

**THE
MACARONI
JOURNAL**

**Volume 44
No. 9**

January, 1963

Macaroni
Journal

JANUARY, 1963

Meeting-in-the-Round

discussions on supplies, research,
product promotion, national affairs.
Hotel Diplomat, Hollywood, Florida

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THE MACARONI JOURNAL

The Macaroni Journal

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Cover Photo

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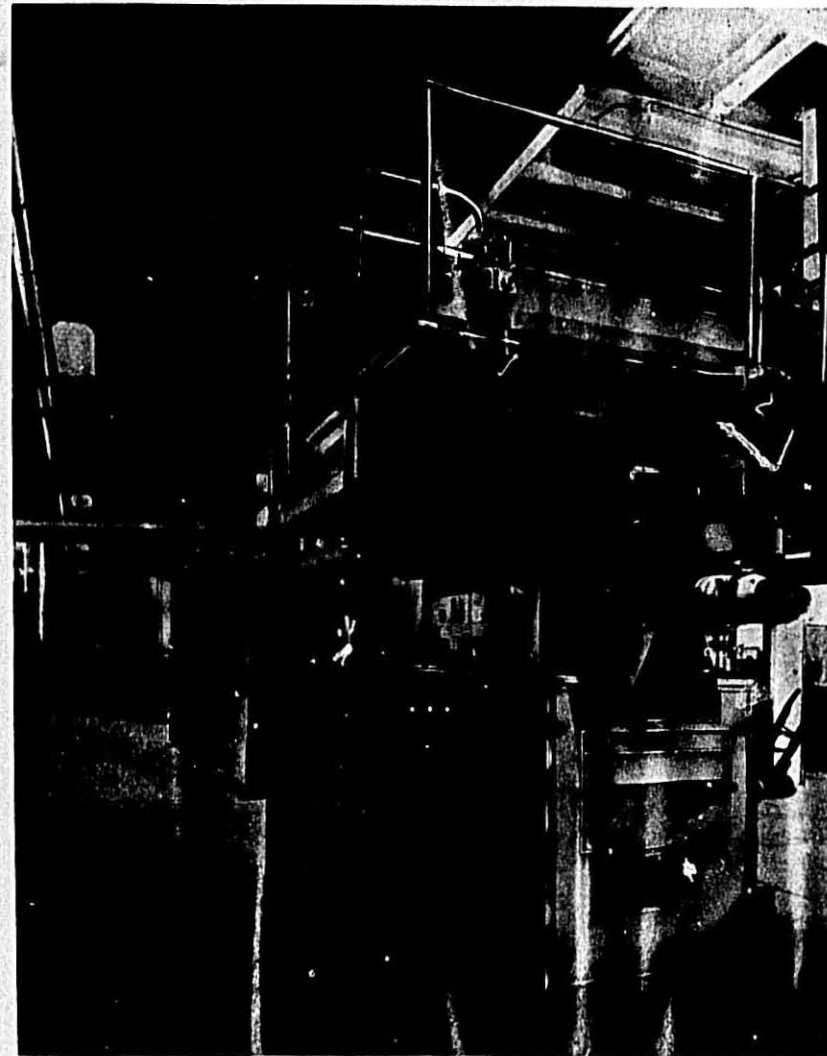
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JANUARY, 1963

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MEETING-IN-THE-ROUND

A NEW format for ideas and information will be utilized at the Winter Meeting of the National Macaroni Manufacturers Association to be held at the Hotel Diplomat, Hollywood, Florida, January 15-17.

There will be three elements in the staging of discussions: A panel of experts or a speaker will hold forth with opening remarks to stimulate discussion before the appropriate Association committee, who will ask questions and make comments. The two groups will be joined by the audience, so that the proceedings will be the same as a public meeting, and they will be encouraged to participate in the discussion.

Durum and Research

For example, on Tuesday morning, January 15, Donald G. Fletcher, Vice-President of the Crop Quality Council; Mark Heffelfinger, chairman of the Durum Wheat Institute; and Alvin Kenner, president of the United States Durum Growers Association, will meet before the Durum Relations Committee composed of Lloyd E. Skinner, Vincent DeDomenico, Howard Johnson, Stuart Sells, and Walter F. Villeneuve, Jr., to discuss the durum situation and problems before the durum industry advisory committee.

To review the broad objectives of research in the macaroni field, Buhler Brothers is sending two of their cereal chemists from Uzwil, Switzerland, Doctors Hollinger and Ziegler. They will be joined by Dr. G. N. Irvine, Grain Research Laboratory, Board of Grain Commissioners of Canada; and Dr. Kenneth A. Gilles, chairman of

the Cereal Technology Department, North Dakota State University. With the Standards & Research Committee composed of Peter J. Viviano, Roger DiPasca, Vincent F. LaRosa, Paul Vermeylen, C. W. Wolfe, Lawrence D. Williams, and James J. Winston, they will discuss such questions as the effect of average kernel size on the milling properties of durum wheat; the effect of gluten quality on the processing behavior of semolina and on the cooking quality of macaroni; the effect of semolina particle size on macaroni processing and on macaroni quality; the relation of the rheological properties of durum doughs to the processing behavior; the relation of processing conditions to macaroni color; factors relating to brownness in semolina and macaroni; the effects of pressure on the chemical properties and on the drying and cooking properties of macaroni.

Such topics require investigation in order to better guide plan breeders in their development of new durum wheats and to improve the technological rapport between the semolina milling industry and the macaroni industry.

A New Way

At a luncheon meeting, Association President Albert Ravarino will discuss "A New Way of Doing Things." He will comment on the McKinsey Report first presented at the Annual Meeting of the National Association of Food Chains and then considered more recently at the Grocery Manufacturers of America Meeting. (See story on page 22.) Through the years, efforts to improve the relations between chains and manufacturers have occu-

pled a great deal of management time in both groups. These efforts have resulted in significant improvement in these relations, but the McKinsey Report deals with fundamental issues rather than with the literally hundreds of individual complaints and problems that have been covered by previous studies. This latest study had three primary objectives: (1) identify the major opportunities to improve relations between food chains and their grocery suppliers; (2) evaluate these improvement opportunities objectively and place them in a top management perspective; (3) isolate the specific aspects of each opportunity where further study or management attention will produce the greatest return. Mr. Ravarino will comment on the implications of the report to the macaroni manufacturer.

Product Promotion

On Wednesday morning, January 16, product promotion will be considered by the National Macaroni Institute Committee composed of Emanuele Ronzoni, Jr., Horace P. Gioia, Peter LaRosa, C. F. Mueller, Lloyd E. Skinner, Louis S. Vagnino, and C. W. Wolfe. They will hear reports and recommendations from H. Howard Lampman, executive director of the Durum Wheat Institute, and Theodore R. Sills, public relations counsel for the National Macaroni Institute. Paul Abrahamson, administrator for the North Dakota State Wheat Commission, has been invited to participate in the deliberations.

National Affairs

"How Does the Country Tick?" asks a character in Walt Kelly's "Pogo." The answer comes back: "There's t-



Meeting-in-the-round will be held in Diplomat East (on the left). Housing is in Diplomat West (on the right).



public, business, and the ever-lovin' government. The public elects the government and works in business—the government controls business so that business won't control the public—and the public controls the government so it can't control business too much, which would hurt the public—which wouldn't elect the government which would hurt the controls to save the public, and then—"

Then the question: "What's all these enemies of each other got to do with the country?" The reply: "They ain't enemies—they is all the same thing—they is the country!"

Charles C. Coon, a district manager of the Southeastern Division of the Chamber of Commerce of the United States, will discuss "Your Stake in National Affairs." By the time of the meeting the new Congress will have organized and many of the most volatile and important issues will have been identified. Mr. Coon will discuss these and in a visual presentation will exhibit and describe the information service available to members of the National Macaroni Manufacturers Association from the United States Chamber of Commerce on congressional action.

Program Evaluation

At the Wednesday luncheon meeting, Samuel B. Shapiro, the articulate president of the American Society of Association Executives, will ask "Are You Getting Your Money's Worth?" With more than thirty years experience in the association field and as a student of the social and economic scene, he is an authority on what voluntary associations can and should do. He has recently moved his organizational headquarters of the Linen Supply Association of America, of which he is Executive Director, from Chicago to Miami Beach.

On Thursday, January 17, the Association's Board of Directors meet to formulate policy based on the various discussions and to make plans for the coming year.

On the social scene, the popular Suppliers' Socials will break the ice with a reception and mixer on Monday evening, January 14, on the patio of Diplomat West. Again, a reception will be held on Tuesday evening just prior to the traditional Spaghetti Buffet of the Rossotti Lithograph Corporation. This popular social event has become a fixture of macaroni conventions and is done particularly well by the chefs and staff of the Diplomat.

A country club dinner dance will be held in the Calcutta Room of the Diplomat Country Club Wednesday evening, January 16. This festive occasion will feature a fine dinner and dancing.

Water Sports

With the ocean front on one side and a waterway in the back, there are ample opportunities for water sports, boating, fishing, water skiing, scuba diving, and swimming at their best. There are two pools for swimmers and sun-bathers.

How to Get the Most Out of a Convention

Bob Henderson of the Hollywood Beach Hotel offers seven tips that will help you get a better return on your investment of time and money in attending conventions.

Be receptive. Try to prevent bias, prejudice or anger from distorting your reception. Be willing to listen to new ideas, even though they may clash with your thinking. Pay attention to what is being said—not who is saying it. Encourage the speaker by looking at him—not past him.

Concentrate. Blot external distractions. Follow the thread of ideas from initial sentence to conclusions. Be alert to transitions from one thought to another.

Become involved. Listen for the personal pronouns *you* and *your*. Add your own information to what the speaker is saying. Help him by filling in the gaps, supplying transitions, supporting valid points. As the speaker goes on, mentally maintain a running summary of his points.

Ask questions. Clarify obscure points by repeating or paraphrasing the speaker's ideas as you understand them, then invite him to let you know if you've missed his meaning.

Prepare. Before the convention starts, you should prepare for listening. Learn in advance the general theme of the speech or convention, so you will have a chance to bone up on background material. Sit where you can get an unobstructed view of the speaker, in a spot where you will be free from distraction.

Know the general purpose. Two speakers may handle the same subject differently according to what each wants to achieve. Ask yourself, "Is his purpose to give me information? Is he trying to stimulate me to greater effort? Is he simply trying to entertain me?"

Know the central theme. Be alert for an early "key" sentence that states the central theme of the speaker. Be aware of how the evidence presented by the speaker helps support his main idea. Then relate it to the stories, analogies, quotations and illustrations he uses.

Follow these suggestions and you will come away from the convention feeling that you have spent your time and money in a more worthwhile way than ever before.



Charles C. Coon will discuss national affairs.



Dr. E. Ziegler

Swiss scientists will review research objectives.



Dr. Z. Hollinger

THE MACARONI JOURNAL

JANUARY, 1963

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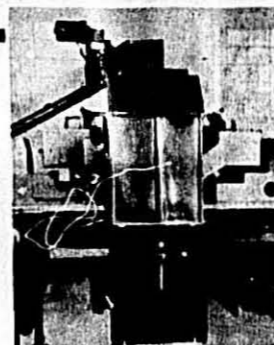
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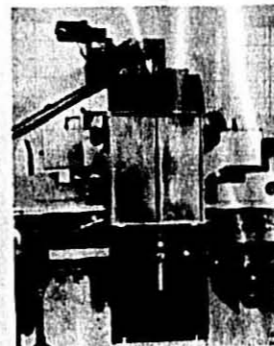
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The Food Industry Salutes the Consumer

SOME 2,000 food industry leaders gathered at the fifty-fourth annual meeting of the Grocery Manufacturers of America held in New York City in November.

Theme of the meeting was "The Food Industry Salutes the Consumer."

Speaking at the opening session, Paul S. Willis, GMA president, described the food industry's contributions to the consumer and to the nation's economy. "The consumer spends only 20 cents of her income dollar after taxes for food supplies, and the price she pays at her super market today is no higher than she paid 10 years ago for the Government's standard grocery basket. Her daily kitchen chores have been reduced to an hour and a half from an earlier time requirement of five and a half hours. In fact, the consumer never had it so good," Mr. Willis stated.



Paul S. Willis

Prominent Spokesmen

The sessions were highlighted by a variety of speeches by prominent spokesmen.

William I. Nichols, editor and publisher, *This Week Magazine*, urged the nation's food manufacturers to create an emblem, "the trademark of freedom." This would appear on all their packages to identify them with America's "heritage of freedom."

"Food manufacturers serve the consumer in at least eight major ways," said William A. Schroeder, executive vice president of the Best Foods Division of Corn Products Sales Company. He listed these eight services of the food manufacturer to the housewife:

1. Tasty, appetizing and flavorful food.
2. Constantly improved quality.
3. Increased nutrition.
4. Increased economy.
5. Increased service.
6. Greater variety.
7. Greater convenience.
8. Greater over-all value.

Robert C. Stolk, vice president of American Can Company, commented that modern convenience packaging has stimulated the national economy, has helped to give the American family more time for cultural and community activities, upgrade the nation's diet and give everyone a broader selection of foods and other consumer goods. But despite these benefits, consumers have "casually accepted the rewards" of the packaging revolution, Mr. Stolk added.

Home economists in the food business have to approach their jobs wearing two hats, a pleasure for any woman, Dorothy Holland, director, Kraft Kitchens, Chicago, declared. "One hat is that of the consumer—the other that of the business woman serving as the link between her company and its customers," Miss Holland said.

Democracy Exemplified

Henry J. Eavey, president of Henry J. Eavey, Inc., Richmond, Indiana, spoke on the subject, "Food Distribution Exemplifies Democracy." "The food industry has brought democracy to the dinner table, and it may well be that our fundamental American political principles have been achieved more effectively in the super markets than in the Congress," declared the owner of one of the nation's largest supermarkets. "In my stores, and in the markets of retailers all over America, the banker and the truck driver, the plumber and the plutocrat, the painter and the prince of privilege shop and eat on equal terms."

More than 90 out of every 100 supermarket shoppers say that the grocery manufacturer is doing a good or excellent job in supply their needs, according to the results of an up-to-the-minute survey presented by A. C. Nielsen's executive vice president, J. O. Peckham, under the general heading of "The Consumer Speaks." His presentation summarized the replies from 1,173 personal interviews with shoppers outside supermarkets just completed by the Nielsen Organization.

Burns Roper, partner, Elmo Roper and Associates, stated that there is "no such person" as the typical or standard American consumer. Addressing himself to the question "Who Is the American Consumer?" Mr. Roper reported that research by his organization over the years has shown that the American consumer is driven by a variety of motives, tastes, habits, needs, and desires and that no formula can explain her marketing behavior.

"Our free enterprise system may slip away from us because too few of the American people understand their stake in the maintenance of the opportunity for industry to earn adequate profits," said Donald I. Rogers, financial and business editor of the New York Herald Tribune. "Most people do not understand profits or the profit system," he said. He voiced his belief that the major economic problem is "Are we going to be able to afford as a nation the big public spending program?"

Former United States Ambassador to the United Nations, Henry Cabot Lodge, spoke of the continuing world crisis. He renewed his proposal for an "open skies" plan of international aerial inspection. At the same time, he called for a "confederation of the nations of the whole free world, whose single-minded preoccupation would be timely and effective common action." He pointed to the "brilliantly successful demonstration" of this method for keeping the peace on the Soviet missile bases in Cuba.

Mr. Lodge's plan was originally rejected by the Soviet Union when it was presented to the United Nations on behalf of President Eisenhower in 1955. Pointing to our aerial surveillance of Cuba, Mr. Lodge commented, "there is no more guesswork about it. It is tested and proven. The whole world now knows that it works."

Major Opportunities

Five major opportunities for further improving relations between food manufacturers and their distributor customers were recommended by Andrall Pearson, principal of McKinsey and Company. He recommended that food manufacturers:

1. Consider their customer's economics;
2. Improve customers' financial evaluation;
3. Improve day-to-day merchandising contacts with customers;

(Continued on page 12)

THE MACARONI JOURNAL

There is something special!
about Macaroni products made from

King Midas

Let's have "something special" is the phrase that is heard more and more often from New York to L. A. Let's have a different kind of meal—but with lots of appetite and health appeal. Let's have a meal that satisfies all the family all the time.

Everyone knows that macaroni products are economical—but do they know that they can be "something special" dishes too.

They meet all the requirements of big-family budgets to the most exacting taste of the gourmet.

To obtain that "something special" in your products use the finest—use King Midas.



King Midas DURUM PRODUCTS

MINNEAPOLIS MINNESOTA

JANUARY, 1963

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G.M.A. Meeting—

(Continued from page 10)

4. Organize for better customer relations;

5. Communicate "top-to-top."

Mr. Pearson pointed out that an intensive study of manufacturer-distributor relations conducted for the National Association of Food Chains had indicated that such relations could be further improved by analyzing the root causes of any frictions.

He urged the food manufacturers to undertake studies of distributor economics and to take the economics of their customers into account in developing products, promotions, and other programs.

Matthew J. Culligan, president, Curtis Publishing Company, stressed the importance of creating a public understanding of industry's contributions and aims through effective communications.

Leadership Responsibilities

Fourteen leading food industry leaders frankly discussed ways in which their industry can expand its operations and meet its continuing public responsibilities.

Their panel discussion recapped the highlights of the three-day meeting. Under the general title of "Leadership Responsibilities of the Grocery Industry," they discussed:

- the improvement of relations between food manufacturers and their distributor customers;
- leadership responsibilities of management;
- the aggressive actions by government agencies;
- the need for better communications with employees;
- the recruitment and training of desirable personnel;
- the need of getting the food industry's story told; and
- the need to increase the effectiveness of marketing practices.

Panel Participants

Participating on the panel under the chairmanship of Frank Armour, Jr., president, H. J. Heinz Company were: W. Gardner Barker, president, Thomas J. Lipton, Inc.; Lee S. Bickmore, president, National Biscuit Co.; Herbert C. Cornville, president, Dole Corporation; John N. Curlet, president, McCormick & Co., Inc.; Theodore R. Gamble, president, Pet Milk Co.; Robert L. Gibson, Jr., president, Libby, McNeill & Libby;

Also Norman P. Iler, president, NAWGA and president, the Cressy

Co.; George W. Jenkins, president, Super Market Institute and president, Publix Super Markets, Inc.; Wayne C. Marks, vice chairman, General Foods Corporation; A. N. McFarlane, president, Corn Products Sales Co.; General E. W. Rawlings, president, General Mills, Inc.; Harry Thye, president, CFDA and general manager, United Grocers, Inc.; and Theodore A. Von der Ahe, president, Von's Grocery Company.

The panel, which has come to be known as the meeting of the "Board of Directors of the Grocery Industry," analyzed the root causes of manufacturer-distributor relationships and discussed five ways of bettering them. These included: taking the other's financial economics into account, improving approaches to the financial evaluation of products, including private labels; closer cooperation on merchandising opportunities; and more intensive communication at the top-level between heads of food manufacturing companies and the higher echelons of their customer companies.

Various members indicated the programs their companies have undertaken in communicating both their company story and that of the industry to the public. There was general agreement on the need to plan programs that will continuously carry these stories to the public, to their employees and to government people.

Trophy Awards

The "GMA Life Line of America Trophy Awards" paid tribute to farm publication editors and telecasters for their outstanding contribution in interpreting and creating better understanding of the steps food takes on its way from the farm to the family table: the line of essential processes which is "The Life Line of America."

The 1962 winners:

• Television class: Rozell Fair Fabiani, WRBL-TV, Columbus, Ga., bowl winner; J. W. Woodruff, Jr., General Manager, WRBL-TV, Columbus, Ga., bronze plaque winner; Cordelia Kelly, WFMV-TV, Greensboro, N.C.; Kay Larson, WHEN-TV, Syracuse, N.Y.; and Lillian Teta, WTEN-TV, Albany, N.Y.; certificate winners.

• Farm publications class: Jo Rasmussen, Home Editor, "The Farmer," St. Paul, Minn., bowl winner; William H. Kirchner, Editor-in-Chief, "The Farmer," St. Paul, Minn., bronze plaque winner; Katherine S. Randall, Home Editor, "The Farmer-Stockman," Oklahoma City, Okla., and Lee Wiler, Assistant Editor, "Carolina Farmer," Raleigh, N.C., certificate winners.

The Bounty of Food

Life Magazine for the Thanksgiving week had a special issue on the bounty of food. Features included "Secrets of Taste; Fifty Billion Dollar Spectacle; Harvest Splendor; Great Recipes; and other stories on the miracle of our plenty."

Of special interest to macaroni men was a picture of North Dakota wheat on page 57; Ann Bancroft's recipe for Lasagne on page 104; a picture of Carroll Baker waffling noodles with her Sukiyaki recipe on page 105; Joan Fontaine's recipe for Spaetzle on page 103. Interesting statistic in the "Fact-filled Flood of Figures" on page 143, which said: "Last year Americans ate enough macaroni products to reach a point 60,000,000 miles beyond the sun."

Other interesting items served up in the special issue of Life included the following:

• During the past ten years, take-home pay of the average American has jumped 30 per cent while food prices have increased only six per cent. And, despite the fact that the average family is well fed, it spends only 20 per cent of its income for food compared to 67 per cent 100 years ago.

• Croplands in the United States cover 330,000,000 acres, more than the area of Texas, Nebraska, Iowa, Illinois and Michigan combined.

• The food industry will spend more than \$100,000,000 this year inventing and developing new products. That's two times what it spent five years ago.

• Growing processing and selling food requires the full-time efforts of 0,100,000 Americans, 32 times the population of Nevada.

• Of all the products available to housewives today, two-thirds did not exist 10 years ago.

• In one year American farmers grow food worth over \$27,000,000,000.

• The average American packs away 1,500 pounds of food a year.

• The American woman takes her husband with her one out of two times she goes into a supermarket. The husband braves it alone one out of seven.

• It costs the average supermarket \$3,700 a year to replace equipment and merchandise damaged by youngsters.

• Americans ate 100 pounds less per person last year than they did 50 years ago.

• The average New York shopper can buy with one hour's labor 21 times as much sugar, nine times as much butter and four times as much beef as his counterpart in Russia. A full 60 per cent of a Russian family's income goes for food.

MACARONI USA



MACARONI NEW ENGLAND STYLE

3 slices fresh bread	1 cup finely grated Cheddar cheese
2 tbsp. butter	Creamed Sea Food and Mushroom Sauce (recipe below)
1 pkg. (7 or 8 oz.) small shell macaroni	

Finely crumb bread with fork and brown lightly in butter. Then cook macaroni following manufacturer's directions and drain. Immediately lightly toss cooked macaroni with cheese until all cheese is melted.

To serve: Spoon macaroni onto a warm plate in a ring around bowl of Creamed Sea Food and Mushroom Sauce which has been sprinkled with bread crumbs and garnished with parsley. About 6 servings.

CREAMED SEA FOOD AND MUSHROOM SAUCE

1 can (8 oz.) button mushrooms (reserve liquid)	pinch of nutmeg
1/4 cup butter	mushroom liquid plus enough water to make 1/4 cup
1 tbsp. minced onion	1 1/2 cups commercial sour cream
1 tbsp. chopped chives	1 can (5 to 7 oz.) flaked crabmeat, lobster or clams
1 tbsp. chopped parsley	2 egg yolks, slightly beaten
1/4 cup GOLD MEDAL "Kitchen-tested Enriched Flour"	1 tbsp. sherry flavoring
1 tsp. salt	
pinch of cayenne pepper	

Slice mushrooms and sauté in butter with onions, chives and parsley until onions are transparent. Remove from heat. Stir in flour, salt, cayenne pepper and nutmeg. Cook over low heat until smooth and bubbly. Remove from heat. Stir in mushroom liquid. Bring to boil; boil 1 min., stirring constantly. Remove from heat. Blend in, in this order: sour cream, crabmeat, egg yolks and sherry flavoring. Bring just back to boil and serve immediately.

Success tips:

1. Macaroni is best when cooked just before serving, and is slightly chewy. Do not overcook.
2. Stir sauce mixture constantly after mushroom liquid and water are added.
3. Do not boil sauce after sea food and sour cream are added, otherwise flavor of fish is lost and sour cream will curdle.

Macaroni (tossed with golden cheese) in company with sea food and a mushroom sauce balanced with sour cream, sherry flavoring and buttered crumbs

General Mills and Betty Crocker offer you and your customers this exciting new main-dish creation with a New England flavor. Macaroni New England Style has met exacting standards in the Betty Crocker Kitchens and in typical homes in New England. Another delightful recipe pointing up the imaginative, easy, delicious ways of serving macaroni products.

To serve the macaroni industry is a source of pride and pleasure for General Mills, a leading producer of the finest Semolina and Durum flours. Look for more recipes from Betty Crocker in our Macaroni U.S.A. program to help you increase your profits through the broadened use of your products.

For more information on this Betty Crocker recipe program ask your Durum Sales representative or write . . .

DURUM SALES
MINNEAPOLIS 26, MINNESOTA



THE CONSUMER SPEAKS

by J. O. Peckham, Executive Vice President, A. C. Nielsen Company,
at the G.M.A. Annual Meeting

TWO years ago we had the pleasure of telling some of you about the consumer's grocery store buying patterns under the heading of "The Consumer Votes." Many of you will recall the analogy between voting for political representation on election day and consumer selection of your brand in a retail store, with the consumer exercising her democratic prerogative of free choice in each instant except that she has many more candidates to choose from when she goes shopping in today's supermarket—some 6,000, in fact!

We found that the consumer voted for convenience products, new and improved brands, large package sizes, increased shopping in large stores and overwhelmingly for major advertised brands. Based on everything we could learn from analyzing what the consumer actually did we thought we had a pretty well satisfied customer on our hands.

But after all the votes were in and tabulated, did we have as satisfied a customer as we thought we had? True, we had analyzed her buying actions, but we hadn't actually given her an opportunity to say anything—to tell us, for example, whether she was able to get the specific brands she wanted on a given shopping trip, whether she bought a substitute brand or deferred buying when the brand she wanted was out of stock, what she did when the size she generally purchased was not available in her favorite store, about the kind of job she thought the manufacturer was doing in giving her the kinds of packaged food and household products she really wanted, etc.

And so we expand our analysis of Mrs. Consumer's grocery store buying patterns by presenting "The Consumer Speaks"—the results of 1,173 personal interviews with supermarket shoppers conducted by Nielsen field auditors outside supermarkets in all parts of the country during August and September of 1962. In addition, we'll try to give you our interpretation of what this might mean to grocery store marketing operations in 1963 and in the years ahead.

Supermarket Facts

Let's start with a few, quick, up-to-date facts on today's supermarket shopper—a cross-section of those shopping in chains and super large inde-



James O. Peckham

pendents — which combined account for about three-fourths of all-community grocery store sales. Our survey shows that:

- 18 out of 100 supermarket shoppers are male.
- A little less than one-third of them shop once a week, about one-third shop twice a week, and a little more than one-third shop three or more times a week.
- The supermarket customer spends \$13.10 per shopping trip, involving 22 purchases or buying decisions as listed on a cash register tape at an average cost of 59.5 cents per purchase.

Brand Out-of-Stock

One of our major objectives in undertaking the survey was to determine the extent to which the consumer could exercise her freedom of choice in brand selection. After all, if the brand she wants is not on the shelf, she can't cast her ballot for it by putting it in the shopping cart! Our question was:

"On this shopping trip, were you able to obtain the exact brands you wanted?"

I think the answers we received may surprise and even shock many of you. While 76 out of 100 replied in the affirmative, 24 per 100 or one out of every four customers left the store with some portion of her wants un-

satisfied. Completely satisfying a customer on every one of the twenty-two purchases she makes is a large order, of course, and I think the retail distribution system is to be congratulated on accomplishing this objective 76 per cent of the time. The fact remains, however, that 24 per cent stated they did not get the exact brands they wanted—a possible source of customer dissatisfaction and perhaps lost business for the store as well. Let's see.

What Then?

We next asked the supermarket shopper what she did when the brand she wanted was not available in the store.

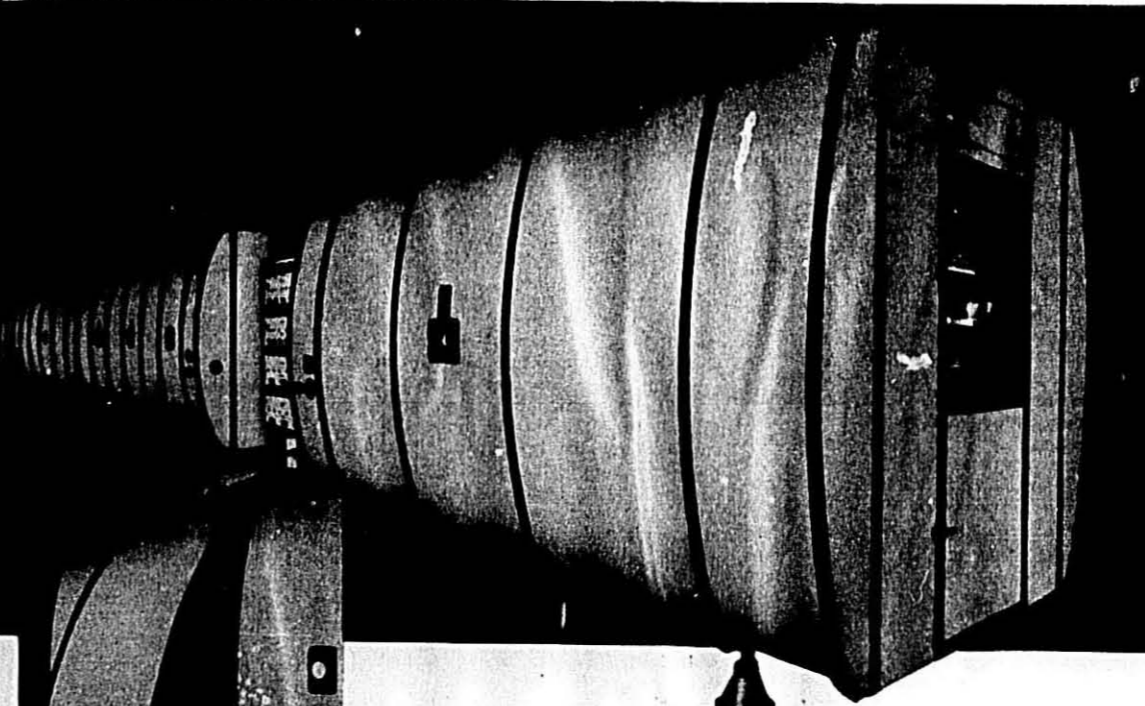
It would appear, therefore, that unavailability of a given brand, due either to out-of-stock or lack of distribution, can mean lost business to both the brand manufacturer and the retail store. Let's look at the out-of-stock from the manufacturer's standpoint for a moment. If his brand is out of stock in 10 per cent of the store (on a weighted volume basis) he stands to lose 5.8 per cent of his volume to other brands (the 58 per cent who buy another brand times the 10 per cent out-of-stock).

I think I can already hear some manufacturers objecting that they stand to lose all 10 per cent rather than just 5.8 per cent of the brand's sales. While I suppose this is possible in some cases, we believe that in most instances where the shopper refuses to accept a substitute brand, she will ultimately get her preferred brand either on another shopping trip or in another store. There is also some offset to this lost business since the brand in question will gain some business due to out-of-stock on competing brands. As a matter of fact, if all brands have the same out-of-stock, the larger brands end up with only relatively modest losses while the smaller brands actually tend to gain more customers than they lose. What really hurts is when a brand's out-of-stock is higher than that of competing brands, particularly when the brand having the high out-of-stock is one with a large share of market.

Turning now to the retail store, if a given brand is out of stock in that store 10 per cent of the time, the store stands to lose 4.2 per cent (the 42 per

(Continued on page 16)

THE MACARONI JOURNAL



Modern Automatic Dryer gives you stronger, better-looking short goods

Inside this efficient, modern Dryer, temperature, humidity, and air circulation are precisely regulated to produce short goods of finest quality.

By matching temperature to the product's capacity to release moisture, BUHLER Dryers are able to use higher temperatures, thus cutting drying time to as little as 4 hours for certain products.

Sanitary. From entry to discharge, the product touches non-corrosive materials only. BUHLER swing-out panels make cleaning an easy task, and off-the-floor construction likewise simplifies sanitation.

Pre-dryer. You can also improve your present drying operation by installing a BUHLER Preliminary Dryer in your present production line.

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- Specially-designed swing-out panels
- Super-efficient insulation stops both heat and vapor
- Sanitary off-the-floor design prevents condensation on floor underneath
- Patented aluminum alloy conveyor
- No mixing of different type products because conveyor elements empty completely
- Positive air circulation dries uniformly over entire width of belt
- Needs practically no attendance
- Economical. Requires relatively little power, heat, or maintenance

Swing-Out Panels provide easy access for inspection and cleaning. Requires less than a minute to remove.



5-Element Aluminum Drying Belt. Stronger, more rigid than any screen conveyor. Stays clean for there's no wire mesh in which dirt can lodge. No belts to loosen, no screens to mend.



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The Consumer Speaks—

(Continued from page 14)

cent who don't buy times the 10 per cent out-of-stock) of his volume on that brand to other stores. Here again there is some offset to this loss from business gained due to out-of-stock on this brand in other stores, with the smaller supers tending to benefit from this exchange. A large super with higher out-of-stock on important brands than competing stores really suffers.

How does our figure of 42 per cent who refuse to buy a substitute brand vary with type of store? There is little difference; 43 per cent among chain store customers as compared with 41 per cent among customers of super large independents.

We do find consumers living in large metropolitan areas such as New York and Chicago speaking out a little more forcefully against accepting a substitute brand than those in remaining parts of the country—49 per cent versus 41 per cent. We also find—and this surprised us somewhat—that original brand preference is slightly more important among household products with 45 per cent refusing to buy a substitute brand, than it is among food products with 40 per cent.

As you might readily expect older shoppers are somewhat less inclined to accept a substitute brand than younger ones. Forty-eight out of 100 shoppers over 50 years of age stated that they would not buy a substitute when the brand they wanted was unavailable as compared with 41 per cent in the 25-to-50 years age group and 38 per cent in the under 25 years bracket.

Substitute Refused

By far the greatest differences in the consumer's refusal to accept a substitute brand occurred between individual product classifications. In setting up the survey we selected fourteen product classifications to represent a range of products bought through the grocery store and attempted to get the consumer's reaction to each one individually. In the case of dentifrice for example, we found that 67 per cent of the consumers refused to buy a substitute brand when the brand originally wanted was not available in the store. Here's the complete list of those refusing to buy substitute brands in each product classification:

Dentifrice	67%
Floor Wax	59
Instant Coffee	57
Detergents	50
Salad and Cooking Oils	48

Margarine	44
Toilet Soap	41
Cake Mixes	40
Canned Beans	36
Tuna Fish	36
Vegetable and Tomato Juices	36
Ready-to-eat Cereals	32
Crackers	30
Toilet Tissue	29

Now there are several things about this list that are interesting to me. One of them is that substantial numbers of consumers refuse to accept a substitute brand in every product classification ranging from about one-third to two-thirds of the prospective customers for the brand. Another is the surprisingly high show of strength demonstrated by brands in the dentifrice, floor wax and instant coffee classifications. And finally we have an unusually high degree of consistency in the results. Dentifrice and floor wax are among the first three groups from the standpoint of brand strength in each of the nine Nielsen areas while instant coffee is among the first three groups in eight of the nine territories.

Consumer Insistence

While I don't want to delve too deeply into statistics this early in the morning, I do want to give you the results of something I have found, namely, that the degree of consumer insistence in getting the particular brand she wants within a given category bears a recognizable and fairly definite relationship to the advertising investment per brand, at least in so far as the major advertised brands are concerned.

For example, dentifrice stands at the head of the list, with 67 per cent of the consumers insisting on the desired brand even to the extent of refusing to buy when it is not available in the store. Dentifrice also stands at the head of the list from the standpoint of advertising expenditure per brand. Similarly, vegetable and tomato juices, ready-to-eat cereals, crackers, and toilet tissue are 11th, 12th, 13th, and 14th, respectively, from the standpoint of consumer insistence on desired brand, and 13th, 11th, 14th, and 12th, respectively, on the basis of brand advertising expenditure. For the statistically inclined, the coefficient of the correlation is plus 0.70, which puts it in the range of definite correlation but little predictive value.

We also have a recognizable and fairly definite relationship between the strength of the consumer's insistence in getting the particular brand she wants within a given category and

the brand out-of-stock within that category; the higher the degree of consumer determination to get what she wants, the lower the out-of-stock. For example, the average brand out-of-stock on dentifrice, floor wax, instant coffee and detergents—categories where higher percentages of consumers refuse to buy a substitute brand when the brand desired is out of stock—is less than two per cent. Conversely, the three categories at the bottom of the list of consumer insistence have a brand out-of-stock of almost five per cent.

Going a step further, while it was obviously impossible to question consumers on individual brands within each product classification, the extent of the consumer's refusal to accept a substitute brand undoubtedly depends upon the brand she had in mind in the first place.

About twenty-five years ago we made a somewhat similar consumer study of this out-of-stock situation. At that time we found some 40 per cent stating that they would take a substitute brand when the brand originally wanted was unavailable in the store. This compares with 58 per cent in the present study. Supermarket shoppers are thus somewhat more willing to take a substitute brand than they were twenty-five years ago even though the number unwilling to do so still remains high.

Package Size

So much for what the consumer has to tell us about brand out-of-stock, which brings us to the matter of package size importance in Mrs. Consumer's supermarket shopping pattern. Here again we asked the supermarket shopper what she did when the package size of the brand she wanted was not available in the store.

Eighteen per cent refuse to accept either a substitute size or a substitute brand when the particular size of the brand they want is unavailable in the store increases to 25 per cent where older shoppers are concerned, as compared with 16 per cent in the 25-to-50 years age group, and 14 per cent among those 25 years or less.

As was true in the case of brand unavailability, also unavailability can also mean loss of business to both manufacturer and retailer although at levels perhaps some 50 per cent less. Pretty much of the same comments apply as in the case of brand unavailability. A manufacturer's lost sales due to not having the size of a wanted brand available are partly offset by sales arising through out-of-stock on sizes of other brands, but this can't help much if size out-of-stock is higher than con-

petition. A store's lost sales due to size out-of-stock on a wanted brand cannot be made up by business coming from size out-of-stock in other stores if size out-of-stock in that store is higher than in competing outlets.

The analogy between brand and size unavailability continues when we analyze the consumers' reactions by product classification. Where instant coffee is concerned, 27 per cent of the consumers refused to purchase either a substitute size or brand; the corresponding figure for toilet soap is 12 per cent. Here's the complete list of those who said they refused to buy either a substitute size or brand:

Instant Coffee	27%
Floor Wax	27
Vegetable and Tomato Juices	21
Canned Tuna	21
Salad and Cooking Oils	20
Canned Beans	17
Dentifrice	16
Detergents	15
Ready-to-Eat Cereals	15
Crackers	12
Toilet Soap	12

We asked the consumer what she did when the color of the brand wanted was not available in the store. Sixty-nine per cent buy another color in the same brand; 20 per cent buy another brand; and 11 per cent don't buy.

To summarize—the maximum potential loss of business to a manufacturer during the time of an out-of-stock condition in a given store: brand out-of-stock—58 per cent; size out-of-stock—30 per cent; color out-of-stock 20 per cent.

While it can be argued that the manufacturer also loses business when the consumer refuses to take a substitute and hence doesn't buy at all, we assume that the consumer will ultimately get her favorite brand or size on another shopping trip or in another store.

Here's a summary of the maximum potential business a store stands to lose during the period that out-of-stock exists: brand out-of-stock—42 per cent; size out-of-stock 18 per cent; color out-of-stock—11 per cent.

Scope of Problem

We really shouldn't leave this important question of the consumer's ability to get the brand she wants, however, until we place some dimensions on the out-of-stock problem itself. Just how prevalent is it, anyway? In order to answer this question we analyzed Nielsen Food Index records on 15 different product classifications.

On the average we found a brand out-of-stock of four per cent and a package size or type out-of-stock of eight per cent. These figures represent cases where the store is completely out of stock; if we were to include those instances where the supermarket has the brand in the store but not on the shelf where the customer can get at it, out-of-stock increases to seven per cent and 14 per cent for brand size, respectively—rather sizeable figures.

Our detailed analyses show that brand out-of-stock is characteristically higher in some product classes than in others; however, there is little or no variation by areas of the country and, contrary to public opinion, out-of-stock is not materially higher on the important Thursday and Friday shopping days than it is on Tuesday and Wednesday. By Saturday noon it may average a point or two higher—a condition which generally lasts through Monday—but this does not represent much of an increase and most of the shopping has been done by that time anyway.

We do have one clue to this situation, and it may turn out to be a most important one. We observed that super independent stores tended to have larger brand and size out-of-stock than chains and, on checking into this further, we found that this largely traced to the more frequent orders placed by a chain. Even within the chain classification, chains which ordered a brand with greater frequency generally had the lowest out-of-stock.

Good Job Being Done

So much, then, for the out-of-stock situation and for what the consumer tells us about the extent she is able to exercise her democratic freedom of choice in selecting the brands and sizes she wants. But how about the equally important question of whether the right candidates are on the ballot in the first? What kind of a job does she believe the grocery manufacturer is doing in furnishing her with what she wants?

Better than 90 out of every 100 shoppers said that she believed the manufacturer was doing a good (59 per cent) or excellent (33 per cent) job in supplying her needs. Only one out of 100 felt that a poor job was being done, while seven per cent said fair.

We went even further. We asked each shopper to let us have her suggestions for any improvements she would like to have us pass on to the manufacturer. Out of a total of 1,173 personal interviews we received 329

suggestions classified as follows: seven per cent on size; six per cent on package; four per cent on price; four per cent on label; three per cent on quality; two per cent on variety; and one per cent on product.

Some of the points brought up were quite interesting. For example, the largest response on the size question was in respect to furnishing a small package size; another was in connection with shaping packages for easier storage in the kitchen. On the subject of package, by far the largest response centered around making the product easier to open; on price, it was heavily weighted with requests for "lower prices" as you might readily imagine, although it should be observed that in total this was only mentioned by four per cent of the respondents.

On the interesting question of labels, here again only four per cent of the shoppers brought this up, with most of the suggestions dealing with such matters as making the label easier to read, placing the ounce content in a standard and easy to read location, putting the number of servings on the package, etc.

Quality suggestions—made by three per cent of the shoppers—largely had to do with seeing to it that the product performed according to advertising claims. Of considerable interest to me was the fact that only 13 out of 1,173 shoppers—about one per cent—suggested that the quality be improved. Perhaps one reason for this is the availability, in the average supermarket, of any quality of product that the consumer chooses to pay for. In other words—"You put your money down and you take your choice."

All in all, I would say that the consumer has spoken quite favorably indeed about you, about your product and about your system of distribution. This is not surprising in view of the fact that seven out of every ten purchases of packaged food and household products continue to be on major advertised brands. In other words, the Consumer Speaks just as she Votes—for you—and by overwhelming pluralities!

Quick Look

One-fifth second is all the time the average supermarket shopper has to see a product and decide to buy, says Frank Armour, Jr., president of H. J. Heinz Co. Marketing research people report, he says, that the shopper passes 310 items per minute and, compared with a few years ago, is better informed, spends more money, demands more for that money.

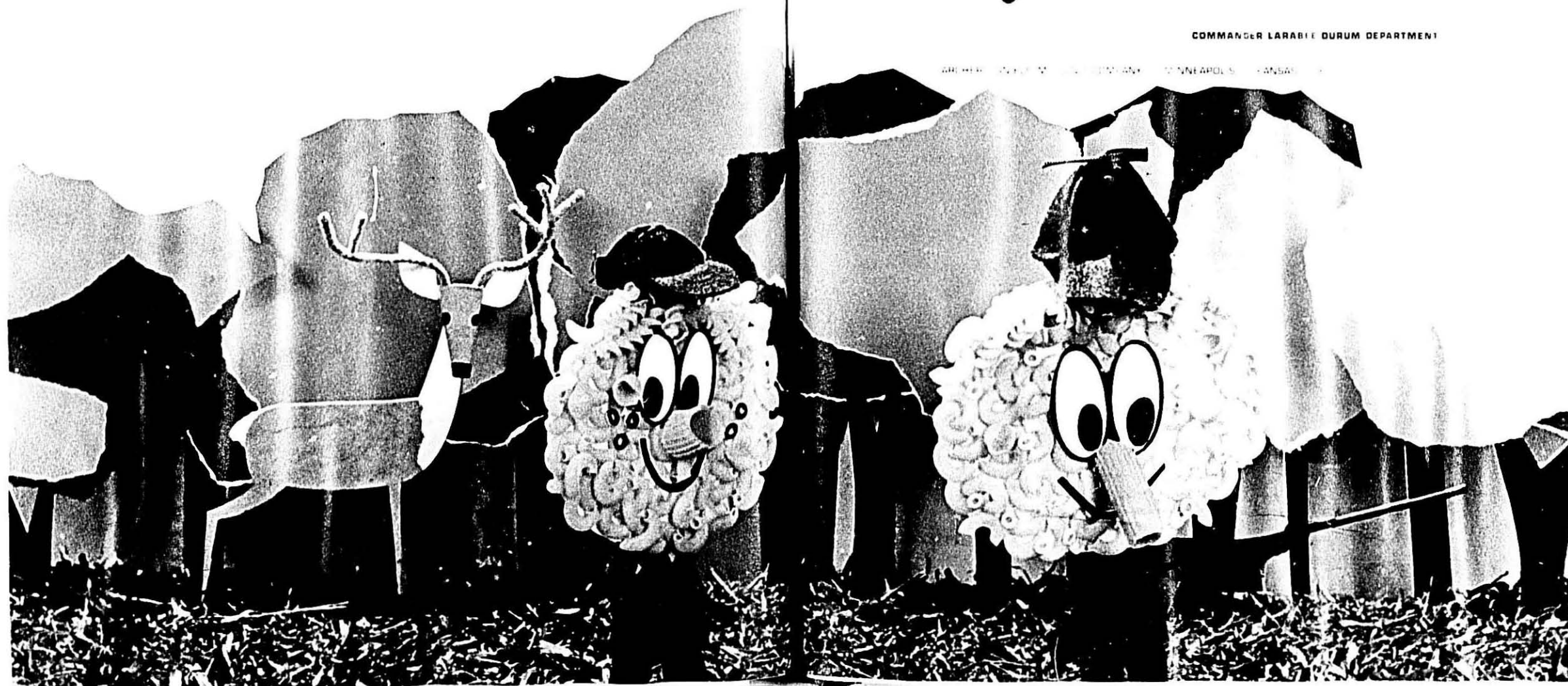
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COMMANDER LARABEE DURUM DEPARTMENT



International Sales Up, Profits Down

International Milling Company has announced profits of \$3,862,785 for the fiscal year ended August 31, 1962, down from the previous year's profits of \$5,542,219.

The figures were released at International's stockholders' meeting. Stockholders were told that sales volume during the year reached a record all-time high. Profits were equivalent to \$8.31 per share of common stock, compared with \$9.41 the previous year. Total assets at the end of the fiscal year were \$130,089,691.

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 about \$450,000 due to changes in United States-Canadian and United States-Venezuelan currency exchange rates between August 31, 1961 and August 31, 1962.

They also cited extremely competitive selling conditions in all divisions of the company, particularly in the firm's United States bakery flour business.

However, manufacturing and selling expenses were well controlled in all divisions during the year, and labor relations were generally good.

During the year International started construction on new formula feed plants at Danville, Illinois, and Valencia, Venezuela, and several buildings were added at the firm's research farm at Courtland, Minnesota.

In Canada, a number of grocery products were developed during the year for the consumer market.

New Cost Control

Stockholders were told that the company's program of modernization of cost accounting methods was continued during the year. In Canada, a new data processing system was developed at the company's Montreal office. It went into operation September 1. A new electronic high-speed computer was installed in Minneapolis and in Venezuela a system utilizing punched card equipment went into operation on September 1.

In the Philippines a new mill at Hondagua, on the island of Luzon, went into operation in July, selling International's flour brands under license. In addition, International maintains resident personnel in the Philippines who furnish technical sales and production advice to the mill's owners and wheat is also supplied for the mill.

In commenting on the firm's profit sharing retirement program for employees, the report pointed out that

during the ten years the program has been in operation, benefits totaling \$1,336,224 have been paid or are in process of payment to former participants who have retired or left the company, or to their beneficiaries in the case of deaths.

Total profit sharing funds now in trust to provide future benefits to employees amount to \$8,371,000, including employee contributions and investment earnings. The amount includes \$387,000 contributed by the company this year.

International now employs 4,713 people.

General Mills Counsel

John F. Finn has been named Vice President, Secretary, and General Counsel of General Mills by action of the Board of Directors, Gen. E. W. Rawlings, President, has announced.

In his new position, Finn succeeds Edward K. Thode, who died October 20.

Finn has served with the General Mills Legal Department since 1946. Entering the company as an attorney in general law, he was named Assistant Secretary-Assistant Treasurer five years later. He became Assistant General Counsel in February, 1958, and since November, 1961, has been the Director of the Legal Department.

A Minneapolis native, Finn attended local public schools and received his law degree from the University of Minnesota in 1936. He spent the ensuing five years with a Minneapolis law firm, the next two with the Federal Office of Price Administration. In a two-year period with the United States Navy, he attained the rank of Lieutenant Commander.

A member of the American and Minnesota Bar Associations, Finn is a director of the National Connector Corporation and the Citizens League of Minneapolis and Hennepin County, having previously served the League as president. He is currently president of the Minnesota Chapter of the Arthritis and Rheumatism Foundation, as well as past president of the University of Minnesota Law Alumni Association. He is also a member of the Minneapolis Charter Commission.

A-D-M Expects Profit Rise

Archer Daniels Midland Company earnings are expected to continue their upward trend during the balance of the fiscal year ending June 30, John H. Daniels, president, told the annual meeting.

Earnings rose to \$1,000,329 or 61 cents a share, in the first quarter ended September 30, from \$8,610,707 or 51 cents a

share, a year earlier. In fiscal 1962, the company earned \$3,796,051 or \$2.70 a share on sales of \$245,696,523.

New facilities expected to add to earnings include a research center in Bloomington, Minnesota; the Peoria, Illinois chemical center; a soybean processing plant at Fredonia, Kansas, and a grain export elevator at Destrehan, Louisiana due for completion in February.

Mysterious Inquiry

In answer to a question from a stockholder, Rodger Nordbye, vice president and general counsel, said the company is "as much in the dark as you are" about the implications of a Federal grand jury investigation of the milling industry. A-D-M is one of seven Minnesota companies that received subpoenas for records of its flour business from a grand jury in Buffalo, New York. The company has not been told if the investigation is regional or national in scope, he added.

Reporting on research developments, Dr. James C. Konen, vice president, technical operations, said the company has a dried egg replacement made from soybean flour "well along" in the laboratory, and that it will have fatty esters for cosmetic use in commercial production soon.

Restauranters Meet at San Giorgio Plant

Approximately 250 members of the Central Pennsylvania Restaurant Association met in mid-November at the new plant of San Giorgio Macaroni, Inc. in Lebanon.

Donald Fake, president, conducted the meeting. Robert C. Guerrisi, vice president in charge of sales of San Giorgio, was host to the group and invited the members to hear about and see the plant in operation. The film "Durum—Standard of Quality" was shown. Groups were conducted on a tour of the plant and a social hour followed.

Wall Chart Offered

The big 44 by 32 inch classroom chart on "Durum Macaroni Foods From Farm to Table" was offered by the Skinner Macaroni Company of Omaha to teachers reading the November-December issue of What's New in Home Economics. They suggested using the colorful teaching aid to show students the many things they should know about macaroni products: how to serve, nutritive value, shapes and kinds, how they are made, and why amber durum is the finest wheat for making them. Offer was limited to states where Skinner macaroni is sold.

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WORKMANSHIP
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Makers of Macaroni Dies

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Improving Manufacturer-Distributor Relations

by **Andrall Pearson**, principal, McKinsey & Company, Inc.
at the G.M.A. Annual Meeting

RECENTLY we gave our report entitled "Opportunities to Improve Chain Manufacturer Relations" to those assembled at the National Association of Food Chains Convention in Denver.

This presentation was the culmination of a study which we began last May.

Some action on report is already underway: Your GMA marketing committee will spend a whole day to discuss what can be done. This will be followed by a joint meeting with an NAFC group.

Up to now, basic problem in relations has been the overwhelming preoccupation—on both sides—with specifics. Putting out fires by solving individual issues or irritants. Without regard for other related problems or without regard for root causes.

We know from experience that real progress will only occur when you can agree on which fundamental problems must be solved—or which basic objectives must be sought, so that lasting and constant improvement can be achieved.

Recommendations concerned with specific fundamentals that will make something happen (this year, next) when they are acted on.

Our presentation at Denver contained five major recommendations.

First is to develop a better appreciation of how the other fellow generates his profits. That is, how he makes money.

Since most of you are manufacturers I will put most of my emphasis on the value and methods of learning more about how your distributor-customers make money.

I am sure we can readily agree that knowing and acting on your customer's economics has many significant and obvious advantages. Many people believe the backbone of General Motors' success is: Their strong, healthy dealer organization. Their knowledge and active involvement in dealers' economics (strong dealers). Distributors' actions (or suppliers) are strongly influenced by how he makes money in any business.

Most people with any economic background at all are, of course, aware that distributor and manufacturer economics differ widely and in many significant ways.



Andrall Pearson

Despite this awareness our study indicates that very few people — on either side—adequately consider the other fellow's economics in developing programs or sales propositions. Especially true at key contact and planning levels (e.g., your salesmen—product managers; chain buyers—merchandising managers). This is a key reason why so many programs are turned down or ineffectively executed.

For example, I wonder how many food manufacturers have thought through how your customers' economics can be translated into action in your working relations with them:

Appeals and specific propositions, Reducing key costs (i.e., handling and dormant shelves),

Improving profitable volume (shelf or display).

Know whether, in fact, actions of your marketing and sales departments take these differences into account.

If we agree this understanding is important—and that it doesn't exist to nearly the degree it should, then what can be done?

Here are some specific suggestions:

1—Consider Your Customers' Economics. (As Well As Your Own)

Proposed action program:
1. Indoctrination in chains' economics (planners and salesmen).
Working with balance sheet and P & L's of specific chains to con-

ceptualize how they make money. Identifying where your actions can help him improve profits; or are likely to raise his costs.

2. Assessment of top customers' financial results (continuing). Breaking down their published P & L's and results.

Watching for significant trends in specific customers.

3. Chains' P & L's on your product categories (dynamic). Developing a break-even to see how his costs behave on your categories; and what you and he might do to improve both yours and his (some good ideas)

4. Temporary exchange of people with distributors. More chains welcome this. It is an excellent opportunity for your key people on way up.

5. Influence content of food distribution courses—Can get help in educating your people.

6. Study effect of your programs on customers.

I think you will agree that these activities would contribute significantly to effective results related to this opportunity—sure you have some additional ideas once these are done

Opportunity 2: Improving Financial Evaluations of Merchandising Programs

Here we are talking about how chains use financial data to make decisions on:

Which products should we handle and which should be dropped? How should we allocate our shelf space? Which promotions should we accept? What should be role of private label (All of these obviously affect relations).

What we found: Yardsticks used vary all over the lot—even within any one chain—Gross margin percentage; Gross margin dollars; Turnover, etc.

Present methods in most chains place far too much reliance on merchandising feel or brilliant intuition. Reasons for this: Time pressure; Present methods are not refined or reliable as they should be; People still haven't learned to use even present tools.

As a result, bound to be too many unprofitable decisions and confusion among manufacturers (who try to prepare proposals that will appeal).

Progressive chain leaders recognize this shortcoming and have attached high priority to solving it; many others, of course, still doing very little to improve. While Opportunity 1 probably has stronger implications to you (as manufacturers) this opportunity has somewhat more significance to chains. However, on manufacturer's side, we frankly believe most of you can do much more than you have done to help solve this problem. (Both will gain.)

Now, what can you do to bring this about? Here are our proposals:

2—Improve Customers' Financial Evaluations.

Proposed action program:

1. Develop improved approaches (to financial evaluation) that can be broadly applied.

In effect, we are suggesting that you may very well want to consider a joint project to help the chains improve the financial evaluation techniques. Reasons:

Better factual evaluation of your proposals and private label should mean better decisions (both sides benefit); Whatever the facts are, you are better off knowing them and coping with them (rather than relying on buyers' vagaries of judgment); Improve your ability to carry on effective negotiations (if you talk same financial language); Chains will eventually do this; considerable advantage to being part of the process.

When these approaches are developed you must also see that not only chains' people, but your own sales force understand them.

2. Studies of true profitability on your product categories: Go beyond gross margin dollars; See how to improve both his profits and yours; One way to help resolve private-label issue.

3. Specific instructions to marketing department to base actions on these studies.

Opportunity 3: Working Together More Closely and Productively on Day-to-day Merchandising Opportunities

What we are talking about here are the traditional areas: Products; Promotions; Distribution and related services.

In our judgment, the big problem here is the overconcern with details—rather than trying to get at fundamentally better methods or systems. (For example:

On distribution, too much of the effort is aimed at cutting this or

that type of cost—instead of starting at the production line and working through each step in the process until you get to the check-out.

On promotion tendency to get bogged down in coupon size or handling—instead of working together to improve the effectiveness of promotional programs.

Or on new products constant argument over number of items and sizes, without much agreement or knowledge about contribution of these products to profits on both sides.

Thus we believe that you can't expect to make much progress on the details, until you do more about improving the total process of promotion, product launching, and distribution.

Consequently, we have three recommendations here:

3—Improving Day-To-Day Merchandising Contacts With Customers

1. A check list on new products: Demonstrated consumer advantages for each new product, size, or flavor;

Adequate market tests that can be projected;

Specific trade goals (plus consumer goals);

Programs designed to achieve these goals;

Factual, believable presentations (customer-oriented);

Quick review of results and revision where initial programs don't work.

(These check points are nothing more than common sense—yet our study clearly indicates that many manufacturers do considerable damage to this check list — on nearly every new product they launch).

2. Project to improve planning and evaluation of promotions: Trace selected promotions in selected markets;

See what is planned and what actually happens;

We are convinced that most of you would be amazed at how much misinformation, misunderstanding, and waste goes on.

3. Distribution cost-reduction project: Trace from plant through customer's "checkout";

Tighten up on each phase. (No easy route here!)

4—Organize For Better Relations

Proposed action program:

1. Make sure your sales organization is set up to sell effectively in

today's grocery business: Fewest possible layers; Specific customer sales plans (based on unique policies of your key customers).

2. Improve your communications: Faster decisions; Follow up on customer complaints.

3. Upgrade your personnel: Higher caliber recruits; Rotation; More attention to training.

Opportunity 5: Communicating "Top-to-Top." This means communicating your companies' viewpoints and policies to other fellow's top management.

It is difficult to see how you can run an effective business in today's environment without this type of contract. Yet we found many, many cases of manufacturers or chains in which top people never see others (except at conventions). There is much more interest than action (3-4 months). There is striking correlation between activity of top and high regard by other side. Where this is not the case—opposite is true.

Conclusion is inescapable: It is important to do; Payoff can be very worthwhile (based on experience).

Proposed top-management customer contact program.

Proposed action programs:

1. Set high priority (allot time);

2. Make thoughtful selection of customers and executives;

3. Develop specific agenda for each contact (in advance);

4. See that follow-up action is taken and confirmed to "top."

A Quick Summary: The potential payoff is substantial. Measuring it is arbitrary but can mean literally millions in added profits (in distribution efficiencies, to say nothing of promotion and new product launching). The time is right—major change in attitude on both sides.

Chains can no longer rely for growth to nearly the degree they have in past on new stores, raising prices (over capacity), and mergers.

By same token, manufacturers can no longer rely for growth to extent they have on new products, raising margins, mergers (to improve profits).

This means both must get more out of existing products or stores—improving the yield.

We are convinced—based on study—that there is no surer way to get better yield (and increase your profits, than to act on these recommendations).

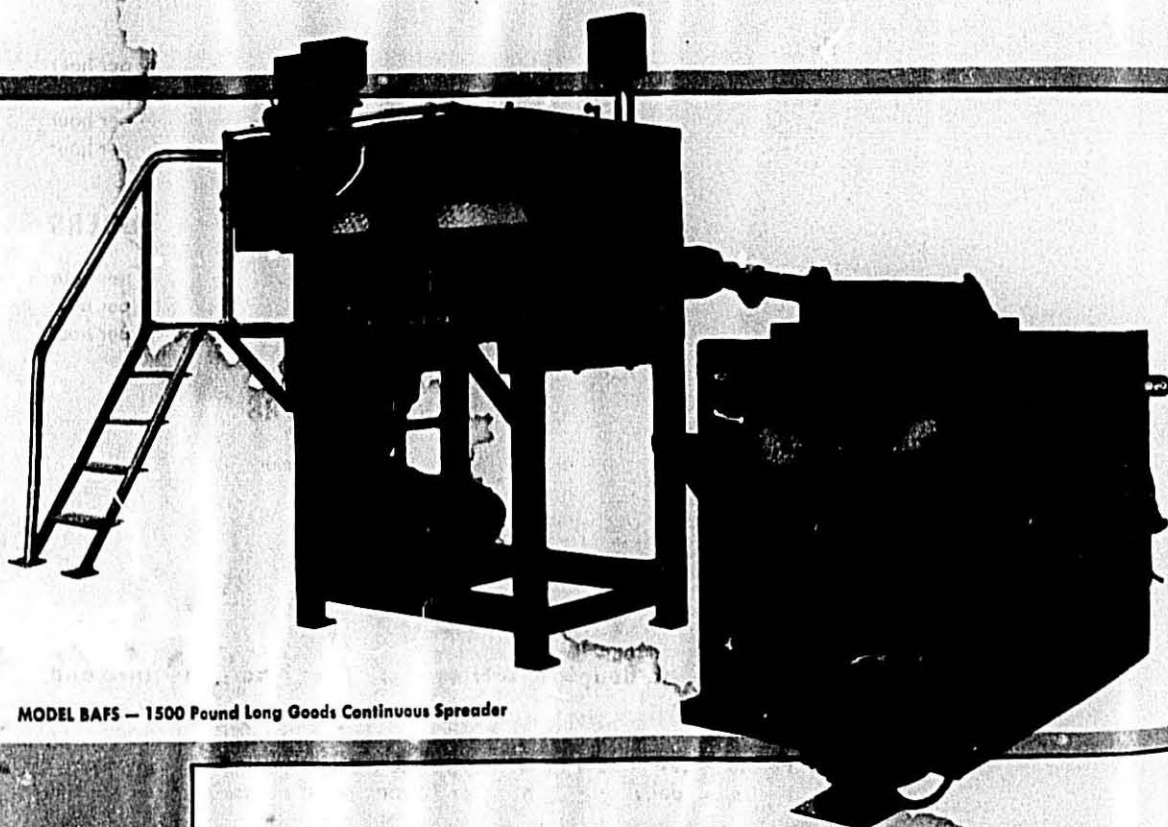
Sage Saying

Would you touch a nettle without being stung by it; take hold of it stoutly. Do the same to other annoyances, and hardly will anything annoy you.

ANOTHER FIRST!

NEW SANITARY CONTINUOUS EXTRUDERS

A new concept of extruder construction utilizing tubular steel frames, eliminates those hard-to-clean areas. For the first time a completely sanitary extruder . . . for easier maintenance . . . increased production . . . highest quality. Be sure to check on these efficient space-saving machines.



MODEL BAFS — 1500 Pound Long Goods Continuous Spreader

***NEW
**NEW
NEW**

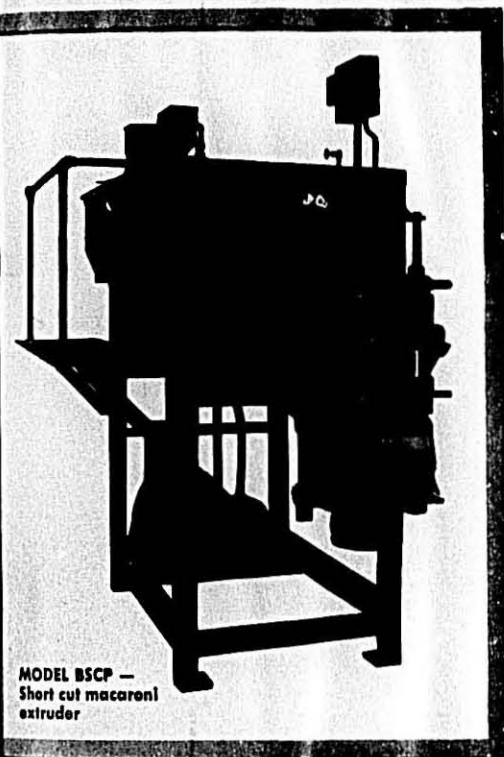
POSITIVE SCREW FORCE FEEDER improves quality and increases production of long goods, short goods and sheet forming continuous extruders.

3 STICK 1500 POUND LONG GOODS SPREADER increases production while occupying the same space as a 2 stick 1000 pound spreader.

1500 POUND EXTRUDERS AND DRYERS LINES now in operation in a number of macaroni-noodle plants, occupying slightly more space than 1000 pound lines.

THESE EXTRUDERS AND DRYERS ARE NOW GIVING EXCELLENT RESULTS THROUGHOUT THE UNITED STATES IN A NUMBER OF PLANTS.

*patent pending
**patented



MODEL BSCP — Short cut macaroni extruder

by *Ambrette*

SHORT CUT MACARONI EXTRUDERS

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 EXTRUDERS

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

COMBINATION EXTRUDERS

Short Cut Sheet Former
Short Cut Spreader
Three Way Combination

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 tubular steel frames give you the first truly sanitary extruder.

For information regarding these and other models, prices, material testing and other services, write or phone:

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156-166 SIXTH STREET, BROOKLYN 15, N.Y. PHONE: TRIangle 5-5226
SINCE 1909

Films in Your Future

At the Twenty-fourth Annual National Packaging Forum of the Packaging Institute held in Chicago, two executives of the Du Pont Company, associate member of the National Macaroni Manufacturers Association, joined forces in telling the story of "Films in Your Future." With the aid of slides, film clips, and live scene playing, Dr. Nelson Allen, Manager of the Packaging Market Development and Customer Laboratory, and Buckley C. Robbins, General Promotion Manager for Packaging Films, made a broad scope hour and a half presentation telling the history of packaging films and considerations for the future. A digest of their story follows.

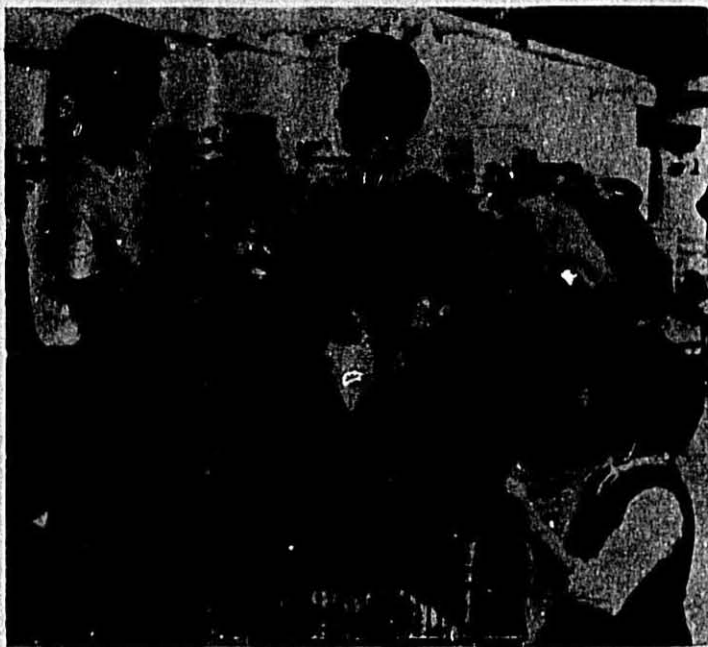
HOW are you going to package your future? To tell something about the future, we must do as the forecasters and analysts do. We must survey the past and consider the present.

Story Starts in France

The story begins with cellophane in 1905 in France with one Jacques Brandenberger. Spilled wine on a tablecloth made Brandenberger search for a material or fabric that could be cleaned with a rag. His experimental tablecloth was a failure, but the coating or by-product became a minor miracle when peeled off. You could see through it! After World War I, Jacques Brandenberger perfected his film in thinner gauges and went down in history as the "father of cellophane."

In the early 1920's a search for rayon yarn processes which took a Du Pont representative to France wound up with an entirely new concept in this country's packaging. A transparent paper that you can see through, it was called.

The first cellophane was not moistureproof. It was quite evident that if substantial markets for the film were to be developed, cellophane would have to do more than merely glamorize. The production of moistureproof cellophane and the adoption of this film by cigar and cigarette manufacturers really set the ball rolling. The idea of cellophane caught the public's fancy. With the word on everybody's lips, cartoonists were quick to make "the paper you can see through" the point of many of their jokes. There were all kinds of gags and gimmicks that made headlines. In those days cellophane received a million dollars worth of unpaid publicity, and it was an unbelievable door opener for pack-



Shopping habits are checked by in-store interviews.

aging—all because of one simple fact: "People like to see what they buy before they buy it." This applied particularly to food, where appetite appeal went to work and made people literally drool.

The introduction of moistureproof cellophane really started the trend to a variety of packaging films. It was quickly realized that no one overall film could meet the demands of many different products needing varying protection and diverse applications.

Packaging was becoming more and more mechanized, but packaging machines would not handle cellophane. Heat sealing cellophane was developed, and in cooperation with many machine manufacturers current machines were modified and new machines were designed and built. More and more types of cellophane were made commercial. Semi-moistureproof films for baked foods and produce, special films for fresh meat, anchored films for moist products, and polymer coated films for dried fruits. Films were truly built to fit the packaged product.

Self-Service

Which came first? The chicken or the egg? We like to think that packaging

films helped put over self-service merchandising. Maybe self-service merchandising put over packaging films. At any rate, the two came down the road together at just the right time. Self-service obviously demands packages. Transparent film packages show the contents, an ideal set-up for this method of selling meats, produce, candy and bakery products.

In the early thirties a new type of market appeared—supermarkets—and a gold mine for packaging was uncovered. People were buying things they had not planned to buy. Impulse buying had a tremendous impact on packaging for self-service. And it still has today, for self-service has spread into all stores.

In 1935 it was found that 24 per cent of all grocery items bought were not planned before entering the store. This was powerful medicine to sell the packaging idea. The package had to pay off; it had to get its share of those unplanned purchases. It had to appeal to the new shopper who was buying things because they looked good to her. A package became two things — a protective enclosure, of course, but increasingly important, an

(Continued on page 26)

THE MACARONI JOURNAL

Here is the
semolina
you've wanted
from **AMBER**



by Gene Kuhn
Manager:
AMBER MILLING DIVISION

Yes, the finest of the big durum crop is delivered to our affiliated elevators.

And only the finest durum goes into Amber Venezia No. 1 Semolina and Imperia Durum Granular.

We make Amber for discriminating macaroni manufacturers who put "quality first" and who are being rewarded with a larger and larger share of market.

These macaroni manufacturers tell us the consistent Amber color, uniform quality and granulation improve quality and cut production costs at the same time. Amber's "on time" delivery of every order helps too!

A phone call today will insure the delivery you want for Amber Venezia No. 1 and Imperia Durum Granular.

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



influence at the point of sale. It has to make visual noises to shoppers.

DuPont's latest survey of shopping habits is the sixth in a series since 1935. It tells many significant things about ourselves, our children, our parents and our wives. The average shopper goes to market about three times a week, with four out of five going at least twice a week. She takes more time shopping than formerly, spending an average of 27 minutes in the store compared to 18 minutes in 1955. She depends on displays for meal suggestions instead of the old-fashioned completely written grocery list. She likes to look around to see what looks good, or what can be prepared quickly.

One-fourth of today's shoppers are employed. That means they have to do their shopping at the end of a working day, so they like stores arranged for quick shopping. Half of the shoppers today are buying for a household of three people or less, which means that smaller amounts of packaged foods are more suitable to their requirements. Cookies and snacks with inner packages to keep them fresh until used are preferred, as they are not all eaten at one sitting.

Converters' Contributions

Another factor that has played a tremendous role in the development of films for packaging is the creative work by converters. Today, there are 200 to 300 converters of films—printers, bagmakers, laminators, and designers. In 1925 there was one—a man who glued die-cut envelopes by hand in the original cellophane plant.

Printing a moistureproof film is simple today, but three decades ago it was a monumental problem to put ink on a moistureproof surface, dry it rapidly, and make it stay put. On the early presses, the printed film was rewound between sandpaper rolls, allowed to dry, then unwound from the sandpaper and cut into sheets for hand wrapping, as no wrapping machine would handle this tricky, temperamental material. Billy Heller of Milprint and Bert Martin of Shellmar Products (now Continental Can) are generally credited with perfecting the difficult job of roll-to-sheet printing on moistureproof film.

An equally major problem was to make bags and tubes automatically from a moistureproof film which resisted all known glues and performed like a temperamental movie actress on bag making equipment built to handle paper. Tom Dolan of Dobeckmun (now a division of Dow) led the way for machine manufacturing of

cigar tubes and satchel bottom bags over thirty years ago.

In the middle thirties, one-fifth of all cellophane used was in converted form, and the "paper-you can see through" even in the depression years helped move vast quantities of candy, cookies, bread, bacon and tobacco out of retail stores.

Then came a major break-through in converting, when Shellmar launched continuous roll-to-roll printing in both gravure and letter press. Rolls are absolutely necessary for use on automatic packaging machines. By 1940, the total number of converters had grown to 29, in this progressive field of packaging.

Then, World War II restricted film usage to food, drugs, tobacco and military packaging. Supplies of wood pulp and chemicals were restricted. Even the need to make the film was questioned by Uncle Sam. Undaunted, the converting industry turned to developing new, highly functional constructions, and leading converters began producing laminations of films, foils, waxes and scrim to protect military parts, and food supplies. Converters even made poison gas protective capes from these laminations for use by the armed forces.

Functional Packaging

Functional packaging with films took on new importance after the war. Rigid water vapor transmission tests established new standards for films to meet. It was no longer enough to produce a moistureproof wrapper. It was "How Moistureproof?" Then began a fantastic series of developments in films and converting techniques with coatings and laminations involving hundreds of combinations for thousands of uses. Films were combined with paper, cardboard, foil and other films for highly functional materials. Transparent films made possible production of window cartons and envelopes. Converters are concentrating on extrusion coatings and laminations, building into the finished structures the best properties of each component, for lighter weight, lower cost and more convenient packaging.

In the food field, both manufacturers and packagers are teaming up to produce packages of food that will give still greater convenience to the consumer. Better protection, fractional packaging, cooking and serving in the package, are things being done to make it easier for the housewife. It has been proven time and time again that the housewife is willing to pay for the convenience, and films lend them-

selves admirably to convenience packaging.

By 1947, there were seventy converters, and that number has increased better than three-fold, who are today able to devise packages for practically any product. These converters account for one-third of the over 400,000,000 pounds yearly volume of cellophane. Success breeds competition. In addition to other cellophane producers, new films have continually appeared, particularly in recent years. These films with unique properties have found their particular applications in the packaging of foods and non-food items. At the Packaging Show in New York last April, one almost felt that he was in the midst of a population explosion of new packaging films.

The outstanding trend in the past few years has been the rapid growth of the low-cost polyolefin films. More and more, these films are being tailored to fit particular end uses. Packaging machines are being modified or redesigned to handle them. The inherent low cost of the basic resins makes these films strong contenders in any packaging market.

Among recent developments, there has been a trend to more and more durable packaging materials. Packaging of heavy produce items—fertilizer, vacuum and inert gas packaging, cook-in-the-bag convenience foods—have all required the ultimate in durability. Typical of the more durable films have been the polyester films. In packaging applications the unusual properties and tremendous strength make their use logical despite relatively high cost.

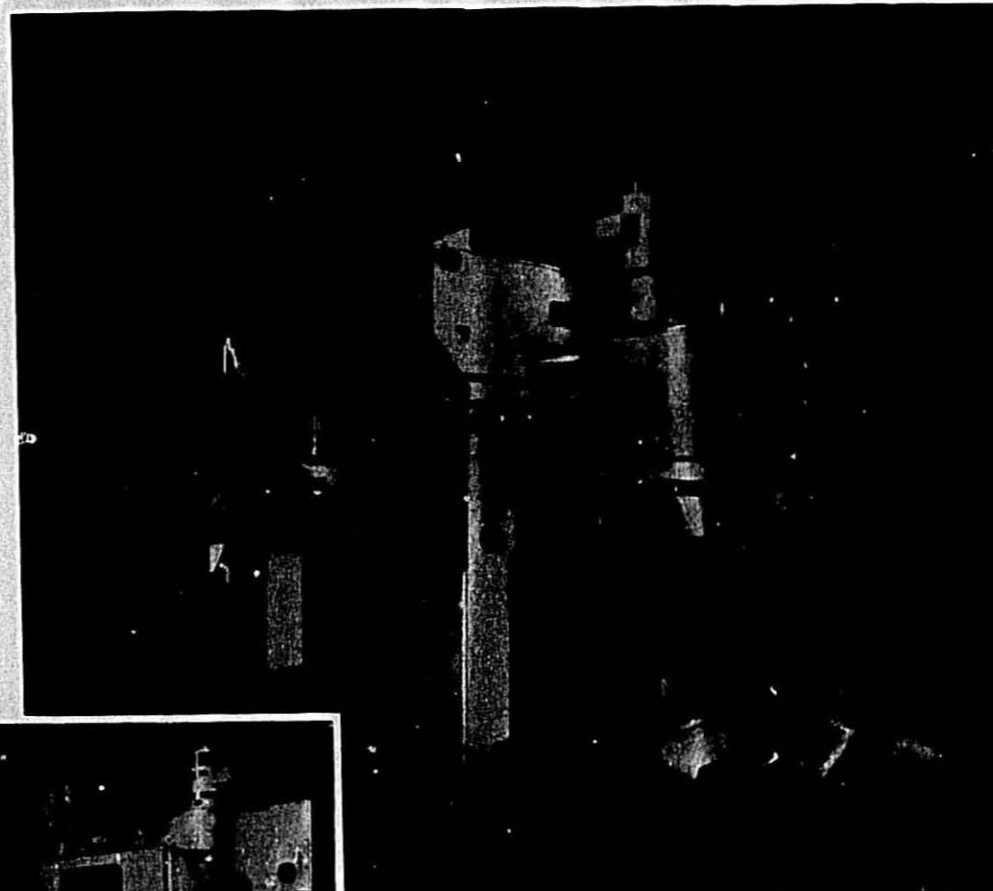
Package Builder

Competition has now come to the point where it is no longer possible for a film manufacturer to be a film manufacturer alone; he must not only build films; he must build packages. This means that he must be able to recommend to the end user a complete "package" of film, labels, inks, packaging equipment and know-how so the user can economically make modern, outstanding packages to protect and sell his product.

Now that we have looked at the past and have considered the present, what does the future hold? How are you going to package your future? The multitude of films now on the market and the new ones being launched mean you will certainly consider them more than ever before. Glass, metal, paper and wood will be replaced in many cases because of the lighter weight, smaller bulk and (Continued on page 30)

THE MACARONI JOURNAL

CLERMONT'S TWIN HEAD PRESS PRODUCES 2,400 lbs. of **SHORTCUT** per hr.



CLERMONT VMP-4-A-TH SHORTCUT MACARONI PRESS

Twin Head for **TOP PRODUCTION**

with slow extrusion for **HIGH QUALITY**

Large mixer and screw for **UNIFORM PRODUCT**

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Clermont
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29

Films in Your Future—

(Continued from page 28)

greater convenience. Machine developments with higher and higher speeds make the use of films even more economical. Printing techniques, coating techniques and uses of combinations of films are being steadily improved. Lower costs, higher packaging speeds and better performance on the package will all gain increased acceptance for these packaging films.

Films can be designed for the product. If the potential justifies, a new film can be created to fit the precise needs of a particular product. You can build into a film the exact property you desire. This is why the future for packaging films looks so bright. High polymer technology and film manufacturing techniques team up to give opportunities for almost any type of film demanded. No matter how exacting the requirements may be, the chances are excellent that a film can be made to meet them. One definite fact stands out clearly—there is no one packaging film that answers all packaging problems.

The worth of a packaging material is its "Value in Use" or a combination of all the factors. Factors that must be weighed are: (1) the actual cost of the material; (2) its performance on packaging equipment, the speed efficiency; (3) the protection afforded the product, the functionality; and (4) its influence on shoppers at the point of sale. The true value in use obviously cannot be determined until the package is used, and used, and used again! Trends and developments are all in the direction of greater value in use for films.

The future will show a steady continuing climb in the millions of pounds sold for packaging. The future for films is truly bright! The possibilities for packaging and for transparent films are boundless. Certainly a big part of your future should be packaged in films.

Ideal Sponsors International Dinner

Mr. Leo Ippolito, President of the Ideal Macaroni Company, Bedford Heights, Ohio, was host recently to officers and members of the Cleveland Chapter of the Food Service Executives Association, at their monthly meeting.

Mr. Michael Syntax, keynoter for the evening, and Chairman for United Nations Day in the area, welcomed the guests and spoke on the role of individuals and organizations in today's critical world affair. Seated at the speaker's table with Mr. and Mrs. Leo Ippolito were Mr. and Mrs. James Shipan, Mayor of Maple Heights; Mr. Pericles Dinalli, Acting Italian Consul; Mr. Pat Ippolito, Vice President, Ideal Macaroni Co. and Mr. Frank Burkholder, President, F.S.E.A. Among the out-of-town guests, Mrs. Dorothy M. Larson, noted food consultant from Washington, D.C. was present. New members to F.S.E.A. were introduced and initiated by the President, Mr. Burkholder.

Dinner with an international menu followed the cocktail hour. Among the many delicacies served were Spanish Olives and Italian Anchovies, Italian Spaghetti and Macaroni Pastas, Southern Fried Chicken and Peas Romano, Swiss, German and Italian Cheese, Rhum Babas and Glace Gelati with French and Italian Wines.

The highlight of the evening was a personally guided tour of the Ideal Plant by Mr. Ippolito. The electronically controlled cutting and drying machines were of particular interest to the guests, who followed Ideal's famous automatic operation from vacuum unloading of the semolina flour to the loading of the packaged product. Ideal's boast that not a human hand touches Ideal Macaroni from the time it leaves the Durum wheat fields of North Dakota until the housewife opens it in her kitchen, was completely validated by the tour.

Dow Offers Seamless Poly Bag

The Dow Chemical Company announced the availability of seamless polyethylene bags printed in two colors on each side.

Dow calls the new bag "Mirro-Bag" because front and back panels can be imprinted with duplicate multi-color designs in perfect register.

Duplication of design on front and back panels has been possible in the past with back seam bags, but such construction has not had the advantage of uninterrupted design possible with "Mirro-Bag."

Seamless construction also results in a much stronger bag because the back seam is eliminated. A much more even, stronger and more leakproof top seal is also possible with seamless bags, since the problem of sealing through the added thickness of the back seal is not encountered.

Stock designs in "Mirro-Bag" will soon be available, Dow said.

There will be no unusual pricing upcharge for the "Mirro-Bag," according to the company.

Dow said it expects this bag to be of particular interest to such potential end-users as packagers of produce, frozen foods, dried foods such as macaroni, horticultural products and bulk dog food.

The manufacturer pointed out a significant retailing advantage in duplicate designs on front and back panels. Displays could be stacked much faster when two display surfaces, rather than one, presented themselves. And shoppers searching through stacks could not jumble displays and obscure brand names.

Word of the Bard

If men will impartially, and not in quaint, look toward the offices and fiction of a poet, they will easily concede to themselves the impossibility of man's being a good poet without being a good man.—Ben Jonson.

Top of the class!



REPORT CARD			
North Dakota Durum Products			
	FAIR	GOOD	EXCELLENT
Moisture Test			
Granulation Test			✓
Ash Test			✓
Grit Test			✓
Color Test			✓
Cooking Test			✓

Excellent in all regards!

The world's finest durum products produced to make the world's finest macaroni products.



By every test, durum, semolina and flour from North Dakota Durum pass with flying colors. . . Carefully controlled uniformity blends with the good color that marks superior semolina. And you can count on the dependable "follow thru" on shipping that has always been a part of our business. Finest quality—finest service—count on BOTH from the North Dakota Mill & Elevator.

See You at the Convention!



North Dakota Mill and Elevator

"IN THE HEART OF THE DURUM BELT"

GRAND FORKS, NORTH DAKOTA PH 172 4881



Leo Ippolito, hand outstretched, explains a technical point on the plant tour.

Guests hear Mr. Syntax speak.



C. L. Sibbald

C. L. SIBBALD, director of the C. W. grades Durum Institute, reports Canada had a bumper crop of durum in 1962. The September forecast from the Dominion Bureau of Statistics shows the following:

Province	Acres		Yield/acre (bu.)		Production (bus.)	
	1961	1962	1961	1962	1961	1962
Manitoba	85,000	161,000	9.4	23.6	800,000	3,800,000
Saskatchewan	1,578,000	2,613,000	7.6	19.5	12,000,000	51,000,000
Alberta	189,000	425,000	9.0	15.1	1,700,000	6,400,000
Canada	1,852,000	3,199,000	7.8	19.1	14,500,000	61,200,000

Bumper Crops

There were bumper crops in several countries around the Mediterranean, and the United States produced 67,000,000 compared to only 19,000,000 bushels a year ago.

It was apparent then that the Canadian Wheat Board had to adjust prices of durum downward. From a high of \$3.57 for 1 C. W. Amber Durum basis in store Fort William early in 1962, the price dropped to \$2.84 at the end of October. This was still 67 cents above No. 1 Northern bread wheat in Canada. Quota restrictions had been imposed to control delivery of durum to country elevators. These were 350 bushels of durum, or eight bushels per acre, whichever was larger.

At the end of October the Board of Grain Commissioners figured that almost 13,000,000 bushels had moved to market from the farms. This is larger than the total for all of the 1961 crop, when only 10,100,000 bushels were delivered. There was a building up also in Eastern elevators of No. 2 and No. 3

Durum in Canada

C. W. grades. This indicates that the early part of the crop was harvested in good condition.

Good Weather

There was considerable concern on prairie farms about weather during the fall. It turned wet and stayed that way for a long period of time. Since durum varieties are later in maturity than bread wheat, those many farmers growing durum were most concerned. As it turned out, mid-September saw a return to fair weather. No doubt there has been some lowering of grades due to bleaching of kernels as well as frost. In the main however, a good quality crop was harvested. The Statistics Division of the Saskatchewan government reports: "Wheat yields are generally higher than expected with many farmers, particularly in the south-eastern and Regina-Weyburn districts, obtaining the highest yields they have ever experienced." And the Saskatchewan Wheat Pool reports its country elevator operators

bushels. That is, in theory, the yearly import of all nations deficient in durum wheat. If this is true, then there is enough durum available in the United States after domestic requirements are met to place into export channels some 35,000,000 bushels, or 70 per cent of world trade this crop year. Canada, on the other hand, might well supply the whole market were there no competition.

There is no chance of North American durum disappearing in one year. A more realistic view is that since the production of durum has been up and down drastically over the years, surplus-producing countries will not likely sacrifice price too much. Rather, the surplus will be used to cushion future short crops, should they occur. Of course, it is immediately evident that someone, probably the farmers, will then have to store the crop.

Stem Rust Spray

Spraying for stem rust could become a new feature in the west, if large scale production of P-9 antibiotic is economical and feasible. This news comes from Dr. W. A. Hagborg of the Canada Research Station, Winnipeg. In field and greenhouse tests, P-9 spray taken into the plant made it resistant to new infection for several days. Temporary control of new races of rust while resistant varieties of wheat are being bred, would be the main use of this spray, if feasible.

Special Report

Albert Flesland of the Department of Agriculture in Minneapolis wrote the following special durum report in October.

Durum wheat supplies available in the United States have never in recent history been as abundant as they are this season. Production is estimated at 67 million bushels on the basis of October 1 conditions. This year's yield is expected to be an all-time record of 28.6 bushels per acre. North Dakota, the principal producer of this specialized crop, expects to harvest 50.5 million bushels the most since 1928 when output totaled 75 million bushels. Qualitywise, much of the crop is satisfactory. Wet conditions in the Red River Valley area delayed planting last spring. Rust did little damage to the crop. However, late planted fields were not ripe when frost occurred in

(Continued on page 34)



If Your Problem Is

- New product development;
- Ingredient testing; by small scale macaroni production;
- Quality improvement;
- Basic food research;

The answer may be the Hoskins macaroni pilot plant and Food Technology Research Laboratory — the only fully equipped small scale unit for producing and testing macaroni available to you in the United States.

HOSKINS COMPANY

Telephone: Empire 2-1031

P.O. Box 112 Libertyville, Ill.

WORLD PRODUCTION OF DURUM (in 1,000 bushels)

A number of countries that produce some durum, do not report production by classes and therefore cannot be included. In some of the countries listed, reported durum includes some hard, bread wheat.

Country	1960	1961	1962
United States	34,141	18,955	67,252
Canada	15,900	14,500	61,200
France	2,388	2,168	2,903
Italy	39,977	61,913	60,259
Syria	11,042	16,351	47,766
Morocco	27,374	17,674	38,764
Tunisia	13,228	5,144	11,942

U. S. DURUM WHEAT

State	Yield in bushels per acre			Production in 1,000 bushels		
	Average	1961	1962	Average	1961	1962
Minnesota	18.1	22.0	27.0	680	616	1,298
N. Dakota	14.5	11.5	30.0	18,517	14,570	55,500
S. Dakota	11.8	15.5	18.0	1,695	1,829	2,718
Montana	17.8	12.0	24.0	5,561	1,428	7,056
California	48.8	64.0	62.0	331	512	682
United States	14.6	12.3	28.6	24,951	18,955	67,252

Special Report—

(Continued from page 32)

early September, and this resulted in some frost-damaged wheat which has appeared on the market.

Competition in the export market is expected to be particularly keen since world supplies of durum also are reported to be much larger than they were last year. For instance, Canada expects an all-time record crop of 61.2 million bushels from the largest acreage in its history. Canada's recent 5-year average domestic requirement is about 2.3 million bushels, so they would have around 50 million bushels available for export. On the basis of an annual grind of 17 million bushels by United States mills during the past 10 years and allowing for other domestic uses, it appears our exportable supply will be somewhere around 40 million bushels this year.

Export Subsidy

Recognizing that the supply of exportable United States durum will be large, USDA announced September 25 that durum wheat would be eligible for export subsidy. Although there has been some export buying interest, inspections for export are running far behind last year. During the first three months of the season 92,000 bushels of durum were inspected compared with 6.8 million bushels the same three months last season when supplies were short, both here and in other countries.

Prices fell rather sharply at harvest time when receipts increased. This reflected the large crop and lack of foreign demand. The average price received by North Dakota farmers for durum wheat was \$2.20 per bushel

during the month ending at mid-September. This was eight cents below the month before and compared with \$3.05 per bushel at mid-September a year ago. Farmers have not sold their durum freely at the lower level. Carlot inspections at Minneapolis during July through October 18 amounted to only 6,623 cars this season as against 9,177 during the comparable period last year. The price for better milling qualities seems to have settled down in a range of \$2.50-\$2.62 per bushel by the end of October. This is seven to 17 cents under the effective support price, and probably explains why growers have not sold too freely.



Joseph Pellegrino, president of Prince Macaroni Manufacturing Company, officially welcomes his son, Joseph Peter, into the company during national, semi-annual meeting of Prince divisions in Andover, Massachusetts. Joseph Peter, Harvard graduate and an ex-Marine, is currently assistant plant manager in Prince's Lowell plant. The elongated, monster bottle was presented to the company president as a gag during a discussion of labeling.

Stocks of durum wheat on October 1 were estimated at 69.5 million bushels of which 55.7 million were on farms and the balance at mills and country and terminal elevators. Comparable figures for a year ago are not available. Exports of macaroni and macaroni products during July and August totaled 3,265 hundredweight this year, compared with 5,467 last year. Exports of durum wheat flour and semolina the first two months of this season, at 10,227 hundredweight, were sharply below the 71,870 hundredweight exported a year earlier.

Trade reports show that about 2.2 million hundredweight of semolina was produced July through September, slightly under the same period last year. These figures probably include some production for Hard Winter wheat as well as from durum.

Merger

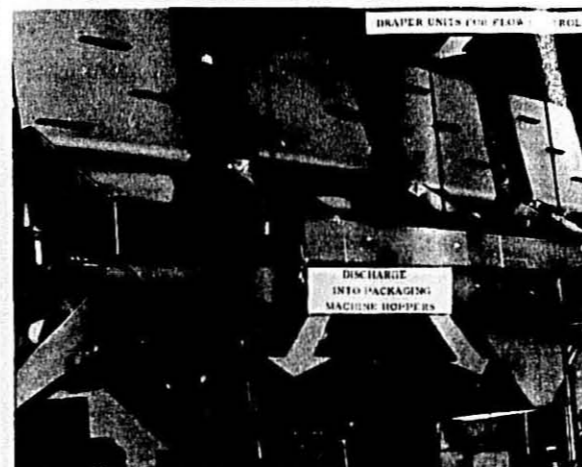
The I. J. Grass Noodle Company, of Chicago, will be operated as a wholly owned subsidiary of the Hygrade Food Products Corporation of Detroit, officials have announced, when the purchase of all capital stock of the Grass Company is completed. Principals of the company will be retained to manage the subsidiary.

To Keep Ahead

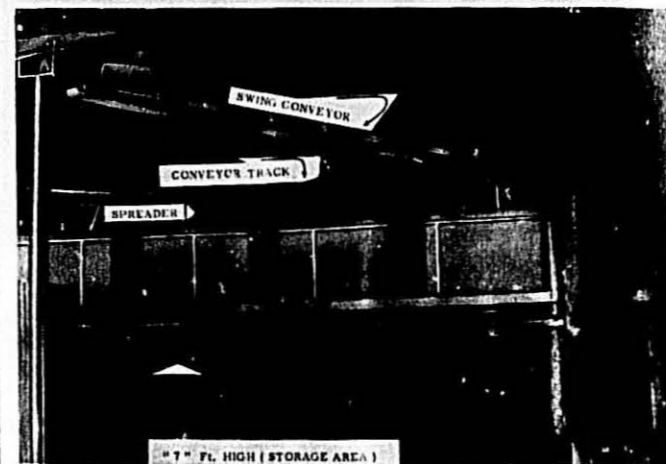
Union Carbide Corporation claims to keep ahead of rising competition it must maintain a high level of research to hold onto technological leads; study its most profitable activity areas to have added production capacity ready when needed; review all operations to find ways of improving efficiency.

The New Plant of American Beauty Macaroni Co. at Dallas, Texas Utilizes

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Discharge end of The 4 Stor-A-Veyors Automatically feeding 3 Packaging Machines.



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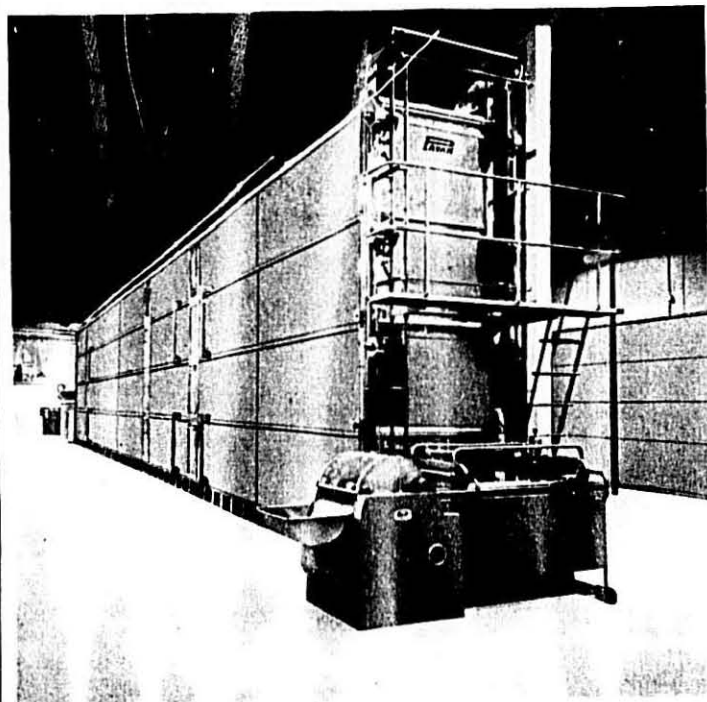
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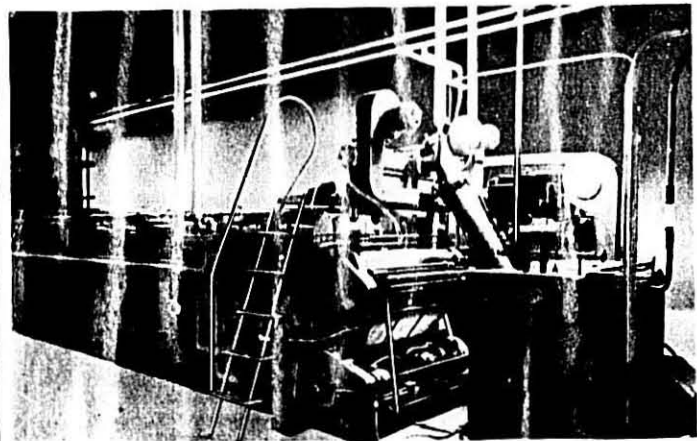
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THE MACARONI JOURNAL

Quality First

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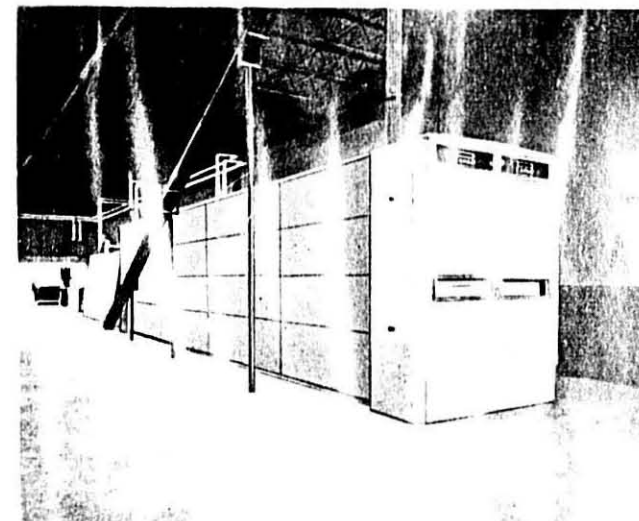
The Quality of the finished product is of greater interest to the consumer than the number of pounds produced per hour.

PAVAN equipment is designed to produce Quality Products.

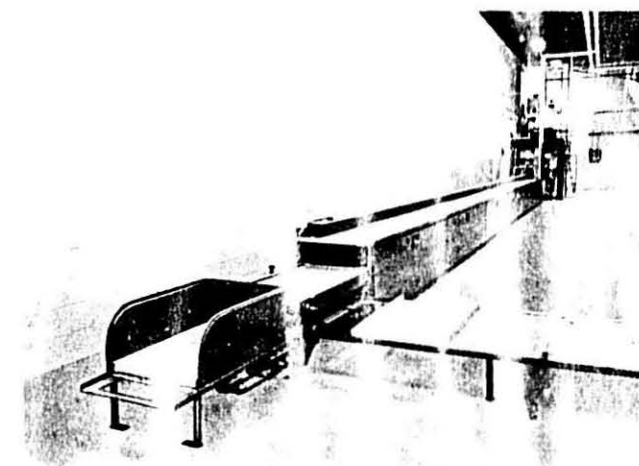
PAVAN The leader in scientific development of macaroni equipment. Not just to make better machines, But machines to make better Macaroni.

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JANUARY, 1963

37



Progress at King Midas Mill

The Russell Miller-King Midas macaroni mill at the head of the lake at Superior, Wisconsin continues to be an important factor in the durum milling industry. Production at the mill, which has several historical lines, is devoted entirely to the milling of durum wheat. King Midas pioneered the milling of durum products during the early 1900's and today is the oldest producer of semolina and durum flour for the macaroni industry.

To carry out its policy for continued research and quality control, Russell Miller-King Midas is equipping its laboratory with the latest type pilot vacuum press with an automatically controlled drier. This is a scale model of a large commercial press and will enable the laboratory to stimulate actual plant production of macaroni, spaghetti, and noodle products. The press will be of sufficient size to facilitate the handling of a large number of samples for testing. The company laboratory is equipped with an experimental mill and the addition of the press will enable them to test various durum wheat samples into macaroni products.

Constant improvements have been made in the Superior Mill over the years with the current year being no exception. New type "S" Simon and Ming purifiers of the most modern design have been installed. The purifiers separate the bran particles which make a cleaner finished product. In addition, an improved sifting operation was added and correction to a pneumatic system is now taking place. These improvements, together with a revised wheat cleaning and conditioning system which prepares wheat for the first mill break, are aimed at the production of quality products second to none," according to Lester Swanson, vice president in charge of durum operations for the company.

Another "first" for the company—along with pioneering in durum milling—was making bulk shipments to macaroni manufacturers. In 1960, in cooperation with the General American Transportation Company, Russell Miller-King Midas experimented in shipping via bulk cars to one of the large eastern macaroni plants. Today, over 80 per cent of the products shipped from the Superior Mill are in bulk airside cars.



A battery of new purifiers installed at Superior mill

Russell Miller-King Midas is a milling division of the F. H. P. Company which also operates mills at Buffalo, New York; Alton, Illinois; Dallas, Texas; Hastings, Minnesota; Billings, Montana; Grand Forks and Valley City, North Dakota, with a combined capacity of over 50,000 hundredweights including the durum mill at Superior.

Charles Rossotti Honored

Charles C. Rossotti of Englewood, New Jersey was recently bestowed one of the highest honors Columbia University can give, the Casa Italiana Merit Award, by the university president Grayson Kirk at special ceremonies on the campus. The Merit Award, a handsome bronze and walnut plaque, is presented annually to alumni whose efforts have fostered better Italian-American relations and ties. Previous winners recently have included Betty Matthews of the New York Times and concert and opera star Lucia Albanese.

Mr. Rossotti has devoted untold hours over the past years as co-chairman of the Casa Italiana Endowment Fund Drive. His efforts greatly contributed to the fund passing the quarter million dollar level, with an original goal of \$150,000. Casa Italiana is located at West 117th Street and Amsterdam Avenue, not only serves as the university's focal point of the Italian arts but is also dedicated to furthering Italian-American relations here and abroad.

Born in New York City, Mr. Rossotti was graduated from Columbia's School of General Studies in 1925. He then joined the family business, Ross Lithograph of North Bergen, of which he is now Executive Vice President. He and his wife, Betty, live in Englewood. They have two sons, both of whom are now attending college.

Mr. Rossotti has unselfishly given time and effort to many worthy causes. One of the first trustees of the Englewood Babe Ruth League, he is now chairman of the board of the league. He served the city as chairman of the Awards and Medals Committee. He was elected treasurer of the Columbia Alumni Club of Bergen County earlier this year, and is an admissions representative for St. Elizabeth High School.

At the ceremony, Dr. Peter M. Cicci, head of the university's Italian department, presented Mrs. Rossotti with an orchid. Also in attendance were Mrs. Claire Rossotti, his sister; Senator Mrs. David Van Alstyne, Jr.; Babe Ruth League founder James Rivello and Mrs. Rivello; and Robert Bernhofer, secretary of the Bergen County Alumni Club.

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Herring for Good Luck

As part of your holiday festivities, be sure to observe the custom of eating herring for good luck, a delightful tradition that has been handed down through the centuries among Europeans. From Germany to northernmost Scandinavia, it's almost a ritual to eat herring on Christmas Eve and again at the stroke of midnight on New Year's Eve to insure "good luck" in the months ahead.

Have "good luck" with no effort at all by serving herring fillets or party snacks. These convenient fillets of tender herring are ready to serve, right from the jar. Heap them up in your prettiest glass bowl, garnish with a sprinkling of chopped parsley and watch your guests help themselves to favorable fortune in the coming year.

A buffet supper is one of the most pleasant ways to entertain during the busy holiday season because nowadays many of us fill the triple role of cook, waitress and hostess. It's the perfect solution for a tree-trimming party, a get-together for collegians home for the holidays, or the gathering of the clan. Even New Year's Eve becomes more gala when the refreshments are mouth-wateringly displayed on a buffet table.

A herring-macaroni salad is a handsome addition to the buffet table, too, and effectively insures that the best will come to your guests in the new year.

Herring-Macaroni Salad

- 1 tablespoon salt
- 3 quarts boiling water
- 2 cups elbow macaroni (8 ounces)
- 1 large apple, cored and diced
- 2 sweet fresh cucumber pickle slices, chopped
- 1 1-pound jar creamed herring fillets
- 2 hard-cooked eggs, chopped
- 1 teaspoon prepared mustard
- ½ teaspoon ginger
- 1 teaspoon chopped chives

Add 1 tablespoon salt to rapidly boiling water. Gradually add macaroni so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander; rinse with cold water and drain again.

Combine macaroni and remaining ingredients; mix lightly but thoroughly. Chill. Serve on crisp salad greens, if desired. Makes 6 servings.

Future Eaters

The school lunch program has now grown to a billion dollar program. A new high of over 14 million kids, one of every three elementary and high school pupils, now are eating a nutritionally balanced school lunch. About

four-fifths of the food is bought from local suppliers. This is not the biggest advantage of this program. The fact is that these kids are developing good eating habits which will stay with them for a lifetime. These are our future customers.



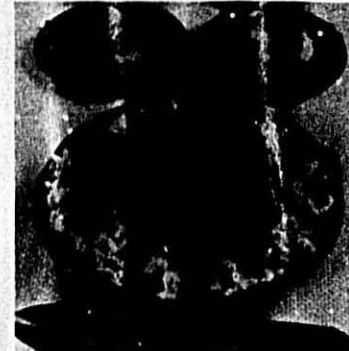
Observe the custom of eating herring during the holidays for "good luck" in the coming year. Herring-Macaroni Salad is a handsome addition to the buffet table and effectively insures that the best will come to your guests in the months ahead.

Fisherman's Tuna Stew

If the food budget is showing effects of extra spending for the holiday season, you will be glad to have some inexpensive dinner suggestions.

Fisherman's Tuna Stew fills the bill perfectly, offering essential nutrients and appetite appeal, yet is easy on the pocketbook. This combination of thrifty elbow macaroni, canned tuna and vegetables blends perfectly in flavor and texture as you will see when you try this hearty recipe. If you choose, sea shell macaroni may be used in place of the elbows for variety and interest.

Serve generous portions of macaroni sauced with the tomato-tuna mixture,



Fisherman's Tuna Stew. Macaroni topped with a tuna and tomato sauce makes a stick-to-the-ribs main dish for winter months.

along with crusty bread, a flavorsome salad of canned pears and cheese, a simple dessert, beverage—and an appealing lunch or supper is at hand.

Fisherman's Tuna Stew (Makes 6 servings)

- 3 6½- or 7-ounce cans tuna fish
- ½ cup sliced onion (separated into rings)
- 1 1-pound can whole tomatoes
- 1 4-ounce can sliced mushrooms
- 1 tablespoon minced parsley
- ¼ teaspoon salt
- ¼ teaspoon ground pepper or marjoram
- 2 cups elbow macaroni (8 ounces)

Drain off oil from tuna in heavy skillet; saute onion rings until tender but not brown, about five minutes. Add tomatoes and juice, mushrooms and juice, parsley, salt and pepper or marjoram. Cook, stirring occasionally, for 10 minutes. Add tuna, cut into pieces as pictured. Simmer until tuna is hot, about 5 minutes.

Meanwhile, add one tablespoon salt to rapidly boiling water. Gradually add macaroni so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Serve macaroni topped with tuna-tomato sauce.

New York Meeting

Close to eighty macaroni manufacturers and suppliers met at a reception and dinner meeting at New York's Hotel Biltmore immediately following the Annual Meeting of the Grocery Manufacturers of America.

President Albert Ravarino greeted the group and gave a brief synopsis of what had happened at the GMA meeting. Don Counihan, general counsel of the American Corn Millers Federation, described the idea of utilizing cornmeal on macaroni presses to form rice kernels for overseas relief feeding. He announced that contacts could be set up with the Department of Agriculture and the Food for Peace agency to explore possibilities if macaroni manufacturers were interested in the project.

A survey of the representatives at the meeting indicated that business has been fairly good but could be better.

Secretary Robert Green reported on the Federal Trade Commission hearings in Washington, D.C. He also told of the Durum Industry Advisory Committee seeking to enlarge its membership by inviting two participants from the American Grain Export Association.

Price Trends

Egg prices will edge downward in 1963 because of mounting production, the Department of Agriculture predicts. Output will rise slightly from 1962's near record estimate of 63 billion, and prices through the main hatching season are likely to be high enough to induce expansion of the nation's laying flock. This in turn will increase production and lower prices during the last half of the year.

The nation's potential laying flock on January 1 (layers plus chickens too young to lay eggs) probably will be down more than one per cent from the year earlier total of 347,000,000 hens, the USDA said.

Egg Consumption Down

Per capita consumption of eggs has been on a steady decline for the past several years. The egg was the first pre-packaged food product that could not be opened and tampered with without changing or ruining it. Today, almost all kinds of food are convenience packaged and crowded out egg consumption. The number of laying hens has also declined, but the rate of lay has increased so we have surpluses periodically.

At the end of 1962 storage holding of shell eggs were over 200,000 cases with

USDA Cold Storage Report

	Nov. 1, 1962	Nov. 1, 1961	5-Yr. Avg.
Shell Eggs, Cases	232,000	145,000	328,000
Total Frozen Eggs, Pounds	96,707,000	85,544,000	107,320,000
Frozen Whites	21,401,000	19,837,000	31,082,000
Frozen Yolks	27,009,000	24,200,000	26,353,000
Frozen Whole Eggs	46,253,000	38,930,000	45,488,000
Frozen Unclassified	2,044,000	2,577,000	4,395,000
Shell and Frozen—Case Equivalent	2,680,000	2,311,000	3,062,000

no demand. They were of the finest quality when stored but they do not improve with age. The breakers and driers will probably get these eggs so they put a pall on the market. Frozen and dried eggs were selling below cost of production and buyers were holding back hoping for even lower prices.

The European Common Market was having an effect too. At present, egg white solids are exempt from tariffs and entry fees but are considerably above the price level that prevailed during the Spring of 1962. Yolk is subject to the tariff barrier and for some time now no United States yolk has gone into this market. This is causing an imbalance that can have a serious effect in 1963.

October Egg Production

Production of liquid egg and liquid egg products (ingredients added) during October 1962 totaled 28,058,000 pounds, compared with 33,978,000

pounds in October 1961 and the average of 21,171,000 pounds. The quantities used for freezing and drying were smaller than in October last year. The quantity used for immediate consumption was larger.

Liquid used for immediate consumption totaled 4,377,000 pounds, compared with 3,380,000 in October 1961. Liquid egg frozen totaled 15,466,000 pounds—down 15 per cent from October last year. Storage holdings of frozen eggs at the end of October totaled 96,707,000 pounds, compared with 85,544,000 pounds same time last year and the 1956-60 average of 116,521,000 pounds. This was a decrease of 16 million pounds during October, compared with a decrease of 14 million pounds in October 1961 and the 1956-60 average decrease of 22 million pounds. Quantities of liquid egg used for drying were 8,215,000

(Continued on page 42)

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WAY BACK WHEN

40 Years Ago

• Our New Year Wish—that 1923 will see a realization of all your conservative business aims and ambitions. That in doing so, you will be ever considerate of the lawful interests of your employees, your competitors, and the allied trades. That your every effort will be toward trade betterment insofar as it lies in the hands of macaroni manufacturers to bring it about. That 1923 will find you an active and helpful member of your trade association. That you will resolve to help this, our 1923 wish, come true.

• Elaborate studies and charts were prepared by Director of Research Benjamin R. Jacobs, who concluded the loss in weight of macaroni undergone after packing is due to the loss of moisture. The moisture is lost at least in part through the carton which first absorbs the moisture and then gives it off. In determining the changes in the net weight of macaroni, it is necessary to make the weighings direct. The changes in the gross weight of packaging of these types cannot be applied to any changes in the net weight.

• There is nothing free in a "free deal" writes Harry Sloan, secretary of the Kansas and Missouri Wholesale Grocers Association. "It is a con game for a decline in price."

30 Years Ago

• Our 1933 Wish — three hundred sixty-five days of better business.

• B. R. Jacobs, Washington representative, reported on legislation in the works in Washington. A so-called "Macaroni Bill" would authorize the Secretary of Agriculture to establish standards of quality and/or condition for macaroni products as would in his judgment promote honesty and fair dealing in the interest of the consumer. Further authorization would permit him to declare as misbranded any product which fell below the standard of quality and/or condition promulgated by him and to require the labeling of such sub-standard macaroni products.

• A price war in the East prompted S. D'Alessandro of St. Louis to write: "Warring manufacturers have dumbed their products in various markets so anyone can buy real good macaroni or bad spaghetti or vice versa at about a nickel a pound. This uncertainty as to quality when buying domestic macaroni products encourages heavy

consumers to rely on imported products."

20 Years Ago

• Profit margins were narrowing to the point where they had practically disappeared under higher flour ceilings set up by the Office of Price Administration. The Association was attempting to get needed relief.

• Eddie Rickenbacker, back from the South Pacific, said: "If the boys fighting in the Pacific had a chance to come back to the United States and man our factories, we would double our production the first thirty days." Quoting him, C. W. Wolfe urged his fellow workers of the Megs Macaroni Company to do their best in working for fellow citizens, be they fighting men or fellow workers.

• There was no Midyear Meeting called in January, 1943, because "business as usual" was out for the duration.

• B. R. Jacobs reported that the December 22, 1942 issue of the Federal Register carried proposed Standards of Identity for Macaroni and Noodle Products.

10 Years Ago

• New Year Greetings—Help make it a better year as most business leaders predict it will be.

• The action of President Truman in the coal miners' case in which he overrode the Wage Stabilization Board, permitting a pay raise of \$1.90 instead of \$1.50 recommended by that body, may have an inflationary result. Food prices may be affected by starting a spiral of pay raises all along the line.

• The I. J. Grass Noodle Company of Chicago was presented an award by Imagination, a leading science-fiction magazine, for its radio network show for youngsters "The Space Adventures of Souper Noodle."

• In Omaha, Lloyd E. Skinner and Big Jon Arthur presented radio character Sparkle to Nebraska Governor Val Peterson for commissioning as admiral in Nebraska's Dry Land Navy.

• D. Maldari & Sons celebrated their fiftieth anniversary in business as die makers.

• Theme of the NMMA Winter Meeting was "The Magic Keys to Better Business." "More Data on the Macaroni Market" was presented by John Betjemann of the A. C. Nielsen Company, while Jack Wolfe led a panel discussion on "Selling at Par."

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October Egg Production—

(Continued from page 41)

pounds in October 1962 and 12,314,000 pounds in October 1961.

Egg solids production during October totaled 2,221,000 pounds, compared with 3,036,000 pounds in October last year and the average of 2,129,000 pounds. Current production consisted of 698,000 pounds of whole egg solids, 587,000 pounds of albumen solids, and 936,000 pounds of yolk solids. In October 1961 production consisted of 1,382,000 pounds of whole egg solids, 699,000 pounds of albumen solids and 955,000 pounds of yolk solids.

Egg Drying

Egg drying plants the first nine months of 1962 produced 24,820,000 pounds of whole egg solids compared to 29,276,000 in 1961; 8,119,000 pounds of egg white solids compared with 7,471,000 in 1961; and 12,022,000 of yolk solids compared with 9,926,000 last year. Higher 1961 egg solids production was due to heavier government buying.

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