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# Strategic Planning



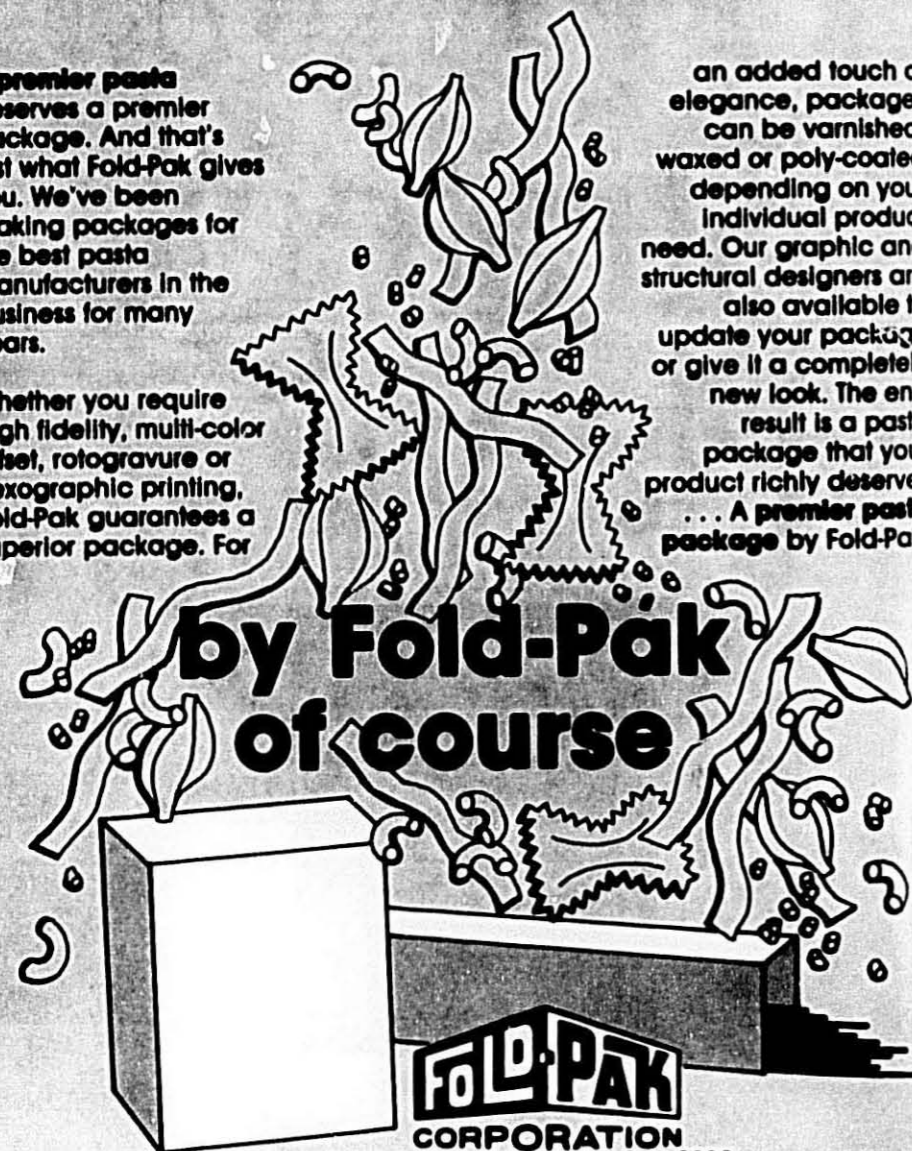
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# The Macaroni Journal

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Industry utilizes products other than just semolina, we use the durum bushels ground multiplied by 2.25 bushels per cwt. to ascertain raw material used.

To the total amount of raw material used, we add pounds of macaroni product imported as reported by the U.S. Department of Commerce, Foreign Trade Report #135, and subtract macaroni product exports as reported in Foreign Trade Report #410.

Raw materials used plus imports minus exports gives a total domestic consumption, divided by population equals per capita consumption.

There is always some blending done

by the industry, usually dependent upon the price of durum. For example, in 1973 when price controls went into effect June 1 the price of durum in the Minneapolis market went from \$1.19 a bushel to \$9.00 in six weeks, and there was wholesale blending. It was estimated then that anywhere from one-third to one-half of the macaroni products produced were made from blends. The sharp increase in 1973 was followed by a substantial drop in 1974 and even mill grind in 1975. With the exception of those three years in the past 14 the mill grind has been a fairly valid index of macaroni production.

## MACARONI JOURNAL

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## Per Capita Consumption

Since 1966 the U.S. Department of Commerce, Bureau of Census, has reported flour milling production in monthly reports under Series M20A (year) - (the month). Two sets of figures are given: hundred weights semolina produced; bushels of durum ground. Because the macaroni in-

Year	Year Grind (bu.)	Gain	Macaroni Exports	Macaroni Imports	Domestic Consump.	Population	Per Capita
1966	29,038,000		1,706,000	13,671,000	1,376,000		7.02
1967	28,538,000	-2.5	1,540,000	17,722,633	1,345,485		6.78
1968	28,363,000	-0.6	1,278,499	18,839,446	1,410,000		6.95
1969	29,762,000	4.5	1,524,928	22,876,359	1,521,741		7.43
1970	32,052,000	7.6	1,381,099	27,601,965	1,599,433		7.72
1971	32,236,000	0.5	1,466,044	29,207,752	1,670,000		8.00
1972	33,621,000	4.2	1,863,540	42,238,505	1,740,140		8.33
1973	37,622,000	11.1	2,546,900	45,513,409	1,840,564	210	8.76
1974	32,995,000	-12.2	3,218,800	47,252,140	1,891,964	211	8.93
1975	32,993,000	0	2,101,735	53,493,259	1,899,322	213	8.91
1976	35,126,000	6.5	4,224,094	56,922,455	2,020,744	215	9.39
1977	37,729,000	7.4	3,578,655	57,599,240	1,690,320	216	8.2
1978	37,003,000	-2.0	4,100,000	73,400,000	1,629,200	218	7.7
1979	38,985,000	5.3	8,318,179	77,404,035	1,809,504	204	8.2

## NMMA STRATEGIC PLANNING AND MEMBERSHIP SURVEY ANNOUNCED

President Lester R. Thurston, Jr. has announced the development of a strategic plan for the National Macaroni Manufacturers Association. The 1980's will bring new challenges and opportunities to the macaroni manufacturing and related industries and the business firms engaged therein. In order to ensure that NMMA provides programs and services that are responsive to the common and diverse needs in the 1980's, the Executive Committee voted to initiate the development of a strategic long-range plan.

Thus, the overall objective is to create a written comprehensive strategic long-range plan which would guide the organization over the next five years. This plan is scheduled to be completed by July 1981.

At its September 18 meeting, which was devoted exclusively to planning, the NMMA Executive Committee adopted a long-range planning process recommended by Dr. Stevan R. Holmberg, Associate Professor of Management at the American University, Washington, D.C. The strategic long-range planning process consists of the following seven steps.

1. Future Industry Outlook - identifying future macaroni and related industry issues over the next five years.
2. Membership Need Survey - conducting a survey of NMMA's members to identify and analyze members' needs and perceptions.
3. Developing the association's mission statement;
4. Formulating the association's general objectives;
5. Developing NMMA's mix of programs and services over the next five years;
6. Determining general resource or financial strategies over the next five years; and
7. Establishing a process to link the long-range plan with the annual budget and to ensure its updating on a regular basis over time.



Stevan R. Holmberg

### Information For Planning

The first two steps in the planning process relate to the information which is essential in order to do planning. Two categories of information were identified as being essential to provide the practical tools that will help ensure that NMMA's planning process yields effective and creditable results. The first is the development of the Five-Year Industry Outlook. Basic data, issues and trends in economic, technological, government, and other factors concerning the industry must be identified and then analyzed. A sufficiently clear picture of where the industry is going must be drawn in order for NMMA to chart its own future.

### NMMA Membership Survey

The second category of information relates to member needs and perceptions. The Executive Committee, with the assistance of Dr. Stevan Holmberg, is currently developing a membership survey questionnaire. This survey will be mailed to every NMMA member as their personal invitation to contribute to the development of NMMA's long-range plan. Each NMMA member is strongly encouraged to complete the survey in order to assist in the planning for NMMA's future.

### Winter Meeting

Results of the membership survey and the five year outlook report will be given by Dr. Holmberg at the Winter Meeting of the NMMA to be held at Boca Raton Hotel & Club, Boca Raton, Florida, February 4-8, 1981. Dr. Holmberg's presentation will be on Friday, February 6. Roundtable discussions and workshop sessions on strategic planning will be conducted on Saturday, February 7.

The convention officially opens with a welcoming reception and dinner Wednesday evening, February 4.

The core presentation of Pastaville U.S.A. to be given at the International Durum Forum in Minot, North Dakota November 11 will be presented at the opening day feature of the convention February 5.

## A PINK PALACE UNDER THE FLORIDA SUN

The Winter Meeting of the National Macaroni Manufacturers Association will be held February 4-8, 1981 at Boca Raton Hotel & Club, Boca Raton, Florida, 3432.

One look around will do it. The Boca Raton Hotel is perhaps the most beautiful of all great international resort estates.

It is a captivating combination of massive Moorish architecture and modern 26-story tower that uses an Italian village bell tower interior only hints at the simple elegant living inside. Yet, inside are really one. Because the tower is built in the tradition of Spanish architecture, it is a perfect blend of old and new. That is, outdoor living within the building walls. Thus, whenever you look around at the Boca you see lush greenery, patios, porticos and palm trees. Of course there are extraordinary accommodations, superb cuisine prepared by international chefs, and a starting array of recreational and relaxing things to do.

Let the door-outdoor idea of living, with Boca Raton's sublime, subtropical climate, makes The Boca one of all places you should visit.

**Resort Facilities:**  
The Boca Raton Hotel & Club has four golf courses. All challenging championship eighteen. Three of the championship courses and a new club house are at BocaWest. The golf is great here, but so are other diversions. We have twenty all-weather tennis courts, a garden swimming pool and Carbo Bar. Our famous Cabana Club on the ocean still serves its sumptuous luncheon buffet daily. Our crepe fishing fleet stands by to go for a trophy catch in the Gulfstream. U.S.A. to be given at the International Durum Forum in Minot, North Dakota November 11 will be presented at the opening day feature of the convention February 5.

Bicycles are available at the main entrance to the Hotel if you would like to ride down palm-bordered lanes to tropical gardens.

Then, in the evening, after a day of great golf, tennis, swimming in pool or surf, or just relaxing under the Florida sun, you may dine to the strains of violins in the gold-leaf-colored Cathedral Dining Room, Patio Terrace, or atop the tower in our gourmet restaurant which commands a spectacular view up and down Florida's famous Gold Coast to Palm Beach on the north and Fort Lauderdale on the south. Then, if the spirit moves you, there is entertainment and dancing nightly in the Lago Lounge where the moon rises over Lake Boca. And then, sweet response, the dream of tomorrow and the pure pleasure and excitement it holds for you.

### Traffic Schedule

We have been informed by the management of Boca Raton of the new traffic schedule and some new policies that will be in effect during the Winter Meeting.

	Single	Double	Parlor
Room	\$130.00	\$155.00	\$80.00
Breakfast	\$155.00	\$180.00	
Room	185.00	\$210.00	
Room	\$105.00	\$135.00	
Room	\$205.00	\$230.00	



Boca Raton Hotel and Club

These rates are modified American Plan - third person in a room is \$35.00. The above rates are subject to a 4 percent Florida State Sales Tax. There will be a 45 day cut-off on all group room blocks which means by Christmas for our meeting. All rooming lists must be submitted to the hotel a minimum of 45 days in advance of the opening date of the meeting.

There will be a gratuity charge of 10 percent of the prevailing room rate, including tax, per day. This gratuity includes front door operation, bellmen handling luggage on check-in and check-out, chambermaid

and dining room personnel serving under your meal plan.

A deposit of one night's room revenue is required. The deposit will hold the room until 2 p.m. of the morning following the scheduled arrival date. Upon arrival, the deposit will be applied to the last confirmed night of the reservation. In the event of an early departure, the deposit is non-refundable unless the Hotel is notified prior to or at the time of check-in.

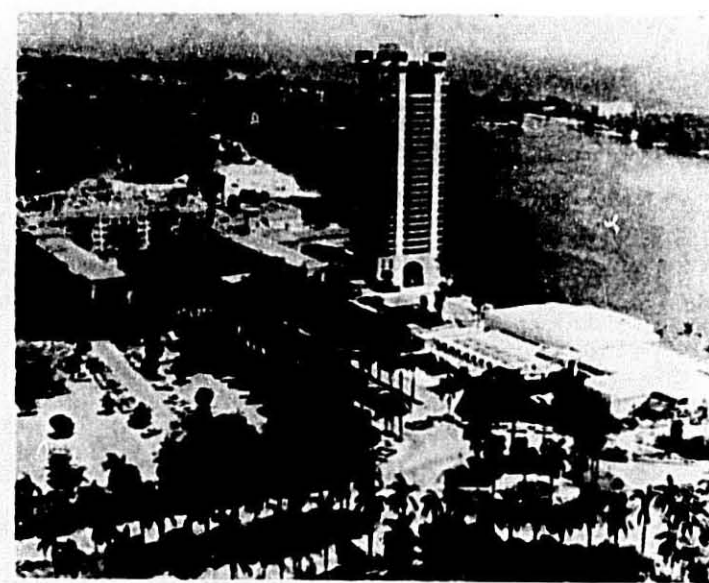
Regarding cancellations or changes, deposits are refundable in the event of a cancellation providing notice is received by the Hotel 21 days prior to the scheduled arrival date. Cancellations and changes phoned into the Hotel will receive a code number as confirmation of the notice.

The hotel reserves the right to offer alternate accommodations other than specifically requested or confirmed should circumstances necessitate. Suites will be reserved for convention period only, unless confirmed.

Check-out time is before 12 noon. Check-in time is after 3 p.m.

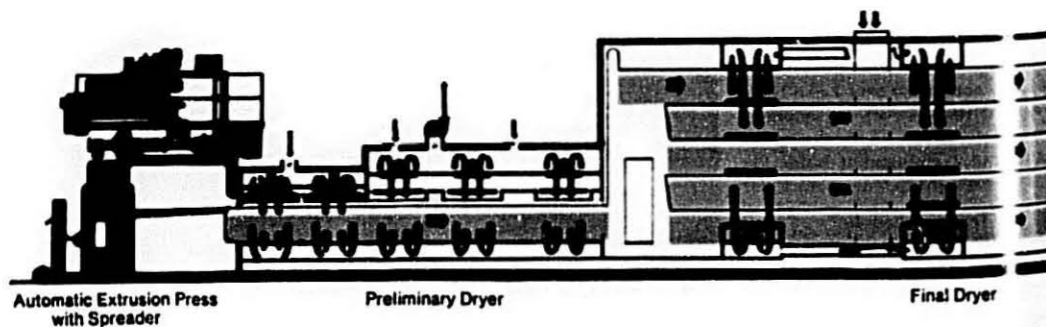
### Northwest Airlines Service

Northwest Airlines, Minneapolis-St. Paul International Airport, St. Paul, MN 55111, is offering Convention Central services with a toll-free airline reservation center at 800-328-7747.



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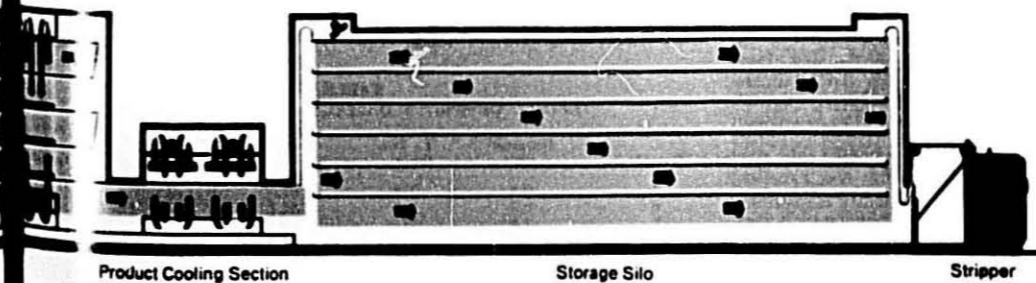
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## EFFECT OF SPROUT DAMAGE ON DURUM WHEAT QUALITY

by Brandon J. Donnelly<sup>1</sup>

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Winnipeg, Manitoba, Canada — September 12-14, 1979

Evidence of sprout damage of the North Dakota 1977 and 1980 durum wheat crop has been reported. That being so, this is certainly an appropriate time to briefly review some recent work that was done in the Cereal Chemistry and Technology Department at North Dakota State University and discuss results obtained on the effect of sprout damage on durum wheat and pasta quality.

Total U.S. production of durum wheat in 1977 was estimated at 80.0 million bushels. North Dakota produced 80.0 million bushels or 75% of the total. Because of cool, wet harvesting conditions in North Dakota that year it was estimated by the North Dakota Wheat Commission that 20-25% of the durum crop suffered sprout damage (1). No estimate was made of the damage of the 1980 crop which was significantly less than the 1977 crop.

The durum wheat quality survey showed an average falling number (F. No.) value of 27 for the crop (1). This supported the fact that a number of counties in the state, particularly in the northern area of the state, suffered significant sprout damage. However, the crop quality data indicated that no particular problems were encountered in experimental milling and processing of semolina into spaghetti. Spaghetti color was excellent. Spaghetti cooking quality as expressed in terms of cooked weight, cooking loss and cooked firmness was however, generally inferior to that obtained the previous year when no sprout damage occurred. Another notable problem associated with the spaghetti was the occurrence of some checking and cracking in some of the dried products after one week of storage at ambient conditions.

The presence of this sprout damaged wheat gave rise to considerable concern in both the domestic and export markets. This concern related to

the question as to what level or degree of sprout damage was required before it had a significant adverse impact on wheat quality, milling and pasta processing characteristics and pasta quality.

Previous published information on the effect of sprout damage on quality seemed to provide conflicting results. Harris, Smith and Sibbitt (2) in 1943 studied the quality of hard amber durum which was sprouted under approximately uniform conditions for varying lengths of time in order to obtain three distinct "stages" of sprouting. These "stages" were delimited by the length of sprout obtained. Each of these three "stages" were blended with sound wheat in various proportions by weight to obtain mixes for quality evaluation. Results showed that quality was more related to the degree of sprouting than the percent sprouted kernels present. In general, the greater the degree of sprouting the greater the reduction in wheat, milling and pasta quality.

Dick, Walsh and Gilles (3) in 1974 evaluated seven durum wheat cultivars which were sprouted under con-

trolled field conditions. In their study the F. No. test was used as a measure of the degree of sprouting. They found that sprouting had an adverse effect on F. No., vitreous kernel content and number of damaged kernels in the wheat. It was also reported that wheat grade was not affected by sprouting at the early stages of germination. Furthermore, milling yield and overall spaghetti quality were not significantly altered by sprouting even when F. No. values were as low as 90. The authors did conclude however that the degree of sprouting and the conditions under which sprouting occurs may influence durum quality more than is indicated by the total number of sprouted kernels or the F. No. value of the wheat.

To try and gain further insight into the problem of sprout damage and its implications to durum wheat and pasta quality, a study was done with field and not "controlled" samples as used by Harris et al (2) and Dick et al (3).

Twenty durum wheat samples were kindly supplied by the North Dakota State Mill and Elevator, Grand Forks. These represented field samples de-

scribed to the State Mill and were graded by a federally licensed inspector at the mill prior to acceptance or rejection. The samples are listed in Table 1 and ranked in increasing order of kernel damage (%). Percent damage values are those assigned by the FGIS/USDA inspector on the basis of visual inspection. It is assumed that this damage represents primarily sprout damage. Samples were identified alphabetically and percent damage ranked from a low of 0.8% for sample A to 19.6% for sample Y. Since the presence or absence of sprout damage is readily detected by the F. No. test (4), all samples were subjected to this test. F. No. values ranged from a high of 296 sec. for sample A to a low of 61 sec. for sample Y.

The general trend of F. No. values followed the percent damage reasonably well as indicated in Figure 1 using the logarithmic regression equation  $Y = 257.74 - 74.56 \log X$ . The coefficient of determination ( $r^2$ ) of 0.85 reflects a high correlation between F. No. and Damage (%) in this instance. Obviously, F. No. values below 60 sec. are meaningless since 60 is the lowest value one can obtain with the standard Hagberg test (4).

Milling performance of the wheat was obtained on a Buhler mill attached to two Miag purifiers. All stock transfer was handled pneumatically. The wheat was tempered to 17.5% moisture over a 72 hr. period prior to milling. No significant differences, on the average, were noted among sam-

TABLE 2  
Effect of Sprout Damage on Wheat Quality

Sample	Damage (%)	F. No. (Sec)	Protein <sup>1</sup> (%)	Ash <sup>1</sup> (%)	Kernel Distribution (%)		
					L	M	S
A	0.8	296	13.8	1.57	42	57	1
B	0.9	238	13.5	1.51	41	55	4
J	1.8	213	13.6	1.58	48	48	4
I	1.9	294	13.1	1.52	44	54	2
M	3.3	119	13.1	1.53	49	49	2
C	3.5	175	14.1	1.58	42	55	3
D	4.0	144	13.9	1.61	46	51	3
K	4.3	136	13.0	1.57	49	48	3
E	4.4	114	13.4	1.65	40	58	2
F	4.7	145	12.9	1.61	49	49	2
L	6.0	105	12.4	1.51	48	50	2
T	6.5	110	13.0	1.53	45	54	1
N	7.0	118	12.8	1.59	49	50	1
V	7.5	107	13.6	1.52	39	58	3
W	9.0	69	13.6	1.56	46	53	1
G	10.0	98	13.4	1.52	47	51	2
O	11.4	77	13.4	1.53	52	47	1
P	14.2	72	13.6	1.59	53	46	1
X	15.4	63	13.7	1.63	48	50	2
Y	19.6	61	13.7	1.55	53	46	1
Ave.			13.4	1.56	47	51	2
Std. Dev.			0.4	0.04	4	4	1

<sup>1</sup> Expressed on a 14.0% moisture basis.

ples for semolina extraction (Table 3). This is surprising, particularly with the range in vitreousness and grade obtained for these samples. However, as noted previously, with the exception of sample Y, all samples had relatively high test weights with good protein levels which more than likely influenced milling performance.

No significant effect on test weight was noted until damage levels reached 19.6%. Relatively high test weights were obtained with samples W, G, O, P and X even though F. No. values were less than 100.

Vitreous kernel content ranged from a low of 50% for sample V to a high

of 86% for sample C. The variability in vitreousness did not correlate with damage or F. No., nor did F. No. correlate with grade. A sample with F. No. as low as 114 (Sample E) had the very acceptable grade of 3 HAD, whereas sample I with a F. No. of 294 had a poor marketing grade of 2 AD. Samples X and Y were graded SGD because of very high damage levels (5).

Protein, ash and kernel distribution for these samples are listed in Table 2. An important feature of this data is the fact that sprout damage had no significant effect on protein or ash levels. Kernel distribution showed all samples to have acceptable large and medium size kernel composition.

Semolina protein and ash levels were all acceptable. Speck count, the number of visible specks per 10 square inches of surface area, ranged from a low of 33 for samples I and L to a high of 57 for samples C and Y. Samples with counts of 40 or higher are considered unacceptable for experimentally milled semolina. Twelve of the 20 samples examined would fit into this unacceptable category. As Dick et al (3) pointed out these relatively high speck counts may be due to the fact that when durum wheat is sprouted the bran seed coat becomes friable, crumbles during milling, and causes an increase in semolina bran specks which are not removed by purification.

TABLE 1  
EFFECT OF SPROUT DAMAGE ON WHEAT QUALITY

Sample	Damage <sup>1</sup> (%)	F. No. (Sec)	T. Wt. <sup>1</sup> (Lbs./Bu.)	Vk. Kern <sup>1</sup> (%)	Grade <sup>1</sup>
A	0.8	296	61.7	85	HAD
B	0.9	238	61.1	78	HAD
J	1.8	213	60.5	64	AD
I	1.9	294	60.9	73	AD
M	3.3	119	60.7	80	HAD
C	3.5	175	61.5	86	HAD
D	4.0	144	61.0	79	HAD
K	4.3	136	60.3	72	AD
E	4.4	114	60.7	75	HAD
L	4.7	145	60.0	73	AD
T	6.0	105	60.5	51	AD
N	6.5	110	60.7	71	AD
V	7.0	118	60.0	50	AD
F	7.5	107	60.5	75	AD
W	9.0	69	60.0	64	AD
G	10.0	98	60.8	76	AD
O	11.4	77	60.2	67	AD
P	14.2	72	58.5	62	AD
X	15.4	63	59.0	52	SGD
Y	19.6	61	53.3	60	SGD

<sup>1</sup> Values assigned by FGIS/USDA inspector.

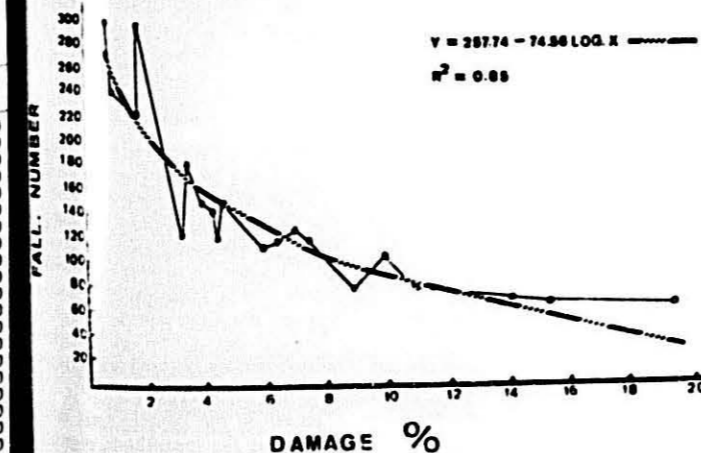


Figure 1. — Falling number versus percent damage for sprout damaged wheat.

(Continued on page 10)

### Effect of Sprout Damage

(Continued from page 9)

TABLE 3  
Effect of Sprout Damage on Milling Characteristics and Semolina Quality

Lot	Damage (%)	Fall No. (Sec)	Sem. Est. Sem. Prot. <sup>1</sup> (%)	Sem. Ash <sup>1</sup> (%)	Specks (Per 10 in. <sup>2</sup> )	
A	0.8	296	14.9	12.9	0.54	40
B	0.9	238	15.0	12.4	0.53	47
J	1.8	213	14.7	12.7	0.61	37
I	1.9	294	14.5	12.2	0.57	33
M	3.3	119	13.8	12.1	0.58	37
C	3.5	175	13.4	12.9	0.58	57
D	4.0	144	13.3	12.9	0.59	40
K	4.3	136	14.0	12.1	0.57	53
E	4.4	114	16.1	12.5	0.57	47
L	4.7	145	12.8	12.3	0.58	33
T	6.0	105	13.8	11.6	0.58	43
N	6.5	110	13.2	12.0	0.56	37
V	7.0	118	13.5	11.9	0.56	37
F	7.5	107	16.1	12.7	0.57	40
W	9.0	69	13.7	12.5	0.57	37
G	10.0	98	14.8	12.5	0.56	37
O	11.4	77	14.4	12.5	0.57	47
P	14.2	72	13.4	12.4	0.57	40
X	15.4	63	13.8	12.9	0.57	47
Y	19.6	61	13.7	12.6	0.57	57
Ave.			14.3	12.4	0.57	42
Std. Dev.			0.9	0.4	0.02	7

<sup>1</sup> Expressed on a 14.0% moisture basis.

Spaghetti color, cooking quality and shelf stability data are presented in Table 4. No unusual problems were encountered in processing the semolina through a DeMaco extruder or in drying the samples. There was little or no evidence of strands stretching or falling off the rods in the drying process. That doesn't mean to say, however, that the stretching and falling problems might not be encountered in a commercial pasta plant where continuous movement of spaghetti hanging on rods could lead to more stress.

It is apparent that the dried spaghetti processed from all samples had

comparable color, were bright amber in appearance and most acceptable from a consumer standpoint. Cooking quality is reflected by measuring the cooked weight (C.W.), cooking loss (C.L.) and cooked firmness (C.F.) of the spaghetti (average diameter = 1.52 mm) after cooking a 10g. sample for 15 min. in boiling distilled water (300 ml).

Cooked weight averaged 33.5 g. With the exception of sample N (31.4 g.) there was no significant difference among cooked weights of all samples. Cooking loss averaged 7.8% for all samples and with the exception of sample Y (9.6%) the samples had ac-

TABLE 4  
Effect of Sprout Damage on Spaghetti Quality

Lot	Damage (%)	Fall No. (Sec)	Color	C.W. (GM.)	(%) C.L.	C.F. (G.CM.)	Checking
A	0.8	296	9.0	34.1	7.4	3.5	—
B	0.9	238	9.0	33.2	7.1	3.8	—
J	1.8	213	9.0	33.6	7.7	4.3	—
I	1.9	294	9.5	33.2	7.2	4.3	—
M	3.3	119	9.0	33.9	8.1	4.6	—
C	3.5	175	9.0	33.6	8.4	3.8	—
D	4.0	144	9.0	33.9	7.9	4.5	—
K	4.3	136	8.5	33.1	7.2	4.0	—
E	4.4	114	9.0	32.9	8.0	4.5	V. Slight
L	4.7	145	9.0	33.3	7.7	4.2	—
T	6.0	105	9.0	34.3	7.1	4.4	Moderate
N	6.5	110	9.0	31.4	7.3	5.0	—
V	7.0	118	9.0	33.7	7.3	4.2	Moderate
F	7.5	107	9.9	33.1	7.9	4.8	V. Slight
W	9.0	69	9.0	33.8	7.8	4.4	Severe
G	10.0	98	9.0	33.9	8.7	4.0	V. Slight
O	11.4	77	9.0	33.6	7.5	4.6	Slight
P	14.2	72	9.0	33.3	7.1	4.5	Moderate
X	15.4	63	8.5	33.9	8.7	3.3	Severe
Y	19.6	61	8.5	34.1	9.6	3.7	Severe
Ave.			9.0	33.5	7.8	4.2	—
Std. Dev.			0.2	0.6	0.7	0.4	—

ceptable cooking loss values. Cooked firmness averaged 4.2 cm. Values less than 4.0 g. cr. for pasta of 1.52 mm average diameter is considered soft. Samples A, B, C, X and Y fall into the latter category. Why these samples should differ from the others is not readily apparent on the basis of the wheat and semolina quality data. A more detailed biochemical study of such components as starch, simple sugars, gluten, protein composition, etc. could possibly shed more light on the aspect of the problem.

Inspection of packaged samples of spaghetti for checking and cracking after storage for 1, 6 and 12 months under ambient laboratory conditions provided some interesting results. Samples with F. No. values higher than 120 showed no tendency towards checking or cracking after 1 month. There was evidence of this problem with those samples having F. Nos. less than 120 with the severest problems being associated with samples having F. Nos. less than 100. It was also evident that samples with F. Nos. less than 70 exhibited the severest checking problems. There was no apparent difference in sample response to checking and cracking after 6 and 12 months.

The severe checking could possibly be due to the presence of dextrin and/or glucose resulting from the hydrolysis of starch by amylases during sprouting. The hygroscopic nature of these components may be sufficiently different from starch such that slow water release after drying may lead to strand stress resulting in a shattered product. A more detailed research study than presented here would be necessary to prove or disprove this thesis.

#### Conclusion

The results presented in this paper support to a large degree that of Dick et al (4) in that test weight, kernel distribution, protein content, milling performance, spaghetti color and cooking quality were not adversely affected by kernel damage (sprout) or decreasing F. Nos. The only major adverse effect of sprout damage on quality related to semolina speck count and spaghetti shelf stability.

Based on the samples used in this study and the logarithmic regression

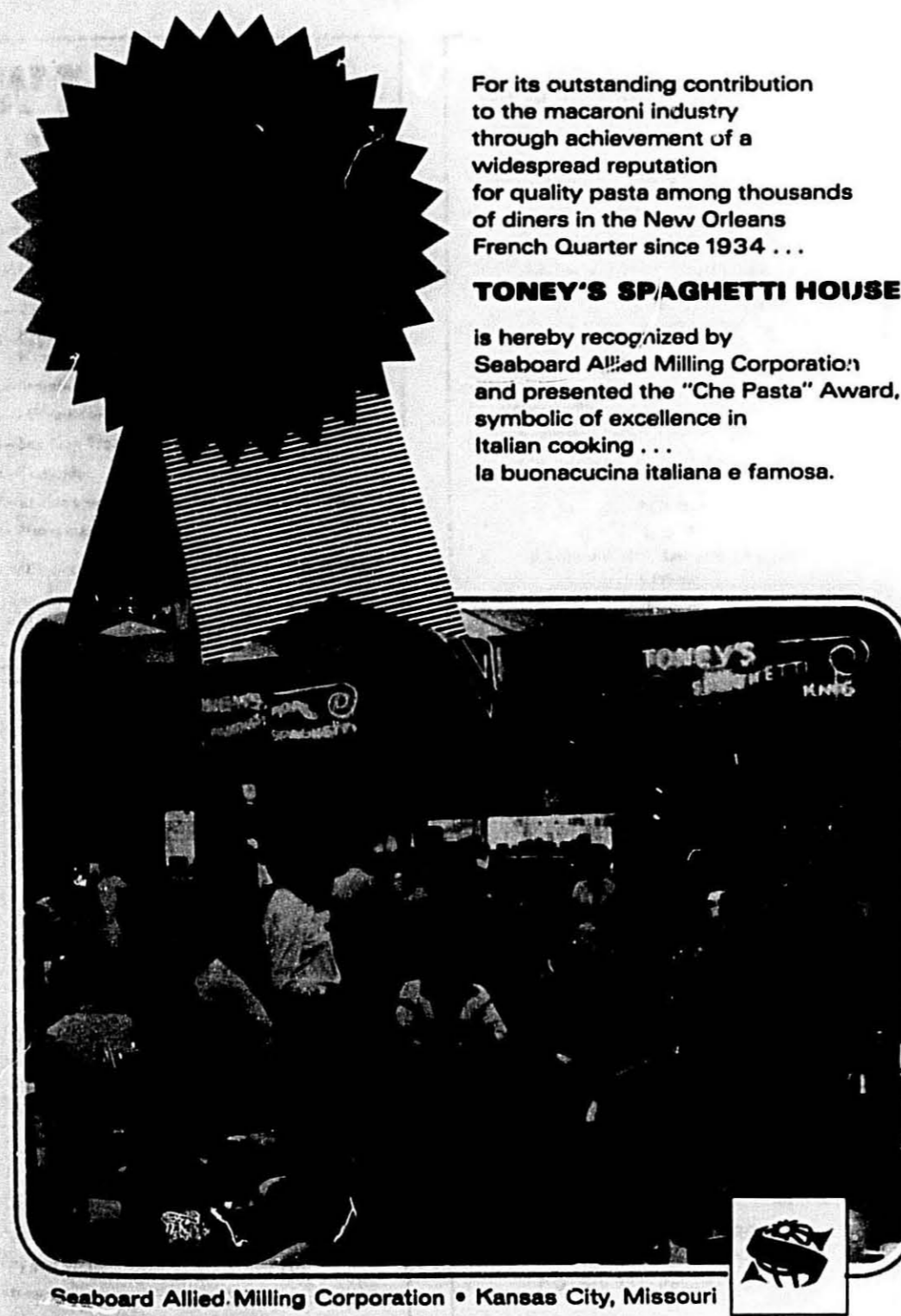
(Continued on page 14)

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## Effect of Sprout Damage

(Continued from page 10)

equation derived for damage (%) and F. No. it is evident that either damage (%) or F. No. can be used as an indicator or potential pasta shelf stability problems. In general, sprout damage levels higher than 4.0% or F. Nos. less than 120 can be expected to provide pasta products with a high potential for checking and cracking upon storage. However, these results should be tempered with experience and personal experience dictates that wheat with F. Nos. closer to 200 or higher would provide a margin of safety for pasta processors assuming that wheat protein levels are in the 12 to 14.5% range (14.0% moisture basis).

<sup>1</sup> Present Address: North American Flax Breeders, P.O. Box 30, Berthoud, Colorado 80513.

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### Acknowledgement

The author thanks S. Vasiljevic and M. Johnson (deceased), for their technical assistance in this study.

The President of the U.S. Durum Growers Association, Norman Weckerly, presided at a meeting which was attended by about 40-50 participants in early September. Represented in the group were producers, country elevators, commission firms, millers, exporters, etc. Also present were representatives of the Crop Quality Council, N.D. State University, Federal Grain Inspection Service and the Minneapolis Grain Exchange. The entire meeting was also attended by an attorney who informed the group what they might and might not discuss and do. He particularly cautioned them about discussing the likely affect of sprout damage on price levels and price relationships be-

## DURUM GROWERS MEET TO CONSIDER SPROUT PROBLEM

tween sound and damaged grain and between durum and other classes of wheat.

### Purposes

In his opening remarks Weckerly stated that the purpose of the meeting was threefold: (1) to try to identify and quantify the weather damage to this year's durum crop; (2) to question if there are ways to minimize the impact for consumers, the market, and foreign buyers; (3) to seek agreement on definitions of sprout damage and hard vitreous characteristics under U.S. standards.

Weckerly reported on a number of calls that he had made to elevators throughout the state. A general conclusion was that poorer quality durum is going into farm storage partly because country elevators would not accept it. At Mohall only two of ten samples showed no visible sprout. In the Hurdfield area sprout seems to be running in the 2-3% range on standing durum which was combined. Some swathed durum is being bailed for feed. At Leeds 31 samples showed an average of 8% sprout damage. Grace City reported an average of 55% dark hard and vitreous kernels and 18% sprout damage. Devils Lake reported that there was some damage in all new crop being received and they were rejecting everything with more than 15% damage. The Lakota and Langdon area were also reported as having had situations although some of the very late seeded crop could still produce good quality. Al Kenner reported that some durum in his area had been planted as late as June 12.

### Vance Goodfellow

Vance Goodfellow of the Crop Quality Council agreed with the findings reported by Weckerly. He estimates 40% of the 1980 N.D. durum crop has a possibility of being of good quality, 20% is already damaged lightly, and 40% of 1980 production will have moderate to heavy damage. He felt that most of the remaining unharvested 1980 crop is past the danger of frost damage although in the Northeast corner there was more late seeding than anywhere else. He referred to lightly damaged grain as 2-3% sprout damage and anything more than 3% being moderate to heavy.

### Orville Banasik

Orville Banasik of the Department of Cereal Chemistry and Technology also agreed with Weckerly's assessment. Weckerly showed a map of North Dakota with a curving line drawn from Noonan to Minot to Jamestown and on to Fargo. He assessed the crop south and west of that line as having generally good quality to moderate damage and the crop prospects north and east of the line as having moderate to severe damage. All agreed that the greatest future risk of undamaged grain is loss of color rather than sprout damage. Each area had extremes of good or bad quality in local areas.

Banasik reported further on some work performed by his department under the direction of Brendan Donnelly and the sponsorship of the North Dakota Wheat Commission. Donnelly analyzed 20 samples with sprout damage varying from .8 to 19.6%. Sprout damage was determined by visual assessment. The samples were milled and fully processed into spaghetti and then cooked. The following correlation was established between sprout damage and falling number values.

Sprout Damage	Falling Number
0.8	296
0.9	238
1.8	21
1.9	29
3.3	11
3.5	17
4.0	14
4.3	15
4.4	11
4.7	14
6.0	10
6.5	11
7.0	11
7.5	10
9.0	6
10.0	9
11.4	7
14.2	7
15.4	6
19.6	6

Test weight can also be used to assess the usefulness of the material for the end product. After being processed the spaghetti was stored for three months, six months, and one year and then cooked. The most significant affect of sprout damage ap-

pears to be in the area of speckiness and "checking" in storage. It appeared that with 4% sprout damage there was slight checking (breakage) after one year of storage. Six percent sprout damage had moderate checking and 9% sprout damage showed severe checking in the finished product. Based on the study it would seem that a minimum falling number value of 200 is desirable, assuming that protein of the durum is at a satisfactory level. A 200 falling number value would correspond roughly to a 2-3% sprout damage in the sample. The falling number test, according to Banasik, is accurate to a plus or minus twenty units. Banasik also stated that short goods may be able to tolerate a lower falling number value than do long goods. In response to a question as to what percent of the 1980 crop will have falling number values of 200 or sprout damage levels of less than 3% it was generally agreed that this would be almost impossible to determine. A good source should be the Crop Quality Survey conducted by Cereal Chemistry and Technology. Samples for that survey have been slow in coming in due to the delays in harvest but they should represent a good cross-section of the 1980 crop. Banasik reported the results are available and will be published in the Macaroni Journal.

### Grain Inspection Service

Representatives of the Federal Grain Inspection Service reported that they have been working with their Grand Forks, North Dakota office on grading of sprout damaged grain. That office will in turn work with the state laboratories to standardize the method of sprout determination. They also have had an FGIS man working with the Minneapolis office. The representative pointed out that there is a present requirement that the percent of dark, hard and vitreous kernels (DHV) be shown on the certificate unless it is being loaded for export markets. DHV count can be requested however. DHV must be a visual determination, the kernel cannot be cut for official inspection. Any sprout damaged kernel automatically goes against DHV. For example, a 10% sprout damaged sample will have no more than 90% DHV. The representatives from FGIS stated that they will accept any submitted

sample and grade it for a producer with the usual charge.

There seemed to be a general consensus that the "country" is grading more closely than are Duluth/Superior and Minneapolis. There have not yet been enough unloads at terminals to determine if there is a problem of inconsistency in determining sprout damage between the country and terminals.

### Exporters Alerted

Jim Frahm, a representative of U.S. Wheat Associates, stated that the overseas offices of USWA are receiving crop reports - mostly originated by the North Dakota State Wheat Commission. Overseas buyers will also be familiar with 1980 crop quality through seminars scheduled in South America in October and in Western and Eastern Europe in November. USWA is not planning to distribute samples of typical 1980 crop due to the cost involved in personally delivering such samples.

Also briefly discussed was what producers might do to alleviate the problem. These included the usual recommendation of segregating durum as to quality. Weckerly announced that the U.S. Durum Growers Association was considering support of a USDA loan program for damaged grain.

It was the general consensus of the group that there is a continuing great need for accurate reporting of quality in order to adequately determine the degree of damage and more importantly to determine the availability of good quality durum supplies.

### Support Price Confusion

If the objective is to confound and confuse, the current price support program for grains serves that purpose to the nth degree. It is a veritable morass of alternative prices, as evidenced by the following brief description of wheat program choices on the 1980 crop:

Loan rate: First set at \$2.50 per bu, just raised to \$3, and likely to be at \$3.30 for immediate entries into the three-year reserve; Target price: static and probably unused at \$3.63; Reserve release price: Initially \$3.50 (140% of loan of \$2.50); raised to \$3.75

(150% of loan) in post-Soviet embargo move to; to \$4.20 on July 28 (back to 140% of new \$3 loan); possibly \$4.50 (150% of new \$3 loan if farmers select this alternative on entries before new reserve regulations are published); Call price: Initially \$4.35 (175% of \$2.50); raised to \$4.63 (185% of loan) in January; to \$5.25 on July 28 (back to 175% of new \$3 loan; possibly \$5.55 (185% of new \$3 loan if farmers choose).

That adds up to 12 prices which farmers must understand. The same formidable challenge also is presented to all those operating in markets, not even mentioning officials of the U. S. Department of Agriculture. Under circumstances that already are sorely trying due to this year's unbelievable range of global weather conditions, the most immediate need is to bring order out of what is literally price support chaos.

### Seaboard Near Peak

Favorable trends in increased consumption of cereal grain products in both domestic and foreign markets are cited as encouraging developments in the annual report of Seaboard Allied Milling Corp. for the fiscal year ended May 31. The annual report notes that while Seaboard's net earnings for fiscal 1980 were down from the previous year, income was still the third highest in the company's history.

Net earnings of Seaboard in the fiscal year ended May 31 were \$5,818,005, equal to \$3.91 per share on the common stock, off 23% from the record earnings in fiscal 1979 of \$7,601,206, equal to \$5.58 per share on the common stock. In the year ended June 3, 1978, Seaboard had net income of \$6,901,107, equal to \$5.13 per share.

"Sales for the 1980 fiscal year, largely reflecting inflation, established a new high of \$406,611,948," the Seaboard report states, "up 22% from the previous year's total of \$332,436,504." Sales in fiscal 1978 aggregated \$284,712,536.

Working capital increased to \$47,656,033, "reflecting a continuing liquid condition," the report says. Stockholders' equity per share advanced to \$35.70, compared with \$32.19 a year ago.

(Continued on page 16)

### Seaboard Near Peak

(Continued from page 15)

"A number of forces accounted for the reduction in earnings in the 1980 fiscal year," the Seaboard report points out. "The most important was a deterioration in flour milling margins in the U.S.

"Of great importance in this respect is the effect of a continuing transportation revolution on the economics of American flour milling. The past several years have been marked by an accelerating pace of change has been speeded up in recent months by the process associated with the regulation of railroad rate-making and in levels of service, including proposed line abandonments."

In addition to the general inflationary impact on all expense factors, the Seaboard report continues, "the milling industry, a large user of power, was hard hit by increased energy costs. Also, as significant borrowers of short-term funds, millers suffered a decline in financial results as record interest rates took their toll.

"It is disappointing that the deterioration in flour milling margins has coincided with a period of impressive growth in the domestic market for flour. The decade of the 1970's was a remarkable one for American milling, witnessing the first increase in per capita consumption of flour in history."

The report explains that the decade opened with each American consuming an average of 113 lbs. of flour and concluded with average per capita consumption of 120 lbs. In the same decade, the report adds, total flour consumption posted "a significant increase," rising from 228 million cwt in 1969 to 264 million in 1979.

#### Outlook

The Seaboard report comments as follows on the outlook for the company:

"A basic food industry like flour milling is somewhat recession-resistant in light of the relatively high prices for food that normally compete with bread, rolls, pasta and other flour foods for which we supply the major ingredient. Running parallel to this favorable industry characteristic is the developing trend to increased consumption of cereal grain products as contrasted with foods high in sweeteners

or fats, based on dietary recommendations emanating from both nutrition scientists and the federal government. The grain, milling and baking industries are moving to take advantage of these favorable developments by the establishment of the Wheat and Wheat Foods Research and Nutrition Education Program under the guidance of a Wheat Industry Council.

"Looking ahead to the coming year, we would hope that domestic margins have seen their lows. As large borrowers of funds, the fall back in interest rates should be helpful. Although energy costs will undoubtedly continue to advance, the rate of increase may moderate. Overseas, we have recently received price increases in several locations. The growing interest in flour as a source of relatively inexpensive nutrition is steadily enlarging demand. After 14 years of steady sales increases abroad for Seaboard the potential growth in markets in the developing world is quite exciting and we look to the future with continuing confidence."

#### New Address

Seaboard Allied Milling Corp. now occupies its new milling division headquarters office in Merriam, Kas., a suburb of Kansas City.

The three-story brick, concrete and glass building replaces the division's former offices which adjoined Seaboard's Kansas City flour mill at 1550 West 29th St.

The 80,400-square-foot Seaboard building houses a laboratory and computer facilities on the first floor, administrative offices on the second and leased offices on the third floor.

The building is located on a five-acre site at 9800 W. 67th St., near Interstate Highway 35. Mailing address is P.O. Box 2969, Shawnee Mission, Kas. 66201. Seaboard's new telephone number is (913) 677-7400.

#### ADM Sets Records

Record sales and net earnings were announced by James R. Randall, president, and Dwayne O. Andreas, chairman of the board and chief executive of Archer Daniels Midland Co. for the fiscal year ended June 30.

Turning to ADM Milling Co., Mr. Randall and Mr. Andreas state that

the company "had a good year" despite reduced export flour business impacting both production levels and margins. "Intense energy conservation policies and tight control over production, marketing and distribution helped to offset the reduced exports," they say.

Durum and semolina business was stable and millfeed trading activities were intensified with the creation of a milled grain commodity department, it is noted.

"The rebuilding of the North Kansas City mill should be completed in the second quarter of fiscal 1981," Mr. Randall and Mr. Andreas say. "The new mill at Hudson, N.Y., should also be operational during the same period. Modernization projects are currently under way at several of the company's flour mills.

#### Gooch Foods

Gooch Foods, Inc., completed long-range remodeling and expansion plans during the fiscal year which brought revamped spaghetti and macaroni lines on stream, the ADM officer comment. "These improvements, which include microwave drying, substantially increased production capacity and will improve the quality of the company's pasta products," Mr. Randall and Mr. Andreas state.

"Based on this additional capacity, Gooch Foods is expanding its sales into prime market areas in the Midwest. The company has developed a new advertising program for this market expansion, and sales are reaching projected levels. In addition to increased retail business, the company continued to have strong sales into the institutional market where many eating establishments have expanded their basic menus to include pasta products."

#### Capital Expenditures Up

Expenditures for additions to property, plant and equipment by ADM in fiscal 1980 totaled \$186,461,000, up sharply from \$45,512,000 in fiscal 1979.

Working capital at yearend totaled \$454,499,000, compared with \$351,524,000 a year ago. In February, 1980, ADM sold 4 million shares of common stock at a price of \$36.50 per share which, after underwriting costs, provided \$140,504,000 of net proceeds to working capital.

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### Peavey Posts Record

Peavey Company achieved record net income in the fiscal year ended July 31 with grain merchandising, flour milling and grocery products operations all contributing to the earnings gains.

Net income of Peavey Company in fiscal 1980 totaled \$22,824,000, equal to \$4.02 per share on the common stock, up 26% from \$17,940,000, equal to \$3.14 per share, in fiscal 1979. The 1979 net includes an extraordinary gain of \$1,621,000 from sale of minority interest in Trico Industries, Inc. In the fiscal year ended July 31, 1978, Peavey had net income of \$13,918,000, equal to \$2.40 per share.

Peavey's net sales in fiscal 1980 aggregated \$734,788,000, an increase of 24% from \$594,430,000 a year ago.

In fiscal 1978, Peavey had sales of \$522,872,000.

In reviewing the year's results, William G. Stocks, chairman and chief executive officer, said, "Agriculture Group earnings were more than double those of a year ago on record grain merchandising volume to domestic and export markets, in spite of the embargo on grain sales to the U.S.S.R."

#### Increased Milling Volume

"Increased flour milling volume and improved performance from grocery products contributed to record sales and earnings for the Food Group."

The Retail Group, Mr. Stocks said, was affected by a much slower agricultural economy and had mixed results, with overall sales up 9% and earnings down 25%.

In the fourth quarter ended July 31, Peavey had net income of \$5,224,000, equal to 94¢ per share, off slightly from \$5,457,000, or 96¢ a share, in the final quarter of fiscal 1979. Sales amounted to \$173,459,000, up from \$171,211,000.

"For the current year," Mr. Stocks said, "we expect grain export demand to continue strong; modest improvement for our food processing operation and a continuation of growth in farm stores and fabric stores. Building supplies will continue to feel the impact of lower construction activity well into the second half of the year. Fiscal 1981 earnings will approach, but probably not surpass, the record year just ended."

### Good Quarter for Multifoods

International Multifoods Corporation announced record sales and increased earnings for the second quarter ended August 31.

Earnings from continuing operations and net earnings for the quarter were \$4.9 million or 60 cents per common share which compares with: \$4.8 million or 58 cents per common share on a continuing basis and net earnings of \$4.5 million or 55 cents per common share reported last year. Sales for the quarter were \$253,138,000 compared to \$241,450,000 for the same period last year. This increase in sales, which was spread across all four operating market segments, represents higher selling prices due to increased raw material costs.

For the first six months of fiscal year 1981, earnings from continuing operations and net earnings were \$7.4 million or 91 cents per common share, down from last year's first half earnings of \$8.6 million or \$1.06 per common share on a continuing basis and net earnings of \$8.2 million or \$1.01 per common share. Sales for the first six months were a record \$488,262,000 compared to sales of \$468,906,000 last year.

#### Gains in Industrial Marketing

William G. Phillips, Multifoods Chairman, said that very strong results in the industrial market segment from grain merchandising as well as improved earnings from durum in the U.S. and bakery and export flour in Canada, boosted second quarter performance. In the consumer market segment, earnings improvement in Adams' peanut butter, and cereals in the U.S., as well as family flour in Canada, was more than offset by lower results in several of the Company's other consumer areas, particularly specialty meats and cheeses.

Darrell M. Runke, Multifoods' President, stated that although sales were up in the agriculture market segment, earnings did not compare favorably to last year's level. An excellent performance in Venezuela was more than offset by disappointing result from U.S. veterinary supply, and animal feeds in the U.S. and Canada. He added that earnings of the fast food and restaurant market were virtually unchanged in the second quarter.

Runke added: "We're encouraged by the performance of several of our largest product areas in the second quarter, and the prospects for strengthening of sales and earnings in a number of agriculture and consumer areas this fall."

Mr. Phillips pointed out that "Following a disappointing first quarter, largely a result of a depressed economy, the trends in improved margins and earnings which we predicted for the balance of the year are now positive. This is particularly significant as we enter our second half, which traditionally represents the strongest part of our year."

### Milling Museum Proposed

Part of the historic "A" mill of The Pillsbury Co. in Minneapolis would be converted into a national museum for the milling industry under a proposal announced by William H. Spoor, chairman of Pillsbury, at the annual meeting of shareholders.

Mr. Spoor told the shareholders at the Minneapolis meeting that the company's board of directors had authorized the start of discussions with Miller's National Federation, the National Trust for Historic Preservation and the National Endowment for the Arts on converting the 99-year old building. The west building of the "A" mill, which would house the museum, was declared a national historic landmark several years ago.

"A national milling museum has been the dream of many millers and historians past and present, and the proposed museum would provide future generations with the opportunity to view the progress of a great industry from its infancy — to today and into tomorrow," Mr. Spoor said.

Pillsbury's "A" mill, completed in 1881, was the largest flour mill in the world with an initial capacity of 4,000 barrels a day. Construction of the mill made Pillsbury the foremost miller in the U.S. A landmark on the east bank of the Mississippi River, it was for many years considered an industrial and architectural masterpiece — an enormous sandstone structure with thick walls and standing six stories tall. When the mill was opened, newspaper reports referred to the building as "Pillsbury's ninth wonder of the world."

### Home Economist of the Year

Beverly Bajus, division vice president and group marketing manager in the U.S. Consumer Products Division of International Multifoods Corp., has been named Business Home Economist of the Year at the 1980 national meeting of Home Economists in Business (HEIB) in Dallas. As a leading spokesperson for the food industry, Bajus was selected by her colleagues in recognition of her service and leadership through her role as communicator and outstanding business home economist.

Bajus began her 20-year career at Multifoods as a home economist in 1960 and became director of the consumer kitchen in 1963. She was named director of new product development for the U.S. Consumer Products Division in 1970 and product manager for Kretschmer cereals in 1978. She has held her present position since July, 1979. Currently, she is responsible for Adams Foods, a West Coast peanut butter manufacturer acquired by Multifoods in 1976; Food Enterprises, Inc., which operates 38 Hickory Farms of Ohio specialty cheese stores in a tier of states from Minnesota to Texas; and marketing services, including sales promotion, the consumer kitchen and communications.

#### Open Doors

Bajus credits home economics with opening doors during her business career. "As director of new product development, I used knowledge of consumer food preferences and preparation to identify product ideas and the development of product prototypes. As a product manager, I found knowledge of consumer communications critical in the creative development of ad campaigns."

In general, Bajus says she found her background provided a good balance between the consumer and manufacturing/marketing perspectives on key issues such as price/value relationships and product quality.

Bajus is well known for her Twin Cities area civic and community involvement. She is serving a second three-year term on the board of directors of the Minneapolis Downtown Council and has been a member of the Council's executive committee since 1978. She was elected treasurer



Beverly Bajus

in 1979 and currently serves as finance committee chairperson.

Since 1974, she has been a board member of the Twin Cities' Cricket Theater and service as vice president from 1977 to 1978 and chairperson of the nominating committee from 1978 to 1979. She also has been a member of the board of directors for the Minneapolis Hennepin Center for the Arts since its inception in 1977 and has served on the finance steering committee since 1979.

Bajus, who "seeks to expand the horizons of peers and young professionals," served on the first awards committee for the Minneapolis YWCA Leader Luncheon in 1978 and was one of 10 Twin Cities area women to serve on the Career Advisory Panel at St. Olaf College, Northfield, Minn., from 1975 to 1978.

#### Affiliations

Her professional affiliations include the American Home Economics Association, Zonta International, the Minnesota Home Economics Association and Home Economists in Business (HEIB). She is a member of the Kappa Kappa Gamma Alumnae Association and won the Omicron Province Award for Outstanding Achievement in Business in 1979. A native of Biggar, Saskatchewan, Canada, Bajus received a B.S. degree in Home Economics from the University of Manitoba in Winnipeg in 1959.

Bajus' name appears in "The World Who's Who of Women," "Who's Who in America," "Personalities in the Upper Midwest," "Who's Who in Finance and Industry," the "Bicentennial Edition of Community Leaders and Noteworthy Americans," and the "Minnesota Women's Yearbook."

### Marvelous Marcella

Bajus is the daughter of Mrs. Helen Broughton, Fort Garry, Manitoba, Canada.

International Multifoods, based in Minneapolis, is a worldwide food processing company with annual sale of \$1 billion. The company has operations in the United States, Canada, Venezuela, Mexico, Brazil and franchising activities in the United States, Japan, Canada and Thailand.

Life has had its ups and downs for Marcella Aitken, but now it's on the up and up, literally. For Marcella provides some 25,000 pasta meals daily for airborne Americans, as well as running two restaurants in North Miami, Florida.

Supplying at least four airlines with Italian meals has resulted in a dramatic financial increase for Marcella's business — and an approximate 50 per cent cut in costs for the airlines. Pasta costs them about half as much as steak.

Two years ago Marcella told Eastern Air Lines: "I have a beautiful product for you. Out of this world. Old people love it. Vegetarians love it. Children love it. And I'll sell it to you for only 80 cents." Eastern Air Lines were sold on the idea and three other airlines recently followed Eastern's lead. Nine other US airlines are currently considering the idea.

#### Born in Rome

Born in Rome, Marcella was the rebellious tomboy daughter of a restaurant owner. She rebelled against the life she was expected to lead, by daring to do anything and everything.

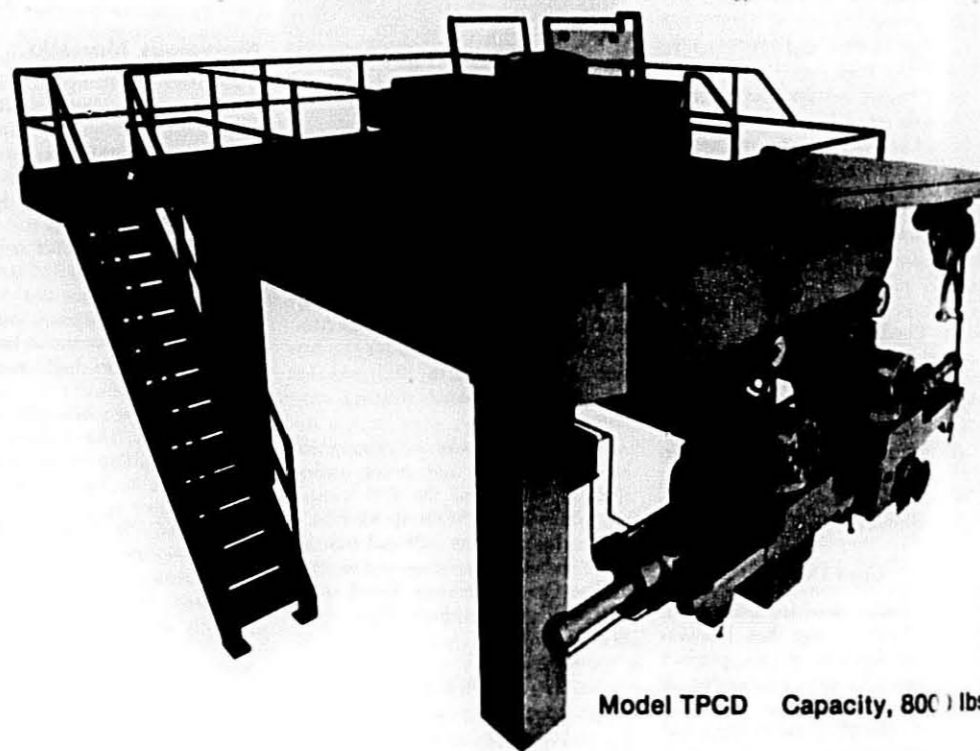
She left Italy in 1947 to live in Boston with a rich aunt, and to study business administration at college. For an Italian, used to the Rome sunshine, Boston proved too chilly, so Marcella persuaded her aunt to move to Miami, where she fell in love with Ralph Aitken — a real estate investor, 20 years her senior.

Life in a 20 room mansion was luxurious for Marcella, who bore two children and was joined by numerous relatives. But Marcella was forced to find work when the real-estate business fell on hard times.

(Continued on page 24)

# BUHLER-MIAG® EXTRUDERS.

## Performance You Can Depend On!



Model TPCD Capacity, 800 lbs/hr

Eight Models — Capacities from 50 to 16,000 lbs/hr

Model	Lbs./hr. Capacity
TPLE (Single Screw) Lab Extruder	50- 300
TPAE (Single Screw)	660- 1,320
TPAD (Double Screw)	1,320- 2,640
TPBE (Single Screw)	1,000- 2,000
TPBD (Double Screw)	2,000- 4,000
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Structural Members completely enclosed; can't collect dust or dirt.

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One-piece Unique Trough Design has smooth rounded corners for easy cleaning. Product hangup on mixer walls is virtually eliminated.

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Mixer Cover has plexiglass window for easy inspection.

Variable Speed Drive with remote control for accurate capacity adjustment.

Time-Saving Hydraulic Die Change Device.

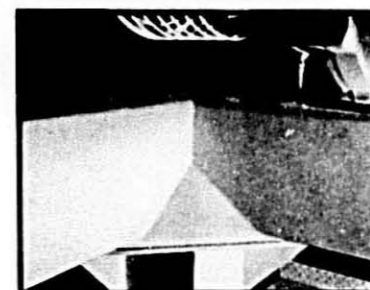
### Robust Construction

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Reliable U.S.-built Drive Components selected for low noise operation.

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Grade quality is yours from BUHLER-MIAG equipment. Your customer recognizes and deserves it. Can you afford to give him less?



Press base and belt guard reflect the clean, efficient design and attention to detail in every Buhler-Miag press. Base is sturdy and easily accessible. All joints have smooth welds for easy cleaning.



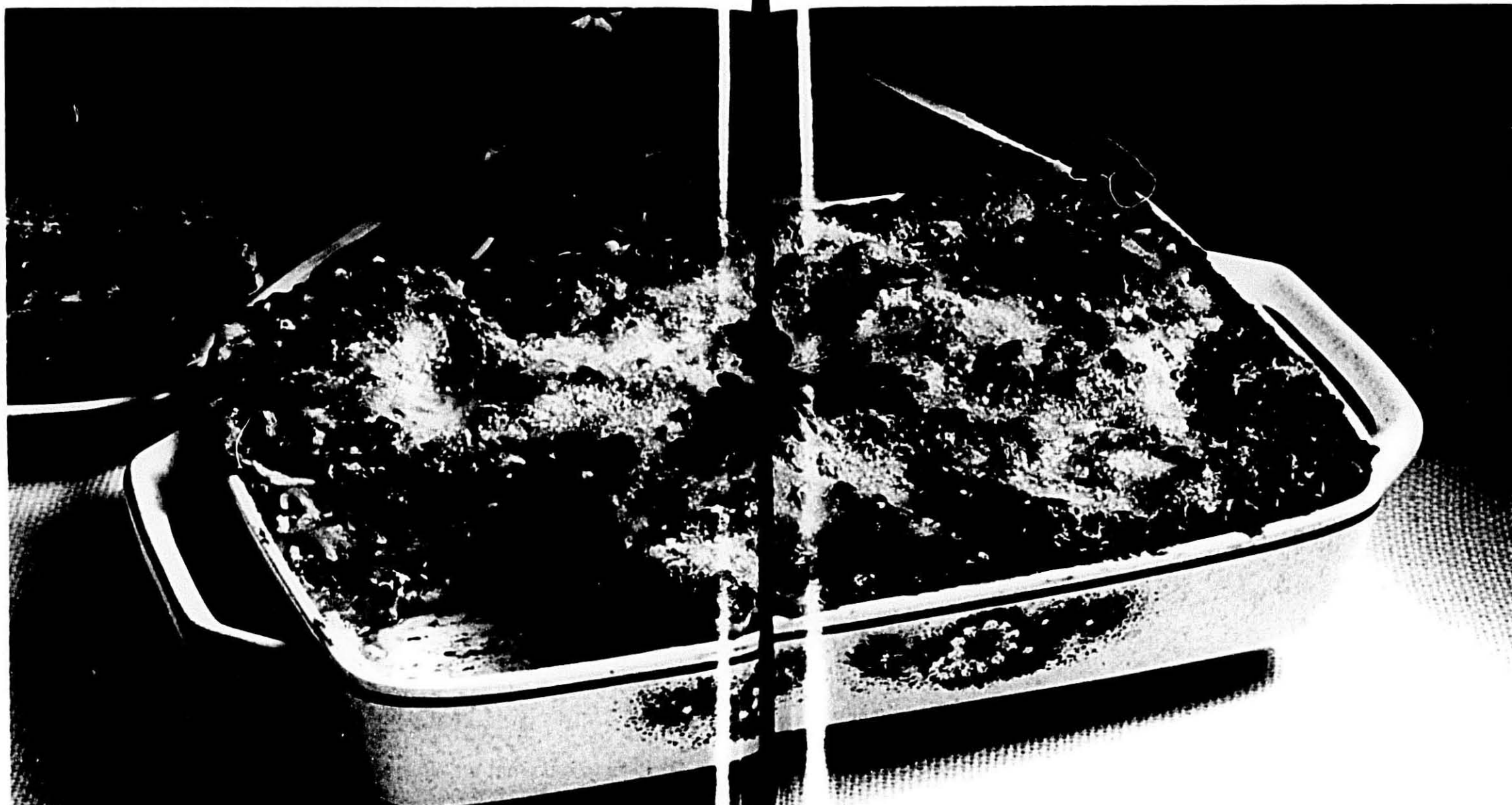
Head for round dies: 15 1/4" (400 mm) diameter, with hydraulic die change device (Single screw extruder).

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That's another Peavey tradition, we share our expertise and our miniature macaroni press and dryer operation with customers working on new product ideas.

Peavey Technology. Continuously probing the future to

get better results for you today. For better lasagna results drop us a line and one of our specialists will contact you.

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## Marvelous Marcella

(Continued from page 19)

With \$600 and two small ovens she opened up a pizzeria in 1952. Marcella stacked the produce on her motor scooter and sold pizzas to sunbathers. Soon she opened an unpretentious restaurant called, simply, Marcella's and branched into catering for private parties. Finally she opened Cucina Mia — a fashionable up-market restaurant, next door to Marcella's.

Marcella Aitkin is a charming saleslady who believes in her product. Her recipe for success is: "Tenacity. Patience. Never give up. You've got to have a good factory, a good product, good people and good customers. Then you've got all the good ingredients."

An increase in orders from Eastern Air Lines prompted Marcella to automate, and necessitated enlisting the help of her entire family.

The four-room, one story factory turns out 25,000 dishes every day — Crepes Florentine, Lasagne, Swiss Crepes Rarioli, Cannelloni and Fettuccine Alfredo.

Each six or eight ounce serving is flash frozen in a plastic tray with liquid nitrogen.

Earlier this year Marcella took delivery of a \$55,000 versatile Italian pasta maker from Milan — the only one of its kind in the United States. The machine mixes the ingredients, kneads the dough, and turns out anything from Fettuccine to Macaroni. It cooks the pasta, dries it, stuffs it with meat, cheese or vegetables and cuts it into portions. The pasta maker should reduce labour costs by two thirds.

Marcella employs some 140 people, but she no longer owns all of the businesses—her holdings were recently reduced to 75 per cent and a pending offer will further reduce her share to 51 per cent.

Hard work has paid off handsomely for Marcella Aitken, who is now divorced from her husband. She says: "I'm in love with my pasta. It's the perfect product."

## Quick Skillet Dinner

Creamettes macaroni, Veg-All mixed vegetables and Durkees French Fried Onions combine in a tasty dish advertised in October Good Housekeeping.

## To Cut Your Food Bill Pass the Pasta Please

From Changing Times

Pasta was once considered luxury fare — at least in Renaissance Italy. The Medicis ate it whenever they wanted, but ordinary folk could afford to enjoy it only on special occasions.

How strange that today pasta has become a staple among the budget-minded. That's because it can stretch costlier foods like meat, seafood, cheese and eggs in endless combinations.

Pasta is easily digested and low in fat and sodium. But it's also low in fiber, and like other grains, it is relatively low in protein. One cup of cooked macaroni has five grams of protein. However, the meat or cheese usually served with macaroni, noodles and other types of pasta raises the protein content and quality of the dish significantly. Enriched pasta is a good source of thiamine, riboflavin and niacin as well as iron. According to the National Macaroni Manufacturers Association, these nutrients have been added to about 80% of the pasta sold in the U.S. today.

## Not Fattening

Although some dieters shun pasta, it isn't fattening if eaten in moderation. A cup of cooked macaroni or spaghetti has 192 calories; the same portion of cooked egg noodles has 200 calories. Both counts are less than the calories in two ounces of cheddar cheese or a cup of cooked, long-grain rice.

You may associate pasta mostly with Italian cooking, but it is also part of the cuisine of the Orient and other countries. The eating of pasta has been recorded as early as 5000 B.C. Some say the Chinese invented the food, and legend has it that Marco Polo discovered pasta in China and brought it back to Italy in the 13th century. Other authorities say this conflicts with references made to pasta in ancient Roman literature.

Most pastas on the market are made from durum wheat, the hardest wheat grown. This is milled into semolina, which is amber and granular. Farina and wheat flours are also used to make pasta.

Manufacturers add a small amount of eggs — fresh, powdered or frozen

— to the mixture to produce egg noodles. Sometimes dehydrated spinach is mixed with the dough to get green pasta.

Like bread, pasta was originally a product of the home kitchen. By 1400 small shops in major Italian cities were making and selling it. By the 17th century pasta factories had become common, but they were primitive by today's standards.

## Mechanized Manufacture

Today, most pasta making is completely mechanized. A modern machine can turn out 1,500 pounds in an hour.

After the dough is mixed and kneaded, it is forced through metal disks or dies to form the various pasta shapes and then air-dried. Several hundred shapes are reputed to be available in Italy. In this country we have to settle for a dozen or so, with the best selection at Italian specialty shops and at international food markets.

Packaged pasta can be kept in a cool, dry place for up to a year and egg noodles up to six months. Once the box has been opened, transfer the unused portion to a covered container or seal it in a plastic bag.

At the grocery store, look for pasta products made from semolina, which holds their shape well during cooking. Pasta made from ordinary flour becomes mushy more quickly when overcooked. Farina products are quick cooking and may be somewhat more tender than products produced from semolina.

Pasta doubles in size during cooking and tastes best if served immediately after boiling. Don't overcook it; test frequently and serve it when it is tender but firm — "al dente." And don't rinse cooked pasta unless it will be used in a salad.

## Pastabilities

Advertising support, point-of-sale pieces, a recipe booklet and a sweepstakes are part of the Kraft grated parmesan cheese fall promotion. Readers will see full-color ads and an eight-page "Pastabilities" recipe booklet in October 7 Family Circle and October Better Homes and Gardens, Good Housekeeping and Redbook.

# Len DeFrancisci is standard factory equipment on every Demaco macaroni plant.

What do you want with Len DeFrancisci? Look at it this way.

A macaroni production line is not something that you order from a catalog, plug in, and forget about. It's a major project.

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It should be installed with the same skill, and the same care and attention with which it was designed.

And, because it is a major piece of machinery, it should be lovingly attended to by its designers and builders until it is working to perfection — and for as long after that as it remains in operation.

While every machine or vital component is erected and tested in our plant, it has to be dismantled for shipment. When it's set up in your plant, we want to be sure it's set up just so.

We do this — not because we doubt a customer's ability to put one of our machines into operation —

it's just that we want you to get everything out of our machine we designed and built into it.

So Len, Jiggy, Joe DeFrancisci, or someone just as skilled (in engineering, assembling, or production), stays with you all along the line. He's part of the package. He's there to protect your interests and get the machine into profitable production for you soon after it arrives. He's a professional skeptic. He makes sure the macaroni production line does exactly what we say it will. And, when he says it works right, it works right.

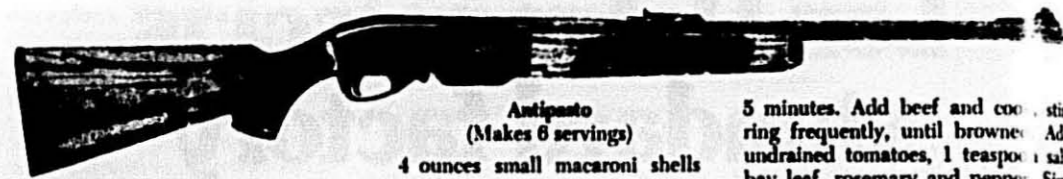
This is precisely the way we work. In fact, since we started serving the macaroni industry in 1911, it's the only way we've ever known how to work.

If you'd like to work with people who work that way, why not contact us? Ask us to make travel arrangements for Len or one of our men just like him.



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### New York Press Party

The National Macaroni Manufacturers Association, representing the entire dry pasta industry, celebrated the 14th Macaroni Family Reunion of pasta manufacturers and the New York press. Tiro A. Segno, a private club located in New York's Greenwich Village, was once again the setting for the luncheon event. The menu featured three pasta specialties . . . each designed to meet the current trend of "light" eating.

As an appetizer, marinated macaroni shells, mixed with peas and a coating of basil-mayonnaise dressing, then topped with a carrot-parsley garnish appeared on the antipasto plate, along with traditional meats and vegetables thinly sliced.

Lite Vermicelli Bolognese followed . . . the delicately textured pasta complemented with a subtly-flavored sauce of tomatoes teamed with a small amount of beef and seasoned with celery, onion, garlic and fresh herbs. The vermicelli, cooked al dente, was served with just enough sauce to coat each strand.

As the entree, meatless lasagne was presented . . . another in the pasta "light" series. Tofu was introduced as an ingredient, layered with pasta, mozzarella and Parmesan cheeses and a fresh mushroom sauce. Chopped green and rip olives and parsley seasoned the mix.

#### Menu

##### Antipasto\*

##### \*Lite Vermicelli Bolognese\*

##### Tofu Lasagne\*

##### Green Salad - Oil/Vinegar Dressing

##### Fresh Fruits

##### Assorted Cookies

##### Espresso

##### Wines

##### Ruffino Chianti

##### Ruffino Soave

#### Antipasto (Makes 6 servings)

- 4 ounces small macaroni shells (about 1 cup)
- 1 1/2 teaspoons salt
- 1 1/2 quarts boiling water
- 1/4 cup wine vinegar
- 1 cup cooked green peas
- 1/2 cup mayonnaise
- 1/4 teaspoon basil
- Diagonally cut carrot slices
- Parsely sprigs
- 6 slices prosciutto
- 6 slices mortadella
- 6 tomato slices
- 3 hard-cooked eggs, halved
- 6 radish roses

Gradually add macaroni and salt to rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Rinse; drain again. Place in bowl. Pour on wine vinegar; mix. Cover with marinade 2 hours, stirring occasionally. Pour off any excess marinade.

Mix peas with shells. Combine mayonnaise with basil; stir into shells. Chill until serving time.

When ready to serve, on 6 salad plates arrange a serving of shells. Garnish with carrot slices and a parsley sprig. Arrange a slice each of prosciutto, mortadella and tomato on each plate along with an egg half and radish rose. Serve at once.

#### \*Lite Vermicelli Bolognese (Makes 4 servings)

- 1/2 cup chopped onion
- 1/2 cup chopped celery
- 1 clove garlic, minced
- 3 tablespoons olive oil
- 1/2 pound ground beef round
- 1 can (35 ounces) plum tomatoes
- 1 teaspoon salt
- 1 bay leaf, crumbled
- 1/4 teaspoon rosemary
- 1/4 teaspoon freshly ground black pepper
- 8 ounces vermicelli
- 1 tablespoon salt
- 3 quarts boiling water
- Freshly grated Parmesan cheese

In large skillet saute onion, celery and garlic in oil until tender, about

5 minutes. Add beef and cook, stirring frequently, until browned. Add undrained tomatoes, 1 teaspoon salt, bay leaf, rosemary and pepper. Simmer, uncovered, about 45 minutes or until sauce thickens.

Meanwhile, while sauce is cooking gradually add vermicelli and 1 tablespoon salt to rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Place on platter. Serve with sauce and Parmesan cheese.

#### \*Tofu Lasagne (Makes 8 servings)

- 9 pieces (about 10 ounces) curly edge lasagne
- 1 tablespoon salt
- 3 quarts boiling water
- 2 cakes firm tofu (bean curd)
- 1/2 cup butter or margarine
- 1/2 pound fresh mushrooms, sliced
- 1 medium onion, chopped
- 1/2 cup all-purpose flour
- 2 1/2 cups milk
- 1/4 cup chopped pitted green olive
- 1/4 cup chopped pitted ripe olives
- 1/4 teaspoon pepper
- 1 package (8 ounces) mozzarella cheese, shredded
- 1/4 cup chopped parsley
- 1/2 cup freshly grated Parmesan cheese
- 8 large pitted ripe olives, sliced

Gradually add lasagne and salt to rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Place on waxed paper.

While lasagne is cooking, place tofu in a large colander. Let stand to drain off any excess moisture. Pat dry with paper towel. Cut into 1/2-inch cubes; set aside.

Meanwhile, in large skillet melt butter. Add mushrooms and onion. Saute until tender and most of liquid from mushrooms has evaporated. Remove from heat, stir in flour. Gradually stir in milk. Cook over low heat, stirring constantly, until sauce thickens and almost boils. Add chopped olives and pepper. Remove sauce from heat.

(Continued on page 28)

# A S E E C O

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Write for Bulletin CAL-80

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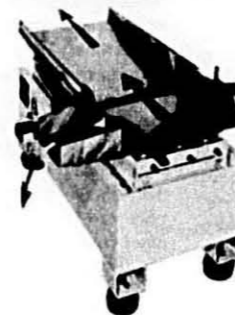
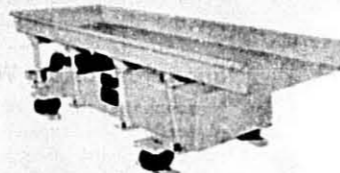


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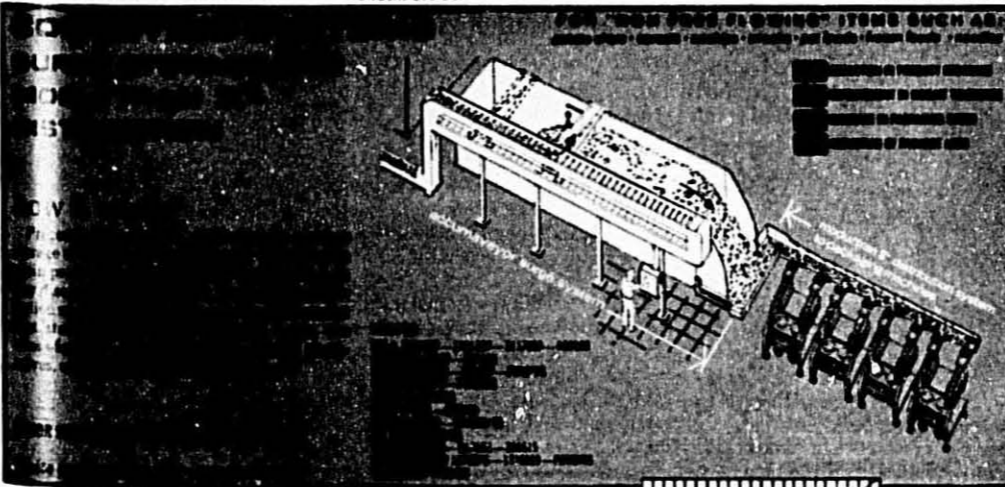
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## New York Press Party

(Continued from page 26)

In small bowl, combine mozzarella cheese and parsley. In a lightly oiled 13 x 9 x 2-inch baking pan, pour about 1/2 cup of the sauce; spread evenly. Arrange 3 lasagne lengthwise in pan. Sprinkle with half of the tofu tubes and half of the Parmesan cheese. Drizzle with 1/2 of the remaining sauce and 1/2 of the mozzarella cheese. Add 3 lasagne. Top with remaining tofu and Parmesan cheese, then 1/2 of the sauce and 1/2 of the mozzarella cheese. Arrange olive slices in 4 diagonal rows on top of the cheese. Cover pan with foil. Bake in 350° oven 45 minutes or until heated through. Remove from oven and let stand 15 minutes before cutting.



Lester R. Thurston, Jr.

duced from that expected in a normal year. More recently persistent rains have hampered the harvest and are creating additional problems for farmers already hurt by adverse growing conditions."

Reports recently appearing in the press are premature and overly dramatic in assessing the results to be expected in coming months. In spite of a short crop and difficult harvest conditions, there are substantial supplies of high quality raw materials to meet consumer demands, according to Mr. Thurston. Normal conditions are rare in any agri-business for an extended period. Domestic pasta manufacturers have confronted adversity in the past while preserving the quality of pasta offered to consumers throughout the nation. They can be expected to meet the test this year as well.

Commenting on revolutionary changes in the pasta industry as many family enterprises have been acquired by giant corporations, Mr. Thurston stated much has happened already and more is bound to come. Companies such as Foremost-McKesson, Pillsbury, Borden Foods, Hershey Foods Corp., T. J. Lipton have not entered this industry to maintain the status quo. The marketing battle will be intense and the consumer should be the ultimate beneficiary of new strength and new talent in this long established and highly respected industry.

### Crop Situation

Referring to the severe drought which affected wheat production throughout the midwest, Mr. Thurston said, "The size of the durum wheat crop in North Dakota has been re-

participants. Geared to the nutrition-conscious, the leaflet explains the role of pasta and its contribution to a healthy diet.

Enriched pasta is an excellent source of "complex" carbohydrates... recommended in the Dietary Guidelines established by the U. S. Department of Agriculture and the Department of Health, Education and Welfare. In addition to its energy giving content, pasta supplies protein, iron and the B vitamins... niacin, thiamine and riboflavin. It is a low-fat, low-sodium, easily digested food, and you can enjoy all the wholesomeness of pasta for only 210-220 calories per average entree serving.

Recipes range from soup to dessert in "Pasta - Food for Athletes". All are easy to prepare, and feature the goodness of pasta plus other vital nutrients.

Copies are available at a dime each. Write the Macaroni Journal.

### National Macaroni Week

National Macaroni Week, Oct. 2-11, was mentioned in Monarch Foodservice Bulletin Board, along with recipes for Egg Noodle Chicken Soup and Greek Style Chicken with Spaghetti.



On the Jeno's Team—John Parr (left), Executive Vice President-Sales for Jeno's, Inc., world's leading packer of pizza products, delivers a new ball to Vince Farris, Super Bowl quarterback for the Los Angeles Rams professional football team, who will be pitching for Jeno's frozen pizza and pasta products this summer.

Ferragamo has been engaged as a representative of Jeno's, Inc., and will be assisting in sales presentations, public relations assignments and personal appearances on the West Coast. Jeno's has a strong aggressive marketing campaign behind its revolutionary Jeno's "Crisp & Tasty Crust" (patent pending) pizza products with the exclusive "Flavor Shaker" (TM) separate packet of savory herbs included in Jeno's frozen pizza packages, plus unique Jeno's "You Talk!" (TM) pizzeria quality frozen pizza single-serving Italian entrees, and bagged ravioli products.

THE MACARONI JOURNAL



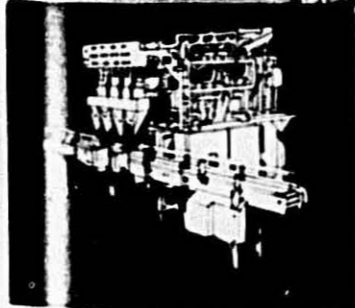
## Weigh and package faster in bags, jars or cartons.

Attention macaroni, noodle and pasta manufacturers.

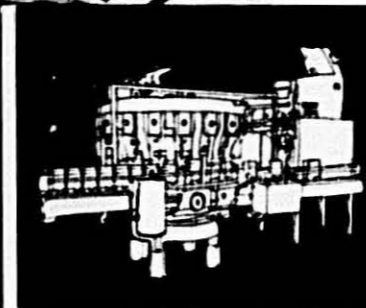
Wright Machinery's complete line of automatic weighing and packaging systems offers you a choice without sacrificing high speed filling accuracy.

Write today for technical bulletins. Specify English, German, French or Spanish. Vice President Martin D. Cicchelli, Wright Machinery Division, Rexham Corporation, Box 3811, Durham, North Carolina 27702, USA. Telephone (919) 682-8161. TWX 510-927-0925.

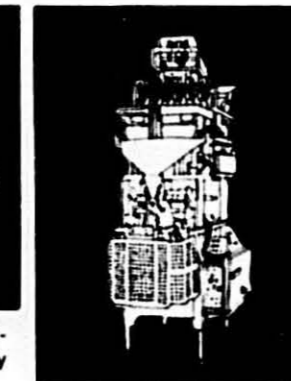
## Rexham



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Wright Mon-O-Bag\* form/fill/seal machines with scales, auger or volumetric fillers for pouch, side-seal or square bottom bags.



WRIGHT MACHINERY DIVISION



### Spaghetti Benefit in Buffalo

The third annual "Philharmonic Day on Elmwood Avenue" was sponsored by WGRO-FM/97 Rock and the Elmwood Businessmen's Association of Buffalo.

The orchestra with a surprise appearance by music director Julius Rudel performed on their portable bandstand on the west lawn at Bidwell Parkway. Just across the avenue was a giant spaghetti table.

It was a kind of tumbled melange of babies, blankets, bicycles, teen-agers, dogs, elderly couples, folding chairs, and young toddlers, gleefully eluding their parents in a sea of legs, shorts and T-shirts.

It was all in the highest good humor and possibly the best event to date according to the Buffalo News.

Gioia's Spaghetti's brave venture in the affair was the donation of all the pasta and sauce needed to feed a circulating crowd of some ten thousand. Case Service prepared and served the dinner from the kitchens of Canisius College and under the supervision of Robert Gioia, district sales manager for the Gioia Macaroni Company and associate chairman of the Buffalo Philharmonic fund drive.

The program of food and music lasted from noon until 8 p.m. Proceeds from the bargain dinner, raffle tickets, cookies and Philharmonic T-shirts went entirely to the Philharmonic.

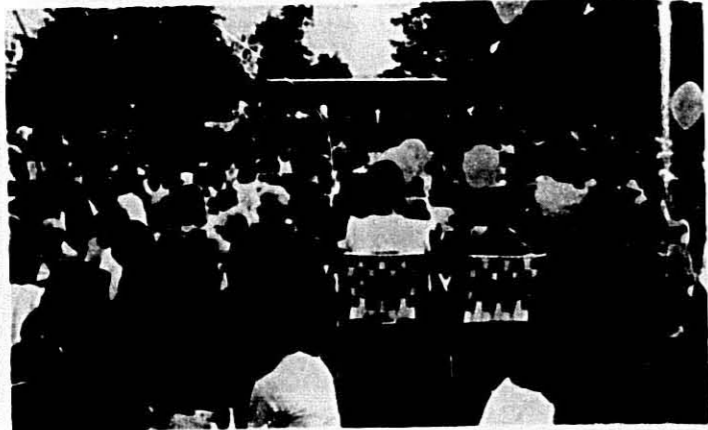
T-shirts read: "97 Rock and Elmwood Business Association presents Buffalo Philharmonic Day on Elmwood Avenue - N'Gioia Pasta and a Day of Music."



Robert Gioia on the left, Julius Rudel on the right.

### Pasta Poster

Marco Polo Marketing, Ltd. is introducing a novel concept in posters: The Pasta Poster which is now available in a series of exciting bilingual food posters. It de-



N'Gioia Music in the Park

scribes, in full color, 55 varieties (including whole wheat, spinach, etc.). It also treats history, selection of good pasta, nutritional aspects, interesting facts and cooking instructions. Further, it gives three easy to follow original recipes of varying difficulty. The poster is written in English and Italian. Its dimensions are 24" x 36" and is printed on 100 lb. quality enamel stock.

This unique poster appeals to every

market segment because it can be appreciated on a cultural, decorative and educational level. The potential as a language and cooking school aid is without precedent.

The Pasta Poster cost \$2.75 each from Marco Polo Marketing Ltd., 212 Grand Street, New York, New York 10013. The suggested retail is \$5.50. For further information contact Keli Miles (212) 925-3333.

**Pasta Poster**

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## WASHINGTON MEETING

While macaroni manufacturers, durum millers, and durum growers were interested in what is going on in Washington, the prime interest of the industry gathering in mid-September was the condition of the durum crop.

Norman Weckerly of the U.S. Durum Growers Association stated again that warm dry weather during the first week in September helped push harvest along and halt further quality deterioration from sprouting in northern areas of Minnesota and North Dakota. The resumption of widespread heavy rains during the week of September 9 again slowed progress, and further deterioration was anticipated. Damage from wet conditions is becoming more severe each day, particularly in north central and northeastern North Dakota where 40 percent of the crop remains to be harvested. Indications are that half of the crop has been affected by sprout damage and deteriorating color.

Milling & Baking News said: "Doubts mounted that mills would be able to supply semolina with falling numbers specifications of pasta manufacturers as producer offers of sprout-free durum dwindle."

### Briefing Session

At the U.S. Chamber of Commerce Briefing Center Director James Steiner pointed to publications of the Congressional Action Department, Regulatory Action, and the litigation efforts of the Chamber.

John Sheehan of the political affairs department predicted a close presidential election with 10 key states to determine the winner. It will take five to seven states to swing the election, and at present Carter has three, Reagan four to five, and the others are a toss-up. "Either candidate can self-destruct." Prospects are better than they have been in some time for a pro-business Congress with Congressional races being run on the issues of unemployment, protectionism, immigration policies, and bussing.

Kendall Fleeharty reported that regulatory reform is kicking around. The Chamber is trying to get action, but it is the victim of partisan politics. The paperwork burden is on next year's agenda.

Ken Simonson said the Senate Finance committee voted out a simple



tax bill on September 10, but its fate is unclear. It is equally divided between business incentives and individual cuts. The House Ways and Means committee is reported reticent to act. Value added tax is a dead issue.

Michael Romig stated that Social Security base for individuals this year is \$25,900. There are eight pieces of legislation pending concerning the solvency of Social Security. The House wants to liberalize unemployment compensation, but this is the fourth Congress in a row that has done nothing about workmen's compensation.

### Afternoon Meeting

At the afternoon meeting Lauren Howard of Collier, Shannon, Bill & Scott outlined legal avenues for import relief. There are remedies under the trade laws when subsidies, preferential interest rates, or tax benefits are accepted by various countries. The legal procedures are complicated and costly but can be accomplished with a year's time, Miss Howard declared.

Dawson Ahalt of the U.S. Department of Agriculture stated we have a relatively good supply of wheat. He cited the September 1 forecast for durum production at 103 million bushels with carryover of 57 million as of June 1. Domestic use in the crop year 1979-1980 was 54 million bushels and is projected for 48 million in the coming season. Exports were 83 million a year ago and are projected at 70 million for the coming year. He reported that Italy had a good crop in 1980 and 1980 saw record meat production. In 1981 there will be much less pork and poultry produced, and meat prices will be at least 20 percent higher.

Richard Ronk, Deputy Director, Bureau of Foods at FDA, said labeling proposals in cooperation with USDA and FTC call for labeling strategies in tabulating nutritional data and setting up a format. A listing of optional ingredients will be required and percentages of sugar and salt as well. He noted that very few people read labels. He also mentioned that macro ingredients have more impact on public health than micro ingredients and that devising strategies for lowering salt consumption is an example of government problem solving rather than planning for the future.

Christopher Burke of the Small Business Administration said that organization is a money-lending institution of last resort. It serves as an advocate in complaints with other agencies and also provides management instructions. He noted that 90 percent of new jobs created in the past five years were created by small business.

Michael Zampogna, of the Census Bureau, said there is little possibility of macaroni manufacturing being classified as a grain product activity, but there is a good chance that oriental noodles will be taken out of the macaroni products classification of 2068.

Robert Wager of the American Bakers Association gave an update on the Wheat Foods Council. NMMA has had its nominees certified, and the five seats for the processors, five seats for growers, five seats for millers, and five seats for consumer representatives will be appointed by the Secretary of Agriculture sometime in mid-October. The Council should be in operation by the first of the year. A paper is being written on the critical path for the Council to take, and operations will begin as soon as possible. A statement from Arthur Anderson & Co. about the tax deductibility of contributions to the Wheat and Wheat Foods Foundation is on file, and copies are available if you need one.

In the evening some 50 industry representatives met with their Congressional representatives at a reception at the Rayburn House Office Building. This function taking place in the evening rather than at lunch time as heretofore brought out a larger representation from Congress and was eminently successful.

## SBA to Assist with Financial Problems

A Task Force on Small Business and Economic Stability has been organized by the U.S. Small Business Administration's Office of Advocacy to assist small firms across the country with their financial problems arising from credit restraints and high money costs.

Task force members, who include experienced small business persons and officials of small banks, will meet with bankers, accountants, and trade associations to devise ways to solve and minimize cash flow problems.

The task force also plans to discuss small business' financial issues and problems with officials of Federal Reserve Board branch banks around the country.

### Credit Crunch Aid

The basic goal of the Task Force is to minimize the number of small businesses which might fail because of the current nation-wide credit crunch.

"Small business owners and managers face a difficult and vexing time in our economy," A. Vernon Weaver, SBA Administrator, said today. "None of us can tell how far the distress already being felt by some small businesses will go. It appears to be spreading beyond the industries which were hit first and hardest by credit restraints."

The Task Force on Small Business and Economic Stability will be a community-oriented and action group. It isn't being formed simply to write a report. Members will work in their communities and regions to find ways to help small firms ease the unusually heavy difficulties more and more small managers are having raising money and meeting high interest costs.

Milton D. Stewart, SBA Chief Counsel for Advocacy who already has met with members of the Task Force, said "fighting at the same time a recession in the small business sector of our economy and inflation in the whole economy is not a simple matter. So the Task Force's mission can be described as 'Operation Cash Flow Lifeline' - seeing that in these economic times small owners can lead and keep enough cash to stay in business."



Impact of imported macaroni products is pointed out by union official Carmine D'Angelo (seated left) to Congressman Mario Biaggi of the Bronx (seated right). Standing, left to right: Angelo Aquilino, James Winston, Robert Ronzoni, Maynard Herman, Charles D'Angelo and Louis J. Coniglio.

Stewart also said that the Task Force members "are small business persons and small bankers who have gone through credit problems before."

Stewart said the Task Force, which now includes about 25 members, will be expanded to several hundred in the coming weeks.

### Basic Missions

Weaver and Stewart said the basic missions of the Task Force will be to:

- Assist small business in maintaining its "cash flow lifeline" during the period of credit stringency;
- Contribute to the creation of a climate of stability and steadiness within each community; and
- Serve as a local action and information group.

Stewart said, "The Task Force members will give the highest priority in their own communities to help small business people preserve their cash flows during the coming months. The initial activity we are encouraging them to take is to meet with bank officers and bank directors to explore steps that are feasible and possible. We hope that the Task Force members will talk directly to SBA Regional and District Offices, about management consulting help for small businesses."

Weaver and Stewart said specific Task Force aims include:

To monitor the comparative impact of inflationary factors or anti-inflation measures on small, medium and large businesses;

To encourage banks and other financial institutions to take every possible step to permit the maintenance of adequate cash and credit flows by the largest possible numbers of small firms;

To encourage local lawyers and accountants and their professional societies to provide appropriate help to small business on an organized, volunteer basis;

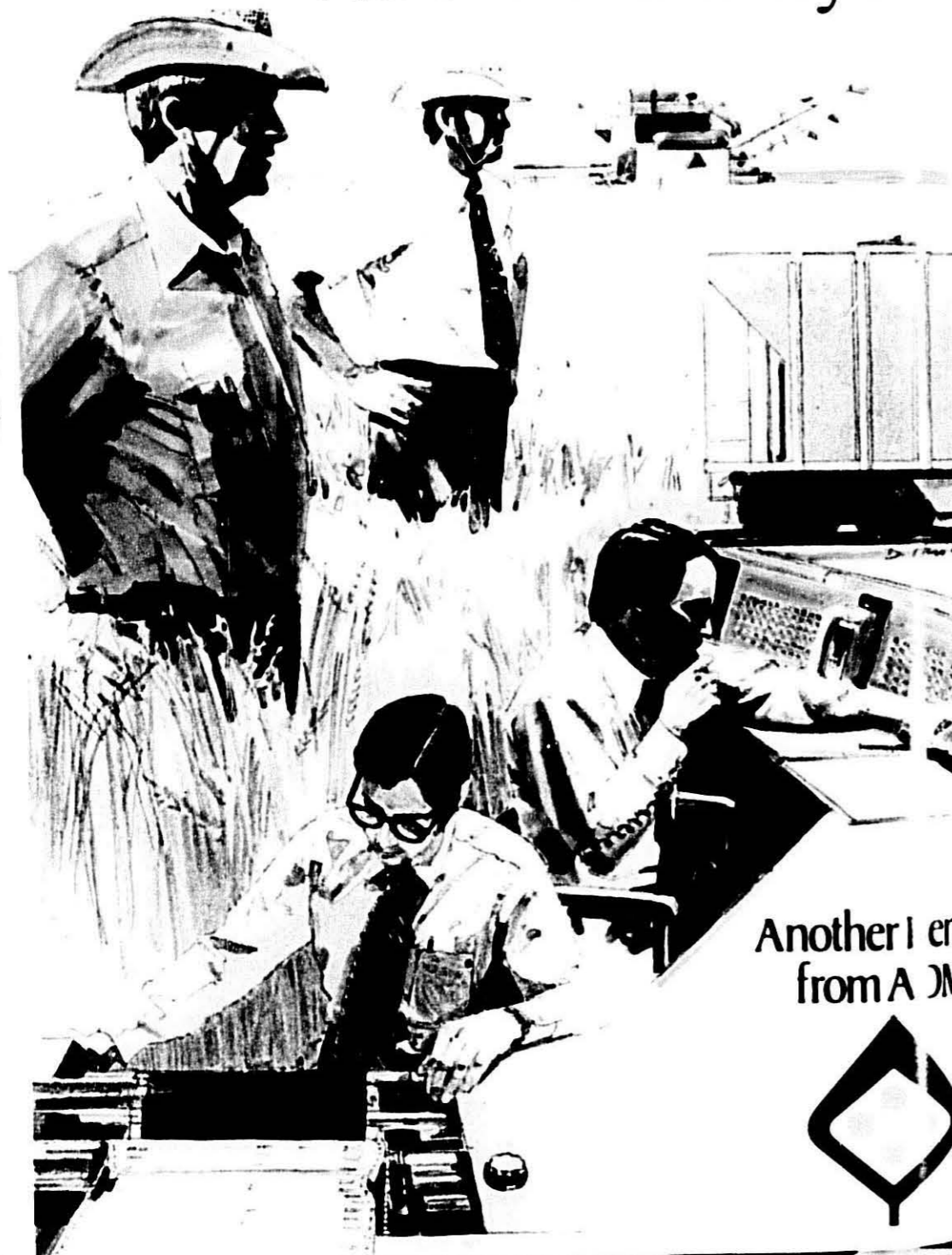
To report to SBA's Office of Advocacy special distress level situations which center in particular places or groups of small businesses as a result of governmental actions or proposed actions;

To speed the process of Office of Advocacy reporting to Federal agencies on these subjects to minimize the response time for required and feasible actions;

To help the Office of Advocacy communicate to small business the facts and arguments about Federal anti-inflation policies; and

To help develop a "small" business discomfort index" made up of firm local data and informal task force members' reports.

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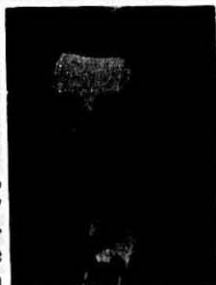
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## ONE STEP FORWARD, TWO STEPS BACKWARD

By  
Richard L. Lesher  
President  
Chamber of Commerce  
of the United States



Ever get the feeling that, no matter what you may do, someone from the government will always be waiting to pounce on you and say: "Gotcha!" This seems especially true in the area of regulation, where, under the guise of protecting the public, the government is constantly forcing the public into a position of heads I win, tails you lose. For example:

Hospitals in Baltimore were required by city law to keep hot water coming from the taps in patients' rooms at 110 degrees or more; but federal regulations required them to keep the same water at 110 degrees or less.

One federal agency ordered hospitals to use liners in waste containers to protect hospital workers from contamination; but another agency prohibited the use of liners, calling them a fire hazard.

Operators of a meat-packing plant were told by one federal agency to wash the floor several times for cleanliness; but then they were told by another agency to keep the floors dry so employees would not slip and fall.

OSHA ordered builders to put beepers on construction vehicles; but then they were fined by EPA for making too much noise.

The government ordered children's pajamas treated with a flame retardant; but then the government decided the same retardant causes cancer.

These are merely a few of the ways the federal government has been forcing the private sector to spend more than \$100 billion a year to comply with regulations, so many of which are both unnecessary and counter-productive. Yet people in Washington still shake their heads in disbelief and wonder, "My heavens, just what is it that is grinding the American economy into the ground, and contributing to the spiraling inflation and unemployment that are steadily eroding the standard of living of every American. We should appoint a task force to conduct an in-depth study right away."

For a while, many of us looked to President Carter for leadership after he promised in 1978 that one of his Administration's major goals would be to free Americans from the burden of overregulation. But as we have all learned, Mr. Carter made many, many promises, and we would have been wiser to have heeded the 253-year-old advice from English poet Alexander Pope who said: "Blessed is he who expects nothing, for he shall never be disappointed."

To dramatize this lack of progress, the U.S. Chamber's July regulatory newsletter, *Washington Watch*, has invented "The Carter Administration Regulatory Game," played on a game board and replete with dice, wheel of fortune, and "Joker Deck." The game has a "Start" square, labeled "Promise Regulatory Reform," but no "Finish" square, and the programmed steps call for more retreats than forward progress by players.

For example:

- Issue Executive Order for Regulatory Reform—Advance 4 Spaces.
- Announce 12%-15% increase in Regulatory Budgets—Go Back 7 Spaces.
- Promise to Heed Recommendations of White House Small Business Conference—Advance 3 Spaces.
- Reject Small Business Group's Recommendations for Legislative Veto—Go Back 6 Spaces.
- Forget about Promise to Consolidate 2,000 Federal Agencies and Programs into 200 Units—Go Back 15 Spaces.

The president's stonewalling on regulatory reform is the latest in a long series of Presidential flip-flops on critical national issues. However, it does adhere to the pattern which can be seen in so many of his Administration's policies—a pattern which might best be described as, "One Step Forward, Two Steps Backward; Heads We Win, Tails You Lose . . . Gotcha!"

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# THE ACTIVITY TRAP

by George S. Odiorne, Professor of Management, University of Massachusetts

Some of the largest and most affluent corporations are caught in an insidious trap. It is called the Activity Trap, and it afflicts small and large corporations alike. It even extends beyond the business world: government, schools, hospitals, churches, even families.

Unless victims are aware of it, the Activity Trap will ensnare the wisest, most experienced old hands.

What is the Activity Trap?

It's the abysmal situation people find themselves in when they start out for what once was an important and clear objective, but in an amazingly short time become so enmeshed in the activity of "getting there," that they forget where they are going.

Every business started out to achieve some objective, usually an increasing profit. Resources were assembled from stockholders, loans or savings, and poured into the enterprise. Everyone got busy, engaging in activity designed to carry the organization toward its objectives. Once clear goals may evolve into something else, while the activity remains the same — and becomes an end in itself.

## Goal Becomes False

In other words, the goal moves, but the activity persists and becomes a false goal. This false goal becomes a criterion for making decisions, and the decisions get progressively worse. If this seems complicated, look at some examples of the Activity Trap.

—Quality control directors act as if the enterprise were created so they could shut it down and hold up everything produced yesterday.

—The accountant acts as if the business were created so he could keep books on it. No longer does he keep books so the boss can run it better.

—The sales manager acts as if there were no problems that couldn't be solved by more volume. Sales go up, but profits fall.



George S. Odiorne

—Production men get tonnage out the back gate by shipping junk, or using wrong labels and faulty addresses, then ride the backs of the help to get more production out tomorrow.

—Personnel managers behave as if the entire purpose of hiring all those people, providing them with tools and equipment, and building a plant was so the personal department could make them happy.

—The labor relations director acts as if the company were formed so he could fight with the union officers.

Meanwhile, the stockholders and the president sit atop the mess wondering where all the profit went.

The Activity Trap is a self-feeding mechanism if you don't turn it around. Everybody becomes emotionally attached to some irrelevancy, and does his job too well.

Its ultimate stage is reached when the president himself loses sight of why he's in business, and demands more and more activity, rather than results. He adds layers of professionals to help him control the activity. Large

corporations have acres of lawyers, each outstripping the other in preventing everybody from producing anything. Profits decline and the president adds a battery of accountants. So what happens? Considerable accounting is produced; costs go up. Engineers fight engineering problems by hiring more engineers, each with a technical opinion designed to prevent something from happening someplace else in the firm. Many professionals spend their entire working life taking in each other's administrative laundry, creating jobs and administrative hierarchies to generate more activity that is increasingly unrelated to the purpose of the company's existence.

Churches, too, become enmeshed with covered dish suppers and basketball leagues — activities generating little other than indigestion and fat feet.

Families get so entangled in the mechanical process of living that they forget what families were started for. They tell of the perfect housewife whose kid got up at night to go to the bathroom. When he came back his bed had been made.

Service clubs spend more and more time exhorting the members to "support this activity" with no hint of a worthwhile payoff.

## Activity Becomes Destructive

Meanwhile, all this activity costs up resources, money, space, budgets, and human energy like a moth tapeworm.

While it's apparent the Activity Trap cuts profits, loses ball games and fails to achieve missions, it has an equally dangerous side effect on people: They shrink personally and professionally.

Take any boss and one of his subordinates. Ask the employee to write down what specific results he thinks his boss wants him to produce in the next quarter. Now ask the boss, "What results would you like to see that we produce next quarter?" The average manager and subordinate won't agree on results sought, while they may

reasonably close on activities to be conducted. Answers will differ and the differences will cause the subordinate to shrink essentially in his potential. Research shows that:

1. On regular, on-going responsibilities, the average boss and subordinate, caught in the Activity Trap, will fail to agree on expected outputs at a level of 25 percent.

2. At the same time, resulting from this failure to agree on regular responsibilities, they will also disagree on what the subordinate's major problems are at a level of 50 percent.

3. The worst gap of all is the failure of boss and subordinate to agree on how the subordinate's job should be improved. On this latter count, they fail to agree at a level of 90 percent.

As a result, nothing really changes in the way things are done. The environment changes, the "customers" change, the values of employees change. But the methods remain static and the organization crippled by its outdated acts of its own employees.

## Human Consequence

The human consequence is that employees shrink. The organization drains its people of their zap, and ends itself employing pygmies. They look like real people, wear neckties, drive cars and pay taxes, but they are performance midgets. They nod their heads when the boss chastises them, but know they have been cheated. They are stabbed daily in duels they didn't know were under way. Trees fall upon them, and then somebody yells "timber!" Their defensive response? They become inactive.

They double their energy when they have lost sight of their goal. They may be chastised, or even fired, for doing something wrong when they didn't know what "right" was to begin with. They run a race without knowing how long the track is. They wonder if it's time to spring for the wire, but they can't guess when, because it might be a 100-yard dash or the Boston Marathon.

The effect is cumulative. Because they don't know the ordinary objectives of their job they are hit for failures growing out of not knowing what spells success. This produces a reluctance to discover problems, for the

problems they discover may be attributed to their own shortcomings. Suggesting something new is such an environment is risky. Better to stick with the old activity. Looking busy becomes safer than being productive.

The tendency toward activity is not inevitable, if top people try to circumvent it. The law of gravity is always with us, but some people build bridges.

## Good Leadership System

In America's best managed organizations, the management has leadership systems that concentrate on output and results. In such organizations, every manager and subordinate manager periodically sits down and talks about "what are you going to produce for me next quarter or next year?" The two talk about objectives, outputs, results, and indicators until they agree on what the future shall hold. One of the parties then confirms the agreement with a memo. Now, when the curtain goes up, both actors have the same script: this improves the quality of the acting considerably.

—The emphasis is on output, not activities.

—Every person knows what is expected of him, and can tell immediately how well he is doing.

—He knows he is responsible for results and has committed himself to trying to achieve the objectives.

—At the end of the period, the manager and subordinate sit down once more and talk again. "Here is what you said you were going to produce. How well did you do, and what are you going to do next quarter?"

## Top Man Is Key

The key man in this type of productive organization is the top man. He determines that the organization will be managed by objectives, not activity. He determines the corporate objectives and strategic goals. The subordinate managers define their operational objectives to fit those top level goals and strategies. The top man should not be involved in day-to-day operations, but should manage them by the objectives he accepts.

Nonbusiness organizations need explicit objectives, too. Families with defined objectives can get off the backs of their offspring, permitting wider latitudes in activity and behavior if the end result is good.

Service clubs find that definite objectives attract resources and manpower for their achievement.

Virtually any organization can get caught in the Activity Trap, because the bait is so alluring. But the security of the Trap is inherently false and the rewards diminish at an accelerated rate. Organization, after all, is not an end in itself; it is a means for achieving specific objectives. To accomplish this, the participants — if they themselves are to survive — must eventually get down to business rather than the "busyness" of the Activity Trap.

## Labatt Report

John Labatt Ltd., which includes Ogilvie Mills, Industrial Grain Products and Catelli, Ltd. (Canada's largest pasta producer) among its operations, showed a decrease in income for the three months ended July 31. For the first quarter of the company's current year, Labatt had net income of C\$12,742,000, against C-\$14,239,000 in the same 1979 period. An extraordinary charge reflecting a loss on the sale of a subsidiary reduced the first quarter earnings this year by C\$1,950,000 to C\$10,792,000 equal to 85¢ a share on the common stock, against \$1.16 in the prior year. Net before the charge was equal to \$1 per share.

Revenues of Labatt for the three months ended July 31 were C\$388,731,000, compared with C\$331,413,000 year earlier. The company is a leading Canadian brewer and food company.

## Your Share

• Your share of 1981 budget, if cost of running federal government were allocated equally among all U.S. households, would be \$7,559.

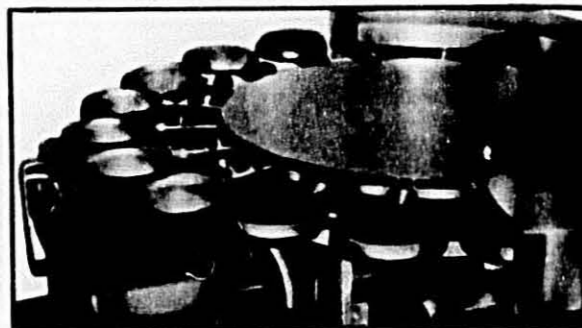
For comparison, average family in 1981 is expected to spend \$4,338 on food, \$3,699 on housing, and \$1,376 on clothing.

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## Clermont's Dough-Skin Processor

produces up to 600 per hour. Makes round skins from 4" to 9" in diameter, also makes square or other shapes by simply changing dough discs. Operates automatically, requiring only 1 operator.

Model No. MA-M-100-1



## Clermont's Skin Oven

bakes 4,000 to 5,000 skins per hour—for Crepe Suzettes, Manicotti, Egg rolls, Blintzes or other similar products. Two rows of baking pans pick up batter and slowly pass through oven. Doughskins are removed by vacuum, conveyed to operator for filling with cheese, meat, fish, fruit, vegetables.

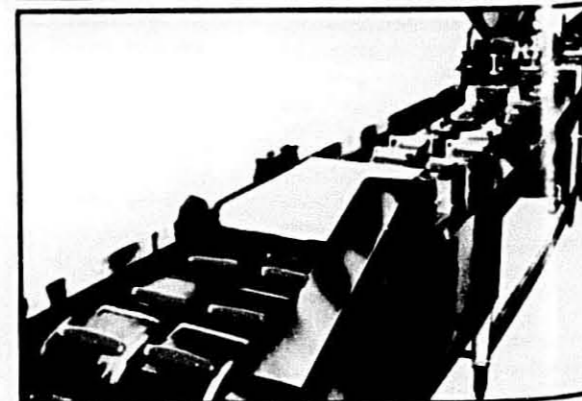
Model No. MA-M-200-2



## Clermont's Automatic Crepe/Filling Machine

makes and fills Crepes, Manicotti, Egg Rolls, Blintzes, Cannelloni automatically at 2,500 to 3,000 per hour. Doughskins are baked, filled, turned and rolled into completed form and discharged ready for packaging at the rate of 2,500 to 3,000 per hour.

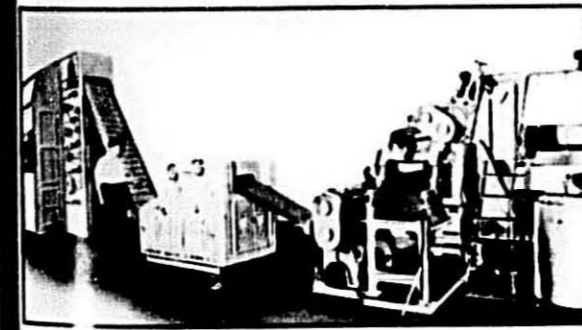
Model No. MA-M-300-3



## Clermont's Sheet Former

receives dough ingredients, mixes and processes it through rollers to form an elasticity sheet that is used for products such as: Egg Roll Skins, Won Ton, Noodles, Matzoh, Salt Crackers, Cracker Meal Potato Chips, etc.

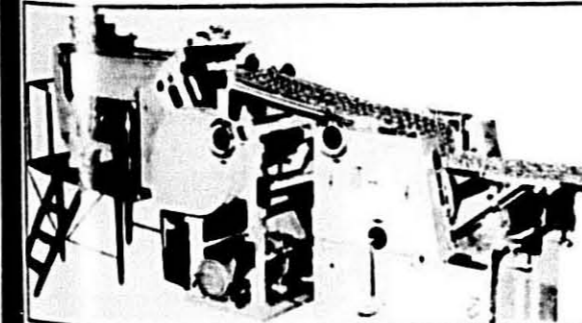
Model No. ASF-1



## Clermont's Sheet Former/Noodle Cutter

produces up to 3,000 lbs. per hour. Fully automatic. Mixes dough and forms a sheet of dough 20" or 40" as well as intermediate widths approximately 1/4" thick. The sheet is then fed into the noodle cutter. Adjustable rate of production to 600, 1,000, 1,600 or 3,000 lbs. per hour. Complete facility is operated by one man!

Model No. ASF-2



## Clermont's Chip Machine

produces up to 360,000 potato chips per hour. Fully automatic, the machine receives, mixes all ingredients and feeds continuously in a straight line, a series of rollers which in turn forms a sheet to the desired thickness, then cuts and fries. Packaging accessories available.

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## Hayssen Ultima

Hayssen Manufacturing Company has announced the Hayssen® Ultima™, a new generation of Vertical Form, Fill and Seal Packaging Machinery. This is a part of the company's previously stated major research and development commitment to be followed by other new product introductions in the near future.

Hayssen's president, F. E. Pringle, in announcing the Hayssen Ultima line of Vertical Form, Fill, Seal equipment, stated, "It involves a completely new technology for which U.S. and foreign patents have been granted or applied for. This technology allows the machines to produce higher packaging speeds, greater packaging efficiency, and in many cases may lower packaging material costs significantly. In fact, we expect speeds to double and material savings of 25% in many applications. In addition, the machines are physically smaller, simpler and easier to maintain."

This is achieved through many new and revolutionary principles of design including:

**A new concept in packaging material handling**

This new system measures, forms and pulls, while all conventional methods form, pull and measure the packaging material. This unique difference significantly reduces the web tension required in the forming operation.

### "On Demand" Operation

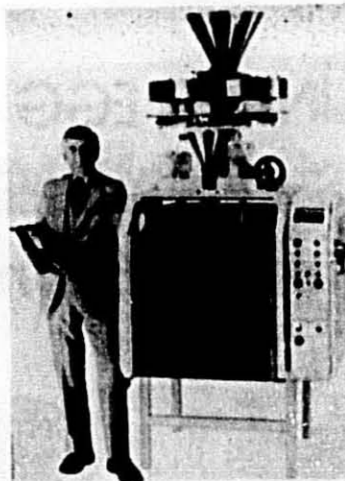
The main drive and transmission run continuously and individual machine functions are executed "on demand" signaled by an external source such as a product feed system.

### Microprocessing Control

All control functions utilize Hayssen's new and exclusive DECA V (MPLS) Microprocessor based pre-programmed logic system which provides digital thumbwheel switches for all function changes.

### Advantages

Such unique developments result in speeds in excess of 120 bags per minute, better package appearance, the ability to use lighter and less expensive gauges of packaging material all with greater efficiency. These advantages can provide a substantially increased return on investment.



The Hayssen Ultima Vertical Form, Fill, Seal equipment has been through a rigorous testing program in Hayssen's development facilities and in several field locations.

In addition to basic general purpose machine models, dedicated machines for certain industries such as coffee, rice, beans, popcorn, frozen food, etc. are being offered.

Most models of the Hayssen Ultima are now available for short delivery.

Hayssen Manufacturing Company, a Bemis Company Subsidiary, has been a leader in automatic packaging machinery and systems for 70 years. Major product lines include horizontal and vertical pouch packaging, custom overwrapping machines for the paper industry, vacuum packaging, as well as general overwrapping, blow molding and plastic container forming. Hayssen's headquarters and main plant are in Sheboygan, Wisconsin. Additional manufacturing operations are located in Clifton, New Jersey, Thetford, England, and Zingonia, Italy.

For further information contact: Mer Rusch, Hayssen Manufacturing Company, Sheboygan, Wisconsin 53081 - Phone (414) 458-2111.

### White Forms Micro Computer Design Firm

Homer S. White announces the formation of a consulting electronic design firm. Homer S. White Micro Systems will specialize in the development, manufacture, and servicing of micro computer systems for the con-

trol of automatic machinery in the packaging machinery, food, textile, and tobacco industries.

In addition to designing micro computer systems, the firm will offer maintenance and troubleshooting services to owners of existing electronic systems. In-house facilities will be available for production of complete control systems as well as individual printed circuit boards.

White has been in the vanguard of the application of micro computers, especially in the packaging machinery field. Immediately prior to entering private practice he was Senior Engineer for the Wright Machinery and Bartelt Machinery Divisions of Reham Corporation and prior to that he was with Woodman, Inc.

While at Wright Machinery, White developed microprocessor based control systems for the Mon-O-Bag® form/fill/seal packaging machinery line. Other achievements included development of a microprocessor based system for displaying weight data from feed-weight equipment and interfacing into minicomputers for management data collection.

White is the holder of U.S. patent #3,443,651 for a weighing scale for packaging machinery, assigned to Woodman, Inc. The scale has been widely used on Woodman machinery for 12 years.

White received a B.S. in Physics from Georgia Tech. in 1957. He resides in Durham with his wife, Glendle and two children.

Offices of Homer S. White Micro Systems are located at 421 Apes Highway, Durham, North Carolina 27713; telephone 919-544-2111.

### New Triangle Casing System

A self-contained casing system for flexible pouches that eliminates all handpacking by integrating a variety of functions is now available from Triangle Package Machinery Co., Chicago, Ill.

Synchronized with typical form-fill-seal packaging machines, the Triangle Flexicaser erects boxes fed from its own magazine, accumulates and loads packages, seals and discharges boxes. Electronic sensors sequence each operation.

According to Triangle, the Flexicaser is supplied only as a complete

## CONTINUOUS BELT STORAGE SYSTEMS

Allowing Constant Accumulation of Non-Free and Free Flowing Products from One or More Processing Lines

### PROCESS ADVANTAGES:

- Permits greater line yields. Packaging line breakdowns do not cause process line shutdowns
- First product in is first out
- Allows single 8-hour packaging shift on 24-hour/day line
- Very uniform product discharge rates
- Automatic feed, accumulation and discharge with little or no breakage of delicate and fragile products such as flakes, chips, pellets, expanded beans, noodles, frozen foods, etc.



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system package, manufactured, installed, serviced and warranted by the company.

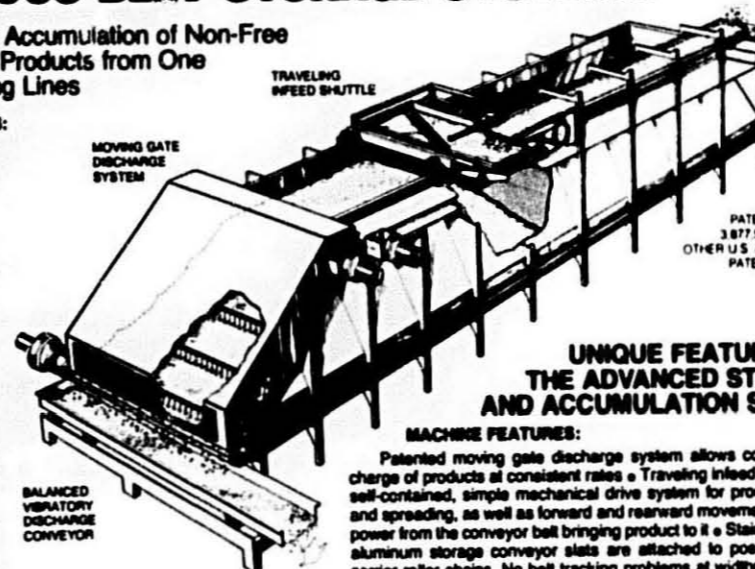
In addition to eliminating handpacking, the Flexicaser often uses less labor and may produce stronger boxes than top-loaded varieties. Boxes are side or end-loaded with closures for rigidity. Packages are fed through a transition magazine to assure proper bagging and, thus, a sturdier container.

The Flexicaser accommodates a variety of package sizes in a range of container dimensions.

In speed, the unit handles up to 240 packages per minute. Changes in bag count or configuration or box size can be made simply and quickly.

The Flexicaser line was recently acquired by Triangle from Creative Machinery Design, San Jose, Cal., a firm that designs specialized equipment for the carton and corrugated industry.

Now manufactured and marketed worldwide by Triangle, additional information is available by writing: Triangle Package Machinery Co., 6655 W. Diversey Ave., Chicago, Ill. 60635.



### UNIQUE FEATURES OF THE ADVANCED STORAGE AND ACCUMULATION SYSTEM

#### MACHINE FEATURES:

Patented moving gate discharge system allows controlled discharge of products at consistent rates • Traveling infeed shuttle uses self-contained, simple mechanical drive system for product sensing and spreading, as well as forward and rearward movement. It obtains power from the conveyor belt bringing product to it • Stainless steel or aluminum storage conveyor slats are attached to positively driven carrier roller chains. No belt tracking problems at widths up to 15' • Dynamically balanced vibratory discharge conveyor requires no sensing devices or level controls. Products are discharged in a very uniform stream • Single, double or triple storage levels.

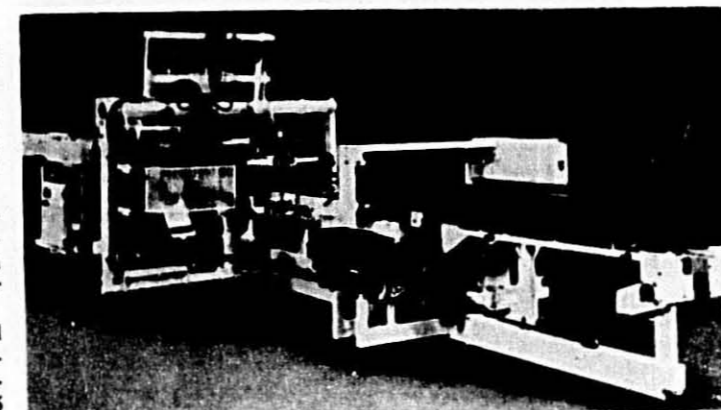
### Noise Analysis Surveys

To focus increasing attention on minimizing the cost of reducing in-plant noise to meet current and pending standards, the consulting acoustical engineering firm of Donley, Miller & Nowikas, Inc., as a service to industry, offers a "Fixed Fee Noise Analysis Package." Use of this low cost, yet highly useful, service will enable industry to initially determine what

steps need to be taken to meet present and potential noise standards.

The "Fixed Fee" package is not intended to replace comprehensive noise analysis surveys also offered by the firm.

DM&N is the first consulting acoustical engineering firm to offer this Fixed Fee Noise Analysis Package. This offer is ideally suited for firms of 200 employees or less. Cost of the basic package is less than \$1000.



Flexicaser Line

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### CLASSIFIED ADVERTISING RATES

Want Ads \$1.50 per line  
Minimum \$5.00

FOR SALE: Demeco used presses, spreaders. For information write P.O. Box 336, Peotone, IL 60667.

WANTED: Used Gaubert Packing Machine. The machine does not have to be in working condition. We are particularly interested in the frame and the scale mechanism. The scale mechanism must be in repairable condition. Contact Bill Griffin, Ranco Foods, Memphis, Tennessee — 901-272-1705.

### Coming Events:

International Durum Forum  
Ramada Inn, Minot, North Dakota  
November 11-12

National Food Brokers  
Association Convention  
Las Vegas, December 5-10

Short Course on Food Law  
University of Minnesota  
December 8-9, 1980

N.M.M.A. Winter Meeting  
Boca Raton, Florida  
February 4-8, 1981

N.M.M.A. Technical Seminar  
Radisson South, Minneapolis  
April 27-30, 1981

77th Annual Meeting N.M.M.A.  
La Costa, Carlsbad, CA  
July 12-16, 1981

### Appointment

James J. Winston of Winston Laboratories Inc. and Director of Research for the National Macaroni Manufacturers Association has been appointed referee on information on pasta products by the U.S. Technical



### Dusseldorf '81

Dusseldorf, West Germany  
May 14-20, 1981

150,000 visitors from over 100 countries

Every three years the international packaging and confectionery industries

Advisory Group of the International Standardization Organization through the American National Standards Institute.

This organization co-ordinates research work done on an international basis and submits them to different individuals who are appointed to review the submitted data. The A.O.A.C. is the administrator of the Technical Advisory Group which receives proposals, distributes them to interested parties, reviews comments, and supplies a U.S. response.



James J. Winston

tries meet at Dusseldorf, West Germany, for the largest industrial fair of its kind in the world. Close to 150,000 visitors from more than 100 different countries will attend in 1981.

Interpack '81 brings to one location the latest technology and know-how as developed by every modern industrial nation in the world.

Interpack is traditionally the world's fair where important developments are introduced for the first time. New materials and processing applications covering every aspect of packaging will be shown.

### Group Tours

To facilitate travel for U.S. and Canadian visitors, several organizations are sponsoring group travel plans to Interpack '81. These include a wide variety of plans that include hotel and airline arrangements, substantial savings. The plans are flexible and allow for individual preferences and return dates as well as immediate stops.

Some of the associations sponsoring special travel programs for Interpack '81 include the following:

- The Packaging Institute - U.S.A.
- The Western Packaging Association and Packaging Association of California
- Packaging Digest Magazine
- Packaging Association of Canada

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