

**THE
MACARONI
JOURNAL**

**Volume 47
No. 9**

January, 1966

Macaroni Journal

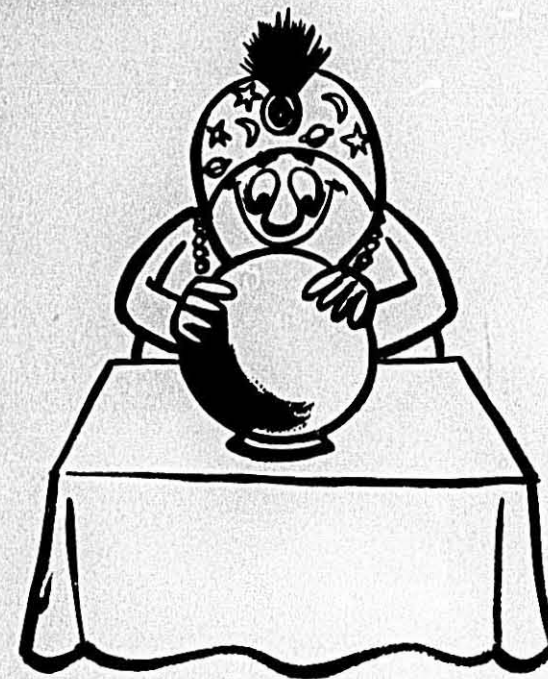


JANUARY 1966

MERCHANDISE

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- Stretch the food budget in January.
- Perk up Winter Menus in February.
- Enjoy meatless meals in March.
- Diet wisely in April.
- Loose weight in May.
- Take it easy in June.
- Have a picnic in July.
- Cook outdoors in August.
- Peck good lunches in September.
- Feed the crowd in October.
- Freeze an extra dish in November.
- Make magic with leftovers in December.



FORECAST: MORE SALES

send your sales manager to sell in the supermarket?

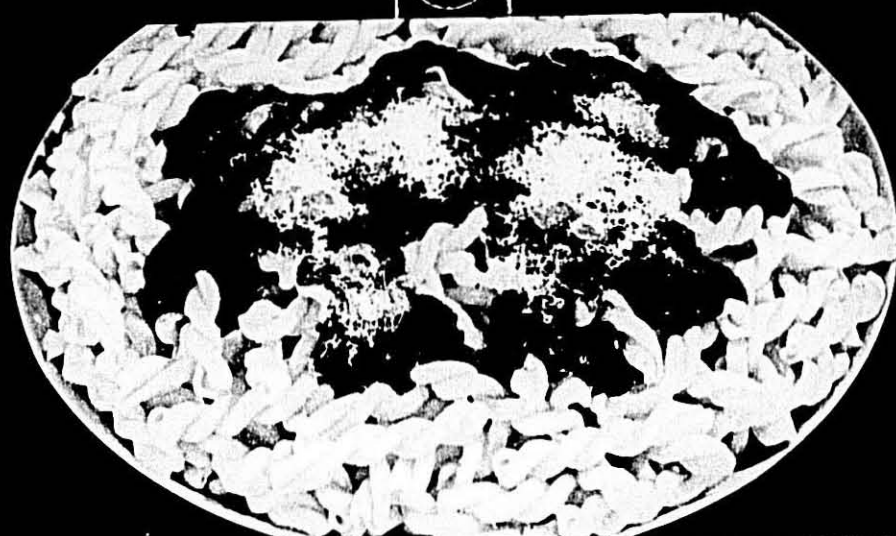
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The Macaroni Journal

January
1966
Vol. 47
No. 9

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JANUARY, 1966

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FORECAST - 1966

NINETEEN SIXTY-FIVE was a good year for macaroni sales. There was an adequate supply of quality raw material's, potatoes were short and meat prices were high.

Though the disastrous harvest took a heavy toll of sprout damaged grain from the lush prospects prior to Labor Day, there is still an adequate supply of quality raw material if the sprout damaged durum goes into feed channels rather than into the mill grind. The economics of growers trying to work out of severe losses from damaged durum and the fact that millers had booked heavily for contracts before the disaster occurred created a shortage of good durum coming to market during the late fall months. At the Durum Show the attitude seemed to be, "the market will work the situation out."

Government Sells Wheat

The Administration's concern with rising food costs, and for bread in particular, was expressed in an announcement late Tuesday before Thanksgiving that it was selling high quality bread wheat from Government stocks. The Commodity Credit Corporation offered hard red spring wheat with 15 per cent or more protein content, and hard red winter wheat of 13 per cent or more protein content, at the current market price or at 108 per cent of what the Government support price plus carrying charges were, whichever was higher. Flour mills reduced spring wheat bakery flour by ten cents a hundredweight as cash prices for high protein wheat slumped as much as seven cents a bushel and wheat futures fell four cents.

Immediate Reactions

Charles Shuman, president of the American Farm Bureau Federation, declared: "The Government's announced plan to sell surplus stocks of wheat on the market is merely a continuation of a dumping policy that feed grain and wheat producers have been subjected to over the last four years—the Administration appears determined to reduce farm income in the marketplace."

Bread bakers said they could not perceive any immediate impact on their operations. Ward Foods, Inc., said its recent increases of a half cent to a cent a pound reflected both increased flour costs and higher labor costs, hinting that it would not be in any rush to roll back recent price increases.

George Shea of the Wall Street Journal wrote: "Now that the Government is increasingly interfering with prices

of all kinds, the true basic price trend in the U.S., as opposed to the managed trend, is getting harder to discern. Nevertheless, available indications are that the general trend is still mixed, rather than strongly up or down, except for the price of human work, which is moving strongly upward.

Aluminum Comparison

"The difference between the true trend and the managed trend may be appreciated by comparing the cases of aluminum and wheat. In aluminum, defense needs are rising and total consumption appears to be straining capacity. Thus, while the current price of 24.5 cents a pound is exactly the same as a year ago, it is clear that it is because a recent attempted price boost has been rolled back by Government pressure. In a wholly free market, aluminum would probably rise and at worst would hold steady. It certainly would not go down.

"But in wheat the situation is more uncertain. The quality wheat the Government is offering to sell has lately commanded a premium of 14 to 20 cents a bushel over ordinary wheat, as against a year-earlier spread of four to six cents. And flour prices are 30 or more cents a hundredweight over a year ago. But ordinary wheat is down from a year ago, and was down already before the Government's offerings were made. Also down from 1964 were the prices of several other grains."

What's Ahead

What's ahead? Certainly change. The fact that there is a population explosion is well known. But the composition of U.S. households is changing, according to the Bureau of Census. The prime home-buying group — husband-wife households headed by men aged 30 to 44 years—has declined in recent years. In 1963 this group numbered 14.7 million. But by spring of 1965 its ranks had dwindled by a half million.

There has been a 14 per cent gain of 1,155,000 households among unrelated individuals over the past two years. This was more than two-thirds of the total increase in households during the period and includes single, widowed or divorced individuals living alone or with others in the same status.

The most striking change in non-family households coming up is the sharp increase in youngsters setting up housekeeping on their own. In only one year between March 1964 and March 1965, young single's households jumped 150,000, or nearly 23 per cent.



But this group still comprises less than nine per cent of non-family households.

Markets Change

As the population changes, markets change. The impact of new products is well known. The relative usage of products in the Los Angeles marketing area for the past ten years has recently been documented by the Los Angeles Times. It shows that the percentage of homes stocking any brand of dry macaroni and spaghetti has remained very uniform in a narrow range of 82 to 86 per cent. Meanwhile, potato chips have increased from 25 per cent to about 32 per cent. Dry packaged potatoes first appeared in the Los Angeles Times inventory in 1960. Twenty to 21 per cent of the homes stocked this product. Another new product category was canned and dried spaghetti sauce, first appearing in 1961. Sixteen to 18 per cent of the households had these products on the pantry shelves.

Canned soup has shown a slow but steady rise from 74 per cent to 82 per cent of households having the product in the pantry. Dry soups have fluctuated greatly from 18 per cent to 40 per cent, where they currently stand.

Without a doubt, the new convenience forms of macaroni products, whether canned, frozen, or in combination dinners, has broadened the base of macaroni usage in the past ten years. Total industry production is up some 62 per cent in that period immediately following the rust years of the early '50's and posting about an eight per cent increase in 1965.

Ten Years Hence

Where will we be ten years hence? This is the subject matter for discussions planned for the Winter Meeting of the National Macaroni Manufacturers Association at the Hotel Diplomat, Hollywood, Florida, January 17-18-19. The agenda for the program is on the facing page.

THE MACARONI JOURNAL

National Macaroni Manufacturers Association Winter Meeting

Hotel Diplomat, Hollywood, Florida

FORECAST FOR 1966 AND THE DECADE AHEAD

MONDAY, JANUARY 17

8:15 a.m.
Registration and Assembly
Les Ambassadeurs, Diplomat East.

8:30 a.m.
First General Session opens with breakfast.

Welcome by President Fred Spadafora.

"2 Years, 39 Days, and 60 Seconds"
Film by CBS-TV and the Television Bureau of Advertising on advertised food brands.

"A Look Ahead"

Panel presentations to be followed with round-table discussions on the outlook for 1966 and the next decade for packaged macaroni, canned, frozen, and combination dinners.

12:00 noon—Luncheon Adjournment

7:00 to 8:00 p.m.
Suppliers' Social in Convention Hall foyer.

8:00 p.m.
The Traditional Rossotti Spaghetti Buffet for Convention Registrants hosted by Rossotti Lithograph Corporation in Convention Hall A.

TUESDAY, JANUARY 18

8:15 a.m.
Registration and Assembly
Les Ambassadeurs, Diplomat East.

8:30 a.m.
Second General Session opens with breakfast.



WALTER R. BARRY, JR.
Marketing Manager
Betty Crocker Cereals



RALPH A. REYNARD
Manager of Purchasing
Stouffer Foods Corp.



HAROLD T. HALFPENNY
Partner, Halfpenny, Hahn & Ryan

"What to Do to Meet the Future"

By George N. Kahn, consultant in marketing and selling.

"Keep It Legal"

By Harold T. Halfpenny, of Halfpenny, Hahn & Ryan, NMMMA general counsel.

12:00 noon—Luncheon Adjournment

WEDNESDAY, JANUARY 19

8:15 a.m.
Registration and Assembly
Les Ambassadeurs, Diplomat East.

8:30 a.m.
Third General Session opens with breakfast.

"Macaroni in Hotels, Restaurants and Institutions"

By H. Howard Lampman, executive director, Durum Wheat Institute.

"Plans for Product Promotion"

By Theodore R. Sills, National Macaroni Institute public relations counsel.

12:00 noon—Luncheon Adjournment

7:00 to 8:00 p.m.
Suppliers' Social in the Calcutta Room, Diplomat Country Club.

8:00 p.m.
The Association Dinner-Dance with music by Van Smith's Orchestra.

THURSDAY, JANUARY 19

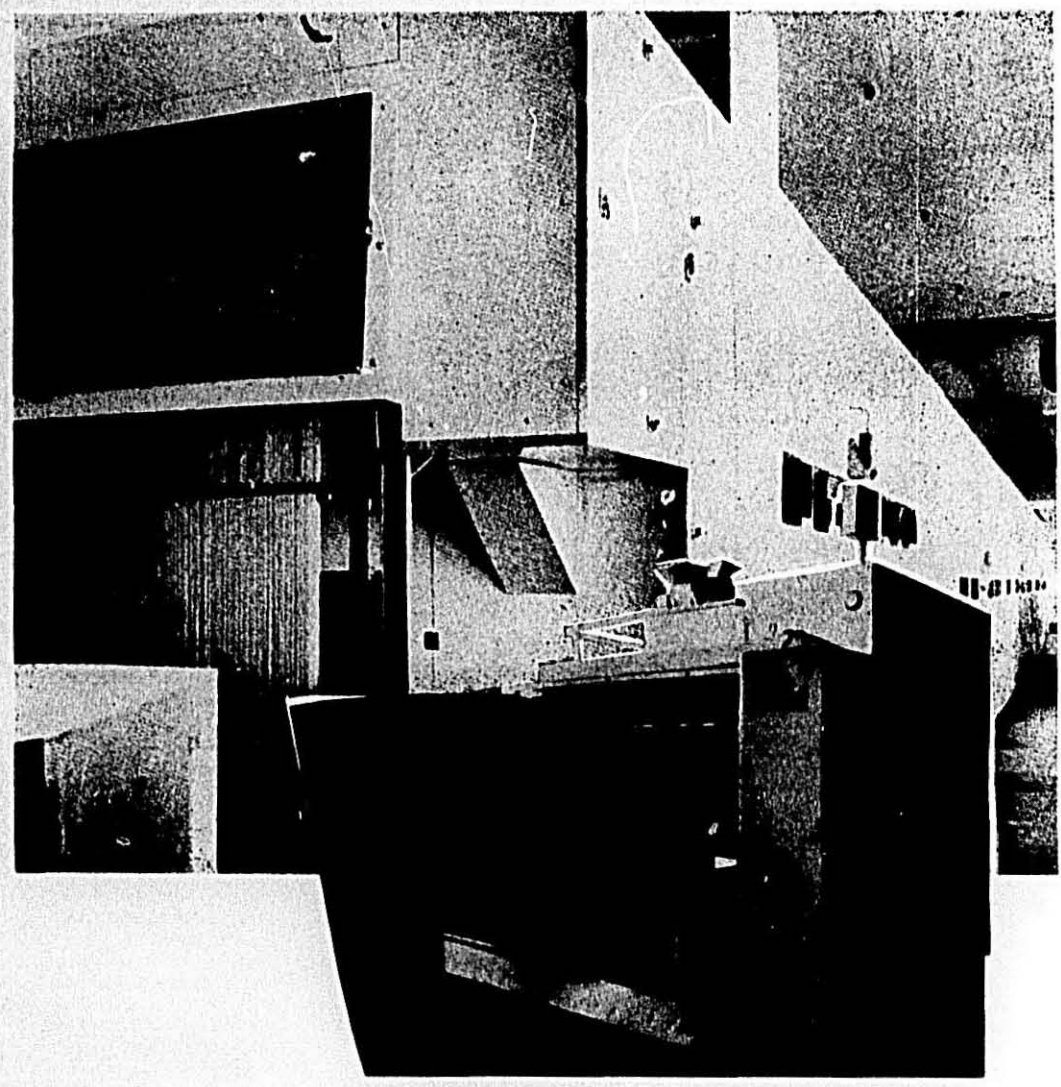
9:00 a.m.
Board of Directors Meeting to review budgets and policy in the Card Room, Diplomat West. Adjournment in time for afternoon checkout.

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1966-Another Good Year for Business in the U.S.

by Murray Shields, Chairman, Mackay-Shields Economics, Inc. at the
57th Annual Meeting of the Grocery Manufacturers of America

The year 1966 should be a period marked by further expansion to new highs in the conventional measures of economic activity. The year-to-year gains may well turn out to be somewhat smaller than has been the case for the past few years, but any gain at all will be quite an achievement for the sixth year of rising business.

The present position is impressively strong. The flow of new orders is comfortable, order backlogs are handsome, the volume of enquiries for new business has soared, capital appropriations are exceedingly high, the spending anticipation surveys show that families are planning to keep their level of purchases high, non-defense expenditures by all levels of government are climbing and, with a war on, Federal military outlays cannot help but rise consequentially.

It is, therefore, understandable that it is the virtually unanimous view of economists, bankers, businessmen, and government officials that another good year is in the bag. Even though unanimity is less than reassuring in economic forecasting, the argument seems to be convincing that 1966 will be another banner year for U.S. business.

Record GNP

In 1966 manufacturers sales should cross \$500 billions for the first time and retail sales will be at the \$300 billions per annum level before the year is out. The significance of these two figures is not generally appreciated. Manufacturers sales in 1966 will be about 2 times the entire Gross National Product of the U.S.S.R., almost 5 times the total GNP of West Germany or the U.K., and about equal to the Gross National Product of all of Western Europe.

Our Gross National Product should, by the fourth quarter of 1966, be running at an annual rate of \$725 billions. The increase of \$38 billions in our Gross National Product for this one year alone will equal the total Gross National Product of the Netherlands, Belgium, and Spain combined, or approximately equal to the GNP of Canada.

Projections

Our projections are that total Personal Consumption Expenditures will rise from \$427 billions this year to \$448 billions in 1966 with durables rising moderately, non-durables rising from \$188 to \$198 billions and services reaching \$186 billions next year versus \$175 bil-



Murray Shields

lions this year.

Industrial production now hovering at 144 percent of the 1957-59 base seems likely in 1966 to average out at 148 with index touching 150 before the year is out.

Technological Economy

The really reassuring factor is that the driving force operative in our economy is technological rather than cyclical. We have invested \$140 billions in research and development during the past decade—a figure which is greater than today's total Gross National Product for every one of the nations of the world except the U.S.S.R.

As a result of this unprecedented investment in the future, we are now in the application phase of the "new technological revolution," i.e. we are moving the revolutionary new technology from our laboratories onto the assembly lines of industry. This is a highly stimulative process:

- It requires lavish expenditures on plant and equipment in order for business to take advantage of the new technology. We know from history that such expenditures are the most stimulative figures in our economic spectrum. In 1966, our plant and equipment outlays should be close to \$55 billions. They have risen every year since 1961 and will have recorded an increase of 60% in the period from 1961 through 1966.

- It has brought a great leap forward in productivity, which has enabled us to absorb quite large increases in wage costs without getting our international prices competitively out of line, and
- It has brought into the realm of economic reality a long list of new industries of the present and future, among which may be listed color TV, space, supersonic air transport, air cargo, containerization, the gas turbine, plastics, new fibers and the computer. But, the vitally important fact is that no U.S. industry is immune from the new stimulative technology. Changes—and changes mainly for the good—represent the order of the day in every nook and corner of our economic life.

Government Policy

It was fortunate indeed, that just at the time U.S. manufacturing, transportation, communication, distribution, mining and agriculture were faced with the opportunity to make fundamental and far reaching improvements in technology, President Johnson made two vital changes in government policy:

- First, he arranged a rapprochement between the two sectors, without the cooperation of which full prosperity is impossible; and
- Second, he shifted the direction of government fiscal policy toward more tax incentives to help induce business to develop technology to the full, and to expand markets for the new and improved products of the greatest technological revolution of all time.

Impressive Results

The results are impressive. All of our measures of economic well being have shown a spectacular and sustained raise, capable in time of eliminating unemployment as a blemish on our record and insuring that the Communist attempt to outdistance us will be an abject failure. Furthermore, we are not likely to experience the customary cyclical disturbances in our economy when we are engaged in a great technological leap forward.

With a handsome rate of growth virtually certain as long as the technological thrust is present, we still must face a formidable problem in our international balance of payments. This prob-

(Continued on page 32)

THE MACARONI JOURNAL

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Industry Meetings

SOME seventy macaroni manufacturers and suppliers met at New York's Biltmore Hotel for a luncheon meeting on November 11. This was two days following the blackout in the northeast. The lights were on but electric power was still a topic of conversation.

Product Promotion

Marian Laylin of Theodore R. Sills & Company displayed clippings from newspapers and magazines showing tremendous press support for National Macaroni Week. She announced the availability of a how-to-do-it kit for fund raising dinners of spaghetti, macaroni or egg noodles for National Macaroni Institute members, and a Macaritty kit of Christmas fun using macaroni shapes dyed with Rit as handcraft materials for ornamentation.

Larry Knight of the Durum Wheat Institute reported the launching of the Hotel-Restaurant-Institutions program jointly supported by the millers, the National Macaroni Institute and the North Dakota State Wheat Commission. Mrs. Beverly G. Anderson of Rolla, North Dakota, a 1949 graduate in home economics from North Dakota State University is serving as director of this new promotional program.

An informational film for restaurant- and food service supervisors in hospitals, institutions and schools is being prepared. The movie will also be available to colleges and institutions training supervisory personnel for the food service industry. Plans call for previewing the film in January.

Bob Green displayed advertising and point-of-sale materials to be used by the American Dairy Association in their promotion of Merry Meals with Kid Appeal from January through April. Advertising in the January issue of Family Circle shows full color illustrations for three meals: breakfast, lunch and dinner. Pepper Steak with Cheddar



Jim Winston presents plaque to President Fred Spadafora

Noodles is the 'entree' for dinner. Circulation runs 7,500,000. As of November 1, ADA had orders for 48,000 display kits selling at \$1 each which means at least 48,000 supermarkets will put up posters and over-the-wire hangers showing the basic four food groups. The section showing cereals pictures a half dozen macaroni shapes.

Industry Matters

Fred Mueller reported on proceedings of the Grocery Manufacturers of America convention (stories start on page 14). His comments were supplemented by GMA board member Lloyd Skinner.

Martin E. Coughlin, director of traffic for Thomas J. Lipton, Inc., said he was appalled at the lack of knowledge on traffic matters in the macaroni industry - a tremendous cost factor. Apparently very few were aware of the impact of proposals made by the motor freight carriers recently; they would have increased tariffs on noodle products with a density of less than twelve pounds per cubic foot some 42 percent. Prompt action provided for a hearing by NMMA representatives and the action has been forestalled, at least for the time being. Mr. Coughlin emphasized the need for constant work in this area.

James J. Winston observed there was little interest in Food & Drug Administration proposals to amend standards of identity to delete the use of Vitamin D in macaroni products, as no one did so anyway. There have been some letters on hearings to be held for the inclusion of nonfat milk solids and carrageenan (a seaweed derivative). Questions were asked concerning salmonella in noodle products. Mr. Winston counseled constant surveillance of egg supplies, production methods and sanitation controls, and records to substantiate these controls.

Ray Wentzel, chairman of the Durum Wheat Institute, noted that sprout-damaged durum was a cause of concern for growers, millers and macaroni manufacturers. He stated that contracts made at the end of August were at levels lower than can be met now that the disastrous harvest has been experienced, and there will be severe losses to the millers. Pre-rain durum is being held by growers with plenty of storage for better prices and hopes of increased export business.

Evening Social

The following suppliers entertained at dinner at the New York Rifle Club: Amber Milling Division, GTA Ambrette Machinery Corp. Clermont Machine Corp. DeFrancisci Machine Corp. International Milling Co. Henningsen Foods, Inc. D. Maldari & Sons, Inc. North Dakota Mill & Elevator Peavey Co. Flour Mills S. Campanella Sons.

A good time was had by all.

President Fred Spadafora Honored

A testimonial dinner was given by the manufacturers and suppliers in the Los Angeles area at the Statler Hilton Hotel (Continued on page 36)

AT THE LOS ANGELES MEETING



Bob William, Marvin Pearlman, Emil Spadafora, Ed DeRocco, Pete Vagnino, Ed Lazzarini, Jim Winston at the end of the table with Lou Fusano, Dominick Costa, Louie Foster, Jim Doyle, Tony DeLallo, Sandy Blavin, Al Katske.



Ray Lesa, Pat Gabriele, Mike Kearney, Eldon Koehler, Francis DeRocco, Vaughan Gregor, at the end of the table, Fred Spadafora, Ray Bagley, Louis Alberto, Linda D'Amico, Nick Karnian, Ed Minni, Anthony Bizzarri, Angelo Guido.

AT THE NEW YORK MEETING



Around the tables, clockwise—starting with man facing right. Upper left: Joseph P. Pellegrino, Lester Swanson, Erich Cuhn, Bill Brezden, Jerry McCarthy, Frank Fumagalli, Joe Scarpaci, John Amato, Joe Viviano.

Upper right: Larry Knight, Jim Barlow, Ralph Maldari, Lloyd Skinner, Ed King, Jr., Ed King, Sr., Charles Rossetti, Martin Coughlin, Bob Green, Jim Winston. Center left: Sal Maritato, John Dixon, Clete Haney, Tom Sanicola, Alexander Frank, Paul Vermylen, Melvin Gilbert, Vincent F. LaRosa, Elinor Ehrman, Al Ravarino. Center right: Horace P. Guida, David F. Wilson, Robert Cowen, Sr., Andy Rondello, Charles Moulton, Louis J. Coniglio, Louis A. Viviano, Sam Arena, Faust Falconi, Renato Balossi.

Lower left: Leonard DeFrancisci, Walter Villaume, Dick Vessels, Don Knutsen, Raymond Guerrisi, Frank Prime, David Wilson, Fred Mueller, Ed Toner, Marian Laylin.

Lower right: Robert Cowen, Jr., Vincent Gragnano, Robert Simonetti, John Reagers, Gene Kuhn, C. R. Shaw, Jim Affleck, Ray Wentzel, Luke Rigrano, Louis A. Viviano, Jr.



Roger DiPasca, John Zerega, Jr., Louis Galasso, Dimmick Petrosillo, Bernard Castriano, Nick Ross, John T. Igo, Joseph Petto, Joseph Giordano.

Braibanti

To satisfy the requirements of the modern macaroni industry's technical economic structure, Braibanti, always ahead in the construction of macaroni equipment, has created the first big output automatic lines:

24 tons daily of short goods

17 tons daily of long goods



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AUTOMATIC PRESS
WITH A DOUBLE
SPREADER MOD. B
FOR THE
PRODUCTION OF
ALL THE LONG
GOODS SHAPES.

Grocery Manufacturers of America Meet

George Koch Elected President of GMA

George W. Koch was elected president and chief executive officer of Grocery Manufacturers of America, Inc. effective January 1, 1966, at the Annual Meeting of the GMA Board of Directors.

At its session at the conclusion of GMA's 57th Annual Meeting, the board of directors honored Paul S. Willis, who has served as president and chief executive officer of GMA for 34 years with the title of president emeritus in recognition of his valuable service to GMA and the food industry. This is the first honorary position ever established at GMA. Mr. Willis was also named an honorary member of the GMA board of directors.

From Cincinnati

The 39 year old Mr. Koch who is a lawyer comes to the GMA presidency from Sears, Roebuck and Company. Since 1959 he has been its director of federal affairs, headquartered in Washington.

A native of Cincinnati, Mr. Koch is a graduate of the University of Cincinnati where he received his law degree in 1950. He served in the city attorney's office in the Cincinnati city government until 1954 when he joined the Ohio State Council of Retail Merchants, a part of the American Retail Federation, which represents major retail chains and independents in Ohio. When he left it to join Sears, Roebuck and Company, he was associate director. Mr. Koch is married and has five children.



Paul S. Willis

Paul Willis Honored

Mr. Lee Bickmore, chairman of the board, made the announcement of Mr. Koch's election at the GMA Annual Banquet. He also said that Mr. Willis will continue to be active in the Food for Peace Program where he serves as chairman of the Food for Peace Council and with the International Trade Fairs sponsored by the U. S. Department of Agriculture.

At the banquet, Mr. Bickmore presented Mr. Willis with a scroll from the GMA board of directors and members in recognition of and appreciation for his years of dedication and service. It also was announced that the board of directors voted to give \$10,000 to the Paul S. Willis Foundation. The foundation has been established by Mr. Willis as an instrument of future service to the food industry. Mr. Willis has provided that the proceeds of his estate will go to the Foundation.

In speaking of Mr. Willis, Mr. Bickmore said, "Mr. Willis has uniquely and skillfully represented this \$86 billion industry for thirty years, and all grocery manufacturers, large and small, feel a tremendous indebtedness to him for his in defatigable efforts to achieve harmony between the industry and the whole environment in which it operates. His role as President Emeritus will retain all these skills and accumulated wisdom at the service of the industry through his capacity to provide advice and counsel."

The Right to Choose

Competition provides the greatest assurance to American consumers that they get the best value for their dollar, Paul S. Willis president, Grocery Manufacturers of America, Inc., told the opening luncheon of the 57th Annual Meeting of GMA.

This assurance is wrapped up in the phrase, "The Right To Choose" which is the real background of our free enterprise system, he said in his welcoming address to executives of the nation's leading food and grocery manufacturers along with food retailers, wholesalers, government officials, farm leaders and others.

"We must constantly be alert to the fact that there are always people who advocate more and more government controls of our industry. We must vigorously oppose any such proposals which needlessly and harmfully restrict our freedom of operations of serving the public," he cautioned.



George W. Koch

"We have a long record of cooperating fully with our government in complying with present laws which provide ample public protection as it applies to food and grocery products," he said.

Serving the Consumer

Referring to the theme of the GMA meeting, "Serving the Consumer Is Our Business," Mr. Willis said that food manufacturers can point with justified pride to many ways in which they are serving the consumer.

Manufacturers, he noted, have made available a great abundance of food products that are tasty, nutritious, durable in color, flavor and texture and that are dependable and safe. They come in packages designed for convenient handling, cleanliness, safety and necessary shelf and pantry life.

The continuing advances in food processing have made seasonal and perishable products available throughout the country every day of the year he observed.

Convenience foods have greatly improved the level of nutritional quality available to all persons and have helped consumers to drastically reduce their daily meal preparation time from 5½ to 1½ hours. These foods with the built-in maid services along with labor saving equipment and household products make it possible for 18 million married women to hold full-time jobs, and at the same time serve nutritious meals and take care of their homes, Mr. Willis reported.

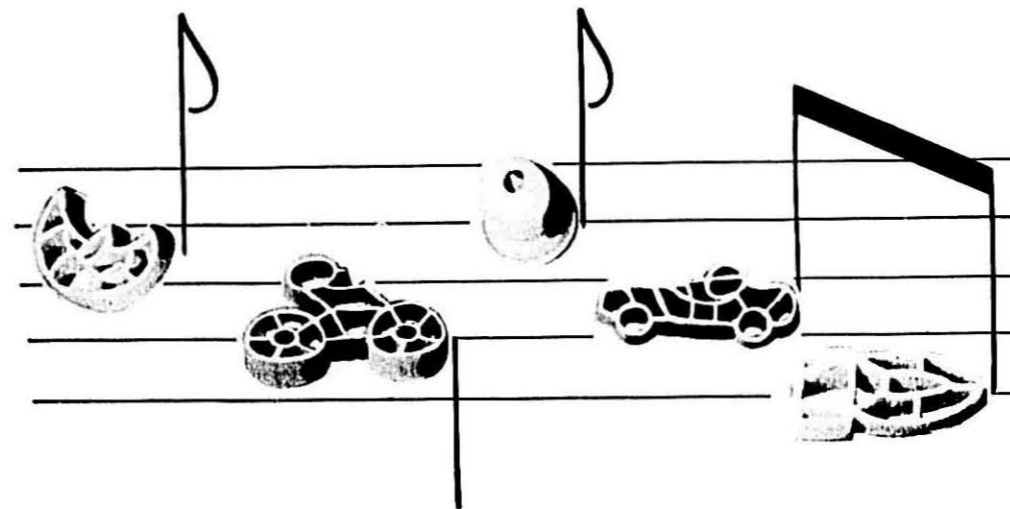
"The uniformity of quality and dependability of our products gives assurance to customers that they can buy our brands with complete confidence," he stated.

"All of these things from which consumers benefit are wrapped up in to-

(Continued on page 16)

THE MACARONI JOURNAL

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The Right to Choose—

(Continued from page 14)

day's grocery basket, which the American people buy for a smaller share of their income than ever before. According to the U. S. government, today's consumer pays less than 19¢ of each after-tax dollar for food, which compares with 26¢ just 15 years ago," he said.

"When you evaluate all these services from which consumers so greatly benefit, this makes the charges some politicians and professional critics make about us seem so trivial. This is especially so as it applies to criticisms about fractional weights, for which there are practical reasons, or why some packages are not full when opened — for which there are also practical reasons," he said.



Senator R. L. Hruska

"It's Up To You"

U. S. Senator Roman L. Hruska of Nebraska told the Grocery Manufacturers of America that proposed legislation to control packaging and labeling of their products is "a bad bill—bad for consumers, workers, businessmen and the economy."

The philosophy behind the legislation, he said, "is not based on competition. It regards the consumer as the ward of the government and not a very bright ward, at that. It destroys the right of the consumer to be the judge of his needs."

Present Laws Adequate

Present laws, Senator Hruska said, are more than adequate to prevent false misleading labeling and packaging. If there is a fault, it lies in lax enforcement.

The Senator said, "The bill is itself a classic case of mislabeling. Instead of a measure to benefit the consumer, as it is advertised, it is in fact merely conformance with the preconceived notions of the 'more government' theorists who are fundamentally lacking in faith, either in the free enterprise system, or in the ability of average Americans to make their own decisions."

On President's "Must" List

President Johnson has placed the bill on his "must" list for action in the second session of the 89th Congress, beginning in January.

"There is every reason to believe," Senator Hruska said, "that with Mr. Johnson's spectacular ability to push legislation through the congressional mill, there will be a spirited effort to win favorable action by the Senate Commerce Committee, despite the fact

that the Judiciary Committee, after extensive hearings, has refused to approve it.

"This means we are in for another fight. All of the resources of the one-man government we have been witnessing in Washington these past several months will be brought to bear. The fact that for the 435 members of the House and for 34 members of the Senate 1966 is an election year will not make easier the task of defeating a bill being pushed by a President as skilled in the use of political power as any in our history," he said.

Defend Free Enterprise

Senator Hruska called on the grocery industry leaders to take a more active role in defense of the free enterprise system.

"That system is under attack today. In the arena of our public life and public opinion, there is under way a conflict over its future. On the one side are those who would maintain and strengthen our free society, as the true path toward complete realization of the American Dream.

"On the other side are the forces who advocate a philosophy of all-embracing governmental action which would meet every conceivable need — economic, social, welfare, recreational, artistic, perhaps even religious, for all I can say — through some kind of program in the public sector."

Food Marketing Commission

Senator Hruska, a member of the National Commission of Food Marketing, told his listeners that after months of hearings from all segments of the food industry, "We have volumes of testimony and a wide variety of opinions and suggestions ranging from the

serious recommendation that the industry should be regulated as a public utility to pleas that the government leave the food business completely alone."

He said that the 15 members of the Commission — five from the Senate, five from the House of Representatives and five public members — will hold several executive sessions beginning in January, to chart the outlines of their report, due July 1, 1966.

"We will seek to identify the forces shaping the food industry, appraise the policies needed to keep it efficient and with an acceptable diffusion of market power, and make some recommendations that will stand the test of time. Our goal is to make the study a landmark in its field."

National Commission of Food Marketing

The inquiry into the food industry by the National Commission of Food Marketing may well lead to reforms in regulation and may also influence the manner in which present laws are carried out, Prof. Charles Slater, Michigan State University, stated at the GMA meeting.

Professor Slater, who is serving as a consultant to GMA on studies it is conducting in connection with the Commission, sketched the history of the Commission and indicated ways in which GMA is cooperating to help the Commission do a better job.

"During the spring of this year, it became increasingly apparent that the Commission, although possessing the power of subpoena, and a capable staff, lacked the time and some of the necessary data to make full use of the mandate for a positive program of study that it had been given by Congress," Professor Slater said.

Executives of GMA member companies became concerned that the Commission would not be able to fully and fairly execute its mandate unless the food industries were more than passively cooperative with this endeavor, he reported.

GMA Pitches In

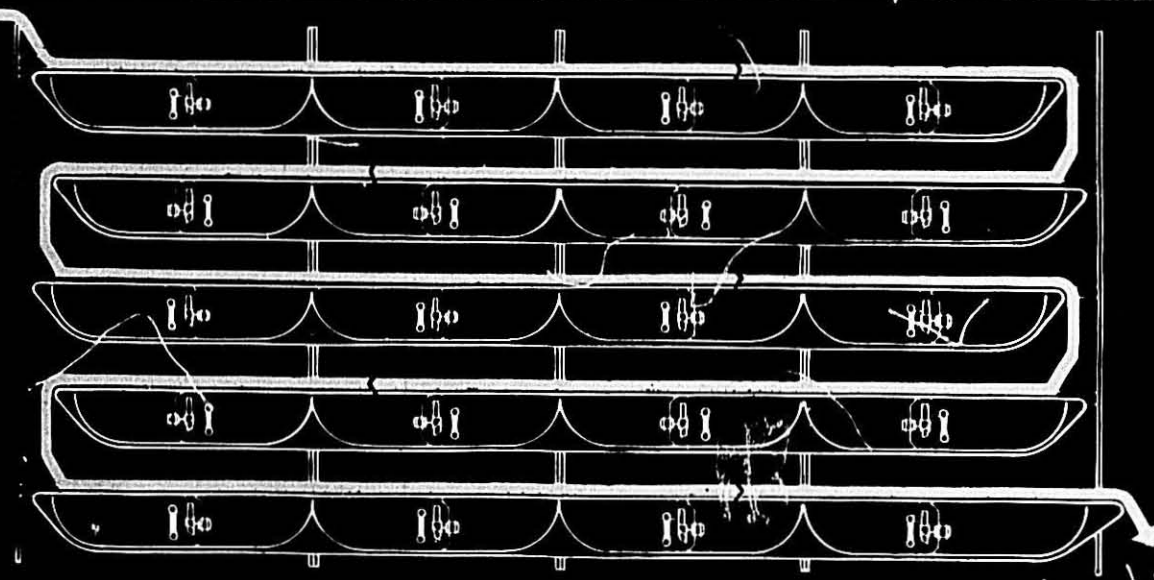
As a result, GMA decided to pitch in and help the Commission in every way possible to provide access to every bit of information felt necessary.

"The report of the Commission will, of course, be entirely the decision of the Commission itself. It will be based upon the hearings, the information supplied to the Commission by their own executive staff, and other information available to the Commission from public and private sources. One cannot predict nor is it even wise to speculate on the

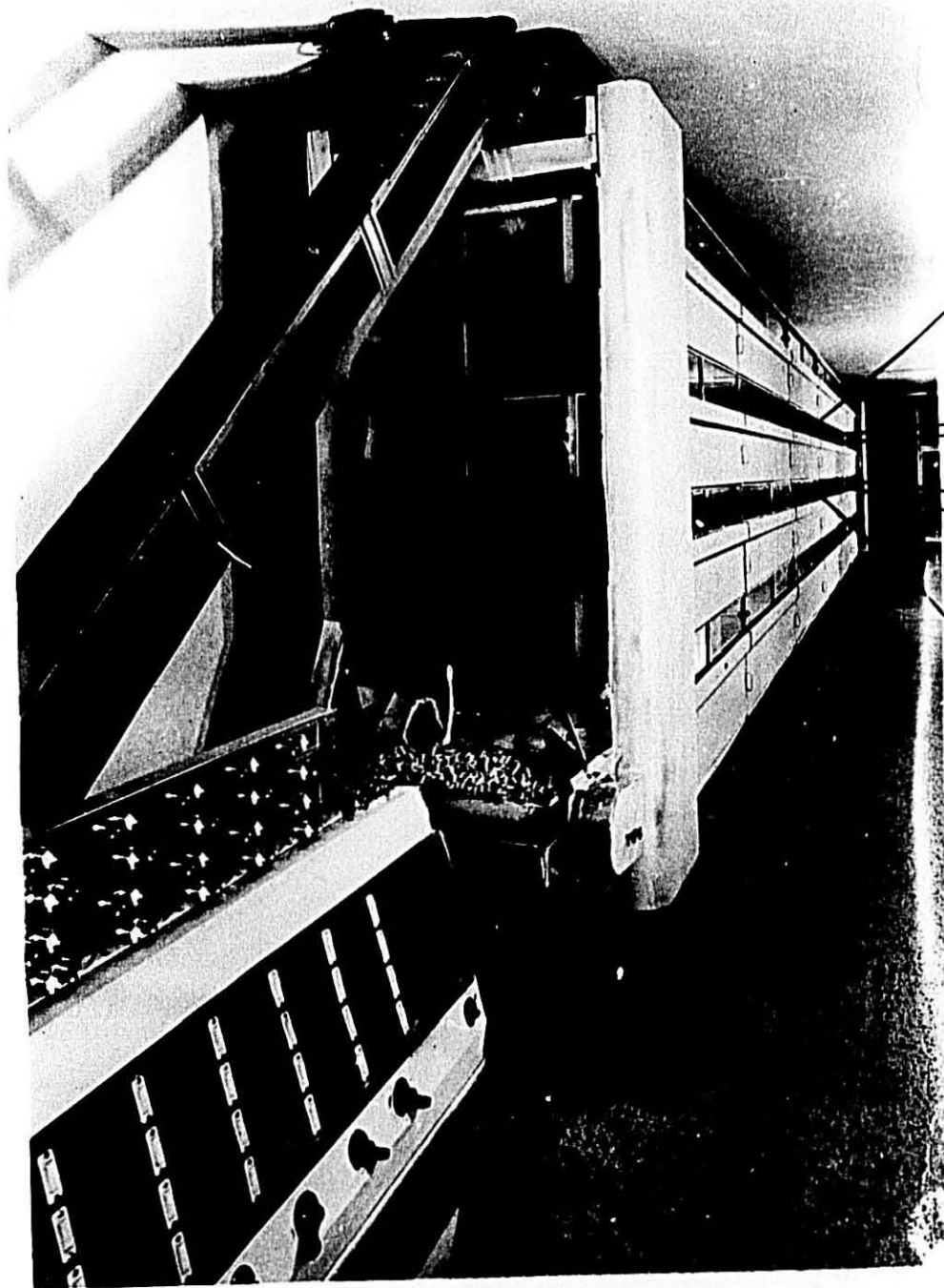
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IT IS NOT TRUE

THAT ALL DRYERS ARE IDENTICAL TO ONE ANOTHER, AS IT IS NOT TRUE THAT A HORSE AND A CAR ARE IDENTICAL SINCE BOTH OF THEM CAN BE USED FOR A TRIP. SURE THE OTHER ONES ARE DRYERS TOO, BUT THE **AVAN TR. 56** IS A PERFECT DRYER. ANY EXPERT CAN UNDERSTAND THE DIFFERENCE.

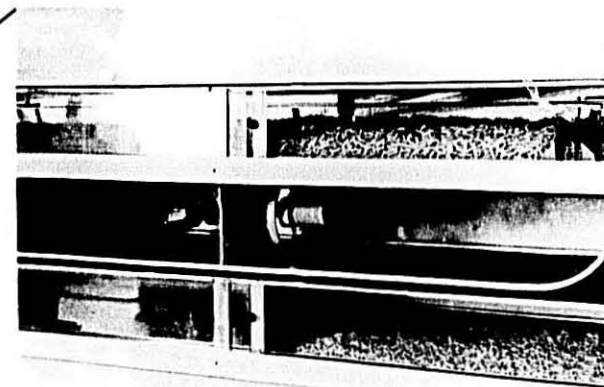


A WELL MADE DRYER - THE **AVAN** TR. 56

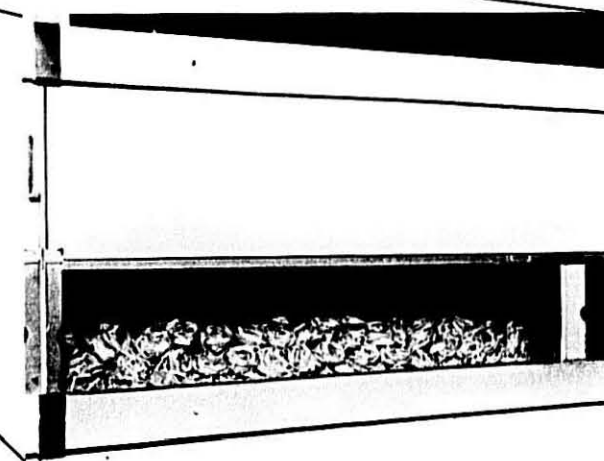


In the Tr. 56 pasta dries up, being discharged cools down thus achieving its stabilization. Drying is performed in 10 hours, while cooling takes 5 hours.

Moisture and temperature are any moment and anywhere in the Tr. 56 the right ones for pasta drying in those very moment and point.



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Start and end of operations (Monday & Saturday) are not a problem for the Tr. 56.

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Cleaning, control and maintenance are utterly easy, for pasta can be seen and touched anywhere and the whole dryer can be disassembled in the twinkling of an eye.

control switchboards too (approved throughout the world) have become as a child'

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Food Marketing Commission—
(Continued from page 16)

direction of the Commission, but it is fairly certain that the final report issued by the Commission in June of next year will have an effect in the future on the regulations governing the food industry," he added.

Noting that GMA now has a series of studies underway, Professor Slater said, "Such a bold and positive attitude toward industry regulation is not novel. The temporary National Economic Commission of 1939 and 1940 received considerable industry support and was an important basis for effective price control and war production control during World War II. All sincerely hope that this inquiry into the food industry will not serve as a basis for wartime regulations, but rather as a basis for improving the regulatory environment and the government activities in connection with the food industry as the food industry changes and grows in the future."

Professor Slater cited the forces outside the food industry, such as consolidation of our cities into huge metropolitan areas, could lead to reforms and reinterpretation of the Clayton Act and the Robinson-Patman Act. These kinds of forces, together with the new Food Commission, could lead to reforms in the U. S. Department of Agriculture, Professor Slater indicated.

**Advertised Brands—
The Consumer's Choice**

Manufacturers' advertised brands have increased their share of the market during the last five years, James O. Peckham, executive vice president, A. C. Nielsen Company, told the GMA meeting.

These brands which are the foundation of the dry grocery industry account for almost three-fourths of that market today and their share of the market has actually expanded more rapidly than that of all remaining brands combined, he said.

Five Year Study

The analysis of this trend in manufacturers' advertised brands was based on a five year study by the A. C. Nielsen Company. The study included every food store product class for which there was at least five years of continuous consumer sales information. This amounted to 71 product classes ranging from aluminum foil and packaged detergents to margarine, crackers, coffee and evaporated milk, with estimated consumers sales this year of \$14.45 billion, almost half of the dry grocery business.



James O. Peckham

"As of mid-1965, manufacturers' advertised brands accounted for 74% or almost three-quarters of the consumer sales in the 71 product classes," Mr. Peckham told his audience of food industry executives.

In 1961, manufacturers' advertised brands accounted for 72% of the total sales of these 71 product categories as compared with the 1965 figure of 74%, which is the highest share of the market for any of the five years studied.

"Certainly manufacturers' advertised brands as a group are stronger than ever before with three-fourths of the business and a growth rate over the past four years that is twice that of remaining competition," Mr. Peckham stated.

Referring to suggestions that manufacturers' brands might be losing some of their share of the market to private labels, he said, "The toboggan slide implied in trade reports is, in reality, a rather steeply rising ramp."

Take Advantage of Trend

Mr. Peckham said manufacturers, wholesalers and retailers can take advantage of this strong trend.

"These are the brands that Mrs. Consumer wants, as evidenced by the fact that she actually buys them, year in and year out, at the rate of three to one over all remaining brands."

"These are the brands whose day-in and day-out performance and use have made them so acceptable to the consumer that they turn 34% faster in the average supermarket. These are the brands whose distribution is so universal as to provide a ready welcome to Mrs. Consumer when she moves from one location to another — and approx-

imately 20% of the consumers do so every year," he added.

Quotes

Here are selected quotes from Mr. Peckham's presentation:

"Manufacturers' advertised brands turn 34% faster than all remaining directly competing brands. This is the average situation for the median brand — the brand at the midpoint of the range from high to low. The top 10% of the brands actually turn 120% faster than competition."

"This increased turnover is of course the net result of countless billions of free-choice independent decisions by millions of consumers in supermarket and other grocery stores throughout the country, backed up by an estimated \$2.5 billion annual investment by manufacturers in advertising and promoting their brands. Bringing this figure into somewhat closer focus, we estimate that this is equivalent to an annual expenditure by manufacturers of approximately \$30,000 per supermarket."

"One of the most interesting situations revealed by our analysis is the comparatively small number of brands making up the manufacturers' advertised brands group in these 71 product classes. Only 406 brands account for this vast amount of business or slightly less than six brands per average product class. . . . This means that one can tap 75% of the business in the average product class of dry groceries with only six brands."

"Consumer sales of manufacturers' advertised brands have increased 21.4%, while all remaining brands combined have increased only 10.8%. For all practical purposes, therefore, manufacturers' advertised brands have grown twice as fast as all remaining brands combined."

"Some factors, such as the quality concept as viewed by the consumer together with changes in that quality concept from one year to another could not be evaluated at all, although we strongly suspected that this was one of the key factors in influencing the trend of manufacturers' advertised brands."

"Product classes having the greatest losses had a lower advertising-to-sales ratio, averaging 3.6%, than the 8.9% characteristic of the major advertised brands having the greatest gains."

"95% of today's volume of manufacturers' advertised brands comes from brands on the market in 1961."

A Challenge to Businessmen

Further tax reductions to let industry and individuals know that as they speed up activity and create more wealth they will be rewarded were called for by Clarence Francis, former chairman of the board, General Foods Corporation.

Speaking before the 57th Annual Meeting of Grocery Manufacturers of America, Inc., Mr. Francis said "The incentive system is still very powerful. Tax reduction worked well once. Let's try it again."

Better Understanding

Mr. Francis cited the trend leading toward better understanding and cooperation between business and government. "I welcome it with all my heart and mind," he said. "We must all take this sincerely and be willing and anxious to go along."

"But real progress, if this harmony is to develop, needs much more. Perhaps for the good of the nation we should start training schools to teach industrial leaders something about government and at the same time start a school to teach Congress about business, and perhaps each needs to know more about sound economics," he said.

Noting some of the areas of misunderstanding, he said "there are those who believe that bigness and evil are synonymous. We encourage people to go, go, go, and then at a certain point want to stop them or destroy them. Some think that big business destroys smaller ones. Let's look at the record. Statistics prove otherwise. That myth should be buried," he said.

Advertising Essential

Referring to suggestions that advertising increases costs, he said, "An objective study would convince all those seeking truth that our promotional activities, of which advertising is a major part, are largely responsible for the growth of our economy, and the big lead we have taken industrially in the world."

The food industry has demonstrated its willingness to cooperate with the government, Mr. Francis noted. "We advocate and actively participated in the original Federal Food, Drug, and Cosmetic Act and we have endorsed the principles of that statute ever since."

"With severe competition, we have learned that if one wants to survive, he had better supply the consumer with a product of the highest quality, and of the greatest quantity at the lowest price consistent with sound business procedures," he stated.

Referring to the pressures in Congress to compel standardization of packaging and labeling, he said, "Such pres-



Clarence Francis

ures have been resisted by the industry for they are destructive of our freedom and lead straight to regimentation."

"We must realize that our labels must honestly describe quality, weight or measure of contents, and list ingredients accurately. Deception of any kind has no place in ours or any other kind of business. No business misrepresenting its product, or deceptive in its practices, can long survive. The consumer will see to it. It is quite difficult, if not impossible, to fool her more than once," Mr. Francis said.

Private Labels

Referring to private labels in the grocery industry which derive their existence solely as copies of well established labels, he said that there exists an opportunity for ground rules for the mutual advantage of manufacturer and distributor.

"While the right to copy exists, I believe that our industry, the distributor as well as the manufacturer, will suffer if private brands are used to hinder the consumers' free choice or to block the full movement of any or all brands. In pricing, all costs should be indicated and a private brand should not be given a free ride," he said.

New Dimensions in Public Affairs

There is a growing awareness throughout the business community that business must come outside the store, according to H. Bruce Palmer, president, National Industrial Conference Board.

Citizenship Required

Speaking to food industry leaders at GMA, Mr. Palmer declared that it is a simple fact that consumers "prefer to spend their money with the company which is a good citizen as well as a producer."

"Business is spending billions of dollars on product research and development. Isn't it time — past time — that business assess the various public problems surrounding it before they become such hot issues that they are beyond solution by the private sector?" he said.

Public Environment

"It has been stated many times that the first business of business is to earn a profit. This is essential. But the history of our free enterprise system has clearly shown that profits are affected as much by the public environment as by the laws of supply and demand. Or—perhaps more to the point—profits deteriorate in a suspicious, resentful or openly hostile atmosphere," he declared.

"American business is learning that by looking beyond itself, by lending its vast array of talents and resources to the solution of problems not directly connected with its own commercial enterprise, that its efforts will be returned in the form of a stronger community, a stronger nation and a healthier environment in which to grow and prosper."

"It has been found that chief executives of the larger corporations now devote 40 to 60 percent of their time to public affairs—that is to environmental problems outside those normally considered to be the business realm. As recently as eight years ago, only a handful of companies were involved in any way in public affairs. Today, more than 500 firms have formal units to deal with environmental problems and new ones are added each month," Mr. Palmer reported.

Four Point Program

Mr. Palmer outlined a four point program instituted by the NICB to provide industry with the "mechanism to look outside their spheres, to foresee and analyze and help to mold the forces which eventually could shape their destinies." Step one of the program calls for pinpointing the problem; step two, researching in depth; step three, examining the resources available to do the job; and finally, creating specific action programs to relieve the problem.

Some of the problems facing industry, according to Mr. Palmer, are unemployment, health and housing, the impact of Federal taxes on state and local governments, redevelopment of depressed areas, discrimination and automation.

In reporting on a recent NICB public affairs meeting of 400 business leaders, educators and government officials, Mr. Palmer, said, "The message repeated again and again at the meeting was this: Companies, of necessity must become active in public affairs."

"And," he added, "they are."

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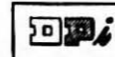
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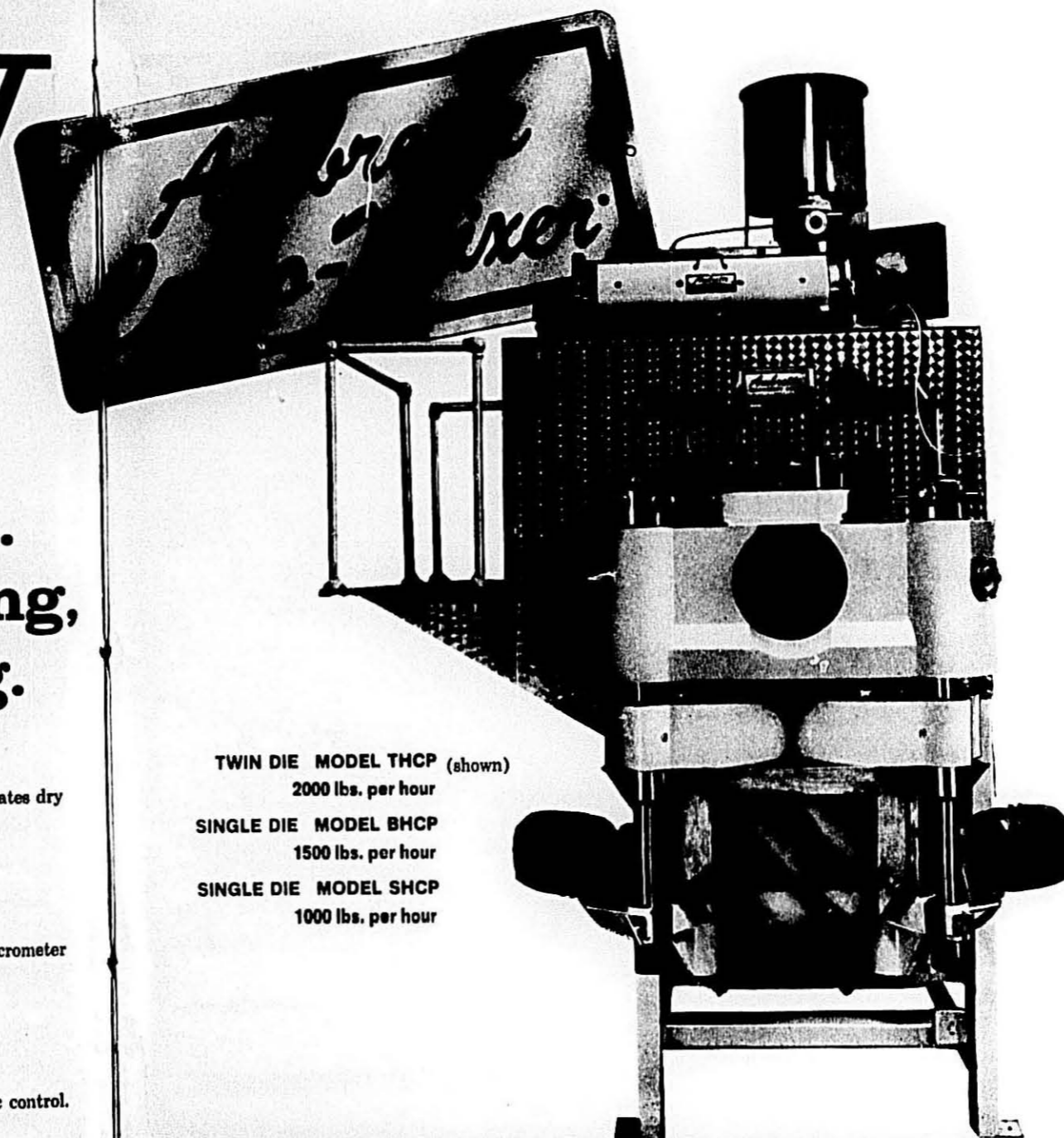
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WORLD WHEAT ROUND-UP

THE Wheat Situation, published quarterly by the Economic Research Service of the U.S. Department of Agriculture, points out that as of October, 1965 the prospective world wheat crop was two per cent below the 1964 record harvest, but 14 per cent above the 1955-59 average. The decline from last year was due mainly to reduced crops in the USSR and Mainland China.

Wheat production in the Free World, which accounts for about two-thirds of production, was five per cent above last year's record harvest and 11 per cent above 1963. All major Free World Countries in North America, Asia, Europe, and Africa had record or near-record harvests.

Northern Hemisphere

Weather in the Northern Hemisphere was generally favorable for the production of winter wheat. Acreages were increased last fall, and winter-kill was at a minimum. However, the spring was late, with cold and rainy weather, which delayed growth in many countries. Above-normal rainfall continued through the summer, delaying harvesting of both winter and spring wheat. This also cut down on expected yields in a number of countries of the Northern Hemisphere.

Large Harvests

Despite unfavorable spring weather, latest estimates for the United States and Canada indicate exceptionally large wheat harvests. As of October 1, the U.S. crop was estimated slightly above that of 1964. Based on a recent report, Canada's crop of 704,000,000 bushels is about 100,000,000 more than in 1964, but slightly below the record 723,000,000 of 1963. Acreage in Canada declined five per cent from 1964, but high yields were in prospect. Mexico also had a record crop.

Western Europe

Western Europe's wheat production was forecast at three per cent above that in 1964 with acreage at a record level. Despite late harvests, serious losses by flooding, and some lodging of grain, yields were well above average with record yields being realized in several countries.

Record wheat crops in France and the United Kingdom stemmed from acreage increases of three and 16 per cent, respectively, and above-average yields. A near-record wheat crop was expected in Italy. Principal European countries affected by the cool, rainy season and late harvests were West Ger-

many, Austria, and Belgium. Crops in Spain and Portugal were larger than expected and considerably above the poor harvests of 1964, but they were below average.

Eastern Europe

Production in Eastern Europe increased moderately over the high level of 1964. Very good harvests were in prospect in Bulgaria, Rumania, and Poland. In Czechoslovakia, production may be about the same as the below average 1964 crop. Partially offsetting, were declines in East Germany and Yugoslavia.

USSR production reportedly declined 15 to 20 per cent from the good crop of 1964. Winter wheat output was larger than average. However, the spring crop was severely damaged by dry, hot weather later in the season.

China and North Africa

Despite a 10 per cent drop in Mainland China's wheat crop, Asia's wheat harvest showed a moderate increase. Record crops in India and Pakistan were 22 and seven per cent larger, respectively, than the good harvests of the preceding season. Production in the Middle East increased eight per cent over 1964. Large crops were harvested in Turkey, Iran, Iraq, Jordan, Syria and Lebanon.

In Mainland China, unfavorable planting weather limited wheat acreage, possibly to 90 per cent of the year before. This apparently held wheat production down by the same amount.

Countries in North Africa also had good wheat harvests, especially Morocco and Egypt. Production in Tunisia was larger than the small crop of 1964, but was less than in 1963.

Southern Hemisphere

Early season prospects in the Southern Hemisphere were for possibly smaller crops than the exceptionally large production of 1964. It was too early to know the extent of the area to be planted in South America at the time the Wheat Situation was published.

Toward the end of October, private trade observers were tending to reduce previous estimates of the new wheat crop in Argentina down to only about 220,000,000 bushels, with a few private forecasts as low as only 184,000,000. Primarily responsible for the reduced estimates were variable moisture conditions during much of the growing season; a moderate reduction in the planted area; and extensive damage from the green fly in some important districts.

Wheat acreage in eastern Australia was sharply reduced by drought — especially in New South Wales, producer of last year's crop and in Queensland. However, a million acres more were planted in western Australia, and conditions there were more favorable. Private estimates toward the end of October ranged down to 250,000,000 bushels, contrasted with the all-time record of 370,000,000 in 1964-65 and the 1963-64 harvest of 327,912,000.

World Trade Rises

World trade in wheat and flour during 1965-66 is likely to approach the record of 56,000,000 metric tons (2,100,000,000 bushels) in 1963-64. In 1964-65 it totaled about 50,000,000 tons (1,800,000,000 bushels).

In the Free World, trade was expected to remain near the level of 1964-65 of about 40,000,000 tons (1,500,000,000 bushels). Increased requirements in some Western European countries and the continued growth of the Japanese wheat market were expected to balance lower requirements in some other areas where better crops have reduced the need to import.

Communist Imports

Imports by Communist countries, as in 1963-64, will be responsible for the expected increase in world trade. In many ways the trade patterns of 1963-64 are being repeated this year. Large-scale purchases by the Soviet Union are again the major factor. Also, large purchases by China and imports by the countries of Eastern Europe are continuing.

Imports by the Communist countries reached 19,000,000 tons (700,000,000 bushels) in 1963-64. So far in 1965, these countries have purchased nearly 16,000,000 tons (590,000,000 bushels); more than 9,000,000 tons (350,000,000 bushels) of this was purchased by the Soviet Union.

In spite of this high level of trade in prospect, supplies of wheat in exporting countries appear more than ample. Exportable supplies in the major exporting countries, as the marketing year began, were well over those of a year ago. Record or near-record crops were expected, even though some countries had bad weather during the harvest. Commitments to Communist countries and expected exports to traditional markets brought a tightening of the world supply picture. However, in the absence of further substantial purchases by Communist countries, no supply shortage is expected.

Hayden Visits Latin America

Eugene B. Hayden, Crop Quality Council, Minneapolis, has gone to visit Mexico, Colombia, Ecuador, Peru, Chile and Argentina.

Key small grain producing areas, wheat research and educational centers will be called on in order to appraise current factors affecting crop production levels in each country. Some small grains now being developed in Latin America have important potential utility in the United States and Canada. Valuable types of rust resistance have been located by exposing wheat, oat and barley breeding lines to destructive rust races present in a number of South American countries.

Hayden's visit to these Latin American countries is being financed by a Rockefeller Foundation travel grant.

Program in Mexico

A cooperative winter seed increase program in Mexico, sponsored by the Crop Quality Council since 1954, has speeded up the development of a number of improved small grain varieties, as well as facilitating the exchange of genetic materials among United States, Canadian and Latin American scientists. The cooperation of the Mexican Department of Agriculture and the Rockefeller Foundation has made this program possible.

Prior to joining the Council staff, Mr. Hayden had been involved in rust research for the United States Department of Agriculture from 1951 to 1956, stationed at the University of Minnesota. Since then he has been active in all phases of the Council's program, devoting special attention to the winter seed increases made in Mexico each year, and to the Council sponsored wheat quality evaluation program. He was named executive vice president of the Council last January.

Funds for Research

The North Dakota State Wheat Commission has turned over \$100,000 for an addition to the cereal technology laboratory at North Dakota State University, Fargo.



Eugene B. Hayden

In announcing the action, Tom Ridley of Langdon, chairman of the commission, noted that the money collected from North Dakota wheat and durum producers for wheat promotion and market development purposes will be combined with an additional appropriation from the general fund of \$300,000 to construct the addition to the present structure.

The state legislature, which governs the amount of the total collections which the Wheat Commission may spend, made the appropriation from reserve funds of the commission.

ADM Personnel Change

Archer Daniels Midland Company, Minneapolis, has announced the appointment of Fred L. Merrill as general manager of the ADM Flour Division. Mr. Merrill began his new duties December 15. Formerly vice-president and general manager of Wichita Flour Mills, Inc., Wichita, Kansas, Mr. Merrill succeeds Lawrence J. Weidt, vice-president, who has headed the Flour Division since 1960.

Mr. Weidt, 67, will retire from the company on June 30, 1966. In the meantime, he will assist Ross L. Thorfinnson, vice-president and assistant manager of ADM's Agricultural Group, in planning and development projects for the group. Mr. Weidt has been with ADM two years beyond the normal retirement

Estimated Supply and Distribution of U. S. Durum Wheat (Mil. bu.)

	1958-62 Average	1963-64	1964-65	1965-66
Carryover, July 1	18	46	41	67
Production	34	51	66	65
Supply	52	97	107	132
Exports	6	29	9	12
Domestic Disappearance	24	27	31	27
Carryover, June 30	22	41	67	93

1964-65 Preliminary, 1965-66 Projected.

date. Associated with the grain and milling business for fifty years, he joined Commander-Larabee Milling Company in 1925 and came to ADM when that company acquired Commander-Larabee in 1934. He was named general manager of the country elevator division, a post he held until 1960, when he became manager of the Flour Division. He was elected a vice-president in 1961. He is a member of the board of directors of the Millers' National Federation.

Mr. Merrill, a native of Kansas City and a 1949 graduate of Kansas State University with a B.S. degree in milling technology, is of a family long prominent in the milling and grain business. His father, Elmo F. Merrill, is president and general manager of Moore-Lowry Mills, Inc.

Fred Merrill's milling career began in 1949 when he started with Flour Mills of America, Inc., and a year later he became associated with Wichita Flour Mills where he started as manager of the wheat department and in 1955 was named vice-president and general manager. He is vice-president of the National Grain Producers, Handlers and Processors Association, and has been a leader in support of the restoration in parity between wheat and flour rail rates.

Peavey Personnel Realignment

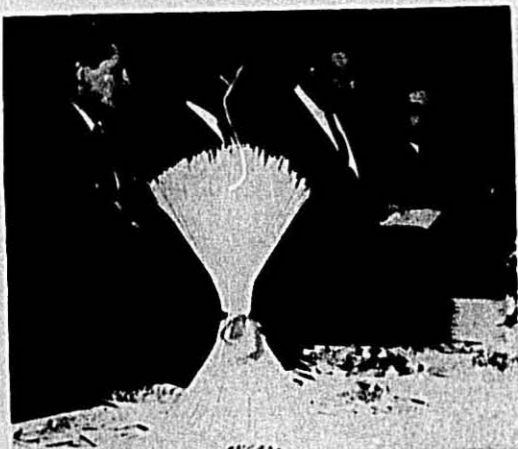
A realignment of responsibilities in Peavey Company Flour Mills was announced recently.

William R. Heegaard, vice-president in charge of sales for many years, has been named vice-president of sales research and planning. His new duties in research and planning have removed him from the day-to-day sales responsibility which he carried for many years in both the former Russell-Miller and Peavey organizations.

The day-to-day sales responsibility at Peavey Company Flour Mills is now carried by Ed E. Powers, vice-president of marketing.

Mr. Heegaard and Mr. Powers, along with Harry Deaver, Jr., vice-president of operations, and Miles Lea, controller, report to Mark W. K. Heffelfinger, executive vice-president of Peavey Company Flour Mills. Mr. Heegaard's new functions involve coordination with the other three managers.

An addition to the market research team at Peavey Flour Mills was also announced with the appointment of Lloyd L. Schmidt as market research analyst. Mr. Schmidt is working as part of a task force comprising himself, Mr. Heegaard and Selmer Rodning, vice-president of grocery products, in helping plan sales efforts to maximize potential profits.



Nairobi Meeting:
Left to right: Dr. Longinotti, B. M. Gecogo, M. Manji and Dr. Roberto Zaniboni.

Macaroni in Nairobi

The manufacture of Buitoni macaroni products under license by the House of Manji has begun in Kenya.

Guests at a luncheon in Nairobi, Kenya, in mid-October were shown a new Pavan continuous long goods line which automatically handles semolina to the finished goods. The semolina is shipped by Buitoni from Italy to the African operation.

The managing director of the National Food Corporation Ltd., House of Manji Group, Mr. M. Manji, introduced one of the directors of the International Buitoni Organization, Dr. Franco Longinotti, technical director of production. Dr. Longinotti presented Sir Derek Erskine, Erskine and Duncan Limited, with a memento of appreciation in handling Buitoni export interests in Kenya for the past thirty-five years.

House of Manji had manufactured macaroni products in Kenya in large quantities for twenty five years, but this was the first time that long goods were being made in the country.

He noted that pasta contains nutritious wheat, of far greater health value than domestic posho. Macaroni can be cooked with vegetables or meat, or by itself, and it has excellent keeping qualities.

Mr. Manji added: "It is our intention to introduce this better type food to the indigenous population throughout East Africa, with a view of improving the standard of national diet, and we hope to place this food on the market at a price low enough for everyone to be able to afford and enjoy it."

In addition to being able to supply the whole of East Africa's macaroni requirements, the House of Manji plans to develop exports with its connections developed over ten years by the sale of its biscuits.

Doughboy Division Controller

Douglas E. Lund has been promoted from a position in the general accounting department of Doughboy Industries, Inc., to the newly created post of budget coordinator for the company.

Mr. Lund will also serve as division controller for printing, milling and feed production, according to Donald L. Reppe, vice president and controller, who announced the change in the control function organization.

Spaghettios

Oh, oh, spaghetti is being advertised by Campbell's Franco-American Division as the first major innovation in canned spaghetti in years. The new spaghettios packed in tomato and cheese sauce are a collection of various sized spaghetti rings that can be eaten with a spoon.

It has been successfully market tested and will receive extensive network and spot TV advertising. Store coupons worth seven cents are designed to encourage sampling.

Campbell Expands Plant

President William B. Murphy told the annual meeting of stockholders of the Campbell Soup Co. that present facilities are being completely utilized and additional facilities are being constructed and planned.

"We will need considerably more plant capacity for our products in the near future", he said. "Also we are under heavy pressure to develop improved machinery and improved processes to further reduce the labor requirements in our products."

"Without automation on the farm, in the processing plant and in distribution channels", Mr. Murphy said, "Campbell's soups with today's wages would cost the consumer more than fifty cents a can instead of today's price averaging about one-third that amount."

He said automation had helped boost the company's employment to 28,500. Without automation, he declared, the resulting high prices and low sales would mean employment of fewer than 10,000 persons.

The company has previously said it planned to spend \$30,000,000 on capital improvements during the current fiscal year.

Quality is never an accident. It is always the result of intelligent effort. There must be the will to produce a superior thing.—John Ruskin.

THE MACARONI JOURNAL

Ronco Uses Vinyl Posters

Ronco Foods, Memphis, Tennessee, long a leader in the macaroni field, has pioneered new ways to use king-size bus posters more effectively.

There's an old saying that necessity is the mother of invention. And it was necessity that sparked the new approaches to king-size bus posters. Ronco has been using this medium for almost as long as the Tom O'Ryan Advertising Company has been selling bus signs.

As Ronco expanded their sales territory over the years, more bus signs were used in more cities. Since macaroni products are used the year-round, Ronco uses bus signs the year around. As the cities and number of buses increased, so did the cost of producing the posters for the buses.

Big Idea

In the fall of 1963 when Ronco was developing their budget for 1964, the "big idea" surfaced. Dave Koffman of Koffman Displays suggested to Tony Giannini, Advertising and Promotion Manager for Ronco Foods, the possibility of using vinyl material for bus posters. After several discussions with Len Juengling, Ronco account executive, Simon & Gwynn, Inc., Advertising; representatives of the 3M Company, manufacturers of the vinyl material; and representatives of the Tom O'Ryan Advertising Company, it was decided to try the use of vinyl for the king-size bus posters.

The decision was made to use the vinyl not just in a few markets as an experiment, but in every city where Ronco uses bus posters. Not for just a few months, but for the entire year. To



Ted J. Settony, vice president—sales of the Prince Macaroni Manufacturing Company, Lowell, Mass., presents Chicago division sales manager Al Dubs with a plaque signifying the successful completion of an executive course in Effective Leadership and Sales sponsored by Prince. The Certificate of Achievement was awarded at the semi-annual sales conference held recently in New York City where Dubs participated in plans for fall and winter sales, merchandising and advertising.

JANUARY, 1966

top that, it was also decided to use a 4-color process reproduction of an appetizing plate of spaghetti as the dominant illustration on the posters.

Long Run Economy

Koffman Display Company did an excellent job of faithfully reproducing the full color illustration by silk screen process and the posters were posted on the buses in January, 1964. Periodically throughout the year, the posters were checked against an unmounted poster. In December, 1964 — a full 12 months later — there was only slight evidence of fading of colors. The posters had passed the test and proved that vinyl bus posters could be used on the outside of buses for a full year.

While the cost of vinyl is higher than paper, the total cost of production was reduced since only one poster was needed for each bus for the entire year, instead of several posters when they were printed on paper.

Seasonal Overlay

During 1965, Ronco added another innovation by designing the basic poster so an overlay could be put on during the summer and removed in the fall. This, in effect, gave Ronco three changes during the year. While a permanent adhesive was used for the basic poster, another vinyl material with temporary adhesive was used for the overlay.

As plans are now being made for 1966, Ronco has developed some further innovations for their bus posters. But both Tony Giannini of Ronco Foods and Len Juengling of Simon & Gwynn Advertising Agency are keeping next year's plans under wraps. All they will say is, "Watch the buses throughout 1966 and see the Ronco king-size bus posters for yourself."

Spaghetti Seasoning

The Frank Tea and Spice Company, Cincinnati, Ohio, has announced the introduction of Season-ez, a new line of custom-blended general seasonings. Two years of consumer research has enabled Frank's to introduce the eight most popular blends, including Beef, Cake & Cookie, Chicken, Fish, Hamburger, Meatloaf, Salad Dressing, and Spaghetti, with formulations that will provide delicious flavors. Other custom-blends will be gradually added to this line during the next few months. Season-ez is directed toward the vast majority of consumers, including most new homemakers, that enjoy well-seasoned food but that have neither the time nor the experience to use individual spices and herbs. The new blends are "easy-to-use and ready-to-use," as the names indicate.

Multi-colored labels reveal attractive illustrations with the entire line tying together in a family image, featuring the familiar Frank's parabolic design. Season-ez will be displayed on a beautiful yellow metal rack featuring built-in dividers.



New Gold Medal Pack

A new two-pound package of Gold Medal Elbow Macaroni is being introduced in a 22-state marketing area in the southwest and southeast. The product is a brand of the Skinner Macaroni Co., Omaha, Nebraska.

The windowed carton features an illustration of one version of a new seven-way recipe for Main Dish Macaroni. The recipe is unusual in that it can be fixed seven different ways by changing one ingredient. Three other recipes and complete cooking instructions appear on side and back panels of the package.

The carton also carries a special offer giant pencil set. The set includes nine personalized pencils, a giant plastic pencil holder, jumbo eraser, and educational ruler. The cost of 50 cents includes the engraving of a name on each pencil. The philosophy behind the offer is that families with youngsters in school always need pencils and that the two-pound pack fills the need of these larger families.

The new "What's For Dinner Mrs. Skinner" all-pasta cookbook, which sells for 85 cents on book racks, is offered on the package at 75 cents and a box top.

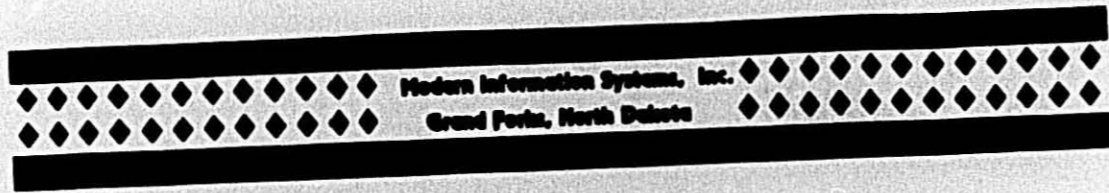
Soup Mix

Campbell Soup Company has added noodle with real beef stock to the Red Kettle soup line. The 2-1/8 ounce can makes a full quart of soup. Packed in 24 can trays or a special 192-can dump bin shipper. Point-of-sale material is available to merchandise newspaper and TV ads in key markets.

Lent

Ash Wednesday comes on February 23 in 1966.

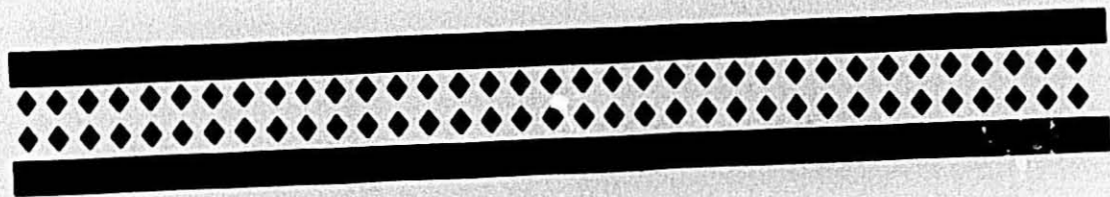
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MISSING DOCUMENT

Identified as:

Pgs. 30 & 31



1966 (Another Good Year)—

(Continued from page 8)

lem keeps our economists busy, our businessmen perplexed and our government officials on the hot-spot. But, an immense amount of good faith, earnest concern, and technical competence is being mustered to deal with a situation which threatens a crisis of sorts now and then, but with which we should be able to deal adequately in an exceedingly strong and rapidly expanding economy.

What I've said thus far suggests that business management should have its short term planning based on very optimistic assumptions as to where the economy in general is headed over the year ahead.

Puzzling Possibilities

My own disposition is to assume, however, that the non-statistical environment in 1966 is likely to be puzzling if not somewhat disconcerting at times. Several possibilities come to mind:

- We are likely to have a running battle between the advocates of a "let 'er rip" policy with respect to credit expansion and those who believe that some restraint is called for in monetary affairs.
- The Administration may well decide that since our balance of payments is still in deficit, it must tighten up on foreign investment controls and in view of the upward tilt in prices to make the price guidelines more rigid.
- While profit prospects are still propitious, it is not unlikely that as the year 1966 wears the new capacity coming on stream will bring an erosion in margins.
- We may — as we try to put the year 1966 into economic perspective — come to be concerned, lest it represent the climax of the long boom which started in 1950 and the short boom which began in 1961. We know from history that when short and long booms come simultaneously to climax, conditions can become difficult.

However, despite these possible difficulties, the momentum of our economy is so strong that the year 1966 — as a whole — should produce still another new high for our economy.

Changing Markets

But, in planning for individual corporations or industries, the more important consideration is that we are in a period of great internal structural change in our markets.

Time does not permit me to do more than to mention several new and impor-

tant markets which are in process of rapid development.

1. **The Senior Citizens Market** - Our population age 65 and above was 16,700,000 in 1960 and will grow to 19,600,000 in 1970 and reach 21,200,000 in 1975. But it is important that the average expenditure per capita among our senior citizens will soar because of medicare, long participation in pension fund systems, and larger holdings of insurance, mutual funds, and other financial assets by our people who go into retirement.

2. **The Youth Market** - The population age 15 to 24 was 24,600,000 in 1960. It will be 31,600,000 by the end of 1965 and will grow to 36,000,000 in 1970, and 39,600,000 in 1975. In an era of rising family incomes and government assistance to education, the youth market is destined to be a formidable factor in the future of industries which provide clothing, housing, transportation, entertainment, and educational facilities for a rapidly growing segment of our population.

3. **The Negro Market** - This group represents 10% of our total population, is expanding rapidly and is certain to grow in economic importance as a result of the efforts being made to upgrade negro skills and employment opportunity. The rate of increase in per family and per capita income and spending power in this marketing area is already far above that of the white segments of our population.

4. **The Market for Technologically Sophisticated Equipment** - The computers and office copiers are perhaps the best examples, but the principle holds throughout the whole business equipment field for we are faced with the necessity of virtually rebuilding our productive apparatus in order to take advantage of the new technology.

5. **The Public Works Market** - The drive for urban renewal, elimination of water pollution, air pollution, better transportation systems and a whole re-orientation of "megalopolis" is a certainty in the course of the next decade and will bring a massive growth in all of the industries involved.

6. **The Urbanisation Market** - The wholesale movement of our population into the urban, suburban and city satellite areas has and will create huge new markets for everything, and bring major changes in the direction of personal expenditures.

7. **The Upgrading Market** - The greatest market for the present and for the future is the upgrading market as our families move into higher and higher income brackets. The percentage of our families with incomes of \$7,000 and over was only 19% in 1955. It is now 45% of the total and by 1975, over 60%

of our families will be in that fortunate position. As people move upward in income status, they purchase more of virtually everything to be sure, but they spend more per item. They introduce new elements of style and sophistication in their family outlays, and they pay more for services of all kinds. This is, in all probability, the greatest market of them all and it is destined to transform the whole productive and marketing process in this as well as other nations.

We face challenging structural changes in our markets, for which management must make allowance if it is to take full advantage of the really great period of economic expansion which lies ahead. But note that all of the changes in our markets to which I have referred are immensely stimulative.

And looking forward to the next ten years as a whole, the prospect is propitious for the long term growth factors in our economy are exceedingly strong. The resurgence of technology and a predictable upsurge in family formation and in family incomes provides a sure basis for continued growth which should give us a Gross National Product of well over a trillion dollars by the time 1975 rolls around.

Credit Expansion

There are, however, two elements in our economic situation capable of causing some major distortions in the economic climate.

One is the fact that the present period of high and rising prosperity is taking on some of the characteristics of a boom, with rising prices of commodities, stocks and real estate, with very heavy borrowing by nearly everyone, with a rapid rate of bank credit expansion, with a steady erosion in the quality of credit, with more and more investment and business decisions based on the assumption of continued inflation, with growing super confidence in the permanence of prosperity, and with almost everyone seeming to get more optimistic, the higher things get.

Now, the trouble with booms is that we know either from history or from hard experience that they always last longer than people expect, that it is well nigh impossible to time their end very far ahead, that booms always end but not necessarily in a bust, and that they end in a bust only if we have indulged in quite a lot of financial foolishness. This boom could last for quite a while. In the first place, our President has more economic powers than any single individual in our history, and is determined to use his powers to keep the boom going than has been the case with any of his predecessors. Second, the

(Continued on page 34)

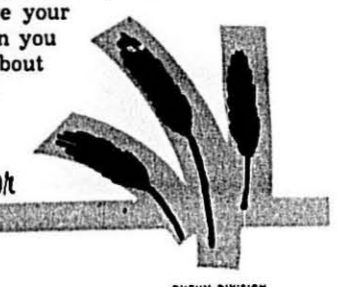
THE MACARONI JOURNAL

Quality

NEVER DROPS OFF

when you specify
North Dakota Mill and
Elevator Durum Products

Start with the world's best durum . . . give it the advantage of superior laboratory and testing facilities . . . mill it with up-to-the-minute skills and equipment. This is the way we've built our reputation for consistently high-quality durum products for leading macaroni manufacturers. And that's not all of the story. The world's best durum products deserve the best service. We make sure your order goes out — when you asked for it. Isn't it about time we got together?



DURUM DIVISION

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(Continued from page 32)

boom has a firm and solid basis in the greatest technological revolution of all time. And third, while there is some financial froth in the picture, the process has not gone far enough to frighten me very much except on some of my frequent visits to Wall Street and Washington.

Booms always thrive on the sort of credit expansion which weakens the system's resistance capacity to recession if it ever does come. We appear today to be faced with a formidable list of financial weaknesses, which are not such as to keep 1966 from being an excellent year, but which from a longer point of view are too near the critical stage for comfort. What are they:

1. Our families, our corporations and our state local governments have increased their debts, which are now not only quite large compared with today's income, but would be extremely burdensome if ever incomes were to contract.
2. Our financial institutions are in general less liquid than they have been for a generation and many of them are back at the dangerous business of lending long and borrowing short, meanwhile permitting a not inconsequential erosion in the quality of their assets, and
3. As a result of a long series of deficits in our balance of international payments we have lost a lot of gold, while our short term foreign liabilities have soared—a situation fraught with danger in the minds of almost everyone.

This is no mean list and it is important for it is out of just such conditions in the past that nations have been catapulted into crisis or hard times.

I see no prospect whatever that these factors have already reached a position of nearby danger, but few students of such matters would argue with the conclusion that if we keep on doing what we have been doing, we will, in time, reach a condition where prudent business policy will be to look for the nearest financial storm cellar.

Put Profits Away

In the meanwhile, a major objective of business policy should in this as in all other full fledged booms be to rake in the profits and salt some of them away for later use when necessary. This is a time when management might well be intensifying its efforts to increase productivity, to develop new products and markets, to promote like mad and to increase profit margins by every device available including increased prices if necessary. But with respect to financial policy, increasing conservatism might

well be the rule, for if this boom goes on forever without a sequel of harder times, it will be the first time in all history that that has happened.

Inflation

Another factor to which I must make reference is one which could make a shambles of our hopes for the longer range future. It is that old culprit **INFLATION** where the risks are real and ominous.

The central fact of our economic life today may well turn out to be that this and earlier Administrations have, without any visible opposition for the business and banking communities, created the most powerful engine for inflation that this country has ever seen:

- The welfare and public works programs adopted, in process, and contemplated by Congress involve inevitably a massive and steadily expanding level of federal outlays.
- Against the background of ever rising expenditures, the frequently promised future reductions in taxes mean big deficits all the time, which are assumed in boom times to be justified as necessary to eliminate "fiscal drag" and in bad times to be required as counter-cyclical stimulants.
- The addiction to easy money and to large scale expansion in bank credit all the time means that the money pump will be run at inflationary speed, with little or no credit all the time means that the dication that any of the new economists thinks that any slowing down of the money pump would ever be tolerable. And with the supreme court of finance slowly but surely losing its power to the Administration, any braking of inflationary tendencies from that quarter is unlikely.

- Our zealous compulsion to pour out aid for one after another foreign currency in trouble and to promise lavish assistance for the development of countries which are faced with economic, military, or political difficulties means that our central bank and/or commercial bank credit is being used to support inflation, despite the adverse effects on our balance of payments.

- The granting of more and more power to our labor unions, the frequent increases in compensation to military and civilian government personnel, and the eagerness to keep the minimum wage rising, set the stage for continuous — if not accelerating — wage inflation. And subsidization of unemployment has created the highly inflationary paradox of large scale unemployment

with shortages of employables in industry. All this means that wage inflation can become a more inflationary force.

- The recent decision of the Administration to support the creation of some kind of super-central bank apparatus to produce out of the thin air more and more international reserves and incidentally, to aid countries such as ours, to continue inflationary policies even when the gold base is being contracted is, of course, inflationary. If we solve our reserve and gold problem either through such an institution or an increase in the gold price, the result will be inflationary.

The plain fact is that aggressive welfareism and deliberate deficitteering added to monetary policies which even Lord Keynes would have found revolting, has the potential of forming a base for some quite spectacular inflationary fireworks.

However, some new elements are being added. Our Government confidently assumes that it can continue to inflate money but prevent inflation in prices or embarrassing effects on our balance of payments by the imposition of more and more "voluntary" or, if necessary, direct controls. Thus the penalty we pay for fiscal welfareism and monetary expansionism can involve a major leap forward to socialistic controls.

Institutional Investors

The view widely accepted in the investment community is as would naturally be the case, that inflation is just a golden opportunity to get rich quick. Today our huge and powerful institutional investors are busy increasing the percentage of their funds employed in stocks which largely explains the recent rise in our stock market. And they are also selling bonds or reducing their takings of new bond issues — which explains what has been happening in the bond markets.

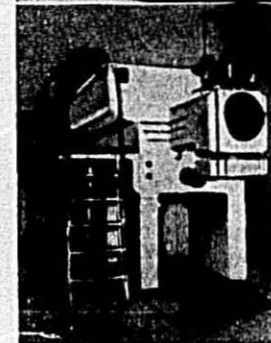
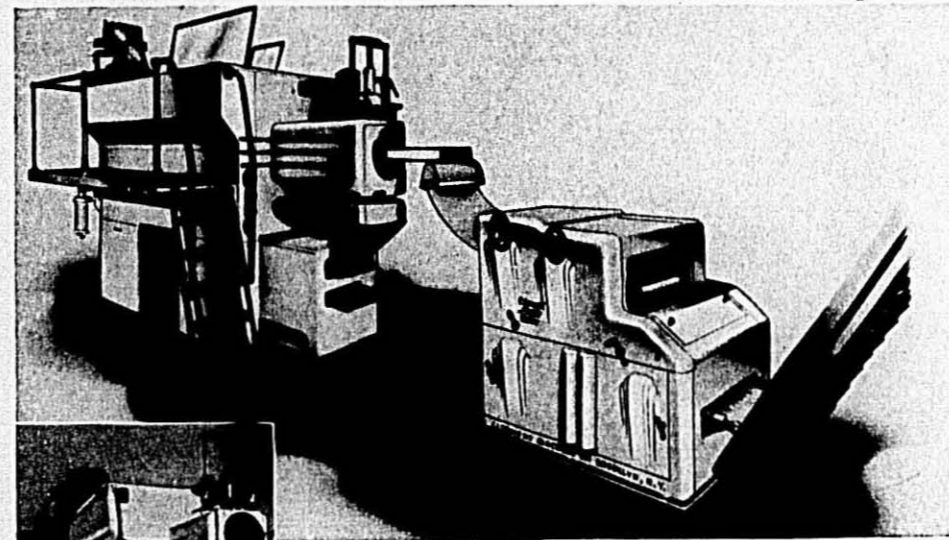
The argument put forward by those institutional investors who are buying stocks and selling bonds seems to run along the following line. First, that the new economics means no recession. Second, that the technological revolutions coupled with the Johnson program for a steady diet of tax reduction means great growth in the long term future. And third, that the Administration's program is basically inflationary enough to be stimulative to stocks and somewhat adverse to bonds.

This looks like a pretty convincing argument. Yet, any such major change in stock percentages is being made after and not before a 16 year bull market in

(Continued on page 36)

Clermont **Unique New VMP-3**
Extruded Noodle Dough Sheeter-1600 Pounds Per Hour

Clermont Extruded Noodle Dough Sheeter VMP-3



VMP-3 with short cut attachment.

Clermont Super High Speed Noodle Cutter, Type NA-4 working in conjunction with the VMP-3 for continuous 1600 lbs. per hour operations.

FOR THE SUPERIOR IN NOODLE MACHINES
IT'S ALL WAYS *Clermont!*

Machine can be purchased with attachment for producing short cut macaroni.

TAILOR-MADE FOR THE NOODLE TRADE
Available with or without vacuum process

- C**apacity range — Two speed motor affords flexibility for 1600 lbs. or 1000 lbs. per hour or any two lesser outputs can be arranged.
- L**arge screw for slow extrusion for better quality.
- E**ngineered for simplicity of operation.
- R**ugged Construction to withstand heavy duty, round-the-clock usage.
- M**atchless controls. Automatic proportioning of water with flour. Temperature control for water chamber.
- O**nly one piece housing. Easy to remove screw, easy to clean. No separation between screw chamber and head.
- N**ewly designed die gives smooth, silky-finish, uniform sheet.
- T**otally enclosed in steel frame. Compact, neat design. Meets all sanitary requirements.

Clermont Machine Company Inc.

266-276 Wallabout Street,
Brooklyn 6, New York, N.Y., U.S.A.
Telephone—EVergreen 7-7540

1966—Another Good Year—

(Continued from page 34)

stocks, in which they have risen around 500% with the price earnings ratio rising from 6.2 to 17.5 times earnings and with yields on stocks sinking from 6.5% to less than 3.0%.

It is quite understandable for people to assume that stocks must go up and bonds must go down in inflation. However, this is not necessarily true in a period when governments are determined to inflate money, but are not inclined to use controls of one kind or another to prevent more and more wage and money inflation from resulting in price and profit inflation.

Quite the reverse can be true as is obvious from recent Continental European experience where money and wage inflation have been proceeding at a lively clip but where most of the stock markets have been in pronounced bear markets for some time.

Time For Thinking

The point in all this is simply that while we are celebrating the new highs we will attain in business in 1966, we should do some hard thinking about the problem of inflation. And if the new inflation seems likely to go so far as to end in a period of hard times or to produce an economy so tightly controlled as to reduce our growth rate, then should we not demand that the inflation pump be stopped by bringing the Federal budgetary accounts into balance, reducing Federal payments abroad to a point where they will not exceed the surplus generated by the private sector, and by holding bank credit expansion to non-inflationary rates. I am convinced that with our economy in the midst of a great technological leap forward, such steps can be taken now without any materially adverse effects on business or employment or on the rate of growth in our economy.

For my own part, I will be prepared to be much more optimistic about the long range future of the U. S. economy if the virus of inflation will be cured so that we will not be saddled with the sort of controls which always have inhibited growth in the long run.

Pasteurization Clinic

A five-point program to insure that egg products will not contain salmonella was outlined for the egg processors attending the Institute of American Poultry Industries' pasteurization clinic in Chicago in early December.

Dr. Dwight Bergquist, Henningsen Foods, Inc., said it's possible with our present knowledge for the industry to

produce salmonella-free products, if processors will:

- follow a rigid sanitation program.
- procure the highest quality raw materials.
- use adequate pasteurizing and processing methods.
- establish a complete microbiological testing program.
- safeguard the product against cross-contamination.

Pasteurization Is Not Sterilization

While stressing that pasteurizers must be operated properly, speaker after speaker warned against depending wholly on pasteurization to produce salmonella-free egg products.

"Pasteurization is no panacea," Dr. James Silliker said.

"Pasteurization is not sterilization," James M. Gorman said.

Dr. Silliker, who is now associated with a hospital, has been active in the egg products industry and is a consultant to several egg processors. Gorman is quality control man for Seaboard Foods, Inc., Topeka, Kansas.

Processors Held Responsible

Cres Newell of Swift & Company reminded the group that egg products are being labeled as a source of salmonella, "whether we like it or not." He said recent publicity has placed the egg processing industry in an unfavorable light and could cause immeasurable harm.

"We know," he said, "that salmonella has been found in a large range of foods and food products. To eliminate it entirely the problem must be attacked by many segments of the food industry, each one accepting its responsibility."

"But this," he said, "does not excuse us in the eyes of the law, our customer, or the public. We must accept our responsibility - we can not be complacent about our responsibility while we own the product."

Newell said up to the present some form of pasteurization has been found to be the most generally accepted practical commercial method for destroying salmonella.

He said many users are including pasteurization in their specifications for egg products.

Government Offers Cooperation

U. S. Department of Agriculture and Public Health officials on the program offered their cooperation, but stressed that putting out a safe, wholesome product is the industry's responsibility.

Throughout the clinic the need for avoiding cross-contamination was emphasized repeatedly. Several speakers cited dust laden air and plant workers as likely sources of such contamination.

They also said the areas in which raw and finished products are handled should be separated and employees should not go back and forth from one area to the other.

Discussing the importance of proper washing techniques, Dr. Wade Brant, University of California, reminded the egg processors that while bacteria can't walk, they can swim.

Manufacturers of pasteurizing equipment went into detail on the proper operation of their equipment to get satisfactory results.

Using the facilities at the U.S. Army Veterinary School, made available to the group by Col. G.M. Hughes, Hugh Eagan demonstrated how to make sure a pasteurizer is in perfect operating condition.

Eagen, who is public health adviser at the Communicable Disease Center in Atlanta, emphasized the importance of checking sanitation and temperature controls daily.

The clinic was under the direction of Margaret Lally Huston, scientific director of the Institute.

October Egg Processing Down

Production of liquid egg and liquid egg products (ingredients added) during October totaled 32,822,000 pounds 18 percent less than the preceding month and 8 percent less than October last year, according to the Crop Reporting Board. Aggregate production January through October totaled 565,562,000 pounds, a decrease of 4 percent from the same months of 1964.

Liquid egg produced for immediate consumption was 2,213 pounds compared with 4,608,000 during October 1964. The quantity used for drying was 13,279,000, up 13 percent from the 11,793,000 pounds used in October last year. Liquid egg frozen totaled 17,330,000 pounds compared with 19,371,000 pounds in October a year earlier.

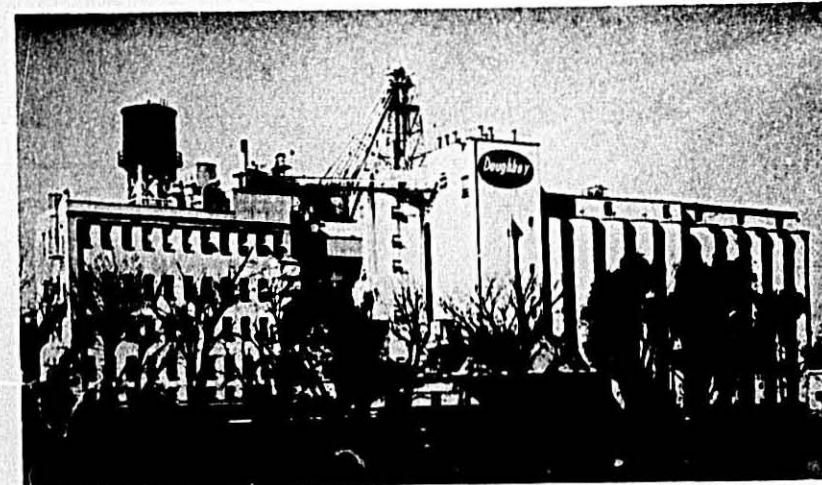
Egg Solids Increase

Egg solids production totaled 3,145,000 pounds, compared with 2,889,000 in October 1964, an increase of 9 percent. Production of whole egg solids was 1,518,000 pounds, compared with 987,000 pounds in October 1964. Albumen solids totaled 517,000 pounds, 22 percent less than the 663,000 pounds produced in October last year. Output of yolk solids was 508,000 pounds, 20 percent less than the 637,000 pounds produced in October last year. Production of "other solids" was 602,000 pounds, 3 percent less than the 622,000 pounds produced during October last year.

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George N. Kahn

SMOOTH SELLING®

by George N. Kahn

SAMPLES CAN'T TALK

This is No. 16 of 24 sales training articles.

QUITE often a salesman is asked to leave a sample with a purchasing agent. The agent may want to examine it at leisure or show it to someone else in his organization, perhaps an engineer.

By all means honor this request but don't walk away with the comfortable belief that the sample will make the sale for you. It won't. You must back it up with a solid presentation. The buyer needs more than just the sample to help him make up his mind.

Samples Plus

Grady Hall, who sells precision electronic material, was once asked by the buyer for a machine tool outfit to leave a number of samples for a couple of weeks. Grady was happy to comply, but he did not let it go at that.

He buttressed the samples with an elaborate presentation which included a complete background memorandum on the products. He handed the whole thing to the buyer in one neat package.

"Why go through all that trouble?" another salesman asked.

"Because samples can't talk," Grady replied. They won't furnish the explanation necessary for getting the buyer to give me an order."

A soft goods salesman, Jerry Wales, was asked to leave samples with the buyer for a department store. The buyer was astounded to receive with the samples a 12-page report on the line. In addition, Jerry went into some detail on what other stores were doing in displaying the line and their mark-ups, markdowns and annual turnover. In short, he anticipated virtually everything the buyer might want to know. He did not depend on the samples alone to argue his case.

No sample should be left with a buyer unless it is complete and perfect in every detail. A misplaced tag or label, a dirty or soiled part could spell disaster for you. Before you deposit the product with the purchaser, go over it with loving care. Makes sure its appearance has maximum appeal.

Not long ago a young man called at our house, selling encyclopedias. He was neatly dressed and well educated. But what impressed me most was the way he handled his samples. He had a volume of the encyclopedia in a zippered, velvet bag inside his briefcase. The salesman withdrew the book with near tenderness. The volume was immaculate.

The young man leafed through the pages as if each were of precious material. There was in his presentation a great deal of showmanship, drama, if you like. But it was highly effective. I am now the owner of a new set of the encyclopedia.

A sloppy sample can not only spoil the sale but it can ruin your relationship with the prospect for years to come.

The Service "Sample"

The proper use of samples applies as well to the service salesman. An insurance, salesman, for example, should see his presentations are clear and easy to read. In preparing a proposed policy, he should make sure that the prospect's answers all probable questions. An insurance prospect wants to know what he is going to get, how much it will cost him and for how long.

The same is true of mutual fund selling. The investment plan should be fully laid out so that a child could understand it. This can be done without "talking down" to the prospect. He'll appreciate it if you avoid technical language.

Some salesman have a tendency to let their samples do their "talking" for them even when they are present. This fellow will place the sample on a desk or table and then step back to admire it. He feels that by remaining silent, the prospect can arrive at a decision much faster. This is wrong thinking.

The prospect needs some guidance. And he has a right to expect the information to be volunteered by the salesman. Why should he have to pry each detail out of you? If such is the case, you could hardly blame him for thinking that you aren't very interested in what you are selling.

Henry Larson, a hospital equipment salesman, believes in talking his way through each demonstration. "Early in my career," he recalled, "I was showing a hospital bed my firm had just brought out. It was the best of its kind on the market then and we were proud of it. In fact, I was so proud that I forgot to tell the hospital administrators and doctors anything about it. I mumbled a few words of explanation but that was all. I guess I expected the equipment to sell itself."

"I lost the sale, but it taught me a lesson. With the next prospect I became a very voluble fellow. I took nothing for granted. I explained the mechanism piece by piece. The result was the biggest order I had ever received."

Carry Your Samples

By urging you to support your samples with presentation, I don't mean to minimize the importance of the samples themselves. They play an important role in selling that should not be overlooked.

Some salesmen avoid carrying samples, especially when they are large or bulky. This is an error. The sample can often mean the difference between suc-

(Continued on page 40)

THE MACARONI JOURNAL

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by Gene Kuhn
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Samples Can't Talk—

(Continued from page 38)

cess and failure with a prospect. You might get a buyer all warmed up with your sales talk and then have to run out to get the sample. The prospect may be considerably cooled off by the time you return. When you have the sample on hand, you can keep his interest at the right pitch for an order. Even going out to your car for the product may break the rhythm of your presentation. In some cases the break may be a fatal one. I once spent too long fumbling in my briefcase and lost the sale. The prospect remembered another engagement and the interview was at an end.

I profited from this incident, however. Before making a call I arranged the material in my bag so I could grab needed material in less than a half minute. One of the secrets in this, I found, is to throw away old and useless paper that collects in a lot of cases.

If your samples are big and heavy, get a station wagon or roomy car. It's better to have the sample and only make one call instead of two or three. The sample can't talk, but it can "act out" your words. Let it do a job for you.

Know Your Sample

You can't do an effective job of showing your sample unless you are thoroughly familiar with it.

Don't learn in the prospect's office. Bone up at headquarters or in your home. If you need technical assistance, get it from one of your engineers or production people. A sample will take on a much more glamorous appearance if you "bring it to life." If your talk is convincing and knowledgeable, the prospect will see in the sample the advantages that you do.

If you are knowing and articulate, you will add to your own confidence as you go along. But if you fumble or are hesitant and uncertain, the prospect will find it hard to work up any enthusiasm for your merchandise or service.

A buyer once told me of a salesman who completely destroyed the good effect of his sales talk by the way he handled his product. "He picked it up as if he had never seen it before," the buyer, a contractor, said. "I wondered to myself if this could be the same man who had made such a smooth presentation." It was, but the salesman lost the order because my friend had lost confidence in him.

Pick Your Setting

Where do you show your samples? This can be an extremely important factor in getting an order.

Some buyers will be annoyed if you toss a sample on their desk. Others will be sore if you put it anywhere else. In any event, don't choose a spot that is poor setting for your product. Make sure that the surroundings enhance your sample. Be fussy about lighting, backdrop, etc. Fine diamonds are not displayed in a cigar box by a jeweler. They are appropriately exhibited on rich velvet.

Hal Wheeler, building supplies salesman, lugs his samples in the most expensive cases he can buy. Furthermore, he will not keep any sample any longer than ninety days for fear it will become shopworn.

Put It In His Hands

Suggest to the buyer that he handle the sample. There is something almost magic about touching a product. Getting the "feel" of it will arouse his desire and help you close the sale. Handle it first yourself and then invite him to do the same.

It's a sound idea to keep talking while he's holding the product. This will make him conscious of the sample's style and quality.

Suggest Leaving Sample

Sometimes it's a wise policy to leave a sample with the buyer whether or not he asks for it. You may have been pressed for time during the interview and were unable to get your full message across. The buyer may have been distracted and did not absorb all your points. There may not have been a convenient location for showing your line.

If you encounter these situations, suggest to the prospect that he keep a sample for a few days and look it over at his leisure. You can spare it and it could mean a big order.

One salesman, Ron Cassel, left an expensive calculator with a prospect. It was the only one he had with him so he was forced to ask his office for another. "Do you think it was right to leave your only machine with a cold turkey prospect?" his supervisor asked.

"I felt I had him partially sold and the machine will do the rest if he uses it for a few days," Ron answered. The boss went along with the idea and Ron went about his business.

A week later the prospect called Ron and asked him to come over. "I'll take three of your calculators," the man said, without further ado. He explained that he didn't know much about such machines but he had let his bookkeeper and two other key office personnel try that one. They all gave it an E-1 rating, and that was good enough for the prospect.

"If he hadn't had it around, he probably would not have thought of letting his employees work with it." Ron told me later.

However, if the buyer doesn't want to keep the sample, don't make an issue of it. It's better to lose the sale than irritate him to the point where he will never buy from you.

Outside Showing

You may have to show your samples in a hotel suite or temporary showroom. In this instance you are the horse and should perform accordingly. Make sure the buyer is comfortable when he views your products. Take care to see that the lighting is adequate and, if possible, flattering to your line. Provide a handsome setting for your samples so that they stand out. All this can be done with a little work and imagination. Don't let your competitor outshine you in this department.

If the buyer is on the fence, why not suggest that he take a sample back with him. I wouldn't do this for anyone off the street, but if the prospect is reputable you are safe in letting him have the sample for a few days. Samples are easy to replace but customers are hard to get. Even the possibility of losing an occasional sample should not deter you from letting them out from time to time.

How about your sample techniques? Are you handling them all right? Here's a gauge to help you sell. If you can answer yes to seven or more questions, you have little to worry about 'n this phase of selling.

Yes No

1. Do you leave samples with buyers who ask for them? —
2. Do you sometimes suggest leaving them even if there is no request? —
3. Do you make sure the sample is in tip-top condition, tags in place, etc. —
4. Do you carry samples, no matter how bulky? —
5. Do you know your product so well you can demonstrate it without a hitch? —
6. Do you handle your samples with loving care? —
7. Are your outside showings enhancing your product? —
8. Do you encourage the purchaser to handle the sample? —
9. Are your samples displayed to best advantage? —
10. Do you believe it's worth and occasional sample to gain a customer? —

(Copyright 1964—George N. Kahn)

THE MACARONI JOURNAL



THE STORY OF MACARONI



Everything Becomes "Macaroni"

In Paris when you tip a cab driver, he calls it a *pourboire* . . . literally, *in order to drink*. In sunny Naples your cabbie likely will descend from his horse-drawn vehicle, tip his hat and say, "For macaroni"—and chances

are he's referring to his horse. For Neapolitan cab drivers often decorate their horse with a feather behind his bridle, a touch they consider "macaroni"—a term adopted from the dish they consider *superb* or "the most." And just as the food has named the feather, so the feather nicknamed the horse.



And in England about 1770 a group of

men named themselves the Macaroni—after the dish that graced their table at meetings, then little known in England.

And for a time this group dictated the fashion for clothes, music and manners, and nothing was acceptable that was not "macaroni" . . . a flattering tribute to this superb food.

And when Yankee Doodle stuck a feather in his hat and called it

"macaroni", he was repeating a popular expression of his day, now preserved in song. For "That's macaroni" had become a slang phrase about the time of the American Revolution, describing anything exceptionally good—a phrase inspired by the delicious taste of the food itself.



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"From Wheat to Flour"

A 1965 revised edition of "From Wheat to Flour" recently published by the Wheat Flour Institute is perhaps one of the most comprehensive, attractively illustrated and authoritative publications offered to the general public on the subject of the story of the wheat and flour milling industries.

It was planned as a source and fact book for teachers and group leaders, writers and editors, for more advanced high school students and those in vocational agriculture. It will serve as a handy reference for all interested either academically, professionally or personally in the historical, social, economic and nutritional values of wheat flour foods.

Scope of the new publication is outlined in its seven main chapter headings: Importance of Wheat as a Food Grain, The Wheat Plant, Wheat Cul-



Vincent F. La Rosa, Senior Vice President of V. Lo Rosa & Sons, Inc., was honored with a citation of Salisbury Park, Long Island. The occasion was the first American-Italian Heritage Day of Nassau County, which is to become an annual event. Mr. Vincent F. La Rosa is pictured on the left. The other two gentlemen pictured with Mr. La Rosa are Michael Petito (center), who is the Supervisor of Oyster Bay, and Raich Caso (right) Presiding Supervisor of Hempstead. They were cited for their contributions to government, religion, business, etc., and each were presented with a scroll.

ture: Past and Present, The Milling of Wheat, Testing and Grades of Flour, Mill Products and Special Definitions, Breadstuffs in Popular Diet.

Comprehensiveness is underscored by the fact that the Word List Index at the back of the book presents more than 300 individual items, and the number of charts and individual photographs runs into the hundreds.

Wheat Flour Institute has distributed copies of the book to all members of Congress, to key officials in the Department of Agriculture, to leading wheat growers, state commissioners of agriculture, food editors, and to newspaper and magazine editorial writers. Additional circulation of the booklet is planned to selected baking companies, school libraries, kindred trade associations and others of influence.

"From Wheat to Flour" may be printed. Copies of the book are available at 50 cents each, or \$35 per hundred, from the Wheat Flour Institute, 309 West Jackson Boulevard, Chicago, Illinois 60606.

Factory Fresh Eggs

On a sunny day, Armco Steel Corporation and Big Dutchman Poultry Equipment, Inc. of Zeeland, Michigan, transported a busload of farm and financial press to Libertyville, Illinois, about 35 miles northwest of Chicago. The setting was traditionally rural — 350 sprawling green acres which comprise the Hawthorn-Melody farm. But inside the newly constructed white T-shaped chicken houses supplied by Armco — 50 yards from some now abandoned,

traditional-looking gray coops — operations could be described as an automated egg factory.

Manufactured by Big Dutchman, the equipment is automated so the eggs of 43,000 hens can be gathered, washed, candled and graded under the supervision of three attendants. The attendants monitor control panels but never touch the eggs which are immediately trucked to Chicago for sale to supermarket customers within 48 hours after they are laid.

Noting nearly all of Chicago's eggs are now supplied by farms outside Illinois, poultrymen at the demonstration stated the major objective of the operation was to provide retail stores "with good fresh eggs" right from the outskirts of a metropolitan area.

Housed in insulated, environment-controlled steel buildings, the chickens are kept for the duration of their average 60-week laying cycle in two rows of about 2,700 cages with eight birds each. The caged chickens are fed through a conveyor system from bulk storage bins outside the building. For sanitation, the building manager throws a switch "to automatically move all droppings into liquid holding tanks beneath the concrete floors" whence they emerge eventually as manure for nearby fields.

The bottom of the cages are slanted so the eggs, as soon as they are laid, roll off onto a jute conveyor belt which carries them to a central collection room where they are lifted and routed through the processing cycles. After a packing machine seals the egg cartons with plastic covers and dates them, they move into insulated cooling rooms to await the trucks.

Grocers Interested

One interested grocer is the billion dollar National Tea chain, controlled by Canada's George Weston, Ltd. National Tea chairman is John Cuneo, a large owner of the Hawthorn-Melody farm. Since the estimated 2,500-dozen-a-day production from this farm can supply only a small portion of National Tea's total egg business, the Chicago grocer is hoping the pilot project will interest other commodity entrepreneurs. The preference is strictly for independent contract suppliers rather than direct operation by the chain, a policy which demonstration sponsors Armco and Big Dutchman also feel would be most attractive to other chains.

A National Tea official explained: "We are interested in making contracts with farms to supply processed eggs directly to all of our stores eventually." In addition to Hawthorn-Melody, National Tea has an agreement with a 280,000-hen farm in Richmond, Illinois to supply stores in that area.

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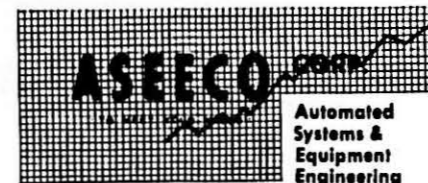
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PACKAGING MACHINERY SHOW

BASED upon a record attendance and the reactions of both visitors and exhibitors, the Packaging Machinery Show 1965, which this year was held at the International Amphitheatre in Chicago, was an unqualified success.

Edward L. Kuhn, president of Consolidated Packaging Corp., Buffalo, and chairman of the show which was sponsored by the industry's trade association, the Packaging Machinery Manufacturers Institute (PMMI), said the 1965 edition surpassed the five preceding biennial exhibitions in attendance, size, quality of displays and number of exhibitors.

A total of 14,409 management, engineering, production, maintenance, purchasing and sales people, representing practically every industry involved in marketing packaged products in the U.S. and 31 other countries, visited the International Amphitheatre during the four-day show.

Machines In Operation

What they had come to see were the hundreds of new and modified packaging machines which more than 200 exhibitors had in actual operation on 121,000 net square feet of display space.

Eugene E. Lakso, president of the Lakso Company, Fitchburg, Mass., and president of PMMI, said the impact of this year's show on visitors and exhibitors alike proved the effectiveness of the philosophy under which the first PMMI show was organized. In 1965 PMMI again put the emphasis on packaging machinery, the industry's technical advances, and on encouraging exhibitors to show a greater number and variety of packaging machines in their booths, he said.

Lakso, who was chairman of the 1963 Packaging Machinery Show in Atlantic City, N. J., gave the following comparison between that exposition and the one held in Chicago:

	1965	1963
Attendance	14,409	12,294
Size (square ft.)	121,000	100,000
Exhibitors	213	196

Foreign Attendance Heavy

Reflecting the growing significance of packaging machinery to more and more countries with growing consumption of packaged goods were the almost 1,000 foreign visitors who saw this show in Chicago. They came alone from such

nations as Colombia and Tunisia, and arrived in groups from Canada (more than 500) and Sweden, and as members of official trade missions from Italy and other countries.

According to Lelf Oxaal, executive director of PMMI, the Packaging Machinery Show 1967 is scheduled for the week of October 23, 1967, in Philadelphia. The show, which will be the packaging machinery industry's seventh biennial exposition, will be held in the new civic center that is now under construction in Philadelphia.



Bill Cox presides over the Rossotti exhibit at the Machinery Packaging Show.

Seminars Well Attended

Once again, the PMMI Seminars proved to be a valuable supplement to the Packaging Machinery Show. Richard Wellbrock, chairman of the seminar program and president of New Jersey Machine Corp., reported.

With a program devoted to "Packaging Machinery: Management's Profit Tool," groups of four speakers and their moderators explored the basic theme on successive days from the viewpoint of executive, production and maintenance managers.

Management's Concern

The November 1 segment of the seminar was moderated by William T. Boston, president of Bartlett Engineering Co., Inc., Rockford, Illinois, and focused on "Executive Management's Concern with Investment In and Utilization Of Packaging Machinery."

Speakers and their topics were: H. F. Schroeter, vice-president packaging, National Biscuit Co., New York—"Packaging - A Top Management Function?"; Gen. Wm. H. Baumer, president, Bradford Speed Packaging and Development

Corp., Washington, D. C. — "Packaging Machinery - Explosive Change!"; Austin J. Hayden, director of production, Green Giant Company, La Sueur, Minn. — "Brick and Mortar vs. High Speed Packaging Lines & Operator Skills"; and Fred Blumers, vice president & director of operations, Grocery Products Div., General Mills, Minneapolis, Minn. — "Packaging Machinery—When to Buy."

Production's Views

How operating management selects and rates packaging machinery was the topic of the November 2 seminar session moderated by A. V. Petersen, vice president sales, Packaging Machinery Div., Lynch Corp., Anderson, Ind.

The panel of speakers included: Frank Fairbanks, Jr., vice president & general manager, Horix Manufacturing Co., Pittsburgh, Pa. — "Automation and Packaging Machinery"; Angus J. Ray, publisher of Package Engineering, Chicago — "Domestic and Foreign Trends in Packaging Machinery"; John H. Bleke, executive vice president, Wayne Candies, Inc., Fort Wayne, Ind. — "Standards Employed in the Selection of Packaging Machinery"; and Fred Shaw, general manager, research and development, Flexible Packaging Div., Continental Can Co., Inc., Chicago — "Flexible Packaging - Its Trends & Opportunities."

Maintenance Tips

On November 3, moderator Robert A. Potdevin, president of Potdevin Machine Co., Teterboro, N.J., and his tackled service, maintenance, and training aspects necessary for the efficient use of packaging machinery as their topic.

Speakers were: Leonard Cooper, service manager, Packaging Machinery (Peters) Ltd., Sharncliffe, England — "The Sun Never Sets . . . On Maintenance"; Edward L. Powell, vice president and plant manager, Custom Made Paper Bag Co., Deer Park, Long Island, New York—"It's In the Bag . . . If you Maintain your Equipment"; George V. Upton, production manager—Thermogrip, B. B. Chemical Div., United Shoe Machinery Corp., Cambridge, Mass.—"The Variables of a Hot Melt System"; and Anthony A. Nittoli, apprentice coordinator, Thomas A. Edison Vocational & Technical High School, Elizabeth, N.J.—"Where Do You Find Mechanics?"



At the Machinery Packaging Show. Upper left, from left to right: Messrs. Mears and McGuire of Lan-O-Sheen, St. Paul, visit with A. J. Christenson, Clybourn Machine Corporation, Skokie, Illinois. Upper right: A visitor chats with Steve Brodie, Al Katskee (of the Hoskins Company) and Vaughn Gregor of Asecco Corporation, Los Angeles, California. Center row, left to right: Rainer Sigmund of Fr. Hesser, Stuttgart, Germany. Center: Romayne Loudonback of Doughboy Industries, New Richmond, Wisconsin. Right: Manfred Betz of Hoffiger and Karg, Waiblingen bei Stuttgart, with Gerard Ziffer of Amaco, their American representative. Bottom row, left: Walter Muskat of Triangle Package Machinery Company visits with Peter J. Viviano of Delmonico Foods. Center: Joe Viviano (left) and P. J. Viviano (right) of Delmonico flank Les Thurston of Pennsylvania Dutch-Meats. Right: Joe Viviano, J. L. Tujague of National Food Products, and Wyatt Clowe of Jackson, Mississippi.

WAY BACK WHEN

40 Years Ago

• "With the continued good will and confidence of the macaroni manufacturing industry of America, the friendly cooperation of the allied trades, and with the support of advertisers in the Macaroni Journal, the year 1926 should be one of happiness, prosperity and good cheer," wrote the Editor.

• "Admitting the need of greater tariff protection, macaroni men everywhere can see that there is little possibility of relief along this line in the immediate future," noted M. J. Donna in his end-of-the-year summary. "The fight on imported goods will be along the line of better quality of American macaroni products, cleanly made and honestly sold."

• A scarcity of wheat in Italy restricted rations of spaghetti, macaroni and ravioli, and prices soared.

• Hearings were scheduled for January 18 in the offices of the Bureau of Chemistry, Department of Agriculture, Washington, D. C., to discuss proposed definitions and standards of identity for macaroni products.

30 Years Ago

• In the midst of the depression, President Louis S. Vagnino's message stated: "Economic recovery is in progress, driven by forces which cannot easily be overcome by any counter forces, political or otherwise."

• "Macaroni spells prosperity for Conneltsville," headlined the leading paper in that prosperous city of western Pennsylvania, telling about the rejuvenation of the La Premiata macaroni plant through the efforts of Joseph J. Cuneo and his organization.

• Attractive displays were being shown by the Milwaukee Macaroni Company at food shows throughout the central states. Their brand identifications of the "Pagliacci" clown provided great eye appeal.

• Way back when—Capital Flour Mills ran a picture of the 1922 convention for the benefit of "old timers." In the picture were Erich Cohn, Ed Vermylen, and Henry Rossi, who are still remembered among our "old timers."

• Walden Fawcett wrote that registering a label was not the same as developing a successful trademark which could be copyrighted after it was advertised and merchandised and had developed a trade following.

20 Years Ago

• Items on the Winter Meeting program included reports on the gluten hearing, removal of government subsidy on durum, slack-filled package situation, enrichment, ceiling prices, labor crisis.

• The Office of Price Administration amended regulations to allow applications for increasing prices on non-profitable items.

• Activities of the Durum Wheat Institute were in full swing, and the first issue of a monthly publication called Durum Wheat Notes was issued. It was edited by Mary Jane Albright.

• American Home Foods revealed they were negotiating to acquire Chef Boy-Ar-Dee Quality Foods, sixteen year old manufacturer of packaged spaghetti dinners, ravioli and sauces.

• Dominic Merlino & Sons established a new business after constructing a macaroni factory at 1001 83rd Avenue, Oakland, Calif. For many years he had been in the San Francisco area.

10 Years Ago

• The Winter Meeting program featured films on "The Man Who Sells" and "How to Sell Quality." Trade practice rules were discussed. Don Fletcher of the Rust Prevention Association reported on progress in the development of rust resistant durum varieties.

• Macaroni and cheese was promoted by the Carnation Company in a long list of consumer magazines and Sunday supplements, plus Burns and Allen and Bob Crosby over the CBS-TV network.

• Henry O. Putnam of the Northwest Corp Improvement Association called for 35,000,000 to 37,000,000 bushels of durum as necessary to take care of industry requirements.

• Ray Wentzel of Doughboy Industries proudly announced the installation of a new semolina mill at the New Richmond, Wisconsin, home of the nationally famous company.

• In a Food Field Reporter poll, Pet Milk Company won top award for its Lenten promotion with tuna and macaroni.

President Spadafora Honored—

(Continued from page 10)
on October 21, honoring Fred Spadafora for his services as president of the

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National Macaroni Manufacturers Association.

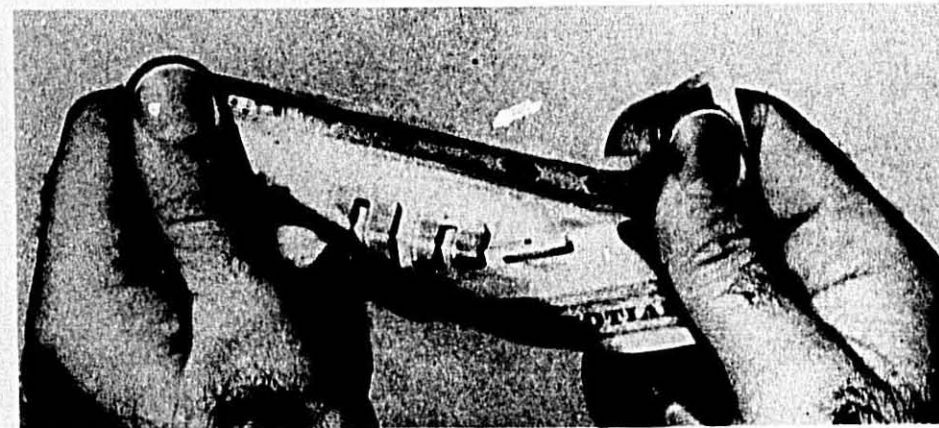
Introductions were made by Louis Fusano of the Gabriele Macaroni Company. Roy Bagel of Brown and Bigelow made a humorous speech. James J. Winston, NMMA Director of Research, New York City, gave an interesting talk on industry matters and presented a plaque on behalf of the group to President Fred Spadafora. Mr. Spadafora made a brief acceptance speech offering his thanks.

In Attendance

The following were in attendance:
P. F. Vagnino, Jr. and Ed Lazzarini, American Beauty; Roy Lesa, Angelus Macaroni Co.; Anthony Bizzarri, Ed Minni, Angelo and Mike Guido, Anthony Macaroni Co.; Vaughn Gregor and Nick Karnian of Asecco Corporation; Roy Bagley, Brown & Bigelow Co.; John and Dominick Costa, Costa Macaroni Co.; Anthony DeLallis, Deltho Enterprises; Francis DeRocco and Lindo D'Amico, Florence Macaroni Co.; Pat Gabriele and Louis Fusano, Gabriele Macaroni Co.; Louis Foster, Mike Kearney and James Doyle of Henningsen Foods; Al Katske, Hoskins Company; James Winston, NMMA; Edward DeRocco, San Diego Macaroni Co.; Fred and Emil Spadafora, Louis Alberto, Superior Macaroni Co.; Eldon Koehler, Triangle Packaging Machinery Co.; Robert William, Marvin Pearlman, Sandy Blavin, Western Globe Products.

THE MACARONI JOURNAL

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