

**THE
MACARONI
JOURNAL**

**Volume 49
No. 2**

June, 1967

Macaroni Journal

OFFICIAL PUBLICATION
OF THE
NATIONAL
MACARONI MANUFACTURERS
ASSOCIATION



JUNE, 1967



Plant Operations Seminar - Convention Program

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BETTER MERCHANDISING THROUGH PACKAGING
ROSSOTTI
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The Macaroni Journal

June
1967
Vol. 49
No. 2

Official publication of the National Macaroni Manufacturers Association,
139 North Ashland Avenue, Palatine, Illinois. Address all correspondence
regarding advertising or editorial material to Robert M. Green, Editor,
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Subscription rates
 Domestic \$5.00 per year
 Foreign \$6.50 per year
 Single Copies 75c
 Back Copies \$1.00

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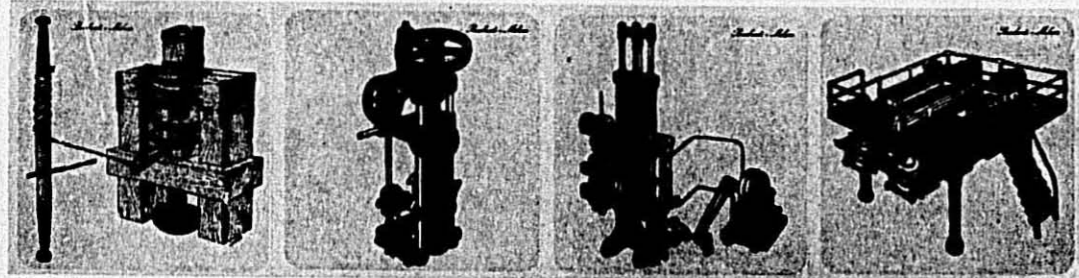
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Cover Photo

Eating techniques are demonstrated by three members of the National Macaroni Manufacturers Association: at the left is Robert I. Cowen of Long Island City, N.Y., NMMA president, who digs in and transports the strands, long or short, to his mouth with a fork. Center is Albert S. Weiss of Cleveland, who shows the continental approach of twirling strands in the bowl of a spoon. On the right, Arvill E. Davis of Lincoln, Nebraska, cuts his spaghetti into bite-size pieces before eating. All agree method is definitely secondary to enjoyment.

The Macaroni Journal is registered with U.S. Patent Office.
 Published monthly by the National Macaroni Manufacturers Association as its official publication since May, 1919.
 Second-class postage paid at Appleton, Wisconsin.

Production throughout the years: Left to right, Long Goods Press (1650); Mechanical Press (1850); Hydraulic Press (1930); and Braibanti's "Cobra" (1963).



PLANT OPERATIONS SEMINAR

TECHNICAL topics ranging from ingredients to quality control were discussed at a Plant Operations Seminar sponsored by the National Macaroni Manufacturers Association in Chicago April 12 and 13. Some 75 representatives were in attendance.

Ingredients and Processing

Ingredients and quality control were discussed by Dr. Kenneth A. Gilles, head of the Cereal Technology Department, North Dakota State University, Fargo, North Dakota.

Movies on flour handling and automated plants in Italy and Switzerland were shown by Buhler and Braibanti representatives. John Olsen of The Buhler Corporation discussed flour handling. William Berger presented the film on the Migres macaroni plant in Switzerland and then explained the Bassano method of production and drying developed in France in 1961 and recently taken over by Buhler for manufacture and distribution.

Renato Balossi of Braibanti & Company of Milan, Italy, showed a film on the Corticella plant in Bologna.

Discussions on domestic equipment were given by Edward King of the Ambrette Machinery Corporation, John Amato of Clermont Machine Company, and Leonard DeFrancisci of DeFrancisci Machine Corporation. Mr. DeFrancisci's remarks appear on page 8.

An interesting presentation on the maintenance of dies and subsequent discussion from the delegates was led by Dan Maldari of D. Maldari & Sons, Brooklyn, New York.

Quality Control

Quality control was discussed by James J. Winston, Director of Research for the National Macaroni Manufacturers Association, and principal of the Jacobs-Winston Laboratories in New York City. Mr. Winston declared that

the food industry is apprehensive concerning adverse publicity on contamination and salmonella. He pointed out that the tools of the Food and Drug Administration are seizure, injunction, and prosecution, and urged manufacturers to stay out of such trouble by maintaining good housekeeping and quality control.

Dr. E. L. Holmes of the American Sanitation Institute reported that there are more than 1200 types of salmonella, and that mice and cockroaches are prime carriers of this type of contamination. Salmonella is a major problem with eggs and milk, and pasteurization has been recommended to kill the organisms. Dr. Holmes declared that the food industry must abandon old kitchen techniques and replace them with hospital techniques. It must be a strict requirement of all employees to keep clean and to wash their hands frequently.

Mr. John Guill, Chicago Director of the Food and Drug Administration, noted that the Government's concern for protecting the consumer is increasing, and that inspections are on the rise.

Storage and Packaging

D. D. Steve Brodie of the Aseco Corporation in Los Angeles, California, discussed automated storage. His report appears on page 14.

Walter Muskat of the Triangle Packaging Machinery Company came directly from the Packaging Show to report that while there was nothing startlingly new this year, there were many refinements to existing equipment and an increasing array of packaging materials. One interesting development that the packaging machinery people are taking on is the training of machinery operators to maximize the investment in equipment. Trade schools for such training have been established in Eliza-

beth, New Jersey, and in Chicago, Illinois.

Management Message

H. Geddes Stanway, executive vice president, Skinner Macaroni Company, of Omaha, Nebraska, closed the seminar with a statement on the role of middle management tomorrow. His comments appear below.

Evaluation by the participants indicated that the seminar was worthwhile and should be repeated annually. One commentator stated: "I do feel the meeting was very much worthwhile—the after-meeting sessions, as at all conventions, were most helpful."

Management of Tomorrow

by H. Geddes Stanway,
Skinner Macaroni Company

IN my subject for the closing of this important seminar I have chosen to give you an insight to what I believe will be your role in Management of Tomorrow, while at the same time summing up what this seminar has produced for you on the problems of today.

It is essential that you first recognize that I shall be confining my subject matter primarily to the role of Middle Management, even though from time to time I may intersperse my talk with functions of Top Management.

I am sure you will agree that the subject matter of the role of Top Management Problems of Tomorrow is a full subject in itself. It encompasses a broad field of new and different functions and problems, than that with which you are confronted today or even will be in the future.

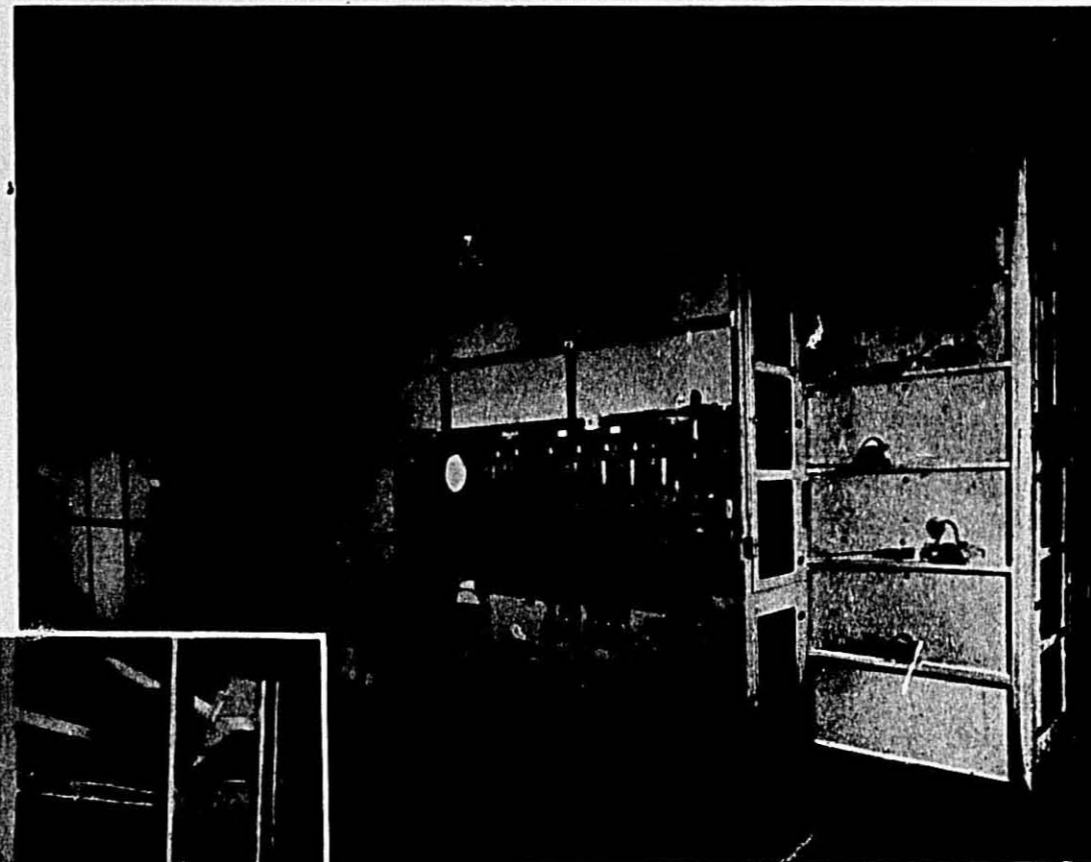
However in recognizing the new and broader problem of Top Management (Continued on page 40)

THE MACARONI JOURNAL

Clermont

CONTINUOUS NOODLE DRYER

Dramatically New in Appearance



Side view noodle finish dryer taken at plant of Tharinger Macaroni Company, Milwaukee, Wisconsin

Clermont realizes that the basic goodness of a dryer is represented by the sum total of the care and attention that goes into the design and development of each individual part. Performance, dependability and quality you naturally expect from a Clermont machine—in super-abundance. But there are also many lesser points about a machine that can make it a joy to own and a pleasure to operate. In the Clermont Noodle Dryer many of these features—such as electronic controls, controlling the intake of fresh air and exhaust of excess humidity; control of temperature; extra

large doors permitting ready access for cleaning; large lucite windows giving clear view of the various drying stages: all are incorporated in the Clermont Noodle Dryer.

The only Noodle Dryer available that affords free access to the screens from both the fan chamber and the air chamber sides.

The only Noodle Dryer that has conveyor screens that interlock with stainless steel side guides. Many other features are incorporated that are solely Clermont's.

But no matter what Clermont dryer you buy, you may be sure that when you get it, it will be in every detail the finest dryer you have ever owned.

Please consult us for full information.

Clermont Machine Company

266-276 Wallabout Street
Brooklyn, New York, N.Y. 11206 U.S.A.

63rd Annual Meeting National Macaroni Manufacturers Association

June 18-22, 1967



Broadmoor Hotel Colorado Springs

SUNDAY, JUNE 18

- 10:00 a.m. Seminar Committee meets in El Pomar.
- 11:00 a.m. National Macaroni Institute Committee meets in El Pomar Room.
- 5:30 p.m. Round-up and Registration on Mezzanine Floor.
- 6:30 p.m. Buses leave Main Entrance for Rotten Log Hollow. Come to the Cook-out: Food Service Coordinator, Bill Bros-covak, American Lamb Council. Camp Fire and Western music.

MONDAY, JUNE 19

- 8:30 a.m. Breakfast in the Copper Room, Country Club Building.
- 9:30 a.m. Greetings from President Robert I. Cowen, Sr. Appointments of Convention Committees: Nominations, Audit, Resolutions.
- 9:45 a.m. "Trends - Challenges - Opportunities" Robert M. Green, Executive Secretary, N.M.M.A.
- 10:15 a.m. "Motivation with Incentives" William H. Preis, president, Performance Incentives Corpora-tion, South Hackensack, N.J.
- 11:15 a.m. "How Does Your Package Rate?" Lester S. Willson, Packaging Sales Division, Du Pont Film Department.
- 11:45 a.m. "National Affairs - Discussion of Packaging Act" Harold T. Halfpenny, N.M.M.A. General Counsel. Afternoon free for recreation.
- 6:30 p.m. Suppliers' Social at the Terrace Pool.
- 7:30 p.m. Italian Dinner Party in the Main Dining Room. The Mario Singers, courtesy of Rossotti Lithograph Cor-poration.

TUESDAY, JUNE 20

- 8:30 a.m. Breakfast in the Copper Room, Country Club Building.
- 9:30 a.m. "American Dairy Association Approach to Marketing" John Hall, Merchandising Representative.
- 10:15 a.m. "American Sheep Producers Council Approach to Promotion" John Hickman, Executive Director; Eugene S. Blish, Lamb Merchandising Manager.
- 11:00 a.m. "The Wheat Situation" Howard Morton, Great Plains Wheat, Inc. John Wright, U.S. Durum Growers Association.
- 11:30 a.m. "Producing Egg Products Under USDA Supervision" Frank J. Santo, Area Grading Supervisor, U.S.D.A.
- 12:00 noon Nominations Committee Report; Election of Directors.
- 12:15 p.m. Board of Directors Organizational Luncheon in the Green Room.
- 1:30 p.m. Golf Tournament at the Country Club.
- 6:30 p.m. Suppliers' Social at the Terrace Pool.
- 7:30 p.m. Dinner-Dance in the Ballroom.

WEDNESDAY, JUNE 21

- 8:30 a.m. Breakfast in the Copper Room, Country Club Building.
- 9:30 a.m. "Opportunities in the School Lunch Program" Beverly Anderson, Durum Wheat Institute. Pluma C. Reeve, School Lunch Supervisor, Colorado Springs Public School System.
- 10:30 a.m. "Durum Wheat Institute Report" H. Howard Lampman, Executive Director.
- 11:00 a.m. "National Macaroni Institute Report" Theodore R. Sills, Elinor Ehrman, public relations counselors.
- 12:00 noon Audit Committee Report: Resolutions Committee Report.
- 4:00 p.m. Buses leave Main Entrance for trip through the mountains to Cripple Creek, old mining town.
- 6:30 p.m. Cocktails and Buffet Dinner.
- 8:30 p.m. Curtain Time for Imperial Hotel Players.

THURSDAY, JUNE 22

- 9:00 a.m. Board of Directors Meeting in North Lake Room.

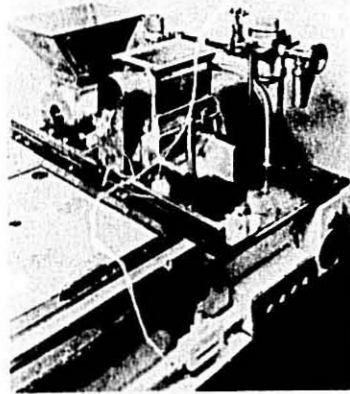
THE DEMACO CONTINUOUS LINE

by Leonard DeFrancisci, DeFrancisci Machine Corporation,
at the Plant Operations Seminar

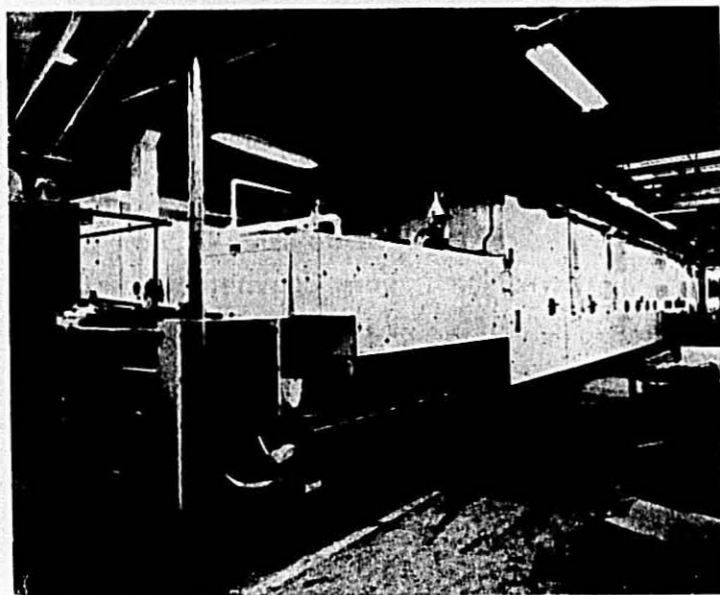
YOU must forgive me if I appear to be repeating some of the material used in my presentation of the same subject at the Plant Operations Forum exactly four years ago. However, I think that you will all agree that the continuous automatic line for the production of long goods is still the most discussed piece of equipment in the industry as it was four years ago. As early as 1941, the idea of continuous drying was evolved. The idea started with the use of a preliminary dryer which was coupled to a long goods continuous press. The long goods were then loaded on to trucks and finished in batch dryers. From this early idea, the first development was to link several preliminary dryers; by stringing them together in a series, a rudimentary continuous dryer was evolved. Another conception was to extend the length of the drying sections to provide sufficient drying time. However, what resulted from this series of multi drying sections was a complicated system of stick elevators, stick transfers and uneven drying. Each stick elevator and transfer became a potential source of trouble and a maintenance headache. This was also true with the use of longer drying sections with the additional problem of humidity and temperature controls.

New Design

In 1962, Demaco offered to the industry a continuous dryer with a completely different design, which incorporated some of the most successful



New Flour and Water Feeder



Exterior of Demaco Dryer.

features of the Demaco batch drying system.

First of all, the extrusion press was beefed up with a longer mixer. The principle of a single mixer was retained in order to avoid any erratic feed from one tier to another. The feed screw was machined out of a forged stainless steel bar; the vacuum system was applied over the entire mixing cycle. The auger and water feed was completely re-designed, and I would like to digress for a moment about its construction. Our new volumetric feeder possesses a single adjustment for adding flour and water which always remain in the same pre-set proportions. The elimination of the tank and constant water level is replaced by a single "Kates" water flow valve, always metering the same proportions regardless of the water pressure.

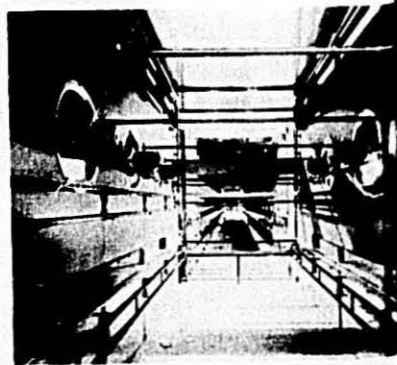
80 Inch Aluminum Sticks

Our automatic spreader was designed to handle an 80 inch stick. This aluminum stick is an extruded heavy wall aluminum with welded ends.

Our continuous dryer is designed for either four or five tiers. A Demaco patented pick-up elevator picks up 4 or 5 sticks and loads one on each tier.

In other words, each tier receives only one stick out of every 4 or 5, and all four or five tiers index forward together. Thus all four tiers move in the same direction at the same speed. The sticks move through the entire dryer and storage unit in this manner, never changing tiers. At the end of the storage unit, the sticks are unloaded as they arrive. The exit elevator picks up 4 or 5 sticks simultaneously, one from each tier, and deposits them at the stripper.

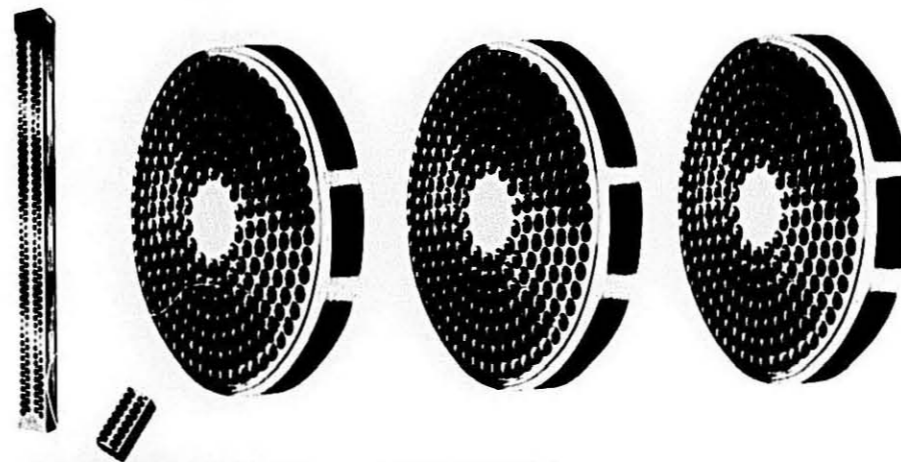
(Continued on page 10)



Interior of Demaco Dryer

THE MACARONI JOURNAL

"NO, NO, A



TIMES NO!...

We'll never settle for less!"

With Maldari Extrusion Dies we
are assured of

- ★ Quality
- ★ Workmanship
- ★ Service
- ★ Satisfaction



D. MALDARI & Sons, Inc.
557 THIRD AVE. BROOKLYN, N.Y., U.S.A. 11215

America's Largest Macaroni Die Makers Since 1903 - With Management Continuously Retained In Same Family

Demaco Continuous Dryer— (Continued from page 8)

Using this system, the dryer and the storage unit have only two elevators, one at the end; consequently the stick handling system is the simplest one on the market. The conveying medium is standard "off the shelf" roller chain throughout the dryer. The storage unit is simply an extension of the dryer chains which have a fast unloading speed.

This design also facilitates the maintenance of the humidity controls because all four or five tiers move together from one control section to the next one. The problem of dry products mixing with wet ones has been eliminated. The dryer is equipped with either two or three zones depending on the hourly production; each zone, of course, has its independent temperature and humidity controls.

Another improvement is the elimination of the use of roller chains for the automatic return of the empty sticks. The roller chains caused many problems, sticks falling off and pressure built up as the sticks piled up. For some time now, we have been using a patented screw conveyor stick return whose advantages can be summarized as follows:

- (a) No pressure built-up.
 - (b) Visible for its entire length from the outside of the dryer; consequently servicing is completely accessible.
 - (c) Minimum of space involved. Two lines of the stick return system can be placed beneath the dryer, occupying the same space as one. At certain periods of operations this enables one to clear the whole dryer and stick reservoir in the minimum of time.
 - (d) Our unique design helps to straighten out the sticks that are misaligned.
 - (e) Exemplary sanitation features.
- As part of this line we have designed a unique machine for stripping the sticks. This machine works on two

levels: the upper level removes the products from the stick; the lower level cuts the products. These two functions now being separated can be performed simultaneously instead of the conventional method of one following the other. This feature allows for the machine to operate at much higher speeds without increasing that of each individual function.

Sanitation

Turning to sanitation, I would like to emphasize that this factor was a prime consideration in the design of our dryer. This dryer when empty is completely open for cleaning. Every part is accessible for easy washing and vacuuming. You have probably seen one of our ads in the Macaroni Journal, where you can look right down the whole length of the dryer and stick storage section, and which enables you to visualize how easy it is for a man to walk right down through it with a vacuum cleaner.

Our dryer is designed with its own floor elevated off that of the building and supported independently by jacks. As I have already said, the whole length of the stick return system is visible under the dryer.

Construction

Now for a word on the construction of the dryer itself. It consists of a strong steel frame covered with panels of expanded polyurethane with fiberglass skins. The panels have a thickness of 7/8" and can be supplied in any color. This type of panel gives tremendous strength and rigidity; it is an excellent insulator and is easy to clean and wash down besides its attractive appearance. It is without doubt one of the best known materials used in industries requiring drying equipment.

We can supply these lines for the production of long goods for capacities ranging from 500 to 2,000 pounds per hour. We feel that the quality produced can best be expressed by the comments of the users who are more than enthusiastic about the results obtained by them.

correction. The source of difficulty is not always easy to ascertain, and a wide diversion of opinion may result. Under normal circumstances, we become conscious of die wear through the warning medium of packaging—too heavy a product results in less volume per unit weight giving too much slack in packages.

This applies predominantly to the solid and tubular products where gradual wear can seldom be detected by visual inspection of the product, but must be determined by actual measurement. The fancy products generally give some indication of wear by a change in physical appearance. Sea shells tend towards greater curvature; mafalda towards a more pronounced wave, rotini and yolanda towards a tighter curl.

Sea Shells

In sea shell production the flow of dough is at its maximum at the center of the shell, making this point more susceptible to wear than the ends. As wear increases, the dough flows faster at the center, thereby increasing curvature. Today by far the most common warning of wear in shell dies comes in the form of checking either during or after drying. This checking can be attributed directly to die wear and can be eliminated by reducing the thickness of the die outlet.

Wear in the wavy-type products, such as mafalda or wavy lasagne, becomes physically evident by a more pronounced or closer-curved wave. A cross section of this product should present a flat, noodle-type appearance. As you all undoubtedly know, the wave is the result of greater flow of dough on the ends of the slots in the die, making these ends the points of greatest wear. An increase in wear is accompanied by an increase of flow of dough, resulting in a more pronounced wave. A cross-section of the product after wear is in evidence will disclose a flat noodle in the center and a spaghetti-like effect at the ends. This condition presents both drying and packaging problems, and can be eliminated by proper die maintenance.

Rotini and Yolanda

The rotini and yolanda products (the spiral products) present an analogous cross-sectional comparison to the mafalda in that a cross-section of the product prior to wear is a noodle-type product, whereas after wear the ends (at the circumference) develop a heavier spaghetti-like appearance which increases the flow of dough at these points resulting in a tighter curl or greater degree of twisting.

Elbow-macaroni die wear is tricky since wear occurs at several points, and certain dimensional proportions must be maintained in order to obtain standard product curvature. Wear takes place at the outlet, at the pin tip, at the base of the pin notch, and at the pin stem between the notch and the tip of the pin.

Gaging Thickness

Some years ago the subject of gaging thickness was discussed and the effect repairs have on this vital dimension. In elbow-macaroni dies we have added concern of the elbow notch. The distance between the base of the notch and the base of the pin must be rigidly controlled for curvature uniformity. Peening during normal repairs will shorten the gaging thickness of the die which in turn will shorten the distance between the base of the notch and the base of the pin, thereby disturbing curvature standards.

In addition, we have wear at the base of the notch which adds further to the woes of maintaining product curvature. Hence pin replacement is usually to be desired on elbow dies repairs for proper product curvature.

Splits

Many of you have been plagued with product splits on short-cut products, and splits or weird distortions on long tubular products. The cause, though not immediately detectable by visual inspection, can generally be traced to grit. In the case of splits, the grit lodges between the pin and the outlet (the grit being too large to get pushed out) and results in a definite split in the extruded product.

A rather mystifying condition is presented by uneven wall thickness extrusions of short-cut products where grit definitely does not enter the picture. When proper and standard operational procedures are not carefully adhered to, the die bends during production. This is particularly true when the support post is not fastened rigidly against the die before extruding pressure is applied. This bending follows an elliptical pattern tending to distort the chambers, with the result that concentricity of pin and outlet is disturbed. The effect of this condition is uneven wall extrusion.

Something must be said on the subject of gaging thickness before closing. With each regular repair—excluding bushings—the die is peened to reduce the outlet. This displacement of metal shortens the gaging thickness with each repair. After several repairs, it is obvious that the gaging thickness will be thinner than on a similar new die. This

difference in gaging thickness between two duplicate dies with the same outlet diameter in operation under exactly the same conditions may result in the following differences in characteristics between the two extruded products:

1. Difference in size
2. Difference in texture
3. Difference in production rate

Many times operating personnel, using exactly the same production procedure, will note that an old, oft-repaired die extrudes a smoother product than a new die. One explanation is that the new die has a heavier gaging thickness, creating greater frictional resistance to extrusion. A slight change in mixing procedure (a slightly softer dough) will generally clear this discrepancy.

A thinner gaging thickness, while desirable in many instances, will most certainly shorten the productive life of the solid die. A slight change in operational procedures by production personnel to conform to the dictates of a heavier die gaging thickness characteristic will result in a better all-round product including smoothness, density, texture, and also result in greater production output between repairs.

With reference to teflonized dies, the watchword is "CARE". Use extreme care when handling these dies, because teflon is easily damaged. Repairs on this type die resolves itself into replacements of the teflon.

Specific Problems

Following presentation of the paper on Die Maintenance, a discussion of specific problems took place. In answer to questions from participants, Mr. Maldari made the following comments:

On Oxidation: Basically, galvanic corrosion is caused by an electro-chemical reaction. This reaction is set up when a metal is embedded in a medium capable of transmitting an electric current, such as a liquid or a moist soil (electrolyte).

During the electro-chemical reaction, an extremely small electric current flows from one point of the metal through the medium to another point and then back again through the metal to the first point to close the circuit. In so doing, the current continuously removes minute particles of metal from the point it leaves (anode) and deposits them in the electrolyte along its path to the other point (cathode). Thus the anodic area is gradually worn away, while the cathodic area is undamaged.

Considerable research has been carried on in an effort to gain the knowledge required to lick this problem of pitting and tarnishing which plagues a good

percentage of macaroni manufacturers. One solution suggested some years ago was to fasten blocks of magnesium to the die tank in order to minimize corrosion during temporary storage. Theoretically, the dies also in contact with the tank would complete an electrical circuit, and any corrosion caused by oxidizing agents in the water would cause the magnesium to corrode rather than the metal in the dies. Such an application is common in galvanized water tanks.

Sulfer-Stinkers

There is one possible trouble that may arise in the use of magnesium anodes in the wet storage of dies, and that is the possibility of small amounts of hydrogen gas evolved on the bronze die due to the galvanic action of the magnesium, setting up a condition to promote the growth of sulfur bacteria at areas covered with dough. Such a condition could cause a more rapid formation of sulfides than might otherwise occur, thereby promoting the growth of "sulfur-stinkers."

Where the water is highly alkaline such as by the addition of soda ash or trisodiumphosphate, the activity of the magnesium might be reduced so far that it would not provide galvanic protection. In such a water, however, it might well be that no corrosion would occur anyway.

How the magnesium anodes would protect the bronze dies within the outlets is questionable. Any dough left in these places would be expected to act as an insulator shielding the metal underneath from the protective action of the magnesium anode.

Use Wood-Lined Tank

The use of a wood-lined tank, with the addition of small amounts of Oakite or Calgon in the water, will go a long way to eliminate the difficulties discussed.

It is our understanding that today the soaking operation can be eliminated, and that the dies can be washed in the newer dies washers immediately. This will, of course, eliminate die corrosion during soaking.

Our recommendation is thorough cleaning of the dies immediately after use, making certain all traces of dough are removed. After drying, spray the chambers and outlets of the die with a light mineral oil, wrap in brown paper, and store.

About New Materials: The search for new materials for diemaking goes on constantly. In the field of plastics, we have investigated different combina-

(Continued on page 14)

DIE MAINTENANCE by C. Daniel Maldari,

D. Maldari & Sons, Inc., at the Plant Operations Seminar

PREVENTIVE maintenance on dies resolves itself into both quality and quantity control of your products. In the first category we strive to control obvious flaws in appearance such as dough rings, roughness, splits, breakage, collapsing, color, uneven wall thickness, raggedness, and shape. In the

second category we strive to control hidden difficulties which might be encountered in drying, packaging, and handling.

Product Flaws

Product flaws are danger signs which demand immediate investigation and

Clean Sweep . . .



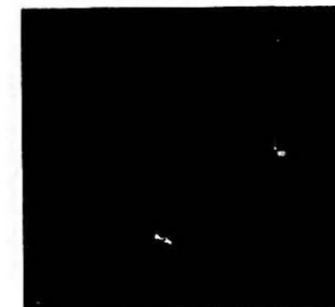
Only **DEMACO'S**

Long Goods Continuous Line
gives you the

Clean Sweep Ease of Cleaning

- ★ The sophisticated line that is amazingly simple to clean.
- ★ Walk thru dryer.
- ★ One (1) mixer.
- ★ One (1) Stick pick up elevator for finish dryer accumulator.
- ★ Visible stick return.
- ★ Patented stick return conveyor.
- ★ Exterior covers of washable fiber glass.
- ★ Minimum space requirements.

DEMACO Long Goods Continuous lines are available from 500 lbs. to 2,000 lbs. per hour. Get the full story. Just write to:



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JUNE, 1967

Die Maintenance—

(Continued from page 11)

tions of materials using teflon as a base. These include teflon impregnated with different materials, but we have not to date found anything superior to virgin teflon.

In the field of metals, we are severely limited to metals with good heat conductivity properties. This limitation is also magnified by the fact that many new alloys are available in rod form only. At present, we are testing a new alloy with a high copper content for good heat conductivity and smoothness coupled with a small amount of nickel for corrosion and wear resistance. This metal is available only in rod form and thus can be used only as bushings and pins.

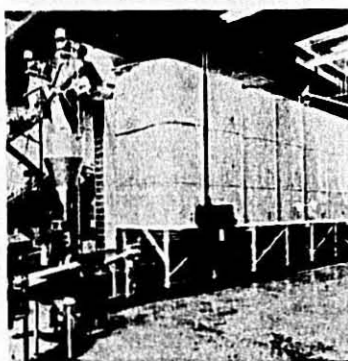
We have no objections to the use of most materials—but the deciding factor must depend on characteristics and properties of the materials which will in turn affect the appearance of the finished product. Strength of the material is also an important factor.

Our objection to stainless steel is that this metal has poor heat conductivity properties and thereby retains heat and extrudes a rough, whitish product.

A bronze spaghetti die wears about .001 inch every 400 hours of operation. On a tolerance of .003 inch, return the die after every seven weeks of continuous production; elbow dies, after five weeks; and shell dies, after four weeks.

It is estimated that today the percentage of bronze dies to teflon is about 60 to 65 per cent bronze and 35 to 40 per cent teflon.

About Parts Inventory: The only supplies which should be inventoried for proper die maintenance are a good die washer and a small electric spray to be used for coating the die chambers and outlets with a light mineral oil.



Aseco Automated Bin Storage System.

AUTOMATED STORAGE

by D. D. "Steve" Brodie, Aseco Corporation

THE modern day plant in most all industries is suffering—pleasantly—with growing pains. The starting point for increased production in a macaroni plant is at the press level. However, for every added pound produced at the press, it becomes mandatory to provide added flour supply, drying capacity, intermediate finished storage, packaging equipment, and warehouse space.

1) **Flour Supply**—This stage was quickly solved with bulk handling systems, resulting in both space and labor savings.

2) **High Production Presses**—Double production with little or no added floor space needed.

3) **Dryers**—Shorter drying time with more efficient dryers that do not need added floor space.

4) **Intermediate Storage**—"The Forgotten Middle." The only stage where manual labor is used. Filling push bins, pushing them into a storage area, then finding the oldest product to push to the packaging machines. Over-filling of bins and breaking of product every time a bin is filled causes waste. Quality control is lost. Every stage has stepped-up production through automation, except intermediate storage, which now is the prime stealer of floor space.

5) **Packaging**—Modern high-speed bag and cartoning machines make it possible to pack off 24 hours of production in 8 hours through automation.

6) **Warehousing**—Fork lift trucks and palletizing systems have taken advantage of the full cubic area in a warehouse. This area is usually the first to require added floor space to absorb the increased production. Floor space which is now occupied by push bins.

The Forgotten Middle

In following the respective stages from flour to warehouse, automation has replaced manual labor and increased the production in every stage except the fourth—intermediate storage.

Automated intermediate storage is defined as a method to eliminate manual labor and release valuable floor space, which in many cases will preclude the necessity of adding to a building or possibly building a new plant.

Obviously the problem centers on an adequate storage facility to take care of 24 hours of production while packaging it off in eight hours. Purely academic, but the manner in which this can be accomplished is a matter of planning. As the physical arrangement of each plant varies, it becomes necessary to make a complete floor plan, from the discharge end of the dryers through and including the packaging area.

Basically the usable areas are the air space from the top of the push bins to the ceiling. Practically every cubic inch can be used when laid out to the greatest advantage.

Short Cut Example

Taking short cut macaroni first—the starting point is the number of pounds to be stored, the number of dryers feeding storage, and the number of packaging lines taking from storage. The individual plant layout will dictate the route to be followed. Single floor or multi-floor plants present different problems; ceiling height, obstructions such as steam, water, sprinkler lines or ducts, are taken into consideration. The weight bearing loads of the building and the sanitary regulations also become a part of pre-planning.

As an example of what can be done, a given floor area 50 feet x 30 feet x 12 feet clear height, equaling 1500 square feet, would hold about forty 4 x 4 x 4 push bins with allowing only a 3-foot aisle to maneuver the bins. Considering short cuts at 25 pounds a cubic foot, the maximum capacity of the 40 bins would be 64,000. By way of comparison, a battery of 14 automated storage bins would require only an area 12 feet wide by 40 feet long, or about 480 sq. ft., and would hold 95,000 pounds of short cuts. This would release 1,000 square feet of floor space plus an increase of about one-third in storage capacity.

The complete system takes in the delivery of product to the storage bins and the discharge from any storage bin to any selected packaging machine hopper. The only labor required is to push a button once every four hours in order to direct the incoming product into another bin. Discharging is inter-locked to the individual packaging machine hopper and starts and stops as product is needed. Custom built spirals lower the product into the bins to prevent breakage; sight windows on each bin eliminates mixing of product. Discharge gates, air controlled, are designed to

prevent overflow and waste; special type sanitary trough conveyors deliver product without spillage or damage. A fully automated storage system can be designed to fit into any macaroni plant.

Noodle Storage

Noodle storage has its own problems. Here again, it can be done by pre-planning. From existing floor layouts, a means can be designed to use present areas to store the desired number of hours of noodle production. Some plants, producing 1000 pounds per hour, package directly from the dryer to a packaging machine capable of handling 1800 pounds per hour. Therefore, the full capacity of an expensive machine is lost. What happens when the packaging machine halts for film change, rest and lunch periods, carton change, size change, or a breakdown? The dryer cannot be stopped, so the noodles must be taken off into boxes, totes, or what have you. The result: broken product and the manual labor to take off and re-introduce into the line.

A plant needing 12,000 pounds per day from a dryer producing 1000 pounds per hour must either work a 12 hour packaging shift or start production four hours ahead of packaging, storing the four hours of product into boxes or totes. Automation again takes over to correct either or both of the above situations. The Aseco Accumaveyor is designed particularly for accumulated storage and surge storage. It is a storage unit which picks up from the dryer and discharges on the basis of first in first out. The size of this Accumaveyor is determined by the pounds or hours of storage required. In most cases, the Accumaveyor can be installed high enough to leave an open storage area under it. It is a completely automatic system, eliminating all labor and protecting the noodles against breakage.

In other plants, where noodle production is on a 24-hour schedule and packaging is to be done in eight hours, an Aseco Stor-A-Veyor System will handle the production without manual labor.

Again, each plant has to be surveyed to determine the system that best applies. The problem is surmountable.

Idea

Final Food For Thought: The Stor-A-Veyor System has been applied for short cuts in buildings where the ceiling height would not accommodate bins. For example, four Stor-A-Veyors, 36 feet long x 6 feet wide each, can handle over 100,000 pounds of short cuts. Do not leave automation out of the "Forgotten Middle"; it completes the cycle for a fully automated plant.



Aseco Accumaveyor. Noodle and Short Cut Storage.

New "K" Cellophane

The most durable cellophanes ever developed, "K" 307 cellophanes, were introduced in two gauges, 160 and 230, by the Du Pont Film Department at the Packaging Show.

"K" cellophane 160-307, in its gauge class, is the most durable cellophane yet made for bag applications. It is equivalent in durability to other heavier 140 gauge polymer-coated cellophanes. The film yields 16,000 square inches per pound.

The lighter weight "K" cellophane 230-307 is also the most durable cellophane in its gauge for bag applications. It is equivalent in durability to the thicker 195 gauge nitrocellulose-coated bag films. As an overwrap film, it has superior dimensional stability and is expected to replace the lower yield 195 gauge nitrocellulose-coated cellophanes. The yield of the new "K" 230-307 is 23,000 square inches per pound.

Cost Savings

The improvements in base sheet technology which led to these films can result in package cost savings in the range of 6 or 7 per cent. The durability of the new films permits use of higher yield films with equivalent or better appearance and protection at lower coverage cost.

In other important basic characteristics, such as moisture-proofness, product protection, heat sealability and appearance, the new "K" 307 cellophanes meet standards of excellence established by other Du Pont "K" cellophanes.

"K" 230-307, also two-side polymer-

coated film and has a thickness of .0012 inch. The 160 gauge cellophane will be priced at 86 cents per pound.

"K" 2301307, also two-side polymer-coated, has a thickness of .00085 inch and will be priced at 76 cents per pound.

Both films are particularly suited for bag applications, including packaging of such products as candy, cookies, crackers, biscuits, snacks, cakes, rice, noodles, macaroni, dried fruits.

Jenny Lee Strong at Home

In the 1967 Consumer Analysis of the St. Paul Dispatch & Pioneer Press, Jenny Lee egg noodles led in consumer preference with 66.4%. American Beauty was second with 15.2% and Creamettes third, 12%.

Jenny Lee also led in the macaroni and spaghetti group with 46.4%. Creamettes claimed 36.4% with American Beauty following with 6.1%. Jenny Lee has strengthened its lead in both categories in the past three years.

Lipton's dry soup mix was tops, as it has been the past two years, with 64.1%. It was followed by Mrs. Grass, 11.5%, and Knorr, 10.8%.

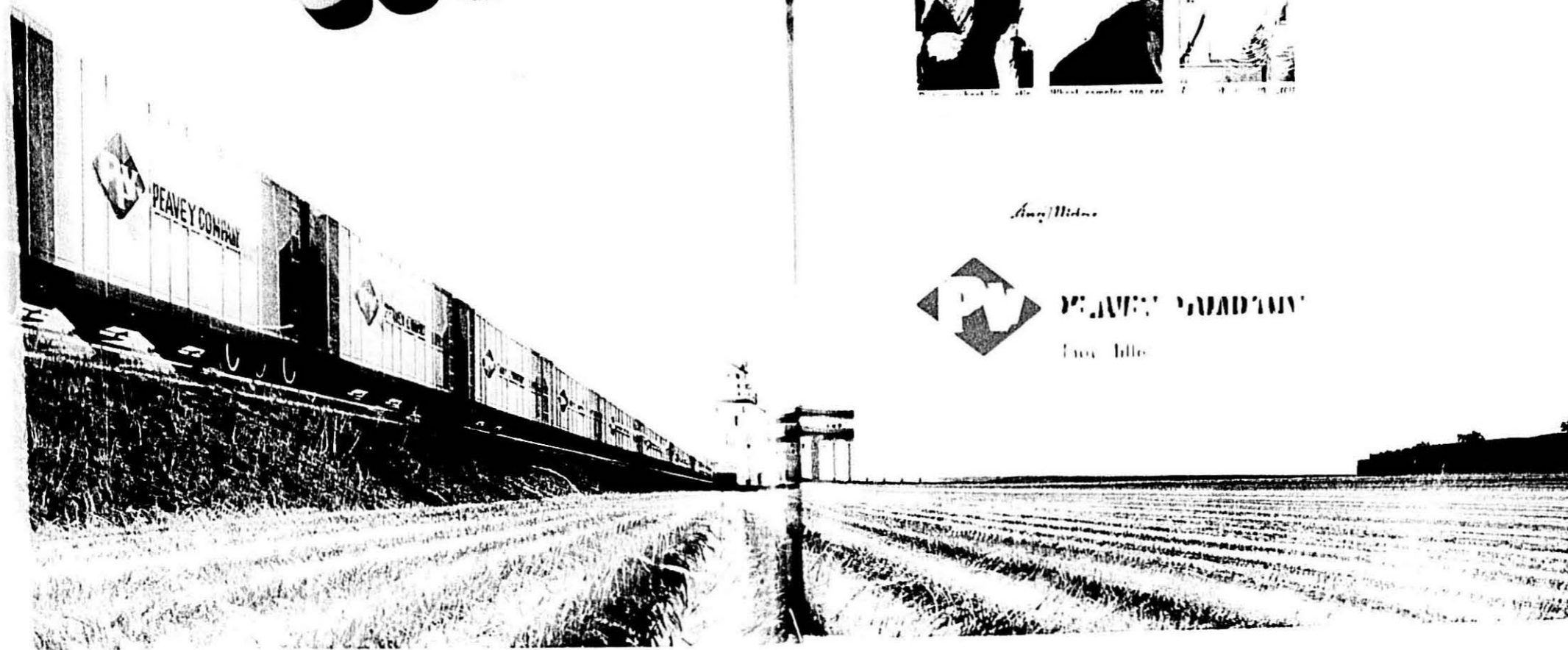
Taco Seasoning Mix

Lawry's Foods of Los Angeles is selling taco seasoning mix in the western states. The product, said to be the only taco seasoning mix on the market, retails for 25¢ for a 1 1/4 ounce foil packet.



Hold That Load. A small but important packaging tool is the H-11 Filament Tape Hand Palletizing Dispenser. The compact labor saving unit allows one man banding of pallets, quickly and efficiently. This dispenser folds the tape, adhesive to adhesive, providing a non-tacky band for wrapping around the perimeter of pallet loads. The Tape band holds the pallet load firmly in place, without damaging the carton surface.

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our slogan
you know we're
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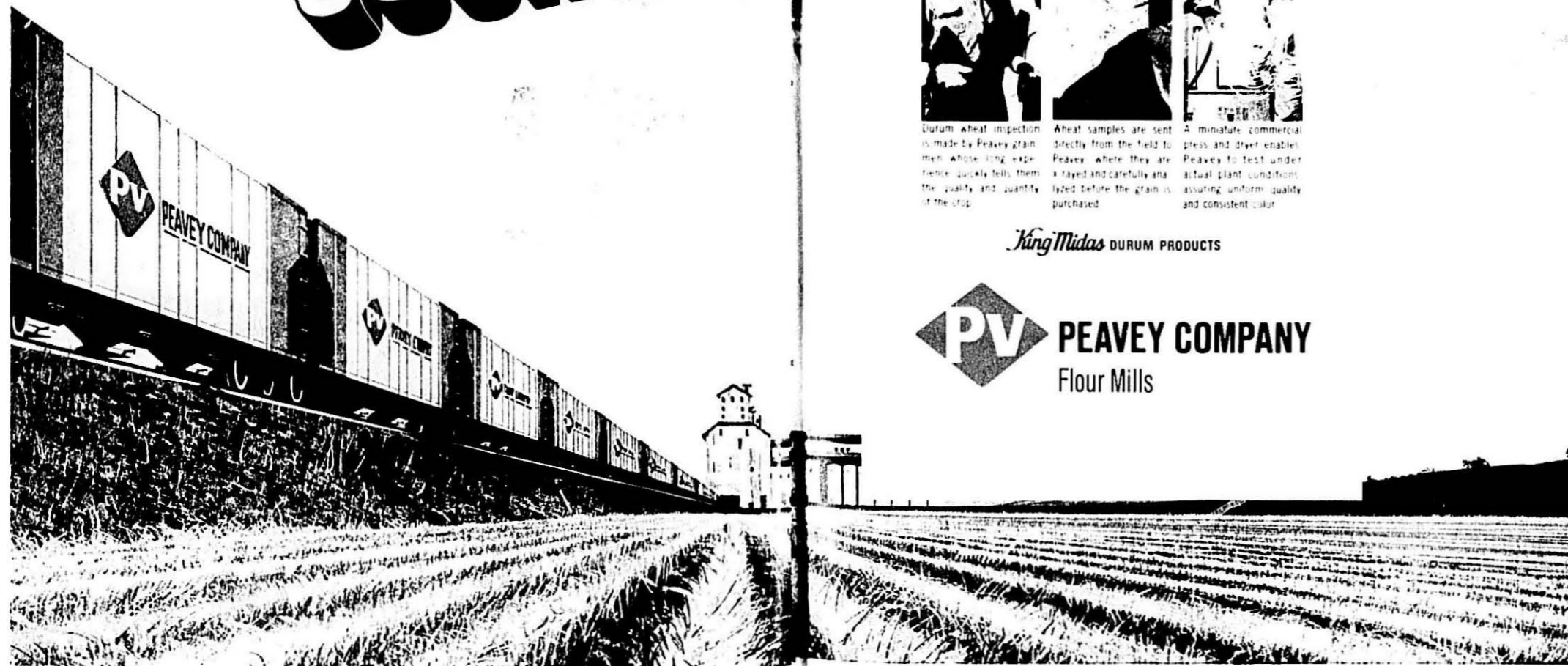
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A miniature commercial press and dryer enables Peavey to test under actual plant conditions, assuring uniform quality and consistent color.

King Midas DURUM PRODUCTS

PV PEAVEY COMPANY
Flour Mills

Triangle Flexitron Scales Get Solid State Controls

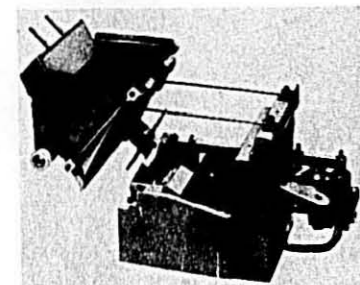
THE Flexitron net weighing system introduced in mid-1966 by Triangle Package Machinery Company, Chicago, has now been equipped with solid state controls—"the first of several improvements planned for the system," according to Walter Muskat, Triangle's vice president of sales.

The new electronic controls, introduced for the first time at the Packaging Show in Chicago, are now standard equipment on both regular and miniaturized versions of the Flexitron net weighing system.

"Solid state control will definitely decrease maintenance needs of equipment operators," Muskat said. He added that the company contemplates no increase in the price of Flexitron equipment because of the new controls.

Flexitron net weighing scales are applicable to the full range of Triangle packaging machines, as well as to many such machines produced by other manufacturers. When introduced a year ago, it was the first net weighing system to combine a short, balanced-mass beam with flexures and a differential transformer. Such a combination of elements, according to Muskat, insures greater speed, accuracy, and repeatability of performance.

Addition of solid state controls "will now add greater reliability to the equipment as well," Muskat stated. "With the elimination of lag time and switching time, and of possible relay



Closeup of Triangle's Flexitron modular weight cell unit illustrates a few key components (from left): (1) The redesigned weigh bucket that is lighter to reduce mass of the balanced-beam system, and air (rather than solenoid) operated for greater control and faster opening. (2) The frictionless pivots (smaller of two holes in side plate center), actually standard commercial flexures designed for precision instrumentation applications, that replace knife-edge points subject to friction. (3) The new electronic signal sensing device to differential transformer, cylindrical part at far right) that affords repeatability of weights to within 3/1000 ounce.

fatigue problems," he said, "the new Flexitron controls lengthen cycle life while emphasizing the reliability factor.

No Friction or Distortion

The short, balanced-mass beam of the Flexitron net weighing scale is said to greatly improve response and signal-sensing accuracy of the equipment in any application. Friction and distortion are eliminated from the system because there are no moving parts. These features, coupled with improvements in modular design and product flow control, reportedly enable the system to perform with consistent efficiency and accuracy for years.

Repeatability to 3/1000 oz. is claimed for the differential transformer that serves as the signal sensing device on all Flexitron scales. The transformer and its dash pot are provided with a rigid mounting that eliminates unnecessary pivot points likely to adversely affect accuracy.

Standard commercial flexures produced by Bendix serve as "molecular pivots" in the Flexitron scale. Thus, there are no knife-edge pivots to become dulled by friction, or to be affected by fatigue, error, or failure. Beam shift in any direction also is prevented through use of the flexures rather than knife-edge pivots.

Triangle Package Machinery has made no further modifications in the sturdy, lightweight weigh bucket, which represented a redesign when first introduced on the Flexitron system in 1966. This bucket is an integral part of the weigh cell, and is pneumatically operated to provide greater control and faster opening.

Modular Weigh Cell

The Flexitron weigh cell is fully enclosed and ventilated under positive pressure. This protection assures elimination of dust or product contamination. And because the weigh cell is modular in design, it can be removed easily for maintenance or replacement.

All Flexitron scales have vibrating trays to give a smooth and even product flow into the weigh bucket. Speed of vibration is adjustable—a feature that, combined with the special "pour over" design of the dribble tray, provides uniform feed of a single file of pieces into the weigh bucket.

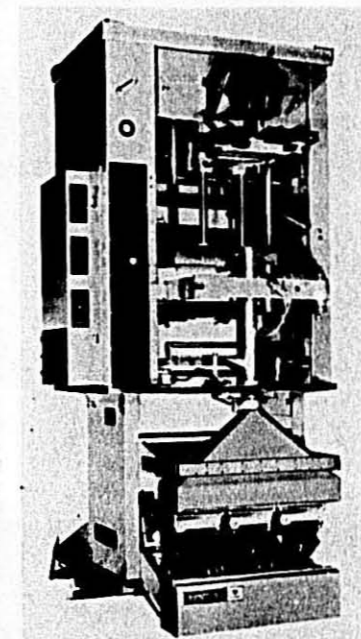
Both regular and miniaturized versions of the Flexitron net weighing system can be fitted with accumulators designed by Triangle to give even

greater control over product flow. The pneumatically-operated accumulator unit holds continuing product flow during the brief time in which the weigh bucket is dumping its exact product weight into the packaging mechanism. Once the weigh bucket has closed, the accumulator opens again to dump the accumulated product into the bucket.

Triangle has made little change in its speed and accuracy guarantees because of the installation of solid state controls to the Flexitron line. "The effect of the controls, however, is not heavily felt in these areas," Muskat commented. "The greatest impact which these new controls have had on our Flexitron scales has been in lengthening cycle life of the equipment, and in increasing reliability."

Irish Soup Mix

H. J. Heinz Company has formed Heinz-Erin, Ltd., a new Irish company jointly owned by H. J. Heinz Co., Ltd. of Great Britain and of Dublin, Ireland. Erin Foods, Ltd., operates plants in Ireland for processing of dehydrated vegetables and soup mixes.



Triangle automatic form, fill and seal bag machine equipped with the Flexitron net weighing system that incorporates product accumulators. Machine also has a three-stage feed system and a pan supply hopper.

ASEECO'S AUTOMATED CUT GOODS STORAGE and DELIVERY SYSTEM



From Finish Dryer to the Storage Bins continuously around the clock.



The System delivers to three packaging lines from three different Bins, simultaneously (automatically on demand).

Closes the GAP between Dryers and Packaging!

- Do you still fill portable bins?
- Get overfilling and breakage?
- Waste valuable floor space?
- Push around bins trying to find the right one?
- Use Fresh product ahead of old?
- Lose time at packaging waiting for bins?
- Depend on the "human element" with its normal errors and Costs?

YES!

Eliminate all these outmoded methods. Eliminate these bottle-necks with:

ASEECO CUT GOODS STORAGE & DELIVERY SYSTEM

Receives from 1 to 3 dryers simultaneously into any pre-selected bin!

- Special Spiral Chutes prevent breakage.
- Discharges from any pre-selected bin into any number of packaging machines at the same time.
- Storage bins of a size and capacity to meet the individual plants requirements.

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Air Reactivation on Bag Hot Melts

A new method of reactivating the hot-melt adhesive on Pinch Bottom bags was introduced and demonstrated by St. Regis Paper Company at the Packaging Show.

The Pinch Bottom bag packaging system utilizes a pre-applied hot-melt adhesive that is reactivated in the packer's plant. The success of the system is evidenced by a 70 per cent sales increase of Pinch Bottom bags in 1966, as well as 21 new equipment installations for the year. The variety of products being packaged in Pinch Bottom bags now totals 45—the largest number in the multi-wall bag field.

Until now, reactivation was accomplished by heat bars applied directly to the adhesive. In the new system, bags pass jets of hot air that melt the adhesive along the bag tops which then are folded and pressed tightly closed in the same manner as before.

The major advantage of the hot air development is that bag tops are never touched by the reactivation device. The results are cleaner bag tops and a more simple overall operation.

Less Warm-Up Time

In addition, warm-up time for the new equipment is 60 per cent shorter than that required for heat bars since only the heating elements must warm up with no further transfer of heat to the bars.

According to St. Regis officials, other advantages include improved control of

reactivation temperatures and less critical machine adjustments.

Pinch Bottom field-closing units now equipped with heat bars can be converted easily to the hot air reactivation system with an economical conversion kit.

The closures obtained by the hot air means of reactivation are as positive as those achieved by the hot bar method and have these same advantages:

1. The hot-melt closures are tighter, more sift-proof, more moisture resistant and stronger than sewn closures;
2. The seal provides more protection against insect infestation of flour and other dry foods;
3. Adhesive is pre-applied so that the amount and placement pattern is controlled;
4. Bag tops receive double inspection —by St. Regis and the machine operator as he spouts them;
5. No adhesives or other closing materials need be inventoried;
6. Hidden closure defects are virtually eliminated.

The Pinch Bottom bag offers six flat surfaces for maximum product and brand identification resulting in improved merchandise ability. The squared-off ends provide excellent stacking and handling properties.

Overseas Food Shipments

Due to increased product protection offered by the Pinch Bottom bag, the U. S. Department of Agriculture recently approved the bag for shipments of Ceplapro and CSM, two food supplements being sent to underdeveloped

countries as part of an AID program. Presently, several U. S. millers are shipping the food supplements in Pinch Bottom bags to countries in Asia, Africa and the Middle East.

Packaging Machinery Show 67

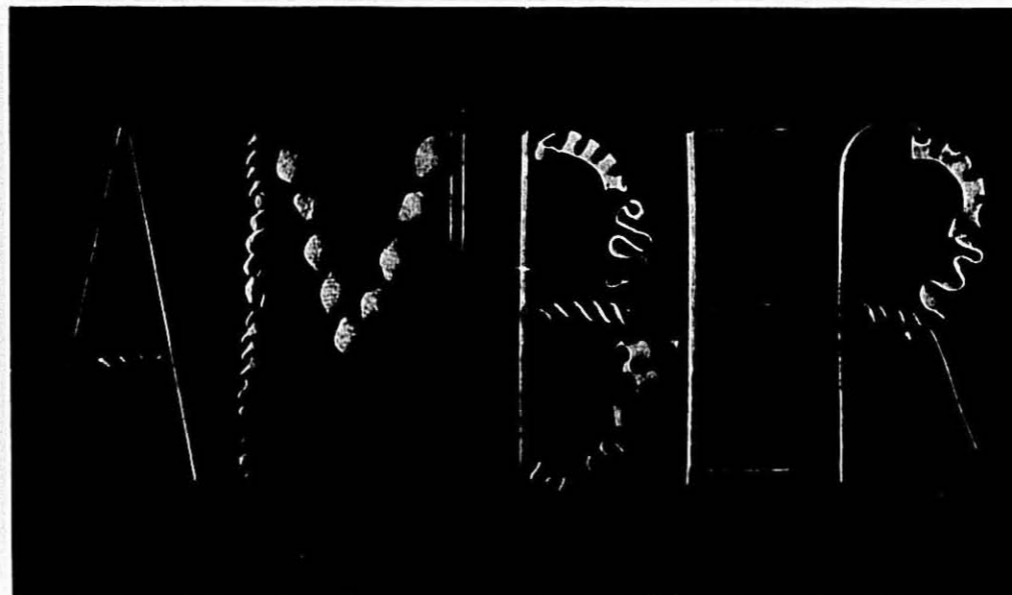
The many new and modified packaging machines scheduled for showing at the Packaging Machinery Show 67, set for Atlantic City, N.J., September 18-21, has required expansion of the show to nearly 160,000 net square feet of exhibit space—the third step-up since show plans for 1967 first were announced—according to Richard Wellbrock, president, Packaging Machinery Manufacturers Institute (PMMI), which produces the show.

"The added area represents 32 per cent more space than was used in the 1965 show," said Wellbrock, "and means that each of the more than 15,000 industry representatives expected to attend will get a one-third greater machinery exposure than they did in the 1965 show."

Early space requests by 92 PMMI member companies averaged 34 per cent more footage than the same firms used in the 1965 show, held in Chicago. "This can only mean," said Wellbrock, "that businessmen are optimistic and that packaging machinery demand is expected to remain steady or go up."

More than 200 machinery makers will exhibit in the biennial event, including a number of European firms.

The show had originally been scheduled for Philadelphia, but was switched to Atlantic City.



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AMBER MILLING DIVISION

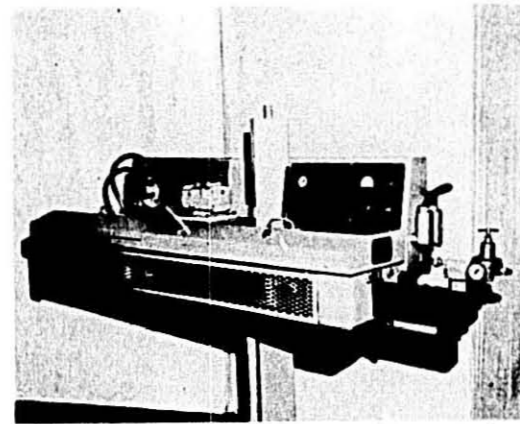
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Pronunciation Lesson. They may look like they're practicing the scales, but Pat Campbell of St. Regis Paper Company is learning a little Chinese from Joyce Chien, Hunter College student. Chinese is one of 14 languages on the bag they are holding. The bag, made by St. Regis and approved by the Department of Agriculture for exported food products that require high protection against insect infestation, has a pre-applied adhesive that is reactivated in the packer's plant and results in a sift-proof closure.



A new method of reactivating the hot-melt adhesive on Pinch Bottom bags was demonstrated by St. Regis at the Packaging Show. Previously, reactivation was accomplished by heat bars applied directly to the pre-applied hot-melt adhesive on the bags. In the new system, bags pass jets of hot air that melt the adhesive along the bag tops which are then folded and pressed tightly closed in the same manner as before. Bag tops are never touched by the reactivation device. The results are cleaner bag tops and a more simple overall operation.

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Ambrette Cyclo-Mixer Extruder with Twin Die Head for... continuous mixing, kneading, developing and extruding.

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Flour and water are completely mixed with each particle receiving proper amount of water. Eliminates dry lumps found in conventional mixer.

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Flour fed to cyclo-mixer by precision control resulting in a uniform and constant feed.

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Water is filtered and fed under constant, precision control to the cyclo-mixer. Control is by micrometer adjustment with sight flow feed.

NEW TWIN HEAD DIE

Solid one piece head with two dies for slow extrusion with high production.

NEW CUTTING DEVICE SYSTEM

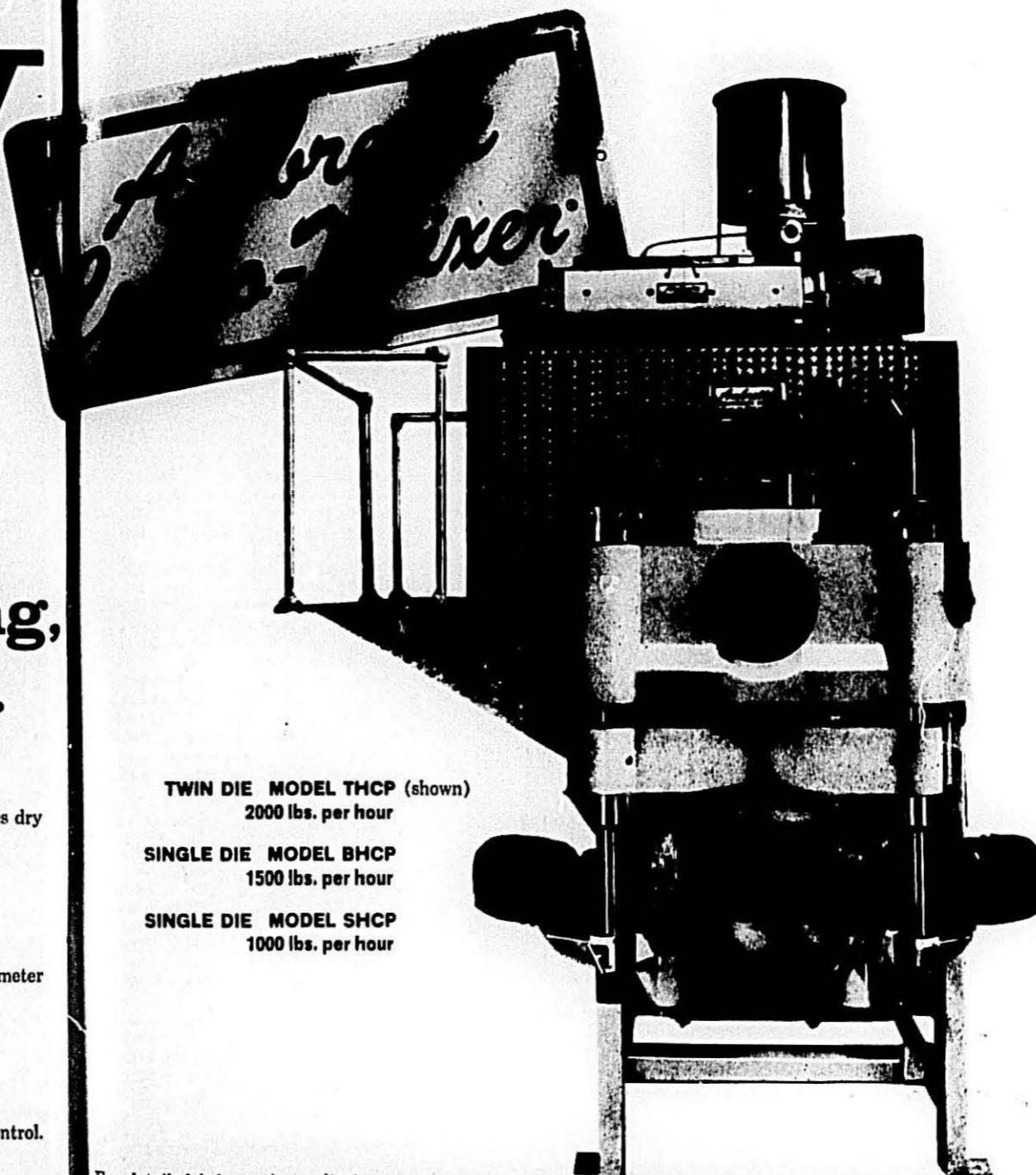
Independent direct motor drive to cutting shaft. Wide range of cutting speeds through electronic control. Elimination of pulleys, belts and varidrive motors.

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Force feeder maintains constant feed of dough to screw under pressure.

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TWIN DIE MODEL THCP (shown)
2000 lbs. per hour

SINGLE DIE MODEL BHCP
1500 lbs. per hour

SINGLE DIE MODEL SHCP
1000 lbs. per hour

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AMBRETTE MACHINERY CORPORATION

Durum Group Recommends Cutback

John W. Wright of Edmore, North Dakota, has been elected to his third year as president of the United States Durum Growers Association.

Also re-elected at the association's March 29 meeting at Devils Lake, N. D., were Harold Hofstrand of Leeds, vice president; and R. K. Saunders of Doyon, secretary-treasurer. President Wright also is treasurer of the Edmore, N. D., Farmers Shipping and Supply Company.

At the Devils Lake meeting the association adopted a resolution urging farmers to limit any increases in durum wheat acreages in order to go to a more diversified planting program.

In urging the resolution, Wright warned that "if three million acres of durum are seeded as currently indicated, this could produce 80 million bushels of that commodity, compared to 66 million bushels last year. And that would mean disaster."

"Unless planting intentions are changed," he said, "the future of the durum industry is not bright. Such overproduction would mean durum will sell at \$1.25 per bushel rather than \$2."

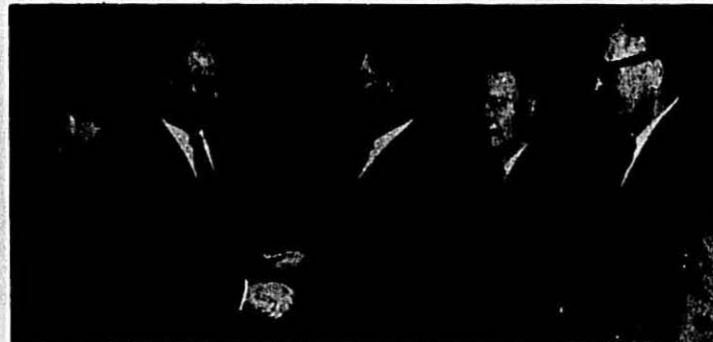
Wright recommended a cutback of at least 20 per cent in the excess over the normal allotment acres and diversifying by planting more barley, flax, oats or sunflower seeds.

Honored for New Durums

Dr. Kenneth L. Lebsock, research agronomist of the Department of Agriculture at North Dakota State University, Fargo, was awarded a special plaque by the U. S. Durum Growers Association at its annual meeting as commendation "for ten years of dedicated research in the development of desirable durum varieties." The text on the plaque, in part, read as follows:

"Recognition for singular dedication to agriculture and major contributions to the North Dakota agricultural economy resulting in a better standard of living for farmers and citizens of the state."

Announcement of the award to Dr. Lebsock was made by the Cooperative Extension Service at the university. Durum growing is an \$80,000,000 to \$100,000,000 industry in North Dakota, the announcement said. Dean Arlon Hazen, director of the North Dakota Agricultural Experiment Station, said that "Wells and Lakota varieties really saved the durum industry for North Dakota." He also added that "it would have been wiped out without these varieties to resist stem rust."



Durum Breeder Honored, Ken Lebsock, durum breeder for the U.S. Department of Agriculture, stationed at North Dakota State University, was presented a plaque in recognition of his efforts in developing durum varieties during the recent U.S. Durum Growers Association convention. Left to right: Dick Saunders, Association secretary; Mr. Lebsock; Alvin Kenner, past president; Arden Burbidge, principal convention speaker; and John Wright, president of the U.S. Durum Growers Association.

The current annual investment in durum research at North Dakota State University is about \$200,000, according to Dean Hazen, shared almost equally by the Federal Government and the state of North Dakota through the Agricultural Experiment Station. "The dividends are obvious and constitute a real bargain for the citizens of North Dakota," he added.

Savings to Growers

Wells and Lakota durum varieties saved durum growers \$12,000,000 to \$14,000,000 annually in 1962, 1963 and 1964, Dean Hazen said. University experimental plots in 1964 showed the old variety, Langdon, yielding only 18.6 bushels per acre with a 46.6 pound test weight, while Wells yielded 39.4 bushels with a 58 pound test weight. Results in 1965 were the same.

Dr. Lebsock pointed out that the award should go to the entire research team at the university and its branch experiment stations. "It's a combination of federal and state researchers," he said, "the plant pathologists who test the disease resistance of a new durum variety after the breeders say, 'Here's a new variety that may go.'"

Dr. Lebsock also attributed much credit to the cereal technologists who test new varieties for desirable milling qualities. One of the foremost technologists working in durum development is Dr. Kenneth A. Gilles, head of the cereal technology department of North Dakota State University.

Semolina Output Up

Semolina and durum flour production in February was 1,130,000 cwts., compared with 1,086,000 in the corresponding month of the preceding year. This is an increase of 44,000 cwts., or 4 per cent, according to the Bureau of Census.

The Census Bureau provides no data on blended semolina and durum flour production to avoid disclosure of figures for individual companies.

Durum wheat grind in February totaled 2,561,000 bushels against 2,571,000 a year earlier, off 10,000, or less than one per cent.

Semolina and durum flour production in the first two months of the 1967 calendar year, January-February, totaled 2,281,000 cwts., against 2,176,000 in the same two months of 1966, an increase of 105,000, or 5 per cent.

Durum wheat grind in the two months was 5,220,000 bushels, against 5,047,000 in January-February, 1966, an increase of 173,000, or 3 per cent. Production of durum wheat products and durum wheat grind by months with comparisons, follows:

	— 1967 —		— 1966 —	
	Semolina (1,000 cwts.)	Durum Grind (1,000 bus.)	Semolina (1,000 cwts.)	Durum Grind (1,000 bus.)
Jan.	1,151	2,659	1,090	2,476
Feb.	1,130	2,561	1,086	2,571
Mar.	—	—	1,163	2,762
Apr.	—	—	835	1,994
May	—	—	841	1,943
June	—	—	969	2,282
July	—	—	755	1,766
Aug.	—	—	1,103	2,593
Sept.	—	—	1,176	2,667
Oct.	—	—	1,350	3,146
Nov.	—	—	1,093	2,555
Dec.	—	—	981	2,283

Peavey Commodity Services

As of May 1, Stratton Grain, the Chicago marketing division of Peavey Company, Minneapolis based grain and milling firm, changed its name to "Commodity Services."

The mountainous area of Colorado is six times that of Switzerland.

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Weather Hits Food Prices

The Weather Man is at it again. Rains finally fell in the winter wheat belt on the Great Plains during April. This dropped the price of winter wheat, easing the threat of higher prices for flour and bread this summer.

But in the durum area, rain, snow, and unseasonable cold caused a sharp slow-up in field work that had started earlier in the month. At the end of April because of the slow-down the season was considered to be a week later than usual and seeding progress detained in the same proportion.

About two per cent of durum had been planted, compared with 12 per cent a year ago.

Fruits and Vegetables

Rains also fell in California, and there the effects were not entirely helpful. They kept the bees from pollinating fruit trees, slowed asparagus cutting, damaged the sweet cherries in the San Joaquin Valley, washed away tomato seedlings and interrupted the spinach harvest. A freeze caused heavy damage to apricots.

The Weather Man also was holding the Florida tomato crop below normal. But in Louisiana the strawberry harvest was good.

As the weather improves, there should be bigger supplies and lower prices for fresh fruits and vegetables. Bananas, apples, grapefruit, and oranges are in plentiful supply.

Orange juice prices have bounced all over this spring, with some surprises. You can buy frozen orange juice concentrate in New York or Boston cheaper than you can within sight of the Florida groves.

In the Meat Department

In the meat department, ham and beef prices have dropped, and large supplies of other meats have helped hold prices down. Chickens and turkeys are more plentiful than a year ago, but there is a possibility that smaller supplies this fall will drive prices up, and then the boycotts may start again.

Egg prices are running below a year ago and may drop even lower into early summer.

Wholesale prices of some dairy products—butter and cheese—were higher in the wake of higher wholesale prices for milk. Americans ate less butter last year but more margarine, shortening and salad oil.

More than 580 tons of trout are placed in Colorado lakes and streams each year.

Good European Conditions

A report from London in mid-April stated that in Western Europe generally, autumn sown wheat has emerged from the winter in excellent condition. Because of the mild winter weather, abandonment is negligible. Much of the shortage in sowings, as reported last autumn, seems to have been made good.

In France, the area under crop compares satisfactorily with that of a year ago, although it is still below a normal figure. If France is to harvest a large crop of wheat this year, it will only be because of high yields to the acre.

A German report mentioned considerable damage by stagnant water in some districts and delay to spring seeding, but over-all prospect is good.

Winter Wheat

The Department of Agriculture's crop report issued in mid-April confirmed a severe setback in winter wheat prospects in the Great Plains as a result of persistent drought since seeding last fall.

The report estimated the 1967 winter wheat harvest at 1,162,338,000 bushels, down 120,522,000 from the initial forecast of December 1, 1966, marking one of the sharpest December-April reductions in recent years.

While the April forecast for winter wheat was down 10 per cent from the initial report, the prospective harvest estimate is still 10 per cent above the final 1966 crop of 1,056,821,000 and 20 per cent above the 1961-65 average of 969,971,000. In fact, the April estimate was for the second largest winter wheat crop in history, exceeded only by the record 1958 harvest of 1,173,538,000.

Durum Wheat Stocks

The Department of Agriculture's April crop report indicated that 28,896,000 bushels of durum were included in the wheat stocks on farms, compared with 48,993,000 a year earlier, and the 1962-65 average of 24,679,000.

Disappearance of durum from farms in January-March totaled 11,263,000 bushels, against 8,616,000 a year earlier, and the average of 13,772,000.

A Diamond for Imco

The International Milling Company, Inc. is celebrating its diamond jubilee. During so long a period of time, the company has, of course, changed greatly. They have grown from one small flour mill in New Prague, Minnesota, to a publicly owned international corporation with about 75 major plants and fa-

cilities in five countries and more than 5,000 employees.

For 60 years they manufactured virtually nothing but various types of flour, but the complexion of their business changed radically about 1950. In the late 1940's their Canadian operation, Robin Hood Flours, Ltd., added consumer mixes to its line, and has since become a major Canadian producer of such convenience foods. Another major change came in 1951 when they entered the formula feed business. Further diversification has added wheat germ, pickles, chicken and turkey products to the line.

The original flour mill in New Prague has been expanded to a chain of 23 flour mills in three different countries.

In the early 1900's Western Canada was opening up, and thousands of settlers were streaming across the prairies. International Milling Company purchased a flour mill at Moose Jaw, Saskatchewan, in 1908, and another in Calgary, Alberta, in 1912. Between 1925 and 1928, a mill was built at Saskatoon, Saskatchewan, and a general cargo dock erected at Vancouver, British Columbia.

Expansion Eastward

Geography and the large-scale development of water transportation on the Great Lakes forced them to expand eastward. The big Minneapolis milling companies soon took advantage of the new, cheaper form of transportation by building facilities in Buffalo, New York, to mill water-borne wheat shipped from Duluth, Minnesota, and other lakehead ports.

In 1926 International began construction on their Buffalo mill, the company's largest.

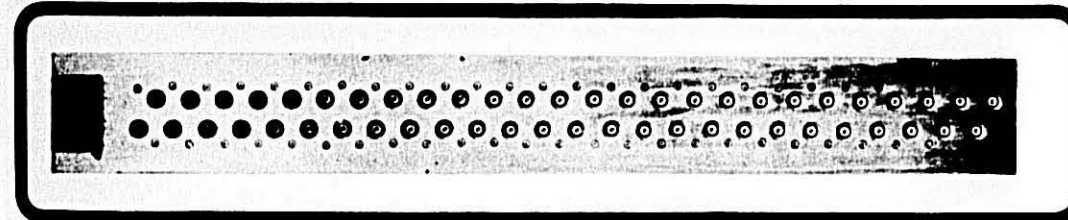
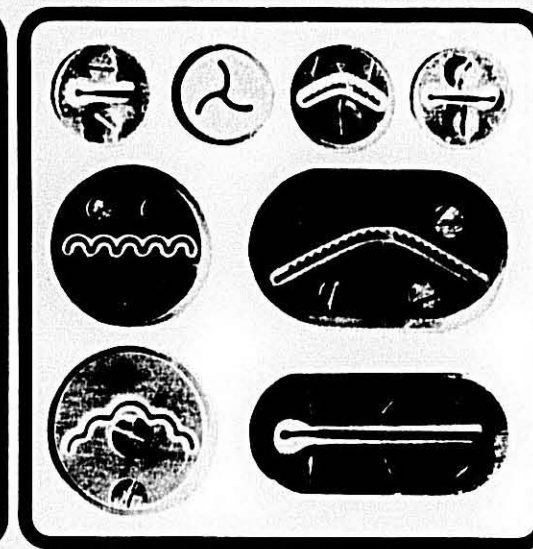
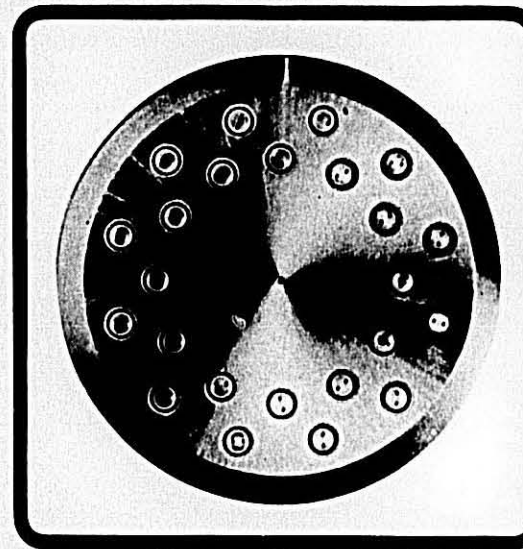
Developments within the milling business also led to expansion. As new types of wheat were developed and new ways were found to take advantage of the different types of wheat, they purchased mills close to the source of the new grains.

They applied their skills and knowledge about the milling business to specialized fields within the industry and to developing new products for flour customers. They became one of the world's largest suppliers of durum flour and semolina, which are used to make macaroni products. They developed a wide variety of mixes for use by the bakery trade and in Canada became a major producer of consumer cake mixes and related convenience foods.

International Milling Company also operates feed plants in Venezuela and Ecuador.

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- of the National Macaroni Manufacturers Association, dedicated to elevating macaroni and noodle products manufacture to the highest plane of efficiency, effectiveness and public service—indicated with the letter A.
- of the National Macaroni Institute, organized to popularize macaroni and noodle products through research and promotion—indicated with the letter I.

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A-I American Beauty Los Angeles, Calif.
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 A-I American Beauty Denver, Colo.
 A-I American Beauty Kansas City, Kans.
 A-I American Beauty St. Paul, Minn.
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 A Angelus Macaroni Co. Los Angeles, Calif.
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 A-I Catelli Foods Products Montreal, Canada
 A Charbonneau, Ltd. Montreal, Canada
 A Cicero Macaroni Mfg. Co. Cicero, Ill.
 A Constant Macaroni St. Boniface, Canada
 A-I Conte Luna Foods, Inc. Norristown, Pa.
 A Costa Macaroni Mfg. Co. Los Angeles, Calif.
 A-I The Creamette Company Minneapolis, Minn.
 A Creamette Co. of Canada Winnipeg, Canada
 A Crescent Macaroni Co. Davenport, Iowa
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 A-I Fiesta Macaroni Co. Hialeah, Fla.
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 A-I I. J. Grass Noodle Co. Chicago, Ill.
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 A Grocery Store Products Co. Los Angeles, Calif.
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 A-I Superior Macaroni Co. Los Angeles, Calif.
 A U. S. Macaroni Mfg. Co. Spokane, Wash.
 A Vetta Macaroni Pty., Ltd.
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 A Viva Macaroni Mfg. Co. Lawrence, Mass.
 A-I Weiss Noodle Co. Cleveland, Ohio
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 A-I A. Zerega's Sons, Inc. Fairlawn, N. J.

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ADM Sells Chemical Business

Archer Daniels Midland Company has sold its entire chemical group to the Ashland Oil & Refining Company of Ashland, Kentucky, John H. Daniels, ADM president and chief executive officer announced. Although the selling price was not disclosed, terms of the installment sale were for cash and future obligations.

"ADM's management has made the major decision to concentrate completely on growth potentials in the agricultural processing business," Mr. Daniels said. "By devoting our full resources to the specialized, dynamic areas of agribusiness, we can be more effective than we can in operating two completely different types of businesses." Mr. Daniels said that ADM presently is studying a number of acquisition possibilities in the agricultural field. Plans are already underway for reinvestment of the funds received from the sale.

He pointed out also that the company recently initiated major growth programs in several of its principal agricultural operations. These include construction of a new soybean processing plant at Lincoln, Nebraska; acquisition of a substantial interest in Fleischmann Malting Company; acquisition of a vegetable oil refinery at Bayonne, New Jersey; expansion of processing facilities at the Decatur, Illinois, plants to increase production of hardened and fully refined vegetable oils for the food industry; start up of a plant at Decatur to produce new textured vegetable proteins for foods, and expansion of the grain export elevator at Destrehan, Louisiana.

Research in Food

The ADM president said the company will concentrate its research efforts on agricultural and food products. Recent development of new protein foods by ADM for both domestic and overseas consumption are of particular importance.

"The decision to divest ADM of its chemical business was based on our confidence in the future of the agricultural processing and marketing business and on our experience and knowledge in this field," said Mr. Daniels. "We know the chemical business has a tremendous future but we believe

ADM's Chemical Group has a greater opportunity to grow with a larger company such as Ashland."

Ashland Oil & Refining Company's president, Orin E. Atkins, said the company will continue the research effort that has been a major factor in the sales growth of the ADM Chemical Group. He said there will be no major changes in personnel or in marketing policies. "The ADM employees and facilities will be an important addition to our Ashland organization," he pointed out, "and we will also continue to emphasize the product quality and customer service programs they have established."

Included in Sale

Included in the sale, which was effective as of April 1, 1967, are ADM's major chemical center at Peoria, Illinois; resin plants at Los Angeles, California; Newark, New Jersey; Pensacola, Florida; Valley Park, Missouri, and Bethel, Connecticut; foundry chemicals plants in Cleveland, Ohio, and Hansford, West Virginia, and bentonite mining properties at Colony and Upton, Wyoming.

The ADM Chemical Group's sales in 1966 represented less than 20 per cent of the company's total sales of \$361 million. The sale of the Chemical Group will not result in any significant capital gains for ADM in this fiscal year.

The Chemical Group employs about 1,000 persons and another 225 are employed in ADM research and engineering. Total ADM employment is about 4,100 in this country.

Foreign Affiliates

The T. L. Daniels Research Center in Bloomington, Minnesota, and ADM's full domestic chemicals sales organization with offices in all principal cities also are part of the sale, as are ADM's interests in foreign chemical affiliates in Canada, England, Italy, Spain, France, Belgium, Holland, West Germany, Sweden, Venezuela, Colombia, Mexico, The Philippines, Australia and India.

The Company has been in the chemical business since 1929, when it acquired a manufacturer of foundry chemicals. Since then, through acquisition and expansion, ADM has become a leading producer of chemicals for foundries and specialty resins for protective coatings, as well as a major manufacturer of a broad line of industrial and specialty chemicals.

Ashland plans to establish offices in Minneapolis and operate the ADM Chemical Group from Minneapolis.

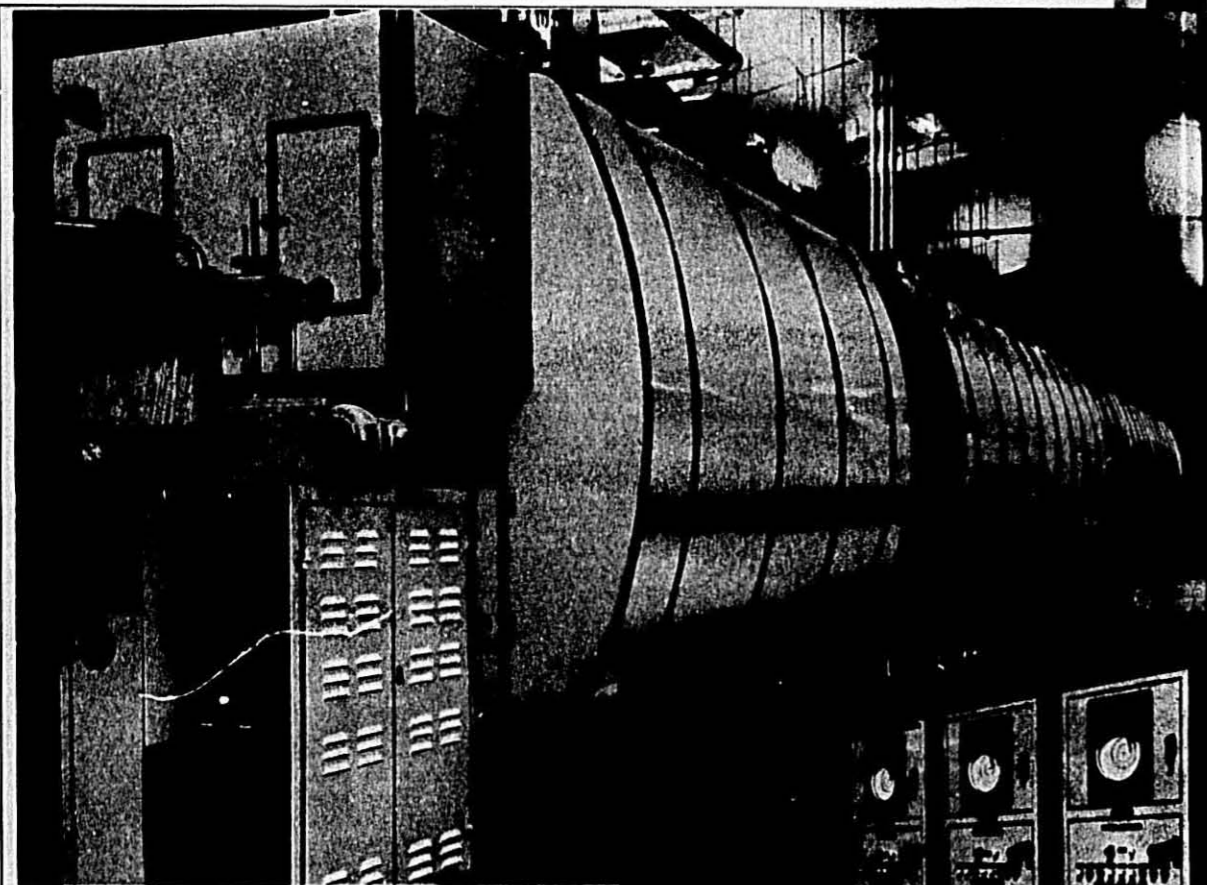
ADM Earnings Report

Archer Daniels Midland Co. reports net earnings after taxes of \$3,180,178 in the first three quarters of its current fiscal year. This is equal to \$2.02 a share compared with earnings of \$4,034,221, or \$2.56 a share, for the previous year's first nine months. In the January-March quarter ADM had net earnings after taxes of \$404,261, or 29¢ a share, compared with \$1,425,593, or 90¢ a share, last year. Provisions for federal and state income taxes for the nine months ended March 31 were \$2,888,637 against \$2,555,893 a year ago. Included in the earnings report are both ADM's agricultural and chemical operations.

Helping Consumers Buy

IGA food stores' new Econo-Meal campaign is designed to help Mrs. Consumer get the most mileage out of her food dollar. (Mrs. Esther Peterson, the President's Special Assistant for Consumer Affairs was supposed to do this. But she was busy seeking "truth" in packaging and in lending.) By providing professionally-prepared recipes to housewives—showing them how to use meal "leftovers" to prepare another meal—IGA members hope to help American home-makers hold the line on food budgets. Housewives can prepare complete meals with these recipes—at a cost of from 44 to 74 cents per serving.

Don R. Grimes, IGA president, explains one of the basics of the program "... is to encourage the housewife to buy just a little more roast chuck, ham, chicken or other meats when they are on sale. Our chef has prepared menus so these meats and other items can be developed into full meals from the slight overage of the original purchases. Through this method, two or three tasty dishes can be prepared for slightly more than was spent on one meal formerly."



New BUHLER long goods dryer installed at the new Skinner Macaroni Company plant in Omaha, Nebraska.

New from BUHLER the industry's finest long goods DRYER

- Sanitary off-the-floor construction prevents condensation on the floor underneath and allows for easy cleaning.
- New positive-control stick elevator with special stick guides prevent rolling or slipping of long goods in transfer.
- Swing-out panels make inspection and cleaning easy.
- Centralized control panels contain unique climate control systems which allow the product to set its own drying temperature according to its water release capability, and also all electrical controls.
- Positive air circulation produces uniform controlled drying.
- New design paneling with special thick insulation stops heat and vapor.

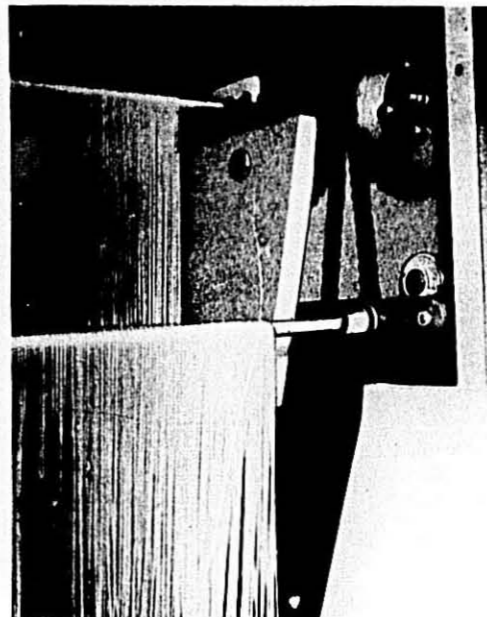
Control center for dryer line at Skinner Macaroni Company.



Specially designed to produce long goods of finest QUALITY

Here is a long goods dryer that features the latest techniques and developments in the industry. Ultra modern and fully automatic, this new dryer was designed from the beginning with the quality of the long goods product in mind. Precise control of temperature, humidity, and air circulation insure the even and thorough drying necessary to producing uniform and sturdy long goods.

Custom-engineered. Buhler long goods dryers are custom-engineered to fit your floor space requirements and can be adapted to handle stick lengths from 54 to 80 inches with capacities up to 1500 pounds of long goods per hour. The entire long goods line need not be installed end-to-end. If floor space does not permit it is possible to arrange the various units side-by-side or on different floors.



New positive-control stick elevator. This new stick elevator is an exclusive Buhler feature. The sticks are actually picked up by special stick guides which control them positively in transfer. Unlike conventional stick elevator chain devices, these guided sticks can't roll or slide from the chain at the transfer point to the drying tiers, thus practically eliminating mechanical breakdowns.

Swing-out panels for easy access. Individual panels on each of the dryer units swing out to provide quick and simple cleaning or inspection. It takes only seconds to get at the interior of the dryer. The panel swings out far enough to give sufficient room for cleaning and maintenance equipment.

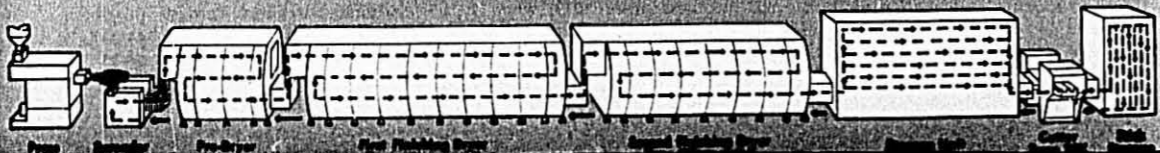
Pre-dryer. Drying of the product begins immediately at the entrance to the pre-dryer to prevent stretching of the long goods on the drying sticks. The Buhler "Mammoth" pre-dryer handles up to 1500 pounds of long goods per hour and can reduce moisture by 10%. You can also improve your present drying

operation by installing a Buhler pre-dryer in your present production line.

Inquire now. If you are interested in producing the finest quality long goods while at the same time increasing the efficiency of your operation, call or write BUHLER today.

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Frank L. Zerega

Frank L. Zerega, president of A. Zerega's Sons, Inc., Fair Lawn, New Jersey, died at his home, 2 Montague Terrace, Brooklyn, New York, on Sunday, April 16. His age was 99. For more than 80 years, Mr. Zerega was active with the firm started by his father, Antoine, in Brooklyn in 1848, the first manufacturer of macaroni products in the United States.

In 1950, after 102 years at its original location in Brooklyn, A. Zerega's Sons, Inc. was moved to a new plant in Fair Lawn, New Jersey.

Serving under Herbert Hoover with the Federal Food Administration in World War I, Mr. Zerega was also responsible for bringing over from the Russian Ukraine the first durum wheat used in the United States. Since its introduction into this country by him in the early 1900's, durum wheat has become the principal ingredient in high quality pasta products.

He was a former president of the National Macaroni Manufacturers Association, a member of the Board of St. Vincent's Home for Boys, and a member of several clubs in the New York area.

Mr. Zerega is survived by his widow, Mrs. Ann Zerega, a stepdaughter, Mrs. James Rea, and a sister, Mrs. Harry Libaire of Brooklyn.

Prince Appointment

F. Sam Rosselli Jr. has been appointed General Manager of Prince Macaroni of New Jersey, Inc. with offices and plant located in Pennsauken. In addition, he will retain his position as Sales Manager of this operation which is a division of the Prince Macaroni Manufacturing Company Inc. of Lowell, Mass.

The Prince Company manufactures a full line of spaghetti and macaroni products and operates a Prince Butter Cookies plant. The Pennsauken plant, which will now be under direct supervision of Rosselli, packs and ships to all parts of the nation a complete line of spaghetti sauces, prepared foods, frozen Italian specialties, flavored bread crumbs and imported Italian Grated Cheese. All products, with the exception of the bread crumbs, will continue to be packed in glass, a method pioneered by Prince, according to Rosselli.

There are almost 3,000 varieties of wildflowers in the foothills of Colorado. The white and lavender-blue Rocky Mountain Columbine is the Colorado state flower.



Frank L. Zerega

Hayssen Executives

Robert C. James is the new President of the Hayssen Manufacturing Company, Sheboygan, Wisconsin. This announcement was made following that firm's recent sale to Bemis Company, Incorporated, Minneapolis, Minnesota.

Mr. James had been Vice President, Operations of the Wisconsin packaging machinery firm since September 1960.

Mr. James has announced the appointment of four Hayssen Vice Presidents. They include: Joseph C. Osterhaus, Finance; Frank E. Pringle, Jr., Sales and Marketing; G. Allan West, Manufacturing and David A. Wilson,

Engineering and Research and Development.

Mr. Osterhaus had been company Controller since joining Hayssen in November, 1960, while the other three men had been directors of their various functions. Mr. Pringle also joined Hayssen in November 1960. Mr. Wilson has been employed at Hayssen since 1949. Mr. West has been at Hayssen since 1955.

Native of England

A native of England, Mr. James joined Hayssen following a distinguished career at Griswold Limited in Canada where he rose through the ranks to that firm's presidency and ownership.

The Hayssen Company has been manufacturing packaging machinery for 57 years and was family owned until the sale to Bemis. It is a leader in the manufacture of automatic machinery for flexible packaging materials. Hayssen has sales offices throughout the United States and Canada and either direct sales offices or representatives in every free nation of the world. The European market is served from its plant located in Thetford, England.

The appointment of Mr. James and his naming of four vice-presidents is in keeping with the Bemis Company policy of "operating Hayssen in the same manner, in the same place and with the same active management as before."

Colorado has more than 1,000 peaks two miles high.



C. Mickey Skinner, left, superintendent of production and packaging of Skinner Macaroni Company, Omaha, Nebraska, recently presented Omaha's Outstanding Young Man of the Year Award to Charles D. Peebler, Jr. The award is presented annually by the Omaha Junior Chamber of Commerce on the basis of participation in civic and service club activities.

Mr. Skinner received the award in 1966. Mr. Peebler is president of Bozell & Jacobs Advertising and Public Relations Agency with headquarters in Omaha and offices in 14 cities. Principal speaker at the banquet was Nebraska Governor Norbert T. Tiemann.

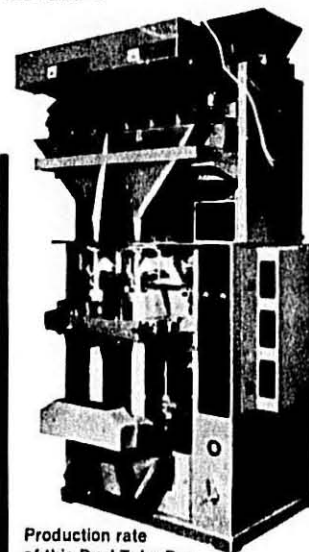
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Triangle's All New Miniature Flexitron Net Weighing System now lets you weigh products in small quantities that were never before practical. This new miniature scale produces higher operating speeds—yet achieves the close tolerances necessary for accurate, profitable net weighing.

The compactness of Triangle's Flexitron System is the reason why it is fast and sensitive. It is the first scale system to combine a short balanced mass beam, flexures, and a differential transformer to insure greater speed, accuracy and repeatability.

The short balanced mass beam greatly improves the response time and signal sensing accuracy. There are no moving parts in the new scale to cause friction or distortion. In addition, improvements in modular design and material flow control through the use of product accumulators, enable the system to perform with the same consistent efficiency and accuracy year after year.

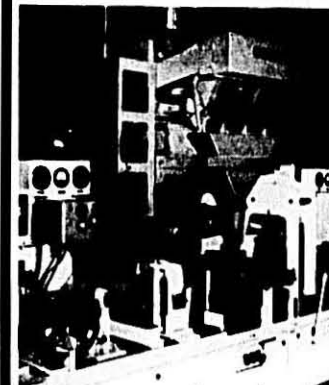


Production rate of this Dual Tube Bag Machine with six miniature Flexitron scales is 150 packages per minute

Packages Difficult Items More Accurately

A major advantage of Triangle's compact Flexitron scales is its ability to package many items more accurately and faster than ever before possible. Such items as 3.2 ounces of instant milk—6 ounces of instant potato flakes—8 ounces of coffee—1½ ounces of tobacco—½ ounce of breakfast cereals—all can be weighed accurately and rapidly on this new scale system. There is no need to give away even hundredths of an ounce of your product.

Exclusive Space Savers Using 7" centers the scales can be grouped to match the performance of your packaging equipment and yet utilize no more space than your existing filler. There is no excess here—just efficient, reliable performance requiring a minimum of space.



Production rate of this Bartelt pouch machine with three Flexitron scales is 72 packages per minute

The miniature Flexitron is available for use within a fully independent automatic line, with bag machines, with a semiautomatic system, with your existing equipment, or with other packaging equipment. If you wish more information on this product saving, space saving miniature Flexitron Net Weighing System, write or call Triangle.

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The Egg Market

As had been expected, the high shell egg prices which were in effect throughout most of 1966 led to a heavier-than-average hatch, with the result that egg prices in 1967 have been well below those of a year ago, according to Henningsen Headlines. As a matter of fact, prices for egg products of all types are at the lowest level they have reached for a couple of years and represent excellent values.

There are signs, however, that the large battery egg producers may reduce the size of their flocks if prices do not improve and, in fact, fowl slaughter figures indicate much greater fowl movement than is expected at this time of year.

Another bullish factor which can seriously affect prices is the heavy demand for egg products which is anticipated, because both producers and users of egg products came into 1967 with virtually no inventories, and the need for product is expected to be heavier than usual this year.

A Dime Under

During the month of April, current receipts were being quoted at 23 to 25 cents in Chicago, as compared with quotations in a range of 35 to 36.5 cents for the same period a year ago.

Frozen whole eggs were selling in a range of 23 to 25 cents, whereas in April of 1966 they were selling at 31.5 to 32 cents.

Dried whole eggs sold most of the month in a range of \$1.00 to \$1.05; last year at the same time they were selling in a range of \$1.35 to \$1.40. Dried egg yolks followed the same pattern, selling in April, 1967 in a range of \$1.15 to \$1.20; a year earlier they were selling at \$1.40 to \$1.45.

Chicken in the Soup

The Supreme Court has let stand a lower court ruling that the Department of Agriculture has power to decide the content of chicken in chicken soup. They had laid down a pronouncement that soup labeled as chicken soup must contain at least two per cent chicken meat in the ready-to-serve form.

The Borden Company, who in 1961 acquired Wyler & Company, sellers of "Wyler's chicken noodle soup mix" for 25 years, went to court seeking to invalidate the regulation. In dry form, their mix is more than one third chicken meat but with the suggested amount of hot water added the chicken content falls below two per cent.

They lost in the U. S. District Court, the U. S. Circuit Court at Philadelphia, and now the Supreme Court.

Nationwide Egg Drive

Once Over Lightly is the name of the new merchandising campaign by the Poultry and Egg National Board.

One goal of the promotion, according to Merchandising Director Rob Roy Benson, is to educate egg producers and packer-distributors on the profitability of eggs.

"The industry's production techniques are very progressive," said Mr. Benson, "but our merchandising is antiquated." The PENB, said Mr. Benson, wants to remove eggs from the "loss leader" category in supermarkets. Eggs are always good sellers and pick up the slack in a sales slump, he said, but they have not been actively promoted. "The egg man simply has not been a sophisticated merchandiser," said Mr. Benson.

Since launching "operation egg-spanion" in early March, PENB campaign workers have been holding seminars for producers and processors throughout the country, instructing in merchandising techniques, supermarket problems, and methods of making eggs a leading item in food stores.

"They (the producers) have got to feel some kind of involvement in the merchandising end of the business," emphasized Mr. Benson.

Once Over Lightly

The consumer campaign, named Once Over Lightly, calls for educational information about eggs in newspapers, radio, and television.

The radio campaign was inaugurated in January with approximately 80 stations carrying 4½-minute programs on such topics as how to shop for eggs, the significance of egg sizes and grades, eggs chemistry, and egg recipes. A similar campaign began in 200 newspapers in April, with regular weekly columns covering the same material. By summer PENB expects the number carrying Once Over Lightly columns to reach 1,000 and the number radio stations to hit 300. Television programs, 4½ minutes weekly, started in May on 50 stations.

A test market research program is planned for fall, patterned after the programs of the American Dairy Association. The research, according to Earl L. Hess of Hess Bros. Farms, Ephrata, Pa., and PENB president, will "help determine the most effective ways to merchandise eggs."

Perry Heads Poultry Board

Harry A. Perry II succeeded Vic Pringle as chairman of the Institute of American Poultry Industries' board of directors May 1.

Chairman of Seymour Foods Co.'s

executive committee, Perry is also president of Norris Foods Company. Seymour Foods is a division of Norris Grain Company. The Seymour organization was one of the founders of the Institute of J. L. Perry, father of the new board chairman, is a former president of the organization.

Perry has been serving as chairman of the Institute's finance committee and vice-chairman of the board. Howard H. Richey, Central Cooperative Turkey Producers, Ellsworth, Iowa, moves into the vice-chairman's post.

Pringle, general manager of Rockingham Poultry Marketing Cooperative, Inc., Broadway, Va., has served two terms as board chairman.

A major accomplishment during his term of office was the merger of the National Poultry, Butter & Egg Association with the Institute, a move that leaders of the industry had long been advocating.

Typical Farm Worth \$59,342

The value of land and buildings per North Dakota farm has risen from \$10,189 in 1945 to \$59,342 in 1964, according to Elmer C. Vangness, resource economist at North Dakota State University.

The average value of land has risen from \$17.28 in 1945 to \$67.80 per acre in 1964.

There were 48,836 farms in North Dakota in 1964. Of these, 4,276 were under 180 acres; 13,159 were 180-499 acres; 18,191 were 500-999 acres and 13,208 were over 1,000 acres.

Those over 1,000 acres increased from 11.5 per cent of the total in 1945 to 27.1 per cent in 1964. There was a decrease in those under 180 acres from 13.9 per cent to 8.8 per cent. Those of 180-499 acres decreased from 43 per cent to 28.9 per cent. The 500-999 acre farms increased from 31.6 per cent to 37.2 per cent of total farms. There were 69,520 farms in the state in 1945.

Negro Favorite

Franco-American canned spaghetti was one brand in a product category that was preferred by 100% of the respondents in a survey of the Negro market in Chicago made by professors John S. Wright and Carl M. Larson of the Marketing Department of the University of Illinois. Other products rating above the 90% mark were Quaker corn meal, Lipton tea, and Campbell's soups.

About 34% of the Negro households in Chicago buy most of their groceries at the A & P. In second place was Jewel with 12.4%.

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Noodles Alfredo and Spaghetti with Meat Sauce will appear in point-of-sale material. Noodles Alfredo appears in full-color advertising in the September issue of Family Circle.

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George N. Kehn

SMOOTH SELLING®

by George N. Kehn

ANALYZING THE TURNDOWN

This is No. 31 of 36 training articles.

the give and take often took on the appearance of a sales clinic.

"I found that many of these fellows had the same troubles I did and had been too embarrassed to mention it," Joe told me. "This exchange of criticism and ideas was good for all of us."

It certainly was good for Joe. His volume increased steadily until he became top man in his outfit.

Salesmen are too frequently lone wolf types. This is part of the nature of their business, but no man can live in a vacuum and expect to grow. Seek out others who can help you whether they be fellow salesmen, your supervisor or, perhaps, even your wife. They can get a perspective on your problem that you can't because you are too close to it.

The Scientific Method

Analyzing failures is the scientific way to success. When a bridge collapses, engineers probe into the structural deficiency which caused the break. If a missile blows up seconds after leaving the launching pad, a painstaking investigation follows. If your plant markets a product that falls apart in a month, you can bet that every expert in the place will be called in to find out why. The reason for all this is so the failure will not recur. It's a kind of preventive medicine.

The salesman must take the same approach. He must analyze and actually try to relive or recreate his failure to put it into sharp focus.

Barry Camp, a paint salesman, devised a system for analyzing turndowns that has always appealed to me.

At night, after a rejection by a prospect, Barry would write down from memory everything about his meeting with the buyer. He would even record the actual dialogue, at least as much of it as he could remember.

Then he would go over his account, sentence by sentence, to try to find out where he slipped up. If he was unable to find out, he consulted his sales manager. In one instance, the latter pointed out to Barry an essential lesson he had

learned in sales training but had forgotten when he appeared before the buyer.

Some salesmen, when they've been dismissed, will ask the buyer what they did wrong. This has produced illuminating information.

One of my friends, Ralph Jordan, has used this final question as a device to open a second sales talk. Dismissed and seemingly defeated, Ralph will request the prospect to point out his fault. The answer acts as a spur to him and gives him a second wind. His mistake spelled out, he can often recover enough ground to make the sale.

When It Isn't Your Fault

Of course, not all turndowns are to be blamed on the salesman. It's quite possible that a "no sale" call means nothing more than that the buyer is simply stocked with your type product. Or the firm may be on an economy drive and the purchasing agent is under strict instructions to hold everything down.

These are circumstances beyond your control. Still, this kind of situation can be turned to your advantage too. This is an opportunity to make friends with the buyer, to impress him with your knowledge and sincerity, to tell your product and company story and to find out everything you can about his firm's policies and practices.

Only a shortsighted fool will zip up his briefcase and march out after a turndown.

Sensitivity

You can't get close to a buyer unless you are sensitive to his feelings. The insensitive salesman is rejected most often. Before you can sell a prospect, he must react to you; if there is no reaction, there is no order.

The buyer or purchasing agent is not a mechanical man, pre-conditioned to behave in a certain way. He is as human as you are. He can be emotional, impulsive, generous, contrary or just plain ornery.

(Continued on page 38)

A TURNDOWN is an unhappy experience, but it doesn't have to be a profitless one.

The only time a turndown means complete failure is when the salesman learns nothing from the incident. He must ask himself why he was rejected and then find the answer.

A post-mortem must be held to enable the man to discover the reason for his failure and then take concrete steps to correct himself.

Unfortunately, the salesman cannot always do this by himself. He needs outside help. This is no time for false pride. Get help wherever and from whomever you can. If you're on the road, seek the advice of other salesmen. Tell them frankly that you were turned down flatly by a prospect and then detail your presentation. Ask the other salesman's opinion of where you went wrong.

Road Clinic

Joe Morton made a regular practice of this in his first years in selling. He was a charming and outgoing man with buyers, but quite introspective when alone.

Joe often stayed at commercial type hotels along with many other salesmen. In those years, Joe sometimes fell flat on his face with a prospect. Because of bad timing or insufficient preparation, he was turned down.

Joe brooded about these failures, but with an eye to seeing that they did not happen twice. Wherever he happened to be staying, he button-holed other salesmen and asked them for an opinion about the turndown. Soon the two were in an engrossing discussion of the problem. Other salesmen would join in and

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Analyzing the Turndown—
(Continued from page 38)

But remember—he is subject to all kinds of pressures. He must make wise decisions or risk losing his job. He might have a boss who is opposed to change and therefore hesitates to make any radical departures from routine. And the buyer is usually ambitious. He wants to make a name for himself and advance in his organization.

The salesman who recognizes these factors is half way toward victory. Some sellers seem to be equipped with a kind of antenna or radar which enables them to understand and sympathize with the buyer. Others never develop this sensitivity and can never see the purchaser as anything more than the man behind a desk.

You'll notice that I used the term "develop" in this connection. Any man with every day common sense can develop a sensitivity to his fellow human beings. The first step is to stop thinking about the buyer as an antagonist or enemy to be overcome or vanquished. Think of him instead as a man who is simply trying to do his job in the best way he can.

Ken Mahaffey, a top drawer floor covering salesman, said to me at lunch one day:

"I've only met a few buyers who were slobs, but I've met an awful lot of them who were compassionate, understanding human beings. All they wanted was for someone to meet them half way."

I guarantee that the salesman who meets a buyer half way will experience fewer turndowns than the man who won't exert himself to see the situation from the other fellow's point of view.

Get a New Approach

A salesman who gets turned down too often is probably getting stale. He needs a new approach, a new idea.

Elmer Leterman, the fabulously successful insurance salesman, once said: "Don't sell cold statistics; sell ideas."

A single approach or attitude toward selling can only lead to stagnation and diminishing orders. This occasionally happens to salesman who has been in a territory too long. After a few years he goes by rote. The spring goes out of his step and the fire goes out of his sales talk. He simply swims along with the current. Turndowns come frequently to a man like this. And when he is turned down, he lets it go at that. He doesn't even explore the possibilities of new customers in his territory.

You must make it a rule to discover new ways of approaching customers and prospects. When you find yourself

bogged down in your job, take a day off and think about it. I'll bet you there are avenues you haven't even thought of. Any new activity is better than nothing. Start handing out carnations or get a new suit. Old customers should be tackled in new ways or they may become as bored as you are. When this happens, they won't be customers any more.

Develop a new sales talk for your regular line. Keep experimenting until you hit on something fresh and interesting.

Also examine your territory with an idea of opening up new customers.

Al Land, a heating equipment salesman, once took over a new territory and found scores of dealers who hadn't seen a salesman in two years. Many of them became good customers.

Your Point of View

A moment ago I stressed the importance of understanding the buyer's viewpoint. It's also important that he understand yours. A turndown is inevitable if the prospect doesn't see your side of the sales story. He must get your message clearly before the "buy" sign goes up in his brain.

Frequently this is a matter of making your sales talk provocative and interesting. Countless salesmen have found that buyers respond more readily to a lively, sparkling presentation. You may have a sound product backed by a good company and still not come away with the order. You have failed to excite or arouse the prospect.

The buyer will begin seeing your point of view when he feels drawn to you. You must somehow stimulate him to think of you as a friendly, informative and interesting person. A convincing sales talk should capture the buyer's imagination and get him into your camp. He'll adopt your point of view when you've made him see that you are concerned with his interests as well as your own.

A purchasing agent for a big chemical company said to me: "I rarely, if ever, turn down a man with a sound product, a good sales talk, and an honest approach. If he sees my viewpoint, I will see his."

How many turndowns have you been getting lately? Have you ever wondered if these failures can be converted to shining victories? Here is a little guide to check on your performance. If you answer "yes" at least eight times, you have learned the lesson of coming away with orders in your pocket. If your score falls below eight, better think about your future a little more.

- | | Yes | No |
|--|-----|----|
| 1. Do you analyze your turn-downs? | — | — |
| 2. Do you seek new approaches to prospects and old customers? | — | — |
| 3. Do you ever think of how you sound to buyers? | — | — |
| 4. Are you aware of the buyer's problems and obligations? | — | — |
| 5. Do you let him know that you are? | — | — |
| 6. Have you ever asked a prospect why he turned you down? | — | — |
| 7. If so, did you learn something from the experience? | — | — |
| 8. Have you ever asked your selling friends or boss for their opinion on why you were turned down? | — | — |
| 9. Does a turndown spur you on to stronger effort? | — | — |
| 10. Do you try to capitalize on a turndown even when it isn't your fault? | — | — |
| 11. Does a turndown help you sell the next prospect? | — | — |

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- 1 to 18 listed in earlier issues.
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 23. You Must Give More To Get More
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 27. Selling Sincerely
 28. Re-Charging Your Battery
 29. Beyond The Line of Duty
 30. Don't Lead Money To Buyers
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Management of Tomorrow—
(Continued from page 4)

for the Future, we must be cognizant that these will affect Middle Management.

It will affect Middle Management in this way:

1. Top Management will relinquish or pass to Subordinate Management personnel many functions in order to relieve itself for newer and broader functions.
2. Middle Management functions will broaden to include responsibilities not heretofore in its work.
3. These changes will result in Middle Management personnel being required to have greater knowledge about planning, and coordinating, the uses of equipment, labor, supplies and raw materials. Not just as these affect a specific operation but rather a full department, or several departments.
4. The responsibility will broaden toward a more decentralized organization structure with responsibility working closer to the needs for profit accountability. This will require broader levels of knowledge and capacity from the individual Middle Management personnel.
5. Greater indulgence can be expected in areas such as community relations, departmental profit analysis, production and expenditure analysis, budgeting, data analysis, communication and dissemination of information.
6. Implementation of new approaches with responsibility for results in working from self prepared projects, major expenditures, planning labor, and facility needs.
7. Middle Management will get new freedom of authority so that there will need to be a new awareness and capability in how to use this new freedom.
8. Required knowledge for practicing leadership in motivating people to their highest capacity and talents.

These are just a few of the ways in which Middle Management will be affected in the Management of Tomorrow. Perhaps you are concluding you are already involved in this way now. I would venture a guess that you will still feel the changes as time passes, especially if you are connected with a progressive organization.

Burden on Lower Echelons

The point I want to emphasize is that the burden will be on lower echelons of management in the organization to

prepare for the inevitable needs relevant to broader management responsibilities. The complexities in corporate growth, financial, legal, governmental and community responsibilities will require more and more of the time of Top Management—especially in those companies who seek and work on potential growth patterns. The market place itself—with the ever changing buying habits, new technologies, new and better uses of resources both human and natural,—are all aspects requiring the time and talents of Top Management now and in the future.

Therefore it is axiomatic that Middle Management will take on new freedoms of authority, new levels of accountability, new stature in the operating phases of the company. Those who are not prepared for this new responsibility cannot hope to participate and grow in stature but rather must be relegated to function of lesser importance. They will be passed by persons who are prepared.

These seminars are a factor in the preparations I have been talking about. Lessons presented here these past two days giving specific incidents in operating problems and solutions are of little value unless the individual participants have learned. It is natural that some subject matter may seem unimportant to you, because it is on a phase of operations for which you have not now any responsibility. But if you take the point of my presentation, you may find that you wish you had concerned yourself more than you did. As Middle Management, it behooves you to be concerned about the operations beyond your immediate responsibility. Only you can enhance your knowledge, and this is an opportunity for you to do so. Those who are cognizant of the problems and solutions in operating phases other than their own responsibilities, are better prepared to understand coordination and cooperation among the various departments.

This, I challenge you, is the prerequisite for the position of Middle Management of tomorrow.

Freedom of Authority

If I may, I should like to discuss some of the specific changes in freedom of authority at the Middle Management level in our company. I choose our own company only because I can give you a more specific outline. However, if your company's Top Management is taking some of these steps, you can relate what I am talking about to your own situation.

First, I started the process sometime ago by passing on much of the magazines and other business reading ma-

terial to individuals in Middle Management. This I think is important. If the person reads it, he will become informed on subject matter that should create and stimulate ideas not only as such relate to his own responsibilities, but as he might coordinate with the responsibilities of others.

Secondly, I have steered people who come to see me about things of an operating nature to Middle Management personnel, to establish direct communications and decision.

Thirdly, when there is a problem crossing department relations, I involve both sides not only to assemble facts but to analyze the facts and to make decisions with agreed objectives.

Fourth, when involved in projects planning or individual problems, I make it a point to have each individual who will be involved ultimately, to become involved immediately, so that there is a feeling of belonging as well as full understanding of details from the beginning. We try to involve each individual by taking an approach by suggestion or by doing and developing organized reasoning.

Fifth, we disseminate information about operations to Middle Management that at one time only went to the Top Executive levels. This information may provide such data on a daily, weekly, or monthly comparative analysis on packing, production, shipping, territory shipments, sales, etc. It may involve percentage ratio ratings on efficiencies, or program plans, estimates and objectives.

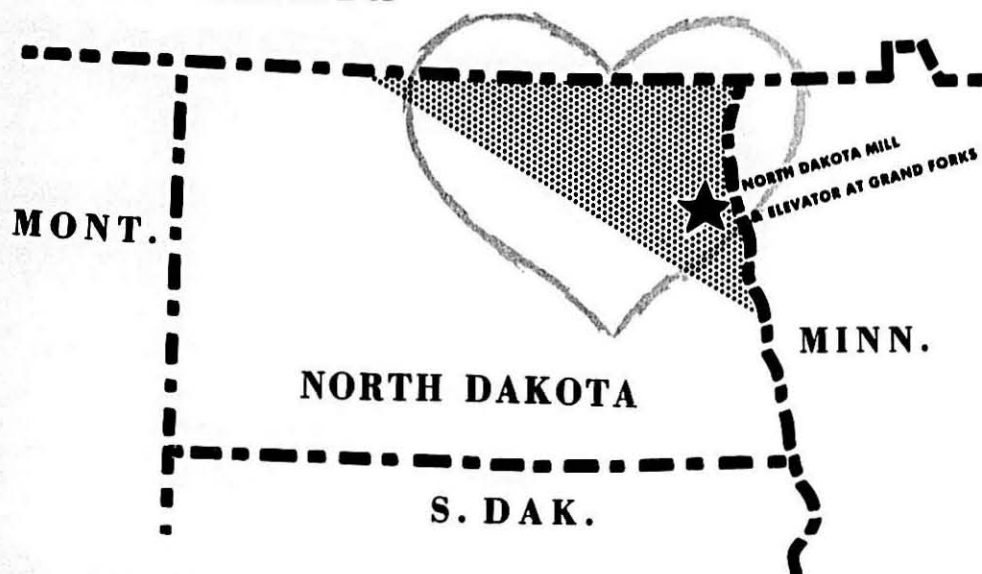
Sixth, we involve our Middle Management in the thick of human relations and individual motivation. We not only give them the ball, but we let them run with it. We encourage individual initiative toward self motivation and decision making.

In Summary

I could sum it all up this way: I probably spend only a small percentage of my time seeing people, signing my name and approving detail data today, when three years ago these things took up a high percentage of my time. I find I can spend much more time in long range planning, developing and implementing a wider scope of needed programs. I can work on integrating coordinate activity for cooperative understanding. I have time to develop programs toward motivating potential growth and improvement of the company in its many aspects as well as integrate and motivate individuals within the organization.

(Continued on page 42)

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WAY BACK WHEN

40 Years Ago

- On the Minneapolis convention program: "What Does the Macaroni Industry Need Most Today?"; "Gaining the Grocers' Confidence"; "Bagging The Weevil Evil"; "Macaroni for Health."
- When Italians want to express the perfect fitness of anything, they use an old proverb which says, "It's like cheese on macaroni."
- Why is manufacturing so poorly recompensed? The manufacturer does not ask enough for his goods because he does not understand how to price his products fairly, and how to get that price which he has determined what that fair price is.
- Advertisers vs. Unknown Brands—Do you realize that the cost of selling well known brands is much less than the cost of selling unknown brands?

30 Years Ago

- "The macaroni industry must act. Though the macaroni manufacturing industry is doing a fairly good job of "selling" its products and its service to the public, the job could be done much better and much easier if there were greater unity of purpose manifested by the trade as a whole."
- Washington Office under Benjamin R. Jacobs was working diligently on the proposed standards for macaroni products.
- Macaroni Volume Drops as Prices Continue Upward. Flooding of Markets With Low Quality Products Reacts on Industry.
- A laboratory "for testing durum wheat and durum wheat products" was to be established by the Agricultural Experiment Station of the North Dakota Agricultural College at Fargo.

20 Years Ago

- Nathan Cummings, president of Consolidated Grocers Corporation, said: "The food industry must return to the old time-tested formula of large volume sales at a small profit margin."
- "Hot Spaghetti" Messenger was advertised by Seagram's V. O. Canadian whiskey in their series "Men Who Plan Beyond Tomorrow."
- Paul Willis, president of Grocery Manufacturers of America, made an explanatory statement on rising food costs following the termination of O.P.A.
- Second class postage was a problem before Congress.

10 Years Ago

- Convention coming up was to be held at Grand Hotel, Mackinac Island. On the program: "The Story of Creative Capital"; "The Acquisition of Money by Profitable Operations"; "Estate Planning and Taxes."
- "Durum growers could increase plantings by an amount equal to that part of their wheat allotment not in the Soil Bank and not planted to other wheat, up to maximum of sixty added acres. Growers who have banked their entire wheat allotment obviously cannot plant any acres."
- "Millers need more profits," said Charles Ritz, Chairman of the Board of International Milling Company, before a meeting of the Association of Operative Millers in Buffalo.
- "Macaroni Products are Red Hot Summer Profit Items" and the National Macaroni Institute was touting backyard buffets.

Milani Spaghetti Sauce Mix

Milani Foods, Inc. announces that its "Italian Festival" Spaghetti Sauce Mix, heretofore only sold to restaurants, school cafeterias and large institutional feeding establishments for the past twenty-five years, will now be available in the retail markets for the housewife. With the installation of a battery of new, high-speed Bartlett machines for the packaging of dry mixes many items formerly packed only for institutional trade will be packaged for household consumers.

Increase for Grocery Store Products

Net sales for the first quarter ended March 31 for Grocery Store Products Co. amounted to \$4,110,214, compared with \$3,930,061 a year earlier, a gain of 4.4 per cent.

Net income, after provisions for income taxes, was \$270,649 or 41 cents per share, up 7.5 per cent compared with \$251,783 or 38 cents a share last year.

Management of Tomorrow—

(Continued from page 40)

I am convinced that in the light of the rapid growing changes, technologically and socially, management structures will experience changes in functional responsibilities.

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FOR SALE—2 Hydraulic Presses with pumps, diameter 12½ inches by 30 inches deep, vertical; 1 Hydraulic Press, horizontal, with pump, diameter 10 inches by 30 inches deep. Any reasonable offer. In New Jersey, Box 244, Macaroni Journal, Palatine, Ill. 60067.

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Tomorrow's rank and file will be better educated and more demanding in job satisfaction. Work and rewards will take on different concepts for many people. There will be radical changes in methods, and substantial changes in human values. Middle Management of Tomorrow will bear the brunt of these transformations.

This seminar is the first of what I hope will be a continuing series designed for the preparation and edification of the macaroni industry's middle and first-line management. There is much opportunity in these types of meetings not only to exchange ideas, problems and solutions on today's activity, but more importantly, to gain an insight into what is developing and how you can prepare to be effective as Middle Management of Tomorrow.

Macaroni Capital of the World?

In your advertising you try to make people's mouths water. Judging from industry sales—thousands do. In our advertising we try to whet your appetite for the kind of mouthwatering packaging Diamond Packaging Products Division can turn out. This Quick Quiz should give you something to think about. And, next time you have a packaging problem, we hope you'll think of us.



Macaroni Quiz



1. In what city are more macaroni products sold than any other in the world?
(a) Naples
(b) New York City
(c) Rome



2. According to legend, macaroni was named in the 14th Century. A noted chef named Cico created a new dish and served it to a Neapolitan Cardinal who tasted it and exclaimed, "Oh, ma caroni!!!!" Roughly translated, this means?
(a) Oh, how very dear
(b) Oh, Mother of Heaven
(c) Wow!



3. The coarse flour ground from the durum wheat kernel is called:
(a) Bull Durum
(b) Riccini
(c) Semolina



4. What famous musical composer concocted an excellent macaroni dish?
(a) Jackie Gleason
(b) Rossini
(c) Verdi



5. The kind of packaging Diamond Packaging Products Division turns out for its customers in the macaroni products field can best be described as:
(a) Hard-selling
(b) Economical
(c) Functional

Answers to Quiz:
1: b; 2: a; 3: c; 4: b; 5: c. Try us and see.



DIAMOND PACKAGING PRODUCTS DIVISION
DIAMOND NATIONAL CORPORATION
733 THIRD AVENUE, NEW YORK, NEW YORK / 10017 (212) 697-1700



Op art?

It's modern... it's up to date... it's "IN".
What's "IN" for the macaroni industry?
Know-how, experience, quality and service.
That's us.

DURUM DIVISION / INTERNATIONAL MILLING COMPANY INC.