

**THE
MACARONI
JOURNAL**

**Volume 48
No. 9**

January, 1967

Macaroni Journal

OFFICIAL PUBLICATION
OF THE
NATIONAL
MACARONI MANUFACTURERS
ASSOCIATION



JANUARY, 1967

MACARONI MANUAL
COOKERY CLASSIC



The Macaroni Journal

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ANNUARY, 1967

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A GLANCE BEHIND, A LOOK AHEAD

by Robert M. Green, Executive Secretary, National Macaroni Manufacturers Association.

IN MID-YEAR, the Supermarket Sales Manual published by Chain Store Age said: "Macaroni products chalk up tenth straight year of sales growth, as volume hits \$158,000,000, more than double the 1955 figure. Plain macaroni and spaghetti volume continues to accelerate despite booming sales of pasta dinners. Chains boost related item movement with strong tie-in promotions."

Industry performance in 1966 added to the upward trend of the sales and consumption curve. While the seasonal dip in summer sales has largely been eliminated by the increasing use of salads and macaroni in outdoor cookery, two periods of intense selling effort still stand out—Lent and the fall season.

Lenten Business Brisk

There was speculation at the start of Lent that with the relaxation of fast and abstinence rules for Roman Catholics, macaroni sales might suffer. This was not the case. Newspapers and magazines were full of publicity for macaroni products. Macaroni manufacturers and related item producers carried effective advertising, and Lenten business was brisk, better even than 1965's fine record.

Good Durum Crop

The durum millgrind for the crop year ending June 30, 1966 stood at 28,848,000 bushels, up more than five per cent from 1965's 27,395,000 bushels. This is regarded as the best barometer for macaroni industry output.

Macaroni fortunes frequently run parallel to the progress and problems of the durum wheat crop. Plantings were about the same this spring, but late snows and wild weather delayed the planting until late May. Then favorable weather produced heavy stands that required sufficient moisture and good weather to bring the crop through. There was concern at harvest time in late August when rains came just as they did a year before. In 1965, almost a third of the crop was severely damaged by rain causing loss of color and sprout damage, which made the wheat unsuitable for anything but feed. But the rains were not prolonged this year, and ideal harvest weather brought in a crop estimated at 62,000,000 bushels. This was nine per cent below 1965



Robert M. Green

but twenty-nine per cent above average.

Heavy Exports

During the 1965-66 crop year ending June 30, some 33,852,000 bushels of durum were exported, compared to the previous year's record of 9,301,000 bushels. This marked increase in durum exports came about from marketing efforts in Japan and Western Europe, plus the fact that Canadian supplies were down because of commitments to Russia and Communist China.

With heavy export demand and an increased domestic millgrind, prices rose despite the good crop. Bookings were not pushed by mills this year, because they had been badly burned in making heavy contracts prior to the sprout damage of 1965. But as the heavy shipments from farms came to the Minneapolis market over the Labor Day week-end, the millers made contracts to cover the macaroni trade until the end of the year. Booking prices were about \$1.10 above those at which July-August needs were met in June, and about \$1.65 higher than 1965's initial contracts. This meant that macaroni prices were to advance about a cent and a half a pound across the country.

Price Protection

As macaroni manufacturers gave retailers protection against price ad-

vances during the entire month of October, inventories were built up to a degree beyond expectation and production was extremely heavy. Durum mills ran around the clock to supply the trade, and meeting shipping directions was a problem from Labor Day to Thanksgiving. A lag in specifications usually develops around Thanksgiving, but mills describe the drop-off as more drastic and abrupt than in recent years. However, it was expected with an early Lenten season, beginning on February 8, that there would be a quick revival in shipping directions after the holidays.

High Egg Prices

Eggs used in noodles were high priced throughout the year, in contrast to 1965. The highest egg prices in five years were reached in the spring, and little relief came in the fall although flocks were on the increase. Military procurement and heavy domestic demand kept prices at a high level.

In March, the Food and Drug Administration ordered that egg pasteurization be mandatory as protection against salmonella. Adverse publicity to dry milk products in the fall added emphasis to these precautions to protect the public health.

Ceplapro

Early in the year, a press release from the U. S. Department of Agriculture announced that the Commodity Credit Corporation would buy quantities of a high protein food product developed for donation abroad under the Food For Peace programs. Initially, the product was to be used in a pilot feeding program for refugees and infants in South Vietnam. Later, donations may be made through voluntary relief agencies to other countries eligible for food assistance under Title III of Public Law 480.

The formula called for the product to be made of corn meal, soy flour, durum flour, nonfat dry milk, and vitamin and mineral supplements, the mixture to be extruded through a macaroni die into the shape of a rice kernel. Some 758,200 pounds were purchased in August, and reaction of the refugees was awaited to consider further development of the program.

(Continued on page 7)

THE MACARONI JOURNAL

You noodle-makers know everything about noodles, but Henningsen, the egg people, can tell you something new about eggs.



First, we can save you money on eggs you don't put in your egg noodles. We guarantee absolute uniformity, and tightly-controlled moisture content, which is something a hen can't do. Because we guarantee a minimum of 95% egg solids in our whole egg and egg yolk products, they have a built-in safety margin that keeps your egg noodles safely at or over the 5.5 per cent egg solid minimum content set by Federal regulations. So you don't have to pour in a lot of extra egg for good measure when you use Henningsen egg solids. And we pasteurize Henningsen egg solids. We also guarantee that they are 100 per cent salmonella-negative, by test. We homogenize our egg solids for uniformity.

We can also tell you ways to save money on the eggs you put into your egg noodles by better methods of handling and blending and storing eggs in your plant. And we know all the ways. After all, we're the egg people. One more thing. You get fast, on-time, dependable delivery of egg solids from Henningsen. And we have local representatives all over the country to help you out on egg problems. After all this, we're afraid to suggest that you use your noodle and buy your egg solids from Henningsen, the egg people. But it is a good idea.

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A Glance Behind—
 (Continued from page 4)

Standards Change

In April it was announced that the Federal Standards of Identity For Macaroni Products had been amended to permit the manufacture of macaroni made with nonfat milk solids of not less than twelve per cent and not more than twenty-five per cent by weight of the finished nonfat milk macaroni product. Carrageenan or Salts of Carrageenan may be used in a quantity not in excess of .0833 per cent by weight of the nonfat milk solids. When used, there must be a label statement. In the past, while few optional ingredients have been permitted, their use has been quite limited.

Convention Action

The airlines strike and sweltering weather in July did not deter a large crowd from attending the 62nd Annual Meeting of the National Macaroni Manufacturers Association in Oak Brook, Illinois. New officers were elected: president, Robert I. Cowen of A. Goodman & Sons, Long Island City, N.Y.; first vice president, Peter J. Viviano, Delmonico Foods, Louisville, Ky.; second vice president, Vincent F. La Rosa, V. La Rosa & Sons, Westbury, N.Y.; third vice president, Vincent DeDomenico, Golden Grain Macaroni Company, San Leandro, Calif.

Promotion Projects

The industry's product promotional program was strengthened by the increase of assessments for promotional expenditures. Budgets were increased to cover materials sent to food editors, participation in the Newspaper Food Editors' Conference, approval of additional color prints of the film "Durum Standard of Quality," wall chart advertising to be placed in a fall issue of a home economics magazine, and the personal appearance tour of a home economist to major city markets to appear on radio and television programs. The impact of these special projects, such as the highly successful Pasta Panel at the Food Editors' Conference in Boston, and the response to the television demonstrations in midwestern cities, in large measure influenced the increasing flow of publicity in all media on macaroni products and stimulated sales.

In addition, it has built a firm base on which to build further sales and consumer acceptance in the coming months.

At the height of the consumers' rebellion against high food prices, many

food editors took up the cry "Macaroni Is A Bargain," and its versatility and ability to combine with other foods was emphasized to the consumer.

Institutional Film

For the institutional field, the film "Macaroni Menu Magic—How to Prepare and Serve Macaroni, Spaghetti and Egg Noodles For Hotels, Restaurants and Institutions" was premiered at the Annual Meeting. Prepared under the direction of Beverly Andersen, home economist for the Durum Wheat Institute, the film is jointly sponsored by that organization, the National Macaroni Institute, and the North Dakota State Wheat Commission. It is expected that the educational benefits from this training film will help insure long time gains.

Optimism for 1967

As 1967 begins, there is optimism in all segments of the industry. Growers have good stocks of high quality durum and an expanding domestic and export market. Millers have had a good year and prospects of a better one. Macaroni manufacturers are continuing their efforts to maintain the dramatic growth of this product classification. If there was any lingering thought that this was a nationally food category, sales of recent years have certainly dispelled it, as macaroni products have become a bona fide food staple across the country.

New York Meeting

Some seventy macaroni manufacturers and suppliers met at the Belmont Plaza Hotel in New York on November 17 to see and hear excellent reports on the National Macaroni Institute's participation in the Food Editors' Conference; National Macaroni Week publicity placements, with some twenty breaks in full color; national newspaper, magazine, and supplement support; and Shelagh Hackett's smash success at television demonstrations of three recipes for macaroni, spaghetti and egg noodles over television and radio stations in the Midwest.

Albert Ravarino, chairman of the National Macaroni Institute Committee, complimented the Sills staff on the fine job they are doing and, in particular, Elinor Ehrman and Marian Laylin for their fine work and reports.

Durum Show and GMA

Comments on durum and the Durum Show were given by Ray Wentzel of Doughboy Industries, who serves as chairman of the Durum Committee for the Millers' National Federation, and Lloyd E. Skinner, of Skinner Macaroni

Company, NMMA chairman of the Durum Relations Committee. Both remarked on the marked improvement of the quality of samples at the Durum Show this year and the general air of optimism expressed by all segments of the industry: grower, miller, and macaroni manufacturer.

Mr. Skinner, who is also a member of the Board of Directors of the Grocery Manufacturers of America, reported briefly on subject matter covered at the convention of this organization held earlier in the week. This was supplemented by comments by Cleve Haney of the Skinner Macaroni Company and Al Ravarino of Ravarino & Freschi.

Suppliers Social

In the evening, the suppliers entertained the macaroni manufacturers at an Italian Dinner at the Rifle Club in Greenwich Village. These traditional affairs attract good attendance and generate much good fellowship with good company, good food, and good wine.

The Rossotti Lithograph Corporation coordinates the handling of details.

Technological Text Book

A second edition of "Macaroni Products: manufacture, processing and packing," has been completely revised by the author, Dr. Charles Hummel. The new edition has 287 pages plus color plates and pull-out plans in full color. Published by Food Trade Press Ltd. of London, England the book sells for 16 10s (\$18.20).

A number of important changes have taken place in the macaroni manufacturing industry and much new machinery and equipment has become available since the first edition of this book was published in 1950. Also, there has been an appreciable increase in the quantity of macaroni products produced in several different countries of the world and considerable advances have been made in the quality of the final product. Accordingly, Dr. Ch. Hummel, the well-known consulting engineer to the macaroni industry, and author of this standard technical book for the industry, has taken the opportunity of writing a completely revised edition.

Many Illustrations

Engineers producing macaroni machinery all over the world were invited to send in photographs and details of their latest machinery and equipment so that this new edition is indeed profusely illustrated and is printed on best quality white art paper throughout to

(Continued on page 11)

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DURUM DIVISION

DIALOGUE: Communications is a two-way street

Winter Meeting at Hotel Diplomat, Hollywood, Florida

THE Winter Meeting of the National Macaroni Manufacturers Association to be held at the Diplomat Hotel, Hollywood, Florida, is later this year. It is expected that with the meeting taking place from January 29 to February 1, the weather may be better.

Sunday Social

An Ice Breaker Party is scheduled for Sunday evening, January 29, on the Patio of Diplomat West. This welcoming party will introduce incoming delegates to the group and generate good fellowship at the social sponsored by suppliers. The evening is being held open for dinner on the town, to see the Diplomat show, or as individuals please.

January 30

General sessions begin Monday morning, January 30, at an 8:30 a.m. breakfast meeting. President Robert I. Cowen will greet the delegates and introduce Les Willson, trade relations manager, Film Department, E. I. du Pont de Nemours & Company. His presentation will be "Effective Communications Must Be Two Ways."

Methods and Materials

At a general session, Vice President Peter J. Viviano will conduct panel discussions on methods and materials. A panel of machinery and packaging equipment manufacturers have been invited to comment on topics that should be included in a forum for plant personnel on technological developments in the macaroni industry.



Robert I. Cowen
Presidential Greetings

Durum and Eggs

In the discussion of materials, Dr. Kenneth A. Gilles and Len D. Sibbitt of the Cereal Technology Department, North Dakota State University at Fargo, will report on the new durum variety, Leeds. John Wright, president of the U. S. Durum Growers Association, will give the farmer's viewpoint of the durum outlook. Roy Nevans of Henningsen Foods will predict prospects for eggs in 1967.

Food for Peace

Vice President Vincent F. La Rosa has invited a representative of the U. S. Department of Agriculture to review possibilities in the Food For Peace Program. The potential of fortified foods for relief feeding is immense. Some purchases have already been made of corn meal, soy and durum flour, fortified with vitamins and minerals, and extruded through macaroni dies into rice kernels.

Washington Scene

Association Counsel Harold T. Halfpenny will comment on the Washington scene and prospective legislation to be considered by the 90th Congress. Director of Research James J. Winston will report on activities of the Food and Drug Administration.

The afternoon will be free for discussions, conferences, and recreation.

Italian Dinner Party

In the evening, a Suppliers' Reception and Cocktail Party will be held in Convention Hall at 7:00 p.m. followed by the popular Italian Dinner Party. The Diplomat is renowned for its fine food and its excellent preparation of macaroni products. There will be plenty of spaghetti accompanied by many other delicacies.

January 31

On Tuesday, January 31, a breakfast session at 9:30 a.m. will feature a new film from Lawry's Foods called "A New Art in Cooking."

In the general session, conducted by Vice President Vincent DeDomenico, will be reports on product promotion from Beverly Andersen, home economist of the Durum Wheat Institute, Howard Lampman, executive director of the Durum Wheat Institute, and personnel from Theodore R. Sills, Inc.,

public relations consultants to the National Macaroni Institute.

Mrs. Andersen will tell of the reception of the new film, "Macaroni Menu Magic—How to Prepare and Serve Macaroni, Spaghetti and Egg Noodles For Hotels, Restaurants and Institutions."

European Comment

Howard Lampman will comment on his observations of the European scene based on a trip taken following the Fourth International Congress on Cereals and Bread held in Vienna, where he was asked to report on the long range outlook in the United States and the development of the Wheat and Wheat Foods Foundation. He will also comment on the Swedish study, "The National Diet in Sweden and a Program For Its Revision," which offers the wheat industry in the United States new leverage in the nutritionally-valid case for increased per capita consumption of wheat based foods.

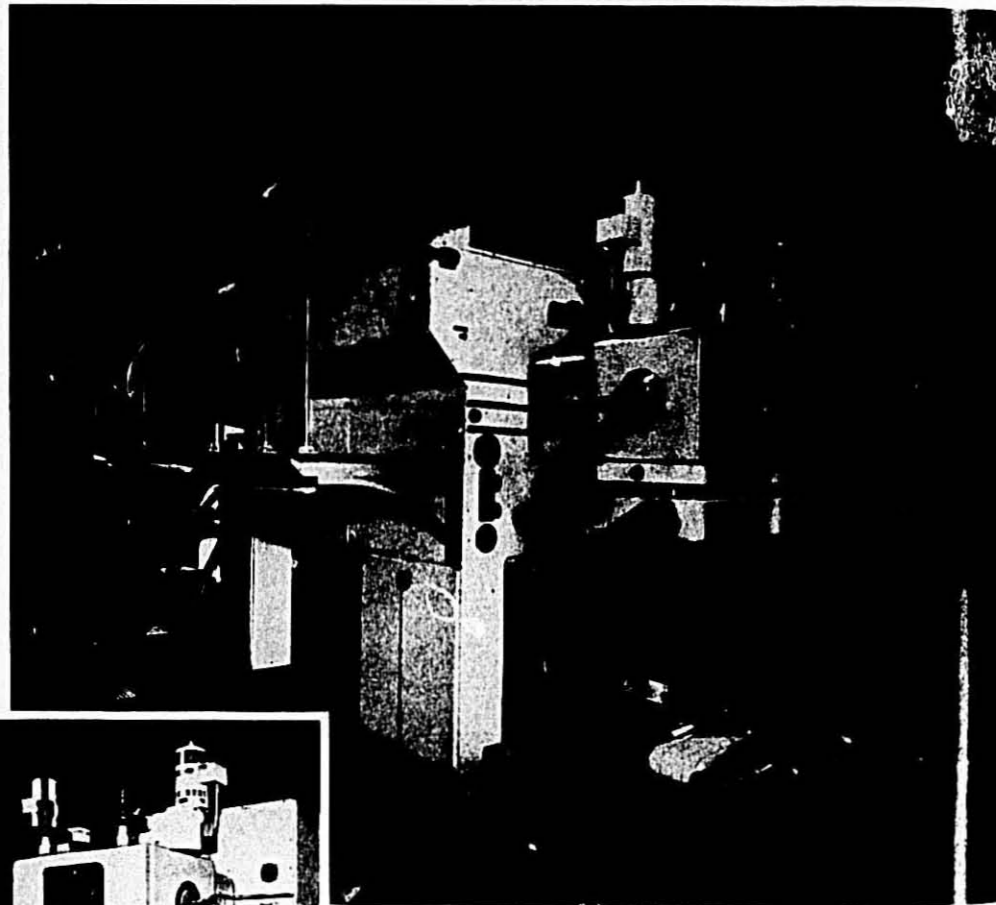
Pasta Panel

The Pasta Panel which performed so masterfully at the Food Editors' Conference in Boston will be given an opportunity to quiz Theodore R. Sills, public relations consultant for the National Macaroni Institute. At the Food Editors' Conference, each panelist was allowed to make a one-sentence statement (either provocative or explanatory) concerning macaroni. In this proposed discussion, they are to be given the opportunity to ask one question again—this time relating to more product promotion. (more)

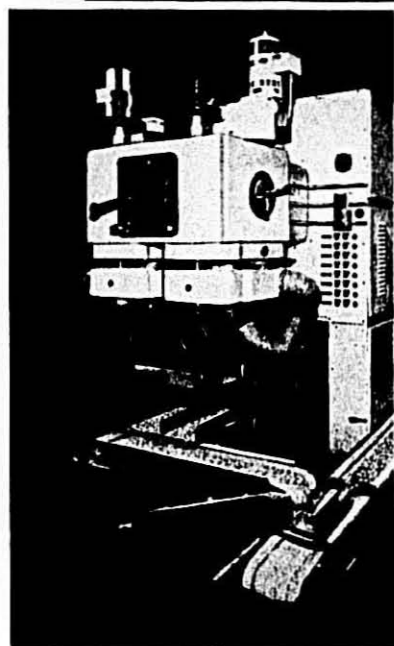


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THE MACARONI JOURNAL

Winter Meeting Plans—
 (Continued from page 9)

Graphic reports of publicity placements stemming from the Food Editors' Conference, National Macaroni Week, and the personal appearance tour of Hugh Hackett through the Midwest in October will also be shown. H. Edward Toner, president of the C. F. Mueller Company, will describe "How Mueller Maintains Its Position in the Market." There will be opportunity for round-table discussions, afternoon conferences, and recreation.

Dinner-Dance

In the evening, the scene changes to the Calcutta Room of the Country Club. The Suppliers' Reception and Cocktail Party begins at 7:00 o'clock preceding the Dinner-Dance at 8:00. Van Smith's orchestra will provide the music.

Board Meets Feb. 1

The Board of Directors meets on Wednesday, February 1, to review financial statements and budgets for the coming year and to discuss problems, plans and projects affecting the macaroni manufacturing industry.

Chun King to Reynolds

R. J. Reynolds Tobacco Co. has named Chun King Corp. of Duluth approximately \$63,000,000 in cash, according to reports here. King manufactures Oriental style foods, and the business will encourage the participation of the Reynolds in the food industry.

Sales Executive

H. Edward Toner, president, C. F. Mueller Company, macaroni manufacturer, Jersey City, has announced the appointment of George W. Sherlock as Sales Executive. Sherlock started with the company in May, 1948 as a retail salesman. He worked in Florida in 1949 as a commission salesman, then in 1950 returned to New Jersey as the company's direct sales representative. In 1953 he was promoted to division sales manager of New England.

In January 1, 1958 he returned to the company's headquarters in Jersey City to become sales training manager. On the retirement of John Murphy in January, 1964, he was again promoted, this time to sales manager, the post he held until his recent appointment.



H. Edward Toner
 President, C. F. Mueller Co.

Go Hungry Tonight!

Lawry's Foods, Inc. of Los Angeles, California are introducing a new Goulash Hungarian-style Seasoning Mix with advertising, publicity and merchandising.

The product is packed in foil envelopes containing 1 1/2 ounces of the mix. There are 12 envelopes to a shipping case which weighs 3 1/2 pounds.

Pre-priced at 27 cents each, a dozen pouches generates \$6.48 in sales and \$2.04 in profit for the retailer, utilizing a 1/2 square foot of space. It sells such related items as beef, noodles, rice, salad oil, sour cream, and wine. Easy to install merchandising racks and special display materials are available along with free recipes.

National advertising for Lawry's currently appears in Good Housekeeping, Woman's Day and Family Circle magazines.

"Curiosity is one of the permanent and certain characteristics of a vigorous intellect."

—Samuel Johnson



George W. Sherlock

Technological Text Book—

(Continued from page 7)

make for best possible reproduction of the illustrations. In addition to the illustrations included in the text, there are nine additional plates and pull-out plans of macaroni plant printed in colours, and we believe this is the first technical book in the food industry to contain such plans printed in colours.

With the ever increasing demand for greater production of macaroni products, or pasta products as they are called in some countries, there is no doubt that this book will be a most valuable reference book for everyone concerned with running the day to day operations of a macaroni products factory and to those food manufacturers considering going in for the manufacture of these products.

The eleven chapters are entitled as follows: The Importance of Macaroni Products; Manufacture of Macaroni Products; Ingredients used in the Manufacture of Macaroni Products; Batch Manufacturing Process; Continuous Manufacturing Process; Some Typical Continuous Extrusion Presses; Drying Macaroni Products; The Quality of Macaroni Products and How It Can Be Tested; Storing and Packing Macaroni Products; A Modern Macaroni Products Plant; Notes on the Theory of Drying.

ADM Technical Manager

Promotion of Lawrence Warren to the new position of manager-technical services for the flour division at Archer Daniels Midland was announced by Fred Merrill, division manager and ADM vice president.

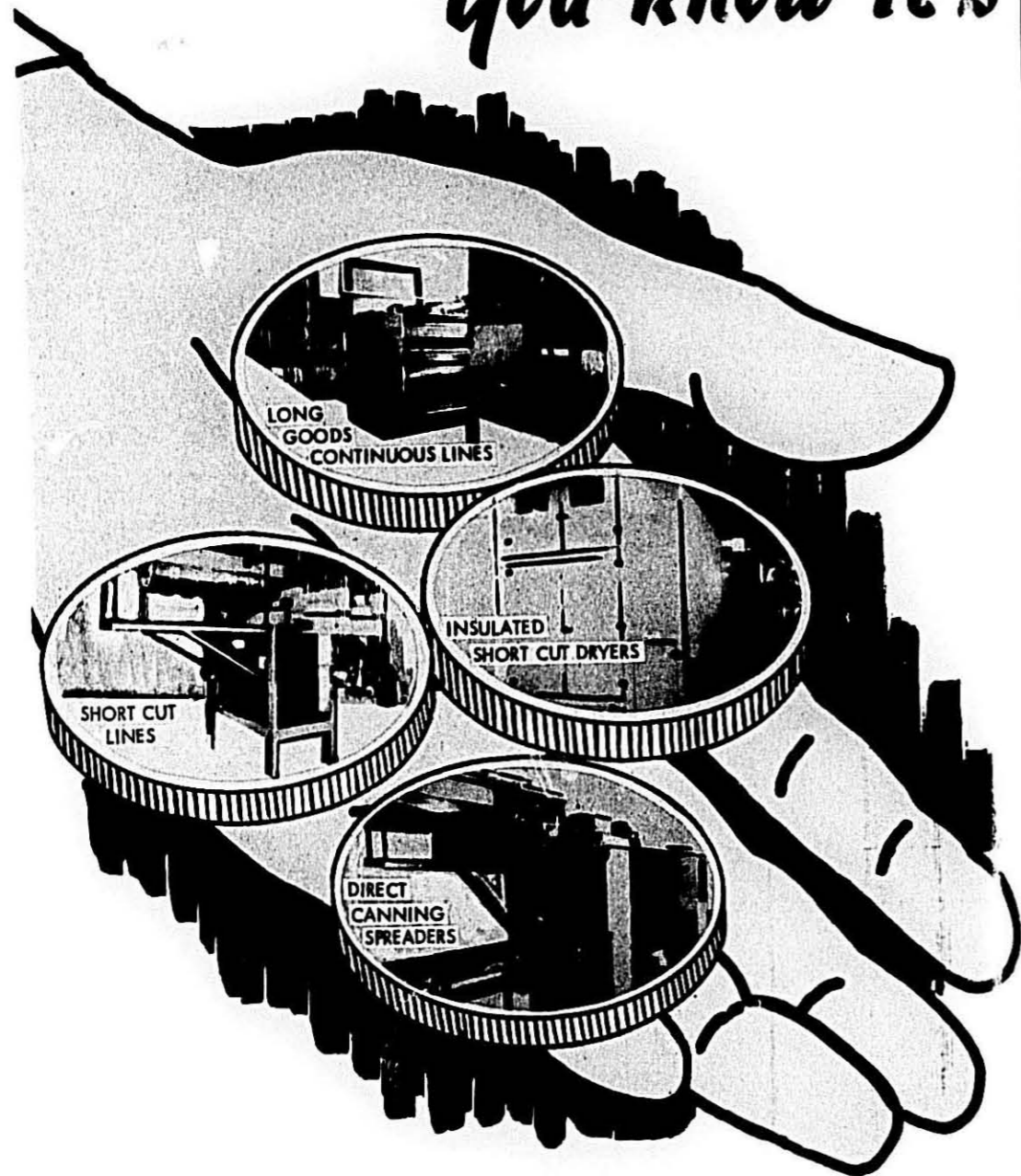
Merrill said the appointment reflects the increasing importance of technical liaison with the baking and macaroni industries. Customer utilization of the division products and new industry developments will be areas of major responsibility in this new position.

Warren first joined ADM's quality control staff in 1946 and has moved up through various technical positions to that of manager-quality control in 1962.

He is a graduate of Central Missouri State College and a member of the American Association of Cereal Chemists, American Society for Bakery Engineers and the Institute of Food Technologists.

A new manager of quality control will be appointed in the near future and will report to Mr. Warren.

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Behind the Boycotts

Placard-waving pickets popped up all around the country to boycott supermarkets in late October and early November. Esther Peterson, the former Utah school teacher, who is President Johnson's special assistant for consumer affairs, egged on a band of New York City demonstrators, urging them to "vote with the dollar."

The Federal Trade Commission promised to investigate whether supermarket promotional games inflate food prices. All this gave the impression that food prices have climbed four per cent in the past twelve months simply because the supermarkets are grossly profit-hungry. But, as Time Magazine pointed out, they constitute just one element in a complex mixture of ingredients—including Government policies and rising wages—that make up food cost.

Surpluses Decline

The major reason for the price rise is the startling decline in U. S. farm surpluses. Because of Government crop controls and the increasing size of foreign-aid shipments of food to famine-threatened nations, the wheat surplus has dropped since 1963 from 32,500,000 to 15,200,000 metric tons, is now below the minimum needed as insurance against domestic crop failure. In addition, bad weather reduced this year's harvest.

Speaking at the Miami convention of the National Association of Food Chains, Boston Supermarket Executive Gordon F. Bloom said: "American consumers have grown accustomed to low food prices based on surpluses that are no longer with us. The honeymoon is over."

Grain shortages have increased the price of flour; consequently, bread prices have risen 7.5 per cent since January. The steep price of feed grains for livestock has also contributed to an appreciable increase in meat prices. At the same time, ranchers have stepped up their slaughter of dairy cattle to reduce feed expenses, take advantage of high meat prices, with the result that milk prices are up 7.9 per cent this year.

Braceros Reduced

Government policy is also a primary cause of the 10 per cent rise in fruit and vegetable prices this year. Pressured by labor unions, the Government last January reduced the inflow of low-wage Mexican braceros who work in U. S. fields and orchards. Thus, farmers had to hire domestic field hands, who demand higher wages and are reluctant to do such backbreaking "stoop labor."



Cost of Distribution

The Government estimates that of every dollar spent for food, roughly 39 cents goes to the farmer, 40 cents to the wholesaler and distributor, and only 21 cents to the retailer. Supermarket executives point out that their industry's profit margin after taxes has scarcely changed since 1960, runs a modest 1.3 per cent of sales. But that widely used figure does not sum up the whole situation. By the more incisive measure of profit on invested capital, supermarkets earn 11.5 per cent, almost exactly as much as the average for all U. S. manufacturing.

Though the big stores have slashed the costs of food distribution in half since 1930, other expenses are rising. From 1955 to 1965, wages went up 46 per cent, but retail food prices rose less than 14 per cent. Yet supermarket operators admit that they could do considerably more to reduce costs through automation. Across the typical check-out counter run 22 tons of merchandise a week, all of it toted up and packed by hand. Says George W. Jenkins, president of Publix Super Markets in Florida: "Many repetitive supermarket activities are ready-made for mechanical and electronic assistance."

Games Questioned

The boycotting housewives had little interest in the complexities of economics or electronics, but they concentrated much of their ire on a most visible target: supermarket games. The cost of such come-ons as Bonus Bingo, Pot-O-Gold and Let's Go to the Races amounts to approximately two-thirds of one per cent of supermarket sales — half as much as the profit margin for the industry. The marketers rationalize that the games are an expensive promotional nuisance, but that Mrs. America is

attracted by them despite her protests. Said Clarence G. Adamy, president of the National Association of Food Chains, at the Miami convention: "There is not a retailer here who likes the games or stamps."

Chances are that in most cases the games will stay, the boycotts will fade, and prices will drift upward. It may be small comfort to the housewives, but food still costs less in the United States than in many other countries: In West German supermarkets, steak goes for \$2.25 a pound; in Britain, string beans now command 60 cents a pound. Most important, Americans spend only 18 per cent of their after-tax income for food, while Europeans—who have far fewer convenience foods—spend from 29 per cent to 45 per cent.

A Statement of Facts on Food Prices—

The statement below was sent to editors by the listed organizations with the explanation that the food and grocery industry believes that the facts will be helpful in giving perspective:

Cooperative Food Distributors of America
Grocery Manufacturers of America, Inc.
National American Wholesale Grocers Association
National Association of Food Chains
National Association of Retail Grocers of the U.S.
National Food Brokers Association
Super Market Institute, Inc.
United States Wholesale Grocers Association.

RIISING food prices represent a result but are not the cause of inflation.

The food and grocery industry is deeply concerned about rising food prices, but the nation is in an economy that has been described as "prosperity with high blood pressure" and the rise in food prices has been accompanied by increases in other goods and services which have accounted for two-thirds of the increase in the overall cost of living index in the past 12 months.

Starting on the farm and ending at the check-out counter, economy-wide inflationary pressures have forced the consumer to pay more at the supermarket for some items.

Inflationary pressures begin right on the farm where the crop surpluses of the post-war era have been depleted. The demands of an exploding population at home, decreases in output of some crops through acreage diversion programs and stepped-up exports as part of America's commitment to help



meet the world food crisis have brought about this drastic change. Today there is a near-balance in supply and demand of farm crops.

The U.S. exported an estimated 887 million bushels of wheat last year while producing 1,296 million bushels. The year-end surplus held against emergencies was estimated in July at roughly 536 million bushels for 1966, the lowest surplus since 1952 and down sharply from a 818 million-bushel carryover last year. Another example of dwindling surpluses is that of non-fat dry milk, estimated for 1966 at 700,000 pounds as compared to 182 million pounds in 1965 and to an average year-end carryover for the 1960-64 period of 253 million pounds. Production of milk fell off last year by 200 million pounds and has continued to decline. The declining production was due to an agricultural economy which gave the farmer more profitable alternatives than operating a dairy herd.

Higher wage rates, more costly capital equipment, steeply higher interest rates and services have contributed to increased costs spread across the board for growing, processing, distributing and retailing food products.

Efficiencies Curb Prices

Increased efficiency in food production and distribution has helped keep prices from rising further than they have in recent months. Modern technology in agriculture should be credited with progress that has enabled output per manhour on the farm to rise twice as fast as in other fields of the economy. According to United States Department of Agriculture statistics, one example of modern farm efficiency is the increase in yield per acre of wheat from 14.1 bushels in 1949 to 26.9 bushels by 1965. This is given here

as just one example of the technological progress in agriculture whereby one farm worker's productivity today supports 33 consumers with food and fiber, as compared with only 25 consumers five years ago.

Increased efficiency and new, improved methods in food processing have helped but not overcome increased costs of everything necessary to provide food for the consumer. While the industry is concerned over inflation as it affects food prices, consumers are naturally more aware of rising prices for food than anything else because food is bought more often than anything else. At the same time, as the American consumer's standard of living continues to rise, homemakers' demands for more easily prepared foods have also increased. The cost of convenience which has made storing, preparing and cooking easier has become one of the factors affecting the changing pattern of food costs. At the same time, increases in consumer spending power have resulted in a steady upgrading of food purchases with products of modern food technology which provide tastier, more enjoyable meals.

The food and grocery industry has been and will continue to be ever alert in searching for efficiencies which can help hold down or reduce food prices. The industry's objective has been and remains that of providing an abundance and a variety of foods at the lowest possible cost and highest possible quality.

Secretary Quoted

Today's food prices are effectively related to today's consumer income, as stated by Secretary of Agriculture Orville L. Freeman:

"The fact that the American consumer is spending only 18.2 per cent of his take-home pay for food, and eats better and cheaper in relation to his real income than do consumers in any other country in the world, testifies to the efficiency of our food marketing system."

Grocery Manufacturers of America Meet

The Grocery Manufacturers of America took a mind-expanding trip into the future at their 58th Annual Meeting held in New York City in mid-November.

Delegates learned how the food business will be guided by satellites orbiting the earth in the year 2000. They learned about Super-executive—a man with primarily technological training. They learned about Super-president—

a man tuned to all the important facets of his operation, but above all, a leader.

But they were returned to earth with a no-nonsense warning that there is an immediate problem at hand—that of winning the confidence of the skeptical American consumer.

Robert C. Cosgrove, president of the Green Giant Company, reported as chairman of a newly-created council to develop and propound a program for GMA on consumer affairs. His statement follows:

The implication is that either we deal adequately with our responsibility to consumers or the Government will.

I believe this to be substantially true. I may be naive but I do not honestly believe that Government just usurps responsibility — such action would be politically suicidal.

Thus, it would seem that if G.M.A. is to deal effectively with the drift to consumerism, it must recognize and deal effectively with its responsibilities to consumers before they become public issues.

Evolution of Public Issues

Before discussing what these responsibilities are or might be, let me take time to trace the evolution of a public issue.

In general, public issues progress through four distinct phases—three of them before the Government becomes involved.

The first is where the bases or ingredients for an issue exist but are unrecognized as such.

The second involves the recognition of the issue by selected individuals or small groups. In this phase, the issue can be said to be a latent public issue as it has not yet received discussion in lay publications, news media, or the general mass media.

The third phase is characterized by open debate as advocates for all sides seek to persuade others to their view of the issue.

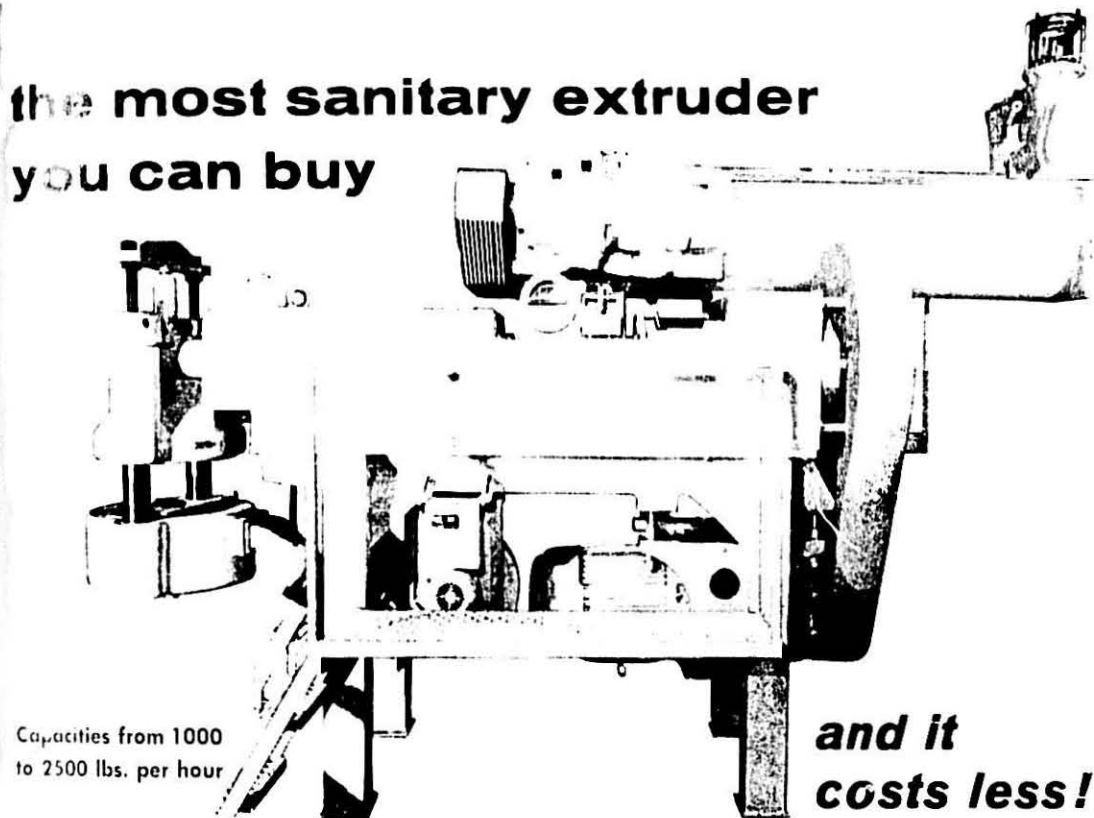
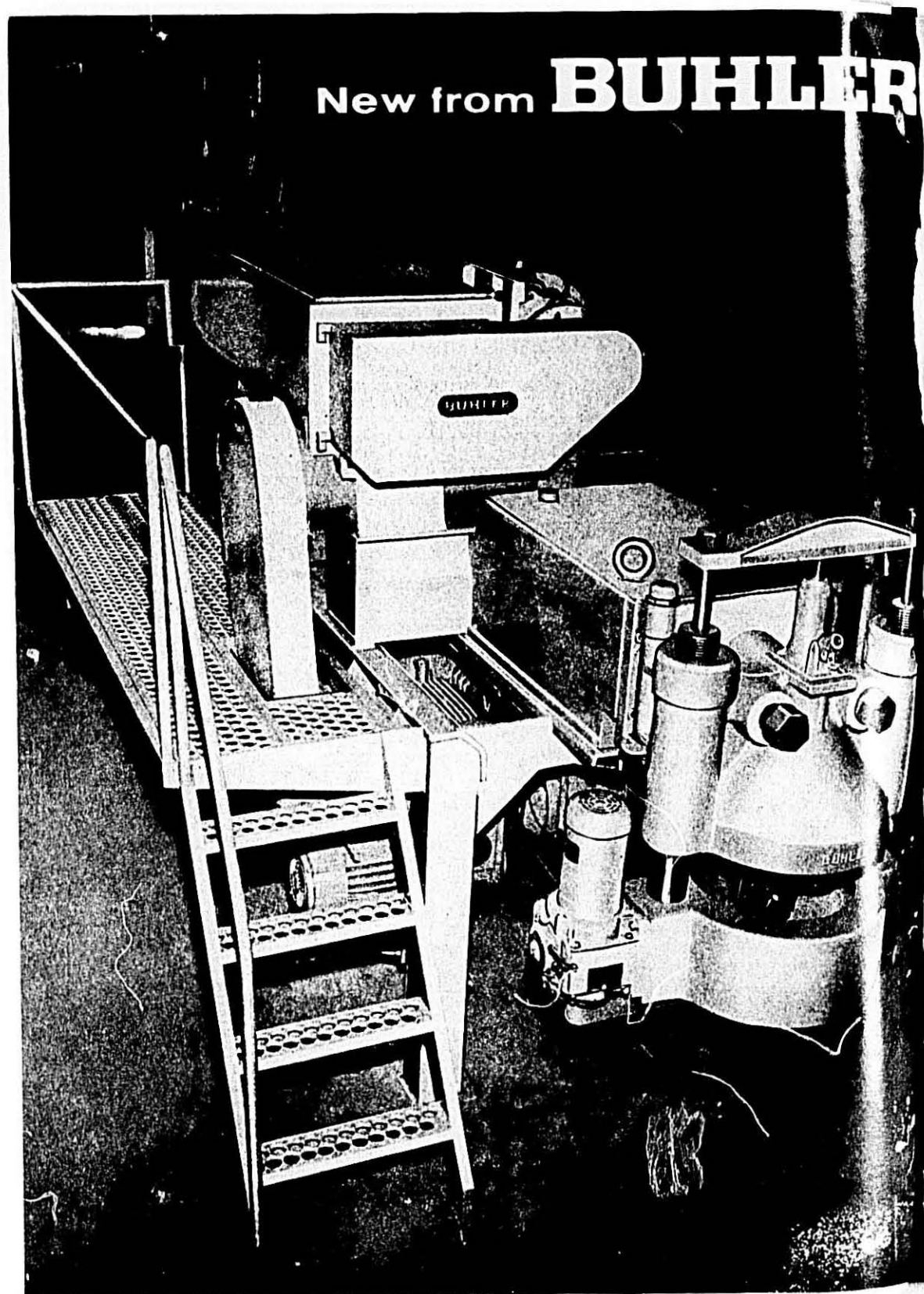
The final phase is identified by the taking of action by established and relevant institutional bodies.

Insecticides Issue

To take a well-known example, the basis for a public issue concerning effects of insecticides on man and his environment existed from the second and third decades of this century. As an issue, it was not recognized until after World War II when various ecologists, physiologists, and biologists began to write of and discuss, among their professional circles, the effects of toxic residuals transmitted from one species

(Continued on page 20)

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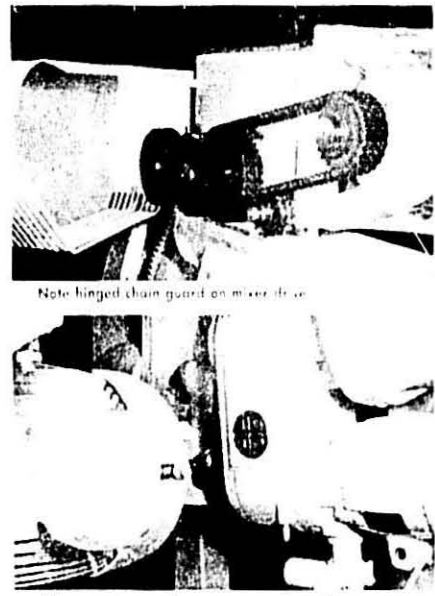
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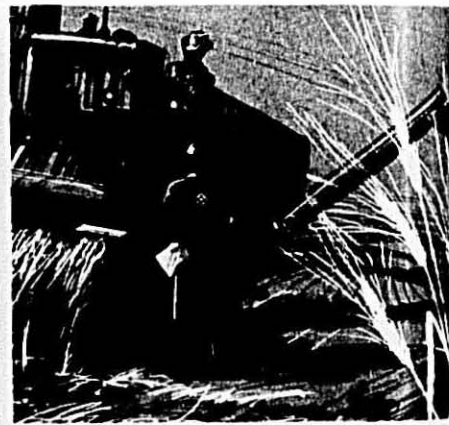
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DANIELS MIDLAND COMPANY DURUM DEPARTMENT MINNEAPOLIS KANSAS CITY

GMA Meets—

(Continued from page 15)

of animal life to another. Furthermore, the accumulative properties of certain chemicals in animal tissues and specific organs began to be noted. Public discussion began in the early 1960's with Rachael Carsons' articles in the *New Yorker* prior to publication of her book *Silent Spring*. Following the book, newspapers, television, and national magazines began following the various facets of the issue. As public opinion crystallized, established institutional bodies began to act. Some towns discontinued spraying for insect control; the Food and Drug Administration seized foods with excessive residues of chemical insecticides; insecticides to which evidence pointed a strong finger of suspicion were ordered changed, diluted, and — in certain cases — were withdrawn from the market. In retrospect, it is no trick to write the evolution of such other public issues as: minimum wage, social security, unemployment compensation, income taxes, and truth in packaging.

My point is that at some time during the second or latent phase of a public issue which affects our industries' responsibility to consumers, it would behoove G.M.A. to enter the fray in order to resolve the issue or at least in order to be heard during the subsequent open debate. In other words, if we are to avert the drift to "consumerism" we must recognize latent public issues and take steps to nip them in the bud.

While I am not one to predict specific issues, it is possible to identify broad areas where specific issues are likely to arise.

Broad Areas Defined

It is within these areas that G.M.A. must define its responsibilities to consumers. If preventive medicine is called for, let's take the dose. If a firm stand is called for, let's make our position known.

1. **Product Purity**—What future issues are apt to arise with regard to consumer life and health as a result of additives, adulterants, filth, and loss of nutrients due to processing?
2. **Environmental Purity**—What future public issues are imminent regarding pollution of the human environment due to processing waste or product residue?
3. **Deception**—What further issues are we facing with regard to perceived deception in advertising, product performance, or packaging?

4. Personal Privacy and Dignity—

Are there latent public issues involved in the degree to which persuasive advertising practices on television and radio and in print impinge on consumer privacy and dignity?

5. **Efficiency of Performance**—What amounts of marketing costs and profits are acceptable? How large a spread from farm to table?

6. **Corporate Size**—What are the potential consumer issues regarding corporate size and conglomerateness?

No doubt, we, as members of G.M.A., sense a position with regard to these potential public issues—and with regard to many more.

It shall be our counsel's responsibility to develop the means: (1) whereby latent public issues may be identified; (2)—whereby an industry position can be determined, and, finally, the means whereby an appropriate service and/or educational movement may be launched in the interest of consumers (I re-emphasize)—in the interest of consumers regarding the issue.

Mr. Cosgrove concluded that by the time of GMA's spring meeting a more definite program should be forthcoming. He expressed the hope that a statement could be made in the form of a pledge: "these are the Grocery Manufacturers' responsibilities to the consumer."

Highlights from other presentations at the convention follow.

Tomorrow's Executives to be Technically Trained

The corporate executive of tomorrow will be technically trained at professional levels in the sciences and their engineering applications, Dr. Richard G. Folsom, president, Rensselaer Polytechnic Institute told the audience of the GMA annual meeting.

He declared that competitive needs to innovate because of an ever shortening life span of products, the technological displacement of markets, and government, social and international involvements would require corporations to have 85 per cent of their executives technically trained by the year 2000.

This will contrast, he pointed out, with the situation today when, of 1,000 top executives of the 600 largest corporations, accounting for half of the nation's domestic output, only 38 per cent had a technical background.

Living Research Centers

To achieve this goal, Dr. Folsom said, the technological universities will grow, not in proportion to the expected half billion increase in population, but into great and complex centers for living research. They will devote their attention to the problems of feeding, housing and moving floods of population, controlling pollution and disease, decoding the secrets of life and death, and struggling with one of the deepest of man's problems — his search for wisdom to manage his knowledge and awesome power.

To achieve this goal, Dr. Folsom said that each U. S. corporation must re-appraise its entire relationship to higher, professional education and that both educators and corporate executives must face the fact that they must learn how to break through the myths and prejudices that often separate them.

In this changing emphasis in education, government will have to place priority claims on the limited potential of executive resources of the technological universities far greater than ever known in war, he stated.

"I am not sure that you in industry have faced squarely the question of whether the demands of government and the needs of your corporation for scientific professionals can both be supplied in the future by the technological university as we know it today," he told the GMA audience.

"Neither of us want our universities or our companies shackled and harnessed to government controls. Neither of us want to risk the cut off of our supply of technological executives," he stated.

Dr. Folsom said that the technological universities must change and be prepared to offer industry their full resources to focus on the corporate questions brought to them. At the same time, industry must learn how to use both the technological universities by not only bringing a defined corporate problem to them but also for what is "beyond" and ask for the scientific talents of the full scope of the universities' disciplines.

Primer for Presidents

The overriding importance of the consumer as a public for food and grocery manufacturers makes it imperative that company presidents be "in a position to temper, adjust, direct or in-

(Continued on page 22)

THE STORY OF MACARONI



Everything Becomes "Macaroni"

In Paris when you tip a cab driver, he calls it a *pourboire* . . . literally, *in order to drink*. In sunny Naples your cabbie likely will descend from his horse-drawn vehicle, tip his hat and say, "For macaroni!"—and chances

are he's referring to his horse. For Neapolitan cab drivers often decorate their horse with a feather behind his bridle, a touch they consider "macaroni"—a term adopted from the dish they consider superb or "the most." And just as the food has named the feather, so the feather nicknamed the horse.

And in England about 1770 a group of

men named themselves the Macaroni—after the dish that graced their table at meetings, then little known in England.

And for a time this group dictated the fashion for clothes, music and manners, and nothing was acceptable that was not "macaroni"

. . . a flattering tribute to this superb food.

And when Yankee Doodle stuck a feather in his hat and called it

"macaroni", he was repeating a popular expression of his day, now preserved in song. For "That's macaroni" had become a slang phrase about the time of the American Revolution, describing anything exceptionally good — a phrase inspired by the delicious taste of the food itself.



For the finest-tasting macaroni always insist on the consistently high quality of King Midas Durum Products



PEAVEY COMPANY
Flour Mills

Primer for Presidents—

(Continued from page 20)

fluence communications to the consumer." So said Robert J. Keith, president of The Pillsbury Company, speaking before the annual meeting of the Grocery Manufacturers of America, Inc.

He also said that the chief executive today can provide this kind of communication direction "only if he is completely familiar with the marketing process."

"Define the Ballpark"

Offering the food executives a "Primer for Presidents in Marketing Management," Mr. Keith said: "The first rule in my primer is that the president must define the ballpark. He must decide where to put the company's energy and resources. This is the come-together point of marketing management and capital investment."

Pillsbury's president said that new products will heavily influence the future business of consumer companies. He pointed out that: "The president plays the key role in new products direction, which is closely linked to capital spending. This is a hazardous area. The president has to join in the big risk decisions, giving divisional managers the sense of support and security they need."

Mr. Keith said that: "The President needs a close feel of the wants and needs and aspirations of the consumer." He added: "To get this feel, he must keep in touch with the distributing end of the business, with the feed-back from the sales organization, and with the needs and trends in the retail trade. For the retail trade itself is a valuable source of insight into the mind of the consumer."

Encourage Communication

Covering "management of people" as his second primer for marketing, Mr. Keith said that "a President needs flexibility in dealing with his operating people." He said the marketing-oriented president "should encourage informal communication which reaches out beyond the men who immediately report to him—but this 'over reach' should never take the form of direction."

"In a marketing-oriented company," he added, "I think he should avoid singling out certain functions of his operating divisions as 'marketing management.' If he takes the view that a division's fundamental job is to create and satisfy customers, then he should view the total division as a marketing team."

Concluding his primer, Mr. Keith said: "Finally, I would like our mar-

keting-oriented president to measure his operating managers' plans in three ways: Will they create and satisfy customers? Will they produce an adequate return on investment? Are they well balanced, short and long term?"

Feeding a Hungry World

"American business can and should take the leading role in extending self-help to hungry nations so that their own capability of feeding themselves may be developed," R. Hal Dean, president of Ralston Purina Company, told the delegates at the GMA meeting.

He defined the task of raising the world's output of food as "actually a job of teaching." He added that "the quality of our teaching performance will set the limits of our success."

Mr. Dean pointed out that the "basic concept" of the teaching message to be put across to emerging nations is, "The story of agriculture in the United States, food processing and the total distribution system, all of which combine to provide food so abundantly and economically for the American family, is our most eloquent testament to the bedrock strength of the free enterprise system."

Free Enterprise

The food executive noted that "a first step in foreign economic development is the development of local agriculture." Giving agriculture a place as the foundation of all other industries, he said that "Free enterprise is the necessary major ingredient in any formula which would offer the promise of real success in meeting the challenge of world hunger."

"We do not propose that our American methods and establishments be adopted in any country," Mr. Dean said. "We suggest that our experience and knowledge be adapted to local conditions and needs. There is a great difference, and herein lies the need for the element of entrepreneurship which makes the free enterprise system work."

Participation of American business in foreign economic development, Mr. Dean said, will require American capital and the incentive to put it to work in a foreign risk situation.

"We are unashamedly under the compulsion to make a reasonable profit," Mr. Dean said. "We must answer to stockholders. The investing public are the risk takers who keep free enterprise alive. We do not go into backward countries entirely for altruistic purposes. Yet, under this system,

success brings altruistic results. The secret of free enterprise is that we harness the natural instinct of each man to serve himself, and rely on other natural forces to see that as he serves himself, he serves society."

Listing the responsibilities of business to take a leading role in foreign economic development, Mr. Dean enumerated them as:

"1. On any program proposed by industry for any country, industry owes to the people of that country, to its government and to our own government, the responsibility of total accountability for that program . . . to insure that it is honest and realistic, and one which, under reasonable opportunity conditions, can produce the expected beneficial results.

"2. In seeking financial assistance and other necessary clearances from the governments involved, the host government and our own, industry must present carefully prepared plans that are clear and definitive in purpose.

"3. There is an absolute necessity that industry develop these programs in other countries from the standpoint of the self-help philosophy.

"4. American industry must always remember that we are corporate citizens of each country where we have enterprises. We must act with a sense of dignity and understanding for the local cultures."

Referring to steps that could be taken by government to help further foreign economic development, he cited "greater trust and understanding by government for private business." Additional government support, he said, could come from strong belief in the free enterprise system with government, freedom from food industry harassment by government and steps by government to inform the public on the grave dangers that world hunger poses to democracy.

Prospects for Controls

The prospect for wage and price controls such as the nation had during the Korean War, or for rationing, is so unlikely as to be considered remote, Faris Bryant, Director of the Office of Emergency Planning declared before the GMA annual meeting. He pointed out that the U. S. economy today is more than twice as productive as it was 15 years ago.

"At this time we are convinced all sectors of our society can perform effectively as economic stabilizers with-

out controls. The labor leader, the investor, the builder, the housewife, the manufacturer, all have a stake in economic growth that does not erode the dollar," he said.

"We plan for economic stabilization not because it will be needed, which is unlikely, but because it could be needed. I would have to say today that controls are not around the corner, they are not even in the neighborhood," Governor Bryant added.

GNP Will Exceed Estimate

The Gross National Product is certain to exceed the estimated upper limits of \$727 billion made by the Council of Economic Advisors last January, he told the GMA audience, while defense expenditures are accounting for about 7.6 per cent of it, compared with 13 per cent of a smaller gross national product during the Korean War.

Other measures of prosperity cited by Governor Bryant included a record level of employment with more than 76 million Americans working and an unemployment rate down at or below four per cent during the year; a rise in industrial production to new highs with the Federal Reserve Board Index of Industrial Production at close to 160, compared with the 1957-59 average of about 100.

Referring to recent increases in the cost-of-living, he said that while food prices have tended to taper off for the most part for the first time since September 1965, a 3.5 per cent rise for all of 1966 is expected in the over all cost-of-living index, compared to a post-war average of about 2.5 per cent.

Counter Trends

Governor Bryant also noted "counter trends" that should not be overlooked such as the government's index of 13 basic industrial commodities which has dropped since March of this year, and the raw materials category called "crude material for further processing" which has gone down since early spring.

"I do not cite these counter trends as conclusive, but they are encouraging," he said.

Governor Bryant paid tribute to the productivity record of American industry as "one of the great economic miracles of our time."

"Today we can boast that ten per cent of our population produces enough to support itself and the remaining ninety per cent, plus millions of people around the world.

"We can find all sorts of reasons for this spectacular achievement—productivity, new crop techniques, fertilizers, innovations in processing, in merchan-

dizing, and marketing, a modern transportation system and many more. But they all add up to a society founded on freedom and self-discipline," he added.

Humphrey Pledges Adequate Grain Prices

In a surprise appearance at the closing banquet of the 29th annual convention of the Farmers Union Grain Terminal Association in St. Paul Vice President Hubert H. Humphrey told 7,000 delegates that "I come as a representative of your government to tell you we're not going to ask you to produce at your own expense . . . you are going to be called on to do more than you have ever done because we have a Food for Peace bill not based on accident but on the needs of humanity."

Other dignitaries at the dinner included Senators Milton R. Young and Quentin N. Burdick of North Dakota, George McGovern of South Dakota, and Eugene J. McCarthy of Minnesota. M. W. Thatcher, general manager of GTA, declared at the convention: "American farmers are feeding the world—and they ought to get paid for it."

Stronger Laws Needed

"Farmers will never have the power to sit in on price determination in Washington, where farm prices are made, until they have laws that are as strong as those written for organized labor, organized banking, organized transportation, the organized petroleum industry or any other great group that is protected by federal legislation," Mr. Thatcher said.

He was sharply critical of what he called "constrictive practices" of the Department of Agriculture and the Bureau of the Budget. "The most difficult problems we have had to face in the past five years have been in the practices and programs of the USDA. Slowly but surely, it has moved into the marketing field, and too often has determined prices and the amount of supplies to be placed upon the market. The tremendous influence of that agency is compounded by the unprecedented power of the Director of the Budget. Together they slash away at the dwindling margins under which farmers and farmers' organizations are forced to operate."

Canadian Competition

He described the advantages that Canada has in competing with the United States for world wheat business, including lower freight rates and the ability to sell to anyone who has the

dollars to pay for it, including Communist countries." He criticized our "confusing policy" that precludes wheat sales to Communist countries while allowing sales of soybeans and feed grains.

Amber Mill

Eugene W. Kuhn, manager of GTA's Amber Mill, told the meeting that the Rush City, Minnesota plant milled more than 1,000,000 cwt. of semolina and durum flour last year for the first time in its history, using about 2,500,000 bushels of durum. Mr. Kuhn also said that, "along with the striking uptrend in macaroni consumption, there has been a big change in the durum processing industry, and the Amber Mill is constantly modernizing its facilities to keep abreast of competition."

International Has Record Sales

Expansion and diversification have brought record sales to International Milling Company.

Their annual report notes that eleven years ago International was almost solely engaged in the flour business. Today, sales of non flour milling products and services account for almost 23 per cent of the firm's net sales. Those sales hit an all time high of \$353,480,698 in the fiscal year ended August 31.

Seven new products have been added in the past three years, ranging from wheat germ in the U. S. to pickles in Canada, and bringing in such areas of activity as hatcheries and eggs in the U. S. and Mexico, broiler processing in Canada and turkey processing in the U. S., with International's interests in all three countries becoming involved in poultry and animal raising.

The U. S. flour milling division is cited for contributing to the company's progress; so is the well diversified Canadian operation. It was noted that durum operations were up substantially over the previous year because of increased macaroni consumption and the fact that a major competitor dropped out of the field.

Earnings increased some 5.7 per cent.

ADM Protein Foods

Archer Daniels Midland Co. has begun producing and marketing several new foods based on vegetable proteins, it was announced at the annual shareholders meeting. President John H. Daniels stated that a special plant had been built to manufacture the new foods at the company's processing complex in Decatur, Illinois.

(Continued on page 26)

new

Ambrette Cyclo-Mixer Extruder with Twin Die Head for... continuous mixing, kneading, developing and extruding.

NEW TYPE HIGH SPEED CYCLO-MIXER

Flour and water are completely mixed with each particle receiving proper amount of water. Eliminates dry lumps found in conventional mixer.

NEW TYPE FLOUR FEED SYSTEM

Flour fed to cyclo-mixer by precision control resulting in a uniform and constant feed.

NEW TYPE WATER FEED SYSTEM

Water is filtered and fed under constant, precision control to the cyclo-mixer. Control is by micrometer adjustment with sight flow feed.

NEW TWIN HEAD DIE

Solid one piece head with two dies for slow extrusion with high production.

NEW CUTTING DEVICE SYSTEM

Independent direct motor drive to cutting shaft. Wide range of cutting speeds through electronic control. Elimination of pulleys, belts and varidrive motors.

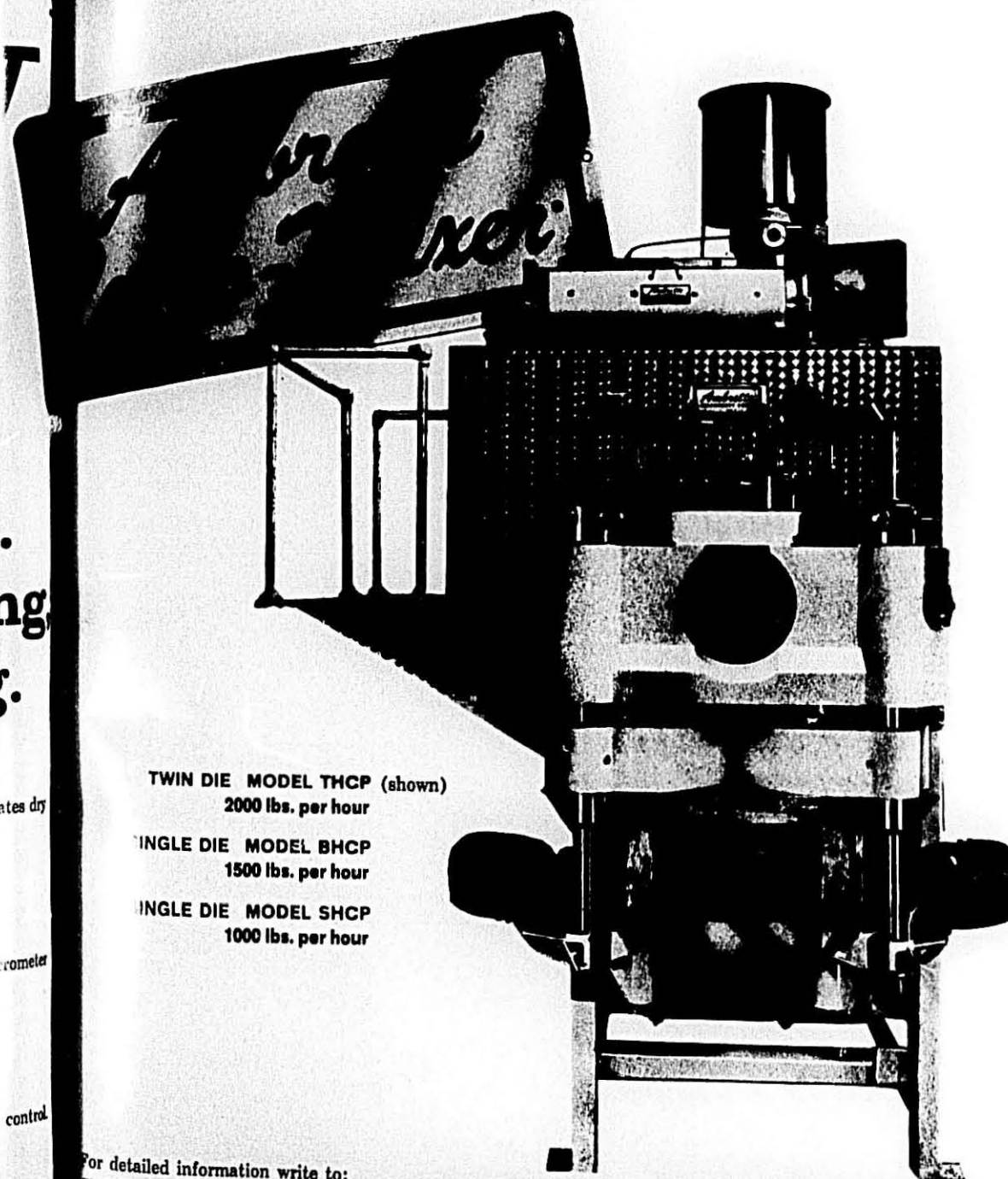
NEW TYPE SCREW FORCE FEEDER SYSTEM

Force feeder maintains constant feed of dough to screw under pressure.

NEW TYPE EXTRUSION SCREW AND ANTI-FRICTIONAL METAL LINER

High production screw with low speed. Anti-frictional metal liner in screw housing for long wear and low friction.

THE MACARONI JOURNAL



TWIN DIE MODEL THCP (shown)

2000 lbs. per hour

SINGLE DIE MODEL BHCP

1500 lbs. per hour

SINGLE DIE MODEL SHCP

1000 lbs. per hour

For detailed information write to:

AMBRETTE MACHINERY CORPORATION

ADM Protein Food—

(Continued from page 23)

"The new ADM products are specially designed to meet the world's needs for economical, highly nutritious foods rich in essential proteins," Mr. Daniels said. "They are just the first of a whole new group of protein food products we plan to produce."

Textured vegetable protein (TVP) can be flavored to taste like meat and it chews like meat.

Mr. Daniels cited food as the fastest growing market in the world today, and observed that "foods and food-related products offer ADM its greatest growth opportunities."

The ADM president also expressed optimism on the company's earnings for the 1966-67 fiscal year. He said that prospects for second quarter earnings are excellent. In the July-September quarter, net earnings were equal to 75¢ a share on the common stock, compared with 57¢ in the same three months of last year, a gain of 31 per cent.



Watson Rogers

Food Brokers Honored

Good Housekeeping Magazine awarded a special citation to Watson Rogers, president of the National Food Brokers Association, at the organization's 63rd annual convention in New York City in December.

In making this presentation before the capacity audience, Mr. Max Brown, Associate Publisher of Good Housekeeping Magazine, said, "During the past few months I have consulted with representatives of all segments of the food industry regarding this presentation and they unanimously endorsed this citation. Therefore, with Good Housekeeping being involved with the food industry since 1885, we would like to publicly acclaim and acknowledge the contributions that you food brokers have genuinely made to this great industry over the last half century." This award states:

Special Citation from Good Housekeeping to Watson Rogers, President of National Food Brokers Association, and to all of its member brokers;

A Salute from Good Housekeeping Magazine:

- for their contribution to a more balanced business climate by providing effective sales representation to those firms and growers unable to field their own direct sales force.
- for initiating, advancing and sponsoring more efficient methods of food distribution.
- for their contribution in lowering food costs and other essential cost-of-living items.
- for reducing costs of new product introductions.
- for providing means of bringing a greater variety of food products to

the American Consumer.

- for having assisted principals in the development of marketing strategy.
- for having contributed to the improvement of relations between manufacturer and distributor.
- for having been an integral force in the development of and growth of some of the nation's leading companies.
- for their alertness in discerning marketing trends.
- for their vigilance in safeguarding the interests of their principals.
- for their observance of a code of ethics consistent with the highest standards of business life.

Following the presentation to Watson Rogers, a beautiful Steuben bowl was presented to the wife of NFBA's President, Nadine Rogers. Said Max Brown, "This gift is in recognition of a woman who is held in esteem not only by the brokerage fraternity, but also by principals, customers, and others in the industry. On behalf of the entire staff of Good Housekeeping and with the best wishes of everyone here, I am greatly honored to present this token of our high regard for you."

Guidelines for Brokers And Distributors

Robert W. Grant, Jr., President of the Grant Grocer Company, Saginaw, Michigan, urged brokers and distributors to work together toward a mutual strengthening of relations for an even more effective sales and marketing job for the future.

He told the members of the National Food Brokers Association that "Our case today is a very basic and important one. How can we smooth out and strengthen the working relationships between the brokers and the distributors in the areas of frozen food and institutional food marketing, not only to the best interests of both parties but also to the best interest of the packers or producers on one side and the customer or consuming public on the other?"

Mr. Grant pointed out that there was much that brokers and distributors could do to cement relations and improve the effectiveness of their marketing programs. "Both groups," he said, "must sit down together to work out and improve the marketing job that must be accomplished." He went on to propose certain guidelines for both the broker and the distributor which he felt could contribute to stronger marketing relations in the future.

(Continued on page 28)

THE MACARONI JOURNAL

ASEECO VERTI- LIFT

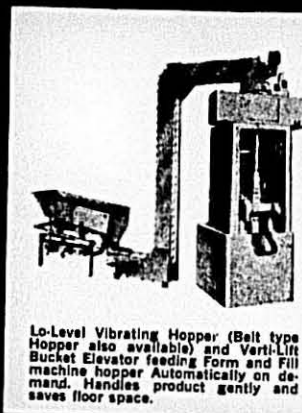
WITH
THE PROVEN SANI-PLAS
(POLYPROPYLENE) BUCKETS



Floor Hopper, Feeder and Verti-Lift elevator for feeding overhead hoppers, blenders or other processing machines. Portable base optional.



Low-Level Vibrating Hopper feeder (Belt type Hopper also available) and Verti-Lift Bucket Elevator with Automatic Dual Discharge, for feeding twin overhead hoppers on form and fill machines, or feeding two overhead chutes or conveyors.



Low-Level Vibrating Hopper (Belt type Hopper also available) and Verti-Lift Bucket Elevator feeding Form and Fill machine hopper Automatically on demand. Handles product gently and saves floor space.

ASEECO CORP. has helped these and many more leading firms with its VERTI-LIFT:

American Beauty Macaroni Co. • American Home Products • California Vegetable Concentrates • Castle & Cooke Co. • Emhart Corporation • Gormin Seed Co. • Hoffman Candy Co. • Thomas J. Lipton, Inc. • Monsanto Co. • Rubberoid Corporation • Laura Scudder's • Socony Mobil Oil Co. • Standard Oil Company • U.S. Polymeric Co.

Ogilvie Gains

Earnings and sales of Ogilvie Flour Mills Co., Ltd. in the fiscal year ended August 31 were higher than in 1965, although domestic flour sales volume was unchanged. Consolidated net income, not including profit from sale of investments and fixed assets, was \$3,403,000, or \$1.09 a common share, compared with \$3,016,000, or 96¢ the previous year.

Ogilvie reports that Catelli Food Products, Ltd., a subsidiary manufacturing macaroni, soups and pickles, experienced another year of progress, with sales at a new peak and profits at a record level.

Japanese Durum Purchases

The Japanese Food Agency in November purchased 1,500 tons of U. S. durum, 1,900 tons of Canadian durum, 40,500 tons of Manitoba No. 2 & 3, and 13,500 tons of Australian wheat.

Stouffer Refund

Stouffer Frozen Foods offers to refund a quarter on a purchase of macaroni and cheese, macaroni and beef, tuna noodle casserole, and escalloped chicken and noodles. A purchase of two and the refund is 50¢.

Purchaser sends name and address along with a package front from any of the packages to coupon redemption center in Clinton, Iowa. Limit is one to a family.

(Continued from page 26)

Guidelines for the broker included:

- (a) Understand our problems.
- (b) If you are going to be in frozen foods or institutional foods, really be in them. One or a few items or a price list are not sufficient.
- (c) Know your product and be able to teach us, our sales people, and our customers about them.
- (d) Sell a complete program — not just a product.
- (e) Work with us and for us.
- (f) Be territorially honest.
- (g) Don't just sell price.
- (h) Keep us informed.
- (i) Don't try to force distribution.
- (j) Ethics are not just a plaque on the wall.

Guidelines for the distributor included:

- (a) We must understand the broker's problems and commitments.
- (b) We must know the history of the total food business—that changes are inevitable.
- (c) We must forget our pioneer premise.
- (d) We must recognize that simply being first is not sufficient.
- (e) We must attempt to coordinate our activities with broker and packer programs.
- (f) We must keep an open door—at least listen if not buy.
- (g) We must establish cooperative working relationships.
- (h) We must realize that we cannot legislate solutions.
- (i) Ethics are not just a plaque on the wall.

Urging brokers and distributors to overcome any possible differences, Mr. Grant concluded by saying, "We need each other too badly."

Motivate and Train Men

Bernard F. Trimpe, Vice President-Marketing, The Clorox Company, told food brokers in convention that "There is no question but that the biggest single opportunity for expansion and for growth in the food brokerage business today is the selection, training, and motivation of manpower. This is the biggest single problem in all business."

He went on to say, "I call motivation and training a challenge—challenging you to establish a sound program for the selection of people, provide the image and leadership to motivate your people, and establish a proper training program and participate in it."

In this connection food brokers were urged to continue and even step up their emphasis on these important development activities. Mr. Trimpe also

suggested that food brokers should continue to take the initiative and cultivate new talent through an expanded program with colleges and universities. This is desirable not only for themselves but for the food industry as a whole, he said.

Illustrating the need for greater emphasis in this area he pointed out that "In the next decade American businessmen face a 30 per cent deficit of manpower in the 40-55 age group. This is the prime management age in American industry. It makes no difference whether a review is made of manufacturing or retailing or the brokerage business—everyone will be competing for the services of the people in this age group. Recognizing this, every management group in the United States today is attempting to hire the college trained person."

Talent and Training

He went on to say "In summary, the food industry requires talented sales personnel. Food brokers need talented and well educated sales personnel." Recognizing the work of food brokers toward this objective he pointed out that many brokers are engaged in a local program with colleges and universities for summer replacements. The value of this, he said, is that "Most of the summer replacement people have been hired in merchandising capacities to make up for the loss of a man for vacation periods. Several of these young men have later joined the brokerage organizations."

Mr. Trimpe also stressed that it is equally important to maintain this educational effort within the broker's own organization saying "I have found working with retail men and supervisors to be some of the most rewarding hours I have ever spent. Maybe all of you are doing it, but if you are not and if you will establish such a program, I think you will find it to be one of the most rewarding parts of your business life to help these young people to mature and grow in your organizations."

Motivate

On the subject of motivation Mr. Trimpe said, "You as management personnel are constantly aware of the financial gains or losses which are related to sales and distribution and all the other factors which make up your business. Every salesman to the newest trainee should develop a similar sensitivity. Loss of retail distribution and loss of shelf space should be felt as a personal loss and translated to each man's income, because it is. If this 'In

business for yourself' concept permeates your entire organization and it is related to the promotion, salary adjustments, and bonus arrangements, you already have a great deal of motivation going for you in every sales call at all sales levels. You also have so-called non-monetary recognition as a motivating device. Personal recognition is a strong force and properly utilized it is most effective. Our experience indicates that National Food Brokers Association members are accepting responsibility for motivation."

FDA Implements Packaging Act

The Food and Drug Administration will work in cooperation with the Federal Trade Commission in preparing regulations implementing the Fair Packaging and Labeling Act, says Dr. James L. Goddard, FDA commissioner. The law becomes effective July 1, 1967.

In a fact sheet, FDA points out that the law permits the regulation of bargain price promotions, such as "cents off." But a manufacturer may so label his product only if he is offering it at a price lower than the regular retail price.

FDA chose the cake mix business to use as an example. If a manufacturer of a package cake mix offers his product at retail for 29¢, marked "10¢ off" throughout the entire year, the consumer would be misled to believe that the regular price is 39¢ when, in fact, the cake mix never sells for the higher price.

"Until the passage of this law," FDA states, "such an unethical practice could be prosecuted only on a case by case basis. The new law, however, will permit the government to regulate such promotions for any class of commodity when deception is discovered."

Bemis Buys Hayssen

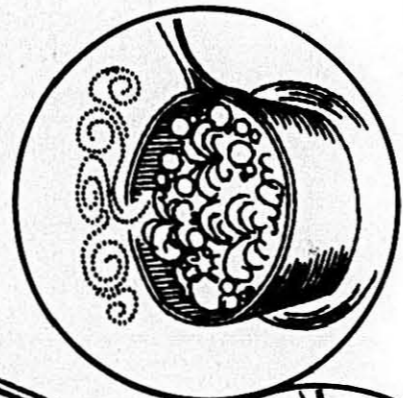
Bemis Company, Inc. and Hayssen Manufacturing Co., Sheboygan, Wis., have signed an agreement of merger, with Bemis to acquire the business and assets of Hayssen for an undisclosed amount of cash. The agreement was announced by Judson Bemis, president of Bemis, and William Hayssen, chairman of Hayssen Manufacturing.

Hayssen, established in 1910, is a leader in the development and manufacture of packaging machinery, with sales this year estimated at \$10,000,000. More than 400,000,000 packages are produced each week on Hayssen machines throughout the world.

Hayssen will operate as a wholly-owned subsidiary of Bemis.

What's cooking here?

Macaroni!



1. In a large sauce pot, heat 3 quarts of water to rapid boil.



2. Add 1 tablespoon salt.



3. Gradually add 2 cups (8 ounces) macaroni, OR 8 ounces spaghetti, OR 8 ounces egg noodles (about 4 cups). Be sure the water continues to boil. The rapid and continuous boiling keeps the macaroni moving about so it will cook quickly and evenly.

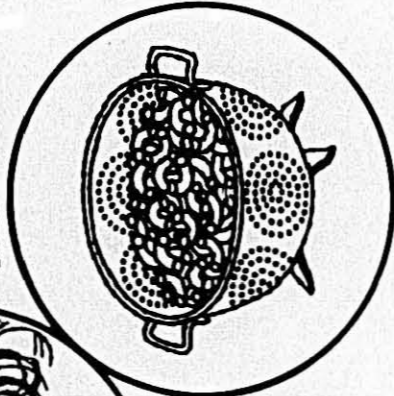
Everybody loves macaroni products — which include spaghetti and egg noodles — but do you know how to

cook them successfully?

COOK WITH PROPERTY!

Follow these simple BASIC DIRECTIONS from the National Macaroni Institute to enjoy macaroni at its best. You'll acquire a skill to help you as a hostess, helper at home, and—eventually—as a homemaker.

4. Cook, uncovered, stirring occasionally and gently, until tender. Stirring keeps the macaroni evenly distributed and moving in the boiling water so that all of it will be evenly cooked.



6. Immediately drain the macaroni in a colander. Serve as quickly as possible, or mix with other ingredients in the recipe, for freshly cooked macaroni is the very best kind there is. Do not rinse, unless the macaroni is to be used in a cold salad. Then, rinse with cold water and drain again.

5. Test for doneness by tasting a piece of macaroni. It should be tender, yet firm—as the Italians say, al dente, "to the tooth." Cooking time will vary with the size and thickness of macaroni product used; average is 8 to 10 minutes. Cook a little shorter time if the macaroni will be used in a casserole and receive further cooking.

MACARONI is the generic term describing macaroni, spaghetti and egg noodle products. NATIONAL MACARONI INSTITUTE

THE American Dairy Association has been promoting macaroni products along with dairy foods during their October Cheese Festival and for their 1967 winter promotion, "Kid-Pleasin' Meals." Here are typical releases sent to food editors:

Secrets of Spaghetti Success

A flavorful sauce is the key to success when it comes to serving spaghetti. It can be as simple as butter and freshly grated Parmesan cheese, melted when tossed with the hot spaghetti. It can be as elaborate as you like. But above all, it should complement the spaghetti and please the diners' taste.

Here's a spaghetti sauce that has everything—zesty flavor, piquant aroma and the aura of authentic Italian cooking. Spicy Spaghetti Italiano might be the product of some Roman signora, but you can make it "sing" with flavor here in your own American kitchen. There are no exotic, hard-to-find ingredients; even the herbs beloved in Italy, basil and oregano, are available in our supermarkets.

Many American cooks use ground beef in spaghetti sauce but this one goes to a different meat—genuine Italian sausage, as mild or as spicy as you like. Use bulk sausage if it's available, otherwise take link sausages and remove the casing. Cooked with onion, green pepper and garlic, it gives the sauce its basic flavor. Add a double portion of tomato flavor in the form of tomatoes and tomato paste, and stir in the fragrant herbs, basil and oregano.

Macaroni and Dairy Foods



Three Italian-style cheeses made in the U.S. go into this delicious Lasagna dish developed by the American Dairy Association.

One surprise ingredient is the Mozzarella cheese which goes right into the hot meat sauce, shredded so it melts quickly. This unexpected flavor bonus is enhanced by the addition of Parmesan cheese to the spaghetti itself. To be truly Italian, cook the spaghetti "al dente," meaning tender but still firm to the teeth.

Spicy Spaghetti Italiano

- 1 pound mild Italian sausage
- 1 clove garlic, minced
- 1/2 cup chopped onion
- 1/2 cup chopped green pepper
- 1 can (1 lb.) tomatoes
- 1 can (6 oz.) tomato paste
- 1 teaspoon salt
- 1/2 teaspoon leaf oregano
- 1/2 teaspoon basil leaves
- 1 cup (4 oz.) shredded Mozzarella cheese
- 1 package (7 oz.) spaghetti
- 1/2 cup grated Parmesan cheese
- Grated Parmesan cheese

If using sausage links, remove casing. In a large heavy covered skillet cook sausage with garlic, onion and green pepper until sausage is well browned. Stir in tomatoes, tomato paste, salt, oregano and basil. Cover and simmer 1 hour, stirring occasionally. Before serving, remove from heat and stir in Mozzarella cheese until melted. If necessary return to low heat to finish melting cheese. (Do not boil.)

Cook spaghetti according to package directions; drain. Toss with Parmesan cheese. Serve sauce over spaghetti. If desired, pass additional Parmesan cheese for top. Serves 6-8.

Trip to Italy by Casserole

Even if you've never visited Italy or tried an Italian dish, you can serve a real Italian lasagna with this easy recipe. Three Italian-style cheeses, all made in the U.S.A., give it distinctive flavor. There's Mozzarella, Parmesan, and creamy Ricotta, highlighting a dish whose zesty sauce includes ground beef and pork, tomatoes, onion, garlic, and oregano. Layered with extra-wide lasagna noodles and baked, it's a one-dish meal. Serve with tossed salad and milk.

Lasagna

Tomato Sauce:

- 1/4 cup (1/2 stick) butter
- 1 cup chopped onion
- 1 clove garlic, minced
- 1/2 pound ground beef
- 1/2 pound ground pork
- 3/4 cups (1-lb. 12-oz. can) tomatoes

- 2 cups (three 6-oz. cans) tomato paste
- 2 cups water
- 2 1/2 teaspoons salt
- 1 teaspoon pepper
- 1 teaspoon oregano

Lasagna:

- 1 pound lasagna noodles
- 2 pounds Ricotta cheese
- 6 cups (1 1/4 lbs.) shredded Mozzarella cheese
- 1 1/2 cups (6 oz.) grated Parmesan cheese
- Paprika

To prepare Tomato Sauce: In a large skillet melt butter; saute onion and garlic. Add meat and brown slowly. Stir in tomatoes, tomato paste, water, salt, pepper and oregano; simmer over low heat 45-60 minutes.

To prepare Lasagna: Cook noodles according to package directions. Drain. Handle noodles carefully to keep from tearing. Place a layer of noodles in bottom of a 13 x 9 x 1 1/2-inch buttered baking dish; top with layer of meat sauce. Sprinkle over 1/3 each of the Ricotta, Mozzarella and Parmesan cheeses, repeat 2 more times, reserving a small amount of sauce to spread in center of top layer of cheeses for a colorful casserole. Sprinkle with paprika.

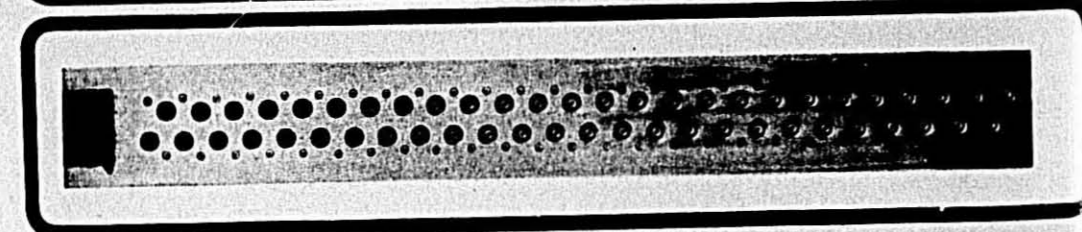
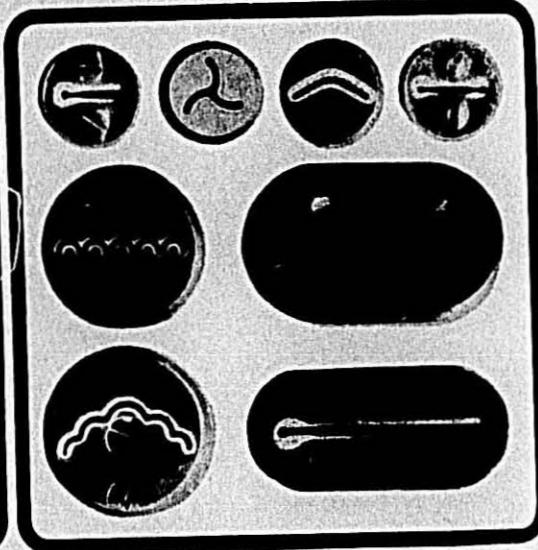
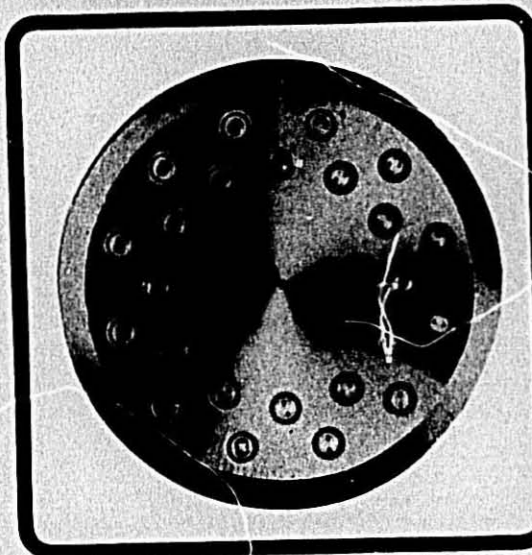
Bake in preheated 375 degree oven about 30 minutes. Allow to set 10-15 minutes before cutting into squares for serving. Makes 12-15 servings.

A Vegetable Change of Pace

It's easy to get into a rut with vegetables, serving the same old peas, beans, and corn day after day. That's (Continued on page 35)



Cheese 'N Vegetable Dinner

FGM **MONTONI****TEFLON DIES**
BRONZE DIES
CROMODURO DIES**DIES IN TEFLON WITH INTERCHANGEABLE ROUND AND AT OVAL SECTION ELEMENTS****Address: Plinio e Glauco Montoni Pistoia (Italia) Tel. 24047-26712**

Studio C.P.S.-Firenze

Macaroni Dairy Fools—
(Continued from page 33)

When the smart homemaker looks around for some new serving ideas, some new vegetables to try, some new ways to perk up the familiar garden varieties.

One bright idea is the vegetable casserole. It's simple to prepare, serves as a main dish for family meals or a tasty partner for a roast, meat loaf, ham, or chicken. And a vegetable casserole suits the trend to heartier meals for fall and winter eating.

Try this appetizing Cheese 'N Vegetable Dinner, an all-in-one dish that's easy to make and easy on the budget. The vegetables are frozen peas and carrots; you might use frozen mixed vegetables instead. They're layered with cooked noodles and diced hard-cooked eggs and blanketed with cheese sauce. This sauce has its own special flavor, derived from onion sauteed in butter, a hint of mustard, and two flavorful cheeses, sharp Cheddar and zesty Blue. Crown the top with buttered bread cubes, or croutons, and let it bake for a mere 30 minutes. If you have a fresh tomato on hand, quarter it and add it as a garnish for the bubbly hot casserole.

This intriguing combination of ingredients makes a thrifty way to fill up a family. Bake the Cheese 'N Vegetable Dinner at the same time as your meat loaf and the meal is ready. Milk and a salad complete the menu.

Cheese 'N Vegetable Dinner

- 4 cups (1/2 of 8-oz. pkg.) medium noodles
- 1/4 cup (1/2 stick) butter
- 1/2 cup chopped onion
- 3 tablespoons regular all-purpose flour
- 1/4 teaspoon dry mustard
- 2 cups milk
- 1 1/4 cups (5 oz.) shredded Cheddar cheese
- 1/4 cup crumbled Blue cheese
- 1 package (10 oz.) frozen peas and carrots, cooked and drained
- 4 hard-cooked eggs, sliced
- 1 tablespoon butter, melted
- 1 slice bread, cubed
- Tomato wedges (optional)

Cook noodles according to package directions; drain and set aside. In a 1 1/4-quart saucepan melt butter; saute onion until tender. Stir in flour and mustard. Remove from heat; gradually stir in milk. Cook over medium heat, stirring constantly, until thickened. Cook 2 additional minutes. Remove from heat; stir in cheeses. If necessary return to low heat to finish melting cheeses. (Do

not boil.) In a buttered 2-quart casserole place 1/2 the noodles; top with 1/2 the peas and carrots and 1/2 the egg slices. Pour 1/2 the cheese sauce over top. Repeat layers. Combine bread cubes and butter; place on top of casserole. Bake in preheated 350 degree oven 30 minutes. Serve garnished with tomato wedges, if desired. Serves 6.

Cookery Classic

The art masterpiece on the cover this month could be a photographic representation of a painting from the Italian Renaissance or a Flemish still life.

It is, in fact, a classical treatment of a recipe release sent to food editors throughout the country by Theodore R. Sills, Inc. in behalf of several clients: National Kraut Packers Association, Brussels Sprout Marketing Program, National Cherry Growers & Industries Foundation, Filbert/Hazelnut Institute, and the National Macaroni Institute.

Sent to food editors prior to the holidays, copy read:

"The holidays are traditionally a time of sumptuous feasting. This year, why not borrow a menu from a European celebration and share in one of their delectable repasts.

Roast Goose a Tradition

"Roast goose is as highly esteemed in the eastern European countries as turkey is here. We've chosen this magnificent bird, one of the most flavorful members of the poultry family, as the mainstay of our handsome Christmas table. Rich and savory, the goose should emerge from the oven beautifully browned with tender, delicate meat and a very crisp skin. It is customary to stuff it with crisp, pungent sauerkraut, a favorite vegetable that has a tangy sharpness to complement the goose. They are usually served together on the Continent, and in our own country it is customary for the Pennsylvania Dutch to serve kraut with goose or turkey for Christmas as a symbol of the ending of the old year.

"Nestled invitingly around the goose is another popular vegetable cultivated for centuries in Germany and the lowlands and now grown in California. Robust, bright green Brussels sprouts are enhanced with golden seedless raisins and poached in dry white wine. Broad egg noodles, seasoned with a hint of orange, are an ideal accompaniment and, together with black pumpnickel, complete the main course. The bland noodles provide a welcome contrast to the richer, more zesty flavors.

"Your guests will probably appreciate a respite before dessert, so plan

to serve this superb, towering Maraschino Hazelnut Torte with coffee later, so that it will get the enthusiastic reception it deserves. Hazelnuts, or filberts as they are also known, have a subtle yet distinctive flavor and are probably the most often used nut in European cookery. A heavenly butter cream studded with bits of sweet ruby-red maraschino cherries makes the confection still more toothsome. Pipe it with rosettes of whipped cream and crown this masterpiece with whole toasted filberts and stemmed cherries."

The recipe for Orange-Filbert Noodles making eight servings is as follows:

Orange-Filbert Noodles

(Makes 8 servings)

- 2 tablespoons salt
- 4 to 6 quarts boiling water
- 1 pound wide egg noodles (about 8 cups)
- 2 cups chopped filberts
- 1/2 cup butter or margarine
- 2 teaspoons grated orange peel
- 1 cup orange juice
- 1/4 teaspoon salt
- 1/2 teaspoon pepper

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

Saute' filberts in butter in saucepan about 5 minutes; add orange peel and juice. Combine filbert mixture, noodles, 3/4 teaspoon salt, and pepper; toss lightly. Garnish with orange slices, if desired.

La Bella Italia

Carson Pirie Scott & Co., important State Street department store in downtown Chicago, saluted Italy in an import fair during November. Chef Pierino Gallo of Carson's Seven Continents Restaurant at O'Hare Airport created a special spaghetti sauce for the event.

In the Men's Grill and Heather House restaurant at Carson's the special entree was served daily with salad, bread and rose wine in a souvenir flask. The dessert was Cassata Siciliano, a traditional Italian ice cream specialty. Amaretti (almond cookies) and coffee completed the \$2.25 luncheon menu.

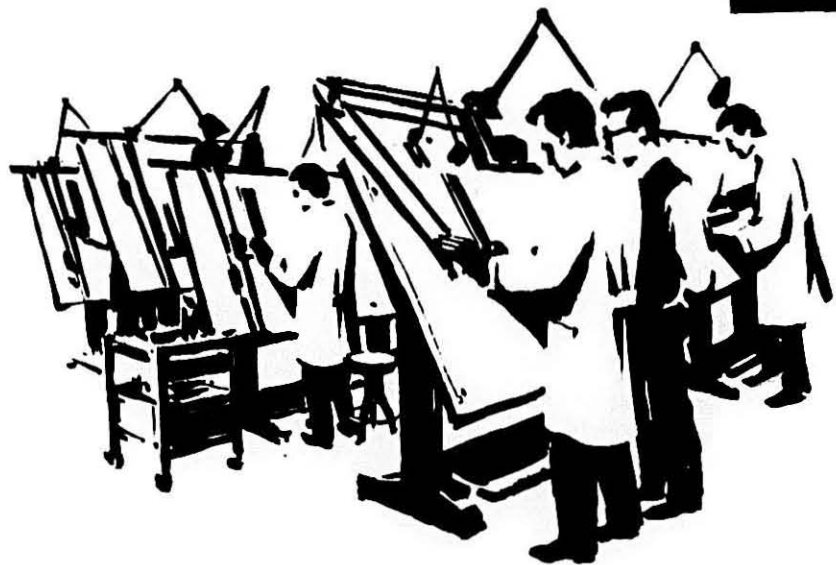
Here is Chef Gallo's Spaghetti La Bella Italia:

- 1/4 cup olive oil
- 1/4 lb. butter
- 1/2 cup chopped onion
- 1/2 clove garlic, crushed
- 1 cup thinly sliced ham, cut in 1-inch lengths
- 1 cup tuna, drained

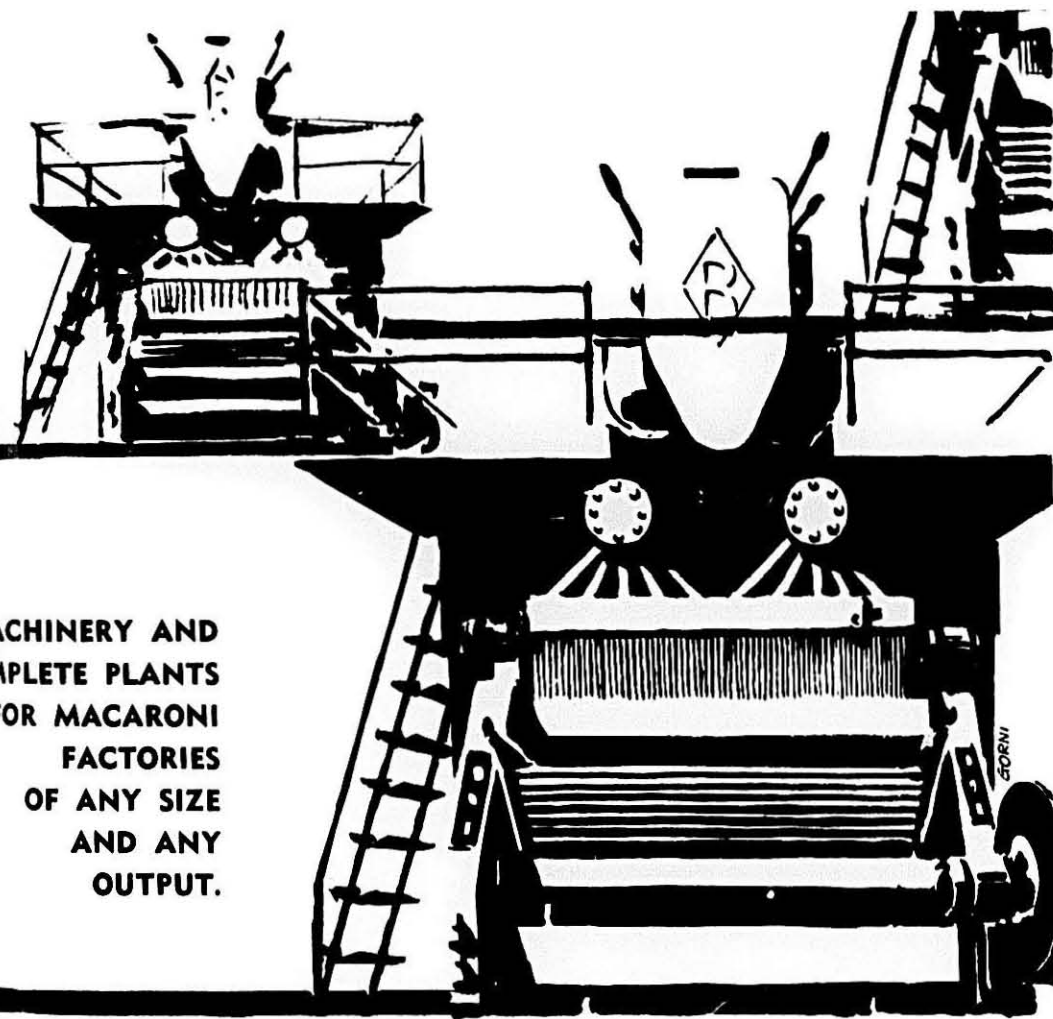
(Continued on page 38)

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La Bella Italia—

(Continued from page 35)

2 cups fresh tomatos, peeled and cored
pinch of oregano
salt and pepper
1 lb. spaghetti
4 quarts boiling water
1 pinch of love

Heat olive oil and butter in skillet. Lightly saute onion and garlic until golden. Add ham. Blend in tuna and tomatoes. Continue cooking until tomatoes are soft. Season.

Add spaghetti to salted boiling water. Boil spaghetti until tender, then drain. Blend sauce with spaghetti and serve on hot platter. Makes four servings.

"A pinch of love" is important to the success of a dish, Chef Gallo maintains. "Without that extra ingredient a dish will never have the dash, the excitement or the true greatness of gourmet cookery."

Company Cafeteria

The Charles Bruning Company, division of Addressograph Multigraph Corporation, in Mount Prospect, Illinois is doubling the size of its employees' cafeteria. The addition is designed to provide greater elbow room in the kitchen and room for more elbows at the tables.

It's space that is much needed, according to Chef Manager Vincent Desco, who is responsible for the feeding of some 850 people each day. The cafeteria day begins around 6 a.m. and ends at 9 in the evening. It provides breakfast, lunch and dinner to Bruning employees and guests.

Good Home Cooking

Vince came to Mount Prospect in 1958 when eating in the cafeteria was still a catered affair. In 1962, he remained behind the departing catering firm to take charge of the cafeteria operation. Today, the cafeteria fare is the closest thing you can find to home cooking. Vince estimates that a standard luncheon costs an employee about 65¢ in the cafeteria and would cost twice that in any beanery around.

For 65¢, the lunch includes meat, potatoes, vegetable, bread and butter. A beverage is 10¢ extra, even if it is a big 12-ounce glass of milk. "And," Vince reminds, "there is no tipping."

The present cafeteria seats about 275. When expansion is completed about 400 persons will be accommodated. To speed things up, there will be two steam tables. This will double the pres-

ent seven persons per minute pace of service.

Aside from the breakfast and coffee break crowds, the 14 people employed in the cafeteria serve 450 full lunches and 150 light lunches at noon. In the evening, about 75 complete meals are served, plus about 50 light lunches. Over and above this, almost every evening sees about 75 sales and service trainees sit down and enjoy a specially prepared menu. Added to all of this are the upwards from 25 visitors to Bruning who stop in for lunch.

When soup's on the staff must prepare 25 gallons of the stuff. One hundred fifty pounds of good, lean meat go into filling the needs of the two meat items that daily appear on the menu. Each day, the employees of the plant consume 42 gallons of milk.

Spaghetti Most Popular

Vince plans all menus for the cafeteria and does so about a month in advance. He allows for an inventory of foodstuffs that will last for about three weeks. The most favored dish, he believes, is spaghetti and meat balls. Its popularity demands the preparation of 50 gallons of spaghetti and 25 gallons of sauce.

In addition to planning variety into his menu, Vince is also inventive. A popular dish served every other Friday is his creation called "Noodles a la Mozzarella." He is not prone to releasing his creations to public domain but he does say "you start with a heck of a lot of noodles."

Egg Prices Remain High

Shell eggs continue in short supply and prices remain high. Each month of the past year producers and users alike awaited relief only to find that demand stayed high while supplies were short.

All processed eggs bore the brunt of high shell egg prices but at the end of the year demand for yolks put them in shortest supply, while albumen was slightly below levels of November.

Production of liquid egg products (ingredients added) during October, 1966 totaled 40,851,000 pounds, according to the Crop Reporting Board. This was slightly higher than the preceding month but an increase of 24 per cent from October 1965. Accumulative production of liquid eggs January through October was 526,301,000 pounds, down 7 per cent from the same months of 1965.

Liquid egg products for immediate consumption during October totaled 2,877,000 pounds, up 13 per cent from

the preceding month and up 30 per cent from October last year. The quantity used for drying was 14,943,000 pounds or 13 per cent more than October 1965. The quantity used for freezing totaled 23,031,000 pounds, up from the 17,330,000 pounds used during October 1965.

Egg solids production totaled 3,280,000 pounds during October 1966. This was an increase of 4 per cent from the preceding month and from the same month a year earlier. Egg solids production during January through October was 42,990,000 pounds, 2 per cent less than during corresponding months of 1965. Production of whole egg solids during October amounted to 277,000 pounds. Albumen solids output during October totaled 934,000 pounds, up 81 per cent from the same month last year. Output of yolk solids was 826,000 pounds compared with 508,000 pounds produced during October 1965. Production of "other solids" was 1,249,000 pounds, more than double the production in October 1965.

The Mozzarella Case

In 1961 the Food & Drug Administration began to set standards to define mozzarella cheese. It called the traditional mozzarella by that name and defined it by its higher moisture content. It gave a newer version—with a lower moisture content—the name "pizza cheese." Makers of the new variety were not altogether pleased since many pizza recipes specify "mozzarella."

When FDA finally issued the definition in 1964, everybody's mozzarella was mozzarella, with the less moist being termed "low-moisture mozzarella." Italian cheesemakers sued, charging the new cheese was "an imposter." The courts upheld the government. Claiming the government has put its stamp of approval on "commercial thievery," the Italian group is carrying the case to the Supreme Court.

Poultry in Soup

The Department of Agriculture requires that poultry soup contain at least two per cent poultry meat. Delayed by litigation since 1964, the requirement went into effect January 1.

The regulation will prohibit the labeling of poultry soups as "chicken" or "turkey" unless they contain at least two per cent poultry meat on a ready-to-serve basis. It is designed to help assure consumers that all soups identified as "chicken" or "turkey" soup would have enough poultry meat to merit the label.

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RETAIL GROCERY STORE TRENDS

A. C. NIELSEN Company, international marketing service, has recently released their 32nd Annual Review of Retail Grocery Store Trends.

They predicted that 1966 would be one of the best years in nearly a decade. The situation was much the same in the last half of 1965 for grocery sales when a strong finish resulted in a 5.3 annual volume increase versus an earlier estimate of only 3.9 per cent. This momentum was carried into the first half of 1966 when the sales gain looked so good, the total volume for the year has been estimated in the vicinity of \$65,000,000,000, which would give the industry a solid increase of over \$4,000,000,000 for the year. This would place the grocery business among the leaders for the year.

Sales trends of nine Nielsen territories are tabulated below:

Area	1965 Sales vs. 1964	1st Half 1966 vs. 1st Half 1965
New England	+11%	+9%
Metro New York	+4	+7
Middle Atlantic	+8	+9
East Central	+5	+4
Metro Chicago	+11	+6
West Central	+1	+7
Southeast	+8	+13
Southwest	+3	+7
Pacific	+6	+6

Growth Creates Complexity

The rapidly expanding (almost explosive) number of new products, new sizes, new flavors, and new package types, coupled with increases in the number of large supermarkets and also the rapid growth of convenience outlets, have increased the complexity of the retail grocery industry in the last few years. Chain stores and the largest independents, together, accounted for two-thirds of total volume in 1960, a 22 point gain from their share in 1950. In the last five years these outlets have achieved still larger segments of the business, and their 1965 shares added up to a total of 77 per cent of the nearly \$61,000,000,000 in sales.

Volume shares of food chains with four or more stores increased from 45 per cent to 50 per cent in the period; super large independents with volume over \$300,000,000, from 21 to 27 per cent; large independents with volume from \$100,000,000 to \$300,000,000 declined from 16 to 12 per cent; and small and medium independents with annual

volume under \$100,000,000 declined from 18 to 11 per cent.

Frozen Foods

One of the most dynamic departments in grocery stores in recent years has been frozen foods. Its growth has been phenomenal, and a steady increase in the variety and appeal of new items has made it one of the top convenience categories. Estimates of total sales volume of all frozen foods in grocery stores run from \$2,500,000,000 to over \$3,000,000,000, amounting to around five per cent of total store sales.

The growing importance of these items, however, has been dependent upon their progress in the larger outlets. Based on the sales of seven of the largest frozen food product groups (vegetables, juices, dinners, pies, etc.) chains and super large independents now account for approximately 87 per cent of these total sales versus a 70 per cent share of all-commodity sales.

Mass Merchandisers

Of continuing interest is the annual Nielsen survey of mass merchandisers or multi-line discount houses.

There was a seven per cent increase in the total number of qualified mass merchandisers between 1964 and 1965. Going back to 1962, there has been an over-all increase of 33 per cent in the number of stores in business. The increase in the store count in the Eastern region is the smallest, since mass merchandisers in this area were already well established by 1962 and were more numerous than elsewhere in the country.

The Central and the Southern regions have had increases of 43 per cent and 47 per cent respectively since 1962, while the Pacific area has had the largest store count gain, amounting to 59 per cent.

Qualified mass merchandisers, as in the past, are defined as stores with over 10,000 square feet of selling area, carrying at least three major lines of merchandise, one of which must be clothing or general apparel.

Slightly less than one-half of all mass merchandiser outlets in the latest survey were listed as having food departments under the same roof. By area, however, there were noticeable differences in the percentage of stores with food departments. These percentages ranged from 40 per cent in the East to 73 per cent on the West Coast.

Also very noticeable were the large variations in the average selling areas of mass merchandiser food departments. Against a national selling area average of 10,300 square feet, the Eastern stores averaged 11,400 square feet and the Pacific area stores over 13,000 square feet. The food department in the Central and Southern stores were much smaller—only 8,000 to 9,000 square feet.

As the number of mass merchandisers has grown, their food departments have likewise become more numerous and larger. In 1965 an estimated food product sales total of just under \$2,000,000,000 was estimated, which amounted to 3.3 per cent of the grocery store volume.

Improved Buying Power

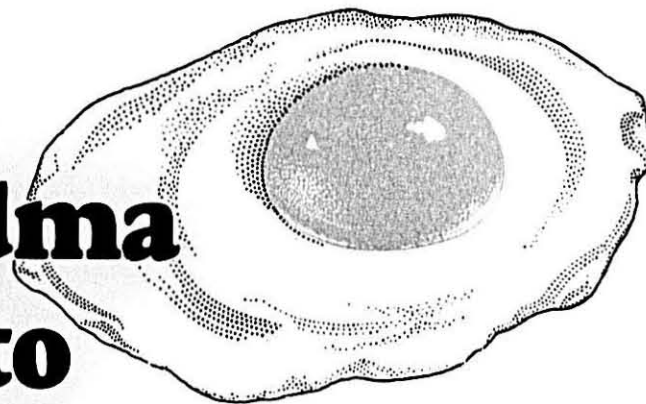
Nielsen then goes into a review of consumer buying power and notes how it has been improving steadily. The statement is repeated that when even small food price increases take place, a hue and cry is raised against the grocery man, as if he alone were the villain in raising the cost of living. There has been an increase of about four index points in Food-At-Home prices since last year. But most other prices have gone up likewise, some of them much faster than food. Still the grocery man often gets most of the criticism, even though it is more difficult for him to show his usual small margin of profit.

Starting with the year 1948, a long term record of tonnage movement for 75 packaged grocery commodities showed a sales growth nearly six times as great as the inventory growth. In 1965, the actual tonnage sales (disregarding prices) were 74 per cent greater than in 1948, while the 1965 inventories of these same products were only 11 per cent higher than the 1948 inventories.

This is a solid record of achievement in grocery store efficiency. Because of these divergent trends, stockrooms in supermarkets are smaller, deliveries from warehouses are more frequent, and turnover rates have increased substantially.

Manufacturers' advertised brands account for three-quarters of dry grocery sales. Part of the good showing of sales growth versus inventory growth comes from these advertised brands and their turnover. Advertised brands consist of the major brands of leading manufacturers which receive consistent large-scale advertising support.

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George N. Kahn

SMOOTH SELLING[®]

by George N. Kahn

CLOSE THE DEAL AND EXIT QUICKLY

This is No. 26 of 36 sales training articles.

SOME salesmen are afflicted with an ailment I'd like to call "lingeritis."

The illness can be fatal to a sale but fortunately there is a sure cure for it. In fact, the "patient" who follows instructions can make a very fast recovery.

But first let's examine the symptoms of "lingeritis."

Salesman Sam Smith has just closed a deal with one of the toughest buyers he has ever met. Victory followed one of Sam's most brilliant presentations and he is basking in the glow of self-acclaim.

Sam also has a warm feeling for the customer. The man, who had seemed so forbidding an hour ago, strikes our hero as downright gracious and kindly.

The salesman is so overcome with it all that he can't seem to leave. He lingers in the buyer's office, hoping thereby to show his gratitude for the order. He lights up a cigarette and pours out his feelings.

Sam has an advanced case of "lingeritis."

"Doesn't sound so bad," you say? Well, let's see what happens.

As Sam chatters on, Mr. Brown, the purchaser, is beginning to have some second thoughts about the deal.

"Fifty dozen filing cabinets is a lot to buy from one outfit. That other company—the one in Ohio—also has a good line. Maybe I should have split the order. . . . I caved in too easily for a guy who is supposed to be tough."

The thought is father to the deed. "You know, I've been thinking it over," Brown interrupts. "I believe it's better to give half this order to the Green Company. We ought to give our customers a choice."

A few seconds later Sam is rewriting his order, his heart heavy and his brain numbed in disbelief.

Don't take it so hard, Sam. It could have been worse. You could have lost the entire order.

Exit On Cue

Sam, of course, stayed too long. After writing up the order, he should have said "thank you" and left. The buyer's acceptance was the salesman's cue to be on his way. The latter has nothing to gain and everything to lose by hanging around.

When you've made the sale, pick up your marbles and get out. Dawdling is dangerous. It gives the buyer a chance to reconsider his decision—to reverse himself. Perhaps he gave you the order with mental reservations. He could get cold feet five minutes later.

This happened to me in my own selling career. Anxious to show my appreciation to the buyer, I couldn't bring myself to leave a certain office. While I strove to make small talk, the customer suddenly remembered that he was supposed to look at a rival line the next day. I wound up by tearing up the order form since he said, "It wouldn't be fair to buy without seeing what the other fellow has got."

On another occasion, the buyer decided to check with a vice president who said "No." This was after I had written the order and was mentally spending the commission.

A similar fate overtook Ted Bickery, a sporting goods salesman. Ted had been an outstanding college athlete and liked to discuss sports with his customers.

One day after writing up a beautiful order for skiing equipment, Ted remained for a half hour talking to the dealer about conditions on nearby ski slopes. Suddenly, the owner's face grew thoughtful.

"You know," he remarked, "we didn't have too much snow last year and it might be the same this year. Think I'll cut that order in half."

Ted was crushed. He had been counting on that sale for a new dining room set. And it did not help his spirits when he learned that there was plenty of snow in the dealer's area that year.

Another friend of mine, Nick Masters, made the same error with a big paint account. As Nick was loitering around the buyer's office after the sale, the phone rang. It was Nick's competitor calling the customer with an alluring discount offer. The buyer took it on the spot and Nick was frozen out.

"I know this guy would never have reneged once I was out of his office," Nick told me later. "But I was like a clay pigeon when the competitor phoned. The dealer said he was sorry but you can't send kids to college on sympathy."

Exit With Style

Timing plays an important part in selling. There is a right time to call, a right time to talk, a right time to listen and a right time to close.

There is also a right time to leave the buyer's office—and a right way to leave.

I've been giving you vivid examples of what happens to the salesman who overstays his visit.

This doesn't mean, however, that you have to flee the buyer's office like a burglar after closing the sale. Make your exit smoothly and with style. Leave a lasting impression in his mind. Thank him warmly for the order and reassure him that he made the right move. Let him know that you enjoyed doing business with him and that you look forward to seeing him again.

I attend the theater quite frequently and at the same time pick up many



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Close the Deal—

(Continued from page 42)

ideas and techniques adaptable to selling. A case in point is the exit line.

Have you ever noticed how distinctive is the exit of an actor? There is real artistry in the simple act of walking off stage. He departs on cue because he has said his lines.

Of course, his exit is called for in the script. And there is the lesson for salesmen. In a way you have a role to perform in the interview. Your cue to leave comes when the sale is closed. But there is more than that. You must exit with grace and charm. I might add that this is just as true when you don't get an order. Accept your defeat like a gentleman and score points for the next call. Don't storm out like a sorehead. Smile—even though it might hurt a bit.

Ask the buyer if there is anything he doesn't understand or if he wants additional information. If not, thank him for his time and leave. Even the greatest salesman can't win them all.

Ken Harker, a wallboard salesman, once waited six months for a buying committee to decide on a \$300,000 order. When the decision came it was against him. The committee called him in and gave him the bad news.

Ken betrayed no outward emotion. He thanked each committee member personally for his consideration of his presentation. They were so impressed with his aplomb and good grace that they never forgot him. Ken lost the battle but won the war. A year later that same firm handed him a half million dollar order. Of course, his presentation was tops but so was that of his competitors. It was Ken's personality that turned the trick.

Consideration for the Buyer

The salesman who overstays his visit is also taking a selfish attitude. There is more than his time involved here. The buyer's time is important. When he has given you the order, he expects you to be on your way. It might even be embarrassing for you to remain. His next caller may be your competitor.

The customer may not be so rude as to dismiss you, but if you're perceptive you can spot the signs of less cordiality. His manner becomes less cordial, his answers become shorter. He glances at his watch or fidgets with papers on his desk. Don't wait until he actually ushers you out. It could come to that if you stay too long.

King For A Day

The salesman who lingers on after getting the order is often indulging

himself. True, he feels grateful to the buyer, but he is also flushed with his own success to the point of bliss. For the moment he is King. He sees no need to go out and sell more merchandise. He wants to relax in his customer's office and savor his triumph.

This is a shortsighted view. Remember, even if you nail the biggest order

Coming Next Month SELLING SINCERITY

of your life, you're still only king for a day. It isn't a lifetime sinecure. The time you spend in the buyer's office chewing the fat (and possibly losing the sale you made), you could be calling on another prospect. There isn't so much time in the day that you can afford to waste it. Make every moment count. One sale doesn't give you permanent security. You can be sure your competitors are not idle while you are making your prolonged exit.

George Blane, a mutual funds salesman, said that he always intensifies his efforts after a big sale.

"My natural tendency is to goof off after a big one," he explained. "That's why I try doubly hard that same day to score again. I actually force myself to continue as if nothing had happened. I'm afraid that if I let down once it will become a habit."

The policy, incidentally, has made George one of the highest earners in his field.

On Invitation

There are times when you may be invited to stay by the customer. He may want you to meet others in the firm or perhaps to have lunch with him. He may even desire to discuss future business.

If you can spare the time, by all means go along with the request. Of course, there is still a danger he may renege on the order, but it's a chance you must take. The time you spend with the buyer may give you a permanent entree into that company. It could lead to a friendship that will mean business for years to come.

If you can't spend the time, decline with thanks and ask for a rain check.

And that's the story of the disease called "lingeritis." Do you think you have it? Let's find out. If you can answer "yes" to at least eight of these questions, you'll get a clean bill of health:

- | | Yes | No |
|---|-----|----|
| 1. Do you leave shortly after getting an order? | — | — |
| 2. Do you leave graciously, with thanks to the buyer? | — | — |
| 3. Do you take a pleasant leave even if you don't get an order? | — | — |
| 4. Are you considerate of the buyer's time? | — | — |
| 5. Do you usually recognize a buyer's desire to dismiss you? | — | — |
| 6. Do you keep on at top effort after getting a sizable order? | — | — |
| 7. Do you keep your composure after losing an order? | — | — |
| 8. Do you accept a buyer's friendship when offered? | — | — |
| 9. Are you aware of the importance of timing in salesmanship? | — | — |
| 10. Is selling time precious to you? | — | — |
| 11. Do you use your time wisely? | — | — |
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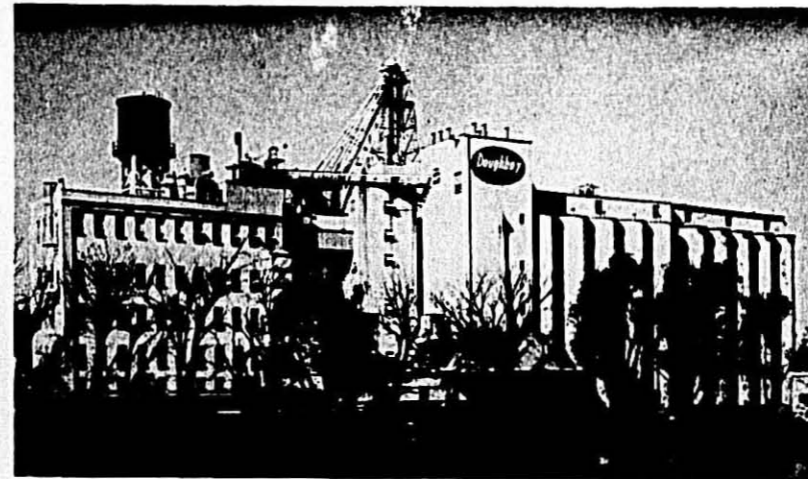
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 17. The Unexpected Letter
 18. Prospect or Posh
 19. How To Dislodge A Prospect From An Existing Supplier
 20. Making Salesmen of Your Customers
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WAY BACK WHEN

40 Years Ago

- Semolina prices were high and were expected to go higher, while macaroni manufacturers had generally failed to cover requirements.
- Government reports indicated a short crop and rain at harvest time did further damage. It was reported that all good durum was under contract and production was under the Government estimate.
- A pictorial presentation showed delivery trucks being utilized as advertising signboards for macaroni products.
- It was announced that I. De Francisci & Son were amalgamating with the firm of Cevasco, Cavagnaro & Ambrette, with the new firm to be known as the Consolidated Macaroni Machine Corporation, with offices and plant in Brooklyn.
- A five-day week was announced by Fred Margareten of the Horowitz Brothers & Margareten, in New York City. The belief was expressed that this would equalize production and would be in line with the movement that had made much headway after it had been adopted by the Ford Motor Company of Detroit the previous summer.

30 Years Ago

- Wanted: Local macaroni clubs, so that the membership of the industry could be organized into regional groups as was formerly done under the NRA Code.
- Many newcomers into the macaroni manufacturing field have expressed astonishment at the lack of friendly cooperation in the trade.
- Benjamin R. Jacobs, Washington representative, reported that the New York City Bureau of Weights and Measures required the net quantity of the contents of each container to be plainly and conspicuously marked, branded, or otherwise indicated on the outside or top of the package.
- A new method for determining egg solids in macaroni products was also announced, which was based on the determination of lipoids.
- A meeting for industrial cooperation was called in Washington to hear progress reports on the following matters: national industrial policy; maximum work week, general wage and child labor; fair trade practices; internal and external competition affecting Ameri-

can standards; antitrust laws and the Federal Trade Commission Act; financial aid to small enterprise; Government competition with private enterprise.

- Betty Crocker was to broadcast on 32 powerful radio stations, urging millions of listeners to use noodles made from quality durum flour or semolina—Gold Medal kind!
- Secretary of Agriculture Henry Wallace predicted that food prices would advance about ten per cent during the first quarter of 1937. This estimate was regarded as high by the American Institute of Food Distribution, who looked for higher meat prices but not to the degree predicted.

20 Years Ago

- The Durum Show was scheduled to be held in Langdon, North Dakota, on February 27-28. Members of the National Macaroni Manufacturers Association were concerning themselves more and more in promoting the increased planting of quality durum to insure a substantial supply of good semolina.
- William M. Steinke of King Midas Flour Mills reported there were indications that durum wheat acreage would be increased in 1947 with a continuance of the progressive program on the part of the macaroni industry and the durum milling industry to continue to promote macaroni products.
- The Steagall Amendment put a floor under the price level of eggs to assure farmers of 90 per cent parity. It was expected this would result in higher prices.
- A new consolidated automatic press and preliminary dryer at the American Beauty plant in St. Louis was properly launched with a bottle of Chianti wine by the catcher for the World Champion St. Louis Cardinals baseball team, Joe Garagiola.

10 Years Ago

- "Building a Better Business" was the theme of the Winter Meeting of NMMA at the Hotel Flamingo, Miami Beach.
- Elihu "Hobby" Robinson of Topics Publishing Company presented a motivational study, "Why Does She Buy It?"
- Lots of push for Lent was scheduled with the American Dairy Association planning to advertise in Ladies' Home

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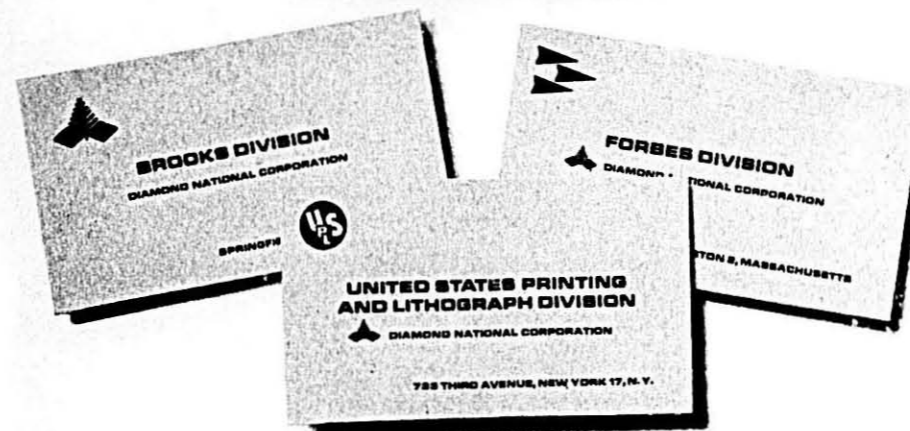
Journal—"Five Ways to Put Glamour Into Supper With Cheese." Many of the cheese recipes included macaroni products.

- Canada copped the top prizes for wheat at the International Grain and Hay Show. Carl Monson of Osabrook, North Dakota, was the Durum King.
- A good turnout at the Hotel Belmont Plaza in New York on November 14 heard reports on the Durum Show, National Macaroni Week, the Low Calorie Quickie Dinner. Fred Mueller reported on the subjects discussed at the annual meeting of the Grocery Manufacturers of America.

THE MACARONI JOURNAL



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