

**THE
MACARONI
JOURNAL**

**Volume 50
No. 10**

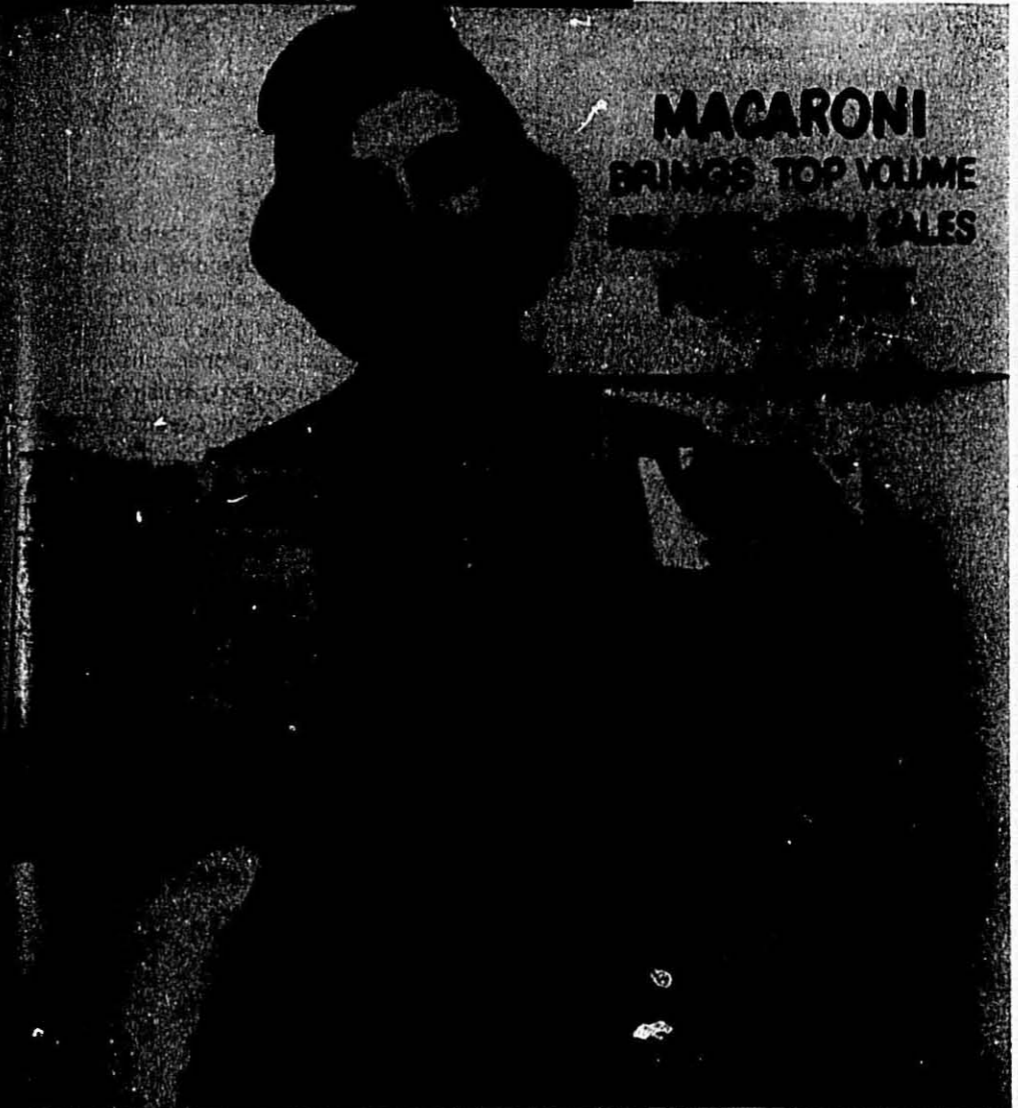
February, 1969

Macaroni Journal

THE JOURNAL OF THE
NATIONAL MACARONI MANUFACTURERS ASSOCIATION
PUBLISHED QUARTERLY



FEBRUARY, 1969



MACARONI
BRINGS TOP VOLUME
IN SALES

PACKAGING PERSONALITIES

CLARENCE BIRDSEYE

In the winter of 1914, this young scientist from Brooklyn went fishing. The fish he caught through a hole in the Labrador ice froze solid as soon as they hit the arctic air, and that gave Birdseye an idea. He experimented further with cod, caribou, and cabbages. In 1917 he began working in earnest on the commercial possibilities of quick-frozen foods, opening a new era.



SUCCESS is seldom prompt. The first Birds Eye frozen products, offered to the public in 1930 during an economic depression, cost more than fresh foods, had to be prepared in unaccustomed ways, required special cabinets for storage and display, and made necessary a new kind of protective packaging. In truth, further progress would surely have been impossible without the development of proper consumer-unit containers for the retail trade—colorful, customer-convincing packages that provided clear, simple directions for easy use. The Rossotti Lithograph Corporation is naturally proud of its own contribution to the initial and continuing growth of the frozen foods industry. We still produce highly effective folding cartons, wraps, labels, and packaging specialties for frozen foods, you may be sure. But Rossotti today is a Total Packaging Service, offering assistance in all phases of modern marketing and merchandising, whatever the product. May we be of service to you?

R

FOR BETTER MERCHANDISING THROUGH PACKAGING

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Executive Offices: North Bergen, N. J. 07047

ROSSOTTI CALIFORNIA PACKAGING CORP.
San Leandro, California 94577

ROSSOTTI MIDWEST PACKAGING CORP.
Evanston, Illinois 60602

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FEBRUARY, 1969

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Cover Photo

Lois Fahsbender has a bagful of related items that go with macaroni, spaghetti and egg noodles for Lenten tie-ins.

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PEAVEY COUNTRY



THE MACARONI

Wherever the
sun shines
on durum wheat
you'll find the
Peavey symbol

Peavey is strategically located in the heart of North Dakota's durum wheat fields. Selecting, testing, processing the finest durum wheat products for the macaroni industry.



Durum wheat inspection is made by Peavey grain men whose long experience tells them the quality and quantity of the grain. Wheat samples are sent directly from the field to Peavey where they are analyzed and carefully analyzed before the grain is purchased. A miniature computer processes the results. Peavey's test unit is a full plant with its own quality control and computer.

King Midas DURUM PRODUCTS

PV **PEAVEY COMPANY**
Flour Mills





MACARONI TRENDS

establish the National Macaroni Institute to stimulate domestic demand.

In the past twenty years, the product promotional efforts of the industry and individual macaroni advertisers have been highly effective. Per capita consumption which was under 5 pounds in 1940, hit the 6 pound level during the late 40's and through the 50's, and by 1966 was at the 7 pound level.

In the last few years the introduction of convenience forms of frozen Italian dishes, packaged combination dinners, and innovations in canned products such as Campbell's highly successful SpaghettiOs, seemed to have broadened the base of acceptance for macaroni products. It became commonplace to rack up gains of 4 and 5% annually. But in 1967, the increase was only a half of one per cent, and in 1968 it may have actually declined.

Market Research

Are the convenience forms of macaroni products eating into the share of market for dry products? Let's look at some market research studies.

In 1964, the National Macaroni Institute had Market Facts make a consumer analysis. It was learned that one in six families used macaroni products weekly. About half of the families interviewed across the country used macaroni products two or three times a month. About a third of the families used noodle products two or three times a month. Two out of three consumers were using dry macaroni, spaghetti or egg noodles one time a month or more, with the canned or combination package market representing anywhere from 9 to 21% of the market, depending upon region.

It was also learned that there are more heavy users of macaroni products on the Eastern Seaboard. Consumption is higher in urban areas than in rural sections. There is great interchangeability between the uses for various cuts: spaghetti can be used for macaroni, and vice versa. Noodles have quite a general acceptance for a side dish. Macaroni is viewed as an economy food. It is popular among children. The Italian influence helps consumption.

Selling Opportunities

Some problems were uncovered by the survey, as well, or perhaps they should be called "selling opportunities."

These included the facts that total family acceptance is required for the use of the product. Macaroni seems to lack status and is not used too often in entertaining. Calorie implications are exaggerated. Nutritional adequacy needs stress.

Among the strong appeals for macaroni products is its convenience and versatility. The economy appeal is limited, especially in an affluent society. Some regional variations were noted, but the differences were not great.

Consumer Dynamics

Now a later study confirms some of these findings. Consumer Dynamics was a project undertaken by Progressive Grocer, the Donnelly Corporation, and The Kroger Company, in Cleveland, in 1966. They broke the market into five segments and showed the sale of dry macaroni products highest in the Small Town or suburban area. Next came the Blue Collar class and the Young Marrieds, followed by the Negro market and the High Income group.

The Small Town buyer bought more dry noodles by far than any other class. They also bought the most macaroni and were second for spaghetti. They were second in the purchase of canned products with meat, third in the purchase of combination dinners, and last in canned meatless macaroni products.

The Blue Collar group rated high in the purchase of dry spaghetti. They were second in dry macaroni and noodle usage, top user of canned products with meat, second best users of combination dinners, and third of canned meatless products.

The Young Marrieds market bought almost as much in combination dinners as they did of dry macaroni on a dollar volume. They were third in the purchase of dry noodles, dry spaghetti, and canned products.

The Negro market was fourth in the purchase of dry macaroni, noodles, spaghetti, and canned products with meat, but they bought more meatless canned products than any other group. They were quite low as users of combination dinners.

The High Income group preferred noodles to macaroni and then spaghetti. They were among the poorest of the canned products users, but were pretty good purchasers of combination dinners.

In Atlanta, 1968

Now we turn to a study made in Atlanta in 1968. They said that heavy users of packaged macaroni and spaghetti ranged from 26 to 30 per cent of the market, and they define a heavy user as a family who would serve the product 1.2 times in the past week. Heavy users of regular rice represented 22 per cent of the market, but they were defined as a family using the product 1.9 times per week.

Total Users amounted to 73% for macaroni products as against 63% for rice, but the demographic breakdown is interesting. The big rice-eaters were the non-whites, although the same group were slightly over average in consumption of macaroni products.

Big consumers of macaroni were households where there were 5 or more persons. The presence of children definitely helps consumption.

In the purchase of macaroni, the group under age 35 was the smallest number, but they were the largest buyers of spaghetti.

In Atlanta, white collar workers eat more macaroni and spaghetti than blue collar workers for some reason or other, and both groups consume more than those persons who are retired. Interestingly enough, the more education a person has, the better consumer of macaroni he is in this city, and the same thing holds true for economic affluence. The poor folks are the poorest consumers.

Dollar Volume

Turning to dollar volume now, we see by the Chain Store Age Supermarket Sales Manual that dry macaroni products accounted for \$225,700,000 in 1967. The report was in a different form from the 1966 study, which set the figure at \$120,700,000, comparing it with 1962 sales of \$81,100,000. Obviously, there is a discrepancy, but at least it indicates trends.

One of the most interesting trends would be for dinners which are set at \$56,000,000 for 1967; \$39,200,000 for 1966, and \$18,100,000 for 1962.

Pizza as a classification has not shown such startling gains. It is set at \$13,900,000 for 1967; \$12,700,000 for 1966; and \$12,500,000 for 1962.

Canned macaroni products are placed at \$113,500,000 for 1967, and only \$55,900,000 for 1966, which was below the 1962 figure given of \$56,400,000.

Frozen Italian dishes are given at \$38,100,000 in 1966, compared to \$16,800,000 in 1962. No figure was given in 1967.

Soup mix sales in 1967 were set at \$51,400,000, contrasting with \$32,800,000

in 1966 and \$26,700,000 in 1962.

Again, the change in the survey form has resulted in figures that aren't comparable, but the 1966 versus 1962 are supposed to be related.

Consumers Expenditures

Now we go to Food Topics Consumers Expenditures Study. They show spaghetti the top classification over macaroni and noodles, and indicate an increase in sales of all dry macaroni products over the previous year in 1963 of 5.5%. The increase in 1964 was 3.5%; in 1965, 4.2%; in 1966, 4.9%; but only 0.5% in 1967.

The value of total consumption of macaroni products in 1967 was set at \$434,290,000, of which 68% moved through grocery stores and 32% into institutional and industrial sales. Spaghetti accounted for \$175,400,000; macaroni, \$141,500,000; and egg noodles, \$117,390,000.

There are no reports to show what the use of macaroni is in the institution field, but it is known that expenditures for "eating out" are increasing rapidly with more working wives, children eating in the School Lunch Program, implant feeding, and greater mobility in our general society. Family spending for outside food and drink is accelerating twice as fast as that for food consumed at home. Research reports also indicate that 20 cents out of every food dollar is being spent by the average American family to eat out.

Mill Grind

Probably the best index to current macaroni production trends is the durum mill grind report published monthly by the U. S. Department of Commerce. There are only nine durum mills in the United States, and the macaroni industry takes their entire output. Blending might account for 10 to 15 per cent that doesn't show up in these statistics, but on a month-by-month basis this is the barometer.

The U. S. Department of Agriculture puts out Semiannual Durum Reports. From that data it can be readily observed that durum production, which was about 20,000,000 bushels in 1959, has increased with some ups and downs to 97,000,000 bushels in 1968.

Exports were zero for durum wheat in 1959-60 and really didn't pick up momentum until the Russian purchase in 1964. In the past three years an important cash market has been developed that has amounted to more than 30,000,000 bushels in each year, and this year may take almost half of the crop. Obviously the durum growers and the North Dakota State Wheat Commission

with its affiliation with Great Plains Wheat, Inc. find this growing market most glamorous.

In contrast, the domestic mill grind has run on pretty even keel excepting when there were crop shortages and sprout damage. Since 1962, more than 20,000,000 bushels of durum have been required by the domestic millers, but in the last several years this has been a pretty steady figure: 1963-64 saw 26,504,000 bushels ground; 1964-65 had an increase to 27,395,000 bushels; 1965-66, 28,848,000 bushels; 1966-67, 29,183,000 bushels. 1967-68 saw a decline to 28,038,000, and thus far for the first ten months of 1968 the mill grind is running .5% under a year ago.

Conclusions

Among the conclusions that might be drawn from this mass of information is that dry macaroni sales have leveled off on a high plateau—combination dinner sales which have been taking grocery shelf space away from the dry product have been going up and putting the squeeze on the dry products.

While the product promotional efforts of the National Macaroni Institute have been highly effective with its main thrust of recipe material distributed to food editors of various media, it is now apparent that more is required and probably greater effort demanded in the educational field where new homemakers get their training from home economics classes.

There has been a joint effort in developing materials for the hotel-restaurant-institutions field by the National Macaroni Institute, Durum Wheat Institute, and North Dakota State Wheat Commission. Thus far, these efforts have been in the area of developing an instructional movie on "How to Cook Macaroni Products," a filmstrip as a training tool taken from the movie, and a set of quantity recipe cards with basic help in cooking and costing. Much more can be done in this field and should, as this area is a prime sampling device for getting people to serve the product in their homes.

Dry macaroni manufacturers must employ all of the marketing techniques that the combination dinner packers are using. This includes the research and development of new products, their sound advertising and promotion, and efficient managerial techniques to show sustained earnings and progress for the industry.

"If you have an idea, hustle around and get another. Don't let it die in solitary confinement."

—Typo Graphic

THE macaroni business in the United States got started about 120 years ago—1848 to be exact—at the foot of Brooklyn Bridge in the establishment of A. Zerega's Sons, Inc.

History

Macaroni history can be roughly divided into three main periods:

- from its inception to World War I in 1914 when Italian imports were cut off and the industry grew up to supply domestic demand;
- the period between World War I and World War II was marked by the Depression—macaroni is supposed to be an economy food, but the industry had the same problems that all businesses were suffering;
- World War II brought a boom to the industry that was influenced by several trends.

Among these was the fact that macaroni was not rationed while meat products were. Then, the G.I. who saw European duty came back a much more cosmopolitan eater, and things Italian started to increase in popularity . . . including movie stars, clothing, pizza, and macaroni products. Thirdly, although the trend had been going on for some time, macaroni's popularity was definitely enhanced by supermarket selling, where packaged products were put out on display for impulse buying in contrast to the old bulk type sales in grocery stores where the product was scooped into a brown paper bag or rolled up into a blue paper wrap.

With the devastation of manufacturing facilities in Europe, there was a lush export market developed from the period of 1944 to mid-1948. Then, when the Marshall Plan went into effect, the market was cut out from under overnight. The crisis caused the industry to



LENTEN MERCHANDISING MATERIAL

We have several hundred merchandising brochures that say: "Noodles has Oodles of Friends."

It tells the grocer how \$1 worth of noodles sells \$7.31 worth of related items.

It gives the recipe and two point-of-sale posters for Noodle Tuna Supreme (17" x 11")

Close-out price is 5 cents each, f.o.b. Palatine, Ill.

Write:

NATIONAL MACARONI INSTITUTE

P.O. Box 336, Palatine, Illinois 60067

LENT OFFERS MERCHANDISING OPPORTUNITIES

ALTHOUGH the dietary regulations of the church have been modified, there are still excellent merchandising opportunities for macaroni products manufacturers during Lent for at least three good reasons:

(1) Grocers are always looking for merchandising opportunities and should be impressed with the related item sales that macaroni products generate.

(2) Food editors utilize the opportunity of writing about meatless meals during Lent both as a change from regular menu routines and assisting their readers in balancing their household budgets.

(3) The consumer welcomes macaroni products for variety, versatility, and the budget-balancing prospects using these foods with more costly ingredients in combination dishes.

Noodles' Friends

Last year the National Macaroni Institute sent a mailer to grocers pointing out that "Noodles Has Oodles of Friends." In a recipe for Noodle Tuna Supreme (given below) a 22-cent package of egg noodles (8 ounces) requires \$1.51 in related items to complete the dish. On that basis, a dollar's worth of egg noodles requires \$7.09 in related items. This is figured on the unit cost or the actual cost of the exact amount of ingredients called for in the recipe. If the shopper had to buy every item from the supermarket shelf, a dollar's worth of egg noodles would require \$14.16 worth of related items.

Noodle Tuna Supreme

Here is the recipe for Noodle Tuna Supreme (makes 6 servings):

1 tablespoon salt
3 quarts boiling water
8 ounces medium egg noodles (about 4 cups)
2 cans (6½ or 7 ounces each) tuna, drained
3 cups Cheddar cheese sauce*
½ pound Cheddar cheese, sliced
¼ cup sliced pimiento-stuffed olives
Add 1 tablespoon salt to rapidly boiling water. Gradually add noodles so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

Combine noodles with tuna and Cheddar cheese sauce*, turn into 1½ quart baking dish, arrange cheese slices around edge. Bake in 350 degree (mod-

erate) oven 25 minutes. Remove and top with sliced olives.

* For 3 Cups Cheddar Cheese Sauce: Melt ¼ cup butter in saucepan; blend in ¼ cup flour. Gradually stir in 2½ cups milk; continue stirring until sauce boils for 1 minute. Add 1 teaspoon dry mustard, 1 tablespoon prepared horseradish, ½ teaspoon salt and dash white pepper; remove from heat and stir in ½ cup grated Cheddar cheese.

Go-Go Macaroni

What else do macaroni products have going for them?

1. National public relations program which spotlights macaroni in newspapers, magazines, and on radio-TV coast to coast.

2. Constantly growing consumption—more than 1,500,000 pounds eaten last year.

3. Macaroni products regularly outpacing total store volume growth.

4. Total family acceptance from tots and teenagers to senior citizens.

Grocers were urged to feature macaroni products for the Lenten season or an early Spring promotion, building an egg noodle and tuna display, and using the 4-color poster that appeared on the back of the brochure as a point-of-purchase piece. A limited supply of these posters are still available at cost from the National Macaroni Institute.

ADA Promotion

Bill Rehmann, director, promotion division, American Dairy Association, in announcing "Operation Big Lift" to grocers, states: "Let's clear the air about in-store promotions. Or: how some promotions promise profits and end up taking them."

Mr. Rehmann writes: "Sweepstakes, contests, bingo, match-the-picture—this year has seen a bumper crop of such promotions. Few people seem to be winning, either from the customer's or the merchant's point of view.

"We wonder how many petroleum companies, for example, would rather not be having a 'Win \$2500' promotion now that every petroleum company has one.

"Good advertising dollars are spent promoting promotions instead of products, and the retailers are forced to hand out and keep track of stubs, tickets, etc.

"We at American Dairy Association believe in promotions that sell products

not prizes. And, in the food business, we believe 'Related Item' selling still does the best job (and requires the least work from the Supermarket Operator) of any promotion. Our credo is promotion planning related to profit performance.

Related Item Selling

"Simply stated, related item selling reminds the shopper to pick another item to go with the item she's buying. You remind her with colorful displays, appetite-appeal meal suggestions, in-store displays of the related items placed together.

"Naturally, we're out to sell dairy products. But, we don't come empty handed for your other departments. As with all American Dairy Association promotions we give the Supermarket Operator plenty of opportunity, plenty of profit oriented ideas to tie in with his own storewide promotion.

"Maybe some day a consumer contest will come along that really sells products storewide. Meanwhile, let's get the merchandise into the shopping carts."

Operation Big Lift

Operation Big Lift gets its initial boost from eight pages of advertising in the February issue of Family Circle Magazine. The second booster stage is a full-page ad and an insert booklet telling the story of the famous singing Cowsills in the March 18 issue of Look Magazine.

Booster 3 is utilization of American Dairy Association's TV personalities: the rocking Energetics, the popular Cowsills, and the personalities of the Today Show. Store materials include a plastic inflated space station with whirligig mobiles, case wobblers, theme bunnies, and point-of-sale pieces. All in all, an impressive "blast-off."

Editorial Support

American Dairy Association also lends editorial support by sending releases to food editors. An outstanding main dish, especially good for Lent, begins with tender nuggets of crab meat, mellow Cheddar cheese, and egg noodles. It is convenient to serve unexpected guests, and a real treat for the family.

Recipe is on next page.

(Continued on page 10)

Lent Begins on Ash Wednesday,
February 19.

Lenten Merchandising Opportunity

Crab and Cheese Casserole

- 1 package (8 oz.) medium noodles
- 3 tablespoons butter
- 3 tablespoons flour
- ¼ teaspoon salt
- ¼ teaspoon pepper
- 3 cups milk
- 2 cans (7½-oz. each) crab meat, drained and flaked
- 2 cups (8 oz.) shredded Cheddar cheese
- 1 can (4 oz.) sliced mushrooms, drained
- ½ cup chopped pimiento
- ½ cup toasted slivered almonds
- ½ cup shredded Cheddar cheese

Cook noodles according to package directions; drain. In a saucepan melt butter; blend in flour, salt and pepper. Remove from heat; gradually stir in milk. Cook over medium heat, stirring constantly, until thickened. Cook 2 additional minutes.

In a large bowl combine crab meat, 2 cups cheese, mushrooms, pimiento, almonds and noodles; turn into a 2¼ quart buttered casserole. Pour white sauce over all; sprinkle top with ½ cup cheese. Bake in a preheated 350 degree oven 40-45 minutes. Makes 8 servings.



Crab Cheese Casserole

Iron Deficiency in the United States

—from "Durum Wheat Notes," educational bulletin of the Durum Wheat Institute.

IRON deficiency has been found to be a problem of increasing importance in this country, particularly among young women and children. This is the general conclusion of a number of studies on iron deficiency conducted by physicians and nutritionists. As the subjects in these studies were from varying socioeconomic levels, the findings are all the more significant. Nutritional deficiency, we learn, is not necessarily limited to the financially poor, but rather affects those who are susceptible because of poor diet.

Iron Is Important

Why is iron so important for good health? What does it do and why is it so vital, particularly for young children, adolescent girls, and pre-menopausal women, that a sufficient amount of iron-rich foods be included in their daily diets?

Iron has as its primary function in the body, the transportation of oxygen from the lungs to the tissues and carbon dioxide from the tissues to the lungs. The former is done via hemoglobin, composed of heme—an iron-containing substance, and globin—a protein. Although iron can be found in every cell, sixty to seventy-five per cent of the body's iron is found in hemoglobin, and about twenty per cent is non-essential or stored iron.

Hemoglobin comprises the main part of the red cells in our blood. The latter are formed in the bone marrow. They are stored there and in the liver and spleen, as is iron. Red cells have a short life span (only a few weeks) and new cells are constantly being formed. It is therefore important that the materials used to make red cells be available at all times in the body for normal red cell replacement and for those instances of unusual blood loss or needed increase in blood volume.

The amount of iron required by the body varies with age and sex. With growth, puberty, pregnancy and lactation, there is an expansion in the quantity of blood. Therefore, more iron is needed at these times because of the increase in the amount of circulating hemoglobin. This need reaches its peak (in relation to food intake) in infancy because of the extremely rapid rate of growth, unequaled at any other period during a life span.

With the onset of puberty, adolescent girls must again have an increased need for stored iron to guard against deficiency. Aside from normal requirements for growth, girls in their teens and early twenties must provide suf-

ficient iron stores to offset the loss of iron through menstruation. During pregnancy, iron is transferred to the fetus in important amounts, and the iron requirement at this time is almost double the amount normally needed by adult menstruating women.

The studies quoted here generally show that young women, even those who have not had any children who never gave blood, nor suffered abnormal bleeding, showed seriously depleted or absent iron stores. Also, because of reduced or absent iron stores at the onset of pregnancy, many of the subjects needed supplemental iron to provide for the body's great demand during pregnancy.

More Research Needed

Although the studies generally conclude that more research must be conducted to determine the full extent of iron deficiency in this country, it is apparent from the available data that it is a problem of great consequence to us now and particularly to those involved in meal planning—the housewife, the school lunchroom manager, the hospital dietician, and all food service personnel.

Enrichment of Foods

Nutritional experts have concluded that an important step has been taken in this country to combat dietary iron deficiency through the enrichment of certain foods such as flour, bread, cereals, rice, and macaroni products. Nutritionists also feel that a change toward improved dietary habits is vital to protect the public against iron deficiency.

Promoting Nutrition

Obvious forums for promoting proper nutrition are the classroom and school cafeteria. During National School Lunch Week—October 13-19, 1968 (whose theme was "School Lunch Aids Good Health") cafeterias all over the United States were opened to the public as a means of emphasizing the nutritional value of a well-balanced meal. The Consumer and Marketing Service of the United States Department of Agriculture, under whose general supervision falls the School Lunch Program, looks upon the school lunchroom as a nutritional laboratory, educating young people in meal planning and good food habits. Recognizing the need for iron-rich foods in school lunches, the Consumer and Marketing Service has established a separate category for "Foods for Iron" in their listing of Type A lunch foods.

The Home Economics classroom also provides an ideal opportunity for influencing correct dietary habits. Adolescent girls, themselves a prime potential target for iron deficiency, are brought together to learn and discuss the principles of health, economics and nutrition as related to home and family. Properly educated in "preventive nutrition," these students will be able to change the eating patterns of the present to provide the nutrients necessary to maintain a high standard of health in the future.

References on Iron Deficiency

1. Scott, D. E.; and Pritchard, J. A.: Iron Deficiency in Healthy Young College Women. J. Am. Med. Assoc., 199:897-900 (March 20) 1967.
2. Harrison, T. R., et al (ed.): Principles of Internal Medicine, New York, McGraw-Hill, 1966, page 616.
3. Iron Deficiency in the United States, a Report of the Committee on Iron Deficiency, Council on Foods and Nutrition, American Medical Association, J. Am. Med. Assoc., 203:407-412 (Feb. 5) 1968.
4. Prevention of Iron Deficiency Anemia in Children and Infants of Pre-School Age. Children's Bureau, U. S. Department of Health, Education and Welfare, Washington, D. C. 1967.

Estimated Dietary Iron Requirements³

	Absorbed Iron Requirement, mg/day	Daily Food Iron Requirement,* mg/day
Normal men and non-menstruating women	0.5-1.0	5-10
Menstruating women	0.7-2.0	7-20
Pregnant women	2.0-4.8	20-48**
Adolescents	1.0-2.0	10-20
Children	0.4-1.0	4-10
Infants	0.5-1.5	1.5 mg/kg***

* Assuming 10% absorption.

** This amount of iron cannot be derived from diet and should be met by iron supplementation in the latter half of pregnancy.

*** To a maximum of 15 mg.

5. Monsen, E. R.; Kuhn, I. N.; and Finch, C. A.: Iron Status of Menstruating Women. Am. J. Clin. Nutr., 20:842-849 (Aug.) 1967.

Iron-Rich Durum Recipes

Through the enrichment process, macaroni, spaghetti and noodles made from enriched durum wheat contain, by law, not less than 13 mg. and not more than 16.5 mg. of iron per pound of flour. These foods, therefore, are a good source of iron and because of their popularity, versatility and low cost are ideal foods for school lunch programs. Also, durum products do not have to be rinsed after cooking, thereby saving nutrients normally lost with the cooking liquid.

Barbecued Spareribs with Spaghetti is a quantity recipe recently developed in the Durum Wheat Institute test kitchen using iron-rich macaroni products. A main dish, it has a tasty "stick to the ribs" sauce, made with a bounty of flavorful ingredients, including soy

sauce, Worcestershire sauce, horseradish, mustard, brown sugar and hot pepper sauce. Here is the recipe, which figures 6 ounces of spareribs and 5 ounces of spaghetti per portion:

1. Place spare ribs in shallow roasting pans. Sprinkle with seasoned salt. Add enough water to cover bottom of pans. Bake, covered, in preheated 350° oven 1½ hours. Drain.

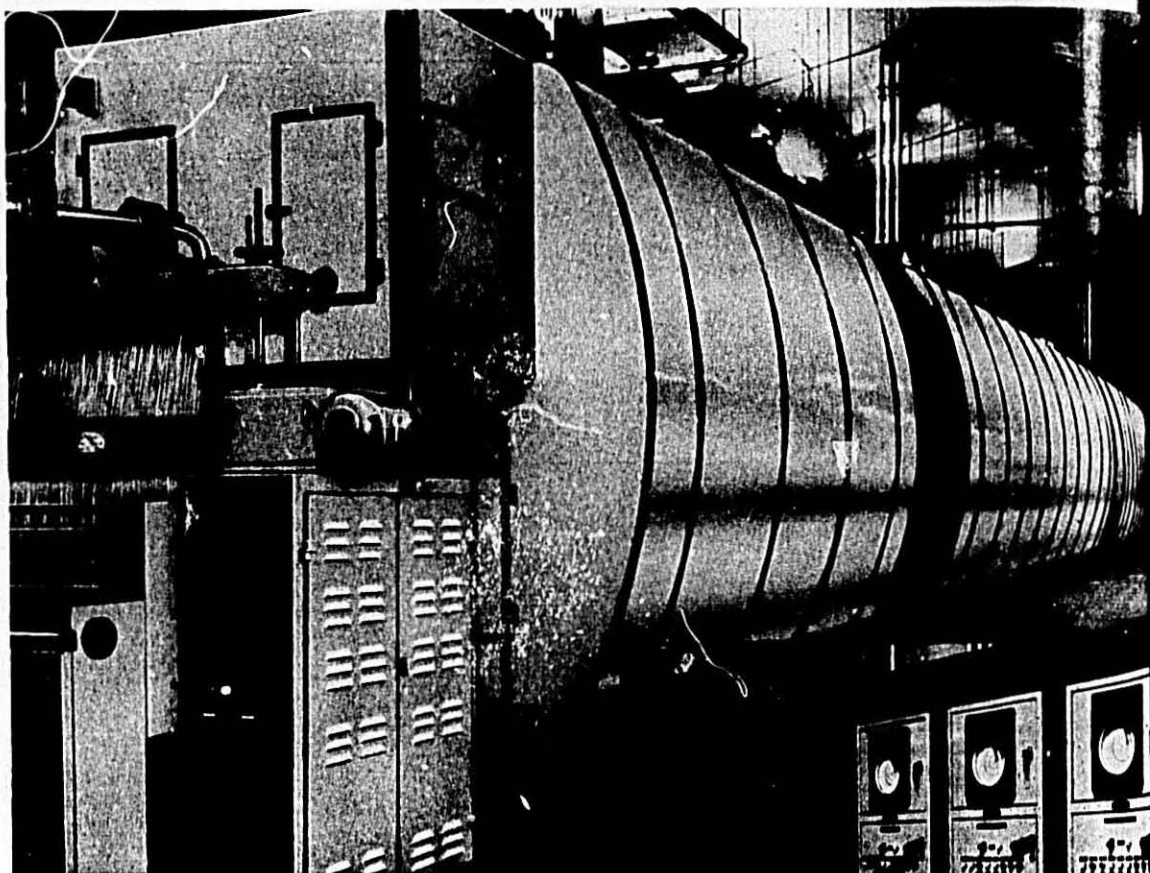
2. Cook onion and green pepper in fat or oil until soft. Add remaining ingredients. Simmer 20 minutes, stirring occasionally. Reserve for tossing with spaghetti:

½ cup for 6 portions
1 qt. for 50 portions
Brush ribs with remaining sauce. Bake in 350° oven 30 minutes. Baste as needed.

3. Cook spaghetti in boiling, salted water (1 gallon water plus 2 Tbsp. salt per pound spaghetti) until tender, yet firm, 6 to 8 minutes. Drain. Toss with reserved sauce.

Barbecued Spareribs with Spaghetti

Ingredients	For 6 Portions		For 50 Portions	
	Weight	Measure	Weight	Measure
Spareribs, cut in serving size portions	4 lb.	32 lb.		½ cup
Seasoned salt	1 Tbsp.			1 qt.
Onion, chopped	½ cup	1 lb. 2 oz.		
Green pepper, finely chopped	¼ cup	9 oz.		2 cups
Melted fat or oil	2 Tbsp.	8 oz.		1 cup
Catsup	1½ cups	6 lb. 2 oz.		2½ qt.
Brown sugar	2 Tbsp.	7 oz.		1 cup
Soy sauce	2 Tbsp.	8 oz.		1 cup
Worcestershire sauce	1 Tbsp.	4 oz.		½ cup
Horseradish	1 tsp.			3 Tbsp.
Mustard	1 tsp.			3 Tbsp.
Pepper	¼ tsp.			2 tsp.
Hot pepper sauce	6 drops			1 tsp.
Enriched durum spaghetti	12 oz.	6 lb.		

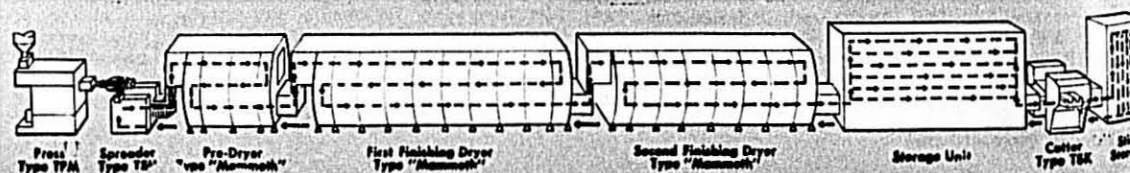


New BUHLER long goods dryer installed at the new Skinner Macaroni Company plant in Omaha, Nebraska.

New from BUHLER the industry's finest long goods DRYER

Control center for dryer line at Skinner Macaroni Company.

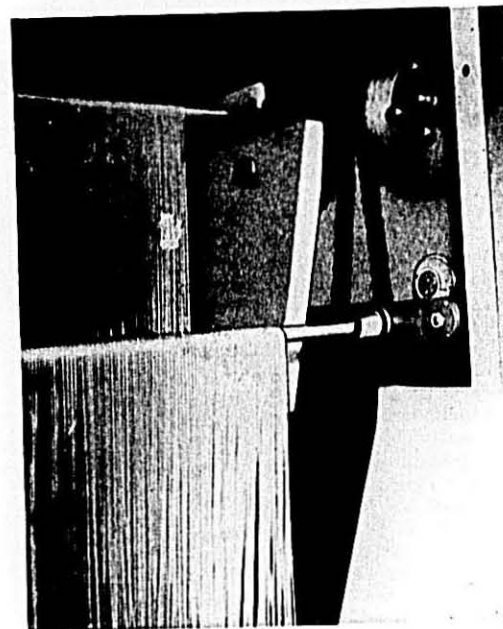
- Sanitary off-the-floor construction prevents condensation on the floor underneath and allows for easy cleaning.
- New positive-control stick elevator with special stick guides prevent rolling or slipping of long goods in transfer.
- Swing-out panels make inspection and cleaning easy.
- Centralized control panels contain unique climate control systems which allow the product to set its own drying temperature according to its water release capability, and also all electrical controls.
- Positive air circulation produces uniform controlled drying.
- New design paneling with special thick insulation stops heat and vapor.



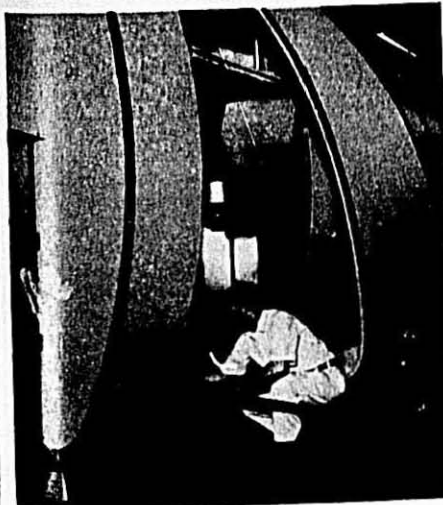
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operation by installing a Buhler pre-dryer in your present production line.

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Report of the Twelfth Annual Conference of the Food Law Institute and Food & Drug Administration

by James J. Winston, N.M.M.A. Director of Research

ON December 3-4, 1968, the Twelfth Joint Conference under the auspices of the Food and Drug Law Institute and the Food and Drug Administration was held in Washington D. C. As in the past, this meeting was very well attended by representatives of the food and drug industries and members of the Food and Drug Administration.

The theme of this conference stressed the "Four C's of Consumer Protection": Communication, Collaboration, Cooperation, and Compliance.

Speakers on the agenda included the following persons: F.D.A. Participants—Commissioner Herbert L. Ley, Jr., Winton B. Rankin, Alfred Barnard, Nathaniel L. Geary, and Theodore E. Byers. Consumer Protection and Environmental Health Service was represented by Administrator Charles C. Johnson, Jr. The Food Law Institute was represented by John C. Suerth, Chariman, and Edward Dunkleberger. Representatives from industry were Milan D. Smith, National Canners Association; Harold A. Golle, General Foods; and Dr. Lawrence Atkin, Standard Brands, Inc.



James J. Winston

The FDA has taken on new responsibilities: product safety, shellfish certification, and broader pesticide research.

Dr. Ley ended on this note: "It's clear to me that we can be most effective when we have the cooperative support of industry in coping with consumer problems."

Crisis of Pollution

Mr. Charles C. Johnson, Jr., Administrator of Consumer Protection and Environmental Health Service, referred to the evidence of crisis in our physical environment. Every year, pollution gets worse rather than better. The problems of insuring safe food, drugs, water and a variety of consumer products are increasing. The quality of American life, particularly urban life, is deteriorating in a morass of environmental problems so complex as to appear almost beyond remedy. Some of these problems are as follows:

- (1) Toxic matter is being released into the air over the United States at a rate of more than 142 million tons a year. This comes from motor vehicles, factories, power plants, municipal dumps and from backyard incinerators.
- (2) More than 165 million tons of solid waste material are being discarded every year; e.g. automobile graveyards, smoking, foul smelling dumps, cans, no-return bottles.
- (3) Accidents, many of them involving hazardous products, take the lives of 100,000 Americans each year, and injure 52 million more. Some 3,000

deaths occur annually from accidental ingestion of poisons, most of these among our children.

- (4) An estimated 2 million people are stricken with illness each year from microbiological contamination of food. The *salmonella* bacteria are usually the chief agent responsible, but other organisms, such as *clostridium perfringens*, are beginning to present problems in this area.

- (5) The use of food additives to impart flavor, color and other qualities, has increased fifty per cent in the past decade. Pesticides leave residues on food crops, and traces of veterinary drugs occur in milk, meat and eggs.

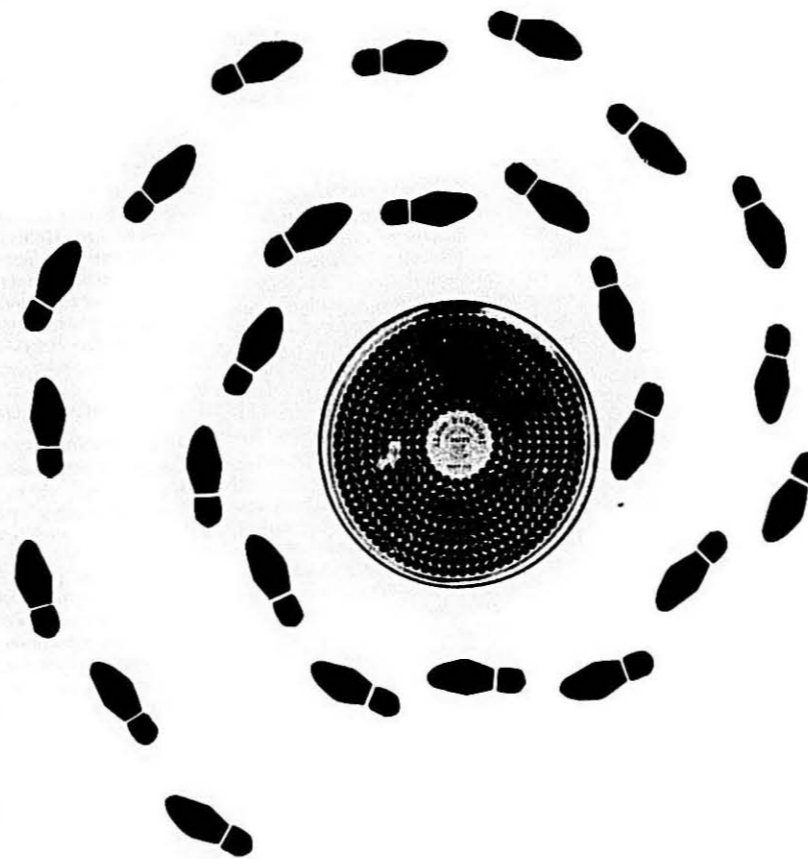
- (6) Radiation is increasingly a threat to the present and future generations. Radiation sources are now found throughout our environment. They range from the large-scale application of nuclear energy, particularly in electric power generation, through laser and micro-wave technology in industry, to the use of radionuclides and X-rays in the healing arts and the use of micro-wave ovens and other electronic equipment in the home. The scientific protection against radiation is only at a beginning stage of development.

The overwhelming problem is the problem of man's ability or inability to adapt to an environment which he himself is subjecting to constant change. Mr. Johnson stressed that the FDA must be free to employ, as necessary, all the authorities it has earned in its long struggle to protect the interests of the American people.

FDA Program for 1969

Mr. Winton B. Rankin, Deputy Commissioner of the FDA, reviewed the program of the Department for 1969. Product control activities will include: establishing product safety standards; developing voluntary control measures; labeling hazardous products properly; and sponsoring consumer information and education program on special product hazards not corrected through product design. The plan for this fiscal year calls for the appropriated money to be used as follows: about one-third for food programs; two-fifths for drug programs; one-fifth on hazardous products

(Continued on page 16)



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Twelfth Annual Conference—
(Continued from page 14)

programs; one-sixteenth on general administration; and minor amounts—approximately one per cent each on cosmetic and therapeutic device programs.

FDA to Maintain Compliance

Mr. Alfred Barnard, Director of Bureau of Regulatory Compliance, emphasized that the FDA, as the regulator, is concerned with bringing about compliance. As problems become more complex, industries larger, more far-flung, and more conglomerate, the FDA is forced to seek ever more effective ways of achieving the goal with the total resources at the public disposal. An important responsibility of the regulator is to maintain, to the extent possible, an atmosphere in which compliance is encouraged. The regulator has the responsibility to try to assure fair, even-handed enforcement; to strive to achieve compliance through all available approaches; and to create an atmosphere in which compliance can breed compliance.

Self-Regulation

Mr. Milan D. Smith, Executive Vice President of the National Canners Association, discussed "Quality Assurance through Self-Regulation." This association has been stressing education as the means of attaining quality assurance. It is important that the canner and his operating personnel have broad knowledge about the industry and what makes it function. Self-regulation is a team effort, and it is achieved effectively only by working together. Some of the educational programs that have been instituted have stressed the following:

- (1) Pesticide residues to comply with the stipulated tolerances;
- (2) Thermal processing to eliminate any hazards to foods through the use of effective procedures;
- (3) Sanitation and the observance of good practices. Good sanitation practices are not only absolutely essential to meet the public's demand for a wholesome food supply, but are also a basic element of a successful canning operation. "There can be no doubt that the interests of the consuming public, federal and state regulatory agencies, and the industry are identical in this regard";
- (4) Nutrition—The National Canners Association has been gathering facts, conducting and sponsoring research, and making the results known to its members in addition to other interested parties.

Mr. Smith concluded as follows: "Let me say that all canners recognize that the end of the line for all canned products is the consumer. He or she must be satisfied if the canner is to remain in business. The educational approach to quality assurance can be pursued by any responsible segment of the food industry."

Self-Certification

Mr. Nathaniel L. Geary, Special Assistant for Quality Assurance of the Bureau of Voluntary Compliance, discussed "self-certification." The primary objective of the FDA is to achieve quality assurance (i.e., Consumer Protection) in foods more efficiently. Quality assurance is the responsibility of industry which daily lives with the problems of satisfactory raw material supplies, adequate equipment and process design, and appropriate control measures. FDA cannot do industry's job.

About six months ago, the FDA entered into agreements with the Green Giant Company and the State of Minnesota Department of Agriculture. This followed the agreement with the General Foods Corporation which took place a year ago. The self-certification program as presently conceived is not a panacea for mutual problems, but may be a constructive adjunct to the present quality assurance program. The approach to quality assurance is one of problem-solving. FDA and industry working together command complementary groups of resources which, when effectively directed toward a problem, may produce a satisfactory solution.

Self-certification is a compliance tool which has the potential to:

- (1) Promote between FDA and industry meaningful communication about objective requirements for quality;
- (2) Promote between FDA and industry cooperation and collaboration in defining mutual problems and methods for reducing or eliminating these problems.

Sanitation

Dr. Lawrence Atkin, Director of Research for Standard Brands, discussed the "Changing Concepts in Sanitation." He reviewed the policy that prevailed a number of years ago where stress was placed on the micro-analytical aspect of a food commodity; insect and rodent contamination. Now, there is great emphasis on salmonella. Salmonellae are far more common than had been thought prior to 1966. There is a growing belief that any assessment of our total environment will show that there is a level of salmonella encountered in our daily lives that is tolerable, and if

not always perfectly safe and harmless, is at least something we manage to endure. This could be called the background or existential level of encounter. The exact concentration and composition of this background is clearly difficult to ascertain, but all available evidence indicates that it exists, and furthermore it is highly probable that it is likely to remain with us for an indefinite period. As a result of a study made by the National Academy of Sciences-The National Research Council, the thought is entertained that the publication of this report will point the way toward workable criteria and thereby tend to make the regulatory hazard more consistent with the health hazard.

FPLA Regulations

H. E. Dunkelberger, Jr., of the firm of Covington and Burling, Washington, D. C., discussed some of the aspects of the Fair Packaging and Labeling Act. The three major ones are: the industry-wide mandatory labeling regulations promulgated by the Federal Food and Drug Administration and the Federal Trade Commission; the commodity-line discretionary regulations to be issued by these same two agencies; and the encouragement of voluntary package size standards by the Department of Commerce.

The question common to all consumer commodity manufacturers with respect to the mandatory regulations is whether state authorities will follow the letter and spirit of the Federal FPLA regulations, and give substance to the universally stated goal of uniformity of regulation among Federal and state jurisdictions.

Proposals Rejected

At the June meeting of the National Conference of Weights and Measures, sponsored by the U. S. Department of Commerce, the Conference rejected industry's proposals:

- That the Model State Packaging and Labeling Regulation reflect without variation the FPLA Regulations and interpretations of the FDA and the Federal Trade Commission.
- That the exemptions under the Federal Act and Regulations be automatically incorporated by reference in the Model Law or Regulation.

Contadina Cook Book Sauces

Contadina is test-marketing Cook Book sauces in Philadelphia, Buffalo, Omaha and Milwaukee. Italian, Ranch and Creole varieties are being offered at 35 to 39¢ for a 16-ounce can.

Egg On Hook

The production of eggs in 1968 ran about two percent below 1967 production. Shell egg production on a monthly basis trailed after May. On October 1 there were three percent fewer layers than the previous year and production was running at a rate five percent below 1967.

Egg breaking was down about 15 percent from 1967. Production of liquid egg for freezing was down over 16 percent and for drying was down 14 percent. The large stocks in warehouses tended to influence less frozen eggs being packed in 1968. Frozen egg stocks in storage December 1 were well under 1967.

Hatch Is Up

Egg-type chicks hatched during October were up 17 percent with an estimated 39,000,000 chicks. Egg-type eggs in incubators on November 1 were 33 percent more than Nov. 1, 1967. The egg-type chicks hatches during the first ten months of 1968 totaled 437,000,000 or nine percent below the like period of 1967. If the hatch of egg-type chicks continues at a high rate of increase, it is possible to have over production of fresh eggs by fall.

Government Egg Reports			
U. S. Cold Storage Report	Dec. 1, 1968	Year Ago	5 Yr. Avg.
Shell Eggs (Cases)	88,000	150,000	105,000
Frozen whites	Pounds 8,177,000	9,765,000	12,151,000
Frozen yolks	Pounds 81,866,000	24,030,000	16,204,000
Frozen whole eggs	Pounds 51,536,000	60,210,000	33,480,000
Frozen unclassified	Pounds 3,699,000	1,664,000	1,544,000
Frozen Eggs—Total	Pounds 82,278,000	95,699,000	63,359,000
Crop Report (48 States)			
Shell eggs produced	Nov. 1968	Nov. 1967	
	5,522,000,000	5,709,000,000	
Average number of layers	317,281,000	328,898,000	
Average rate of lay	17.40	17.46	
Layer Report:			
Hens and Pullets of Laying Age	Dec. 1, 1968	Dec. 1, 1967	
	317,729,000	327,863,000	
Pullets not of Laying Age	49,270,000	48,030,000	
Total Potential Layers	366,999,000	383,953,000	
Eggs Laid per 100 Layers	58.0	58.2	

Fact Finding Conference

The 1969 Fact Finding Conference of the Institute of American Poultry Industries will be held at the Municipal Auditorium in Kansas City, Mo. February 13-16.

Doors to the Exhibit Hall will be opened at 2 p.m. Thursday, February 13, giving conference-goers five full hours on opening day to visit exhibits.

The first program session of the 40th Conference will be on Friday morning. The exhibit hall will not open until

noon, giving exhibitors an opportunity to join other conference-goers at the general session, which is to be held in the Auditorium's Music Hall to accommodate the larger crowd that is expected.

Exhibits will be open from noon to 5:30 p.m. on Friday, from 9 a.m. to 5 p.m. on Saturday. They will fill three floors of the Exhibit Hall at the Auditorium.

Seminar on Eggs—Hotel Bismarck, Chicago—April 14-15-16

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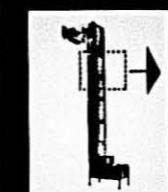



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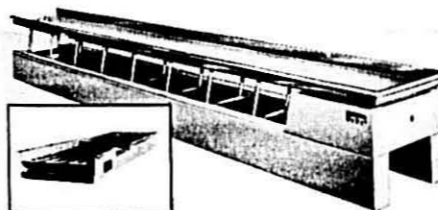


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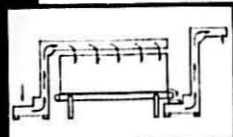
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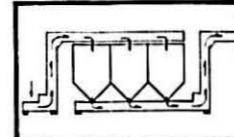
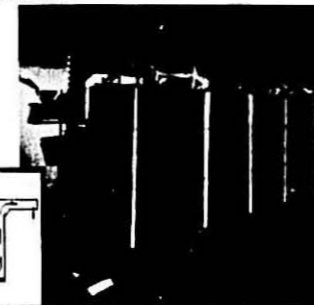
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National Food Brokers Convention

IT is the job we are all doing today and the plans we are making for tomorrow that will assure the continued success of food brokers," declared President Watson Rogers, before the National Food Brokers Association's 65th Annual Sales Conference.

He said that NFBA is proud of its history of performance to its members. "But," he added, "the Association cannot rest on past accomplishments . . . we must think about where we are going in 1969 and the years ahead. Past history means very little to the new men in NFBA just as past history means little to the new men who head up the sales and marketing teams of your principals."

Evaluate Performance

Mr. Rogers told the audience of food brokers that he recommended they evaluate their performance with all of their principals. Such an evaluation would assist brokers in determining if they were giving principals maximum sales results today.

"The old hazard of mergers is always with us," Mr. Rogers said, "but fortunately brokers have fared well in this respect. After the merger takes place and the new owners see the effectiveness of the broker method of selling, most all of them have left the accounts with brokers."

New Administration Pressures

Anticipated legal and regulatory developments under the new administration were discussed by Henry Bison, NFBA counsel.

Mr. Bison said the new administration will be under intense pressure to pursue a vigorous policy challenging mergers. The last Federal Trade Commission merger report "indicates that acquisitions among United States companies in 1967 increased 37 per cent over the previous year. It is now expected that corporate acquisitions in 1968 will be 40% or more above 1967 figures. A total of something like 4,000 mergers are expected to take place this year.

"Primary attention will be directed toward so-called conglomerate mergers involving product or market diversification. Based on what we know now, the chances are good that the new administration will approve some kind of frontal attack on conglomerate mergers. In this particular area of the law, new direct thrusts seem likely to take place.



Watson Rogers

"Current interpretation of the law as applied to horizontal acquisitions, where a company acquires a competitor, and to vertical acquisitions, where the acquiring and acquired firms have an actual or potential customer-supplier relationship, is about as tough as it can be. The major question is how vigorous will the Federal Trade Commission and the Department of Justice be in challenging horizontal and vertical mergers.

"So far as instances involving combinations and conspiracies to fix prices, divide markets, restrict production, engage in boycotts and similar outright violations, the current policy of vigorous prosecution is certain to continue. And there are clear indications that the courts will impose more jail sentences against defendants, including those who decide not to contest charges filed against them.

Greater FTC Powers

"At the Congressional level," continued Mr. Bison, "there is support for greater FTC action to protect consumers, and proposed legislation is being pushed to provide the Commission greater enforcement powers against deceptive sales practices. Many vociferous groups are urging the Commission to move more vigorously against alleged deceptive and unfair sales practices, including failure to inform consumers on products, charges, services, and guarantees; use of misleading advertising, and discrimination against the poor said to be practiced in urban poverty areas."

Mr. Bison said another matter of considerable importance to the food industry is amendment of the FTC Guides covering cooperative advertising allowances, payments and services. He stated that NFBA had recommended to the Commission that when a manufacturer has exercised reasonable care in informing competing customers in a market on a promotion plan, "he has satisfied his obligation under the law. To require more than this makes the task too great and the expense prohibitive."

This matter is now pending before the FTC, he said. "In view of the difficulties involved, action by the Commission requires considerable study and an early decision is not expected."

Brokers and Ad Agencies On Same Team

Food brokers and advertising agencies are part of the same marketing team, each contributing to the effective marketing of grocery products, declared John H. Crichton, President of the American Association of Advertising Agencies.

Complete Opposition

Crichton said that food brokers and advertising agencies do very much the same thing in a completely opposite way. "Food brokers get the product into the store; advertising agencies get customers to carry the product out of the store." The food broker, he added, "is the trade sales department of its client. The ad agency workers are part of the consumer sales department of its client. Together they help to make up the total selling organization of the client principal. Without either food broker or advertising agency, the client doesn't have the same kind of sales effectiveness with the trade, or with his customers."

"All of us—food brokers and ad agencies—are involved in the 'New Product Era,'" he declared. "New products make it critical that agencies and brokers trade information, working jointly for marketing success. The potential of a new product is either evident or established by research. The probability is that the agency has been close to the research, and development of the advertising and consumer promotion is substantially an agency responsibility. But what about the trade

(Continued on page 22)



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Food Brokers Convention—

(Continued from page 20)

deal? While the agency may also be asked to be responsible for the trade deal, food brokers are far closer to the retailer than the agency is likely to be. It is at this point that joint cooperation between agency, client, and broker would be extremely helpful."

It is probable, he said, that new product trends are due to accelerate. "Products are hitting the market faster each year. It is now a figure to conjure with that few products have a life cycle much beyond three years, and many have an expectation of only half that. But research and development laboratories are hard at work, and the improved technology of our time spews the products out. They meet at the supermarket."

Good Broker Representation

Crichton stated that more than 75 per cent of all items distributed through supermarkets today are placed there by food broker representation. He called this "an outstanding acknowledgment of the role the food broker has come to play in grocery product distribution."

Cooperation Between Agencies

Because of the increasing importance of making the advertising dollar do its full share of work, Crichton said he would make two suggestions concerning food brokers. First of all, he declared, "it is advantageous if a food broker's sales force understands in advance the details of a major food advertiser's campaign, so the sales force can make the most of it in discussions with their prospects. Many advertising agencies and their food clients would be pleased to discuss with food brokers the promotions on major campaigns before they go to the public. Secondly, sales presentations could be much better developed if there were more broker cooperation. Agency sales presentations are not always developed with broker requirements in mind—something which was tactfully pointed out to some assembled agency men by your representatives a year ago. The fact is, that cooperation between agencies and food brokers could lead to much more effective sales aids.

Advertising agencies, the AAA president said, are in a position to point out to their clients the benefits of food broker distribution. This, he concluded, is yet another advantage to be gained by establishing and building broker-agency cooperation.

Brokers' Survey

What areas of operation do food brokers need to focus attention on to meet the increasing challenges facing the food industry? A survey by the National Food Brokers Association of principals and customers provided a variety of answers reported on by Vice President Mark Singer and Director of Management Development Charles Haywood.

Communications

The subject of communications was mentioned by a majority of both principals and customers as an area of major interest. "Principals," noted Singer, "want to be kept informed by proper feedback . . . reports, ideas, suggestions for improvement, competitive forces, market changes. In addition, principals want brokers to keep their own organizations informed . . . to get the principal's story to everyone in the organization."

Reporting on customer interest in effective communications, Haywood told the audience of food brokers that "The majority of your customers are concerned with getting advance information on promotions, displays and advertisements." He remarked that many customers agreed that it is impossible for a buyer to make an honest appraisal of a line if not enough facts are given.

In discussing retail sales work, both the principals and the customers stressed the importance of effective retail work, performed by salesmen who are properly trained, motivated, and supervised. They suggested that broker retail manpower should provide adequate store coverage both in depth and in frequency, should set targets for retail performance, and provide the customers with feedback results. Many emphasized the importance of quality rather than quantity.

Future Concerns

Looking ahead five years, principals and customers said food brokers should be concerned about: (1) A continuous program of upgrading their organization and people to provide the kind of operation that will be needed based on future market needs; (2) Departmentalization or specialization in specific commodity fields; (3) Perpetuation of the business by succession plans at the ownership level; (4) Effective retail work; (5) Use of data processing (not only the broker's use of such equipment but manufacturers' and customers' computer programs and the resulting information flow); (6) More effective and extended territorial coverage as a result of the consolidation of market areas and mergers of customers and

central warehousing; (7) Selectivity in taking on new accounts; (8) Establishment of goals and long-range plans. (Have a projection of each line five years ahead and measure it periodically with principals.)

Hoywood quoted a general comment received by NFBA that he felt was perhaps the most appropriate for the audience to keep in mind in future planning. "It is our opinion," he read, "that a good food broker is one of the greatest assets in the ever-growing complexity of food distribution, and that the future of any food broker depends on his willingness and ability to prepare his organization to meet the tremendous challenges of the food industry."

Close Working Relationship Needed

Commenting on the survey, the two speakers suggested that manufacturers tell their brokers what they said in the survey responses. "Basically, you are very pleased with their sales representation, their constant upgrading. Well, tell them so personally and ask them for their suggestions on how you can continue to expand your profitable relationship." Said Singer, "You know we hear a great deal about change these days. Well, there is one thing that won't change five or ten years from now. That is the need for a close working relationship between principal and broker—and the closer it is the more profitable it will be."

A & P's Alldredge Addresses Brokers

Food brokers are to think of the A&P not as a huge corporation but as 4,000 plus individual stores in individual communities, declared Melvin W. Alldredge, chairman and chief executive officer of the Great Atlantic & Pacific Tea Company. He said that the A&P buyer is an individual too, who wants to know the food broker's company and the food broker.

"If you sincerely want to help the man at A&P, if you have a sincere interest in him, his responsibilities and goals, he will know it and you will do more business with him," Alldredge told the audience of food brokers.

Referring to the philosophy of the new management team that took over at A&P in June, 1968, Alldredge said that A&P is convinced that a thorough understanding and a warm relationship must exist between the seller and the retailer if a genuine success is to be obtained by both. "The finest advertising campaign, best thought out sales

(Continued on page 24)

Egg Meetings

The Institute of American Poultry Industries has announced other meetings in addition to their 40th Annual Fact Finding Conference in Kansas City, February 13-16. They are:

March 5—Seminar on Packaging of Poultry and Eggs at the Hotel Roosevelt, New Orleans, La.

March 26-28, Egg Products Quality Control School, Hotel Knickerbocker, Chicago, Ill.

April 22-24, Poultry Products Quality Control School, Hotel Knickerbocker, Chicago, Ill.

September 25-28, National Poultry and Egg Marketing Conference, Hotel Ambassador, Chicago, Ill.

Seminar

The National Macaroni Manufacturers Association holds its Seminar on Eggs at the Hotel Bismarck, Chicago, Illinois, April 14-16. Personnel from the Institute of American Poultry Industries will speak on quality control techniques. Visits are planned to the Chicago Mercantile Exchange and an egg-breaking plant.

Education is undergoing a revolution, and although you never know where a revolution will end up, much of it will focus on the new technology.

—John W. Gardner

Show Theme: "Packaging's Next Step"

The American Management Association's 38th National Packaging Exposition, scheduled for the International Amphitheatre in Chicago, Apr. 14 through 17, will be the largest in its history. The number of exhibiting companies is expected to top the 400 mark and the overall size of the exposition is expected to be about 15 per cent larger than the last show in New York.

In addition to its unprecedented size, the show will be the most comprehensive in its history. Materials, supplies, machinery and services will be demonstrated under simulated factory conditions by exhibiting companies.

Conference

Accompanying the show will be the annual A.M.A. National Packaging Conference, also being held for the 38th time. The meetings will take place at the Palmer House in Chicago, April 14 through 16.

The 1969 theme for the twin events will be "Packaging's Next Step" and sessions will be devoted to long-range planning for packaging. This theme is directed particularly to success-oriented companies which find it more difficult each year to exceed previous accomplishments.

Exhibits will include 98 different types of machinery and equipment; 60 types of materials and supplies; 23 types of containers, and 21 types of packaging services.

Advance registration cards for the exposition may be obtained from Clapp & Pollak, Inc., 245 Park Ave., New York, N.Y. 10017. Information about the conference is obtainable from the American Management Assn., 135 W. 50th St., New York, N.Y. 10020.

New Frozen Pizza

Jeno's of Duluth, Wis. has added a Party Pack of frozen pizza rolls, two new flavors of frozen pizza, frozen junior pizza and a double-size pizza mix to its line.

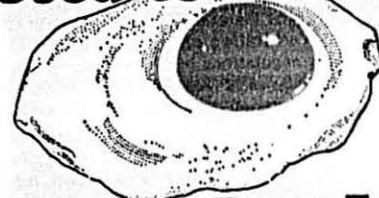
The Party Pack contains 30 rolls in a 15-ounce package, retailing at about \$1.49. Flavors are pepperoni, sausage and cheese, and cheeseburger.

The double-size mix comes in sausage, pepperoni, cheese, and regular, each in 28-oz. packages containing enough for two large pizzas. They retail for about 73¢.

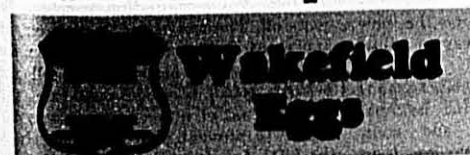
"Restlessness and discontent are the first necessities of progress."

—Thomas A. Edison

Eggs Like Grandma Used to Break!



Egg Solids Frozen Eggs
Dark Yolks a Specialty



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FEBRUARY, 1969

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- 4—Micro-analysis for extraneous matter.
- 5—Sanitary Plant Surveys.
- 6—Pesticides Analysis.
- 7—Bacteriological Tests for Salmonella, etc.

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

Food Brokers Convention—

(Continued from page 22)

presentation and innumerable contacts," he said, "will not produce a maximum result unless a clear understanding and a concerned relationship develops between the two parties."

Allredge stated that food brokers may have had the impression that the chain people were "aloof, hard to get to, disinterested, and slow to act." This, he said, could possibly apply to A&P in some areas, but that the A&P organization is changing things. He said that food brokers like to go where they get action, and that at A&P "you get an answer, yes or no, and if the answer is 'yes,' you will get prompt action."

A&P, Allredge declared, must, with its large total volume, compete on a local individual basis. "We must," he said, "be kept informed of what is happening in the local market place. To keep abreast, the retailer has had to become better informed on not only what the customer wants, but where and when she wants it. Equally important, the retailer has had to learn what the customer no longer wants and to substitute for those products on the shelves."

Referring specifically to the future and food broker relations with A&P, Allredge told the food brokers they could expect:

1. Larger stores — more departments.
2. Fewer levels of command in the company.
3. Prompt communication within the company.
4. Less red tape and procedure on new products, deals and promotions.
5. More authority at local level. Greater flexibility.
6. Faster decisions.
7. More cooperation on promotions.
8. Wider variety in stock, both national and company brands.
9. Exact knowledge on sales and gross contribution by item. Better shelf allocation.
10. Closer working relationship between our buying and sales departments. More simultaneous audiences."

Brokers Have Social Role to Play

The nation's food brokers are in a position to play an important role in the solution of many of today's social and economic problems, states Harrison F. Dunning, Chairman of the Grocery Manufacturers of America.

Dunning, who is also President and Chief Executive Officer of Scott Paper Company, said that today's businessmen must "relate themselves more intimately and definitively to the environment in which they exist."

The nation's 2,000 food brokers, said Dunning, "can hire the hard core unemployed, lessen racial unbalance, involve yourself personally in the ghetto housing and youth problems, and make very real contributions to them."

Government Appeals A Compliment

He said that it is no longer enough for business "to provide the best possible service at the lowest possible cost, with adequate profit or return for the shareholder." Dunning stated that government appeals to industry for assistance are a compliment.

"It says to many that government now recognizes the broad range of expertise that flourishes in the business and industrial communities," added Dunning. He stated that he is in favor of government's asking for industry support because "this is one country . . . and those of us engaged in commercial endeavors have a tremendous stake in helping to straighten out these social problems."

On the subject of the government's new-found interest in the nation's consumers, Dunning said that, "It is also going to require every bit of effort that your organization and ours can bring to bear to make sure that decisions are made on facts, on truths, on realities, and not on emotions, half-truths, inaccurate facts and political aspirations."

Outlining the specific problems on which the government has asked for specific help, Dunning stated the balance of payments problem, welfare and unemployment, and low cost housing.

Balance of Payments

The balance of payments has been approached by the government's asking business to "retrain itself on foreign investments, and ultimately establish guidelines which put a mandatory brake on foreign investments," said Dunning. He added that its long range effect may be "to create an even bigger problem—and it is my hope the new administration will find a way to adjust this policy beneficially."

Business has responded magnificently, said Dunning, "with the national alliance of businessmen, and committed itself to providing no less than 500,000 jobs for hard core unemployed by 1971."

Low Cost Housing

In the area of low cost housing, Dunning stated that the government has

allocated fantastic sums of money from tax dollars and created all kinds of organizations but the actual number of low cost housing units created is very small. He added that the business community has been urged to engage actively in low cost housing construction or finance activities.

Dunning concluded by saying that the businessman's new role in his society "is perhaps the last golden opportunity we in business will have to prove to a doubting public that this nation could not live very well without us."

FDA and FTC Concentrating On Discretionary Regulations

Mr. John Gomilla, assistant to the director, division of case guidance, Bureau of Regulatory Compliance, said FDA has been discussing slack fill with State officials who have offered some "very good candidates" for this type of packaging abuse. He said industry still has a chance to rid itself of offending packages—possibly staving off a regulation. He urged the manufacturers to take care of the problem themselves without delay.

Speaking for FTC was Col. Earl W. Johnson, attorney and section head, Division of Special Projects, Bureau of Deceptive Practices.

He said FTC is working closely with FDA in the areas of nonfunctional slack-fill, ingredients statements on non-foods other than foods, drugs, and cosmetics, cents-off and coupons.

FDA To Hold Seminars

The Food and Drug Administration and Federal Trade Commission are concentrating on the area of discretionary regulations in fair packaging and labeling, and some will be formulated on cents-off and probably slack-fill.

FDA plans to hold industry seminars to clarify the law and its applications, it was revealed at a recent American Management Association meeting.

FTC Gets Cooperation

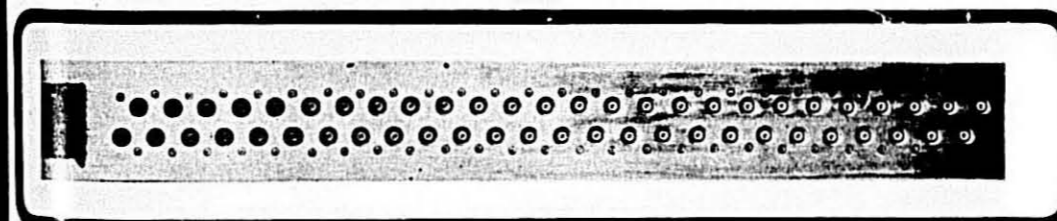
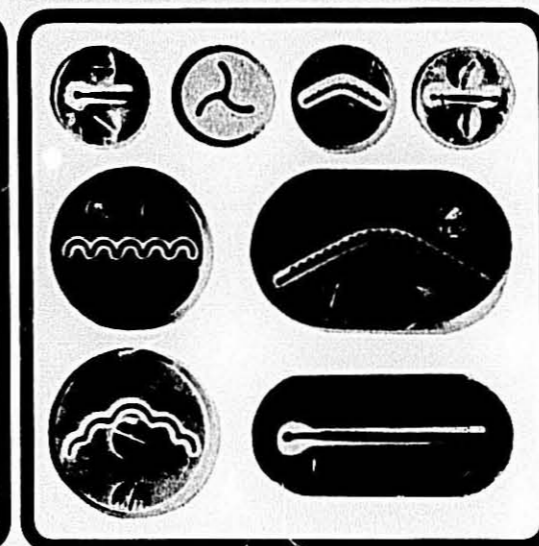
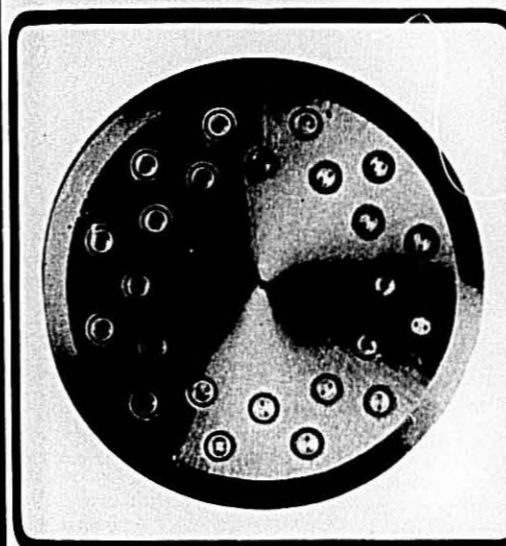
He indicated sympathy with FDA's position that a regulation is needed on cents-off. The trouble with cents-off, he explained, is that what appears on the label cannot be enforced. To tell the retailer what to do would run the parties afoul of other Federal laws designed to prevent price fixing—such as the FTC Act, Robinson-Patman Act, or Sherman Antitrust Act.

FTC has met with officials of 47 states to get their cooperation and "we have a pretty good idea of what they will do" at this point, he said.

(Continued on page 26)

AGM 

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Discretionary Regulations— (Continued from page 24)

General Foods' Experiences

According to Thomas W. Clark, director of special projects, General Foods, who spoke on the firm's compliance program, General Foods had a relatively easy time of it compared to many firms because General Foods never had a "buyer beware" attitude. "We think the consumer has a right to know," he said.

The firm has always been "sticky on depicting products accurately on labels," he said. Dyes to intensify colors, false bottoms, false accessories, and the like were forbidden. Cup portions were always given, he said.

General Food's changes included increasing the size of content declaration adding zip codes, and changing the placement of the contents declaration to the bottom third of the package.

Self-Certification

Mr. Clark said GF relations with the Federal Government are improving through the self-certification program. In this, FDA is informed on lists of ingredients of new products. As a result FDA is making fewer plant inspections and the "watchdog concept is being replaced by cooperation," he said.

Before the FPLA, General Foods reduced the height of its Post cereals packages. This made them more compatible with home shelf sizes and less shelf space was needed to display the same number of facings.

"We found the retailer loves you only as long as you're a good seller," he said. "That's the way it should be, of course. But it was no fun watching our competitors every day—all the way to the bank!"

General Foods eventually increased the size of the boxes, although not to the original size.

Whether to put down content declaration in items such as "one" hair brush was also discussed. The FTC spokesman said the agency is aware of this type problem and that it probably will not be necessary to state something that is obvious.

Both Government representatives said as long as the required content declaration appears on the front panel where it is supposed to appear, an additional content declaration may appear on any other part of the package.

If a free sample is inside a package with other merchandise, should the manufacturer list the sample? According to the experts, the package should describe "everything" that is inside including the sample.

Trade Associations Compiling and Exchanging Competitors' Information

by Harold T. Halfpenny, General Counsel, N.M.M.A.



Harold T. Halfpenny

THE growing complexity of business has resulted in great interest and need of accurate industry information. Facilitating and exchanging of business information among its members is therefore an increasing, important and useful function of a trade association. The difficulty is that the members are competitors and an exchange of information among them may have anti-trust implications because it may result in stifling competition and thus pose serious legal problems.

Supreme Court Review

The United States Supreme Court has accepted for review the lower court's dismissal of a complaint against competitors who exchange price information. (United States vs. Container Corporation) The fact that the Court agreed to review the decision doesn't of course, indicate that there will be a reversal but that possibility should be kept in mind. In any event, the Court will re-examine the whole question.

In view of the fact that this subject has not been reviewed by the Court for many years, the final results are being watched with considerable interest. The current importance of this subject makes the pending review extremely timely.

United States vs. Container Corporation

In the case in question, the United States brought a civil action against eighteen manufacturers of corrugated containers, alleging that they had in-

cluded in a conspiracy to restrain trade. The gist of the alleged conspiracy was that they had an understanding to exchange information as to the most recent prices charged customers. The Government charged that they used this agreement for the purpose of maintaining substantially identical price quotations.

On the basis of the evidence presented, the Court dismissed the complaint. It found that an exchange of price information would not be objectionable in itself, in the absence of an agreement to use the exchanged information to maintain identical prices, and that this was not shown.

The Court found that there was no conspiracy because, in its view of the evidence, the companies were under no compulsion to give or receive price information, but each was free to do as he pleased about this. No company was privileged to audit the books of another, nor to be furnished with other business details of their rivals. No fines or penalties were assessed for a failure to furnish price information, and there was no compulsion to adhere to the price requested or received. Price information was given and received on infrequent occasions, and related to only a small percentage of sales, as contrasted to disclosure of similar data on all sales.

Those facts were in sharp contrast with the facts in another case (American Column), in which an illegal conspiracy was found to exist. That case included a trade association as defendant. The association and its members entered into an agreement which provided that the members would make daily reports of all sales and shipping, and monthly reports on production and price lists. There were provisions for financial penalties in the event of a violation of the agreement, for the maintenance of a bureau to gather and distribute information among the members, including price lists covering the production to members. All information thus gathered was available to members.

Restrictions on Competition

The restrictions on competition inherent in the plan are apparent. As the Court pointed out, with the intimate knowledge of the affairs of other pro-

(Continued on page 28)

soft sell for sure



Another packaging bottleneck has been broken. At Doumak, Inc. They make Fireside and other branded marshmallows. The hero: New automatic twin tube bagging machines from Triangle. It wasn't easy. The job called for super sensitive feed and scale systems to handle the super soft product. That's exactly what Doumak got from Triangle. Plus productivity. Doumak reports "the new equipment works at a rate 20% to 25% faster than the machines it replaced." Moral: There's no packaging problem too hard (or soft) for Triangle. If you have one, write: Triangle Package Machinery Co., 6654 W. Diversey Ave., Chicago, Illinois. Phone (312) 889-0200.

TRIANGLE

Triangle is running faster in high-performance packaging systems.

Bag machines • Scales • Fill equipment
• And related high-performance
packaging systems

Exchanging Information—

(Continued from page 28)

ducers at hand, the subscribers to the plan "went forth to deal with widely separated and unorganized customers necessarily ignorant of the true conditions. Obviously, they were not bona fide competitors."

The clue to the distinction between the two cases is the difference in the results from the exchange of information. The unlawfulness of a plan to that end does not arise from the mere fact that information is gathered and disseminated. Rather, it arises when the concerted action will probably result in lessening production or increasing prices.

Two Famous Decisions

This distinction was the basis for two famous Supreme Court decisions on the same day in 1925, which have been guides ever since. (*Maple Flooring Association and Cement Manufacturers' Association*.) In both cases, it was found that the conduct of the defendants did not restrain trade and was not illegal.

In *Maple Flooring*, a trade association of manufacturers of flooring material engaged, among other things, in computing and distributing among the members the average cost to members of all dimensions and grades of flooring. It also gathered statistics, which were supplied by the members to the secretary of the association, giving information as to the quantity and kind of flooring sold and prices received by the reporting members, and the amount of stock on hand. This information was transmitted to the members without revealing the identity of the members in connection with any specific information thus transmitted.

There was no agreement among the members affecting production, fixing prices, or for price maintenance. Members were left free to sell their products at any price they chose.

It should be noted that all of this information related to past prices, and future prices or conduct were not involved. Under these circumstances, the Court felt that the information was the same as if like statistics were published by the Department of Commerce, or in a trade journal, to which all members had access.

In *Cement Manufacturers*, the association collected information to protect each manufacturer against misrepresentations, deception and imposition. The members reported to the secretary of the association specific job contracts, the amount of cement required, and the price charged, which information was

communicated to the other members. The members were free to do as they liked, with no agreement or understanding among them. Again, there was no unlawful restraint on commerce implicit in this conduct.

The moral of these cases is that any plan to exchange information in any form should be cleared by association counsel. In giving advice on that subject, the forthcoming decision by the Supreme Court in the *Container Corporation* may be expected to be a guide. In the meantime, the rule may be summarized as it was by the Court in *Maple Flooring*:

Companies may be found to be engaged in a conspiracy against trade if it is shown that the character of the information which has been gathered and the use which was made of it, lead irresistibly to the conclusion that they would result in a concerted effort on the part of the companies to curtail production or raise prices.

Consumer Credit Protection Act

After many years of discussion and debate, Congress passed the Consumer Credit Protection Act, effective May 29, 1968.

The "Consumer Credit Protection Act" was passed and became effective May 29, 1968. It is primarily concerned with the extension of credit to the ultimate consumer of products for personal, family, household, or agricultural purposes; it will not normally apply to sales by manufacturers or wholesalers.

However, it contains one section with which all employers are concerned—its "Title III—Restrictions on Garnishment."

Restrictions on Garnishment

The "findings and purpose" clause recites that Congress finds that the unrestricted garnishment of compensation due for personal services encourages the making of "predatory extensions of credit," which "divert money into excessive credit payments and thereby hinder the production and flow of goods in interstate commerce." It adds as an additional justification for the exercise of federal power in this field that the application of garnishment as a creditor's remedy frequently results in loss of employment by the debtor, and the resulting disruption of employment, production and consumption constitutes a substantial burden on interstate commerce.

The Act makes two flat prohibitions:

(a) Not more than 25% of an em-

ployee's "disposable earnings" in any work week may be subjected to garnishment. "Disposable earnings" means that part of the earnings of any individual remaining after the deduction from those earnings of any amounts required by law to be withheld.

(b) No employer may discharge any employee by reason of the fact that his earnings have been subjected to garnishment for one indebtedness.

An employer who willfully violates this section can be fined not more than \$1,000, or imprisoned not more than one year, or both.

Conclusion

Legally speaking, the excuse for Congressional action in this field previously regulated by the States seems very doubtful, and the Act may eventually be found invalid. Meanwhile, however, it is the law of the land and should be obeyed.

Consumers Set Prices

Lee S. Bickmore, president, National Biscuit Company, in a talk before the Sales Executives Club of New York:

"In the final analysis, consumers themselves exercise the ultimate control on what are acceptable levels of price. However, the greatest mistake industry can make is to increase those levels to the point where consumers have no choice but to exercise their prerogative of simply refusing to buy at all.

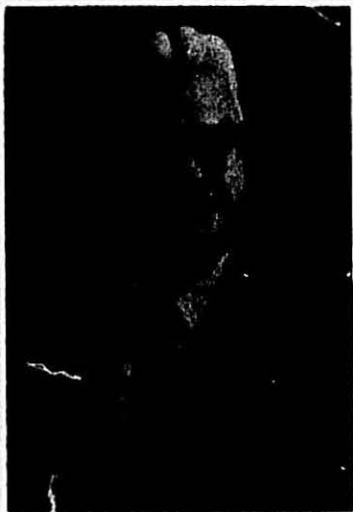
"In this respect, business has an obligation to explain, educate and inform consumers about the levels of price and how they are established. Uninformed consumer groups . . . can do unfair and serious harm to an industry although, through lack of information and understanding, they may be acting in what they believe to be a justifiable manner. In short, the final price will be determined by consumers. It is, however, our responsibility to provide value and to inform them fully so that their ultimate decision will be enlightened and rational. They must understand the value delivered for the price required. And we must tell them."

Farmers Cannot Subsidize Low Food Prices

Agriculture has reached the point where it no longer can afford to subsidize consumers with low food prices.

So says O. W. Fillerup, Executive Vice President of the Council of California Growers.

ADM Flour Mills



David Wilson

Dave Wilson Retires

His friends call him "Mr. Semolina." The fellow who will replace him when he retired December 31 calls him "Dad." Others know him as Dave Wilson.

The man who answers to all these names is about to end his 44-year career with Peavey Company. He is trading in his responsibility as Flour Mills branch sales manager in the Durum Office, Manhasset, New York for retirement in Ft. Lauderdale, Florida.

A warm smile flashes across his bronze-tanned face and a fond twinkle comes to his brown eyes as he begins to recount memories of his years with the company.

"When I first went on the road in Scranton, Pennsylvania at the age of 20, the company would deliver a quarter barrel of flour—that is if I sold it. That's unheard of now. Today we deal in terms of carloads of 100,000 pound lots," Wilson remarks.

Walked to Make Sales

This man who used to walk his sales route when he called on grocers marvels at the sanitation and automation advancements that have been made by Peavey over the years.

"Why now that we don't use bags for transporting flour anymore, it's possible for us to get our products to housewives without the goods ever being touched by human hands," comments the company veteran.

Wilson joined the Mills of Albert Lea as an office boy and junior clerk after graduating from Central High School of Minneapolis in June, 1924. Six months later he was transferred to the bookkeeping department at King Midas

when the company was bought by Van Dusen Harrington. Then came a break that allowed him to fulfill his ambitions by entering sales work.

Having worked in Pennsylvania, Wisconsin, and Indiana, Wilson was assigned to the Hudson Valley territory in New York in 1928. There he was a resale man calling on L.C.L. bakers, grocers, and restaurants with sales handled through jobbers.

Reminiscing

He chuckles as he reminisces about some of the memorable occasions in his years with Peavey. "There was the time in 1926 when I was on the way to Madison, Wisconsin with a salesman and we got stuck in the roadside mud 18 times. In those days the road was nothing more than planks. If you ran off the narrow boards there was nothing to do but to get a farmer's team of horses to pull you out."

And he gives another little laugh when he tells about directing a group of women who canvassed Gary, Indiana for flour orders. "The crew of ladies went door-to-door asking housewives if they would be interested in trying our flour," recalls Wilson.

Covers New York State

Late in 1928 Wilson called on his first macaroni plant in Rochester, New York. This was a milestone for durum products. In 1929 all macaroni plants in New York state were added to his territory.

After a 1931 transfer to the Minneapolis office, Wilson covered the eastern states with territory managers and salesmen, working exclusively in the durum department and calling only on macaroni manufacturers.

Enjoying Relaxation In Sun

The silver-haired sales manager served as manager of the Pittsburgh, Pennsylvania district before being transferred to a new King Midas office which opened in New York in 1934. He worked there until 1958 when an office exclusively for durum was set up in Manhasset, New York.

Wilson, honored at a December 12 luncheon, and his wife Dorothy are now looking forward to enjoying golf and relaxation in the Florida sun. Leaving the legacy of a notable career, he passes his job responsibilities on to his son, David F. Wilson, who will continue the work of Peavey Company Flour Mills in New York.

At the going-away luncheon, Dave Wilson heard associates giving him great credit for the excellent standing the company now enjoys in the macaroni industry.

Peavey in Puerto Rico

Peavey Company's expectations for its proposed flour and feed milling enterprise in Puerto Rico were reviewed on the scene by Fritz Corrigan, president of the Minneapolis based firm.

The Peavey application under the Puerto Rican Industrial Incentives Act, made last June, seeks authority for a flour mill operation of 3,000 cwt. daily capacity and a feed mill of 30 tons-per-hour capacity.

Corrigan said he is in San Juan to discuss the project with others who might share a common interest in the new venture.

Corrigan and George Gosko, Peavey vice president for corporate development, were meeting with prospective investors as well as customers. They said their company's interest was stimulated by the very rapid growth rate of the animal feed industry in Puerto Rico and by evidence that additional flour milling capacity could usefully serve the consumer market.

A competitive facility, they said, could help improve quality and service, and through efficient local production make it less necessary to rely on imports for flour, animal feeds and animal products.

Corrigan said he is most hopeful the application will be approved, thus enabling his company, one of the nation's leading agribusiness firms, to have the opportunity of being part of Puerto Rico's economic future.

International Milling Consumer Mixes

International Milling Company has entered the mix field with four pouch packs for biscuits and pancakes. The line, to be marketed under the Robin Hood label, includes cornbread, buttermilk biscuit, buttermilk pancake and corn muffin mixes.

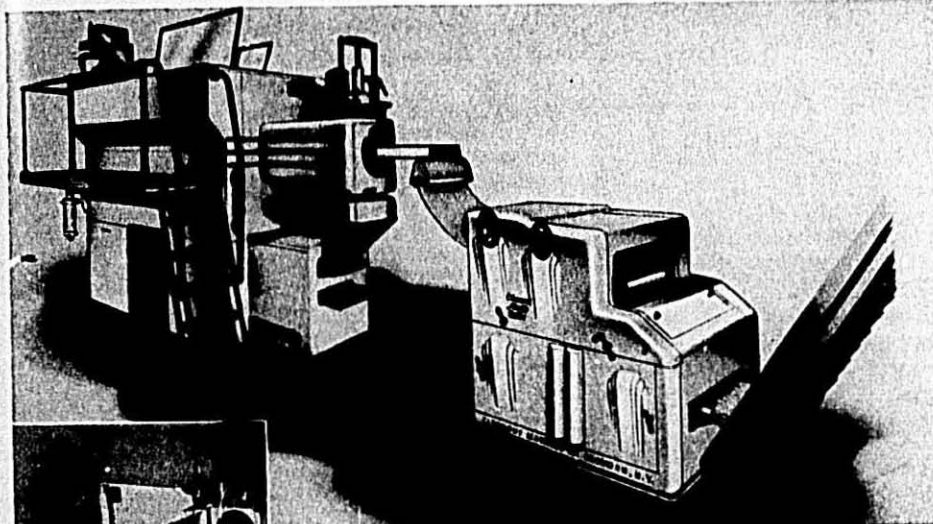
The products are expected to be in general distribution east of the Rockies by mid-February. Four color newspaper ads will run at that time promoting the new line and the company's all-purpose flour. Point-of-sale displays are available.

New Product Acceptance

According to a panel of retailers who spoke at a Super Market Institute workshop the buyer must make important decisions based on four key categories of a new product: evidence of consumer acceptance through test marketing, substantial advertising, introducing allowances and profitability.

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

Clermont Extruded Noodle Dough Sheeter VMP-3



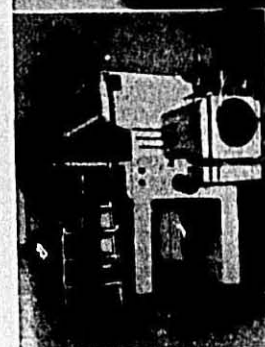
Clermont Super High Speed Noodle Cutter, Type NA-4 working in conjunction with the VMP-3 for continuous 1600 lbs. per hour operations.

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IT'S ALL WAYS *Clermont!*

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

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



VMP-3 with short cut attachment.

- C**apacity range — Two speed motor affords flexibility for 1600 lbs. or 1000 lbs. per hour or any two lesser outputs can be arranged.
- L**arge screw for slow extrusion for better quality.
- E**ngineered for simplicity of operation.
- R**ugged Construction to withstand heavy duty, round-the-clock usage.
- M**atchless controls. Automatic proportioning of water with flour. Temperature control for water chamber.
- O**nly one piece housing. Easy to remove screw, easy to clean. No separation between screw chamber and head.
- N**ewly designed die gives smooth, silky-finish, uniform sheet.
- T**otally enclosed in steel frame. Compact, neat design. Meets all sanitary requirements.

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Goodfellow Heads Crop Quality Council

Totten P. Heffelfinger, chairman of the Crop Quality Council's board of directors, has announced the resignation of executive vice president Eugene B. Hayden in order to accept a post with the Cereal Institute.

Vance V. Goodfellow, a staff associate since 1961, was appointed chief staff executive of the Council as of January 1.

"We have accepted Gene Hayden's resignation with sincere regret," Heffelfinger said. "He contributed strongly to the development of all Council activities during the past thirteen years and gave effective leadership during the three years he headed the organization."

Joined Council in 1961

Goodfellow, the Council's new executive vice president, joined the organization in October, 1961, after having served for nearly ten years as associate state entomologist for the state of North Dakota, stationed at North Dakota State University, Fargo. Previous to that, he had been active in U.S.D.A. pest control programs affecting grain production in Iowa and the Dakotas.

During Goodfellow's seven years on the Council staff, he has had broad experience with agronomic, disease and insect problems throughout major grain crop producing areas. He has traveled widely through the principal grain growing areas of the United States and Canada and has held major responsibility for the Council-sponsored winter seed increase program in Mexico. Goodfellow graduated from South Dakota State University and obtained a Master's Degree from North Dakota State University in 1955. He is married, has three children, and lives in Wayzata.

Council Board

The Crop Quality Council is engaged in activities in support of agricultural research and extension, pest control, and crop improvement programs affecting crops grown throughout North America. The Council's board of directors include:

Totten P. Heffelfinger, Chairman, Chairman of Board, Peavey Company, Minneapolis, Minnesota



Vance V. Goodfellow

Leonard P. Givold, Treasurer, Vice President, Northwestern National Bank of Minneapolis

Robert W. Bolton, President, Atwood-Larson Company, Minneapolis, Minnesota

John M. Budd, President, Great Northern Railway Company, St. Paul, Minnesota

H. R. Diercks, Executive Vice President, Cargill, Inc., Minneapolis, Minnesota

Charles W. Gibbings, President, Saskatchewan Wheat Pool, Regina, Saskatchewan, Canada (representing Canadian Cooperative Wheat Producers, Ltd.)

Dean McNeal, Group Vice President, The Pillsbury Company, Minneapolis, Minnesota

B. J. Malusky, General Manager, Farmers Union Grain Terminal Association, St. Paul, Minnesota

Fred L. Merrill, Vice President, Archer Daniels Midland Company, Minneapolis, Minnesota

T. H. Roberts, Jr., President, DeKalb Agricultural Association, Inc., DeKalb, Illinois

S. A. Searle, Jr., Executive Vice President, Federal Grain Company, Ltd., Winnipeg, Manitoba, Canada (representing North-West Line Elevators Association)

Lloyd E. Skinner, President, Skinner Macaroni Company, Omaha, Nebraska (representing National Macaroni Manufacturers Association)

E. W. Ukkelberg, Senior Vice President, Deere & Company, Moline, Illinois

GMA Appoints Director Of Marketing

Kenneth P. Partch, formerly chief editor of Food Topics, national trade magazine of supermarket management, has been appointed Director of Marketing of Grocery Manufacturers of America. He replaces Karl G. Helnze.

Mr. Partch has a broad and varied background in editing several publications dealing with packaging, advertising, merchandising, distribution, and the government regulatory agencies in these areas.




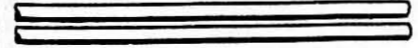




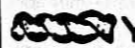


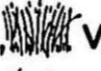





"As a well known writer and editor in the grocery industry, Mr. Partch is especially aware of the problems and opportunities in the industry, and is capable of expressing marketing and merchandising concepts in clear matter-of-fact terms," said President George Koch in announcing the appointment. "He has a fine reputation with distributors and their respective trade associations which will be a great asset to the marketing, merchandising and trade relations aspects of GMA work. His working knowledge of the trade press will augment GMA's public relations efforts in this area."

General Sales Manager Announced at Canepa

Mr. Frank Denby Allen, President of the John B. Canepa Co., makers of Red Cross Macaroni Products, announced the appointment of a new General Sales Manager, Mr. Jose A. Flanery. Mr. Flanery moved to Chicago from Memphis, a year ago to become Sales-Co-Ordinator of the Company. Originally he had been Southern Sales Director.

In addition to Mr. Flanery's promotion, Mr. Allen also announced the appointment of Mr. Arthur H. Martin of Harrisburg, Illinois, to Regional Sales Manager; Mr. George T. Ogle of Nashville, Tennessee, to Regional Sales Manager; and Mr. William J. Mooney of Memphis, Tennessee, to District Sales Manager.



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Vital Statistics for Grain Cereal Industries, 1958-66

	Employment			Payroll			Value Shipments '000			Capital Expenditures		
	1958	1966	%	1958	1966	%	1958	1966	%	1958	1966	%
Macaroni & Spaghetti ..	6,825	7,410	8.6	\$ 27,910	\$ 40,135	43.8	\$ 180,190	\$ 237,650	31.9	5,274	8,364	58.6
Flour Mills	28,215	20,071	-28.9	140,121	133,778	-4.5	2,088,708	2,344,928	12.4	22,109	38,022	62.9
Rice Milling	3,843	4,015	4.5	14,288	21,134	47.9	312,061	457,576	46.0	1,442	7,178	397.8
Cereal Preparation	10,927	11,818	8.2	61,902	87,460	41.3	444,132	742,873	67.3	17,874	19,155	8.4



George N. Kahn

SMOOTH SELLING®

by George N. Kahn

Learning From The Sales Call

This is No. 48 of 48 Sales Training Articles.

WHEN Frank Burns reported to his supervisor on Monday, he was asked:

"How did you make out on that call to the Jones Company?"

"I drew a blank," Frank replied. The supervisor asked Frank to sit down.

"I'm going to give you a little advice I hope you remember," the boss said. "You may not have gotten an order at the Jones outfit, but you should have learned something that will help you on future calls."

"You only draw a blank when the door is locked and you can't get in. Every call adds to the salesman's knowledge of people."

How true! The salesman has a unique opportunity to become a student of human nature. The knowledge can then be applied to his advantage.

Buyers Are Human

Buyers are not sticks of wood or pasteboard cards with the same characteristics. They are living human beings with distinct behavior patterns that the salesman must study for his own good.

Some prospects favor the breezy approach to selling and others the dignified way. Some buyers can and want to be dominated by the salesman while others will bitterly resent and resist domination. Some purchasers insist on a detailed presentation of facts, and others want the salesman to take shortcuts to the main point.

Only by studying numbers of buyers can you work out a sales method for their individual quirks, habits and idiosyncracies. This isn't as complicated as it sounds, because most people fall into certain categories as far as their behavior is concerned. This may vary within the same industry.

All shoe buyers, for example, will not be alike in their preferences, tastes and reactions to salesmen. Buyer "A" may like to kickoff an interview with a lot of small talk and joke swapping. Buyer "B" on the other hand, wants to get right down to business. Buyer "C" is a stickler for punctuality while Buyer "D" is an elegant clothes horse and shuns sloppily-dressed salesmen.

The clever, thinking salesman will learn from each of these types. He will study their manner, gestures and even their clothes for clues to their reaction to a sales story.

That's why no call, dry-run or not, need be wasted. You may not always walk out with an order but you can gain valuable insight into human character that will increase your income in the long run.

Study the Prospect

Mel Parrish was a run-of-the-mill cotton salesman until he picked up a book on psychology one day at his local library. He learned that individuals react differently to objective situations. Often these reactions, he discovered, are often the result of environmental factors.

Now Mel was unable to conduct psychological tests to determine behavior patterns of his prospects, but he began to study them more closely. He also made it a point to learn more about their background, education, social status and so forth. Gradually he was able to group his prospects and customers into specific categories. This enabled him to plan his approach and to avoid mistakes and miscalculations that often mean lost orders.

On every call, Mel studied the prospect as he talked to him. He made mental notes which he later wrote out for a file he kept at home. He found out that particular references irritated certain prospects while others welcomed them. This led to the grouping of four or five prospects who reacted similarly.

Mel was able to predict, for instance, that shy, hesitant buyers wanted their minds made up for them by the sales-

man; that a man who talked often about his wife and children was unlikely to react favorably to being wined and dined; that a buyer who owes his position to family connections wants to be told how sagacious he is.

He learned to cope with and understand common buyer types such as the impulsive, the self-opinionated, the taciturn and the hostile. He also developed techniques to motivate them. He knew which buyers thought only in terms of material gain and those who responded to more subtle stimuli such as pride, fear, envy and curiosity.

In a few years, Mel became such an astute observer of human nature that he became one of the three top earners in his company. He was also asked to conduct the course in sales psychology in his firm's training division.

Although most buyers can be classed into types, an alert salesman will never count on any response in an interview. His motto is: Expect the unexpected. No two persons will react in exactly the same way all the time. You must make allowances for deviations from one cause or another. A buyer may have had a fight with his wife or he may have been just chewed out by his boss.

The salesman who has trained himself in psychology takes the unexpected response in stride. He knows human beings are complex organisms.

How To Get Interest

The psychologically oriented salesman soon learns ways to capture the buyer's attention. From his studies of scores of other prospects, he knows how to open the interview, arouse curiosity, when to talk and when only to listen. He knows how to tap buyer's interests and to discern his problems. This is because a salesman meets almost every situation more than once. The trick is to benefit from your previous exposure to it.

A baseball pitcher knows how to throw to particular batters because he has faced them before. One hitter will murder a high pitch while another is a sucker for an inside curve. But every

so often a new man comes into the league and the pitcher has to guide him. The new batter may knock a few balls out of the park before pitchers find his weakness and learn his strong points.

So it is with selling. You can learn from experience even though the experience was a bad one. The worst thing is not to lose the sale, but to gain no insight from the interview. An old man, who retired as vice president of a luggage firm, told me many years ago:

"A salesman may not ring up an order all week, but if he's awake and alive he can pick up enough valuable information in that week to triple his earnings in two years."

Learn From Experience

Actually, almost everything can be a learning experience for the salesman. Go into a department store and watch the interchange between clerk and customer. Take a trip sometime out to a model home and observe the way visitors react and the questions they ask. Think of yourself as a buyer and list the factors which prompted you to purchase your car, home or boat.

Observe Objects

A salesman's observation should also extend to the objects in the prospect's office. A particular picture, souvenir or plaque can reveal a world of information about its owner. An "8-ball" paper weight might mean the buyer has a sense of humor about himself. Early American decor might indicate the man is a traditionalist and not receptive to new ideas and products. A clean, uncluttered desk could be a tipoff that the guy behind it has a neat, precise mind and wants facts given to him in one, two, three order.

I once noticed that a prospect wore a miniature gold football on his key chain. A question or two disclosed that he had been an All-American tackle at a mid-western university. It so happened that I had a pair of hard-to-get tickets for a pro-game that Sunday.

I offered him the tickets, a gesture which delighted him. So he would not consider them a bribe, I left immediately without pressing him for an order. However, in the next five years that man became one of my top customers.

Some salesmen don't give themselves the chance to learn about the prospect. They are so concerned with their own message that they never bother to listen to the prospect's response. Asking searching questions and listening should be a part of the salesman's routine. Buyers want to be understood.

They want to know that you are sincerely interested in them.

You learn more about a prospect by inviting and encouraging him to express his views and ideas. This puts you in a much better position to sell him.

Jim Gilcannon, a top-flight container salesman, told me:

"Most of what I learn about buyers I learn by asking questions and listening with both ears to his answer. I arrived at this method the hard way. When I first started, I asked questions all right, but I never really listened to the answer. I was usually planning my next move. Well, often my next move was out the door. I found out that buyers can tell when you're giving them your tin ear."

A successful salesman studies not only the prospect but also the people around him. It's a wise idea, for example, to take mental notes on secretaries and receptionists. They too exhibit behavior patterns that can affect the outcome of the interview.

Be Polite To All

Salesman "X" is brusque and condescending to receptionists and yet wonders why he has to wait so long to see the prospect; and why the prospect is cool when he does get to see him.

The answer is that the receptionist, by the way she announces a salesman, can influence the boss' opinion of him. The simple rule here is to treat the receptionist politely and considerately. Yet some salesmen can rush through a thousand offices without even noticing what the receptionist looks like. These men aren't using their natural power of observation. It's surprising, too, since many of these girls are attractive and well-groomed.

The prospect's assistants and colleagues should also be scrutinized for characteristics which may reveal insights into the head man's thinking. A casual word with an auditor or even a clerk could prove valuable.

In short, everything is grist for the salesman's mill. Nothing that can help him sell should be overlooked or ignored.

Compliments Help

A sharp-eyed salesman, for example, will look for something distinctive about the buyer and compliment him on it. This may be a well-cut suit or tastefully furnished office. The seller, who employs this gambit, knows it will work because he has tried it before. He makes it a regular practice to seek out uncommon features about a prospect and commenting about them.

Sell and Learn

There's more to an interview than an

order blank and pencil. Go into a prospect's office with the idea of selling him, of course, but also try to learn something at the same time. Some men learn mighty fast when they get locked out of their car because they forget to carry an extra key. But in human relationships they never seem to benefit from experience. This is crucial to the salesman's earning power. If he doesn't acquire knowledge through contact, he may as well go into some other business.

Salesmanship involves human relations. What you learn from this experience makes the difference as to whether you climb to the top income bracket or become one of the also-rans.

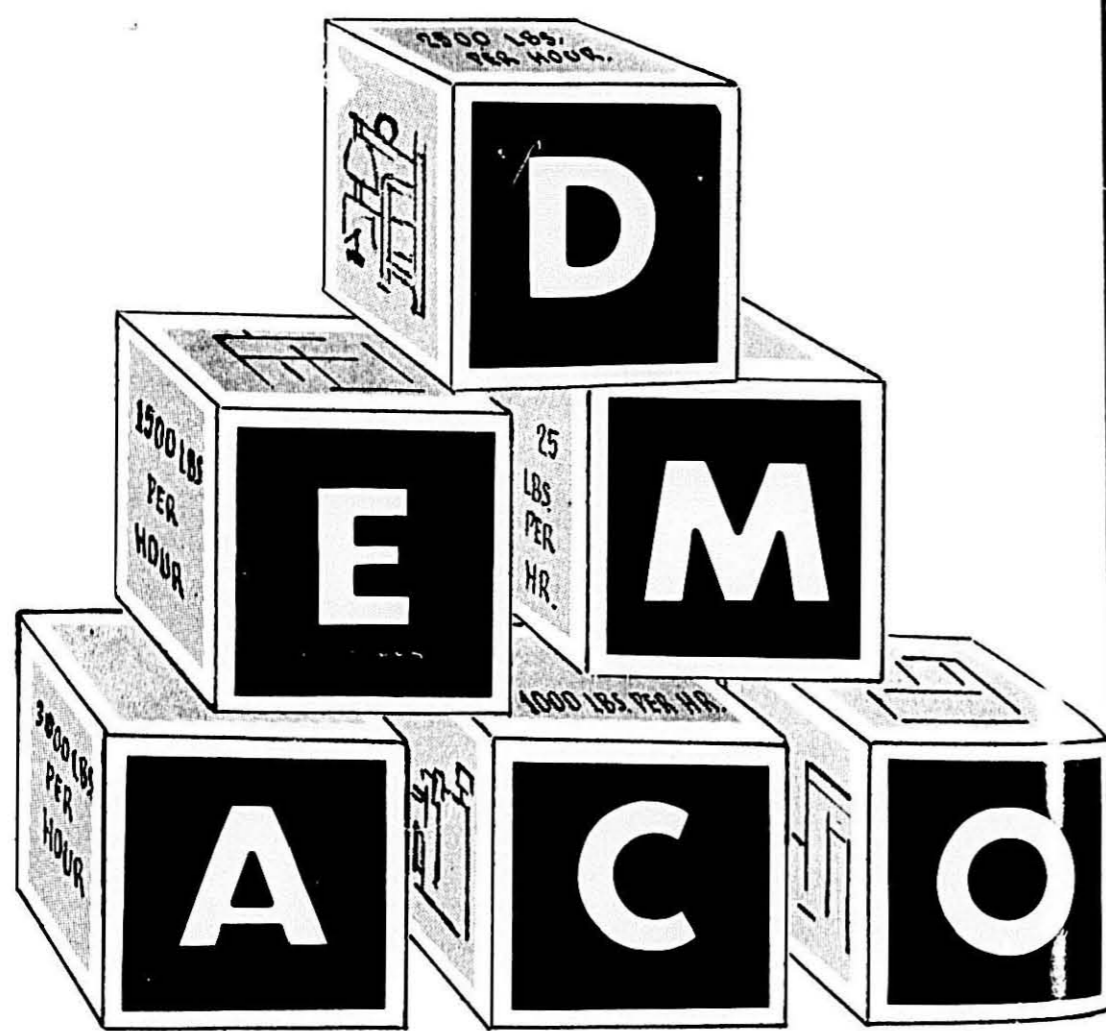
How Is Your Score?

Here is a little self-evaluation chart to see if you are a student of human nature. A score of nine "yesses" is promising.

- | | Yes | No |
|---|-----|----|
| 1. I can remember the color of the suit of the last prospect I saw. | — | — |
| 2. I try to compare the behavior of one prospect with that of another. | — | — |
| 3. I try to motivate prospects on the basis of what I've learned about them. | — | — |
| 4. I always remember that I'm dealing with a human personality as well as a prospect. | — | — |
| 5. I keep some kind of file on the different prospects I contact. | — | — |
| 6. I try to open the interview on a note that will please or arouse the buyer. | — | — |
| 7. I mentally catalogue the objects in the buyer's office for what advantage they can bring me. | — | — |
| 8. I listen to the prospect for clues as to his desires. | — | — |
| 9. I always leave a buyer's office having learned something. | — | — |
| 10. I am courteous and considerate of receptionists and other secondary personnel. | — | — |
| 11. I study myself to give me a better insight into the buyer. | — | — |
| 12. I find out from older salesmen their psychology of selling. | — | — |

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"Business is not busy-ness. It's all right to be rationally busy; it's all wrong to be buzzy. Little men are the busiest, the fussiest. The fellow who 'hasn't time' for anything will one day wake up and find that other people 'haven't time' for him. —B. C. Forbes

Golden Grain Appointment

Harold C. Saar of Chicago has been appointed Marketing Manager for the Golden Grain/Ghirardelli Company's Midwest territory.

Paul DeDominico, vice-president of Golden Grain, said Saar will oversee activities for Rice-a-Roni and other company products throughout the area. In addition to rice and pasta products under the Golden Grain label, Ghirardelli chocolate candies and foods are now scheduled for nationwide distribution. They have recently been test-marketed in the Chicago-Milwaukee area.

Saar, 45, joined Golden Grain recently after 18 years with Harry S. Schierholz & Co., Chicago food brokerage, as head of its frozen food department.

The native Chicagoan is a private pilot and retired Air Force captain. He is a director of the Midwestern Frozen Food Association.

Ralph Sarli

Ralph Sarli is a vice president of American Beauty Macaroni Company. This company has far flung operations in the Midwest and West Coast, with manufacturing plants at Kansas City (where Mr. Sarli is located), Denver, St. Louis, St. Paul, Dallas, Phoenix, Los Angeles and San Diego.

Early Start

Ralph has been in the macaroni business since he was a boy. He started working in the warehouse and plant in 1932.

He started college at the University of Southern California in 1935, and during the summers of 1937 and 1938 called on the retail trade in Kansas City.

Upon graduating from the University of Southern California in 1939, he received a Bachelor of Science degree in Business Administration with a major in Advertising. He immediately began work in Kansas City, calling on wholesalers and chains in the area under the able direction of the company president, P. F. Vagnino.

Naval Officer

From the period of November 1941 to January 1943, Ralph Sarli took a leave of absence from the company to serve as an ensign in the United States Navy as a gunnery officer.

After returning from service, he was assigned to sales for the Kansas City-Wichita Divisions, and was made sales manager for about ten years thereafter.



Harold C. Saar

THE NMMA DIRECTOR-OF-THE-MONTH



Ralph Sarli

He was elected to vice presidency in 1950 and assumed managerial responsibilities for the Kansas City Division.

He was elected to the Board of Directors of the National Macaroni Manufacturers Association in 1958.

His charming wife, Mary Helen, is well-known to the delegates who attend macaroni conventions. They have two children: a daughter Melinda, age 19, who is attending Loretto Heights College in Denver, and Steve, age 16, who is a junior in high school.

One of Ralph's favorite recipes is Large Shel-Roni With Meat Sauce.

Large Shel-Roni With Meat Sauce

- 1 package Large Shel-Roni (1 pound)
- 1 pound Ground Beef
- 1 No. 303 can Tomatoes
- 1 6-ounce can Tomato Paste
- 3 tablespoons Oil
- 1/2 cup Chopped Onion
- 2 cloves Garlic
- 1 teaspoon Salt
- 1 teaspoon Sugar
- 1/2 teaspoon Black Pepper
- 1/4 teaspoon Oregano
- 1/4 teaspoon Sweet Basil

Heat oil in large heavy skillet. Add garlic to oil and mash with fork. Remove garlic fragments after brown. Add beef and onions. Fry till brown. Add can tomatoes. Mix and mash with meat. Add tomato paste, seasonings and 2 cups water. Stir well. Bring to boil. Reduce to simmer and cook slowly till thickened.

Pour over cooked macaroni and serve with grated cheese. This recipe makes 6 to 8 servings.

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