

**THE  
MACARONI  
JOURNAL**

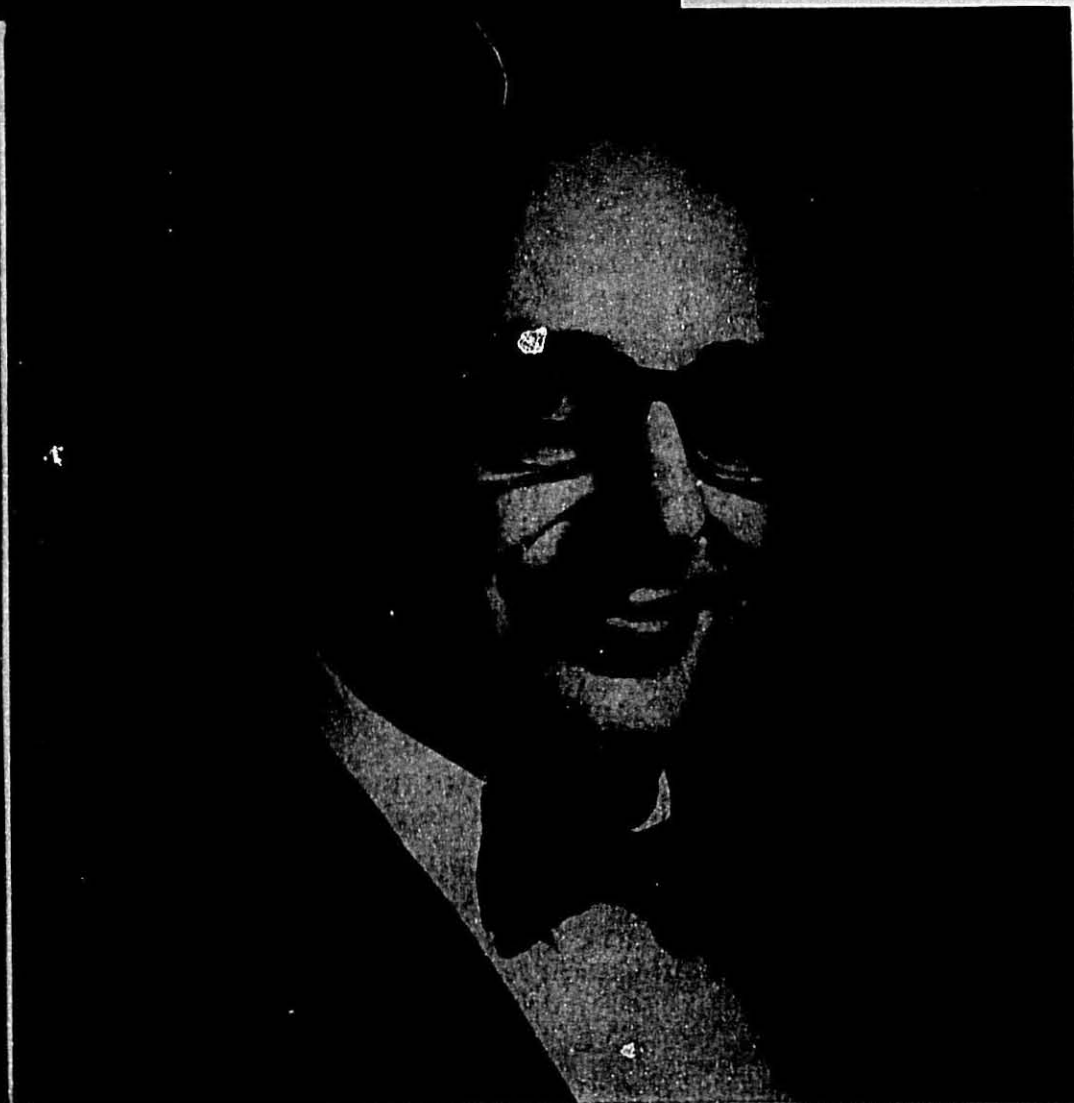
**Volume 51  
No. 5**

**September, 1969**

Macaroni  
Journal



**SEPTEMBER, 1969**  
**CONVENTION REPORT**  
**Peter J. Viviano**  
**Re-Elected President**



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# The Macaroni Journal

September  
1969  
Vol. 51  
No. 5

Official publication of the National Macaroni Manufacturers Association,  
139 North Ashland Avenue, Palatine, Illinois. Address all correspondence  
regarding advertising or editorial material to Robert M. Green, Editor,  
P.O. Box 336, Palatine, Illinois. 60067.

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2nd Vice Pres. .... Vincent DeDomenico  
3rd Vice Pres. .... Frank Denby Allen  
Executive Secretary ..... Robert M. Green  
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## Cover Photo

Peter J. Viviano, president of Delmonico Foods, Louisville, Kentucky, was re-elected president of the National Macaroni Manufacturers Association at the 65th Annual Meeting.

The Macaroni Journal is registered with the U.S. Patent Office.  
Published monthly by the National Macaroni Manufacturers Association as its official publication since May, 1919.  
Second-class postage paid at Appleton, Wisconsin.



At the head table, left to right: Mrs. Robert Green, Monsignor Roman-eko, Mrs. and President Peter J. Viviano.



Mr. and Mrs. Vincent F. La Rosa, Frank Derby Allen, Mrs. and Mr. Vincent De Domenico.

## Long Range Planning for Industry Growth

**F**OLLOWING the theme of an "Idea Safari," the 65th Annual Meeting of the National Macaroni Manufacturers Association engaged in a realistic evaluation of the industry's progress and problems in sessions at the Hotel del Coronado in Coronado, California, July 17-21. Challenging presentations were made by macaroni manufacturers, housewives, grocers, millers, and a representative of the armed forces, all of whom pointed to great potential for pasta products while candidly pointing out the industry's shortcomings.

Registration reached 250, one of the association's larger meetings, and many executives were accompanied by their wives and children.

Mel Sjerven, covering the meeting for the Southwestern Miller, reported: "The Southern California setting provided many opportunities to relax or explore with family members and friends, and visits were made to Disneyland, Sea World and Mexico, but, as usually characterizes N.M.M.A. conventions, sessions were extremely well attended.

"At the Italian dinner party, Tuesday evening, Mrs. Fran Green, wife of the Executive Director and Vera Ahrens-feld, of the Association staff arranged tables for 57 members of the 'younger set.' The fine restaurants in the area were scenes for glittering dinner parties. Children also attended sessions of the convention, and in the case of Robert Cowen, Jr.'s presentation, assisted as projectionist and in passing out information."

### Officers Re-elected

Peter J. Viviano was re-elected President of the Association. Re-named first Vice President was Vincent F. La Rosa, second Vice President, Vincent DeDomenico, third Vice President, Frank Derby Allen, Executive Secretary,

Robert M. Green and Director of Research, James J. Winston.

John F. Ronald, Catelli-Five Roses, of Montreal, Quebec, was elected a Director replacing Kenneth J. Forbes from the same company. Also elected a Director was Edward A. Horrigan, Thomas J. Lipton, Inc., in the place of the company's Lester R. Thurston, Jr. Other Directors were all re-named.

### Planning Commended

President Peter J. Viviano commented on the assignment of the Long Range Planning Committee to review possible improvement of industry statistics, the need to adhere to sound trade practices, and to start the per capita consumption trend back on an upward course after hitting a plateau in 1967 and 1968.

Chairman Lloyd Skinner reported for the Long Range Planning Committee. It was proposed that a questionnaire go out to the industry to determine willingness to report production in pounds by market classifications to an outside tabulating service or to the Association office.

In stressing macaroni's versatility, convenience, and nutritional contributions, slides were shown illustrating shelf-pads of recipe ideas. Mr. Skinner emphasized that the million of macaroni packages going into the home were the best media for carrying important messages to the consumer.

### War on Hunger

Director of Research James J. Winston described the Government's efforts to alleviate hunger at home and abroad with enriched macaroni playing a part in recent purchases for test-marketing in New York, St. Louis and San Diego.

Counselor James F. Flanigan, pinch-hitting for ailing Harold Halfpenny, noted that the Interstate Tax Bill had passed the House and was now before

the Senate Finance Committee. Senator Hart's franchise bill bears watching. FTC Guides on Advertising & Promotional Allowances will be carried out. Manufacturers are responsible for communications with customers' customers. Consumerism is still a potent force.

### Consumers

In a panel discussion with a group of Southern California consumers Secretary Bob Green uncovered several areas where consumer education will help in nutritional understanding and preventing over-cooking of our products. Food Editor Opal Crandall of the San Diego Union covered the session with the caption: "Cholesterol Low—More Pasta Products Used As Meat Costs Rise, Panel Reveals."

President Joe Beagin of the International Girl Watchers Society gave pointers in the professional approach and awarded Fred Spadafora honorable mention for adeptness at a laugh-provoking luncheon for the ladies as well as all girl watchers.

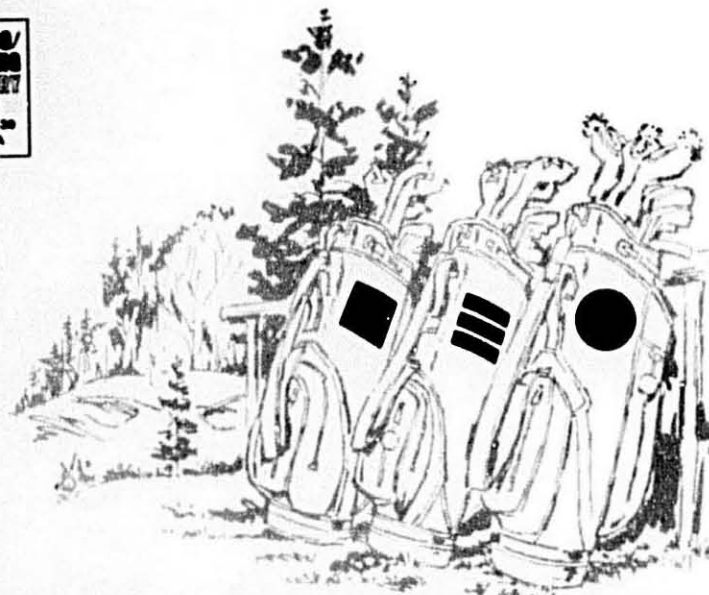
### Computers

At the Second General Session Gerald G. Alexander, District Manager, Information Network Division Computer Sciences Corporation gave an impressive audio-visual presentation on the information explosion and explained their services in the computer field.

Robert I. Cowen, Jr., A. Goodman & Sons, described their experiences with computers over the past ten years. Conclusions: (1) appoint an executive to be in charge. (2) Get the right man and hold on to him. (3) Allow sufficient time for any new endeavor. (4) Never bite off more than you can chew—take small incremental steps. (5) Garbage in—garbage out. (6) Keep costs down—get programming support. (7) Constantly re-

(Continued on page 7)

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THE MACARONI JOURNAL

**Convention Report—**  
(Continued from page 4)

view reports produced—how and why are they being used?

**Management by Objective**

"Management by Objective" was described by Mark Heffelfinger, Executive Vice President of Peavey Company Flour Mills. This approach involves philosophy, practice, management development and communications. It will be described in detail in the next issue of the Macaroni Journal.

Reports on the comments of the macaroni panel which included: "Long Range Planning for Individual Companies" by E. Edward Toner, President, C. F. Mueller Company; "Budgetary Control—Essential for Profits" by Albert F. Rotilio, President, Ronco Foods; "Recruiting & Training Sales Representatives" by Arvill E. Davis, General Manager, Gooch Food Products Co.; "The Importance of Advertising" by Edward A. Horrigan, Continental Division, Thomas J. Lipton, Inc. appears on pages beginning with 28.

**Cheese's Comments**

At the Third General Session, Carl Peterson, Jr. of the huge wholesale

grocery firm of A. M. Lewis, Inc. forecast that half of Supermarket Institute's members would remodel or expand in 1969. He noted the use of computers would cut inventories and improve service. But detailed data from manufacturers is in great need. Salesmen must be equipped with the proper tools—people make the difference between profit and loss.

Don Stuetz, Grocery Division Manager of Von's 84 stores, warned that macaroni may not be gaining as fast as it should. Rice dinners, frozen dinners, snacks and convenience foods sold at franchise are cutting into dry product sales. "Don't fight among yourselves," he said, "Your problem is outside of the industry."

Howard Moyer, Grocery Merchandise Manager, Central Region, Mayfair Markets, observed little change in macaroni packaging for a long time. Among his suggestions: vignettes for eye-appeal like cake mixes, see-through cartons, better displays at retail.

**Mass Feeding**

Ralph Frank, Jr., vice-president, Lawry's Associated Restaurants, declared the food service industry is going to class or custom-type restaurants with atmosphere, or to the franchise where

the action is. To be popular it must be profitable. With slides he illustrated a new venture for Lawry's: Tonio's spaghetti and hamburger restaurants, with accent on Italian atmosphere and al dente preparation.

Lt. Commander Dean S. Lane lauded macaroni products for being well accepted, no sanitation problem, and making a good nutritional contribution to the diet of men in the Navy. More than a million pounds annually are consumed in the form of spaghetti, macaroni, noodles, vermicelli, and recently added lasagne.

**Product Promotion**

Chairman Albert Ravarino called for complete industry support for the product promotional efforts of the National Macaroni Institute. He lauded the work of Ted Sills and staff. Elinor Ehrman of Sills' New York office illustrated with slides the fine publicity placements macaroni products are receiving in every type of media.

Plans for the Spaghetti Safari were described. Some twenty food editors will be escorted through durum, flour and macaroni country in North Dakota and Nebraska at harvest-time, August 19-20-21.

(Continued on page 8)



The Younger Set—seated, left to right: Pat Scarpelli, Chris Horrigan, Steve Lennax, Robert Cowen III. Standing: Beckie Rossi, Leslie Russo, Peggy Cowen.



Seated, left to right: Paul Linstrath, Gerald Maritato, Mike Scarpelli, Vincent J. La Rosa. Standing: Casey Willson, Mike DeDomenico, Marsh Davis.



Around the table, left to right: Cimmie Davis, Vickie DeDomenico, Cathi Green, Connie Howard, Ellen Horrigan, Marla DeDomenico, Laurie Freschi, Lynn Williams.



Mass representatives of the younger generation: Donald Maldari, Kitty Vagnino, Melinda Sarti, Danny Vagnino, Vickie Russo.

**Convention Report—**

(Continued from page 7)

Commissioner Tom Ridley and Marketing Specialist Chuck Nelson of the North Dakota Wheat Commission gave their approbation.

H. Howard Lampman of the Durum Wheat Institute described educational materials that have been developed and asked for suggestions for improving the projects and support in distribution. He noted that the Wheat Foods Foundation has established a Nutrition Project Committee and called for suggestions for this.

**Suppliers' Socials**

Suppliers' Socials were sponsored by the following firms on the three evening social gatherings:

- Amber Milling Division G.T.A.
- Archer Daniels Midland Company
- Asecco Corporation
- Ballas Egg Products Corporation
- Braibanti-Lehara Corporation
- The Buhler Corporation
- Clermont Machine Company
- DeFrancisci Machine Corporation
- Diamond Packaging Products
- DuPont Film Department
- Faust Packaging Corporation
- General Mills-Sperry Division
- Hoskins Company
- International Milling Company
- D. Maldari & Sons
- North Dakota Mill & Elevator
- Wm. H. Oldach, Inc.
- Paramount Packaging Corporation
- Peavey Company Flour Mills
- Ridgway Lithograph Company
- Rossotti Lithograph Corporation
- Milton G. Waldbaum Company

**Girl Watchers**

Joe Beagin, founder-president of the International Society of Girl Watchers, with world-wide headquarters in San Diego, California, is an eloquent, forceful speaker on a subject of continuing interest to men and women everywhere—girl watching!



Fred Spadafora was selected as most adept girl-watcher.



The young people seated are Laurie Scarpelli, Helen Vagnino, Angela Sanicola, Kathy La Rosa. Standing are Alfie Rossi, Joe Juno, Jr., Laura La Rosa.

Born in Brockton, Massachusetts, he became involved in the public relations business at an early age. After Air Force Service in the China-Burma-India theatre during World War II, he moved to Florida with his bride of three months. There he formed his own public relations firm and became a successful promoter of beauty contests throughout the state.

This activity led him into his present career—hobby, rather—of "professional" girl watching.

Since the first meeting of the International Society of Girl Watchers in 1960, the membership roster has swelled to more than 1,965 active, serious-minded girl watchers from all parts of the world. Its fearless leader has appeared before hundreds of organizations on the West Coast presenting his program "How to Watch Girls—Successfully!"

How does his wife react to all this? Her reply to a reporter answered that.



Girl Watcher President Joe Beagin.

"I don't know," she said. "I haven't caught him at it yet."

How did the macaroni convention delegates react to his presentation following a luncheon of California fruit salad with elbow macaroni? They thought he was great!

The models with Joe, full of energy after the fruit and macaroni salad, picked Fred Spadafora as the most adept girl watcher in the group with Vincent DeDomenico and about one hundred other masculine contenders tied for second.

**Pie in the Sky**

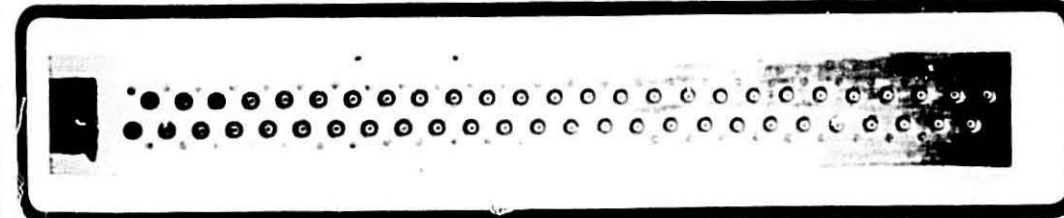
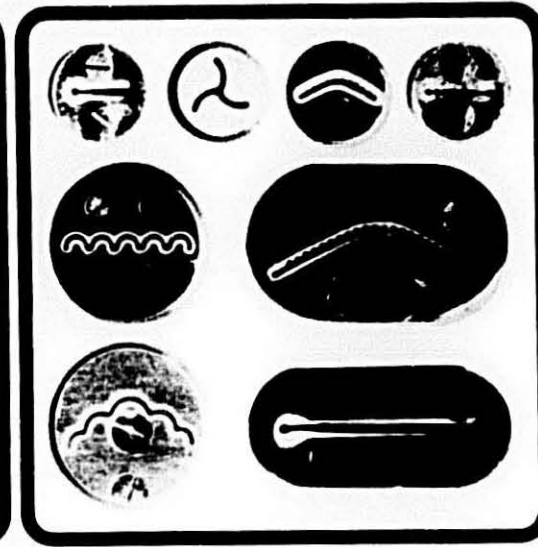
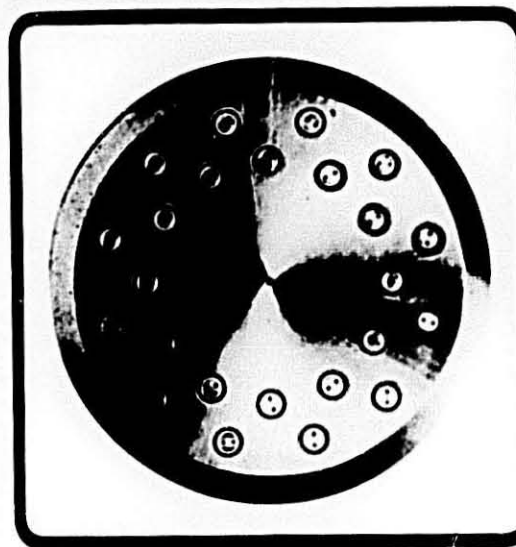
The Seven-Up Company and the Buitoni Foods Corporation are cooperating in a joint promotion campaign in the Chicago area during the month of August, culminating in a consumer sweepstakes, the grand prize of which will be a Seven-Up and Buitoni Instant "Pie in the Sky" party for 50 winners held aboard a United Airlines Caravelle plane flying over Lake Michigan.



NIMMA President Peter J. Viviano gets some attention.

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## Remarks of President Peter J. Viviano

at the 65th Annual Meeting

**I**N January at our mid-year convention it was brought out that our production figures and per capita consumption figures were somewhat faulty and inaccurate, and that this situation could be a disturbing factor as time went on.

We also agreed at that time that our trade practices in the industry were beginning to hurt our image and that possibly some consideration should be given to the improvement of not only our trade relations but also our consumer relations.

### Planning Committee

At the directors' meeting on the last day of the convention a discussion took place with reference to these problems and other items that were hurting our image; and it was felt that a committee should be appointed to look into these matters—a committee for long term planning. From the remarks at this particular meeting I got the impression that the directors were ready and eager to initiate action to improve our image in all fields, even if necessary to appropriate a considerable amount of money. As a matter of fact, I left this meeting and the convention thinking that the industry was ready for these progressive moves; and even got the impression that securing the money to do the job would be no great problem.

Since that convention we received many encouraging letters in connection with the long term planning committee, some made reference to the fact that it was time for the industry to update and improve its image. By the same token we received some discouraging letters. One in particular stated that the type of thing suggested in the long term planning was not the work of the Association but rather the responsibility of individual manufacturers. It is hard to conceive how an Association can exist and not have the responsibility of paving the way for the type of image that is desired by the majority of the industry. It is true that what we are looking for requires individual effort as certainly no association can do it alone. The leadership, aims and purpose have to be initiated by the Association and the individuals to work in unison.

We received some letters and comments favoring an increase in dues for this purpose; and on the other hand we received letters and comments to the effect that not one red cent of increase would be tolerated.



Peter J. Viviano

### Problem of Statistics

There seems to be a lack of cooperation for submitting statistics which would enable the industry to evaluate its progress. This stems from one section of the country where the per capita consumption is the heaviest. Statistics recently observed from this area indicate the pasta sales are down about 2%. It would behoove those manufacturers to be a little more appreciative and understanding of the long term planning. Any growth that manufacturers have sustained in the past year have, of necessity, been at the expense of a competitor.

In my previous remarks mention was made that we are gradually losing shelf space in the grocery outlets. To my amazement two or three manufacturers have refuted this statement. It is apparent that those manufacturers must not be aware of what is happening around them. We have had computerized merchandising for some time and this has contributed to the lessening of our shelf area. But I can tell you that in a very short time the computerized marketing system will be perfected to the point where there will be a high speed means of updating merchandising mixes to match consumer needs. Facings on each item will be allocated automatically taking into consideration sales velocity, the limitation of case pack, etc. There will be no soft spots for the pasta industry. When the grocery outlets accept this philosophy 100% we will see a further erosion of the shelf space. I assure you that further erosion will lead to continued decrease in per capita consumption because of the lessening

of exposure on the shelf which is needed for pasta products in view of the impulse buying characteristic.

### Trade Practice Rules

On August 1, 1958, we promulgated trade practice rules through the Federal Trade Commission. It was our intention at that time to uplift the trade practices in the industry so that our image with the trade would be enhanced. It is apparent from what has happened in recent years that not much consideration has been given to these trade practice rules.

Rule #8 prohibited sales below cost. Rule #10 prohibited fictitious prices, etc. Rule #11 prohibited deceptive invoicing, etc. Rule #12a prohibited discriminatory prices, rebates, refunds, discounts, credits, etc. Rule #12c prohibited advertising or promotional allowances, etc., unless available to all buyers in the same trading classification.

There are many other rules in these trade practices that I have not mentioned, but the ones that are hurting the industry most should have honorable mention. As late as 1965 the grocery industry promulgated some trade practices similar to our so it is apparent that our customers have a desire to improve trade practices.

Pricing seems to be a problem—many manufacturers feel that keeping prices low will discourage competition. Pricing of private brand in many cases is below cost. These are trade practices that hurt our image as much as anything else and encourage buyers to further exploit our industry. Our profit margins are not quite sufficient to do an outstanding job of advertising and promotion which is required if our products are to continue to grow.

### Fattening Phobia

Concerning phobias about the fattening image of our products—much can be done to alleviate this problem with the concerted effort on the part of all. It is a known fact that quantity of intake relates to the fattening aspect as much as anything else. Many slogans and many recipes could be devised to help overcome this problem. The committee on long term planning has many ideas on this and I am sure that the chairman, Lloyd Skinner, will cover this in his report.

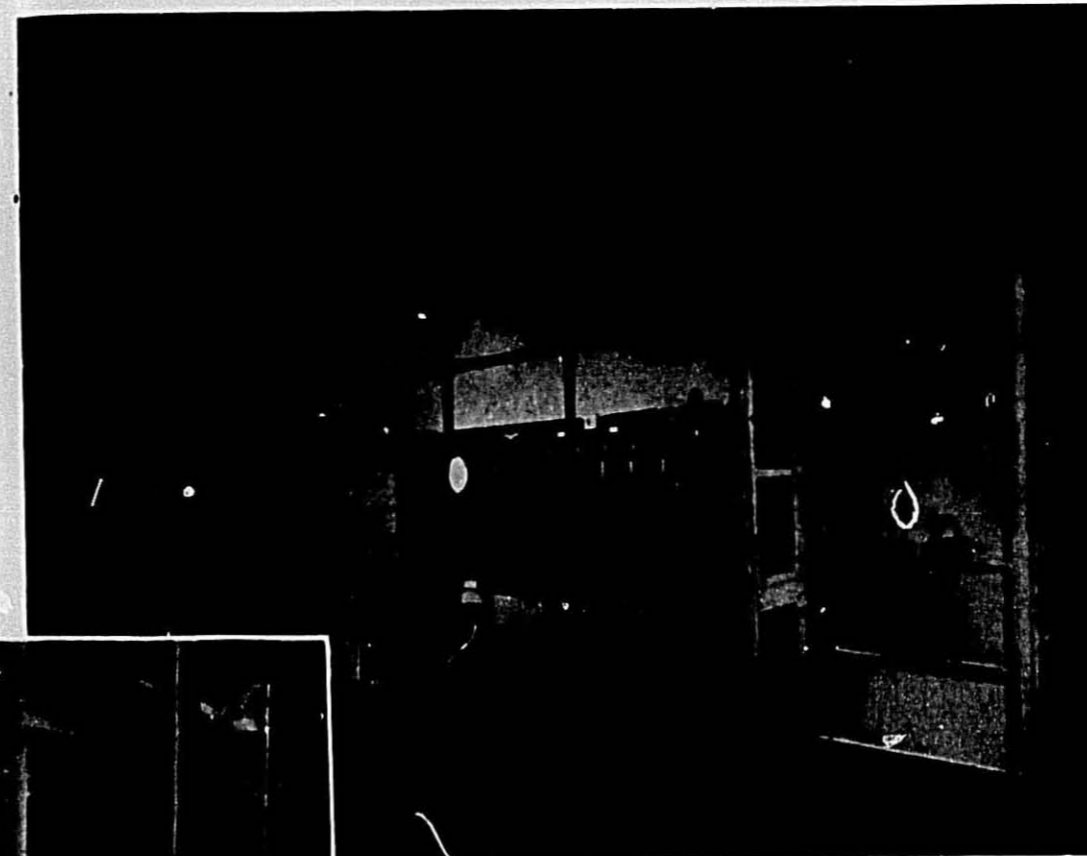
**Special Note:** With the high cost of meat much could be done to encourage and promote macaroni products for feeding the indigent people in this country and in the world.

(Continued on page 14)

*Clermont*

## CONTINUOUS NOODLE DRYER

Dramatically New in Appearance



Side view noodle finish dryer taken at plant of Theringer Macaroni Company, Milwaukee, Wisconsin

Clermont realizes that the basic goodness of a dryer is represented by the sum total of the care and attention that goes into the design and development of each individual part. Performance, dependability and quality you naturally expect from a Clermont machine—in super-abundance. But there are also many lesser points about a machine that can make it a joy to own and a pleasure to operate. In the Clermont Noodle Dryer many of these features—such as electronic controls, controlling the intake of fresh air and exhaust of excess humidity; control of temperature; extra

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The only Noodle Dryer available that affords free access to the screens from both the fan chamber and the air chamber sides.

The only Noodle Dryer that has conveyor screens that interlock with stainless steel side guides. Many other features are incorporated that are solely Clermont's.

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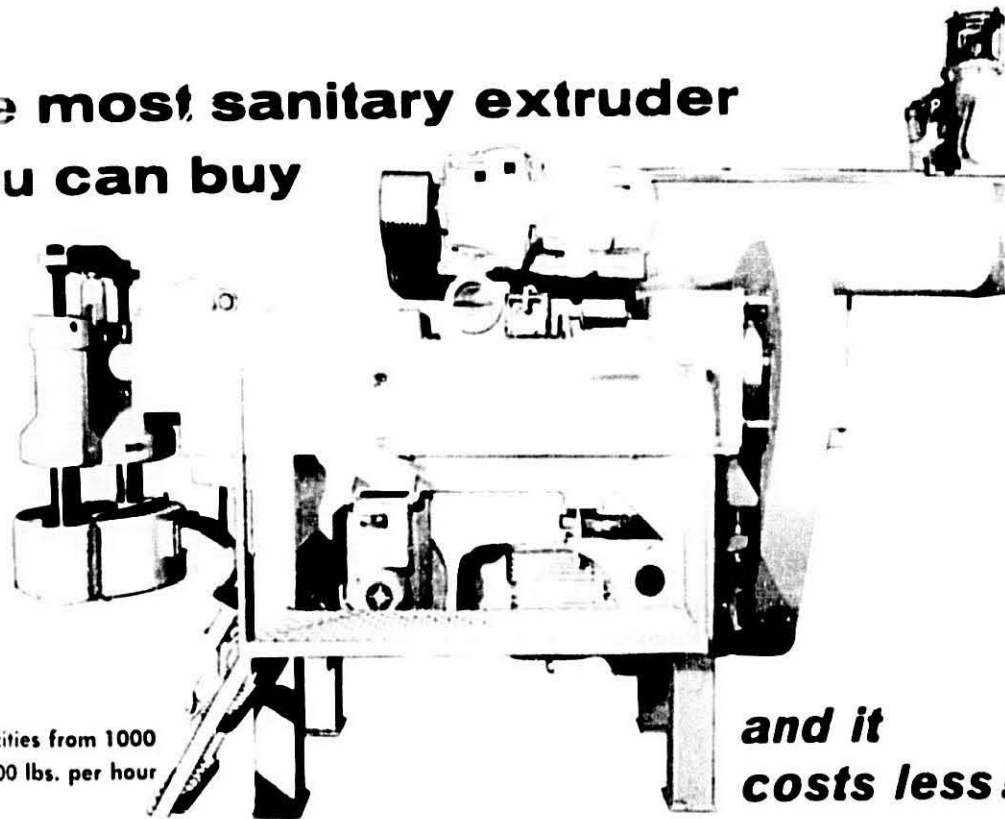
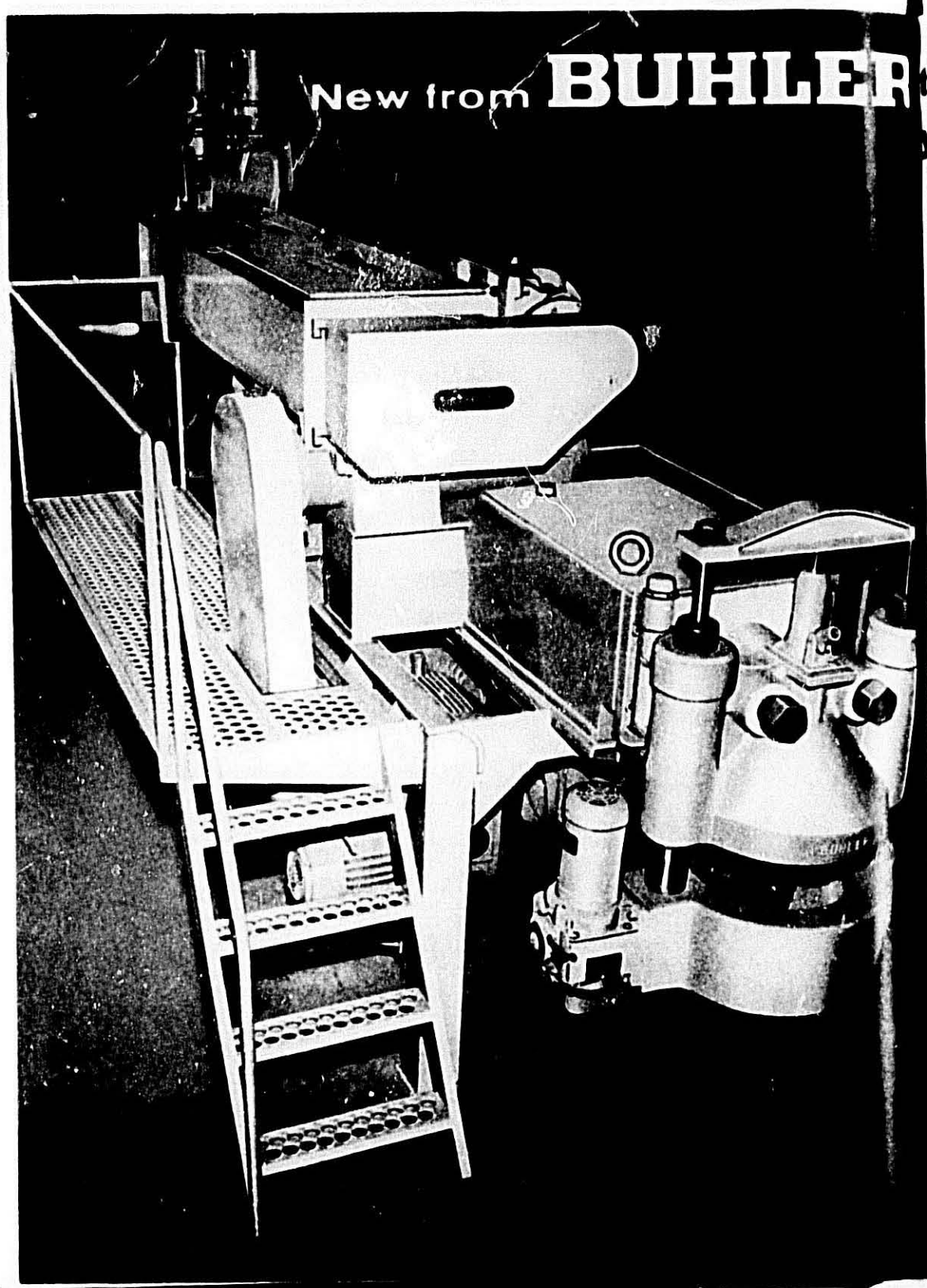
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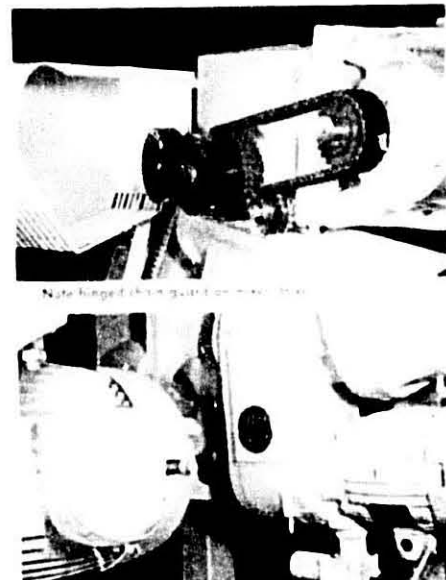
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**POSITIVE FEED.** Keeps steady flow moving through vacuum chamber into extrusion elements. You can process dough as soft or hard as you wish.

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**U.S.-BUILT DRIVES.** Mixer vacuum system, extrusion elements, etc. are made in Switzerland, but all motors, sprockets, chains, and electrical controls are standard components available throughout the U.S.

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## President's Report—

(Continued from page 10)

We know that more people are eating out all the time. There are all types of franchise eating establishments and they are growing by the hundreds each year. A quick observation of these convenient eating places will indicate that our products are not used to much degree. Methods should be devised to perfect volume feeding in order to attract these franchise eating places.

To remind himself of his competitors' contributions to his success, one business man has engraved the following on a plaque which is hung conspicuously in his private office.

### A Salute to Competitors

"My competitors do more for me than my friends do; my friends are too polite to point out my weaknesses, but my competitors go to great expense to advertise them.

"My competitors are efficient, diligent and attentive; they force me to search for ways to improve my products and service.

"My competitors would take my business away from me, if they could; this keeps me alert to hold what I have.

"If I had no competitors, I would be lazy, incompetent, inattentive; I need the discipline they enforce upon me.

"I salute my competitors; they have been good to me. God bless them all."

### Subject of Seminars

We have had one or two complaints about the type of convention we had last January. One remark was made that Dr. Billy J. Hodge's subject, "Penetrating People Problems," was elementary, was taught in college 25 years ago, and was no longer required by those college graduates in our industry. It is not my intention to answer this complaint or others but just to illustrate a point, anything that was good 25 years ago certainly cannot be any good today—times have changed that much. I, for one, thought that Dr. Hodge's remarks were somewhat timely and suited to the problems of today. At the convention next January we are contemplating a seminar or successful leadership. As you can imagine, this embodies quite an array of subjects from successful human relations to profit making. I am hopeful that we can avail ourselves of its potential.

### Things to Come

At this convention we are trying to bring to you, among other things, an important phase of business which is the computer. Many pasta manufacturers have been using IBM or small

(Continued in next column)

## Report of the Long Range Planning Committee

By Lloyd E. Skinner, Chairman

**P**RESIDENT Peter Viviano appointed a Committee for Long Range Planning at the Board of Directors meeting February 1. On the Committee are Albert Ravarino, Nicholas A. Rossi, Walter Villalume and myself.

We met in the offices of Theodore R. Sils in Chicago on March 12 and were joined by Andrew Russo of the New Mill Noodle Company and Alan Pascale of Skinner Macaroni Company, as well as Secretary Bob Green.

### Plateau

We defined our problem as follows: Per capita consumption of macaroni hit a plateau with no increase in 1967 or 1968. The industry must ascertain the reasons for this leveling off and what can be done to start the trend upward again. We should also explore the reliability of the statistics that we are using.

There was general agreement that the fattening image of macaroni hurts our sales and that this can be resolved in the long-run by preaching the gospel that macaroni is a healthful, nutritious food in the cereal category of the government's recommended basic four classification of foods.

There was, also, wide agreement that to approach doctors directly through advertising or mailing would be costly, time consuming, and probably not very effective.

It was concurred that the best approach is to develop recipe and nutritional material emphasizing macaroni's contributions to good health and show-

### President's Report—

computers for many years. I don't know that many of us have used computers to their full potential, particularly in analyzing costs. I assume that most of us got into them mostly for sales statistics and invoicing. But since computers are getting so sophisticated and are capable of doing so many things beyond the realms of our imaginations, I think it would be very timely for us to become acquainted with most of these possibilities. Besides the presentation by the Computer Science Corporation we will have one of our own members give us the benefit of their experiences.

I realize that in my brief remarks many areas have been covered but time does not permit too much detailing; however, it does give us food for thought.

Thank you.



Lloyd E. Skinner

ing its place in a balanced diet with calorie counted menus. This type of material sent to home economists, teachers, students and consumers can accomplish more in a positive way than anything else we can do.

One suggestion was that individual manufacturers can make positive nutritional statements in simple form, usable in their advertising and on their packaging. This would do the greatest good with consumers at virtually no extra cost to the industry.

Another idea was to develop point-of-purchase material, such as a recipe pad, to call attention to the fact that macaroni, spaghetti and egg noodles can be effective when utilized in low-calorie menus.

### Directors' Comments

A report of the ideas developed in our March 12 Committee meeting was sent to the Association directors. The following comments were received from them:

"Phobias about the fattening image of macaroni and convenience foods are negative. Our company never takes a negative approach, we always speak in the affirmative and this accounts for the increase in sales we have enjoyed over the years."

Another director said: "Emphasize the positive—macaroni is easy to prepare, inexpensive, and can be combined readily almost with any other food. Stress that macaroni is free from fat, has no roughage, is easily digested and completely assimilated."

"We should say quick and delightful in three minute socko sauces such as sauteed mushrooms, peas, green peppers, onions, etc."

"We should talk about low calories, the protein contribution, and the fact that macaroni products are delicious with everything."

A second point-of-sale recipe pad would put these ideas into action by calling the consumer's attention to "Quick and Easy Skillet Recipes With the Tasty Trio."

Another recipe pad to enhance the status of macaroni products as ingredients for gourmet eating and entertaining is the suggested recipe pad: "Entertain With the Tasty Trio."

### Tell the Grocers

The Long Range Planning Committee also found that there is a problem in the grocery store with combination dinners taking space in the macaroni department. Space allocation on computerized index for space profit does not take into consideration related item sales and the traffic generated thereby.

It was recommended that brochures such as the one mailed to grocers this past winter telling the related item story should be continued, but it was mentioned that the statement "\$1 worth of macaroni generates \$13.50 in related item sales" is approaching the credibility gap. Another way to illustrate our good "related items" story might be the approach that macaroni represents one-half of one percent of store sales generating seven times that value in related item sales, which makes it actually worth four percent of total grocery business.

The need for educating management and labor in the hotel, restaurant and institutional field was emphasized not only because this is one of the fastest growing segments of the food service business, but because it represents an important sampling area in reaching the home consumer. The work of the Durum Wheat Institute in this area, supported jointly by the National Macaroni Institute and the North Dakota State Wheat Commission has been good, but it needs to be enlarged and expanded.

### Management Education

In fact, it was the conclusion of the Committee on Long Range Planning that the essential need of the industry is for management education that will lead to a greater return on investment and better margins that will provide the means for the promotion necessary to keep abreast in the highly competitive food industry.

The basic work of the National Macaroni Institute in product promotion through the Sils organization has for the past twenty years kept macaroni consumption on an upward trend. More

of the same is in order along with special projects that have been developed by the Institute Committee with the Sils personnel: Including this year's planned Spaghetti Safari into durum country during harvest time; the successful television kit which effectively told the weight watchers story by tying in with swim suit fashions; our advertising in home economics publications with the offer of recipe material for students and teachers; the annual press party in New York at Tiro A Segno, which has brought extra dividends in impressive publicity in important publications, and so on.

### Industry Statistics

Now, turning to the problem of reliability of industry statistics.

At present, industry statistics come from three sources: first, monthly reports to the National Macaroni Institute with contributions for product promotion. These reports might provide the basic figures except that the sample is too small to be representative of the entire industry, and, is overly weighted with the larger firms. Why everybody in the industry does not support the product promotion of our commodity on an industry-wide basis is beyond me. The cost of a cent and threequarters a hundredweight on a six dollar bag of flour is less than three one-hundredths of one percent.

The second set of statistics comes from the U. S. Department of Commerce bi-monthly report on the durum mill grind. While this is a barometer on raw material used, it does not account for the amount of product being blended, which could run from five percent to twenty percent, and this wide range of possibility makes the use of these statistics unreliable.

Finally there are statistical services that are available to individual manufacturers, such as the Nielsen Report; Sales Area Marketing, Inc.; Speed Data; and so forth. The few firms that do subscribe to these services are generally precluded by contract from releasing their figures to the industry. In addition, these reports are regional in nature without the full national pattern being available, unless several regions were fitted together. Hence, it becomes essential in the viewpoint of the committee that the industry do something about gathering reliable statistics. We propose that a Quarterly Report of Products Shipped, showing long goods, short goods and egg noodles by pounds, be rendered to the Association regularly and promptly. By breaking shipments into consumer packages, institutional pack, and quantities for industrial and government use, we would have a good

index on the industry volume, trends, and the importance of various segments of the market in that growth.

We see no reason not to trust our Association staff headquarters. But if there is not the degree of trust necessary, these reports could be sent to an outside statistical service, which would add to the cost but would be desirable if the information was made available to all.

We recommend that the convention assembled approve the recommendation that the industry begin immediately to report quarterly data to the Association office.

We also have asked Bob Green to see that Association members receive a copy of this report in an appropriate form that will assist member firms in taking some positive steps towards long range goals.

We do not plan to stop here. We will hold future committee meetings as possible to develop further some of the good ideas initially presented.

## Hong Kong Noodle Priest At Convention

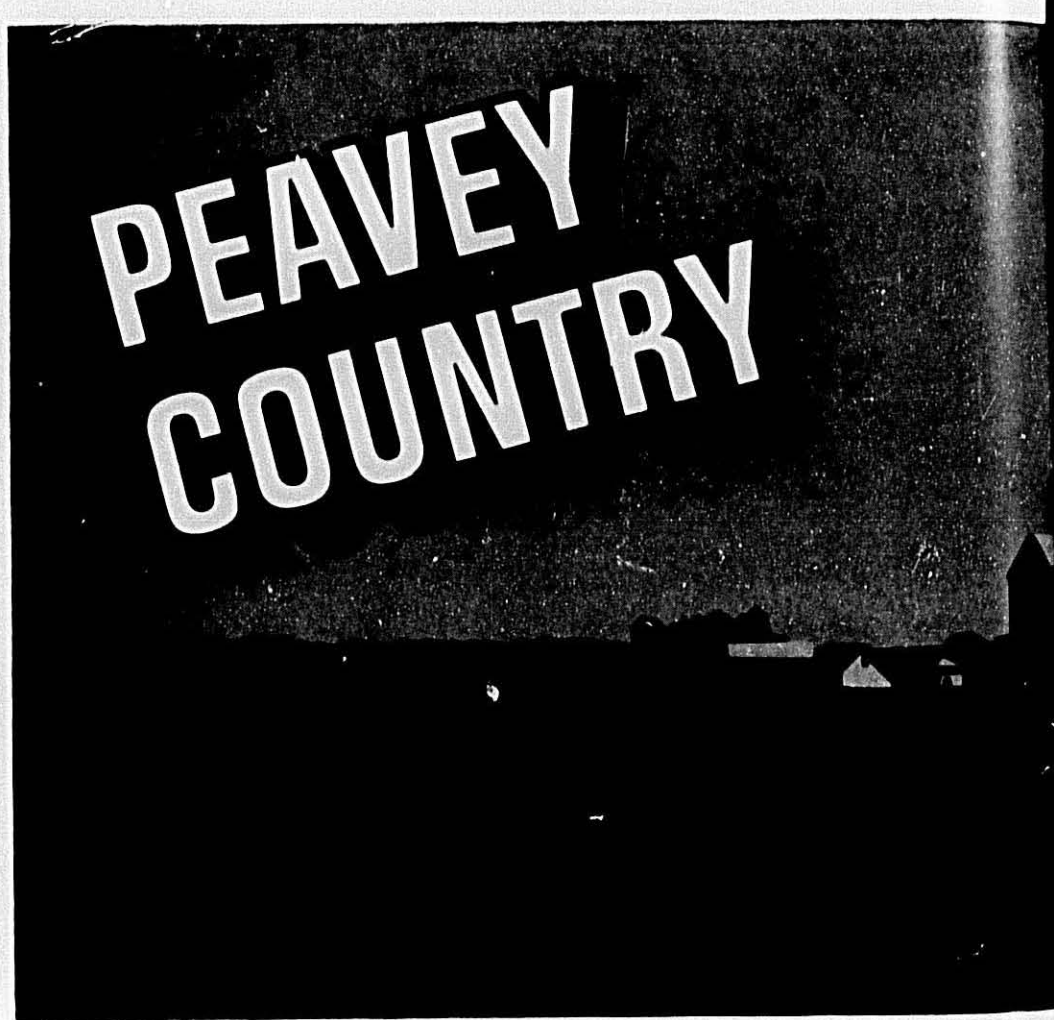
Monsignor John Romaniello, noodle maker from Hong Kong and traveling emissary for the Catholic Relief Services, was at the Coronado convention.

He commented that in the past twelve years they have been making noodles in Hong Kong from surplus American flour, corn meal and milk powder. Production of a million pounds a month has been generated, reaching some 400,000 people. Today there is great prosperity in Hong Kong and American tax-payers are to be congratulated for helping to solve the problem of hunger for the refugees from Red China.

The good father noted that he had used anything he could get his hands on to make noodles including soy bean flour and fish concentrate. He is impressed with present developments to improve protein in wheat products.

He declared that the great hope of the world was that no one need go hungry, and one of the best foods to satisfy hungry people are noodles and macaroni products.

He is on his way to Hong Kong and to Vietnam where noodle operations will be set-up in the program of pacification. He urged people in industry to help persuade government and others to assist in the effort to solve the problem of hunger. "I hope you will be proud, because I am—and I am grateful to all of you who have helped me and encouraged me in my work," he said.



# PEAVEY COUNTRY

## Famous for its durum wheat

You might well expect Peavey to be a major factor in the milling and distribution of durum products. The reason? North Dakota's durum wheat fields where virtually all the nation's durum crop is grown—are in the heart of Peavey Country (see map). This is a broad, wheat-rich land that supplies the Peavey mills that specialize in the milling of Semolina and Durum flour.

Durum is an important product of Peavey, along with a multitude of other enterprises related to the growing, stor-

age, transportation, merchandising and processing of cereal grains. Peavey is a highly efficient operator in this complex business because its operations are streamlined and coordinated to the nth degree.

Durum mills operated by Peavey are located at Superior, Wisconsin, Grand Forks, North Dakota and Buffalo, New York. Peavey Flour Mills process wheat received from 700 grain elevators located in the areas producing the finest wheat in the world. Peavey has total milling

capacity of 60,000 hundred-weights a day, much of it, of course, in durum.

No wonder macaroni and spaghetti manufacturers have come to rely most heavily on Peavey for their quality durum products. And it all starts 'way out in Peavey Country'.

●Merchandising and commodity futures offices: ●Terminals. ●Flour mills and mix plants; ●Flour sales offices and warehouses. ●Country elevator, local and service facilities: ●Home offices of Peavey Company and National Grain Co. Ltd.



**PEAVEY COMPANY**  
Flour Mills

*King Midas* DURUM PRODUCTS

## What Consumers Think About Macaroni Products

A PANEL of Southern California consumers candidly commented on macaroni and egg noodle products in a panel discussion with Association Executive Secretary Bob Green. He prefaced the discussion by reading this statement:

"Meet the consumer. Today the consumer is more affluent than those anywhere or any time in history. Yet, these same consumers are increasingly restive about aspects of the modern marketplace and the national economy. Reflecting these stirrings the consumer movement that goes in and out of Washington has grown at a phenomenal pace. Although Federal legislation to protect consumers dates back to the turn of the century, no period in legislative activity has produced so many new protection laws as the one we live in today. From 1965 to 1968 Congress enacted legislation dealing with such varied topics as packaging and labeling, consumer credit, meat and poultry inspection, the safety of automobiles and household products, interstate sales of land, fire research, automobile insurance, and many others. To an extent the scope of this legislation is a measure of the breadth of consumer dissatisfaction. American consumers are fretful over such diverse facets of the marketplace as advertising and promotion, prices and credit, quality and service, maintenance and safety. Hardly any aspects of the goods and services everyone consumes for personal and household use seems immune from some children."

### Are You a Good Cook?

He then introduced all of the ladies who were members of the charitable sorority Preceptor Beta Xi and asked the first question: "Are you a good cook?"

Mrs. Earline Parsons, wife of supervisor at General Dynamics responded: "I think so. I didn't get any training at home so I had to learn it after I was married. I enjoy cooking. My husband is not very particular except that he has absolute likes and dislikes. Macaroni happens to be one of his favorite dishes."

Mrs. Jane Faught is married to an electronic engineer. They have a boy 13 and a girl 15. She said: "I am an Avon representative and I have other activities so I like quickie dishes. I make casseroles out of macaroni products and we particularly like one with chicken and noodles. I make lasagne quite a bit. My family thinks it is great."

### Special Diets

Mrs. Binns was asked if any one in her home was on a special diet. She replied: "Yes, we are all usually dieting."

Mrs. Viola Fero runs a novelty shop with her husband in Santee. They have two grown children. "I like to cook" she declared. "I came from a home where my mother made her own pastas and raviolis. But I use commercial products."

Mrs. Kay Maloney is married to an engineer at General Dynamics and has two boys ages 15 and 24. She reported that her husband was a good cook specializing in barbecuing and gourmet French and Italian dishes.

Mrs. Betsy Frankel, wife of a construction company vice-president and mother of three, ages 9, 11 and 13 promised her husband when they were married that she would be a good cook. Her mother was Czechoslovakian so all of her daughters learned to cook, to bake bread and make noodles. But now she prefers commercial noodles. She commented that those she had been buying were artificially colored.

This brought prompt audience response setting Mrs. Frankel straight on the Standards of Identity.

Mrs. Janet Binns, whose husband manages a surgical instrument business, said she must be a good cook because her family was roly-poly. She has a daughter 18 recently married to a boy overseas and a son 19. She declared: "I make a lot of casseroles with macaroni products but my favorite is one with curly noodles."

We haven't been eating much macaroni lately, not because it is fattening, but because of the sour cream and other things I put into the casseroles." She then asked: "Why can't you make a low calorie macaroni?"

Mr. Green responded that macaroni was dried chunks of wheat; wheat is cereal and cereal is carbohydrate so it is going to have starch and calories. But, he asked her, "did you know that macaroni has 12% protein?" She did not. And she thought that meat was all protein. Mr. Green explained that meat is 70 percent water and has a protein content of only 16 to 20 percent. He went on to say that nutritionists recommend a balanced diet with carbohydrates for energy, meat for protein, fruit and green leafy vegetables for their contributions of vitamins and minerals.

Mrs. Ruth Strenger, whose husband is a tool and die shop foreman, said some homes have a problem with cholesterol. Jim Winston assured her that macaroni was extremely low in cholesterol and egg noodles, because of their egg content, had some but less than 0.12 percent.

### Canned Products

Mrs. Fero volunteered that she was partial to macaroni products but she did not like them in a can—"They are soft and I don't care for their sauces. I am partial to anything that comes in a package that I can boil myself and fix the way I want to."

Nick Rossi asked if any of the ladies knew what the term "al dente" meant. None did.

### Recipes on Packages

Charles Rossotti asked about the use of recipes on the packages. Mrs. Parsons said: "I rarely follow them." Mrs. Sprenger declared: "I use them occasionally." Mrs. Maloney said: "You can find these recipes most any place and they are not very exciting. If I come across a good idea I combine it with something I have."

Mrs. Parsons did not claim to be a good shopper. She buys according to need after planning menus mentally and price is not an important factor.

Mrs. Strenger had done some comparative shopping with her daughter who was writing a paper for a college course. She checks newspapers before preparing her shopping list.

Mrs. Faught declared she had to be a good shopper. "In this day and age a person has just so much money to spend for food, and I get the essentials first and the frills later. I do comparative buying and I check the papers first. I plan menus around the food specials, but I don't go to a half a dozen stores. I try to shop at the store that gives the best value week by week. I have two favorites in the neighborhood and I watch them." Her colleagues agreed.

Queried about macaroni values there was uncertainty as to whether packages contained 11 or 12 ounces and price ideas were hazy ranging from 24¢ to 28¢. One shopper remembered she had paid 21¢ for a 8 ounce package of noodles at a discount market and that spaghetti was selling at five one-pound packages for one dollar.

Questioned on brand loyalty, there didn't seem to be much with the group involved. One shopper said: "The only time I write down a specific brand is when I send my husband to the store."

### Favorite Dishes

Asked about favorite pasta dishes, here were the replies:

Mrs. Parsons: Macaroni and cheese, and I use elbow macaroni.

Mrs. Strenger: Chicken and noodles.

Mrs. Faught: Spaghetti and meat sauce is my family's favorite, but I like lasagne. We use macaroni products at least once or twice a week.

Mrs. Fero: My favorite is spaghetti, but I like ravioli very much too.

Mrs. Maloney: We like noodles or spaghetti with fish, and occasionally we have pot roast and noodles.

Mrs. Frankel: With my children being so young, they either want hamburgers or spaghetti and we have spaghetti once a week. I prefer making spaghetti to hamburgers.

Mrs. Binns: Our favorite is spaghetti. However, I do like lasagne.

### Eating Out

To the question: "Do you order macaroni or spaghetti dishes when you eat out at a restaurant?"—here were the replies.

Mrs. Binns: No, but we often get spaghetti at the corner.

Mrs. Frankel: If I think that I can cook just as well as that restaurant I'll make it at home and get something that I don't have at home usually.

Mrs. Fero: My husband thinks I am crazy, but I prefer a good spaghetti dish rather than some of those steaks that I get, so very often I will order it out.

Mrs. Faught: My children order it, but my husband and I don't usually because we fix it at home.

Mrs. Strenger: I don't order it out very often. If we go to an Italian restaurant it will be for spaghetti, but that's not very often.

Mrs. Parsons: Well, we often go to specialty houses and we often go to Italian restaurants. We are very fond of pizza and spaghetti and I can't make lasagne, nor can I make ravioli and I am very fond of them so we often go to spaghetti places.

Mr. Green thanked the panelists and commented to the audience, "We have a job to do in consumer education."

## German Village Products Opens Ohio Plant

German Village Products, Inc. held an open house for their new plant in Wauseon, Ohio on July 24 to 25.

Originally incorporated in 1967 in German Village section of Columbus, Ohio, the new president, Stanley Tregillis, was responsible for bringing the new plant to Wauseon. Joining the company in May of 1968, he brought the young firm a wide background in food processing. He had served with R. J. Reynolds Foods, and with the Chun King frozen food plant at Jackson, Ohio. His major assignment with German Village Foods was the supervision of the design and construction of a thoroughly modern production plant. This involved months of study and research that eventually led to the world renowned Buhler Brothers in Uzwil, Switzerland. They provided Tregillis an intensive five-week study of their machinery in the fall of 1968.

The new million dollar plant has 20,000 square feet and has a capacity of 2,000 pounds per hour. It employs fifteen Wauseon residents and began operations on April 15.

Mr. Tregillis is a devoted family man. Married to the former Marie Dwyer of Virginia, Minnesota, they are parents of two boys and four girls ranging from 12 to 18 years. Enlisting in the Navy, Tregillis rose to through the ranks to Lieutenant Commander in the Pacific theatre. A hunting and fishing enthusiast, he enjoys a good game of bridge.

He is optimistic about the future of German Village Products working on new product development with Griffith Laboratories of Chicago. Items under consideration include potato salad, sauerkraut, rye pretzel sticks, various noodle sauces, and the like. "We have a highly acceptable product in our noodles," Tregillis declares. "The first thing we have to do is establish our name for quality. After that we can go into a number of things."

## National Macaroni Week October 16-25





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### Macaroni Manufacturers

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Mr. and Mrs. Michael V. Vagnino, Patrick and Daniel  
American Beauty Macaroni Co.  
Kansas City, Kansas

Mr. and Mrs. Anthony M. Vagnino, Joe, Tony, Helen  
American Beauty Macaroni Co.  
Denver, Colorado

Mr. and Mrs. Peter F. Vagnino, Jr., Kitty and Peter  
American Beauty Macaroni Co.  
Los Angeles, California

Mr. and Mrs. W. A. Basile  
American Beauty Macaroni Co.  
St. Paul, Minnesota

Mr. Angelo Guido  
Mr. Edward Minni  
Anthony Macaroni Company  
Los Angeles, California

Mr. F. Denby Allen  
Mr. Richard A. Zajac  
John B. Canepa Company  
Chicago, Illinois

Mr. John F. Ronald  
Mr. K. J. Forbes  
Catelli-Five Roses  
Montreal, Quebec

Miss Madeleine Constant  
Constant Macaroni Products  
St. Boniface, Manitoba

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Mr. and Mrs. Bob Williams, Lynn  
Mr. and Mrs. John Linstroth, Paul  
Mr. L. John Westerberg  
The Creamette Company  
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Mr. and Mrs. Oscar Garber  
The Creamette Co. of Canada  
Winnipeg, Manitoba

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Mr. and Mrs. Joseph P. Viviano  
Delmonico Foods, Inc.  
Louisville, Kentucky

Mr. and Mrs. Ernest Ponce  
El Paso Macaroni Company  
El Paso, Texas

Mr. and Mrs. Anthony H. Gioia  
Gioia Macaroni Company  
Buffalo, New York

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Mr. and Mrs. Robert I. Cowen, Jr., Robert, Peggy, David  
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Jenny Lee, Inc.  
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Mr. and Mrs. Joseph S. LaRosa, Vincent, Laura, Joseph, Jr.  
Mr. and Mrs. Phillip P. La Rosa  
V. La Rosa & Sons, Inc.  
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Mr. and Mrs. Edward A. Horrigan, Ellen, Chris, Gordon, Brian  
Mr. and Mrs. Robert J. Fox  
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Englewood Cliffs, New Jersey

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Jersey City, New Jersey

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New Mill Noodle Company  
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Philadelphia Macaroni Co.  
Philadelphia, Pennsylvania

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Porter-Scarpelli Macaroni Co.  
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Ronco Foods  
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Mr. Walter DeRocco  
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Mr. and Mrs. A. R. Pascale  
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Superior Macaroni Co.  
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The Weiss Noodle Company  
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Mr. Robert William  
Mr. Sandy Blavin  
Mr. Marvin Pearlman  
Mr. Marvin Rofsky  
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National Egg Products Corp.  
Social Circle, Georgia

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Mrs. Vera Ahrensfield  
National Macaroni Association  
Palatine, Illinois

Mr. and Mrs. Don Gilbert  
Mr. and Mrs. Alex Frank  
Mr. Ray Wentzel  
North Dakota Mill & Elevator  
Grand Forks, North Dakota



Charles Nelson and Tom Ridley of North Dakota Wheat Commission point out route of Spaghetti Safari.

Mr. Charles Nelson  
Mr. Tom Ridley  
North Dakota Wheat Commission  
Bismarck, North Dakota

Mr. Hugh G. Oldach  
Wm. H. Oldach, Inc.  
Philadelphia, Pa.

Mr. and Mrs. Joseph Juno  
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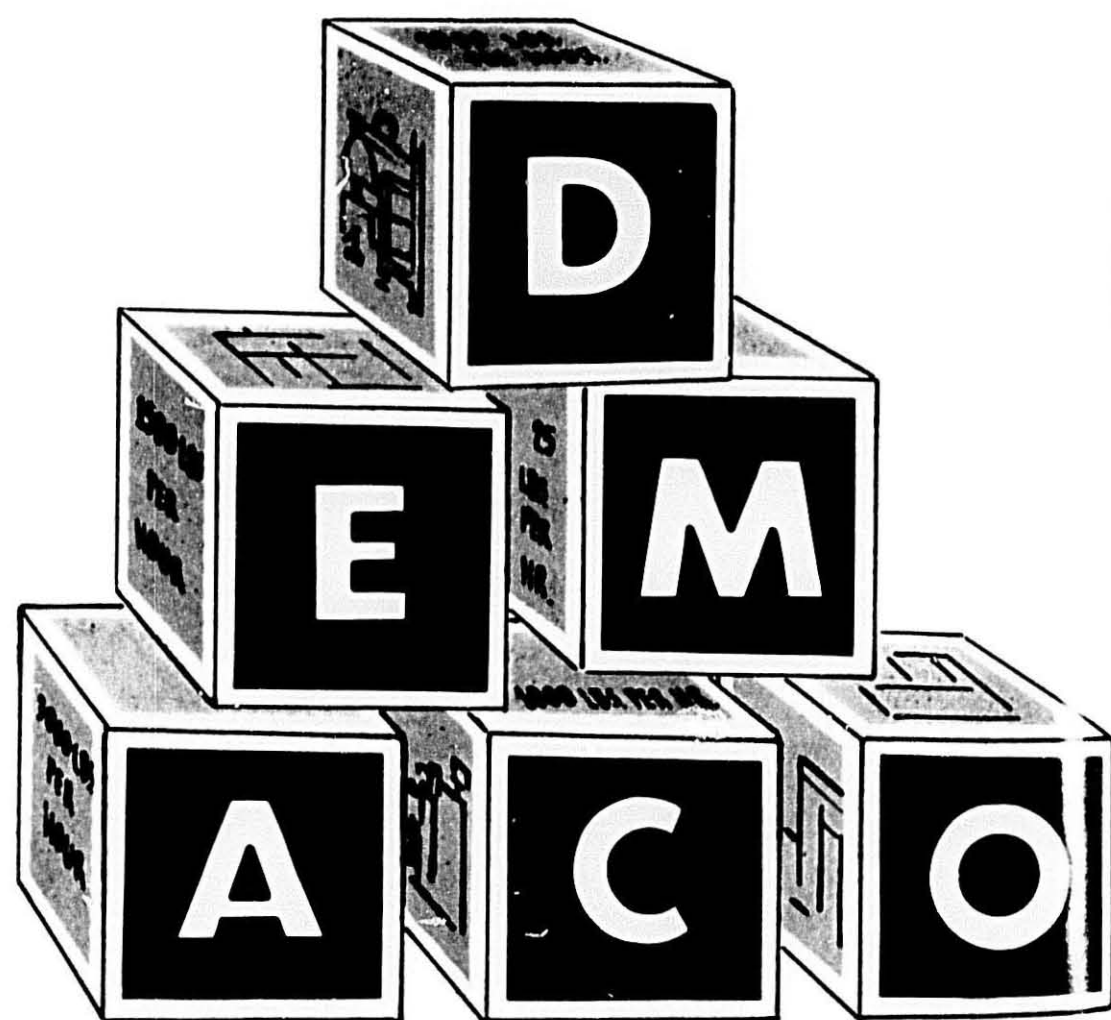
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## Macaroni's Part in the War on Hunger

by James J. Winston, NIMMA Director of Research

IT often comes as a great surprise to Americans to learn that in spite of our affluent society, malnutrition still prevails among different segments of our population. This matter has received prominence from several sources, namely: Senator George McGovern, former Director of Food for Peace program, Congressmen who have toured different areas of this country, nutritionists who have emphasized in their presentations the lack of proper dietary intake—namely, Dr. Nevin S. Scrimshaw, Professor of nutrition and head of the Department of Food Science at M.I.T., and Professor Jean Mayer of Department of Nutrition of Harvard University. In addition, several organizations have recently been established for the purpose of disseminating pertinent information to help improve the nutritional status of the impoverished groups of this country. They are as follows:

The National Council on Hunger and Malnutrition in the United States, with headquarters in Washington, D.C.—and Organization with Meals for Millions Foundation with headquarters in Santa Monica, California.

Recently, President Nixon and Congress have likewise become cognizant of this situation, resulting in increased allocation of funds to bring a nutrition program to fruition.

It is interesting to note that the world is faced with an ever-increasing food and nutrition problem. Year after year, the population explosion increases the size and difficulty of meeting human food needs. The food supply line, mainly; production, preservation, distribution, has not kept pace with population growth in developing countries as well as in the United States. It is rather startling to realize that in this world today an estimated 300,000,000 children suffer physical and probably, mental damage because of insufficient food, particularly a lack of high quality food.

### Protein Deficiency

It has been emphasized at a meeting of the American Dietetic Association by Dr. Nevin S. Scrimshaw, professor of nutrition at M.I.T., who suggested that "a severe deficiency of protein in the early years of a person leads to a permanent decrease in the number of brain cells and reduces a child's learning ability. Also, an adult man with enough calories may not be able to do a day's work due to the lack of protein." Authorities emphasize the fact that the world's population is expected to dou-



James J. Winston

ble in about thirty years and that is why efforts are being made by them to evaluate protein quality of diets. This has therefore, resulted in recommending the supplementing of foods with high quality protein additives to raise the protein quantity and quality. At the present time, just to maintain present dietary levels with an expanding United States population, requires that farmers, in the next 15 years, increase beef production 45%; pork 13%; poultry 50%; milk 16% and vegetables 38%—as quoted in Sales Management, March 15, 1967.

The common disease in children that is characterized by insufficient protein is called KWASHIORKOR. This disease can disable a child for life and frequently it is fatal. Dramatic improvement has been noted when a child with this disease is fed sufficient protein of the proper quality to restore him to normalcy.

### Program Objectives

On December 18, 1968 before the Senate Select Committee, on nutrition and human needs, I would like to refer to the testimony of Dr. Aaron M. Altschul, of the U.S.D.A., who reviewed the desirable objectives for a United States food program. He emphasized the following:

- 1) No one must go hungry.
- 2) Hunger or malnutrition must not be a deterrent to economic development.
- 3) The American diet must provide for optimum health throughout life. As you have noted from various bulletins that you have received from your officers, Bob Green and myself, our indus-

try has been fully aware of the necessity to fulfill a part in this war on hunger. In March of this year, this matter was brought to the attention of the Secretary of Agriculture, Mr. Clifford Hardin, who suggested that our industry meet with the consumer and marketing service department of the U.S.D.A. On May 27, our committee, consisting of Lloyd Skinner, Bob Green, Paul Vermeylen, Vincent F. La Roca and myself, spent the day with a number of officials of the U.S.D.A. discussing the use of our macaroni products to help the needy people. The U.S.D.A. was represented by the following: Marvin Sandstrom, who is Deputy Administrator; Arthur Garda, Tom Lawler and Mark McGuire. This matter was further discussed with a Mr. B. D. Enley, acting director of the Commodity Operations Division.

### Enriched Macaroni

As a result of this meeting, on June 13, 1969 the U.S.D.A. announced its first invitation for bids for the purchase of enriched wheat and soya macaroni and enriched milk macaroni for use in domestic programs. The amount being purchased on this first bid is 960,000 pounds for delivery during the month of August.

Ladies and gentlemen, our industry has started to play its role in the war on hunger. I have assured the government authorities that we are prepared and equipped to participate in the improvement of the protein quality and quantity of food intake by the production of a macaroni product with excellent protein and good cooking qualities.

### High Protein Corn Product

CPC International Inc. announced development of the world's first commercial food product made from high lysine corn, a variety higher in protein than ordinary corn. The product, called Duryea, is intended for Latin American markets where infant malnutrition is high.

Duryea, which will be test marketed in Cali, Columbia's third largest city, is a powder designed to be mixed with sugar and water and cooked as a gruel. The gruel, CPC spokesmen said, is similar in appearance and taste to what Columbian children currently eat.

Three daily eight-ounce servings of the food, costing less than 2¢ each, provide an infant with all its daily recommended protein requirements, the spokesmen said.

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## Macaroni Managers Comments

### SETTING LONG RANGE GOALS

by H. Edward Toner, President, C. F. Mueller Company

SOME of you will recall that back in October, 1967 our friend, H. Geddes Stanway of Skinner's, contributed an article to the Macaroni Journal on Planning Growth and Profit. For those of you who save the Journal, I suggest you might re-read this article for a variety of reasons.

I am sure that everyone here is convinced that planning is a good thing but that it is difficult for the smaller manufacturer to cope with the planning process due, sometimes, to lack of funds and manpower which mitigate against establishment of a separate planning department as is done in many large companies. (When I say a smaller manufacturer I am thinking in terms of five hundred or less employees.) Because business operates in an environment of uncertainty and change and requires the attainment of goals at the least possible costs. Planning becomes a highly important function and is as important to the small company as it is to the large. Without planning, business becomes random in nature and decisions meaningless ad hoc choices.

#### Understand Conditions

Planning for the future starts with a realistic understanding of existing products, sales divisions, markets, margins, profits, return on investment, cash flow, availability of capital and skills and capacities of personnel. Obviously, therefore, the process of planning is relatively simple and straightforward.

So, when I speak of long range planning, please bear in mind that our planning as I have just indicated covers several specified functions or areas which may be briefly summarized as: (1) finance; (2) marketing; (3) production; and (4) capital expenditures.

It is my feeling that much of our long range planning activities begin in our sales and marketing areas which keep under constant study and review our existing territories, potential new territories, products old and new. It seems to me that market objectives are part of the basic framework of business policy from which all other activities stem, and to which they must be coordinated. Obviously, manufacturing, traffic and



Participants Edward A. Morrison, Arvill Davis, Albert Robilio, H. Edward Toner.

warehousing must coordinate their plans for facilities to meet sales goals and the finance department must project financial needs and review financial requirements, not only for capital expenditures but submit analyses of estimated cash flow, etc.

#### Data Processing

We, of course, have had the benefit of data processing for a considerable period of time. We recognized the increasing management need for timely and accurate information; for example, we now know promptly our sales in each geographical area as well as sales to individual customers. Through the use of A. C. Nielsen, Sami and Market Research, we have become more sophisticated in the last few years in forecasting, planning and budgeting since these sources indicate not only our position in our trading areas, but that of our competition.

Simmons said: "Accurate knowledge is the basis of correct opinions; the want of it makes the opinions of most people of little value."

#### Long Range

We plan not only on a short range but on a long range basis—long range, roughly three to five years and in some areas, seven years. We, of course, try to integrate the two. Not to do so could, in our opinion, be a serious error.

It is important to realize that planning includes far more than basic forecasts of population, etc.

We are a statistical-minded outfit. We know our products; we know our marketing mix; we know our inventories; we have rigid quality controls; we think we know our people; we hope we know our customers and how to render service to them; we think we

know how to advertise and promote; we believe we know how to label and package; we think we know something about market research; we believe we know something about finance and investments; we have a unique system of management reports and management procedures; we think we know something about competition; we hope we have some knowledge of governmental and community environment. Above all, we constantly keep in mind our ultimate consumer. Her desires, her needs and her point of view are uppermost in our thinking.

#### Ready Communications

One advantage the smaller company has over the large company is the ability of the decision makers to communicate more readily. Today we hear much about conglomerates. A definition of conglomerates that I particularly like is—

A conglomerate is like a mushroom—for thirty days they keep you in the dark; for the next ninety days they throw manure at you; and during the next ninety days they throw manure at you; and during the next thirty days, they can you.

As some of you know, Mrs. Toner and I recently returned from Europe and coming back on the S.S. France, I overheard this conversation in the lounge between two matrons—

One said: "I think women like us should take an interest in politics. Tell me, what do you think of the common market?"

Her companion said: "I still prefer the A&P."

Sometimes, I think the interest in government of some of our business people is about as enlightened.

(Continued on page 30)

THE MACARONI JOURNAL

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### Setting Long Range Goals— (Continued from page 28)

We believe that by putting all of our knowledge real or hopefully existent to work on short and long range planning, we can plan and work out a fairly successful operation.

We recognize, I believe, that: "The wise carry their knowledge as they do their watches; not for display, but for their own use." (S. T. Browne)

Of course, political and economic uncertainties make for difficulties in planning, e.g., unpredictability of events on the international scene; labor legislation; wage and price levels; governmental regulations, etc. Notwithstanding some of the hazards and shortcomings of long range planning, we feel, based on past experience that it is an essential function for our continued growth and prosperity.

"The greatest results in life," said Feltham, "are usually attained by simple means and the exercise of ordinary qualities. These may for the most part be summed in these two — common sense and perseverance."

Sir William Cecil said: "When schemes are laid in advance, it is surprising how often circumstances fit in with them."

#### Concerns for the Future

What I am about to say does not bear directly on long range planning as we have been discussing it. We as businessmen, concerned with the future of our companies and our country, must give serious thought to how we can contribute to the solving of what, in the opinion of many, is a major national crisis; namely, the revolution among students on our campuses throughout the country.

What we are seeing today may follow a striking parallel to that which happened in other nations experiencing violent revolutions: Cuba, China, Germany and Russia.

Today there is a great similarity between attacks on our system and the riots by such groups as the Students for a Democratic Society.

It has been pointed out by Asst. FBI Director, William Sullivan, that: "The new left extremism presents a major challenge to the American business community." There apparently will be attempts to shut down plants and duplicate the disruption in industry that has beset our campuses.

Read, for example, Barron's Business and Financial Weekly of May 19.

A very small percentage of our students have really lost faith in our system but those few do not hesitate to rise in violence to destroy our society.

It is important that you and I as businessmen become involved and provide community leadership in an effort to provide solutions to the pressing problems with which we are confronted.

When available, I recommend to all of you the report of Congressman Bill Brock to President Nixon resulting from the work of a group of concerned congressmen in visiting campuses around the country.

Believe me, we have both a short and long range planning problem here—if our way of life is to be preserved.

### BUDGETARY CONTROL— ESSENTIAL FOR PROFITS

by Albert Robilio,  
President, Ronce Foods

THE purpose of budgeting is to increase profit and better control the operations of your business. All successful businesses operate on a budget consciously, or unconsciously. Some formalize the budget by allocating to various departments a set sum of money on which to operate for a particular period, or for a fiscal year. Others have been successful using an informal system, controlling all phases of the business on past experience, using the previous years operating statements as a guide line. Such informal systems can work satisfactorily and successfully, particularly in smaller companies, and those dominated by strong top executives.

#### Strong Executives

I do believe most of the manufacturers in our industry would not be considered big business in the industrial world. However, I do feel most of our plants are dominated by strong top executives. Because my company is in the category of small business, and hopefully headed by strong top executives, I shall approach the subject on the basis of the informal system, because it is the system we use. Our previous year's operating statement, after eliminating unusual and non-recurring items, is our informal system, or guide line for the current year. At this point, I shall often substitute the term guide line for informal system.

Strong management demands that the accounting department deliver to them the operating statement as quickly as possible following the end of each month. This statement should be compared with the corresponding month of the previous year, so as to determine how close the guide line is being followed. When I say strong management,

I mean people who are on top of their business. When an operating statement is delivered to them, they know what it is all about. As they analyze the statement, they don't have to be told why some items are above the guide line. If freight rates have gone up—they know it. If a higher labor contract has been negotiated—they know it. When certain items on the guide line get out of control, for reasons unknown to them, they will demand the accounting department deliver to them a breakdown of why these items are out of control. After receiving the information, strong management acts to bring those items back as close to the guide line as possible.

The bottom line on an operating statement is a very important one—it spells out profit or loss. When strong management analyzes the guide line, they usually know why gross profits are up or down, because they are fully aware as to whether they are paying more or less for ingredients and materials, compared with the corresponding period of the previous year. They know whether they sold their products for more, or for less.

#### Produce Profits

Good budgeting, whether formal, or informal, should produce profits, and will permit companies to build up a fund for replacing worn equipment, or purchasing new equipment. I feel that investing in new equipment for increased production, if you can sell this added production at a profit, it will pay for itself in a reasonable length of time. As to replacing equipment for efficiency and labor saving, I feel that it should pay for itself in 3 years. In the past, some of our equipment has paid out in much less time, particularly packaging equipment. Possibly some here have not modernized their plant as much as others, and any new equipment they purchase could amortize itself much faster than those plants which are more up to date.

Formalized budgeting, no doubt, is used by some of you because you are associated with large nationwide organizations, and other of you have production and sales that compel you to use the formal system. I hope from my remarks that you did not construe I am advocating the informal system over the formalized budget. Both systems have their place. In a business the size of our company, I feel the informal system better serves our purpose, because it is flexible. With this flexibility, as we study the guide lines, and with only several in our organization in decision

(Continued on page 32)

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James J. Winston, Director  
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### Budgetary Control—

(Continued from page 30)

making positions, we can make quick judgment, as to whether we should increase, or decrease, any items listed in the guide lines. It also furnishes information that permits us to make prompt decisions for purchasing new equipment, or replacing old equipment.

In closing, again I state successful businesses have operated on some type of budget, or controlled system. This has permitted them to schedule expenditures in proportion to income, and end up with a profit.

### RECRUITING AND TRAINING SALES REPRESENTATIVES

by Arville Davis,

Geoch Food Products Company

ALL our effort in recent years has been directed towards improving the quality of our sales representatives. I can see no room for anyone in the food business today who is not an expert!

And, it's not too difficult to be an expert if you're interested in your customers. My favorite admonition to our sales people for years has been simple: "You can't sell a man anything, unless you know what he's trying to accomplish." It is just as easy to customize your promotional activity. Why try to force-feed your prospects?

#### Customer Oriented

Luckily, the top bracket of our management team and I have been closely associated with customers who literally grew up since World War II. They became successful by developing the retailer. So we learn to think and work retail! How else can you move goods to Mrs. Consumer?

As we built a sales force, we looked for the bright young man in the retail business or one serving the retailer. We still follow this formula in selecting a new man. We lean heavily on our retailer friend for help in selecting men. He knows the ones that "think retail."

The organization then is no better than its communications system. And it works both ways—up and down—from field to headquarters. We use regional sales supervisors with salesmen and/or food brokers under them. These regional supervisors are in almost constant contact with our headquarters management team, consisting of a Marketing Director, Sales Manager, Advertising Manager and Coordinator of Distribution. This group not only works the plan—they plan the work!

### Analytical Approach

None of these plans get past the suggestion stage unless they fit the following general pattern.

1. Does it fit our advertising program policies?
2. Can Mrs. Consumer understand it?
3. Will it make the retailer a profit?
4. Does it fit our production and distribution pattern?

This analytical approach correctly appraises any activity that might be contemplated, whether it is promotional activity on one of our regular items, or development of a new convenience item.

Each of these four broad categories of measurement brackets a multitude of associated subjects. Ideas that are in conflict with any one of these categories are destined for trouble.

Good men and good ideas are inseparable! And good men attract good men!

### THE IMPORTANCE OF ADVERTISING

by Edward A. Herrigan,

Vice President,

Continental Division,

Thomas J. Lipton Inc.

I WAS asked to speak today on the "Value of Advertising." Specifically, how its value applies to us, the people who manufacture the pasta products consumed in the United States.

I know everyone here believes in advertising. We have all witnessed its successful application on many items, and in the case of most of us, we have allocated dollars to its employment in selling our own products.

What I would really like to address today is the charge that our industry, despite these dollar allocations, does not utilize advertising to the fullest extent possible. That we have allowed our industry to assume the status of a commodity, and that we continue to rely heavily on personal selling and trade deals to achieve distribution and sales. Finally, that we believe that availability motivates the consumer, that she is content to buy what's on the shelf.

#### Commodity Class

If this charge is true, we're eventually going to have a serious problem as the consumption of our product declines.

In examining this subject, I have come to the conclusion that there is enough substance in this charge to become concerned.

#### Stress Differences

Take the various shapes of noodle and macaroni. Some are new, some have been around a long time. Have we communicated how they're different, why they'll make a meal a success?

(Continued on page 34)

Noodles, macaroni and spaghetti in many parts of the country, in many consumers' minds are regarded virtually as a commodity. That is to say, that there is no difference between brands, that they are all alike. We know that this isn't true, that there are real product differences. The question is, have we effectively communicated them?

Have we, as individual manufacturers, sufficiently established in the minds of consumers a differentiation for our products even to the extent, for example, that Chiquita Bananas and Sunkist Lemons have. I wonder.

#### Getting Distribution

There's no knocking personal selling and dealer allowances. And if it gets us distribution and maintains it, if it produces volume orders for our plants, then we have the most valuable tool in the marketing mix. But is it the only tool we should use? Are we guilty of being overwhelmed by short term factory sales success and consequently negligent of the ultimate consumer? It's one thing to build a franchise in the mind of the chain buyer but unless we also build a franchise in the mind of today's housewife we are going to find ourselves being replaced more and more in her menu with other foods.

For example, I know that the Association recognizes the problem of how housewives perceive noodles and macaroni with regard to calorie content and is doing something about it. But is that enough? Is there also an opportunity here for individual manufacturers to communicate in their own advertising the wholesome ingredients which go into our products? Do we communicate that these ingredients are really required for a healthy diet? Can we recapture the essence of what I like to call the "Mama" syndrome. Whether she be Italian or Polish or Jewish or even Pennsylvania Dutch, her concern was with wholesome foods not low calorie substitutes. I'm not suggesting that we utilize Mama as a symbol, but rather the essence of what she communicated years ago.

Sara Lee, for example (and what could have more calories), in the face of this calorie conscious world, has continued to grow by communicating the goodness and wholesomeness of its product. Doesn't the same opportunity await us?



## TO INSURE QUALITY IN ANY MACARONI PRODUCT, ALWAYS SPECIFY AMBER

In any size — any shape — it's always easier to control the quality and color of your products with Amber's first quality Venezia No. 1 Semolina, and, Imperia Durum Granular.

Nationally-famed macaroni manufacturers have long preferred these superior Amber products because of their consistently uniform amber color, uniform granulation and uniform high quality.

Because of our unique affiliations and connections throughout the durum wheat growing areas, Amber is able to supply the finest durum wheat products available anywhere.

We are prepared to meet your orders — prepared to ship every order when promised. And because of our rigid laboratory controls, highly skilled milling personnel and modern milling methods, you can be sure of consistent Amber quality. Be sure—specify AMBER.



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**Importance of Advertising—**  
(Continued from page 32)

These are some of the things that a housewife wants to know. And that's what advertising is all about. Its purpose is to inform, to remind, to persuade.

To illustrate some of the things which advertising can do, I've brought along some commercials which show how it is employed to answer specific needs on various Lipton products. I think each commercial makes a point that we might consider for our own needs.

The Lipton Tea Staple commercial answers the question: "Isn't one tea the same as another?" "Not when it comes to Lipton." We demonstrate that there is a difference in products.

In the Onion Dip commercials, we show a soup that became something else. We show the consumer other uses apart from the obvious for our product. Do we have a similar opportunity? I think we have. Have we considered our products used as hors d'oeuvres or even desserts?

The Wishbone commercial addresses a problem we all have, namely, the problem of many varieties within our line. How do we communicate several at the same time? Since it's economically impractical to support them all individually, two were combined in one message. Italian is the dominant flavor in our line so it is used to introduce a second flavor. The effect is that the viewer is reminded of well known Wishbone Italian and informed about new Creamy Onion.

The way we present our advertising is very important too. It should be contemporary and it should attract. The Wishbone commercial did all that.

And, of course, the Penn Dutch commercial answers the need to convey the need for wholesomeness and goodness for products like noodles and macaroni.

**Out of the Price Trap**

Up till now, I've avoided agreeing with the charge that we don't do enough of this thing. I've indicated there is enough substance to cause concern. I've only tried to raise the questions, leaving the answer up to each of you.

At Lipton, we believe in the value of advertising and we see it as one way of getting out of the price squeeze trap. It's alright to sell products cheaply (via trade deals, etc.) if consumption is assured. But if consumption is threatened, then advertising had better be used to offset the threat.

While this kind of philosophy makes us more competitive, it will also make

our industry healthier and force us to grow.

If advertising stimulates this, then I submit that this is its greatest value to our industry today. Thank you.

**Spaghetti Safari brings serving suggestions for National Macaroni Week October 16-25**

| Government Egg Reports           |        |               |               |
|----------------------------------|--------|---------------|---------------|
| <b>U. S. Cold Storage Report</b> |        |               |               |
| Shell Eggs                       | Cases  | July 1, 1969  | July 1, 1968  |
| Frozen whites                    | Pounds | 8,267,000     | 13,214,000    |
| Frozen yolks                     | Pounds | 17,133,000    | 28,998,000    |
| Frozen whole eggs                | Pounds | 32,945,000    | 62,632,000    |
| Frozen unclassified              | Pounds | 2,228,000     | 4,859,000     |
| Frozen Eggs—Total                | Pounds | 60,571,000    | 107,703,000   |
| <b>Crop Report (48 States)</b>   |        |               |               |
| Shell eggs produced              |        | June 1969     | June 1968     |
| Average number of layers         |        | 5,728,000,000 | 5,711,000,000 |
| Average rate of lay              |        | 306,328,000   | 306,987,000   |
|                                  |        | 18.70         | 18.60         |
| <b>Layer Reports:</b>            |        |               |               |
| Hens and Pullets of Laying Age   |        | July 1, 1969  | July 1, 1968  |
| Eggs Laid per 100 Layers         |        | 304,569,000   | 305,432,000   |
|                                  |        | 61.4          | 61.6          |

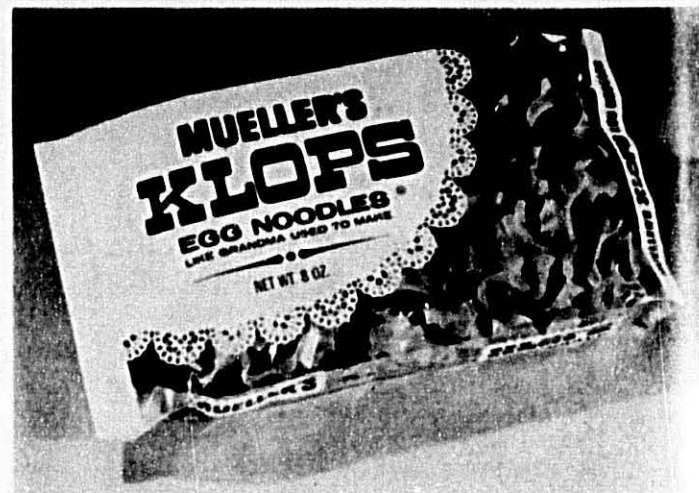
**Setback in Egg Returns**

Lower egg prices were predicted by Poultry Survey Committee in their quarterly report for the American Feed Manufacturers Association.

For eggs, the committee says that farm prices in the 12 months starting July 1 are expected to average about 4¢ a dozen below the preceding year, while higher interest rates and feed prices will add about 1/2¢ a dozen to cost of production. For July-September, 1969, the national average egg price

forecast is 34¢, down 2 1/2¢ from a year earlier. October-December prices are forecast at 34¢ @ 35¢, down 5¢; in January-March, 1970, at 35¢, off 5 1/2¢, and April-June, 30¢, off 2¢ @ 3¢.

The egg-type chick hatch in the last half of 1969 will be 5 to 7% above the same period of 1968, while in the first half of 1970 the hatch is expected to be the same to lower than in January-June, 1969. If the predicted hatch occurs, production in each month of 1970 will be larger than a year earlier.



**Mueller Bags New Egg Noodle.** The C. F. Mueller Company of Jersey City, N.J., has introduced a new egg noodle called Klops. The new product is packaged in a colorful bag which lets the customer see its novel shape. Mueller's Klops are shorter than ordinary egg noodles with frilly edges to hold the gravy or sauce. Both shape and name were inspired by an old-time German egg noodle. The package even carries the line "like Grandma used to make." Recipes and serving suggestions are printed on the back.

# ADM Milling Excellence

**The Durum Outlook**  
by Tom Ridley, Durum Grower

Speaking on behalf of the North Dakota Wheat Commission, I am sure that you are interested in our view of the durum crop at this time. Growing conditions at present are excellent. There are, however, several weeks until harvest and this is the critical period for the crop. The potential is there, but judging from past history it is difficult at this time to accurately predict the quantity and quality of the 1969 crop.

The Department of Agriculture's July estimate in bushels is as follows:

|              | Indi-<br>cated |        | Yield<br>per<br>acre |
|--------------|----------------|--------|----------------------|
|              | 1969           | 1968   |                      |
| Minnesota    | 2,686          | 2,788  | 34                   |
| North Dakota | 72,277         | 81,956 | 27                   |
| South Dakota | 5,126          | 4,833  | 22                   |
| Montana      | 6,028          | 7,665  | 22                   |
| California   | 360            | 455    | 60                   |
| U. S.        | 88,477         | 97,697 | 26                   |

In addition to production, many other factors affect the marketing of durum. Important among these are the availability of boxcars at harvest to move the crop, producers' decisions based on price, availability of farm storage. If farm storage is forced due to boxcar shortages, for instance, the tendency is for the grain to stay there for a considerable length of time.

We would like to compliment you on your fine program at this convention. It is the North Dakota Wheat Commission's purpose to promote and increase markets for our durum and spring wheat crops. We feel it is our best positive course of action to cooperate with your industry in this effort. We do not participate in the actual buying and selling of wheat—ours is a producers financed effort to expand the market for North Dakota wheats. It is our belief that we have a unique capacity to work with all segments of your industry.

The Spaghetti Safari is an example of the cooperation of the total industry. In North Dakota all arrangements are set for the safari with the exception of the weather. We are praying for three good harvest days on the 19, 20 and 21 of August.

**New Commissioners**

The North Dakota State Wheat Commission has two new members.

George Smith of Amentia in Cass County has been farming for 28 years and presently runs a 1,280 acre diversified farming operation. He is a past president of Northwest Farm Managers, members of Cass County Soil Conserva-



Twenty-one experts in the milling, production and marketing of durum wheat in France visited International Milling's durum wheat mill in St. Paul recently as part of a one-week tour of the U.S. and Canada. The tour, which also included stops at the U.S. Department of Agriculture office in Minneapolis and Northrup King & Co., was arranged by the U.S. Department of Agriculture. Pictured here at a roll stand at IM's mill are (from the left): Robert J. Bruning, manager of durum quality control for IM; Miss Chris Bruning, interpreter on the tour of the mill; Gerard Dorlet, director of Ets Dorlet, Etampes; Andre Gagneux, director of Ets Gagneux, Ossery; Daniel Vandembroucke, director of Ets Vandembroucke, Vailly Sur Aisne; R. Lamothe, manager of S.C.A. La Franciade, Blois.

tion District, chairman of the County Farm Bureau, and on the local school board. In 1956 he was second runner-up for Outstanding Young Farmer Award in North Dakota. In 1966 he was on the European Observation Tour.

Herman A. Schmitz has been farming in McKenzie County since 1935. He is presently operating a 2,500 acre farm. He has been chairman of the Williams County Farm Bureau and is secretary-treasurer of the North Dakota Wheat Producers, Inc.

**Japan Buys Durum**

The Japanese Food Agency has recently purchased 5,500 metric tons (202,000 bushels) of No. 2 Hard Amber Durum for August delivery. Specifications call for a minimum of 13% protein and a maximum of 0.9% sprout damage. The shippers will be a critical test on quality and will determine future prospects for more buying. They have been buying approximately 25 to 30,000 tons annually but there is competition for the business.

**Progress**

Progress is always the product of fresh thinking, and much of it thinking which to practical men bears the semblance of dreaming.

—Robert Gordon Sproul

**Durum Stocks Up**

The Department of Agriculture reported that as of July 1, 29,142,000 bushels of durum wheat were held on farms. The Commodity Credit Corporation held 154,000 bushels. Mills, elevators, and warehouses had stocks of 11,778,000 bushels. The total of 41,074,000 was 69 percent larger than a year ago. Department analysts observed that exports were good but last year's big crop contributed to the carryover.

**Canadians Boost Durum Production**

According to the Dominion Bureau of Statistics, prairie farmers planted 3,154,000 acres to durum, a new record, compared with 2,370,000 in 1968 and 1,302,000 in 1967. The acreage to durum this year is more than double the 1967 average of 1,531,400 acres.

Saskatchewan boosted acreage some 39 percent; Manitoba up 31 percent; and Alberta 60 percent.

**Henningsen Promotion**

Henningsen Foods, Inc. has announced the promotion of Bob Narky to the position of sales manager of the machine division of the company. Mr. Narky has been with the machine division for about a year after transferring over from the egg products division.

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Secretary of Defense Melvin Laird swears into office Charles O. Rossotti. Mr. Rossotti's wife Barbara, an attorney, holds the Bible.

### G.M. Regional Sales Reassigned

Jean H. Hassell has been named to succeed Harold A. Robertson as northern California regional sales manager for bakery flour and mixes in the Sperry Division of General Mills, Inc. It was announced by F. B. (Barney) Wallace, division flour sales director.

Mr. Robertson, a veteran of 36 years with General Mills, is taking early retirement.

#### 20-Year Man

Mr. Hassell, who joined the company in 1949, previously was marketing manager for bakery flour and mixes and Donald E. Anderson has been named to succeed him in that post.

Raymond W. Olson, after four years in food service sales in northern California, has moved to the southern California region to work in bakery flour sales, where he will be calling on major bakery and macaroni accounts. He has had nearly 30 years of experience in food service and flour sales.

#### 36 Years

Mr. Robertson, who is retiring, started with General Mills as an office boy in San Francisco. His promotions in the intervening 36 years took him to Fresno, Santa Rosa and Oakland, and included positions as office sales assistant, office manager, salesman and expert manager.

Mr. Hassell joined General Mills 20 years ago as a chemist in Spokane and quickly moved to sales. In 1951 he was transferred to Seattle. In 1963, he moved to Palo Alto as administrative assistant and early last year was appointed marketing manager for bakery flour and mixes.

### Charles O. Rossotti Named

The youngest man ever named to the Board of Directors of Georgetown University, Washington, D.C. in its 180-year history is Charles O. Rossotti, 28-year-old principal deputy assistant secretary of defense, Office of the Assistant Secretary of Defense (System Analysis).

He will serve for two years, filling the unexpired term of Dr. Clarence Walton.

Mr. Rossotti received an A.B. degree in economics with high honors from Georgetown University in 1962. In 1964, he received a master's degree in business administration from Harvard Business School. He joined the Office of the Assistant Secretary of Defense in 1965 as a staff member. Two years later, he was promoted to director of the NATO Division, and, last January, to his present position.

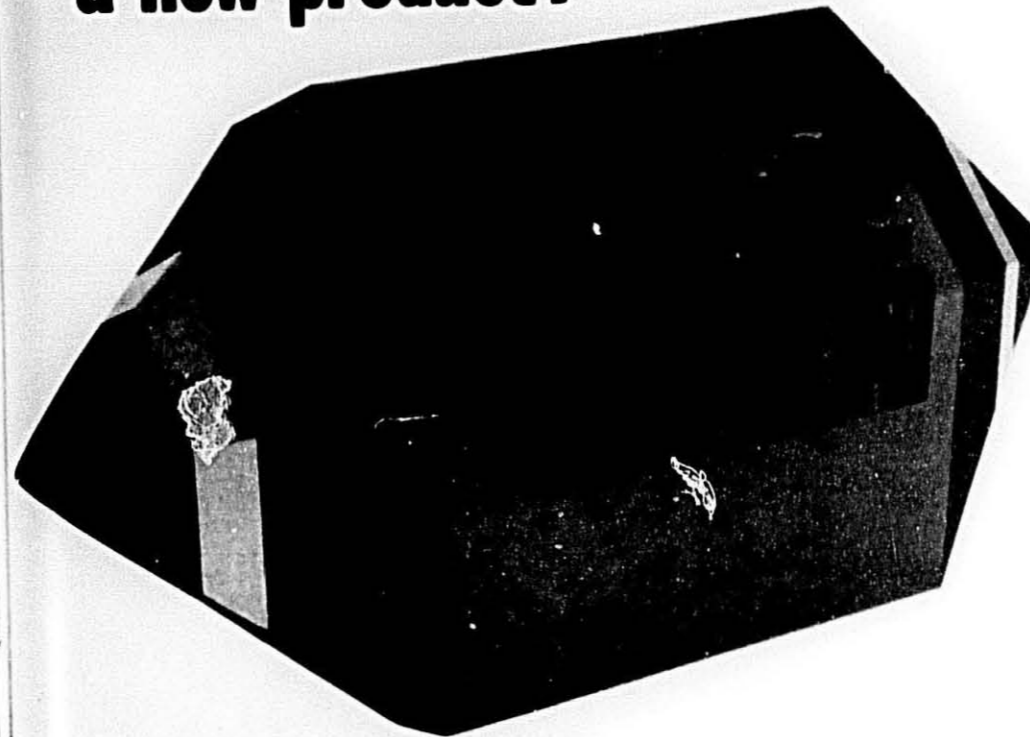
He is the son of Charles C. and Betty Rossotti. Mr. Rossotti is president of Rosotti Lithograph Corporation, North Bergen, New Jersey.

### New H + K Contina Cartoning Machine

A new fully automatic cartoning machine, of compact design, the Contina, has been developed by Hoffiger + Karg. It is distributed in the U.S. by Amaco Incorporated, 2601 W. Peterson Avenue, Chicago.

The machine offers features associated with more costly packaging equipment such as: continuous motion; extremely silent operation; infinitely variable speed (up to 125 cartons per minute); no change parts for different carton sizes; and maintenance-free operation.

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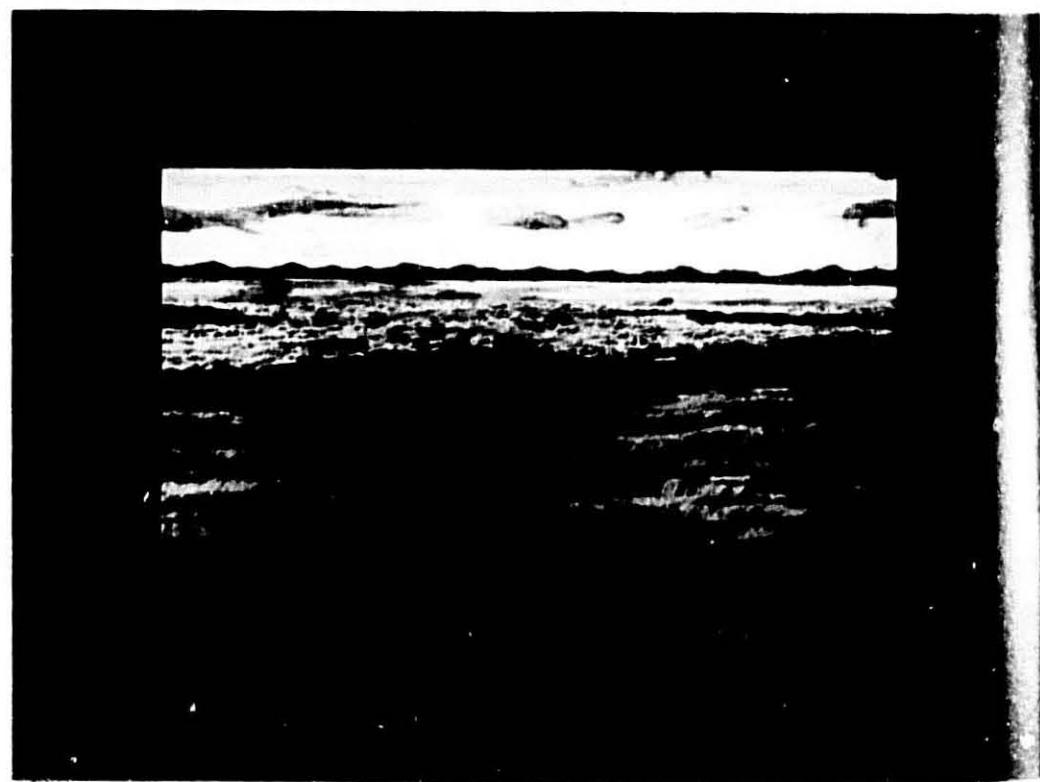


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