstruction and preparation for the ending of controls.

Eight new branches were opened: Bridgwater in 1948, Nottingham in 1949, Hereford 1950, Bedford 1951, Leicester, Preston and Darlington 1952, and Acton in 1954. Eleven more factories joined the



company: Kalundborg, Nibe, Maribo, Nakskov, Brønderslev, Vojens, Thisted, Hurup, Grindsted, Bjerringbro and Hadsten.

New directors were appointed: Lars Pedersen in 1946, Erik Hamberg, F. Hauerslev, F. M. Hollis and R. Debonnaire in 1947; J. P. Jacobsen, N. N. Yding and S. R. Harmer in 1949; and A. R. Mikkelsen in 1950.

In April 1951, the London Provision Exchange reopened for its first meeting since the war, with Frank Herbert in the chair. A turning point seemed to have been reached in the slow march from war-time controls back to a free market.

In 1952, DBC rounded its first half-century, and though the times were hardly ripe for uninhibited celebration the occasion was marked by an illustrated jubilee publication in Danish, *50 Aar i England,* together with a luncheon at the Savoy Hotel in London on 27 June, attended by the Danish Ambassador, Count Reventlow.

Opposite top: *DBC's technical company at Selby designs and builds bodies for all delivery lorries. It pioneered and constructed mechanical smoking kilns to replace old stoves at branches. The picture is from the St Albans branch, 1957*
Opposite bottom: *DBC Ipswich. The fleet lines up in Foundation Street*

Board members 1952.
L to R: N. N. Yding, H. M. Iversen, A. R. Mikkelsen, F. Herbert, F. E. Bojsen, E. Hamberg



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Hygiene manuals, copies of which are handed to all new members of the company

This period saw a great advance in the technology of smoking, leading to the development and manufacture, at Selby, of the first mechanical smoking kiln. The company's fleet of vans was reorganised and standardised, appearing now in the familiar two-grey colours with a red and white band signifying Denmark. A stricter code of hygiene was also developed at this time.

There was, too, an important reorganisation, involving the establishment of two subsidiary companies with specialist functions, both based on Cowcross Street: Danish Bacon Company (Imports) Limited, and Danish Bacon Company (Wholesale) Limited.

The former company, with branch offices in Manchester, Hull, Newcastle, Leith and Bristol, plus a procurement office in Copenhagen, was concerned with importation and documentation on behalf of DBC's wholesale branches and first-hand distribution direct to buyers who did not require the company's wholesale services. The subsidiary embraced commodity departments in London for bacon, eggs, dairy produce, canned goods and groceries. It was staffed by specialist personnel.

The other subsidiary company, Danish Bacon Company (Wholesale) Limited, with forty-one wholesale branches and 325 sales representatives at its formation, was intended to provide a comprehensive sales coverage for the country as a whole, aimed at the retail trade and the catering and institutional sector.

Finally, in 1952 the Board took a vital decision: to go 'public'. DBC's organisational history hitherto had gone through four stages. At first, from 1902 to 1906, it had been a small limited company, the shares being held by George Watson and C. L. Hansen. From 1906 to 1912 it was a non-incorporated company owned directly by its Danish member factories and managed on their behalf by C. L. Hansen. From 1912 to 1920 it was again a corporate company. Then in 1920 it operated under the cumbersome style of Danish Bacon and Co-

operative Trading Company Limited. This was a brief interlude and the company soon reverted to its former name, the Danish Bacon Company Limited, under which it had operated since 1906.

Going 'public' meant that DBC would be owned partly by anonymous shareholders, having perhaps little or no personal interest in the company; but it also meant an improved standing and greater financial possibilities. The new capital structure provided for the ordinary shares to be divided into two classes, 'A' and 'B'. Both had equal rights in the company's earnings and equity, but the 'A' shares were freely negotiable and were quoted daily on the London Stock Exchange, while the 'B' shares had limited transferability, depending on the consent of Andelsselskabet Dansk Bacon & Export Compagni, DBC's Danish shareholders' association, domiciled in Denmark. In the flotation, cash was subscribed at par in the proportion of 39,514 new 'A' shares and 60,754 new 'B' shares. When the issue was completed, the capital structure was:

200,000	$5\frac{1}{2}\%$ redeemable cumulative preference shares at £1
195,602	'A' ordinary shares at £1
307,065	'B' ordinary shares at £1
£702,667	

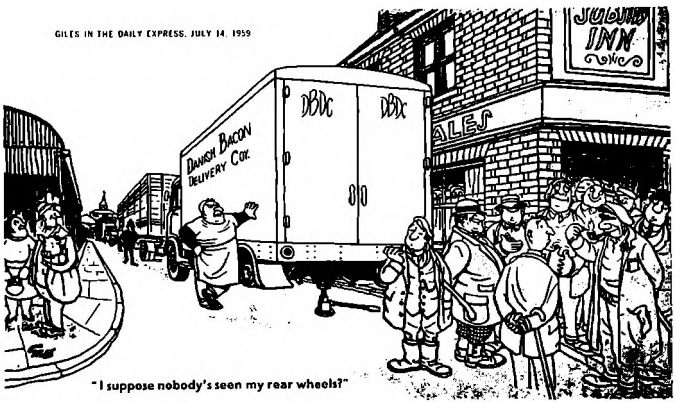
Thus the respective proportions of the 'A' and 'B' shares were 39 per cent and 61 per cent of the ordinary paid-up capital, so that financial control of the company was vested ultimately in the 'B' shares.

Return to free trading

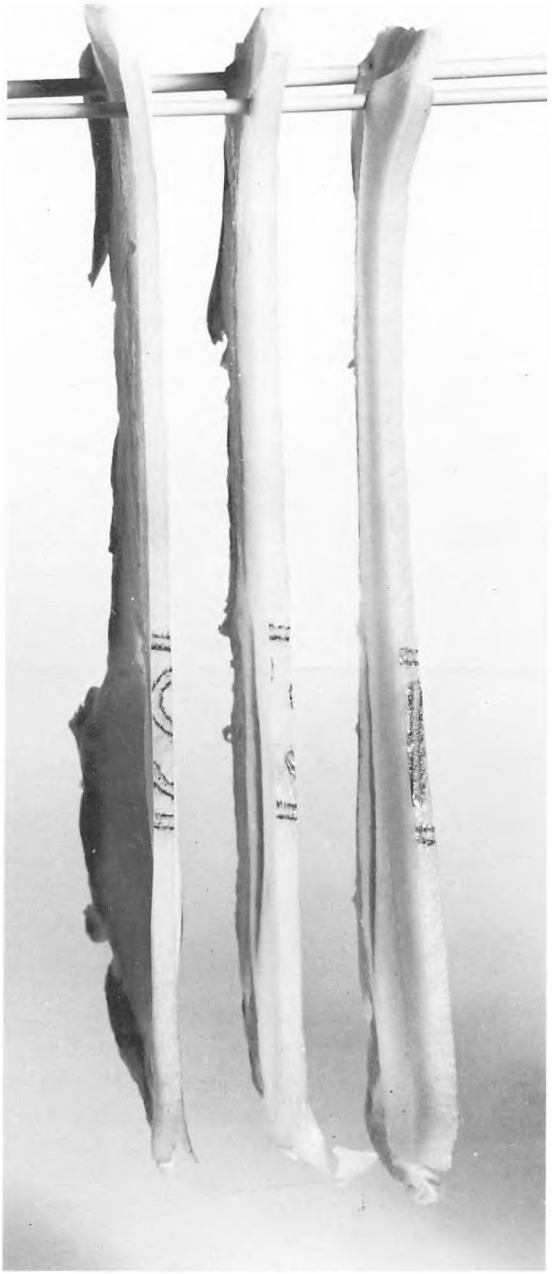
Bacon rationing finally ceased on 3 July 1954, but bulk buying by the Ministry of Food continued for another two years, until the autumn of 1956. Market quotations having been resumed in 1954, it now became possible to avoid storage and get bacon to the retail market in prime condition.

In the final years of bulk buying, the Ministry was forced on a number of occasions to reduce the price of bacon in order to stimulate sales. In the summer of 1954, it had actually made a profit of 20 per cent on resales of Danish bacon, but by 1955 the profit had been turned into a loss of some 4 per cent. In short, there was now a glut of bacon.

This was entirely unexpected. Since domestic consumption had not then reached the pre-war level, many people in the trade thought that the public had simply been waiting for greater supplies, and that bacon would then recover its former place



Transfer of bacon imports to agents was conditional on a 10 per cent ad valorem duty. This was later reduced to 5 per cent, and phased out in 1960. Interests representing UK home production urged that compensatory subsidies should be granted to them. This cartoon by Giles illustrates the situation



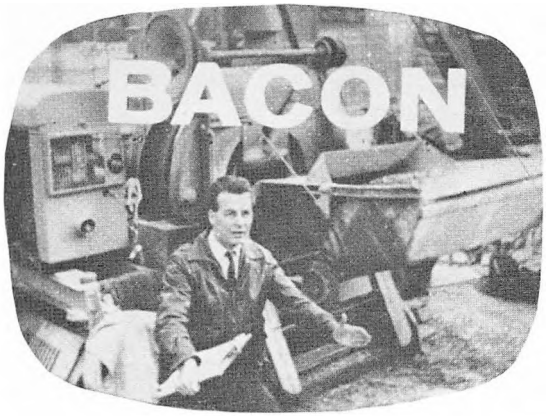
in the average family diet. The realisation that it was not doing so (on the contrary, other foods which compete with bacon had been gaining in favour) came as a shock. The Ministry of Agriculture and Food, which was affected financially by the poor demand, took what, for a government institution, seems a remarkable initiative, namely to embark on a joint advertising campaign for promoting sales of bacon in the United Kingdom.

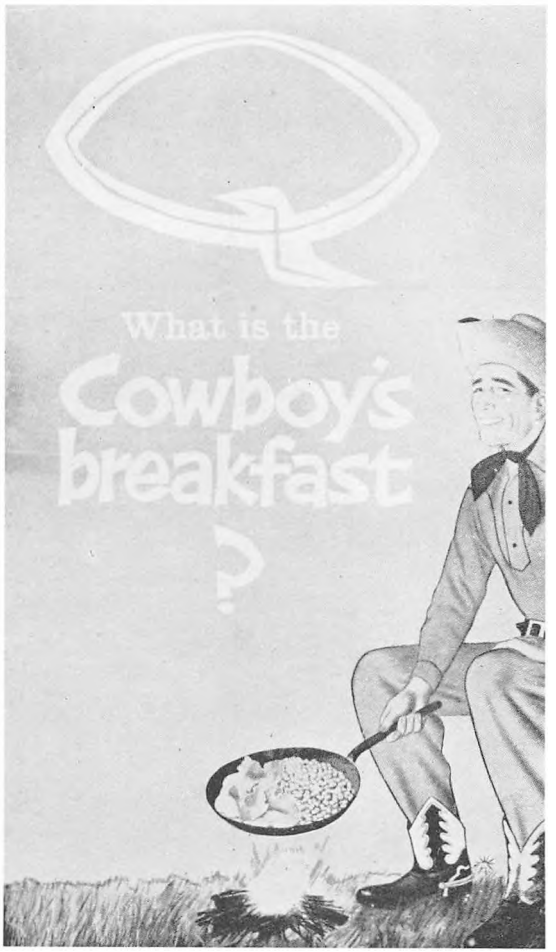
Together with the suppliers of home-produced and imported bacon, the Bacon Information Council Limited was formed to achieve this objective, and in the following years, from 1955 to 1963, imaginative mass publicity campaigns were conducted, the cost being shared by the suppliers in proportion to their share of the market. It is probably significant that the family consumption of bacon increased during the Council's existence and a feeling of optimism and confidence prevailed in the trade. Certainly bacon – especially rashered bacon – can only be effectively publicised generically, as it is difficult to identify by origin when displayed on the retailer's counter.

The Bacon Information Council was succeeded in 1964 by the Bacon Market Understanding, whose function was mainly restrictive. Each supplier country was allocated a yearly quota based on previous shipments, but with the long-term aim of favouring home production. The envisaged quotas were never filled, however, and increasingly the family consumption of bacon has declined.

Subsequent publicity by individual supplier organisations has been unco-ordinated, and is greatly hampered by the heavy fixed costs inevitable in any publicity project. This reduces the amount available for media costs, and in turn the impact with the consuming public. It is a problem which affects the trade as a whole and which calls urgently for a solution.

First attempt to identify rashers by strip branding. Later the single line was replaced with a double lower line





DBC's first takeover

In 1955, DBC took over the firm of Fr. & A. Delcomyn, a company of Danish origin that had done business in London since 1854.

The brothers Adolf and Frederik Delcomyn, natives of Odense, were well grounded in international trade and their food importing business had soon prospered. They were men of ideas and initiative, and are said to have introduced the method of forward selling on the receipt of telegraphic notification of a ship's cargo and departure. In 1883, Adolf Delcomyn was appointed Danish Consul General in London. He seems to have been a prominent figure in the social life of the Danish colony, at the time when the private chapel of the Danish-born Princess of Wales, later Queen Alexandra, at Marlborough House was open to Danish residents.

Adolf Delcomyn died in 1913 at the age of 85, and the business was carried on by his son, Charles, until his death in 1927. The proprietor from then on was Hans Martin Hansen, who had joined the company in 1900. He maintained the Delcomyn traditions until war and post-war restrictions led to the firm's decline.

The acquisition of Delcomyn gained for DBC a number of valuable new outlets. From the date of the takeover the subsidiary was directed by Erik Trautmann as a separate company.

In 1956, a year after acquiring Delcomyn, DBC took over another old-established firm, that of Warren & Reynolds, of Tooley Street and Dover. This subsidiary later absorbed G. T. Cox & Company, another century-old business, and the firm of Charles Monk Limited. Warren & Reynolds was transferred in 1966 to Brentwood and absorbed into DBC (Wholesale) Ltd.

Examples of BIC advertising themes. A breakfast of bacon was represented as a foundation for hard work and excitement and adventure for youngsters







Above: *Adolf Delcomyn (1828–1913). Painting – Odense City Museum*
Top right: *Warehouse of Warren & Reynolds Ltd in Dover*
Right: *Familiar London scene in 1955 – three DBC vans in Farringdon Road (near Smithfield Market)*
Opposite: *The Pool of London in the 1950s. The South Bank (right), between Tower Bridge and London Bridge is occupied by Hay's Wharf. The white building facing London Bridge is the Provision Exchange*



Start of slicing and prepacking

Within DBC, the 'fifties were a period of adaptation and preparation for new conditions in the trade, especially for the 'retail revolution'. All over the country, self-service was replacing shop counters, the customers being given access to the shelves and encouraged to examine the goods and pick for themselves. For the producers and distributors it meant a rethinking of the whole concept of marketing. The role of shop assistants and storekeepers as 'middlemen' in selling would cease. The prepacked products themselves, together with their design and labelling, would now become all-important as silent salesmen. For bacon, as for provisions generally, the problem was not immediate. Bacon was, and is still, a food most housewives, particularly of the older generation, prefer to buy loose. Then they can really judge the leanness and quality and make their choice.

As soon as the prepacking revolution began, DBC initiated experiments with sliced, prepacked bacon in vacuum pouches. These tests were conducted at Selby, where, after the war, the company had established a technical section, since 1952 styled DBC (Industries) Limited.

This company was engaged in vehicle maintenance and body building, and also, in a small, tentative way, in canning gammons and fores. It turned now to product development. The technical problems were researched from scratch, fast slicing machinery especially having to be developed in co-operation with special engineering firms. The whole was preceded by market research into regional preferences in thickness of rashers, variations in degree of smoking, leanness, type of cut, and so on. Pricing policy and recommended selling prices, in particular, posed problems, unique to the bacon trade, and to this day these undoubtedly mean an inbuilt advantage to shop-sliced bacon.

When the pioneering stage was over by the end of the 1950s there was a move to begin similar

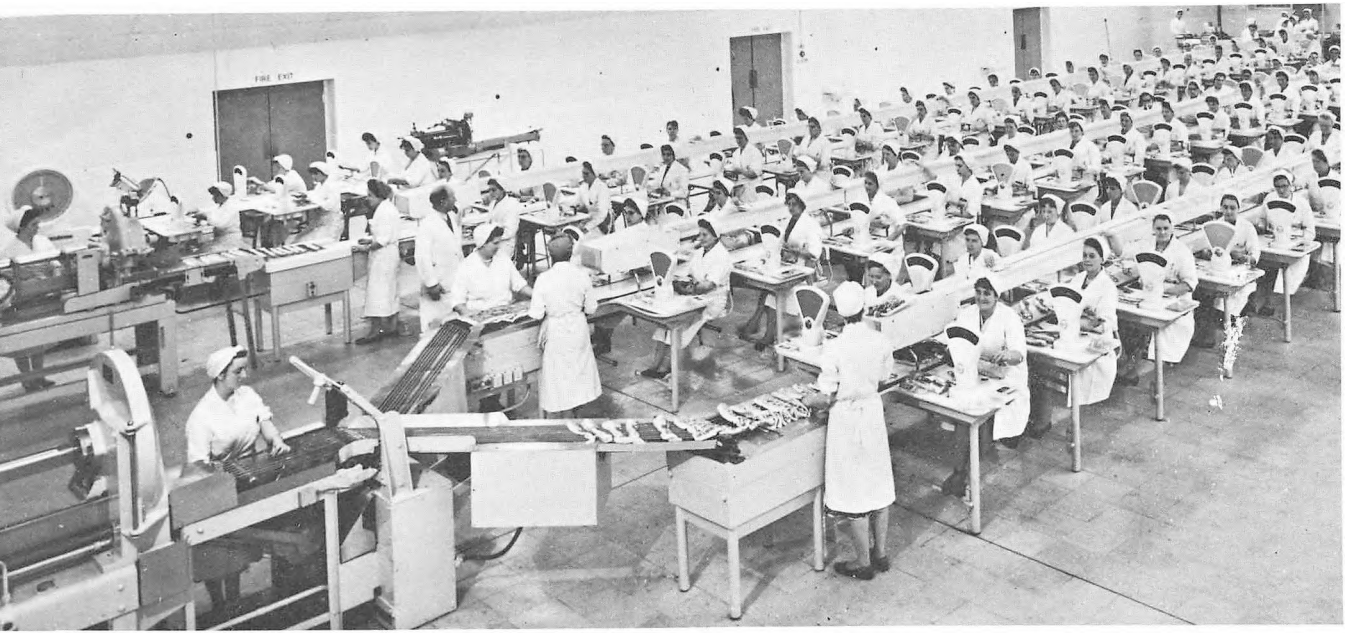


packing operations at various bacon factories in Denmark. Such a development, DBC felt, would not be in the best interests of the Danish producers, but would lead to a fragmentation of the marketing effort, with many minor Danish brands competing with one another. Moreover, processing and packing were done more effectively at a central place in England, where fluctuations in demand for individual cuts would immediately be reflected in the weekly production programme. Also, with the advent of date-stamping of products the close proximity of packing station to point of sale seemed an obvious advantage. For these reasons it was decided to sell DBC's bacon-packing installations in Selby to the Danish Export Bacon Factories Association (Salgsforeningen, later ESS-Food). The transfer took place in October 1960, but DBC has remained a selling agent – in fact, is by far the largest agent of the products of the new company, Danepak Limited.





Top: *DBC Canned Danish Gammons*
Bottom: *Early design for vacuum prepacked bacon in ½lb polythene bags. Danish smoked streaky and Danish smoked back rashers*
Above: *Frank Herbert explains the transfer of Danish Bacon Packers to the staff*





Above: *Packing lines at Danish Bacon Packers, Selby*

Left: *Service to the Side : The customer has bought a side and wants the fore-end jointed. After boning and cutting by DBC, it is wrapped into six neat boiling joints*



Top right: *Prepacked Danish gammon steak*
Top left: *Stripbrand bulk pack*
Below: *Boning and packing lines at Selby Food Packers*



Selby Food Packers Limited

Within DBC's wholesale distribution network there remained a need for processing and prepacking bacon. The canning operation already referred to continued while experiments were in progress to pack cooked bacon in polythene shrink-wrappers. In 1960 this activity was organised by a new subsidiary, Selby Food Products, later renamed Selby Food Packers Limited. In time, the rashering and prepacking of 5-lb packs for the catering trade developed substantially in volume, the catering sector finding prepacked rashered bacon in bulk a great advantage as regards both economy and portion control.

More specialised prepacking operations developed later in response to new market requirements. Gammon steaks in consumer-sized packs filled one such need, helping also to level out seasonal fluctuations in the price of this cut.

Contract packing for large retail chains has taken up an increasing part of the Selby plant's capacity. The premises have therefore been enlarged several times to accommodate additional packing lines and new sophisticated machinery, including electronically operated weighing, price-computing and self-labelling equipment. In order to be closer to the point of sales, SFP in recent years has had to branch out from Selby, with new packing stations at Reading, Exeter and Maidstone.

This prepacking revolution in bacon is not so much in response to an explicit consumer demand. In actual fact, consumer surveys, representing a cross-section of British households, have shown that housewives – especially of the older generation – prefer to buy their bacon loose. This is also proved in practice by the fact that when a retail outlet goes over, for one reason or another, to prepacked bacon only, there is a marked drop in sales, many housewives going out of their way to find another shop which stocks the traditionally sliced bacon and sells it loose.

The root cause of the problem lies in the retail

trade, where the traditional skill of cutting and boning bacon sides, and then slicing the cuts on the counter machine, is getting steadily scarcer. Fewer 'hands' nowadays are taught the craft and this fact may be a contributory cause of the general decline in the volume of bacon sales in recent years.

DBC began experimenting with methods to deal with the problem in 1966, by developing a new concept – 'service to the side'. It was pioneered by the Northern and Midlands Regional Division, and aimed at selling whole bacon sides, but cut, boned and rolled by the DBC wholesale branch. In this way they would be ready for the retail customer to slice and sell according to demand.

This original concept of 'service to the side' has been developed into the present Stripbrand Primal Cut and Bulk Rasher range, which, together with a merchandising unit, the Danish Bacon Bar, provides a complete service to the retail trade and enables DBC's customers to retain the valuable custom of a majority of housewives who prefer to buy their bacon loose. The physical operation of preparing the bacon sides has now been taken up by Selby, working centrally according to strictly uniform and hygienic standards. Stripbrand Primal Cuts are produced at SFP's packing stations at Selby, Reading and Maidstone, and the range constitutes a rapidly increasing volume of sales.

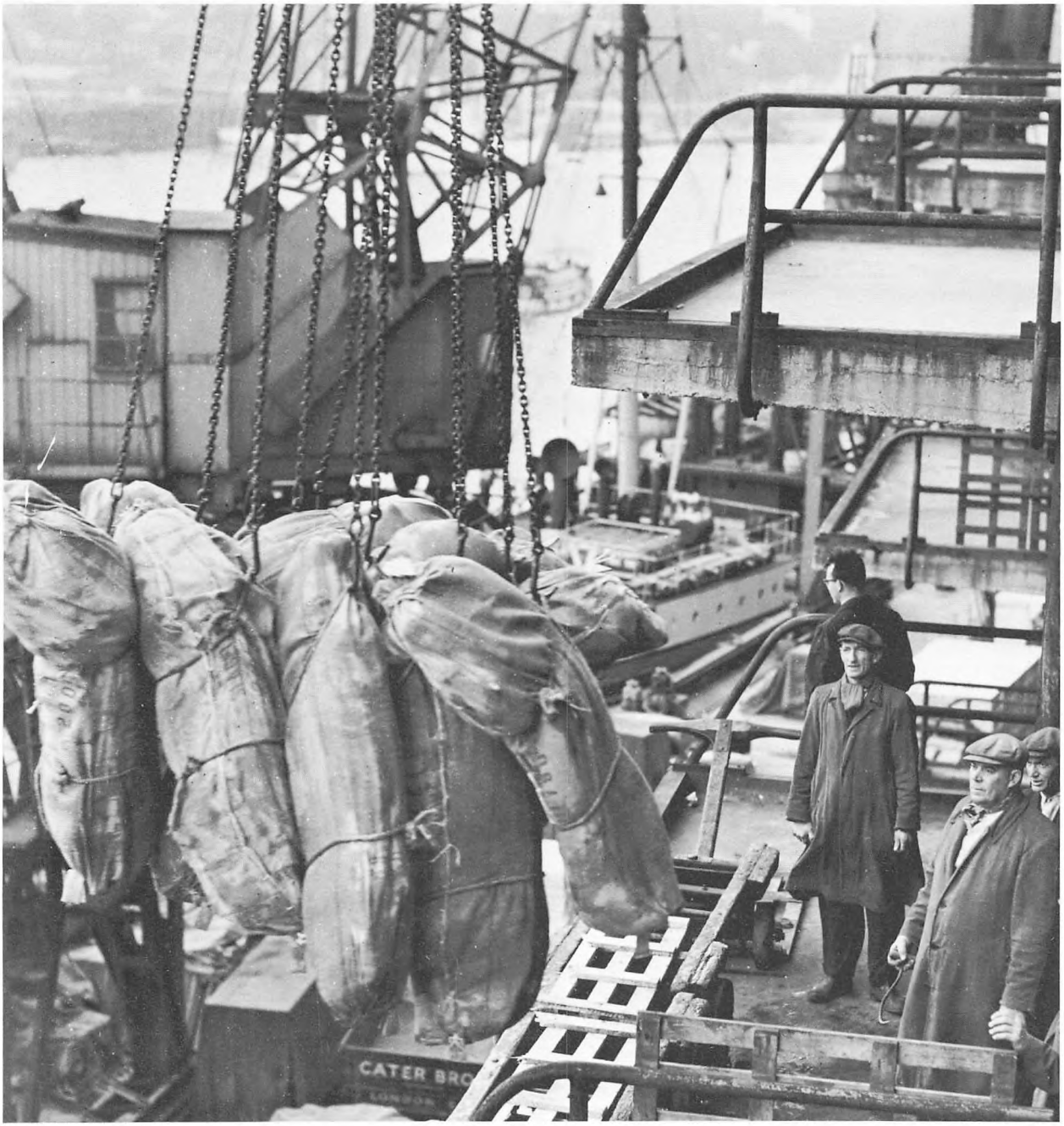


Above: *Primal cut concept – fully prepared side ready for slicing*

Top: *Bacon display in a specialist provision shop in the 1960s. Back bacon at 4s 6d – 5s 6d lb (22½–27½p), collar at 3s 6d lb (17½p)*
Bottom: *Mobile bacon display stand with cooling aggregate leased to retail customers*



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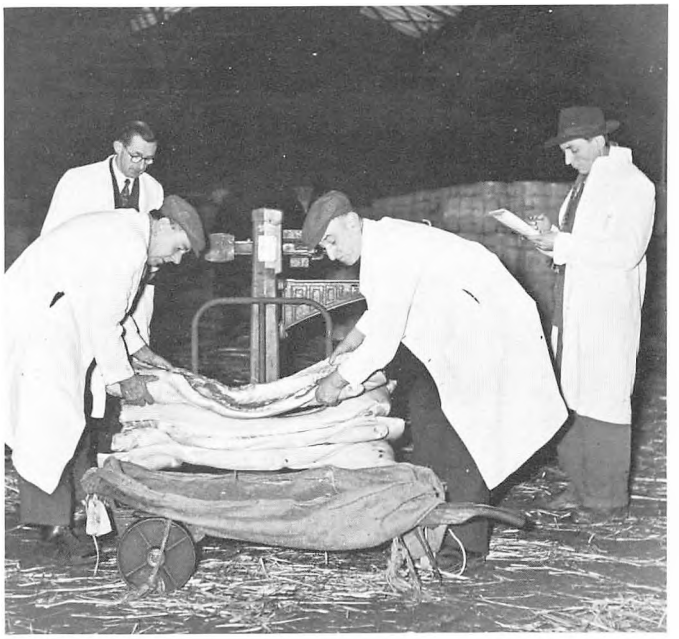
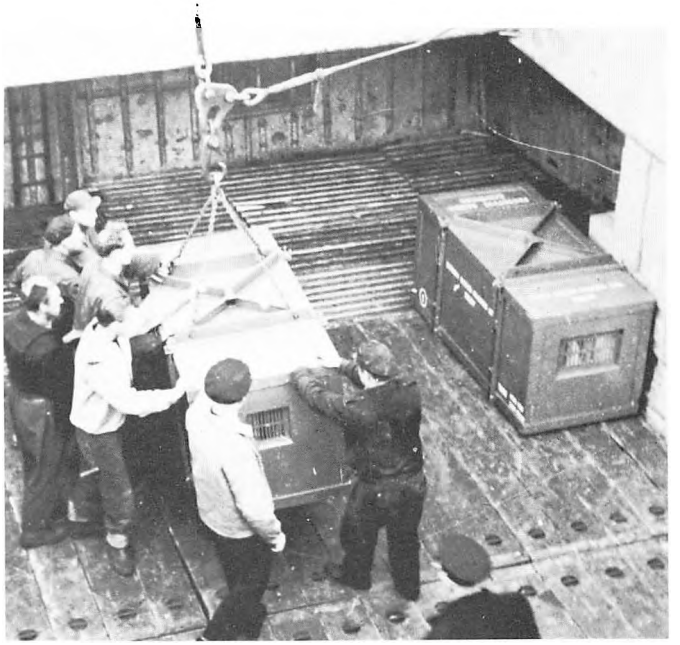
Container development

The old method of shipping bacon in hessian wrappers, instituted a hundred years ago, had clearly become outdated. The bale had provided the trade with a convenient unit, but it was not particularly hygienic during transport, loading and unloading.

In the late 1950s, DBC's technical subsidiary at Selby, Danish Bacon Company (Industries) Limited, experimented with new ways of conveying the sides of bacon from the Danish factory to the British warehouse. Plastic foil, polythene and cellophane were all tried, as also was the idea, suggested by a specialist firm of consultants, of an egg-shaped aluminium container, comprising two halves hinged together and capable of holding four sides of bacon strapped to the inside lids. The system finally tested, however, consisted of two prototype box containers, holding forty middles suspended from the top cover.

The first experiments with this new container were carried out in October 1959, in association with the Danish Meat Research Institute at Roskilde. DBC staff took the prototypes from Goole to Copenhagen and, after loading them at the bacon factory at Odsherred, brought them back again to





Top: *Test weighing of bacon sides to establish weight shrinkage during passage*
Bottom: *Loading prototype containers, each with 40 middles for the Selby slicing plant, into MS* Byland Abbey *in Copenhagen. The containers were made collapsible for stacking on the return journey*
Opposite: *Unloading bacon at Hay's Wharf in the 1960s. A large number of stevedores were necessary. Usually there were six men in the hold calling out bale numbers to a tally clerk, and fitting the crane hooks into the bale ropes. The bales were lifted in batches of ten. One man signalled to two winch operators and four men unhooked and stacked the bales. In all 15 stevedores worked at each hold. One man is holding a hand hook, which often pierced the bacon side, in defiance of shippers' regulations*

England, carefully recording every stage of the operation. Their report indicated that in order to become an economic proposition the containers would need to be far bigger, mobile and independently cooled. Moreover, special roll-on/roll-off container ships would have to be introduced for carrying the new containers from Esbjerg to British east-coast ports.

The further development of this system took place in Denmark, and may be said to have been completed ten years later, by which time most Danish bacon was arriving in the characteristic new, white containers.

Danish bacon is now conveyed in refrigerated container lorries from the factory to the customer without man-handling. The voyage across the North Sea takes place in purpose-built, roll-on roll-off ferries



A conflict and its resolution

More factories had joined the company by now – Gråsten, Hobro, Sæby, Ringsted, Hillerød, Køge, Bogense, Frederikshavn and Slagelse – the number of producer-owned co-operative bacon factories under DBC's umbrella having risen to forty-three, out of a possible sixty-two. All but two of the remaining nineteen factories were sending at least some of their supplies to DBC.

Increasingly a clash of interests developed between member factories and non-members. It is part of the co-operative principle that all members receive equal benefits, and in this respect the factories outside DBC argued that the dividends, bonus issues, etc, accruing to member factories by virtue of shares in the company amounted to discrimination against them. The matter was brought to a head in 1962, when several of the outside factories declared their intention of joining.

At this point the Export Bacon Factories Association, representing all the bacon factories in Denmark, intervened. In November 1962 it announced that it would make an offer for DBC's 'A' ordinary shares at a little over the current market price, which was 54s 6d. As related above, these shares, comprising



Above: *When the number of member factories reached 42, the price list featured them for 42 weeks*
Opposite bottom: *Northern DBC managers meet at Barnby Moor, 1 May 1964*
Opposite top: *Southern managers at a conference in Portsmouth in the 1960s*





39 per cent of the ordinary shares, were freely negotiable on the London Stock Exchange, and they were owned by some 1,200 shareholders. The remaining 61 per cent of the ordinary shares, the 'B' shares, are mainly held by the bacon factories in Denmark, a few being owned by individuals, and negotiability of these shares, as stated, is restricted.

The eventual firm offer was dependent on a resolution to be taken by a delegate meeting of the Association. Meanwhile, a split developed among the forty-three member factories on the issue, some favouring admission of the nineteen still outside, others opposing it.

DBC's Board, for its part, was prepared to back the proposal by the Association, and several members, headed by Herbert, travelled to Copenhagen for joint meetings on 6 December 1962. Financial and legal advisers were to have followed them. Some of the delegates to this meeting seem to have been confused about the issue and the final meeting ended with the question being adjourned.

The matter was eventually settled amicably in 1964, when it was agreed that the 'B' shares should be redistributed among all sixty-two factories. In accordance with co-operative principles, the redistribution would be based on the respective killings of each factory in 1963.

The nineteen thus received their entitlement from the forty-three and paid for their shares in DBC at par. Since the company's shares then stood at considerably above par, the deal amounted to a very generous offer by the forty-three old members. Thus, from 1965, DBC included every one of the producer co-operative bacon factories in Denmark, and the ideal that had inspired Rudolf Schou, George Watson and Charlie Hansen at the start of the venture sixty-three years before had been finally realised.

In the negotiations leading up to this result, Verner Andersen, chairman of the Danish members' association, Dansk Bacon og Export Compagni, played a leading part from start to finish, and a large share of the credit for their success must go to him.

H. Verner Andersen (born 1897), Gundsølille, chairman of Roskilde bacon factory 1948–70; vice-chairman Federation of Cooperative Bacon Factories 1959–68; chairman DB & EC 1956–70; member of DBC's main board 1957–70 and its chairman 1969–70





One of 350 DBC wholesale distribution lorries on the road in the 1960s. Designed, and bodies built on Bedford chassis, by DBC (Industries) Ltd

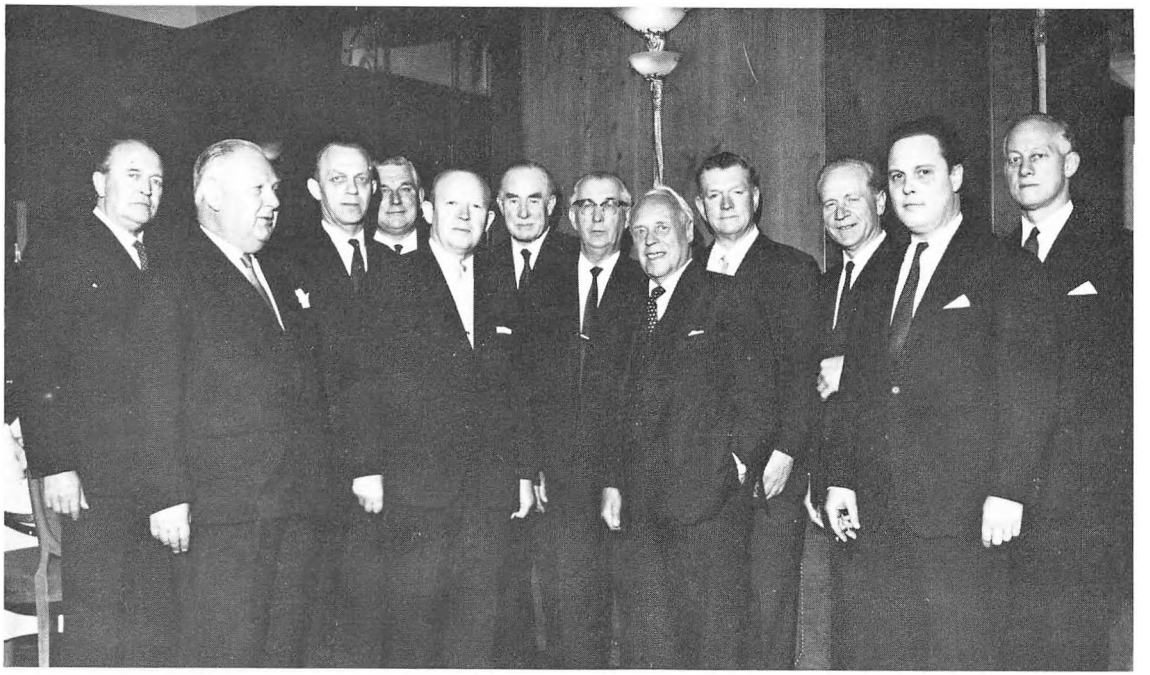
Frank Herbert (1894–1968), at his desk in Welwyn Garden City in the 1960s



Expansion and reorganisation

On Christmas Day 1968, Frank Herbert died at the age of seventy-four. He had spent forty-eight years in DBC's service and, although two years before his death he had retired as managing director after holding the office for twenty-four years, was still busily employed as group chairman. The modern group that had grown out of the original Danish Bacon Company was to a considerable extent his creation, and under his leadership it had continued to expand. Thus when he died its net assets totalled £4 million and the annual turnover exceeded £100 million, while the number of people employed by

The Board as constituted in 1968:
L to R: R. Debonnaire; E. B. M. Christensen, P. M. Bertelsen, R. G. Rule, K. H. Holm, F. Herbert, H. Verner Andersen, E. Hamberg, C. A. Arnett, H. Krogh Sørensen, E. Trautmann, S. C. Snell



the group was over 3,000. Most of the turnover was in food from Danish farms.

In contrast to the situation in 1942 when C. L. Hansen died, there was no established succession to Frank Herbert. After his death the Board was constituted as follows: H. Verner Andersen, chairman; E. Hamberg, deputy chairman; E. B. M. Christensen, vice-chairman and managing director Imports and Danish affairs; R. Debonnaire, managing director of administration; R. G. Rule, managing director, Wholesale; C. A. Arnett, H. Krogh Sørensen, K. H. Holm, P. M. Bertelsen, E. Trautmann and S. C. J. C. Snell, directors.

The Board was reconstructed in 1970 when K. Holm succeeded Verner Andersen as chairman and the Board appointed Erik Trautmann as group managing director.

In his statement to DBC's management as chief executive, Mr Trautmann outlined three objectives: (1) growth of sales to maintain the share of the market; (2) increase in relative market share to increase relative efficiency; (3) growth in earnings to provide resources for investment.

In the following six years an unparalleled expansion has taken place in the group's activities.

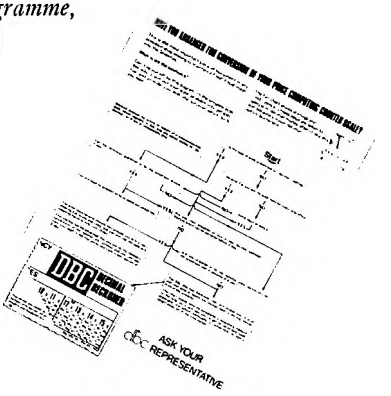
A very necessary organisational overhaul of the company's importing and first-hand sector was instituted in 1970. Until then three separate subsidiaries had operated a variety of bacon agencies in parallel: DBC (Imports) Ltd, Danish and South African bacon; Fr. & A. Delcomyn Ltd, Danish and Swedish bacon; and Irish and Home-produced Bacon Agencies Ltd, Ulster and English bacon. From 5 January 1970, all Danish bacon was handled at first hand by DBC (Imports) Ltd, the remaining agencies by an amalgamation of the two other subsidiaries, thereafter named Delcomyn Bacon Agencies Limited, operating from 1 London Bridge. This, giving clearer lines and a far simpler administration, proved of great benefit to the group.

Later, in 1970, a new company was formed to provide bulk storage and a national inter-group transport service. This is named Dan-Link Services Limited and operates from Selby.

In preparation for greater diversity in trade expected after British and Danish membership of the European Economic Community from February 1973, a new company, DBC (European Marketing) Limited, was formed in April 1972. Its object has been to trade at first hand in all commodities not handled by DBC (Imports) Ltd. It has developed a substantial import business with the other EEC member countries, especially in canned fruit from Italy, butter from Germany, etc.

In 1973, two new subsidiaries were formed: DBC (Fresh Meat) Limited, and Danish Fresh Meat Company A/S, operating respectively from Smithfield in London and from Copenhagen. The former company concentrates on developing pork products, offal and poultry, while the latter works in liaison with Danish suppliers in organising purchases, transport and storing facilities in Denmark.

In preparation for decimalisation (15 Feb, 1971), a comprehensive training programme was instituted for staff and retail customers. Conversion of retailers' price-computing counter scales proved a major obstacle. A special DBC Decimal Reckoner was printed in several editions to satisfy a huge demand, due mainly to a mention in the BBC's Robin Day programme, 'It's Your Line'



Growth and takeovers

Acquisition of Fr. & A. Delcomyn Ltd and Warren & Reynolds Ltd in the 1950s was followed by a period of consolidation. In the early 'sixties especially, the volume of sales increased progressively, along with production in Denmark. By the end of the period the group's share of the total import of bacon from Denmark reached 36 per cent.

At the same time, many branch buildings were renewed either by complete rehousings or by rebuilding existing premises. In the ten-year period between 1961 and 1970 nine branches – Manchester, Brentwood, Bedford, Hull, Edinburgh, Birmingham, Carlisle, Nottingham and Stoke – moved into new buildings. Two new branches, offshoots of Leeds and Reading, where facilities had become overstretched for serving the areas satisfactorily, were opened at Brighouse and Witney. The premises of eight branches were rebuilt and extended. At the same time, cash-and-carry departments were attached to branches in selected areas, first at Bedford in 1963, and later at Witney, Cambridge, Carlisle, Nottingham and Stoke. These developments were entirely financed by self-generated resources; in fact, the degree of self-financing grew at the same time to nearly 50 per cent of the total assets. It may be questioned, of course, whether such a degree of saving was the best policy in a period of inflation, but it afforded a solid base for expansion in the 'seventies.

The opportunity came at the end of 1972 when a company of Danish bacon agents, Heywood, Schalburg, Pedersen Limited (HSP), became available.









Top to bottom: *1964 DBC Edinburgh, appropriately next door to Carlsberg Scottish Importers,*
1964. DBC Birmingham
1966. DBC Brighouse
Carlisle branch – first opened in 1940. New buildings by DBC (Industries) 1968

Originally HSP consisted of three separate firms, which having merging in 1968 had acted as agents for the Danish Export Bacon Factories Association (Salgsforeningen), accounting for some 15 per cent of the United Kingdom's imports of Danish bacon. From 1971, when they became agents for Butterdane, Århus, they were also by far the largest importers of Danish butter. Especially in their capacity of butter agents, the acquisition meant a strengthening of DBC's field of operations, since up to then the only direct butter exporter to the group had been the Danish Butter & Cheese Company, Holbæk, an association of a relatively small number of creameries and member shareholders of DBC, whose output was quite inadequate to cover the DBC group's requirements. The acquisition of HSP meant that the group's share of Danish exports to the UK of both bacon and butter amounted to some 50 per cent. Under the terms of the takeover, 200,000 'A' shares in DBC were exchanged for the share capital of HSP, plus a consideration in cash of £273,516 for net assets to the value of £356,000.

In December 1973, the firm of W. J. King Limited was acquired, providing an entry into the retail stage of distribution for the first time. W. J. King Limited operate five specialist provision shops in Sheffield and have proved valuable as a testing ground for promotions.

In 1975, an old firm of wholesale distributors, Patrick Grainger & Hutleys Limited, with four depots at Spalding, Stansted, Bermondsey and Fordingbridge, was acquired. This has meant a further extension of DBC wholesaling, particularly in the bacon sector in which PGH specialise.

In May 1973, DBC was awarded the European Gold Mercury Award for outstanding achievements in productivity and European economic co-operation. This in effect was a recognition of Mr Trautmann's dynamic and entrepreneurial leadership of the DBC group. The Mercurio d'Oro statuette was presented to him at a ceremony in Rome in the presence of the Italian Prime Minister. Mr Trautmann was also chairman of the London and National Provision Exchange after its reconstruction, his term of office falling during the first full year of Britain's entry into the EEC, 1973–74. He is chairman of the Danish Bacon Agents' Association as well as chairman of the Bacon Section Committee of the UK Provision Trade Federation. Since April 1974 he has been, besides managing director of DBC, the joint chairman of the group's main board, a position he shares with H. Krogh Sørensen.

Mr Krogh Sørensen, who succeeded K. H. Holm as chairman in July 1973, is a non-executive director domiciled in Denmark, where he farms extensively in North Jutland. Together with two other members





Left: *The Mercurio d'Oro European Award being presented to Mr Trautmann in Rome, May 1973*
Bottom: *Three representatives from Denmark, L to R: H. Krogh Sørensen, O. Lawaetz, P. M. Bertelsen*

of the main board, P. M. Bertelsen and O. Lawaetz, elected by Andelsselskabet Dansk Bacon og Export Compagni, they represent the interests of DBC's Danish shareholders.

In the autumn of 1976, DBC's group management was restructured, following a number of appointments to subsidiary boards. The group is now organised commercially in three divisions, each with its own board. The executive directors of the Main Board are members of all three of the new boards.

The Main Board – Danish Bacon Company Limited – is constituted as follows: joint chairman H. Krogh Sørensen; joint chairman and managing director E. Trautmann; directors P. M. Bertelsen, A. Cowlishaw, O. Lawaetz, G. H. Porter, S. C. Snell, C. W. Sparrow, S. H. Vincent.

The DBC Food Importing Division Limited incorporates DBC (Imports); DBC (European Marketing); DBC (Fresh Meat); Heywood, Schalburg, Pedersen; Delcomyn Bacon Agencies; and Danish Fresh Meat A/S. The executive divisional managing director is G. H. Porter. The divisional directors are C. D. Bulmer, L. Fisher, P. Rollison, C. Schalburg and V. Thorgaard.

The DBC Food Wholesaling Division Limited incorporates DBC (Wholesale), Patrick Grainger & Hutleys, and W. J. King. The executive divisional managing director is C. W. Sparrow, the divisional managing director designate being D. K. Hughes. The divisional directors are P. Brown, R. Leighton, F. J. Long, and J. L. Rowland.

The DBC Food Processing Division Limited incorporates SFP Selby, SFP Reading, SFP Maidstone and SFP Exeter. The executive divisional managing director is G. H. Porter. The divisional director is E. W. Fryer.

The fields that are expected to develop most in the future are bacon processing and prepacking, together with Maid Marian, the voluntary group of retail customers. The last-named is gaining rapidly in importance. Mr C. W. Sparrow, the sponsor and initiator of the project, has described it thus:

'The name Maid Marian was first used by the Danish Bacon Company as its own label before the Second World War, since when the number of own-label goods handled by DBC has continued to grow. Some time after the start of the existing large voluntary groups, DBC decided to run a pilot scheme with four of its wholesale branches forming a new voluntary group, called, naturally enough, Maid Marian Food Stores. It was a success and gradually more and more branches participated, until by 1973 all forty wholesale branches were involved. Despite the temptation to go for rapid expansion, the rate of growth has been controlled so as to allow the parallel development of servicing operations. By the begin-

The Main Board, November 1976. L. to R. Seated: E. Trautmann, H. Krogh Sørensen, P. M. Bertelsen. Standing: A. Cowlishaw, O. Lawaetz, S. Vincent, S. C. Snell, G. H. Porter, C. W. Sparrow, secretary, W. A. Riley



ning of 1975, a fully operational group service was in existence, the result of which is a continued growth of the group, to a point where we now have 1,400 Maid Marian Food Stores in the scheme. The aim is to sustain the present growth pattern, while maintaining careful selection and guaranteed territories. Naturally, Maid Marian has the advantage of our expertise in provisions. The DBC experience enables our branches to provide a first-class provisions counter for Maid Marian shops and to show the retailer how to service it efficiently. With our very close knowledge of the market, we are able to provide guidance on pricing policy and presentation.'

Maid Marian food stores, two of the 1400 in 1976





DBC as an Anglo-Danish catalyst

It was an essential part of Charlie Hansen's policy, deriving naturally from his personality, to promote personal relations between his native Denmark and the country of his adoption. Mainly, of course, this concerned relations between the Danish suppliers and his staff and friends in Britain. From the start, several young men came over from Denmark to train in England, while members of the London staff went to study in Denmark.

Those who came from Denmark before 1914 included Sigurd Beck (Nykøbing F, later director of Bjerringbro), Fritz Bojsen (nephew of P. Bojsen, Gedved, and later director of Silkeborg and Holbæk, as well as a member of DBC's Main Board, 1931–66), J. M. Holst, F. Meinertz (Vejle) and N. Yding (Haslev).

Several Danes came over temporarily during the First World War, including H. Bennesbølle (Edin-

burgh) and Georg Høfler (Haslev). Some of these stayed on, married in Britain and remained with the company until their retirement. Among these were Johan Rosenquist (director 1920–42) and G. Gregersen (Hull), H. Heuch (Cardiff), J. Jensen (Newcastle), P. Norup (Southampton) and J. Olsen (Smithfield).

During the war, Hansen developed what was to be a lifelong friendship with J. R. Clynes, the Food Controller, later, in the Labour Governments of 1924 and 1929, respectively, Lord Privy Seal and Home Secretary. After the war, he arranged for Clynes to tour Denmark in order to study the co-operative movement and the conditions of farm workers. Referring to this tour in his autobiography, Clynes says that it helped to shape his ideas for a more egalitarian society in Britain.

J. R. Clynes (1869–1949). Labour MP for Oldham. Lifelong friend of C. L. Hansen



In the 'twenties the training of young Danes was fairly extensive. Some of those who had their early introduction to marketing in DBC, and later became prominent in the industry in Denmark were C. Gade (Herning, Køge), C. Raphaelsen (Hillerød, DAT), Alfred Jespersen (Esbjerg, Struer), Niels Nielsen (Nykøbing S, Odder), C. W. Whitt (Nakskov, Sønderborg), Leth Møller (Odder, Svendborg), F. Johansen (Åbenrå), Asger Jensen (Nakskov, Danpo), A. Hansen (Køge, Sorø), J. C. Andersen (Løgstør, Rønne), Th. Mossing Jensen (Gråsten, Vojens, and member of DBC's Main Board 1958–68), C. P. Wilhelmsen (Sorø, Hammel), H. Behnke (Gråsten, Samsø, Danish Bacon Committee, and ESS), Svend Truelsen (Nykøbing M), J. Ferdinand (Gråsten, Holstebro), and Svend Bojsen (Randers).

Several Danes returned home after lengthy periods as regular members of the staff, including Conrad Trautmann (Horsens, later secretary of the Co-operative Bacon Factories, Copenhagen), Ingvard Hansen (Sorø, Odsherred), Søren Bjerregaard (Randers, Vituna, Mørke), and F. Mejlvang (Vejle, Randers). Others stayed on to make a career within the company, among them E. Hamberg (later deputy chairman), H. Mikkelsen (Edinburgh), C. W. Holm (Leeds), S. Iversen (Exeter), F. Hauerslev (Stoke, Glasgow), E. B. M. Christensen (vice-chairman, DBC's Main Board, 1972).

In the 'thirties, the granting of work permits was severely restricted and fewer came over. Among those who came for a period as trainees and later took up important posts in Denmark were Anders Plettner (Samsø, Rudkøbing), Georg Reusch (Maribo), Knud Holm (Grenå, Skive, and later member of DBC's main board and chairman, 1970–73), Carl Christensen (Skanderborg, Skive), N. Arnth Jensen (Esbjerg, later chairman of the Federation of Danish Industries), Jørgen Callisen (Vojens, Fjerritslev), K. Hauschildt (Vrå, Silkeborg), Niels Hjorth (Randers, Grindsted), E. Kotyza (Skive, Allingåbro), E. Ryttergaard (Randers, Nibe, Nørre Sundby).










Left to right: *E. Kotyza, retired director, Allingåbro. With DBC in 1937: London, Birmingham, Liverpool and Hull*
H. Behnke, retired director and chief executive of Association of Danish Export Bacon Factories. With DBC in 1926
K. H. Holm, member of DBC's board 1966–73, chairman from 1970. Director of Skive bacon factory, retired 1973. Played an active part as one of the '19' in the move in the early 1960s for all cooperative factories to become members of DBC
Th. Mossing Jensen (born 1899). Director of Vojens bacon factory. Member of DBC's main board 1958–68
H. Buhr Vestergaard (Samsø and Ansager). DBC 1947 and Copenhagen office 1951–56. Secretary, Central Cooperative Committee, Copenhagen
E. Ryttergaard, director Nørresundby. With DBC in London and Hull 1937
N. Arnth-Jensen, Chairman of the Federation of Danish Industries. As a young trainee stayed with DBC London in 1933. Has vivid memories of the company then and its advanced methods of marketing
Georg Reusch, retired director Maribo. Spent 1931 as a trainee at head-office in London.





Charlie Hansen also kept in touch with the Danish political scene, and through his press relations officer, Aage Brinkmann, established contacts with leading politicians. He was particularly concerned to ensure that the ruling party, the Social Democrats, remained aware of the importance of the farming community as an earner of foreign exchange, in which respect he probably influenced the party's theorist, Knud Korst. Hansen was instrumental in arranging for the Prime Minister, Thorvald Stauning, to be entertained at the hall of a City guild during his official visit to London in 1937.

Parties of Danish farmers and representatives of co-operative bacon factories came over, usually on a week's tour, nearly every year, in order to see for themselves how their bacon and other produce was marketed. Conversely, tours of Denmark were organised for the British trade. For these tours, passenger ships were chartered and, with 200–300 Britons aboard, served as floating hotels, sailing between the Danish islands and calling at the principal ports. One of them, the ss *Vistula*, made front-page headlines in the Danish and British press, when, in 1936, it ran aground overnight in Grønsund, one British daily carrying an alarming piece about 200 British grocers shipwrecked in the Baltic. These tours, conducted at a time when charter travel had still to become general, were immensely popular and promoted mutual understanding between trader and producer which long endured. In 1938, Charlie Hansen was made a Commander of the Order of the Dannebrog.

During the war, when Denmark was occupied by Nazi Germany and London was the seat of the

Top: *12 April, 1937: Charlie Hansen with the Prime Minister of Denmark, Th. Stauning, at a guild hall in the City*
Bottom: *Party of Danish farmers being entertained at Charlie Hansen's farm at Cholsey, Berkshire, in 1938. Hansen can be seen in the centre in conversation with one of the guests.*


Berlingske Aftenavis

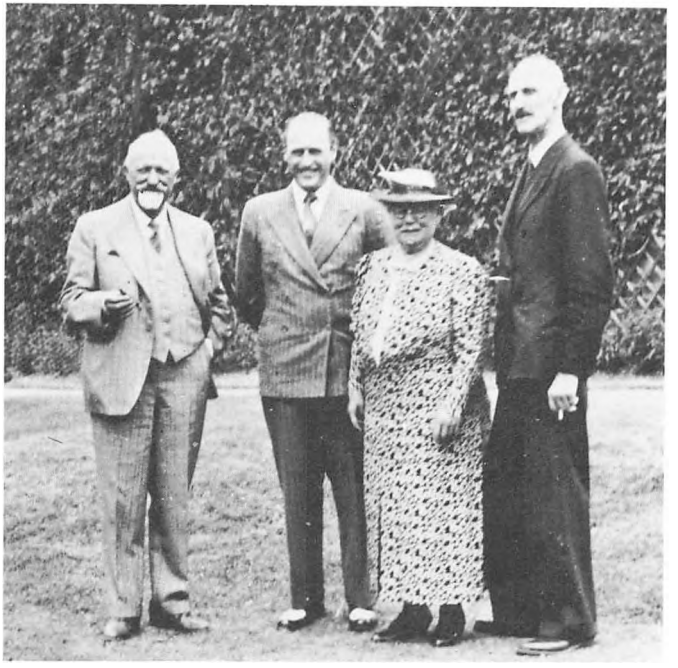
Russisk General tager Kommandoen i Madrid

Irun forsvarer sig med eksempellos Tapperhed

Jesse Owens bliver Professional

„Vistula" har ingen Skade taget af Grundstødningen

Arbejdstog kører med fuld Fart ind i et holdende Godstog ved Aarhus



Danish Council, representing Danes in exile, the council's most prominent member, the politician John Christmas Møller (subsequently Foreign Minister in the Liberation Government), was a frequent visitor to DBC's offices in Smithfield, often arriving on a bicycle, which he would carry upstairs for safe keeping in the commissionaire's office.

Exchange visits by DBC staff members and young Danes from the factories were resumed in the late 1940s. Those coming from Denmark then or since have included P. M. Bertelsen (Fjerritslev, Vojens, Hadsten ØAS, and member of DBC's main board from 1969), Poul Bojsen (Holbæk), H. Clausen Christensen (Grindsted, Meatcut), J. T. Poulsen Vad (Silkeborg, Hurup), M. Nøhr (Holbæk), H. Buhr Vestergaard (Ansager, Central Co-operative Committee), P. J. Nielsen (Silkeborg, Tulip-Grindsted), K. E. Nielsen (DAT), Egon Carlsen (Odsherred, Holstebro), A. S. Thomsen (Sønderborg, Tulip-Vejle), K. Hedetoft (Tulip), F. E. A. Andersen (Vojens, FSA), S. R. Agerskov (Vejle, Danish Crown), K. R. Nielsen (ESS, Danish Crown), Svend Gade (Thisted, Nykøbing M), Hakon M. Hansen (Grindsted, Thisted), V. P. Sørensen (Hammel, Skive), Erik Møller (Masnedssund, DOFO), Gert S. Haurum (Hammel, SYD).

When Herbert celebrated his seventieth birthday in 1964, a Frank Herbert Scholarship Fund was instituted, one of its objects being to assist study tours for students from the Economics Institute of the Royal Veterinary and Agricultural University in Copenhagen. Those who have visited England with the help of this fund have included Hans Dons Christensen (DOFO), Bjarne Møller Petersen (Danish Agricultural Marketing Board), Christian

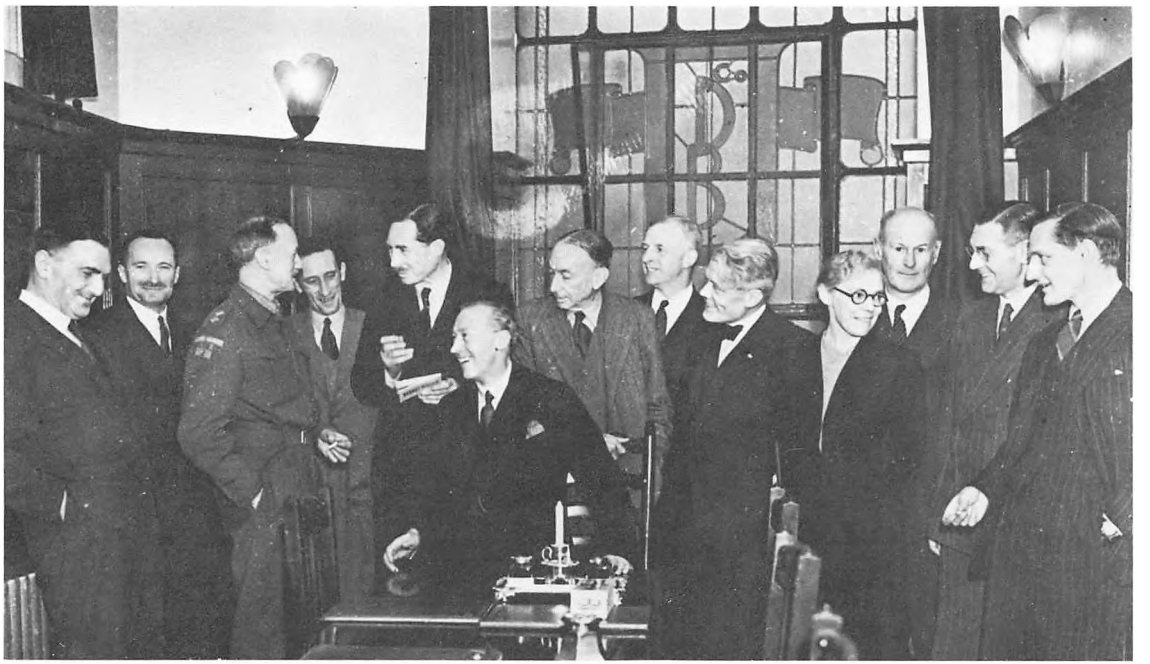
Top: *Copenhagen paper reporting that the previous day's alarming news of the grounding of the ship carrying a DBC party was exaggerated.*
Bottom: *1941 : Royal guests at the farm in Berkshire : King Haakon VII of Norway and the Crown Prince (now King Olav).*

Hvelplund (Danish Plant Breeding Ltd), P. Fredsted (Danish Shell), Jens Busk Larsen (Danish Shell), J. D. Vesterlund (Agricultural Council), H. R. Thomsen and Ernst Glerup (Joint Council, Danish Meat Industry), and Vagn Østergaard (National Institute of Animal Science).

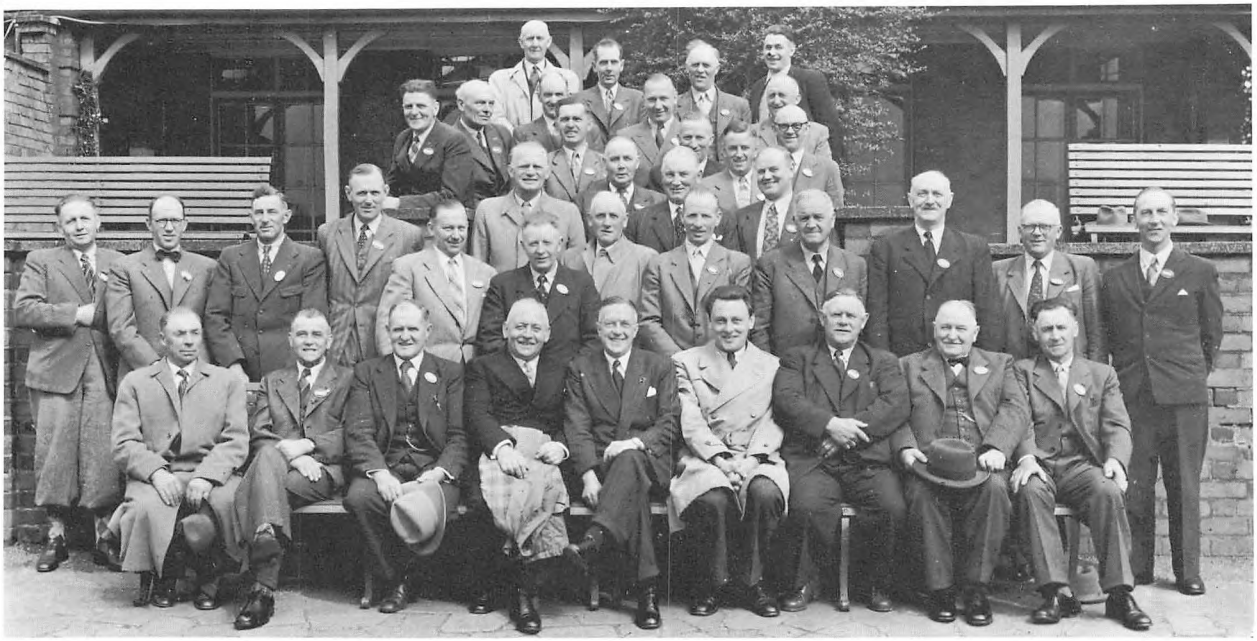
Tours were also organised for members of Danish co-operative committees. A participant in one of these tours, H. Sørensen, Vig, published an illustrated report describing his impressions, in which he emphasised the need for production and packaging to be aimed more precisely at the British market.

On the other side, every DBC manager has stayed, for longer or shorter periods, in Denmark. Such visits have been regarded as a valuable part of their training, and besides helping them to gain greater insight into their company have been instrumental in winning them many friends in Denmark.

The history of the Danish Bacon Company in its



1943: Wartime visitors.
L to R: Hodges, Iversen, Sir Jack Drummond, Rothwell, Ministry of Food, Herbert, Stevens, Neale, Brett, J. Christmas Møller, Meanwell, Sturton, Mann, and personal assistant to Sir Jack Drummond.
John Christmas Møller escaped from Denmark in 1942 and became head of the Danish Freedom Council in London. After the war he was appointed Minister of Foreign Affairs. He died in 1948. His son joined the British army and was killed in action in 1945.
Sir Jack Drummond was chief dietician to the Ministry of Food. He and his family were murdered in France when on holiday in 1952.




DANISH BACON COM P

Opposite top: *May 1954: Danish farmers and factory board members on tour in England*
H. Rosenberg, K. P. Jensen, Ansager; N. Møller, L. Olesen, Brønderslev; T. Nielsen, C. Haugaard, Fjerritslev; V. Hougaard, H. Pedersen, Grenå; H. Kruse, L. Lauritzen, Grindsted; O. Madsen, J. Mortensen, Hammel; J. Nielsen, J. K. Pedersen, Haslev; K. Larsen, J. Knudsen, Holbæk; J. Jacobsen, R. Hansen, Horsens; J. P. Hyldahl, Hurup; E. Pilemand, H. Petersen, Maribo; E. Henriksen, O. Højgaard, Nakskov; J. Hansen, G. Pedersen, Nykøbing F.; A. Pedersen, B. Olesen, Skanderborg; O. Lawaetz, M. Mortensen, Sorø; form. C. C. Korsgaard, D. Damsgaard, Thisted; J. Grøndahl, S. A. Nielsen, Vejle; J. Kristensen, H. Jensen, Vraa; P. Bojsen, DBC.
Opposite bottom: *1972: Party of Danish farmers outside DBC, Reading*
L to R: P. Brown and J. Fisker, DBC; Henning Grinsted, Wenbo; Hans Johansen, Svendborg; Gunnar Pallesen, Tulip; Niels Lundsgaard, Danpo; Kjeld Madsen, NV; Mogens Svendsen, Rønne; Harald Thiim, Danpo; Isak Bastholm, Nørre Sundby; Charles Poulsen, Struer; Hakon Winther, DB & CC; Peter Norup, Viborg; Søren Hansen, Fåborg; Jens Fisker, Skive; Uffe Barsballe, S.V.A.; Carl Laursen, Bjerringbro; Ernst Pedersen, Expo; Aage Snedker, Samsø; Peder Jensen, Rudkøbing; Herluf Bonde, Grenå; Carl Lei, Syd; Søren P. Christensen, Allingåbro; Marius Rasmussen, Danish Crown; Martin Pedersen, Thisted; Kristian Andersen, Hobro; Aksel Simonsen, Fjerritslev; Aage Pedersen, Akafa; Harry Eilsteen, Løgstør; Henning Møller, Nibe; Børge Egekvist, Aars; Johannes Feldthusen, F.S.A.; Peter Jensen, Danpo; Kresten Sunesen, Nykøbing Mors; Carl Sørensen, Hurup; J. Ethrington, DBC.
Below: *DBC technical staff on a visit to Randers, June 1951.*



seventy-five years would be incomplete if it failed to emphasise the company's significance in fostering so many deep and enduring friendships between Britons and Danes, and in helping to shape the destinies of so many people on both sides of the North Sea. All this has been a precious by-product of the company's declared object, as set out above in the Foreword by the Joint Chairman.



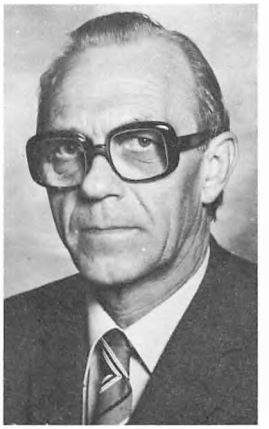


1974: Party of DBC employees in Denmark. Reception at Christiansborg Palace as guests of the Minister of Agriculture.
Outside Tulip Meat Packers, Vejle
Dinner at Munkebjerg, L to R Mrs Beazley, Bridgwater; D. F. Cooke, Brighton; J. R. Binks, Selby




DANISH BACON
DANISH BACON
DANISH BACON










DB & EC Committee as constituted 1976
Left to right: *H. Krogh Sørensen, chairman; O. Lawaetz, vice-chairman; A. Petersen, secretary; P. M. Bertelsen, H. E. Høy, S. Wamsler, P. Bojsen, V. Rabølle Knudsen, P. Albertsen, Kr. Bonefeld, B. H. Knudsen*

Postscript by the Joint Chairman and Managing Director



Since its inception, the prime management driving force of DBC on behalf of the people of Denmark has come from one individual person. It was true of its founder, C. L. Hansen, and certainly of Frank Herbert.

On my appointment as Managing Director in 1970 the company was ready for an infusion of a new sense of purpose. It responded magnificently, and I am glad to say that with the maturity which covers seventy-five years of experience, record successes have been enjoyed over the last five years. The company is sound and alert, and able to forge ahead along whichever path is chosen by Danish agriculture.

Its prospects are bright. There is a loyal and enthusiastic management and staff ready to service the ever widening market with high-quality Danish produce.

I look forward confidently to the next twenty-five years, when, in the year 2002, DBC will reach its centenary.

Erik Trautmann

DBC Corporate Danish Members

Joined

1902 Holbæk
1902 Nykøbing F
1902 Randers
1903 Fåborg
1903 Roskilde
1903 Haslev
1907 Hammel
1908 Horsens
1909 Odder
1911 Silkeborg
1912 Sorø
1913 Skælskør
1913 Vejle
1914 Odsherred
1914 Grenå
1916 Skanderborg
1916 Løgstør
1930 Samsø
1931 Ansager
1931 Fjerritslev
1931 DB & CC
1932 Svendborg
1932 Allingåbro
1934 Vrå
1946 Kalundborg
1946 Nibe
1947 Maribo
1947 Nakskov
1948 Grindsted
1950 Brønderslev
1950 Vojens
1951 Thisted
1952 Bjerringbro
1952 Hurup
1953 Frederikshavn
1953 Hadsten
1953 DOFO
1955 Køge
1955 Bogense
1957 Gråsten
1958 Hobro
1959 Sæby
1959 Ringsted
1959 Slagelse
1960 Hillerød
1960 AKAFA
1965 Esbjerg
1965 Kolding
1965 Masnedssund
1965 Hjørring
1965 Nørresundby
1965 Rønne
1965 Frederikssund
1965 Odense
1965 Skive
1965 Ebeltoft
1965 Års
1965 Viborg
1965 Nykøbing M
1965 Åbenrå
1965 Sønderborg
1965 Rødding
1965 Struer
1965 Rudkøbing
1965 Tønder
1971 DAT Schaub
1972 DANPO
1973 Butterdane
1976 Dairy Danmark

DBC Board Members

Appointed–Left	*Final position*
1902–1906	W. G. Watson *Chairman*
1902–1942	C. L. Hansen *Chairman*
1906–1918	O. Olsen *Chairman*
1908–1931	Frede E. Bojsen
1912–1940	P. Pedersen *Chairman*
1912–1930	L. Nielsen
1912–1923	O. P. Poulsen
1913–1919	G. A. Høfler
1919–1929	J. Clausen
1919–1946	D. Neale
1919–1927	A. Kjær
1919–1934	A. R. Fellingham *Managing director*
1920–1942	J. Rosenquist
1924–1952	C. H. Stevens *Vice-chairman*
1924–1968	F. Herbert *Chairman*
1929–1966	Fritz E. Bojsen
1932–1938	J. Theilmann
1934–1968	H. M. Iversen *Vice-chairman*
1934–1941	A. R. Martin
1938–1943	H. E. Hansen
1941–1944	L. A. Brett
1941–1958	H. Sturton
1943–1947	F. Hodges
1945–1948	L. Pedersen
1947–1972	R. Debonnaire *Vice-chairman*
1947–1969	E. O. Hamberg *Deputy chairman*
1947–1949	F. Hauerslev
1947–1967	F. M. Hollis
1949–1958	J. P. Jacobsen
1949–1958	N. N. Yding
1949–1961	S. R. Harmer
1949–1961	A. R. Mikkelsen
1957–1970	H. V. Andersen *Chairman*
1958–1972	E. B. M. Christensen *Vice-chairman*
1958–1969	C. A. Arnett
1958–1968	N. T. Mossing Jensen
1961–1977	H. K. Sørensen *Joint chairman*
1961–1967	R. B. Skinner *Managing director*
1966–1973	K. H. Holm *Chairman*
1967–1976	R. G. Rule *Vice-chairman*
1968–	P. M. Bertelsen
1968–	E. Trautmann *Joint chairman*
1968–	S. C. J. C. Snell
1969–	C. W. Sparrow
1970–1975	S. Knudsen
1970–1975	C. W. Bedford
1972–	S. H. Vincent
1972–	G. H. Porter
1973–	A. Cowlishaw
1974–1977	O. Lawaetz

DBC Food Importing Division Limited

Subsidiary	*Branch*	*Manager*
Imports & European Mktg	London	D. Bulmer
	Hull	P. Rollison
	Birmingham	L. S. Davis
	Bristol	N. Brown
	Edinburgh	W. Laing
	Grimsby	T. Atkin
	Manchester	C. J. Jewitt
	Newcastle	G. Miller
DBC (Fresh Meat)	London	T. Weiss
Heywood Schalburg, Pedersen	London	C. Schalburg
	Manchester	V. Thorgaard
Delcomyn Bacon Agencies	London	L. Fisher
Danish Fresh Meat A/S	Copenhagen	E. Krumbach (Mrs)

DBC (Wholesale)

Opened	*Branch*	*Present Manager*
1920	Hull	K. Rowlin
1921	Edinburgh	D. R. Hossack
1924	Liverpool	R. Curtis
1925	Birmingham	A. S. Wild
1926	Stoke	D. W. Dean
1928	Cardiff	J. L. W. Rowland
1928	Ipswich	A. H. Vinyard
1928	Bristol	B. E. Fehrmann
1928	Portsmouth	D. J. Hawkins
1930	Exeter	K. Welburn
1931	Loughborough	G. E. A. West
1935	St Albans	B. Cunningham
1939	Southampton	W. Hanby
1939	Newcastle	D. H. Whiteley
1940	Brighton	D. F. Cooke
1940	Reading	P. Brown
1940	Carlisle	J. E. Simpson
1940	Manchester	A. Bailey
1940	Croydon	K. A. Hawkins
1940	Guildford	A. E. Wiltshire
1941	St Blazey	J. F. Rump
1942	Glasgow	D. J. Robertson
1942	Leeds	J. H. Strickland
1942	Rotherham	C. Chadburn
1942	Lincoln	L. W. Clark
1942	Maidstone	W. Bracknell
1943	Norwich	A. J. Lovelock
1943	Bournemouth	W. V. J. Smith
1943	Kendal	A. S. Watson
1944	Cambridge	A. M. Morgan
1948	Bridgwater	S. J. Beazley (Mrs)
1949	Nottingham	F. J. Long
1950	Hereford	D. Churchard
1951	Bedford	C. G. Taylor
1952	Leicester	R. N. Avery
1952	Preston	J. Bradshaw
1952	Darlington	T. Allison
1962	Brentwood	P. B. Walder
1966	Brighouse	B. Markham
1967	Witney	G. H. E. Hutton

Subsidiary	*Branch*	*Manager*
Patrick Grainger & Hutleys	Cambridge	J. Law
	Bermondsey	E. Clowes
	Fordingbridge	J. Hayes
	Stansted	H. J. Oliver
	Spalding	G. Nelson
W. J. King	Sheffield	G. H. Richardson

DBC Food Processing Division Limited

SFP	Selby	A. W. Fryer
	Reading	J. Miller
	Maidstone	P. Rule
	Exeter	

Acknowledgements

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Reginald Spink
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