THE MACARONI JOURNAL

Volume 43
Number 9

January, 1962

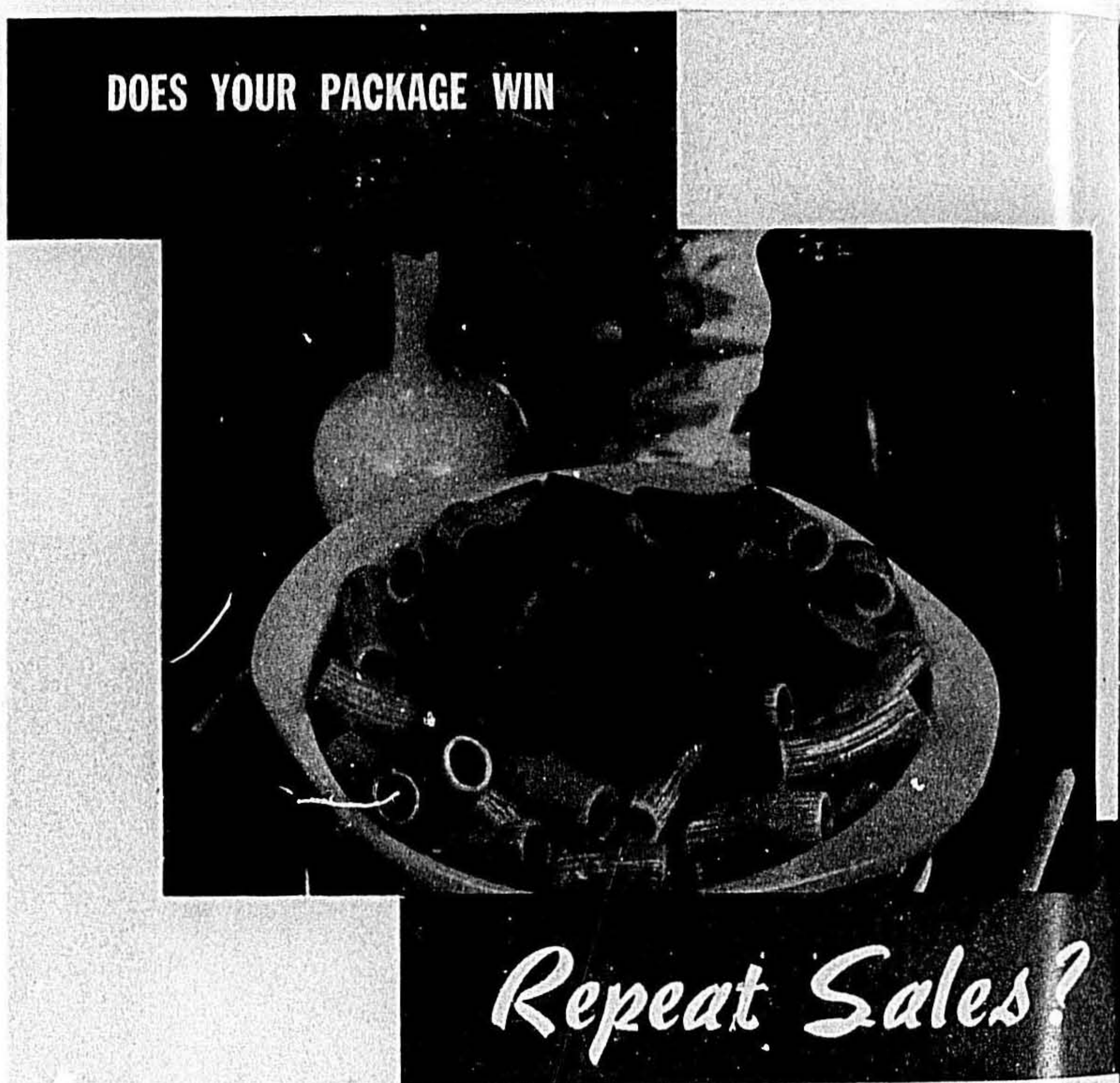
Disclaimer: A number of the following pages may indicate a volume and/or issue number different from that which is written above. However, as authorized by Sandy Slater of UND Chester Fritz Library, the above data has been determined to reflect the correct volume and/or issue number.

Macaroni Journal

JANUARY, 1962

Planty on Packaging

Festive Dining: Tuna-Olive-Macaroni Buffet



Yes, if it sells—*and keeps on selling*—from the point of purchase to the point of preparation! And that's what a ROSSOTTI-designed macaroni package does —because it uses dynamic taste-tempting appeal in ever new and exciting ways to invite the eye . . . *entice the buy!*

Rossotti designs your package to perform an energetic merchandising service in the supermarket—*and in the pantry.* It's a *modern* marketing package whose selling message works constantly for you until the last ounce of macaroni is used, and then it works even harder as a reminder to re-stock!

Why not let us show you how you too may have a package that will deliver more *repeat* macaroni sales?

Rossotti

"FIRST IN MACARONI PACKAGING"

A reliable source of supply since 1898

Executive Offices:
ROSSOTTI LITHOGRAPH CORPORATION
North Bergen, New Jersey

Western Division:
ROSSOTTI CALIFORNIA LITHOGRAPH CORP.
San Francisco 24, California

Central Division:
ROSSOTTI MIDWEST LITHOGRAPH CORP.
Chicago 10, Illinois

Sales Offices: Rochester • Boston • Philadelphia • Pittsburgh • Houston • Los Angeles • Orlando • San Jose

A "pulling no punches" message from AMBER

by Gene Kuhn
Manager:
AMBER MILLING DIVISION

With the big sales season for macaroni products just around the corner, the serious situation in durum wheat reserves takes on an even-more-than-usually ominous look.

We, like any other responsible member of the milling industry, deplore the situation. Further, we're prepared to do something about it—beyond merely offering our sympathy.

Nationally-famed macaroni manufacturers have long preferred our Amber Venezia No. 1 Semolina and Imperia Durum Granular because of their uniform amber color, uniform granulation and uniform high quality. We would be foolhardy to say we can offer these outstanding Amber products in unlimited quantities. But we can say—and DO say—that, because of our unique affiliations and connections throughout the durum wheat growing areas, we are able to supply the macaroni industry's demands for first-quality MACA, 50-50 Durum—Hard Wheat No. 1 and AMAX, 50-50 Durum—Hard Wheat, Granular.

We are prepared to meet *your* orders. Every order will be shipped when promised.

And you can be *sure* of the quality because it's Amber.

Be sure . . . specify AMBER.

AMBER MILLING DIVISION
FARMERS UNION GRAIN TERMINAL ASSOCIATION
Mills at Rush City, Minn.—General Offices: St. Paul 1, Minn.
TELEPHONE: Midway 6-9433

IT'S AMBER! No. 1 SEMOLINA

The Macaroni Journal

January
1962
Vol. 45
No. 9

Official publication of the National Macaroni Manufacturers Association, 139 North Ashland Avenue, Palatine, Illinois. Address all correspondence regarding advertising or editorial material to Robert M. Green, Editor.

Subscription rates

Domestic	$4.00 per year
Foreign	$5.00 per year
Single Copies	75¢
Back Copies	$1.00

In This Issue:

	Page
Macaroni Packaging Seminar	6
Packaging Grows to Giant Status	8
At the Packaging Machinery Manufacturers Institute Show	10
Packaging	12
The Role of Visual Research in the European Marketing Revolution	16
Du Pont Salutes the Pioneer Converters	22
Seven Keys to a Strong Consumer Franchise	26
About Wheat Germ	40
About Durum	42
About Eggs	44
The La Rosa Story	48
New York Meeting	49
Way Back When	50
Index to Advertisers	50

Cover Photo

Festive dining for entertaining or aiding battered budgets — Tuna-Macaroni-Ripe Olive Buffet Casserole. Chicken-of-the-Sea Tuna, the Ripe Olive Advisory Board and the National Macaroni Institute have launched a three-way advertising-merchandising effort to promote the dish in January and February.

—*National Macaroni Institute photo*

The Macaroni Journal is registered with U.S. Patent Office.

Published monthly by the National Macaroni Manufacturers Association as its official publication since May, 1919.

Second-class postage paid at Appleton, Wisconsin.

MACARONI PACKAGING SEMINAR

Winter Meeting Set at the Diplomat, Hollywood, Florida

MACARONI maufacturers and suppliers gather at the Hotel Diplomat in Hollywood, Florida, January 22-23-24-25 for the winter meeting of the National Macaroni Manufacturers Association. The program will be another workshop session—this time on macaroni packaging.

There has been an interesting evolution in packaging macaroni. The pioneer factories sold only 22 pound boxes similar to the imported package. Up to the turn of the century, the business was still primarily bulk, with only a few special brands available in pound cartons or paper bags. By 1920, the combined output of the several hundred plants then operating was about 75 per cent bulk and 25 per cent consumer package.

The trend toward consumer packages swept the country in the next 20 years, completely reversing the ratio. Today the only bulk packages are principally five and 10 pound boxes for large family trade and 20 pound boxes for institutions. Food Field Reporter says that 68 per cent of macaroni and noodle sales volume goes through grocery stores, and here they are sold two out of three times on impulse. Smart packaging is vital to an impulse item competing with some 8,000 competitors in the supermarket for a share of the consumer's dollar.

Board Meets Monday

Following a board of directors meeting on Monday with a suppliers social and reception scheduled in the evening, the three-day sessions call for a demonstration on how we perceive, a discussion of packaging materials, and a panorama of equipment available for packaging macaroni and noodle products.

Allyn C. Beardsell

Perception Demonstration

On Tuesday an industrial design consultant, Seymour Robins, will present a seminar on visual perception and visual communications. Mr. Robins' academic and philosophical investigations into the field of perception stem from his conception of design work as meaning "a part of an environmental field, and, therefore, causing some communication, believability, or serving as a directive for action."

He has studied with Dr. Adelbert Ames, who pioneered in the field of Dartmouth. Later, Mr. Robins became consultant to the Psychology Department at Princeton and designed their Perception Demonstration Center.

In practical application, Mr. Robins now possesses basic patents for high speed highway devices, developed as a result of his studies in that field.

His presentation has been given before numerous university and specialized groups across the country, providing—especially through the demonstrational phase of the lecture—insightful information for both lay and professional audiences on the function of the visual senses. The following aspects of visual communication are discussed, with the aid of portable versions of the apparatus employed in the Ames Laboratories, Princeton University:

- . . . how we use our senses in learning about and taking action in the world around us to satisfy our quests for well-being.
- . . . the nature of creative visual transaction and communication.
- . . . visual surety and visual chance.
- . . . three levels of perception and communication: the roles of artist and poet.
- . . . how values and judgments and meanings are formed and changed.
- . . . perception as a directive for action.
- . . . how awareness works.

Ladies Invited

The ladies will be interested and are especially invited to this session. The afternoon will be free to enjoy the fine facilities of the Diplomat Hotel. The traditional Rossotti Spaghetti Buffet will be preceded by the suppliers social and reception on the West Patio.

Seymour Robins

Materials and Machines

On Wednesday Allyn C. Beardsell, vice president of the Packaging Institute, trade association serving the packaging industry, will conduct a seminar on materials. As the former president of Container Laboratories and presently director of the new products division of the Mead Corporation in Cincinnati, Mr. Beardsell is well qualified to review the advantages of various types of packaging materials and to comment on trends in the packaging field. He has conducted courses on packaging and is an excellent speaker as well as teacher.

Merrill Maughan, preside[illegible] of the Food Packaging Council, w[illegible] review packaging trends and report [illegible] "What's New in Packaging."

James J. Winston of the [illegible]ociation staff will comment on "Th[illegible]o's and Don'ts of Packaging Regula[illegible]s."

Ted Sills and Howard Lar[illegible]ian will report on publicity and pro[illegible]ions.

On the social schedule, t[illegible] Association's Dinner Party will b[illegible] preceded by the final cocktail recepti[illegible]

The final session on Th[illegible]day will feature a pictorial review o[illegible] the latest in macaroni, spaghetti and [illegible] noodle packaging equipment. Comp[illegible]y representatives will be on hand t[illegible] comment and to answer questions. In both Europe and the United States r[illegible]volutionary developments appear to be taking place to handle long spaghetti automatically, while keen interest is being shown in automated lines that form the package, fill and close it, and deliver it to the final shipping case.

(Continued on page 8)

PACKAGING GROWS TO GIANT STATUS

Now a $20,000,000,000 Industry and Still Gaining Ground

The days are long gone since you brought something home from the store wrapped in an old newspaper. Packaging is now a $20,000,000,000 industry—that among other things—has even been psychoanalyzed in depth.

William W. Anthony, Jr., executive vice-president and general manager of Crompton & Knowles Packaging Corporation, predicts that the nation will spend eight per cent, or nearly $2,000,000,000, more on its packaging needs in 1962 than it did in 1961. Mr. Anthony, chairman of the Packaging Machinery Manufacturers Institute Show, held at Detroit's Cobo Hall, said, "Packaging spending should show an estimate rise of $1,000,000,000 at the end of 1961 over the $20,000,000,000 total in 1960." He said, "Packaging expenditures have increased from $15,500,000,000 in 1956 to the present figure."

Trends

Anthony said more than seven per cent of the packaging machinery sales dollars is diverted into research and development. "Our concept," he continued, "has been to engineer material improvements in packaging line efficiency that will offer the manufacturer an opportunity to maintain price structures through the reduction of on-line packaging costs."

Anthony said among the more significant trends in packaging development have been the "greater demand for high-speed integrated equipment and a more widespread acceptance of completely automatic lines."

"An increased use of plastic films have created an urgent demand for machinery to handle these new materials," he stressed.

A reduction of materials has also been very prevalent. "There will be a gradual trend towards the single container for a product—with the gradual elimination of multiple package consisting of inner wraps, cartons and outer wraps to contain a single item," he said.

Communications

Packaging machinery designers, manufacturers, materials suppliers and users must act to prevent or solve the problems in production, operation and maintenance created by the increasingly complex nature of packaging equipment used today, it was agreed at the Packaging Machinery Manufacturers Institute Show.

Cooperation, particularly in communications, was stressed by all of the speakers in the conference-workshop sessions.

Maximum Yield

Asserting unqualifiedly that "preventative maintenance pays in the packaging business," Edward W. Brennglass, president of Packaging Corporation of America declared that production management's main function "is to get the maximum yield from ownership's investment in plant and people." For a contract packaging organization like his own, working against a low bid and a tight shipping promise, Mr. Brennglass declared, "The basic economic fact of life is this: maximum yield from plant facility can only result from careful planning beforehand. The future belongs to those who plan for it. Machines cannot plan for themselves. It is your responsibility to plan for your machines so that the best possible results are obtained at all times."

G. Douglas Reed, manufacturing vice-president for McCormick & Company, speaking for the user suggested, "Many dollars can be saved in direct costs by preventing emergency repairs and having maintenance work done on a regular schedule." Advocating good communications and thorough training, Mr. Reed observed, "that the finest maintenance program is only as good as the mechanics you have doing the work. Every piece of equipment can be properly scheduled for overhaul, but if the men doing the work do not know the equipment and how it operates, you will continue to have trouble."

Declaring that today's complex, high-speed packaging machines "require men with a knowledge and ability of the engineering technician to provide the maintenance engineering service that is needed to provide an efficient production operation as well as low maintenance costs," H. Russell Beatty, president of Wentworth Institute, warned that the ordinary mechanic can "no longer be expected to cope with the intricacies of electronic controls, pneumatic and hydraulic devices and the current variety of complex mechanisms." Men must be educated for this era in maintenance engineering with programs that are intermediate between those developed for the professional engineer and those developed for the craftsmen.

Training

Walter Jacquemin, production engineer for the Pillsbury Company, called for carefully charted communications within a company, calling both for training of the people who work with the machine and for effective cataloging of the equipment and its parts. He pointed out that it is usually very easy to get the manufacturer to understand what part is wanted if you have detailed information to give him. "If you must describe the part to him over the phone, however, it's a different matter."

Right the First Time

J. S. Stokes, installation and service manager for F.M.C. Corporation's Stokes & Smith plant, indicated that the packager, the machinery manufacturer, and the supplier of packaging materials all have a responsibility toward each other and toward the products with which they are dealing. All problems which come up on the packaging line are capable of solution, Mr. Stokes asserted, and the challenge is to solve our problems before they happen—to established, insofar as possible at the outset, a set of product, material and machine performance specifications which will permit trouble-free packaging line start-ups.

"In doing it right the first time," he added, "it is the packager's job to design a package which meets requirements of shipping, shelf-life, eye-appeal and ultimate use and to find suppliers who can reliably meet material specifications for this package before he asks the machinery manufacturer to quote on a machine to handle it. The best results are obtained when every effort is made to engineer both material and the machine."

Packaging Seminar—

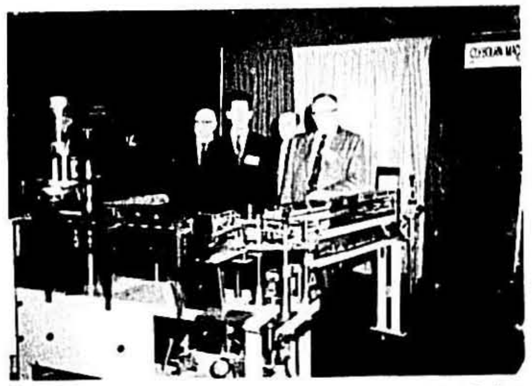
(Continued from page 6)

Adequate time has been scheduled for the intensive morning sessions for round-table discussion as well as the demonstrations. Afternoons are being left free for further conferences with suppliers and program speakers as well as for relaxation. The evening cocktail parties and receptions, the traditional spaghetti buffet and banquet will round out a pleasant social calendar.

The facilities of the Diplomat East and West come highly recommended by the macaroni group which returns there for its fourth consecutive winter convention.

A man cannot be too careful in the choice of his enemies.—Confucius.

At the Packaging Machinery Manufacturers' Institute Show Cobo Hall, Detroit

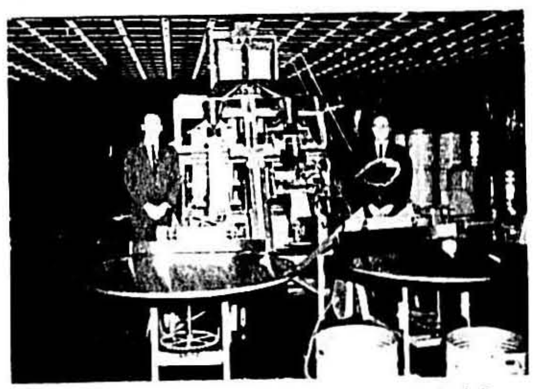


Clybourn Machine Corporation representatives include **Herbert Tellsfor, Sven Lindgren, M. K. Gunzentrauser,** and **H. Carlson,** president.

E. E. Miranda (on the left) demonstrates a Roto-Wrap machine [illegible] Conapac Corporation. V. La Rosa & Sons in Milwaukee have [illegible] a machine.

Mr. and Mrs. O. Hoefliger with **P. Rehwald** (center) show a fully automatic weighing and bag making machine for long spaghetti made in Stuttgart, Germany.

Mr. Everhart Baisch (center) describes Hesser pa[illegible]ng equipment to interested Americans. They also make ma[illegible] packaging equipment in Suttgart.



Woodman representatives Duncan Cutler (left) and **Fred Berger** show a potato chip packaging line. Similar equipment is made for noodle packaging.

The happy Doughboy engineer is **J. J. Grevich.** Th[illegible] blond demonstrator is **Miss Kay Murphy.** They were showing a Doughboy [illegible] making set-up.

PACKAGING

by James D. North, Vice President, General Foods Corporation at the Grocery Manufacturers of America Annual Meeting

THE very fact that a series of Congressional Hearings have been held and continue on the subject of packaging clearly indicates it is vital and of real concern to a broad section of the people of this nation.

Those of us concerned with packaging should welcome such inquiry since it offers us an opportunity to see ourselves as others see us . . . the very type of thing which leads us to invest heavily in research. And, also, such methods of creating public awareness enable us to explain to consumers just why we package in the ways that we do.

Essentially, food products are packaged with the consumer in mind. And, the packager worth his salt realizes that his objective—to satisfy and serve consumer demands—provides him with a constantly moving target. This is what keeps packaging the dynamic business it is, and makes it a fitting partner for the other aspects of marketing.

The Good Old Days

In thinking about this topic, I recalled the many changes that have taken place in packaging in my own lifetime. I'm sure that many of you, too, can recall when the scale was the most used item in the grocery store . . . and this goes back far beyond my grey-haired memory and the invention of the cash register. It so intrigued me as a milestone or benchmark in the history of marketing, that I pulled a dictionary down off the shelf and looked up the word scale. Here's what I found: First, that a scale is a weighing machine. Secondly, however, a scale is "that which evaluates or determines alternatives!" At that point, I thought that maybe I'd hit on something.

Years ago, you will recall, the scale was used to evaluate most grocery store purchases. A customer would ask for a chunk or double handful of something displayed in a tub or barrel or box, and would decide just how much she wanted after she saw the naked product on the scale. For, in her mind's eye, she would determine while looking at the scale just how many people she could feed with that purchase, and whether it was enough, or not quite enough.

This was the period in which, for the most part, the package followed the purchase. The food was packaged only after the decision to purchase had been made by a consumer who could see the product right before her eyes.

Well, maybe those were the good old days—but they hardly fit into today's pace of living and the scientific advances protecting the foods we eat from all forms of contamination during growing, processing, packaging and distribution.

Ever-Moving Target

Our complete acceptance of such advances is just one example of the many factors which keep the consumer an ever-moving target, along with changing tastes, standards of living, diet, and so on. In order to keep his objective—the consumer—sharply in focus, the food manufacturer and packager must be responsive to the buying habits and attitudes of the consumer, as well as the environment in which her purchases are made. Staying abreast of these developments frequently requires positive changes to keep product and package up-to-date in every way.

Looking back a little more than two decades to 1939, we find only about 1,000 items available in supermarkets, accounting for $16 billion worth of grocery business. But today, as Paul Willis testified before the Hart Committee, we are part of a $78 billion business which places more than 8,000 items on supermarket shelves. This clearly reflects the change in environment.

And the gal who is making the buying decision in the midst of these 8,000 items is a very professional, knowledgable, sophisticated shopper. She makes her decision siwftly because, whether or not she is a working housewife, her time is profitably spent in a great number of activities, in addition to grocery shopping.

The basic elements of her buying decision are very much the same as those of her mother and grandmother. And, in addition, she has learned to appreciate and critically evaluate the built-in features of convenience, in both product and package, unknown to past generations.

The one really big difference is that packaging has hidden the raw product she used to see on the grocer's scale. And so, to make the same decision, she must look to the package for the answers to the age-old question:

- What is the product?
- How many will it serve:
- What does it cost, and so forth.

The Articulate Consumer

Remember, today's consumer is strongly articulate—both as an individual and in groups—in making known just what she seeks. This has become evident during the recent hearings.

In the light of all of this, we had better admit that the housewife knows what she expects from packaging . . . and she knows how to focus attention on her demands. My own observations of our discriminating modern homemakers convince me, more and more, that beautiful design for design's sake is not nearly so important as the useful information she wants and needs. To give it to our consumers, clearly and prominently stated in simple terms, is a marketing must.

The consumer, herself, has proven that many packaging designers were not on target when, in design circles, it was thought proper to "clean up" the label and relegate to the back panel and in inconspicuous type face such useful information as service copy, preparation instructions, recipes, etc., because it "cluttered up" the package label .

Point of Communication

The package and not the product sitting on the scale is now our means of communicating at the point of sale. This makes it easy to understand just why the package **must** communicate quickly and effectively . . . at a glance.

There was a time when the manufacturer marketing a product thought of two things when it came to packaging: His own **manufacturing problems**, and **consumer appeal.**

Today, however, an equally important third consideration gets much of his attention in any package development program . . . the needs of the trade. Here, we leave the primary package containing the product and concern ourselves with shipping cases and cartons and their handling.

To be blunt, the consumer message on the primary package is wasted if the package does not get to the shelf. And so, with the increasingly keen competition caused by 8,000 items vying for exposure, and with the profit margins of our customers shrinking, we must recognize an obligation to help increase the efficiency of their operation wherever it is affordable for us to do so.

Amazing strides have been made by packagers to effect labor savings for our customers by eliminating, wherever possible, handling of the package in the carton, out of the carton, in

(Continued on page 14)

Packaging—

(Continued from page 12)

price marking, and placing it on the shelf.

Today's packaging and shipping case dimensions just don't happen. This is an area in which we at General Foods are convinced there is great opportunity for accomplishment. Our men have gone into the field to study the warehousing and handling problems of our customers. Good cooperation from these customers has enabled us to redesign packages and shipping cases so they palletize more efficiently and thereby improve our relations with customers.

Throughout our industry, responsive packagers are demonstrating, more and more, their awareness of the intense competition for and value of the shelf space we all seek. For this reason, their packages are being designed to fit on standard gondola shelves in the supermarket, to stack well and fit into a shipping container that opens easily and palletizes efficiently.

Now, certainly not a new concept, but one getting increased attention these days is compact packaging. Yet, actually, as far back as the replacement of the round quart milk bottle in favor of the space-saving square bottle or carton, we were all witnessing the impact of compact pckaging. Once again, the reason is the competition for space: space in the home refrigerator, display space in the supermarket case, warehousing space, and so on. We might consider that we deal with four crowded communities which are populated, not with people, but with groceries. The supermarket, the warehouse, the kitchen cupboard and the refrigerator are all over-populated. Something has to give—either the number of items competing for space, the quantity per item, or the space occupied per item. With this in mind, we have been taking a look at every item we package.

Claims of Deception

Perhaps we should take a look at claims of deceptive packaging practices. Packaging's purpose is to protect the item that used to appear unwrapped on the scale, and to identify the product inside the package. In this latter area, if there are attempts to deceive, the packager is not being very realistic, and they should be changed.

At the same time, we should recognize and try to set straight the public's lack of understanding of why there is such a wide variety of package sizes and shapes. In our time, convenience features built into packaging to give added value, frequently result in packages that may seem unusual in physical appearance.

Often, this is because some people tend to overlook packaging's role in providing and protecting that extra, the convenience feature. For example, shoppers have indicated willingness to pay a higher price for the convenience of products packed in pressurized Aerosol-type cans, knowing they are getting less product for the same money. The convenience of application is what influences their decision when the same product, clearly labeled as to content, is displayed, side by side, in the pressurized and unpressurized container.

Most food manufacturers have first hand knowledge of the trials and tribulations involved in the successful introduction of a new product. The cost of new product development, including the packaging considerations, is becoming astronomical. A truly new product is hard to come by and many that come out of the nation's laboratories are the outgrowth of developments which require particular attention be paid to product protection. Freeze dried products, for example, are sensitive to oxygen as are many other low moisture products.

Certain forms of instant potatoes require special packaging materials to insure consistently high quality protection during distribution. As is often the case, the technical package requirements result in a form—in this case an air-tight, gas-sealed pouch—that may appear strange to the consumer. For marketing considerations like effective shelf stacking, good labeling, and so on, these pouches are packaged in a paperboard carton. Needless to say, the box shape does not conform to that of the pouch and, we would hope it is also needless to say, no deception is intended or involved.

In the category of strictly convenience products, such as pudding mixes, we sometimes hear reference made to the odd weights that appear on the packages. This, too, is not an accident, and certainly is not deception. These products are designed to produce a certain yield. This built-in portion control is still another example of a plus for the busy housewife. For when this busy housewife is seeking a quick and easy-to-prepare dessert, such as Jell-O pudding mixes, the package tells us, quickly, the number of servings provided by one package.

Yet, in providing such uniform yield of product as a service to the consumer, we are faced with "odd net weights" because of the slightly varying densities of the product formulations. Four servings are provided by the regular size Jell-O puddings, regardless of flavor. Yet, while the number and size of the portions is constant, the net weight varies: chocolate is four ounces, vanilla is three-and-a-quarter ounces, and so on. These "make-so-much" or "yield" products must frequently come in odd weights and should be viewed in the light in which they are purchased. Once again, the label should tell the consumer what she seeks, the yield!

Still another example is prominently demonstrated in my own kitchen on my wife's spice shelf. A quick scan along the neat, orderly line-up of spices will reveal net contents of not only one, two, three and even five ounces, but also one-half, one-quarter, one and seven-eighths, and other so-called off fractions—all in the same size jars. The reason, of course, is that spices are of varying densities, and that economies of package costs, as well as attractive orderliness on the home space shelf as well as in the supermarket are attained by use of a uniform package. I hope I will find agreement that this situation is preferable to insisting that each package be tailored to fit, say, one-ounce multiples.

Packaging's Purpose

Packaging's purpose is to sell the product at the point of purchase by reaching and serving the shopper. And its prime function is to protect the quality of the product which no longer is evaluated and purchased in its naked form on the grocer's scale.

Certainly, we must agree that packaging provides a two-way street shared by manufacturer and consumer. We all know how short-lived would be any product which, through any slight deception, won only a single ride in any shopper's basket. And, bowing as we do to the superior knowledge of today's and tomorrow's consumer, we must be ready to win her repeat sales by assisting her in making sound decisions in the marketplace.

To continue as the best fed people in the history of the world, we must make sure that our packages exemplify the advances of the packaging industry and serve, efficiently, the technical product development, improvement and production advances of our own industry.

New Packaged Mix

The House of Flavor has introduced a new convenience food, Schilling foil packaged spaghetti sauce mix. There will be a three-cent price-off label special pack. In addition, dealers receive two free packages with each dozen purchased. Full-page, full-color ads in Ladies' Home Journal will also support the spaghetti sauce mix.

The Role of Visual Research in the European Marketing Revolution

by Edmund W. J. Faison, President, Visual Research International

Presented before the joint meetings of the European Society of Marketing and the World Association of Public Opinion Research in Baden-Baden, Germany in September, 1961.

E. W. J. Faison

Packages Must Sell

I needn't tell you here today that a marketing revolution is under way in Europe. The European economy, in general, is booming. More people have more money to spend—and they are ready and willing to spend it. And not only have they more money to spend, but they are more interested in shopping convenience.

The rapid rise of the self-service store underlines the marketing changes taking place in Europe. This rise has indeed been rapid—and recent. Between 1948 and 1957, the number of self-service stores rose from fewer than 200 to more than 15,000 in the 13 Organization for European Economic Cooperation countries. The year 1958 saw an increase of nearly 60 per cent, bringing the total to 24,141, and as of the first of January of 1960, there were more than 36,000 self-service shops operating in the 13 countries, according to an OEEC publication.

What the total is today, I do not know. However, an estimate of 50,000 would not seem to be out of line with past growth, and it may be considerably more than that. A 25,000 per cent increase in self-service establishments in 12 years really is rapid growth. And there is no reason to doubt that the growth will continue. The self-service store is here to stay.

But, obviously, the self-service store brings its own problems. The major advantage, so far as the retailer is concerned, is a lowering of selling costs resulting from the need for fewer sales people. The goods on the shelves, now more than ever, **must sell themselves.**

The design of the package is one of the major factors determining which products shall be carried from the shelf to the check-out counter.

The sales effectiveness of package design can be determined by perceptual measurements.

New Science

Visual research is a new science.

Experimentation in visual research started in the early thirties. These early experiments were primarily on technicalities of seeing. One of the earliest perceptual instruments was the eye camera. Various designs of these photographed eye travel as the respondent viewed a picture, an advertisement, a newspaper page and the like. One of the pioneers in this field was Dr. Herman Brandt who, in 1937, founded the company which I now head.

These early experiments were the foundation of the science of visual research. Additional experimentation, the invention of specialized perceptual instruments, the development of a host of research techniques brought the science to the point today where it is of inestimable practical use to marketers.

That is not to say that the body of information—the science of visual research—is complete. No science is ever complete. We are continually learning and applying what we have learned to practical problems.

More Than Design

One thing we have learned is that the sales effectiveness of a package, for example, is more than the design itself. That is, a package might garner ohs and ahs of appreciation for its beautiful design, yet fail to help sell the product.

Europe's designers do a magnificent job—from the design standpoint. Their counterparts across the North Atlantic can learn a great deal from them in design from product to advertising to package.

Europe—I believe I can say without fear of contradiction from either side of the Atlantic—is the leader in outdoor advertising. Its outdoor advertising generally is more imaginative and memorable than that of the United States.

In package design, Europe has made huge strides in the past few years. Spurred by the rapid development of self-service—the **raison d'etre** of self-selling packages—Europe has developed packaging that in many respects is superior to that of the United States.

It is superior because, generally, it is more imaginative; European designers, with a comparatively new field of endeavor, are less bound by what has been done before. And it's not only in surface design that the European imagination shows through. Package construction is often more original and the variety of packages and shapes is greater in Europe.

The primary weakness of European packages is in psychological connotations—the "image of the product" produced in the mind of the viewer by the package design.

European marketers can benefit by the experiences and techniques learned by United States marketers in 50 years of self-service selling. Today, about 95 per cent of all United States food sales are self-service. Nor is self-service confined to food—even in the supermarkets! Almost every consumer product marketed in the United States is somewhere available in a self-service store.

Despite its comparatively long experience in self-service, United States marketers have used perceptual measurements as an aid to selling only in about the last decade.

Perceptual Measurements

Why the recent interest in perceptual measurements? A typical supermarket stocks 6,000 to 10,000 different items. The visual competition of these items is terrific.

In these marketing jungles, every possible aid is required for product A to stand out from products B, C, D, E and F.

Experience has shown us that there are four key factors involved in a successful package. These are:

(1) **Visibility.** Is the package easily distinguished in the "visual competition" of actual shelf display?

(2) **Content Communication.** Does the package quickly signal the nature of its contents?

(3) **Psychological Connotations.** Does the package have an image which is consistent with the product marketing strategy?

(4) **Function.** Is the package easy to open, to close, to store? Does it adequately protect its contents?

The first factor—visibility—can be tested by laboratory instruments including:

VRI Distance Meter—To measure the distance at which a package or its design elements can be identified, packages are placed one at a time in the meter and through a series of optical reduction lenses made to appear to be 100 feet away. The packages are gradually made to appear closer until identification is made.

VRI Flash Meter or Tachistoscope—One element in determining a package's visibility is the speed at which it can be recognized. To test speed-of-recognition, slides of a package are flashed very quickly, say for one-one hundredth of a second, then flashed over and over again for progressively longer periods until the viewer can recognize the package. This procedure is continued until an interval of one second is reached. Records are made of the time required for identification of major elements of the design as well as of the package as a whole.

VRI Angular Reflectance Meter—A package may stand out from among competition if it is a different color, size, shape—or if it differs in reflectance. Visibility brought out by "shine" is tested in this instrument which enables different designs and materials to be compared at all angles of reflection.

VRI Threshold Illumination Meter—This instrument tests the readability of typefaces by systematically blocking out the amount of light falling on a package. The less light required to read a word, the more legible it is. This instrument can control and record light variations which differ by as little as 0.001th of a foot candle.

VRI Eye Movement Camera—In this technique, the eye movements of subjects are photographically recorded as they view a package or display of packages. Thus it can be determined what elements of a design first catch attention, and what elements hold attention. Along with this, the subject's comments are sometimes recorded to give clues, for example, whether a pause of attention is due to interest or confusion.

VRI Angle Meter—Since most packages are first seen at an angle—as by a shopper pushing a cart down a supermarket aisle—the angle at which a package can be recognized is a factor in visibility. This calibrated meter allows a package to be systematically rotated and measurements made of the range of angles at which major copy and logotypes can be identified.

VRI Color-Form Meter—Systematic "blurring" of a package, as seen through the viewer, measures the "strength" of a design. Highly contrasting colors and definite shapes retain their visual identity better than complicated or "delicate" designs. With the color-form meter, these differences in design strength can be systematically quantified.

VRI Apparent-Size Meter—Of two packages of identical size and shape, one may appear larger because of design elements. This meter works on a principle similar to the depth perception machines used by the Air Force to test pilots. Each subject is required to move the package, via a movable platform in a darkened tunnel, until it appears to line up with a standard. A bigger-looking package will be positioned further from the subject than a smaller-looking one.

VRI Design Dominance Meter—In this instrument, alternative designs are placed so that the viewer sees one with one eye, the other design with the other eye. The two designs are superimposed by the viewer's vision. In this, the more dominant design will "appear" to the viewer. Alternating the positions of the packages eliminates "dominance" caused by the relative strength of the viewer's eyes.

Laboratory instruments, however, are not the only means of testing visibility of package design. These instruments measure visibility and legibility of individual designs and design elements. The instruments can tell you, for example, that the brand name of product A can be read at 92 feet, giving it that advantage over competitive product B which can be read at only 50 feet.

Supermarket Shelf

Useful as this information might be, the research techniques do not duplicate the supermarket shelf—where hundreds of packages compete. "Portable" research techniques which get around this difficulty include the use of films of supermarket sections taken at a "walking pace." These films, for example, show package design X in one version, alternative design Y in another version. Viewers of these films are asked to recall what they have seen. If package Y is more frequently recalled from its film than X is from another film, obviously Y is easier to see and remember than its rival.

Variations of this technique include the use of quickly flashed color slides showing different arrangements of packages.

Other tests of visibility include find-time in which the product name is buried in a shopping list and the respondent timed on how long it takes to find a particular item. Other respondents, of course, are timed on alternate package designs or competitive designs. Cameras or one-way glass can be used to record or observe shopper action at product displays.

Careful research techniques avoid, or compensate for, bias produced by the guinea pig effect—the distortion caused by people knowing that they are participating in research.

But we have developed a package design test which not only has no known possibility of bias, but is inexpensive and easy to administer—I'll tell you about that a little later.

More Diagnosis

To continue with what we might call "diagnostic" tests . . .

An apparently obvious requirement for an effective package is that it **quickly communicate** the nature of its contents. But even some very knowing marketers have slipped on this one. An example is the cake **flour** package which 84 per cent of the housewives in a test thought contained a cake **mix.** Another example is the four-roll pack of toilet tissue which can be thought to contain two rolls of paper towels.

Determining how well a package design communicates the nature of its contents is quite easy research. We can simply flash color slides of the package—or briefly expose the package itself—to respondents and ask what it contains.

The cure for packages which do not communicate can range from the simple device of packaging toilet tissue in see-through packaging to a complete package redesign.

The **psychological connotations** of a design are determined in a number of ways. Group interviews, with perhaps half a dozen persons in each group, bring forth free-flowing comments about designs displayed. These interviews rarely bring definitive answers to packaging problems, but they do provide valuable clues on package preferences and expectations which can be explored in more tightly controlled research.

A useful technique is a simple check off test. Respondents view, for example, a number of packages in a product category. They are then asked to check which brand is the "best buy," perhaps, and the "most expensive," "best tasting," "most convenient" and "most appetizing."

The semantic differential test requires respondents to rate package de-

(Continued on page 20)

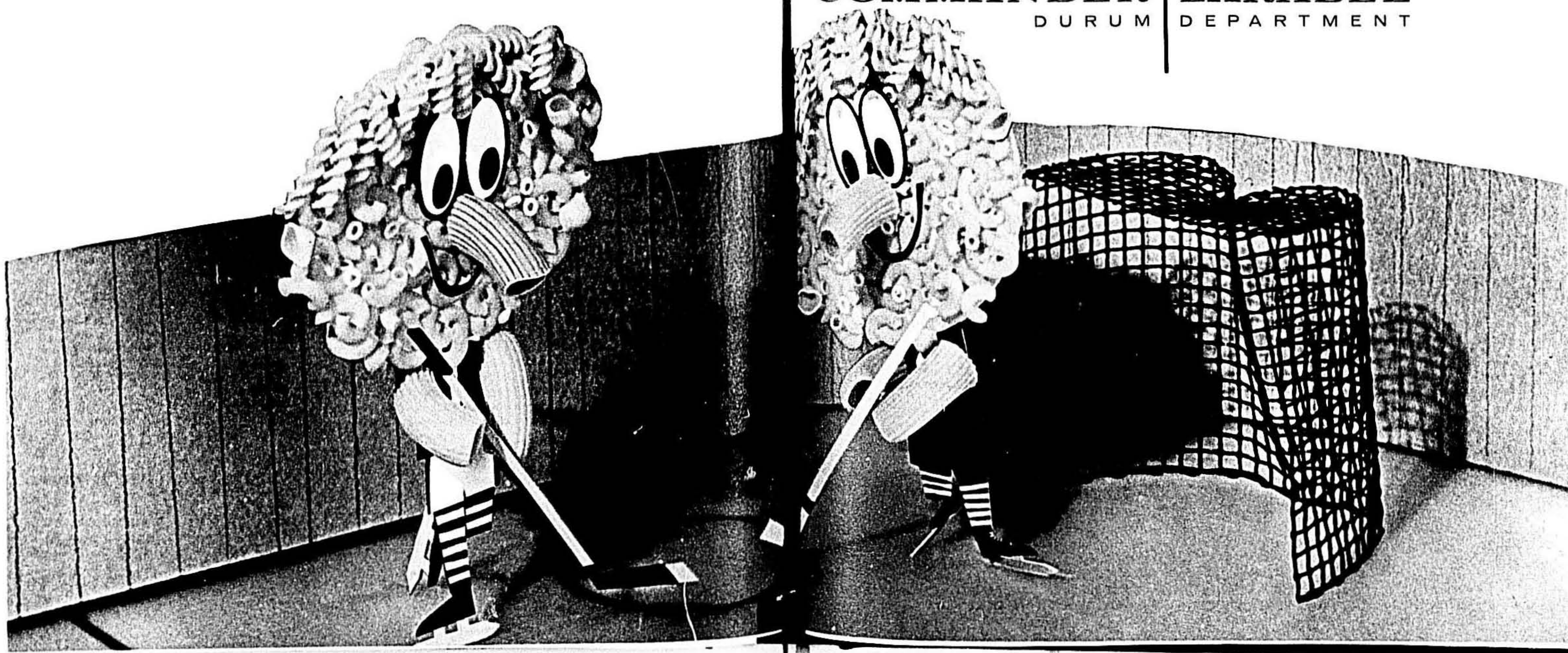
WHERE TOP PERFORMANCE COUNTS

YOU CAN COUNT ON COMMANDER-LARABEE!

At Commander Larabee, it's teamwork that turns out top quality durum products. Yes . . . a combination of milling skills add up the points to make Commander Larabee the nation's top scorer in the durum league. From grain selection, milling and formula blending to precision lab control and fast-swing shipping . . . Commander Larabee's milling team scores mighty high with the nation's macaroni makers. Next time, why not put Commander Larabee's winning team to work for your macaroni fans.

Archer-
Daniels-
Midland

COMMANDER LARABEE
DURUM DEPARTMENT



Visual Research—

(Continued from page 17)

signs by degrees of opinion between paired opposites—"very modern" to "very old-fashioned," for example. A variation of this is our Pictorial Semantic Differential Test in which small color photos of packages are plastic laminated and mounted on flannel. The respondent is handed a 12 by 16 inch flannel covered board with a "best or most" designation at the left, a "worst or least" at the right. Then she is given the jumbled set of pictures and asked to rank the pictures on, perhaps, "most preferred by men." "best for family meals" and so on.

These tests, and a multitude of others, determine the "image" produced by a design in the mind of the consumer.

Function

Function, the fourth key factor in successful packaging involves not only the obvious requirement that a package contain and protect its contents, but that it be easy to use in the home. Packages must be checked, for example, for clarity of opening instructions and ease of opening, for convenient reclosure, if reclosing is necessary, for slipperiness if the package is likely to be handled with wet hands. Again, some products go to the dining table in the original container. Is the container appropriate for this purpose?

To uncover possible sore points in package function, test packages are placed in homes for ordinary use, then the respondents are interviewed. Or, observers, seen or unseen, check on the way the housewife actually opens—or attempts to open—a package, pour from it, etc.

In the foregoing, I have by no means tried to give a short course in design research—simply to sample techniques used to get valid information pertaining to the four key factors:

(1) Visibility
(2) Content Communication
(3) Psychological Connotations
(4) Function

Cash Register Test

Earlier, I promised to tell you about a package test—an over-all test—which not only has no known possibility of bias, but is inexpensive and easy to administer.

This is the cash register test, or, more formally, "The VRI Accelerated Store Audit."

Store audits have been used for years as a means of testing the sales effectiveness of alternate packages. Usually, the procedure called for one package offered for regular sale in one group of stores, another package in another—matched—group of stores. Tabs were kept on purchases.

There are major weaknesses to this, however. The time involved could run to weeks for fairly fast moving products to months for slow moving products. Also, there were no controls for out of stock conditions. Also, precise matching of the stores was very difficult and time-consuming, requiring pre-audits.

The VRI Accelerated Store Audit can be conducted in a few days—even for normally slow-moving products—and it is rigorously controlled. Furthermore, the test can be conducted with experimental, handmade packages.

This is how it works.

Let's say that six stores are to be used and three package variations—the present and two proposed new designs—for a cake mix. Coupons worth, say, 10 cent off on any cake mix are presented at the store entrance to all incoming shoppers who use cake mixes.

The test packages are systematically rotated by time of display and by store and counts kept of purchases, by brand, of cake mixes.

By means of the analysis of variance, a statistical technique which enables us to measure the importance of the different variables (time periods, stores and the three test designs), we can determine the significance of differences in sales results.

Note that the coupon encourages sales of the product category without giving an advantage to any brand. The presence of an interviewer at the entrance plus one stationed at the product section ensures accurate tabulations of sales plus preventing any distortion caused by out of stock conditions.

Too, this test can be conducted with test package mock-ups—saving the cost of printing test packages. In this case, the interviewer intercepts the purchaser and replaces the test package with a standard package.

To Survive

In all this, I've emphasized the testing of package designs. The application of perceptual measurements to package design is a very important use of the techniques—and I also find it easier to describe how we use these techniques if I hew to one line.

Most of these techniques, however, are applicable to any form of visual communications. The store test which I just described can be used to differentiate among different types of displays, among point of purchase promotional materials. various selling phrases or appeals, and the like.

With simple adjustments of our instruments, we can, for example, tell you at how many hundreds of feet an outdoor advertising slogan is readable. Again, movies of outdoor advertising locations can uncover which of several posters are more memorable.

Just how important is this research? Good design salesmanship means more sales—and more profits. The trial-and-error method of deciding on packages is not only slow, but dangerous. Sound research is the least expensive in the long run.

Lest you think me partisan—which I am—let me cite from an American Management Association publication:

> "A recent survey indicates . . . that only 36 per cent of the (U.S.) companies queried market-test their new packages regularly and that these companies consistently show a sales gain double the average for packaged goods."

Competition is rough for the consumer dollar—and the more consumer dollars there are, the rougher the competition.

The rapid rise of the self-service store will bring with it intensified competition in packaged goods. And intensified competition brings rapid changes. The advent of new products or new designs changes the product competitive picture.

These changes can be so rapid that our United States company is offering a contract service which provides for key-factor package evolution every six months.

It takes fast-moving—and scientifically supported—management to survive intense competition.

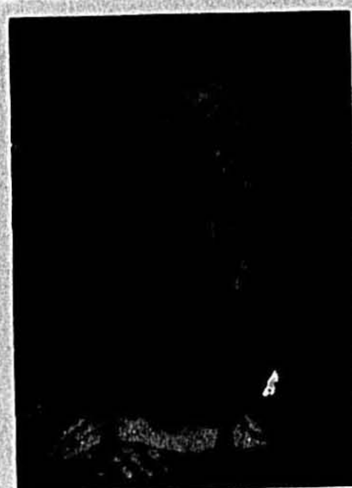
Rice-A-Roni Roundup

Ten television shows each week are selling Rice-A-Roni, says trade paper advertising. Shows include Don Morrow on "Camouflage," Jack Narz on "Seven Keys," Jack Bailey with "Queen for a Day," Johnny Carson on "Who Do You Trust?", Dick Clark on the "American Bandstand."

Display racks have a point-of-sale piece that says: "Take a break from potatoes—serve Rice-A-Roni," and the San Francisco cablecar is pictured as well as emphasized in the audio commercials. Margins of 22½ per cent on selling price are advertised on the chicken, beef, and Spanish flavors of Rice-A-Roni offered by the Golden Grain Macaroni Company in San Leandro, California.

Du Pont Salutes the Pioneer Converters


Billy Heller


Tom Dolan


Bert Martin

reprinted with permission from DuPont's "Packages and People"

Today over 440 million pounds of cellophane are used to package and sell our nation's consumer products, and almost one-third of it is printed and converted into bags, tubes and pouches or laminated to itself or other materials in forms that can often do the job of board, metal or glass.

Printing on moisture-proof cellophane is frequently regarded by the average person as a simple process because it is done so beautifully on a brilliant transparent surface. But three decades ago it was a monumental problem to put ink on a moisture-proof surface; then to dry it rapidly; and finally to make it "stay put."

An equally major problem was to make bags and tubes automatically from moisture-proof cellophane which resisted all known glues and performed like a temperamental prima donna on bag-making equipment built to handle paper.

So the search began for new inks, glues and equipment, calling for invention, brains and investment on the part of converters.

Roll-to-Sheet Printing

Tom Dolan of Dobeckmun, Max and Billy Heller of Milprint, and Bert Martin of Shellmar (now Flexible Packaging Division of Continental Can Company) are names of the determined and ingenious individuals who will go down in packaging annals. Bert Martin and the Hellers are generally credited with perfecting the difficult job of roll-to-sheet printing of moisture-proof cellophane with letterpress equipment. The rolls after printing were rewound with an interleaving sheet to aid drying and were then sheeted and packaged for manufacturers' use. Tom Dolan led the way for machine manufacturing of cigar tubes and satchel bottom bags over 30 years ago. Without this breakthrough bags might still be made laboriously by hand from die-cut sheets.

And could they sell! Cellophane at that time was $2.65 per pound. Superimpose a printing and bag-making fee on top of that, and you had a purchasing agent's nightmare, particularly in the depths of the depression in the early 1930's. But cellophane had the magic touch. It was transparent and it moved goods out of retail stores when many other devices, including cut prices, proved ineffective.

Major Breakthrough

In 1933, not long after moisture-proof cellophane was invented by Du Pont, the cellophane converting industry totalled 13 firms, all having the modest beginnings of the typical small businessman.

In the middle thirties, one-fifth of all cellophane used was in converted form—for candy, cookies, bacon, bread, tobacco and many other products.

Then roll-to-roll continuous printing was launched by Shellmar, a notable milestone in quality printing using special inks for both gravure and letterpress work. This was a major breakthrough for it made available printed roll stock, a type of put-up absolutely necessary for widespread use of printed cellophane on automatic packaging machines.

Growth and Then the War

By 1940, the activity of converters in roll-to-roll printing on improved equipment; the development of high-speed wrapping equipment by the packaging machinery manufacturers; and the introduction by Du Pont of new and improved cellophanes for better machinability, all combined to develop cellophane from a lusty infant into a growing giant.

By this time, the total number of converters in this new and progressive field of packaging had grown to [illegible]. As self-service merchandising and supermarkets, calling for more and better packaging, entered the scene, the infant converting industry once again entered a new phase in its growth.

Then World War II came along, restricting cellophane usage to foods, drugs, tobacco and ordnance packaging. The expansion of cellophane into markets other than these ceased. Supplies of wood pulp and chemicals were limited and available stocks were allocated. Even the need to continue manufacturing cellophane was questioned. Undaunted, the converting industry turned to developing new, highly functional cellophane constructions, and leading converters began to produce

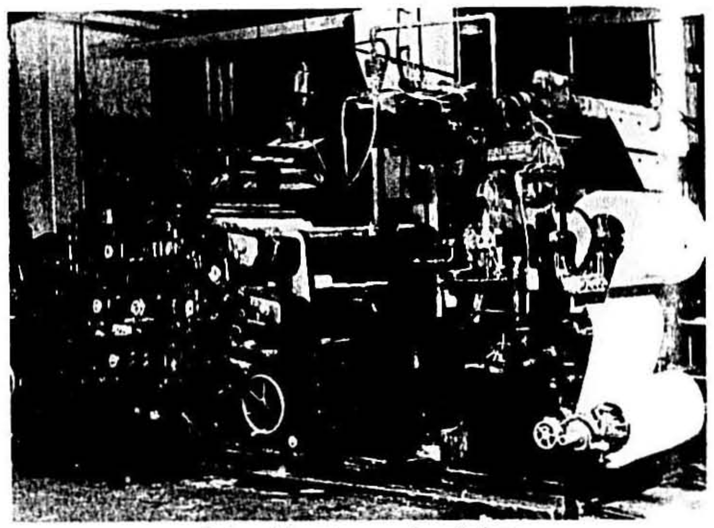
(Continued on page 24)

Pioneer Converters—

(Continued from page 22)

laminations of films, waxes and scrim to protect military parts, arms and supplies against rust and corrosion. Converters even made poison gas protective capes for the armed forces from these laminations, but their use was never required for gas protection. They did serve, however, many purposes; as protective covers and as fox hole liners. Functional and protective packaging took on new importance after the war. Rigid moisture vapor transmission tests established new criteria which all films had to meet. It was no longer enough to produce a moisture-proof wrapper. Now, it was **how** moisture-proof.

The lamination and coating activity spawned during wartime, continued into peacetime as improved protection was demanded by more and more packagers. That was really the beginning of a series of developments in films and converting techniques, including coatings and laminations involving hundreds of combinations for literally thousands of new uses.



Early model printing press for cellophane.

There were 70 flexible film converters by 1947. Since then this number has increased materially. New types of films and other flexible materials have widened the scope of converter activity until now the industry can devise a package for practically any product — soy sauce, pickles in liquid, catsup, produce, or nuts and bolts. These packages provide the necessary protection as well as the selling impetus which packages need in today's self-service stores. They are the result of combining manufacturing skills with expert package design.

Du Pont has always concentrated on the manufacture and improvement of a wide variety of films suited to packagers' needs. Converting processes in the skilled hands of Du Pont Authorized Converters have grown in speed, quality and versatility. Working together—Converter and film manufacturer—have produced a packaging revolution that has brought significant benefits to packagers and consumers alike.

New President at American Home Foods

L. J. Sauers has been named president of American Home Foods Division of American Home Products Corporation according to William F. Laporte, president of American Home Products.

Mr. Sauers who has been executive vice president of American Home Foods since September of 1960 also becomes president of Canadian H[illegible] Products Limited.

A native of Uniontown, P[illegible]vania, Mr. Sauers began his [illegible] with the investment banking [illegible] Swart-Brent & Company, Pitt[illegible] Pennsylvania. He joined the sal[illegible] of National Biscuit Company [illegible] where he continued until assum[illegible] responsibility as district mana[illegible] American Home Foods in 1944.

At American Home Foods, M[illegible]ers has been successively distr[illegible] manager, vice president for s[illegible] vice president for marketing [illegible] being named executive vice p[illegible] last year.

Mr. Sauers is a member of th[illegible] of Directors of the Grocery M[illegible]turers of America.

◆

At the Packaging Machinery Institute Show

Sam Palazzolo of Vivison Macaroni Company takes a look at the Triangle-Gaubert long goods packaging machine. Triangle recently acquired the west coast development.

Donald Thom of Triangle scales a ladder to demonstrate the height of a machine that automatically makes bags, weighs, [illegible] and closes short cut products.

Seven Keys to a Strong Consumer Franchise

by James O. Peckham, A. C. Nielsen Company

at the Grocery Manufacturers of America Annual Meeting

WHILE I've called this talk "Seven Keys to a Strong Consumer Franchise" I'd like to emphasize that there are probably a great many more than seven keys and, furthermore, that I'm not at all sure that the particular ones I have selected are necessarily the most important. Let's say that here are seven keys that you might find it worthwhile to consider in connection with your efforts in building a strong consumer franchise on your brands. It may well be that you are already busily engaged in turning most, if not all, of these keys in the well-oiled locks of your respective marketing doors.

Key No. 1: **Keep Your Product Up to Date—a little ahead of the times if possible.** Back about 10 years ago we set up a group of recently developed products with what Paul Willis and others like to refer to as "built-in chef and maid service," and which we usually characterize by the term "convenience type products." These included such products as instant coffee, frozen orange concentrate, cake mixes, etc.—products which have had a remarkable growth over the past 10 years and have now resumed more normal trends as they have taken their place as part and parcel of the consumer's everyday purchases. In other words, yesterday's convenience products have become today's necessities.

Brand New Group

In the meantime, an additional group of convenience products has come on the market—products such as instant tea, instant potatoes. liquid household cleaners, aerosol products of various kinds such as window cleaners, air fresheners and furniture polish, dessert toppings, instant drinks, dispenser-packed prefolded napkins, sandwich bags, and so on. The extent to which these additional convenience type products are meeting the consumer's favor and thus producing sales and profits for manufacturer and distributor alike, based on the composite trend of nine convenience product classifications, shows a two-year sales increase of 55 per cent between 1959 and 1961—almost seven times the increase for grocery store sales as a whole.

It seems to me that one common feature of these convenience type products is their relative newness or uniqueness—the fact that they are strictly up to date. They save time and work, and the consumer continues to value them highly, as you can see. This particular desire of the consumer for something really new is not confined to convenience type products but also exists on new and improved brands generally. Based on a composite trend of 18 new and/or improved brands marketed nationally in 1958 or before, we see that consumer purchases of these new brands are up 51 per cent in the two-year period since 1959. If we examine the individual brands making up this fine sales trend, we find that they all had something really new to strike the consumer's fancy—a consumer plus readily demonstrable to the user. Fifteen of the 18 candidates were entirely new brands; three represented improvement of established brands.

New Business

One objection to new brands frequently voiced by the trade is that these new brands merely take business away from established products and hence do not result in any plus business. Nothing could be further from the truth. The four-year sales trend of 32 product groups which did not have the benefit of successful new brand introduction as compared with that of 12 product groups where dynamic new and improved brands had been introduced shows the rate of sales gain practically doubled for the new items—from 19.5 per cent to 35 per cent.

The rewards of keeping one's brand and product up to date are obvious. The penalty for failing to do so is equally obvious. Over the 15-year period from 1946 to 1961, 12 of the leading brands in 34 food product classifications—one-third of the total—lost leadership and were replaced by 12 new leaders. Eight of the 12 former leaders were challenged by a new or radically improved competitive brand having a demonstrable advantage to the consumer. After carefully analyzing the situation, I do not believe that any of these eight brands could have possibly maintained its sales position, no matter what the manufacturer had done in advertising or promotion, unless he had promptly equaled or bettered the competitive product improvement. It is a cardinal fact that a consumer franchise will not protect a brand against a well-advertised technical breakthrough of competition. Four of the losers lost out mainly because they allowed competition to out-advertise and out-merchandise them.

Timing Is Vital

Timing is of vital importance in keeping a product up to date. Some five years ago we compiled a box score of 13 pioneers in launching a new or radically improved product. Of the 13 cases, the first follower achieved, on the average, only 51 per cent of the volume attained by the pioneer after a minimum of three years; the second follower only 25 per cent.

I thought it might be interesting to repeat this study under today's conditions with an entirely new list of brands and hence I compiled another composite box score, this time involving 14 successful brands. Strangely enough, this came out almost identically to the preceding study, with that first follower or "me-too" brand attaining only 47 per cent of the originator's volume and second follower 26 per cent.

◆

Key No. 2: **Fish Where the Fish Are!** Some 12 per cent of the stores control from two-thirds to three-quarters of the business, depending on the specific commodity being considered. Our Statistical Research Department's up-dating of the 1958 Census of Retail Distribution, thus producing an estimate for 1960, shows that chains and super independents—some 11.8 per cent of the stores or about 37,000 outlets—account for almost 71 per cent of the business.

While this fact has been well recognized for years, we still find considerable evidence that these key outlets are not getting a proportionate share of the selling effort. Perhaps because these chain and independent super stores are difficult and in some cases even impossible to work at the store level, it frequently happens that undue attention is given to the less-productive stores further down the line—those in the large independent and sometimes even in the medium and small independent groups. On the average, even the medium independent stores (annual volume $50,000,000 to $100,000,000) represent only one-sixteenth of the potential of the chain outlet and only one-tenth of the potential of the super large independents.

Marketing plans as well as personal sales effort must take this situation into account. Unless the marketing plan can be intelligently applied by these large outlets at the store level its overall effectiveness will be severely diminished, to say the least.

The Problem of Calls

This problem of calls made at the store level by manufacturer salesmen has interested me for some time, so much so that we recently attempted to get some information on this subject. Our field staff of more than 300 men are in the food stores comprising the Nielsen Food Index cross-section more than six months out of each year and as a result have developed a rather intimate knowledge of what goes on in each retail outlet. We asked them this question:

"Based on your experience and knowledge of this store, would you say that salesmen of these or similar large companies (and here we named 11 large ones) generally sell to or make merchandising calls on this store (must be at store level in case of chains—not headquarters)?"

Before I give you the results, let me point out that we are asking the Nielsen fieldman for **his opinion**, not for a physical count of merchandise. His opinion can be faulty, but it is an **informed** opinion and an **impartial** one as well.

By and large the salesmen are certainly fishing in the most likely looking spots, but they seem to be overlooking some of the best ones (chain policy is, of course, one factor here) and in some cases, may be spending too much time among the small fry. I say this because for most of the larger grocery manufacturers, 70 per cent of the business can be covered by the chains and super independents alone. Adding the large stores gets us up to 85 per cent of the business for most companies, which would suggest that all of the medium and small stores could be better covered by regular, voluntary chain or co-op retailer-owned wholesalers alone.

Discount Stores

No discussion of the importance of retail outlets would be complete without some mention of "discount stores"—the supermarkets of the general merchandise field. More and more of these gigantic retail outlets are including grocery store departments as part of their operations and serious concern has been evidenced in some quarters on the effect they may have on sales of the traditional grocery store.

We are watching them carefully and are attempting to compile a master list from which we will more thoroughly investigate a cross-section to evaluate their impact on established traditional outlets. In the meantime, however, we have just completed a pilot survey which gives us an opportunity to make a rough preliminary estimate of their importance in the sale of grocery products.

Our pilot survey covered a widely dispersed sample of 152 discount stores all over the country. After eliminating discount stores of less than 20,000 square feet, we found that 27 per cent had what we would call reasonably complete grocery store stocks. Applying this figure to the highest estimate of the number of discount houses we've yet seen—2500 outlets—results in a figure of 675 discount stores with grocery departments. Assuming that each department does as well as a chain supermarket—a liberal assumption since stocks in many of these stores are not complete — gives us an estimate of $742,000,000 for grocery department sales, or about 1.5 per cent of $51,000,000,000 grocery-combination sales.

We can arrive at this estimate in another way. Out of 6.6 million square feet surveyed, we found 380,000 square feet or 5.7 per cent devoted to the sale of food store products. Applying this to the trade estimate of $5,000,000,000 annually for total discount house volume gives us $285,000,000 for grocery department sales, or about .6 of one per cent. If grocery department space was twice as productive per square foot as the average, sales would amount to 1.2 per cent.

We will refine this in subsequent surveys, but at present it would appear that this type of operation is probably between one per cent and 1.5 per cent of grocery-combination sales. Furthermore, much of this volume is in leased operations run by traditional food store operators and hence is properly included as grocery-combination store business anyway.

◆

We now come to a very important key, Key No. 3: **Establish Your Advertising Budget in Terms of the Job to Be Done.** It is normal procedure for manufacturers to think of their advertising budget in terms of a certain percentage or per case allowance based on expected consumer sales. Potentially profitable advertising to sales ratios have to be considered, of course, but substantial investment spending must also take place if we are to build and maintain a consumer franchise on **new** products. Even on **established** products Nielsen Retail Index evidence suggests that a brand's competitive position may require spending more advertising money in some territories than in others; competitive promotions or increased advertising on the part of competition may dictate the wisdom of changing previously established advertising-to-sales ratios.

Earlier I mentioned some of the factors contributing to the loss of leadership by the 12 brands out of the 34 that lost out over the past 10 years. While eight of these brands lost out because of competing product developments which they did not meet, the remaining four losers lost out to brands already on the market largely, we feel, because they did not maintain a share of advertising pressure consistent with sales position.

How to Maintain Position

So much for those brands that lost out in the competitive race. How about those that continued to lead the parade after 15 years had elapsed? We found that 13 of the 22, or 60 per cent of the brand leaders, maintained a share of advertising greater than share of sales in both 1946 and 1961. While the share of 1946 advertising was less than share of 1946 sales for another 18 per cent of the brand leaders, it was sharply increased through 1961, in fact almost doubled. In only 18 per cent of the cases was the original high advertising share allowed to fall, and in only four per cent was it lower throughout.

Further evidence showing the importance of relative advertising pressure to relative sales illustrates the long-term share trends over a 15-year period—per cent of sales versus per cent of advertising—for a brand in a commodity group which has had a minimum of consumer price offers to contend with. The client's 28 per cent share of advertising was somewhat greater than its 24 per cent share of sales during 1946 and 1947. During 1948 share of advertising was allowed to fall from 27.9 per cent to 22.6 per cent, with no measurable result in share of sales. Some fundamental change in policy either for this brand or its competition resulted in a very sharp decline in advertising during 1949, to a point where it represented only 8.7 per cent of total advertising. It is interesting to note that again share of sales was not particularly affected. A continuation of this sharply curtailed advertising in 1950, however, did show some loss in competitive sales position. with the brand declining from 25.1 per cent of the market in 1949 to 22.7 per cent in 1950.

This decline apparently caused a reversal in advertising policy with the result that advertising pressure was in-

(Continued on page 30)

FOR YOU

ADVANCED TECHNOLOGICAL IMPROVEMENTS

Save Space — Increase Production
Improve Quality

★ **NEW** POSITIVE SCREW FORCE FEEDER

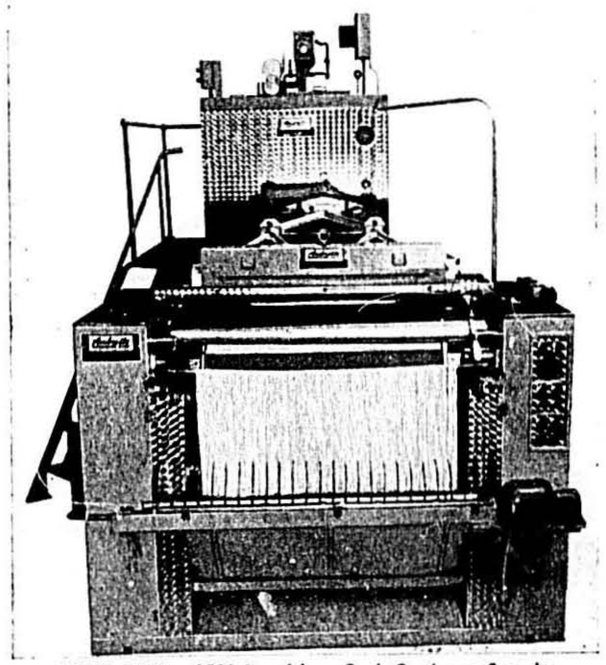
improves quality and increases production of long goods, short goods and sheet forming continuous presses.

★ ★ **NEW** 3 STICK 1500 POUND LONG GOODS SPREADER

increases production while occupying the same space as a 2 stick 1000 pound spreader.

NEW 1500 POUND PRESSES AND DRYERS LINES

now in operation in a number of macaroni-noodle plants, they occupy slightly more space than 1000 pound lines.



MODEL BAFS — 1500 Pound Long Goods Continuous Spreader

These presses and dryers are now giving excellent results in these plants

★ *Patent Pending*
★★ *Patented*

Ambrette
MACHINERY CORP.
156 Sixth Street
Brooklyn 15, New York

NEW SUPER CONTINUOUS PRESSES

SHORT CUT MACARONI PRESSES

Model BSCP — 1500 pounds capacity per hour
Model DSCP — 1000 pounds capacity per hour
Model SACP — 600 pounds capacity per hour
Model LACP — 300 pounds capacity per hour

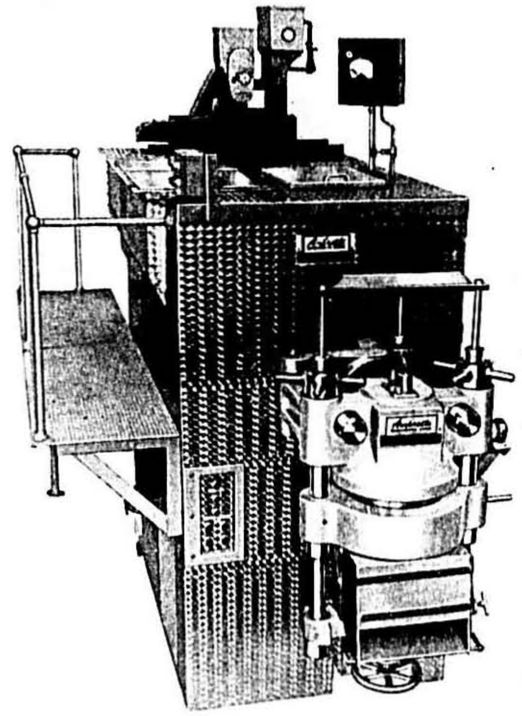
LONG MACARONI SPREADER PRESSES

Model BAFS — 1500 pounds capacity per hour
Model DAFS — 1000 pounds capacity per hour
Model SAFS — 600 pounds capacity per hour

COMBINATION PRESSES

Short Cut — Sheet Former
Short Cut — Spreader
Three Way Combination

★



Model BSCP

QUALITY — — — — A controlled dough as soft as desired to enhance texture and appearance.

PRODUCTION — — Positive screw feed without any possibility of webbing makes for positive screw delivery for production beyond rated capacities.

CONTROLS — — — So fine — so positive that presses run indefinitely without adjustments.

SANITARY — — — Easy to clean and to remove attractive birdseyed stainless steel housing mounted on rugged structural steel frame.

PLANT
156-166 Sixth Street
155-167 Seventh Street
Brooklyn 15, New York

Ambrette
MACHINERY CORP.

Seven Keys—

(Continued from page 27)

creased to a point where it represented 16.8 per cent of the advertising; observe that the brand continued to fall off in share of market to 20.8 per cent. Two more years of sharply curtailed advertising followed in 1952 and 1953 and the brand continued to decline further, to 19 per cent of the market in 1952 and 17.7 per cent in 1953.

During 1954 advertising was sharply increased to a point where it exceeded share of sales for the first time since 1947 and, while the competitive sales position did not increase, the decline of .7 of a point was smaller than it had been for any of the preceding four years. Again share of advertising was allowed to decline and again the brand started downward, although at a much slower rate, ending up at 16.2 per cent in 1956.

Starting with 1957, advertising was increased to a point where its share was considerably greater than share of sales; this situation was consistently maintained through 1960. Observe that the brand's share of market increased from 16.2 per cent in 1956 to 19.3 per cent in 1960.

It is of course most difficult to state with any degree of certainty what might have happened if the client had maintained his share of advertising between 1948 and 1956. It seems to me, however, that both this study and the previously detailed report covering 34 brands over a 15-year period offer rather strong presumptive evidence that:

Keep Ahead

"Assuming that you keep your product (and its resulting advertising appeals) strictly up to date—and this is an essential and most important assumption—the best insurance of staying on top is to consistently maintain your share of advertising at a point somewhat ahead of your share of sales."

If we can accept this experience as representative, therefore, competitors' advertising must be taken into account in setting the advertising budget if a sound and healthy consumer franchise is to be maintained.

Two or three further points affecting long-term share trends: One of these is that temporary or short-term reductions in share of advertising seem to have little immediate effect on sales position.

The other is that temporary or short-term increases in advertising pressure, even where these increases cover an entire year, are generally not sufficient to materially improve the sales share trend. Both reductions and increases must be sustained. Consistent long-term effort appears to be the answer.

Budgets for New Brands

How about the advertising budget and **new** brands?

The share of sales attained by each of nine successful new brands in a particular product classification after three years has been contrasted with each brand's three-year advertising investment. We consider all of these brands to have been successful in that they were able to pretty well hold an established market share, even at modest levels. Unsuccessful brands are not included in this analysis.

Brand A was **first** with an **unusual product appeal**—a most happy combination—and achieved a substantial share of market with relatively modest advertising expenditures. Brands G, H, and I were to some extent Johnny-come-lately "me-too's" and hence required relatively large advertising expenditures for relatively modest market shares. Brands B, C, D, E, and F, however, seemed to have attained market shares in line with each brand's three-year advertising investment. In this field at any rate, given an acceptable timely-introduced product, you seem to get what you are willing and able to pay for.

Getting an acceptable, timely-introduced product off to a really fast start costs money, but it can pay real dividends. Start with dollars spent per 10,000 population between Brand A and Brand B during the first year, these expenditures including estimates for sampling and other consumer production as well as media advertising. Add them up and you'll see that Brand A's expenditure rate per unit of population was not only exceptionally heavy at the start but was about 70 per cent greater than that of Brand B over the entire year. As a result, Brand A's cost in dollars per case far exceeded that of Brand B during the first two periods, but the sales generated were ultimately great enough to lower Brand A's case expenditure ratio below B's by period three despite Brand A's larger spending.

By the end of the year, the cumulative spending per case was approximately the same; yet Brand A had achieved 11 per cent of the market against B's five per cent.

◆

This brings us to Key No. 4: **Watch Your Consumer Price Differential.** The sales effect of changes in price differential between a given brand and its competition is certainly not news to marketing people in the grocery field, but I include it among the seven keys because it is so frequently a factor in the trend of a brand's consumer franchise.

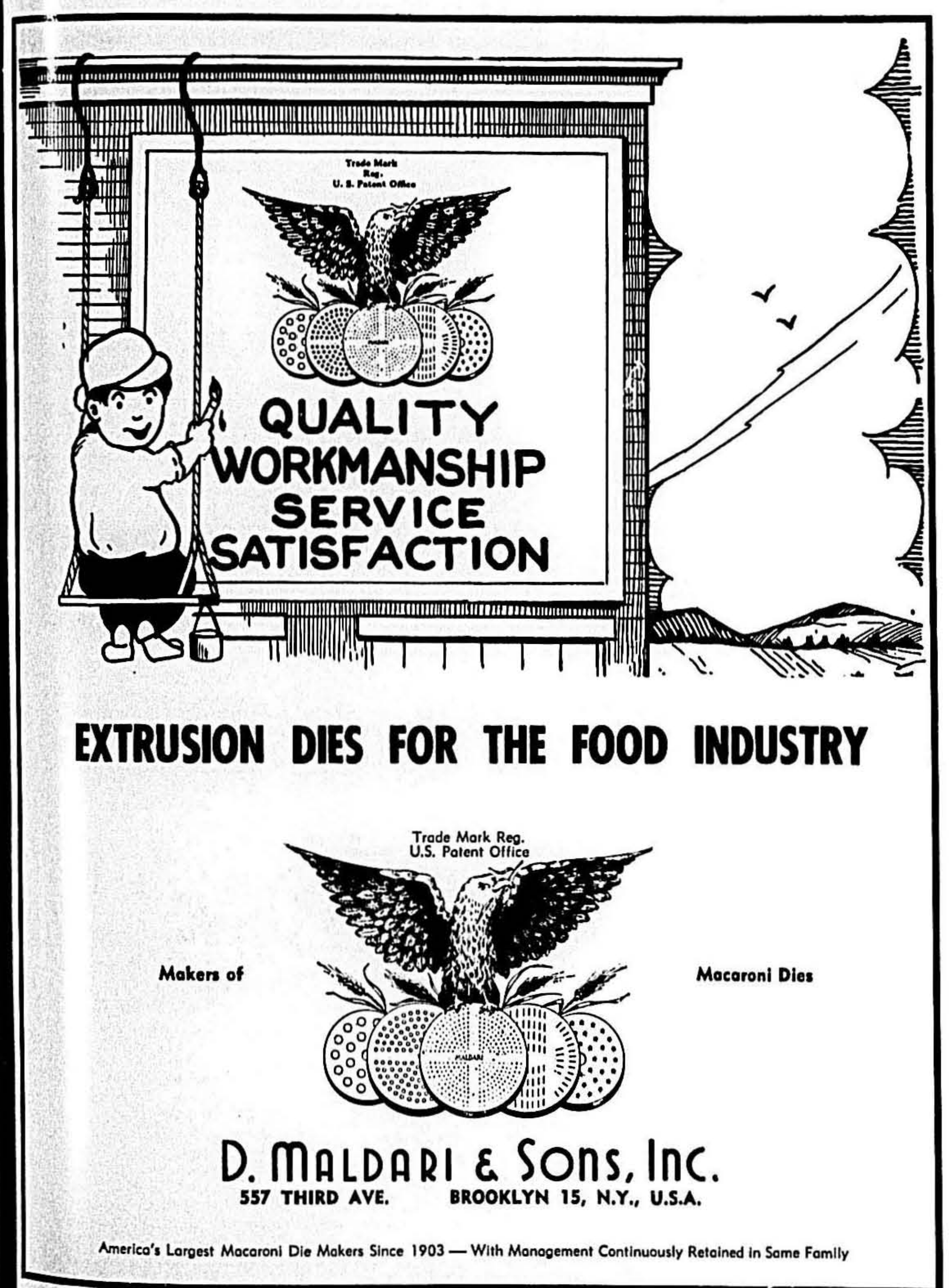
Consider the effect of consumer price changes on brand position for a leading brand in a particular product group. Contrasting the brand's competitive position with its price relationship to other brands over a period of eight years, one observes that as the price differential versus competing brands **declines** from plus four per cent in Period 1 to plus 0 per cent in Period 10, the competitive position of the brand **increases** from 10 per cent to 10.5 per cent of the market. Conversely, as the price differential **increases** from plus 0 in Period 10 to plus 14 per cent in Period 43, the competitive position **declines** from 10.5 per cent to 8.4 per cent of the market. During the next three periods the brand's share increased to 8.9 per cent as the price again came closer to that of competition. We traced this relationship through the entire eight years, period by period, and found only two cases where changes in price differential were not accompanied by **inverse** changes in competitive position.

Specialty Brands

Consumer sales of specialty brands, particularly those with a demonstrable consumer plus, are less subject to changes in price differentials than brands with little product differentiation; furthermore, since these well advertised, quality brands are more highly valued by the consumer, they naturally command a larger price differential in the first place. I think it is fairly safe to say, however, that except on highly developed specialty products, even modest increases in the generally accepted price spread between a given major advertised brand and its competition are usually accompanied by declines in share of market and in many cases ultimately by declines in unit volumes as well; it appears to be exceedingly difficult to make up these losses by increases in advertising and/or promotion.

Just to be sure we do not present a one-sided picture, let me call your attention to the fact that a premium brand may be marketed at a premium price even in a highly competitive field. Premium Brand A came into the market at a price premium versus other major brands of approximately 40 per cent and achieved 4.8 per cent of the market in just one year's time. By the end of the sixth year it had reached 8.6 per cent of the market. At the same time, other premium brands with somewhat different appeals came into the market and secured an additional 14.3 per cent of sales.

(Continued on page 32)



Seven Keys—

(Continued from page 30)

We now come to a very controversial key, Key No. 5: **Don't Let Short-Term Tactics Take the Place of Long-Term Strategy.** In speaking of short-term tactics we largely have in mind the vast range of consumer price promotions in the form of factory pack, combination merchandise, couponing or similar efforts resulting in a temporary consumer price reduction. While these promotions may have their place in achieving limited objectives only too frequently some individuals get into the habit of using them with the regularity which suggests that they are being relied upon to achieve long-range goals as well.

To Many Promotions

That the continuous use of consumer promotions cannot be relied upon to increase the consumer franchise of an established brand is well illustrated with the two-year competitive sales record of four brands in one of the Nielsen Food Index product groups. While these deal goods were increased from 30 per cent to 60 per cent of Brand A's volume between 1959 and 1960, the share of market represented by Brand A remained stationary at 40 per cent, nor were there any appreciable changes in the competitive standings of the remaining three brands. In my opinion, such marketing tactics should not be considered "promotions" at all; they constitute merely another form of price reduction.

More evidence is available that consumer price dealing on established brands rarely promotes but largely gives regular customers a bargain. In the early years of consumer price promotions we used to see at least **temporary** increases in consumer sales during the peak of the promotional period, even if ultimately sales did fall back to pre-promotion levels. In more and more instances we find that this is no longer the case today. The "price-off" merchandise merely **replaces** the regular merchandise in the shopping cart without causing a ripple in the brand's share of market.

In our view, there are only two situations where a consumer price promotion is indicated—to introduce a new or improved product or perhaps to promote a new use for an existing brand, and to broaden distribution of a product in order that the advertising may be more effective.

Consumer promotions can in this way make it attractive for people to try your product once, but it is only through having a good product in the first place and through the skillful and continuous use of advertising that a brand can become a household name—one which can be relied upon year in and year out for profits to the shareholder.

Substitute Price Cut

As you all know, consumer price promotions are frequently used in lieu of a general price reduction in the basic price of the product itself. Production economies or declines in the basic price of raw materials sometimes make it possible to lower the cost of the product and, rather than institute a general over-all price reduction, large quantities of factory-pack or extensive couponing campaigns are instituted, all of which have the effect of reducing the price to the consumer. Regardless of the particular reason—this may indeed be a good one—the results are exactly as we have indicated. In many cases, the brand ends up with 50 per cent to 100 per cent of its factory production in consumer price offers, in which event it becomes nothing more or less than a semi-permanent price reduction. In my opinion, one of the real disadvantages of this form of price reductions is the "bargain basement" connotation the brand might get in the minds of the customers, thus tending to destroy the value built into the brand by the product and its advertising. Such price promotions are not con**sumer** promotions at all—they are merely price reductions in a different guise and should strictly be considered as such.

In my view there just isn't any such thing as "just **one** price promotion." While the **first** promotion may be okay, once a brand gets started along this road it's almost impossible to stop, with the ultimate results that you have seen. The amount of cut-price merchandise gets larger, the sales gains during the promotion get smaller, and eventually the brand may even end up with less dollar sales volume than it started with, particularly if it is in a downward trend.

Rushing the Market

Before locking the door with this particular key, let me touch very briefly on another short-term tactic—marketing a brand before it is ready, even to beat competition to the punch. The consumer will spot it every time. During the first six months, Brand X achieved a rather substantial volume, but it almost immediately started a long-term decline that is still continuing. Net result: Consumer sales at manufacturer's prices over the two-year period $7,800,000; advertising investment alone almost as much—$6,500,000.

This brings us to Key No. 6: **Try to Adequately Test-Market New Ideas.** It is not my purpose to deal extensively with test-marketing operations. What I really want to stress is the word "adequately."

Consider a study recently completed on the length of time required by new brands to reach their maximum share levels. Note that after 14 months of test-marketing—considered a reasonably long time by many companies—only 46 per cent of the new brands in the food product group and 25 per cent of the new brands in the household product group had reached their maximum share levels. While I realize that many times competitive situations dictate the necessity of proceeding with the national introduction of a brand long before it has had time to achieve maximum results in test markets, the fact remains that the over-all length of time required to really secure a foothold in the market is somewhere around 20 months for the majority of the food products (even here about half of them will **not** have achieved maximum standing) and approximately 22 months for household products.

This study also revealed that reaching peak share early in the game does not usually auger well for the brand's future. For example, all eight brands that reached their peak share of market during the first six months averagely lost 40 per cent of their position by the end of the first year and close to two-thirds of their position by the end of the second year.

Conversely, this study revealed that a somewhat slower growth suggested a stronger long-term consumer franchise. For example, brands that did not reach their peak share of market until the latter half of the first year or later seemed to have a more modest decline during the first six months following the peak period and then averaged share declines no greater than four per cent to five per cent over a year's time.

◆

This brings us to our final key, Key No. 7: **Integrate Each Phase of Your Marketing Operation Into an Over-All Program.** The more we have studied the cause-and-effect relationships between various phases of a marketing operation and a brand's consumer franchise as represented by its share of market trend, the more evident it becomes that no one single factor in the marketing equation can be considered **largely** or **primarily** responsible for a favorable trend. It's having the proper mix of all of the factors that really gets sales results—indeed a most difficult condition to achieve.

(Continued on page 34)

Seven Keys—

(Continued from page 32)

Each of today's brand leaders in the grocery field has found the answer that is right for it. Occasionally one or more may lose the formula—or perhaps have it knocked out by a technological break-through on the part of competition—but if we discount this factor, our 15-year study shows that only four out of 26 brand leaders in 1946 fail to lead their respective fields today. A remarkable record any way you look at it.

As a matter of fact, it is probably the concerted effort of all major advertised brand manufacturers to find the proper marketing mix that makes the record. In essence there continues to be virtually no change in the importance of major advertised brands, with the consumer still preferring them over the combination of thousands of minor brands—71 out of every 100 times.

The minor brands include private brands along with sectional brands and many smaller national brands. While the group as a whole is not increasing its share of market, the possibility exists that the private brands may be doing so at the expense of the remaining brands within the minor brand group. It's very difficult to identify all of the private brands, but we have managed to isolate most of them in 11 product classifications and find that, on the average, these private brands account for 11.3 per cent of the market in these particular classifications. Last year it was 11.2 per cent, and two years ago 11.5 per cent, so you see there has not been any recent growth.

Summary

So here we are at the end of the road. I can think of no better summary than to merely use the seven keys we have just discussed. Here they are once again:

1. Keep your product up to date.
2. Fish where the fish are.
3. Establish your advertising budget in terms of the job to be done.
4. Watch your consumer price differential.
5. Don't let short-term tactics take the place of long-term strategy!
6. Try to adequately test-market new ideas.
7. Integrate each phase of your marketing operation into an over-all program.

I make the suggestion that you mix them in proper proportions, add the necessary and all-important pinches of good judgment, bring them up to the boiling point in the market place.

The winds and waves are always on the side of the ablest navigators.—Edward Gibbon.

New Drying Idea

The Pavan brothers of Italy have recently announced a new high speed continuous long goods line with a capacity of 1800 to 1900 pounds per hour production. The system uses two presses feeding two spreaders that deliver into a single preliminary dryer. From there the long goods are elevated into a series of mechanically operated drying tunnels, effectively drying in 24 hours. At the discharge end of the dryers the sticks are lowered directly into a cutter which will cut only loops, or cut in two pieces while trimming both ends. The sticks, mechanically returned to the spreaders, are a Pavan design made of steel and wrapped with cord.

A very unusual drying method is employed in the tunnels. Moist air is pulled from the tunnels, passed across a condenser to remove the moisture; then the air flows over heating coils and the dry air is blown back into the drying tunnels. An air duct is mechanically moved back and forth across the width of the tunnel, forcing the dry, warm air through every strand of the hanging long goods. The moisture laden air is then again pulled from the top of the tunnel back through the condenser. It is Pavan's contention that this drying principle is the first real advancement in long goods drying in many years. The multiple drying tunnels, each individually controlled, are independent of one another, making it possible to simultaneously dry four different types of long goods during any 24 hour drying circle.

Automatic Packer

The Aseeco Corporation of Los Angeles has come out with an automatic packer for noodles or short cuts. The unit regulates the flow of noodles into a net weigher so that weights are always within an acceptable tolerance. The flow of pre-weighed noodles goes into the tube which forms the bag without clogging or bridging. After making and filling the bag, it is sealed on the bottom and delivered for packing in the shipping case. The machine will handle any type of heat-sealable film.

Skinner's Automate

The new Skinner macaroni plant in Omaha is installing the Aseeco Stor-A-Veyor system for handling noodles and cut goods. The system, according to H. Geddes Stanway, executive vice president of the firm, will eliminate all manual handling of their products, from inducing the flour into the presses, through automatic dryers, into the moving storage system which delivers the products directly into the automatic packaging machines.

Cut products are also "untouched by human hands" as they are conveyed into any pre-selected storage bin from any of the dryers and then taken from the bins by a series of special control conveyors to any of the packaging lines. The system was designed for Skinner's in accordance with Mr. Stanway's ideas by the Aseeco Corporation of Los Angeles.

Pennsylvania Dutch

"Such a difference, honest!," says Eby Krotz, "kitchen ambassadress" for Pennsylvania Dutch noodles and elbow macaroni made by the Megs Macaroni Company, of Harrisburg, Pennsylvania. Television theme centers on the Pennsylvania Dutch reputation for good eating, and telling customers "what good is."

Dancing Macaroni

On a recent telecast of David Brinkley's Journal, with the celebrated NBC commentator, examples of European television commercials were shown. Among them was one of animated forks and spoons dancing with various macaroni products to the strains of Rossini's Overture used by Barilla in Italy.

In New York City, the S. H. Kress Company advertised in newspapers "The Twist Dinner" with delicious spaghetti twists with meat balls in sauce, capitalizing on the current dance craze, posed by Arthur Murray Dancers.

Soup Can Be Beautiful

". . . When you let Mrs. Grass make the soup at your house" is the theme of the current advertising campaign for the I. J. Grass Noodle Company's products.

The promotion, a part of Mrs. Grass' fiftieth anniversary celebration, is the largest in the company's history, and will be spearheaded by six half-page ads in Life magazine, and backed up by heavy newspaper schedules.

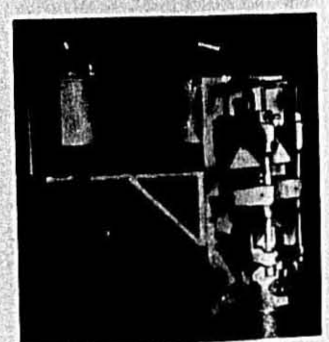
The soup can be beautiful theme, points out that everyone enjoys Mrs. Grass Soups: Mrs. Grass Chicken-y Rich Noodle Soup, Tomato-Vegetable Noodle Soup, Beef Noodle Soup, and French Style Onion Soup.

Point of purchase display material and a special per-case display allowance will be made available to dealers to help them tie in with the national and local advertising. The campaign will last through the fall and winter soup-selling season.

Undertake not what you cannot perform; but be careful to keep your promise.—George Washington.

DEMACO

twin die short cut press-



DEMACO - the full line:

SHORT CUT PRESSES, AUTOMATIC SPREADERS, SHEET FORMERS, SHORT CUT DRYERS, NOODLE DRYERS, LONG GOODS PRELIMINARY DRYERS, DRYING ROOMS, EGG DOSERS.

NOW — get production of over 1500 lbs. per hour with Demaco's new TWIN DIE SHORT CUT PRESS

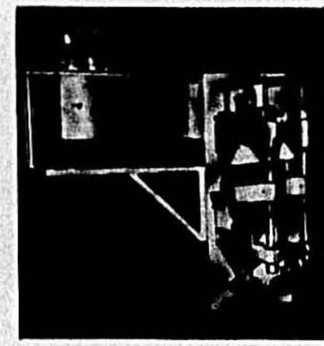
Come see the newest Demaco Short Cut Press with two extrusion heads assembled in one compact unit. Here the accent is on quality production with slow, slow extrusion over two dies, yet production is increased over 50% in the same floor space.

Demaco — will improve your quality of short cuts due to slow extrusion.

Demaco — will increase your production as this press is designed for today's high production demands.

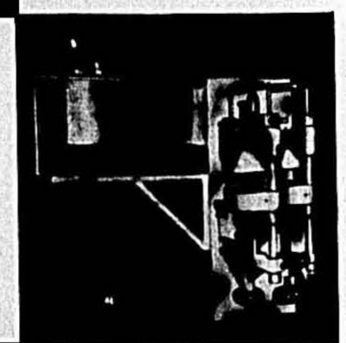
Demaco — will lower your production costs by increasing the efficiency of your operation.

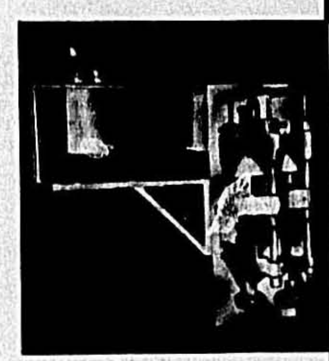
Demaco's Twin Die Short Cut Press is planned for tomorrow's needs, today. This is the key to better production capacity needed today. Demaco's Twin Die Short Cut Press puts you in the position to produce top quality short cut products with top operating efficiency and stay on top of heavier production with equipment that can deliver — day after day after day!



to help you

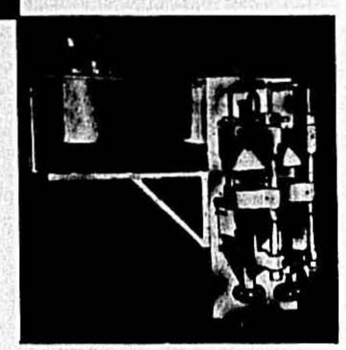
produce the





BEST shortcuts

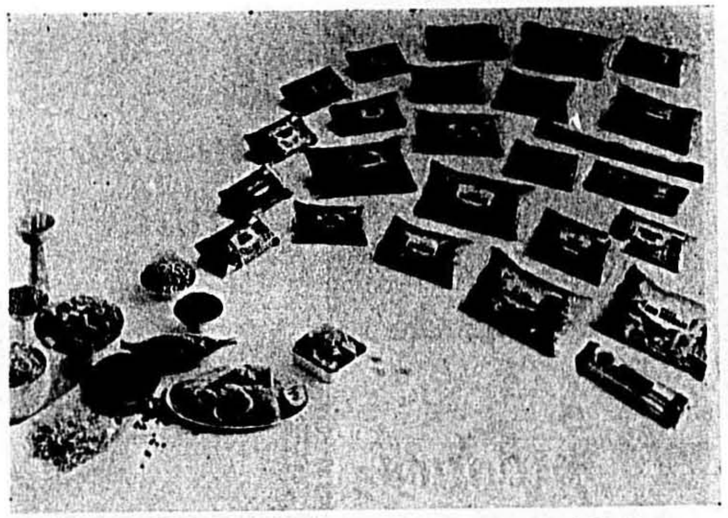
for LESS



De FRANCISCI MACHINE CORPORATION

45-46 Metropolitan Avenue • Brooklyn 37, New York

Phone EVergreen 6-9880



New Design, 2-in-1 Poly for Gooch's Best.

reprinted with permission from DuPont's "Packages & People"

What's in a package? At Gooch Food Products Company in Lincoln, Nebraska, only the finest macaroni and dried vegetable products go into their newly designed package of Du Pont two-in-one polyethylene. But there is much more than a quality product in Gooch's package. There is built-in merchandising.

Following the Early American theme begun just two years ago, Gooch's have created a new package with real sales appeal. Soft shades of red and blue used in tasteful restraint, stand out from the white colonial sign logo and appeal to the woman shopper. The new design takes maximum advantage of the sparkling clarity of Du Pont two-in-one polyethylene film to reveal abundantly the golden richness of the noodles, macaroni and spaghetti or the rich textures of the dried vegetables.

Gooch's new package also gives excellent side-panel identification which is so necessary for supermarket display. And the outstanding strength of Du Pont two-in-one poly insures long shelf life at the store level with an absolute minimum of bag breakage.

Beautiful packages made with Du Pont two-in-one poly stay beautiful, and intact, right into the consumer's kitchen for immediate consumption or a safe storage life on the pantry shelf. With their adoption of Du Pont polyethylene, Gooch's join the constantly growing family of manufacturers who are using the polyethylene with built-in impulse sales appeal.

Buhler Open House

Customers and other local businessmen were given Open House tours of The Buhler Corporation's new headquarters building recently.

The new building is located at 8925 Wayzata Boulevard and is of an interesting modern architecture, using a new type of reinforced concrete construction--the various sections consisting of hyperbolic paraboloids (shape of an inverted umbrella). The building has approximately 18,000 square feet of which about 10,000 is used as office space and the remainder as warehouse for spare parts.

The building accommodates about 75 people employed in engineering, sales and administration. The total staff of the company, however, presently amounts to 110 people in the United States.

Supplies Many Lines

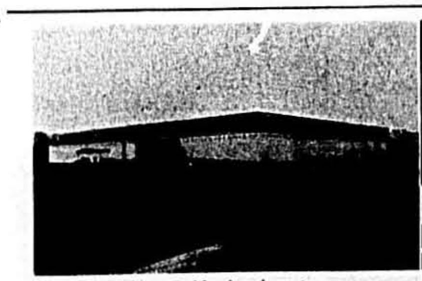
Prior to occupying its present location, Buhler's milling and executive offices were located at 4207 Nicollet Avenue, with the Materials Handling and Macaroni Divisions occupying temporary offices at 2401 Edgewood Avenue, St. Louis Park. Since Buhler opened its first sales office in Minneapolis in 1953, and especially since being incorporated as a Minnesota corporation in February, 1958, the company has grown to be a major supplier of machinery and equipment for the flour milling, macaroni and materials handling industries. Buhler also manufacturers equipment for oil mills, breweries and ink and chocolate manufacturers. In addition to the new headquarters, Buhler has manufacturing facilities in St. Louis Park and maintains sales offices in leading cities throughout the country.

The latest Buhler development in the United States is the manufacture of their line of plastic molding machines with screw injection. These machines are being built for Buhler by The Pratt & Whitney Company and are distributed by Buhler's Plastic Machinery Division with offices in Hartford, Conn.

Moor in Charge

Mr. C. R. Moor took charge of the company in February, 1958, when it became a Minnesota corporation. He has been with Buhler for 18 years and was Manager of the Buhler branches in Spain and Canada before coming to Minneapolis. Mr. Moor is also the Honorary Consular Representative for Switzerland in the Minneapolis-St. Paul area.

The Buhler Corporation is a subsidiary of the internationally known machine manufacturing company Buhler Brothers, Uzwil, Switzerland, which this year, is celebrating its 100th anniversary.



New Buhler headquarters.

C. R. Moor, president.

View of main part of office.

Wheat Germ Improves Machinability

D'Amico Macaroni Company of Steger, Illinois, was unhappy when 100 per cent semolina became unavailable. Their experience with other blends had been trouble in the production department and a reduction in output.

They were pleasantly surprised when making some test runs with defatted wheat germ produced by Vitamins, Inc., to find marked improvement in the handling and machinability of the 50-50 blend. The farinaceous material used in these tests was blended at the mill. It consisted of a mixture of five per cent defatted wheat germ, and 95 per cent of a blend of equal weights of semolina and hard winter wheat farina. Fifty 100 pound bags of this mix were included in a regular carload shipment from the mill of the usual 50-50 enriched semolina-farina mixture. Thus, the enriched spaghetti could be produced and the effects of the inclusion of the defatted wheat germ could be noted under strictly comparable conditions. The trials were made under the direction and supervision of Ray Greenleaf, general manager of D'Amico. The regular equipment and procedure were employed.

Satisfactory spaghetti was produced with both runs. It was observed that the doughs made from the mixture containing the defatted wheat germ handled well, machined easier, extruded more uniformly, dried normally, and hung straight on the sticks. In many ways, the effects noted were those that might be expected when the best grade of 100 per cent semolina is used. Less working over, or feedback of the dough was necessary than with the use of the blend without the defatted wheat germ, and there was less crippling and conseouent rejection of the finished product. The enriched spaghetti containing the defatted wheat germ was slightly darker in color, but acceptable in every way.

Cooks and Eats Well

Cooking tests revealed both products to be of high quality, that with the defatted wheat germ having slightly more color. Critical taste panel tests by an outside laboratory failed to reveal any detectable differences in taste or flavor. Some users of the two products claimed that they found themselves eating more of one than of the other; the product they preferred was the one containing defatted wheat germ. While this reaction may reflect an overly optimistic desire on the part of the observers, the fact remains that the inclusion of defatted wheat germ in the enriched spaghetti in no way detracted from its eating quality.

Louis Kovacs, left, president of Vitamins, Inc., examine macaroni coming out of the press with D'Amico Plant Manager **Ray Greenleaf.**

The observations made in these trials were so encouraging that further tests are contemplated, using carload quantities of the wheat germ-semolina-farina blend, to determine if the greater uniformity in production can be duplicated, and to secure an accurate estimate of the extent of savings in production costs involved.

Defatted wheat germ has been a permitted optional ingredient of enriched macaroni and spaghetti ever since the Federal standards for these foods were established by the Food and Drug Administration. Laboratory tests have shown a marked improvement in protein content of macaroni products made with five per cent of defatted wheat germ.

Obituaries

George Rufenacht, eastern representative of United States Printing & Lithography, passed away after a short illness on November 14. He is survived by his wife Helene and son Willam. He was 54 years old.

Mrs. Louis Petta, wife of the New York area General Mills representative, passed away on November 10. Sincere sympathies are extended to the families.

Ray Greenleaf shows **Lou Kovacs** how straight the strands dry when spaghetti has five per cent defatted wheat germ.

Durum in Canada

Deliveries of Canadian durum to country elevators August 1 to mid-November was a third of the previous year total according to figures supplied by the Board of Grain Commissioners: 5,327,800 bushels in 1961; 17,92_ _95 in 1960. Reasons include the short crop and reluctance of farmers to deliver on account of income tax requirements and seed needs for 1962. Seed will not be too plentiful and cash to buy it may be less so. Certified seed will sell at not less than $4.50 per bushel says the Catelli Durum Institute report. Even good commercial durum will go close to $4.00. The Canadian Wheat Board is allowing overdelivery on quotas against purchase of seed. This will tend to ease the cash shortage somewhat.

The Searle Grain Company in a trade letter suggested the following: "Here at home it will take some time to build up supplies again and to be in a position to meet all possible demands. Continuity of supply would appear to be extremely important if Canada is to hold her place as a supplier of durum wheat in world markets. For some reason or other, however, we seem to have been afraid to have any quantity of durum wheat to speak of on hand at the end of a crop year. Wheat after all is wheat and so long as there is likely to be a potential market for it, it might be a good idea not to have all our surplus stocks in one basket. Would it not, therefore, be desirable to have at least a proportionate quantity of our carryover in the form of durum wheat? There might be some difference of opinion about the quantity but a 35,000,000 bushel minimum, perhaps more, does not seem at all out of line under present conditions—assuming a total carryover of about 300,000,000 bushels of all wheat at the end of the present year.

"There are already indications that wheat producers plan to increase their durum acreage substantially next season. If this is the case a start ... be made restoring Canada's position as a supplier of durum. It is to be hoped that in the meantime she has not lost too much ground."

Fair Winner

Veteran seed exhibitor Ralph Erdman of Barons, Alberta took top wheat honors of the Toronto Royal Fair in Canada. He did it with a beautiful sample of Stewart Durum. No other sample came close to his so no reserve champion was named.

Wheat Commission Durum Plans

The North Dakota Wheat Commission has announced a 10-year durum program with a major objective to encourage shifting production from other classes of wheat to durum. They are aiming for an average annual production of 60,000,000 bushels, of which 35,000,000 would go for domestic United States consumption, 20,000,000 for export, with an average carry-over of 5,000,000 bushels.

To provide a market for this increase in durum production, the Commission outlined a promotion program based on these steps:

1. A campaign to tap foreign markets by getting a reduction of transportation rates to the West Coast on durum for export.

2. Establishment of a durum promotion office by Great Plains Wheat in Italy.

3. Establishment of a new grain standard based on premiums and discounts on durum exported to meet quality competition of other durum-producing nations vying for the world market.

4. Encouraging better quality of food products made from durum, and stepping up the campaign against use of substitutes for durum.

5. A vigorous world wide durum promotion effort in both the dollar markets and in the underdeveloped countries.

More Effort on Spring

The Commission is also requesting Great Plains Wheat, Inc., a regional marketing organization of which the State Wheat Commission is a member, to increase hard red spring wheat's share of 27,000,000 bushels in the overall market for United States wheat to 35,000,000.

The Commission has also decided to request Great Plains Wheat and the Western Wheat Associates to have representatives at a meeting next summer when the United States and other countries of the world seek to renew the International Wheat Agreement.

The primary purpose of having wheat producers represented at this high-level conference is to insure simplification and standardization of grade certificates, with emphasis on the chemical as well as physical qualities, and thus facilitate international wheat purchases.

Commission proposals also stressed the need for just consideration of hard red spring wheat through illustrative and printed material pointing out the nutritive attributes of spring wheat.

Along with this, the commission will strive for greater use of products made from hard red spring wheat as subjects for food preparation and baking demonstrations in foreign lands.

Another proposal in this area stresses the need for greater use of hard red spring wheat in school lunch programs and trade fairs.

The commission recognized that in competing with Canadian Manitoba wheat for a better position in the world market, hard red spring wheat has received least emphasis. Their contention is that hard red spring wheat should be given greater emphasis in the world wide promotion program because it is the one class of wheat in the United States that can rival the quality of Manitoba wheat.

Durum Allotment of 2,500,000 Acres Sought

A committee representing all segments of the durum industry—growers, millers and macaroni manufacturers—has recommended to the Department of Agriculture that durum wheat acreage allotments for 1962 be increased to a minimum of 2,500,000 acres. The recommendation, submitted to the Grain Division of the Agricultural Stabilization and Conservation Service, was made in response to a request for such information as required by the Agricultural Act of 1961.

The 1961 farm law permits the secretary of agriculture, after consultation with the industry, to determine that acreage allotments on farms producing durum wheat are inadequate to produce a sufficient quantity of durum to satisfy prospective demands. This authorization applies for three crop years, and allows a uniform percentage increase in allotments among durum farms in counties in North Dakota, Minnesota, Montana, South Dakota and California that are capable of producing durum and have produced such wheat for commercial food products during one or more of the years 1957 to 1961, inclusive.

The durum industry committee was made up of representatives of the Durum Growers' Association, Millers' National Federation and National Macaroni Manufacturers' Association.

Conservative Estimate

In submitting its recommendation for a minimum durum allotment of 2,500,000 acres, the committee pointed out that a yield of 17 bushels would result in a crop in 1962 of 42,500,000 bushels. With domestic use of 26,000,000 and exports of 10,000,000 the carry-over on July 1, 1963, would be 6,500,000.

Plantings of durum wheat for 1961 were 1,709,000 acres, and the harvested area was 1,527,000, while the respective figures for 1960 were 1,671,000 and 1,640,000. Yield of durum wheat per harvested acre in 1961 was down to only 12.2 bushels, against 20.8 last year and the 1950-59 average of 13.8.

The last year in which durum acreage exceeded 2,000,000 acres was 1957, when plantings were 2,365,000 acres. Between 1946 and 1951, plantings were between 2,493,000 and 3,767,000.

Several meetings were held with officials of the Department of Agriculture. One observer commented that "growers, millers and manufacturers alike were impressed by the Department officials' understanding of the industry problems and the manner in which they proceeded to secure the industry's recommendations."

Durum Steadies

With navigation closed at the head of the Great Lakes and down the Mississippi River, exporters have been out of the durum market.

With macaroni makers holding lengthy contracts, domestic demand was steady with cash durum in Minneapolis in a range in November for top milling grades of \$3.42 to \$3.45 a bushel. This made the selling price of semolina \$9.30 to \$9.45 with 50-50 blends \$7.90 to \$8.00.

In Canada in mid-November, durum at lakehead in Canadian money was quoted in a range from \$2.39 for bottom grades to \$3.47 for top quality.

While sufficient stocks of durum wheat have been received to meet export sales commitments of the Canadian Wheat Board to the close of navigation, the Board announced that it is extending its open quota on durum deliveries by producers to March 15, 1962. An open quota has been in effect on durum almost since the start of the 1961 season in recognition of the short crop and the urgent demand for this class of wheat abroad.

"The board wishes at this time to express its appreciation to producers, elevator companies and railway companies for their cooperation in moving durum wheat to Lakehead terminals," said W. C. McNamara, chief commissioner. "However, the Board urgently requests the continued cooperation of producers in the prompt delivery of available supplies of durum which will be required to meet domestic requirements as well as other export sales.

"Delivery to country elevators by March 15, 1962, will be most helpful in enabling shipments to be made to our customers at the opening of navigation."

Egg Market Steady

The Ballas trade letter notes a steady market for eggs. The demand for whites, both frozen and dried, has been very good. Dryers are having trouble getting sufficient liquid to keep plants going.

U.S. Cold Storage Report	11-1-61	11-1-60	5-Year Average
Cases shell eggs	145,000	269,000	422,000
Pounds frozen egg whites	19,997,000	35,110,000	35,081,000
Pounds frozen egg yolk	24,356,000	26,567,000	27,984,000
Pounds frozen whole egg	37,956,000	48,981,000	48,524,000
Pounds frozen unclassified	4,491,000	3,085,000	4,932,000
Case equivalent	2,342,000	3,149,000	3,406,000

Based on these figures, stocks of all kinds of eggs are not burdensome and markets should be firm. However, hatchery and production reports all point to heavy production by the first of the year. So far (ten months), chick output is 482,124,000 compared to the 1960 output of 442,758,000. Actually, there will be slightly less than 340,000,000 layers on hand at the beginning of 1962, but the rate of lay will be higher than 1961, so there will probably be more eggs. Weather conditions will possibly affect the actual egg production.

Egg users have adopted a policy of hand to mouth buying, which is expected to continue for some time. It is early to predict 1962 prices, but the cost of production must be met in the price of eggs, and if egg prices drop below this we will see flock liquidations, and shortly a change to bring prices back in line.

Shell eggs in Chicago sold as current receipts in a range of 30 to 33½ cents during November. Frozen whole eggs ranged 24½ to 26½ cents. Frozen whites ranged from nine and one-half to 11 cents. Frozen yolks of dark color were very scarce to unavailable, while dried yolk solids ranged $1.25 to $1.34.

Processed Eggs

Production of 31,197,000 pounds of liquid egg and liquid egg products (ingredients added) during October was the largest for the month since 1944—and compares with 19,948,000 in October 1960 and the average of 14,533,000 pounds. The quantities produced for immediate consumption and freezing were larger than in October last year but the quantity produced for drying was less.

Liquid egg used for immediate consumption totaled 3,380,000 pounds, compared with 1,906,000 pounds in October 1960. Liquid frozen was the largest for the month of record—18,284,000 pounds, compared with 6,204,000 pounds in October 1960 and the average of 8,267,000 pounds. Frozen egg stocks decreased 13 million pounds during October, compared with 26 million pounds in October 1960 and the 1955-59 average decrease of 22 million pounds. Quantities of liquid egg used for drying were 9,533,000 pounds in October 1961 and 11,838,000 pounds in October 1960.

Egg solids production during October totaled 2,209,000 pounds, compared with 2,785,000 pounds in October 1960. Production consisted of 1,033,000 pounds of whole egg solids, 617,000 pounds of albumen solids, and 559,000 pounds of yolk solids. In October 1960 production consisted of 1,302,000 pounds of whole egg solids, 859,000 pounds of albumen solids and 624,000 pounds of yolk solids. Most of the production of whole egg solids in October last year was produced under Government contract.

Pressure on Poultry Prices

Unless Federal regulations intervene, the heavy downward pressure on prices of poultry and eggs, mainly the result of over-production, will continue through next year, the United States Department of Agriculture predicted.

But if stiff marketing controls are imposed by the Government, officials said the price outlook might change sharply, although perhaps not immediately. They warned that low poultry prices for the past several months may have conditioned consumers against paying higher prices. "It is possible that a few months may elapse before consumers fully accept (any) changed price situation," one official said.

Controls on turkeys, if accepted by farmers in a December referendum, probably would go into effect by about March 1. Congressional legislation would be necessary to impose such controls on chickens.

Pressure on Eggs

Although egg prices have stayed near the 1960 average of 36 cents a dozen, prices next year are expected to remain under heavy pressure, with production running "more than two per cent" about this year's near-record 61.4 billion eggs, the farm agency said. Egg prices likely will average below this year's levels, especially in the first quarter of next year. Adding downward pressure to egg prices is continued low per capita consumption, which this year is expected to fall to 323 eggs, lowest since 1942 when it was 318.

Because of continued high output, little relief appears in sight in 1962 for broiler and turkey producers. Prices for broilers fell to as low as nine cents a pound in some areas, lowest in recent history, and averaged 2.8 cents below year-ago levels in the first nine months of 1961; turkeys averaged 3.9 cents a pound lower.

Specialists said higher prices for eggs are bringing about a change from broiler production to egg output, noting that on October 1 eggs in incubators numbered 48 per cent above year-earlier levels. Egg production, previously concentrated from February through April, is now being spread out more generally through the year. Overall, 1962 hatchings of egg-type chicks are expected to increase as much as eight per cent from output of 346 million this year.

The Department said it is receiving reports of bankruptcies and financial reorganizations in the broiler industry because continued high production is being disposed of at prices generally below the break-even point of 14 cents a pound.

Doughboy Expansion

Plans for an expansion in storage capacity for grain and formula feed ingredients were announced by the milling division of Doughboy Industries, Inc. The project, part of a $150,000 expansion program, will raise the mill's total capacity to about 260,000 bushels.

Ten new silos will be constructed that will about double storage capacity, according to Ray Wentzel, vice-president of the milling division. Building work has already started, with the silos in two rows of five each.

Enlargement of storage was necessitated by expanding business, Mr. Wentzel said. Part of the new storage will be used to house wheat for milling by Doughboy in the manufacture of semolina and the balance will hold various ingredients used by the company in manufacturing formula feeds.

Homecoming King

George Faber, Chicago representative of Russell Miller-King Midas Mills, was elected "Homecoming King" at the University of Minnesota. He was featured in the homecoming parade October 28 and remained in Minneapolis several days to attend festivities. Mr. Faber has previously been honored for his activity among Minnesota alumni.

Harry Stark Promoted

The promotion of Harry O. Stark to the newly created position of General Sales Manager, Fine Chemicals Division, Hoffmann-LaRoche Inc., has been announced by Robert W. Smith, General Manager of the division. Mr. Stark has been serving as Manager of Pharmaceutical Sales since 1957.

Mr. Stark is a native of East Orange, New Jersey. He received his B.S. from Syracuse University, and he also attended the University of Western Ontario. Prior to joining Roche, Mr. Stark was Domestic Sales Manager of the Calco Chemical Division of American Cyanamid Corporation.

Mr. Stark is a member of the Chemists Club of New York, the Drug Club of New York, SACCI, and Delta Upsilon Fraternity. He is a holder of the Distinguished Service Award from the American Cancer Society.

Harry O. Stark

Telephone Entrepreneur

Tom Thurston, 14-year-old son of Mr. and Mrs. Lester R. Thurston, Jr., of Harrisburg, Pennsylvania, is in the telephone business. His father is in the macaroni business with Megs Macaroni Company.

Young Tom started his company about six years ago when his grandfather, L. R. Thurston, Sr., president of the United Telephone Company in Carlisle, gave him two 50-year-old wall type phones which were installed as an intercom between the house and a playroom located in a barn behind the Thurston home.

About two years later, Tom was given an obsolete switchboard and four old telephones which he learned to operate. Now he has connections with a half a dozen neighbor homes. All the phones are the old handcrank type powered by dry cells and the switchboard, instead of lighting up, has little tabs which drop when the operator is needed.

During the summer Tom spends quite a bit of time at the board but when school is in session perhaps only an hour a day. His subscribers think the service is great while the parents are pleased with the elimination of use on the regular home phone. Tom likes working with electricity and has been thinking of building a shortwave radio.

His other grandfather, an enterprising macaroni maker and a past president of the National Macaroni Manufacturers Association, is proud of his grandson and called the editor's attention to a recent story about him in the Harrisburg News.

Twist-off Cap on Prince Pack

Another plus has been added to the glass-packed line of Prince Macaroni Manufacturing Company, Lowell, Massachusetts, maker of Italian prepared foods.

It's a new "Twist-Off" cap for easy opening and re-closing currently being introduced on retail shelves. It is featured on all glass-packed products of Italian sauces and foods made by Prince.

The new top comes off with a twist of the wrist and screws back on easily. It insures greater freshness of unused food portions.

Another advantage is the jars with the new caps can be used as permanent "left-over" refrigerator containers.

"Consumer economy and convenience were the reasons cited for the introduction of the new cap," states Prince president Joseph Pellegrino. "These were conclusions drawn from a recent survey."

Prince recently introduced a new dry-package design for greater consumer benefits, Pellegrino added.

International Milling's Earnings Up

International Milling Company has announced earning of $5,542,21 for the fiscal year ending August 31, 1961. This is the third highest earnings figure in the company's 69-year history and represents an 8.8 per cent increase over the previous fiscal year.

The annual report was released at a regional shareholders' meeting in Minneapolis in November. Stockholders were told that sales during the year reached a record all-time high and all divisions of the company showed gains in sales and earnings. Earnings were equivalent to $9.41 per share of common stock compared with $8.53 the previous year. Total assets at the end of the fiscal year were $119,169,258.

In a letter prefacing the annual report, Charles Ritz, chairman, and Atherton Bean, president, noted that the earnings figure for the year was adversely influenced by an amount exceeding $650,000 due to changes in the rate of United States-Canadian exchange between August 31, 1960 and August 31, 1961.

The letter pointed to the last fiscal year as one of growth and progress for International Milling Company. During the year construction was completed on a new bakery mix plant adjacent to the company's flour mill at Lockport, New York. International now offers a complete line of prepared mixes to the baking industry the letter stated.

During the year a new flour mill was purchased at Cumana, Venezuela bringing to three the number of mills operated by International in that country.

The company entered the formula feed business in Ecuador by purchasing a feed plant at Guayaquil. In April International signed a technical advisory contract with Philippine Flour Mills which is building a new mill at Hondagua in the Philippines. During the year the company introduced six new products to Canadian homemakers. Also in Canada, the company purchased its third formula feed plant in that country and expanded its ocean dock facilities at Vancouver, British Columbia.

International's Supersweet Feeds Division started production during the year at a newly built plant at Le Mars, Iowa. This plant brings to 10 the number of feed plants operated by the company in the United States. Last May construction began on a new research and quality control center on the company's Courtland, Minnesota research farm.

THE LA ROSA STORY

Peter La Rosa | Filippo La Rosa | Stefano La Rosa | Vincent S. La Rosa | Joseph S. La Rosa

In 1915 V. La Rosa & Sons, Inc., was founded by Vincenzo La Rosa and his five sons, Frank, Stefano, Pasquale, Filippo and Peter, to manufacture spaghetti and macaroni products domestically. The business began as an adjunct to the family's Italian specialty grocery store in the Williamsburg section of Brooklyn, and largely served the many Italian-Americans who lived in the neighborhood.

The small grocery store could not accommodate the expanding business so after successive moves a new and modern plant was built on Wyckoff Avenue in 1921 incorporating machinery designed to La Rosa's specifications. This site was out-grown with the acquisition of the Naples Macaroni Company and the Sunshine Macaroni Company so operations had to be conducted in three separate locations.

In 1930 La Rosa moved into its present Kent Avenue plant, designed especially for manufacturing and warehousing macaroni products. By now its products were being marketed throughout the entire metropolitan New York area.

Red Rose Trademark

In conjunction with its first advertising campaign, launched over foreign language radio stations in New York City in 1935, the company inaugurated the idea of a brand name in the Italian food business and selected the red rose as its trademark.

A year later a completely integrated line of packaging machinery, the first in the history of the macaroni industry, was installed.

Marketing Pattern

In 1937 V. La Rosa & Sons set up a marketing pattern for wholesale distribution of Italian style foods—selling to independent wholesalers for resale to retailers. This was another "first" for the industry and revolutionized macaroni distribution in the United States. Result: a precedent for 24-hour delivery service was established which exists to this day.

Growing distribution in New England prompted the construction of a plant at Danielson, Connecticut in 1941. After World War II another new plant was built in 1950 at Hatboro, Pennsylvania to serve the greater Philadelphia area and the Middle Atlantic States.

In 1952 canned prepared Italian style foods were perfected and introduced under the La Rosa label. Six years later a line of frozen foods were developed for distribution.

In a major expansion westward, La Rosa acquired A. Russo & Company of Chicago and the Tharinger Macaroni Company of Milwaukee in 1959. Both companies became divisions of V. La Rosa & Sons.

Two recent acquisitions, La Premiata Macaroni Corporation of Connellsville, Pennsylvania and the Star Crest Baking Company of Woodside, New York were accomplished in 1961. Addition of the Star Crest line of Italian Styl[e] cookies, biscuits and breadsticks make[s] it possible for La Rosa to offer customers a complete Italian dinner, fro[m] soup to dessert, for the first time.

In a general management build-u[p] the family-owned and managed company recently named third generatio[n] family members to top echelon positions. Stefano La Rosa remains chairman of the board, while former executive vice-president Filippo La Rosa becomes vice chairman .Former presiden[t] Peter La Rosa is now chairman of th[e] executive committee.

New Officers

La Rosa's new officers are: Vincent S. La Rosa, president; Vincent P. La Rosa, executive vice-president and director of marketing; Vincent F. La Rosa, senior vice-president and director of sales; Joseph S. La Rosa, senior vice-president, director of purchases and treasurer, and Philip P. La Rosa, senior vice-president and secretary.

"These young men have grown up i[n] the Italian food business. Each is [a] highly trained specialist in his respective department," said former president Peter La Rosa. "Our famil[y] traditio[n] is their heritage."

Other appointments ann[ou]nced i[n]clude: J. John Cuneo, vi[ce] presiden[t] and general sales manager; James G. Tallon, vice-president, gen[era]l adver[]tising and merchandising manager; John Lalena, vice-president and asso[]ciate director of operations.

John Laleno | Philip P. La Rosa | Vincent F. La Rosa | Vincent P. La Rosa | J. John Cuneo | James G. Tallon

NEW YORK MEETING

More than 60 macaroni manufacturers and allies met at New York's Belmont Plaza Hotel in November following the Grocery Manufacturers of America convention. After a luncheon of chicken tetrazzini lively discussions were held on a variety of subjects.

President Emanuele Ronzoni, Jr. extended greetings and called upon Elinor Ehrman to report on highlights of publicity placements for National Macaroni Week. The quantity and quality of copy concerning macaroni, spaghetti and egg noodles was quite impressive. More and more color is being used which make food products pictured more attractive. Miss Ehrman introduced her colleagues from Theodore R. Sills & Company, Miss Gloria Marshall and Miss Marion Maylick.

Lloyd Skinner and Bob Green reported on the durum situation and the meeting held by the industry committee with governmental officials on increased acreage for 1962. There were many questions and keen interest evidenced as to whether or not there would be an adequate supply of raw material next year.

Macaroni business has been very spotty this year according to a spot survey made at the meeting. While good fall business was experienced following the price advance made necessary by the shortage of durum many felt it was borrowed from future sales. The opinion was also expressed that consumption will be hurt if an adequate supply of quality raw material is not maintained.

In the evening the group was entertained at the New York Rifle Club at dinner in true Italian style: antipasto, spaghetti, Veal Milanese, fruit and cheese. Sponsored by the New York area suppliers, the affair was coordinated by Miriam Morris of Rossotti Lithograph Corporation.

Left to right: **Emanuele Ronzoni, Jr.**, **Paul Vermylen**, and **Luke Marano** discuss macaroni matters.

Elinor Ehrman of T. R. Sills & Company reported on highlights of placements for National Macaroni Week.

Left to right: Lester Swanson of Minneapolis, **Roger Di Pasca** of Long Island City, and **David Wilson** of Manhasset, at the New York Meeting.

Left to right: **A. L. De Pasquale, Anthony Gioia, Sam Arena,** and **Al Maritato**

Left to right, in the background: **Bill Lohman** and **Lee Merry** of Minneapolis. Foreground: **Luigi Grassilli** and **Ettore Berini** of Milan, in conversation with **Al Ravarino** of St. Louis.

Dinner at the Rifle Club.

Guests saw a showing of the film "Durum—The Standard of Quality."

More diners at the Suppliers' Social.

WAY BACK WHEN

40 Years Ago

• Testimony of B. R. Jacobs at the macaroni tariff hearing in Washington December 13 called attention to the fact that United States cost of production was $3.98 per hundred weight while that in Italy was only $1.65, a difference of $2.33; that the preference of large consumers for the Italian made product was hurting American manufacturers.

• The macaroni industry mourned NMMA President C. F. Mueller, Jr., age 49 who passed away December 13 after several months of rapidly declining health. He had served as Association president for six consecutive years from 1910 to 1916. At the Detroit convention in June, 1920, industry friends once again elected him to lead the industry.

• Experiments made by Dr. L. S. Palmer of the University of Minnesota have proven that the color of egg yolks has not been affected by the use of carrots as a food. Feeding of yellow corn, however, rich in xanthophyll but deficient in carotin, gives the yellow of the egg a decidedly deeper shade.

30 Years Ago

• The United States 1931 durum crop was estimated at 21,037,000 bushels. This was the smallest harvest since 1916 when only 16,000,000 bushels were produced. Total supplies of durum including carry-over were about 39,000,000 bushels compared with 82,800,000 bushels the previous year.

• Association members were urged to fill out the Census of Manufacturers for 1931 schedule carefully, completely and immediately upon receipt. It was explained that the census is of value to every manufacturer. The Census figures revealed that the products of the macaroni industry increased in value from $45,353,000 in 1927 to $46,915,000 in 1929.

• A truck belonging to the Vito La Rosa Macaroni Company of Brooklyn was stolen after the driver was dragged from the seat. The truck was found later after it crashed into a building.

• Imports and exports of macaroni products showed a very sharp decline for the first 10 months of 1931 according to figures by the United States authorities. In October 1931 figures showed a 50 per cent decrease in quantity and value of macaroni exported compared to the same month in 1930.

20 Years Ago

• Self-service stores were becoming more popular and many of these stores had devices aimed at more convenient dispensing of merchandise. Macaroni manufacturers, in keeping with the trend, adopted the automatic dispenser which saved space and labor and kept the products clean and tidy.

• Betty Crocker of General Mills went on the air with a message aimed at more than 6,000,000 homemakers. She gave American housewives a recipe for her new creation "Mess Call" Macaroni, a dish for a hungry, hard-working people.

• The macaroni - spaghetti - noodle situation in Athens, Greece became more serious every day. The Italian captured soldiers stationed in that city consumed large quantities of macaroni products, which also is the favorite food of the Greeks, and caused a shortage of the product.

• The general public and Government agencies started to refer to our food product as Macaroni Products instead of Alimentary Pastes after much insistence of the Association. Macaroni manufacturers were told by the Secretary that they did not manufacture pastes and had a lot of work to do in putting the public right in their thinking of Macaroni Products.

10 Years Ago

• With emphasis on marketing, the Winter Meeting at the Flamingo Hotel featured a report by John Betjemann of the A. C. Nielsen Company on the macaroni market. Hal Jaeger of the Can Manufacturers Institute described advertising and merchandising to promote macaroni with canned foods. President C. Frederick Mueller led a group discussion on "Washington Is Your Business."

• The successful innovation of improved handling of raw materials pneumatically in modern macaroni factories in Italy was described by Engineer Giorgio C. Parenzo of M. & G. Braibanti Company.

• In a review of 1951, it was noted that food prices were slowed from a gallop to a slow-walk with the institution of price controls in January. A disastrous durum crop in the fall made macaroni prices advance about three-quarters of a cent a pound while noodles went up a cent and a half. Everybody felt the bite of new taxes including the hike on corporation profits to 52 per cent.

INDEX TO ADVERTISERS

	Page
Amber Milling Division, G.T.A.	3
Ambrette Machine Corporation	28-29
American Cancer Society	43
Archer-Daniels-Midland Co.	5
Aseeco Corporation	35
Bianchi's Machine Shop	47
Braibanti, Company, M. & G.	25
Buhler Corporation	13
Clermont Machine Company, Inc.	9
Clybourn Machine Company	21
Commander-Larabee Milling Co.	18, 19
DeFrancisci Machine Corporation	36, 37
Doughboy Industries, Inc.	11
Fr. Hesser	39
General Mills, Inc.	7
Hoskins Company	47
International Milling Company	Cover IV
Jacobs-Winston Laboratories, Inc.	47
Maldari, D. & Sons, Inc.	31
National Macaroni Institute	Cover III
North Dakota Mill & Elevator	23
Pavan, N. & M.	33
Rossotti Lithograph Corp.	Cover II
Russell Miller-King Midals Mills	15
U.S. Printing & Lithograph	45
Vitamins, Inc.	41

Baby Boy

Mr. and Mrs. Vincent F. La Rosa have announced the birth of their second child on September 1, Vincent F. La Rosa, Jr.


I'll be looking for you in Florida!
That's right, "Mr. I" — the symbol
International Milling Company and i
Quality Durum Products—will be look
ing for you at the Macaroni Packagin
Seminar, Hotel Diplomat, Hollywoo
Florida, January 22 to January 25.
You know, we know, and your custome
know what goes inside the package
the most important consideration of a
And we'll be pleased to make some hel
ful recommendations.
We welcome these yearly opportuniti
to mix business with pleasure and to di
cuss, informally, our mutual industr
problems and plans for the future.
See you in Florida!
International
MILLING COMPANY