

**THE
MACARONI
JOURNAL**

**Volume 51
No. 7**

November, 1969

Macaroni Journal

OFFICIAL PUBLICATION
OF THE
NATIONAL
MACARONI MANUFACTURERS
ASSOCIATION

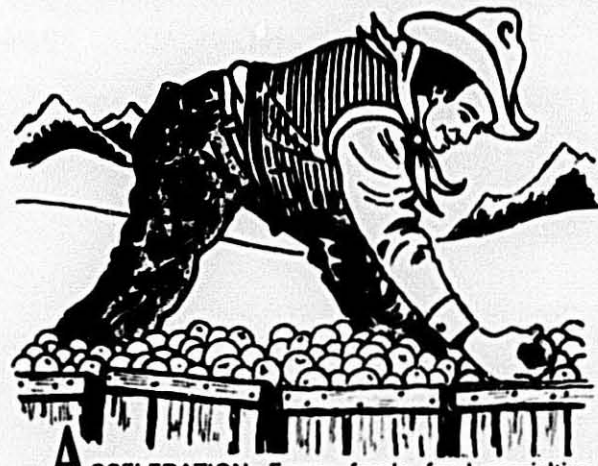


NOVEMBER, 1969

Macaroni Family Reunion



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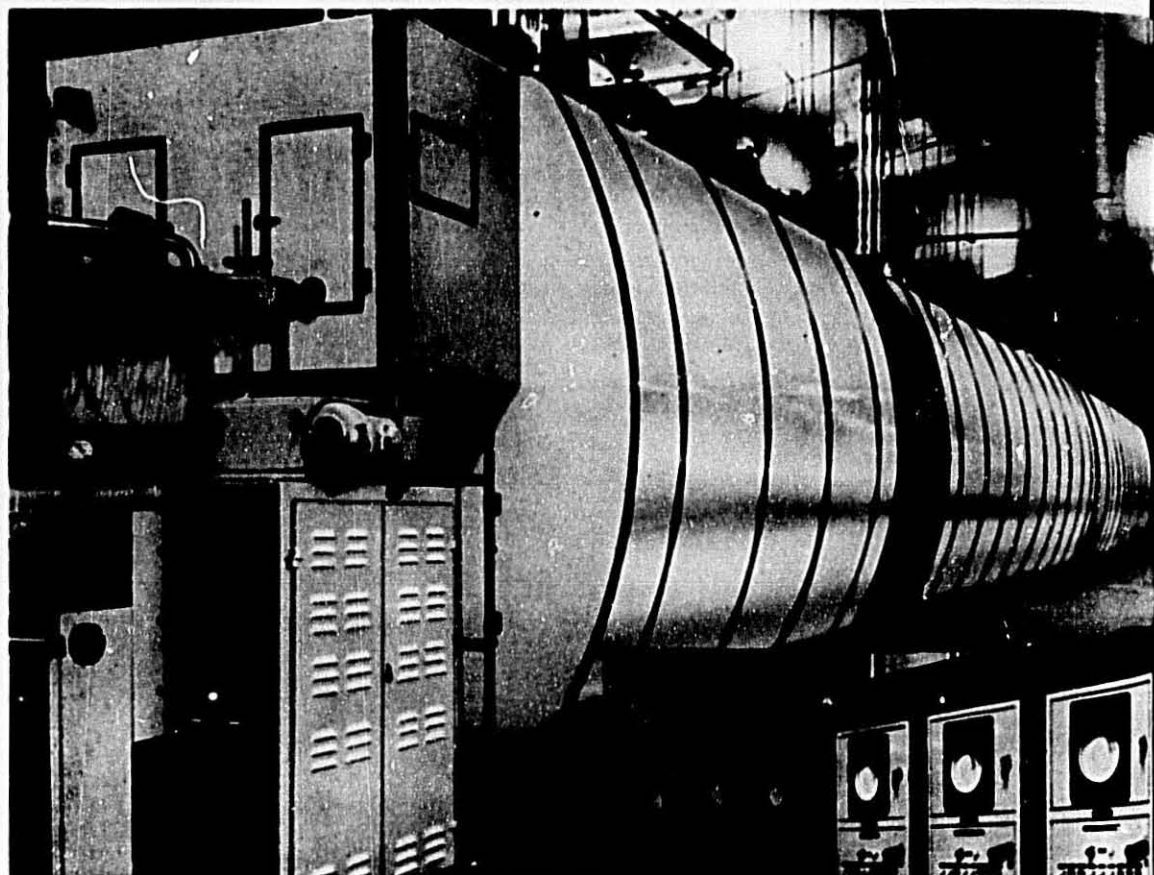
Cover Photo

Recipe for Farfelle with Bolognese Sauce is on page 11.

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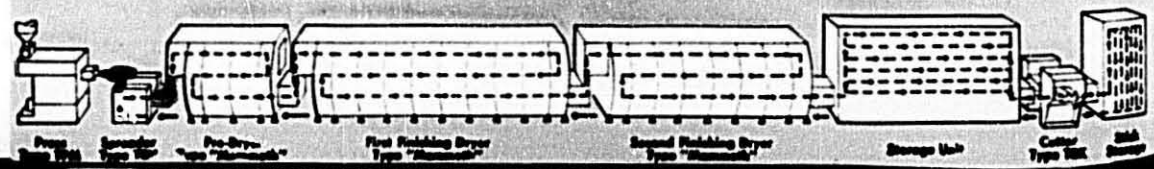


New BUHLER long goods dryer installed at the new Skinner Macaroni Company plant in Omaha, Nebraska.

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.
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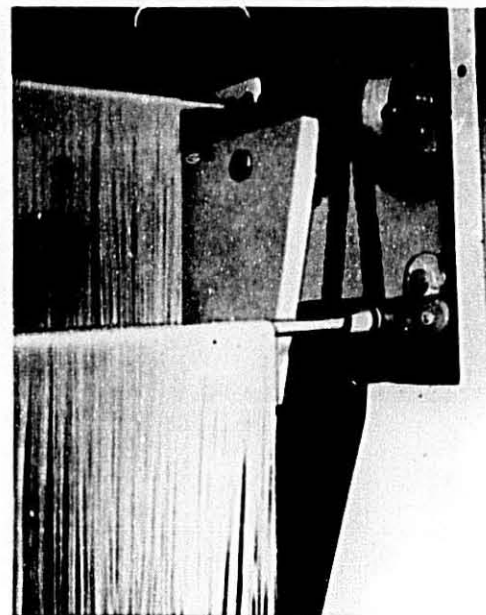
Control center for dryer line at Skinner Macaroni Company.



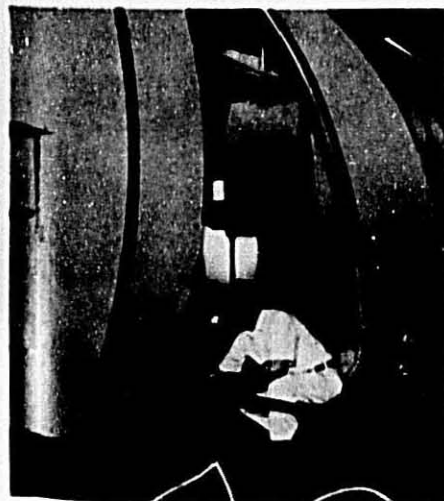
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WASHINGTON MEETING

THE National Macaroni Manufacturers Association held a meeting in Washington on September 23. Some forty macaroni manufacturers and allies gathered at luncheon to hear an interesting program.

Small Business View

John Lewis, executive vice president, National Small Business Association, gave his views on the legislative outlook. He noted that President Nixon has a majority of Congress against him, but the Gallup Poll shows the public gives general acceptance to the way he is handling his job.

Inflation is the greatest domestic problem. Five large industries must reach new contract settlements over the next year. Union demands are sky-high. Construction workers in Buffalo have already a wage and benefit increase of 67% in the three years ahead. Plumbers and electricians are making \$20,000 a year, and all unions are asking for more.

Labor is a major force in Washington, but its power seems to have ebbed in recent years.

Consumerism

Consumerism is a potent force also, but it is interesting to note that the Consumer Advisory Councils have lawyers, professors, and representatives of women's groups, but no business people. The businessman definitely is not the guy in the white hat.

Judging by the passage of legislation, the Congressional pace is quickening. Important money bills are beginning to move. The Treasury-Post Office appropriation was sent to the White House; the Interior appropriations bills readied for conference; and the Military Procurement Authorization bill cleared the Senate after two months of debate. The Senate ticked off the Housing (S. 2864)

and Food Stamp (S. 2574) bills in short order and went to work on the Coal Mine Safety bill. Other major proposals coming up include the Administration's Occupational Safety and Health bill, decision on postal reform, revenue sharing proposals, and consumer protection legislation.

Miller's Representative

Fred H. Mewhinney of the Millers' National Federation Washington office predicted there wouldn't be anything developing on farm policy until next year. He noted that the wheat industry was at work on nutritional improvement, to take part in the war on malnutrition and hunger; and he called attention to the National Day of Bread on October 28, which has been proclaimed by Congress.

Grain Expert

Carl Farrington of the Grain Branch of the U. S. Department of Agriculture is an old friend. Coming from Archer Daniels Midland Company, he is the former head of the Agricultural Committee of the Millers' National Federation and a member of the Industry Advisory Committee on Durum. Presently his responsibilities involve procurement, sales, and inventory management of grain for the U.S.D.A.

He noted the good quality of a record-breaking crop this year and a low incidence of black point. He predicted some unfavorable factors in the export market with a large Canadian crop—almost double that of last year—and larger local production in France.

Mr. Farrington observed that although wheat acreage allotments dropped 13% this year, durum acreage only dropped 6%, while hard spring wheat dropped 18%. He declared farm producers must share in the nation's economic progress.

Panel on Hunger

A panel of James J. Winston, director of research for N.M.M.A., Neill W. Freeman, Jr., director of the Commodity

Distribution Division, Food and Nutrition Service, U.S.D.A., and Dr. Fred R. Senti, deputy administrator of Agricultural Research Service, fielded questions on the government's purchase of enriched macaroni products in the War on Hunger.

Enriched Macaroni

Mr. Freeman noted that the purchases of 480,000 pounds each of milk macaroni and soy-and-wheat macaroni was for 3,500,000 people in the Family Food Assistance Program. Recipe material has been prepared in both Spanish and English, and recipient reaction will be recorded in interviews at distribution centers to check possibilities for future purchases.

Dr. Senti noted that Cepalpro had not proved successful in market tests because of lack of recipient acceptance.

GMP's

General Fred J. Delmore, director of the Bureau of Voluntary Compliance, Food and Drug Administration, discussed good manufacturing practices, "your key to quality." Highlights of these comments appear on following pages.

Reception

















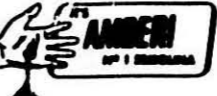
Sundown on the open terrace of the Washington Hotel saw a highly successful reception for the delegates and their Congressional representatives. This was followed by dinner at one of Washington's better Italian restaurants, and was lauded as most successful by all who attended.

Good Press

Louise Lague wrote favorably of the meeting in the Washington Daily News, and Counselor Harold T. Halpenny wrote: "I am of the opinion that such meetings are of real value, not only to the industry, but it does acquaint some of the Government personnel, as well as elected officials, with the fact that the macaroni manufacturers are an important segment of America's industrial complex."

THE MACARONI JOURNAL



TO INSURE THE QUALITY  IN ANY MACARONI PRODUCT  ALWAYS SPECIFY  WHETHER YOU'RE MANUFACTURING LONG GOODS  OR SHORT   , EGG NOODLES  OR OTHER SPECIALTY SHAPES,  YOU'LL FIND  IS ALWAYS UNIFORM IN COLOR AND GRANULATION.  BECAUSE OF OUR UNIQUE AFFILIATIONS IN THE DURUM WHEAT GROWING AREA,  WE CAN SUPPLY  THE FINEST DURUM  WHEAT PRODUCTS AVAILABLE. AND WE SHIP EVERY ORDER  AT THE TIME  PROMISED. BE SURE... SPECIFY 



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NOVEMBER, 1969

GMP's - Your Key to Quality

by Fred J. Delmore, Acting Associate Director,
Bureau of Compliance, Food and Drug Administration

THE Food and Drug Administration's Good Manufacturing Practice Regulations for the food industry have been pretty well publicized—in the Federal Register, in the newspapers, and in the trade press. But the reasons we have issued these regulations—and their purposes—may not be as fully understood as they should be.

Thus, I should like to talk briefly about:

1. How and why regulations are drafted and issued;
2. The reasons for, and purposes of, good manufacturing practice regulations for the food industry; and
3. The advantages we see in food GMPs, both for industry and ourselves.

As a preface to the regulations themselves, let's review briefly the difference between a statute—the law—and the regulations issued by an enforcement agency.

How and Why Regulations Are Issued

Congress is responsible for enacting laws, and changing laws which may already be on the books.

The agency designated to administer a law develops and publishes regulations for enforcement of the law. Regulations are tools used by the agency to help carry out the statutory objective as expressed in the law.

There is nothing static about regulations. They can be changed at any time if a need is shown.

To begin with, regulations are first published in the Federal Register as proposals. All interested parties are given time to comment on them, to register objections—if they have any—and to make suggestions. It is only after all comments, objections and suggestions are carefully reviewed and evaluated that the finally approved regulations are published and ordered into effect. Even after regulations have gone into effect, the agency can, and often does, make changes when it is shown that a part or parts of the regulations are not in the public interest.

The Reasons For, and Purposes of, The Food GMPs

Now, the food industry GMPs that we are talking about were published initially as proposals in December 1967. Many industry comments and views

were received, and, after careful review, FDA made some significant changes in the original proposals. A final order making the revised proposals effective was published last April.

Why were these regulations drafted?

As you know, the Federal Food, Drug, and Cosmetic Act defines a food as adulterated (and thus barred from Interstate Commerce) if it has been prepared, packed, or held under insanitary conditions whereby it may have become contaminated with filth or rendered injurious to health. The Act, however, does not contain any further specification of what insanitary conditions are. Thus, for many years both FDA and industry have been handicapped by the lack of clarification of insanitary conditions, the lack of standards by which to judge compliance or non-compliance with the law. And perhaps as a result, there may not always have been uniformity in enforcement in different food industries and in different parts of the country.

Through the years FDA has developed, refined and improved analytical methods of detecting filth in food. The agency has sought in many other ways to strengthen enforcement of the statutes to remove unclean or unwholesome food from interstate commerce. The food industries, at the same time, generally have done a very fine job of improving the purity and wholesomeness of our food supply, and we commend them for it. As a result of all these actions—by industry and by the enforcement agency—we have seen higher standards of sanitation and continuing advances in methods of detecting filth, toxic materials and disease-bearing organisms in foods.

But despite all these improvements, despite all the advances that have been made, I'm sure all of us can agree that much still needs to be done to improve conditions for assuring consumers a clean, wholesome, safe food supply.

Heretofore one big deficiency in this whole picture, in our mutual approaches, has been the lack of guidelines for industry and for ourselves—a definition of good manufacturing practices.

Thus, we developed the food GMPs. These have been termed "umbrella" regulations, because they are general enough and broad enough to apply to

all the food industries—to every company manufacturing, processing, shipping, handling or storing any class of food in interstate commerce.

The umbrella concept developed when we attempted to write GMP regulations for specific industries. We quickly found that we would be repeating, in each regulation, such standard operating procedures as "wash the equipment," "provide screens or windows," "close the doors," and "put out the cat." For that reason we wrote an "umbrella" to include all of the general concepts of basic sanitary plant operations. And we decided that we would later prepare individual appendices spelling out specific procedures applicable to special hazards and special products.

We are in the process of developing such appendices now. For obvious reasons, our priority list for these appendices is related to the degree that food products are susceptible to contamination causing human illness. For example, appendices on such items as hot smoked fish, breaded shrimp, soft filled baked goods, non-fat dry milk, egg products, etc., are high on the priority list.

At this point, I want to make a very important "pitch" for your cooperation and assistance. In developing these appendices, we want to draw heavily on the expertise of industry. We invite and urge associations such as yours to draft GMP appendices for particular industries. With your knowledge of the food technology of the particular products involved and of current good manufacturing practices in your fields, you are in a better position than FDA to prepare these appendices. FDA experts in food science and technology are available to counsel with industry groups in the development of such guidelines and will assist to the fullest extent possible whether or not these are formally promulgated as appendices to the "umbrella" GMPs.

The Advantage of Food GMP's

The primary and most important reason for developing GMP regulations and guidelines, of course, is to improve consumer protection against adulterated foods. Another important reason is to provide standards by which compliance or non-compliance with the law can be

(Continued on page 27)

ADM Milling Excellence

Macaroni Family Reunion

THE third annual press luncheon sponsored by the National Macaroni Institute was held at Tiro A. Segno in New York City on September 24, 1969. In attendance as hosts were the heads of macaroni companies in New York, California, Nebraska, Pennsylvania, New Jersey, Illinois, Missouri, Kentucky and Minnesota. Guests were food editors of leading women's interest magazines, newspapers in the Metropolitan New York area, syndicated columns and Sunday supplements, as well as representatives of radio, television and extension service, and publicists for foods which go well with macaroni products.

Private Club

The small and charming private club provided a pleasant atmosphere for renewing friendships and exchanging ideas about spaghetti, macaroni and egg noodles. The luncheon began, as in the previous two years, with a lavish antipasto buffet. One could count at least fifteen foods—perhaps there were more—including shrimp, clams, meat balls, pimientos, olives, cheese, salami, anchovies, sausages and prosciutto.

The buffet held one pasta dish: Baked Stuffed Manicotti in a cream sauce with ever so slight a tomato flavor. Noodles were served and so was spaghetti, but only at the individual tables and one platter at a time. For the genial steward, Antonio Manfredi, is unyielding in his belief that pasta with a sauce over it must be served straight from its boiling water bath, still steaming and at the exact condition called *al dente*. The noodles were represented by the dish Farfalle (little butterflies) with Bolognese Sauce. Instead of the usual spaghetti, a twisted form called fusilli was served with a light and delicate tomato sauce by the name of Filetto di Pomodoro.

Mr. Manfredi was happy to describe the pasta dishes served at the luncheon, but it was difficult to determine exact amounts for a family-size recipe. The following three recipes are therefore the nearest possible versions of the original.

Baked Stuffed Manicotti (Makes 8 servings)

4 1/2 cups ricotta cheese
(about 2 1/2 pounds)

1/2 cup grated Parmesan cheese
1 cup finely chopped prosciutto
1/2 cup chopped Italian parsley
3 egg yolks
1/2 teaspoon salt
1/4 teaspoon white pepper

Cream Sauce*

2 tablespoons salt
4 to 6 quarts boiling water
1 pound manicotti (16 pieces)
Grated Parmesan cheese
2 tablespoons butter or margarine

To prepare filling, mix together ricotta cheese, 1/2 cup Parmesan, prosciutto, parsley, egg yolks, 1/2 teaspoon salt and the pepper; chill.

Prepare Cream Sauce*, given below. Pour small amount of sauce into two 13 x 9-inch baking pans.

Add 2 tablespoons salt to rapidly boiling water. Gradually add manicotti so that water continues to boil. Cook, uncovered, stirring occasionally, until almost tender. Drain off 1/2 of the water; add enough cold water to stop cooking and cool the manicotti for handling. Lift one manicotti from water, using a teaspoon or table knife, stuff with cheese



Antonio Manfredi

mixture and place in baking pan. Repeat, using remaining manicotti and cheese filling. (Manicotti should be arranged side by side in a single layer and should fill the pan.) Pour remaining sauce on top. Cover with foil and bake in 350 (moderate) oven 30 minutes. Uncover and sprinkle Parmesan cheese over all. Dot with butter and broil lightly under broiler.

*Cream Sauce (Makes about 3 cups):

In medium saucepan, saute 1 chopped medium onion in 1/2 cup butter or margarine until almost tender. Stir in 1/2 cup flour, 1 1/2 teaspoons salt and 1/2 teaspoon white pepper. Gradually add 1 cup chicken broth and 1 pint (2 cups) heavy cream. Cook, stirring constantly until sauce boils, remove from heat. Blend in 1/2 cup tomato paste.

Note: Manicotti must be removed from water and stuffed one at a time, then placed in sauce to keep them moist for easy handling and filling.

Farfalle with Bolognese Sauce (Makes 8 servings)

1/2 cup each: chopped onion, chopped celery and grated carrot
2 tablespoons olive oil
2 pounds ground beef
1 onion
1 (35 ounces) plum tomatoes
1 (6 ounces each) tomato paste
2 cloves garlic (optional)
2 teaspoons salt
1 teaspoon oregano leaves
1/2 teaspoon basil leaves
1/2 teaspoon pepper
Dash nutmeg
3 beef bouillon cubes
2 tablespoons salt
4 to 6 quarts boiling water
1 pound farfalle
Grated Parmesan cheese

In Dutch oven saute vegetables in oil about 5 minutes. Add beef and brown, stirring frequently. Stir in wine, tomatoes, paste, garlic, 2 teaspoons salt, herbs, pepper, nutmeg and bouillon cubes. Crush tomatoes, cover and simmer 4 hours, stirring occasionally. Discard garlic.

Meanwhile, add 2 tablespoons salt to rapidly boiling water. Gradually add farfalle so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Serve with sauce and Parmesan cheese.

Fusilli a Filetto di Pomodoro (Makes 8 servings)

3 cups diced onions
1/2 cup butter or margarine
1 cup diced prosciutto
1 can (35 ounces) plum tomatoes*
Salt and pepper
2 tablespoons salt
4 to 6 quarts boiling water
1 pound fusilli or spaghetti

In Dutch oven or large heavy saucepan saute onions in butter over medium heat until golden. Add prosciutto, cook 10 minutes. Stir in tomatoes and mash. Simmer covered 15 minutes; uncover and cook 20 minutes longer, stirring occasionally. Season to taste with salt and pepper.

Add 2 tablespoons salt to rapidly boiling water. Gradually add fusilli so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Serve with sauce.

*Or use two pounds fresh plum tomatoes, peeled and diced (and seeded, if desired). When fresh tomatoes are used, cook sauce covered 1/2 hour, adding water if necessary.

Four Noodles

J. J. Grass Noodle Company of Chicago is advertising in local papers "Four noodles that helped make Chicago famous."

"Carl Sandburg. From his noodle came poetry and biography that thrilled America. One of his earliest poems, 'Chicago,' made him famous, too."

"Eliot Ness. From his noodle came plans which put Chicago in the forefront of the fight against Prohibition lawlessness."

"Jean Baptiste Point du Sable. The first Chicagoan. He lived in a trapper's hut beside the 'Chicago River' because his noodle recognized the great promise of the place where the Chicago meets Lake Michigan."

"Mrs. Grass Egg Yolk Noodles. This noodle was born in Chicago to the agony of other noodle makers and the ecstasy of all noodle lovers."

From the Moon to Mars

Now that the moon has been conquered by man, the macaroni industry is turning to new horizons.

In the past, statisticians for the National Macaroni Institute laboriously transformed the annual consumption of macaroni into miles of spaghetti and calculations would reach the moon and back many, many times.

The "slide rule" tactics based on a projected 1969 consumption indicates that the strands of spaghetti would stretch to 1 1/2 trips to Mars with enough left over for 25 million hefty spaghetti dinners.

Macaroni consumption for the first six months of 1969 was up 43 per cent over last year's comparable period, according to Peter J. Viviano, of Louisville, president of NMI. Based on a projection of this figure, the 1969 total macaroni consumption is expected to reach 1,458,103,570 pounds, for a per capita consumption of 7.3 lbs. Helping the situation along will be a bountiful supply of durum wheat being harvested this fall. Durum wheat is the basic ingredient of macaroni products.

So if you want to head for Mars, pick up the beginning of a spaghetti strand here on Earth and start eating your way to this planet before the astronauts get there.



Something to Cheer About—

You don't have to be a cheerleader like perky Linda Gibson to give out with loud cheers for National Macaroni Week. October 16 to 25, prizes were held in a variety of trade publications.

Release continued. Fact is, you'll be feeling pretty cheerful over your profit picture if you feature elbow macaroni, spaghetti and egg noodles with related items in dairy, meat, produce and grocery sections during the week. Don't fumble short of your goal. Set up a Macaroni Week display in your store and your sales score is sure to run up some extra points.



Baked Stuffed Manicotti



Fusilli a Filetto di Pomodoro

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sun shines
on durum wheat
you'll find the
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King Midas DURUM PRODUCTS



PEAVEY COMPANY
Flour Mills

Heavy Semolina Bookings

Large scale buying that got under way after Labor Day involved the most widespread coverage in two years according to the Southwestern Miller.

Numerous macaroni manufacturers re-entered the market for durum products to add to initial purchases, usually filling out for 120 days or into early January. Few buyers went beyond the 120 day carrying charge limit, but on the other hand only a few failed to take the balance of 1969 needs. In past years, many macaroni manufacturers booked six to nine months on the initial go-around, but wide swings in the cash durum market during 1967 and 1968 crop years encouraged a more cautious policy.

The Southwestern Miller notes that semolina bookings at \$8.10 per cwt. represented a decline from final purchases on 1968 crop, but flour bookings were about 20¢ over old crop because the differential from semolina was reduced from 50¢ to 30¢ per hundred-weight. Quality of the 1969 crop has been rated very high.

Durum wheat inspected for export in July-August totaled 8,400,000 bushels compared with 6,400,000 inspected in the same period last year.

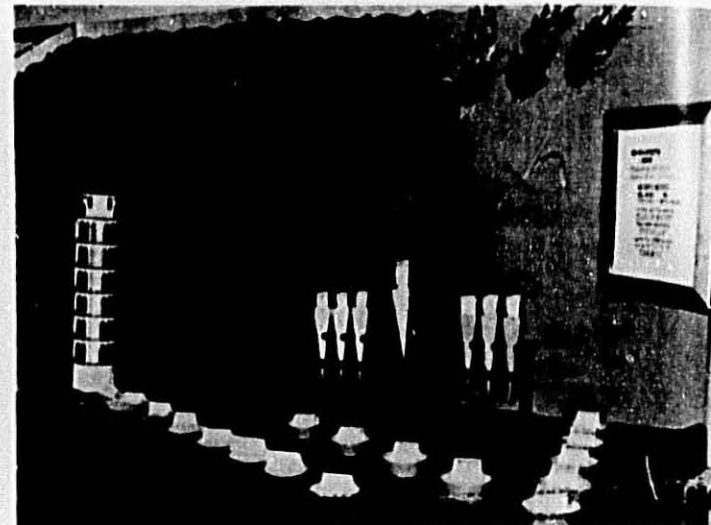
Crop Quality Report

Preliminary tests in a wheat survey indicate the quality of the 1969 hard red spring and durum wheats is quite high. The survey is a cooperative effort of the North Dakota Agricultural Experiment Station, Cooperative Extension Service both at NDSU, North Dakota grain elevator managers, and the North Dakota Wheat Commission.

Elevator managers in cooperation with county extension agents collected and mailed samples from all sections of North Dakota to the Cereal Chemistry and Technology Department at NDSU where the quality tests were performed.

Favorable Conditions

Weather conditions this season were favorable for the production of high grade wheat in North Dakota. Likewise, the conditions were most favorable throughout the entire harvesting period, which helped to maintain the high quality production. Of the hard red spring samples received, 59 percent graded No. 1 Heavy Dark Northern Spring and 14 percent graded No. 2 Heavy Dark Northern Spring. For durum wheat, 61 percent graded No. 1 Heavy Hard Amber Durum and 8 percent graded No. 2 Heavy Hard Amber Durum. These wheat grades are much higher than last year.



More than one million Minnesota State Fair visitors had an opportunity to see the semolina story on display. The exhibit, prepared by Mrs. Arlene Nehring of Anoka County, won second prize. A colorful red and gold motif helped highlight durum wheat and semolina samples provided by the Amber Milling Division of Farmers Union Grain Terminal Association and macaroni products from the Creamettes Company.

Test Weight Up

The average protein content for the state was similar to last year with 14.0% for hard red spring wheat and 13.2% for durum. Average test weight was greater, 60.3 lbs. per bushel for hard red spring wheat and 62.4 lbs. per bushel for durum. This is 1.6 lbs. per bushel more for hard red spring wheat and 2.9 lbs. per bushel more for durum than last year.

The wheat quality survey is conducted annually to give the producers, commercial trade, and foreign buyers of North Dakota wheats an impartial evaluation of the crop.

Legislation to be Pushed

Directors of the Wheat and Wheat Foods Foundation, representing producing, processing and end-product manufacturing segments of the industry, have agreed unanimously to ask Congressional consideration of a self-help plan which would permit them to establish, finance and administer a coordinated program of research, education and promotion to maintain and expand their markets. The move culminated more than five years' work by the group in which more than a dozen different bills of enabling legislation were considered.

If approved, the measure would authorize an assessment of each hundred-weight of processed wheat destined for human food within the United States, beginning at one cent the first year and increasing each year thereafter in rela-

tion to budget up to five cents per hundredweight. At the maximum rate, more than \$10,000,000 annually would be generated for a commonly-approved domestic program of research, education and promotion.

ADM Milling Company

The flour milling division of Archer Daniels Midland Company is now known as ADM Milling Company, and operates as a wholly owned subsidiary of ADM with headquarters in Kansas City, Missouri.

Fred Merrill, a vice president of the parent firm, will be president of the milling company. The name change was made, he explained, to establish ADM's milling operations as a separate entity.

The firm has four mills with a total capacity, including durum, of 41,329 cwt. per day, plus 5,000 cwt. bulgar and a wheat-soy blending facility. The group grew from the Commander Larabee Corporation, formed in 1927 and passing to ADM in 1930. The name was changed to Commander Larabee Milling Company in 1935 and that lasted until 1959 when Commander was absorbed by ADM's agricultural division.

ADM Increases Earnings

Net earnings of Archer Daniels Midland Co. totaled \$3,393,566 in fiscal year ended June 30, an increase of 5% over preceding year. It was equal to \$2.45 a share on the common. Sales increased 14% in the year to \$320,787,250, against \$280,771,608 in fiscal 1968.

quality control starts here.



The finest durum wheat fields in the world are located in North Dakota, and the North Dakota Mill sits right in the heart of this durum triangle. When you start with the world's best durum, in the heart of the durum belt, you already have an advantage. Add to that the superior laboratory and testing facilities. And mill it with the finest equipment and skilled millers. This is the way we built quality control into our consistently high-quality durum

products for leading macaroni manufacturers. When you want the best durum products, look for Durakota #1 Semolina, Perfecto Durum Granular or Exello Fancy Durum patent Flour. Quality control never drops off.

the durum people



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Down on the Farm

Agribusiness was the subject of a talk given recently by Executive Vice President Milan D. Smith of the National Canners Association.

Among the subjects brought up by Mr. Smith were some remarkable facts quoted from the former Secretary of Agriculture Orville Freeman, concern-

ing six major contributions of agriculture to the nation's economy.

(1) Agriculture is a multiplier of manpower. Average per-man production supplies the food and fiber requirements of more than 40 persons, compared to 26 persons in 1960, or 10 persons 30 years ago.

(2) Agriculture's progress has resulted in sharply lowered food costs relat-

ive to after tax income. If U. S. consumers in 1967 had paid for food in the same proportion to their after tax income as in 1960, they would have had \$11 billion less to spend for other items.

(3) Agriculture sustains abundance through steadily increasing purchases of goods and services. Gross farm income in 1967 approximated \$49 billion. More than \$34 billion of this was spent

for goods and services to produce crops and livestock.

(4) Agricultural exports are increasing. These exports are equal to the production of one out of four U. S. harvest acres. In the aggregate they provide approximately one million jobs in such industries as machinery and fertilizer manufacture, transportation, storage, packing and processing. The net favorable balance of agricultural trade currently makes up over 50 per-

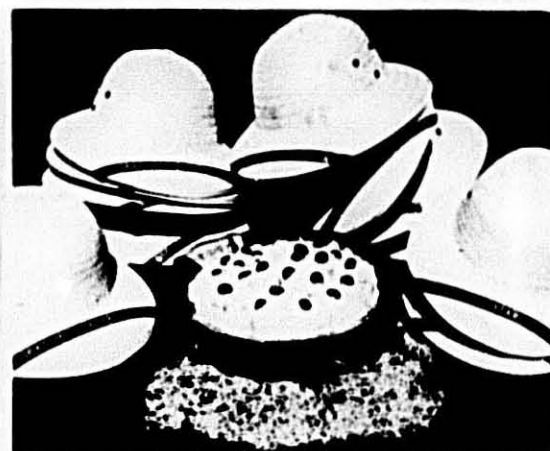
cent of the U. S. total favorable balance of trade in all products. This is accomplished with agricultural shipments amounting to only 22 per cent of total exports.

(5) Agricultural production is the world's primary weapon in fighting hunger. The U. S. is the biggest exporter of food and fiber in the world, and is the world's biggest storehouse of agricultural knowledge.

(6) Agriculture is the keystone of rural America. Though less than 6 per cent of our population lives on farms, agriculture still represents the biggest single industry. This is so today, even though there are only two persons on farms for every five thirty years ago, and only about one in five of the rural population actually lives on a farm. It is the largest single producer of income for rural America.

More on the

Spaghetti Safari



Upper left: The entourage traveled by chartered plane from Minneapolis, through North Dakota, to Omaha to see the durum harvest, milling and macaroni processing.

Upper right: Food is the interest of food editors. Rosa Tusa of the Milwaukee Sentinel, set up an array of Safari helmets around a macaroni fruit salad made with rings.

Upper left: North Dakota Governor William Guy and his charming wife are flanked by Gene Murphy of North Dakota Mill on the right and Arne Dahl of the North Dakota Department of Agriculture on the left, at Grand Forks dinner.

Upper right: Sam Kuhl of the North Dakota Mill explains fine points of milling to Zoe Coulson, Gail Cleveland, Diane Reed and Ella Elvin.

Lower left: Farmers' wives prepared a picnic luncheon with cold meat and pasta dishes ranging from lasagna to a wide variety of salads.

Lower right: Marian Laylin (right) gets a serving of barbecued buffalo at Medora. Marian is the macaroni account executive in Sills' New York office.

Lower left: The Safari sees grain unloaded into storage bins on the Miles Ophoug farm.

Lower right: The group gets a lecture on plant breeding at the Cereal Technology Department of North Dakota State University.



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Durum Milling Capacity

The Northwestern Miller in its 1969 listing of mills shows twelve mills grinding durum with a total capacity of 31,678 hundredweights.

Number	State	Capacity
4	Minnesota	19,800
2	New York	9,300
2	North Dakota	7,100
1	Tennessee	50
2	Washington	7,028
1	Wisconsin	8,400

Unhappy Medium

If a man stands with his right foot on a hot stove and his left foot in a freezer, some statisticians would assert that, on the average, he is completely comfortable.

Durum Mill Grind

The Bureau of Census, U. S. Department of Commerce, reports the durum mill grind, in thousands of hundredweights.

Month	1967	1968
January	1,151	1,146
February	1,111	1,191
March	1,178	1,115
April	785	879
May	1,013	895
June	968	923
July	832	876
August	1,192	1,105
September	1,173	1,151
October	1,247	1,326
November	1,001	1,062
December	886	1,050
	12,534	12,709

Macaroni Imports Rise

U. S. Department of Commerce reports that imports of macaroni and noodle products in 1968 increased 68 percent, while exports dropped two percent on years ago exports just about level off imports coming in. Now the noodle business has practically vanished while imports soar. Factors include higher wheat costs, with a built-in support program in the certificate plan, higher conversion costs with higher wages and fringe benefits, higher freight rates, taxes, et al.

1968 Imports of Macaroni, Noodle Products

Country	1967	1968
Canada	8,009,158	\$1,324,052
United Kingdom	863	691
France	31,899	6,989
West Germany	32,390	7,701
Hungary	1,378	264
Switzerland	225,242	91,129
Gibraltar	15,181	1,903
Italy	7,530,839	991,958
Greece	129,294	13,099
India	1,693	451
Philippines	32,353	11,489
Korea	7,291	1,598
Hong Kong	1,279,868	413,405

Country	1967	1968
China T	107,735	65,552
Japan	1,453,872	372,919
Algeria	3,968	
Total	18,935,994	\$3,303,946

1968 Exports of Macaroni, Noodle Products

Country	1967	1968
Canada	230,269	\$ 45,200
Panama	134,495	28,506
Bahamas	230,876	66,399
Thailand	124,364	28,178
Japan	95,692	22,444
Nat. I.	73,403	17,166
Others	381,290	99,365
Total	1,278,499	\$298,658

In Pasta Land . . .



Upper left: The Spaghetti Safari arrives in Pasta Land, Eppler Field, Omaha.

Upper right: The fun unfolds in front of the Skinner plant as the tour begins.

Lower left: Bob Green and Lloyd Skinner serve breakfast to Diane Reid of the Fargo Forum and Zia Coulson of Good Housekeeping Magazine.

Lower right: A breakfast table arrangement was composed of wheat macaroni cuts, wheat stalks and fall leaves.

Upper left: Lloyd E. Skinner, President (left) and C. Mickey Skinner, Superintendent of Production and Packaging (center) wear paper caps. They explain watchmaking operations.

Upper right: John Schneider (left), Al Korman (center) and Leslie Starway (right) explain macaroni production to the tour.

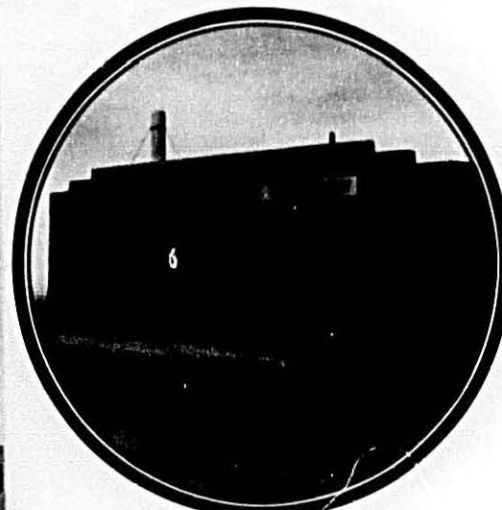
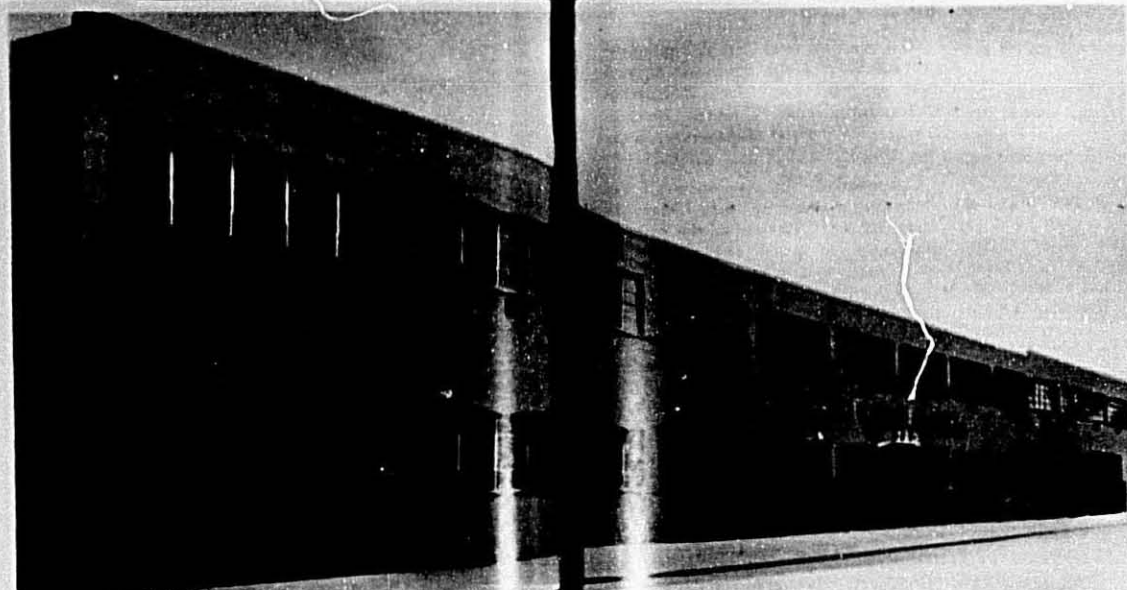
Lower left: Zia Coulson of Good Housekeeping Magazine (left) with her spaghetti spreader.

Lower right: Four cast members (left to right) Mickey Skinner, the Durum grower (Zia Coulson), the left, Mickey Skinner, the right.

50th Anniversary



1919



1929

Fifty Golden Years with the Golden Pasta

Now that we are reminiscing a little—some of the years were not all golden. To be truthful some were downright threadbare—as most of us well remember. However there were enough of those Golden Years to encourage us all to hold on—and the important thing is, we all tried harder to improve a little. Our finished product to any part of any floor in your plant.

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Grocers Comment on Macaroni

A CANDID and objective evaluation of the relationship between macaroni manufacturers and grocers was the theme of a panel discussion at the Coronado Convention.

The panel was comprised of Carl Peterson, Jr., A. M. Lewis, Inc., San Diego wholesale grocers; Don Stuetz, grocery division manager, Vons Grocery Company, with 84 stores, El Monte, California; Howard Moyer, grocery merchandise manager, central region, Mayfair Markets, of Oakland, California, with 253 stores.

Peterson's Observations

Mr. Peterson reported that in 1968 half of the membership of the Super Market Institute expanded or remodeled their stores. New markets are being built by 34 per cent of the companies in the Institute, and the prediction in 1969 was for 39 percent to engage in new building even though there were large increases in the cost of money and people.

Mr. Peterson said that Guides on Promotions and Allowances recently promulgated by FTC were causing big changes in the grocery field. A major result, he said, was the discontinuance of programs involving "off-invoice-deals" because now all stores must be made aware of all advertising and promotional allowances, and the burden of proof rests on the manufacturer.

Mr. Peterson also said that several manufacturers are going back to "spoils allowances" rather than having grocers hold product for pickup.

One of the results of computerization, Mr. Peterson said, is the cutting of inventories and improvement of service. He cited development of convenience, late-hour stores, and suggested that smaller case packs should be offered for these outlets.

He declared that detailed data from manufacturers is in great need by distributors. Salesmen today must be equipped with proper tools to make effective presentations in an increasingly competitive situation.

Mr. Peterson said that for most grocers, macaroni prices are established by "figuring from dead net, plus allowances, then going up six per cent."

Sales Decline

Don Stuetz selected as his topic "The Apparent Decline in Sales of Macaroni Products." He pointed out that in the period from 1960-68 pasta consumption in southern California increased 33 per cent, while rice consumption increased



Don Stuetz at podium; Howard Moyer (center); Carl Peterson (right).

only 30 per cent. But, he said, during the past five years, 1963-68, macaroni consumption has increased only 14 to 16 per cent, while rice moved up 16 per cent.

Trends this year, Mr. Stuetz said, include an increase of 2.7 per cent in dry macaroni, 3.4 per cent in canned pasta products, and 2.5 per cent in packaged dinners. Prepared rice is enjoying a 56.6 per cent increase, he said, pointing out that it started with a "low base."

Preventing macaroni from better growth, Mr. Stuetz said, are rice, packaged dinners, frozen foods, snacks, convenience foods, and franchise eating places.

Innovations Needed

Mr. Stuetz said the macaroni industry is not staying "on top of population trends." He said no pasta innovations have been made recently, and suggested "more realistic facings on packages." He recommended more efficient use of home economists.

"Above all," he said, "don't fight among yourselves—your problem is outside of the industry—become united as an industry."

During the discussion period, Mr. Stuetz told of plans that involve assigning a code number to every item, possibly even nationwide, so that the retail check-out clerk would simply press the code number rather than a price. Fed into the computerized system would be all of the trade activation deals, and the tape would show more information than at present.

Including Packaging

Howard Moyer of Mayfair Markets observed little change in macaroni packaging for a long time. Among his suggestions: vignettes for eye appeal, like cake mixes; see-through cartons; better displays at retail.

Macaroni's Place in Navy Chow

The most encouraging and optimistic presentation of the Coronado convention program came from Lieutenant Commander Dean S. Lane, Officer in Charge, Navy Food Management Team, San Diego Naval Supply Center.

Commander Lane's subject was "Macaroni's Place in Navy Chow—On Land, At Sea." He told of the extreme popularity of pasta products among navy men and praised macaroni as "easily and quickly prepared, nutritious, acceptable, and offering no sanitation problems."

He said that the Navy authorizes \$1.46 per day to feed a man, and meat accounts for 40 per cent of the food dollar. Pasta is low in cost as well as versatile and combines well with other foods. It requires little storage space, which is always at a premium aboard ship, especially if it is refrigerated.

Popular Spaghetti

Spaghetti is extremely popular among Navy men, Commander Lane said, but a close second is Chili Mac. The meat-stretcher has a recipe that goes back to 1908 in the Navy cook book. Up until 1927 the Navy cook book had but four recipes for macaroni products, he said, but the new publication, Armed Forces Recipe Service, has 33 recipes for pasta. Lasagna was introduced in 1963, he said. Cooks aboard ships as well as on shore cater to individual crews, but generally use macaroni products two to three times a week.

Commander Lane revealed that the San Diego Training Station annually uses 38,700 pounds of spaghetti, 35,475 pounds of macaroni, 23,834 pounds of noodles, and 15,000 pounds of vermicelli.

(Continued on page 28)



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NOVEMBER, 1969

Macaroni in Navy Chow —

(Continued from page 24)

Navy-wide, usage is as follows: 1,200,000 pounds of dry spaghetti, 1,126,000 pounds of macaroni, 830,000 pounds of egg noodles, 47,000 pounds of vermicelli, and 101,000 pounds of chow mein noodles.

On shore, 100 rations are cooked at a time in steam-jacketed kettles.

Advantages inherent in pasta products described by Commander Lane are: relative non-perishability without refrigeration, long shelf life, light weight, and economy.

Dale Sharp Elected

H. Edward Toner, President of C. F. Mueller Company, announced the election of Mr. Dale E. Sharp as a director, replacing Justice William A. Wachenfeld, deceased.

Mr. Sharp is Vice Chairman of the Board of Morgan Guaranty Trust Com-



Chief Keith Leighton and Lt. Col. Dean S. Lane

pany (President 1959-1962); a director of Continental Insurance Co.; American Smelting & Refining Co.; Niagara Fire Insurance Co.; The Yorkshire Insurance Co.; Seaboard Fire and Marine Insurance Co.

He is also, among others, a trustee of Washburn University; New York University; John Guggenheim Memorial Foundation; and Juilliard Foundation.

Mr. Sharp lives in Oyster Bay, New York. His offices are at 15 Broad Street, New York City.

Bruce C. Davis

Bruce C. Davis has been appointed National Marketing Manager of Paramount Packaging Corporation. Theodore Isen, president, announced.

Mr. Davis' prime responsibility will be to coordinate Paramount Packaging's total marketing program, with particular emphasis on laminated and coated products for the rapidly growing snack and specialty food industries.

Prior to joining Paramount, Mr. Davis was a marketing manager for the Continental Can Company. He is a graduate of the Detroit Institute of Technology and brings to Paramount more than 17 years of package marketing experience.

The Public Interest

The public interest requires that today those things that men of intelligence and goodwill would wish, ten years hence, had been done.

—Edmund Burke

GMP's—Key to Quality—

(Continued from page 8)

be judged by enforcement officials and industry itself.

Just as the Food Standard for Macaroni and Noodle Products has for many years proved of inestimable value to your industry and to the consuming public, so will the food GMP's. The Macaroni Standard, as is the case with all food standards, of course, was developed through a cooperative effort by your industry and FDA. We hope that GMP guidelines and procedures for specific foods will be produced by such a partnership effort.

For Industry

What are the specific advantages for industry in GMP's?

1. Industry will have knowledge of the yardstick by which it is being judged, as well as a basis for appraising its own performance.
2. Top management will have a standard against which it can measure the performance of individual staff members responsible for plant sanitation. Industry, furthermore, will be provided the means by which specific sanitation programs can be developed, planned and budgeted with a clearer understanding of what the current regulatory demands are with respect to its particular operation.

What are the advantages of GMP's to FDA?

1. GMP's provide an internal standard which FDA itself can judge consistently and avoid possible inconsistencies in evaluating and acting on field findings by different inspection reports. This also will be of great advantage to industry.
2. GMP's will also provide State and local enforcement authorities with a clear picture of the standards being used by FDA in the sanitation area. This will permit more effective planning and uniform enforcement by Federal and State authorities. And, this, too, will be much to the advantage of the industry.

When you review these several advantages, you cannot escape the conclusion that the GMP's will have the effect of raising the sanitary standards of food plants and the quality standards of our products. **This is why the GMP's are your key to quality.**

Again, let me say that I have appreciated this opportunity of discussing these matters with you—and thank you for listening.



Mini-Max Rail Car

Railroad and industrial executives gathered recently in Chicago's North Western Station for the showing of the Mini-Max Rail Car, a new concept in all-door box cars. Presented by its co-developers, General Mills and United States Railway Equipment Company, the Mini-Max is a special purpose car designed to carry a wide variety of low-density products.

Guests were quick to suggest that in addition to cartons of food products, the Mini-Max Car would be ideal for such other merchandise as paper specialties, chemicals, detergents, apparel, many household items and appliances.

Open Sides

Among the Mini-Max Car's design features that attracted viewers' attention are its sides, which open completely from end to end. Each car side consists of two full-car-length panels. When a commercially available power wrench is applied to the operating mechanism, both panels on the desired side are raised to completely open the car side to a clear 40-7/8" length and 10-3/4" height, for loading or unloading.

The Mini-Max is equipped with Air Pak (TM) lading protection devices in each end of the car. These are inflatable devices that apply compression to the lading, holding it securely in position while providing cushioning protection against lading-damaging in-service impacts and shock.

Single Axles

The service-proved trucks are high-speed, roller-bearing, and have single axles with only two wheels per truck. The Mini-Max Car's floor is steel and is purposely smooth so that skids and pallets of lading can be slid in and out

without need for lift trucks to actually enter the car.

Having a length over strikers of 45' 4", an inside length of 43' 3", an inside height of 13' 8" and an inside width of 9' 4", the Mini-Max Car has a 4,300 cubic foot capacity, an empty weight of approximately 59,000 lbs. and a load limit of about 60,000 lbs.

Joint Design

While jointly designed by General Mills and United States Railway Equipment Company, the Mini-Max Car was fabricated in United States Railway Equipment Company's shops at Blue Island, Ill. Prior to being shown to railroad and shipper executives, the car was subjected to a series of impact tests which confirmed its design strength and its ability to withstand even collision-level impacts without suffering damage or permanent deflection. The car is presently operating in round trip rail service.

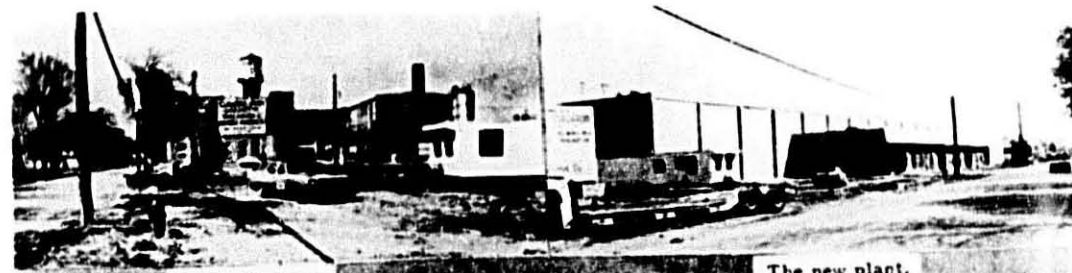
General Mills will have first call on the initial production run of Mini-Max Cars, but United States Railway Equipment Company's Blue Island carbuilding facility will accelerate production of Mini-Max Cars so as to make them available for lease or sale to other shippers and railroads.

Baby Girl

Mr. and Mrs. Joseph P. Viviano of Louisville, Kentucky, have announced the arrival of their third child, Stephanie Marie, born September 29. Congratulations!

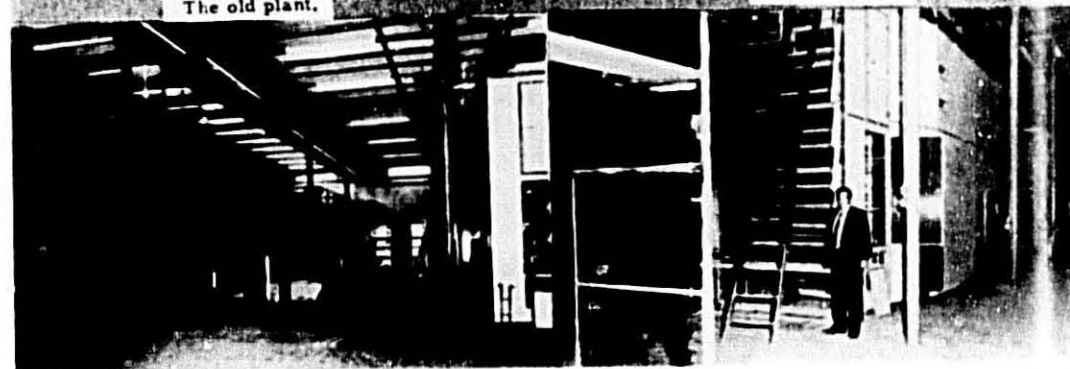
Sympathies

To U.S. Macaroni Company of Spokane, Washington, on the death of their founder, Vincent L. DeFelice, September 21.



The old plant.

The new plant.



D'Amico in New Plant

D'Amico Macaroni Company of Steger, Illinois is operating in new quarters. Started last spring the new plant has some 60,000 square feet of space and will be capable of doubling present production of approximately 60,000,000 pounds. The initial installation will have six lines to produce long goods, short goods and noodles.

Located directly south of the old

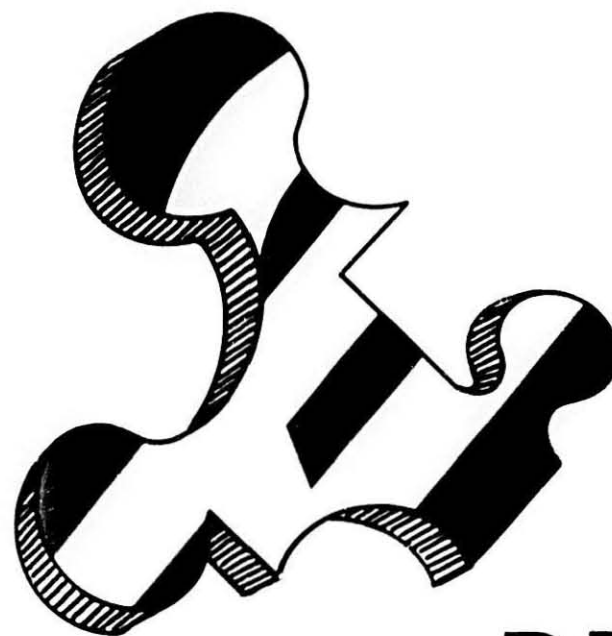
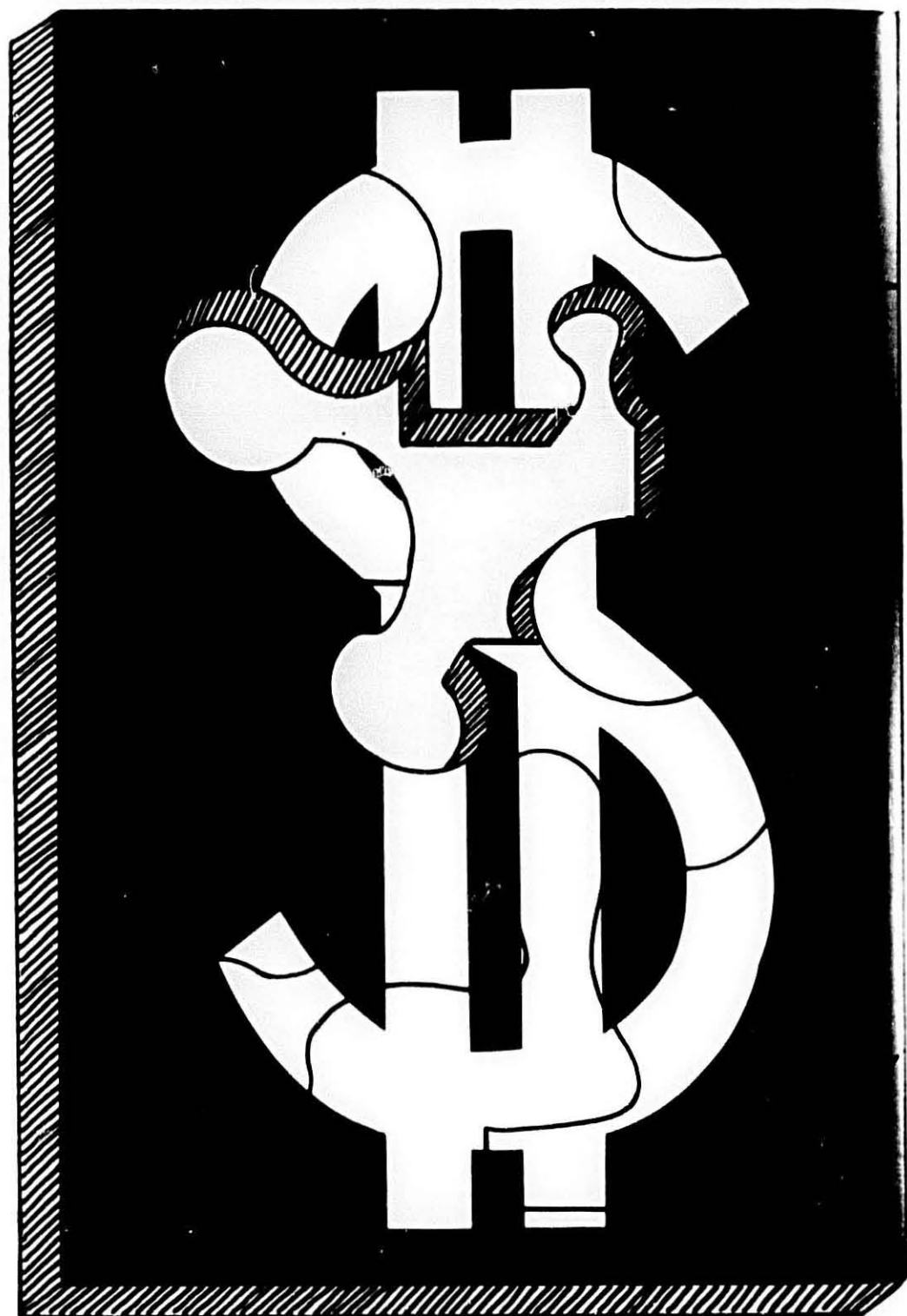
plant at 3511 Chicago Road, there is room for future expansion if necessary.

General manager Allen L. Katskee is optimistic that this will occur in the not too distant future if present trends continue. He is proud of the fact that the company's progress has inspired owner Charles Lucenti to retain architect Fred Nance of Omaha to design the new plant. Nance is the designer of the Skinner factory in Omaha and Perfection Macaroni in Fresno. Contractor is

Brant Construction Company of Highland, Indiana.

One of the features in the new construction is vinyl coated polyurethane walls and ceilings which are corrosion-proof and washable.

The company will employ a full-time bacteriologist to watch quality control for the house brand Mama Mia and the several private label lines the company packs.



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Egg Prices Continue Up

No relief is in sight for rising egg prices reports the Ballas Trade Letter. They note that in 1968 breakers and dryers did not need eggs and did not use up much production. Now stocks of frozen and dried eggs are short and are being aggressively bought. Red meat prices are high and consumers will use more eggs. No more replacement pullets are available this year than last. The slaughter rate is currently 5% above last year.

Speculators have had something to do with the market but have been realistic with futures. Future trading has been a good barometer of markets to come and by this indication "we do not see any low prices of eggs in any form for some time," the letter concludes.

The total shell egg production for the first eight months of this year was down 2% from the same period a year ago. Shell egg prices are expected to rise due to seasonal cutbacks in production. Prices paid to producers this fall are expected to average near the relatively high levels of last year.

Current receipts of shell eggs in the Chicago market ranged from 41¢ to 48¢ a dozen during September, five to ten cents higher than in August. Dried whole eggs and yolks were quoted 30 to 35¢ a pound over the level of a year ago.

Customs to Study Whole Egg Dumping

U.S. Customs Service has initiated an inquiry into the complaint that whole dried eggs from Holland are being sold, or likely to be sold, in the United States at less than fair value within the meaning of the Antidumping Act.

Milton G. Waldbaum Co., Wakefield, Neb., supplied the information which was the basis for starting the inquiry.

International Milling Shows Gain

International Milling reports a 28% increase in earnings on a 2% gain in sales for the six months ended August 31.

William G. Phillips, president, said consolidated net earnings for the period were 94¢ per common share compared with 72¢ for the same six months a year ago.

Marginal plants were closed in Calgary, Alberta and Des Moines, Iowa.

The increase in earnings was attributed to improved results in industrial flour, improvements in Canada's Robin Hood Mills, and more favorable egg prices.

Government Egg Reports			
U. S. Cold Storage Report		Sept. 1, 1969	Sept. 1, 1968
Shell Eggs	Cases	137,000	229,000
Frozen whites	Pounds	9,080,000	12,259,000
Frozen yolks	Pounds	16,580,000	23,241,000
Frozen whole eggs	Pounds	36,807,000	66,838,000
Frozen unclassified	Pounds	2,031,000	4,587,000
Frozen Eggs—Total	Pounds	64,498,000	108,925,000
Crop Report (48 States)		August 1969	August 1968
Shell eggs produced		5,651,000,000	5,620,000,000
Average number of layers		306,662,000	306,683,000
Average rate of lay		18.49	18.37
Layer Reports		Sept. 1, 1969	Sept. 1, 1968
Hens and Pullets of laying age		306,662,000	306,683,000
Pullets not of laying age		74,200,000	74,210,000
Potential layers		380,862,000	380,893,000
Eggs laid per 100 layers		59.0	58.3

IM Expansion

Reflecting International Milling's current trend toward products sold in grocery stores and supermarkets, is the expansion of its wild bird food and sunflower seed business through the purchase of the Alver Popcorn Co., Milford, Illinois. Alver, one of the nation's largest bird food manufacturers, also produces packaged unpopcorned popcorn. IM also announced it will operate a second bird food plant acquired from Forman Grain & Supply Co. in Forman, North Dakota. Automatic processing and packaging equipment is being installed.

Restaurant Franchise

IM has entered the franchise restaurant business through an interim financing agreement with Sveden House International, Inc., nation-wide franchiser and operator of smorgasbord type restaurants.

President Phillips of IM said the move is a "significant step in an aggressive diversification program into the rapidly growing away-from-home eating market." Sveden House operates fifty units in fourteen states. Mr. Phillips pointed out that IM will be able to give Sveden House a strong management base, particularly in planning, legal and control functions and a well developed knowledge of food technology. There are a lot of newcomers to the business who are scrambling for a position in the market, he said, but "our plans are to invest in well established chains, like Sveden House, who know the business and have learned by their experience."

IM in Dun's Review

Dun's Review, a national business publication, cited William G. Phillips, president of International Milling Co.,

as its "Man on the Move" in the September issue. Focus of the two-page article is on developments, particularly the changing outlook, at International Milling, since Mr. Phillips was named president late in 1968.

Reference is made to possible acquisitions and expanded operations. Specifically, the article says the International Division, which produces and markets flour, livestock feeds and eggs and poultry in Venezuela, Ecuador and Mexico, is studying the feasibility of establishing similar operations in "one or two" European countries.



Pretty Prudence Pilgrim knows just how to prepare a delicious Thanksgiving dinner to feed a lot of little hungry Indians—with a Norbest tender-timed turkey ("That tells you when it's done"), stuffed full with flavorful, quick-fix Wild Rice-a-Roni. A nationwide advertising campaign with this theme has been launched by Golden Grain Macaroni Co., maker of Rice-a-Roni, and Norbest Turkey Growers Assn., to mutually promote their tie-in products during the coming holiday season.



Two Heads Are Better Than One!

If you give me an idea — and I give you an idea — We both have two ideas. Come and exchange ideas at the National Macaroni Manufacturers Association Winter Meeting:

Forum on Fundamentals

Creating Demand — Protecting Profit Margins

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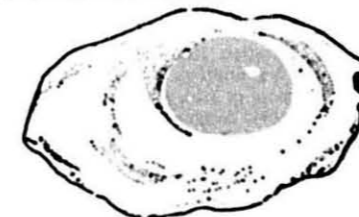
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MANAGEMENT BY OBJECTIVES

by Mark W. K. Hoffelinger, President, Peavey Company Flour Mills

I WOULD like to review some concepts as far as management by objectives is concerned.

Management by objective is the formalized and planned programming of managing a business or activity so as to devote maximum resources in terms of time, money and people, to obtaining the results which are desired. This then tends to minimize or eliminate those activities which are emotional involvement in irrelevancy.

Is there a need for management by objectives? Is there a need to manage a business or any activity objectively?

My comments are taken from a program which was recently installed in our personnel department's management development group in conjunction with the Management Center at St. Thomas College in St. Paul, Minnesota.

By September of this year it will have been presented and participated in by over 700 managers, at all levels, in the Peavey Company.

Introduction

I would like to read some of the opening remarks in our book with respect to management by objectives. "It is an operational approach to the management of any organization. Its essential concept is that all organizations are designed for the purpose of achieving the results desired by their designers. Most institutions and organizations must attempt to achieve their objectives, profit, service, educational or humanitarian on the basis of scarce resources. At a given moment in time no organization has all of the people, or all of the capital necessary to achieve all of the results desired. The implications of these are two fold: priorities must be determined and the resources of the organization must be conserved for the achievement of those objectives. Since all organizations exist to achieve the objective of their members, their owners, the public or private, it follows that all units of the organization must contribute to its achievement of its overall objectives. If the accumulated effect of the achieved objectives is not sufficient at the first level of the organization, the overall objectives cannot be achieved. However, when the objectives of each individual in the organization, from the first line up, are derived from those of the supervisors, the overall objectives can be achieved. This is the basis of the system which we call management by objectives.

There are four points as far as management by objectives is concerned. Management by Philosophy: A philosophy is a collection of principles or beliefs. Management by objectives is a well integrated, internally consistent set of beliefs on what an organization is and how it should be operated. It makes possible the designing and re-designing of methods, and tools for managing, when existing methods and tools become obsolete. Management Practices: This is a set of tools, methods, and mechanics by which objectives are written, approved and evaluated. It provides for consistent application of the related concepts of authority, delegation, accountability, control and budgeting. Management Development: Research indicates that ninety percent of what we learn about our jobs, we learn on the job. In other words, the best way to learn is by doing. Management by objectives is learning by doing. Because management by objectives helps us to



Mark Hoffelinger

"A manager is the one charged with getting results, in terms of the objectives of a particular business or department. In order to get results he may take counsel, but the final judgment is his. This is why he is a manager. To use his own judgment he, of course, exercises this judgment within the constraints of policy, both public policy as expressed by law, and company policy. But he cannot be successful while making the mistakes suggested by other people. A good manager, then, must know specifically where he is going in order to exercise sound judgment in his day-to-day work. Management by objectives can help him to do this successfully."

Four Points Described

There are four points as far as management by objectives is concerned.

Management by Philosophy: A philosophy is a collection of principles or beliefs. Management by objectives is a well integrated, internally consistent set of beliefs on what an organization is and how it should be operated. It makes possible the designing and re-designing of methods, and tools for managing, when existing methods and tools become obsolete.

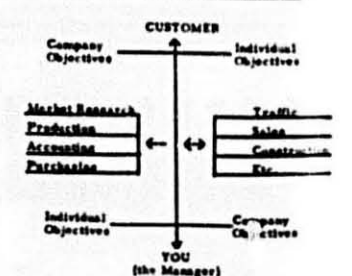
Management Practices: This is a set of tools, methods, and mechanics by which objectives are written, approved and evaluated. It provides for consistent application of the related concepts of authority, delegation, accountability, control and budgeting.

Management Development: Research indicates that ninety percent of what we learn about our jobs, we learn on the job. In other words, the best way to learn is by doing. Management by objectives is learning by doing. Because management by objectives helps us to

improvement our ability to manage, it is also management development. The man who is promoted has an obligation to fulfill. He must justify that promotion by what his new efforts add to his job and to the business. His promotion then is, partly, for what he has done, and partly, for what he is going to do.

Communications Systems: Communication creates understanding which results in action, now or in the future. Management by objectives tends to minimize misunderstanding and improve communications. Managers, at all levels, know where they are headed and what is expected of them. With communications channels open delegation of objectives and authority is easier. Better control is possible with clearly identified cause and effect relationships. Open communications, management development and management practice, these are provided through application of the philosophy of management by objectives.

MANAGEMENT BY OBJECTIVES (MBO)

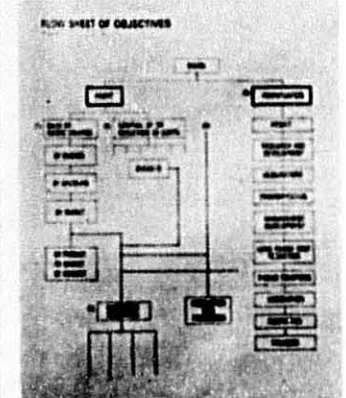


Next, I would like to refer to Figure 1. In management by objectives, this is just to show quickly the relationship between the customer and you or any manager, and some of the functions which belong in these various little blocks, to show that there is a continual relationship back and forth and across. We could have, for example, market research, accounting, purchasing, production, graphic sales, construction, financial services, and really they do stem from the customer, what his needs are, what the inputs and outputs of the various departments are. All designed for a specific objective.

One thing in management by objectives that we should talk about, is a grand design. Really, this is only a statement of what types of activities in which your company wants to be involved. Are you in the food business or

are you in the construction business? It is part of a guide to help you from getting involved in other activities which you really don't want to be in in the first place.

We like to think that there are only two basic objectives in a company. There is the profit objective and the perpetuation of the business objective.



Involved in the profit objectives there are several subdivisions. First of all you must minimize any losses. Secondly, you must try to maximize profits. You are trying to develop increasing sales. You want to control costs, reduce them and all of the various functions and responsibilities that go under the profit side. You certainly want to perpetuate your business and you have to have activities that are going to make sure and assure that your business will be there tomorrow. In other words, profits alone are not the answer because you can certainly milk a business. You can avoid spending advertising dollars, market research dollars, and dollars for new products. But if you are going to be in business tomorrow you had better spend some.

How are objectives established? When people first become involved in management by objectives they think of it as a once a year process for which time period an individual sets his objectives. Annual review is certainly a necessary part of management by objectives, but it represents only about one tenth of the applications possible. Management by objectives does mean covering all aspects of each individual's work. It applies equally as well today, on a day to day activity, special problem solving and exploiting opportunity. Management by objectives does mean that all work is to be described in terms of objectives, is to be directed toward the achievement of those objectives,

and evaluated against those same objectives. Management by objectives does not mean that a manager has a job to do and in addition he is required to accomplish objectives which have been superimposed on his regular work.

What it comes down to is that I have a job to do and that job is best described in terms of objectives. What I need to do is to decide what results I will accomplish by my operation within the next twelve months or any other appropriate time period, and write my objectives to describe these results. The process certainly would start with examining your superior's objectives: what does he want me to do? What are the objectives for the results that he has to have? Secondly, you would write down your objectives and discuss them with your own subordinates. Next, you would discuss your newly written objectives again with your superior and modify them as necessary. Then you would discuss those objectives with lateral departments, who might be required to give you input. And also again with your subordinates so that they can write their objectives. Then you will write a program for each objective which has not been delegated to various other subordinates. Finally, proceed to implement the objectives and control the subordinates in the achievement of their objectives.

Selection

In selecting objectives, a number of sources are available. Your superior's objectives, forecast and budget will serve as guide lines for your own contribution toward achievement in the overall objectives of the organization. The objectives of related departments will become necessary. The ideas for objectives I want to accomplish can come from newspapers, magazines, technical bulletins, copies of letters, problems, complaints, thoughts while shaving, or any other accumulation which you can keep in a file.

Written Form

In the writing of objectives, I think we probably had more hang ups, in our company, as to the form. We spent quite a bit of time practicing writing objectives.

An objective is a statement in writing of results to be achieved by when, and at what cost. Objectives are written in this case according to a particular style. To, and then an action verb, stating the results and by what date and at what

cost not to exceed. For example, to improve our safety program in the maintenance department—to achieve a frequency standard of less than 5.0 and a fatality rate of 0 and a severity standard between 100 and 150 for the year 1969 at a cost, not to exceed \$13,600. This is not an actual objective, it is an example of the type of style. It is very easy to write inactive verbs: "to develop a program." What you really want is results. You want it installed. You want it effective. So don't become complacent with the type of verb that you use. You want something that denotes positive action.

What are some of the other involvements—so far as approving of objectives. As we know most organizations must attempt to achieve their objectives in the face of scarce resources. There are seldom all the people and capital to achieve all the desired results. For this reason we must constantly conserve and effectively utilize those resources at hand. All objectives must be carefully examined for their worth, their value in achieving the senior objectives in the organization. If an objective does not make a sufficient contribution or if its value does not exceed or equal its cost, it must be modified or abandoned.

Specific Criteria

There are a number of specific criteria for objectives. Four of the general criteria as we see them are: Understandable, Feasible, Measurable and Achievable.

I would hope that you would all agree that in order for an objective to be worthwhile writing, that it first of all has to be understandable. It must be feasible, in terms of being acceptable. It certainly should be measurable and it should be achievable.

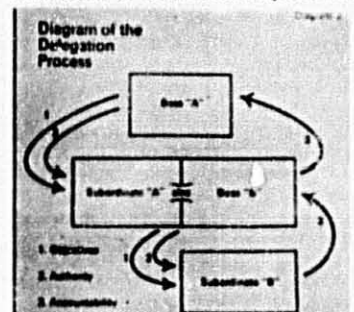
Delegation and Control

Now, let's look at delegation and control. A manager has subordinates because he has more work to do than he has time in which to do the work. Putting it another way, a manager has more objectives than he has resources. Two devices managers use to solve this problem are delegation and control. Delegation is the process of arriving at an agreement with the subordinate on the work he is to do, in other words, his objectives. The limits in which he is to do that work, or his authority and accountability. Control is the process of making adjustments or changes within the limits of your accountability, to allow achievement of objectives. A supervisor keeps himself informed as to what is happening to delegated work, what he should do by way of corrective action to the process of control.

(Continued on page 34)

Management by Objectives—
(Continued from page 33)

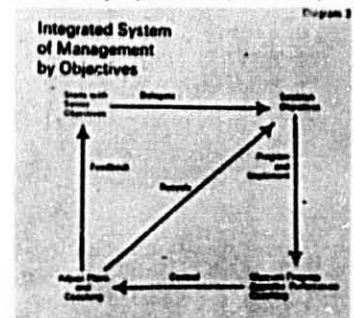
I would like to comment on some of the aspects of a management by objectives program. Certainly it is much more sophisticated at the top echelon, top management and your officers and so on; but don't forget that it all has to be translated into the same common terms and understanding down through all of your supervisory and management levels to the first-line supervisors.



One thing a diagram like Figure 2 helps to show is who is your boss. A lot of people don't know that. They think they report to three or four people or five or six people, and in some cases they might think they report to someone to whom they are not responsible. Obviously, the objectives flow from the big boss down to his subordinates. The objectives of Boss A flow to Subordinate A. Subordinate A is also Boss B and Boss B's objectives flow down to Subordinate B. The authority has to follow the objectives. The accountability goes back up. This is basic, but it is very important with an understanding with an organization as to who is responsible to whom. Preceding this process we could get into a big discussion on writing of job descriptions. Who is responsible for doing what?

Integrated System

I would like to look now at an integrated system of management by objectives starting with the senior objectives of the company. There is, of course, the



delegation process in the establishing of objectives all through the organization. Once the objectives are written, something has to be done to program those results. How are you going to accomplish them, implementing them and putting them into effect? When you get down to this point, you measure the progress, appraise the performance, use coaching, use your control method and, presumably, the feedback comes back up if you complete your objectives. Anywhere from this point around you might run into situations which cause recycling.

Recycling

Why would an objective be recycled? There are a million different reasons such as strikes, floods, lock outs, acts of God, competitive activity, poor estimating in the first place—if you find out your objective isn't attainable, poor research data, anything that causes you to get off course which would indicate that you are not going to reach your objectives. Then you have to determine: Why aren't you going to reach your objectives? There is one formula which says: If you state your objectives and subtract your results you will have the difference. You have a problem! And this is how you go about defining a problem: Looking at this cause—maybe it is a guy in the plant. Maybe it is his attitude. Maybe he just doesn't give a darn. So then your problem is, what do you do with the guy? Do you fire him or do you do something to try to motivate him? Maybe he isn't qualified to have that responsibility. Do you educate him, do you coach him, do you send him to school, do you help him to develop himself? You do have to identify the problems as they arise when you are not getting the results that you are looking for.

Complaints Quoted

I would like to read some of the comments we received when getting started that are negative about management by objectives. Some people say, "It's academic," "It doesn't work," "Good for big organizations but doesn't apply to my department," and so on.

Here are some more comments: "Factors which influence a manager's performance are beyond his control." "Manager is not the master of his own fate." "Manager's job is too unpredictable and has many variables to state specifically what is expected of him in the future." "Time and effort required to establish his objectives is so great that it's not worth it." "Objectives don't measure anything

worthwhile because they are written so far in advance."

"Objectives can be written in such a way to make the poorest manager look good."

"There is frequently not enough capital available to achieve objectives."

"Once objectives are written important aspects of a job are neglected in order to work on objectives."

You can dream up a million ways why you can't do something but I think it is very worthwhile to spend the time to install some sort of a formalized program of management by objectives within any organization.

What Keeps It Going?

What keeps it going? Why doesn't it die of its own weight, with all the paper work involved and all the conferences? I would ask one question—suppose the chief executive officer of a company wrote objectives for the company which were going to require a change in the dividend policy, in order for more capital to be available for expansion. At the end of that fiscal year or any reporting period the stockholders had missed their dividends and the profits weren't coming in, and there was no return on investment—I don't believe that the Board would let the chief executive officer let this thing die and let him try it again next year. So the pressures will build. Once you have worked out a program you find people who are subordinate to you usually are desirous of doing a good job and getting a job done. When they have objectives and are getting you to do your homework, make sure that your objectives mesh. They are coming in and reporting to you that deadlines have been met and that the objective has been completed; you are under pressures from both directions to keep the thing going. I think that you will find that it works very well.

"Formulator"

I haven't said much on writing or programming objectives. We use a book that we call "A Formulator." It's really like an unsophisticated critical path type of planning. If you are going to get a result, you are going to state your objective and you go through the various steps in order to decide how you are going to get the job done. What are you going to have to do? Do you have to train people? Do you have to get input from other departments? Then in the execution you can define costs.

In our company we had two eight-hour days of sessions and one question that came up was: Who should be involved in objectives? As I said before

(Continued on page 38)

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SMOOTH SELLING[®]

by George N. Kahn,
Marketing Consultant

Submitting a false call report to management is about most foolish act a salesman can commit. He not only jeopardizes his company's competitive position, but he also is hurting his own career.

The call report, of course, is designed to alert management to what is happening in the field. The salesman is the eyes and ears of his firm. The company also wants to know what companies their men called on, the buyer's name, the competition he buys from and other vital items. Information. For example, the home on... facts on why a particular prospect did not give the salesman an order.

The reasons for distorting or falsifying these reports vary. Some salesmen are just too lazy to do the work required of them. Others doctor the report to cover up their poor showing in the territory. Certain men bear a grudge against their own outfits and turn in false reports as a kind of revenge. Whatever the reason, it's never a valid one. Such behavior is invariably the mark of a second-rate salesman.

What's In It For You

The salesman, if he is alert, can learn a great deal from his own call report. There is a great advantage to having pertinent facts and figures down on paper. By studying the record of his calls, refusals and competitive inroads, he can make adjustments that will increase his volume.

Bob Alson, a tire salesman, kept duplicates of all his call reports. Studying them at night, he was able to scientifically pinpoint the needs of his territory. He began, for example, to develop a stronger sales presentation for a better quality tire in his line. He had determined that his area contained a number of affluent car owners.

Bob, like other smart salesmen, regards a call report as a challenge to do better.

A number of big producers keep call reports as part of their permanent files so they can make month-by-month and year-by-year comparisons.

Easy to Check

A man who sends in phony reports has usually fallen down on the job in many ways. He also has probably cheated in other ways.

Al Mason, a packing case salesman, began his downfall by juggling his expense account. What's worse, he didn't even see anything wrong in it.

THE CALL REPORT: AN AID TO SELLING

No. 51 of a Series

Al next went to work on his call report. He padded it with calls he never made and buyers he never met. Soon the practice became like a narcotic, with the doses being increased. To justify his inflated call report, he began submitting non-existent orders to his firm. On the strength of a "maybe" by a prospect, Al assured the sales manager that the prospect was going to give him a big order. When he couldn't make good on the promise, Al had to invent new lies to cover up for the old ones.

It wasn't long before he was tripped up. His superiors, noting his discrepancies, checked with a number of prospects listed in his call report.

Luckily, Al had an understanding boss, who saw the raw material of a good salesman in him. After being assured that Al saw the stupidity of his whole scheme, the sales manager gave him another chance. Today, Al is one of the top salesmen on the company's team.

Intelligence Agent

The information you put in your call report enables your firm to plan its strategy. Your company depends on you more than you probably know. It is not asking you to submit call reports merely to file them in the wastebasket.

Vic Fielding, a flavoring extracts salesman who thought his call reports were wasted effort, demanded to know one day what happened to them at headquarters.

"Come in here," his sales chief replied, indicating another room.

On the wall there was a complicated chart that at first didn't make much sense to Vic. But as he gazed at it, the numbers and lines began to make a lot of sense. He noted right away that much of the data supplied in his call reports were posted on the chart and figured in the conclusions.

"Your reports have been a big help to us," the sales manager explained. "They have put our marketing needs into much sharper focus. We would be blind without your reports and those of the other men."

Don't Let It Pile Up

The call report should be written routinely just as an order. Keep adding

to the report daily as part of your normal records work. A few minutes each night will assure you of having an up-to-date report.

Jerry Blaney, a soap salesman, told me he used to make out his call reports for the month the day before it was due.

"Half the time," he said, "I had lost or forgotten the information. When my office started complaining about the reports I decided I had better quit taking such risks."

Jerry developed a system whereby he spent a few minutes each night working on the report. In time he became a model of neatness, accuracy and valuable data.

What is your attitude toward the call report?

An answer of "yes" to at least seven of the following questions indicates that the report is helping you to be a better salesman.

- | | Yes | No |
|--|-----|----|
| 1. Do you regard call reports as aids to selling? | — | — |
| 2. Do you fill them out accurately? | — | — |
| 3. Do you have a set schedule for making out the reports? | — | — |
| 4. Do you see the company's reason for requiring the call report? | — | — |
| 5. Do you interview prospects to obtain proper information for your reports? | — | — |
| 6. Are you aware of your firm's needs in connection with call reports? | — | — |
| 7. Does the call report help you fight your competition? | — | — |
| 8. Do you disregard the idea that the company uses the report to spy on you? | — | — |
| 9. Have call reports helped you sell more? | — | — |
| 10. Do you keep a file on your call reports? | — | — |

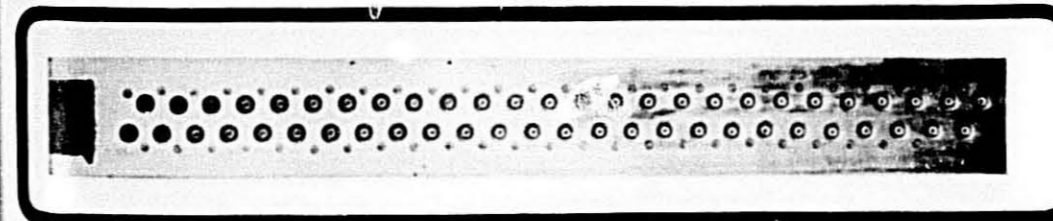
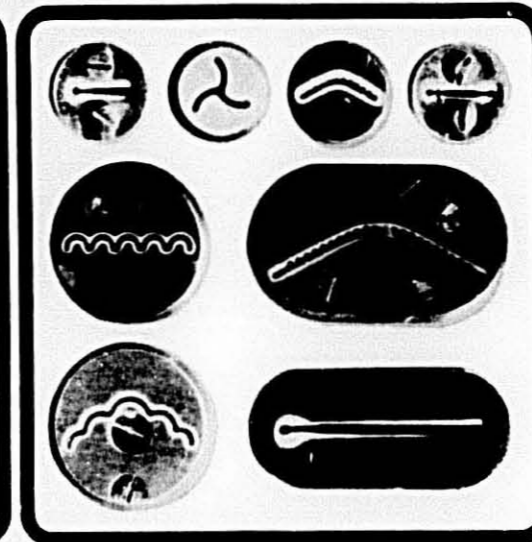
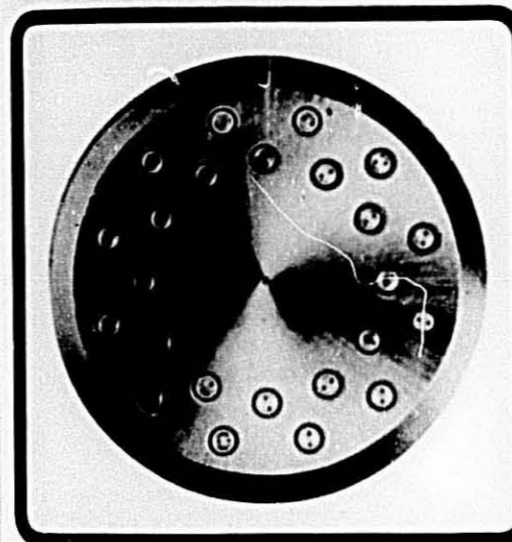
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37

WAY BACK WHEN

20 Years Ago

- An outstanding example of what the macaroni industry is doing in the way of improved public relations was illustrated in St. Paul on November 3, 1949, when, during his visit in connection with the Minnesota Centennial celebration, President Harry S. Truman was presented a sheaf of durum wheat and a portrait of himself done in macaroni products.
- In San Francisco, the second Pacific Coast Conference was held on October 23-25. More than a hundred delegates attended the meetings. They heard President C. L. Norris issue the challenge for better selling and advertising efforts. Consultant Glenn G. Hoskins declared: "If we do not have profits, we cannot progress."
- Cereal Chemistry carried reports of research conducted by Glenn S. Smith, R. H. Harris, Ethel Jespersen, and L. D. Sibbitt, in an article entitled: "Pressure Changes Air Bubbles and Brightness of Macaroni Products."

15 Years Ago

- Association President Peter La Rosa received a letter from the Durum Millers' Committee as follows: "The Government estimate of the durum crop as of September 1, was 698,000 bushels, this being a drop of 3,738,000 bushels from the estimate of 12,436,000 bushels as of August 1. Several crop estimators feel the Government report is too high and will be further reduced when the final report comes out. After giving careful study to the situation as it now exists, the Millers unanimously recommend that a durum blend granular milled from 25% durum wheat and 75% hard wheat be adopted as the standard durum blend for the macaroni industry during the current crop year."
- Mueller's Macaroni stepped up newspaper space for Fall advertising—La Rosa featured tie-ins on television—Golden Grain plugged protein—Prince sponsored Ellery Queen—Megs Macaroni was promoting "Pennsylvania Dutch Noodles"—Bravo Macaroni Company offered quick-cooking macaroni.

10 Years Ago

- Ideal Macaroni Company was operating in a new plant in Bedford Heights, Ohio, with more space and efficiency than their previous location in downtown Cleveland.
- Porter-Scarpelli Macaroni Company of Portland, Oregon had just completed

installation of a bulk flour handling system.

- The Washington Redskins professional football team dined with executives of the San Giorgio Macaroni, Inc. The Redskins figured prominently in San Giorgio advertising that Fall.

5 Years Ago

- A macaroni meeting was held in Chicago's O'Hare Inn. Dick Day, advertising manager of Morton Salt Company, told of the rationale behind "The Great American Pasta" poster. John Bohan of Theodore R. Sills and Company reported on publicity plans for National Macaroni Week. Jim Winston warned against loosening up on sanitation practices during the heavy production period of the year.
- "Macaroni Meals Are Money-Makers" said NMI copy. Journal stories told of a "bowling bargain" with spaghetti dinners served by the American Legion in Schaumburg, Illinois. The 115th Annual Orphan Feast of the General Protestant Orphan Home drew 100,000 people in Cincinnati where Peter Palazzolo and his famous spaghetti sold some 3,000 servings, netting \$1,200.00 for the affair.
- Dr. Ernest Dichter, the motivational psychologist, said freshly cooked spaghetti will provide the housewife with "emotional approval and ego satisfaction" while canned spaghetti was seen as "a blatant symbol of the lack of efficient planning."
- A basket of eggs was being used by Prince Macaroni Manufacturing Company to highlight its newly-designed egg noodle packages.

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Management by Objectives—

(Continued from page 34)

Boss A, Subordinate A, Boss B, Subordinate B, and so on. Who should have copies of these objectives? Certainly you should know what your boss' objectives are and you should know what your subordinates' objectives are. Beyond that, as a guideline, we feel it's on a need-to-know basis, and good judgment within the department. If you've got some technical and highly secretive research you are certainly not going to spread all of their objectives throughout the whole organization. On the other hand, perhaps all employees are entitled to know for morale, inspiration and so on what the total objectives of the corporation are in broad terms.

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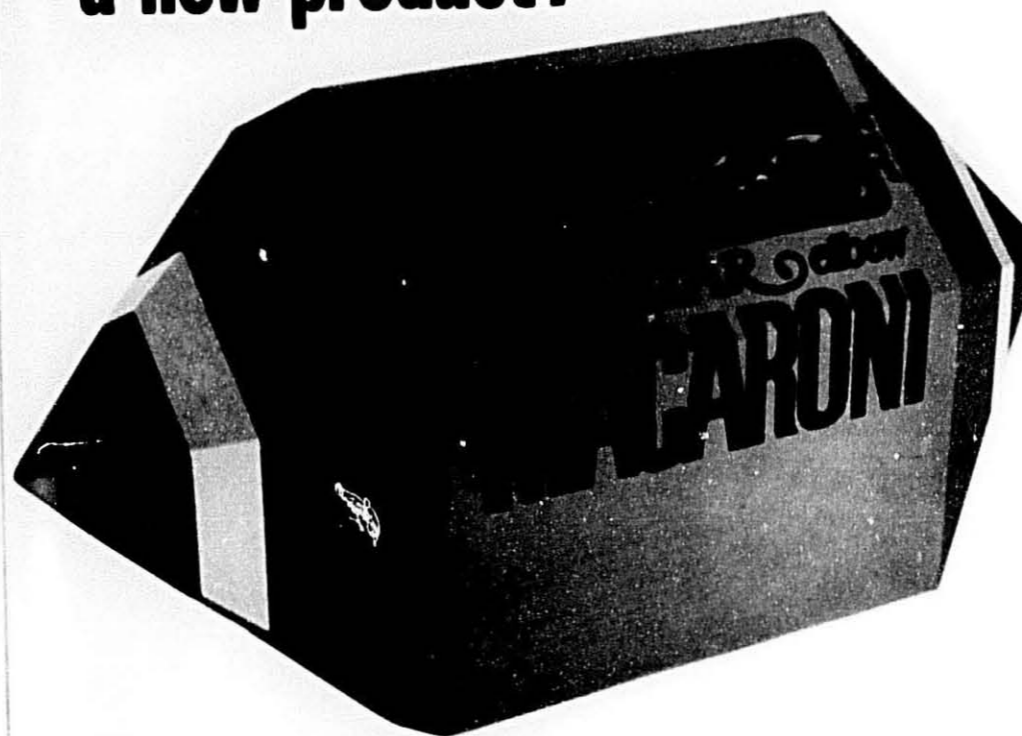
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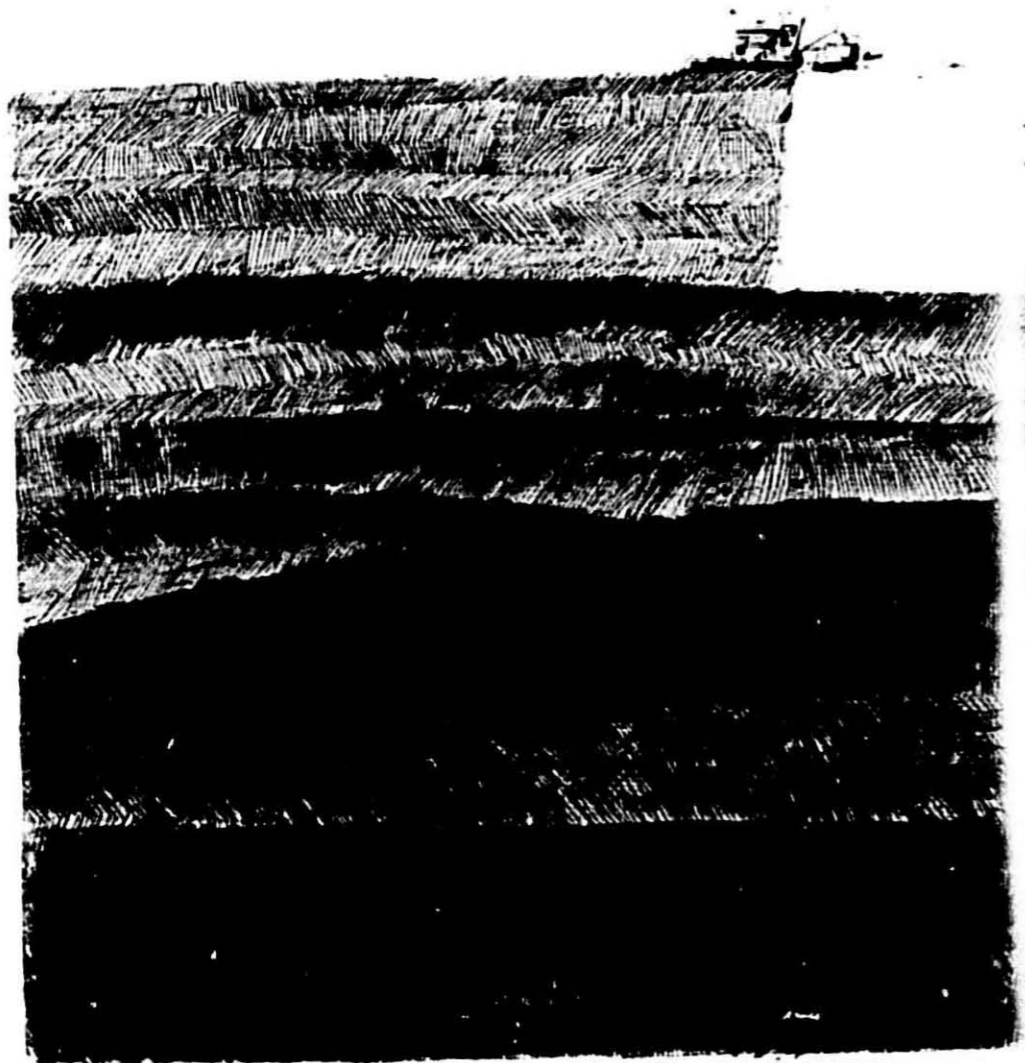


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