

such as additional employment, assignment of responsibilities, revised quotas, and extension of distribution – appears inevitable.

“Careful planning on the part of management, in the transitional months ahead, is essential to the success of this undertaking. Each department head or supervisor should prepare for the additional volume to be handled by his personnel. The task of coordinating all the various functions, to ensure efficient performance will be the work of the executives. **THIS IS A BIG JOB.**”

There were additional hurdles for Miller along the journey to becoming a top-ranking brewery. The great expansion had been completed, and the management of Miller Brewing was happily ensconced in the offices of the beautiful new complex. There was excitement as the first batch of beer flowed from the production line. But something was wrong. The beer was tasted, and it was deemed not up to “Grandfather’s standard.” The mixture was exactly as before but perhaps, with the new equipment, a minute change in temperature at some point in the mashing, fermenting or lagering had occurred. The taste trials lasted an agonizing three months, and plenty of good beer was washed down the drain. Finally the day came when brewmaster Edward Huber tasted the beer and proclaimed, “**THIS IS MILLER HIGH LIFE!**”

The long delay caused the brewery to miss the popular and most profitable summer season for beer sales. Fred, who always was a quick thinker, made the best of a potentially disastrous situation. Buyers for the beer simply had to be found, and Fred ordered the stops pulled out on advertising and promotion. The company became the first brewery to heavily focus on advertising in the fall, and then to reduce ad buys during the more popular summer months. Fall sales for Miller High Life took off, resulting in a flattening of the seasonal sales curve. Miller Brewing reduced the summer bulge to just 55 percent of output, compared to 80 percent for most other breweries. The fall advertising campaign was so successful, Fred made it a permanent marketing strategy, and this became a big factor in the company’s profits. The other breweries soon followed suit and increased their advertising for the fall season. The policy seems standard today, but was innovative and unique in this era.

Despite doubling its capacity from 1947 to 1950, the brewery struggled to keep up with the increasing demand for High Life. It was a pleasant problem,

but still needed to be addressed. The distributors wanted more High Life. Fred explained the difference of Quality vs. Quantity in his President's Message to the employees:

“Many of our customers have complained that our product is not coming in the amount desired. In other words, we have to date been unable to satisfy the demand for Miller High Life in spite of the fact that we have expanded our facilities. This is a great tribute to all of the people who help to produce and sell the product. The customers want more than we can ship. Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives, the cumulative experience of many masters of craftsmanship. Quality also marks the search for an ideal after necessity has been satisfied and mere usefulness achieved. There is no doubt about it – if we were not guided by the above, it would be a simple matter to meet the demand for quantity. However, this is not sound business and never has been the policy since 1855.”

Fred's persistence when it came to quality caught the attention of Maurice C. Dreicer, a world-renowned gourmet from New York. Dreicer, in February 1951, presented the highest award – The Golden B – to Frederick C. Miller for “producing the finest beer in America.” Dreicer stayed in Milwaukee, appearing in radio and television interviews. His visit attracted the attention of both newspapers, the *Milwaukee Journal* and *Milwaukee Sentinel*, which wrote about the prestigious award. In every presentation, Dreicer told of the award he was making to Miller High Life and expressed his admiration for that beer above all others. He claimed to regard it as the only beer “which can be properly drunk with a meal because the delicate flavor of High Life augments the flavor of the various foods rather than over powering them.”

In his presentation speech, the gourmand declared that “High Life was the one beer that you could order at the finest restaurants, hotels and clubs and, through that choice, establish yourself as one who wanted only the best.” Dreicer described the experience of partaking of a High Life in this way: “From the first moment of the appearance of the artistically tall, elongated bottle with the beautiful gold foil on the neck, through the process of opening, then pouring, and then the leisurely enjoyment of this superbly fine beverage, dignity and happiness are assured.”

During Dreicer's stay in Milwaukee, Fred treated him to a steak dinner at Frenchy's, the finest restaurant in the city. Dreicer, the consummate gourmet, always traveled with a meat thermometer and a silver butter knife. If the steak wasn't served at the proper temperature, or if Dreicer could not cut his entrée with the silver butter knife, the meal was deemed unacceptable. Dreicer had extremely high expectations and a deep respect for quality and good design. The steak was served, and Dreicer stuck the thermometer into the steak. The steak passed that test and Dreicer then cut into the steak with the silver butter knife. Frenchy's had aced the Dreicer test. The steak, accompanied with a cold bottle of High Life, was the perfect fit for an enjoyable evening.

From the very beginning stages of the expansion and throughout the years of construction and renovation, the safety of the brewery's workers was a top concern for Fred and his management team. He realized that safety was not only a morale issue but also knew that an injured worker would lead to lost productivity. Fred reorganized the safety committee program and required monthly meetings to receive the reports of various safety inspection committees. The committees were also set up to review the safety concerns of the Miller employees and prizes were awarded for employees' best safety suggestions. By making safety the top priority, getting everyone on board and thinking about safety, Miller Brewing Company became the safest big brewery in which to work.

Fred frequently assured his workers of his desire to provide the very best facilities and working conditions. A first-aid station was opened, and a nurse was on duty 24 hours a day, seven days a week. The brewery became vigilant on worker safety and stressed safety issues such as wearing safety glasses. An eye specialist was called in to test the vision of every worker. Those needing corrective glasses were fitted with corrective safety lenses. Fred's care for his employees extended to their home lives as well as their work lives. The *News Flash* had constant reminders for safety such as:

“...following other cars too closely is a common contributing cause to traffic accidents; we wish to caution all of our drivers again to be extremely careful in their driving; and schools have now re-opened and children going to and from school will present additional hazards....”