

**THE
MACARONI
JOURNAL**

**Volume 42
No. 8**

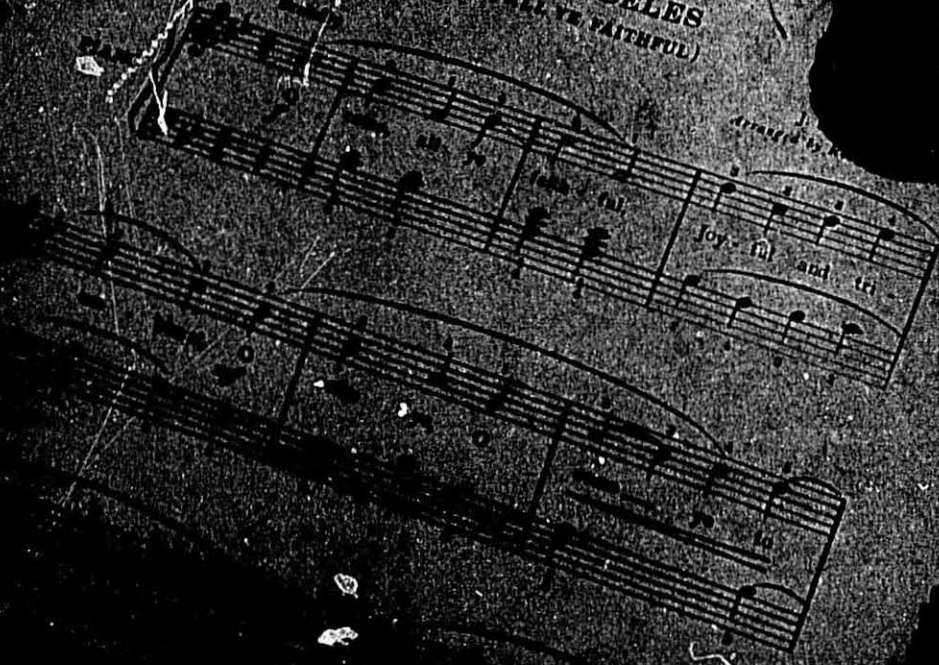
December, 1960

Macaroni
Journal



*Seasons
Greetings!*

ADESTE FIDELES
(COME ALL YE FAITHFUL)





As we approach the threshold of another year our thoughts turn gratefully to those whose courtesy, good will and loyalty have helped make our progress possible. In this spirit we extend to you the

SEASON'S GREETINGS

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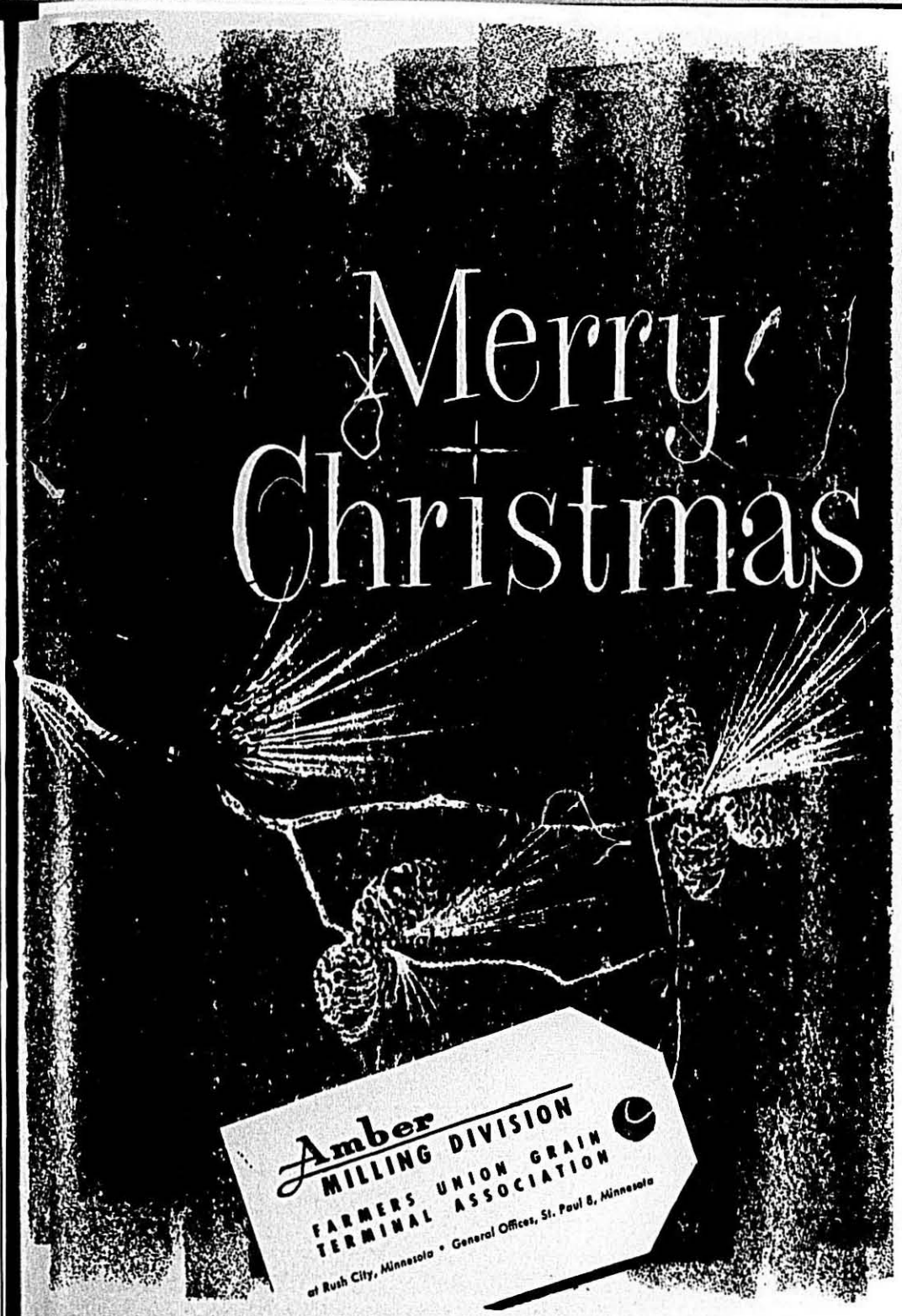
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DECEMBER, 1960

The MACARONI JOURNAL

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Cover Photo

Best wishes of the holiday season are extended to you from the staff of the Macaroni Journal.

Photo by Robert Armstrong

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THE MACARONI JOURNAL

REGIONAL MEETINGS

A HALF a hundred macaroni manufacturers and allies celebrated National Macaroni Week at a luncheon of chicken tetrazzini in New York's Hotel Belmont Plaza October 27.

Reports and Comments

The group heard Ted Sills and Elinor Ehrman of Sills' New York office, public relations consultants for the National Macaroni Institute, report on current publicity placements for National Macaroni Week. With the assistance of Nika Hazelton, account executive, and several volunteers from the head table, a folded accordion of poster sheets covered with recipe releases and pictures was extended around the room to graphically demonstrate the volume of activity going on to publicize macaroni, spaghetti and egg noodle-products.

Mr. Sills reported on the Lenten plans of the American Dairy Association which will kick off a Dollar Dinner campaign in the February issue of Better Homes and Gardens. They will feature a 16-page recipe booklet with 24 recipes for dairy foods. Four of the recipes will call for macaroni and egg noodle products. Point-of-purchase pieces were displayed.

James J. Winston, Association director of research, called on manufacturers to submit samples of imported products suspected of not complying with standards of identity to the laboratory for analysis and referral to the Food and Drug Administration. He noted a sharp increase in the volume of products coming into the East from Canada.

C. C. Fifield, cereal chemist on durum research with the United States De-



President Emanuele Ronzoni, Jr. on the left; Colburn C. Fifield, United States Department of Agriculture research chemist; James J. Winston, Association Director of Research.

partment of Agriculture at Beltsville, Maryland, reported on quality studies going on in the prime raw material for macaroni products. He had a display of charts and graphs and graphic color samples to demonstrate findings in their works. As soon as his paper is cleared for publication, it will appear in the Macaroni Journal.

Association Secretary Robert Green called attention to the increased railroad charge of \$10.00 a day on bulk flour cars, which has been suspended for seven months, but may be reinstated at that time. He urged manufacturers to write the Interstate Commerce Commission to protest this increased rate showing how it affects costs in a situation that was developed to cut costs.

Various members who had attended sessions of the Grocery Manufacturers of America convention reported on ideas gleaned from the meetings.

Among the speakers were C. F. Mueller, Lloyd E. Skinner, Al Ravarino, Paul Vermeylen, and Vincent F. La-Rosa.

Pierre Soubry, son of the proprietor of the Belgian macaroni manufacturing establishment Joseph Soubry in Roulers, spoke expressing his gratitude at the hospitality that had been extended to him by macaroni manufacturers he has visited in the United States. He has combined his business tour with a honeymoon.

Ettore Berini of M. and G. Braibanti Company of Milan, Italy, expressed words of greeting and an invitation for macaroni manufacturers to avail themselves of the opportunity presented in the study tour planned for Europe next spring. He emphasized that in addition to the ideas that would be gathered, there would be interesting shoptalk with European counterparts.

Social Activities

Tom Sanicola and Faust Falconi of the Faust Carton Company served cocktails and hors d'oeuvres in their hospitality suite following the meeting and prior to a dinner held by the suppliers for macaroni manufacturers at the New York Rifle Club.

At the Rifle Club a full Italian style dinner was served. The menu included a fabulous antipasto, pasta, steak and chicken, followed by fruit, cheeses, and demitasse. Alfred Rossotti, who had just returned from Europe, was honored by his brother Charles, who though unable to attend the dinner meeting sent a beautifully decorated cake and greetings in song. Alfred Rossotti responded with a few words of thanks and comments on the highlights of his European visit.



Tony DePasquale (left), Paul Ambrette, and Sal Maritato (right) chat with Belgian visitor Pierre Soubry (center). Al Ravarino is in the background.

DECEMBER, 1960

After some story telling and good fellowship, the meeting adjourned.

Those in attendance at the dinner included Emanuele Ronzoni, Jr. and Roger DiPasca of Ronzoni Macaroni Company, Vincent F. LaRosa of V. LaRosa and Sons, A. Savedra and John Natali of La Rinascanti Macaroni, Alex Frank and Anthony Conetta of the DeMartini Macaroni Company, Joseph Santoro of G. Santoro and Sons, Adolph Iorio and A. Molinaro of Refined Macaroni Company, and a contingent from Paramount including Joseph Coniglio and Joseph Coniglio, Jr., Rosario Con-

iglio, Louis Coniglio, Louis J. Coniglio, and Louis J. Saggio. Anthony A. DeBole of the American Artichoke Company was also present.

The suppliers who served as hosts included Walter Ousdahl of Amber Milling Company, John Amato of Clermont Machine Company, Dan and Ralph Maldari of D. Maldari and Sons, Ernst Horstmann of Commander Larche, Charles Moulton of Braibanti-Lehara, Mary and Jack Campanella of S. Campanella Sons, Lee Merry and Joe De Marco of General Mills, Inc., Lester Swanson, David Wilson, David F. Wil-

son and Frank Fodera of King Midas Flour Mills, Tom Sanicola and Faust Falconi of Faust Carton Company, Joseph and Leonard De Francisci, Nat Bontempi and Gus Alati of De Francisci Machine Company, Jim Affleck of William Penn Flour Company, A. L. De Pasquale, Sal Maritato, and Andrew Rondello of International Milling Company, Alfred F. Rossotti, John Tobia, Arthur Tarditi, Ernest Williams, and Miriam Morris of Rossotti Lithograph Corporation. Miss Morris coordinated the party.

(Continued on page 34)

At the New York Rifle Club . . .



Left to right: A. Molinaro, Frank Fodera, Joe Santoro, Gus Alati, Nat DuFrancisci, Leonard DeFrancisci, Anthony Conetta, Joseph DeFrancisci, Adolph Iorio.

Left to right: Anthony DePasquale, A. Savedra, Joseph Coniglio, Dan Maldari, Louis Coniglio, Sal Maritato.



Faust Falconi and Tom Sanicola.



Dan and Ralph Maldari.



Alfred Rossotti and Ernest Williams



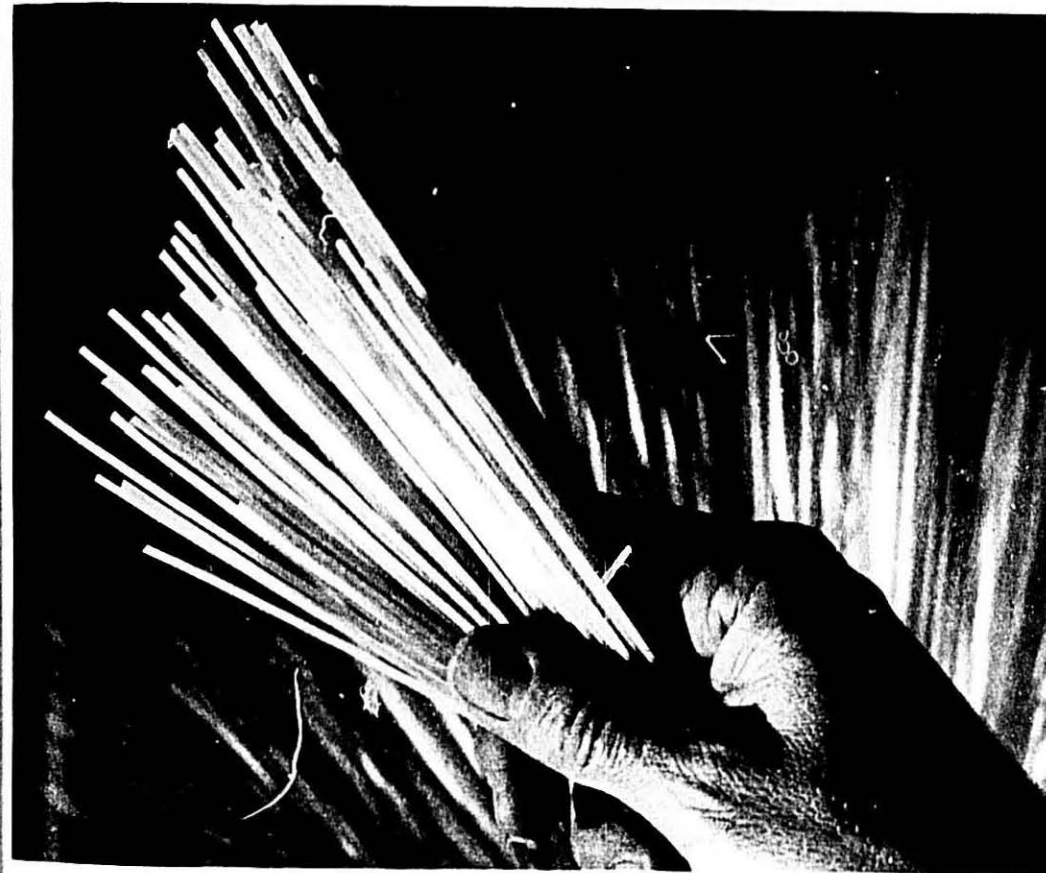
Lester Swanson, David F. Wilson, David Wilson.



Mary Campanella and Joe De Marco. In the background: Andrew Rondello (left), Anthony Conetta (center), Vincent F. LaRosa (right).

THE MACARONI JOURNAL

Who really invented macaroni?



Who knows? The origin of this delightful food is lost in legend—and many of those legends have become classics. We'll again present these legends—along with facts about the growth of the macaroni industry—during the coming months in this magazine. Maybe you've seen them before, but we hope you'll enjoy this popular series which we are planning to repeat.



King Midas DURUM PRODUCTS

MINNEAPOLIS **pv** MINNESOTA

DECEMBER, 1960

The Challenge to Grow ... Profitably

By Paul S. Willis, president, Grocery Manufacturers of America, Inc.
at their Fifty-second Annual Meeting

THE food industry faces a serious situation of constantly rising operating costs and squeezed profit margins. These cost increases stem primarily from higher taxes, higher wage rates, and higher transportation rates . . . all of which are pretty well fixed and beyond the control of individual management. Since 1946, about 75 per cent of the cost increases between farm and table prices have been due to higher taxes, higher wage rates, and higher transportation rates. While management faces these cost increases, it also recognizes the fact that competitive pressures are such that parallel price increases are not presently in the offing. Therefore, in order to maintain a profitable and expanding business, management must find ways of increasing efficiencies and cost savings in its operations. That is not easy because management has tried to operate at top efficiency all along, and very successfully.

Each year we aim to select a theme that concerns itself with matters that are of timely interest to this industry, and to plan discussions which might be helpful in the solution of them. Accordingly, a very appropriate theme for this year's meeting is "The Challenge to Grow . . . Profitably."

Operating Problems

There are several areas where grocery manufacturers have heavy expenditures. Those selected for discussion include the payroll of employees, transportation costs, the cost of operating the sales organization, and the cost of the advertising bill. Speakers will suggest ways in which management might obtain increased benefits by working more closely with its people, its employees . . . that is the payroll; examining its over-all methods of the distribution of its products; how to get more profitable sales from the advertising dollar; and how salesmen might revise their work in order to produce more profitably for the company. And, there will be a group discussion by manufacturers and distributors on how we can work most productively together in the distribution of our products. These are all potential areas for improved efficiencies and cost savings.

GMA members are great believers in the constructive force of advertising and use it extensively. A recently published list of the top 100 leading adver-



Paul S. Willis

tisers in the United States showed that 28 out of the first 50, and 51 out of the total 100, are GMA members. Because of this great interest in advertising, we will talk about its importance and its essential function as related to total operations; and we will discuss ways of getting more profitable sales from the advertising dollar.

So far I have talked mainly about the program and some of the major operating problems confronting management. There are of course other areas which concern us, and I want to talk about them from the standpoint of the public interest.

The Public's Interest

One of these areas is the important mutual interest which exists between the food industry and the American public. We need no reminding of the fact that the food industry has a tremendous stake in the public, and our immediate daily contacts with consumers convince us that we must serve them satisfactorily every day—or else.

We are naturally the most "consumer minded" industry in the country. We know that our overall common objective is to find ways in which to further reduce the cost of distribution, improve our services to the public, and continue to provide a food supply which must be safe, nutritious, enjoyable, abundant, reasonably priced and conveniently available at all times. We recognize the fact that we must serve

Mrs. Consumer well in every way so that she will continue to spend a fair share of her purchasing dollar at the food store.

The American public likewise has a great stake in the welfare of the food industry. There are many reasons. I shall mention only a few.

One reason is that the food industry from farm-to-table, directly and indirectly, employs nearly one-third of the total labor force—one out of every three workers. Almost every industry enjoys part of its sales, employment and profits from purchases by the food industry.

Continued growth of the nation's largest industry is the force a potent force contributing to the nation's total economic growth.

Another important consideration is the fact that the food industry's growth is a steady one. Especially during recession periods, this steady increase provides a stabilizing force on employment and consumer buying, which helps to offset the effects of the wide fluctuations which frequently occur in industries like housing, steel, and heavy goods.

The public also has a stake in our future growth from another angle; namely, that the food industry's growth provides the one obviously sound way to help solve the farm economic situation, which is of national concern. Otherwise the government will surely move in with even tighter controls which might gradually lead to controls on everything else—and everybody.

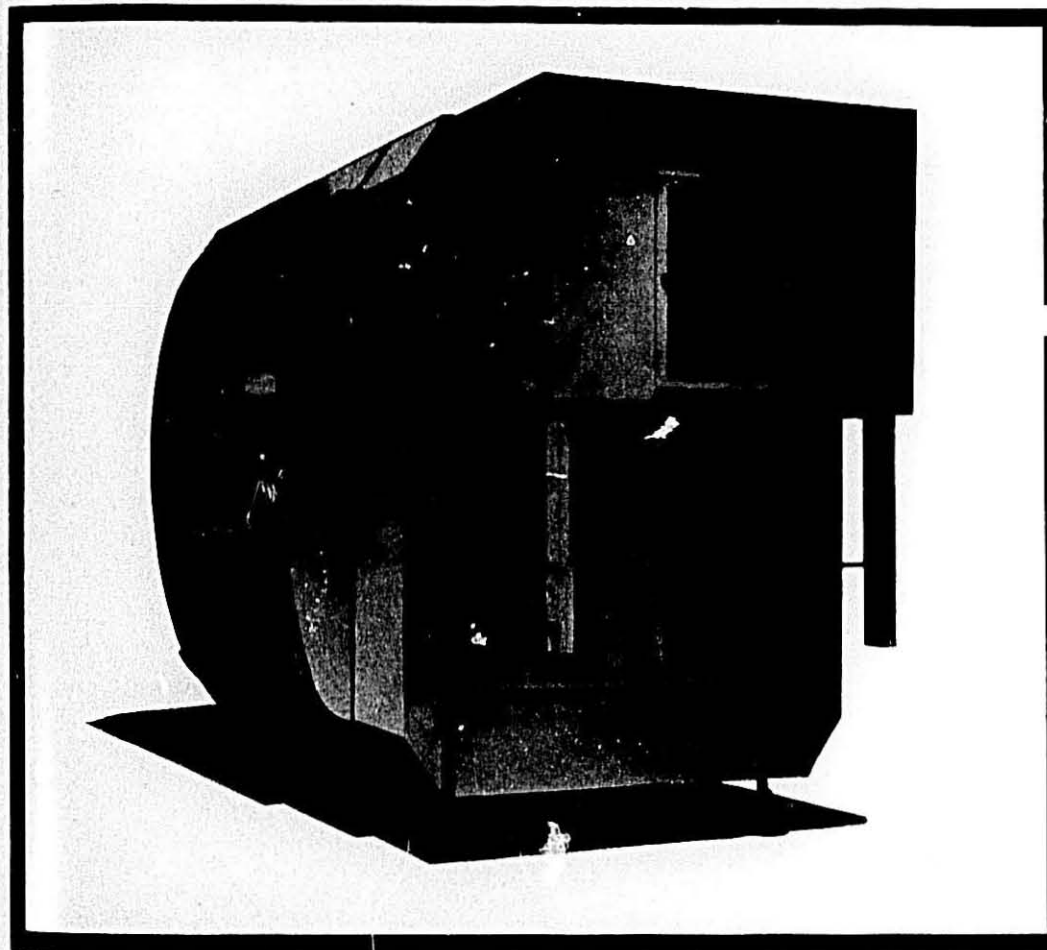
Another interest which the public has in our growth relates to the international situation. As American grocery products are increasingly displayed and sold throughout the world, we are finding that these products are more than just merchandise. They are proving to be "ambassadors of good will," doing a practical job of selling America and its way of life.

Of course, the most immediate stake the public has in our continuing growth is their interest in good eating and good nutrition. Americans don't like to "stand still" in their eating. As in every other field they are interested in moving ahead. They want a continuously wider variety of new, improved and more convenient foods. Only a constantly growing industry can provide these products.

(Continued on page 30)

THE MACARONI JOURNAL

A new concept in AUTOMATIC Preliminary Long Goods Drying...



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DECEMBER, 1960

9

Charles Ritz Honored

Golden Anniversary

Charles Ritz, chairman of the board of International Milling Company, celebrated fifty years of service with the company on October 16.

He was honored by the company's United States salesmen at meetings in Buffalo, Detroit, Atlanta and Minneapolis. On October 14 the girls in the Minneapolis office presented him with a spray of flowers commemorating his fifty years with the company. On October 15, he was honored at a dinner given him by Atherton Bean, president of International Milling Company. On October 20 he was feted at a luncheon given by department heads from the Minneapolis office and laboratory, members of the Quarter Century Club and invited guests.

In the Grist, company house-organ, president Atherton Bean wrote this about "CR": "Many do not fully realize the tremendous impact his ideas have had on our company and on the milling industries of Canada and the United States. This impact began very soon after he joined the ranks of Robin Hood in Moose Jaw on October 16, 1910. How many sales managers do we have today or have we ever had who assumed that responsibility at 21? How often has a man 24 years old been sent to open an office which would mark our entry into a major new market? How many men have been made general manager of an important division of the company at the age of 40?"

"The answer to all these questions is 'just one'—and that one was CR.

"What were the qualities which made him so unquestionably outstanding that within four years after joining the company as a stenographer, he was chosen to open the company's first office in Eastern Canada? It is, of course, impossible to put into this short tribute a real analysis of so versatile a man, but let me list a few of the things which have struck me most forcibly in working with him for the last 23 years.

"Energy—Who is a better example of the man-in-motion than CR? And is there anything more inspiring to an organization than working with a man whose mind is always alert to see, to absorb, to understand and to pass sound judgment upon the flow of surrounding events?"

"Memory—Who has a grasp of detail and recall of the past which can equal his? Hardly any of us who have worked closely with him have failed to be amazed at times by his ability to correct our recitation of long-past hap-



Charles Ritz

penings with distressing accuracy. What a wonderful gift and what a wonderful aid to balanced judgment and quick decision this is.

"Devotion to the company—Could anyone have given more ideas, more hours, more energy to a company than CR has given this one? I remember well a day some years ago when the company had a problem with the Canadian Wheat Board that we thought only CR could handle. He was scheduled to leave on vacation with Mrs. Ritz at noon that day (I'm sure she will remember this well). Without a moment's hesitation, he changed his plans, went to Winnipeg, handled and solved the problem. Only then did he continue with his vacation plans. In this connection, it is most appropriate to pay tribute to the similar devotion of Evelyn Ritz who went to Arizona that day without her husband and who has carried with good humor the inevitably changing plans of a very busy business man these many years.

"High personal standards of performance and conduct—In my opinion, CR falls into that very small select group of great business men. A great business man must have high standards.

He must be a clear example of that self-discipline which is required by devotion to the best and highest that our civilization knows. Unwavering honesty; unquestioned rejection of the questionable; stern demand that those for whom he is answerable follow his high code; a delightful and successful family life; generosity in support of good public causes; these are the kinds of thing—the list of the estimable qualities could be lengthened interminably

—which make him a man to whom our organization can look with pride and the community follow with confidence.

"The above is an exceptional tribute. It should be, for here is a man who has been a major factor in converting a struggling company of limited resources, in an industry which many said had little future, into one of the significant business organizations of the world."

Dr. Kahlenberg Joins Tranin

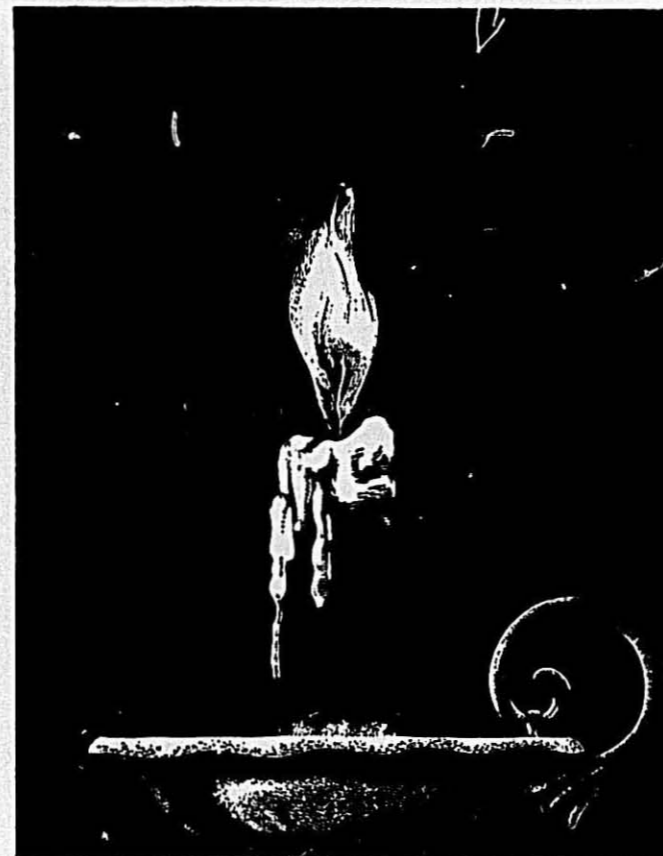
The Tranin Egg Products Company of Kansas City announces that Dr. O. J. Kahlenberg has joined the staff as Director of Sales and as Technical Director.

Dr. Kahlenberg, one of the nation's outstanding authorities on eggs and egg products has most recently been Professor of Poultry Husbandry at Missouri University. Prior to that, his position was Director of Research and Products Development for the F. M. Stamper Company, Moberly, Missouri. From 1947 through 1950 Dr. Kahlenberg was Director of Research for the National Egg Products Association. From 1942 to 1947 he was Chemist-in-Charge of the National Laboratory of the Dairy and Poultry Inspection and Grading Division of the United States Department of Agriculture. Stationed in Chicago, he headed a large staff and was technical advisor for branch laboratories at Seattle and San Francisco. Earlier employment was with the Borden Biological and Chemical Laboratories in New York and with the Pennsylvania State University Nutritional Research Staff.

Dr. Kahlenberg received his B.S. degree in Agriculture at the University of Wisconsin, his M.S. degree at Rutgers University and his Doctorate from Cornell University. He is a member of various professional societies in his field and is the author of some 50 published scientific and non-technical papers. His papers on eggs have appeared in many leading food industry publications, magazines and journals.

Soy Supplement

Protein-rich soy flour which is said to be neutral in taste and odor has been developed by Archer-Daniels-Midland Company, Minneapolis. According to the company, the product can be used in bakery products as a milk protein replacement, allowing substantial cost savings, and also as a supplement for such foods as soups, baby foods and prepared meat products.



Seasons Greetings

to all our friends associated with
the Macaroni Industry

International
MILLING COMPANY

Don Price, Discussion Leader

Marketing Management
N.M.M.A. Seminar
January 17-18-19
Hotel Diplomat, Hollywood, Fla.



Donald L. Price

DON PRICE, a salesman's salesman and marketing expert, will be a discussion leader and source expert for the seminar sessions on marketing management planned for the Hotel Diplomat January 17-18-19.

Donald L. Price started his career with Norton Company as a mailboy in 1920. He rose through the positions of stockman, sales engineer, field engineer, and district manager of company's Detroit office, a post he held for several years. In 1949 he was made a regional sales manager and in 1955 sales manager of grinding wheels in Worcester, Massachusetts, the position he held until his promotion to vice president in January of 1959.

About Norton

Norton Company manufactures abrasive and grinding wheels, coated abrasives, and pressure sensitive tapes, electric furnaces, grinding and lapping machines, refractories, electrochemicals, sharpening stones, and floor tile. The company's headquarters and general offices are in Worcester, Massachusetts—forty miles west of Boston, almost exactly in the center of the state.

The outgrowth of a tiny pottery shop, the company was incorporated in 1885. A year later the first factory was built on the present site in suburban Worcester. Today with one hundred and twenty buildings covering over 156 acres, the main plant extends over a mile and a half and employs about 5,000 persons. The company has 13,000 employees worldwide, with district offices, warehouses, and distributors in all major cities. Overseas, through its export company, Norton Behr-Manning Overseas, Inc., Norton operates manufacturing plants in the main industrial centers.

About Price

Mr. Price attended Clark University and the Harvard University Advanced Management Course. He is past president and director of the Worcester Sales Executives Club. He is also a director for the American Supply and Machine Manufacturers Association. He is his company's representative in the Grinding Wheel Institute and with the United States Chamber of Com-

merce. He is a director of the Worcester Chamber of Commerce.

In the National Association of Manufacturers he is a member of the marketing committee. For the American Management Association he is a member of the planning committee for the marketing division. He was a discussion leader at the sales seminar held by the American Management Association at Colgate University this summer.

In his own community he is a member of the Worcester Club and the Worcester Country Club. He has served as chairman of the local general fund campaign for the American Red Cross.

Don's experience, insight, and enthusiasm will help generate stimulating discussions on the important area of marketing considerations at the seminar sessions for the Winter Meeting. Three intensive morning sessions are planned to consider what makes the marketing concept work, the organization of marketing activities, and the management controls for such activities.

About Additives

A special session is being arranged so the suppliers of additives for macaroni and noodle products can make reports on current developments. Taste testing and dissemination of literature are being planned as features for this session. Other afternoons will be free for fun and relaxation at the fabulous facilities of the Hotel Diplomat.

Located on a 400-acre resort estate, the hotel has swimming pools both at Diplomat East and Diplomat West plus bathing on more than a thousand feet of private ocean beach.

The famous golf course of the Diplomat Country Club is under the direction of famed professional Cary Middlecoff. The tennis club has six championship courts. Jal alai, deep sea fishing, and thoroughbred and greyhound racing are just minutes away from this luxurious resort hotel.

On the social schedule, the traditional Spaghetti Buffet will be planned for the opening night and an Association Dinner Party will climax the festivities on the final evening.

Full details on reservations for rooms and convention registration are being sent out from the offices of the National Macaroni Manufacturers Association. Circle your calendar now, and make plans to attend these important seminars to gather ideas and inspiration for combatting the cost-price squeeze.

They Bought It

With marketing in the spotlight at the recent meetings of the Grocery Manufacturers of America and scheduled for discussion at the forthcoming seminar sessions of the National Macaroni Manufacturers Association, a recent profile article in New Yorker magazine is most timely.

The activities of one Stanley N. Arnold, a marketing and sales management consultant, is described as the creation of business excitement. Mr. Arnold comes from Cleveland where he and his father ran a chain of fifteen supermarkets called Pick-N-Pay. Later he moved on to New York, where, as director of the sales promotion division of Young and Rubicam, the third biggest advertising agency in the world, he generated business excitement among a group of blue-chip clients.

Because many of the products sold in supermarkets are purchased on impulse without premeditation, on the spur of external stimulus, such items are moved from their shelves largely by the customer's excitement. And they are moved to their shelves by the retailer largely on the basis of his excitement, in the face of competition from items that are virtually identical. Stanley N. Arnold is the type of man that dreams up this excitement.

In selling his ideas to his clients he frequently dramatizes old clichés. American Tobacco Company, for example, was most concerned that their competition have no inkling of their promotional plans—security was the watchword. Mr. Arnold scheduled a

(Continued on page 36)

AFTER YEARS OF RESEARCH, EXPERIMENTATION AND ENGINEERING,

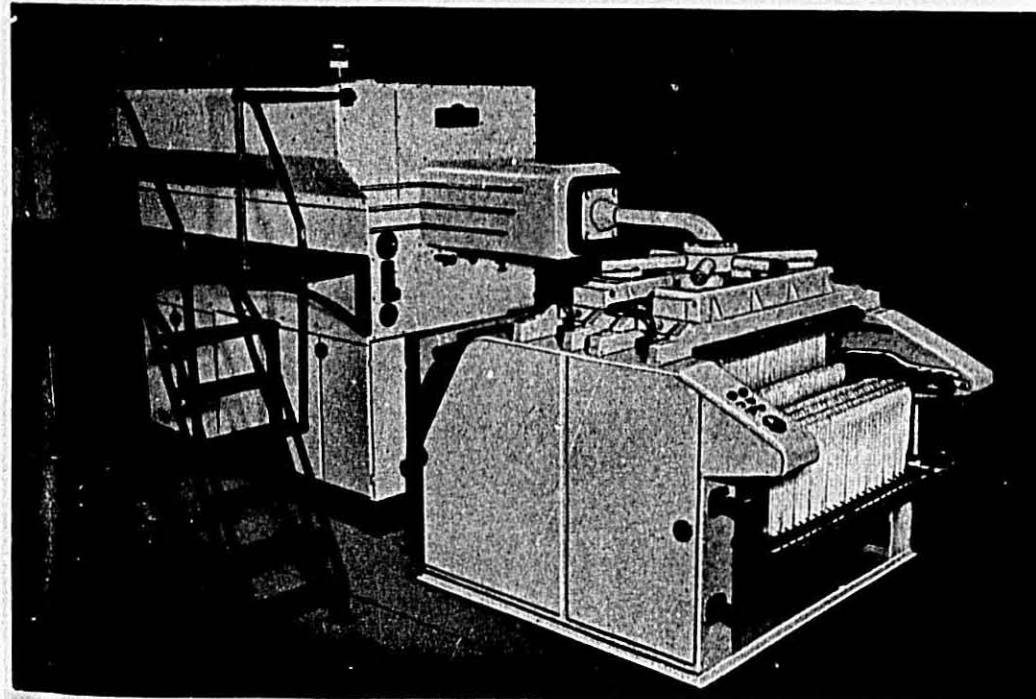
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HISTORY and tradition are saluted this month by the National Macaroni Institute.

Old Dominion

The first permanent English settlement in America was in Jamestown, Virginia, in 1607. In 1619 the first legislative body in the New World was established here. This was the beginning of the system of representative government in the Western Hemisphere.

Virginia, named by Sir Walter Raleigh in honor of Elizabeth, who was called the Virgin Queen of England, is also called the Old Dominion, since this name was used in many early writings. The capital of the Colonies prior to the Revolutionary War was at Williamsburg. Here gracious living was the hallmark of the early plantation days, and the bounty of rich agricultural areas contributed to the tradition of good eating.

Virginia hams, famous the country over, are produced from hogs raised in the peanut growing section of the Tidewater. Southern cookit in all its glory is found here.

North and South

To the north in Maryland, named for the wife of Charles I, the English ruler who granted the territory now known as Maryland and Delaware to the first Lord Baltimore, is famous for seafood, dairying, and agriculture. To the lover of seafoods, Maryland means Chesapeake Bay. It ranks among the leading states in the marketing of strawberries and truck crops. Research facilities of the United States Department of Agriculture at Beltsville have produced such triumphs as the Beltsville Turkey, particularly succulent for holiday feasting.

The Carolinas were part of the territory granted to Sir Robert Heath by King Charles I of England in colonial times. North Carolina today is known as the Tarheel State, because the state once produced vast quantities of tar, pitch and turpentine. Today it leads the nation in the growing of tobacco and peanuts.

South Carolina, the Palmetto State, named for the palmetto trees which grow in large numbers along its coast, is a land of rare beauty and charm. South Carolina colonists tried growing many crops such as oranges, tea, olives, and mulberry trees. They were very successful in growing rice and indigo, and these two products became their chief plantation crops. Cotton has be-



Turkey in the Straw.

come important today, and South Carolina competes with North Carolina for first place in the manufacture of cotton goods.

Holiday Feasting

Christmas time was the most important of all holidays in colonial times as well as in plantation days. In addition to the religious observances there was feasting and merrymaking. There was visiting back and forth and always the hospitality of good food.

While poultry and ham occupy the top spots in the holiday menu, macaroni products in various forms have graced the well set table. Vermicelli in the consomme sharpens appetites for the feast to come. Side dishes of buttered noodles or macaroni and cheese run competition to candied yams and mashed potatoes for favor. Egg noodle dressing has become an interesting variation in filling for the fowl.

But the greatest contribution of macaroni, spaghetti and egg noodles is in the wonderful combinations it affords in the use of leftovers after the big dinners of holidays or week-ends. One such recipe for the tasty serving of leftovers is Turkey in the Straw.

Turkey in the Straw
(Makes 4-6 servings)

- 1 tablespoon salt
- 3 quarts boiling water
- 8 ounces fine egg noodles (about 4 cups)

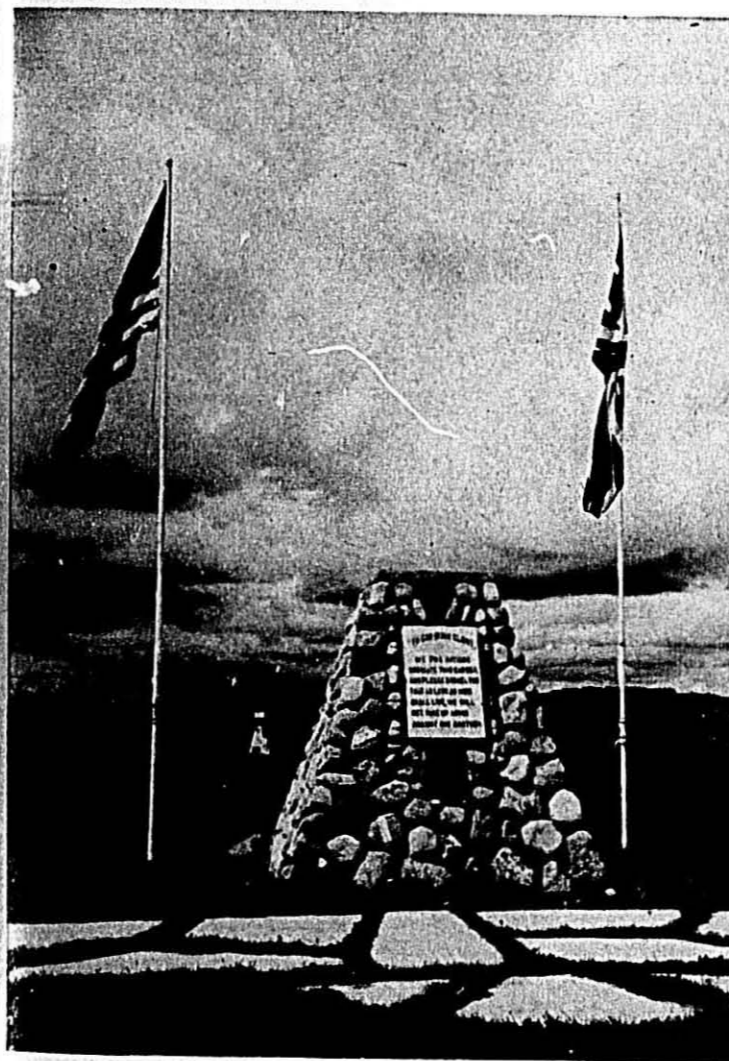
- 3 tablespoons butter or margarine
- 1½ tablespoons all-purpose flour
- 1½ cups milk
- 2 cups grated processed Cheddar cheese (about ½ pound)
- 2 canned pimientos, chopped
- 1½ cups diced, cooked turkey
- 1 10-ounce package frozen asparagus, thawed and diced
- Salt and pepper to taste

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. Arrange around outer edge of greased two and one-half quart casserole.

Melt butter or margarine and blend in flour. Gradually add milk and cook, stirring constantly, until thickened. Add cheese and stir until cheese is melted. Add remaining ingredients and mix well. Turn into center of casserole. Bake in moderate oven (350 degrees) 30 minutes.

Research Grant

National Institute of Nutrition in Rome has received a \$73,625 grant from the United States government. The funds will finance a four-year study of the admixture of soybean protein products with wheat flour in the manufacture of such products as spaghetti and macaroni.



**THE ONLY
INTERNATIONAL
PEACE GARDEN
IN THE WORLD**

This unique, formal garden was established in 1933 as a lasting memorial to the peace that has prevailed between the U. S. and Canada. The plaque portrayed here reads:

**"TO GOD IN HIS GLORY,
WE TWO NATIONS
DEDICATE THIS GARDEN,
AND PLEDGE OURSELVES
THAT AS LONG AS MEN
SHALL LIVE, WE WILL
NOT TAKE UP ARMS
AGAINST ONE ANOTHER."**

The garden lies in the Turtle Mountains of North Dakota, a rolling plateau, dotted with lakes and hills. This "fortress of friendship" will extend for three-quarters of a mile on both sides of the border. We invite you to visit the only International Peace Garden in the world.

NO. 2 IN A SERIES OF
LANDMARKS OF NORTH DAKOTA

From the heart of this rich durum wheat area, the most sincere wish we can send forth this holiday season is this . . .

PEACE

NORTH DAKOTA AND ELEVATOR
GRAND FORKS NORTH DAKOTA



THE CONSUMER VOTES

by James O. Peckham, executive vice president, A. C. Nielsen Company

IN A recent address to the Sales Executives Club of New York, Mr. Charles G. Mortimer made a statement which I would like to quote as a kind of text of my own talk. He said:

"The entire American enterprise system is an outgrowth of the traditional democratic principle of individual freedom of choice. As a citizen, the American has free choice in the matter of political representation. As a consumer, he has free choice of what he will or will not buy."

Mr. Mortimer went on to make his point that we must keep it that way—in both respects—and that it is patently clear to him that we can't have one freedom of choice without the other—a statement with which I am sure we can all wholeheartedly agree.

"The Consumer Votes"—not only for political representation on election day but also every time she buys your brand in a retail store. She is exercising her democratic prerogative every time she makes a free choice among the some 8,000 items carried by today's supermarket and she does it every week-day—in many parts of the country even including Sunday! Her polling place is the retail store, the candidates are your brands and those of your competition, the ballot or list of candidates on the voting machine is the retail shelf, and the ballot box is the shopping cart.

Let's examine some of the trends of this consumer voting in the market place. It is my hope that this examination might give some direction to your own marketing operations in 1961 and beyond, because if you can give Mrs. Consumer the candidates she really wants and if you can present the advantages of these candidates truly and forcefully, I believe that all concerned in this marketing operation of food store products—manufacturer, distributor, retailer and consumer—will be benefited materially.

Economic Climate

May we start, then, with a quick look at the economic climate likely to exist during the next year or so of consumer voting. Despite the stock market decline, the drop in the Federal Reserve Board Production Index, the weakness in retail sales of durable goods and even the softness of department store sales, we have not done too badly in the grocery store field thus far in 1960. Grocery store sales for a seven-year period starting with 1953 are placed at an index of 100; the av-



James O. Peckham

erage annual increase over the seven-year period is just a slight fraction over six per cent as compared with a four per cent increase for 1960 to date. Two additional points should be noted in this connection; first, that this four per cent increase for 1960 is an improvement over 1959's gain of only three per cent, and second, that the most recent figure for 1960 shows a further year-ago improvement to a plus-five per cent.

Grocery store sales very closely follow the trend of consumer disposable income. The story is no different this time; over the seven-year period consumer disposable income stands at an index of 140 as compared to an index of 143 for grocery store dollar sales. This represents an average increase of almost six per cent per year for the seven-year period as compared with a five per cent gain thus far in 1960.

Grocery store sales on an estimated tonnage basis indicate the food industry has done a rather remarkable job of keeping prices down as evidenced by the fact that estimated tonnage stands at an index of 139 as compared with an index of 143 for dollar sales. During 1960 to date, the year-ago changes for dollar and estimated tonnage are about identical—a plus 3.8 per cent for dollars and a plus-3.7 per cent for estimated tonnage.

In 1961, therefore—and I think most economists expect this—we should also see a modest gain in grocery store sales. In other words, the economic

weather should continue to be reasonably good as far as retail grocery store sales are concerned, although it may not be quite as favorable for consumer purchases of durable goods.

Convenience Items

Back about ten years ago, we set up a group of recently developed products with what Paul Willis and others like to refer to as "built-in maid service," and which we usually characterize by the term "convenience type products." These included such products as instant coffee, frozen orange concentrate, cake mixes, etc.—products which have had a remarkable growth over the past ten years and have now taken their place as part and parcel of the consumer's everyday purchases. In other words, yesterday's convenience products have become today's necessities.

In the meantime, an additional group of convenience products has come on the market—products such as instant tea, instant potatoes, liquid household cleaners, aerosol products of various kinds such as window cleaners, air fresheners, furniture polish, dessert toppings, instant drinks such as Tang, wax paper made up into sandwich bags, dispenser packed prefolded napkins, and so on. These additional convenience type products are getting the consumer's vote in increasing numbers.

Based on the composite trend of nine convenience product classifications, there is a sales increase of 39 per cent in just one year's time from 1959 to 1960—almost ten times the four per cent sales increase for grocery store sales as a whole.

You may be interested in a re-classification of convenience type products recently introduced by one of my associates. He found three general types:

(1) "Instant" type foods such as instant coffee, instant tea, instant potatoes, pre-cooked rice, instant breakfast drinks, dessert topping.

(2) "Leisure time" foods such as barbecue sauces, snack items of various kinds, carbonated beverages, soft drink mixes.

(3) "Wife savers" such as general purpose liquid cleaners, aerosol furniture polish, aerosol window cleaners, sandwich bags.

It seems to me that one common feature of these convenience type products is their relative newness or uniqueness. The really worthwhile ones catch on fast as we have already seen, but once they are thoroughly established (Continued on page 18)

LAVAN

OFFICINE MECCANICHE SPECIALIZZATE
MACCHINE ED IMPIANTI PER PASTIFICI
GALLIERA VENETA



DIE WASHER "UNIVERSAL"

MODEL P56
WITH HIGH PRESSURE PUMP

FOR WASHING ROUND DIES (TO
1 1/2 INCHES DIAMETER) AND REC-
TANGULAR DIES (TO 79 INCHES IN
LENGTH).

STAINLESS STEEL CONSTRUCTION. MINI-
MUM WASHING TIME REQUIRED DUE TO
HIGH PRESSURE WASHING OF BOTH SIDES
OF THE DIE SIMULTANEOUSLY.

CHARACTERISTICS

MOTOR 2 H.P.
PUMP PRESSURE: 11.55 POUNDS PER
SQUARE INCH.

SALES REPRESENTATIVES

East zone: ROBERT MARR & SON, INC.

154 NASSAU STREET, NEW YORK 38, N.Y.

WOrth 2-7636

DECEMBER, 1960

West zone: ASEECO, INC.

P.O. BOX 862,

LOS ANGELES 28, CALIFORNIA

The Consumer Votes—

(Continued from page 16)

established and the newness wears off, they tend to resume more normal trends—additional evidence that yesterday's convenience products become today's necessities.

... New Brands

This particular characteristic of the consumer to vote for something really new is not confined to convenience type products but is also evident in our study of new and improved brands generally. Based on a composite trend of eighteen new and/or improved brands that had already been marketed nationally in 1958 or before, we see that consumer purchases of these new brands are up 32 per cent since 1959—eight times the four per cent gain for all items sold through the grocery store. And even more important is what has happened to the share of market for the average new brand in this group—up 18 per cent in just a year's time!

After completing this analysis, I took a good hard look at the brands making up this list. Without exception, they all had something really new to offer the consumer—a difference readily demonstrable to the consumer. Fifteen of the eighteen candidates were entirely new brands and only three represented improvements of established brands.

You all recognize, of course, that this favorable vote for new and improved brands has been going on for years, but I wonder if you realize the extent to which this consumer preference has built up over the past ten years or so. A total of 66.4 per cent of the consumer vote for dry dog food during June-July 1960 as measured by the consumers' actual purchases in the market place were for brands and types introduced after 1949. Similarly, new brands or types accounted for 63.1 per cent of packaged detergents, 62.4 per cent of toilet soap, 46.4 per cent of margarine, 44.2 per cent of cleansers and 35.1 per cent of ready-to-eat cereal consumer purchases.

Sizes and Markets

Larger families and more money to spend combine to influence the consumer's voting for large package sizes. Based on thirteen brands with large package size introductions, the consumer vote was 23 per cent of her purchases in large package sizes in 1956, 28 per cent in 1958 and 31 per cent in 1960. These figures refer to share of tonnage and not to share of units, which would of course be somewhat

smaller. Either way, however, the trend is unmistakable. I might add that the same sort of situation is evident in sales of multiple pack where this particular form of "large package size" applies—four-pack, six-pack, and so on.

Another basic trend in consumer voting that has been continued right through 1960 is the increased volume of consumer purchases through the larger markets represented by the chains and independent supers. In 1958 it was pointed out that the number of stores required for 70 per cent of total food store all-commodity sales had been reduced from 112,000 in 1939 to 80,200 in 1948, 50,325 in 1954 and 44,501 in 1958. According to our recent calculations, there has been another sharp drop in this figure and as of right now we estimate that some 39,500 stores account for 70 per cent of total all-commodity grocery store sales of \$48.6 billion.

Supers do the Volume

Based on an analysis of tonnage sales of thirty important commodity groups, the consumer purchased 69.9 per cent of her requirements through chains and supers in 1958, 71.4 per cent in 1959 and 72.8 per cent in 1960! Since these particular commodities have a higher share of their sales in chains and supers than do all-commodity sales generally, this means that 70 per cent of the sales of these particular commodities—such product groups as coffee, tea, detergents, cereals, dog food, baby food, canned fruit, canned vegetables, etc.—can be covered by considerably less than 39,500 stores. Until we get detailed census breakdowns we won't know for sure, but current estimates would place this at about 31,500 outlets!

This continued trend of more and more business to fewer large retail outlets has been of some concern to food manufacturers in that it provides at least a favorable opportunity for the continued development of retailer and distributor brands. In view of this situation, I am sure that most food manufacturers will be glad to know that the consumer continued to vote for major advertised brands just as strongly in 1960 as she did in 1958 and 1959. The vote for major advertised brands continues to be a little better than seven out of every ten—70.8 per cent in 1960 to be exact.

About Territories

How about territories? Is the 1960 consumer vote for major advertised brands materially different by geographical sections? Again the answer is "No," with the vote in favor of ma-

for advertised brands ranging from a high of 73.6 per cent in the Mid-Atlantic section to a low of 70.1 per cent on the Pacific Coast—a remarkably narrow range. And as to trend, six out of the nine territories show increased voting for major advertised brands over 1959.

Now, how can you convince the consumer to cast her vote for your brand, and what is equally if not more important, to continue to cast it every time she visits the food store?

Be on the Shelf

Well, in the first place, the candidate has certainly got to be on the ballot—your brand must be on the retail shelf. This means that it must not only be in distribution but also that out-of-stock must be kept at a minimum. Furthermore, it must be readily visible which means that it should have a share of shelf facings and store displays in some reasonable relationship to its share of sales. Closely connected with visibility is its appearance and of course it should be represented by an attractive package as well as a visible one.

And finally, your brand must have its share of what I call "Customer Good Will," the disposition on the part of the consumer to buy and re-buy the product—brought about by a combination of advertising, promotion and satisfactory experience with the product.

Study after study has been made showing that a very high percentage of your customers purchase "on impulse" in that they do not have an organized shopping list when they go into a store. It appears to us, however, that taking all consumers in the aggregate, this must be a kind of "conditioned impulse" since the brand share of market represented by any well-founded, well-promoted and well-advertised brand does not fluctuate greatly from one two-month period to the next except under the temporary impetus of consumer price offers of one sort or another.

Customer Turnover

This is not to say that your customers are more or less constant; on the contrary they are turning over quite rapidly on most products. You can consider your customers at any one point in time as the citizens of a given community. While the over-all population doesn't change very much over short periods of time, say from one two-month period to another, people are constantly being attracted to the community by the advantages cited by the Rotary Club or the local Chamber of Commerce. Others are leaving the community because it is not living up to

THE MACARONI JOURNAL

its claims, or because it costs too much to live there, or perhaps because they are bored with the life in that particular town, or perhaps they are attracted by the rival claims and advantages advanced for the community just down the road.

It seems to me that several fairly logical deductions may be developed from this analogy:

1. Other things being equal, the larger the community the greater the number of people that are going to leave during any given period of time. Similarly, the larger the brand share of market, the greater the number of customers that are going to leave because:

- They don't like the brand.
- They are bored with using the product—the family is tired of the same old thing.
- The price is too great in relation to competing products.
- They are attracted by advertising citing the advantages of competing products.

2. By the same token, the larger the community or brand franchise, the greater effort the manufacturer will have to expend simply to replace the lost customers.

3. Similarly, the extent to which a manufacturer can make his brand exciting, the extent to which he can add variety, the extent to which he can maintain its quality and ability to really satisfy the consumer, the smaller the number of lost customers and hence the smaller the effort necessary to replace them.

4. And finally, the more effective the advertising effect of competition, the larger the effort necessary to replace lost customers. In other words, advertising must not only attract new customers to a brand but it must do so in sufficient quantity to replace those lost customers, temporary or permanent, which are bound to occur for any or all of the reasons cited above.

The Right Mix

Now, what is the net result of all this? Is there any formula that can be used, given a specific product and price, that will determine the right mix of copy, media, weight of advertising, consumer promotion, store activity, etc.?

Any successful brand has, of necessity, found the particular formula that works for it, but this has, for the most part, been worked out by trial and error in the market place itself. Study the consumer and his attitudes as hard and as deeply as you wish, enlist every

psychological aid you can muster and you will bump up against the great UNKNOWN—the unpredictable behavior of your competitors as to product, price, promotion, advertising—which together with the variable "holding power" of your own brand under continued use will upset any preconceived mix derived by formula every time.

This does not mean the situation is hopeless by any means. Once the right mix is determined through actual trial in the market place, it will probably work for months and even perhaps for a year or two. More and more, a few manufacturers are quietly testing various mixes of copy, media, weight of advertising and amount of consumer promotion, etc., on an organized basis in small areas of the country, and are doing so on well-established brands that are currently enjoying good trends as well as on new brands about to be marketed on a larger basis. This takes time—and money—but the results are well worth it.

Some Observations

Despite the lack of any formula, there are some observations on advertising that we feel are sufficiently well demonstrated to warrant consideration in your planning. We advance them as personal observations and furthermore we do so with some hesitation because they cannot be followed blindly.

They merely represent what happens most frequently in a given number of observations not what invariably happens. Let's look at it this way; we think that if you stay with these observations the odds are definitely in your favor even if you don't win the election! Here they are for whatever they are worth, first for new brands:

- Outstanding advertising successes are almost invariably based on outstanding product successes.
- If a new brand is a good product from a consumer point of view, its share of market bears a fairly close relationship to its advertising and promotion investment.

3. Advertising expenditures on a new brand must take the total advertising of the entire field into account. If a new brand is shooting for 10 per cent of the market, it must figure on advertising support equivalent to at least 10 per cent of the advertising expenditures directed against that particular field—and considerably more than that at the start.

4. One of the prime reasons for the failure of a good new and/or improved brand to secure a fair share of the

market is its failure to continue introductory advertising and promotion expenditures over a sufficiently long period of time to establish consumer usage pattern.

Now, what personal observations can be reasonably made on established brands—observations that we feel are sufficiently well documented to warrant consideration (but certainly not blind acceptance) in your planning:

5. Assuming that you keep your brand (and its resulting advertising appeals) strictly up to date, the best insurance of maintaining or increasing your share of market is to consistently maintain your share of advertising at a point somewhat ahead of your share of sales.

6. Conversely, and again assuming that you keep your brand and its resulting advertising appeal strictly up to date, your brand will generally lose share of market if it doesn't maintain or expand its share of advertising consistent with the brand's competitive trend. Remember, the larger the share of market, the more people in the lost customer column, even when everything else is equal!

7. Unless properly and consistently promoted, a highly acceptable product change may effect no marked sales improvement. The product change must be sold; a 30 or 60-day introductory campaign will not do the job.

8. Except on highly developed specialty products, even modest increases in the generally accepted price spread between a given major advertised brand and its competition are usually accompanied by declines in share of market and ultimately by declines in unit volume as well; it appears to be exceedingly difficult to make up these losses by increases in advertising and/or promotion.

9. In examining our files, we seem to have many more instances of the successful expansion of a brand franchise through consistent promotion of a specific copy theme in the field of health and beauty products than we do in the field of food and household products. Granting that inherent differences exist in the marketing of these two types of products, the question is still raised regarding the greater use of this technique by food marketers.

10. Regular and consistent use of an additional media form—involving as it does additional advertising weight as well as a somewhat different audience—has often been found to produce good gains in the consumer franchise of a successful brand.

(Continued on page 30)

**FOR YOU
ADVANCED TECHNOLOGICAL IMPROVEMENTS**

Save Space — Increase Production
Improve Quality

★ **NEW POSITIVE SCREW
FORCE FEEDER**

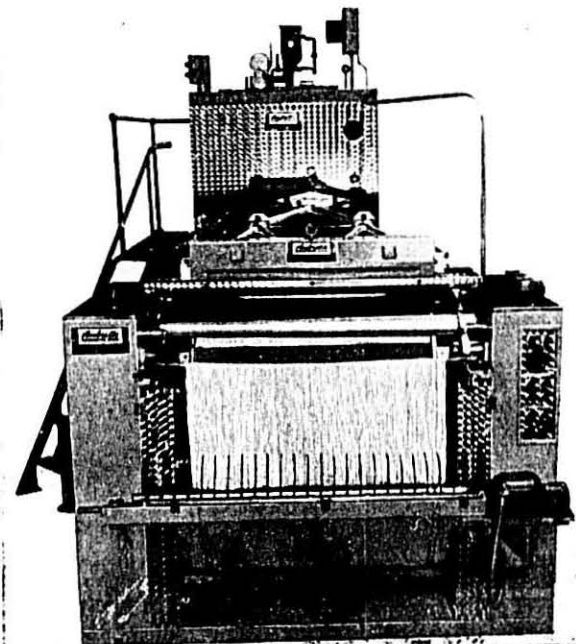
improves quality and increases production of long goods,
short goods and sheet forming continuous presses.

★ ★ **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

THE MACARONI JOURNAL

**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 — — — —

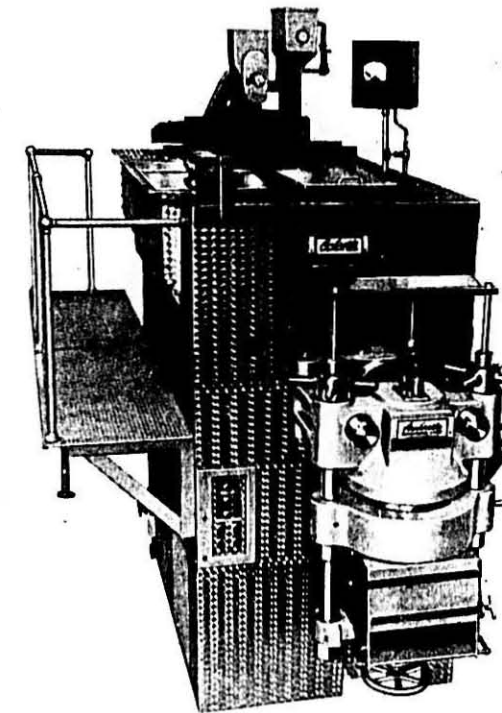
Positive screw feed without any possibility of webbing makes for positive screw delivery for production beyond rated capacities.

CONTROLS — — — —

So fine — so positive that presses run indefinitely without adjustments.

SANITARY — — — —

Easy to clean and to remove attractive birdseyed stainless steel housing mounted on rugged structural steel frame.



Model BSCP

PLANT
156-166 Sixth Street
155-167 Seventh Street
Brooklyn 15, New York

Ambrette
MACHINERY CORP.

DECEMBER, 1960

MAJOR corporations of America's food and food processing industries, in their ceaseless efforts to spot and develop future executives, are getting a welcome assist these days from Toastmasters International, an organization which helps men to train themselves in the art of oral expression.

Not to be confused with a kitchen appliance of the same name, Toastmasters, a non-profit association, has been aiding the cause of better communication throughout the nation since 1924. But it is only within recent years that food industry management has come to recognize the Toastmasters program as an important adjunct to personnel training and development.

The value of Toastmasters experience among their employees is evidenced by the fact that Toastmasters training is officially encouraged in companies prominently identified with food packaging, processing, sales and distribution—among them, the Carnation Company, Borden's, Campbell's Soup Company, the Pillsbury Company, Hershey Chocolate Corporation, Safeway Stores and Kroger's.

Typical of the high marks bestowed by food industry management on Toastmasters training is this observation from Wallace Jamie, Director of Public Relations of the Carnation Company: "We cannot speak with too much enthusiasm of the contributions which Toastmasters experience has made to the success of people in our organization—and therefore the organization itself."

Mr. Jamie adds that his company recently notified its management representatives at 241 locations throughout the world of Carnation's belief in the value of the program and has encouraged managers at these points to join Toastmasters clubs.

"Not all Toastmasters turn out to be platform spellbinders or wizards in communication techniques," says Maurice Forley, Executive Director of Toastmasters International, "but food industry executives who have observed the results agree that Toastmasters training, in the process of helping employees develop themselves, also helps management single out good bets for future sales and administrative leadership."

Toastmasters operate exclusively on the "learning by doing" principle. Their meetings are, in effect, laboratories where members learn the fine points of verbal communication through practice and evaluation by fellow members. Along with developing an ability to speak articulately and convincingly,

Toastmasters learn how to prepare and present material for group discussion, to organize and conduct meetings, and to listen analytically.

Currently participating in this international do-it-yourself program for "Better Listening—Thinking—Speaking" are 3,300 clubs located in every state of the Union and in 34 foreign countries.

There is nothing political or sectarian about membership in the organization. It is open to any male 21 years or over. Membership fees average \$1.50 per month.

Headquarters of Toastmasters International are in Santa Ana, California.

What Makes a Good Manager?

An eloquent description of "the good manager" was presented recently at AMA's Management Course by Col. W. W. Culp, Commandant of the United States Army Management School.

A good manager, he said, is a rational and responsible individual who obtains resources and then utilizes them with maximum efficiency. He takes an active and personal interest in programming and budgeting. He seeks the circumstances he feels necessary to accomplish his task; if he cannot find them, he creates them. He encourages innovation and energetically addresses himself to significant responsibilities of today and tomorrow, and the day after.

The effective manager works, and thinks, and supervises. He delegates and deputizes; he "follows up." He perceives, advises, and counsels; he checks on himself and his subordinates. He visits his activities; he visits his higher headquarters or supervisors and implements their directions. He rewards and disciplines. By his attitudes and his honesty, his loyalty, and behavior, he generates confidence, motivates his people, and creates esprit.

The mantle of leadership, the mantle of the manager-leader, is not easy to wear. There can be no milktoast approach to command, management, or leadership. Some loneliness is inevitably the leader's lot. The responsibility for action, and for results, is his. The responsibility for the decision made by him or his subordinates is his alone.

The manager is confronted with a veritable conglomeration of things, people, and considerations. Time will never become available to him of his own volition—the effective manager makes it so. The successful manager concerns himself with the new and

with creative initiative. He devotes his principal interest to the different, the rare, the significant.

The manager does not succeed via education alone. Schooling and the process of learning are not enough. The effective manager must have imagination to innovate, the capacity for judgment, and the strength and inclination to persevere. He must think and ponder, discuss and listen, consider and frequently reconsider. He must decide and he must act.

Intelligence is a prerequisite, brilliance a bonus. But dedication to cause, tenacity of purpose, and common sense in application, are transcending.

Food and Drug Activity

James J. Winston, Association Director of Research, writes that during the past few months the Federal Food and Drug Administration has been giving a great deal of attention to sanitary plant inspections and the egg solids analysis of noodles.

He notes that a noodle manufacturer is being prosecuted for selling noodles which were deficient in egg solids. The attitude of the Food and Drug Administration is that a concerted effort must be made to check the noodles on a frequent basis, to insure compliance with the egg solids requirements. Winston recommends that someone in each organization should make a daily check on the flour and egg water flow, in order to make certain that the flow of flour is reconciled with that of the egg water mix.

Plant sanitation programs should be reviewed on a periodic basis, in order to make certain that it is functioning at peak efficiency. He recommends that it be done under the supervision of either a plant sanitarian or an executive who takes an active part in sanitation, supplemented by the advice of a professional plant sanitarian, based on his survey of the plant. Provision should be made to exclude from the plant all returned goods which may be contaminated, owing to improper storage. Incoming cars and shipments of farinaceous materials should be carefully inspected, in order to exclude those showing the presence of infestation. Periodic microanalysis of raw materials and finished products should be made in order to evaluate the sanitary conditions of both the raw material and the finished products.

Sage Saying

Age in a virtuous person, of either sex, carries in it an authority which makes it preferable to all the pleasures of youth.—Sir Richard Steele.

THE MACARONI JOURNAL

JACOBS-WINSTON LABORATORIES, Inc.

EST. 1920

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

- 1—Vitamins and Minerals Enrichment Assays.
- 2—Egg Solids and Color Score in Eggs, Yolks and Egg Noodles.
- 3—Semolina and Flour Analysis.
- 4—Rodent and Insect Infestation Investigations. Microscopic Analyses.
- 5—SANITARY PLANT INSPECTIONS AND WRITTEN REPORTS.

James J. Winston, Director
156 Chambers Street
New York 7, N.Y.

N-RICHMENT-A[®] FOR PLUS QUALITY

—in handy wafer or powder form

—convenient nationwide stock locations

—write for descriptive literature

N-84-53

WALLACE & TIERNAN INCORPORATED
25 MAIN STREET, BELLEVILLE 9, N.J.

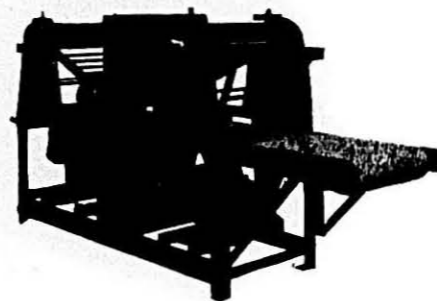
For dependable uniform quality

DURUM SEMOLINA GRANULAR FLOURS

Call Ray Wentzel
CHapel 6-2101
New Richmond, Wis.

Doughboy

DOUGHBOY INDUSTRIES, INC.
Milling Division New Richmond, Wis.
Quality Since 1856



Western States Representative for macaroni factory suppliers and repairing specialists for dies and macaroni presses.

Manufacturers of ravioli and tamale machines.

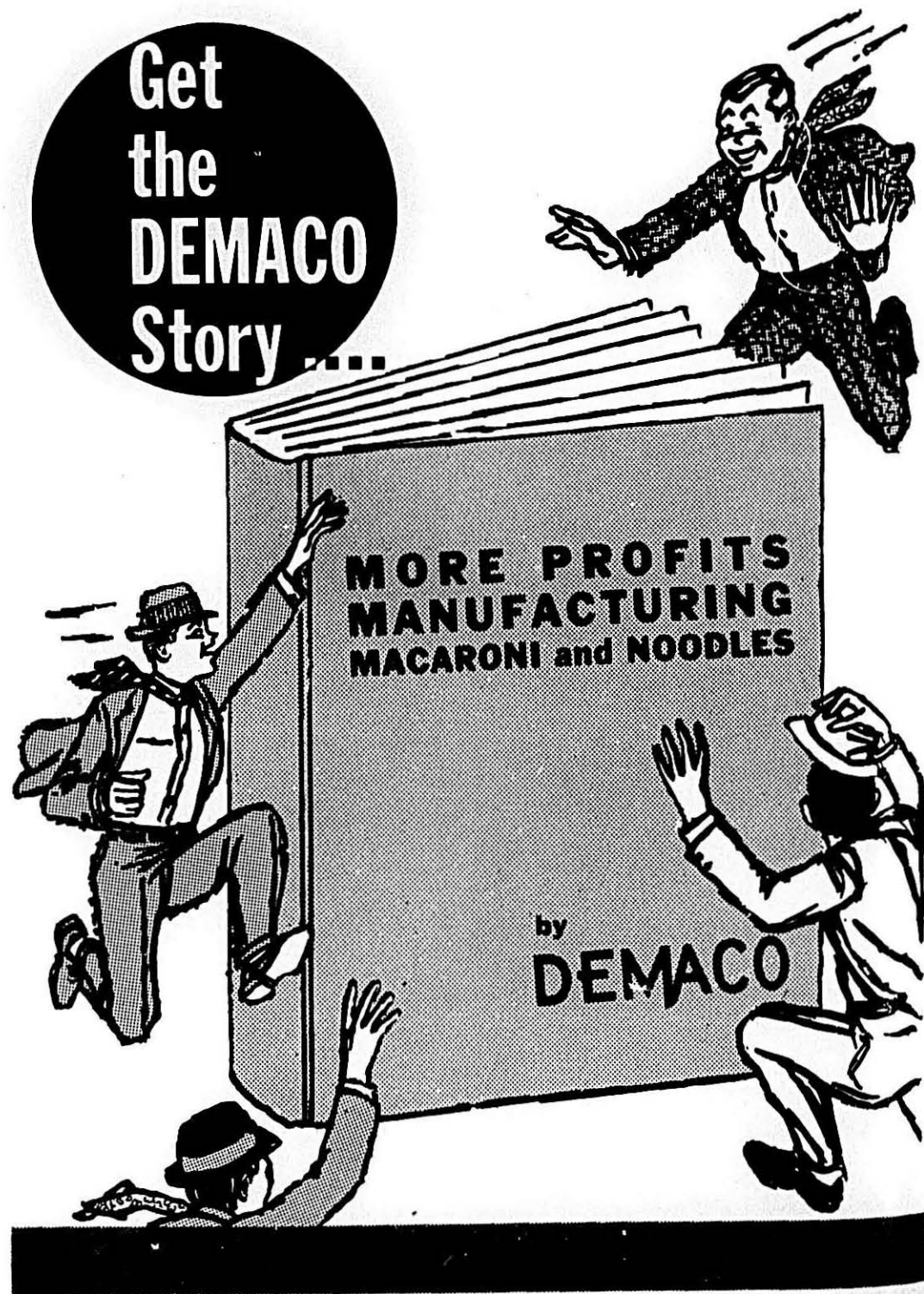
40 Years Experience

Bianchi's Machine Shop

221-223 Bay Street, San Francisco 11, Calif.

Telephone Douglas 2-2794

Get
the
DEMACO
Story . . .



get
the
DEMACO
Story . . .

**More Profits
Manufacturing
Macaroni and Noodles
by Demaco**

All Demaco Presses and Dryers offer **EXCLUSIVE DESIGN FEATURES** that insure better production and economy not generally found in other brands. Get the Demaco Story.—

See how every detail of Demaco engineering (from crown to base) benefits you.

See the Demaco Fully Automatic Mechanical long goods spreader with the exclusive Demaco gear box that eliminates timers, limit switches, brake motors and complicated electrical wiring.

See the Demaco large diameter distributor tubes and new Demaco design extrusion head producing a uniform extrusion pattern.

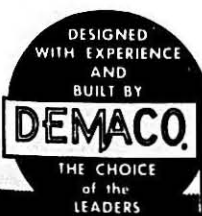
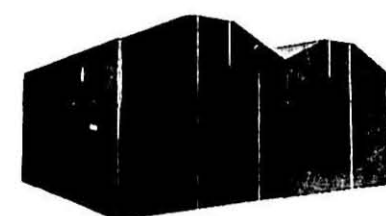
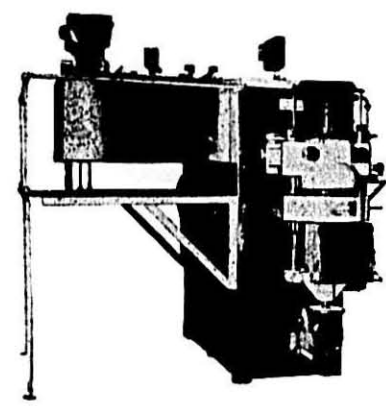
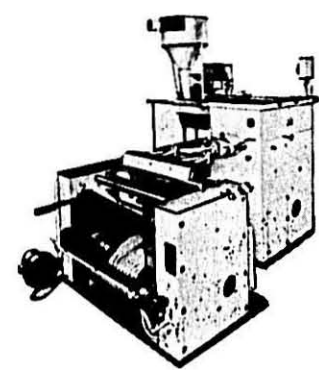
See the Demaco Fully Automatic Short Cut Press which produces uniform quality of short cuts.

See the Demaco exclusive vacuum over the entire mixing cycle. The exclusive Demaco single mixer with direct gravity feed into the feed screw.

See the Demaco Long Goods Dryers with the Demaco exclusive temperature and humidity controllers.

See why over 100 Demaco long goods dryers have been sold in a period of 2 years. No other dryer even at extra cost, can offer the exclusive combination of features found in Demaco.

See the new Fully Automatic Spreader designed for Canning of Spaghetti. An Exclusive First by Demaco. The Spreader designed to fill any size can with any desired weight.



De Francisci Machine Corp.
46-45 Metropolitan Avenue
Brooklyn 37, N.Y.

Distribution and Its Effects on Profits and Customer Service

by O. H. Miller, director of traffic and distribution service, Scott Paper Company

OUR physical distribution systems in recent years have been under tremendous pressure induced by consumer demand for expansion of our product lines. For example, in the year 1950, the average supermarket operator stocked from 2500 to 4000 items. Today, that same store may sell between 5000 and 6000 items, with some stores selling 8000 or more. Most of us would like to see even more of our items in the retail stores. One sure way we can help accomplish this objective is to make it easier for the customer to buy and distribute our product.

If we are to attain the estimated 90 billion dollars in food sales by 1970, we must be prepared to join our efforts with those of the food distributors to improve the flow of goods from our plants to the customer. I submit that through the application of new technological advances, it is possible to get raw materials to production and finished goods to the consumer with less labor and less capital tied up in inventory. The cost of physical distribution including inbound transportation is the third largest expense of doing business and represents for most of us from 18 per cent to 23 per cent of total costs. Obviously, a program to improve service and reduce costs will pay dividends.

As we embark on our plans for next year, the question foremost in our minds is, "what avenues of opportunity to reduce costs are open to us?" An examination of some of the gains submitted by the GMA traffic committee may suggest areas of opportunity.

First, transportation—These costs are important indeed. It is a fact that the largest single element of our distribution cost is comprised of transportation expenditures. The emphasis, however, should not be placed entirely on cost, but rather on the contributions transportation can make to the effectiveness of the over-all distribution system. It is far more important that we maintain an adequate level of customer service to get our products to our customers promptly and reliably than it is to reduce this cost to the point of sacrificing service. By maintaining this level of service, we are making it possible for our customers to operate efficiently with low inventory and a high rate of turnover—and

since this is of primary importance to our customers, it must necessarily be of primary importance to us. Let's take a look at excerpts from some of the reports submitted by the traffic committee which show major improvement. The first one, for example, reads as follows:

By locating distribution centers strategically, transit time has been reduced to consistent second day delivery. Over 50 per cent of customers receive next day delivery; less than 15 per cent third day—regardless of size of order. Distribution cost to the company has not been increased.

Here's another report which cites an example of better service and an annual savings of \$175,000 on one product:

One of our products moved almost weekly to the same destinations via Railway Express and Fast Limited Service. By acquiring proper storage facilities and persuading carriers to acquire proper equipment, we were able to consolidate less frequent full truckloads, securing better service, better product protection and more satisfied customers. We have reduced transportation charges \$175,000 a year, and as a direct effect, our business has increased.

Here's how a rate revision benefited everyone:

About a year ago we succeeded in convincing the rail carriers to publish a new favorable rate on 60,000 pound carloads versus the old 36,000 pound maximum by inaugurating an incentive pricing program based on the larger load—everybody makes money—the customer with a lower price, the manufacturer with lower inventory, and the carrier with larger shipments.

In another industry

The cake mix industry, through organized effort, last year secured a change in classification that resulted in a \$1,200,000 reduction in rail rates and are working toward a national total of \$1,500,000.

Here's one on export transportation that may be of interest to you.

Ocean freight costs are generally determined on cubic displacement. We have four sizes of export packages. With minute changes in each of them in order to qualify for a lower freight rate, we were able to reduce our transportation costs an average of nine cents a case. We ship over 500,000 cases a year.

Let's not overlook the cost savings available through proper plant location. Here are two examples:

"Our production facilities were in Maine. However, an analysis of the supply of raw materials proved that a location in Massachusetts was equally good and the outbound costs from the new location would save \$250,000 a year. P.S. We moved."

"Our manufacturing facilities were in Rockford, Illinois. A study of the transportation costs revealed that a Joplin, Missouri, location would pay for the initial investment in 15 months." P.S. They also moved.

There are many similar reports—but let's consider truck transportation: new super highway systems, truck speeds, trailer capacities and constantly rising transportation costs have forced a number of companies to set up their own truck fleets either company owned or leased. One company reported that by establishing a fleet of leased trucks, it has reduced its yearly transportation bill by more than \$100,000.

Most severely caught in the transportation squeeze, according to one traffic authority, are the small shippers who find the minimum charges on individual shipments have soared as much as 512 per cent since 1946. The urge to save money on small shipments is so strong that it has induced a number of well known companies to cooperate with their competitors in combining shipments. Combining small shipments of one plant, or even several plants, is another step that can be taken, and according to one manufacturer, such combinations are saving him at least \$1000 a week.

Let's turn now to material handling. According to one economic report more than 22 per cent of the American payroll goes for handling costs. While our industry has made tremendous strides forward in cutting its handling bills, particularly on inbound receipts of raw materials and supplies, we have not yet scratched the surface in the distribution of our products.

If you had the time to walk through your warehouse and shipping department and could follow a carload or truckload of your products through the distribution system to the store shelf, you would be aware of the number of opportunities that lie ahead. Although mechanization is slowly spreading from the manufacturing process to the distribution process, we have a long way to go before we eliminate the extensive manual labor inherent in our present systems.

Unloading System Saves Time

Here is an example of progress, one member recently reported the installation of a Cartwright unit unloading system to handle inbound receipts. Before the application of this system the company's empty glass containers were unloaded by hand and the average truckload required seven man hours and two machine hours. Today the job is accomplished with one man and one machine in 20 minutes. Wooden pallets have been eliminated, and warehouse capacity has been increased by 72,000 cases. This new machine can supply 532 cases to production in one move as compared with the previous pallet system of 198 cases per load. Savings?

Expendable Pallet

Another example was a step taken during the last year in uniting shipments of a product which originates overseas. Each case was handled as many as 15 times before the product reached the customer's shelves. Obviously, any product handled that often is bound to run up a sizable bill for labor and the possibility of excessive concealed damage increase with each handling. Under the new program the case is loaded on a 40 inch by 48 inch expendable pallet and, from the point of production to the distributor's warehouse, the case is not touched by hand. This company reports that many hours of labor are saved with considerably less product damage. More important are reports from the customers who claim savings of \$18.00 to \$20.00 per car in unloading costs.

The only way we will be able to handle the increasing volume of products passing through our warehouses

and our customers' warehouses is by the integration of handling systems. Mechanization of handling will not only force us to redesign our warehouses and secure new transportation equipment, but it will change the design and packaging of our products as well.

Warehousing

Another important function is warehousing. Warehousing our products, whether we be single or multi-plant producers, presents a series of problems. For example, we in distribution must determine if it is more practical to carry low turnover items at a few warehouses and eliminate excessive storage costs, or carry a higher level of these slow moving items at a number of different points. We can find the solution only if transportation costs, handling, and service facts are properly evaluated.

In the typical distribution system a very high per cent of our inventory is carried to protect delivery in the face of fluctuating demands and delays in production or delivery. By cutting the number of field warehouses and improving the speed of delivery, we can greatly reduce our inventory which in turn will save capital investment, storage, handling, taxes, and insurance. On the other hand, such cuts cannot be made indiscriminately because it may seriously impair the reliability of delivery and create an out of stock situation which could destroy our competitive position.

Here are reports from several companies on how they have effected cost savings and improved customer service in warehousing:

"By establishing five major distribution centers, backed by a few public warehouses, we have eliminated over 100 public warehouses and major reduction in transportation and warehousing costs."

Another report indicated how adding warehouses can reduce costs too:

"A complete study of warehousing including an analysis of every outbound freight bill for a year, led to a reorganization which eliminated two warehouses and added six, saving upwards of \$100,000 per year."

Flexibility can be important as we see in this report: "A major change in our grocery product handling has been increased use of public warehouses for spot stocks. As our volume increases this trend will continue. The benefits are faster deliveries to avoid

customer out of stocks and definite saving in distribution cost because of increases in minimum freight charges by both rail and truck carriers."

Inventory control is one of the most important and yet most difficult problems. Although the distribution manager can cut down his field warehouse inventories through the use of fast dependable transportation service, the problems of seasonal buildups, production leveling, and the thorny problem of handling promotional items is ever present.

The order is the most important document we handle. How well we fill the customer's needs is important to him and of even greater importance to us.

Data Processing

I am sure that most of you have heard about the revolutionary new ideas for data processing. New broad applications of machines such as RAMAC 305 and IBM 650 can edit the order, check credit, determine the inventory location, create a new inventory balance, re-order replacement stocks and print the shipping papers. The new high speed data processing and communication system might increase your costs somewhat. On the other hand, it may cut down the delays in getting production moving in the distribution system in response to customer demands and eliminate out of stock which in the long run is far more costly.

We must always remember that, first and foremost, goods are produced for sale—not for transportation. Therefore, any reduction of distribution expenditures—no matter how insignificant it might appear—will help your company realize a gain.

There is a great need to decrease the time it takes to convert the customer's order into a delivered shipment. Too much time is frequently lost from the time the order is taken until it is available for shipment and rolling to the customer. To overcome this, one company recently installed electronic secretaries—a Bell Telephone device for receiving orders 24 hours a day. This device enables the salesman to call his orders into the office any time—day or night—without the need for personal monitoring. This system is another step in the direction of complete automatic order handling from the customer to delivery.

You know as well as I that in the highly competitive business world of today, the saving of even a few cents

(Continued on page 30)

Now...get clarity and toughness

COMPARE DU PONT'S NEW **2_{in}1** POLYETHYLENE FILM WITH YOUR PRESENT POLYETHYLENE

This is it! The polyethylene film specifically designed for bag packaging that gives you both clarity and toughness . . . Du Pont's exclusive new 2-in-1 polyethylene film. Compare it with the clearest polyethylene bag films you can buy today. You'll find it's just as clear. Compare it with the tough polyethylene bag films. You'll find that only the hazy, high-impact polyethylene films are as rugged.

THE MACARONI JOURNAL

in a single polyethylene film!



Where can you get it? Du Pont 2-in-1 polyethylene film is now available in printed roll stock and bags through Du Pont Authorized Converters . . . or plain roll stock from your Du Pont Representative. Call an Authorized Converter or Du Pont Representative for all the facts on this latest advance from Du Pont . . . leader in packaging film for 35 years. Du Pont Company, Film Department, Wilmington 98, Delaware.
DECEMBER, 1960

DU PONT
polyethylene
film

DU PONT

BETTER THINGS FOR BETTER LIVING
...THROUGH CHEMISTRY

The Challenge to Grow—

(Continued from page 8)

For all these reasons, and more, the public has a great stake in the profitable operations of the food industry. They know that you cannot operate and expand an industry unless you have the money, and how can you have the money unless you have profits?

The idea that we can have a profitless growth in a free economy—which is the pipe dream of some reformers—can only end in failure and then government control.

So much for the public . . . What about the future?

In the Crystal Ball

We foresee a hopeful outlook and believe that the food industry will continue to maintain its steady growth which began so impressively twenty years ago. During that time the amount of money which consumers spend for food has grown from \$16 billion to \$76 billion annually and the number of items in the supermarket has risen from about 1,000 to some 8,000 items.

It has often been said that tomorrow's growth comes out of today's research. If that follows, then we can look for even greater expansion in the future, for our manufacturers are very much "research minded." As a group, they are investing over \$100 million a year in researching for new products, improvement of the old ones, making foods more nutritious, more appetizing and more convenient for use. They employ some 7,000 scientists and technicians and are constantly expanding their research facilities.

They have successfully kept pace with the times by investing heavily in new factories and new machinery. Since 1946, they have invested over \$3 billion in new equipment and modern plants. In 1946 the manufacturers' investment per production worker was \$8,500; by 1960 this had risen to \$20,000.

One important factor which contributes to the optimistic outlook is the fact that we have adequate food supplies and that the "grocery basket" at today's prices is a real bargain at the supermarket. Based on the "market basket," which the government uses to measure price trends, the prices which consumers paid at the grocery store so far this year averaged two per cent below 1958, and even slightly below the peak of eight years ago, namely August 1952. Over that same eight year period the overall "cost-of-living" index rose about 11 per cent, so that the record of food prices at the grocery store is a really favorable one for the consumer.

The fact that food is a bargain shows up even more clearly when the fol-

lowing comparison is used. The American factory worker can today buy the government's standard monthly "family market basket" of farm foods with the earnings from 38 hours of work compared with 51 hours required in 1952 and 61 hours in 1947.

Taking all of this into consideration, plus the fact that manufacturers and distributors are working in full cooperation to constantly improve operating efficiencies, this adds to our confidence that the industry will meet the challenge to grow—profitably.

The Consumer Votes—

(Continued from page 19)

Your brands have to stand for election every time your customer goes to the store. Keep your brand on the ballot, keep your product up-to-date, attractive and interesting, tell the consumer about its advantages in an organized, consistent way, determine the proper mix of advertising and promotion through continued, periodic testing in small marketing areas, and you should continue to get the Consumer Vote in 1961 and for many years to come!

Sales Up, Profits Down

International Milling Company has announced earnings of \$5,092,990, fourth highest in the firm's 68 year history.

Sales hit a record new high during the fiscal year which ended August 31, stockholders were told at the annual shareholders' meeting in Minneapolis.

Earnings for the year were down 30 per cent from the previous year's all-time high of \$7,301,965. Earnings were equal to \$8.53 per share of common stock, compared with \$11.59 a year ago.

The decline in earnings was due primarily to increased expense and aggressive price competition, according to a letter from Chas. Ritz, chairman, and Atherton Bean, president, which prefaced the firm's annual report.

Hidden Taxes

Although some people support the theory of "making the corporations pay," it is not difficult to see that most taxes on business are simply passed along to the consumers in the form of higher prices or rates. Some idea of the sizeable amount of taxes in any one article is gained from a count the Tax Foundation, Inc., made to show that there are at least: 110 taxes on an egg; 118 taxes on a man's suit; 150 taxes on a woman's hat; 151 taxes on a loaf of bread; 600 taxes on a house.

Distribution—

(Continued from page 27)

per hundred pounds of transportation can very well mean the difference between a profit or a loss.

The obvious way to cut transportation and warehousing expenses is to get a rate or charge reduced. But this cannot go on forever. Distribution people cannot go around seeking rate cuts day after day any more than you salesmen can quote lower prices to get more business.

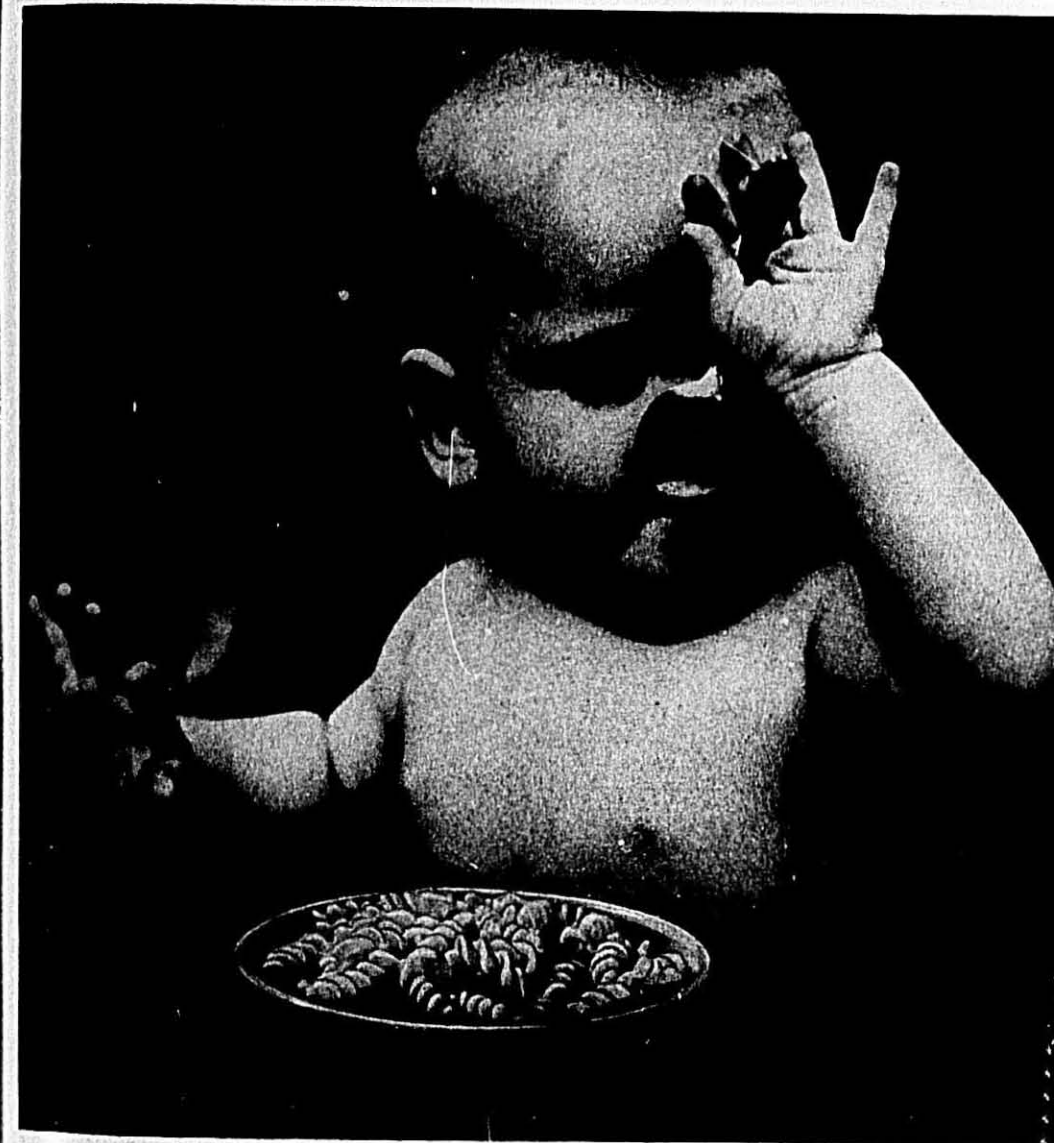
Therefore, we must make better use of the tools we have available today. Rest assured that we in the distribution function will do everything possible to reduce costs and improve service from our end. But, here are some very important things that you can do to help.

This is what we need

- (1) **Closest possible sales estimate**
Distribution efficiency is directly related to this estimate.
- (2) **Sufficient lead time on orders**
Get the order from the buyer to your distribution organization promptly—then, order processing and shipping can be accomplished most efficiently.
- (3) **Well-Defined Sales and Distribution Policies**
Insure uniform level of customer service to all customers.
- (4) **Realistic Pricing**
No company can afford to "give away" services—at least for very long.
- (5) **Sponsor Physical Distribution Research**

If you feel your distribution techniques are not properly in tune with your marketing objectives, I urge you to lend support to your traffic and distribution division. This division must have an adequate staff of skilled technical personnel whose primary responsibility is aimed at researching new techniques and reappraising present systems in order to improve service and hold the cost line.

If distribution costs are excessive you suffer because these dollars are not available to you for advertising, promotions, sales manpower or profits. The need as I see it is for complete coordination between production, sales, and distribution because all of us must work together if we are to fulfill our customers' needs and meet the challenge to grow profitably.

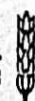


From tots to teens . . . the durum taste is tops!

Determination . . .

Stand back! . . . 'cause when I eat, I eat right! That's why it's macaroni products made of Commander Larabee's No. 1 Semolina for me. Commander Larabee is determined that if macaroni can be improved, they'll be the ones to do it!

COMMANDER
LARABEE



Durum Division

A DIVISION OF ARCHER-DANIELS-MIDLAND-MINNEAPOLIS

DECEMBER, 1960

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New Plant

With some 75 representatives of Dallas area business and civic organizations attending the brief ceremonies, ground was broken October 22 for the first Texas plant of the American Beauty Macaroni Company of Texas, Inc. The plant, designed to occupy a 100,000 square foot area on Santa Anna Boulevard in the Casa Linda Industrial District, will produce 50,000 pounds of macaroni, spaghetti and egg noodles a day when completed early in 1961 and will give employment to 200 local people.

R. G. Rydin of Chicago, vice president of the Santa Fe Railroad, shared the ground-breaking duties with Peter F. Vagnino, Kansas City, president of the macaroni company, and Ralph Sarll, executive vice president of American Beauty.

American Beauty rose boutonnieres and corsages were presented to the guests by models from Neiman-Marcus, who also distributed souvenir packages of the company's products.

Harry C. Harper, of 528 Caduceus Lane, Hurst, will be unit manager in charge of marketing. The plant will serve as a production and distribution center for an area embracing Texas, Louisiana, Mississippi and the southern halves of Oklahoma and Arkansas.

The new Dallas plant, being built by the James Wimberly Construction Company of Dallas, is the eighth unit of the 52-year-old American Beauty Macaroni Company and will complete a network of production and distribution which embraces two-thirds of the United States, from the West Coast to the Alleghenies. Other American Beauty macaroni plants are located in Kansas City and Wichita, Kansas, Denver, Salt Lake City, Los Angeles, St. Louis, Phoenix and St. Paul.

Fire Razes San Giorgio Plant

The San Giorgio Macaroni, Inc. plant and offices at Eighth and Water Streets, Lebanon, Pennsylvania were razed by fire early in the morning of October 25.

According to the Lebanon Daily News the blaze was one of the largest in the history of the community. Whipped by a strong wind, flames shot through the building, lighting the skies for miles around the city. Flames from the fire could be seen as far away as the west side of Hershey, some twelve miles distance. The entire sky in the Lebanon area from that vantage point was a bright red glow.

All forty-four city and county fire fighting apparatuses answered the general alarm turned in by the fire chief at 3:18 A.M. Sam Moore, night foreman of the macaroni plant, turned in



Peter F. Vagnino, president of the American Beauty Macaroni Company, and R. G. Rydin, vice-president of the Santa Fe Railroad, shared the ground-breaking duties for the new macaroni plant in Dallas.

the original alarm at 3:12 A.M. Moore was in charge of a night crew of six men, all of whom escaped injury. No lives were lost in the inferno, but four firemen were injured. A hook and ladder company, stationed on the side of the building, toppled over with its ladders extended.

Starts in Boiler Room

The blaze was reported by company and fire officials to have started in the storage, shipping and boiler room area of the plant. That section was situated to the west of a six-story brick building fronting on Eighth Street. It was the older wing of the plant.

With the wind whipping the flames through the roof and against the sides of the six-story wing of the building, that portion of the plant caught fire from the terrific heat generated from the roaring inferno. In a matter of minutes the plant was engulfed and the entire six-story structure gutted.

After about an hour of burning the northwest wall of the building collapsed and then the top two stories of the south wall fell. It was feared that the tower on the southwest would collapse, but the structure that stood another two stories over the roof of the brick building seemed to weather the wind and the blaze.

The flour vats and bins held the firemen in fear as their concern was that they might explode. However, three ladder companies poured water into the area from the remaining rooftops and extended ladders from trucks.

Some homes and buildings in the immediate vicinity were wetted down to prevent the blaze from spreading.

It was reported that the north wing of the plant while not damaged by flames, suffered heavy water and smoke damage. The wing was the renovated part of the plant and officials said that the modern fire doors prevented the building from being destroyed. The firm had been engaged in an extensive remodeling program that saw the construction of a new section to the plant facilities within the last year.

Additionally, a large amount of modern and expensive machinery was installed. How much of this machinery can be salvaged was not immediately known. A firm spokesman said the loss would undoubtedly total between \$1,000,000 and \$2,000,000.

Operations to Resume

Raymond T. Guerrisi, president of the company, at the conclusion of a board of directors meeting while the fire was still raging, announced plans to resume operations. He pointed out that the company's sauce products facilities were separate from the main plant and would continue to be produced and shipped. Retail outlets were contacted and uniformly extended promises of cooperation.

"I am counting on the loyalty of the company's customers and employees to carry the firm through the necessary period of readjustment," Mr. Guerrisi declared.

THE MACARONI JOURNAL

Egg Products

Liquid egg and liquid egg products production (ingredients added) during September 1960 totaled 28,794,000 pounds, down 12 per cent from September 1959. The quantities used for immediate consumption and freezing were smaller than a year earlier. The quantity used for drying was larger. Liquid egg used for immediate consumption totaled 2,471,000 pounds, compared with 3,006,000 pounds in September 1959. Liquid egg frozen during September totaled 9,578,000 pounds, compared with 15,500,000 pounds in September 1959. Frozen egg stocks decreased 18 million pounds during September compared with 14 million pounds in September 1959 and the 1954-58 average of 19 million pounds.

Egg solids production during September was 4,530,000 pounds, compared with 3,858,000 pounds in September 1959 and the 1954-58 average of 1,214,000 pounds. Production in September consisted of 3,199,000 pounds of whole egg solids, 478,000 pounds of albumen solids, and 853,000 pounds of yolk solids. Production in September 1959 consisted of 2,270,000 pounds of whole egg solids, 568,000 pounds of albumen solids, and 1,020,000 pounds of yolk solids. Most of the production of whole egg solids in September this

year and in September 1959 was produced under Government contract.

Egg Prices Soar

Up, up, and away, describes prices on the current shell egg market.

Henningsen Headlines report that shell egg prices have risen steadily. Led by top grades, the price rise spread through everything from under grades through pullets. With heavy demand for graded eggs, most of the available eggs are going to the graders and very little is left for breaking stock. The result is that breaking stock is scarce and high priced. Little separating is being done, and the demand for albumen and yolk continues heavy.

Shell egg prices in the Chicago market have gone from a range of 25 to 27 cents at the end of June to 40 to 42 cents the first of November.

Frozen whole eggs which were as low as 23 to 24 cents in early August are up a full nickel a pound at the end of October.

Even frozen egg whites which have been a drug on the market all year have had a proportionately spectacular rise from a range of 5.5 cents to seven cents a pound up to 7.5 to 8.5 cents a pound.

Frozen egg yolks with 45 per cent solids in number three color have been

fairly steady in a range of 58 to 60 cents, but during the first week in November these too took a two cent increase. Number four and number five color have been fairly steady in quotation but are unavailable for all practical purposes.

Dried yolk solids have had a full 15 cent increase from August levels to range in the first of November from \$1.43 to \$1.48 a pound. Here again, number three is the best color available.

Credit

Full credit for the story on "The American Durum Milling Industry" by Herman Steen that appears on pages 22 and 23 of the November issue of the Macaroni Journal should have been given to the Southwestern Miller. The Southwestern Miller is a weekly trade publication published in Kansas City.

Mr. Herman Steen, former executive of the Millers National Federation, is now a full-time staff writer for the Southwestern Miller. "The American Durum Milling Industry" was originally published in that magazine.

Winter Meeting
Hotel Diplomat, Hollywood, Fla.
January 17-18-19

SEASON'S GREETINGS

BALLAS EGG PRODUCTS COMPANY, INC.

MAX BALLAS
LEONARD BALLAS

V. JAMES BENINCASA
MARVIN R. PAINTER

DECEMBER, 1960

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Regional Meeting—

(Continued from page 6)

In Chicago

Earlier in the month, midwestern manufacturers and allies met at the Bismarck Hotel in Chicago.

John Bohan of T. R. Sills and Company's Chicago office and Secretary Robert Green outlined promotional plans for macaroni, spaghetti and egg noodles.

Tom Scanlan, executive secretary of the Central Shippers' Council, told the meeting that they could expect to see a flurry of freight rate increases across the country with little possibility of forestalling them unless a great number of small shippers wrote to the Interstate Commerce Commission pointing how they were being affected by these increased costs.

Copies of such letters received by the Association office point out to the Interstate Commerce that profits are extremely low in the food business; they show that the percentage of increase on proposed freight rate increases on inbound freight, outbound freight, switching between plants, and added demurrage costs put a tight squeeze on already thin profit margins.

Mr. Scanlan observed that the Pennsylvania Railroad took a costly strike rather than pile unfair transportation costs on their shippers or establish unsound, make-work practices that might have spread to other companies. Railroad President A. J. Greenough said: "Had we done otherwise, we would not have deserved the solid support we have received from our customers and from the public."

Durum Growers Meet

Durum buyers from the trading floor of the Minneapolis Grain Exchange attended a joint session with the Durum Growers' Executive Committee at Devils Lake, North Dakota, at the end of October. Purpose of the session was to discuss the marketing of durum.

Growers complain that the price drop in durum is more than a normal seasonal one and view the situation with alarm inasmuch as the field carryover of durum was not so large as to warrant the drop experienced. They are perturbed too that this year's production of 36,000,000 bushels would have such a depressing effect on prices when processors had urged an annual production of 35,000,000 to meet normal demand.

Part of the problem came about in early September when the new crop started to move to market. A strike of grain handlers at the head of the lakes

during peak movement wrought havoc in the cash durum market. Bids dropped six to eight cents, and off grades traded lower than those ranges. Many of the cars of durum that had been intended for Duluth-Superior were diverted to Minneapolis, and the heavy influx demoralized the market. Offerings dwindled at the depressed prices, but stability returned when the strike was settled. A labor tieup at Buffalo was also a factor in the lower price situation.

Early Bookings

Semolina sales were heavy prior to Labor Day, and substantial amounts of bookings were made by macaroni manufacturers extending to the year end and often through the first quarter of 1961.

Most of these bookings were made below the \$6.00 price per hundred-weight, although the price has stabilized at \$6.00 and a dime or so above since heavy bookings were made. Cash durum in the Minneapolis market has been in a range of a few cents either side of \$2.25 for top milling quality. The United States Department of Agriculture shows prices received by farmers in mid-October at \$1.91 for durum, two cents higher than the month prior, but twenty cents lower than a year ago. Hard red spring sold at \$1.80, one cent higher than the previous month and a dime under a year ago.

Export Resolution

Durum yields were four bushels higher this year, on the average, over last year's crop, and appeared to be well above average in color and quality. Durum growers note that export subsidies were removed on durum last November and have not been reinstated. They have submitted a resolution to the Department of Agriculture requesting reinstatement. They note that present subsidies on Kansas wheat run around 50 cents a bushel and on northern spring wheat around 53 cents. They noted an item in the September 20 issue of the Wall Street Journal saying: "Italy's pasta may offer a new outlet for United States hard red winter wheat, Great Plains growers say. Finicky Italian palates judge pasta items, such as spaghetti, severely. No hard red winter wheat has been used yet, but with pasta consumption increasing, Italy considers the Great Plains type, most abundant United States variety. Italian research judges the product acceptable. Now the Great Plains Wheat Market Development Association tries to follow through with a sales program."

The growers' resolution stated that because durum wheat production was

highly cyclical in nature, they must be free to maintain export outlets for use in those years when production exceeds domestic needs. "Without subsidy it is not possible to sell a bushel of any variety of wheat to any foreign market." The Farmers Union Grain Terminal Association Digest notes that export prices from other countries are considerably below domestic prices and that a fairly large subsidy would be required. Since durum is not classified as a surplus commodity, it would be questionable whether or not the Federal Government would favor durum with a subsidy.

Documentary Film

A documentary film on durum is to be produced under the sponsorship of the North Dakota State Wheat Commission. It will tell the durum story from seed selection to finished food consumption. The film will be distributed to television outlets as well as to schools, business and civic organizations.

Transportation Study

The North Dakota Wheat Commission has moved to set up a \$10,000 to \$13,000 research study project to be carried out by the Department of Economics at the North Dakota Agricultural College Experiment Station, Fargo. The project, to cover a two-year period, will be directed by Dr. Fred Taylor, head of the agricultural economics department.

The study will be aimed at six specific points. They are:

- (1) Effects of transportation costs on producer price of North Dakota hard red spring wheat and durum wheat to various export points.
- (2) Effects of export subsidies on the same basis.
- (3) Comparisons of transportation costs and export subsidies to the various classes of wheat for export.
- (4) Determine whether there is any glaring price discrimination against hard red spring and durum wheat.
- (5) Find export points where hard red spring and durum wheat have a price advantage or disadvantage.
- (6) Study historical and traditional means of transportation to see if they might be improved.

Widow Passes Away

Mrs. Thomas A. Cuneo, wife of the late past-president of the National Macaroni Manufacturers Association, passed away after an illness in Memphis on November 1.

Merry Christmas

and

A Healthy, Prosperous and Happy New Year



D. MALDARI & SONS, INC.
557 THIRD AVE. BROOKLYN 15, N.Y., U.S.A.



They Bought It—

(Continued from page 12)

meeting at a bank, picked up his clients in a Wells Fargo armored truck, pulled his presentation out of a money-bag in a lockbox, and read it to them. They bought it!

Another time, in developing a campaign of a new line of specialties which a company had never sold before, it occurred to him that this was a horse of a different color. He rented a white horse, dyed it bright blue, and made his point in his presentation.

At another company sales meeting for which he had prepared a controversial idea, he produced a pair of shoes borrowed from Myer B. Marcus, executive vice president of Food Fair Stores. He asked his listeners to take off their shoes and try on those of Mr. Marcus "so that you will understand his sales problem with your product." They did, or tried to—some of their feet were too big—and then he put on a pair of boxing gloves, sparred a moment, and said, "If you want to win this market, you've got to fight." They bought it!

Showmanship

Stanley Arnold contends that prizes in contests should be translated into showmanship. "If your idea is fabulous enough, it doesn't have to be keyed to the product," he says. As an example, the highly successful Treasure Island contest for Piel Beer was a classic success. Twenty-eight finalists out of 140,000 entries took maps and shovels to Nassau to dig for gold. During the contest Piel's sales in supermarkets rose 27 per cent above the same period for the year before, their greatest increase in history, and they voted to repeat the contest the following year.

One time in Cleveland while he was at Pick-N-Pay, there was a tremendous blizzard. Not a single customer got to the store. The idea hit him to put the employees of all fourteen stores to work making snowballs in the parking lot. By the end of the day they had 7,900 snowballs packed in fruit crates and stored in a cold storage plant. Then he proceeded to sell Birdseye on a frozen foods campaign for the hottest week in the year during the middle of July. It was advertised as a "Blizzard of Values." Each store was allotted 500 snowballs packed in insulated bags. Every five minutes with plenty of fanfare customers checking out of the stores would be presented with snowballs, and the publicity and enthusiasm generated by the sale made it a huge success.

Mr. Arnold has a toy giraffe with a bell around its neck on his desk. "This

is our mascot," he says. "If you want to beat the spots off your competition, you have to stick your neck out with ideas that ring the bell." He thinks that creative ideas spring from individuals, not groups. "Hamlet" could not have been written by a committee nor the Mona Lisa painted by a club.

The company that spends money on advertising and doesn't follow it up is like a lefthanded mechanic trying to knock a bent nail into a mahogany log with a banana.



Sandra Buettinger

Ideal Representative

The Ideal Macaroni Company has come out with a new, appealing dish on which to put its label "Miss Ideal Macaroni"—Sandra Buettinger—was chosen from a group of nine finalists as the most attractive "promotional package."

Judging, which was based on personality, charm, poise and appearance, took place at an informal gathering at the downtown Cleveland headquarters

of Ideal's agency, Michael P. Syntax Advertising. Judges were Leo Mintz of Grocers' Spotlight; Elmer Texler, photographer; Larry Flinn of Kroger, Nate Sanson and Chuck Lombardy of Seaway Wholesale Grocery Company.

In addition to approximately \$200 in prizes, Miss Ideal Macaroni will receive the opportunity to represent the Ideal Company on various promotional occasions. She made her first appearance in the Columbus Day Parade. During the Ohio Retail Food Dealers Association convention October 16-17-18, she performed hostess duties in the Ideal suite at the Tudor Arms Hotel.

During National Macaroni Week, October 20-29, Miss Ideal toured the city distributing complimentary Ideal packages to local dignitaries, disc jockeys, and columnists.

New Package

Grocers in the South are now marketing spaghetti under the trade name Little King, made by Taormina Brothers of New Orleans, in a sparkling new transparent package made from film of tough Tenite polyethylene.

The clear film, fabricated into an attractive heat-sealed bag, not only displays the packaged product to good advantage but serves as an excellent moisture and dust barrier. It helps preserve the flavor of the product, and keeps it crisp and clean on the grocer's shelf.

Too, the flexibility of the film permits a housewife, if she desires, to break the spaghetti while it is still in the sealed package and then pour it directly from the bag into the water.

Excellent adhesion of commercial printing inks to the polyethylene has allowed for bright printing of the Little King trademark and a message about the package contents.

Bank Director

Horace P. Gioia, president of the Bravo Macaroni Company, has been elected a director of the Central Trust Company of Rochester, New York.

Mr. Gioia is past president and a director of the National Macaroni Manufacturers Association. He is vice chairman of the City Zoning Board of Appeals in Rochester and belongs to the Rochester Club and Locust Hill Country Club.

Canadian Construction

Catelli Food Products, Ltd. is launching construction of a 60,000 square foot \$1,000,000 manufacturing plant at Winnipeg.



New Key to
Macaroni
Profitability

ADM

Ardex 550

new protein supplement

ARDEX 550 is a totally new protein supplement. New **ARDEX 550** is unbelievably bland . . . neutral in taste, odor and color. Yet it offers the economy, functional properties and nutritional quality of soy flour.

With **ARDEX 550** you can boost the nutrition and tolerance to overcooking of all your products without altering flavor . . . or increasing costs. In prepared foods, as well as standard and specialty products, these features add premium appeal.

ARDEX 550 also keeps foods firm and fresh far longer on a steamtable. This important benefit—coupled with nutritional economy—makes **ARDEX 550** especially attractive for school lunch, restaurants and other institutional foods.

And **ARDEX 550** is a big boon in canned and frozen macaroni products, giving them the appearance, firmness and taste appeal of a freshly baked casserole.

Yes, new **ARDEX 550** enhances all macaroni products—spaghetti, macaroni and noodles. It gives them a strong competitive edge over ordinary products. So don't delay . . . write, wire or call ADM today for more information on **ARDEX 550**. Learn how it can boost your sales and profits.

Chef Arde' says: *Serve the best from first to last!*



for specialty and standard products



for prepared products



for institutional programs

Archer-Daniels-Midland

700 Investors Building • Minneapolis 2, Minnesota



WAY BACK WHEN

40 Years Ago

• A special meeting was held November 17 and 18 in Atlantic City to discuss trade abuses and the Federal Trade Commission; macaroni standards and the National Macaroni Laboratory; guaranteeing of prices against decline; a ban on coloring macaroni products; and the proposed tariff on macaroni products.

• Business was in a slump, and deflation had set in. Macaroni manufacturers were advised to be conservative in their buying and not over-anxious about the volume of their sales, as it will probably be several months before conditions become stabilized.

• Macaroni imports dropped from 115,000,000 pounds in 1911 to 670,000 pounds in 1918, according to Census data.

• Secretary E. T. Meredith of the Department of Agriculture said: "We spent about \$250,000 introducing durum. The crop now is about 40,000,000 bushels a year bringing the farmer \$50,000,000 or more."

30 Years Ago

• A Chicago meeting was called for January 19, 1931, to discuss plans for National Macaroni Week in March and the consideration of a uniform cost accounting plan.

• "Violators, beware," warned B. R. Jacobs in announcing that manufacturers were using laboratory testing services to determine egg solids content in competitive noodle products. Twenty violators were being prosecuted.

• Lack of sales planning is a serious marketing problem, Norman E. Horton of the Sherman Corporation told a conference of the National Association of Cost Accountants.

• Five-cent macaroni was reported on bargain counters in New York, while large quantities were being donated for the relief of the poor and unemployed. "Might as well give it to the poor as sell it for five cents a package."

• 85,000 requests for Jean Rich Cook book were received from states all over the Union.

• In a "Whoop-Em-Up" tour for Macaroni Week Field Secretary Hal M. Rank made a stop a day in cities throughout the East and South calling on wholesalers, jobbers, managers for chain stores and similar organizations stirring up interest in Pittsburgh, Philadelphia, Baltimore, Washington, Norfolk, Richmond, Atlanta, Birmingham, Nashville, Louisville, Indianapolis, Chicago, Memphis, Jackson, New Orleans, Dallas, Fort Worth, and Los Angeles.

20 Years Ago

• Questions on the agenda for a Chicago meeting January 20, 1941: ways and means for getting fairer returns on investments, and prices for macaroni products more in keeping with the food value supplied; what is the proper pack to avoid "deceptive packaging"; is it practical to add vitamins to macaroni products in line with the public demand for enriched foods.

• The 1939 Census of Manufactures was released showing 328 establishments manufacturing macaroni products valued at \$46,153,471.

• Government reports showed the armed conflicts in Europe were seriously affecting international trade in macaroni products. Imports were decreasing more than 25 per cent, while exports increased slightly.

• The "Caruso" trademark was declared the property of the original registrant, the Atlantic Macaroni Company of Long Island City, New York.

10 Years Ago

• A three-day roundtable on marketing was scheduled at the Hotel Flamingo, Miami Beach, Florida, for January 23, 24, 25, 1951.

• A Macaroni-of-the-Month Club was established to furnish food editors with a monthly reminder of macaroni products with accompanying releases and recipes from the National Macaroni Institute.

• A stem rust conference was held at Grand Forks, North Dakota, on November 6. The State Durum Show was held at Langdon November 9-11. Stem rust reduced the crop, while the blizzard reduced show attendance.

• Maurice L. Ryan, NMAA vice president and chairman of the durum committee, after spending two weeks in the durum growing areas of North Dakota, asserted that the Association should do something to stop the feared shift away from durum by the growers due to reduced 1951 yields on account of stem rust. He suggested that early planting in 1951 would greatly reduce stem rust damage.

• GMA Officers elected ten years ago were Paul S. Willis reelected President; Walter R. Barry of General Mills, Inc., first Vice President; O. E. Jones of Swift and Company, second Vice President; George H. Coppers, National Biscuit Company, third Vice President; William A. Dolan, Wilbert Products Company, Secretary; B. E. Snyder, R. B. Davis Company, reelected Treasurer; Harry Letsche, H. J. Heinz Company, Chairman, Finance Committee.

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STATEMENT REQUIRED BY THE ACT OF AUGUST 24, 1912, AS AMENDED BY THE ACTS OF MARCH 3, 1933, AND JULY 2, 1946 (Title 39, United States Code, Section 233) (SHOWING THE OWNERSHIP, MANAGEMENT AND CIRCULATION OF "THE MACARONI JOURNAL," published monthly at Appleton, Wisconsin, for October, 1960.

1. The names and addresses of the publisher, editor, managing editor, and business managers are: Publisher, National Macaroni Manufacturers Association, 139 N. Ashland Ave., Palatine, Ill.; Editor, Robert M. Green, 139 N. Ashland Ave., Palatine, Ill.

2. The owner is: (If owned by a corporation, its name and address must be stated and also immediately thereunder the names and addresses of stockholders owning or holding 1 per cent or more of total amount of stock. If not owned by a corporation, the names and addresses of the individual owners must be given. If owned by a partnership or other unincorporated firm, its name and address, as well as that of each individual member, must be given.) National Macaroni Manufacturers Association, 139 N. Ashland Ave., Palatine, Ill., a non-profit organization, incorporated in Illinois.

3. The known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

ROBERT M. GREEN

(Signature of editor, publisher, business manager, or owner)

Sworn to and subscribed before me this 25th day of August, 1960. (Seal) Ethel M. Will, Notary Public. (My commission expires May 27, 1963.)

THE MACARONI JOURNAL

The Roche Review Of Enrichment Requirements

for Cereal Grain Foods in the United States

All figures represent milligrams per pound

PRODUCT	Thiamine (B ₁)		Riboflavin (B ₂)		Niacin		Iron	
	Min.	Max.	Min.	Max.	Min.	Max.	Min.	Max.
Enriched BREAD or other baked products	1.1	1.8	0.7	1.6	10.0	15.0	8.0	12.5
Enriched FLOUR ¹	2.0	2.5	1.2	1.5	16.0	20.0	13.0	16.5
Enriched FARINA	2.0	2.5	1.2	1.5	16.0	20.0	13.0	*
Enriched MACARONI & NOODLE Products ²	4.0	5.0	1.7	2.2	27.0	34.0	13.0	16.5
Enriched CORN MEALS	2.0	3.0	1.2	1.8	16.0	24.0	13.0	26.0
Enriched CORN GRITS ³	2.0	3.0	1.2	1.8	16.0	24.0	13.0	26.0
Enriched Milled WHITE RICE ⁴	2.0	4.0	1.2**	2.4**	16.0	32.0	13.0	26.0

* No maximum level established.

** The requirement for vitamin B₂ is optional pending further study and public hearings because of certain technical difficulties encountered in the application of this vitamin.

¹ In enriched self-rising flour, calcium is also required between limits of 500-1500 mg. per pound.

² Levels allow for 30-50% losses in kitchen procedure.

³ Levels must not fall below 85% of minimum figures after a specific test described in the Federal Standards of Identity.

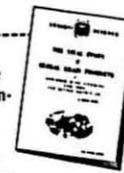
⁴ The Standards state that the rice, after a rinsing test, must contain at least 85% of the minimum vitamin levels. The Governments of Puerto Rico and the Philippines also require this rinsing test. If the method of enrichment does not permit this rinsing requirement to be met, consumer size packages must bear the statement, "Do not rinse before or drain after cooking." Rice enriched by the Roche method will meet the rinsing test. The South Carolina law does not require a rinsing test on packages less than 50 pounds, as the rice in small packages is presumed to be sufficiently clean.

The maximum and minimum levels shown above for enriched bread, enriched flour, enriched farina, enriched macaroni, spaghetti and noodle products, enriched corn meal and corn grits and enriched rice are in accordance with Federal Standards of Identity or State laws. Act No. 183 of the Government of Puerto Rico requires the use of enriched flour for all products made wholly or in part of flour, including crackers, etc.

Roche®

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Brief, authoritative stories about the enrichment of many cereal grains have been gathered into a booklet which you may have for the asking. Just send your request for "The Vital Story of Cereal Grain Products" to the Department of Education, Fine Chemicals Division, Hoffmann-La Roche Inc., Nutley 10, New Jersey.



Hundreds of women "must have their say" to make Betty Crocker recipes good enough for you

And they are all Betty Crocker home testers! These are the women who test Betty Crocker's macaroni, spaghetti, and noodle recipes. They carefully check every recipe to be sure directions are easy to understand, ingredients are available and reasonable in price, and that their families like the finished foods. Frankly, some recipes

don't make the grade. Those that have a high rating are passed on to you, for example, in General Mills' new "Macaroni, Spaghetti, Noodles" recipe booklet—for you to pass on to your customers under your own brand name.

Now, follow the creation of a Betty Crocker recipe from her kitchen to your consumers.

FIRST STEP: Betty Crocker's own kitchens

Here the recipe is painstakingly developed by Betty Crocker's professional home economists. The finished dish is subjected to a taste panel—men and women who are skilled in detecting and understanding flavors.



SECOND STEP: pilot tests with six homemakers

Six local homemakers try the recipe in their own homes. Each fills out a complete report. Did she like the recipe? Was it easy to understand? What would she do to improve it?



THIRD STEP: 25 food detectives must say "OK"

Next, Betty Crocker asks 25 homemakers to try the recipe under typical home conditions and to tell her if the dish was easy to make. If the recipe was too fussy. If any of the ingredients were difficult to obtain. If her family liked it. The women send actual samples of their finished food to the Betty Crocker Kitchens.



FOURTH STEP: America's homemakers try their hand

Eventually the recipe is ready for testing coast-to-coast—in cities, small towns, on farms—by inexperienced brides and by women who have cooked half a lifetime—by women from all social and economic levels.



FIFTH STEP: Betty Crocker's own kitchens

One final analysis of all the information gathered and the recipe is ready for Betty Crocker's approval and inclusion in the new General Mills' "Macaroni, Spaghetti, Noodles" recipe booklet.



Just off the press! You may have as many of these new booklets as you wish, imprinted with your own brand name, at less than cost. Ask your General Mills Durum Sales representative for details. (Offer good in U.S.A. only).

DURUM SALES
Minneapolis 25, Minnesota

