

**THE  
MACARONI  
JOURNAL**

**Volume 42  
No. 5**

**September, 1960**



# Macaroni Journal

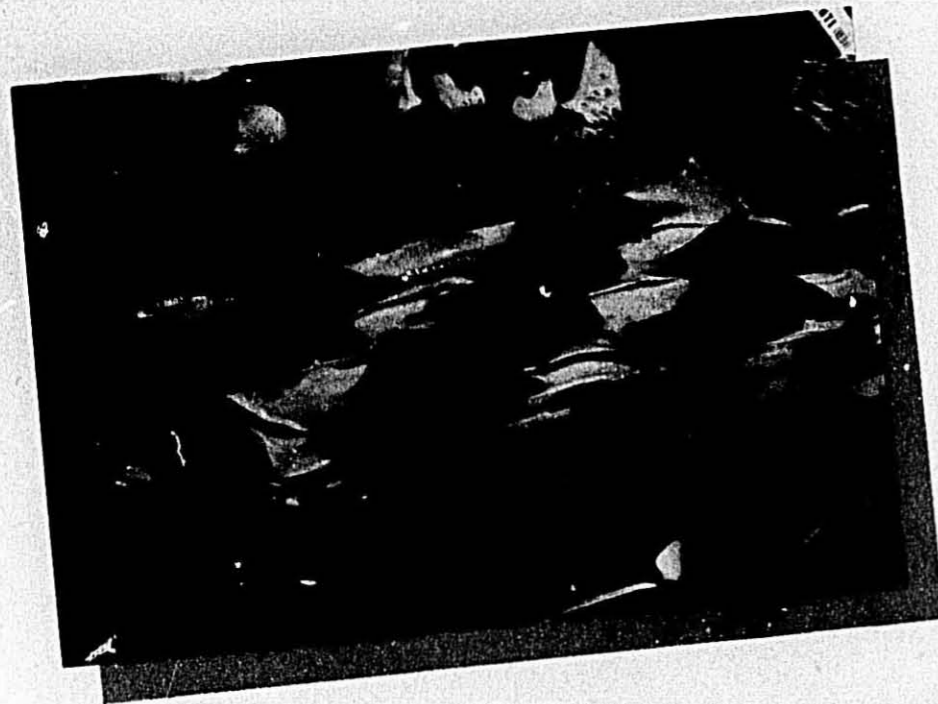


SEPTEMBER  
1960



does your product have  
**Take-me-home  
 use-me-now appeal?**

It will, if it's in a Rossotti-designed package, because ROSSOTTI gives it that just-packed look with the locked-in flavor! Helps it sell over related products, too!



ROSSOTTI builds mechanical efficiency into your package for increased strength and stack-ability. Gives it a lastingly clear printing surface with colorful appetite appeal. Hammers home your selling message until the last ounce of macaroni is used! Why not package your product for increased selling power? Write us today to learn how.

**Rossotti**

"FIRST IN MACARONI PACKAGING"

*A reliable source of supply since 1898*

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**LOOK FOR Amber**

Amber color means quality when you buy Semolina and Durum Granular.

Uniform amber color, every shipment, helps you maintain uniform quality in your products.

Amber's Venezia No. 1 Semolina and Imperia Durum Granular are amber color . . . uniform amber color . . . every shipment.

BE SURE . . . SPECIFY AMBER

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 MILLING DIVISION

**FARMERS UNION GRAIN TERMINAL ASSOCIATION**

MILLS AT RUSH CITY, MINNESOTA • GENERAL OFFICES, ST. PAUL 1, MINNESOTA  
 SEPTEMBER, 1960



# The MACARONI JOURNAL

September, 1960

Volume 42, No. 5

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## Cover Photo

Tudy Golden peers through spaghetti strands to take a look at future prospects.

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THE MACARONI JOURNAL

## Future Prospects for the Macaroni Industry

by Neal M. Conley, graduate student in Business Administration,  
School of Commerce, Northwestern University.

CONSIDERABLY less effort has gone into attempts to improve macaroni marketing techniques than has gone into development of macaroni production methods, and as a result, there is a lack of basic market research data. Considerable work remains to be done in this industry on such things as motivational research, scientific sampling of markets, and test markets. There is need for research to improve product acceptability and convenience which in turn must be based on sound answers to the questions of why people do or do not buy macaroni products. The industry is slightly below average in its advertising expenditures, but spends little or nothing on market research.



Neal M. Conley

### Strong Domestic Demand

Nearly all of the demand for American-made macaroni is domestic. In 1959, less than one-half of one per cent of total production was exported, mostly to Mexico and Central America. Imports almost exactly balance off exports and are sold entirely to the "die-hards" among consumers who feel that the Italian product is superior to the American.

Last available figures for domestic civilian consumption in terms of retail dollar value are for 1958 and give \$312,300,000 as total sales through all channels, including institutional. Of this amount, \$211,500,000 or 68 per cent, was accounted for by packaged sales through grocery and combination stores.

With the steady rise per capita personal consumption expenditures since World War II, an increasing interest in the nutritional element of diet, especially regarding protein, has become apparent, while so-called "fattening" foods such as cereals (including macaroni) are decreasing in popularity. Although it may be questioned whether proteins are non-fattening, the fact that the American consumer feels it is so and also feels that macaroni is fattening, creates a consumer frame of reference which macaroni makers have fought to overcome. Emphasis is placed on the nutritional aspects of the products, especially when used as components of recipes including meat or cheese. Promotional efforts list them as excellent sources of protein.

In making an analysis of domestic demand forces that affect sales of ma-

pressed for a period of, say one year or longer, that the price of foods to all income levels would become of more significance than at present.

Brand-by-Brand listing of advertising expenditures for grocery products as published by Food Field Reporter shows that the industry spends 1.6 per cent of its sales volume for advertising which compares unfavorably with two per cent for the food industry as a whole in the United States. We have not been able to obtain data which indicates how advertising for macaroni has varied over a recent period of years, but it has been found that macaroni products currently represent less than one per cent of total supermarket sales and give such a store average margin on sales. We believe that this low demand coupled with high competition keeps prices low and makes manufacturers unwilling to risk much money on promotion. When a manufacturer tries to "go it alone" with his own advertising campaign, he is considered to be a radical by the rest of the industry because he is attempting to create a preference for his product over another. Such advertising traditionally has not been done in this industry where each manufacturer is strong in his own region. What the industry needs is promotional effort to increase the desire for macaroni products generically, not by brand.

### Product Improvement

Product improvement has been of constant concern to manufacturers, for they are aware of the need for high quality in their product. Much effort has been made toward developing equipment to produce more uniform products. Differentiation between macaroni products of the same type is practically impossible at present. No brand can outsell another on this point. Therefore, what is needed now is new types of products, such as macaroni breakfast foods, or television snacks (to compete with potato chips), which will take consumers away from other products and increase consumption of macaroni. As a case in point, by emphasizing dehydrated potato products, the potato industry has been able to arrest the downward trend of consumption of their product. Since the demand for durum products is derived from that of macaroni products, we believe

caroni products, the following four factors are important: buyers' income, sales promotion, product improvement and differentiation, and price. It is worth noting that specific information of this sort pertaining to the macaroni industry is quite limited in volume and scope and when available, covers only a small geographical area. This condition contrasts with the abundant information available on the production of macaroni, which is explained by the tangible margin improvement afforded by more efficient equipment. A better margin today probably impresses the local manufacturer more than the long-term benefits resulting from improved marketing practices.

### Sales Influences

An important relation of sales to income is the relation of sales per customer to the income bracket of the customer. A survey made during the Fall of 1956 in Evanston, Illinois, indicated that 10.1 per cent of spaghetti users were in the under \$4,000 yearly family income bracket; 53.8 per cent in the \$4,000 to \$7,999 bracket; and 36.1 per cent in the over \$8,000 bracket. While Evanston probably does not have a representative number of families who fall into the category "Under \$4,000 yearly income" group, in comparison with the national average, it is important to note that the income level of buying families does not have much effect on consumption. We believe, however, that if the national economy were to be de-

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that the durum millers could be persuaded to contribute funds toward such research. Unless some new promotional development is made, long-run demand will continue to be about the same as short demand, with cyclical changes in demand continuing non-existent as they are now. Such a situation makes the selection of appropriate promotional efforts simple.

Investigation of the relation of sales volume to changes in price uncovers an interesting situation. The best information obtainable indicates that there is no price elasticity which is quite remarkable in any consumer goods. This price inelasticity combined with demand inelasticity to keep prices low and reinforces competition in an industry which already is plagued with the problem of over-capacity.

According to the Census of Manufactures, 233 establishments were primarily engaged in production of macaroni products in 1954. Of the 84 establishments employing 20 or more persons in 1954, over half (48) were located in only four states: New York 15, Pennsylvania 9, Illinois 10, and California 14.

#### Regional Business

The distribution of manufacturing establishments shows why macaroni making is considered to be a regional business rather than national. Because of the predominantly regional character of the industry, and wide variations in regional consumption, there are no dominating national brands. The usual pattern is distribution from a central plant in adjacent or relatively nearby areas, with advertising concentrated in local media. Sometimes the acquisition of other companies or the opening of branch plants extends distribution.

Active competition affecting sales of macaroni products stems from two sources: promotional efforts among manufacturers within the industry, and efforts by promoters of other food items such as seafood and cheese which cut consumption of macaroni. Passive competition is found in consumer resistance to fattening or low-protein starchy foods.

The regional nature of competition and the absence of national brand franchises has been mentioned before. If a manufacturer were to create preference for his product at the expense of another, total industry production would remain the same, but if the entire industry did their promotional work to create desire for all macaroni products, the whole industry would benefit. Based upon current observation of the food sections of local newspapers and such trade publications as

Progressive Grocer, it appears that generic promotion of macaroni products is weak. A survey made in Chicago during December of 1952 shows that 62 per cent of all using families served spaghetti at least one to three times per month, and that the greatest regular usage of spaghetti was found in three or four member families. Thus promotions should be aimed at young housewives with children. If consumption could be increased to two to six times per month among consistent users, and cultivated among non-users, it would conceivably double industry demand. All indications point to the need for increased promotional activities on an industry-wide basis. In considering the need for cooperation among the 233 firms in the industry, it would be interesting to study current attitudes by company personnel toward such promotional activities.

The factors of price inelasticity, lack of product differentiation, and high transportation cost per pound (due to low product bulk), combined to make it nearly impossible for one producer to invade another's territory. In addition, some manufacturers have gone to extremes during the busy Lenten season in order to increase sales, even to the extent of discounting their products in special promotions; this of course reduces profit margin. Such a measure would be in order only in the slack season. When demand is strong for religious reasons, a price cut will not increase it.

#### Price Competition

As a result of low demand and lack of product differentiation, chain store and bulk buyers are quite susceptible to price buying, although the ultimate consumer is not. Therefore, the manufacturer must determine a way to distinguish his product and pull the consumer to it. Until this can be done, or per capita demand for all macaroni increased, price competition will keep the industry from further growth beyond that needed to keep pace with the expanding population.

Every indication is that competition from other generic food types such as potatoes, rice, and bakery goods does not greatly affect macaroni sales. Apparently consumers consider macaroni products to be in a category which is separate, although strong promotional activities for seafood, for example, during Lent do attract preferential consumer interest and limit macaroni sales as a result.

At this stage of the industry growth, marketing activities have the greater effect in determining future industry

prosperity, as compared with production aspects.

Although the consumption of macaroni hits a high point during Lent and a low point during the summer months, they are consumed throughout the year by most users.

#### Future Prospects

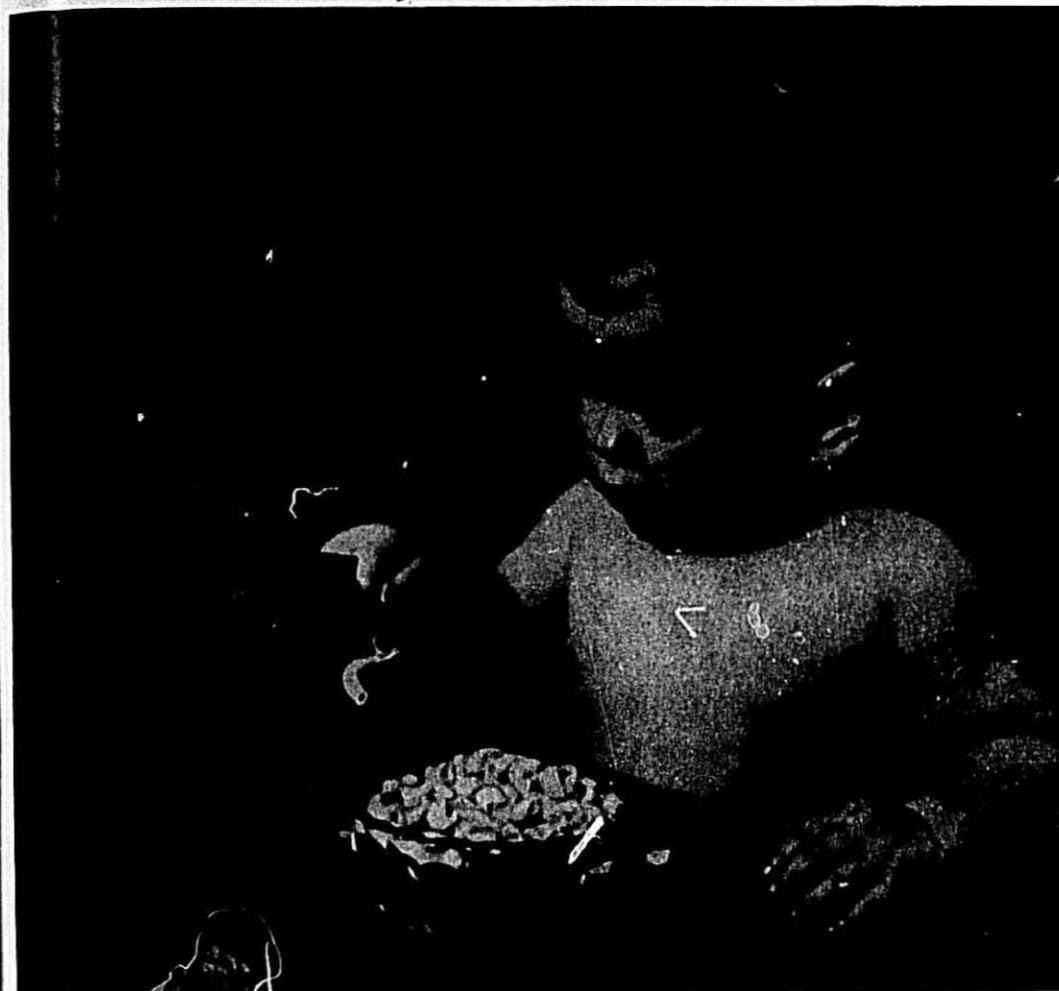
Future prospects for growth in the macaroni industry are favorable. It is important to note, however, that the long term general expansion of our economy, and consequent expansion of consumer income, has shown a trend in the demand for foods such as red meat and poultry, and away from wheat products and other starchy foods. In spite of this overall trend, macaroni products have shown an upward trend in per capita consumption since World War II, and it was this dependent variable which we chose to investigate in order to obtain an idea of where the industry is headed.

Since all of the products of the industry are consumer goods, we concerned ourselves with choosing an appropriate, economic indicator to use as a bench-mark for the macaroni industry. Disposable personal income was considered first and discarded for three reasons: (1) inelasticity of price due to consumer indifference to brand and price; (2) lack of close income-consumption relationship; and (3) only a fair relationship between these two variables.

Population was the other indicator which seemed reasonable from a common-sense point of view, and after examining the closeness of relationship in a scatter diagram, a slight improvement over the personal income was found. In addition, population as an indicator has the advantage of requiring no adjustment for the effects of inflation. The period 1947 to 1959 was chosen for its homogeneity; the pre-war years were judged too distant in the past to be of help in viewing the near future, and war years 1942 to 1945 were effected by artificial demand conditions. The year 1946 was also judged to be part of the wartime period because of its good relationship to those years and lack of similarity to the years immediately following.

In projecting per capita consumption for the year 1961, there is no change indicated from the 7.2 pounds per person if current demand forces continue as they are. Certainly other factors, which are difficult to evaluate objectively, will affect consumption as well.

Based upon the likelihood that the total economic trend for the country will remain the same in 1961, and that

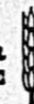


## Companionship...

Eat up, ol' man, it's a beautiful day for a picnic . . . with you, me and macaroni made of Comet No. 1 Semolina. Sharing is fun when you're sharing the kind of quality you find in Commander Larabee's famous durum products.

*From tots to teens—the durum taste is tops!*

**COMMANDER  
LARABEE**



*Durum Department*

A DIVISION OF ARCHER-DANIELS-MIDLAND · MINNEAPOLIS



short-run market influences on the macaroni industry will likewise hold steady, maintenance of current consumption is most probable. Since macaroni is a defensive-type food product, even a severe business recession is not likely to change the picture, but a bad durum crop in 1960 affecting product quality could change consumer views not only for 1961, but for several years thereafter. Shifted consumer demand for food items does not snap back quickly, as evidenced by the 1953-1956 period when durum quality was so poor and consumption low.

#### Two Major Problems

The macaroni industry is faced with two major problems for the next decade: (1) how to maintain the current per capita consumption trend against competition from other products, and (2) how to modify consumers' attitudes and tastes so that a brighter future may be projected. If promotion by other products (such as seafood and potatoes) or increased consumer concern about the fattening stigma reduced demand, or if several bad durum crops create an unfavorable quality condition, consumption may decline. This indicates that the medical profession and consuming public must be sold on the favorable characteristics of macaroni such as its unsaturated non-artery-hardening fats, and crop research continued.

An average of population figures for 1965 and 1970 indicates that the population for 1967 and 1968 will be about 205,000,000. Calculation of consumption for these years by means of an estimating equation gives a figure of 7.8 pounds per person, which will require an increase in total macaroni production of 8.4 per cent over 1959. This substantial rise is based on increased population, which is the major factor operating on behalf of the industry.

The industry will have to keep pace with changing consumer demands during the next ten years, which will probably include the need for such convenience products as instant macaroni and certainly more frozen foods. These new types of products will require basic research into the nature of macaroni, but on the whole, the trend toward greater acceptance of convenience foods will be beneficial to the macaroni industry. Additional installation of automated production equipment will decrease labor force size and further reduce the number of operating units within the industry. Fewer producers may lead to more orderly expansion of capacity, but this tendency will increase the severity of com-



More than 50 per cent of the members of the National Food Brokers Association speak their minds. And the results are studied by adman William J. Gillilan (left) and by Watson Rogers (right), president of the NFBA. The opinion survey was conducted in cooperation with the Market Research Department of Ketchum, MacLeod & Grove, Inc., national advertising agency whose marketing vice president is Mr. Gillilan. Food broker opinion on advertising and promotion practices in the food industry was the chief subject of the study.

petition and necessitate the improvement of marketing techniques to keep pace with increased plant efficiency and product-line improvement. Changing consumer attitudes will be the major problem, but stimulation of the huge latent demand can be accomplished by improved marketing practices of individual companies and industry-wide public relations efforts.

#### Brokers Survey Attitudes

More than 1,000 food brokers all over the nation have "spoken their minds" in a study of food industry advertising and promotion practices.

This represents more than 50 per cent of all the members of the National Food Brokers Association, said Watson Rogers, N.F.B.A. president who announced completion of the survey. It was conducted in cooperation with the Market Research Department of Ketchum, MacLeod & Grove, Inc., national advertising agency which has offices in Washington, D.C., New York and in Pittsburgh, its headquarters.

"We are gratified," he said, "to receive complete replies from so many food brokers. Market research people tell us that in mail surveys of this kind, a return of 15 or 20 per cent would be clear indication of keen interest.

"We thus have had confirmation that advertising, merchandising, and marketing of grocery products are 'hot' subjects and that the overwhelming

majority of brokers have something to say about them."

Mr. Rogers explained that earlier this year, 40 of the nation's leading brokers were personally interviewed by Ketchum, MacLeod and Grove. Those interviews uncovered areas of interest and "hot spots" and were the basis of the lengthy questionnaire distributed to all N.F.B.A. members in late spring.

The questionnaire asked for facts and opinions primarily on advertising agency practices, with emphasis on such problems as localization of advertising and in-store promotions; usefulness of display materials; lead-time on promotions.

Data is now being put into IBM cards, in preparation for exhaustive breakdown and analysis in the Ketchum, MacLeod & Grove research department. Results will be announced during the fall and winter.

"It is no secret," Mr. Rogers said, "that relations between advertising agencies and food brokers have sometimes been unhappy, if not, indeed, strained.

"We believe this survey will get to the root of the complaints and provide solutions for problems which have been troublesome for agencies, for brokers, and for advertisers as well.

"Because the survey clearly represents the opinion of all food brokers in the nation, the results will be significant."

#### Volume Doubles

H. pointed out that the volume of dry groceries handled through brokers has more than doubled during the past 10 years. He said that brokers now handle well over 75 per cent of all processed foods and grocery products. The products they handle represent retail sales of \$14 billion annually.

"It is well known that, although there have been many significant developments in grocery distribution during the past 10 years," Mr. Rogers said, "there have been few noticeable improvements in the working relationship between these two vital marketing forces—food brokers and advertising agencies. We—the N.F.B.A. and Ketchum, MacLeod & Grove—believe this survey's findings will point the way for such improvements."

#### Swiss Surpluses

Switzerland will provide \$14 million worth of surplus dairy products for distribution to under developed countries. The distribution will take place over the next three years and will be handled by international relief organizations.



Recipes in 5 cookbooks



Recipes in newspapers



Recipes in special booklets



Personalized recipe service

## How Betty Crocker is helping you make more sales

Betty Crocker encourages homemakers to serve spaghetti, macaroni and noodle main dishes often with scores of intriguing recipes in all five of her popular cookbooks. Popular cookbooks? Yes sir! Nine million homemakers now use them regularly.

General Mills sends spaghetti, macaroni and noodle recipes and photographs to newspaper food editors across the country for use in their columns.

Betty Crocker creates special recipe booklets for promotion-minded manufacturers to distribute to their customers. Ask for the new, full color macaroni, spaghetti and noodle recipe booklet from your General Mills salesman. (Available in U.S.A. only—at less than printer's cost.)

A consultant to America's homemakers she provides advice and recipes for macaroni products. Last year, through her Phone and Personalized Letter Service alone, she helped 10,000 women prepare tastier meals.

Helping pave the way for each call your salesmen make is America's first lady of food, the highly-respected Betty Crocker of General Mills.

She shows your customers how to use your macaroni in glamorous main dishes for company-style entertaining. And she demonstrates how they can economize with noodle hot dishes. She tells them how easy it is to fix new spaghetti meals, how delicious and nutritious macaroni products are. And the women believe and buy because Betty Crocker helps them in creating a variety of macaroni dishes . . . dishes that already have proven to be popular with American families.

**DURUM SALES**

Minneapolis 26, Minnesota





## European Study Tour

PLANS for a European Study Tour were announced at the recent Chicago convention.

A month in Europe—to see the outstanding macaroni plants, macaroni equipment at the Milan Fair, meetings with our European counterparts, packaging displays at the Hanover Fair, and all of the tourists sights will be seen. This trip is available to members of the National Macaroni Manufacturers Association, Associate members, and their immediate families.

At a luncheon meeting at the convention Dr. Angelo Giaroli, Italian Trade Commissioner in Chicago, invited the delegates to see the beauties of his country and to learn from the business men there.

Mr. Rudy Moor of Buhler Brothers in Uzwil, Switzerland, with his American headquarters in Minneapolis, pointed out in his words of invitation that visitors any place away from home are bound to pick up new ideas and observe different ways of doing things. "One idea may more than pay for the cost of the entire trip," he said. "And in addition," he added "there will be many pleasant memories."

Charles F. Moulton of the Lehara Corporation in New York, representatives in America for the M. & G. Brabant Company of Milan, extended an invitation from his principals to the delegates to see the sights of Italy, Switzerland, Germany, and France.

Movies were shown of the Milan Fair and the lake region of Northern Italy.

The proposed itinerary was outlined as follows:

Saturday, April 15—Fly New York to Rome.

Sunday, April 16—Arrive in Rome in the morning. Check into Hotel Mediterraneo. After city tour including Colosseum.

Monday, April 17—Morning city tour of Rome including the Quirinale Palace. Afternoon visit to the Pantanella macaroni plant.

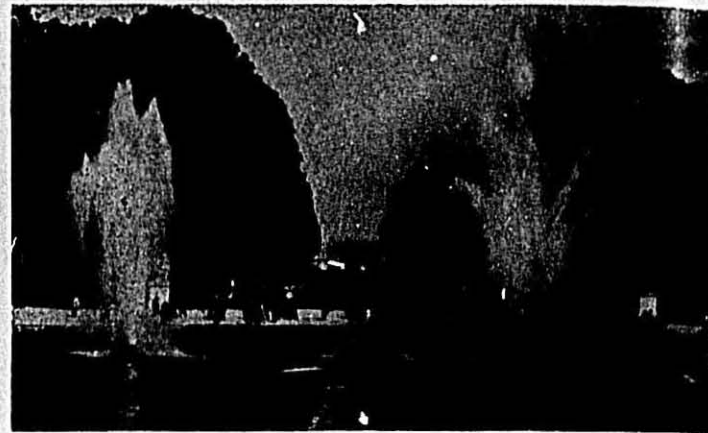
Tuesday, April 18—Morning at leisure for personal activities. Afternoon meeting with the General Confederation of Italian Industries, Confindustria, Piazza Venezia, 11.

Wednesday, April 19—Day of leisure in Rome.

Thursday, April 20—To Perugia by motor coach via Assisi to visit the famous sanctuary. Stay at Hotel Brufani.

Friday, April 21—To Florence by morning motor coach via Lake Trasimeno. Arezzo. Stay at Hotel Savoy.

Saturday, April 22—Full day to see Florence including Uffizi Gallery and Fiesole.



Fountains play in Versailles Garden.—(French Government Tourist Office)

Sunday, April 23—Florence—day of leisure.

Monday, April 24—to Bologna by motor coach via Pistoia, Passo della Collina, Porretta Terme. Visit the Ghigi macaroni factory. Dinner at the famous Papagallo Restaurant. Hotel Majestic for the night.

Tuesday, April 25—To Parma by motor coach via Modena, Reggio Emilia. Visit the Barilla plant, 225 tons daily.

Wednesday, April 26—To Cernobbio and the Hotel Villa D'Este via Didenza, Piacenza, Milan and Como.

Thursday, April 27—Excursion to Milan to visit the city and the Fair.

Friday, April 28—Seminar at Milan Fair with Associazione Italiana Industriali Pastificatori.

Saturday, April 29—Depart Milan by rail for Lucerne.

Sunday, April 30—Lucerne city tour, leisure.

Monday, May 1—To Zurich by motor coach. Visit Buhler Brothers at Uzwil. Return to Zurich, Hotel Savoy.

Tuesday, May 2—To Stuttgart by motor coach via Rhine Falls at Schaffhausen. Stay at Hotel Graf Zeppelin.

Wednesday, May 3—Visit the Birkel and Drel Glocken plants.

Thursday, May 4—To Frankfurt by motor coach via Heidelberg and Mannheim, where GEG has a Hesser installation. Hotel Frankfurterhof.

Friday, May 5—Visit Haller plant at Friedrichsdorf.

Saturday, May 6—Attend Hanover Fair. Round-trip by rail.

Sunday, May 7—Day at leisure in Frankfurt.

Monday, May 8—Visit Sonnenwerken at Seesen. Leave on evening sleeper for Paris.

Tuesday, May 9—Arrive in Paris in

morning. Check into Hotel Ambassador. Afternoon excursion to Versailles.

Wednesday, May 10—Morning tour, modern Paris. Afternoon visit to Grand Moulins de Corbell.

Thursday, May 11—Investigate Paris on your own.

Friday, May 12—Full day excursion to Fontainebleau.

Saturday, May 13—Day at leisure.

Sunday, May 14—Depart by evening plane for New York.

Air fare, economy class jet, runs \$583.20—based on a round-trip rate from New York to Paris and return with a one-way fare from Paris to Rome included. A chartered plane for the study group could cut this cost in half but it would take a group of 75 to charter a piston driven plane that makes the trip in 14 hours or 125 persons to charter a jet to make the trip in seven and one-fourth hours.

Land travel would be by private motor coach, accompanied by an experienced multi-lingual courier, plus an occasional overnight train ride as indicated. Land transportation plus superior first class hotel accommodations with two in a room, and Continental breakfasts would run about \$500.00 per person.

European travel will be heavy next spring, so arrangements are under way to provide transportation and accommodations. The National Macaroni Manufacturers Association is requesting a deposit for firm reservations in order to make the payments necessary to hold plane and hotel reservations. Full details are available from Robert M. Green, Executive Secretary of the Association, at Box 336, Palatine, Illinois.

There is something special  
about Macaroni products made from

*King Midas*

Let's have "something special" is the phrase that is heard more and more often from New York to L.A. Let's have a different kind of meal—but with lots of appetite and health appeal. Let's have a meal that satisfies all the family all the time. Everyone knows that macaroni products are economical—but do they know that they can be "something special" dishes too. They meet all the requirements of big-family budgets to the most exacting taste of the gourmet. To obtain that "something special" in your products use the finest—use King Midas.



*King Midas* DURUM PRODUCTS

MINNEAPOLIS  MINNESOTA

SEPTEMBER, 1960





Macaroni students in Swiss school.



Cooking characteristics are studied in the classroom.

### Swiss Course in English

The first course to be taught in English at the Swiss Macaroni School will begin January 16, 1961 and run through February 24, 1961.

The course will include laboratory work, history of paste goods, packing and packaging machinery, macaroni manufacturing apparatus and machinery, cooking tests, the physics and thermodynamics of macaroni manufacture and visits to Swiss, German and Italian macaroni factories.

The tuition fee of \$150.00 includes all working material needed for the course, such as handbooks, literature and printed lecture sheets. Travel expenses for factory visits will amount to \$50.00. Board and lodging reservations can be made through the Macaroni School at a cost of approximately \$5.00 per day.

The complete program for the course in English and an application form may be obtained by writing to the Swiss Macaroni School, Tellstrasse 2, St. Gallen, Switzerland. Further information can also be obtained from Buhler Brothers, Inc., 130 Coolidge Avenue, Englewood, New Jersey.

### Macaroni in South America

The largest macaroni manufacturers in Chile are controlled by families of Italian descent. Durum semolina is considered to be the essential raw material, and sufficient durum wheat is grown nationally to supply current needs.

In Brazil and Peru, most of the pasta plants are owned by diversified firms that also operate flour mills. The raw material used is a granular flour made from the prevailing hard winter wheat mill mix. Use of vacuum presses, equipped with Teflon-coated dies, makes it possible to produce acceptable macaroni and spaghetti from hard wheat granular flour.

The millers in Colombia have not been able to produce hard wheat gran-

ular flour of satisfactory price, quality, and uniformity to please the macaroni manufacturers. The government, therefore, permits the importation of hard winter wheat granular flour from the United States. This industry was formerly compelled to use conventional flour milled nationally from imported hard winter wheat.

Consumption of macaroni products in Colombia has increased tremendously due to imported granular flour along with an effective promotional program. The relatively low price of imported granular has helped to hold the consumer cost down to a satisfactory level.

### International Milling Improves Facilities

An estimated \$600,000 is being spent by International Milling Company, Minneapolis, to improve grain handling facilities at its Capitol elevator in Duluth.

The improvements became necessary because of increased grain traffic brought on by the St. Lawrence Seaway.

A new 800 foot steel sea wall is being built to enable the elevator to handle ocean-going boats to full loading capacity at a 27 foot depth. To speed up grain handling at the elevator, a new automatic car unloader is being installed. When completed it will be able to bring a railroad car into the elevator, unload and move it out again in six and one-half minutes.

"The new operation will greatly expedite unloading of cars during seasonal peak movements of grain, and place the empty box cars back in service in one-fourth the time required in the past," stated Mr. M. M. Beeson, Manager.

The new car unloader will be installed and in operation by mid-August. Another improvement now underway is the installation of additional grain spouts higher up on the walls

of the elevator. The new spouting will facilitate the loading of ocean-going boats which stand higher off the water.

"The new spouting will increase our loading speed at the elevator from 8,000 bushels an hour to about 30,000 bushels an hour," said Mr. Beeson.

### Back-to-School Promotion

With the back-to-school migration on the horizon, American Home Foods' late summer and early fall promotion will be aimed at telling mothers all over the country how Chef Boy-Ar-Dee products can help them satisfy their children's hearty appetites with hot, nourishing, easy-to-serve school day lunches.

Products to be spotlighted in the promotion are all children's favorites—Spaghetti and Meat Balls, Beefaroni, Ravioli with Beef, Ravioli with Cheese, and Meat Ball Stew. The five featured favorites will provide a different meal for each day in the school week.

A full-color, two-page spread in the September 27 issue of Look will feature all of these products which provide "a meal in a minute with the Chef's touch in it," and at a cost of only about 15 cents a serving. Throughout the period of the promotion television and radio commercials at the local level, in addition to frequent full-color ads in leading national magazines, will help bring customers to your Chef Boy-Ar-Dee displays.

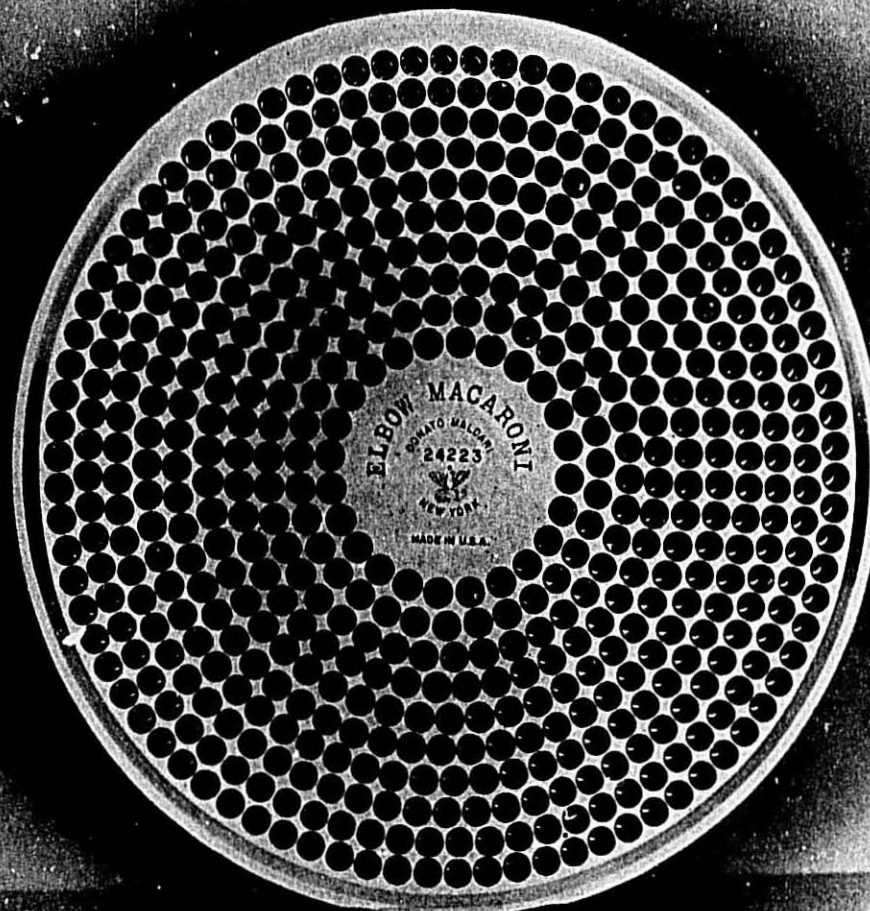
New, colorful backboards, stack cards and shelf hangers will be available as additional sales and profit-building aids.

### Canada's Farm Income

Canada's net farm income dropped by 11 per cent during 1959. All Canadian provinces shared in the decline. Net income was set at a little less than \$1.2 billion. The year before it was \$1.35 billion.

**Maldari Dies are known for Quality, Workmanship, Precision -- and Maldari is known for Service, Reliability, and Guarantee**

Our Fifty-seventh Year



**D. MALDARI & SONS, Inc.**

557 THIRD AVENUE  
BROOKLYN 15, NEW YORK  
U. S. A.

Manufacturers of the finest Macaroni Dies distributed the world over



## The Golden Age of Marketing

by John H. Betjemann, Vice President, A. C. Nielsen Company

If you find yourself exhausted thinking about the frenzied days of change in the 1950's, you had better breathe deeply and brace yourself for an even faster tempo in the 1960's. However, it is this very factor of change itself that will make it possible for the 1960's to become "The Golden Age of Marketing."

### Competition and Change

Every business—from macaroni to tuna fish—operating in this country today is, therefore, more vulnerable to competitive inroads—because the housewife will shift her allegiance quickly to a better product.

In addition, vulnerability is intensified by the availability of powerful mass media, which can quickly make known new product innovations. For example, it is possible, by means of commercials on such television programs as "Gun Smoke" or the opening day of baseball, to introduce and demonstrate a new product to more than 48 million people in a single day! Such products as cake mixes, spaghetti sauce, frozen foods, juice concentrates, and filter tip cigarettes have all grown to major importance within a few short years—generally at the expense of old established products.

The importance of new product developments in the food industry can be seen by observing the consumer sales trends of two groups of selected commodities. Sales of commodities which have not had any significant new or improved product developments in the past ten years, have expanded only 10 per cent.

Commodities which have had real product developments have resulted in a very impressive aggregate sales gain of 78 per cent.

If we ended the testimony here, we would still be understating the importance of new product developments, for the 78 per cent aggregate sales gain is composed of two elements—first, an almost negligible sales gain for the old items in this group of commodities, and, second, a whopping sales gain for the new items themselves.

Specifically, in the commodities with real new product developments, the old established products rose only five per cent in sales, while the new or improved products gained 513 per cent!

Even within product groups we have seen new leaders developed—within a group of 100 food and drug commodities, three out of every ten leading brands were knocked out of first posi-



John H. Betjemann

tion in the last ten years by new brands.

As a consequence of these rapid changes, we believe a company has a greater need than ever before for a skillful, effective marketing organization. Why?

1. To capitalize promptly on product innovations developed by research and development laboratories.
2. To buy time for the company fighting a delaying action when competition has developed a temporary product superiority.

In the years ahead we believe that marketing executives will be faced, more often than in the past, with a set of circumstances like these:

1. Your competitors will be selling excellent products—your product will have fewer demonstrable advantages, and even these advantages, when available, will be short-lived due to the speed with which your competitors will find it necessary to change and to imitate.
2. You will have fewer price advantages due to increased standardized wage rates, standardized use of production equipment, more uniform freight costs, etc.

If these situations do come about—and all trends point in their direction—the "Golden Age of Marketing" will

have arrived. The need for the most skillful possible marketing will be everywhere apparent.

However, underlying all the facts and figures is the human element—advertising and merchandising men, management engineers, marketing experts, sales managers, salesmen, all are people.

So long as we do have personal judgment entering into marketing decisions, we will have different ideas as to how a product should be sold. And as there will always be one way better than others—we will probably always have errors in marketing. A survey made by our company a few years ago indicated that in marketing decisions, executives are right or substantially right only 58 per cent of the time. But much can be learned from the errors of others. With this in mind, we would like to cite to you what we believe are the 13 most common marketing errors in business today.

### Marketing Error 1

The first common error on the list is: **Failure to keep product up to date.**

The most important lesson we have seen repeated year after year is: First, you must have a good product—a modern product suited to the needs of the market. If you have a product disadvantage at the start, in spite of all of the best selling efforts, your success will be short-lived.

Timing is of vital importance in keeping the product up to date. In many cases, the initiative in a market by a leader has been lost due to reluctance to change quickly after customers had clearly indicated preference for another product.

Marketing management should not be dominated by engineering and production departments, as far as building sales appeal into the product is concerned. However, the marketing management must be sure it is right before it gets engineering and production to follow its ideas.

### Error 2

Error number two: **Failure to estimate the market potential accurately.**

When entering a new market, it is easy to let one's enthusiasm run away with regard to prospects of future sales. There is a natural tendency to over-state the ultimate amount of business which can be achieved. Budgets must be drawn up based upon some estimate of the volume of business which can be expected.

If the production facilities are too large:

- (a) overhead expenses often become burdensome,
- (b) the resulting price of the finished product becomes too high—with the result that this drag is too much for the sales department to overcome, and the product fails.

Conversely, many assess their potential smaller than actually available. In this case there is a real danger that an originator's market will be stolen from him as a result of an aggressive competitor who correctly judges the potential market and makes his efforts on a larger scale.

### Trends and Regions

Closely related is error number three: **Failure to gauge the trend of the market.**

Obviously, if the potential market is changing in size, many adjustments in the marketing program have to be made—either up or down.

Now, these last two errors lead to our fourth: **Failure to appreciate regional differences in market potential and in trend of market.**

Ours is a vast and complex country—you need detailed information by various types of market breakdowns, if you are to make sound distribution of sales and advertising efforts.

Within the past year we have seen a manufacturer lose part of a valuable franchise by failing to aim his advertising appropriation at his prospective customers. He made a change in media—and with the coverage of that media, 30 per cent of his advertising dollars were aimed at areas which accounted for less than five per cent of industry sales of the commodity.

### Seasons and Ads

Closely allied to regional differences is error number five: **Failure to appreciate seasonal differences in your buyers' demand.**

One of our Special Research studies revealed that a manufacturer of a durable product was aiming 25 per cent of his advertising dollars at a season during which consumer purchases were only nine per cent of the annual dollar volume. A good number of commodities have significant seasonal fluctuations. But in many cases manufacturers concentrate their advertising and promotional efforts within the few months of the peak of the season—and withdraw it almost entirely during the so-called "off-seasons"—even though those off-seasons may represent 25 per cent of 50 per cent of the total year's sales.

In the recent past the agency for one of our clients suggested, "Why not increase the off-season advertising expenditures in one small part of the country? And let's see what happens."

Sales and share-of-market trends during the following one and one-half year test showed definite improvement—seasonal trends were leveled out to some extent resulting in lower cost of manufacture and sales—and an increase in profits. In addition, a larger share of the total market was obtained and it could be handled with existing production facilities because former production peaks had been flattened.

This approach might feasibly be tried by macaroni manufacturers who concentrate a great deal of their activity during the Lenten season, whereas the potential for macaroni products could be favorable during other periods of the year.

The next error is: **Failure to establish the advertising budget by the job to be done.**

Too many manufacturers appear to be using some historical formula for establishing their advertising or promotion budgets—such as a certain per cent of sales. In our experience, any company which continues to set its budget based on sales performance alone is asking for trouble.

Take, for example, the condition which prevails as sales level—or go down. Advertising and promotion expenditures are automatically reduced. A vicious cycle commences—and the brand is often hastened to its doom by withdrawal of the very force which had previously built its sales.

It's important to keep an advertising or promotion budget flexible. The budget should not dictate tactics if things go wrong. Too many times a company loses out because someone says you can't do something which obviously needs to be done simply because it's not in the budget.

Yet in establishing the annual advertising and promotion plan, great care is given to matters such as the copy theme, media selection, etc., while the over-all budget itself all too often comes in for little study or debate.

A targeted sales gain is set by Top Management and advertising and promotion get their proportionate share of the forecasted sales; whereas the one thing which could change the entire course of the business is seldom given sufficient study. We refer to the present activities of competitors in such matters as advertising pressure, promotion, product innovation, sales pressure, and other factors, any one of which might dictate the need for a

sharp deviation in appropriations from all past experience.

Let us illustrate from one of the greatest success stories we have seen in American industry—one which might never have happened if an alert Market Research Director hadn't spotted and correctly interpreted a minor sales shift in one territory. This particular company was a large one which had many successful products. In order to acquire a particular network show, the company had to take a station lineup which resulted in an over-spending in one area—an over-spending on the product, that is, based on their own past experience.

The Research Director analyzing our bi-monthly Index reports noted, as we have said, a gain in share of sales in that area. Further reports confirmed the fact that merely adding to the weight of the advertising pressure would produce a substantial sales gain—albeit at a somewhat lower unit profit.

He persuaded his management to increase its advertising expenditure, but to do it in a way which would conceal the fact from competitors. Spot radio was selected, since it is difficult to determine how much money is being spent by a company in this media.

The advertising to sales ratio was increased from 5.6 per cent to 9.3 per cent and the company's competitive sales position moved up over a three-year interval, from about 20 per cent of the market to nearly 50 per cent. To us this is a classic example of consumers being favorably influenced as a result of an increase in total advertising weight. It would appear that a certain sum of advertising money was needed merely to get above the general noise level so as to be heard and distinguished from the thousands of other products crying for a share of Pop's take home pay.

### Long-range Goals

This leads to our next most common error: **Failure to adhere to policies established in connection with long-range goals.**

Once a goal has been set, there is a great temptation to shift policies whenever minor setbacks occur.

Today's Marketing Executive must school himself in patience and allow ample time for a significant trend to develop. It is necessary to measure progress often in terms of less than half a percentage point in a market. This requires the most accurate possible statistics; otherwise the true trend may be masked by mere statistical variations in the reporting service.

(Continued on page 23)



not once...not twice...but **3** times

# CATELLI

chose **BUHLER** Automatically Controlled

with **AUTOMATIC SPREADER**  
and  
**AUTOMATIC TAKE-OFF**



Installation of three automatically controlled Long Goods Dryer Units at Catelli.



Automatic Take-off (Stripper) and Automatic Stick Return.

**BUHLER BROTHERS, LTD.** Canada

24 KING STREET WEST, TORONTO 1, ONTARIO • EMpire 2-2575



Engineers for Industry Since 1840

THE MACARONI JOURNAL

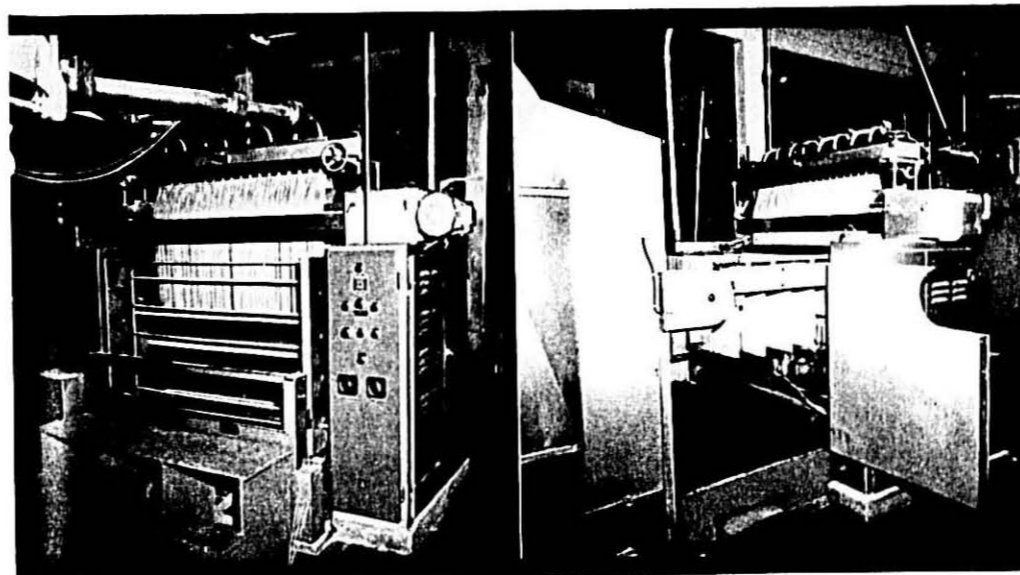
## Food Products Ltd.

MONTREAL, CANADA

### LONG GOODS DRYER UNITS

for

- superior performance
- easy maintenance
- sturdy construction, less down time
- capacities up to 1100 lbs. per hour



Automatic Spreader.

Transfer from Automatic Spreader to Preliminary Dryer.

CATELLI Food Products, Ltd. has also installed 2 **BUHLER SHORT GOODS LINES**, each with a capacity of 1400 lbs. hr., because Buhler equipment pays off in profits.

Let our engineers show you what Buhler equipment can do for you.

Write or phone for full information.

**BUHLER BROTHERS, INC.** USA

130 COOLIDGE AVE., ENGLEWOOD, N. J. • LOwell 7-2200

Sales Representatives: E. C. Maher Co., Los Angeles, Cal. • Hans Zogg, Los Altos, Cal. • Arthur Kunz, New Orleans, La.



Engineers for Industry Since 1840

SEPTEMBER, 1960





Spaghetti with Clam Sauce.

FROM the rock bound coast of Maine to the whaling ports of Massachusetts the people have been known as sturdy and independent—the founding fathers of American liberty came from here. In September the National Macaroni Institute salutes the New England States.

Maine, the Pine Tree State, touches only one other state—New Hampshire. It is therefore more isolated than most states in the Union. Living in an isolated region, the people have become sturdy and independent. Among the hearty Maine folk are fishermen and lobstermen who go out alone in their boats at dawn, trappers and hunters who follow the lonely forest trails, farmers who cultivate small fields fenced with low stone walls, and lumberjacks whose ringing axes break the crisp snowy silence of the winter forests.

New Hampshire, the Granite State produces rugged people too. Daniel Webster, a native son, once said of this state, "Here God Almighty makes men!" New Hampshire was the first of the original 13 colonies to form a government entirely independent of England. It was also the first colony to adopt a state constitution. The famous warship Constitution, "Old Ironsides," was built at the Portsmouth Navy Yard.

The Green Mountain State, Vermont, with its rugged heights and peaceful valleys has vast resources in its pine forests and hard wood groves, and in the hills layered with granite, marble, asbestos and slate, and in the valley farm lands. Vermont is an ideal summer and winter vacation land.

Massachusetts, the Bay State, is where the Pilgrims arrived in the Mayflower more than 300 years ago. The

colonists, who earned a hard living from the sandy low lands, developed a love of personal and political freedom that still characterizes the people of the state. Massachusetts has been called the "hot bed of the Revolution." It gave to the patriot cause such men as James Ois, John Hancock and Samuel Adams. The people of Massachusetts look back with pride to the Boston Tea Party and the famous ride of Paul Revere.

Rhode Island, the smallest State in the Union, has played a great part in the history of America in spite of its small size. It became a home for those seeking religious freedom, and a haven for those who sought freedom of speech, assembly, and of the press. This belief in independence of thought and action is symbolized today by the statue of the Independent Man which stands on top of the Capitol at Providence. Rhode Island is the birth place of the American industrial revolution. The first successful power cotton-spinning jenny in America was put into operation here in 1790.

Connecticut, gets its name from an Indian word meaning "upon the long river." It is nick-named "a land of steady habits," because of the steadfast qualities of its industrious, home-loving people. Connecticut farmers worked so hard to provide food for the American Army during the Revolutionary War that George Washington gave Connecticut another of its several popular names, "the Provision State."

New Englanders are hearty eaters. Shore dinners, and clam bakes are synonymous with good times. The clam bake might incorporate Maine lobster, steamed clams, Aroostook potatoes, Rhode Island Red chicken, and corn.

While macaroni products may not be in the standard menu they are finding their way to popularity and more macaroni is sold in Boston today than beans.

A New England seafood bake could well include lobster, clams, and scallops with macaroni. Codfish cakes go well with spaghetti. Maple Noodle Pudding is made with Vermont syrup and cranberries served as a garnish on the side.

The two recipes below are presented by the National Macaroni Institute as contributions from New England cookery.

#### Spaghetti with Clam Sauce (makes six servings)

1 tablespoon salt  
3 quarts boiling water  
8 ounces spaghetti  
1/3 cup melted butter or margarine  
1 clove garlic, crushed  
1 7-ounce can minced clams  
1/2 teaspoon salt  
1/4 teaspoon pepper

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

Meanwhile, melt butter or margarine. Add garlic and cook over low heat five minutes. Add undrained clams, one-half teaspoon salt and pepper. Cook five minutes. Serve spaghetti with clam sauce. Garnish with parsley, if desired.

#### New England Noodle Casserole (Makes four servings)

1 tablespoon salt  
3 quarts boiling water  
8 ounces medium egg noodles (about four cups)  
1/4 cup butter or margarine  
1/4 cup all-purpose flour  
1/2 teaspoon salt  
1/4 teaspoon pepper  
2 cups milk  
1 1/2 cups grated sharp Cheddar cheese  
1/4 cup chopped parsley  
2 cups diced cooked ham

Add one tablespoon salt to rapidly boiling water. Gradually add noodles so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

Meanwhile, melt butter or margarine; add flour, one-half teaspoon salt and pepper; blend. Gradually add milk and cook over low heat, stirring constantly, until thickened. Add cheese, parsley and ham; mix well.

Combine cheese sauce and noodles; mix well. Pour into a greased two-quart casserole. Bake in moderate oven (350 degrees) 30 minutes.

#### Now About Spaghetti

Some tricks of the trade from a world-famous Italian restaurant were presented by George Bradshaw in the June 13 issue of the Saturday Evening Post. While in Italy Mr. Bradshaw learned of a spot in Forio where the views were good, the wine was good and so was the food. It was especially good at Filippo's Ristorante, run by Philip Dakin, an American, and Franca, his Italian wife.

In a handsome double-page color spread a photograph by George Lazzarick shows what impressed Bradshaw so much. Beautifully pictured were Carbonara, Italy's gourmet version of the traditional bacon-and-eggs. Cooked bacon and its drippings are poured over piping-hot spaghetti. The final touch: raw eggs, which "set" in the heat of the other ingredients.

Then Tartare, a "cold sauce" for stout-hearted fanciers of raw meat, is a mixture of chilled, uncooked hamburger, egg and minced onion. It is served on spaghetti.

Zucchini is pictured in a quick but effective variation of the versatile squash cut into thin slices, cooked in butter, and poured over steaming-hot noodles.

A variety of sauce recipes were given and Bradshaw quotes Franca as saying, "Pasta is the glory of the Italian cuisine." And for people who eat this glorious food at least once and sometimes twice a day this is true.

#### In Better Homes

Look to sunny Italy, via California, for a way out of that common summer quandary—a different dinner menu. A California-Italian style dinner is a delicious diversion, says the August issue of Better Homes and Gardens magazine.

One of the main features of this summery delight is an intriguing antipasto course—the Italian version of hors d'oeuvres, sporting fresh relish Italiano of thinly sliced tomatoes, cucumbers, and onions; avocado cuts with salami; olive-stuffed eggs and sharp cheese, and a delectable arrangement of marinated artichoke hearts and Tonno al Limone or tuna served with lemon juice and a refreshing slice of lemon.

Oven-baked chicken supreme—the main attraction of the evening—is piping hot, crusty and brown, lustily seasoned with onion dressing, and served in a basket cozy. To augment this oven-baked chicken dish, fresh corn on the cob, drenched with Anise butter is placed around the crunchy pieces of chicken. Slip a few sprigs of parsley in the basket or baking dish—the effect is milti bene.



Admiring display of Italian food are, left to right: Raymond Guerrisi, President of San Giorgio; Madame Micol Fontana, Director of Fontana Fashions; Leda Donnini, Fontana model; Robert Guerrisi, Vice President of San Giorgio.

For a supreme topping to a West Coast-Italian dinner add citrus chiffon pie—very West Coast, and steaming cups of espresso coffee—very Roman. Instant coffee in double strength can take the place of an espresso blend.

You can fix the antipasto tray ahead of time—give each tasty portion its own little dish and arrange with gala trim, then whisk the whole tray non-stop to the porch or dining room. Antipasto means "before meal," but it also can double as salad; or by itself, can be a light meal.

With the addition of iced celery and carrot sticks, radish roses, and Italian bread, garlic buttered and warm, this delicious answer to "What shall I fix for dinner?" is guaranteed to bring family and guests alike a buon appetito.

#### Golf Digest

Worse, worse golf is described by Hal Higdon in a fictional farce in the August issue of Golf Digest, America's largest selling golf magazine. Henry Gretsich, Higdon's hero, has a 'fool'-proof way to win customers for Amalgamated Noodles—he thought. He was perhaps the best player of worse golf that the country club had ever known. He was so proficient he was at one time in charge of the golf department of Amalgamated Noodles. The story of his challenge and his fall is told in some fun reading winding up with the oldest cliché in the trade, he didn't "use his noodle."

#### Right in Style

"Italian food and Italian fashion do go together." This idea was demonstrated recently at a luncheon hosted by San Giorgio Macaroni, Inc., Lebanon, Pennsylvania, in honor of Fontana Fashions of Rome, and six of Italy's top fashion models.

The luncheon was held at the Italian Pavilion on West 55th Street, New York City, and served to officially inaugurate the association of San Giorgio with Fontana of Rome, one of Europe's leading fashion houses.

Presiding over the affair was Madame Micol Fontana, a director of Fontana Fashions, and Raymond Guerrisi, president of San Giorgio Macaroni, Inc. Escorts for the six Fontana models attending, included Joseph Guerrisi, Robert Guerrisi, Henry Guerrisi, and Jerome Guerrisi—all principals of the San Giorgio Company.

San Giorgio—makers of Macaroni, Spaghetti, Egg Noodles, and Sauce Products—and Fontana of Rome, are cooperating on a fall-winter advertising campaign that will feature the fashion note in Italian cooking, dining, and apparel.

The idea behind the entire campaign is based on the San Giorgio slogan line: "San Giorgio Italian Food Is Right in Style." This idea will be projected in full-page, four-color advertisements featuring the fashion note.

(Continued on page 22)



FOR YOU  
**ADVANCED TECHNOLOGICAL IMPROVEMENTS**

Save Space — Increase Production  
 Improve Quality

★ **NEW POSITIVE SCREW  
 FORCE FEEDER**

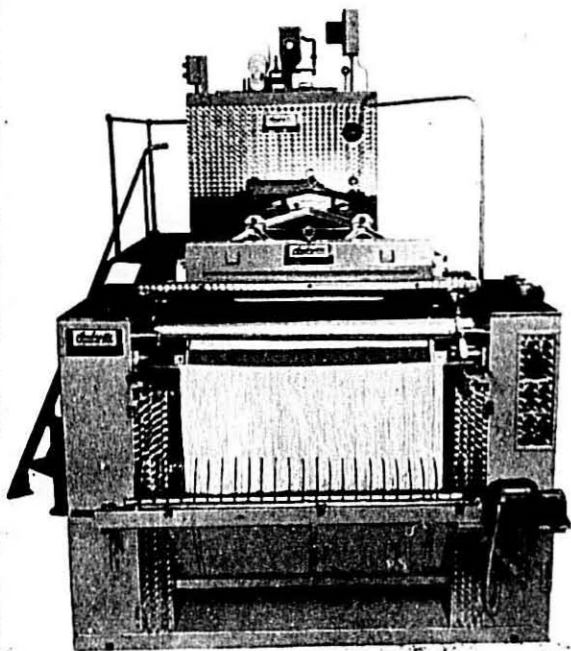
improves quality and increases production of long goods,  
 short goods and sheet forming continuous presses.

★ ★ **NEW 3 STICK 1500 POUND  
 LONG GOODS SPREADER**

increases production while occupying the same space as  
 a 2 stick 1000 pound spreader.

**NEW 1500 POUND PRESSES  
 AND DRYERS LINES**

now in operation in a number of macaroni-noodle plants,  
 they occupy slightly more space than 1000 pound lines.



MODEL BAFS — 1500 Pound Long Goods Continuous Spreader

These presses and dryers  
 are now giving excellent  
 results in these plants.

★ Patent Pending  
 ★★ Patented

*Ambrette*  
**MACHINERY CORP**  
 156 Sixth Street  
 Brooklyn 15, New York

**NEW SUPER CONTINUOUS  
 PRESSES**

**SHORT CUT MACARONI PRESSES**

- Model BSCP — 1500 pounds capacity per hour
- Model DSCP — 1000 pounds capacity per hour
- Model SACP — 600 pounds capacity per hour
- Model LACP — 300 pounds capacity per hour

**LONG MACARONI SPREADER PRESSES**

- Model BAFS — 1500 pounds capacity per hour
- Model DAFS — 1000 pounds capacity per hour
- Model SAFS — 600 pounds capacity per hour

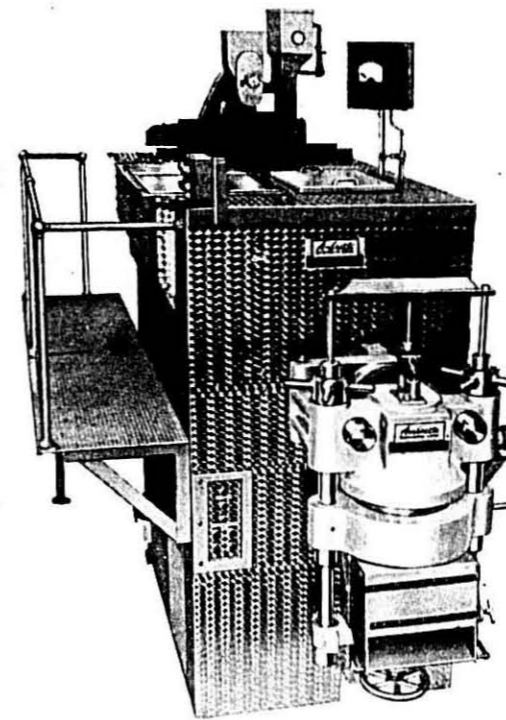
**COMBINATION PRESSES**

- Short Cut — Sheet Former
- Short Cut — Spreader
- Three Way Combination



- QUALITY** — — — — A controlled dough as soft as desired to enhance texture and appearance.
- PRODUCTION** — — — — Positive screw feed without any possibility of webbing makes for positive screw delivery for production beyond rated capacities.
- CONTROLS** — — — — So fine — so positive that presses run indefinitely without adjustments.
- SANITARY** — — — — Easy to clean and to remove attractive birdsoyed stainless steel housing mounted on rugged structural steel frame.

PLANT  
 166 Sixth Street  
 167 Seventh Street  
 Brooklyn 15, New York



Model BSCP

*Ambrette*  
**MACHINERY CORP.**



## Right in Style—

(Continued from page 19)

The highlight of the campaign will be the "San Giorgio Italian Food and Fashion Contest" . . . a contest designed to create a lively interest in San Giorgio Italian cooking—and fashion in general. The contest features as first prize, a vacation-for-two in Italy, and a beautiful Fontana creation of the winner's choice. Second prize is a Schiaparelli Mink Coat. In all, \$50,000 in prizes will be given away.

To promote the contest, San Giorgio has planned an extensive media schedule to break in September. A four-color, two-page insert will appear in TV Guide, along with two facing half pages in Look . . . also in four colors.

In addition, San Giorgio will place four-color, full page ads in The Saturday Evening Post and Sunday Supplements of the following newspapers: The Philadelphia Inquirer; The Pittsburgh Press; The Baltimore Sun; and The Washington Star.

The print campaign will be backed up with extensive point-of-purchase display material, and saturation radio and television spots.

The advertising agency for San Giorgio is the Philadelphia office of W. B. Doner & Company.

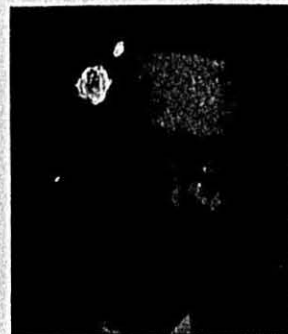
## New Package for Ideal

The Ideal Macaroni Company of Bedford Heights, Ohio, is coming out with new seven-ounce packages of Ideal elbow macaroni and Ideal spaghetti.

The new small packages were introduced to the market in August. Leu Ippolito, president of the company, said that he expects the new packages to be very successful because of the cooking economy they will provide. Ideal now produces three-pound and one-pound packages of both elbow macaroni and the spaghetti and will continue to do so. Two or three average portions are contained in the new seven-ounce package and, Ippolito said, "The average small family can use the full package at one meal, rather than save the unused portion in a larger box."

## Barbecue

Ragu' Packing Company, Rochester, New York, will advertise its Old-World style spaghetti sauce this summer as a barbecue sauce as well. Advertising begun in July in thirteen newspapers in nine cities in the East and Midwest will continue through mid-August. The theme of the campaign is "Barbecue With Ragu'" and a quilted barbecue mitt will be offered for 30 cents on a label from the sauce.



Maurice L. Ryan

## Ryan Retires

Maurice L. Ryan was retired on pension as of June 30 by the Quality Macaroni Company Division of the American Beauty Macaroni Company.

Mr. Ryan has been associated with the Quality Macaroni Company since 1938 and has served on the Durum Relations Committee of the National Macaroni Manufacturers Association for many years. He has attended most of the North Dakota State Durum Shows held in the last 21 years and made something of a record in 1945 when he warned the growers that they were planting too many acres to durum.

Well known in the grocery trade, Mr. Ryan was appointed manager of the St. Paul-Minneapolis office of the Office of Price Stabilization in 1942-53.

While he has seven grandchildren he still isn't quite convinced that he shouldn't be out on the street peddling something.

W. A. Tony Basile takes over the management of the Quality Macaroni Company Division for the American Beauty Macaroni Company. He has been affiliated with the company in Kansas City since 1932 and has been located in St. Paul, Minnesota since February, 1958.

He was born and raised in Kansas City and has had experience in macaroni operations in warehousing, the production department, sales, and purchasing.

## Durum Patriarch

Herman Steen writes in the Southwestern Miller that John S. Pillsbury could be designated as the founder of the durum milling industry if he were disposed to claim the honor.

In 1908 he was responsible for establishing the first durum mill. Up to that time macaroni makers had been importing semolina from Italy at great

cost, and durum growers had a poor market because their product made a decidedly inferior bread. With help of a macaroni man from Cleveland, the mill force learned how to make durum-semolina.

John Sargent Pillsbury, now 91, has spent 60 years in milling with a company founded by his father some 91 years ago.

## Thomas L. Brown

Thomas L. Brown died at the age of 83 in Orinda, California on July 7th.

He was the former head of the Durum Division of the Commander-Larabee Milling Company. A veteran of 54 years of the Minneapolis milling industry, Brown started his career as an office boy at the Washburn-Crosby Company, (predecessor to General Mills, Inc.), in 1895 when he was 19. Much of his 31 years with Washburn-Crosby was with the firm's sales staff. For 13 years he managed the company's central states sales territory.

In 1919 when Washburn - Crosby opened its durum mill in Minneapolis, Brown was assigned to head the department. In 1926 he took over as head of the Durum Division of Commander-Larabee.

He retired in 1949 to move to Orinda with his wife to be near their daughter and son-in-law. He kept active as a broker and a participant in a barber shop quartet group. He participated in many contests throughout the country, attending the national meeting in Dallas in June of this year.

## Walter F. Villaume

Walter F. Villaume, 57, president of the Minnesota Macaroni Company of St. Paul died unexpectedly at his home Saturday night, July 23, 1960.

He was a graduate of the school of engineering at the University of Minnesota and served as assistant city engineer at Joliet, Illinois until 1926, when he joined Minnesota Macaroni Company. He has been a director of the National Association of Macaroni Manufacturers.

He was a member of Serra Club, Knights of Columbus, Rotary Club, Town and Country Club, St. Paul Athletic Club, Minnesota Club, Minneapolis Club and the St. Paul Chamber of Commerce.

He was a charter member of the St. Paul Junior Chamber of Commerce and had served as a director and vice president of the organization.

Survivors include his wife, Mary; two sons, Walter F., Jr., and Eugene T., and two daughters, Sister Mary Denise, of Visitation convent, and Janet, all of St. Paul.



(Continued from page 15)

Once you have set your sights on your long-range goal, stick to your guns and allow enough time for each basic policy to prove itself right or wrong. Remember it sometimes takes years for a significant trend to develop. In this case, a test of a change in distributional method made by a prominent food manufacturer showed an initial loss in coverage. Not until one and one-half years later did the real benefits in the change begin to show up.

In some of our studies of new products, it has taken as much as four years to determine their ultimate success or failure.

Two years appears to be about the average time required in the food and drug industry to appraise the future of a new item.



Marion Harper, President of the McCann-Erickson Advertising Agency, once released a study which indicated that two out of three new products failed. One of the main reasons for this, we believe, is due to a "Failure to test market new ideas."

The number of products being offered the public today is so large, and the marketing process so complex that it is virtually impossible to foretell in the conference room the success of a new idea.

Experience is always helpful—but conditions change and what worked on one product at one point in time, may not work on another product a year or two later. Under today's conditions there is a big risk involved in any change in product, package, copy theme, or media.

Whether a move will work and pay off can only be known after it has been tried. Many of you have learned that there is a big difference in what people say they will do—and what they actually will do. There's a big difference in what people say they will buy, and what they actually buy.

It has been our experience that a good number of marketing problems can be solved by means of controlled market tests. For example, during recent months we have conducted tests to answer problems of our clients such as these:

Client "A"—"During the introductory advertising and promotion period, which is the best way to sample my new product, by couponing? By a tie-in offer with an established brand? Or by house-to-house sampling?" In this case, couponing resulted in the largest

share of sales within a six-month interval.

Client "B"—"Which of these two advertising themes will cause the most people to want to buy our product?" In this case, theme "Y."

Client "C"—"Will the advantage of being able to demonstrate my product on TV increase my sales volume enough to offset the higher costs of the advertising and increase our profits?" In this case, yes.

In recent years, techniques for measuring special marketing programs in test cities and test areas have been greatly improved. As a result, they can be of great aid in deciding which of two or three possible courses of action will lead to the greatest sales and profits.

Also related to the subject of establishing long-range goals is the common error of: **Failure to differentiate between short-term tactics and long-range strategy.**

There has been a tremendous increase in both the number and frequency of special promotions of various kinds in recent years. Some are aimed at the trade and others at the consumer.

While these promotions have their place in achieving specific objectives, it doesn't necessarily follow that they can be relied upon to achieve long-range goals as well.

Special promotions will move a lot of merchandise, particularly out of the factory. Sales can be stepped up to levels well above normal. Top Management studying the financial reports can be easily confused and may conclude that this is the route to long-term profits as well. But some of these promotions borrow business from the future.

In addition, unless the cost of the deal is allowed for in establishing the regular selling price for the brand, many of these deals will actually depress the profit earned on the brand when the slower rate of sale in the post-deal period has been taken into account.

Here is the record on three brands—one was going up, one was holding firm, the other was declining in its share of the market. Each was an established, widely distributed brand. Each thought a consumer promotion would be of help. So they put out a deal—and received a sales increase. But after the deal was liquidated, share of sales for each of the three brands returned to its previous level and trend.

Evidence like this, and other cases in our files, would indicate that deals can-

not be expected to change long-term trends of well-known brands—and successive and frequent use of deals generally produces smaller and smaller sales results, even temporarily.

One might ask, if such promotions do not contribute to the long-term growth of a brand, are they, nevertheless, necessary for other purposes? Our answer is "yes." There are many legitimate uses which can be made of special promotions. In general these involve the achievement of tactical or short-term objectives.

For example, they can be used to introduce a new or improved product—if the product is definitely good. Similarly, they can be used to promote a new use for a product—or to broaden the distribution of a product, particularly one found in only a limited number of retail outlets—in order that advertising and promotion may be more effective. In addition they may be advisable—or even essential—for an established product as a defensive measure against an aggressive competitor.

It should, however, be kept in mind that promotions are no substitute for advertising. They are primarily a method for accelerating temporarily the rate at which dealers or consumers may be induced to sample a product.

Promotions can, in this way, make it attractive for people to try your product once—but it is only through the skillful and continuous use of advertising that a brand can become a household name, one which can be relied upon year in and year out for profits to the shareholder.



Next on our list of common errors is: **Failure to admit defeat.**

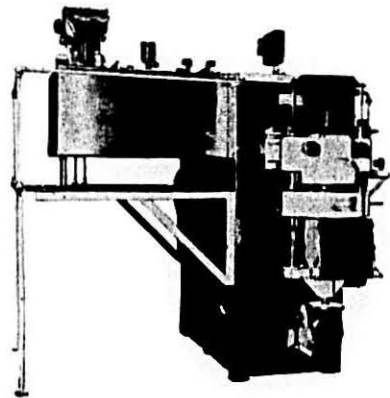
None of us like to see our creations classed as failures—whether it be a product idea, a sales technique or a brilliant piece of copy. However, those of us who work in this field can take some consolation from reminding ourselves occasionally that we are dealing with human behavior, and that this is, at best, an inexact science. Many an ad which received a Blue Ribbon accolade from a committee of experts, perhaps for its unique copy approach, art work, or presentation, has, nevertheless, failed to ring the cash register.

But once we've been proven wrong by the vote of the consumer, we should face up to it, learn from our errors, and not be afraid to change.

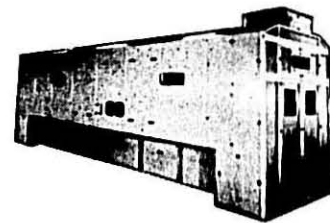
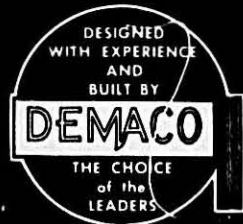
**Failure to try new ideas while a brand is climbing.**

There is a good deal of hesitancy to change a winner while it is still progressing. For this reason, many a good

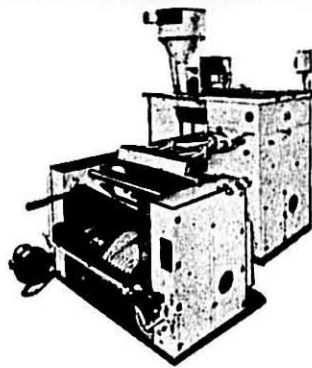




**Demaco**—the complete line—Automatic Short Cut Presses



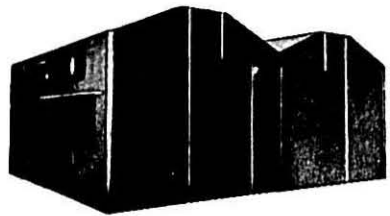
**Demaco**—the complete line—Automatic Short Cut and Noodle Dryers  
Conveyers—Die Cleaners



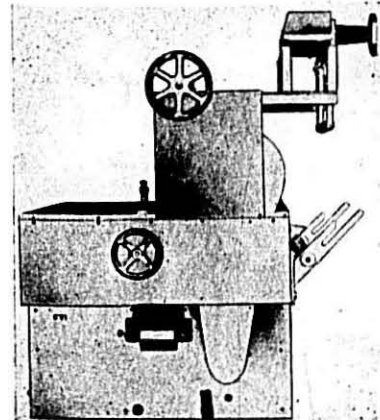
**Demaco**—the complete line—Automatic Long Goods Spreaders

The amazing records of the macaroni industry are a tribute to the dependable productivity of machines and dryers, designed and built by Demaco, for nothing sells a product like customer satisfaction. Here at Demaco most orders are repeat orders. Now your company can improve its operating performance and product quality with new presses and dryers or by the Demaco conversions or exchange plans. Our engineering service specialists are ready to serve you—call us today.

**DE FRANCISCI MACHINE CORPORATION**  
45-46 Metropolitan Avenue, Brooklyn 37, New York  
Phone EVergreen 6-9880



**Demaco**—the complete line—Automatic Long Goods Finish Dryers



**Demaco**—the complete line—Automatic Sheet Formers, Noodle Cutters





idea is passed up—yet a new package, a new design, or a change in product formula might easily accelerate the progress of the brand. All too often, changes are made only after a competitor forces the change.

It's important to KEEP an open mind about new ideas. Too many are prone to say "we thought of that ten years ago, and it wasn't any good then." New people who new ideas often get cold-shouldered by such negative thinking. When a brand is going up, it is even more important to plan and create new advertising and sales approaches. Otherwise self-satisfaction gets into your system—your competition suddenly gets new ideas and passes you.

Failure to integrate all phases of the marketing operation into the over-all program.

No one phase of the marketing operation can be relied upon to carry the ball for the product. How often have you heard it said: "Let's up the advertising and sales promotion appropriation" or "Let's change the advertising theme?"—and that's it.

When such moves are contemplated, big dividends can often be earned by giving consideration at the same time to the many other phases of the marketing plan which will affect results—factors such as quality of the sales force, merchandising, price, availability, and so forth.

#### Coordination

It has been our experience that the most successful promotions involve more than one move—and more than one phase of the entire marketing program. "Coordination" is the key word.

Here is the history of a brand which successfully reversed a downward share of market trend—a feat which has been termed the most difficult job in marketing. To reverse this downward trend, the promoters of this brand not only completely over-hauled their sales promotion program—but they also:

1. Made three different changes in the product—one of which was unique to the field,
2. Added a new package size which market tests demonstrated was greatly desired by consumers—and re-designed the label on the new and standard package,
3. Re-vamped their sales organization—and revised certain sales practices, and,
4. Adopted a market-by-market approach to the introduction of the brand.

Last on our list of common errors: Failure to appraise objectively your competitor's brands—as well as your own.

How many times have you heard someone say: "They just can't continue promoting at that rate—they're losing their shirts!" "Their brand may be selling more now—but we've got the best product. Ours will win out!" or, "My wife says . . ."—and those three words are the most expensive words in marketing.

It's the easiest thing in the world to:

- (a) Underestimate the resources and ingenuity of your competitors.
- (b) While at the same time over-estimating the position or the reputation of your own brand.

So much then for a review of the most common errors in marketing as we see them revealed by our reports. We think you'll agree that they're easy to make and that most of us have been guilty of committing one or more of them on occasions.

So, to help us all avoid these costly marketing errors in the future, we would like to offer, for your consideration, a simple check list . . . we have called this list the Brand Marketing Analyzer. It has been designed to help you work with your people to appraise your own brand versus your competitors' offerings. You will, of course, want to tailor the various points to fit your requirements based on your own more exact knowledge of your particular industry. Here is how it works.

First, list everything you can think of which might contribute to—or detract from—your brand's over-all effort. For example, under product you might want to add such factors as texture, flavor, appearance or color, nutritional value, shape, cooking and eating qualities.

Next, consider the pricing structure at all levels of your distribution.

Compare your promotion—a most important phase of the whole marketing program. Take into account consumer advertising, trade advertising, as well as your other promotions. Consider your sales organization—and the availability of your product. In self-service selling, the size and location of inventories in retail stores is of great importance.

Next, devise appropriate weights for each one of these points—based upon your own knowledge of the macaroni industry.

Each subheading would be apportioned to reflect its importance.

Finally, compare your brand on each of these points against your major competitor and any brand which is showing strong advances. Wherever possible, base your score on facts rather than your own opinion. Try to put yourself in the place of your customers—appraise your product's image in the customer's mind.

When the score sheet is complete, we should have uncovered our major marketing weaknesses . . . not to mention a few of our competitor's, which can be exploited. It is important to remember, however, that in order for a brand to grow in share of market, it must at least equal its competitors on all of the major phases of marketing and excel its competitors on some. Once discovered, these weaknesses can be closely examined—corrected—and your over-all position strengthened.

In summary, we have tried to emphasize that we are doing business in a world of rapid change. Consequently our job is getting more complex—hence the need for more factual information and aids to our judgment if we are to sidestep the many costly marketing errors which can plague us.

We hope this score sheet helps you to appraise your marketing operations in a more realistic manner. In the event that an objective appraisal indicates the need for major moves on your part—the risk involved in the change may be reduced through the use of controlled marketing tests.

We hope you will carry with you a firm conviction that skillful consistent use of advertising and promotion is more beneficial than short term projects. While these special projects do have their place, and do serve specific purposes—they are no substitute for a long term skillful advertising and promotion program which helps to build a valuable macaroni franchise.

#### Soup Representatives

A. Irving Grass, president of the I. J. Grass Noodle Company, Chicago, has announced the appointment of the West Michigan Sales Company, 627 Deming, Southeast, Grand Rapids, Michigan, to represent the Grass Company in the western half of the state of Michigan.

President of the West Michigan Sales Company is Joseph Eggebeen. His firm will distribute all of Mrs. Grass' products, which include: Mrs. Grass' Chicken - Y - Rich Noodle, Vegetable Noodle, and French-Style Onion Soups and Mrs. Grass' Egg Noodles.

Convention Delegates saw this in Chicago



## NEW AUTOMATIC CMC WITH SCALES



This latest CMC Carton Filling and Sealing Machine with four net weighing scales handles every type of free-flowing product not suitable for volumetric filling.

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## Highlights of the Dillon Study

Presented by Lon Carli, Progressive Grocer Magazine, at the 56th Annual Meeting, National Macaroni Manufacturers Association

TODAY, the grocery business is more dynamic, more vigorous than ever. Its heart is the super market—the most efficient system of distribution ever developed.

This is the place where the combined marketing forces of retailer, distributor and manufacturer join to serve the needs of the American customer.

The J. S. Dillon & Sons chain in Hutchinson, Kansas is an example of modern super marketing at its best. This year Dillon's is doing business at an annual rate of over 90 million dollars in its 52 super markets in Kansas and Colorado, three times their total sales in 1952.

Alert to new opportunities and ideas, Dillon management was quick to see the increased sales and profit potential in Progressive Grocer's Super Valu Study. It was this that brought Dillon executives and Progressive Grocer editors together.

The Dillon Study is an outgrowth of these meetings. Essentially, the Study has two important objectives:

1. To provide a new measurement of what a super market handles, sells and where it makes its money; and

2. Explore through merchandising research new ways to reduce operating costs. To develop new opportunities for increased sales and profits in the grocery department.

The Study was made in five Dillon super markets in the Wichita-Hutchinson area. It was conducted in two eight-week periods, spring and fall of 1959, which helped to level-off some strong seasonal ups and downs. Test stores represent a cross section of super markets and super market customers. City, suburban and rural areas are represented—as are low, middle and high income groups.

The study concentrates primarily on the grocery department, because "grocery" is the store area with the biggest problems... the grocery department stocks the most items, occupies the most space, employs the most people, gets more new items, carries the most heavily advertised products—it is also hardest to shop, most monotonous, least glamorous to Mrs. Consumer.

Grocery is also the department that may offer operators the greatest sales opportunity.

Super market operators today face new problems—caused primarily by the growth of the individual store and competition from other super markets.

Many operators see themselves at the beginnings of a new era. This new era might be called the era of increased productivity, an era that will demand better methods, new ideas, and greater understanding. "How to get more from what we have without increasing costs," must be the major goal of our stores and our people.

The Dillon Study represents an intensive effort to find ways and means to this important goal.

These measurements, published in a series of articles in Progressive Grocer, provide the base from which we can apply new ideas and formulas aimed at a better organization, operation and merchandising in the grocery department.

Studying the findings of our first eight-week period and compared with Providence Public Markets, Foodtown and Super Valu, previous studies made by Progressive Grocer, many old as well as new problems were brought into focus.

For example, we were impressed with the staggering increase in the number of grocery items.

The number of grocery items found in the total super markets in 1950 was 3,750; 4,500 in 1955; 5,227 in 1960. The department most affected by the continued flow of new and improved items is the grocery department.

A composite Dillon super market and its performance during the first phase of the Dillon study shows:

A total area of 15,887 square feet. Of this, 53 per cent or 8,450 square feet are devoted to selling area and checkouts.

Average weekly sales were \$33,377, an excellent performance that results in an average sales of \$3.95 per square foot per week—substantially higher than the \$3.31 national average for super markets of this volume range.

The division of total sales into six major departments—a very well-balanced operation and one that is fairly typical in super market across the country: Frozen Foods, 3.5 per cent; Baked Goods, 6.2 per cent; Produce, 10 per cent; Dairy, 11.1 per cent; Meats, 21.9 per cent; Grocery, 47.3 per cent.

But since the Dillon Study is primarily a study of grocery operations and ways to improve their sales and profits, let's take a close-up of this biggest of all departments.

As we examine groceries we find that they account for 80 per cent of the total number of items carried in the entire store, they occupy 48.5 per cent of selling area, represent 47.3 per cent of sales and earn 43.1 per cent of the total gross profit dollars.

But as we narrow our examination into groceries, we find wide variations throughout the store. In unit sales, for example, listed below are the categories that lead the parade in terms of number of packages, jars, bottles or boxes sold per week. Those are major categories that move at greatest speed in terms of units. Of course, in all product classes, there are fast sellers, medium sellers, and slow sellers.

### TEN LEADERS IN UNIT SALES

No. Units Sold	Per Store	Per Week
Candy	5172	
Paper	3727	
Vegetables	3310	
Baking Needs	3270	
Soft Drinks—Beer	2412	
Soaps, Detergents and Laundry Supplies	2256	
Fruit	2224	
Household Supplies	1852	
Crackers—Cookies	1741	
Baby Foods	1735	
Average Unit Sales—38 Major Categories	1274	

Now let's get down to the average weekly sales per grocery item and the number of cases sold per week per item.

The composite Dillon super market sells 4,409 grocery units per week. When this is divided by the 4,195 items carried we find an average sale per item of 1.05 units—or one-half of a case.

And when we examine this in terms of cases, we again find that super market volume depends primarily on many items, each with relatively low unit sales, all contributing to a massive grand total. Nine out of ten sell at a rate of less than one case per week—while only 2 per cent move more than 10 cases.

### 9 OUT OF 10 ITEMS SELL LESS THAN ONE CASE A WEEK

Rate of Sales per week	No. of Items	% to Total
Less Than 1 Case	3753	89.5
1 or 2 Cases	244	5.8
3-5 Cases	156	3.7
6-10 Cases	33	0.8
Over 10 Cases	9	0.2
	4195	100.0

1 Case is 24 units  
SEPTEMBER, 1960



Heralded as the "World's Largest Vermicelli Display" this Lenten promotion was built by American Beauty representatives in the H. E. Butt store number 16 in San Antonio, Texas. Pictured on the right is Bob Hawk, manager, and Oscar Trevino, assistant manager. It moved a thousand cases of merchandise in ten days.

The first consideration in operating a grocery department must be with total unit sales and how these sales break among categories, product groups and even individual items.

However, since every business must be measured in terms of total income, the next phase of our analysis reveals current facts on the dollar sales contributed by each product group.

Of the 38 major product groups in the grocery department, the 10 leaders in grocery dollar sales and their per cent contribution to total store sales are shown as follows:

### 10 LEADERS IN GROCERY DOLLAR SALES

\$ Sales	% of Total Store
Cigarettes—Tobacco	\$1,628 4.9%
Baking Mixes—Needs—Flour	1,264 3.8
Coffee—Tea—Cocoa	981 2.9
Soft Drinks—Beer	968 3.0
Soaps, Detergents, Laundry Supplies	966 2.9
Household Supplies	803 2.4
Health and Beauty Aids	788 2.4
Paper Products	704 2.1
Candy—Gum—Nuts	702 2.1
Vegetables	693 2.1

Super market operation is big business. It involves a sizeable capital investment and the rate of turnover of its vast inventory has a marked effect on store profit as well as freeing funds for store modernization and new construction. We find the Dillon grocery inventory turns 16.5 times a year.

### TOP 10 GROSS PROFIT PRODUCERS

\$ Profit	% Margin
Health and Beauty Aids	\$276.36 35.1%
Household Supplies	258.60 32.2
Baking Mixes—Needs—Flour	192.07 15.2

Candy—Gum	181.39	25.4
Nuts	177.86	25.3
Paper Products	152.47	27.0
Crackers—Cookies	147.46	21.3
Vegetables	143.53	22.4
Fruits	136.44	20.3
Soft Drinks—Beer	121.64	23.8
Snacks		
Grocery Department Average	\$ 82.49	19.8%

### 10 TURNOVER LEADERS IN THE GROCERY DEPARTMENT

Product Group	Turnover
Soft Drinks—Beer	33.7
Snacks	24.2
Cigarettes—Tobacco	22.9
Cereals	24.3
Soup	22.0
Fruit	20.4
Salad Dressing—Mayonnaise	18.3
Magazines	28.9
Juices	20.1
Milk (canned)	18.1

Another measurement of significance to retailers, therefore, is the annual gross profit return on investment in inventory—and here again is the department average as well as some of the leading product groups.

In this first phase of the study we recorded the sales, the gross profit produced by 1,943,640 cans, jars, bottles, cartons, packages that passed through the checkouts.

This massive flow of merchandise is made up of thousands of different items—from which we can define the performance of the average item in the grocery department.

These are, of course, only averages. Some items do ten times as well, others fall far below these figures. The total report from which we developed new formulas, methods and ideas includes the above facts (and many more) for each of the more than 500 different product groups that constitute the grocery department.



Six hundred per cent sales increase in a two-week period was reported by Thriftway Store Manager Bob Nelson, at the market's Hamilton Avenue store in Cincinnati. This largest in-store display promotion of Delmonico products in the company's history was a boat shaped island 15 feet long and seven feet wide. It contained over 270 cases of products representing Delmonico's complete line of spaghetti, noodles, Italian sauce, macaroni and specialty items. Delmonico sales representative Art Heller built and serviced the display.

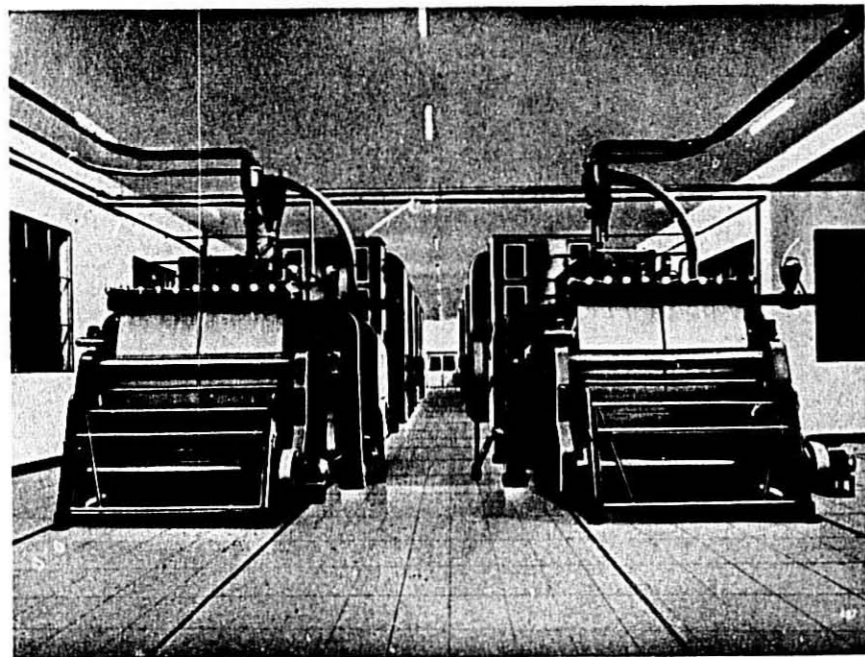


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of new premises. Renew instead your equipment. Only half of the space is required with the New Automatic Drivers.



Automatic Lines for Long Goods. Entrance of Products showing automatic spreader.

The picture shows our new automatic "GPL" Lines for all types of long macaroni products. 67 lines of this type are already in operation in 16 different countries.

**ONE MAN PER SHIFT: 22,000 lbs. daily of dry products, ready for packing. Similar Lines are available for Twisted and Short Cut Goods.**

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# Braibanti

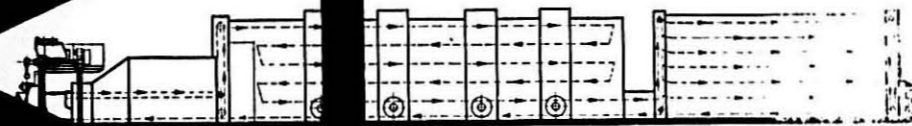
THE MACARONI JOURNAL

Scheme of sticks travel

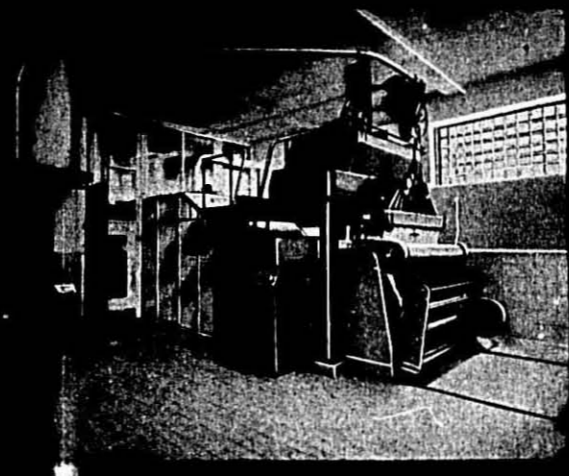
Automatic Press MABRA-L

GPL-Dryer

Storage Section



Automatic Line for Long Goods products with storage section for discharge anytime only



Automatic Press MABRA-L simple type Spreader and Predrying Tunnel

Storage section with sticks stripper breaker and saws for multiple cut



s. r. l. Dott. Ingg. M., G.  
**BRAIBANTI & C.**  
MILANO Via Borgogna, 1  
TELEF. 78.23.92, 4.5 - 78.95.31 - 78.48.82

# Braibanti



**10 LEADERS RETURN ON INVESTMENT IN INVENTORY**

	Gross Profit Per \$ Inventory
All Groceries	\$4.16
Snacks	7.57
Crackers—Cookies	9.81
Magazines	9.34
Health and Beauty	5.82
Soft Goods	5.54
Canned Fruit	5.90
Candy	5.45
Household Supplies	5.38
Soft Drinks, Beer	8.58
Cereals	5.27

The operator (symbolized by the Dillon Company) in bringing the super market to its present position in the short span of two decades—enjoys world-wide admiration.

To sum up the Dillon grocery department as we found it: Total Sales, 100.0 per cent; Margin on Sales, 19.5 per cent; Operating Expense, 14.6 per cent; Net Profit, 4.9 per cent.

This is an excellent operation in terms of sales, gross profit—and net profit. What can be done to improve this already highly successful grocery department.

**THE AVERAGE GROCERY ITEM**

Unit Sales	12
Dollar Sales	\$3.28
Margin on Sales	19.8%
Dollar Margin	64.5c
Annual Turnover	16.5
Sales Per Shelf Foot	\$5.07
Gross Profit Per Shelf Foot	\$1.00

In the Macaroni Department	Mac. Prod.	Maca-roni	Spa-ghetti	Noo-dles	Dry Dinners
Unit Sales 16-Week Average	368	132	65	90	81
% to Total	100%	35.8%	17.7%	24.5%	22.0%
\$ Sales 16-Week Average	\$86.69	\$31.89	\$14.60	\$20.83	\$19.37
% to Total	100%	36.9%	16.8%	24.0%	22.3%
\$ Margin 16-Week Average	\$18.58	\$7.31	\$3.27	\$4.51	\$3.49
% to Total	100%	39.3%	17.6%	24.3%	18.8%
% Margin 16-Week Average	21.4%	22.9%	22.4%	21.7%	18.0%
Profit Per Unit Sold	5.0¢	5.5¢	5.0¢	5.0¢	4.3¢
Number of Items Stocked	31	9	7	10	5
Units Sold Per Item	12	15	9	9	16
\$ Sales Per Item	\$2.80	\$3.54	\$2.09	\$2.08	\$3.87
Average Profit Per Item	60.0¢	81.2¢	46.7¢	45.1¢	69.8¢
Average Unit Selling Price	23.6¢	24.2¢	22.5¢	23.1¢	23.9¢
Number of Lineal Shelf Feet	30.4	10.6	6.1	9.1	4.6
\$ Sales Per Shelf Foot	\$2.85	\$3.01	\$2.39	\$2.29	\$4.21
\$ Margin Per Shelf Foot	\$.61	\$.69	\$.54	\$.50	\$.76
Unit Sales Per Shelf Foot	12.1	12.5	10.7	9.9	17.6
Number Sales Per \$ Profit	20	18	20	20	23

Copies of the Highlights of the Dillon Study are available in booklet form at 25 cents each, and the film presented at the convention is available at \$420.00 for colored prints. Single bookings (maximum five days) can be made without charge.

Progressive Grocer is running a series of articles on the Study from May through December. "A New Yardstick" appears in the October Macaroni Journal.

Macaroni is still the biggest seller in the Macaroni Products Section, but Dry Dinners are moving up fast, providing a draw for the whole section. The department has a turnover slightly above the grocery average and achieves a return per dollar invested which is 13.9 per cent over the combined grocery figure.

Macaroni's 36.9 per cent of the section's sales is complimented by its better-than-grocery average in profit per item and by its \$5.07 return on \$1.00 investment. Spaghetti does 16.8 per cent of sales and shows the highest average profit per item in the section. Noodles do about 25 per cent of the total. Dry dinners many with strong national promotions, account for 22 per cent of the section's sales, while occupying only 15.3 per cent of its space.

Per capita consumption of macaroni products is continuing to increase. Industry sources say the rate is up from 6.3 pounds per person in 1955 to 7.3 pounds in 1958. Continued growth is credited to producers' promotions, steady prices and improvements in packaging, including more recipe information.

Although sales tend to be larger in sections of the country with customers of Italian descent or in highly populated non-Italian areas where a taste for macaroni products has been acquired, the section offers opportunities for increased sales. Merchandising includes: feature spot with an Italian theme; placing tomato paste, spaghetti sauces, etc., in adjacent shelf positions and/or as related items on end displays.

**Canadian Commentary**

Most Canadian women are not yet sold on cake mixes and instant products, according to a survey made by Chatelaine Magazine. The average Canadian woman bakes 4.8 cakes a month, but only 1.7 come from cake mix packages.

Brand loyalty is strong for flour. The homemaker is most likely to use a brand she has been using for the past ten years or more.

Women on the prairie do most baking with yeast, least in Ontario. And the housewives make macaroni, spaghetti or egg noodle dishes about once a week. The most popular dinner dessert? Cake.

**It's Tough All Over**

Germany's new food law prohibits use of all food additives that have not expressly been authorized. It bans down, too, on utensils used in preparing or handling foods.

United States shippers affected are advised to contact their agents in Germany for instructions on future shipments. And in Sweden, consideration is being given to stiffening its food stuffs law to stop imports of food to which "dangerous coloring agents have been added." This resulted from a confectionery import found to contain a coloring agent that had been banned from use in the country.

**To Whom It May Concern**

A pocket translator for checking executive references prepared by The Management Review:

"He's a consistently good team worker."

"Hasn't had an original thought in twenty years."

"He's always staunch in supporting his superiors' recommendations."

"A yee man."

"A strong speaker who really sells his ideas."

"Big mouth."

"Conscientious? I can't tell you how many times I've seen him tuck work home nights or on week-ends."

"He can't get organized."

"He's at his best when handling the broad outlines of a situation and delegating the details."

"He can't add."

"A great believer in face-to-face communications, rather than memos and reports."

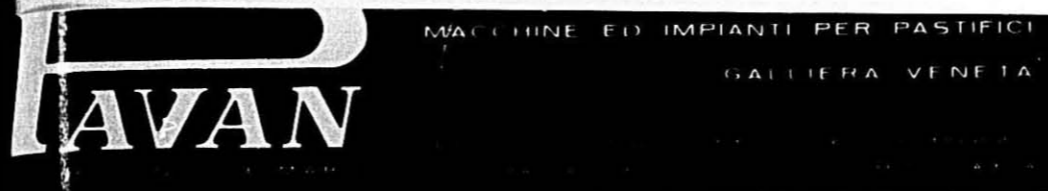
"He can't spell."

"He had good command of the job considering his age."

"Too young to cut the mustard."

"I believe he's thinking in terms of \$25,000."

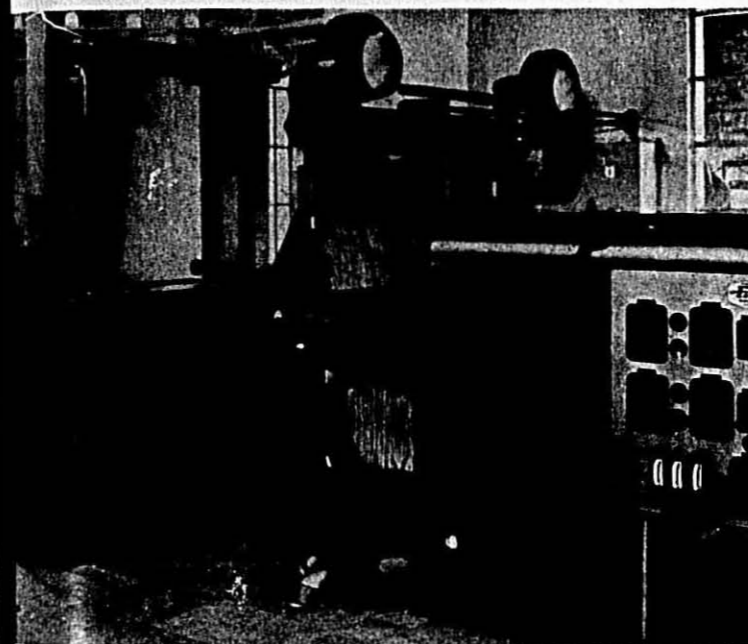
"He'll jump at seventeen."



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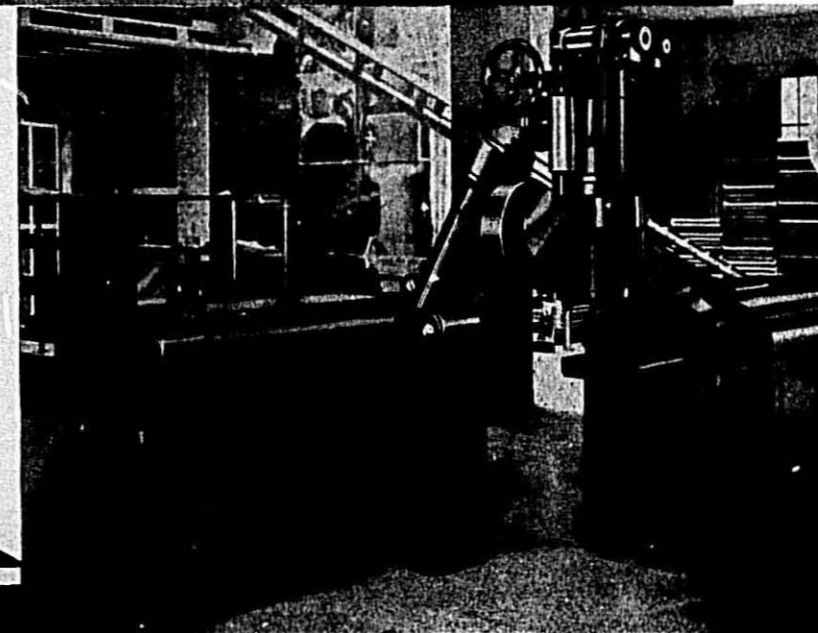
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AVAILABLE IN DIFFERENT MODELS; PRODUCTION OF 900, AND 1600 POUNDS PER HOUR.





### Durum Crop Conditions Look Good

Whether it's for Burdick or Benson it looks like a bumper crop in North Dakota.

After a slow start because of the late cold spring, marked with plenty of moisture, the durum crop was put in with a healthy boost over a year ago in acreage and is apparently making up for lost time.

Mechanization on the farm was a big factor in off-setting delays caused by 1960's bad weather. While the weather problem is still one of the biggest in farming, the speed-up has gone a long way toward minimizing it. The steady growth in a number, size and power of farm machines is the most important reason for this faster farming pace. Farmers have also reduced weather hazards by turning to quicker-maturing seeds and weed killers. These chemicals keep the weeds down so there is less need for farmers to cultivate if fields are muddy.

#### Late Start

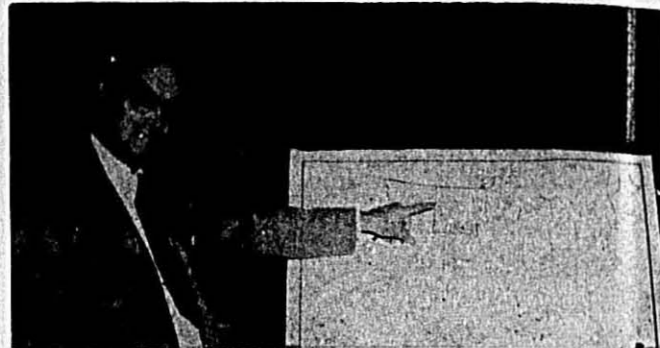
In May it looked like the crop was a good week to ten days late in being planted. While there was joy for the good amount of sub-soil moisture there was concern that a lush crop might be hit by rust.

The Durum Growers Association reported that their winter increase program in Arizona for the new variety of Lakota durum had been a big success. Cooperators received between 45 and 50 bushels for each acre of increase financed. One field yielded over 60 bushels per acre of clean seed.

In early June the Northern Pacific Railway reported from Montana to Minnesota sod-soakers had brightened up prospects substantially, and even the delay caused by uncommonly cold weather during and after seeding looked like it would be overcome.

Throughout the month crop conditions reports coming in from the main durum territory continue to be good with moisture conditions the best for the past five years. Crops continue to catch up but were still about five days behind usual for comparative dates of a year ago and the average. Temperatures held below normal in mid-June and it was commented that warmer weather would be welcomed.

When the United States Department of Agriculture June 1 crop estimate report came out it announced a 33,000,000 bushel durum crop, an increase of production of about approximately 60 per cent over last year's crop of 20,700,000. Based on the March 1 estimate of 1,726,000 acres planted to durum, a



Don Fletcher of the Crop Quality Council follows crop outlook.

19.1 bushel yield per acre was indicated, compared to a 17 bushel yield in 1959.

The July 1 estimate was even more encouraging with the expected yield increased to 20 bushels to the acre and a total of 34,000,000 bushels expected.

In July the Northern Pacific Railway reported that cereal grains had been sorely buffeted by elements of weather which, though harsh, were normal. There has been hail, high winds, dashing showers, and in some cases, critically short supplies of moisture in some areas—but crops look good. Searing hot temperatures could be expected to hurt quality and test weights so the weather of the last two weeks of July were critical.

#### Hot Summer

There was hot weather, but there were also some crop saving showers. Prospects have been so good all through the current crop season that they can't possibly get better. The main hope now is that these favorable conditions continue so that a good quality harvest is brought in.

Don Fletcher of the Crop Quality Council noted the presence of light infections of stem-rust in Minnesota, North Dakota and South Dakota in mid-July. He said the infections were light except for occasional late maturing fields of winter wheat in southern South Dakota. Some of those fields will be damaged, he indicated. He said further that the type of rust prevalent this year does not seem to attack the widely-grown Selkirk wheat or the new durums in the spring wheat area.

Mr. Fletcher pointed out that cereal crops generally are later than normal over much of the upper mid-west and Canada. This means they will be exposed to air-borne rust attacks longer than usual this year, but no prediction as to the final outcome was possible at that time.

Don Fletcher and Gene Hayden of the Crop Quality Council are planning on taking a group of macaroni manufacturers on an annual durum field trip August 15-16-17. They will visit the Cereal Technology Department and plant breeding facilities of the North Dakota Agricultural College in Fargo and at the experiment station at Langdon, North Dakota. Stops at farms, elevators, and a meeting with the Durum Growers Association at Devils Lake are planned.

#### Durum Rise in France

The French government has reviewed the development of durum wheat production. Practically unknown before 1950, the area seeded had increased to nearly 73,000 acres in 1959, most of the expansion occurring since 1956. Production of 183,500 bushels in 1959 was two and one-half times that of 1957, encouraged by a subsidy on seed, exemption from the normal levy on wheat marketings and an attractive support price of \$2.53 a bushel compared with the basic price of \$2.00 a bushel for soft wheat.

So far, however, French production accounts for only a modest part of the annual requirements of 1,468,000 bushels of durum.

#### French Wheat Crop

France has become one of the world's largest wheat producing countries in recent years. Output is now running around 400,000,000 bushels a year. Yield is advancing steadily. In 1934-35 it was 23.2 bushels an acre. Last year it was 39.5 bushels and in some parts of northern France, yields were 50 bushels. Some farms hit 70 bushels and over.

Nothing happens unless somebody makes it happen, and those who make something happen are not numerous.

THE MACARONI JOURNAL

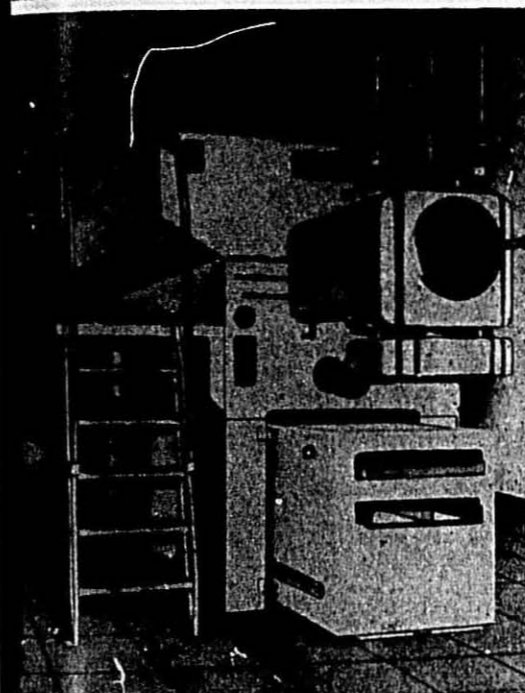
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### The Egg Market

Henningsen Foods' newsletter reports that it isn't unusual by mid-July for a certain amount of seasonal uncertainty to exist and a week to week variation in the price of breaking stock to be apparent. Normally yields begin to fall off in July and the supply of shell eggs tends to vary with the weather in the mid-west and west.

This year there is another factor which helps to confuse the prognostications. The government is currently purchasing whole egg powder under an egg support program. Since the government purchases vary as to price and to quantity from week to week, each purchase has an immediate effect on the cost of breaking stock. In addition, in an election year, the government purchase program must be studied even more closely than heretofore.

Normal seasonal factors and a heavier than expected government purchase tended to push egg prices ahead firmly in July. Many of the egg product processors who might ordinarily be producing separated products have turned their facilities onto whole egg powder to fill government contracts. Yolk prices continue to advance as the product remains in short supply and the cost of breaking stock becomes more firm.

Frozen 45 per cent yolks of No. 5 color have been 85 cents a pound since early June in the Chicago market. This is a full dime to fifteen cents a pound higher than a year ago.

No. 4 color, in more plentiful supply, has been running from two to six cents a pound cheaper. But neither 4 nor 5 color were quoted at all during the six-week period from mid-March through April.

No. 3 color is now being quoted in the Wall Street Journal and runs three to four cents less than No. 4 color.

Dried yolk solids reflected governmental activity in jumping from a range of \$1.20 to \$1.30 a pound the first of the month to a \$1.28 to \$1.38 at the end of the month.

### Output Falls

Egg output will skid this fall but government price supports continue buying. Farmers cut first hand purchases of chicks 17 per cent below a year ago. This will reduce egg output next fall and probably boost prices. Support buying will continue until "the market shows a degree of stability," Federal officials say. Since support buying resumed in late June, the government has purchased \$3,600,000 worth of dried eggs, nearly two per cent of farm egg production.



### June Egg Processing

Liquid egg and liquid egg products (ingredients added) during June totaled 88,781,000 pounds—down seven per cent from June 1959, but up 28 per cent from the 1954-58 average for the month. The quantities used for immediate consumption and freezing were larger than a year earlier. The smaller quantity used for drying accounted for all the decrease in production from June 1959.

Liquid egg used for immediate consumption during June totaled 7,470,000 pounds, compared with 7,067,000 pounds in June 1959. Liquid egg frozen during June totaled 63,825,000, compared with 63,643,000 in June 1959. Frozen egg stocks increased 36 million during June, compared with 30 million in June 1959 and the 1954-58 average increase of 27 million pounds.

Egg solids production during June was 4,244,000 pounds, compared with 6,126,000 pounds in June 1959 and the average of 2,944,000 pounds. Production during June consisted of 1,724,000 pounds of whole egg solids, 1,085,000 pounds of albumen solids, and 1,435,000 pounds of yolk solids. Production in June 1959 consisted of 3,638,000 pounds of whole egg solids, 1,408,000 pounds of albumen solids and 1,080,000 pounds of yolk solids.



Chip-dip trays are premiums.

### Support Anew for Eggs

The Department of Agriculture announced resumption of purchase of dried whole egg solids as a means of stabilizing egg prices to producers. The program was suspended in mid-May when it appeared prices had stabilized at reasonable levels. Prices recently have dropped substantially, the Department said.

Beginning June 28, the Department will make purchases weekly until further notice. The quantities will depend on offering prices in relation to producer prices. The duration of the purchase program will depend upon general market demands as reflected in producer prices.

Purchases will be made with Section 32 surplus removal funds, with the product bought being made available to states for distribution to needy persons. Purchases will be limited to number 2½ consumer size cans in carload quantities. Dried whole egg solids must be made from fresh chicken eggs and produced by processors operating establishments approved by the Department.

### Premium Offer

The I. J. Grass Noodle Company of Chicago is offering consumers sets of three individual chip-dip trays as a premium. This is a new idea in entertainment presented by Mrs. Grass. Now, instead of dipping into a large single bowl, guests can supply themselves with generous mound of dip and chips, thus saving many trips back to the dip bowl.

Mrs. Grass became interested in this particular premium because of their newest product—Mrs. Grass' French-Style Onion Soup Mix which makes an excellent chip-dip called Riviera Dip (pictured above) when blended with one and one-half pints of dairy sour cream.

The promotion will be supported in grocery stores by large display signs showing the three chip-dip trays. Inasmuch as the summer months are good for chip-dip sales, Mrs. Grass will continue this premium throughout the summer. It is part of a constant barrage of promotions by Mrs. Grass. The steady stream of promotion coupled with heavy consumer advertising and publicity has kept Mrs. Grass' sales on an upward trend year after year.

The trays are made of hard plastic and come in turquoise, yellow and pink colors. They are available to consumers for \$1.00 plus a box top from any Mrs. Grass' soups or other Mrs. Grass' products. Order blanks will also be included in each box of Mrs. Grass' Onion Soup.

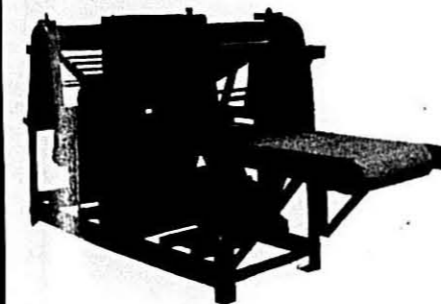


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## WAY BACK WHEN

### 40 Years Ago

- Macaroni manufacturers should give the new National Macaroni Laboratory their unstinted support, financial and moral, the lead editorial says.
- The background of Dr. B. R. Jacobs was lauded as prime qualification for the development of standards for macaroni products and the analysis of the ingredients in manufacture.
- Standard export definitions were sought at a New York meeting to bring clarification from confusion due to a variety of terms creating misunderstanding.
- "The jobber—an invaluable cog"—was the heading on an item questioning a recently adopted practice of Proctor & Gamble Company to sell direct to the retailer.
- Macaroni and tariff were discussed by B. R. Jacobs in an article noting a survey by the United States Tariff Commission. The Commission wanted to know whether or not the macaroni industry required protection against competition from abroad and what effect such legislation would have on the relation of the United States and foreign countries most concerned. It was pointed out that "dumping" was the real evil.

### 30 Years Ago

- Association strength—"sincere cooperation in trade association activities strengthens the weak spots, offers protection against the common enemy and enables the members to more easily keep in step with natural trade advancement," says the Journal cover.
- Details of a national macaroni recipe contest were described. \$5,000 in prize money was offered and the contest was advertised in leading women's magazines.
- Subscribing members to the advertising campaign were licensed to use the Energy Trio emblem.
- It was announced a practical cost accounting system was rapidly taking form under the supervision of the Association Committee and Wolf & Company, the Association accountants.
- The 1929 census reported 377 establishments, an increase of 6.7 per cent over 1927. There was a 14.5 per cent increase in wage earners and the value of industry product totaled \$48,000,000.
- "We," the spirit of Lindbergh in his ocean spanning flight, should be adopted by more business firms.

### 20 Years Ago

- President Joseph J. Cuneo asked macaroni manufacturers and allies to contribute five to ten dollars a month for a year's trial of publicity placements to be made by the National Macaroni Institute.
- National Macaroni Week was set for October 6-12, 1940.
- Betty Crocker featured a 30 minute macaroni dinner, "A tailor-made recipe for increased macaroni sales and consumer satisfaction," to tie-in to the week. The combination called for macaroni with sausage and fried tomatoes.
- Public hearings for the purpose of establishing Standards of Identity for flour, durum flour, semolina, and farina were called for September 9 in Washington, D.C. Benjamin R. Jacobs commented on the proposals.
- Pillsbury built a new research laboratory naming R. C. Benson, Director of the Products Control Laboratory and Bakery.

### 10 Years Ago

- A durum queen, Mrs. James Gibbens, of Cando, North Dakota, was named at the Macaroni Festival at Devils Lake. Her picture appeared on the September Journal cover.
- The first Macaroni Day held at Devils Lake, North Dakota was called a huge success. Business men and farmers joined in the promotion while the macaroni industry supported the novel affair.
- Peter La Rosa, chairman of the National Macaroni Institute Publicity Committee, observed plentiful promotional and publicity plans of other food associations. He urged macaroni manufacturers to support their industry program and to take a look at what has been done as reported in the brochure "Results That Sell."
- Clara Gebbard Snyder, Director of Foods and Nutrition for the Durum Wheat Products Division of the Wheat Flour Institute, reported on the durum millers' macaroni promotion to the macaroni convention.
- "Medic's Macaroni Dish Cures Pangs of Hunger" wrote Mildred K. Flanary in the Press Telegram of Long Beach, California. The doctor's favorite recipe for Macaroni deluxe was given. The doctor was George F. Paap of the Hariman Jones Clinic Hospital.
- Regional meetings were held to make plans for National Macaroni Week.

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**FOR SALE**—Four Simplex automatic packaging machines equipped with four scales or volumetric. Write Box 169, Macaroni Journal, Palatine, Illinois.

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THE MACARONI JOURNAL

## INSIDE SCIENCE

# The Vital Story of MACARONI\* ENRICHMENT

by Science Writer

This is the fourth article in a series devoted to the story of cereal enrichment



word of the great benefits which result from enrichment.

For years, some forward-looking manufacturers of macaroni and noodle products have used enrichment to make their good foods better. They know that enrichment restores important vitamin and mineral values which are unavoidably lost in milling, and they recognize their responsibility to provide the greatest health-building benefits for the public.

Enrichment is really a simple process. It adds the following essential elements to the food during manufacture.

**Thiamine**—also called vitamin B<sub>1</sub>. This vitamin helps to build physical and mental health. It is essential for normal appetite, intestinal activity and sound nerves.

**Riboflavin**—also called vitamin B<sub>2</sub>. This vitamin helps to keep body tissues healthy and to maintain proper function of the eyes. It is essential for growth.

**Niacin**—another "B" vitamin, is needed for healthy body tissues. Its use in the American diet has done much to make a serious disease called pellagra disappear.

**Iron**—is a mineral used in all enrichment. It is essential for making good, red blood and preventing nutritional anemia.

Products made from semolina may be enriched by two methods. One uses small square wafers which contain all the vitamins and iron necessary to enrich 100 lbs. The wafers break up in a small amount of water which is then added to the paste. For manufacturers who use the continuous press method, a powdered concentrate of the vitamins and iron, called a premix, is available. This is added by a mechanical feeding device.



\*Macaroni is used here in the generic sense. It includes all alimentary pastes: macaroni, spaghetti, pasta, noodles.

These are the minimum and maximum levels, in milligrams per pound, required by the Federal Definitions and Standards of Identity for enriched alimentary pastes.

	Min.	Max.
Thiamine (vitamin B <sub>1</sub> )	4.0	5.0
Riboflavin (vitamin B <sub>2</sub> )	1.7	2.2
Niacin	27.0	34.0
Iron	13.0	16.5

NOTE: These levels allow for 30% to 50% losses in kitchen procedures.

Nowadays scientists are able to "build" duplicates of many of Nature's essential complexes in the laboratory. This has happened with many vitamins. First the chemical composition is learned and the pure substance is isolated. Then a "duplicate" is made which is identical chemically and biologically with Nature's product. A vitamin is a vitamin regardless of its source just as salt is salt whether it comes from a mine or is evaporated from the sea. So efficient is large scale manufacturing that vitamins are sold at a lower cost than if they were extracted from natural sources.



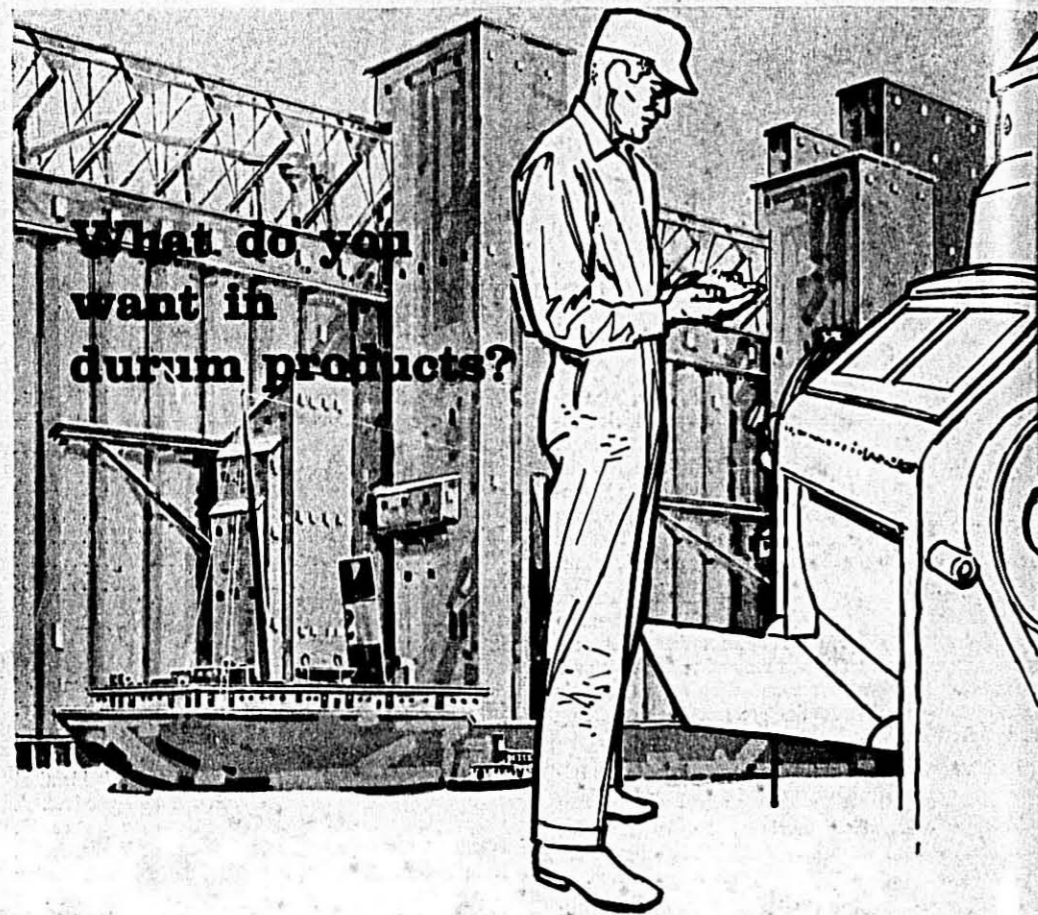
The Hoffmann-La Roche people, who produce a good percent of the vitamins used in enrichment, use amazingly complex processes with scientific production controls. This requires modern, special equipment filling whole buildings, each one a city block square and many stories high.

The combination of scientific research, thorough know-how and mammoth manufacturing processes—plus the far-sightedness of leaders in the macaroni industry—is helping vitally to make good macaroni products better.

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