



# The SFA ROI

## 2010 Biennial Report to Members

**SFA**<sup>®</sup>  
**SNACK FOOD**  
**ASSOCIATION**  
*An International Trade Association*





# About SFA

***“To create resources which fuel and reinforce value for SFA members by offering services and relationship building forums for members in support of industry growth and dynamic relevance.” – the SFA mission.***

**T**he **Snack Food Association (SFA)** is the international trade association of the snack food industry representing over 400 snack manufacturers and suppliers worldwide. Since 1937, SFA has worked with manufacturers of potato chips, tortilla chips, cereal snacks, pretzels, popcorn, cheese snacks, snack crackers, meat snacks, pork rinds, snack nuts, party mix, corn snacks, pellet snacks, fruit snacks, snack bars, granola, snack cakes, cookies and various other snacks.

**Advocacy – Government Relations.** SFA is involved in federal and state developments that affect member companies, their owners, executive team, and employees. SFA testifies before Congress, presents detailed, reliable information to governmental agencies, works with lawmakers of both parties, and sponsors an annual Day in DC Spring Summit, during which members meet with Congressmen and Senators to discuss the important issues of the day. SFA’s Political Action Committee, SnackPAC, provides financial support to the campaigns of candidates and lawmakers who share our views on important issues that affect our members and their businesses.

**Education & Training.** SFA provides a broad curriculum of education and training to help member companies stay abreast of new developments, both for executives and management personnel. These include SFA’s Executive Leadership Forum for owners and top executive leaders; the Management Workshop, for sales and marketing and manufacturing and technology professionals; the Total Quality Management Course, the Snack Food Processing Short Course for corn-based snacks food products, and other training and educational programs created specifically for the snack food industry. SFA also provides training manuals, DVDs, and advanced educational opportunities through leading universities.

**Connections.** SFA’s relationship building forums include SNAXPO, SFA’s annual education conference and trade show, which brings suppliers and manufacturers from around the globe together in the world’s largest exposition dedicated to the snack food industry. SFA also co-sponsors the Sweets and Snacks Expo, which provides a forum for snack manufacturers to exhibit and connect with buyers, retailers and brokers worldwide, as well as an educational conference and trade show designed for Latin American companies. SFA builds partnerships with allied industry organizations in events, programming, education, and government affairs activities – all designed to maximize the industry’s effectiveness. **SFA**

## Overview

### The SFA ROI – Value. Results.

**T**hose two words clearly represent the Snack Food Association's commitment to members, and the benefits members receive as they take advantage of the programs and services that SFA provides. **Value...** for the investment member companies make in their trade association as it represents the industry before government, provides educational opportunities for growth, and offers forums for the sharing of ideas and establishing new and stronger business relationships among peers, suppliers, and experts around the world.

**Results...** enabling members to grow their businesses, better serve their customers, grow stronger, and increase profitability.

*The concepts of value and results are embodied in every SFA program and member service, whether it is our government relations initiatives, education and training, or continuing efforts to reach out to our industry and allied industries.*

Over the past two years, in a time of immense economic challenges and dramatic change in the halls of government, SFA provided its members with strong and unwavering support on virtually every front.

There were challenges caused by a deep recession, skyrocketing commodity prices, growing and dramatic concerns about food safety, and increasing governmental involvement in many areas of business activity.

There were efforts to enact legislation that would interfere with employers' relationships with employees and questions about whether snack food products can fit in a nutritious diet and be included in meals served at school or in the grocery baskets of those who receive food stamps.

All along the way, SFA has forged partnerships with other groups with similar concerns as an effective way of strengthening our voice and maximizing our resources.

In the following pages, we report on these efforts and activities over the past two years. **SFA**





# Advocacy

**W**hen President Obama took office in January 2009, many were concerned that massive political upheaval would result in legislative and regulatory actions from Washington, DC that would be harmful to business.

Although many potentially costly and troublesome initiatives surfaced, most did not materialize as business groups, including SFA, mobilized their resources.

SFA's members played an important role and continue to do so, as they contacted their Members of Congress and state legislators informing them how proposals would affect their businesses and employees.

While many of those issues were still in play as 2010 came to a close, the mid-term election results hold promise for less governmental intrusion over the next two years. In this new political atmosphere, SFA will continue working to represent the interests of our members.

## The Day in D.C. Spring Summit

SFA's Day in D.C. Spring Summit, SFA's annual legislative seminar, is a central part of the association's government affairs efforts.

The 2009 Spring Summit took place just months after the election of President Obama, amid concern that a massive anti-business agenda would inflict new limits on business.

"It feels very much like our industry is under siege," commented SFA President and CEO Jim McCarthy, as a strong contingent of SFA member company executives held dozens of meetings across Capitol Hill with lawmakers.

The 2010 Spring Summit was held May 17-19 in concert with the U.S. Chamber's Small Business Summit in Washington.

More than 40 snack industry executives met in person with members of the U.S. House of Representatives and Senate, and discussed such issues as food safety, nutrition, labor, and energy policy.

Following is a summary of major issues addressed at the 2010 Summit and of continuing concern to SFA:

## Food Safety

With food safety reform a top priority for the Obama administration and Congress, SFA and other national food associations established consensus principles for food safety legislation. These were largely included in bills approved by both houses of Congress and signed in January 2011 by President Obama. Included were provisions to: require food manufacturers to prepare food safety plans; to assure the safety of imported food and fruits and vegetables; to increase inspections focusing on facilities that pose the greatest risk, and to give the Food and Drug Administration authority to order mandatory recalls.

SFA opposed a proposed imposition of a \$1000 per facility registration fee on food manufacturing operations, a provision that was eventually eliminated.

## Preserving Choice for SNAP Recipients

The Supplemental Nutrition Assistance Program (SNAP) is the new name for the food stamp program, and SFA has opposed efforts to restrict certain foods, including some snack foods, recipients can purchase with SNAP dollars.

During 2008 Farm Bill discussions, SFA led a coalition of groups to educate lawmakers on the impact of such a change. Consequently, no new prohibitions on food stamp purchases were adopted in the Farm Bill.

However, in 2010 there was renewed discussion in the House Agriculture Committee about the U.S. Department of Agriculture developing lists of foods that do not



meet science-based nutritional standards and then prohibiting their purchase under SNAP.

Therefore, SFA continues to advise Congress that such changes would cause unnecessary complexities, stigmas, and confusion regarding food stamps, and would be at cross-purposes with the program's intent – to reduce hunger, and support families in difficult times. Over the next two years, SFA will continue to work with our coalition to educate Members of Congress and other key stakeholders during consideration of the 2012 Farm Bill.

#### Promoting Sound Nutrition in Schools

SFA over the past two years supported initiatives to improve the nutrition of foods served in our schools.

The Child Nutrition and WIC Reauthorization Act (CRNA) was renewed in 2010 as Congress approved and President Obama signed a \$4.5 billion, 10-year reauthorization bill that requires USDA to develop nutrition standards for foods sold in schools.

SFA was pleased that the reauthorization of the CRNA redefines competitive foods (those that provide less than five percent of recommended intakes for eight key ingredients) sold within the school environment. SFA will continue to work with Congress and the USDA as the rulemaking process proceeds.

SFA also supports congressional action to help end childhood obesity. It is critical to provide families with information and tools to make smart choices and increase physical activity in schools and communities.

SFA supports the Healthy CHOICES Act, a comprehensive anti-obesity bill that would expand obesity treatment and preventive services, improve access to locally-grown nutritional food, enhance phys-ed opportunities, support education about package labeling, and realign transportation policy to promote healthier lifestyles.

#### Sodium/Dietary Guidelines

Pressure for a reduction in sodium continued to build as the U.S. Department of Health and Human Services worked to complete its new Dietary Guidelines for Americans.

As those guidelines were developed, the anti-sodium chorus grew even though a healthy diet must include a balance of sodium and potassium.

SFA reminded lawmakers and policymakers of this important fact and that snack food products provide only a small percentage of total sodium consumed daily by most Americans.

Reports by the Centers for Disease Control and the Institute of Medicine called for a reduction in sodium in foods, and in New York City, a National Sodium Reduction Initiative was launched, urging food manufacturers and restaurants to cut salt levels by 20% over five years. On November 8, 2010 the New York City Department of Health and Mental Hygiene announced a new campaign urging consumers to compare labels and choose foods with less sodium.

The Centers for Science in the Public Interest petitioned the FDA to remove sodium from the Generally Recognized as Safe (GRAS) list of foods. SFA opposes any such effort and believes the appropriate forum to consider nutrient guidelines for sodium is the U.S. Dietary Guidelines.

#### Front-of-Pack Labeling

A number of front-of-package (FOP) labelling systems have been proposed in recent years.

SFA has indicated it can support a front-of-package labeling system based on science, if it is voluntary and uniformly applied throughout the food industry.

SFA continues to work with members and other industry organizations to this end.



### Limiting the Impact of Biofuels Policy on Food Costs

A five-fold increase in the production of conventional biofuels since 2000, along with rising energy prices, poor weather, and global demand contributed to volatile commodity price and food inflation in 2007 and 2008. SFA supports efforts to reduce the impact of biofuels on food costs and believes that new renewable fuel standards should be delayed. SFA also opposes allowing ethanol blends above 10 percent pending additional scientific analysis. SFA supports the Affordable Food and Fuel for America Act, which would gradually reduce the ethanol import tariff and income tax credit.

In 2010, the Environmental Protection Agency considered a petition from the ethanol industry to allow ethanol blends higher than the current 10 percent to as much as 20 percent. EPA approved an increase to 15 percent, a decision that was opposed by SFA.

SFA believes appropriate assessments of biofuels' impact on climate change and the effect of higher blends on engines are needed and SFA urged EPA to delay its decision until cellulosic and advanced biofuels are commercially available throughout the U.S., and until Congress phases out the ethanol import tariff. Also, a National Academy of Sciences study required by federal law must be completed and sufficient time provided for all stakeholders to educate the EPA on the consequences of the proposed change.

SFA supports the Affordable Food and Fuel for America Act, which would gradually reduce the tariff and the income tax credit for ethanol.

### Keeping Manufacturers' Energy Costs Low

SFA strongly opposes proposed "climate change" energy policies that would place unreasonable burdens on snack food manufacturers, consumers, and the entire economy.

A proposed cap on the allowable carbon emissions of individual companies is, in effect, a tax on the energy that those companies, such as snack food makers, need to operate and provide food products for consumers.

## Strengthening SFA's Voice

Over the past two years, SFA has strengthened its ties with allied organizations to leverage its advocacy efforts in behalf of members and the industry.

In 2009 SFA began a partnership with the Business & Industry Political Action Committee (BIPAC) to work together on common legislative issues. A special link on the SFA Web site, "Take Action", connects visitors to summaries of key pending legislation and provides resources for contacting lawmakers. That service is made possible by BIPAC.

SFA also works closely with other business and industry groups and coalitions to avoid duplication of effort and conserve resources, while providing a stronger voice for members. These include the Grocery Manufacturers Association (GMA), the Food Marketing Institute (FMI), the American Bakers Association (ABA), Biscuit & Cracker Manufacturers' Association (B&CMA), The Peanut & Treenut Processors Association, The American Peanut Council, and others. **SFA**



SFA will continue to oppose initiatives that would raise energy costs on snack food manufacturers.

### Preserving Workers' Rights

Over the past two years, SFA joined with other business groups, including the U.S. Chamber of Commerce, to oppose the Employee Free Choice Act (EFCA).

Known as the "card check bill" because it would allow workers simply to check a card to approve or disapprove establishment of a union, the bill was an announced priority of the Obama Administration and organized labor. However, strong business opposition and rising unemployment combined to stall the bill in Congress.

SFA educated its members about this issue, conveyed our industry's concerns to members of Congress as part of our Day in DC Spring Summit in 2009 and 2010, and



## The Importance of SnackPAC

**A**s SFA's government affairs representatives work with members of Congress and their staff members on important industry concerns, the ability to help those lawmakers who support us is critical.

That's where SnackPAC, SFA's federal Political Action Committee, comes in. SnackPAC is a nonpartisan, political action committee of the snack food industry. Through personal contributions, the industry can combine its resources to support the election campaigns of candidates for the U.S. House of Representative and U.S. Senate.



SnackPAC is dedicated to protecting and defending the interests of the snack food industry. It supports pro-business Members of Congress and candidates who have consistently supported the snack industry. SnackPAC provides an excellent way for SFA members to combine their support of such candidates. Among the select group of candidates who received SnackPAC contributions from 2008 were then House Minority Leader John Boehner (R-OH), Rep. Jim Jordan (R-OH), Rep. Tim Holden (D-PA), Rep. Joe Pitts (R-PA), Rep. Collin Peterson (D-MN),

and former Rep. Rob Portman (R-OH).

SnackPAC receptions are held at major SFA events, including the annual Executive Leadership Forum in September and SNAXPO. Contributions are used to fund the contributions made by SnackPAC to those candidates selected for support. **SFA**

established a special website providing information and an easy-to-use system for contacting lawmakers.

### Fleet Operations

SFA has been active on numerous legislative and regulatory developments that can have a direct impact on the cost and efficiency of the snack food industry's fleet operations. These include representing our industry's interests regarding:

- Efforts to limit the scope of independent contractor

status and make it more difficult to classify workers as independent contractors;

- Rewriting the rules governing hours of service (HOS) for commercial truck drivers;
- Requiring installation of electronic onboard recorders by fleets with patterns of HOS violations;
- Prohibiting texting by interstate truck drivers, prompting concern about possible restrictions on other in-cab devices that are critical to fleet management practices;
- A costly rule on entry-level driver training of commercial drivers;
- Development of new federal standards for determining a fleet's safety status;
- Proposed competing legislation to loosen federal rules on truck size and weight restrictions, or further limit the ability of states to allow more productive vehicles;
- A final rule to establish curriculum specifications for certification of medical examiners who conduct physical examinations of commercial drivers.

### Advertising to Children & FTC Authority

Food manufacturers have voluntarily dramatically reduced their advertising during TV programming for children – ads for snacks decreased by 60 percent from 2004-2008. Snack food companies are working to fight childhood obesity by reducing calories, fats, sugars, and sodium and devising labels to make nutrition clearer for consumers.

However, FTC and other federal agencies proposed poorly conceived advertising guidelines to restrict marketing of many healthy, nutritious foods to children. The guidelines are voluntary, but FTC notified the food industry that mandatory rules would follow if they were not adopted. SFA opposes this effort by FTC.



### Other Key Initiatives

- SFA joined the National Automatic Merchandising (vending) Association, in comments to FDA asking that new vended food nutrition labeling requirements be easy to comply with.
- SFA joined the Peanut and Tree Nut Processors Association in comments to the U.S. Department of Transportation opposing proposed restrictions of peanuts on commercial air flights.
- SFA signed a coalition letter asking the Obama Administration to fulfill a provision of NAFTA that has restricted qualified Mexican trucks from transporting goods in the US.
- SFA President & CEO Jim McCarthy spoke at a USDA forum opposing private efforts to develop a new GMO corn variety specifically for biofuels which would interfere with the functionality and properties of food-grade corn.
- SFA submitted comments to the Canadian government requesting delay and reconsideration of requirements for separate food safety inspection and licenses on potato chips and dehydrated potato entering Canada from the U.S.
- SFA sent comments to the State of New Jersey regarding efforts to enforce labor standards for overtime compensation on sales personnel who should be exempt from this compensation by law.
- SFA submitted comments to the FDA's Strategic Priorities for 2011-2015, reminding the agency that much has been done by SFA to address the agency's concerns regarding trans fat and sodium content in foods. SFA will emphasize our industry's efforts to adopt food safety measures and support passage of the new Food Safety Modernization Act. **SFA**

## Actions on Acrylamide



**In January 25, 2010**, SFA submitted to the Food and Drug Administration detailed data regarding acrylamide and industry efforts to reduce its formation in foods.

"Providing a wholesome product is the number one concern of our members," SFA wrote. "For that reason, when dietary acrylamide was discovered in processed foods in 2002, our members began studying the issue to better understand the risks and potential mitigation options. While the evidence that current levels of dietary acrylamide pose a health risk is not conclusive, our members take this issue very seriously. We believe that being proactive on the health and safety of our consumers is the right thing to do."

SFA advised FDA that members have been working closely with regulators and other food manufacturers worldwide to develop effective methods for reducing the formation of dietary acrylamide in processed foods, which have proven to be effective.

SFA also provided FDA with recommendations to consider as the agency develops a regulatory framework and risk management approach to acrylamide. SFA said priority should be given to managing acrylamide levels in the complete diet, not specific foods, and that rather than establishing maximum levels for each product type, "FDA should facilitate the reduction of acrylamide levels to the lowest feasible levels."

### Informing Members & Consumers

In December 2008, SFA sponsored a special conference on acrylamide at Ohio State University that was attended by nearly 100 SFA member companies. Expert speakers provided up-to-date information on acrylamide in foods and the mitigation efforts.

At SNAXPO 2009, industry initiatives to reduce acrylamide were discussed in a special educational session, and attendees were advised to continue efforts to minimize acrylamide formation in their products. Speakers included legal, scientific, and industry experts.

SFA helped to create a new Website presenting information for consumers about acrylamide, and also provides information for both consumers and member companies on its own Website, [www.sfa.org](http://www.sfa.org). **SFA**

# Connecting Thr

**W**hether it is the keynote presentations and seminars offered at the annual SNAXPO conference and trade show, the Executive Leadership Forum, the SFA Management Workshop, or a broad range of industry-specific courses and seminars, SFA is dedicated to advancing knowledge within our industry and member companies.

## SNAXPO

SNAXPO is the world's largest trade show devoted exclusively to international snack foods. At the 2010 show in Fort Worth, TX in March, nearly 1500 industry professionals from some 35 countries gathered to explore key issues and ideas, as well as opportunities to improve their businesses in the year ahead.

More than 135 exhibitors displayed and demonstrated the latest products and services available to the industry during a two-day trade show that featured cutting edge equipment and technology, ingredients, seasonings, packaging, and new product opportunities that respond to today's snack consumers.

The trade show featured an exciting new product tasting area, where dozens of new snack products that responded to today's growing consumer interest in healthier-for-you foods and those with full flavor and spicy profiles were sampled by SNAXPO attendees.

Each year at SNAXPO the annual State of the Industry Report is presented, providing important insights into current trends and consumer behavior.

In presenting the State of the Industry Report in 2010, Sally Lyons Wyatt, Senior Vice President, SymphonyIRI

Group, discussed the impact of the economic downturn on the industry and outlined opportunities for snack food companies.

Additional sessions were held on acrylamide developments, consumer trends and private label, and, as always, a special day-long program was held exclusively for Latin American attendees. The SNAXPO 2010 keynote speaker was Carlos Gutierrez, former CEO and Chairman of the Kellogg Company and former U.S. Secretary of Commerce.

## Executive Leadership Forum

The annual Executive Leadership Forum, an exclusive, invitation-only event, is the only snack food industry conference developed specifically for presidents, chief executive officers, and owners. Leadership sessions addressing executives' top level concerns are presented in an event held in an exclusive resort setting with time available for peer-to-peer discussions, social, and recreational activities.

Headline speakers at the 2009 conference in Naples, FL, included Fox News business and financial journalist Stuart Varney; Hank Armor, President and CEO, National Association of Convenience Stores; Dr. Nona Woolbright, Associate Professor, Clemson University; and James Mapes, business and personal performance coach and author. Executives also were briefed on Rapid Recall Exchange, a service that applies industry expertise and best practices to standardize product recall and withdrawal notifications between retailers/wholesalers and suppliers.

The 2010 Executive Leadership Forum in Half Moon Bay, CA, featured addresses by Stephen Hadley, former National Security Advisor to President George W. Bush; Dr. Charles O'Reilly, Stanford Graduate School of Business; Steven C. Anderson, President and CEO, National Association of Chain Drug Stores; Joanne Bond, Certified





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Hudson Institute Coach, and Dr. Edmond J Seifried, Chief Economist, Professor of Economics and Business, Lafayette College.

## Management Workshop

Each year, the SFA Management Workshop provides educational workshops and seminars created specifically for snack food industry sales and marketing and manufacturing and operations professionals.

At the 2009 Workshop in Charlotte, NC, nearly 100 attendees participated in discussions that centered around human relations and communications, consumer trends, key governmental developments, brand building, and capitalizing on business opportunities.

The 2010 Management Workshop, held in Birmingham, AL, was packed with tools and information designed to help snack food companies' management personnel meet the challenges of today and into the future.

Sessions covered government affairs initiatives, food safety audits, consumer concerns, and steps to improve management and results. There was an informative tour of the Golden Flake Snack Foods plant in Birmingham.

"It was one of the best meetings I've attended throughout the years," said Michael Schena, president, Better Made Snack Foods, Inc., Detroit, MI. "The agenda was very precise and covered many of the topics that we are all dealing with, both today and in the future. My people took back a lot. The range of subjects covered was perfect and the tour was one of the best I've ever been on."

## Total Quality Management Course

SFA annually sponsors, with the Center for Innovative Food Technology (CIFT) and The Ohio State University, Columbus, OH, the Wilbur A. Gould Total Quality Management Course, which offers hands-on snack production training in

an excellent laboratory setting.

This four-day education program is designed specifically for quality assurance/quality control personnel and provides snack production personnel with a solid understanding of how snacks are manufactured, why quality is important, where to emphasize quality control, what measurement instruments and methods can be used, when to evaluate quality, and who should be responsible for ensuring quality.

The course combines classroom lectures from leading experts in the snack food industry with practical lab work in The Ohio State University's Pilot Plant Laboratory. It is designed for snack manufacturing decision makers such as line production personnel and supervisors, quality assurance personnel, production management, and suppliers researching the needs and production methods of their customers.

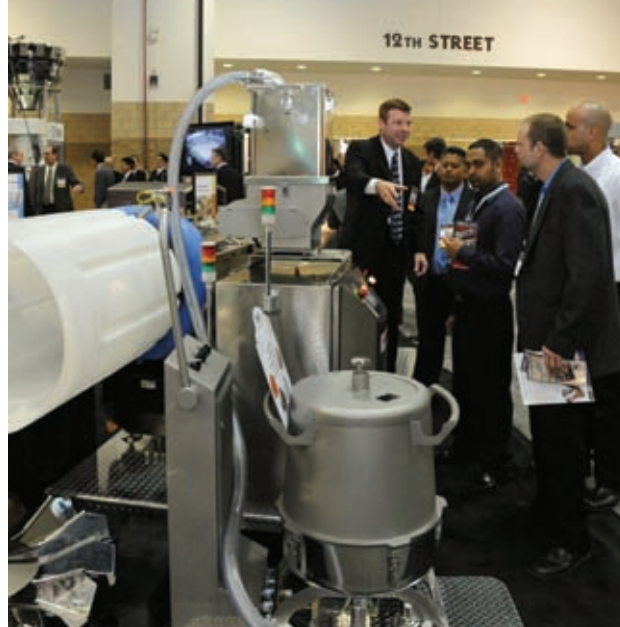
The 2011 Course will be held September 13-16 at The Ohio State University.

## Snack Food Processing Short Course

The Practical Short Course on Snack Food Processing Extruded Snacks and Tortilla Chips, where attendees learn the basics of corn-based snack food processing, is held each year at Texas A&M University in College Station, TX.

Attendees learn the principles and characteristics of extruders and support systems for effective selection and operation; review current practices for preparation of fried corn chips, corn tortilla chips, half products and other extruded snacks; demonstrate equipment in operation, and discuss practical aspects of snack food processing technology.

The weeklong course covers the chemistry and technology of corn and corn related snacks.



### Potato Expo

The Potato Expo is held annually in conjunction with the U.S. Potato Board (USPB) and National Potato Council. SFA works with the USPB on this and other programs, including the International Chip Symposium sponsored by the USPB.

This event is the only industry-wide opportunity for growers and manufacturers to meet and work together, and network as an industry to respond to the changing and challenging issues of the day – and to capitalize on new opportunities just around the corner.

### Potato Chip Breeding & Variety Trials

The Chip Variety Trials sponsored by SFA with USPB are designed to evaluate advanced and promising seedlings in nine production regions, Idaho, Texas, Minnesota, Wisconsin, Michigan, Pennsylvania, North Carolina, Florida and Maine. In addition, USPB/SFA Potato Breeding Trials are held in Idaho, Michigan, North Dakota, Minnesota and New York.

SFA and USPB have released the 2009 Potato Chip Variety Trials and Potato Breeders Research reports, which evaluate the development of cold chipping varieties that produce acceptable chips from cold storage temperatures. They also evaluate the development of cold chipping potato cultivars that yield potential disease and insect resistance with chipping and cooking quality. Both of these research reports are now available on SFA's Website, [www.sfa.org](http://www.sfa.org).

### Sweets & Snacks Expo

In recent years, SFA has joined with the National Confectioners Association in the Sweets & Snacks Expo, held annually in May in Chicago. SFA member companies are invited to exhibit and attend, reaching out to buyers and industry executives from many channels within the food industry.

### Continuing Education

Working with Saint Joseph's University, SFA offers continuing education courses in food product development, marketing, developing business plans and more. For food

science training, SFA also partners with The Ohio State University on a five course series covering food safety and quality, food chemical safety, food processing, food science, and bio-security.

### Publications & Resources

More than 20 manuals and publications offering detailed information on a wide variety of industry processes and procedures are offered for sale by SFA at [www.sfa.org](http://www.sfa.org). They include:



- **Edible Oil Manual** – Produced with the help of the American Oil Chemists Society, this publication reflects current practices and new discoveries in the areas of Vegetable Oil Processing, Chemistry and Applications.
- **Chipping Potato Handbook, 2nd Edition** – This guide to chipping potato uses in the snack food industry evaluates varieties, shows how to spot defects, measures specific gravity, and identifies many problems that might affect the quality of finished potato chips.
- **Corn Quality Assurance Manual, 2nd Edition** – Included is useful practical and selected theoretical information on corn quality and processing properties related to snacks. Topics include: Food Quality & Methods of Testing Corn; Methods for Testing Fats and Oils; Methods for Manufacturing Corn Based and Related Products; Dry Masa Flour and Processed Intermediates; Methods for Testing Chips; Packaging for Corn-Based Snacks and Tortilla Chips; Corn Meal Extrusion; Third Generation Snacks; Popcorn Manufacturing.
- **Total Quality Management Manual** – This publication illustrates the philosophy and tools of total quality management. It includes technical information regarding raw materials and processes for snack food manufacture, quality assurance tests and analysis, regulatory requirements for manufacturing practices, sanitation design, principles and practices, and guidelines for food security and defense.
- **Color Standards Reference Chart for Potato Chips** – This visual reference chart shows the range of potato chip



colors and includes colorimeter values. Measures 17" W x 22" L

- **DVD on Potato Chip Quality** – SFA's "The Essence of Quality Potato Chips" DVD demonstrates to chip manufacturers and growers how to produce quality chips from the field through processing. Covered are such topics as chipping, production, receiving and handling, maturity and storage of potatoes, grading and quality evaluation, and manufacturer and quality evaluation.

#### Seminars & Webinars

SFA makes available ongoing seminars and on-line webinars to help members stay abreast of developments regarding specific industry issues. They include:

- **In-Plant Food Safety Training** – SFA and the American Institute of Baking (AIB) offer members in-plant food safety training sessions especially tailored for the snack food industry. These customized training sessions are conducted by AIB auditors and composed of three different training options that can be conducted at individual company manufacturing plants.

- **Sanitation Workshop** – SFA and seven other leading food industry organizations sponsored an industry sanitation workshop to help companies avoid food contamination in their plant operations.

- **Nut Handling & Processing-Parts I & II Webinar.** Nut Handling and Processing for Confectioners and Small Nut Processors webinar was sponsored by SFA, ECOLAB and Deibel Laboratories.

- **Food Safety Webinar: Peanuts, Pistachios, Swine Flu: What's Next?** Designed to help snack food companies prepare for possible food safety incidents, this webinar was developed for the snack food industry by SFA Counsel Hogan Lovells and offered information and insight to help guide future strategies.

## The Annual State of the Industry Report

**E**ach May, SFA publishes the annual State of the Snack Food Industry Report within the pages of *Snack World*, the association's quarterly magazine.

The report combines information from the report presented at SNAXPO by SymphonyIRI Group with data developed independently by SFA.

The 2010 report, "Redefining Value," provides key dollar sales, unit sales and volume figures in the snack food industry over the past year. The report detailed steps being taken by snack manufacturers to offer value to their customers through price, brand, taste, convenience, wellness, sustainability and indulgence.

The 2009 report, "Opportunities for Growth," analyzed the performance of snack food companies in the face of the recession, combining data from research by Cypress Research Associates and interviews with leading industry executives.

The annual State of the Industry Report serves as a valuable resource for our industry. **SFA**



- **Food Safety Webinar.** Another two-part webinar created to help food manufacturers prevent the contamination of salmonella in low-moisture, ready-to-eat products in certain snack foods, was provided by SFA in cooperation with the Grocery Manufacturers Association (GMA). This webinar provided a medium for sharing the collective industry expertise for the identification of risk factors associated with salmonella contamination.

- **Listeria Webinar.** This two-part webinar sponsored by The Food Institute, covered key points involved in listeria control and regulation. Officials from the USDA Food Safety & Inspection Service and the Food and Drug Administration, as well as top attorneys and industry scientists, were the presenters. The program covered such topics as implementation of control programs to prevent listeria and what actions to take when listeria is discovered.

- **Webinar on Ag Rules.** SFA offered this webinar with the Ohio Department of Agriculture on its new rules and a new annual fee, for all food processing establishments, including manufacturing and warehouse operations. **SFA**



# Industry Outreach

**P**articipation as an SFA member provides a unique opportunity to meet and establish relationships with your peers within the industry, as well as with many of the world's leading suppliers to the snack industry. Those supplier members provide products and services that contribute to the success of virtually every snack manufacturing operation worldwide. They include raw materials, ingredients such as seasoning, processing equipment like fryers, ovens and extruders, as well as packaging materials and equipment – all essential to the production, manufacturing, and sale of snack food products.

## Beyond Borders...

SFA continues to reach out across the borders of the U.S. to serve snack food executives from around the world, and to take advantage of international snack food venues for the benefit of all of our members.

With the association's membership including industry executives from over 40 countries, SFA partners with many organizations in the U.S. and abroad to enhance SFA programs and member services.

SNAXPO, the association's annual convention and trade show, attracts attendees from as many as 35 nations, and features a day-long special session designed specifically for executives from Latin America. The session covers major issues and developments of concern to international attendees and is conducted entirely in Spanish.

SFA cosponsors the annual Canacintra meeting in Mexico City, the most important event of the snack food industry in Mexico, where executives come together in to share ideas, network, and learn. Espiridion Valdes Rodriguez, former Director of Manufacturing at Barcel S.A. de C.V., previously served as Canacintra's snack section past president and as a member of SFA's Board of Directors.

SFA participates in the European Snack Food Association's SnackEx, an annual convention and trade show, and regularly works with ESA on regulatory and technical issues affecting the industry. SFA also works closely with the Canadian Snack Food Association, whose members also are members of SFA.

Participating in SFA literally opens a world of opportunities for members to learn, to succeed, and to prosper. **SFA**



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