

**THE  
MACARONI  
JOURNAL**

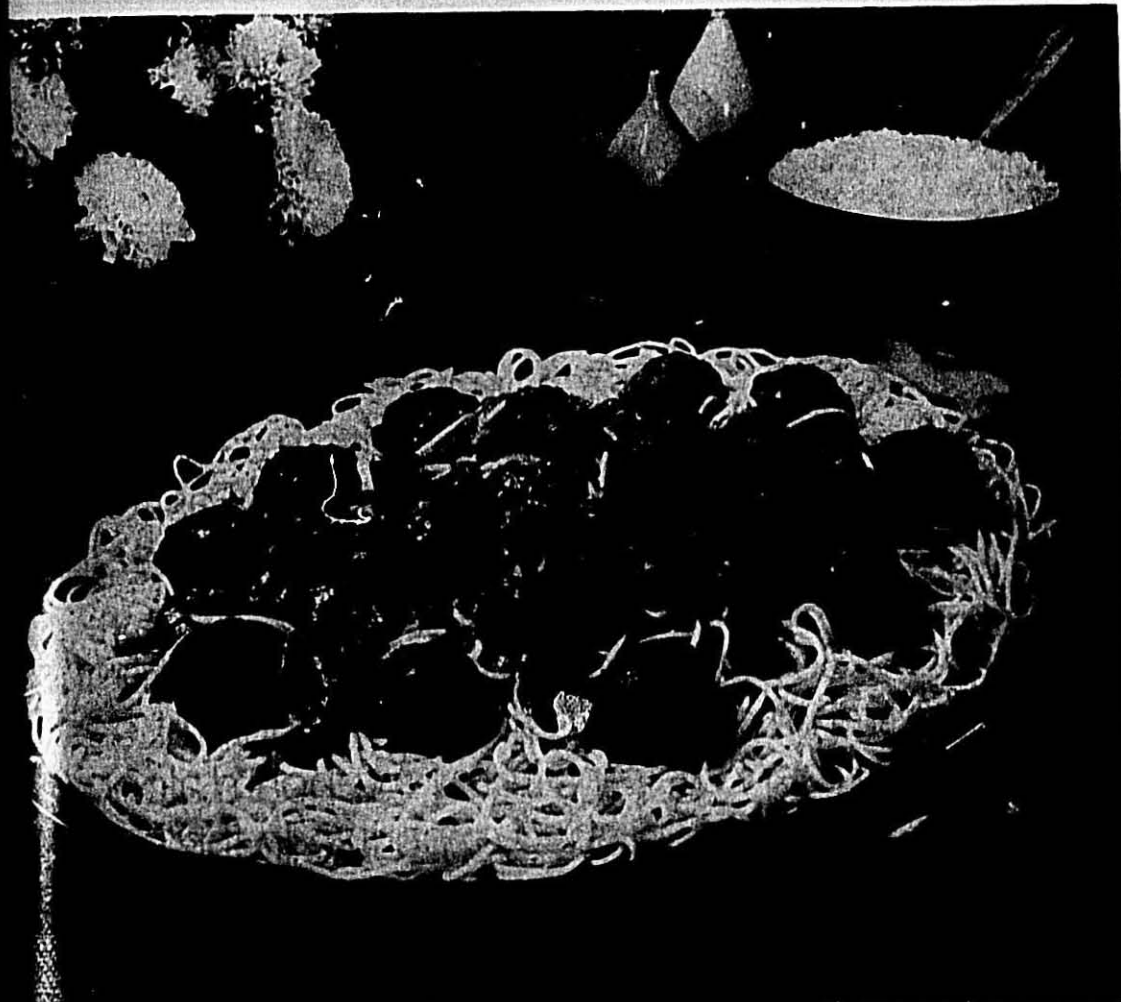
**Volume 56  
No. 7**

**November, 1974**



# Macaroni Journal

NOVEMBER, 1974



The new Macaroni Journal is really  
pay off for you.  
The Macaroni Journal is really  
pay off for you.  
The Macaroni Journal is really  
pay off for you.



# A Rossotti Special. Fibreboard Corporation's newest packaging delight.



Fibreboard, now with paperboard packaging plants on both east and west coasts, proudly presents the East Coast's number one name in macaroni packaging: Rossotti.

So now we can provide you with the finest in merchandising, graphic and structural design and machinery systems from Fibreboard along with Rossotti's long established expertise in the pasta and frozen food fields.

Fibreboard and Rossotti. And now with the profit squeeze we're all facing it's a new packaging idea that'll really pay off. For you.



**Fibreboard**  
Design · Research · Engineering · Service  
Packaging ideas that pay off.

Fibreboard Corporation, 560 Sylvan Avenue, Englewood Cliffs, N.J. 07632. 201/568-7800

## The Macaroni Journal

November  
1974  
Vol. 56  
No. 7

Official publication of the National Macaroni Manufacturers Association,  
139 North Ashland Avenue, Palatine, Illinois. Address all correspondence  
regarding advertising or editorial materials to Robert M. Green, Editor,  
P.O. Box 336, Palatine, Illinois 60067.

### Officers

President ..... Nicholas A. Rossi  
1st Vice Pres. .... L. D. Williams  
2nd Vice Pres. ... Paul A. Vermylen  
3rd Vice Pres. .... Angelo Guido  
Executive Secretary ... R. M. Green  
Director of Research .. J. J. Winston

### Directors

Eastern Area  
Willoughby S. Dade  
Anthony H. Gioia  
Emanuele Ronzoni, Jr.  
Nicholas A. Rossi  
H. Edward Toner  
Paul A. Vermylen

Central Area:  
Alvin M. Karlin  
Ralph Sarli  
Lloyd E. Skinner  
Walter Villaume, Jr.  
Lawrence D. Williams

Western Area:  
Vincent DeDomenico  
Angelo Guido  
Ernest Scarpelli

Canada:  
John F. Ronald

At Large:  
Robert M. (Andy) Anderson  
Vincent F. La Rosa

### MACARONI JOURNAL

Subscription rates  
Domestic ..... \$ 8.00 per year  
Foreign ..... \$10.00 per year  
Single Copies ..... \$1.00 each  
Back copies ..... \$1.00 each

The Macaroni Journal is registered with  
the 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, and Palatine, Illinois.

NOVEMBER, 1974

### In This Issue:

	Page
Cover Photo—"Back to Basics" Spaghetti and Meat Balls	
At the Rifle Club—Eighth Macaroni Family Reunion .....	4
Favorable Industry Outlook .....	5
All in the Family—Industry Items .....	8
Washington Meeting—World Food Situation .....	10
Needed: An Inflation-Proof Congress .....	11
Statistics and Stock-piling .....	12
Buhler-Miag Personnel—New Dryers .....	14
Italians Protest Pasta Shortage .....	15
Soups Warm Up to Energy Crisis—Egg Production .....	18
Report from the Traffic Committee .....	24
Food Prices and Profits, Part I .....	26
Individual Growth Stimulation Analyzed ..	32
A Call for Leadership .....	34
Index to Advertisers—Mr. Butz Reassures Bakers .....	38

### Editor's Notebook:

The change in leadership in Washington does not alter the basic facts about business conditions in the United States. The economy is in a period of little or no growth, and the trend is likely to continue for some months. Any attempts to use public policy to bring about a quick resumption of growth would surely bring on more price inflation—and inflation is the principal economic affliction of American society today.

In a recent survey, macaroni manufacturers felt inflation would stay about the same as it is now for another six to nine months, or might even increase.

It was felt that the Federal Government had the power to bring inflation under control but there were some

doubts as to the resolve and determination.

Attendance at the NMMA meeting in Washington, D.C. was well attended and afforded businessmen the opportunity of visiting with their Congressional representatives and servants in the Bureaus.

All members in the House of Representatives stand for election in November. Know your candidates.

Gerry Rhoads of Woman's Day magazine writes: "Your Tiro A Segno luncheon was a smashing success, as usual. At least I enjoyed myself vastly, and it was a pleasure again to say hello to many of your members.

Food editors were given press kits with recipes and background material.



## At the New York Rifle Club



## Eighth Macaroni Family Reunion

THE eighth annual Family Reunion, sponsored by members of the National Macaroni Institute, was held at Tiro A Segno, a private club renowned for Italian cuisine located on MacDougal Street in Greenwich Village.

As steward of Tiro A Segno, Larry D'Erasmo's expertise and knowledge of Italian cookery was reflected in the menu. Mr. D'Erasmo, associated with the club for several years, is an avid "at home" cook. To the delight of family and friends, he is constantly perfecting new pasta specialties. His enthusiasm was very evident in the luncheon.

An assorted antipasto centered each table as guests entered the dining room. In the arrangement were an elbow macaroni-tuna-vegetable combination mixed with a dressing of mayonnaise and lemon juice, baked clams, stuffed eggplant, marinated artichoke hearts, thinly sliced salami and crisp celery.

On the buffet table were two pasta entrees. Timballo Di Maccheroni was a presentation of ziti baked with a beautifully seasoned beef-tomato sauce, chopped hard-cooked eggs and freshly grated Parmesan cheese.

Mafalde Al Pesto appeared colorfully tossed in the traditional sauce of olive oil, parsley, basil, garlic and cheese.

A strict rule is observed in the service of spaghetti at Tiro A Segno. It must be brought "directly from kitchen to table" to be enjoyed at its best. Linguine Marechiaro was the selection. The linguine was topped with a blend of coarsely chopped clams, mussels and shrimp sauteed in oil with garlic. The seafood simmers with tomatoes and crushed red pepper.

Here are the recipes to be enjoyed at home.

### Macaroni Antipasto Salad (Makes about 2½ quarts)

- 2 cups elbow macaroni (8 ounces)
- Salt
- 3 quarts boiling water
- 2 cans (8½ or 7 ounces) tuna, drained
- ½ cup lemon juice
- ½ cup mayonnaise\*
- 1 package (10 ounces) frozen deluxe tiny peas, cooked and chilled
- 1½ cups sliced carrots, cooked and chilled

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

Meanwhile, in a large bowl, flake tuna finely with a fork. Stir in lemon juice. Blend in mayonnaise and 1 teaspoon salt. Fold in cooked macaroni, peas and carrots until well coated with tuna-mayonnaise mixture. Cover and refrigerate until serving time.

\*Add more mayonnaise at serving time, if desired.

### Timballo Di Maccheroni (Makes 8 to 10 servings)

- 1 pound ground beef
- ½ cup chopped onion
- 1 can (35 ounces) Italian-style tomatoes, undrained
- 1 package (10 ounces) frozen green peas
- 1 cup dehydrated or fresh mushroom slices
- ¾ cup dry red wine
- ½ cup chopped parsley
- 2 teaspoons sugar
- 1½ teaspoons salt
- Dash pepper
- 1 package (16 ounces) ziti\*
- 3 hard-cooked eggs, chopped
- 2 cups freshly grated or shredded Parmesan cheese
- 1 tablespoon butter or margarine

Freshly grated or shredded Parmesan cheese

In 4-quart Dutch oven, brown meat and onion. Drain off drippings. Add undrained tomatoes, frozen peas, mushrooms wine, parsley, sugar, salt and pepper. Heat to boiling, separating peas. Reduce heat to low; cover and simmer 1½ hours. Uncover; simmer 30 minutes.

Meanwhile, cook ziti according to package directions: Drain in colander.

In a 13 x 9-inch baking pan, layer one-half sauce, one-half ziti, chopped eggs and 1 cup Parmesan cheese. Add remaining ziti; top with remaining sauce. Sprinkle on remaining 1 cup cheese. Dot with butter or margarine. Cover with aluminum foil. Bake in a 350° oven for 20 minutes. Uncover and bake 10 more minutes or until hot and cheese turns golden. Serve with addi-

tional grated or shredded Parmesan cheese, if desired.

\*3 cups elbow macaroni (12 ounces) may be substituted. Prepare as follows.

Gradually add elbow macaroni and 1½ tablespoons salt to 4-5 quarts rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

### Mafalde Al Pesto (Makes 8 servings)

- 1 pound mafalde\*
- 7 tablespoons butter
- ¼ cup olive oil
- 2 cups firmly-packed Italian parsley leaves\*\*
- 2 tablespoons coarsely chopped fresh basil leaves\*\*\*
- 3 garlic cloves
- ½ cup freshly grated Romano cheese (about 2 ounces)
- ½ cup freshly grated Parmesan cheese (about 2 ounces)
- 1½ teaspoons salt
- ¼ teaspoon pepper

Cook mafalde according to package directions; drain in colander.

Meanwhile, prepare pesto sauce. Place 3 tablespoons butter and remaining ingredients in blender container. Cover and blend, at medium speed until smooth, but with some specks of parsley still visible. Stop blender occasionally and scrape down sides.

Melt remaining 4 tablespoons butter in large saucepot. Add cooked mafalde and ¼ cup pesto sauce; cook over low heat, toss frequently, about 3 minutes, until mafalde is hot. Spoon into large warm serving dish; add remaining pesto sauce. Toss until well coated. Serve immediately.

\*One pound medium egg noodles may be substituted. Prepare as follows:

Gradually add egg noodles and 2 tablespoons salt to 4 to 6 quarts rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

\*\*If not available use curly edge parsley.

\*\*\*If you must substitute use about 1 teaspoon dried basil leaves.

### Linguine Marechiaro (Makes 4 to 6 servings)

- 2 dozen clams, shucked
- 2 dozen mussels, shucked
- 1 pound medium shrimp, shelled and deheaded
- 3 tablespoons olive oil
- 1 medium garlic clove, halved
- 1 can (16 ounces) whole peeled tomatoes, undrained
- ¼ teaspoon salt
- ¼ teaspoon crushed red pepper
- Dash pepper
- 8 ounces linguine\*
- Salt

Freshly grated Parmesan cheese

Coarsely chop clams, mussels and shrimp. In a large skillet, heat olive oil. Add garlic and saute over medium heat. Stir occasionally until garlic is lightly browned, about 5 minutes. Remove with slotted spoon. Add clams, mussels and shrimp to skillet and saute over medium heat, stirring constantly, until shrimp turns pink, about 2 minutes. Stir in undrained tomatoes, ¼ teaspoon salt, red pepper and pepper; break up tomatoes with wooden spoon. Cover and simmer over low heat for 30 minutes.

Meanwhile, cook linguine according to package directions. Drain in colander.

Serve seafood sauce over hot linguine. Add salt to taste and, if desired, serve with grated Parmesan cheese.

\*8 ounces spaghetti may be substituted for linguine. Prepare as follows.

Gradually add spaghetti and 1 tablespoon salt to 3 quarts rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

### Wines

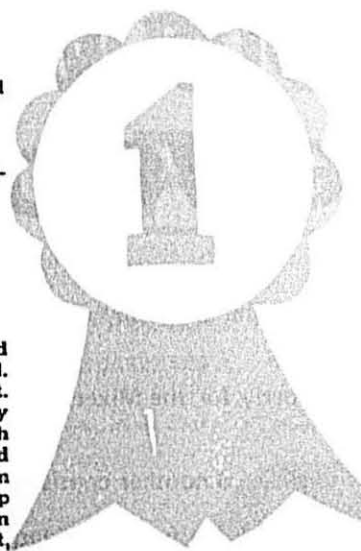
Wines served at the eighth annual Macaroni Family Reunion were Ruffino Chianti and Lugana. The Ruffino Chianti is produced from select grapes grown in the Chianti area of Tuscany which impart the typical fruity and robust aroma, ruby red color and dry, well balanced taste. The label proudly carries the official "Denominazione d'Origine Controllata" designation—the Italian government's guarantee this wine is a true Chianti. The wine should be served at cool room temperature with hearty dishes, red meats and cheese.

Select grapes from the beautiful Veronese area around Lake Garda gives Ruffino Lugana its crisply dry, full-bodied noble taste. This white wine is best served chilled with light dishes, cold plates and seafood.

The wines are imported by Schieffelin & Co., New York, N.Y.

Supermarket studies reveal a 25 per cent jump in dollar volume for pasta last year and an even more remarkable 46 per cent increase during the last 12 weeks of the year. According to a recent grocery industry trade article, shoppers always turn to pasta when food budgets are tight.

Partly to economize and partly to expand her menu repertoire, the American homemaker has been turning to pasta or macaroni products as an all-season food. Summer, traditionally



### Favorable Industry Outlook

Like the U.S. Mail, it looks as if neither rain nor sleet, nor even drought, will halt our ready supply of macaroni products for this coming year.

Barring any weather calamities in the next few weeks, there should be an adequate supply of durum wheat harvested to meet the increasing demands of the consumer for elbow macaroni, spaghetti, egg noodles and the other pasta shapes and sizes. Durum wheat is a variety of hard wheat which is used exclusively for the manufacture of macaroni products.

These were the comments of Robert M. Green, executive secretary of the National Macaroni Manufacturers Association, at the group's annual luncheon meeting at Tiro A Segno, New York City, September 18.

Consumption of macaroni products has steadily been increasing over the past 25 years, but an even more dramatic increase has been recorded in the past 12 months, Green said.

Supermarket studies reveal a 25 per cent jump in dollar volume for pasta last year and an even more remarkable 46 per cent increase during the last 12 weeks of the year. According to a recent grocery industry trade article, shoppers always turn to pasta when food budgets are tight.

Partly to economize and partly to expand her menu repertoire, the American homemaker has been turning to pasta or macaroni products as an all-season food. Summer, traditionally

a slow period for macaroni products has turned around with the growing popularity of macaroni salads, Green reported.

Trade sources believe that pasta has been a benefactor of the you-add-the-meat prepared dinners product line. Many consumers, according to supermarket representatives, have switched from the more costly prepared dinner mixes to plain macaroni products, adding meat and their own seasonings and toppings, thereby saving the difference.

The fact that the consumer is perhaps the most important factor of all in the new attitude toward macaroni products is best demonstrated when we compare actual food usage as measured by the Market Research Corporation of America's Menu Census, Green said. Contrasting results of the latest (1972-'73) Census with the one made five years earlier, the combined trend toward economy and more foreign-type dishes comes through clearly. While total meat consumption dropped slightly, hot dishes containing meat and pasta jumped as much as 67 per cent. Foreign hot dishes as a category rose an impressive 59 per cent in five years, while hot Italian dishes made the biggest leap of all—leaping by 105 per cent. Green also pointed out that measured against all vegetable salads, macaroni salads enjoyed by far the greatest growth.

The fattening phobia seems to be passing from the scene also, Green said, due largely to the educational efforts of the NMMA and its member companies. We have presented our case with this theme: good nutrition via an inexpensive source of protein, and controlled calories due to recipes that show the way.

Nutritional labeling provides our industry with another way to point out to the customer that as a pure wheat food, macaroni not only offers carbohydrates for energy but 10 per cent of the U.S. Recommended Daily Allowance of protein, Vitamin B Complex and iron, plus a vehicle for every type of food from all of the various nutritional categories.

The domestic macaroni industry requires better than 40 million bushels of durum wheat to meet the demand and exports have been running equally as high in recent years.

Our annual consumption of macaroni products is now approximately 1.7 billion pounds. Barring frost before the grain is harvested, it looks like we will survive our flood and drought extremes earlier this growing season and come up with a crop that will fill our needs at home and abroad, Green said.



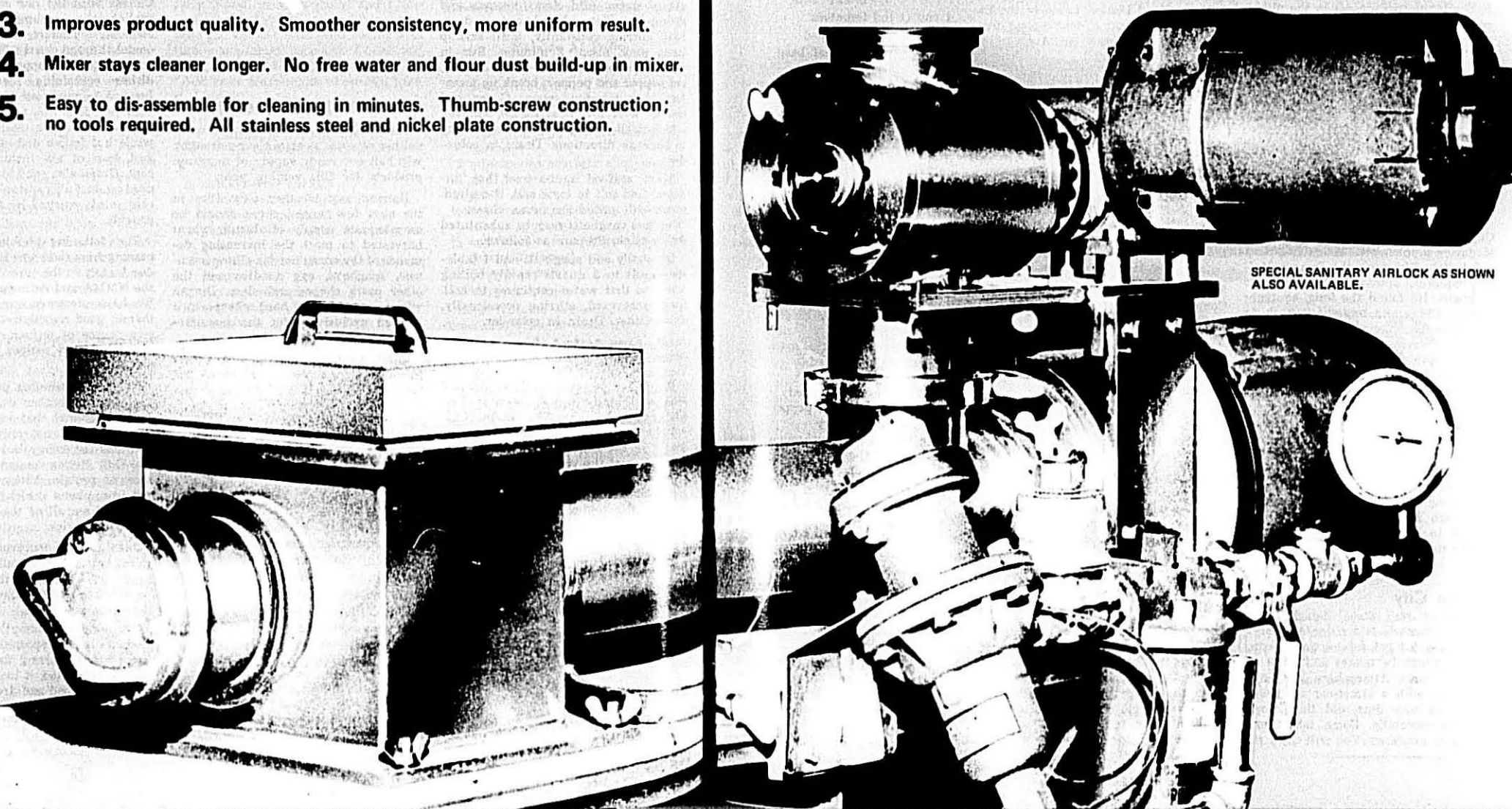
# 5 reasons why your Continuous Press deserves a new Demaco Pre-mixer:

1. It increases dramatically the efficiency of the Mixer. No need for mixer to blend the product.
2. It prepares dough properly for the Mixer. Eliminates white specks due to improper mixing.
3. Improves product quality. Smoother consistency, more uniform result.
4. Mixer stays cleaner longer. No free water and flour dust build-up in mixer.
5. Easy to dis-assemble for cleaning in minutes. Thumb-screw construction; no tools required. All stainless steel and nickel plate construction.

Want more details? Contact **DE FRANCISCI MACHINE CORPORATION**

46-45 Metropolitan Ave., Brooklyn, N.Y., 11237 U.S.A. • Phone: 212-386-9880, 386-1799

Western Rep.: Hoskins Co., Box F • Libertyville, Illinois 60048 • Phone: 312-362-1031



SPECIAL SANITARY AIRLOCK AS SHOWN  
ALSO AVAILABLE.



### All in the Family

"If you had to invent a brand name to sell Italian foods, you couldn't come up with a better one than Ronzoni," says Murray Firestone, the head of Ronzoni's advertising agency. "There's real magic in the name. We always return to it, it's the mother lode."

"We keep the business in the family because it ensures the quality of the product," said Emanuele Ronzoni, Jr., the company's 71-year old president and son of the founder. "After all, our name is on the label."

So says an article in the New York Times, Sunday, September 1. Pictured was the Ronzoni family in a photograph taken for an advertisement: President Emanuele Ronzoni, Jr., his two sons: Robert and Richard; and four nephews: Ralph, Ronald, Alfred and Emanuele J. The latter two are not in the photograph.

Ronzoni is credited with more than 40% of the New York market. One might assume that this predominance is due to the large Italian population. But Emanuele, Jr. says that isn't so. "Pasta used to be an ethnic food for Italian-Americans, but that isn't so anymore—it's a universal food."

### Who Thought Up Spaghetti?

Health-tex Stantogs of New York City advertised in the New York Times Magazine supplement: "Who thought up spaghetti?—We think the famous Italian explorer, Marco Polo, discovered spaghetti. He found the long, squiggly food in China and brought it back to Italy. The king named it spaghetti. And now spaghetti eaters are everywhere because nothing's more fun to eat than funny skinny scooting spaghetti. Put sauce on it. Catch a piece and slide it down—floop!"

"And if you get a spaghetti spot on your Health-tex, don't worry. Creepers to jeans, single knits, doubleknits and wovens, all Health-tex are machine washable and most permanent press. Who thought up Health-tex? Somebody who likes mothers of boys, size six months to size 8, and girls, size six months to size 6X."

### In Fun City

The East 58th Street Spaghetti & Macaroni Factoria is a ristorante operated by Frank Ricci, serving good pasta, some of which he makes and some of which he buys. Atmosphere is of bygone days with a street-car up stairs where you may dine, old time stoplights, memorabilia. Some tables are old sewing machines. You will enjoy it!



Emanuele Ronzoni, Jr.

### In St. Louis

Metro Food Dealer, formerly the St. Louis Grocer, had a double-page feature in its July issue on "Automation at American Beauty."

The story said, in part: "This plant in St. Louis, built four years ago and equipped with Italian made manufacturing equipment was a model in the industry. Now with automated spaghetti packaging, it becomes a show place."

"American Beauty is no stranger to the St. Louis market, being founded by Mr. Louis Vagnino in 1922. He retained active management until his retirement in May 1971."

"American Beauty is represented in St. Louis by the Constantino Brokerage Company, assisted by American Beauty salesman, Jack Dowling, Joe Zucchero and John Cimino."

### Pasta Feature

Sue B. Huffman, food editor of the St. Louis Globe-Democrat, recently did a feature on "Pasta, from linguine to lasagne—it comes in 150 shapes."

Interviewing Albert Ravarino, president of Ravarino & Freschi, she wrote an interesting background piece with instructions on how to cook pasta and an enumeration of a variety of sizes and shapes.

### Skinner Macaroni and Tabasco Team Up

The largest magazine advertising schedule in Skinner history will combine with excellent point-of-purchase materials, attractive trade allowances, and a strong "nutrition with economy" theme to highlight the fall kick-off promotion featuring Skinner macaroni and Tabasco Pepper Sauce.

The ads will be 1/4-page full color features with a recipe calling for Skinner with Tabasco and the two packages shown together. They will appear in regional editions of Family Circle, Woman's Day, Ladies' Home Journal, Better Homes & Gardens, and Food Housekeeping. The same ad will also appear in the full run of Southern Living. These combined publications have a projected readership of over 20 million people in the Skinner distribution area.

### Tabasco's Gourmet Recipe

A whole new concept to simplify good cooking is being promoted by Tabasco. It involves three sauce bases: brown base, white base, tomato base.

#### Tomato Base

- 1 can (1 lb.) tomatoes
- 1 garlic clove chopped
- 1 teaspoon dried leaf basil
- 1/2 teaspoon salt
- 1/2 teaspoon Tabasco pepper sauce
- 2 Tablespoons salad oil
- 1 can (6 oz.) tomato paste

Combine ingredients except tomato paste in saucepan. Bring to a boil, reduce heat and simmer uncovered for 30 minutes, until sauce thickens. If necessary, break up tomatoes. Add tomato paste, mix well, and cook 5 minutes. For a very smooth sauce, put through a sieve or colander. Makes 2 cups.

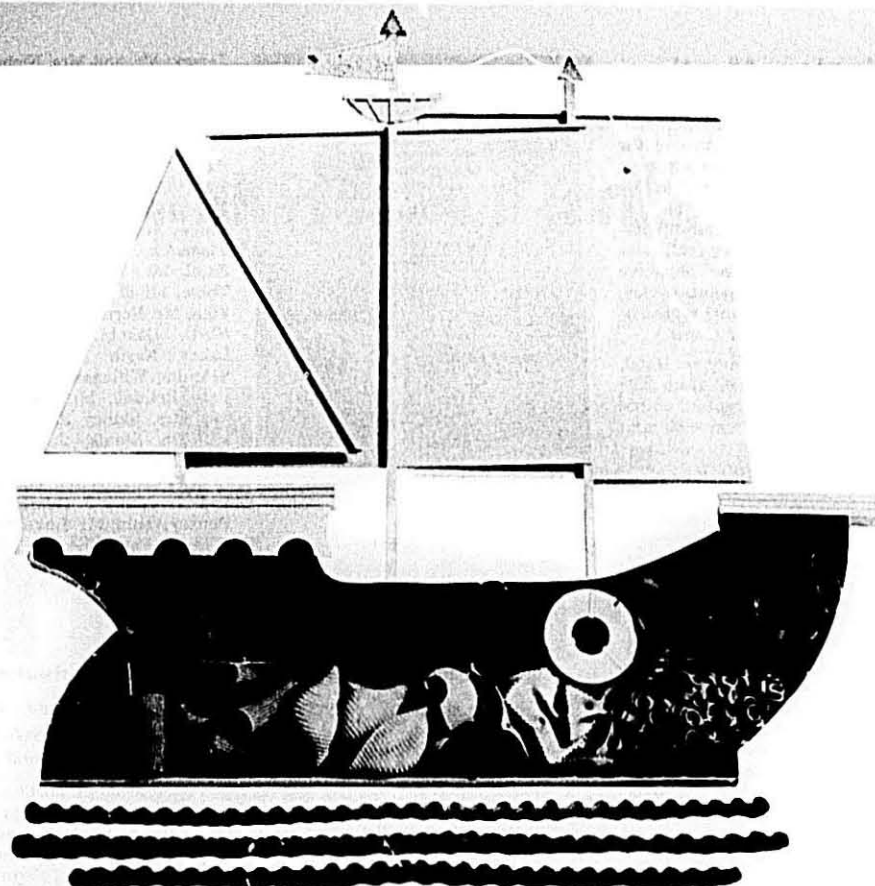
#### For Spaghetti

- 2 recipes for tomato base
- 1 teaspoon dried leaf oregano
- 1/2 teaspoon dried leaf basil
- 2 Tablespoons chopped parsley
- 1 clove garlic, minced
- 1 lb. ground beef
- 1 medium onion, chopped
- 1/4 cup chopped green pepper
- 1/4 cup chopped celery
- 1 can (3 or 4 oz.) mushrooms, drained
- 1/4 teaspoon Tabasco pepper sauce
- 6 to 8 oz. spaghetti
- Grated Parmesan cheese

Make double recipe for tomato base in large saucepan, adding oregano, basil, parsley, and extra clove of garlic. Set aside. Brown ground beef in large skillet. Add onion, green pepper and celery; cook over medium heat 5 minutes. Add ground beef to base with mushrooms and Tabasco; simmer for 1 hour. Cook spaghetti according to package directions. Drain and remove to platter. Pour sauce over spaghetti and sprinkle with Parmesan cheese. Serves 6.

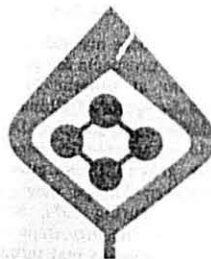
About the only thing you can do today on a shoestring is trip.

THE MACARONI JOURNAL



# Ship-shape

For super pasta products you need pasta-perfect flour. That's what you get from ADM. Pasta-perfect Durum flour and Semolina. Clear golden. Clean. Consistent.



## ADM MILLING CO.

4550 West 108th Street, Shawnee Mission, Kansas 66211  
Phone (913) 381-7400



## Washington Meeting

A GOOD turnout of macaroni manufacturers and allies attended the NMMA Washington Meeting on September 17. They went by bus to the Rayburn Office Building on the Hill where they lunched with representatives from Congress and several aides from Senators' offices. The objective was to make the business point-of-view made known to Congressional representatives in informal conversations.

Returning to the Washington Hotel, a business session was held from 2:00 p.m. to 4:30 p.m. and a reception on the rooftop in the evening from 6:30 p.m. to 7:30 p.m.

### On Statistics

Richard E. Bell, Deputy Assistant Secretary of Agriculture, declared that we will be hard put to match last year's durum exports of 42,000,000 bushels, because of better supplies in Argentina, North Africa and the Near East. Despite our tight supplies, he saw no possibility of export controls. In the discussion on statistical discrepancies, his answer to the forecast of 89,000,000 bushels to be exported last year and the actual 42,000,000 shipped, represented commitments that were cancelled, diverted or otherwise evaporated. And, he said, these statistics always need interpretation in the light of trading experience.

Jack Ashwedge, Chief of Crops Branch, Statistical Reporting Service; David Elenburg, Section Head, Export Sales; Frank Gaum, Foreign Agricultural Service; and Bill Hamlin, Wheat Statistician, U.S. Department of Agriculture, all dealing with grain statistics, and Robert J. Nealon, of the Bureau of Census in the Department of Commerce, outlined the problems of gathering statistics but felt they were doing a relatively good job. Mr. Nealon suggested that an inter-industry committee sit down with them and review areas of concern. This will be done.

### On Sanitation

Nathaniel L. Geary, Office of Compliance, Food and Drug Administration, predicted that Bill 2373, expanding FDA surveillance, requiring food plant registration, and industry quality assurance programs would not be passed in its present form, but something similar will be passed in the not too distant future. He suggested too, that an industry committee work with FDA in setting up guide lines for industry quality assurance programs.

Joseph Halow of Great Plains Wheat, Inc., wrote that President Ford's statement before the United Nations on



September 18, that the U.S. would increase its food aid commitments, was a surprise. Actually, Mr. Halow observed, we are in a dilemma on the food aid issue. On the one hand the U.S. is concerned about export movement of its commodities and on the other hand, many consumer groups and the press want to keep adequate supplies to curb food price inflation. Oil vs. food becomes the issue and it is obvious that we are now in a world market without much merchandise on the shelf.

A special briefing on the world food situation was conducted by the Department of Agriculture in late August. It appears below.

### In Attendance

Those attending the Washington Meeting included the following with invited guests from each state delegation: Mr. and Mrs. Vincent DeDomenico, San Leandro, California; Mr. Alvin Karlin, Bellwood, Illinois; Mr. William H. Grady, Mrs. Carrie Lucenti, Mrs. Susan Cahill, all of Chicago, Illinois; Mr. and Mrs. Robert M. Green, Park Forest, Illinois; Mr. A. L. Katske, Park Forest, Illinois; Mr. Donald Knutsen, Mr. George H. Utter of Shawnee Mission, Kansas; Mr. Joseph P. Viviano, Louisville, Kentucky; Mr. Cliff W. Kutz, Bloomington, Minnesota; Mr. William Blodgett, Mr. Robert H. Cromwell, Mr. W. A. Brezden, Mr. W. Dietrich, Mr. S. F. Maritato, Mr. F. B. Wallace, Mr. Lawrence D. Williams, all of Minneapolis, Minnesota; Mr. Harold J. Wendt, Lincoln, Nebraska; Mr. W. A. Henry and Mr. Lloyd E. Skinner, Omaha, Nebraska; Mr. Paul A. Vermilyen, Fair Lawn, New Jersey; Mr. and Mrs. Charles C. Rossotti, Fort Lee, New Jersey; Mr. Stuart Seller, Jersey City, New Jersey; Mr. Frank C. Cassata and Mr. John Marini, South Hackensack, New

Jersey; Mr. and Mrs. Nicholas A. Rossi, Auburn, New York; Mr. Louis J. Coniglio, Brooklyn, New York; Mr. Anthony H. Gioia, Buffalo, New York; Mr. V. F. LaRosa, Flushing, New York; Mr. Andrew M. Rondello, Great Neck, New York; Mr. William Goodale, New York, New York; Mr. G. P. Marron, White Plains, New York; Mr. Melvin A. Maier, Bismarck, North Dakota; Mr. Sam Kuhl, Mr. V. M. Petersen, Mr. John Tobia, all of Grand Forks, North Dakota; Mr. Norman Weckerly, Hurtzfield, North Dakota; Mr. Alvin Kenner, Leeds, North Dakota; Mr. Herman Schmitz, Williston, North Dakota; Mr. Paul Reining, Millersburg, Ohio; Mr. and Mrs. Sidney R. Tregillis and Mr. and Mrs. Stanley J. Tregillis of Wauseon, Ohio; Mr. Hugh G. Oldach, Flourtown, Pennsylvania; Mr. Will S. Dade and Mr. Henry J. Guerrisi of Lebanon, Pennsylvania; Mr. Luke Marano, Philadelphia, Pennsylvania; Mr. Joseph S. LaRosa, Warminster, Pennsylvania; Mr. L. M. Anderson, Memphis, Tennessee.

### World Food Situation

Special Briefing by USDA  
Economic Research Service  
Foreign Agricultural Service

World food production in 1974/75 will be hard pressed to match last year's record totals. We now see a decline from last year's record high grain production to a level slightly below the long-term upward trend of the 1960's and early 1970's. This is tempered to a limited extent, however, by increases in livestock production. The rising trend in grain production over the years has allowed per capita food production to increase 1.5 per cent annually in the developed nations and 0.4 per cent a year in the less developed countries. With the bad news about the U.S. crop shortfalls, the picture for the world now is much more sobering than it was in the spring. Instead of a really fine production year, it may turn out disappointing, but this by no means indicates anything of disaster proportions.

### Grain Stocks Low

World grain stocks are still very low and production prospects for grains are very uncertain at present for India, the People's Republic of China (PRC) and the Southern Hemisphere. Demand continues to be spurred by population and income growth. Real growth in GNP in Western Europe may gain 2 to 4 per cent during 1974, but the Japanese growth rate may show only a 1.5 per cent increase in real terms. Inflation is still a serious problem in these

(Continued on page 12)

## We Agree With President Ford...

# Needed: An Inflation-Proof Congress

We've heard enough talk about fighting inflation. What we need now is action... action that all of us can do something about. Specifically, we must do what President Ford the "first request" of his Administration: more Senators and Representatives to have the courage to cut federal spending.

We've been hearing a lot about the symptoms of inflation, but not enough about the basic causes. In fact, to the contrary, rising wages and rising prices are the cause of the inflation confronting us in the many years of deficit spending and overspending—by the Federal Government—overexpansion of the money supply to rapidly rising federal debt.

The focus right where President Ford belongs—on the Congress, which is the

regulator of federal spending. That makes it a inflation problem more political than economic. And that's why we can do something about it—by sending to Congress people who will have the wisdom and courage to vote for anti-inflationary measures.

As a public service, the National Chamber has developed a kit of materials to help us—the American voter—vote smarter in the Congressional elections this fall. The kit includes:

1. A quiz for testing our own I.Q. (Inflation Quotient). How can any of us help fight inflation unless we know what it's all about?
2. The voting records of our Senators and Representatives to help us decide whether they have been willing to make the tough choices between spending and fiscal responsibility, and to serve re-election.
3. A quiz for all candidates for Congress, to test their understanding of inflation and how they

would vote on key inflation issues if elected.

It is our belief that if more voters understand inflation and what to do about it, we are more likely to do what President Ford told Congress and the American people:

"The first specific request by the Ford Administration is not to Congress but to the voters in the upcoming November elections. It is this: Support your candidates, Congressmen and Senators, Democrats or Republicans, conservative or liberal, who consistently vote for tough decisions to cut the cost of government, restrain Federal spending and bring inflation under control."

To help all of us make the right choices for members of Congress, begin by writing to the National Chamber for your free copy of I.Q. (Inflation Quotient) Test. Ask for Kit 3599.

## Chamber of Commerce of the United States Washington, D.C. 20062

A federation of chambers of commerce, trade and professional associations, business firms and individuals dedicated to strengthening the competitive enterprise system for the greater good of all.



## World Food Situation

(Continued from page 10)

countries. The growth in real GNP is expected to show further gains in 1975. With supplies curtailed and demand growing, grain markets will continue to be very tight and prevent any significant rebuilding of stocks.

### Wheat Production

World wheat production is now expected to total about 380 million tons, slightly below last year's level. This is down about 9 million tons from the month-earlier estimate primarily because of a reduction in the Soviet, U.S., Australian, Canadian, and Indian estimates. Production increases in the major exporting countries—the United States, Canada, Argentina, and Australia—were particularly disappointing in view of high hopes held earlier in the season. Production fell off sharply in South Asia where stocks were already at minimum levels. However, production increased in the less developed countries as a group at about the same rate as their increase in population. Import demand grew more rapidly than population because of income growth in some countries and substitution of wheat for rice in others.

### Statistics and Stock-piling

Frederick G. Uhlmann of Drexel Burnham & Co. wrote in early September:

The subject of crop reporting always triggers the question of what degree farmers exaggerate their various crops. Apparently government analysts keep very accurate records and adjust according to previous inaccuracies. One official once said farmers always lie in the same proportion, at any rate, the whole subject has become quite scientific and currently, in addition to computer calculation of figures, U.S.D.A. place over 1,000 crop enumerators in the field. These individuals actually examine ears of corn for length and the number of kernels, but the real difficulty in assessing yields is the fact that of all the cards mailed to producers only about 25 to 30 per cent ever respond. It used to be that crop estimates came within about 10% of the July report, but that figure has varied up to 20% over recent years due to variables in weather and growing conditions. Crop production reports are issued without adjustment while other arms of the Department of Agriculture will from time to time issue some rather slanted surveys. Earlier this summer the economic research service gave a range of corn production figures running as high as 6.4 billion bushels when in fact

most amateur analysts were quite certain that the yield potential was far less. That disservice to the agri-business community resulted in marketing distortions and price variances that might not otherwise have occurred. That release last June 24 was in advance of any of the crop enumerators having gone into the fields to conduct objective yield surveys. Nevertheless futures prices for corn were rising then because the private trade, both commercial and speculative, were apprehensive about growing conditions and doubtful of the E.R.S. forecast.

### Weather Factors

The August U.S.D.A. Report for the first time took into account the fact that some ears of corn may not be filled with kernels and for that reason it is difficult to portend how the overall production figure will compare to the official July estimate. In addition, of course, weather has and can continue to affect corn as well as soybean yields and since the crop was planted late and has grown under adverse conditions, it is more than ever vulnerable to an early frost. Record low temperatures over the Labor Day weekend included some frost readings in northern tiers of the grain belt and has created further concern. The National Oceanic and Atmospheric Administration points out that near optimum weather conditions combined with increasing technology has produced record yields in recent years. There is no reason to expect that 83 years of variable weather and technology will not reappear thus precluding the possibility of consistently and continuing high yields. They estimate the probability of drought affecting yields per yield are about 10% for wheat and corn and about 2% for soybeans, so that real crop disasters are unlikely.

### Export Controls

Whether smaller crops will lead to export controls later in the season is academic. The point is that the adjustment will be close but the politics and economics of cutting off foreign sales at this juncture would create terrible repercussions. We learned earlier this year how it feels to be cut off ourselves from vital supplies when the Arab oil embargo occurred. The Japanese felt panic when their soy protein was stopped during our bean embargo last year. Recent dollar devaluations exhibit the need to maintain exports which last year made up one-fourth of our total overseas sales. Our trade balance showed a slight surplus but will turn to a deficit this year following a rise of \$25 billion in the cost of importing

energy products. Additionally, energy goes encourage the development of new markets and the Arabs may have a red insofar as our turning to alternative energy sources ranging from coal to nuclear and solar power. The Japanese turned last year to Brazilian soybeans and the common market is considering shifting some acres in France and Italy into that commodity because of the tight U.S. supply situation. Our economic strength stems from technology, especially in the area of agriculture and we can prosper better when we can maintain the rate of growth in exports. Consumers lose when shipments decline because the profit from the sale of a bushel of any grain creates business and income in various domestic markets.

### Food Reserves

It would be just as serious a mistake to attempt to again build back commercial food reserves at home because farm commodity stock-building over the past several decades led to depressed prices in most farm products. Taxpayers footed a huge storage and conditioning bill with millions of bushels of various items spoiling in the process. At that time we were subsidizing people in foreign countries who were then more able to afford their own food security. In other words, to build grain reserves of the magnitude mentioned by some Congressmen we would have to put aside wheat, feed grain, cotton and soybeans valued at billions of dollars with storage costs adding millions more. The losses then in export earnings because of surplus supplies depressing values would take further dollars out of the pockets of American producers and handlers. It may take several years for the economies of western nations to catch up with the recent sharp rise in oil prices but when we do our own economic system with reservoirs of natural resources should keep us in a very strong international economic position.

### Lower Yields for Durum

Durum wheat production is now forecast 78,390,000 bus, 8% below the 1973 crop of 84,860,000 but 8% above two years ago when it was 72,912,000. It was down 8% from the Aug. 1 estimate of 85,254,000. The sharp reduction in the past month is attributed by U.S.D.A. to lower yield expectations in North Dakota and Montana. Expected U.S. yield is now 21 bus per acre compared with 28.5 bus last year and 28.6 bus in 1972.



## Your best salesman.

When you have a quality product, the proof is in the cooking! And one woman tells another. Word of mouth is a great sales tool, so be sure your product starts with quality durum. Order today:

Durakota No. 1 Semolina, Perfecto Durum Granular or Excellio Fancy Durum Patent Flour. Start with the best — from North Dakota Mill.

the durum people

**NDM**

NORTH DAKOTA MILL  
Grand Forks, North Dakota 58201  
Phone (701) 772-4841





Curt F. Schneider

Will Zogg

William Berger

#### Buhler-Miag Personnel

Curt F. Schneider was elected president and general manager of Buhler-Miag, Inc., Minneapolis, manufacturer of food processing plants and bulk conveying systems. He succeeds Peter May, executive vice president, who retired for health reasons. The Board of Directors also elected Will Zogg vice president, finance and administration and William Berger vice president, engineering and production.

#### The Men

Schneider, who was secretary-treasurer of The Buhler Corporation in Minneapolis from 1959-1965, has been assistant vice president, international division of Buhler Brothers Ltd., Uzwil, Switzerland for the past nine years. He holds a degree in business administration and joined the Buhler organization in 1950.

Zogg joined Buhler in 1951 and was transferred to Minneapolis in 1958. He succeeded Schneider in 1965 as secretary-treasurer.

Berger, employed originally as a mechanical engineer by Buhler in 1955, was transferred from the former Buhler company in New Jersey to the Minneapolis organization in 1961.

#### Wide Operations

Buhler-Miag, Inc. operates six divisions in the United States, serving the milling, brewery, macaroni, chocolate, paint and chemical industries with the latest in process and conveying equipment. It employs 150 people and has sales offices in Indianapolis and New Jersey. Sales for 1974 are approaching the \$20 million mark.

The company has its headquarters for the United States in Minneapolis and is affiliated with the world-wide Buhler-Miag organization consisting of 19 companies and 80 agencies in all major countries of the world and employing over 9,000 people.

#### Microwave Drying

Compact three-stage microwave-conventional dryer cuts drying time for macaroni products up to 90% and energy use in half, according to an article in the September issue of Food Processing magazine.

Macaroni drying time has been reduced from 10 hours to 36 minutes at Golden Grain Macaroni in San Leandro, California, through use of a microwave middle stage 'sandwiched' between conventional drying stages. All three stages are built into one compact unit which gives up to three times the drying capacity of the standard 90 foot long 2-story pasta dryer it replaces.

Information on microwave drying of specific food products can be obtained from Microdry Corporation, 3111 Fosteria Way, San Ramon, California 94583.

#### Braibanti Long Goods Dryer

In the past few years the macaroni manufacturers and the Sanitation and Health Departments of countries all over the world have given the manu-

facturers of pasta production equipment four specific and important problems to solve. These four problems are as follows:

First, improving the quality of the product in relation to the quality of the raw materials which are available;

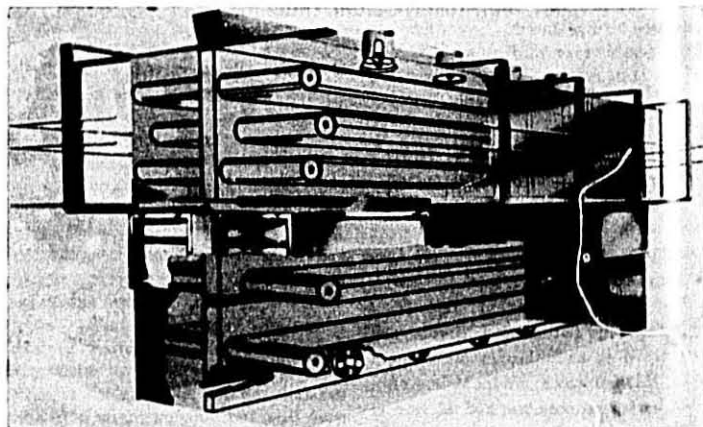
Second, reducing the time required in the production cycle due to the limitations of labor availability during the work week;

Third, reducing the bacteria plate counts so that they will comply with the levels of acceptability which have been established in various countries;

And fourth, improving the accessibility into the machines so that they can be cleaned more easily, with as little labor as possible being used for this cleaning.

#### New Developments

Braibanti & Co., a leading manufacturer of pasta production machinery, introduced their new line of "Cobra" automatic pasta extrusion presses with high speed centrifugal mixers and oscillating mixer shafts in 1973. In 1975 they introduced their new Type ATR High



Microwave Dryer

Temperature Dryers, and when used in conjunction with the new "Cobra" presses, a major contribution towards solving the four problems of the pasta industry was made.

The new Type ATR Dryers, when used with the appropriate "Cobra" extrusion presses, have the following output capacities:

	Pounds per Hour or per day	Tons
Model ATR/ 500	1050 to 1200	11-13
Model ATR/ 800	1700 to 2000	18-21
Model ATR/1300	2600 to 3000	28-32
Model ATR/1800	3500 to 4000	38-42

#### High Temperatures

The Type ATR Dryers have been designed to dry pasta products at temperatures which are much higher than those used in standard driers. This drying procedure, in fact, ensures calculated reactions due to well balanced relationship between time factor, temperature and relative humidity.

The Type ATR Drying Line consists of a preliminary dryer, a final dryer with a cooling section, storage silo, stripper(s), and a sticks return and storage unit.

The metal frame of the line supports the insulating panels and it fitted with panel clamping bars and assemblies for quick and positive locking and sealing of these panels to the frame. Within the frame there is a special heating system that has been designed to eliminate condensation.

The panels themselves have been designed to facilitate easy cleaning and can be unlocked and swung away from the frame, or easily detached and completely moved away from the dryer, if so required.

The panels utilize insulating material of the proper thickness so that even though extremely high temperatures are used within the unit, the interior is completely insulated from the area in which the dryer has been installed.

#### Mechanical Features

The mechanical features of the Type ATR Dryer, which are based on more than 15 years of experience, have been further improved to match the improvements resulting from the new concepts of drying employed within the dryer and are designed to work in conjunction with the higher temperatures that the dryer uses.

This higher temperature, coupled with the proper control of the relative humidity levels, and a fast but controlled cooling before the product is transferred to the storage silo, insures the quality of the product, a substantial reduction in the drying time, and a

much lower bacteria plate count. As a result, the product that is delivered will be properly dried and stable, pasteurized, and will have superior cooking qualities.

As with the standard dryers, the Type ATR Dryer is equipped with an automatic stick return and accumulator, and has been sized so that it is not necessary to remove any sticks from the line, store them and then feed them back into the line during periods of normal operation. This section is separated from the product processing section of the dryer and easy accessibility is achieved by means of moveable panels. Thus ease of cleaning and maintenance is assured.

#### Coated Sticks

Because of the higher temperatures used in the drying process, the Type ATR Dryer uses sticks that are coated with food grade plastic to insure product quality.

The dryer is equipped with the latest temperature and humidity controls, and comes complete with an electric switchboard that, in addition to its other control components, contains a C.A.E. Electronic Control.

Finally, the dryer is also equipped with a cooling section which cools the product in a controlled manner and to the desired degree before the product is transferred to the storage silo.

The storage silo can be supplied in various length sizes and tiers number in order to ensure unloading in one or two shifts daily.

The stripper(s), which complete the silo, can be supplied for discharge on either side to facilitate its connection to the packaging equipment.

These lines, with their highly developed degree of mechanical and technical features are another major innovation by Braibanti, and as with all of their lines, and the separate pieces of equipment that Braibanti offers, the Type ATR Dryers were operationally tested in commercial macaroni factories before they were offered to the pasta producing industry.

#### Italians Protest Pasta Shortage

Housewives across Italy are demonstrating against an acute shortage of pasta products, including spaghetti and fettuccine, as Italy's economic crisis continues to worsen. The pasta shortage resulted when the government announced a 45% price increase—from 52 to 75¢ per kilogram—then cancelled it. With the expectation that the rollback would not hold, pasta is becoming a black market commodity. Both house-

wives and shop owners are accusing each other of hoarding pasta during the shortage. In a Naples suburb, about 70 housewives marched outside stores shouting, "Close these shops or we'll destroy them!" Other demonstrations have demanded, "Down with speculation; give us at least a plate of macaroni."

#### Pasta Gains In Britain

Pasta Post published in St. Albans predicts a promising outlook for dry pasta in Britain.

While current consumption does not approach that of many other developed countries, the growth rate is exciting, the Post proclaims. The per capita consumption of all types of pasta has doubled over the last eight years and growth is expected to continue at the rate of 8% per annum at least until 1978. This rather conservative estimate would show a total market of 48,000 tons of pasta.

The pressure upon food processors to produce new and economic packaged meals, combined with the need for housewives to use high protein meal extenders in their own cooking, all favor the growth of the pasta market.

Increasing use in school meals, where it is proving extremely popular with the children as well as the cooks, is serving to develop tomorrow's market and there is the added spin-off that pasta is gaining popularity in hospitals and industrial catering.

#### Catelli in Canada

John Labatt Limited is a Canadian management holding company. One of their holdings is Catelli Ltd., largest pasta producer in Canada.

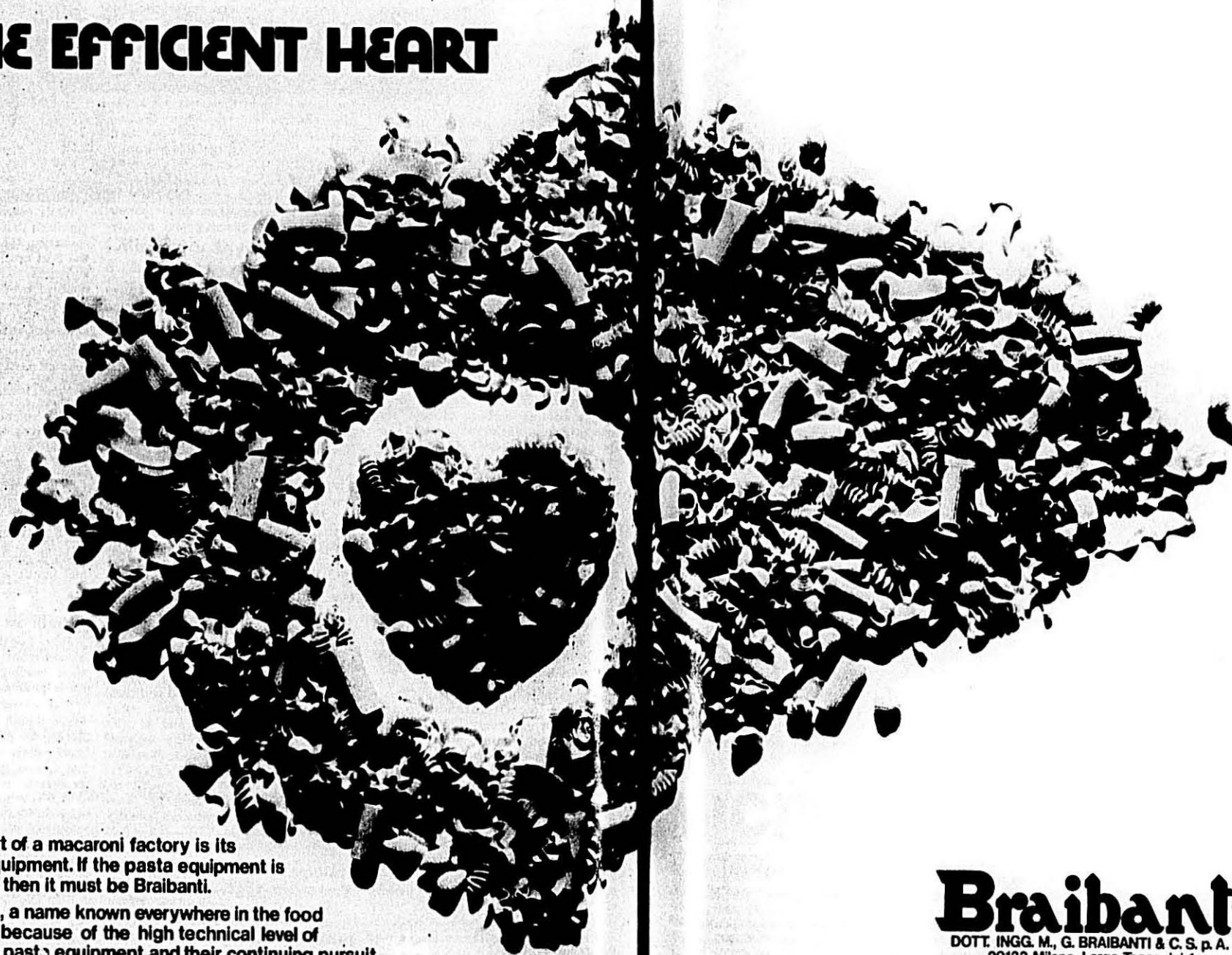
The annual report says Catelli increased both its sales and profitability during the past year. The improved results reflect the increased demand for pasta, and the successful introduction of several new products including the company's new creamed soups and additional varieties of puddings and pasta products. The substantial investment in expanded and modernized facilities in recent years, is showing results and should ensure continued growth of sales and profit.

In Trinidad, the Catelli-Primo operation also experienced a greater demand for its products and, despite some material shortages, achieved its best results to date.

IPACK-IMA is preparing its international exhibition of packing and packaging, food processing machinery for Feb. 16-22, 1976, Milan Fair Grounds.



## THE EFFICIENT HEART



The heart of a macaroni factory is its pasta equipment. If the pasta equipment is efficient, then it must be Braibanti.

Braibanti, a name known everywhere in the food industry because of the high technical level of Braibanti pasta equipment and their continuing pursuit of excellence and efficiency. Braibanti is one of the select group of world-wide food machinery companies associated with Werner/Lehara. Together, we can do almost anything.

## Braibanti

DOTT. ING. M. G. BRAIBANTI & C. S. p. A.  
20122 Milano-Largo Toscanini 1

3200 FRUIT RIDGE AVENUE, N.W.  
GRAND RAPIDS, MICHIGAN 49504  
PHONE: (616) 453-5451

WERNER/LEHARA TELEX: 22-6428 CABLE: WERNERMACH



### Soups Warm Up To Energy Crisis, Belt-Tightening

THE homemaker's search for budget-stretching foods has turned into an opportunity for soup sales—a chance to cash in more than ever on the heartiness and versatility of these products. Where it was once "soup and sandwich," more and more it seems to be "soup instead of sandwich." Following the same basic theme, the nation's leading soup manufacturer has introduced a timely new use for its Chunky product line: soup as a main dish ingredient. National advertising is featuring Chunky Soups in budget recipes as a pour-on with rice, noodles, etc. The idea is a spinoff from you-add-the-meat dinners, and no one needs to be reminded of their instant success not so long ago.

According to SAMI figures for 1973, U.S. dollar volume for soups rose by a healthy 12.5% to \$834 million. Canned soups had the biggest dollar expansion with an increase of \$73 million (11.6%). But dry mixes performed best (up 18%), and bouillon next best (up 16%).

Soup sales were given another boost by the winter cutback of heating fuel supplies. In an energy-crisis poll, 44% of consumers included soups among the "heartier" foods they expected to buy more of in order to counteract the chilling effects of lowered thermostats.

#### Individual Dry Servings

Most of the credit for the solid 18% advance of dry mixes is given to individual-serving dry mixes. Since becoming active in the category, individual-serving products have helped push total dry sales over the \$100 million mark. That's just about double what they were only a few years ago. Their acceptance as a convenience food has made individual-serving dry mixes popular in homes, offices and lunch boxes.

Marketers trace bouillon's strong performance to its acceptance by dieters. Its low caloric content makes bouillon a natural to many weight-conscious consumers.

While new items are no less essential than ever for excitement and profitability, the all-time favorites of the canned soup category continue to dominate. Out of nearly 50 items marketed by the industry leader, a handful (fewer than 10) still account for over 70% of its canned soup sales, and that means close to 60% of all canned soup sales.

#### Meatless Main Dishes

Green Giant Company features versatile vegetables in a wall-chart for

	Units		Dollar Sales		Margin		
	Items Carried	Weekly Total	% to Total	Weekly Total	% to Total	Margin	
<b>SOUPS</b>	111.0	6886.8	(2.6)	1515.86	(1.1)	189.49	(0.8)
Canned	81.5	6365.0	95.5	1357.54	89.6	156.71	82.7
Dry Mix	22.2	185.3	2.8	79.26	5.2	14.97	7.9
Extracts, Cubes, Inst.	8.2	116.5	1.7	79.08	5.2	17.81	9.4

school use in the September issue of Forecast. Among the eight recipes for putting meatless main dishes on the menu are one for Tangy Tuna Lasagna and another for Jiffy Macaroni and Peas.

#### School Lunch

The school lunch program represents a market of nearly \$2 billion annually to institutional distributors.

#### Kraft Advertising

Kraft offers ideas on how to do battle for you food dollar: making ends meet without meat. Recipes include Spaghetti Pie made with Kraft Tangy Italian Style Spaghetti Dinner with eggs and mozzarella cheese. Also for Saturday Supper: Kraft Macaroni & Cheese Dinner served with zucchini and bite-size shredded rice biscuits.

#### Baby Egg Lasagne

Mrs. Grass Enriched Baby Egg Lasagne is being introduced in midwestern markets with a 7¢ off coupon offer.

Advertising states this new enriched product is the only lasagne noodle made this special way. Its unique bite-size shape means no more split lasagne; makes it easier to handle; shorter preparation time—just pour and spread. The lasagne is made with 2½ whole eggs per pound.

#### Egg Production

5,386,000,000 eggs were produced during August, 1% less than a year ago, according to the Crop Reporting Board. Layers on farms September 1 totaled 275 million, down 5% from a year ago and 1% below a month earlier. Rate of lay on September 1, averaged 63.0 eggs per 100 layers, up from 60.9 a year earlier and the same rate as on August 1, 1974. Egg type hatch during August, totaled 34.5 million, down 13% from the 42.5 million a year ago. Eggs in incubators on September 1 at 29.1 million were 28% below a year ago.

Egg production slightly trailed 1973 levels in the first half, reflecting lower layer numbers as the rate of lay was up. Production is expected to continue lower for the rest of this year and then

drop off further next winter and spring. Prices rose during July and early August and they likely will rise further this fall. Winter prices may hold fairly close to autumn prices, but some weakness is in prospect for next spring.

#### A New Look at Farming

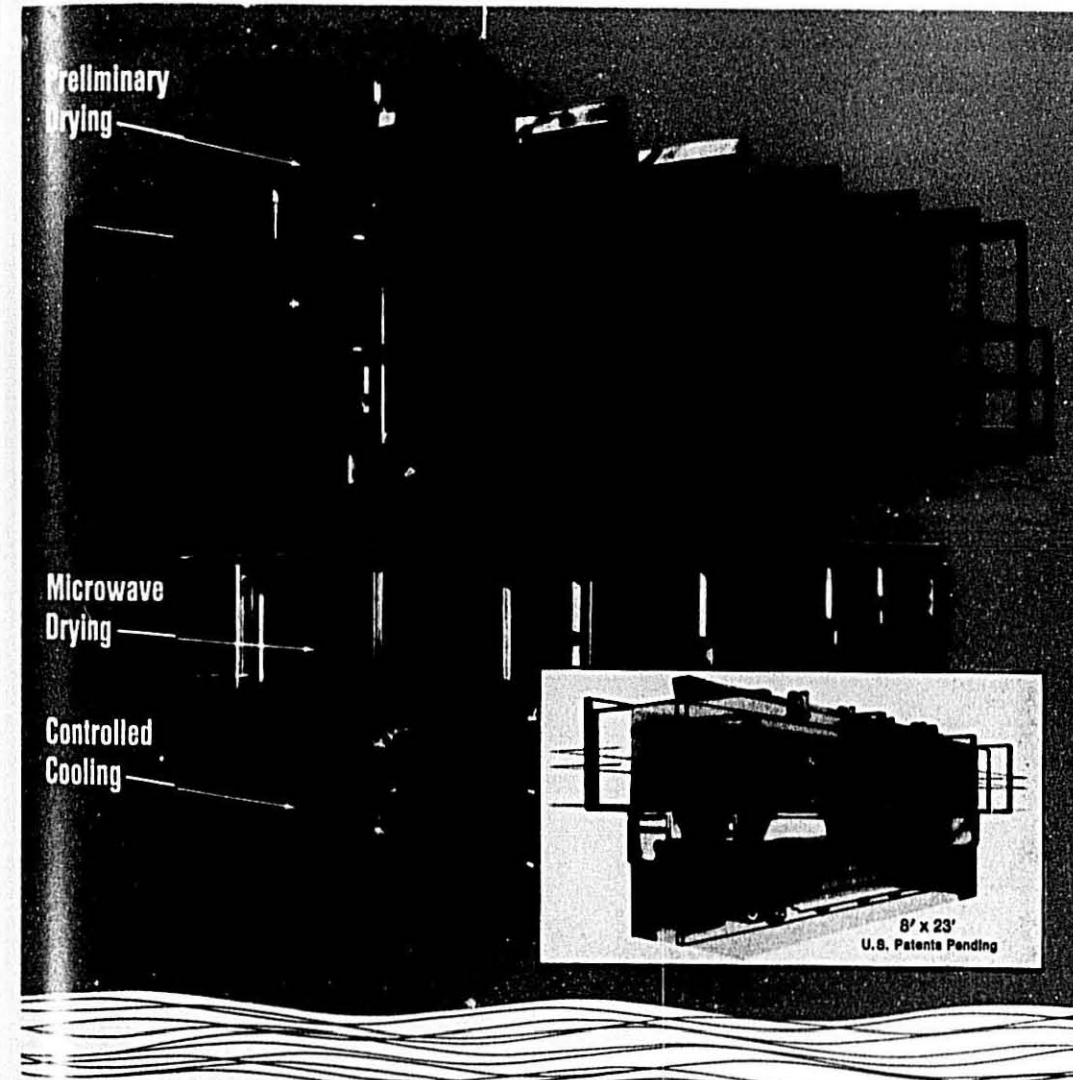
After years of rhetoric over the decline of the family farm, the government finally is trying to find out just how deeply U.S. corporations have moved into farming. The results—which will take two years or so to compile fully—could determine whether farm state congressmen succeed in their perennial efforts to curb corporate takeovers of farmland.

In the new Census Bureau survey, every company known to be involved in farming is being asked to list the farms it owns and to report its other business lines. Early indications are that most of the companies with farm subsidiaries have agribusiness foundations, as farm equipment distributors, feed manufacturers, wholesalers, and the like. But mining companies, real estate developers, general manufacturers, and more than 15 conglomerates also are thought to be farm owners.

The Agriculture Dept. guesses that farm subsidiaries of such companies may be producing more than \$5-billion worth of crops a year. But the new survey is the first effort to nail that down and to trace the corporate farmers' other interests.

#### UPC

The food industry's universal product code—a manufacturing-level marketing system aimed at unifying product codes and speeding the retail checkout—is proceeding far ahead of schedule. Excluding fresh meat, poultry, and produce, 65% to 75% of all packaged food items are now expected to carry the new code by yearend. The previous goal of 50% by yearend. Both NCR Corp. and International Business Machines Corp. have begun full-scale tests of their first scanning systems in American supermarkets.



## MICROWAVE / 1000-4000 LBS. PER HOUR

with lower operating costs...

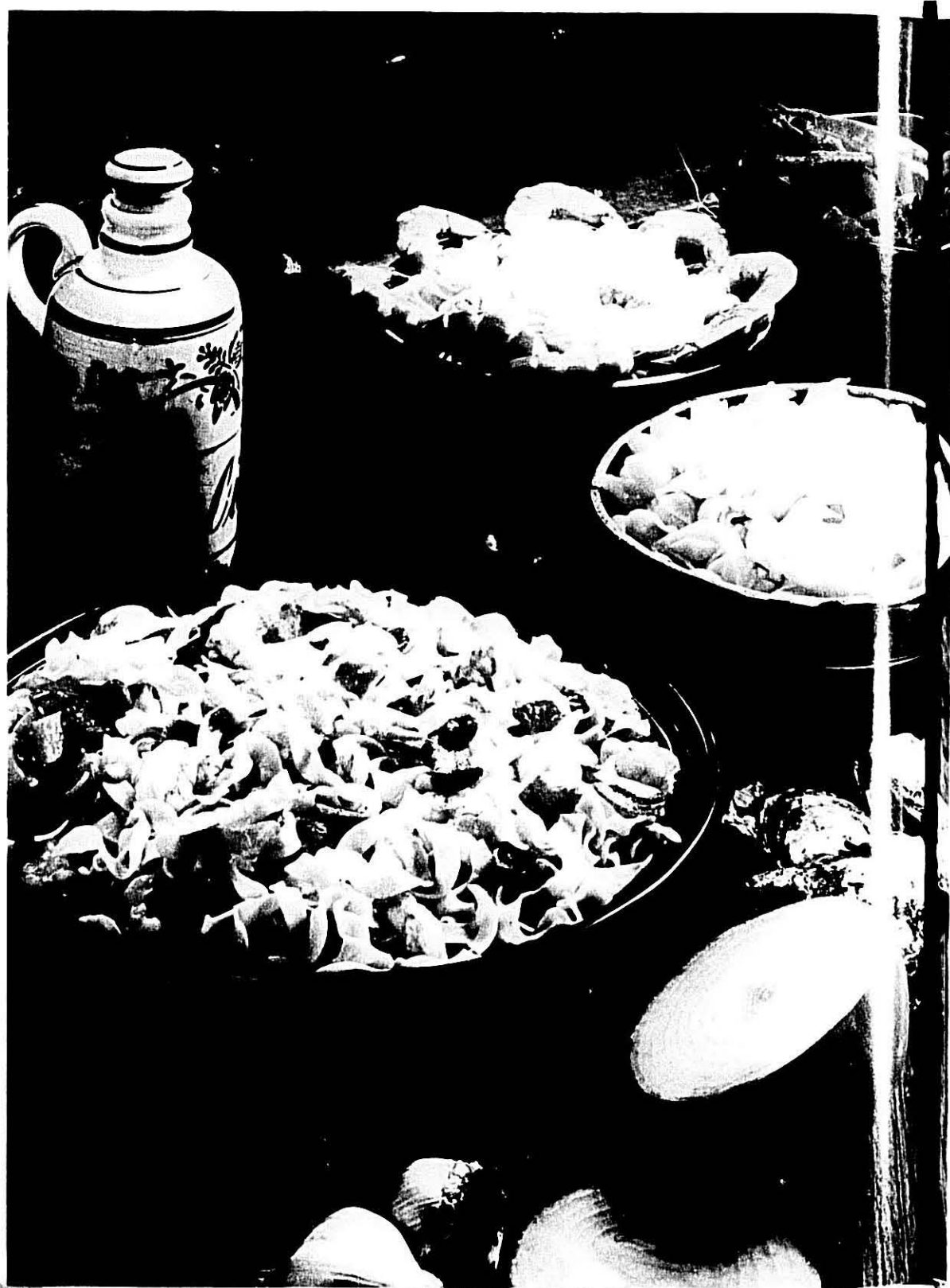
Microwave drying and controlled cooling, with or without preliminary drying in the same unit, can do this for you:  
 ■ dries ten times faster ■ takes one-fifth to one-tenth the space ■ improves product quality ■ reduces dryer maintenance to as little as one hour per week ■ lowers capital investment ■ lowers power costs in most areas  
 ■ generally can be installed without shutting down the lines  
 When standard preliminary drying immediately precedes microwave drying (as in complete unit shown above) it eliminates the need for equilibration periods and reduces time and space needs of preliminary drying as much as 60%.  
 Controlled cooling (third stage) determines product moisture content and appearance.  
 Proven in leading pasta plants. Call or write today.



### MICRODRY CORPORATION

3111 Fosteria Way, San Ramon, CA 94583  
 415/837-9106





### the Pure, Golden Color of Quality

At Peavey, we put the highest quality wheat in a jar, somewhere. We take that wheat out into the North Country's prime growing areas, where demanding farmers grow only what helps us want, better, because we want them.

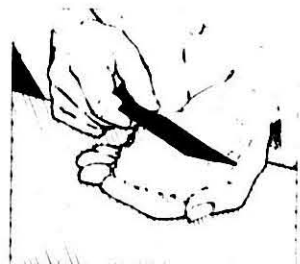
Then samples go back to our own further testing. And then to our own honest-to-goodness scientists who put up where miniature tests and their own methods enable us to duplicate, in our own procedures, a few hundred different individual products we can produce.

Quality is a word that means a lot. It means you get what you pay for. It means you get what you expect.

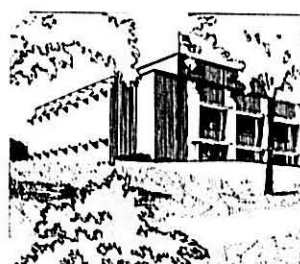
That's why we want to make sure you get what you expect. We want to make sure you get what you expect.

At the Peavey Company, we want to make sure you get what you expect. We want to make sure you get what you expect.

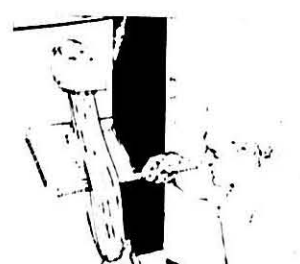
#### King Midas Semolina and Durum Flour Where Quality Pasta Products Begin



Experienced farmers grow wheat that is hard and healthy. It should last for a long time, and it should be good for you.



The King Midas Semolina and Durum Flour is made from the best wheat. It is the best flour for making pasta.



The King Midas Semolina and Durum Flour is the best flour for making pasta. It is the best flour for making pasta.

**PEAVEY COMPANY**  
Flour Mills



### Medallion Laboratories

Establishment of commercial laboratory service known as Medallion Laboratories at General Mills' James Ford Bell Technical Center has been announced by the company.

Medallion Laboratories offers consultative and analytical services to the food, feed and related businesses, "providing clients with access to one of the food industry's most versatile and respected laboratories," said Medallion's manager, John Hall.

"Our objective," Hall said, "is to not only assist clients with their routine analyses, but also to help them solve their problems by development and interpretation of testing programs."

#### Analyses

An Analytical Department offers all types of analyses on thousands of ingredients and finished products. Among numerous client services the Department is organized to provide are quality assurance programs, and packaging material testing and storage studies. Various protein, lipid and carbohydrate related parameters can be measured, as well as physical properties, toxic residues, emulsifiers, detergents, flavors and preservatives.

#### Monitoring

Through its Microbiological and Regulatory Services Department, Medallion Laboratories is available for

monitoring plant sanitation, product safety, various forms of contamination and nutrient composition. Its microbiological analyses can extend to plant, process, ingredient and finished product inspections and include checks for contamination of nearly all types—mycotoxins, pesticide residues, metals and extraneous matter. Additive analysis is also available, as are analyses for most vitamins and minerals. The latter service is receiving considerable emphasis from Medallion Laboratories in view of the concerted efforts of the Food and Drug Administration to inform consumers of product nutrition through its nutrient labeling program.

Further information, prices and individualized presentations are available by calling or writing John Hall, Medallion Laboratories, 9000 Plymouth Avenue N., Minneapolis, Minn. 55427. Phone (612) 540-4453.

### Seaboard Gains

Seaboard Allied Milling Corp., with plants strategically located on three continents, "is in a uniquely favorable position to prosper in a world that needs increasing quantities of food," the company's annual report states, while revealing record sales and earnings for the fiscal year ended June 1, 1974.

"Our satisfaction with the showing,"

the Seaboard report says, "is emphasized by the fact that it was the second successive year of unprecedented price moves—with all the attendant risk in the markets in which we operate."

With reference to strategic locations, the report observes, "Seaboard's new mill building program ranks the company in the forefront of flour mill builders in both the United States and overseas, and continued at an active rate in the past fiscal year."

For the fiscal year ended June 1, 1974, Seaboard reported record net sales of \$303,114,882, up 73% from volume of \$175,548,768 in the 1973 fiscal year, and compared with \$138,715,023 in 1972. The company's volume first exceeded the \$100-million mark in the 1969 fiscal year. Of the increase in sales, the report comments, "that rise in dollar volume was largely the result of unprecedented upturns in the price of wheat, our basic raw material. Unit sales again posted a modest increase, marking the tenth successive year in which our sales in cwt's of flour have increased."

### Productivity Down

The average weekly paycheck for production or nonsupervisory employees in private nonfarm industries has risen \$9.65 in the past year, to \$158.29.

That's a rise of 7%.

## JACOBS-WINSTON LABORATORIES, Inc.

EST. 1920

Consulting and Analytical Chemists, specializing in all matters involving the examination, production and labeling of Macaroni, Noodle and Egg Products.

- 1—Vitamins and Minerals Enrichment Assays.
- 2—Egg Solids and Color Score in Eggs and Noodles.
- 3—Semolina and Flour Analysis.
- 4—Micro-analysis for extraneous matter.
- 5—Sanitary Plant Surveys.
- 6—Pesticides Analysis.
- 7—Bacteriological Tests for Salmonella, etc.
- 8—Nutritional Analysis

James J. Winston, Director  
156 Chambers Street  
New York, N.Y. 10007

## WANTED:

Informed  
Sales  
Representatives

Have them read  
The MACARONI  
JOURNAL

P.O. BOX 336  
PALATINE, ILLINOIS  
60067, U.S.A.

Please enter one year subscription:

\$8.00 Domestic  \$10.00 Foreign

Name \_\_\_\_\_

Firm \_\_\_\_\_

Address \_\_\_\_\_

City and State \_\_\_\_\_ Zip \_\_\_\_\_

Renewal \_\_\_\_\_ New Subscription \_\_\_\_\_




## ASEECO CONVEYING SYSTEMS



**ASEECO LIFTS**



**SANIPLAS BUCKET**



**DELTRIN ROLLERS**

The Versatile Bucket Elevators with Space Age Design...  
 A complete line of sanitary, modern streamlined standardized belt conveyors applicable to most conveying applications. Custom special designs available. Write for Bulletin CC-20

### BELT CONVEYORS

A complete line of sanitary, modern streamlined standardized belt conveyors applicable to most conveying applications. Custom special designs available. Write for Bulletin CC-20



### VIBRATING CONVEYORS

Ideal for conveying materials without degradation such as potato chips, cereals, snack foods, etc. Sanitary—self-cleaning troughs balanced designs, capacities up to 6500 cu. ft./hr. Processing designs available for screening, dewatering, cooling and drying while conveying. Write for Bulletin CVC-20

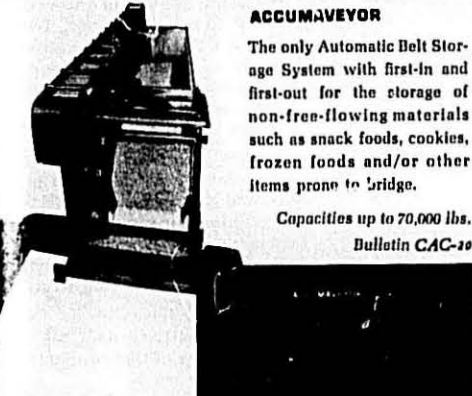


### BULK STORAGE AND MODULAR DISTRIBUTION SYSTEMS

#### ACCUMAYEOR

The only Automatic Belt Storage System with first-in and first-out for the storage of non-free-flowing materials such as snack foods, cookies, frozen foods and/or other items prone to bridge.

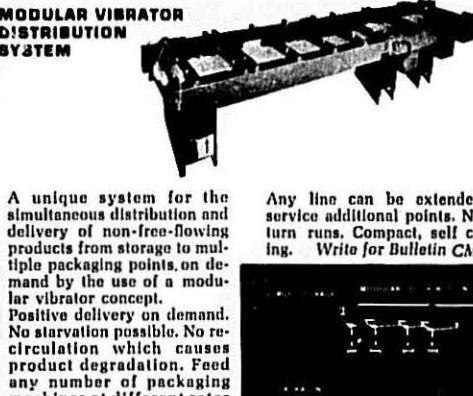
Capacities up to 70,000 lbs.  
Bulletin CAC-20



#### MODULAR VIBRATOR DISTRIBUTION SYSTEM

A unique system for the simultaneous distribution and delivery of non-free-flowing products from storage to multiple packaging points, on demand by the use of a modular vibrator concept. Positive delivery on demand. No starvation possible. No recirculation which causes product degradation. Feed any number of packaging machines at different rates simultaneously.


Any line can be extended to service additional points. No return runs. Compact, self-cleaning. Write for Bulletin CMV-10



### ELECTRIC PANELS AND CONTROLS

The key to practical automation is in the design of a system using electrical components such as photo controls, sonar devices and solid state relays. Aseeco engineers incorporate proven commercially available components which are standard and do not require extraordinary attention. If you are contemplating a plant expansion, contact Aseeco Corporation for the following integrated services: Plant engineering and layout, electrical and mechanical, supply of equipment, erection and startup. All from one source with one responsibility.

8857 W. Olympic Boulevard, Beverly Hills, Calif. 90211 • (213) 652-5760







G. R. Heckman, Jr.

### Rail Rates

Rail freight rates have increased on two occasions in 1974. As we will discover later, there was more stability and understanding to these rate increases compared to the motor carrier industry.

In March of 1974, the railroads were granted a 3.3% fuel surcharge to offset increased costs of fuel to operate diesel locomotives. The surcharge was added to the total freight charges on each shipment. It was not incorporated into the freight rate structure.

Shortly thereafter, the railroads petitioned the Interstate Commerce Commission for a 10% increase to use the revenues as they see fit in their operation. Effective June 20, 1974, the I.C.C. granted the 10% rate increase and ordered the railroads to degrease the revenues derived from this increase. These revenues are only to be used to improve the plant and equipment of the railroads, i.e., road beds, rails, car fleets, etc. In addition, in that Order, the I.C.C. told the railroads to cancel the 3.3% fuel surcharge but allowed them to incorporate the surcharge into the rate structure.

Thus, in effect, the railroads have received since January 1, 1974, a total increase in rates and charges of 13.3% and must use the 10% increase for plant and equipment. This should be most welcome by the grain industry because, hopefully, it will mean more and better railroad cars for the future.

In the August 15 issue of the Wall Street Journal, there appeared an article indicating the 10% increase may not appear as rosy as shippers and railroads would like it to be. The I.C.C. has issued specific instructions for reporting the revenues derived from the 10% increase and how those monies are to be spent. The wealthy railroads (contrary to public opinion, there are many) located mainly in the West and South have their plants and equipment in

### Report From the Traffic Committee

by G. R. Heckman, Jr., Traffic Manager, Hershey Foods  
and Martin E. Coughlin, Director of Traffic, Thos. J. Lipton Co.

very good shape and really do not need to spend any money in those areas. The ne'er-do-well railroads on the other hand need the 10% not only to upgrade plant and equipment but to offset other costs for labor and supplies. So, basically, the railroads are in the horns of a dilemma when it comes to spending the 10% increase in accordance with the I.C.C. mandate.

Louis Menck, President of the Burlington-Northern, predicted railroads will need an additional 15% increase by January, 1975. Mr. Menck appears to rule out the opinion that increased rail freight rates will cause a diversion of their traffic to trucks either private or common carriage. His logic is that these costs will rise in the same proportion as the railroads.

The railroads' attempted on August 10 to put into effect a .2% fuel surcharge. This was suspended by the I.C.C. because they will not accept any further surcharges. In all probability, they will approve the .2% increase if the railroads incorporate it into the rate structures. At this time, there is no indication how the railroads plan to handle this increase.

### Motor Carriers

Compared to the railroads' freight increases, motor carrier freight rate situation is really one that requires careful analysis and a close surveillance.

The motor carriers attempted to publish rate increases ranging from 5 to 7% to become effective July 1, 1974. This increase was to offset the labor increases which were granted to the Teamsters effective the same date.

The July 1 increases received many shipper protests due primarily to the fact the I.C.C. granted industry a 6% fuel surcharge in February, 1974, and the shipping public had no recourse but to pay that cost. The shipping public was convinced, and this was substantiated by the motor carriers' profit and loss statements for the first half of 1974, the 6% surcharge was a windfall revenue that improved profit pictures tremendously.

You may recall the fuel surcharge was put into effect to resolve the truckers' strike—which it did. Some shipper groups took the I.C.C. to court alleging a violation of I.C.C. authority in granting the fuel surcharge. Thus, the I.C.C. was in a delicate position in having to justify the fuel surcharge.

Use of the many protests, the Commission did suspend and ordered

the carriers to cancel their 5 to 7% rate increases scheduled to become effective July 1. They further ordered the cancellation of the 6% fuel surcharge as of August 26, 1974. Under this Order, the carriers were permitted to incorporate the 6% into their rate structure in a same manner as the railroads. The Commission stated that the fuel costs from February, 1974, to July, 1974, had only risen 3%. They told the motor carriers they could publish increases of 8 to 9% including the 6% fuel surcharge effective August 26, 1974. We assume their logic was 3% for fuel, 5 to 6% for labor, a total 8 to 9%!

Thus, you have a net increase effective August 26 of 2 to 3%. The I.C.C. further instructed the carriers using owner-operators must continue to pay 6% to the owner-operator in addition to the normal percentage of revenue.

Most of the motor carrier industry has taken the 8 to 9% increase. However, many of the independent specialized carriers have merely incorporated the 6% fuel surcharge into their rate structure and have not taken any additional increase. All motor carriers must cancel the 6% fuel surcharge. They do not have to incorporate it into their rates if they do not wish to do so. Very few, however, will take this position.

### Water

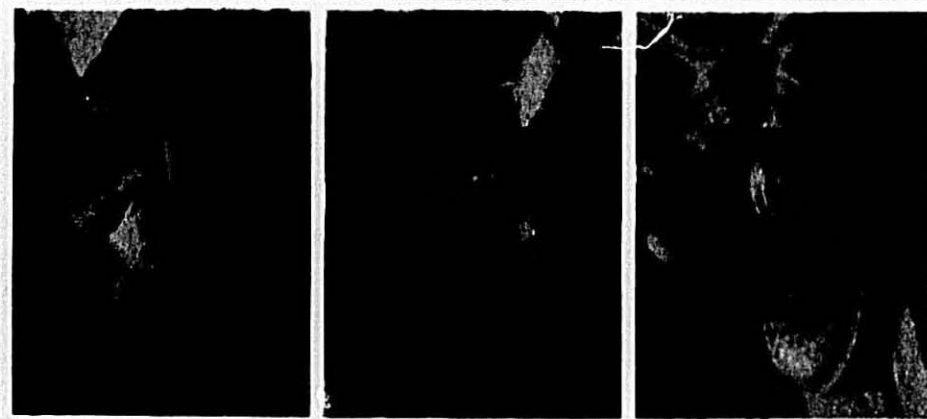
Sea-Land Service operates between the East Coast and Florida, Texas and the West Coast. Their rate structure is designed to compete with the railroads and subject to I.C.C. supervision. Thus, on rate increases, they normally follow increases received by the railroads.

In 1974, Sea-Land obtained a 3.1% fuel surcharge which is still in effect. Sea-Land has not incorporated this surcharge into their rates. Effective July 1, they increased their rates 10% following the rail increase of June 20, which has been included in the rate structure.

Contrary to the railroads' Order by the I.C.C., Sea-Land does not have to restrict the use of that revenue and can use it as they see fit.

### Boxcar Fleet Approved

An initial fleet of 10,000 50-ft., wide-door railroad boxcars has been authorized for the pool concept endorsed by the Association of American Railroads and the Interstate Commerce Commission.



## Maintenance Service

Preventive maintenance on Dies resolves itself into both quality and quantity control of products. For improved quality we strive to control obvious flaws in appearance such as dough rings, roughness, splits, breakage, collapsing, color, uneven wall thickness, raggedness, and shape. For increased and continuing production we strive to control hidden difficulties which may be encountered in drying, packaging and handling.

In view of the many variable factors involved in production, and the highly complex equipment necessary for the close adherence to high standards of controls, it is recommended that Dies be returned for reconditioning at regular intervals of from 3 to 6 months. This will insure trouble-free operations and maximum production output.

Our facilities stand ready to make all necessary repairs as expeditiously as possible.



**D. MALDARI & SONS, INC.**

557 Third Avenue, Brooklyn, N.Y. 11215 • Tel: (212) 499-3555

America's Largest Macaroni Die Makers Since 1903 - with Management Continuously Retained in Same Family



## Food Prices and Profits

Briefing by Jane Fawcett, Manager, Domestic Affairs,  
Grocery Manufacturers of America, Inc.

EVERYTHING is going up. The fact of life in America today is that everything is increasing in price. The goods and services purchased by the food industry are no exception to this rule. Grocery processing inputs have increased substantially in cost since 1970. For instance, the cost of farm products alone has increased by 67%. Meanwhile, the Consumer Price Index for food has increased 38% during this same period of time and the cost of operating the government has increased, too. Since 1970, the federal budget has increased 55% and the federal budget requests for 1975 over 1974 figures show increases for the following: (1) Cost of running Consumer Product Safety Commission +23%; (2) Cost of running Food and Drug Administration +21%; (3) Cost of running Federal Trade Commission +18%.

While inflation has been taking its toll on the consumer and processor alike, more subtle changes have also had an impact on the cost of producing and consuming food. An incredible array of circumstances beyond the control of either the food industry or the consumer has reshaped our food economy.

These incredible circumstances can be broken into four parts:

1. The United States is now competing for food with the rest of the world;
2. Acts of God and Government;
3. Energy Shortage;
4. Problems of getting food out of the ground.

Each of these incredible circumstances is worthy of careful consideration.

### Competing For Food With The World

The law of supply and demand is no longer limited to the domestic level. It used to be that when a consumer pushed her cart through the grocery store she was competing only with other American consumers for the food on the shelves. Today all of that has changed, and the American consumer is now part of a globe-circling competition for those products.

Domestic demand for more and higher quality food has increased. The United States population is growing by 0.9% annually and the average hourly earnings for 1973 were up 6%. Even with inflation, consumer purchasing power will continue its upward trend

with the directly related effect of increasing demand. The other nations of the world with whom we share this planet have also increased their demand on our food supply.

Dr. John Knowles, President of the Rockefeller Foundation, has warned that the world is on the brink of a "Malthusian Disaster" where population will outrun the food supply. Whether Dr. Knowles' forecasts come true in the long run or not, we can cite short-run developments which indicate that the rest of the world is looking to the United States as their breadbasket.

For the first time in six successive years, foreign wheat, feed grain and rice production for 1972-73 declined (by 28 million tons), and it fell to the United States to fill the void.

Increasing world affluence has brought about a diet switch from vegetable protein to animal protein, thus leading to an increase in American exports of corn and other feed grains.

Two dollar devaluations have made domestic agriculture 17% cheaper for the rest of the world.

As a result, the value of American farm exports in 1973 jumped to \$17.1 billion—twice as much as the year before. A \$20-24 billion is projected for 1974.

Clearly, more and more people are pulling themselves up to our dinner table. Of every 100 tons of commodities in world trade, the United States contributes: 89% of the soybeans; 74% of the corn; 53% of the wheat; and 26% of the rice.

The net result of this new international competition is that the cost of the raw agricultural inputs to food production has increased dramatically. Between the end of October and the end of February, commodity prices behaved like this: Wheat increased 40%; Corn increased 49%; Soybeans increased 29%; Hogs increased 6%; Broilers increased 21%; and Sugar increased 157%.

The February numbers are used here quite deliberately because that was a high point. The intent, however, is not to mislead, but to emphasize that when the statisticians speak of recent declines in commodity prices, they are speaking in relative terms and one should not become too buoyed by the trend.

Since February, wheat declined from \$6.36 a bushel to \$3.44. This figure, however, is 23% above the \$2.70 level of a year ago. Likewise, corn which reached \$3.45 a bushel is now in the \$2.70 range, still 29% higher than last year.

Headlines that commodity food prices are declining are correct, but don't put your hope in a return to the good old days of food prices. Decline is like coming out of the stratosphere and into the upper levels of the atmosphere—you've come down, all right, but you're still way up there.

The main force that has driven the commodity prices up is the new reality that we have become provisioners to the world.

### Acts of God and Government

The weather pattern is changing. For several years now, odd and unpleasant things have been happening to weather around the world. Mean temperatures peaked in 1945 and have been dropping steadily ever since. The most telling effect of this has been to alter the vast, integrated system of winds that sweep around the planet. The most grievous result of the new wind pattern has been the blocking of vital monsoon rains upon which large sections of Africa, Asia and Central America depend.

This change in weather has had an effect on the international supply and demand of food. We are all familiar with the Sub-Sahara drought and accompanying mass starvation. Japan's Meteorological Agency has warned of long-term increasing coldness in the North and drought in Western Japan. Meanwhile, English farmers have found that the average growing season is now two weeks shorter than it was prior to 1950.

All of this, while admittedly long-term, means subtle changes in the world's production of foodstuffs and an accompanying change in the world's food economy.

We cannot dismiss the short-term impact of weather either, and the impact it has had on this year's crop. Cold snaps in Illinois have wiped out the peach crop and a severe drought hit the winter wheat-growing belt (Texas, Oklahoma, Southern Kansas) and winter wheat prices soared.

We've already mentioned devaluations of the American dollar, which in

(Continued on page 28)

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



by Gene Kuhn  
Manager:  
AMBER MILLING DIVISION

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

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

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

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

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

Be sure . . . specify Amber!



## AMBER MILLING DIVISION

FARMERS UNION GRAIN TERMINAL ASSOCIATION

Mills at Rush City, Minn.—General Offices: St. Paul, Minn. 55165

TELEPHONE: (612) 646-9433





## Food Prices & Profits

(Continued from page 26)

the short period of fourteen months made United States agricultural exports 17% less expensive to foreign consumers, thus increasing international competition for our food supplies. United States imports became 17% more expensive to American consumers, thus fueling the fires of inflation.

We also had economic controls imposed. From August of 1971 to April, 1974, the food industry was under continuous strict government price controls. Virtually no other segment of the economy can make that statement. The net result of these economic controls has been to drive food prices higher than they otherwise would have gone because the control program itself created shortages which added to the food price spiral.

Everyone remembers the pictures of chicks being drowned because the price freeze made it unprofitable to raise them. But the result of the price controls was much more widespread than just creating a shortage of broiler chickens.

In order to more fully understand why economic controls caused higher food prices, put yourself in the position of a hog farmer. Imagine that the farm you own has space to keep between 10 and 100 sows. Your decision is how many to rear.

First you hear that corn prices are going up and that will raise your feeding costs. Then you learn of a retail food price freeze and you begin to worry that you may be unable to recoup your increased costs.

So—to play it safe—you decide to keep only 10 sows.

The 90 sows you didn't keep could have produced 10 pigs each (five twice a year). These 900 pigs represent 180,000 pounds of pork the consumer will never see. Multiply that by the thousands of hog farmers and you see why production went down and why consumers bidding against each other bid up the price of pork.

Fertilizer is another example of how economic controls have pushed food prices higher. The early control phases pegged fertilizer prices at a level established during a period of over-supply. Because of controls producers didn't add to production capacity as demand increased. Foreign competition didn't increase production because artificially high prices of U.S. fertilizer was lower.

As of October 25, the Government decontrolled fertilizer, but it was too late. Prices for food will now go up

because fertilizer is now more expensive than it would have been without controls. The insufficient fertilizer supply means farmers can't boost yields as much as they could if it were in sufficient supply.

Unfortunately, the lifting of controls on April 30 will not mean that these problems will be solved and the shortages will disappear. The residual effects of controls will be felt by consumers well into 1975. You can't produce more chicks or sows or fruits or vegetables by turning on a spigot. It will take time for the supply to build back up now that the disincentives to increased supply are gone.

On March 27, the Federal Government announced that henceforth all hamburger used in the school lunch program must be made from prime grain-fed cattle. In previous purchases, the hamburger could come from lower priced range-fed cattle. The net effect will be that the packers will now have to ask \$1 per pound as a wholesale price for prime hamburger. (Currently, retail hamburger is selling between \$1.00-1.15 per pound.) This, of course, will force up the price of hamburger as well as other beef for consumers.

### Energy Shortage

The energy crisis is another of the incredible circumstances which has upset the balance of our food economy and brought higher prices.

Food from farm to the table uses 12% of all the energy consumed in the United States. And this food-related demand for energy is growing at an annual rate of 3.3%. 40% of this increase is because of population growth, and 60% is changes in per capita food consumption.

Food is also energy-inefficient. This means that on the average, the energy contained in food is less than 1/8 of the energy required to produce and deliver the product. For example, it takes about 7.5 calories of fuel energy to produce one calorie of food energy.

William Simon testified that, on the average, the price of each gallon of refined petroleum product would increase by 10 or 11 cents per gallon in 1974 to offset the increased costs of crude oil. According to USDA, farms used 6.5 billion gallons of gasoline and fuel oil in 1973. A 10¢ per gallon increase means farm costs will go up a whopping \$650 million.

Likewise, the energy shortage has made itself felt in the cost of fertilizer. 43% of the material cost of fertilizer is due to petroleum-based chemicals and natural gas, according to 1972 Census of Manufacturers.

From October to March, fertilizer prices increased over 37%. The total cost of fertilizer used on all farms in 1972 amounted to \$2.51 billion. A 37% increase in fertilizer will add an additional \$928 million to farm costs.

An even more important feature of the energy crisis, however, is the role food plays in making it possible to bring crude oil into this country. In calendar year 1973, for instance, we ended up with a balance of payments surplus of \$1.7 billion, thanks to a \$9.3 billion surplus in agricultural exports over imports.

American agriculture has been the dominant force in our balance of payments turnaround. This is essential in order to import Japanese electronics, European automobiles, Swiss watches, etc.

Most important is the role which American agriculture plays in paying the increased price for crude oil. On January 1, 1973 a barrel of Arab oil cost around \$2.50. Today that barrel costs almost \$12.00. Our food is the major export we have to gain the foreign capital necessary to pay for the importation of oil. At the going price of around \$3.50, one bushel of wheat pays for less than 1/2 barrel of Saudi Arabian oil.

In fact, we are engaged in an international fuel-swapping arrangement whereby we swap agricultural fuel—food for human energy—for fossil fuel—oil for mechanical energy. There is a price, of course, which we must pay for this fuel-swapping arrangement for it depletes our domestic food supply and bids up the price of our own food. The net result is that, to some extent, consumers are paying at the supermarket for what they buy at the gas station.

### The Problem of Getting Food Out of the Ground

This entire discussion has taken the details of agricultural production pretty much for granted. No commentary on the status of the American food economy, however, would be complete without reference to the problem of the farmer.

Farm production is being threatened and farm costs are increasing because of widespread shortages of farming essentials. Farm supply production was geared to the crop surplus years of the late 1960's.

Fertilizer has been mentioned before, but it provides a perfect illustration of the farm-related shortages. The USDA predicts a 2-5% fertilizer shortage this year; the fertilizer industry predicts a

(Continued on page 30)

# KNOW-HOW.

● There is no substitute for the engineering expertise that comes with experience. Buhler has it. Over one-hundred years experience in the design and operation of hundreds of modern, efficient macaroni plants and machines in practically every country of the world where macaroni is made.

- Single screw presses from 600-4000 lbs./hr.
- Double screw presses from 1200-8000 lbs./hr.
- Four screw presses up to 16,000 lbs./hr.
- Shaking pre-dryers for short goods
- Short goods belt dryers from 600-16,000 lbs./hr.
- Two-stick spreaders and four-stick spreaders
- Long goods dryers from 600-4000 lbs./hr.
- Long goods accumulators for one shift per day discharge
- Long goods cutters
- Raw material handling systems
- Complete production lines
- U.S.-made motors
- U.S.-made electrical controls
- U.S.-made climate controls
- Engineering services including design, planning and installation of complete macaroni processing plants

If it's anything to do with macaroni plants or equipment, talk to the experts at BUHLER-MIAG, INC., 8925 Wayzata Blvd., Minneapolis, Minn. 55426, (612) 545-1401/Eastern Sales Office: 580 Sylvan Ave., Englewood Cliffs, New Jersey 07632, (201) 871-0010/BUHLER-MIAG (Canada) LTD., Don Mills, Ontario, (416) 445-6910.

Complete Macaroni Plants by

# BUHLER-MIAG



Skilled, experienced BUHLER Engineers develop the optimal processing system after making a careful analysis of the customer's particular plant layout, operation and specific requirements.



Every facet of machine operation undergoes scrupulous examination by Buhler Design Engineers. Extension of short goods will be viewed in extreme slow-motion from high-speed, 500-frames-per-second movie camera used above.



Buhler designs, fabricates and installs all types of macaroni equipment for any size operation. Above, world's largest short goods press (4-screw, 16,000 lbs./hr. capacity) dwarfs 100 lb./hr. laboratory model shown in inset.



## Food Prices & Profits

Continued from page 28

10-15% shortage. Petroleum costs have forced fertilizer prices up and 43% of the material cost of fertilizer is due to petroleum-based chemicals and natural gas. The demand pressures on an inelastic supply have forced prices even higher.

The release of 40 million acres in 1973 and 20 million acres in 1974 from the set aside program generated a need for an additional 12 million tons of fertilizer. The magnitude of this increase in demand is hard to appreciate.

Imagine, if you will, a 100 car train made up of 100-ton hopper cars. The train will handle 10,000 tons of fertilizer and will be a mile long. A boy watching the engine pass will wait 3 or 4 minutes for the caboose. The new acreage increases for 1974 alone will require 400 such trainloads of fertilizer.

And to top it all off, USDA says we are short 4,000 additional railcars needed for fertilizer transporting.

A shortage in fertilizer means a decrease in yield. If the fertilizer shortage cuts corn yields by just five bushels an acre (as some analysts think it will), there could be 387 million bushels less of this key feed grain. 6% less than the 6.7 bushels the government projected would be raised.

Fertilizer isn't the only item in short supply, either. The cost of items purchased has increased 15% over last year, largely because of short supply.

Farm equipment, for example, is both hard to come by and more expensive. The resulting squeeze on farmers is reflected in a March drop in parity from 85 to 80. Parity is a measure of how well off farmers are and is derived from a ratio of prices paid to prices received with 1910-14=100.

Last year's flush times for farmers prompted many to buy new tractors and other farm machinery. This increased demand exceeding the output of the manufacturers of farm machinery equipment. Other shortages compound the equipment shortage: Petrochemical shortages impinge on tire supplies; Metal casting production has been hurt by the foundries closed by federal safety rules; Complicated parts like double reduction axles simply cannot be made easily or quickly.

As a result, a farmer who orders a tractor now could have to pay about 1/5 more than he did last year and would have to wait about 6-8 months to get it.

Even baling twine is in short supply. Supplies of twine, used to bind bales of hay fed to cattle, are unavailable be-

cause of a drought last year in sisal-producing areas.

This problem is aggravated because the substitutes for twine are also in short supply. Wire supply is approximately 30-40% below normal and plastic twine is out because it is made from a petrochemical base.

Even when farm supplies are available, farm supply prices are up. Seed prices are almost double last year's levels because seed growers had to be paid more in order to compete with the prices they could receive on the cash-grain market. Herbicides and pesticides are available, but some prices are up by as much as 15% over last year. Land costs last year rose an average of 21% across the country, the second highest gain in history, topped only by the 22% of 1919.

And, lastly, the problem of getting food out of the ground is compounded by the lack of new tillable acreage. Plantings are up this year—10% increase in corn to 78.8 million acres and 18% increase in wheat to 70.0 million acres—but we have reached our limit of plantable land. We could plant Mt. Everest if we are willing to pay the price! The planting increases for the most part are on marginal land and it is doubtful that yields will increase as much as the planting.

### An Example of the Ecology Of Our Food Economy

The disappearance of the anchovy from the waters off the coast of Peru is a perfect example of the bizarre circumstances which have affected and will continue to affect the delicate balance of food prices. The anchovy example includes all of the incredible circumstances we have been talking about: (1) Bad weather, or at least a similar act of God, which caused the fish to disappear; (2) Increased domestic demand; (3) Increased international demand; and (4) Economic controls.

Besides being something you take off the top of your salad and put on your butterplate, the anchovy is a major source of protein for animal feed. A shift of just a few degrees in the ocean currents off the coast of Peru drove the anchovies into hiding. Normally, Peru's coastal waters produce between 12 and 13 million tons of anchovies annually. In 1973, production dropped to 1.5 million tons. Most of the anchovies are ground up to become an ingredient in animal feed. With anchovies in short supply, feed manufacturers turned to soybeans as a substitute source of protein. Concurrent with the drop in supply of anchovies, the world soybean production took a downturn and the

United States became the main supplier of soybeans.

The net result of the anchovy disappearance was two-fold: As soybeans increased in price, all soy-based products increased in cost and as soybean fortified feed increased, it forced up the price of beef.

Economic controls affected all aspects of our economy. One segment of the food industry which was particularly hard hit was the canners.

The canners were hesitant to push to the limits of production because of the controls. Growers seeing the canner's hesitancy, went easy on their production. The end result is that in 1974 we have the lowest inventories of canned goods in over 20 years. As of January 1, 1974, stocks of canned vegetables had shrunk to 138 million cases, off 6% from January 1, 1973. As of January 1, 1974, stocks of canned fruits stood at 53.2 million cases, a decrease of approximately 50% over the previous year. Some current examples of short products include: peas, green and wax beans, tomato products, apple sauce, sour pitted cherries, peaches, plums, fruit cocktail and apricots.

Meanwhile, the demand for canned goods has continued to soar. Canned goods are increasingly being used as the center for many low-cost meals.

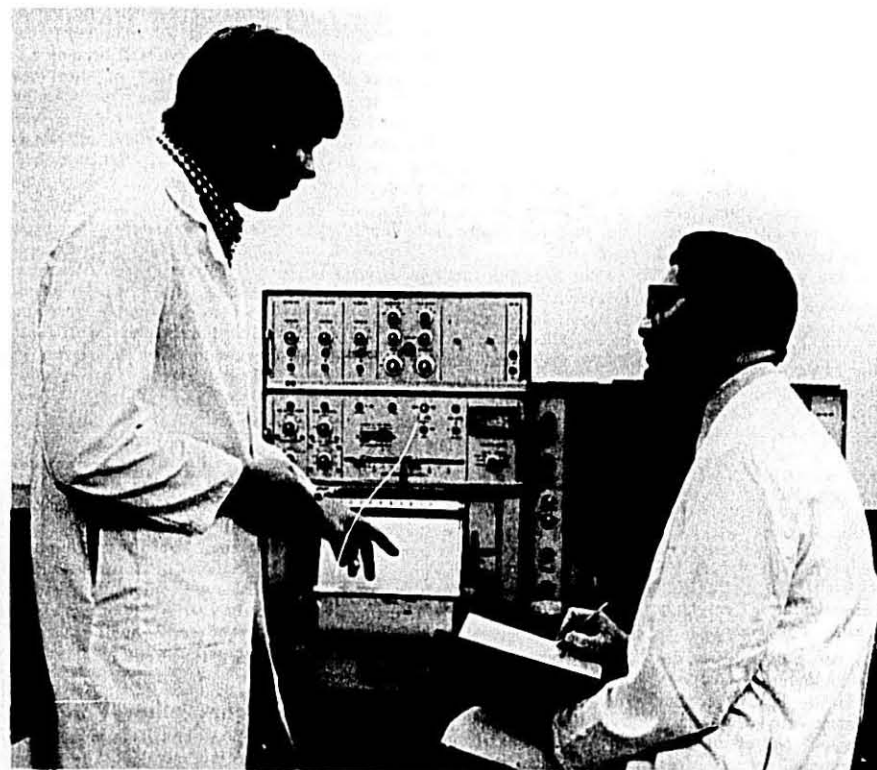
As the demand for canned goods was soaring, the energy crisis hit and soon canners were forced to pay higher prices for their production materials, such as steel-tin plate, fuel, paper cartons and transportation.

The unexpected material costs to canners should increase retail prices by 25-50%.

Will prices go down? Probably not until late summer or early fall when the new crops are harvested. The canners have pledged to increase acreage by 25% over last year. Many farmers, however, do not want to plant a high risk crop (fruits) when they can't get soybeans in the ground and fight about them. This will result in higher prices for raw produce.

Not until 1975 can we expect the laws of supply and demand to right themselves from the wrong of controls.

Just as the anchovy saga indirectly affected all consumers at the supermarket, so have controls and the energy shortage. It will be some time before the canners can stabilize their industry. In the meantime, the American consumer will feel these pinches and squeezes in her pocketbook as she becomes increasingly sophisticated regarding the complexities of the economy.



## QUALITY: CONTROL

Quality doesn't happen by accident. It happens by looking at every job under a microscope.

And the benefits to our customers are plentiful and valuable: less waste on your

machine; more units per hour, higher production — higher profits at the bottom line.

To us, it's quality control. To you, it's quality assurance. Give us a call or drop a line and let us show you first hand.

## CLOUDSLEY: QUALITY FLEXIBLE PACKAGING CONVERTERS

The Cloudsley Company/470 West Northland Road/Cincinnati, Ohio 45240/(513) 825-4800



## Individual Growth Stimulation Analyzed

THE only person who can help you is yourself," says Morris I. Pickus, Chairman of Morris Pickus Associates, Management Potential Achievers, Solana Beach, California.

"Men are what they think they are—no more, no less. When the thinking of man changes, everything changes," he explained. Pickus then drops this bombshell: "Mental decay starts from the inside. If a man has a negative attitude and negative thinking, he will self destruct within five years or sooner."

But Morris Pickus has the solution to this common problem. He has had the opportunity of working with 1,500 different companies in the almost 40 years he has served as one of the nation's highest paid management consultants and marketing advisors. He is considered to be one of the most knowledgeable top executives in the field of communications and development.

### Communications

"Our experience has been that the one ingredient that is lacking in management is communications. Everybody is too busy to talk to anybody.

"When we go into a meeting of department heads and chief executives, we ask 'When is the last time your boss, your immediate superior, had a private talk with you? Not about business, but about yourself, your desires, your ambitions, your future? When was the last time?'

"Most people shake their heads," Pickus continues. "And then they say 'About a year ago.' Some even say 'Never.'"

Morris Pickus, with a gleam in his bright eyes, then asks "How would you like a program for the next year where your boss agrees on a schedule to hold five private Achievement Communication Conferences with you—not only about your future, but to encourage and compliment you on a Profitable Achievement that you have made for the company? All hands go up."

### One Year Program

In outlining his one-year, tailor-made program for each individual, based on that man's own expressed goals and desires, Pickus says: "We have found that the thing that will increase profits and keep everybody happy is to develop a program which we call Individual Manager Growth Stimulation.

In order for a program to be specific and measurable, it is necessary for us to set up Management By Personal Objectives, individual goals, for each job,

and help the individual measure his improvement in job performance.

"The heart of the program is based on the most recent findings of the behavioral scientists who all agree that the average person uses only 5 per cent to 10 per cent of his potential.

"We say that individual energy must be self-stimulated, that all development is self-development, and the only person that can really help you is yourself.

"But it is the function of your boss to communicate with you and stimulate you to use more of that potential in a positive way.

"We say that the most important person is you, to yourself, your family.

"We don't use the word 'weakness' but call it an 'undeveloped area' and we say before you start working on an undeveloped area, strengthen your developed area. It is easier.

"Find out what you can do best and do more of it.

"We get unusually good results because our policy is to have individual managers pay part of the cost, and have it refunded if the managers complete the program.

"Our records show 100 per cent completion—not because they get their money back, but because five times a year they have had the chance to have an Achievement Conference with their boss and he has had a chance to encourage them and congratulate them on their proven achievements."

For further information, write to Morris I. Pickus, Chairman, Morris Pickus Associates, 777 Academy Drive, P.O. Box 704, Solana Beach, Calif. 92075.

### Support the Guard & Reserve

For the first time since 1947, this nation is filling its military personnel requirements without the aid of a draft. With this all-volunteer force has come an increased role for the National Guard and Reserve Forces.

Established policy on the future role of the Guard and Reserve Forces states that:

Guard and Reserve units and individuals of the Selected Reserves will be . . . the initial and primary source for augmentation of the active forces in any future emergency requiring a rapid and substantial expansion of the active forces.

This means our country will turn first to the Guard and Reserve Components, rather than to the Selective Service, to augment the active forces in a time of national need.

As we reduce the size of our active

forces we rely more heavily on our Reserve forces by bringing their readiness and responsiveness to the highest achievable levels. As we achieve our goal of an all-volunteer force, the Guard and Reserve will become an even more vital segment of our total military capability. Their readiness has been upgraded and they have been provided with the modern and combat-serviceable ships, aircraft, vehicles, armament and equipment they require.

Besides equipping Guard and Reserve forces adequately, other necessary steps have been taken to make citizen-military careers both attractive and challenging. However, the ultimate success in obtaining and maintaining a strong Guard and Reserve will depend on businessmen and employers across the United States.

The individuals who make up the Guard and Reserve are people from our communities and our local businesses who have undertaken an added responsibility for the security of our nation by making themselves available for recall or mobilization. These men and women who put service to their country ahead of comfort—who are willing to leave family and friends when their duty calls—cannot be allowed to risk loss of employment security. They need our support and understanding.

### Dear Fellow Voter:

You don't have to be told that inflation is a serious problem. Both at work and at home, the inflationary symptoms of rising prices and costs are too serious to be ignored.

While these symptoms are readily apparent, the causes of inflation are complex and the cures are painful. As Treasury Secretary William E. Simon recently said: "Inflation is not just an economic problem, it is a political problem as well. In fact, the biggest worry I have about our economic future is whether or not the American people and their government will have the sustained political will to carry this long, rough anti-inflation battle through to a successful conclusion."

The political expediency of candidates promising both tax cuts and new government spending programs can only be checked if a majority of the electorate understands that such promises produce no real dollars-and-cents benefit.

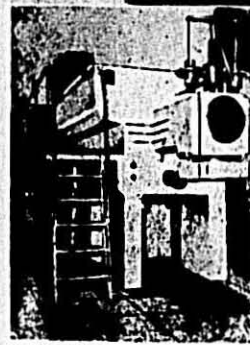
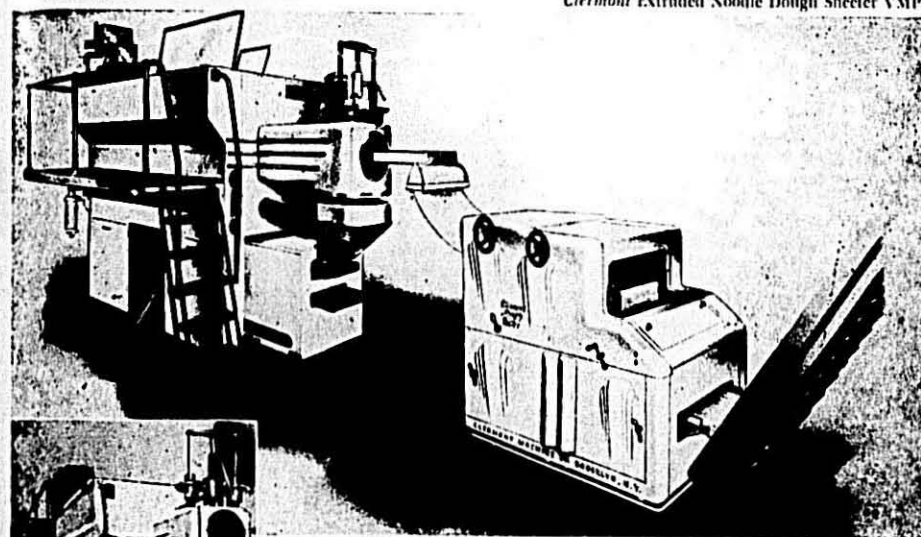
After all, "Needed: An Inflation-Proof Congress" is more than just another political slogan. It is a political, economic and social necessity.

Cordially yours,  
Arch N. Booth  
President

THE MACARONI JOURNAL

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

Clermont Extruded Noodle Dough Sheeter VMP-3



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

VMP-3 with short cut attachment.

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

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

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

**Capacity range** - Two speed motor affords flexibility for 1600 lbs. or 1000 lbs. per hour or any two lesser outputs can be arranged.

**Large screw** for slow extrusion for better quality.

**Engineered** for simplicity of operation.

**Rugged** construction to withstand heavy duty, round-the-clock usage.

**Matchless** controls. Automatic proportioning of water with flour.  
Temperature control for water chamber.

**Only** one piece housing. Easy to remove screw, easy to clean.  
No separation between screw chamber and head.

**Newly** designed die gives smooth, silky-finish, uniform sheet.

**Totally** enclosed in steel frame. Compact, neat design. Meets all sanitary requirements.

*Clermont Machine Company*

280 Wallabout Street  
Brooklyn, N.Y. 11206, U.S.A.  
Telephone (212) 387-7540



## A Call For Leadership

by H. Geddes Stanway, formerly President,  
Skinner Macaroni Company

I AM delighted to have this opportunity to address you at this convention. It was some twenty years ago that I first addressed an assembly of the Macaroni Manufacturers and related industry leaders.

My subject today is a "Call to Leadership." None other than the late President Truman is credited with saying that, "Leadership is merely getting people to do what they should have done in the first place." This is simplicity at its greatest.

Dr. Kissinger noted last week that—"Never before has the Leadership of the world had the capacity to destroy human life to a near total elimination."

Today, Leadership is said to be in decay. Today youth is in a quandary in assessing Leadership's purposes. Leadership is in a crisis.

I have said many times, "A crisis is often good for the soul—Many times manifestations from a crisis provide a basis for a new awakening and a new awareness."

Too often the most profound transformations in human relations are seldom understood while these transformations are underway. The whole emphasis is on the result. Little is said about the beginning and what goes into providing for the end result.

The putting together with trials and tribulations what was considered to be an impossibility, often is obscured by the adeptness of the unsung artisans who do get people to do what they should have done in the first place.

A case in point of a world nature is what is greeted as a diplomatic miracle—the Syrian-Israeli disengagement. The whole emphasis is on the "Miracle." Yet the ability to effect transformation of human minds, together with the ability to create confidence, are essential efforts toward new concepts and objectives in the call for Leadership contrary to pious hypocrisies, sellouts, and the like.

The burden of Leadership is truly burdensome when practiced with less than a self-serving motivation.

### Leadership In Our System

To attempt a dissertation on world leadership would need more time than allotted today, but let us consider a few moments of Leadership in the American Free Enterprise System and in our industry.

Today, more than at any time in 100 years, our political and governmental leadership with few exceptions, is at extremely low ebb as to morality and credibility with the population.

The stigma has permeated to leadership evaluation or "devaluation" in business, and other segments of our society.

A strong call is out for new leadership, new concepts of leadership, and new values for leadership.

The crisis has brought a new awareness, a new realization, and a cleansing of souls. It has also brought destruction of the lives and careers of many individuals some innocent bystanders.

This is why the responsibility of leadership must not be taken lightly.

We hear much about leadership decay today. The aftermath of Watergate. No one can deny the guilt complex emanating from this affair even on business leadership.

The vigorousness of our American society, however, leads itself to certain exaggerations of objectives, overzealous and misplaced loyalties, and the grandiose (imposing) life of artificialities in reaching for bigness unscrupulously.

### New Values

Specifically what do you see you and your leadership colleagues could do in becoming aware of the new values? What input do you give to looking ahead to prepare for better uses of human resources, efficiencies of manpower, effective necessary changes in facilities, equipment and the like? What new values do you give to those who are in leadership functions?

A case in point, does your marketing planning and implementation include bribery, buying the buyer, maneuvering cost, special deals even illegal or borderline action as an easyroad to increased sales?

Certainly we can agree that many times the incredibility, immoralities, and pious hypocrisies have been a way of life in our competitive system, the Macaroni industry not excluded.

Would you not agree that the frustrations of youth are not altogether unfounded and unreasonable?

What I am saying here is that the basic principles for good leadership has not changed.

However, if the free enterprise system is to survive, some new values for



H. Geddes Stanway

leadership will need to be accepted. Arnold Toynbee, a renowned historian, has predicted recently that the free enterprise system as it has been, will disappear. He says material conditions of life will be at least as austere as they were during two world wars. Toynbee believes that government will have to impose a regimented way of life to conserve natural resources. Some leaders have noted that if self-serving leadership is not curtailed so that more people can enjoy the good life, then all may attempt to live a life of self-serving and this would be like having an army of all generals and no one to clean the latrines or other non-combat and combat duties.

### Communications

Are you losing field leadership because of lack of direct and honest communications?

Do you delegate responsibility with adequate authority?

Do you really influence others or are your explanations and statements accepted as B.S.

To be conscious of human reactions is an essential prerequisite for leadership roles.

The rapidity of changes are a challenge to leadership—technologically, socially, politically, and economically. These changes are further complicated by the rapid changes in human values, and the increasing power of organized unionism, and government agencies.

The changes of our times really are only preceded by the changes confronting other generations. However, in our times the speed of change is such that there is a narrowing of the time gap between invention and implementation as well as a shortening of time life, or obsolescence.

We live in a very dynamic society. Many ambitious programs are continuing.

(Continued on page 36)



## The Target is Sales!

Invest 1 3/4¢ per cwt. monthly in pasta product promotion,  
consumer education, and trade advertising to keep sales up.

NATIONAL MACARONI INSTITUTE

P. O. Box 336, Palatine, Illinois 60067



## A Call for Leadership

(Continued from page 34)

tinually developing that require vigorous leadership with new opportunities.

Our own industry was in some parts caught short by the sudden switch of buyer habits.

With the advancing and inflationary labor and material costs, can industry leadership prepare to avoid consumer reactions to high prices as hit the meat industry?

We can look for future leadership to tend toward greater centralized control of certain aspects of the enterprise such as planning resource allocation and adequate coordination. However, the implementation and operational function will be decentralized to a relatively autonomous status. Leadership responsibility and authority will spread much more widely through the various levels of management.

### Influencing People as Leadership

Two basic principles have demonstrated successfully the art of influencing people.

First, the willingness to accept the premise to respect the reasoning of others; to accept the fact that persons do have a reason for what they say, do, write, and believe. Now this does not commit one to 'accept' the reasoning of another, but to respect it.

Secondly, the process of suggestion had been an acceptable approach to influencing others, when combined with respecting reasoning of others. Leadership by suggestion tends to appeal to the subconscious self of the individual, and also minimizes the possible argument resulting from a conflict of reasoning. Management by suggestion provides the other person with a reasoning status of equality. It has influence in selling an idea, a product, or a person to immediate action rather than deliberation.

Two leaders in one—is this a way of life that should be expected from future leadership?

A case in point is two Richard Nixon's—The top leader of our country—

One—a leader who vowed to end the war in Vietnam. A leader who set out to improve American-China relations and American-Russian relations. A leader who stood his ground to help Israel with arms to defend herself while seeking peace and better relations with Egypt and Syria and all the Arab countries.

This side, you must admit, a remarkable job well done—The second Mr. Nixon equally strong in convictions of

political practices finds himself in a real dilemma. Watergate is an affair that cannot go unheeded or unpenalized or we shall weaken our very system.

How do we resolve the two leaders in one? Do we see this in business as well as in politics? Do we see it in religious leadership? In unions?

I think we do—if we are honest in our own analysis and observations.

The real question, does it have to be?

What the country needs right now is not a 5¢ cigar, but to re-establish old-fashioned integrity, morality, and the basic ethics that made America truly great.

The loss of faith in each other is like a virus spreading to a loss in faith of the Almighty by our youth.

Unscrupulousness of those in leadership roles has spread like a disease so that even distrusted leaders of the Boy Scouts is a fact. In Chicago they have admitted to padding their membership lists to get free Federal money.

Three weeks ago a Gallup pole showed that in America we are craving moral and spiritual leadership with the educated needing religion more. Too many so called pious community leaders live a double standard. Religious confessions are short lived in daily routine away from the religious atmosphere and absorbed in materialistic life.

### The New Generation

In looking to the new generation there is hope that this generation of leaders that watched the turmoils of the 60's and is now emerging will heed the call to leadership with open minds.

They have lived through the Watergate corruptions cover-up, crackdown, political assassinations, and career destruction.

The Watergate revelations have demonstrated how leadership drunk with power can in politics declare a war on opponents as if they were enemies of the state. Businessmen with pious images confess before the TV cameras how they have ignored the laws for self or corporate gain.

The new leaders are watching the sifting out of the ashes of Watergate drawing conclusions about the excesses of power in politics, news media, business, and traditional institutions of church and universities.

The outlook is a generation of leadership with a hope for higher values and scruples, more wide spread. They will not get out of the kitchen regardless of how hot the temperature is. They will experience the competition of values as all generations before them, but they are better prepared.

This is truly a great time for new leadership, great opportunities are open, and just as generations have since the beginning of man, there never has been, and never likely to be, a single system of values. This generation will shape things to come with its own characteristics playing a major role.

In a recent presentation to some candidates for leadership coming out of universities, the Dean of Business Administration at Boston College had this to say to a graduating class—"we never had graduated a class whose formal education was less relevant to the student's future professional career and never have we done less to prepare graduates for a fulfilled personal life. . . . Come 1980 or 1985, capital and human resources will no longer necessarily go where they yield the highest commercial return but where they will perform socially desirable functions that cannot readily be reduced to the return of investment criteria we have taught you . . . our system of private enterprise . . . has justly been credited with creation in the United States of the most prosperous economy the world has ever seen. With equal justice, it has been blamed for the emergence of the largest inequalities in income distribution in any modern industrial nation and for the intolerable proliferation of social, environmental, cultural and human debris behind the glitter of technological advance . . ."

He goes on to say, "the task before us is to conserve personal freedom and private initiative while ensuring that the exercise of both is subordinated to the common good. The challenge is: to accept the reality of almost total transformation which our society and its institutions are about to undergo; to be aware of the opportunities for personal fulfillment and professional reward that this process offers; to renew the determination necessary to be an agent of change, not just an object; an active participant, not just an observer. It will lead to a career worth living." This message rings in the ears of those called to leadership.

### Credibility

What are you looking for in leadership? If you want credibility you must be credible. If you practice intrigue that's what you're likely to get. If you want morality you will have to be moral. A double set of standards breeds contempt; acquiescence is not always support; you can lead a horse to water but you can't make it drink, and unkept promises shall weigh on your mind.

Leadership is telling people what to do, you can turn people off by the manner in how you tell people what to do. Often it is not what you say, it is how you say it, or your inannerism when you say it.

Giving instructions, can be in abrupt orders, or relative questions, or cooperative suggestions. How you tell people what to do can be an art. You can get understanding and dedicated effort even when the listener feels your instructions are wrong.

Motivating leadership requires skill, but more so it requires confidence by those, one is trying to motivate. Bossism can get results for a short range, but to be truly effective for long range in motivation one must be respected. To be respected by others one must respect others.

The generation of activism of the 60's has brought about a re-evaluation of human values.

### The Call for Leadership

The call for leadership is a call for those who can take on leadership responsibility with more competition and dedication to not only get more of the good life for themselves, but to get it also for more of the ordinary people.

In a recent article in the Food Industry letter emphasis was placed on the use of management time. The article noted the current need for stronger efforts in the managing of company resources to maximize profit return and to reach potentials.

That group of words put in proper perspective and into practical application can be effective in small companies as well as large.

I could write a book about the many times I was told when I first came into this industry about things I proposed, could not be done. Yet today we are doing them.

To draw this to a conclusion, one can say leadership that is inspiring and really great comes from a combination of mind and heart.

It is said that our great leader, Abraham Lincoln, led from a sense of inadequacies, heart break, disappointment, depression and personal drive.

There is a strong call for leadership that has experienced these feelings. They are said to be better fit to lead than one who has never experienced any personal need for others such as, one who by independence has swung the rod of master. There is a crying need for leadership to replace unscrupulous intrigue with compassion.

### Women - Blacks

This brings us to women in leadership. A new White House top aide—a woman—on the first day on the job held a news conference and is quoted as saying, "that if more women had been in the White House top aide jobs, there never would have been a Watergate"—she said the reason is that "women have greater sensitivity to such intrigue in management functions." You will see more women answering the call to leadership in all segments of society, and this will be good.

One cannot talk about a call for leadership without recognizing the new trend in business and government to have Blacks in the top echelon positions. The accelerated pace of some managements to enhance their public image by recruiting Blacks has resulted in some areas where whites as a minority are claiming equal rights.

The danger that 'bugs' some Black executives is that they have a feeling of being exploited by business bosses. Be careful in your motives.

The dilemmas facing the new leadership lies in many dark closets. Will this new leadership eradicate pious hypocrisies in business and politics, and other national and international segments of free societies?

Time will tell!

### Look Forward

This industry has much to look forward to—when I came in I saw 120 pounds macaroni produced per square foot of total space—today I see more than 700 pounds per square foot and I visualize potentially 3,000 pounds per square foot in the not too distant future. This kind of potential will call for leadership to attain.

My thanks to all of you for your patience, and for those I may not see again, I express my appreciation for the enrichment I have received from associations with you in the past 24 years in this industry.

A I retire from my company, I look forward to the future with a philosophy—"That there is never really an ending, only a new beginning"—However, I am hopeful my new career will keep me in close contact with my many friends in the Macaroni Industry.

### Son's Reports

Three Son's Reports are offered free to the younger generation in any family-owned business—sons, daughters, sons-in-laws, nephews, and cousins. Based upon extensive interviews

with fathers and sons in family businesses and feedback from workshops conducted each year by the Manufacturers' Institute, the Reports explore common problems which face younger people coming into their parents' business, report on the experiences of others, and draw useful conclusions.

To the average person, the son of a successful business owner has it made: he can go to work for his father, play at the business for years as an over-paid, underworked, and nonfixable employee, and then inherit and run it as he sees fit. In practice, it seldom works out that neatly. First of all, father can be an irascible boss; many sons find working for him quite intolerable. Those who stick it out have none of the leverage of the average employee—most have no other work experience and cannot readily quit and go elsewhere, and threats to do so are laughed at. But worst of all, they are almost universally shunted into departments and functions where they have no authority and little responsibility; seldom indeed do they actually learn to run the business which they will someday inherit. That is, they will inherit if father does not leave it to his widow (which is typical) and she leave it in equal and ineffectual pieces to each of her children (also typical). But there are solutions to every obstacle; these Reports examine three typical problems, ways to work them out—and should be of considerable interest to youngsters contemplating working for their family's business, those just entering it, and those who are already employees of their own fathers.

Manufacturers' Institute—Box 228—Oxford, Michigan 48051

### Farm Population

Population on U.S. farms in April, 1972, is estimated at about 9.6 million in the annual report by the Bureau of the Census and Economic Research Service of the Department of Agriculture. Since 1960, when 15.6 million lived on farms, the total has declined by almost 40%. Between 1960 and 1972, the rate of loss in the total farm population averaged 4.1% a year. Of more than 207 million persons in the U.S. in April, 1972, only 4.6%, or one in 22, lived on farms. The 1972 on-farm total is not significantly different from 9.4 million estimated for 1971, and the apparent uptrend "should not be interpreted as a reversal of the long-term decline in farm population," the Census Bureau said.



## INDEX TO ADVERTISERS

ADM Milling Co.	9
Amber Milling Co.	27
Aseco Corporation	23
Braibant-Werner Lebara	16-17
Buhler-Mieg	29
Clermont Machine Co.	33
Cloudsley Company	31
DeFrancisci Machine Corporation	6-7
Diamond Packaged Products Div.	39
Fibreboard Corporation	2
International Multifoods Corp.	40
Jacobs-Winston Laboratories	22
Macaroni Journal	22
Malden & Sons, D., Inc.	25
Microdry Corporation	19
National Macaroni Institute	35
North Dakota Mill	13
Peavey Co. Flour Mills	20-21

## CLASSIFIED ADVERTISING RATES

Want Ads ..... \$1.00 per line  
Minimum \$3.00  
Display Advertising ..... Rates on Application

**FOR SALE**—Hydraulic Tote Bin Dumper, 2,500 lb. capacity. Class 2-GPG explosion proof motor and controls. Excellent condition. Price \$1,975.

Ambrette Dough Sheet Former with teflon slot die for 20" sheet, 1000 lb./hr. Die-support stand and connecting tubes. Excellent condition. Price \$1,500. Call or write A. G. DeFalco, U.S. Macaroni Co., East 601 Pacific, Spokane, Wash. 99202, (509) 747-2085.

**FOR SALE**—150-200 lb. capacity dough mixer and kneader. Various 14" pasta dies: elbows, stars, alphabet, spaghetti, etc. Best offer. Telephone (312) 847-6459.

### Mr. Butz Reassures Bakers

Agriculture Secretary Earl Butz told the American Bakers Association that farmers and private industry will be able to maintain sufficient reserves of wheat and other agricultural commodities.

"Some individuals," Butz said, "are trying to convince the American people that farmers and private industry can't maintain adequate reserves without government help. . . . This is sheer poppycock."

He told the association's annual convention: "We came out of the last wheat marketing year with a carryover of about 249 million bushels of old crop wheat—carried entirely by the trade."

He added that new-crop wheat this year is estimated at 1.9 billion bushels and "farmers and the trade are carrying those stocks, too."

Butz claimed it is consistent with this country's agriculture policy which permits the trade—farmers, traders, millers and bakers—to decide when the crop moves and at what price.



The National Macaroni Manufacturers Association holds its Winter Meeting at the Doral Country Club, Miami, Florida, Jan. 29-Feb. 2, 1975. The state of the industry, management matters and product promotion will be discussed. On the social scene there will be an Italian dinner, golf and tennis tournaments. Details from NMMA, P.O. Box 336, Palatine, Ill. 60067.

### International Grain Management Corp.

Huge price fluctuations in grain have brought about the development of a new profession, and perhaps a new industry; that of professional inventory risk management for grain and grain product consumers, and The International Grain Management Corporation, of New York, has been formed to fill the need of such services by domestic and foreign users.

Since factors affecting grain prices today are more global than national or regional, the new industry draws heavily upon the technology of large international trade houses. Houses that routinely move huge amounts of grain with relatively small amounts of risk capital.

"Typically, our market is a wholesale consumer of fair size, that is forced to accept far greater inventory risk than it has been accustomed to do in the last few decades"; said William R. Goodale, president of the new company.

"The impact of these risks either politically or in terms of profit or loss can be far greater than anything encountered so far in the areas of manufacturing or finished-goods marketing," he added.

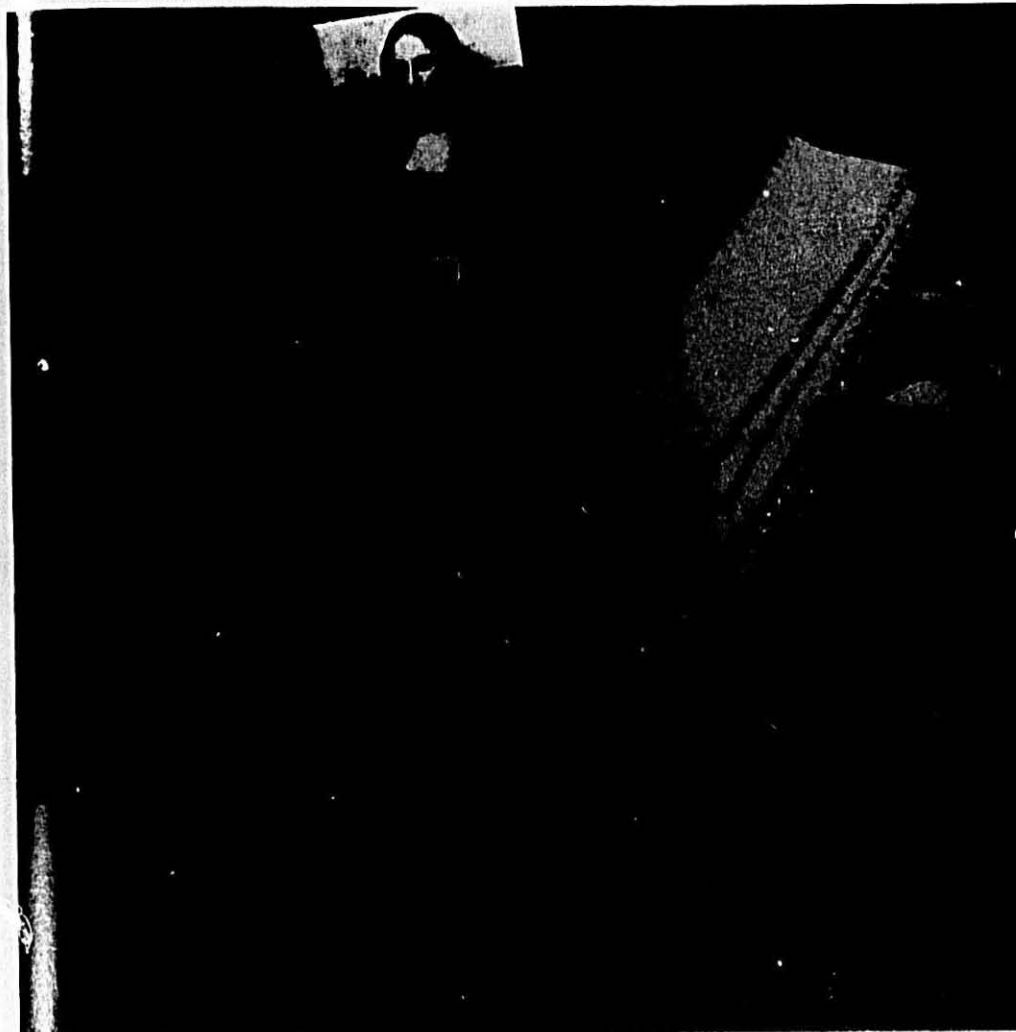
"Owing to the relative scarcity of experienced risk managers in grain, and the cost of building an effective information, evaluation, and commercial in-

telligence center, a vacuum exists for a top professional firm operating as independently as possible, and without sponsorship of the international grain trade or the commodity futures brokerage community"; asserted Mr. Goodale.

"Such a firm can deliver completely objective evaluation and management capability to a number of industrial and government consumers simultaneously," he declared.

Mr. Goodale was formerly vice president of Continental Grain Company, Continental Sales Corporation, and Commodity Manager for specialty wheat. He joined Continental in 1957, after receiving an Uhlmann Grain Scholarship, and a B.S. degree from Northwestern University. Mr. Goodale's posts with Continental included St. Louis, Chicago, New York, and several temporary overseas assignments. He is a member of the U.S. Durum Industry Advisory Committee, and has devoted most of his career to international operations.

Mr. Goodale will become the chief executive and minority stock holder of the new International Grain Management Corporation, a subsidiary of Food Corporation International, of Houston. The International Grain Management Corporation established its offices at 111 Broadway, New York 10006, New York on Sept. 1.



## LITTLE MASTERPIECES

Macaroni, spaghetti, vermicelli, lasagne, ziti, shells, linguine, mafalde, tripolini, orzo—and many, many more.

They're all pasta—they're all different—and they're all masterpieces made by artists with a true love for and dedication to their profession.

Diamond employs its own brand of artistry in developing a frame for these

pasta works of art—creative folding cartons, labels, streamers, shelf-talkers and point-of-purchase displays.

Let us show you how your artistry can be enhanced by our kind of creativity. Just call (212) 697-1700

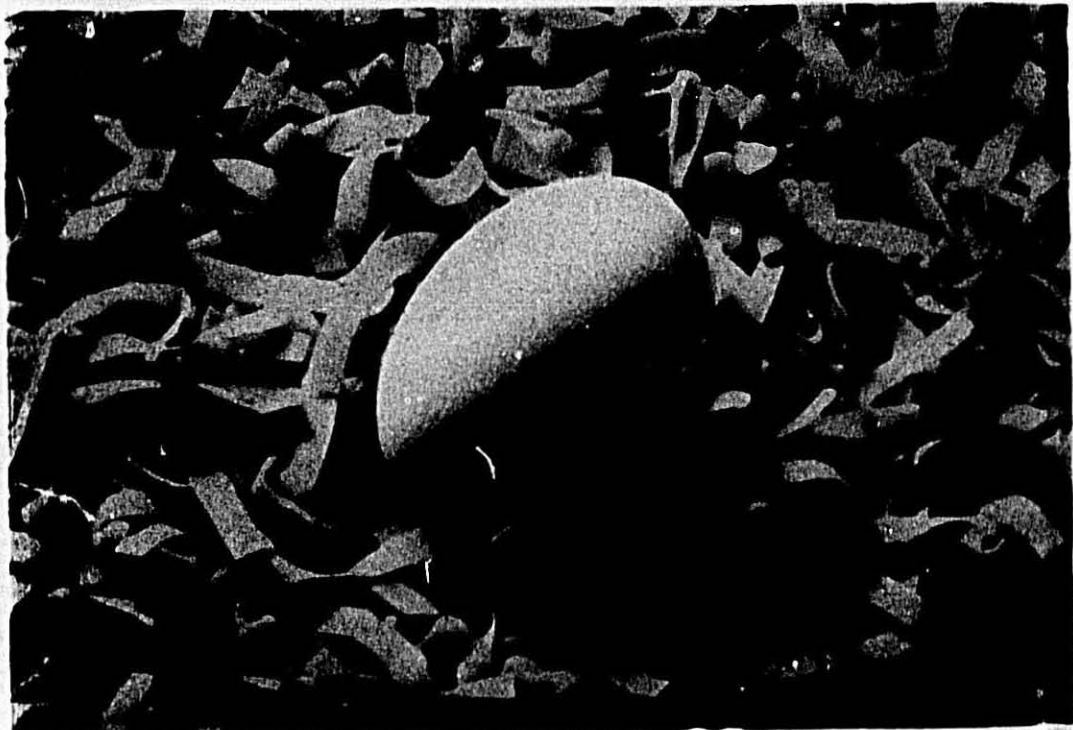
**DIAMOND INTERNATIONAL CORPORATION**

PACKAGING PRODUCTS DIVISION  
733 Third Avenue, New York, New York 10017





**Okay.  
Who put egg in the noodles?**



**Sal Maritato did.**

So now when you buy Multifoods' new noodle mix called "Duregg" — all you add is water.

We've gone ahead and added the egg solids to Multifoods' top-quality durum flour.

A number of our customers have already ordered "Duregg" in hefty lots.

Here are a few reasons why you should:

- Duregg eliminates time-consuming, in-plant blending of flour and egg solids with expensive machinery.
- Duregg is ready when you need it. No thawing,

less chance of contamination, and less time and mess.

- Duregg eliminates the need to re-freeze unused egg.
- Duregg assures a consistent blend.
- Duregg eliminates the necessity to inventory two ingredients. Storage and record keeping is reduced.
- Duregg simplifies delivery. Now it's one source — Multifoods.
- Duregg lowers your manpower requirements. Enough said. Order your Duregg with a phone call.

Duregg is a registered trademark of International Multifoods Corp.



**INTERNATIONAL  
MULTIFOODS**

**DURUM PRODUCTS DIVISION**

GENERAL OFFICES, MINNEAPOLIS, MINN. 55402