

**THE
MACARONI
JOURNAL**

**Volume 52
No. 5**

September, 1970

Macaroni Journal

THE PUBLICATION OF THE

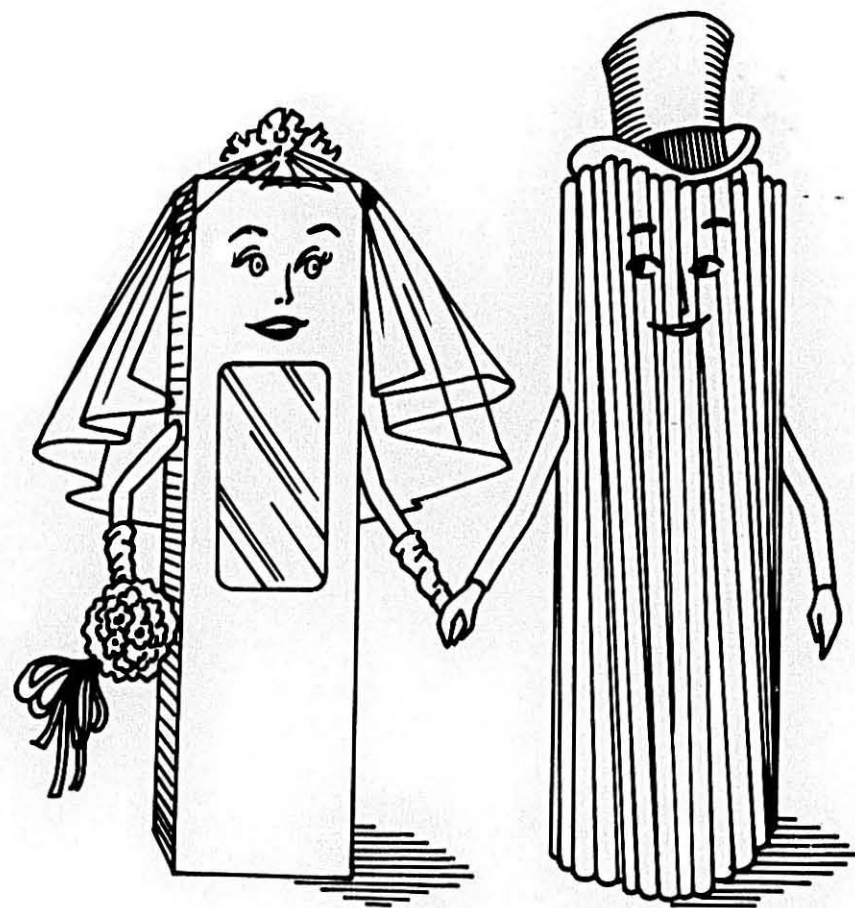
NATIONAL MACARONI MANUFACTURERS ASSOCIATION



SEPTEMBER, 1970

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ELECTED
PRESIDENT





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The Macaroni Journal

September
1970
Vol. 52
No. 5

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regarding advertising or editorial material to Robert M. Green, Editor,
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Cover Photo

Vincent F. La Rosa was elected president of the National Macaroni Manufacturers Association at the 66th Annual Meeting. He pledged his full efforts for industry progress.

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66th ANNUAL MEETING

NATIONAL MACARONI MANUFACTURERS ASSOCIATION

At the 66th Annual Meeting of NMMMA, held at Whiteface Inn, Lake Placid, New York, a new president was elected. He is Vincent F. La Rosa, a grandson of the founder of V. La Rosa & Sons, Westbury, New York. At the banquet when his election was announced, he stated that his life has been spent in the macaroni business, that he has high regard for his colleagues and competitors, and he pledged his full efforts for making the Association an instrument for progress in the industry.

Other officers elected were Vincent DeDomenico, Golden Grain Macaroni Company, San Leandro, California, first vice-president; Denby Allen, John B. Canepa Company, Chicago, second vice-president; and Nicholas Rossi, Proclino-Rossi Corporation, Auburn, New York, third vice-president.

New directors elected to the Board include Willoughby S. Dade of Hershey Foods Corporation, Alvin Karlin of I. J. Grass Noodle Company, and Lawrence Williams of The Creamette Company. The Board established requirements for attendance and participation for its membership.

President Honored

President Peter J. Viviano was presented a plaque and bound volumes of the Macaroni Journal recording his administration in appreciation of his services. His wife, Josephine, was presented with a matching set of flower arrangements made of noodle dough created by an artistic employee of German Village Products, Inc., of Wauson, Ohio.

President Viviano, in reviewing the state of the industry, pointed to record sales in the past six months, but urged industry cooperation in view of the state of unrest in the country and because of militant minority groups. In many of his points he asked the question: "Who needs the Association?" The answer: "You do!"

Consumerism

Thomas F. Roche of the offices of Halfpenny, Hahn & Ryan observed that too often in the past business has ignored social problems. He warned that consumerism is here to stay.

Nick Rossi added emphasis to the need for business participation and enthusiasm in electing representatives with the business point of view. He noted that the cost of government has gone from 10 percent of gross national



President Peter J. Viviano is awarded plaque for leadership and service.

product in 1930 to 33 percent in 1970. The socialists in this country are making great strides, while business becomes the target for every ill.

Educating Consumers

Ted Sills and Elinor Ehrman gave a strikingly effective audiovisual presentation on the product promotion conducted for macaroni and noodle products by the National Macaroni Institute. The Board of Directors urged the new president to appoint a committee to study the feasibility of combining the financing of the Institute and Association, inasmuch as objectives, staff, and activities are intertwined.

Glenna McGinnis, Food and Equipment Editor of Woman's Day magazine, made a hit with her pointed comments on consumers and how to educate them. She observed that not everybody knows how to boil water; some people just don't have the pot of the size requested by macaroni manufacturers or a colander for draining. There is no such thing as "an average woman" and manufacturers must give leadership and guidance to the preparation of their products through clear instructions on their packages and help from magazines with recipes and directions.

Observations on Nutrition

Dr. D. Mark Hegsted had interesting observations on nutrition and the inadequacy of general information about many foods. He confessed to having favorable leanings towards cereals as the answer to the world's food supply problem in the face of an exploding population.

Dr. Hegsted stated that many industry groups in the food industry are co-operating together—in meat packing, dairy industry, the citrus fruit segment, etc. Cereal products however have gone their own separate ways and are suffering from poor image. Research and joint promotion is needed.

The subject of increasing iron enrichment was brought up, and James J. Winston, director of research for the NMMMA, reported on studies that showed that raising the level from 13 mg. per pound to 39 mg. might affect the shelf-life of macaroni and noodle products. After a period of time, a metallic taste may develop as well as rancidity due to the action of the iron on the fat components in the product. He did not think that macaroni products should be compared to bakery goods and flour.

H-R-I Contest

H. Howard Lampman of the Durum Wheat Institute announced plans for an exciting hotel-restaurant-institute contest for the restaurant and quantity food service people, with cash prizes for winning entries in sauces, casseroles, side dishes and salads. Scheduling would be planned for the Lenten period, with the winner to attend the summer convention.

Eddy Prevost, managing director of the Quebec Provincial Restaurant Association, told what that organization is doing to train chefs and cooks in the proper preparation of many foods, including pasta products, through schools and demonstrations.

Grocers Panel

A stimulating session on Grocers Industry Trends, participated in by Bernard Paroly of Supermarkets General, Harry Guest of Loblaw Groceries, and John Peters of Syracuse Foodiers reviewed the gripes of consumers, sales reps, manufacturing management, and the supermarket operator. The consensus was that most of the solutions to these problems involves good communications.

Management Matters

Denby Allen presented a formula for profit management: Planning, Reviewing, Organizing, Funding, Implementing, Trimming, and Selling.

Frank B. Mercurio, of the U. S. Department of Labor, reviewed considerations of the Fair Labor Standards Act, while Robert H. Kastengren of Run-



Walter Villaume is awarded low gross trophy. Mark Heffelfinger wins prize for low net. Ted Sills' Trophies were awarded by President Vincent F. La Rosa, Golf Co-Chairman Sal Maritato, and Past-President Peter J. Viviano.

heimer and Company told how to better control business travel expenses through standard costing. Highlights of these presentations will appear in a later issue of the Macaroni Journal.

A panel of Martin E. Coughlin, Thomas J. Lipton; Guy R. Heckman, Jr., Hershey Foods; and Vincent F. La Rosa, reviewed traffic matters. With the increasing importance of this area and its impact on costs, an active standing committee will be appointed, and industry cooperation is urged in supplying this group with information and data to present an industry position on traffic hearings, classification matters, and freight rates which are bound to go up.

European Trip

Plans were announced for a European trip in May of 1971, to attend a

macaroni school in Switzerland, visit plants in Switzerland and northern Italy, and meet with macaroni manufacturers from the Continent at the IPACK-IMA Show in Milan.

Winter Meeting

The Winter Meeting will be held at The Americana Hotel in San Juan, Puerto Rico, January 24-28, 1971, and travel arrangements for both the European trip and the Caribbean convention will be sent out shortly.

Social Scene

On the social side, the winner of the Ted Sills Silver Trophy for low net in golf was Mark Heffelfinger, low gross was Walter Villaume.

Suppliers who provided refreshment at a good fellowship at the Suppliers' Socials included the following:

A D M Milling Company
Amber Milling Division, G. T. A.
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Peavey Company Flour Mills
Rossotti Lithograph Corporation
Triangle Package Machinery Company
Vitamins, Inc.
Milton G. Waldbaum Company

Who Needs the Association?

by President Peter J. Viviano

It has been two years since my election as president of the National Macaroni Manufacturers Association. Customarily, the outgoing officer will give an account of his stewardship. Since so much has happened in recent years in the world, in our country, and for that matter in the macaroni industry, it might be well to make some remarks about the future as it might affect our thinking. References will be made to the past in specific instances that merit our attention.

The National Macaroni Institute needs much more cooperation from the macaroni manufacturers than it has been receiving, financially and otherwise, as only in this way can it improve its services, enhance our image, and enable us to find a place in the future food marketplace where the

competition from other foods is ever increasing. I regret to report that not much progress has been made in this direction. As a matter of fact, I don't think we have added any manufacturers to our list of contributors in the past two years.

I call your attention to the rice industry—I'm sure you all have seen the progress they have made by banding together and uniting their efforts. This could be our number one competition. To give you an example, even in my home we are using more rice in spite of my protests, and I'm willing to bet the same thing is happening in your household.

Who Needs Us?

Somehow I get the feeling that many of the manufacturers think the association needs them. This is a fallacy. The manufacturers are the ones who need (Continued on page 6)



Peter J. Viviano

Who Needs the Association?—

(Continued from page 5)

the association. The macaroni people are the ones who need representation in Washington on all levels such as consumer affairs, fair trade practices, Food and Drug, product standards control, all other government regulations, and hundreds of other causes, including state regulatory controls and taxes. Who needs the Association? You do!

Fortunately, we have an executive secretary who is outstanding and a research director who knows his way around. For them to produce at peak efficiency requires full cooperation and direction from the manufacturers. Much more could be done in the way of cooperating with this staff.

Rapid Change

At the last convention in July, I mentioned that changes are taking place so rapidly, none of us can realize their speed. Only through the Association can we ever hope to keep abreast of what is happening in business, in the country and in the world. So I repeat, who needs whom?

In the past we also discussed the importance of reporting statistical information so the industry would have a reliable source of figures and facts. To my knowledge only ten manufacturers have reported to this date; and none of the so-called large producers are included. Apparently, no interest has yet been shown. You will have to act fast to keep it alive; otherwise this important activity will go down the drain.

All of you will recall that through the consistent efforts of the Association we were successful in getting the Government to include macaroni products in the ASCS give-away program. This is the Agricultural Stabilization and Conservation Service for feeding the indigent. There have already been three bids let totaling some ten million pounds. This has been a boon to the industry, since so many plants have increased production facilities during the last two years that this is a good way to siphon off the temporary excess. This is another example of the importance of the Association. Who needs the Association? You do!

From word of mouth information, it is apparent that many of the manufacturers have increased production this year which would indicate that the per capita consumption is up. Since all available figures are not representative, I hesitate to use them; however, our secretary, Bob Green, has put together mill grind figures combined with other available statistics and is in a position to give these figures to

you if desired. This is another reason why we should be giving serious consideration to reporting statistics as an industry.

Transportation

When it comes to transportation, our industry is in the Dark Ages. We have not only been lax, but have seldom taken steps to help ourselves in this field. Actually, our industry does not have favorable outbound commodity freight rates comparable to other food items. Neither do we have favorable incoming freight rates on raw materials, including flour. This is another field that requires the assistance of the Association. Fortunately, at this convention we have some specialists in this field—one from Thomas J. Lipton, Inc. and another from the Hershey Foods Corporation. At a later time these gentlemen will be introduced to you and will talk to us about the problems confronting the industry.

Future Concerns

As far as the future is concerned, we should be considering some of the important statistics available to us. For instance, it is predicted that there may be seven billion people (twice the present total in the world) by the turn of the century—only 30 years from now. By that time population in this country will be 325 million people. In order to feed the world population in the year 2000, we will have to quadruple food production. It is also predicted that within 16 years half of the U. S. population will be under 26. We will have to create 15 million new jobs in this country alone by 1975. And believe it or not, two-thirds of these new workers will be under 35.

By the year 2000 we will work only 31 hours a week; some may work only six months a year and work very hard for ten or fifteen years and retire at the ripe old age of 40. I could go on and on with these statistics and projections, but I'm sure most of you have read them before and will be constantly hearing them from other sources. I have only mentioned those statistics that might be of interest to us and affect our future thinking.

Present Unrest

I am every much concerned with present-day conditions, particularly with the outlook and attitude of our youth in the United States. Campus disorders and protests are not to be taken lightly. The fact that college students are in a state of unrest is nothing new—it happened in my day and will recur every generation. The ugly fact is that certain forces are using this state of unrest to their own advantage. The

left militant groups are criticizing society for its good living, while advocating anarchy. It's time that the silent minority groups avail themselves of the same prerogatives as the vocal and militant groups. The businessman has always been more or less silent and meek while paying the lion's share of the taxes and upkeep of the country. It is time that the businessmen speak up and speak up fast and forcefully.

Look at what has happened recently at stockholders' meetings of some of our bigger corporations. Questions were asked by the hour to embarrass business and attempt to blame them for the inequities in the world while bypassing all the good that has been done in the meanwhile. Business is being blamed for pollution of all types, racial imbalance, plus all other ills of the world. The businessman is going to be the scapegoat eventually for everyone including the politicians unless we speak up and speak up loud.

Veep Quoted

I think that Vice President Agnew, even though criticized on many occasions, appraised the situation very clearly when he said: "The protesters burn, pillage and destroy because they rebel against their lack of creativity. Hell-raisers may be few in numbers, but they have had a shattering impact. Unfortunately they are encouraged by an equally small number of faculty members who apparently cannot compete legitimately with the system and do not choose to do so. It is my honest opinion that this hard core faculty and students be identified and dismissed from the otherwise healthy body of college community."

When I was attending college, should a professor suggest that we protest and as a reward the school would be shut down, final exams eliminated, and we would be automatically passed, I guarantee you we would have had plenty of protesters. This is quite an incentive for the youth today. As a matter of fact, this could be the very core of our campus problem.

Confusion Compounded

The American citizen trying to make sense out of the turmoil on college and university campuses and in the streets of some of our cities understandably finds it hard to fathom the situation. They read about mobs of protesters converging on the nation's Capitol and hear of institutions of learning being closed down as students and professors strike. The confusion is compounded by the fact that influential television commentators and slick news magazines

(Continued on page 10)

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What To Do About Consumerism

by Thomas F. Roche, of the firm Halfpenny, Hahn & Ryan

ALL voters, whatever their other differences, are consumers; and this may explain the popularity of the recently discovered issue of "consumer protection." Whatever the reason, politicians from both parties are vying with one another to see who can lead the pack in the consumer protection race.

As a consequence, there is a veritable flood of consumer legislation pending in Congress, at least 130 bills. There are so many different bills to do so many different things, scattered around in so many committees, that a census of all of them would be not only endless but uninteresting as speech material. I shall here examine a few of the most significant of those bills.

Last February and March, the House Subcommittee on Commerce and Finance of the Committee on Interstate and Foreign Commerce held hearings on several bills, of which the most important were the Administration's Consumer Protection Act (H.R. 14931), and the Eckhardt-Moss Bill (H.R. 14585).

Manufacturer Beware

Before considering these bills in detail, it might be well to recognize the reasons given by their proponents. This aspect was summarized by the testimony of Senator Tydings before the Subcommittee: The policy of "buyer beware" no longer has a place in the complex market of today. "Too often the modern consumer is unable to assess the technical qualities of the product he purchases, to resist sophisticated sales campaigns. Every year billions of dollars are wasted by consumers through the purchase of misrepresented merchandise. Although the least educated and the more impoverished segments of society, those who can least afford it, suffer the most, all levels of society are affected."

It must be recognized by the business community that this philosophy is wide-spread (possibly because of its voter appeal) and as a result some form of legislation is almost certain to be adopted. In fact, the principal debate before the Subcommittee was the form of the remedy to be adopted, particularly as it related to class actions.

Consumer Protection Act

As originally proposed, the Administration's H.R. 14931 gave the Federal Trade Commission the power to seek a temporary restraining order, and even-

tually a permanent injunction, against certain enumerated deceptive and unfair practices. The Attorney General would also have power to bring an action against an alleged violator.

Eleven unfair or deceptive acts are spelled out in the bill, of which those significant for your industry are the following: representing that goods are of a particular standard, grade or quality, knowing that they are not; making statements of fact concerning savings in comparison to prices of competitors or one's own prices knowing that such statements are false; knowingly representing that goods have origin, ingredients, or quantities that they do not have.

The most controversial part of the bill is that it allows consumer actions only after the Federal Government, either through the Attorney General or through the Federal Trade Commission, has brought some form of litigation to a successful conclusion, and only in the eleven areas spelled out.

Eckhardt-Moss Bill

This is also the distinction between that bill and the Eckhardt-Moss bill, which would allow consumers to initiate federal class actions whenever their rights were violated.

There was a great deal of discussion about the advisability of class actions by consumers. Some commentators, including a Committee of the American Bar Association, object to class actions under any circumstances. They say that such actions will overburden the federal courts, are difficult and technical to maintain. Fear has also been expressed that they could be used to harass businesses.

For example, the testimony of Mr. George Koch, President of the Grocery Manufacturers of America, was concerned with that question. In his view, the power of the Federal Trade Commission to enjoin fraudulent practices would be effective to prevent such practices in the rare instances in which they occur in the industry. He commented that "The greatest single beneficiaries of the Federal consumer class action would be brought against the real perpetrators of consumer frauds because these fly-by-night operators usually don't have enough money to pay consumer damages. And, if they do, they are smart enough to hide either their assets or themselves."

Another witness pointed out that consumer actions should not be dependent upon prior governmental action, because the government might sue one of several competitors, thus leaving the defendant open to class actions while its competitors would not be so exposed.

The Subcommittee finally approved a compromise between the two versions, and approved a Bill which provides for class actions after governmental action, and also for direct class actions based on state laws. The compromise bill incorporates the Administration proposal for class actions based on 11 categories of unfair practices, after successful governmental action. It also allows class actions in either state or federal courts based on state law for the benefit of consumers. In this type of action, no prior public enforcement action is required. Individual consumers with claims below \$10 may not be included in a class, and the aggregate amount of claims must be in excess of \$25,000 to bring the class action in a federal district court.

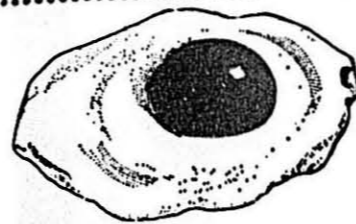
The Subcommittee's version is now under consideration by the full House Interstate and Foreign Commerce Committee. The Senate Commerce Committee has indicated (though there is no formal report as yet) that it will approve legislation to allow consumers to file suits for any business practice which they believe to be unfair or deceptive under Section 5 of the Federal Trade Commission Act.

Office of Consumer Affairs

Another debate is in progress as to the way in which a proposed Office of Consumer Affairs should be set up. The administration has favored the establishment of such an office in the Justice Department. It would have authority to intervene in behalf of consumers or regulatory agency hearings.

A rival bill, introduced by Representatives Rosenthal and Dwyer, would establish an independent Consumer Protection Agency. Its two top administrators would be nominated by the President and confirmed by the Senate; thereafter it would be responsible only to Congress. It would be dedicated to protecting and promoting consumer interests in the courts and before regulatory agencies.

(Continued on page 10)



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EUROPEAN TRIP

May 10 to 31, 1971

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- Pavan plant in Galliera Veneta.
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What to do About Consumerism—

(Continued from page 8)

The bill providing for the independent consumer agency has been approved by the House Government Operations Subcommittee for Reorganization.

Meanwhile, without waiting for further legislation, the Federal Trade Commission is taking action. It recently announced that it is dispatching a corp of 77 Consumer Protection Specialists to FTC field offices throughout the country to assist their staffs in detecting and correcting deceptive business practices.

Unit Pricing

As you know, in the food industry the great outcry has been a pressure for unit pricing. What these advocates forget is that this requirement, while apparently not very interesting to the consumer, would add a great deal to food prices. The National Association of Food Chains has estimated that nationwide mandatory unit pricing would cost up to \$300 million a year.

Fair Packaging

On another front, hearings by the Senate Commerce Committee have been concerned with the slow progress of various agencies in carrying out the provisions of the Fair Packaging and Labeling Act. Food and Drug Administration Commissioner Edwards explained to the Committee what the FDA plans to do in the future. He said that a survey will be made to determine the need for regulations covering slackfill and package size characterizations. This survey will cover (1) measuring and recording the amount of unused space in packages of macaroni and noodle, dry cereal and similar products, and (2) determining and recording the net contents associated with various food package size descriptions such as "jumbo," "king" and "family size."

Backlash

As pointed out in an article in Dun's, the backlash will come when the consumer will inevitably have to pay for all of this in higher prices. The fact is that "consumerism costs money, and it is probably going to cost the consumer himself quite a bit. For making a product better and stronger means higher manufacturing costs. Business must hire and train inspectors. Workers must be re-educated to value quality in their work. Raw materials must be better refined, tolerances more sharply defined. Plants must be retooled."

Who Needs the Association?—

(Continued from page 6)

hold up demonstrators as idealists. The beginning of wisdom concerning the nation's current predicament is understanding that there's nothing idealistic about protest movements that strangle America.

There's nothing idealistic about university administrators abandoning their responsibility to parents and the public by allowing radical faculty to leave the classrooms and parade in the streets.

There's nothing idealistic about militant students ransacking college buildings, praising Black Panthers, and setting fires.

There is nothing idealistic about promoting drug addiction and urging legislation in favor of some.

There's nothing idealistic about talking peace when the real intention is defeat of the United States.

There's nothing idealistic about shouting academic freedom when that freedom is used to shatter young citizens' belief in their country, its constitutional principle, and the free enterprise system.

None of these things can possibly be idealistic.

Protesters who talk of peace while breaking glass windows and lighting torches have no program but destruction and national paralysis. It is obvious that they do not have the country or the majority of the people at heart. How long can we go on condoning this by our silence knowing that this cancer exists within our system.

Contradictions

It appears that the very thing youth is trying to promote is directly opposite to the idea they are advocating, such as no discipline, no authority or regimentation, while accusing society of being hypocritical. Yet they seem only too eager to take and want the modern conveniences which society has made possible for them while pretending to scorn them.

There seems to be no point of compromise. Youth know all the answers and insist on perpetuating their philosophy.

During the past year or so, we have had a spokesman who more or less represented the silent majority. He has been condemned by everyone including the news media and even by many of us who do not have the guts and courage to assert our rights and prerogatives. The gentleman I speak of is Vice President Spiro Agnew. It's about time that some of the business people en-



Nicholas A. Rossi

courage Mr. Agnew, rather than assume a middle-of-the-road attitude. Mr. Agnew is sticking his neck way out for the cause, and certainly deserves cooperation and encouragement.

There is another minority group making a lot of noise, the Women's Liberation Movement. Certainly this activity must embarrass many of their sex. Women already possess 100% of the sex appeal and 90% of the nation's wealth. What else can they possibly want? Apparently this is the era of minority groups, so why shouldn't the businessmen do likewise.

You Need Association

This all adds up to why our industry needs a strong and active Association. How can we ever hope to make progress in this ever-increasing complicated world? And what's more "you ain't seen nothin' yet." Working together as a group through the Association is the only hope our industry has. Therefore, I close by saying: "Who needs the Association? You do!"

Sage Sayings

"A hundred times a day I remind myself that my inner and outer life depend on the labors of other men, living and dead, and that I must exert myself in order to give in the same measure as I have received and am receiving."

—Albert Einstein

"In spite of our troubled world and threats of impending disaster, I am convinced . . . that a continuing progress in science offers the greatest promise, not only for our future material welfare, but also for the achievement of a richer, more significant, and more satisfying existence."

—Arthur W. Lamb

THE MACARONI JOURNAL

CALL TO ACTION

by Nicholas A. Rossi, Chairman, Public Affairs Committee

THE cost of running the U. S. Government has risen from 10% of the gross national product in 1930 to 33% in 1970. The socialist element in this country has made great strides without firing a single shot. This cancer is silently spreading, even as we sit here assembled today.

I have read where the present Congress wants to congratulate itself as one of the greatest of all times. At the same moment President Nixon has called it a spendthrift Congress putting the national deficit at an all-time high. He is counting heavily on this fact to defeat many of the high-spending Congressmen running for re-election this fall.

1970 Potent Year

Let me explain briefly why 1970 is such a politically potent year, as far as the House of Representatives is concerned. To begin with, this was the Year of the Census, and the census will determine how the 435 seats in the United States House of Representatives will be allocated for the 1972 election and for the next ten years. Some states will gain and some states will lose representation.

In addition, many states will be faced with the task of recasting Congressional District lines that will be the pattern for the next ten years. All but five of the 435 House seats will be affected this year.

Two Options

A I see it, business has two options: We can stand by and do nothing and thereby silently go down to defeat due to our intellectual apathy. Or, we can make the necessary steps which I will explain later, to help check the social menace confronting us.

Nazi Germany was at this point in the history when their people sat idly by and let Hitler take over their destiny. Through their apathy Hitler was able to gain control and then destroy the German people. You must ask yourselves how could the German people allow themselves to be duped by a madman? It is easy to understand when you see what is happening in our country today. Inactivity caused it to happen. It can happen here.

Granted we are not faced with a Hitler in this country, but we must contend with issues such as environment, consumer protection, law and

order, war and peace, minority problems, the urban crisis, and all of the rest. These are vital issues that deserve thoughtful solutions.

Unless we accept our responsibilities and act accordingly, the answers to these issues will be made by the students, socialists, big labor, and those interested in free handouts. Who is better equipped to solve these issues than businessmen?

Business cannot do so without a receptive climate in Government. We must have a deep understanding of the problems, and we must know the philosophies of the candidates whom we support. We must be sure they will be receptive to the businessman's point of view.

How to Respond

How do we respond to this challenge? When I first started working with Bob Green on the Public Affairs Committee, I didn't know where to start. I had no idea what to do to help our Association and industry respond to the challenges facing us. I am not sure I have the answers today, but I feel I am in better position to advise you now than I was a year ago.

We started by attending the U. S. Chamber of Commerce Public Affairs Conference. At this meeting we learned how other associations were meeting public affairs problems. I learned that many lean heavily on lobbyists—something we could not afford. It would cost approximately \$20,000 a year for such representation, and frustrated with this knowledge I continued my voluntary efforts.

N.A.M.

I accepted a post on the Public Affairs Committee of the National Association of Manufacturers. This committee is made up of 300 persons who meet twice a year. Among the members of the committee was the vice president of Republic Steel, Armstrong Cork, and many other industrial giants. These men head up Public Affairs departments for their firms on a full-time basis. It was here that the picture began to clear up a bit. I learned of a method that must be used to get the right people into government. Essentially it boils down to money. Labor has COPE. The medical profession has

AMPEC. The business community has just started BIPEC. These are all fancy names for aiding candidates who are in a tight political race and deserve support of business groups. If business groups help these candidates win, they have someone receptive to the business philosophy.

NAM teaches its committee members how to run a campaign for a candidate deserving of support. They have films available on loan which show the benefits of our free enterprise system. They are well equipped to help anyone that can spend the time and money to institute a Public Affairs Department in their company. But this did not answer our specific need.

Small Business Association

Lloyd Skinner asked me to participate in the National Small Business Association, and it was here that some of the pieces in the pattern began to fall in place. First of all, they have 3,500 members. Secondly, they have a strong legislative branch located in Washington that notifies the membership of bills in Congress and their effect on small business. You can join this group as a company or as a trade association.

Personal Activity

We can write our Congressmen letters pointing out the effect that proposed legislation will have on our companies and businesses. I want to thank all of you who responded to my call on the class action legislation pending in Congress recently.

You can get yourself involved personally in politics, on the school board, town board, state legislature, and many other places.

I have just been elected to the Skaneateles School District and took office on July 1 of this year. I told you at an earlier date that I would accept the next challenge offered me in my town, and I have done so.

These are things that can be done—all necessary in shaping our destiny. We cannot let someone else shape our destiny for us.

I make this plea in closing: Support the candidates of your choice. Write letters to your Congressmen and get to know them personally. Run for office if you get a chance. When your call to action comes, take heed of it, lest we have no free enterprise system and we lose our civil liberties.

PEAVEY COUNTRY



Source of America's finest durum wheat

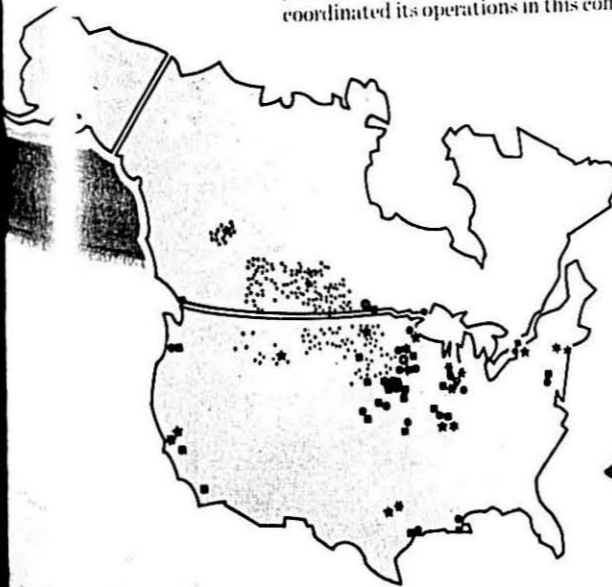
There is good reason for Peavey to be a major factor in the milling and distribution of durum products. The durum wheat fields of North Dakota — where the bulk of America's durum crop is grown — form the heart of Peavey Country (see map). This broad, wheat-rich land supplies the Peavey mills that specialize in the milling of Semolina and Durum flour. Durum is important to Peavey. It receives great attention in the multitude of Peavey activities related to the growing, storage, transportation, merchandising and processing of cereal grains. Peavey has streamlined and coordinated its operations in this com-

plex business to deliver the highest efficiency.

Peavey operates durum mills at Grand Forks, North Dakota; Superior, Wisconsin; 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's total milling capacity is 60,000 hundredweights a day, much of it, of course, in durum.

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

King Midas DURUM PRODUCTS



■ Merchandising and commodity futures offices ● Terminals
 * Flour mills and mix plants + Flour sales offices and warehouses
 □ Country elevator, feed and service facilities ○
 Home offices of Peavey Company and National Grain Co. Ltd.

PV PEAVEY COMPANY
 Flour Mills

Durum Prospects

Vance V. Goodfellow, Executive Vice President, Crop Quality Council, reports on a recent crop trip through the durum territory of North Dakota in mid-July:

Lower Yields

Durum prospects are generally good, but yields are likely to be lower than in 1969 in the major production area of North Dakota. Moisture is now good in the durum area as a result of recent rain, although some limited drought damage occurred earlier. Stands are very good from McVillie, Lakota, Devils Lake, Leeds, Cando. Most fields are heading and many filling kernels. Crop maturity is about 7 to 10 days late here. Durum crop is much later north of Starkweather and Edmore to Rock Lake and Langdon, probably 15 or more days late in this area. From Rock Lake to Langdon—spring surplus moisture prevented seeding of many fields and conditions are extremely spotted. July 10th USDA figures indicate a 38% reduction in the North Dakota durum acreage for harvest from the 1969 crop, and a 12% reduction from the 1970 planting intentions.

Rust and Research

Stemrust resistance is holding well in present commercial durum varieties. Leaf rust is appearing in some durum fields, but is light and is not expected to cause damage. The presence of leaf rust on durum does indicate a change in resistance and could in some future years cause loss.

Durum Research at North Dakota State University is making good progress. A number of new breeding lines, both tall and semidwarf, show yield increases of 20% over Leeds. Some are in advance stages of evaluation.

The Winter seed increase program in Mexico continues to speed durum variety development. In 1970, over 6,000 individual lines were grown in the nurseries for the North Dakota experiment station. An additional 1,500 single durum heads were selected from the Rockefeller Foundation semidwarf material and returned to North Dakota for evaluation this season.

Legislative Activists

1970 Legislative activities by the Council were successful in having over a million dollars restored for United States Drug Administration Plant Protection Division Program cut earlier from the 1971-72 Federal Budget.

Cereal leaf beetle, an insect pest of spring seeded grain, including durum, continues to spread slowly westward into Illinois. The council is supporting strong quarantine measures in moving

materials from the infested area to retard spread of the insect.

Fire at North Dakota Mill

A fire of undetermined origin destroyed the flour milling units of North Dakota Mill & Elevator July 28. The fire started about midnight and spread throughout the milling sections and into the headhouse of the grain elevator.

It is said that the milling units have been gutted and would have to be rebuilt. No loss estimate has been made.

North Dakota Mill & Elevator has a daily flour milling capacity of 10,000 cwt., 6,000 of durum and 4,000 of spring wheat. An extensive modernization program had only recently been completed, including installation of pneumatic conveying systems.

Eugene M. Murphy, general manager of North Dakota Mill and Elevator, presented the principal recommendations to the Industrial Commission, and Mr. Murphy indicated that he strongly urged the flour mill be restored to full operating status. Primarily involved will be the installation of completely new flour milling equipment that will replace the equipment destroyed and damaged by the fire.

If Mr. Murphy's recommendations are accepted by the commission, the Grand Forks plant would have a daily durum milling capacity of 5,000 cwt. and spring wheat of 5,000 cwt. He expressed the hope that the plant could be in full operation within one year.

At Fisher Flouring Mills

Since installation of a Vibra Screw Bin Activator on one of its concrete storage silos, Fisher-Flouring Mills of Seattle, Washington, can discharge mill run as readily as wheat. The unique application, which required cutting the Bin Activator in half and re-welding it inside the silo because of space limitations, is described in a new case history bulletin issued by Vibra Screw Inc.

Fisher-Flouring Mills Co., largest milling operation on the west coast, was confronted with the problem of eliminating bridging of the difficult-to-handle mill run within the silo, to assure discharge on demand in a controlled flow. The problem was further complicated by the close spacing of the mill's silos and the small access opening.

How the problems were solved is told in an illustrated case history bulletin available free of charge from Vibra Screw Incorporated, 755 Union Boulevard, Totowa, New Jersey 07512.

Wheat Foods Plentiful

Plentiful Foods for August promoted by the U. S. Department of Agriculture included wheat products including macaroni, noodles and spaghetti. August was Sandwich Month with attention focused on bread, another basic food using plentiful wheat. Sandwiches and wheat products team superbly with the other plentiful—plums, watermelon, peanuts and peanut products, and summer vegetables.

Releases stated: "Crispy accompaniments highlight the soft, chewy texture of macaroni, spaghetti and noodles. Such menu-mates include hard rolls, crusty French bread, salt sticks, carrot curls, celery hearts, radishes, crisp salad greens, and spring onions.

Macaroni and Cheese. This ever-popular duo can be served plain or fancy.

- Sprinkle grated Cheddar cheese on top before baking. After baking, place pan under broiler until cheese becomes bubbly and lightly browned.
- Garnish with strips of red pimiento and slices of ripe olives.
- Top with crumbled potato chips before baking.
- Add fresh or canned salmon, crab meat, lobster, shrimp, or canned tuna to mixture before baking.

Hot buttered noodles have appeal plus when sprinkled with poppy seeds just before serving.

Spaghetti is popular when cooked and then sauced with a hearty ground beef/ripe olive/ tomato sauce.

Mr. & Mrs. Alex Frank Killed

Alex Frank, eastern representative of North Dakota Mill & Elevator, and his wife, Leah, were killed Saturday night, August 1, in an automobile accident on the New Jersey Turnpike. Mr. Frank had been representing North Dakota Mill among macaroni manufacturers for some time. Prior employment was with McCarthy & Associates, Inc., New York flour brokers.

Earlier in his career, Mr. Frank was associated with DeMartini Macaroni Company, an affiliate of Ambrette Machine Company and no longer in business.

Just prior to the accident Mr. and Mrs. Frank attended the annual meeting of the National Macaroni Manufacturers Association at Whiteface Inn, Lake Placid, N.Y. Surviving is a daughter, Denise.

Durum Show

The 32nd Annual Durum Show will be held at Langdon, North Dakota, October 19-20-21, 1970.

ADM Milling Co.

Macaroni Makes Sense / Cents



Elmer Ehrman

ELINOR Ehrman gave the six month report for the efforts of Theodore R. Sills, Inc. on behalf of the National Macaroni Institute to promote macaroni, spaghetti and egg noodle products. Her technique was the use of two carousels with slides and a motion picture projector that showed in dramatic sequence what a volume of high quality publicity that went to every type of media. The script ran as follows:

Inflation—Stock Prices Tumble—Cost of Living Soars—Consumers Cut Spending—Save Money—Watch Your Budget—these were the headlines in newspapers and magazines as the year 1970 began. In this atmosphere we launched our promotion: "Macaroni Makes Sense/Cents in the Seventies."

Publicity results in the first six months show that macaroni did indeed make sense—to food editors of the leading women's magazines:

Magazines

In Ladies Home Journal, a story on "The Price Is Right" featured macaroni with pork chops.

In Good Housekeeping—"Great ideas with lower cost meats" served green noodles with Economical Pork Stew.

Better Homes & Gardens showed medium noodles and short ribs in "Low Cost Meats." Another story dealt only with "Pasta."

The American Way offered "Budget Dining" in "The Seventies." Several pastas were shown in the "Low \$ Eating" feature.

Newspapers

Newspaper food editors made extensive use of costed recipes with color photographs: Orlando Sentinel had

Spaghetti Fish Fry in a story called "Boon to the Budget Fish Fry."

In the Seattle Times, our All American Macaroni Casserole was acclaimed, "Tasty, Economical." Meanwhile Grit called it "Economical Macaroni Casserole."

Another story announced "Pasta, Ground Beef Double Up to Cut the Budget." This was in the Cincinnati Enquirer.

Another article in the Orlando Sentinel said about Chicken Trazzini: "Spaghetti, noodles and other macaroni products are always good buys."

The Sacramento Union began: "On a budget? Then you know all about spaghetti and noodles and other macaroni products. . . ."

West Palm Beach Post & Times had a full page feature which read in part: "With food costs what they are these days, macaroni in the menu makes sense for all of us."

St. Louis Post Dispatch said: An "Economical Bill of Fare" in Spaghetti with Chicken Cacciatore.

San Diego Union had a story on pasta which said: "It is one of the most popular, as well as economical food products."

Baked Stuffed Rigatoni illustrated a pasta story in the Dallas Times-Herald which stated: "Homemakers concerned about how to stretch their food budgets . . . should explore the wide wonderful world of pasta."

A similar story in the Staten Island Advance said: "The wonderful world of pasta offers cooks a chance to serve tasty, attractive meals, with the budgets always in mind."

Fort Worth Star-Telegram stated: "Lasagne comes to the table with tuna replacing beef—at half the cost."

In a three-page feature in the Los Angeles Times Home Section, there was a statement: "Spaghetti is fine family fare, tasty, generally economical and easy to prepare."

Syndicated Columns

Costed recipes found favor with newspaper food editors and the theme "Macaroni Makes Sense" with variations appeared in syndicated columns and newspapers across the land. In the East (Passaic Herald News), in the West (Spokane Spokesman Review), in the South (Atlanta Journal), and in the Midwest (Cedar Rapids Gazette) leading newspapers featured these recipes, photographs and stories stressing econ-

omy, budget control, helping the pocketbook, as well as emphasizing good eating.

Television

Pasta was promoted not only in print media but also on television. Our television program kit, entitled "Macaroni Makes Sense/Cents in the Seventies," included one package each of elbow macaroni, egg noodles and spaghetti, a ten-minute script, a set of 35 mm slides, leaflets on "How to Cut Food Costs," a shopper's computer, and a supply of leaflets with costed recipes for macaroni products to be distributed to viewers.

Food Values

Other qualities besides economy brought additional publicity. Better Diet Methods, a special diet magazine, stressed the food value of macaroni products.

Noodles were featured in a story in Good Housekeeping magazine: "Cooking with Fewer Calories." Cabbage Noodle Skillet prompted the headline: "Dieter's Recipes Don't Seem to Be" in the Fort Worth Star-Telegram.

Milwaukee Sentinel used a color photograph in another diet story: "Two Way Stretch." King Features sent out a syndicated column on calorie-counted Macaroni Chicken Salad. Many other newspapers proclaimed the nutritive value of macaroni products.

Even beauty and weight conscious celebrities praised pasta. In Celebrity Cookbook it is reported that Virni Lisi loves to eat spaghetti. And Nancy Wilson likes to cook it.

Youth Market

The popularity of pasta was responsible in reaching the important youth market. In Young Miss a feature entitled "Marvelous Macaroni" filled eight pages and gave ten NMI recipes.

Good Housekeeping began a full page story with: "Susan, our beginning cook, learns how to prepare Perfect Pasta." The recipe for Fettucine Alfredo was given. This recipe was featured again in Seventeen as "Party Fare Boys Love."

Another youth magazine, True Story, filled three pages with "Macaroni Magic," using NMI photographs and recipes. Another full page, with eight recipes, appeared in the popular Modern Romances.

On the west coast, Pacific Coast Dailies syndicated "Young Marrieds

Like Spaghetti Dinners," giving several dinner suggestions.

Ethnic and Entertaining

Pasta was popular with ethnic groups. Temas, the leading Spanish language magazine, featured NMI photographs and recipes in separate issues.

A story on entertaining got full page treatment in Sepia.

The gourmet market read about macaroni with "The Pleasures of Pasta" running for pages and pages in House Beautiful. Shell macaroni and noodles were part of the gourmet fare offered in two stories in the syndicated Sunday supplement Parade.

"Pasta" was given the cover and eight pages in Bon Appetit. The six color photographs included Spaghetti al Pesto as one of "The Great Ones."

Convenience

Convenience was another quality of macaroni which brought it attention. In Family Circle noodles on a Beef-eaters' Platter appear in a story of "Current Convenients." Lasagne, spaghetti and other pastas were used with "Do-Ahead Tomato Sauce" in a time-saver feature in Good Housekeeping.

Lady's Circle illustrated a four-page story with twenty recipes—all quickly prepared. Oklahoma's Orbit had Macaroni Chili as a dish to "prepare the day ahead" and "to reheat before serving" to company.

Macaroni was company food as well as family fare. Boston Advertiser recommended Macaroni Melon Bowls for "brunch or bridge luncheon for women."

Spaghetti with Veal & Peppers was suggested when "Company's Coming" by Nashville Tennessean. The Miami Herald used the same photograph and recipe as did the Milwaukee Journal.

Other excellent company dishes were Spaghetti with Chicken Cacciatore in Grit Macaroni Chili in the Atlanta Journal - Constitution and Houston Chronicle.

Associated Press distributed the story: "Lasagne: Favorite Pasta Dish"—planned for a company supper. The Columbus, Ga. Ledger-Enquirer featured Spaghetti al Pesto.

For Grocers

We told consumers "Macaroni Makes Sense," in terms of their budgets. We told retailers "Macaroni Makes Sense" in terms of profit.

Early this year we mailed them a brown paper grocery bag bearing the message: "One macaroni product sale will deliver a BAG FULL of related item sales." For example, a young homemaker preparing the recipe for

Macaroni Chili for company would need such ingredients as elbow macaroni, ground beef, canned tomatoes, tomato paste, kidney beans, olive oil, garlic, onions and a variety of seasonings. In all, she will have to buy or use thirteen food items in addition to the macaroni.

National Macaroni Week

Here are a few of our plans for the future. National Macaroni Week will be celebrated October 15-24. For the occasion, there will be a new television program kit, offered on an exclusive basis to women's programs across the country. Continuing our promotion theme, it will be entitled "Macaroni Make Sense to the Dieter."

The week will also be observed through a full page advertisement in the October issue of Forecast, magazine for home economics teachers. They will be offered free recipe leaflets for classroom use. The title: "Macaroni Makes Sense/Cents in the Seventies."

New York Press Party

And on September 16, announcement of National Macaroni Week will be made at our Macaroni Family Reunion at Tiro A Segno, the New York Rifle Club. This will be our fourth annual press luncheon in New York, where macaroni manufacturers, food editors of magazines, syndicated columns and newspapers, will meet with cookbook

authors, radio and television personalities and publicists for related food items. And, as usual, the pasta will be perfect.

Steady Effort

All through the remaining six months of the year, we will be stressing the economy value of macaroni, spaghetti and egg noodles. A steady flow of photographs—both color and black and white—along with stories and costed recipes, will be going out to all media, to prove that Macaroni Makes Sense/Cents in the Seventies."

Cook's Corner

A working mother tells food columnist Nan Wiley about a double-duty meat loaf:

With three children and an outside job, I must budget time carefully but I have no intention of getting into the TV-dinner rut. I use other shortcuts.

When I make a meatloaf, I double the amount, use half for making meatballs to be served with spaghetti another time. Since I will have the oven on for the loaf I do the balls at the same time by placing them on a rimmed, greased cookie sheet for 20 to 30 minutes, depending on size. That saves top of the range browning and there is n splattering. I usually freeze these as soon as they are cooled al-

(Continued on page 36)



After-the-Game Buffet features Touchdown Pickle Meat Loaf, Hot Macaroni Vegetable Salad.

COBRA 4000

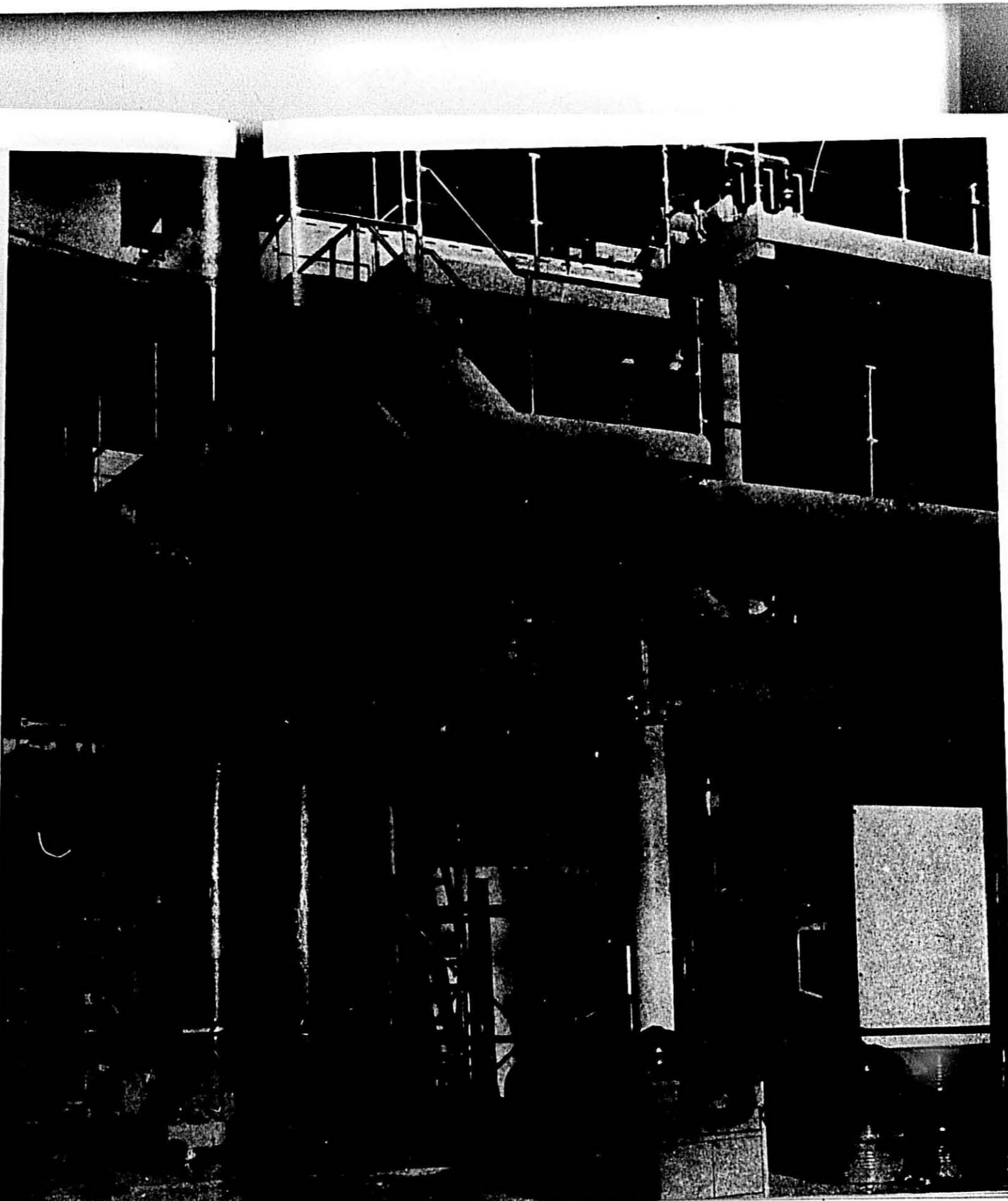
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Educating Consumers

Highlights from comments by Glenna McGinnis,
Food and Equipment Editor, Woman's Day Magazine



Glenna McGinnis

WOULDN'T you think that a bright woman could make something once and then maybe make it again without having to look at a recipe?

Well, maybe she can, but she certainly doesn't. We produce more recipes in Woman's Day than any other magazine on the market, and we appreciate the help that we get in receiving releases and background from the Sills organization and from participation in such vents as the Spaghetti Safari, your Press Parties, meetings and conventions.

Any industry that is family-managed has always been of great interest to me. It seems that this type of management guarantees the future in a very "harming way."

Helping Consumers

Now, as far as helping consumers is concerned, it is very important to remember that you too are a consumer. Food is a common denominator—everybody eats. And everybody is an authority on food, because most people consider food important.

There is a lot of conversation lately on the consumer movement. You hear a lot about the need for laws, warranties, guarantees, and all that sort of thing. Apparently the target is anyone who is successful. I am sure that most food manufacturers in this country do their level best to please consumers, but you'd better be smart about it.

Start with Label

You might start with your label. Some labels are so cluttered that it looks like the manufacturer was trying to print The Lord's Prayer on the head of a pin. I know the Government re-

quires certain things to go onto a label, but some of the so-called information is virtually not understandable. "Real-people talk" would be a help.

Need Management Tips

Women today are hungry for home management tips. Many marry very young, and they simply don't know how to do the shopping, plan the menu, and find recipes. They are annoyed when their husbands do better at management, and this causes aggravation and quarrels. By "home management" I mean the homemaker must know how to produce a meal and what to serve her family. We find most women are interested in menu planning.

Nutritional information is important, but sometimes if you read the list of vitamin contents you might reach the conclusion that you'd rather take a vitamin pill.

Consumers today have more money to spend, but they have more needs to spend it for.

Consumers today have more education, but they may not understand the language on your label.

Want Convenience

Many homemakers today work at full or part time jobs away from home. This creates times when she may want to cook things in a hurry, and she will use convenience foods. But there are other times when she may want to start from scratch and be a creative cook. She doesn't mind the work, but she wants to do it ahead.

Most manufacturers think consumers want convenience foods to save time. This is not always true. Frequently it is because of the built-in know-how that the cook doesn't have that gives her a guarantee of success. Also, she doesn't have to shop for a bunch of ingredients that she doesn't have on hand, nor to look for a recipe.

More people are eating meals away from home and many carry their lunch. Lunch doesn't always have to be sandwiches—there are so many different carrying devices and vacuum containers that you can carry salads, casseroles and soups, and keep them at the right temperature and safe.

People are concerned about the safety of food and its storage. They worry about all those things that are trying to get at your "innards," salmonella, cholesterol, and all the rest.

When you are thinking about nutri-

tion, you might consider breakfast, because breakfast has become a dinky food meal in many homes. Many people apparently want to get away from breakfast, but I think a one-dish meal could solve some problems, and that might include macaroni casseroles.

Any food that is palatable and nutritious can be considered for any meal, so consider some of these ideas for your advertisements and for editorial copy.

Common Problems

Did you know that there are some people who cannot boil water? Did you know that there are many people that don't have pots big enough to cook spaghetti in all the water you call for? Nor do they have a colander to drain it off. Despite these problems, there are other ways to cook macaroni, and I would like to suggest that you try to modernize your thinking and think of some ways to pre-cook the product without all of the water you claim is necessary.

Consider the lack of cooking utensils. Some consumers just don't have a baking dish or a flat dish to prepare a special recipe. You know that some people are hard-of-hearing. Others are hard-of-seeing. But lot of people are hard-of-thinking, and this is what I think you have to worry about. Remember, there is no such thing as an "average woman."

We have had people write and ask us for the recipe for A & P canned spaghetti, because they like it mushy. There are children today that grow up eating peanut butter, baby foods, and cereals that don't need chewing until they get to college. So perhaps there is a market for soft foods as well as chewy foods.

The Great Combiner

Macaroni has a great advantage in its ability to combine with other foods, whether it be meat or fish or poultry or produce.

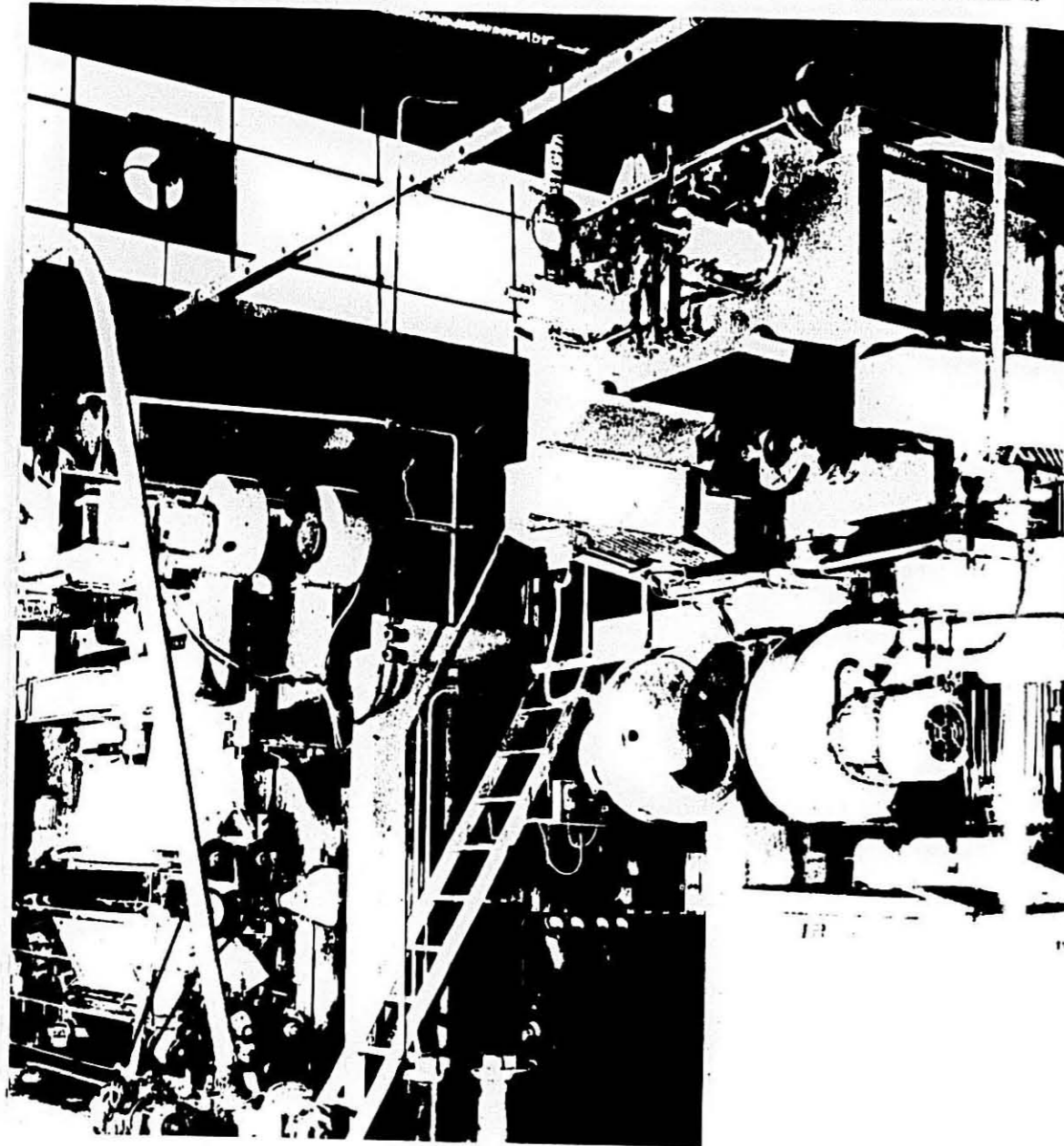
But don't write off the possibility of macaroni for breakfast. You can combine macaroni products with eggs in an omelet, or with cheese, or with some other combination. If you don't look into this, I think you are missing an opportunity.

You know as well as I do that a product has to earn its place on the supermarket shelf. It has to give the grocer turnover, and it can't be too
(Continued on page 23)



Clermont
AVAN

CLERMONT IS A SUBSIDIARY OF CARLISLE CORPORATION



POWERFUL SHORT & LONG GOODS P.15 **AVAN** LINES
HAVE A 3300 & 2800 LBS/HR DRY PRODUCT CAPACITIES

Educating Consumers— (Continued from page 20)

hard to stack. Some of your packages are pretty hard to handle, both in the store and on the consumer's pantry shelf.

To operate in a positive way when you plan on educating the consumer, remember she is a sometime girl. She needs leadership and guidance, and it has to come at the moment when she is making or preparing a dish. If the information is not on the label, it has to come with the recipe she has.

Dieting

Then there is the matter of dieting. Many people just don't want to take weight off, but for some reason or other they have to watch cholesterol or have low sodium or salt-free diets. I think somewhere along the line, the National Macaroni Institute can help you put your products in the diet world.

Concerning costs—food is one of the easiest places for women to cut household costs. She has a choice of foods. She can still do a good job of satisfying her family, feed them properly, and still cut costs. You just can't do that with insurance or any other items.

Ethnic Foods

Ethnic foods have become very popular. You had a head-start with Italian dishes, but Chinese foods are becoming popular as are Mexican dishes. It's a changing world, and you must keep up.

You can't please everybody, but there's always an opportunity and a challenge to do a better job. Criticism can be for things as well as against them.

Again, I want to emphasize our appreciation for the many services that we as editors receive through the Sills organization. And, in conclusion, I would like to say to you that all of the statements I have made are my own opinion, and not even I am responsible for them.



Dr. D. Mark Hegsted

IMPROVING OUR NUTRITIONAL IMAGE

DR. D. Mark Hegsted, Department of Nutrition, School of Public Health, Harvard University, reviewed some of the current problems in nutrition. Following are highlights from his comments:

In the appropriation bill that came out of the House of Representatives, there is \$1,250,000,000 assigned to the Food Stamp Program, and the Senate has added \$500,000,000 to this figure. Regardless of how you talk about it, this is one and a half billion dollars the Government is going to spend on food, and they are going to take an interest in nutrition.

Ralph Nader and others are saying that the food industry is doing a poor job for the American people. One can make a case on either side. I am sure that canned vegetables are undoubtedly better than mother can cook. On the other hand, there are still many products on the market that are not very nutritious. Part of the basic problem is the complexity of supplies. They are overwhelming. I am told that the average supermarket has something like 10,000 items on its shelves. These are promoted vigorously by the manufacturers and are obviously liked by the people who buy them.

Who Is Responsible?

Many manufacturers do not know the nutritional qualities of their products. The consumer does not know the nutritional qualities of these products. The question arises: Who is responsible for providing this information?

As an example of what I am talking about, there was a recent study on one of the Indian reservations, where it was learned that every child consumed three to four soft drinks daily but no milk. Whose responsibility is this?

Cereals and cereal foods, as you know, do not have a very good nutritional image. Bread and other cereal products have been enriched for twenty-five years now. But nobody, neither the nutritional scientists, nor industry, nor Government, has made any effort over this twenty-five years to find out what good they were doing.

In the iron question, for example, the standards of identity show the iron must be in assimilable form. Whose responsibility is this?

Consider another problem—out of our total calorie intake, about 40 percent comes from fat; somewhere

around 25 percent comes from sugar. Add those two together, and you have about 65 percent of your diet. This leaves only 35 percent in other foods to finish the job. Total consumption for women may run as low as 1200 to 1500 calories a day. Some years ago it was felt that the average woman ought to consume 2500 calories a day. Perhaps this low diet level contributes to iron deficiencies.

What Are Our Objectives?

Nutritional problems in the United States have had a lot of publicity in the past couple of years, and the Food and Nutrition Board is supposed to evaluate the national nutritional survey. I think when it is all over, things won't be as bad as people think they are.

One of the difficulties in this business of nutrition is trying to find out what our objectives are. One point of view is that as long as we do not have identifiable diseases, we do not have a problem. Not many people in the United States die from malnutrition. On the other hand, there is the extreme where children in the ghettos go without breakfast or lunch and are hungry all day. They are not well fed.

The Case For Cereal Foods

It seems perfectly clear that if the world is going to survive, it is going to have to get population under control. As long as population expands as rapidly as it is doing, cereal foods are going to have to supply much of the protein requirements.

One reason why babies get along on low protein diets is because they do not grow very fast. A baby will take on 50 to 100 grams and grow about 5 grams a day. A three or four year old child will only grow 5 to 6 grams a day. The amount of food tissue that he has to lay down is very small.

It is a fact that much of the work on protein studies is done with rats and not human beings. Many industry groups in the food industry are cooperating together—in meat packing, dairy industry, the citrus fruit segment, etc.

Cereal products however have gone their own separate ways and are suffering from a poor image. Recently heart disease and coronaries are of epidemic proportions in this country. People are going to continue to eat meat, but we need a high ratio of unsaturated fats and more cereals. You can lower the serum cholesterol by diet.

(Continued on page 24)

Improving Our Nutritional Image—

(Continued from page 23)

Getting down to basics—the most effective diets get rid of saturated fats by cutting down on dairy products and meat fats and increasing the consumption of cereals. There would be an improvement in the American diet if cereals were eaten without sugar. Starch, sugar, and carbohydrates are not interchangeable. You cannot make a diet without carbohydrates in it.

The interesting thing about this is that nobody wants to do anything in a positive way . . . the medical profession really can't do the job because doctors don't know that much about diet.

If diets are going to be modified on any scale, it is going to have to be convenient to do so.

Somehow, we have to educate the medical profession and the consuming public on nutrition.

Dry Cereals Criticized

Robert Choate, a Washington nutrition consultant, charged before a Senate subcommittee that at least forty of the country's sixty leading dry breakfast cereals have little nutritional value. This comparison was based on comparative contents of nine basic nutrients in a typical one-ounce serving: protein, iron, and Vitamins A, B, C, and D. He concluded that most of the cereals "fatten but do little to prevent malnutrition."

Mr. Choate, who helped organize last December's White House Conference on Food, Nutrition and Health, calls for the Food and Drug Administration to set nutrient standards.

His criticisms at the hearings were immediately challenged by Kellogg Company and General Foods, the country's two largest cereal makers.

Joe Cappel, business writer in the Chicago Daily News, criticized the public relations effort of the cereal companies. He stated that a PR man at Quaker Oats denied any of the company's cereals were "non-nutritional," even though that allegation was not made.

Another publicist said there were many technical errors in Choate's report, but he didn't actually say that the Choate report was wrong.

But the consumer isn't ignorant. They know from watching a new series of TV commercials being aired that Henry Aaron cannot play baseball very well unless he starts his day with Wheaties, one of the lower-rated cereals.

The Wheat and Wheat Foods Foundation, an organization proposed to do research and promotion of wheat foods (and talked about for the last five years) meets in Washington in late August to see what they can do to get off the ground.



James J. Winston

Comments on Iron

James J. Winston, director of research for N.M.M.A., had this to say about iron at the convention:

The macaroni industry is manufacturing a great deal of wheat and soya macaroni which is purchased by the U. S. Department of Agriculture and is given gratis to impoverished people throughout the country. For the past several months, the USDA has been purchasing anywhere from 2 to 4 million pounds a month of this food, and we understand that this product has a high degree of acceptability.

The macaroni industry has always played a very positive role in making changes in our standards in order to include important nutrients to help the consumer. In the 1940's our standards were promulgated and amended to permit the use of defatted soya flour, defatted wheat germ, dried yeast and above all an optional enriched macaroni and egg noodle product.

You may be startled to learn that our industry had to put up a vigorous fight in order to convince the Food and Drug Administration and certain nutritionists that our products would be an effective vehicle for vitamin and iron enrichment. It is also significant to note that our enrichment is maintained at a high level in order to compensate for any losses of water soluble vitamins which may be incurred during the cooking process because of the leaching

of some of the water soluble nutrients.

It is still noteworthy that 4 ounces of macaroni (when cooked as directed) will provide at least 35% of the minimum daily requirements of iron; 50% of thiamine requirements; 25% of riboflavin requirements, and 40% of the niacin requirements.

Proposed Iron Increase

Recently the flour and bread industry petitioned the Food & Drug Administration to raise the enrichment level particularly with regard to iron content. We, in the macaroni industry, must bear in mind that whereas bread and rolls are consumed in a few days, enriched macaroni-noodle products may be in commerce a number of months. Our products are not considered perishable since they are still in a wholesome, edible condition even after a year in storage under the proper conditions. Therefore, in order to safeguard the wholesomeness of our products, we must be very chary and must make certain that any significant increase of the iron content will not be conducive to spoilage or rancidity.

Studies Going On

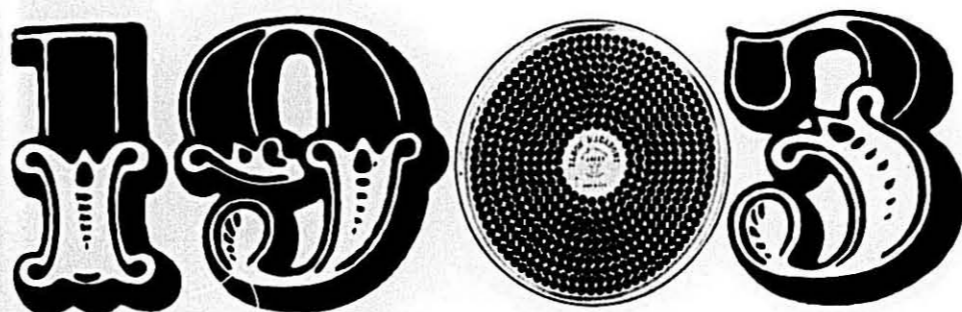
The laboratory of this Association has recently conducted an investigation as to the effect of high levels of iron in macaroni-noodle products. One of the interesting findings of this investigation is that a higher level of iron, whether it is derived from ferrous sulfate or sodium iron pyrophosphate, can result in a change in the blandness of the product by imparting a slightly metallic taste. Therefore, it behooves us to keep in abeyance any change in our Standards until we have selected or found an iron compound which has a high degree of assimilation and at the same time will not have any adverse effect on the taste during the storage period.

We welcome every opportunity to improve the nutritional quality of our products so as to conform with the thinking of the nutritionists in this country.

Merck Quits Glutamates

Merck & Co. Inc., a major producer of monosodium glutamate since 1958, has announced plans to withdraw as a supplier of the flavor enhancer when its present supplies have been sold.

The company, which stopped manufacturing MSG late last year, said that the heavy imports of monosodium glutamate into this country from Japan have eroded prices to the extent that the product is no longer profitable. Merck expects its supplies to be exhausted by the end of summer.



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May we suggest that you take advantage of this tradition and dedication.



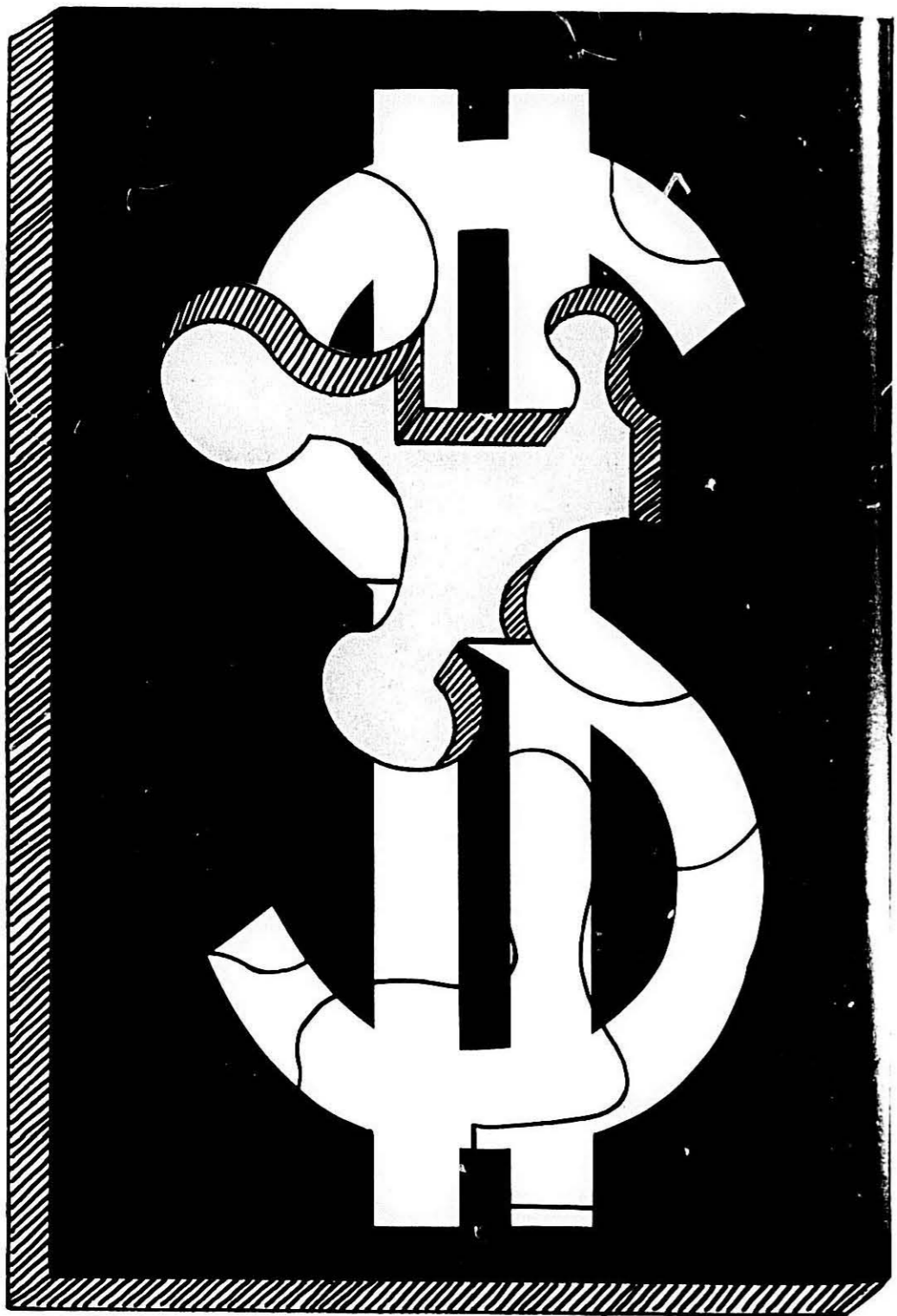
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CURBING RISING COSTS

by F. Danby Allen, President, John B. Canepa Company

MY assigned topic is "Curbing Rising Costs." What this really means, of course, is operating your company so that at the end of the year, there is still some money left to divide up among the owners. In other words, profit is the name of the game!

Of course, we lucky Midwestern manufacturers have a very simple profit making formula. We just sit back and let the Eastern manufacturers raise prices and then our increased sales more than amortize our overhead and those creeping increases in labor, freight, and raw materials.

I gave a great deal of thought to the substance of this presentation since I am facing, collectively, gentlemen with many years of macaroni experience, but here goes.

Check the Water

Before you dive in to take a swim, you first check to learn how deep the water is. So, let's take a look at this Olympic-size Business Pool they call "Our National Economy" in which we all have to swim.

Up through the end of World War II, our rate of inflation averaged a little over 2 1/4% a year. Since that time it has raced along in the range of 5 to 8% each year.

Looking ahead, between Government's feeble attempts to slow the Economy and labor's current Contest for Highest Wages and Benefits, we should conservatively expect an average inflationary increase of about 4% each year during the next 10 years.

All the figure twisting experts warn us about the use of so-called "averages." It's like the poor fellow standing with one foot in a bucket of ice water and the other in a bucket of boiling water. His "average" temperature is still 98.6°, but who would want to be in his shoes!

So even though I may wind up with both feet in "hot water" let's accept the experts' forecast of an "average" annual inflation increase of 4% for the next ten years. As the Savings and Loan ads say, compounding this rate of interest will give you a total increase of almost 50% in only 10 years!

Just think of it. In the next 10 years, our costs will increase 50%. During that time we must operate our companies to provide for enough dividends to offset this inflationary spiral plus some reserve for growth, merger, acquisition or whatever your goals may be.

P. R. O. F. I. T. S

Here is how we spell PROFITS at The John B. Canepa Company: P as in PLAN; R as in REVIEW; O as in ORGANIZE; F as in FUND; I as in IMPLEMENT; T as in TRIM; and S as in SELL!

Plan

Not one of us here would consider driving across this country of ours without a road map. Yet . . .

—how many manufacturers plod along from year to year operating their plant equipment until repair parts are not available?

—how many run a 50¢ per case allowance on their items because the competition ran 45¢ per case?

—how many bought new typewriters for the girls in the office because the salesman had a good deal—and besides, the new green color goes well with the new draperies?

—or hired that salesman who quit a major competitor because he "might" have an "in" with the Big Chain you've been after?

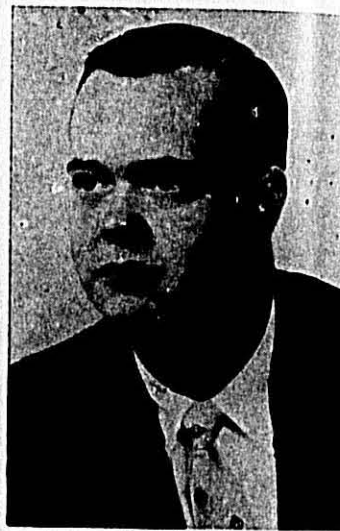
Expedients, impulsive, ill-conceived promotions, arbitrary purchases and hirings can only nip away at profits. That's why our spelling of PROFITS includes P for PLAN—plan your goals and objectives. You can't get there without some sort of map. Wandering aimlessly costs time and money.

Your goals must be both realistic and attainable. They should cover both short-term and long-term. They must be flexible enough to adapt to sudden and unpredictable changes. Most important of all—these goals must be communicated to those responsible for their accomplishment.

First you must determine your profit objectives whether it's "50%" before taxes which we show at Canepa Company, or . . . down to the high volume, low margin chain store profits of 2 or 3%.

These profit percentages, of course, relate to your sales volume objectives. Here it will be important to outline your goals over a 1-5- or even 10-year period. It will form a basis for production projections and the anticipated need for additional or higher capacity production equipment and, possibly, additional plant facilities.

These long range plans may be general, but should include potential deficits which may be encountered during the early period of new market or new product development.



F. Danby Allen

Review

Our next letter is R for REVIEW. A complete and thorough review of your own past data. This should encompass not only the previous year, but a period of from 5 to 10 years.

A careful study will provide a basis for shaping the future operation of your business. Over a period of years. Ask yourself:

Has labor increased in its percentage share of the cost of goods sold? Perhaps it's time to look at more automated equipment.

Has selling exceeded its proportionate share of expense?

Perhaps a re-division of territories in order or more retail sales assistance is needed from brokers or even the elimination of a consistently unprofitable sales market.

Collecting and listing data is one thing, but the important thing is the intelligent interpretation of this data with the ultimate shaping of effective management policies.

Whatever method of interpretation you use, be it a percentage of cost of sales, a percentage of selling prices, or a cost per case or cost per pound, it is important that the data and the related cost items be reviewed over a longer period than a simple "this year" over "last year" comparison. Your AIM should be to exceed that "record year" 4 or 5 years ago, and not just to stay ahead of last year.



TO INSURE THE QUALITY  IN ANY MACARONI PRODUCT  ALWAYS SPECIFY 

WHETHER YOU'RE MANUFACTURING LONG GOODS

 OR SHORT , EGG

NOODLES  OR OTHER SPECIALTY SHAPES,

 YOU'LL FIND  IS ALWAYS UNIFORM

IN COLOR AND GRANULATION.  BECAUSE OF

OUR UNIQUE AFFILIATIONS IN THE DURUM WHEAT

GROWING AREA,  WE CAN SUPPLY  THE

FINEST DURUM  WHEAT PRODUCTS AVAILABLE.

AND WE SHIP EVERY ORDER  AT THE TIME 

PROMISED. BE SURE... SPECIFY 



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Organize

Which brings us to our next PROFIT letter O for ORGANIZE. This involves the organization of all available facts and data. There is a wealth of data available for constructive analysis:

government reports,
financial reports of competitors and related industries,
our own association bulletins,
industry studies in financial publications,
newspaper market studies, consumer studies,
Chain Store Age and Progressiv.
Grocer store movement studies,
and I could go on and on.

Look to your suppliers for equipment data and performance expectations.

Again, all outside data must be subject to intelligent interpretation—watch out for those averages. Determine whether or not financial figures are carried on the same basis as yours. Are R & D and unusual expense items expensed during the year incurred or are they amortized over a period of years?

Are inventories carried on the same basis—"Last In-First Out" or "First In-Last Out"?

In other words, don't compare apples and oranges.

On the basis of this organized data, you have been able to set up your short and long range objectives. Compare them with available data to determine if they are truly realistic. You should have been organized into categories of objectives—profits, sales, production, etc.

Fund

You are now ready for our next letter of PROFIT and that is F for FUND meaning fund a budget to accomplish your goals.

Did your plans include the development of a new dinner? Are you going to purchase new, improved packaging or manufacturing equipment? Have you decided to crack that big sales market to the South?

Whatever your goal is, be as accurate in your estimates as possible, and set up a definite budget for the attainment of that goal. Again, flexibility must be maintained.

That new dinner may require extra equipment you didn't anticipate or that new plant equipment may require structural changes in your building to accommodate it, or your competitor in that sales market to the South got wind of your efforts and has a generous promotional allowance on his products to keep you out.

Budgets are yardsticks or guidelines for planning purposes only. Don't let them restrict your goal attainment by not being prepared to Fund your Program! The time to be most critical is in the planning stages. Plan your goal. Review the facts. Organize the data. And then be prepared to Fund the Program and see it through.

Implement

You are now ready for the next step in our tour through PROFITS: I is for IMPLEMENT Your Program.

The first step in implementing any carefully laid out plan is thorough communication. As elementary as it may sound, this is probably the most important link in the chain of getting something accomplished, and the lack of proper communication is responsible for more project failures than any other cause.

Spell out very clearly what it is you expect of the people necessary to the execution of the Program. If at all possible, give the people involved the over-all goal of the project. Give them a feeling of involvement and they will feel a closer relationship to the entire program.

Communicate to make them relate! You will be amazed at the responsiveness of people when they feel they are truly part of a team working towards the same goal.

Ideas and shortcuts will come from the least likely source. Errors will be minimized or eliminated. Most important, at the completion, your people will feel a real sense of accomplishment which is worth more than money to many employees.

The next step in the implementing of your program is to GENERATE—generate enthusiasm yourself—generate continuing interest in the progress of the steps of the program—generate positiveness.

It shouldn't be: "Charlie, didn't you get those new boxes in here yet?", but rather: "Charlie, I'll bet you're as anxious as I am to get those new boxes in. Let me know as soon as they arrive!" You can bet Charlie will get on that phone immediately, without anger or bitterness, and convey your anxiousness and enthusiasm to the supplier.

To round out the simple three-step program of implementing your project, don't forget to CONGRATULATE. A word of praise for the person responsible for the completion of his part of the project can only add to the success of your next venture.

Did someone beat his deadline? Let him know you appreciate it. Did some-

one cut a few cents off the cost of some item necessary to the project? Let him know you realize it. Congratulate sincerely and honestly for extra effort, cost savings, new ideas, and especially at the completion of the project. Thus your formula for the successful implementing of your project is simple: COMMUNICATE—GENERATE—CONGRATULATE.

Trim

T for TRIM TIME. Trim excess fat! This portion is not for "weight watchers" but for "Profit Watchers"! Now we will utilize more of the benefits of the REVIEW and ORGANIZE portion of our PROFITS formula. Actually when you reviewed your own past figures and after you organized this and all other available data, you had formed the basis for your Trimming operation.

Start with a critical analysis of your major raw materials. In our case, of course, it is Semolina or Flour. Were you buying P.D.S.? Check back. Could you have contracted for 25, 50 or 100 cars at a more favorable price? Is one supplier consistently higher? Find out why.

How about your packaging material suppliers? Did the supplier who saved you 13¢/M now cost you more than that in lost production time because of delayed deliveries or excess spoilage because of defects in the packaging materials?

At Canepa Company we solicit bids at least once a year. Our present suppliers know this and understand our policy. We have made relatively few changes in the past few years, but our costs have remained competitive.

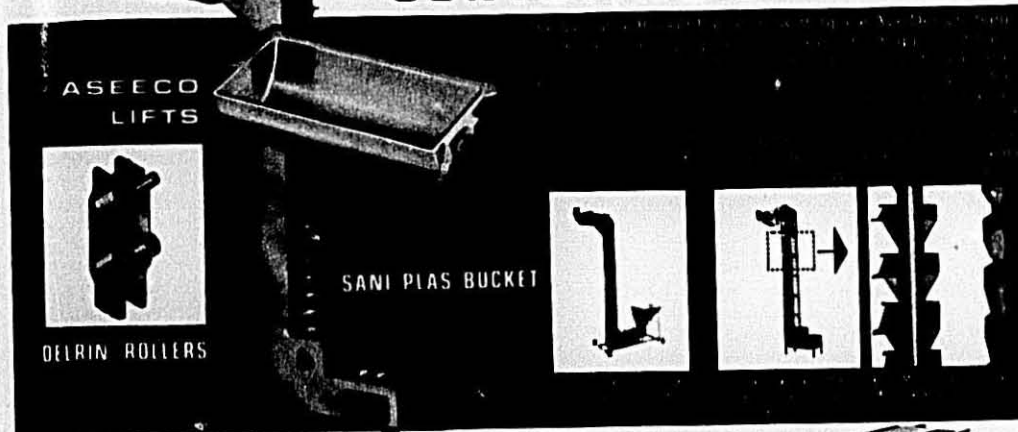
As managers, you must dig deeper to ferret out profit eaters. Are outside warehousing costs increasing? Perhaps you can reduce the size of the inventories carried by more effective sales forecasting and inventory management. Look for those items sitting in warehouses with relatively no movement. You may have paid more in storage costs than the item originally cost to manufacture.

Examine your own sales records for an extended period. Are those square wagon wheels showing declining sales despite your investment in the special dies and that expensive divided carton?

It takes courage to trim the fat, but even if it might have been your own brainstorm where an item is not showing the growth and potential projected for it, you must have the courage to drop it from your line. The successful chain operators have no room for

(Continued on page 32)

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Curbing Rising Costs—

(Continued from page 30)

moving shelf warmers despite possible higher individual margins. Turnover is the name of the successful item. Your space is valuable and costly. Don't waste it with slow-moving profit eaters.

When we discussed "reviewing" past data, we talked about the possibility of replacing expensive plant labor with more efficient automated equipment which could ultimately cut down on the number of employees necessary for the operation. We talked about a possible re-division of sales territories or better utilization of brokers' men to trim those rising selling costs. We also talked about the possible elimination of a consistent money-losing territory.

Decisions like these take courage but sentiment for a pet idea or even an old friend relationship with a broker, supplier, or sometimes, even employees must stand the test of profit production.

Your first responsibility is to the effective management of your company. If you, as leaders, allow wasteful, profit consuming practices to continue without some constructive action, those under you will follow the same practice.

Trimming fat is not a simple matter of announcing "We'll have to cut costs." It can only be accomplished by careful, justified action . . . by a careful REVIEW and ORGANIZATION of available data to arrive at the points of profit erosion . . . and by the implementation of a well-based cost-cutting program.

Sell!

And that brings us to the **S**—End of our PROFITS story. Even with the most effective management programs, the most efficient plant operation, and the most automated accounting and billing system available . . . no profits are possible unless you **SELL! SELL! SELL!**

This does not mean . . . deal . . . deal . . . deal. Will any salesman admit that he must give merchandise away before he can sell it? One of the quickest ways I know of to ruin the effectiveness of a good retail man is to allow him to begin giving away a product. His policy should be **Sell it—don't give it!**

In our organization we attempt to sell our customers, first and foremost, on our service and quality. We attempt to package our products as attractively as possible with maximum convenience for the supermarket operator and housewife.

All our sales staff realize they have the responsibility of maintaining a 110 year history of the sale of our Red Cross Macaroni Products and they appreciate the importance of building for the next century.

As much as possible, we rely on our regional sales managers for the formulation of sales promotional policy. They are all men in the field, and actually in touch with the retailer's problems and our problems generated by our aggressive competitors. Our sales data is computer generated and gives us a territorial comparison against the previous year's sales for each customer on an individual item basis. Our retail men provide us with reports outlining the conditions in the retail stores listing competitive items, frontals and prices against our own.

We are alerted to major market conditions by short range and long range analyses of this data. Up to now, our profit formula of **PLANNING, REVIEWING, ORGANIZING, FUNDING, IMPLEMENTING, TRIMMING, AND SELLING** has been a successful one.

I sincerely hope that all of the macaroni manufacturers here have the best **'SPELL OF PROFITS'** during the coming years.

Papers on Engineering And Maintenance

After twenty years, a new policy for the publication of papers presented at the annual Plant Engineering & Maintenance Show has been announced by Clapp & Pollak, Inc., the New York exposition management firm which produces the Plant Engineering & Maintenance Show and the concurrent conference.

The 1970 show and conference took place in Chicago and the next one will be held in Cleveland, March 22-25.

Instead of being required to purchase an expensive volume containing all the papers, plant engineering and maintenance executives now will be able to purchase single copies at \$1.25 each postpaid.

Fifty-three papers have been published, including two which were not available at the time of the conference. Executives who still want the entire set of 53 may obtain them for \$25, postpaid. In all cases, a check must accompany the order and sent to Clapp & Pollak, Inc., 245 Park Avenue, New York, N.Y. 10017.

Topics covered include "Lubrication by Data Process," "Safety and Related Matters Pertaining to Security," "Role

of the Foreman in Motivation," "Minimizing Hazards of Static Electricity," "How Much Preventive Maintenance, Machine by Machine?" "New Approaches to Productivity," "Developing Technicians—Train but also Educate," "Systems Approach to Maintenance Control," "Systems Contracting—A Modified Stockless Purchasing Technique," "Our Experience with Engineered Time Standards for Maintenance Work," "Solving Air Pollution Problems," "Impact of Computer on Planning and Scheduling," "Pro's and Con's of Project Management in Plant Engineering-Maintenance Field."

Also, "Analysis of Adjustable Speed Drives," "Design Development—Vickers Omaha Plant," "Job Control by Means of a Work Order System," "Can Management by Objectives be Used with Maintenance Personnel?" "A Maintenance Cost Reduction Program that was Effective," "Growing Importance of Protection Against Ground Fault Leakage," "How to Use the Architect-Engineer More Effectively," "Selling the Custodial Worker on Quality Performance," "How Weatherhead Treats Cyanide and Chrome Waste Waters," "How Our PM Program Helped Reduce Breakdowns by 50%," "Burned-Out Electric Motors—Repair or Replace?" "Importance of Client Inspection During Construction," "Maintenance Improvement through a Technical Improvement Group."

Also, "Industrial Hygiene Aspects of Plant Heating," "Maintenance Cost Control," "Use of Consultants in Plant Engineering & Maintenance from the Point of View of Manufacturing Management," "Use of Consultants in Plant Engineering & Maintenance from the Point of View of Process Management," "Problems Caused by Unbalanced Voltages," "A Comprehensive Maintenance Information and Control System," "How Can Maintenance Contribute Directly to the Success of the Business?" "Applying Basic Management Concepts and Tools to Plant Engineering & Maintenance," "Designing Efficient Receiving and Shipping Facilities," "Cost Accounting and Budgeting for Maintenance," "Designing and Constructing an Integrated Plant and Warehouse—Setting the Company's Objectives and Budget," "Basics in Effective Roof Construction and Maintenance," "Craft Upgrading Program—Learning by Doing."

Also, "Contribution of Plant Engineering to Design Planning of New Construction," "Motivation of Supervisors and Other Employees," "Train-

ing Maintenance Employees to be Cost Conscious," "Today's Recommended Lighting Practices: Creating a Visual Environment," "Sectionalized Preventive Maintenance," "Decentralizing Preventive Maintenance with Minimum Paperwork," "Guide to Installing a Program of Maintenance Planning and Scheduling with Work Measurement," "Considering Air and Water Pollution at Plant Design Stage," "Developing an Adaptable Training Program that Will Fit Any Plant," "Responsibility and Accountability—Definition and Application," "Key Factors in Choosing a General Contractor," "Delegation—Vital Management Tool," "Use of Vibration Analyzing Equipment," and "Developing a Flexible Lighting System in a New Plant."

Plans for IPACK-IMA

The seventh edition of IPACK-IMA (International Exhibition: Packing and Packaging, Food-Processing Industrial Machinery, Mechanical Handling) is to be held on **May 24-30, 1971** within the Milan Trade Fair Grounds.

The work of organizing is now in full swing and it can already be announced that the Show will take place on ground-floor pavilions (pavilions: 12, 13, 17, 18 and on the ground-floor of "Meccanica 7") with a total surface area measuring 80,000 square metres and with 58,000 square metres of area under cover. An enlargement of the area occupied by exhibitors is being considered, as Ipack-Ima '71 is expected to be one of the leading international Exhibitions held in Europe, thanks to a general effort of coordination aiming at rationalising the programme of specialized exhibitions.

Equipment Displays

The machines and products on show will be for packing and packaging: machines and subsidiary equipment for the manufacture of every type of packing and packing material, machines and subsidiary equipment for the packaging of products of every type, raw materials and products used in packaging, all types of packing and packing material; for mechanical handling: lift trucks, elevators, conveyor belts, pallets, box-pallets, containers, racks, etc.; for food-processing industrial machinery: machines and equipment for the soft drink industry, confectionery industry, dairy industry, oils and fats industry, mills and animal feedstuffs, production of bread, "grissini," biscuits, production of pasta and analytical appliances for the foodstuffs industry.

Industry Meetings

Ipac-Ima will house and promote

technical and economic meetings at international level. The time-table for these meetings is being prepared.

Visitors will be admitted from 9 a.m. to 6 p.m. without a break, Sundays and holidays included. Foreign visitors will enjoy free entrance on presentation of passport. On the exhibition premises exhibitors and visitors will have at their disposal, in addition to all the usual facilities, the following services: linguistic secretariat, offices for booking accommodation, travel agency, banks and exchange offices, offices of the Ministry for foreign trade and of the Institute for foreign trade, information and press services, telegraph and telephone.

Further details about the Exhibition can be obtained from the IPACK-IMA General Secretariat, 62 via C. Ravizza, 20149 Milano, Italy.

Most Noodles Extruded

Dan Maldari, the die-maker, writes concerning "Durum Definitions," page 10, Macaroni Journal for July. "I wish to advise that most noodles sold in the United States today are extruded. The trend has been to get away from the rolled noodle."

Consumerism Danger

There is a danger that consumerism will lead to expansion of governmental controls and protective legislation that will be "destroyed by the overwhelming costs of a haphazard and discriminatory enforcement."

"There is the real danger that consumer legislation may, in time, reduce the consumer into such a false sense of security and dependence as to deprive him of any normal sense of responsibility and self reliance as we know it."

This was the message given to retailers by Richard D. Harrison, president, Fleming Company, Oklahoma City, who was re-elected president of Super Market Institute at the annual convention recently.

He told the luncheon audience that the time has come to begin operating their businesses not just to make a profit for shareholders, but a profit for the benefit of "all our stakeholders."

Broad Term

"Stakeholders" is a much broader term than "shareholders," he continued. "Attitudinally and factually, it includes not only the owners and the employees of the business but recognizes the strong stake in that business held by all of the other elements of our social fabric, including our community, our State and our country."

This idea of operating for a profit to all stakeholders carries "with it the evidence of meaningful concern about the impact of our actions on a total society," Mr. Harrison said.

Consumerism is being fueled partly by rising food prices, amid increasing concern for clarity of expression in value and pricing, he said.

The food industry has been a prime target of the consumerism movement, Mr. Harrison stressed, but "how much control and supervision in the name of consumerism can our social, economic and political system afford without losing more than it gains?"

Reliance on Routine

Consumerism is developing dual pricing, standardized labeling, fair packaging and a host of other changes requiring operating responses. But at the same time, he continued, stores are increasing in size, in complexity, in product and departmental variety. Moreover, tasks in the store are becoming more specialized, with more reliance on routine than on versatility.

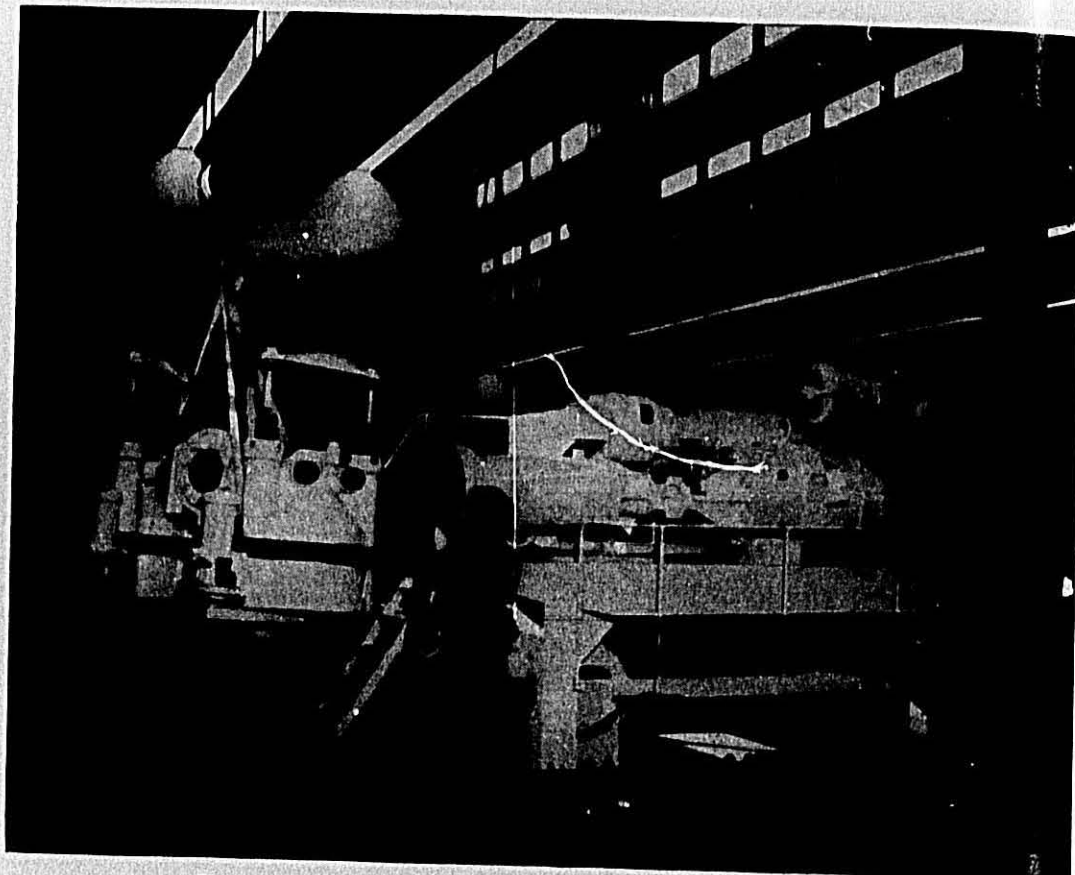
"Indeed, it may well be that a time is being faced when we are in danger of being enslaved by the procedures of the business," he said. To remain viable the organization must, as it matures, guard against letting the "success dream" become subservient to the procedures, he said.

"We can't let techniques and technology, complexity and diversity, security and confrontation make procedures more important than the dream of success and fulfillment," Mr. Harrison said. "Procedures must always remain only the means of achieving the dream."

Computer Visions

Not too many years ago, when the industry had visions of letting the computer do all ordering and merchandising with statistical perfection the bubble was destroyed by George Jenkins of Public Super Markets. He, Mr. Harrison related, said that if the computer or any other form of technology were allowed to replace the intuitive merchandising judgment of the individual, the industry would fast reach the point that it would no longer be able to respond with excitement and innovation for the consumer.

However, technology has been beneficial in operation procedures and the industry has a new sophistication and a new formality. It has brought automatic data retrieval check stands, and computers are becoming more important in the allocation of self space to products, he said.



Final assembly of prototype of giant new 3,500-pound press in Buhler's Minneapolis plant.

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More than 50 BUHLER engineers and macaroni specialists are engaged in a continuous research and development program to improve the performance of macaroni-manufacturing equipment.

Their effort is paying off for you, the macaroni producer.

BUHLER's researchers have developed new equipment with capacities up to 10,000 pounds per hour while constantly upgrading equipment of more standard sizes.

Here, for example, are just a few major BUHLER developments of the past few years:

- **New Single, Twin and Four-Screw Presses**
- **New Long Goods Spreader**
- **New Long Goods Cutter**
- **New Long Goods Driers with continuous drives and plastic side panels**
- **New Short Goods Driers with stronger product conveyors, design which keeps the product from the conveyor chain, plastic side panels.**

... and all these machines sturdier and more sanitary than ever.

This continuing development program is just one reason why BUHLER is supplying an ever-increasing share of the new macaroni equipment installed in the United States.

Another reason is BUHLER's guarantee that all equipment will meet specified production rates.

Another is the fast parts service from BUHLER's Minneapolis warehouse which contains North America's largest stock of spare parts for macaroni equipment.

But BUHLER engineers are never satisfied. Research is continuing. Other exciting new macaroni machines are now in the development or field testing stages.

Watch for them.

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Egg Production Top 15 States

California is the No. 1 state in egg production. The first three states account for 25 percent of the U. S. total for 1969. North Carolina moved up to fourth place passing Iowa and Pennsylvania. Florida is now tenth and Ohio passed Minnesota for thirteenth place. During the last two decades the number of people has increased 25 percent. Egg production per hen has increased 20 percent but egg consumption has decreased 20 percent.

(Millions of Eggs)

STATE	1969	STATE	1969
Calif.	8,380	Calif.	8,287
Ga.	5,428	Ga.	4,992
Ark.	3,418	Ark.	3,298
N.C.	3,405	Penn.	3,149
Penn.	3,266	Iowa	3,094
Iowa	2,805	N.C.	3,034
Ind.	2,788	Ind.	2,934
Tex.	2,648	Tex.	2,930
Ala.	2,626	Ala.	2,659
Fla.	2,506	Miss.	2,572
Miss.	2,384	Fla.	2,412
N.Y.	2,293	N.Y.	2,400
Ohio	2,195	Minn.	2,270
Minn.	2,122	Ohio	2,202
Ill.	1,818	Ill.	1,856
Total 15 states ..	48,140	Total 15 states ..	48,098
Total 50 states ..	68,778	Total 50 states ..	69,326

Egg Solids Production

Production of liquid egg products (ingredients added) during June was 84,824,000 pounds, according to the Crop Reporting Board. This is 11 percent more than in May and 6 percent above a year earlier. January through June production of liquid egg totaled 384,988,000 pounds, 17 percent more than in the same period of 1969.

Liquid egg produced for immediate consumption during June was 9,788,000 pounds, 18 percent more than a year earlier. The quantity used for drying was 34,504,000 pounds, up 14 percent from June 1969. The quantity used for freezing totaled 40,332,000 pounds, a decline of 3 percent from a year earlier.

Egg solids production totaled 10,358,000 pounds during June. This is 20 percent above the previous month and 11 percent more than a year earlier. Egg solids produced during January through June totaled 36,023,000 pounds, compared with 32,597,000 during the same period of 1969. Production of whole eggs amounted to 1,014,000 pounds, up 44 percent from June 1969. Output of albumen solids totaled 1,512,000 pounds, an increase of 34 percent from a year earlier. Output of yolk

solids was 961,000 pounds, compared with 1,132,000 in June 1969. Production of "other solids" was 6,871,000 pounds, 8 percent above a year earlier.

USDA Purchasing Program

On June 24 the Department of Agriculture announced the conclusion of their program to purchase scrambled egg mix for needy persons. In the three months in which the program was in effect USDA bought 16,587,000 pounds of mix at a total cost of \$14,484,000. Deliveries continued through the summer months.

Cook's Corner—

(Continued from page 17)

though they will refrigerate well for two or three days.

I save any drippings from the meatballs to add to my spaghetti sauce which I also make up in at least double batches so there is always some on hand. It doesn't take much longer than preparing a single batch. Then when minutes count, all I have to do is warm the meatballs in the sauce and dinner is ready in a jiffy.

At times I have even prepared spaghetti ahead of time. I cook it just long enough so it will wrap around a fork, take from heat, run cold water over it, drain and refrigerate. When the time comes I put the partly cooked spaghetti into a pan, cover with water, bring to a boil and that's it. Spaghetti refrigerates well for at least a day or two.

Jim Garrigus

Alvin Karlin, Manager — Grocery Products Division, Hygrade Food Products Corporation, Detroit, announced the appointment of Jim W. Garrigus as National Sales Manager of the Grocery Products Division.

Mr. Garrigus comes to Hygrade from Massengill & Company with prior positions held at Spice Island Company and Chicken of Sea Tuna Company.

He will be headquartered at the I. J. Grass Noodle Company, a division of Hygrade in Chicago.

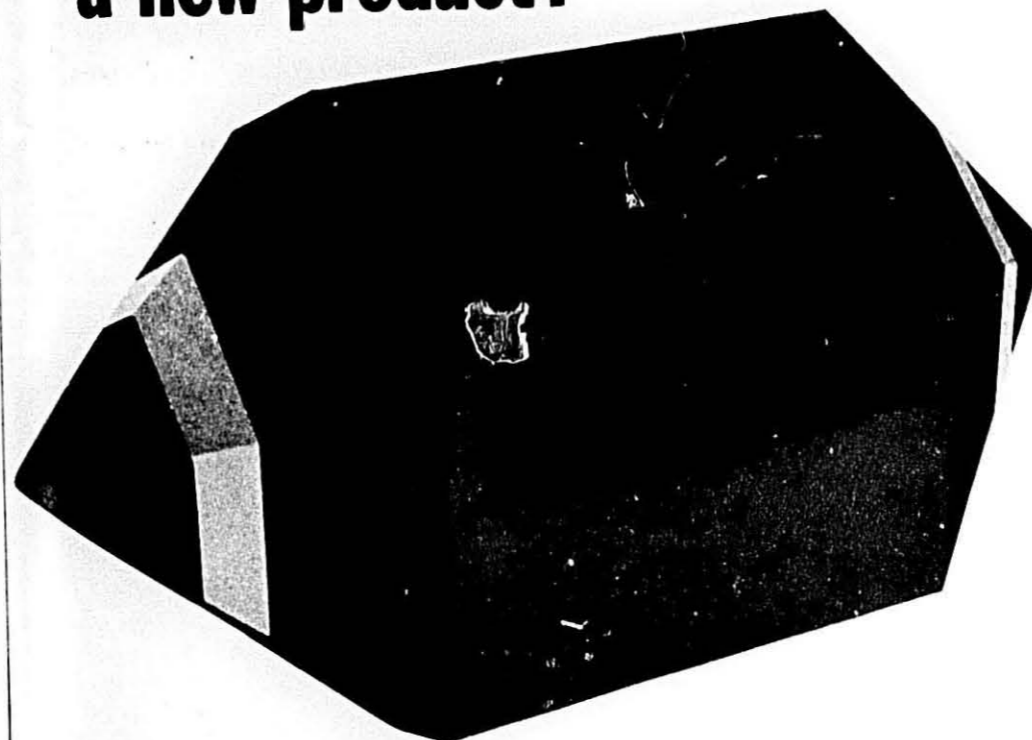
John Cimino

John O. Cimino has been appointed sales manager of the St. Louis division, American Beauty Macaroni Company, according to P. F. Vagnino, president of the firm.

Cimino, a 20-year veteran of the American Beauty sales force, was formerly a unit manager headquartered at the Kansas City division offices.

He assumed his new duties June 1 and now lives with his wife and two daughters at 1128 Villa View Drive, Manchester, Mo.

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