

EXTRA EDITION

MOORE FAMILY TO BUY SALT BUSINESS FROM G. F.

Chronology Of Diamond Crystal

1879... The Nicol Woolen Mills Company. 1886 (April 10)... St. Clair Rock Salt Co., Mark Hopkins, President. 1886 (May 10)... St. Clair Rock Salt changed name to Diamond Crystal Salt Company...



Mr. Charles F. Moore, former general manager of Diamond Crystal-Colonial Salt Co. looking over the agreement between the Moore family and General Foods...

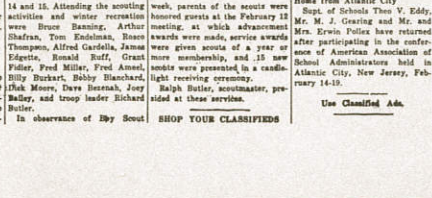
Employees Learn News At Special Meeting Today

Mr. Charles F. Moore summoned supervisors of the company this morning and notified them that an important meeting is being held at 2:30 today in the St. Clair High School Auditorium. At the general assembly Mr. Moore will tell of the acquisition of the salt companies by the Moore family and of his desire for current pleasant personnel relationships with full benefits continue.

Improvements and Modernization of D. C.

A fire in 1932 closed the business for months. In the meantime, seven wells had been sunk—one to a depth of 2100 feet through a strata of rock salt 250 feet thick...

Aerial View Show Extensive Salt Operations



14 and 15. Attending the social activities and winter recreation were those dancing, Arthur (Sheldon), Tom, Emiliano, Bruce Thompson, Alfred Gardella, James Edgerton, Ronald Huff, Grant Fisher, Fred Miller, Fred Amund, Billy Burkart, Bobby Blumhardt, Jack Moore, Dave Hestonak, Joe Butler, and troop leader Richard Butler.

Ownership To Transfer To Founders Family In March

No Change In Personnel And Policies Contemplated

The Moore family and General Foods Corporation are negotiating an agreement covering the acquisition by the Moores of all units of the Diamond Crystal-Colonial Salt Division, it was announced today by Charles F. Moore, present General Manager of the corporation's salt division and Austin S. Igleheart, General Foods' President.

The agreement will be subject to approval of General Foods' directors and covers the purchase by the Moores of salt plants at St. Clair, Michigan and Akron, Ohio as well as a plant site and two wells at Hammondsport, New York.

It is expected that the transfer of ownership will be effective about March 30. The Moore family will organize a corporation to operate the business with headquarters located in St. Clair, Michigan. The new company will be known as the Diamond Crystal Salt Co. Mr. Moore said that, in addition to himself, local directors of the new company will be Fred W. Moore, Chairman; Franklin H. Moore and E. P. Wright, legal counsel.

The Moore family were pioneers in the salt industry. Charles F. Moore, grandfather of the present General Manager, was co-founder and President of the Diamond Crystal Salt Company which was organized in St. Clair, Michigan in 1886. Fred W. Moore, his son, and father of the present General Manager, is a veteran of 50 years of service in the salt industry having served as president, General Manager and Chairman of the Board of Directors prior to his retirement in 1946.

Franklin H. Moore is a grandson of Franklin Moore, also a co-founder of Diamond Crystal Salt Company and a son of Franklin Moore, Jr. who succeeded his father as Secretary and Treasurer of the original salt company. "General Foods is disposing of its salt properties," Mr. Igleheart said, "because the salt business does not conform readily and naturally to our principal activities which center around the processing and packaging of home products distributed naturally and sold for the most part through grocery stores. Only a small part of our salt volume is for home use and Diamond Crystal is marketed regularly."

The Moore family became interested in the purchase of their former salt properties because "they want to see the business and headquarters office to continue in St. Clair," said Fred W. Moore.

In commenting on the new acquisition, Charles F. Moore said, "we look at the task ahead of us as a real challenge. I know we can count on all Diamond Crystal employees for the support we need to make this business a success."

"The new company," continued Mr. Moore, "intends to follow the personnel principles and policies and will endeavor to maintain benefit plans for all employees substantially the same as those now in effect."

The Diamond Crystal business was acquired by the General Foods Corporation in 1929. In 1945 General Foods purchased the Colonial Salt Company in Akron, Ohio. The Akron plant was established in 1901.

The Salt Division employs 800 people. There are 420 employees in the St. Clair plant and office, 215 at Akron, Ohio, and 165 in the field sales organization.

For many years Diamond Crystal, now serving over 8,000 customers, has been recognized as one of the leading producers of high purity evaporated salt. In addition to the famous Diamond Crystal Weather-proof Salt sold in leading grocery stores throughout the eastern part of the United States, and Colonial Table Salt, special grades of salt are produced for many other industrial uses. The Diamond Crystal Division now supplies salt to 66 other General Foods plants and expects to continue to number them among their valued customers. These General Foods units include Post Cereals, Jell-O, Baker's Chocolate, Maxwell House, Gaiens, Baker's Cocoa, Swansdown, Corn Mill, Birds Eye, Bluepoints Oysters, Electricoaker Nuts, Minute Tapioca, Northland Dairy, Birdsey's General Seafoods, and the Canadian subsidiary General Foods, Ltd.

Following last Monday night Lions meeting, Charles Steelmiller, chairman of the proposed Lions Day, conducted a special meeting for his committee to complete the day plans. The banquet is scheduled to be presented in April. At the business meeting, Rex Shelby Lee of the First Congregational church, Port Huron and past president of the Port Huron Lions Club, was guest speaker. Stephen Moore, son of Member Jack Moore, was guest of the day.

SHOP YOUR CLASSIFIERS

In observance of Boy Scout

is observance of Boy Scout

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INDEPENDENT AGAIN

When he retired in 1971, Charles F. Moore, grandson of the founder of Diamond Crystal, commented, "I had to be successful, or my name would have been mud." The success he was referring to was buying Diamond Crystal back from General Foods and turning it into a robust and profitable enterprise.

Moore had literally grown up with Diamond Crystal. As a youngster he had ridden with his grandfather along the high-crowned, clay-based roads that led to the plant and on the river tugs that crushed the ice to create clear water for salt shipments to Canada. He worked summers at Diamond Crystal, first stapling hoops on barrels, then in the electrical shop, and then as a pipefitter's helper. "I worked under the boilers sometimes," he recalled. "It was 130 degrees, so hot and with the air so bad that we worked twenty minutes and rested for thirty." He later worked loading salt barrels, in the laboratory, and in the statistical department.

At the time his father, Fred W. Moore, was discussing the sale of Diamond Crystal to General Foods, Moore had already been offered a job at General Electric. One day his father and Austin Iglehart, vice president of General Foods, were talking about the sale aboard a Chris Craft runabout that Charles Moore was piloting so the two older men could concentrate on discussions. On the way back to shore, Iglehart asked the younger man what he intended to do for a living, and he told him about the General Electric offer.

"You don't want to do that," Iglehart told him. "Come to work for General Foods."

Moore took him up on the offer but at first wondered about the wisdom of his decision. He started out as a baking powder salesman and drove a Reo Speedwagon truck, making deliveries to grocers and other retail outlets. He continued with his work, though, and in 1931 he was moved to Chicago, where he rode to work on the "El" for a nickel, while hanging onto a strap with one hand and reading a nickel newspaper. In 1932 he was offered the choice between taking over a developed territory in Indiana or taking a territory around Saginaw, Michigan that had little business but good potential. He chose Saginaw and made a name for himself by developing the territory. In 1936 he returned to Diamond Crystal as a sales correspondent. Over the years, he worked his way up to advertising manager, product manager, general sales manager, and, finally, general manager. Shortly after becoming general manager, he learned that General Foods was seeking to divest itself of its salt division.

"Salt had not fit into General Foods' scheme of things," he recalls. "They wanted products which were basically grocery items and which had coast-to-coast distribution. We had neither."

Once General Foods made its decision to sell the Diamond Crystal-Colonial Salt Division, Charles Moore made his decision to buy back the company, with the support of the Moore Investment Company and its president, Franklin H. Moore. As an executive of General Foods, Charles Moore found himself in a rather odd position, "on both sides of the desk," when the sale was

being negotiated in 1953. "I was direct with them. I told them we wanted to buy the company back but not for too much money," Moore recalls.

His father, Fred Moore, was not completely convinced of the wisdom of the move, perhaps because of the lack of profits during the General Foods years. "He told me we might be buying a pig in a poke," Moore recalls. Nevertheless, family members put up money, and loans were arranged. On March 30, 1953, Moore and members of his family bought back the assets of General Foods' Diamond Crystal-Colonial Salt Division, and Charles F. Moore became president.

Fred W. Moore, Charles F. Moore, and his cousin, Franklin H. Moore, formed the board of directors of the "new" company. Franklin Moore's family had been involved with Diamond Crystal from the beginning: his grandfather, Franklin Moore, had been a co-founder of the original company and his son, Franklin Moore, Jr., had served as secretary and treasurer of Diamond Crystal in the 1920s.

At the time of its return to independent ownership, Diamond Crystal had 800 employees and some 8,000

customers, including sixty-six General Foods plants. "Taking the business back in 1953 was the greatest challenge in my life," Charles Moore said. He and the other men and women at Diamond Crystal proved equal to the challenge. In the last year under General Foods, the company had posted \$9,537,000 in sales. In the first two-and-a-half years of independent ownership, Diamond Crystal made more money than it had during the entire twenty-three years under General Foods ownership.

Nearly fifteen years after his retirement, Moore recalled that, while his former colleagues at General Foods had been pleased by the success that the company had gone on to enjoy, "They never actually came up and asked me how we managed to do it."

How did they do it? Moore gave the credit to the people who worked for him. "I have the philosophy that you can do anything with the right people." He did a few other things besides hiring the right people. "I got rid of the gold doorknobs," he recalled. "A company like General Foods could afford to do a lot of things that an independent company like Diamond Crystal couldn't."

Moore also went to the company's unions and out-



(Left) Charles F. Moore, grandson of Diamond Crystal's founder, returned the company to independent ownership in 1953.

(Right) Diamond Crystal executives touring the Jefferson Island facilities at the time of the purchase in 1957. From left: Keith Gilkey, Spence Meilstrup, Ken Edwards, Russ Rudolph.

lined the situation to them. "I said, look, boys, I think we can make a go of it, but we're all going to have to pitch in." No concessions were asked, but the unions did agree to a five-year wage freeze, "although it turned out that they didn't have to wait that long." The company also held the line on salaries and built up a new management team. Free from the slower response time of a large corporation like General Foods, the new management team could exercise degrees of independence and flexibility which contributed greatly to the striking success of Diamond Crystal.

Diamond Crystal's return to independence was unusual in a time when consolidation was the rule of thumb. "Not many companies have that experience," said Moore, "and not many companies are successful if they do have it. They are usually gobbled up by somebody else."

Diamond Crystal was not gobbled up. In its first decade of independence, sales rose from \$10 million to \$22 million, and production leaped from about 340,000 tons to 1,280,000 tons annually. The workforce grew from 800 to 1,089. An expanded product line, increased sales efforts, and more aggressive marketing contributed to the growth, but the major contributor was the Jefferson Island Salt Company, purchased in 1957.

Only four years after leaving General Foods, Diamond Crystal found itself in a strong enough position to consider a major expansion. It was a solid company with new products. Its Weather-Pruf salt, the successor to the Shaker Salt line, was selling well in eastern markets and boasted a new red and white label. The company's radio commercial for Weather-Pruf, "Diamond is a cook's best friend," placed third in a national judging of the ten outstanding radio commercials. Company engineers had developed a new precision salt dispenser for use on canned food production lines. It was in this upbeat environment that the deal to buy Jefferson Island was closed.

The Jefferson Island Salt Company had been mining rock salt at its facility near New Iberia, Louisiana, since

1920 and was well-known to southern consumers. A possible merger had been discussed as early as 1927 by Fred W. Moore and J. Lyle Bayless of Jefferson Island. It was left to their sons, Charles Moore and Lyle Bayless, Jr., to complete the merger some thirty years later.

The merger was a good move for both companies, because it combined northern and southern markets and gave the expanded company a complete line of evaporated and rock salt products. The \$3.8-million purchase price of Jefferson Island also was reasonable.

The Jefferson Island mining operation tapped a five-mile deep dome of salt that had thrust to the surface to form the base for an "island" in the Bayou Teche region of Louisiana. The salt deposit had been discovered by Captain Anthony Lewis, who had been hired to drill for water. (Lewis later achieved fame and fortune when he struck oil while drilling near another salt dome at Spindletop, Texas.) The company was founded in 1919 by J.L. Bayless, Sr., Lawrence Jones, Sr., and Warner L. Jones. It was originally the Jefferson Island Salt Mining Company, although the "mining" was later dropped from the name. A first shaft sunk into the salt deposit was a failure, and the fledgling enterprise had to raise an additional \$300,000 to sink a second shaft. Mining began in 1920.

The first consumer product put on the market by Jefferson Island was Rip Van Winkle table salt in 1923. That year the mine produced 93,362 tons of rock salt, which were processed at its aboveground crushing, screening, and milling facilities. Over the years, the Jefferson Island billboards and a unique hexagonal carton for the company's Hexagon brand table salt became familiar throughout the South. Even during the Great Depression, the demand for Hexagon salt was so great that it had to be rationed to customers.

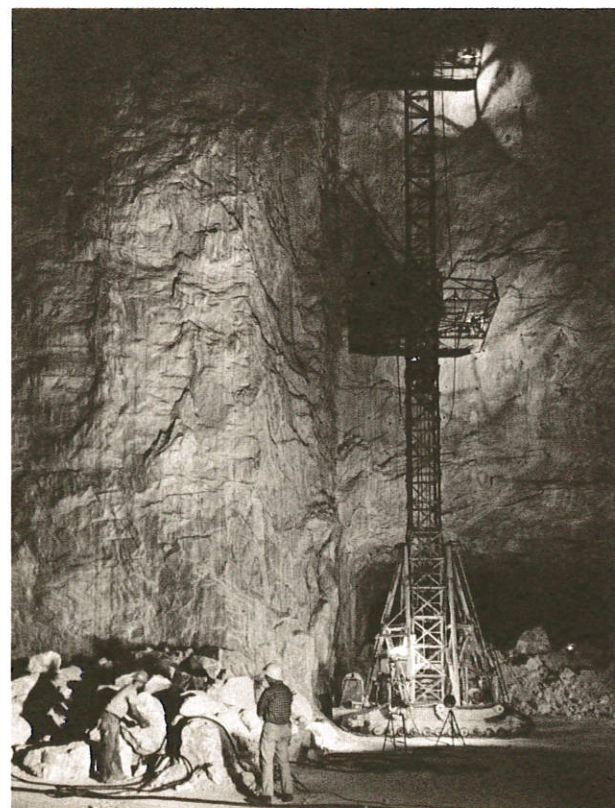
At the time of the 1957 merger with Diamond Crystal, Jefferson Island production had reached more than 3,000 tons a day. Much of the production was shipped from the mine in barges which loaded at the island's

docking facilities and then were towed through the Delcambre Canal and on to inland river ports.

With the merger, sales forces were integrated, executives and supervisors were gathered into a consolidated management team, and the various products of the two companies were soon being marketed together. Among the Jefferson Island products to join the Diamond Crystal line were Champions Choice livestock salt, Sof-T-Salt, and Drillers Choice.

Diamond Crystal moved quickly to capitalize on its new strength in the salt industry. The new combined product line was introduced to potential customers with sales displays and exhibits at trade shows ranging from the American Association of Textile Colorists & Chemists to the Supermarket Institute to the American Dietetic Association.

With the merger, Diamond Crystal could boast sales in twenty-six states with 282 different types and sizes



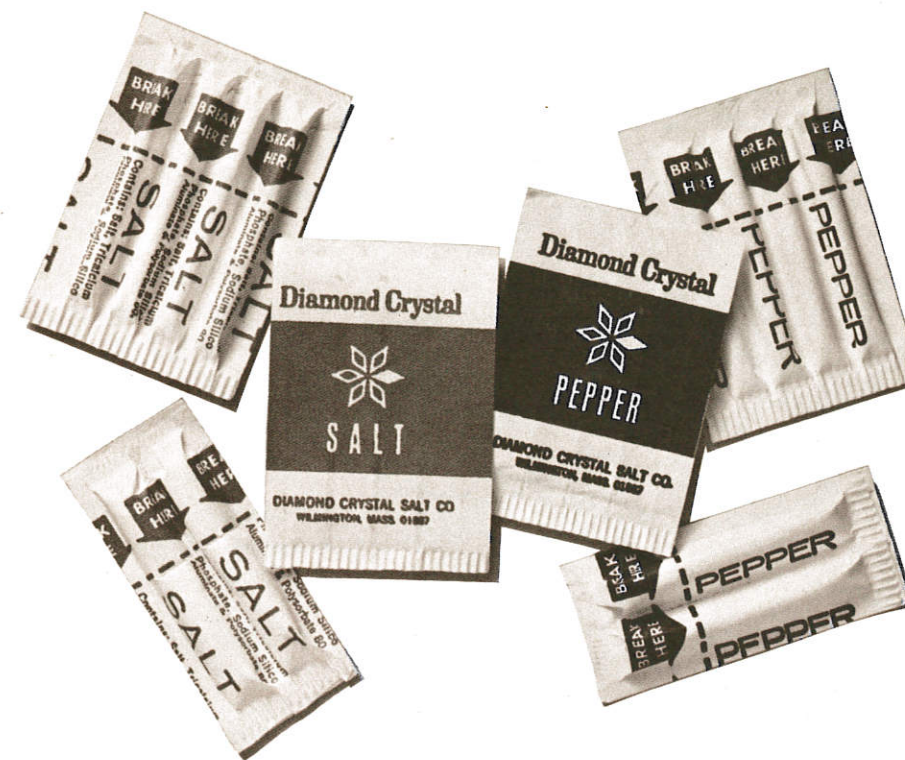
of packages and bags for its many products. The combined physical facilities were valued at \$18,700,000. Company shipments totalled 10,000 rail cars, 12,000 truck loads, and 400 barge loads annually.

Only four years after acquiring Jefferson Island, Diamond Crystal made another major acquisition. It had been the chief distributor and marketing agent for Unit Packet Corporation since shortly after its founding in 1947. On July 31, 1961, Diamond Crystal purchased the company for \$1.6 million and created the Packet Products Division.

Unit Packet was a Wilmington, Massachusetts, company that had originated the now-familiar fluted salt and pepper packets used on airlines and in fast-food outlets. The idea for the disposable paper containers, according to company veterans, came to Roderick Hoag, one of the company's founders, as he was idly studying the corrugated paper wrapping used to package light bulbs. Unit Packet's first production run of 25,000 packets was almost literally hand-filled, and United Airlines bought the entire labor-intensive shipment.

By the time it joined Diamond Crystal, Unit Packet's annual production was some 675 million individual portion packets of salt, pepper, ketchup, sugar, jelly, and salt substitutes. Among its customers the company counted 75% of the domestic airlines, 60% of the government hospitals, 30% of the private hospitals, and numerous fast food and take-out restaurant chains. The merger did not call for any major restructuring at either company, since nearly 80% of Unit Packet's production was already being sold by Diamond Crystal's sales force.

With the new Packet Products Division, Diamond Crystal's market was altered. In 1961, 26.1% of customers were in the consumer and institutional markets, using table salt, de-icing salt, and the individual packet portion products. The food processing industry made up 24.6% of the total market. Agriculture accounted for 15.6%, with 9.4% from government agencies (for road salt), 6.9% from the chemical industry, 6.6% from other



(Far left) Ceilings in the Jefferson Island mine sometimes soared to 100 feet.

(Left) In 1961, Diamond Crystal purchased Unit Packet of Wilmington, Massachusetts, and created the Packet Products Division. These salt and pepper packets were already familiar to millions of people across the county.

industries, and 10.8% from miscellaneous customers and exports.

Aside from displaying its products at industrial trade shows, Diamond Crystal also continued its tradition of promoting its products through advertising. The company retained three advertising agencies and concentrated its advertising efforts in four areas: consumer, industrial, agricultural, and corporate. In 1961, its seventy-fifth anniversary year, Diamond Crystal had a \$750,000 advertising budget, which was spent on such things as regional television and radio ads for Weather-Pruf salt, print ads in fifteen different trade magazines, and corporate ads in *Newsweek* and the *Wall Street Journal* that emphasized "quality products, personal service, and progressiveness at Diamond Crystal."

Celebrity endorsements were still used. Country star Minnie Pearl appeared in Diamond Crystal-sponsored commercials on radio and on the Grand Ol' Opry television program. Somewhat later, Steve Allen and Jayne Meadows starred in Diamond Crystal Weather-Pruf television commercials promoting the virtues of "the

uncommon salt." Most commercials for Weather-Pruf were directed at the New York and New England markets, where the salt was a number-one seller.

In 1961 Diamond Crystal made another major corporate move, when, in search of additional capital and investors, the privately held company went public. President and board chairman Charles F. Moore noted the following year, "In our first annual report as a publicly owned company, we wish to welcome our new shareholders. It has been a most eventful year . . . For the ninth consecutive year, sales showed an increase over the preceding year . . . a rise of almost seven percent." The reasons for the growth were, according to Moore, the popularity of new products, increased sales of highway salt due to heavy snows the previous winter, and the beginning of an exclusive three-year contract that was the largest order ever placed with Diamond Crystal up to that time. This agreement with two major chemical companies called for shipment of between 200,000 and 350,000 tons of rock salt a year.

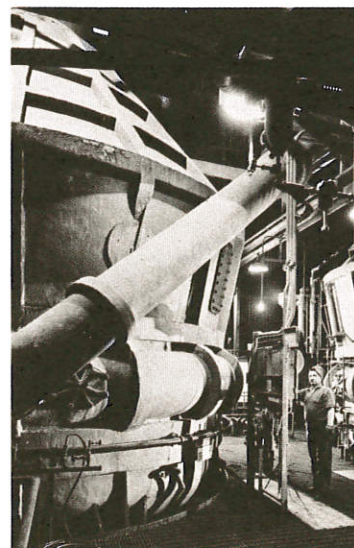
In June of 1962, the company announced plans to



(Left) Quality control and research and development have been cornerstones of Diamond Crystal since the beginning. Bert Burroughs (left) and Art Strotten.

(Lower left) Charles F. Moore and Edward M. Dodd.

(Lower right) One of the vacuum pans at the Akron plant of Diamond Crystal. Alex Dobosh.



develop a 25,000-acre solar salt facility at Long Island, The Bahamas. The operation, which was started from scratch, was designed to allow Diamond Crystal to compete for fast-growing industrial and snow and ice control salt markets on the East Coast of the United States. At the time the project was being developed, the company noted that one of its major competitors had a mine in upstate New York and another a solar operation on Great Inagua Island in the Bahamas—both with advantages in serving the eastern markets which were not shared by any Diamond Crystal operation.

The East Coast-based solar salt operation was a mixed success. Salt production, when available, did enable the company to compete more effectively. However, climatic changes, a damaging hurricane, and competition from lower cost foreign sources of solar salt were instrumental in the decision to sell the Long Island facility. While a good idea on paper, the unreliable solar operation at Long Island eventually proved expendable—especially in light of a major setback that the company suffered in 1980.

Along with expanding its sources of salt, Diamond Crystal also expanded its customer service efforts in the early 1960s. In 1963, the company established the Customer Service Department to coordinate all areas of company operations to provide better service. The move made Diamond Crystal the only major salt company at that time with a separate department with the sole function of improving the quality of service in all areas of operations.

New products and innovations during this time included Redout nuggets, which provided iron removal capability in water softeners and a “microsized” salt, which was milled to a very fine powder. This latter product expanded Diamond Crystal’s markets in the food industry, as this ultra-fine salt was the result of a request by a peanut butter manufacturer. Consumer tastes in peanut butter at the time were running to the “very smooth.” In the search for the smoothest possible concoction, one man-

ufacturer discovered that salt granules were the lumpiest part of its product. Diamond Crystal’s ability and willingness to come up with an even finer grain of salt to use in the preparation of peanut butter allowed it a quality edge in an important market. The new product proved to have broader application in metal polishes, dentifrices, dye grinding, continuous churn butter making, and numerous other products.

Attention to adding additional value to the product also extended to packaging. In 1964, the company introduced a polyethylene bag for its consumer de-icing salt. The change from the old paper containers helped boost sales considerably and set a new industry standard, partly because of the convenience of built-in handles on the plastic container. At Packet Products, a foil-backed paper was developed for use in ketchup and other packets. However, the most significant new development during that time was the introduction in 1964 of Packet Products’ DIET-KITS, a new product which succeeded through improved packaging and attention to customers needs. The patented kits featured color-coded condiment selections for various dietary requirements. The DIET-KITS became a strong seller almost immediately, because of the ease and accuracy in meal preparation they offered to hospitals and other institutional dieticians.

The next year, Diamond Crystal embarked on a \$2,275,000 expansion and improvement program at its Akron, St. Clair, and Jefferson Island operations. At Packet Products, nearly \$400,000 was earmarked for improvements. Also that year the company upgraded its computer operations when it replaced its outdated equipment with modern IBM 360 computers.

Amidst all the change was continuity, though. In 1966, the traditional longevity of service among Diamond Crystal employees was once again demonstrated when seven men—Harry C. Ahles, Louis Baksa, Russell Bell, Charles E. Currier, O. J. Osterberg, Harold Rankin, and Oliver Walker—retired with two-and-a-half centuries of service among them.

Diamond Crystal had forty-six rock salt distribution terminals throughout the eastern United States by 1968 and had established a new Packet Products facility in Moore, Oklahoma. In less than fifteen years, company sales had tripled from \$10 million to \$30 million. Expansions in volume yielded new efficiencies in operations. In something of a production miracle, Packet Products manufactured and shipped an order for 2.5 million DIET-KITS in less than ten days.

By 1971, net sales had reached nearly \$40 million. Long Island was expected to harvest more than 220,000 tons of solar salt, and Jefferson Island was looking at an annual production of 1.5 million tons. At St. Clair, a

THE SYMBOL OF EXCELLENCE



In 1961, as part of the celebration of its seventy-fifth anniversary, Diamond Crystal introduced a new corporate symbol. The new logo was designed to be an abstract form, which expressed the organization and philosophy of a company which had built its reputation upon exceptional quality and service.

The new symbol's crystalline shape referred not only to the company name and to the trademark, but also to the Alberger process, the technological breakthrough which was crucial to the foundation of the company in 1886 and which remains crucial to the prosperity which the company has continued to enjoy. The symbol still appears on company products, advertising, and correspondence.

Today, Diamond Crystal is an entirely different company from what it was at its seventy-fifth anniversary, when it unveiled its new corporate symbol. However, the ideas connoted by the corporate symbol—quality, purity, strength, flexibility, product diversity, communication, technology—apply equally well to the now 100-year-old company.

\$1.25 million addition to the vacuum pan operations had increased production capacity by 14%.

The year 1971 also marked the retirement of Charles F. Moore as president of Diamond Crystal. Moore had been with Diamond Crystal for forty years, eighteen of them as president of the independent company.

"Perhaps the most notable satisfaction I have had," Moore said upon his retirement, "is seeing Diamond Crystal grow and develop during the past 18 years. Many of our employees and most of our retirees have had a part in the re-establishment of Diamond Crystal as a major factor in the salt business.

"Along with the satisfaction of seeing the company grow and prosper is the further satisfaction I have had of seeing many fine people grow and develop also. These people have been able to move into more responsible positions where financial rewards made it possible for them to have the kind of life they might not have been able to enjoy had the company continued as it was going before 1953."

Charles F. Moore was followed as president by Edward M. Dodd, who had begun his career as a clerk in the purchasing department of the Jefferson Island Salt Company in 1939. Before becoming company president, he had been general manager of the Packet Products Division. Although Moore was no longer involved in the day-to-day operations, he retained his position as chairman of the board.

Diamond Crystal's early commitment to the Alberger process, which produced a finer grade of salt at a higher cost, had set the company on a path in which excellence in products, technology, and service would be the standards of business. These standards were maintained consistently. One of the early challenges that faced Dodd was the national move toward pollution control. The St. Clair plant had been burning coal for decades, but Dodd presided over a conversion of the plant boilers to butane, making it the largest butane-fired industrial plant in North America. The move won the company a com-

mendation from Michigan environmental officials. Diamond Crystal was also earning other performance kudos. At Jefferson Island, the company's mine safety and rescue team had emerged as one of the best in the business and had won several contests sponsored by the United States Bureau of Mines.

Another major modernization program costing some \$1.78 million was begun in 1973, and several new products were developed. One of the most successful products was Dura-Cube. Touted as "purely the best," Dura-Cube was a table-grade salt compressed into chunks and designed for home water softener use. Company engineers developed a new piece of equipment to make ketchup for use by Packet Products and perfected the DiCromat Salt Analyzer for use in the food processing industry. Packet Products introduced the PACKET PANTRY and SINGLE-SERV lines and added salt and sugar substitutes, meat tenderizer, and whipped toppings to its list of products. Under Dodd's leadership, company sales grew to more than \$51 million by 1975.

Only five years after becoming president, Dodd died suddenly and was replaced by Charles D. Cronenworth, in October 1975. A Diamond Crystal veteran who had served in a number of management positions, from project engineer through plant manager at St. Clair, Cronenworth had become vice president of manufacturing and engineering for the corporation only months before becoming president and CEO.

Between 1975 and 1980, Diamond Crystal saw its net sales rise from \$51 million to \$82 million and its profits rise to \$6.5 million. A new \$4-million air shaft was completed at Jefferson Island, and capital improvements were made at all Diamond Crystal plants. The company found there to be more and more demand for its water softening products, Dura Cube and Softener Nuggets, and, in 1978, the water conditioning market was large enough to be treated as a separate category in market share breakdowns. That year, water conditioning accounted for \$10.1 million in sales. Other sales

were: consumer, \$6.7 million; agriculture, \$3.8 million; industrial and food processing, \$2.6 million; chemical and government, \$9.6 million; and institutional food services, \$10.4 million.

Diamond Crystal was being advertised on prime time television as the "salt that clings," and Dura Cube was being promoted as "the best friend your softener system ever had." By 1980, the company had more than seventy salt products and more than 200 portion-packaged items on the market. Its Sales Engineering group had been revamped to handle a growing list of customers who owned or leased salt-handling and food-processing equipment designed and built by Diamond Crystal. One such piece of equipment, the DiCromat Salt Analyzer, received national attention as a sophisticated and time-saving laboratory instrument. Quality and service efforts were intensified, and the Research and Development Department was moved to new quarters and given a greater role in the company's program to develop new products and services.

In 1978, Charles F. Moore became chairman emeritus of the Diamond Crystal board of directors, and Franklin H. Moore replaced him as chairman. Also that year, Frederick S. Moore, son of Charles, was elected to the board for the first time.

The company entered the 1980s with 14,000 customers, 1,400 employees and the second-highest net income in company history. The future looked very bright.

However, on November 20, 1980, disaster struck when the mine workings at Jefferson Island were pierced by an oil exploration drill and flooded beyond recovery. Although no lives were lost, the financial blow to the company was seen by many in the industry as the potential death knell for Diamond Crystal. Faced with this major crisis, the company and its employees pulled together, just as they had nearly ninety years before when fire destroyed most of their plant. Eventually Diamond Crystal not only weathered the storm, but also emerged stronger than ever.