

**THE  
MACARONI  
JOURNAL**

**Volume 54  
No. 10**

**February, 1973**

FEBRUARY, 1973

# *Macaroni Journal*



**MACARONI  
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RELATED-ITEM SALES  
FOR LENT**

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GENERATION  
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SERVICE.**

**Rexham**

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The **Macaroni Journal**

February  
1973  
Vol. 54  
No. 10

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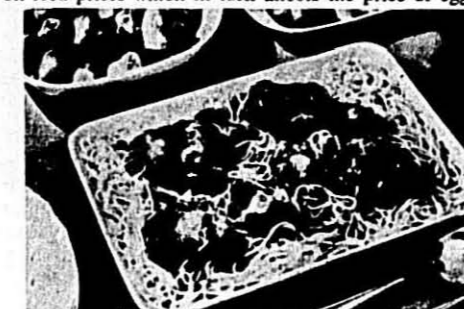
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**Editor's Notebook:**

Lent is still observed with meatless meals by many people and the old religious traditions make for merchandising opportunities in the grocery store. Lent begins on March 7 this year.

Macaroni's merchandising pointers are outlined on page 22. The Russian wheat deal greatly affected the grain trade (see page 10) and is also having its impact on feed prices which in turn affects the price of eggs. (See page 19.)

Next month we should have an interesting account of the interesting N.M.M.A. Winter Meeting. Terrific talent has been obtained for these sessions and the comments should be very much worth while.



## TO CHANGE THE FUTURE

by Aaron S. Yohalem, Senior Vice President and Director,  
CPC International, Inc.

**B**USINESS today is in deep trouble. As deep—yes, even deeper, once we consider the circumstances—as the most perilous period of American business history, namely, the great bust of 1929 and the depression of the 30's.

### Sleep Decline

We are all well aware that the established survey organizations report with regularity the continuing steep decline of business' esteem among the American public. The Opinion Research Corporation found this past summer that 80% of the American buying-public did not trust business, especially the larger corporations.

The Louls Harris organization reaffirmed these findings and noted that 87% of the consumers who were interviewed simply refused to believe advertising claims.

A survey by the American Management Association disclosed that 2 out of 3 of those corporations among the largest 500 felt that they have "serious corporate image problems" with the general public.

On even a deeper probe into the American public's attitudes toward business, the Daniel Yankelovich organization found, on the basis of several years of painstaking analysis, that one of the key social factors which must be taken into account in predicting the immediate future of the many public demands upon business is the present "low level of confidence" in the "imbalance" between private profit and public interest. This despite the fact that some 30 million of our people are shareholders in business—and many more participate in share ownership through their pension funds.

How, we must ask ourselves, have we come to such a state?

### Technological Revolution

Technologically and normatively, society in the large is changing faster than business. Essentially, the material, root cause of these changes which confront us is to be found in the scientific, technological revolution of our times. Its effect is total.

The fall-out of our prodigious technological and industrial performance has been urban sprawl and a transportation crisis; sophisticated communication systems that tell the poor of their

differences; medical miracles that aggravate the population crunch; flaunted affluence that sharpens the shame of poverty; elimination of the family farm and an American tradition; huge corporations, unions, bureaucracies and universities that generate "identity crises" among their constituencies and discontent within the commonwealth.

Our technology and industrial performance has all too palpably lacked clear, resolved and balanced social perspectives. The human element has all too often been overlooked. Technology has lacked a critical sense of itself; an awareness of the societal context in which it operates and the social impact it necessarily generates. Technocracy has spawned the technocrat. In many major areas of our economy there has been a kind of mindlessness for which we are now paying high costs.

### New Values

This would suggest, to me, the need for industry to study the new values of society with the same scale of investment in time, money, research and analysis that it brings to bear on a major new service or product line introduction. By this I mean that individual corporations, in the interest of improving on the best of the competitive system, should analyze the demographics of the new values as they affect their specific operations; define those areas where public demands are valid or not, make the adjustments necessary to meet legitimate complaints; and undertake the communication effort required to alert the public, and its elected leaders, to the adjustments made and to areas of public misunderstanding or misinformation. And to communicate these facts downward, as well, beyond the executive suite to the people in our businesses who look for leadership and understanding of changing values.

I do trust the response will be a positive one; it had best be.

We are experts in managing our businesses. But the proponents of the quality of life of the new values are the experts at expressing their desires. We should not be annoyed by their new demands—but we must stay ahead of them.



### To Restore Credibility

To restore credibility, however, will require more than simply restoring the vanishing art of listening. It will require that management review without prejudice, and respond thoughtfully, to an array of societal proposals affecting private decisions having public consequence.

I would like to suggest that along with our own corporate committees on environment, minority employment, the cities and the like, we—in some way or in some manner—make certain that we maintain in industry the most realistic kind of self-criticism. That we, in effect, maintain some form of corporate counter culture or "devil's advocate" mechanism with the task of continuously keeping us disabused, the better to keep us on our toes and performing credibly.

### Social Involvement

Business necessarily has to become more involved socially and more responsive to business in society. Business must be able to detach itself from its own myopic traditions. It must seek out, not automatically reject, reasonable critics. It must anticipate, indeed provide progressive leadership in the years ahead which will probably be the most fateful in the history of American business, years of disharmony between business and the general public.

The question remains: Not, do we have the foresight to understand the future, but, do we have the courage to change it?

A visiting salesman comments, "It's nice to have four years between elections. It takes people that long to regain their faith."

# ADM Milling Co.



## Sales Up — Profits Down

IT was the best of times—it was the worst of times.

Sales were up but profits were down as business recovery made headway in 1972. Inflation was still the greatest problem of business even though controls had slowed it to some extent. And because everybody spends money daily for food, the food industry was the target of politicians as the symbol of inflation.

At the Brokers Convention in New York recently, Michael J. O'Connor of the Supermarket Institute reported that retailers' profits were down to 0.6 of 1 percent for the third quarter of 1972. "This is our crisis point," he said.

In a new ruling published in the Federal Register of December 8, the Price Commission amended its rules to provide that a price increase put into effect by a manufacturer pursuant to authority granted under the special rule for volatile prices, Section 300.51 (f) does not eliminate all allowable cost justification incurred prior to that price increase.

The aim of the change, the Commission said, is to modify the provision that, in effect, made any increase affected as a result of volatile pricing authority erase all accumulated increases in costs incurred but not yet reflected in other price adjustments. The amendment to Section 300.12 provides that cost increases may be accrued for subsequent increase requests.

In a telegram to C. Jackson Grayson, C. L. Mast, Jr., president of the Millers' National Federation, said the Federation's interpretation of the amendment "does not give Category I manufacturers needed relief."

Earlier in December the Commission denied a request by Gooch Foods, Inc., division of Archer-Daniels-Midland Co., for a 1.95% increase on macaroni products. The reason cited was that "the cost justification included costs incurred prior to last increase."

### Mill Grind Up

Statistics on the durum mill grind are the best barometer for macaroni production. For ten months of 1972 milling of straight semolina was up 1.8 percent, but the total amount of durum

wheat ground was up 5 percent. Durum, as the prime ingredient in macaroni, took a beating on some fronts in 1972. The Agricultural Commodity and Stabilization Service no longer specifies durum in its wheat-soy macaroni products distributed to the needy in amounts of two to three million pounds monthly. The issuance of the new standard of identity for macaroni products with fortified protein permits the use of a variety of milled ingredients other than wheat as long as wheat is the predominant ingredient. All of the corn and soy that goes into such products replaces durum wheat. The durum growers, the durum millers and the macaroni manufacturers have demanded public hearings on this matter, but these requests have been ignored to date by the Food and Drug Administration.

The ultimate decision will be in the marketplace and reports we get are that school boards are not enthused about so-called meat substitutes with soy supplementation, but are still buying regular macaroni products at their usual rate.

### Exports Big News

Exports were the big news in the grain markets this year with the Russian wheat deal boosting prices of all kinds of wheat at a dramatic clip. This again underlined the unfairness of freedom of agricultural prices and a freeze on processed foods. With Number One Amber Durum selling in Minneapolis before harvest at \$1.80 a bushel the Russian deal and poor harvest conditions boosted the price more than 50¢ by mid-December and shot semolina prices up more than \$2.00 per hundred-weight. Durum exports are up and prospects are for continued good business in 1973. Carryover is adequate, but will be substantially reduced. The Department of Agriculture predicts that U.S. wheat prices are likely to stay firm throughout 1973.

### Egg Turnaround

Egg prices were depressed because of over supply through most of 1972 and in many areas producers have been selling eggs below cost. In Southern California this was about 30¢ a dozen. In October the U.S. Department of Agriculture declared a national emergency with the emergence of an epidemic of exotic Newcastle disease brought in by the importation of foreign birds. The brunt of the blow is on Egg City in Moorpark, California

which was compelled to kill off some three million laying hens, its entire flock, even though they had an elaborate vaccination program and felt there was no problem affecting them. There was some federal reimbursement, but the loss must have been staggering to the company. They will be back in production by Easter with 1,250,000 birds.

Egg prices in December started upwards and it looks like the cycle is now swinging the other way in a production area that is consistently marked with feast or famine.

### Other Costs Climb

All other costs continue to climb: including packaging supplies, freight, taxes, labor. Two large macaroni manufacturers in the East were closed down due to strikes, although the wage and policy survey made in November indicates that help is not too hard to get in most parts of the country. The crunch on small operators continues as governmental regulations and competition are the pincers of the continual squeeze.

### Dinner Market Grows

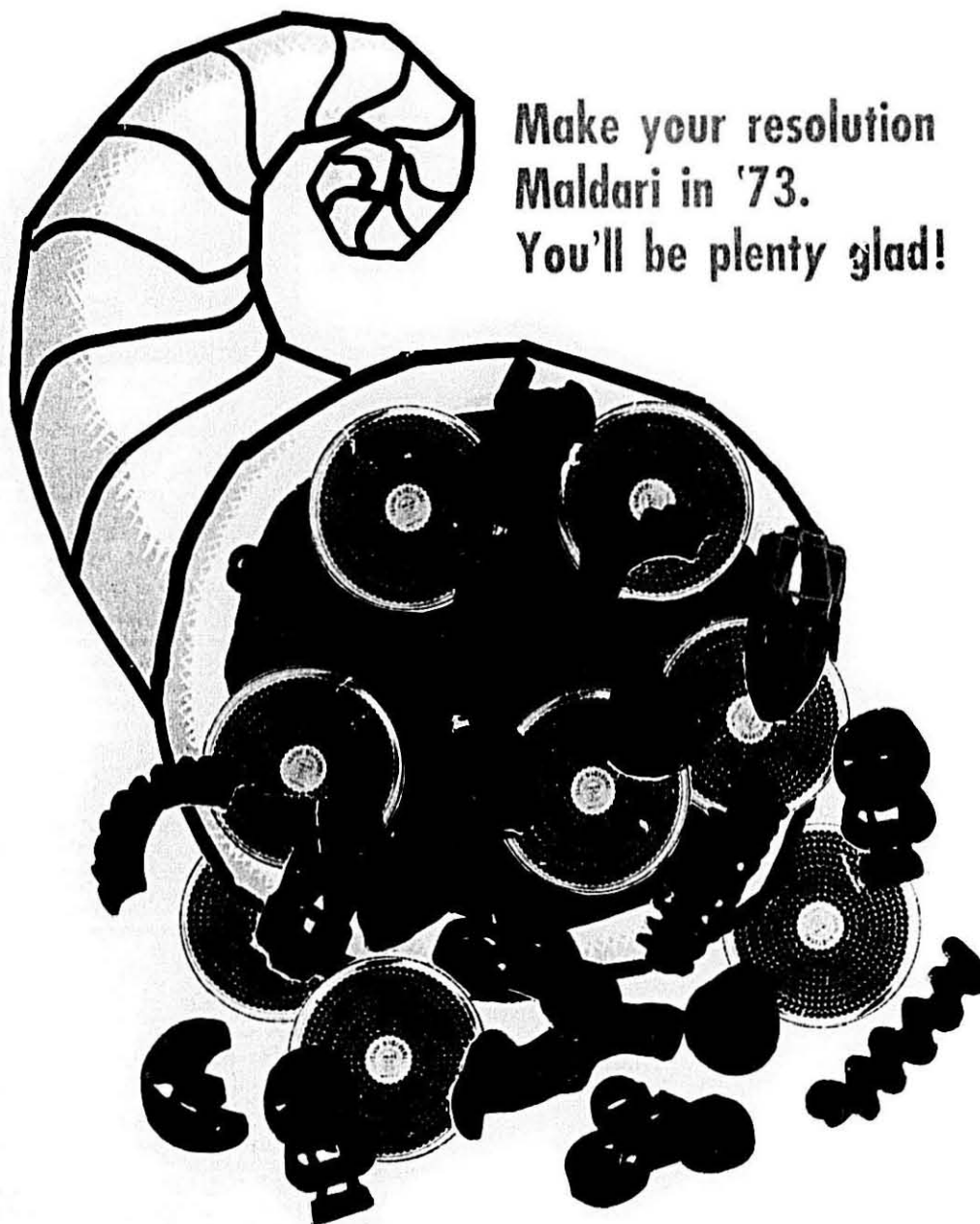
The packaged dinners market continues to grow. An article in Advertising Age in November said the do-it-yourself meat skillet dinners, newest and fastest growing segment of the \$900,000,000 packaged dinner category, was getting some new entries in Jeno, Golden Grain, Chun King and LaChoy oriental dinners. Red Cross Macaroni Company in Chicago teamed up with Borden to promote do-it-yourself skillet dinners with newspaper advertising in Chicago dailies. The National Macaroni Institute publicity campaign throughout the fall featured one-pot pasta recipes. These emphasized the convenience, economy and nutrition of these combinations for consumers and an advertising campaign will start in food trade publications in January to alert grocers to the profit opportunities of related item sales created by dry macaroni products.

### "Phony-Roni" — Unresolved

from the Millers' National Federation Hook-Up

The standards for "Enriched Macaroni with Fortified Protein" should have come in force November 13—or 80 days after their promulgation by the Food and Drug Administration.

Perhaps because of the onslaught of protest, nothing has been announced concerning the controversial standards (Continued on page 8)



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## "Phony-Roni"—Unresolved

(Continued from page 6)

since their publication September 13. The Durum Wheat Institute, representing persons adversely affected by the F&D order, protested the proposal just under the October 13 deadline—pointing out that products produced under the proposal would be imitations in shape, size and appearance; would confuse consumers who might buy those products by the same names ordinarily identifying real macaroni products; would injure the reputation and decrease consumer acceptance of pastas as the public knows them; and, would adversely affect the demand for and sale of the real thing.

The standards for "Enriched Macaroni Products with Fortified Protein" could be made with a predominance of wheat but lesser amounts of corn meal and soy or other flours—opening the possibility of fabrication of a macaroni or noodle product with as little as 10 percent wheat so long as any one of the other ingredients did not exceed that amount.

### Public Hearings Asked

The Durum Wheat Institute asked for public hearings on the proposal—important to the total wheat-oriented industry in that it would open the door to wholesale substitution of ingredients in traditionally wheat-based products. A trade reporting bulletin of December 4 listed a number of companies protesting the substitution of a corn-soy combination for durum in pastas.

The Durum Wheat Institute's protest even challenged the authority of the Commissioner of the Food and Drug Administration for fixing and establishing a standard of identity for foods that have not hitherto been manufactured for common sale. It contends that to offer them in size and shape and under the name of commonly accepted foods does not promote honesty and fair dealing—the principle for which the law governing such standards was originally adopted.

### No Response from FDA

No response from the Food and Drug Administration has been received concerning the DWI request for a public hearing, even though the deadline for the new standard to become effective has long past.

Because of its importance to the ideal of standards in general as well as to those governing pasta production, further developments will be reported as they are determined.

## Dr. White Questions Value of Nutritional Labels on Food

The advisability of adopting a Food and Drug Administration proposal requiring a label statement on nutrient content of all packaged foods was questioned by Dr. Philip L. White, secretary of the Council on Foods and Nutrition of the American Medical Association, in a talk to a recent meeting of the Self-Rising Flour and Corn Meal Program, Inc.

He particularly challenged the wisdom of the program without a concurrent consumer education program.

A summary of Dr. White's remarks by the Program staff follows:

**Asking.** "Can the consumer digest it?" he pointed out that the avowed purpose of label information is to enable the consumer to make an informed decision. He added, "That is a comfortable way to justify the nutritional labeling program but the question remains—will the consumer actually be able to make an informed judgment? Will the information be useful in the present context of food habits?" He said that surveys, studies and in-store experience with nutritionally labeled foods do not answer such questions, nor tell how to use the data when combining foods into meals.

### Must Have Nutrition Knowledge

Continuing, Dr. White said that ultimately the use of such information required knowledge of nutrition—which most consumers do not possess. And if used, it would involve comparisons between different brands of the same product, between foods of the same class (i.e., fruits, vegetables, etc.) or between classes of foods themselves.

If the label information were related to the Recommended Daily Dietary Allowances, Dr. White asked, would a shopper calculate "some magic total for a meal or a day's menu?" And what would happen if all "those RDA's are added up and split among three meals and 10 snacks?" He said consumers must be taught the significance of label information and how to cope with what could be a "truly overwhelming amount" of it.

### Fuzzy Beliefs by Many Consumers

Citing studies demonstrating that present consumer knowledge of foods and nutrients is inadequate, Dr. White listed some of the fuzzy beliefs held by housewives. For example: "Potatoes and baked goods have the same image. Nutritional benefit is primarily to be filling, little knowledge of true nutritional benefits and high concern with being fattening."



Dr. Philip L. White

The nation's nutritionally inadequate eating habits spring from: (1) dieting and weight control that leads to skipping or skipping breakfast and sometimes lunch; and (2) the breakdown of the traditional three meals a day pattern of eating, he said.

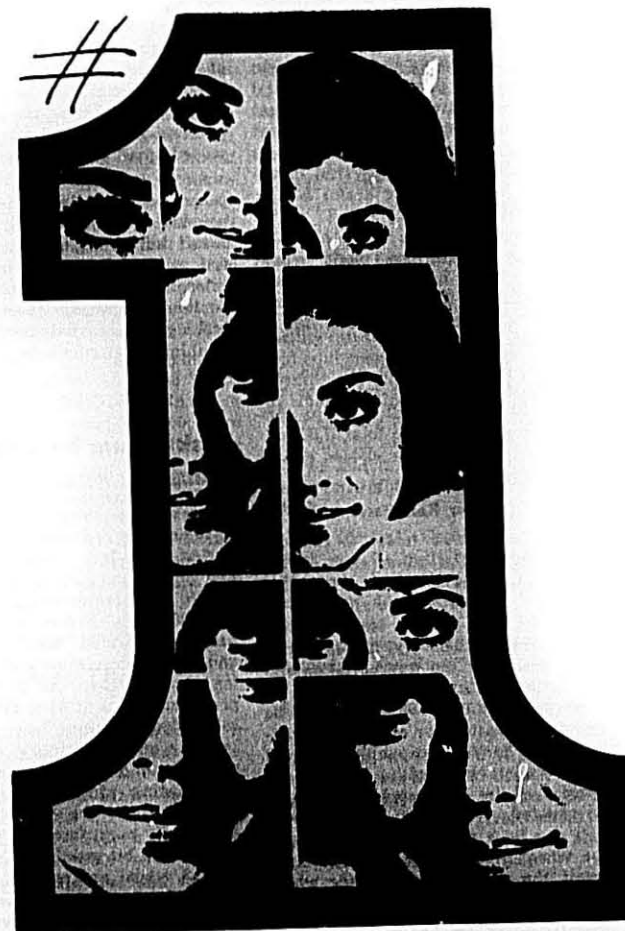
### White's Law of Overreaction

"The time has come for someone to inform the housewife how she can meet the nutritional needs of her family within the framework of modern eating patterns. . . . Nutritional labeling can help only if there is a carefully designed, concurrent program of general consumer education," Dr. White concluded. To promulgate nutritional labeling "before the completion of the regulations on nutritional guidelines was a mistake . . . putting the cart before the horse. This leads to a new Parkinson-type Law; White's Law of Overreaction: 'Federal agencies overreact to public pressure in support of a false issue in such a manner as to create a genuine problem.'"

### FDA Considers Codex Alimentarius

Steps to act on and to adopt international food standards recommended by the Codex Alimentarius Commission were undertaken by the Food and Drug Administration.

The commission is an international agency created in 1963 under joint sponsorship of the Food and Agriculture Organization and World Health Organization, both agencies of the United Nations. Its main function is to develop international food standards which, when adopted by participating countries, will be applied to imports, exports and domestic products. Presently, 92 nations, including the United States, are commission members.



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## Wheat Supply and the Producer's Choice

by Melvin G. Maier, Administrator,  
North Dakota Wheat Commission

It was an interesting year for wheat! That statement has fit the world wheat situation many times in recent years. Fears of world wheat shortages in the 1966-67 period led to the record (up to that time) U.S. wheat crop of 1968. Around the world, wheat producers demonstrated their capacity to over-produce-given price incentive. New competition entered the export market. The United Kingdom, a 70 million bushel importer, was able to buy wheat from more than 20 different suppliers.

### Prices Up—Movement Good

Times, and the world wheat situation, have again changed. North Dakota wheat farmers are now enjoying the highest market prices for spring wheat and durum of recent years. Winter wheat prices have also increased and are holding strong. Corn, soybeans and other grain prices have risen. Better prices are due largely to a tight world wheat and overall grain supply. The U.S. finds itself this year as the only country with significant supplies of wheat and grain which are unsold.

Movement of North Dakota wheat into market has been greater, and the volume placed under loan has been considerably less than is the usual case. Many farmers have wisely capitalized on the higher forward prices by contracting for late spring delivery. This attention to marketing is as important as are the many production decisions facing the producer each year.

In the months ahead—spring's work is only a few months away—producers will need to continue to be watchful about market conditions. Elsewhere in this report we point out the estimated June 30, 1973 carryover of 534 million bushels of total U.S. wheat of which hard red spring and durum make up 202 and 62 million bushels, respectively. Spring wheat and durum are obviously not in short supply. Only dramatic new export business could reduce these figures. On the other hand, an interruption in the smooth flow to market of wheat already sold could increase carryover.

### Acres Will Expand

At current world wheat price levels, it is quite likely—in fact almost certain—that 1973 world wheat acreage will expand. The world could again return to a situation of oversupply. Canada will increase its production, as will France. Australian wheat producers are

asking for sufficient acreage to double the 1972 crop, at average yields. The record 1972-73 export year for U.S. wheat will not likely be repeated again soon. Once the pipelines are full and present and future needs are being met in importing countries, world wheat prices could weaken. This weakness could occur before the physical movement of the wheat (or grain) begins, remember that the 1973 U.S. winter wheat crop will be the first to have any significant bearing on world wheat supplies. There have been some estimates that 1973 U.S. winter wheat production will increase by 15%, due to expanded acreage.

Those producers who are not yet committed to sell, but intend to sell before '73 harvest, will want to consider these factors. The total U.S. supply situation for these classes should be considered.

### Higher Rail Rates

There is another factor to consider which looms as a minor crisis in the late spring of 1973. On July 1, higher "summer" rail rates take effect. Many producers and country shippers have contracted for delivery in May-June. All segments of the transportation and marketing industries of this state, as well as producers, will need to be aware of possible car and truck shortages, the handling capability of local elevators, etc. If penalties for later deliveries of the contracted grain are to be avoided.

It can be a more profitable year for the wheat producer who takes into account the developments in the wheat markets as they occur around the world and at his local shipping station.

### Annual Crop Summary

Production of all wheat at 217,000,000 bushels was 26 percent below a year ago. However, it was still the second largest on record. The smaller production compared with the previous year is the result of a 18 percent reduction in acres as well as a lower yield. The yield of all wheat combined averaged 28.9 bushels, almost 3 bushels below a year earlier.

The 1972 production of grains in North Dakota, except barley, was below a year earlier, the North Dakota Crop & Livestock Reporting Service announced.

### Durum Down

Durum production of 73,000,000 bushels was 20 percent below the 1971 crop, but 38 percent above the relatively short 1970 output.

Planting got off to a late start in the spring of 1972 and dry conditions dur-

ing June caused much concern about crop development. Weather conditions turned very favorable the latter part of July and most of August. The precipitation received along with cooler temperatures during the period, helped promote good kernel formation of late seeded small grains.

Above average temperatures were general the last half of August which speeded up crop development and allowed harvesting operations to be in full swing by the end of the month. Intermittent showers during most of September slowed harvest progress and prolonged the windup of small grain combining, particularly late planted fields.

### Brisk Durum Bookings

#### Milling & Baking News reports:

Brisk expansion occurred in bookings of semolina, granulars and durum flour during the first week of December and major portion of macaroni and noodle manufacturers filled out needs for 120 days. Significant number of users also added April requirements and those commitments involve carrying charges. Business generally comprised additions of 30 to 60 days' needs to previous backlogs. Interest had been building up in filling out more extensively in a period when cash durum was posting almost daily small advances within the ranges. Macaroni and noodle manufacturers were cognizant of the burgeoning world demand for U.S. wheat and realized that durum would also be affected. The spark that ignited the accelerated bookings was provided by one or two mills pressing hard for 120-day commitments, offering longer-term bookings with carrying charges. In effect, the mills offered price concession from the list as well as protecting against additional 25¢ per cwt price rise. Business was accomplished at \$7.50 per cwt for semolina, bulk, Minneapolis.

#### Sensational Climb in Cash Durum

Cash durum bids soared 8@13¢ a bu and edges were paid even after maximum advances. Low ends of ranges had been edging up 1¢ a day before the sensational strength developed.

Exporters sought supplies for load before navigation closes through the St. Lawrence Seaway and mills competed for best color and other quality factors. Quality of receipts covered wide range and few cars were free of black point fungus, a problem for millers. The Japanese Food Agency bought 4,000 tons hard amber durum for January-February.

Important factor in turn to pronounced strength in durum was its relationship to spring wheat. The climb was precipitated by sensational strength that developed in Minneapolis futures and even after the advance, No. 1 hard amber durum was at small discount to No. 1 spring 14%. Durum is considered likely at least to maintain parity with spring. When exports of all wheat reach such tremendous proportions, it is inevitable that durum should share in the volume. In some markets overseas, durum is often avoided because of price alone and this has been eliminated as factor.

Durum stocks in Minneapolis-St. Paul public elevators decreased 68,000 bus to 2,995,000, against 1,646,000 a year ago. Of the total 591,000 were C. C. C. stocks, while 2,404,000 were privately owned.

No. 1 hard amber durum was \$2.27@2.28; No. 2, \$2.26@2.27; No. 3, \$2.23@2.25; No. 4, \$2.20@2.23; No. 5, \$2.15@2.20; sample grade on account of damage, \$2.05@2.10; amber discount, 2@5¢; durum, 5@6¢.

### ConAgra Plans Three New Mills

ConAgra, Inc. with headquarters in Omaha, Nebraska announced on December 5 plans to build three new flour mills in the United States—a durum mill at Martins Creek, Pa., with a daily capacity of 5,000 cwts., a bread flour mill at Hudson, N.Y., with a daily capacity of 4,000 cwts., and a bread flour mill at New Orleans, La., that will have a capacity of 2,000 cwts.

The three plants will have a total initial capacity of 11,000 cwts, and each mill will have floor space to allow for future expansion of capacity, in instances for a tripling of the initial rate of operations.

"A mill building program of this dimension signifies our belief in the vitality of the American market for flour-based foods," said J. Allan Mactier, president of ConAgra. "We see that market growing at a steady rate as the nutritional and economic merits of wheat flour foods gain for bread, other baked foods and pasta products their proper position in the expanding American and world food market."

#### To Have Five Plants in East

Mr. Mactier called attention to the eastern geographic emphasis of ConAgra's flour mill expansion program in the past year or so. "When the first stage of the new eastern mills are completed this year, ConAgra will have five mills in the East with a total daily

capacity of 20,000 cwts," he said. "These plants have the ability to produce about 2% of the annual domestic bakery flour usage and are adjacent to the middle Atlantic and New England markets, which have about 25% of the population of the U.S."

It was disclosed that ConAgra plans to add small whole wheat and rye units in its eastern complex of flour milling plants.

#### New Bread Mill Started

The durum milling unit at Martins Creek, Pa., will be ConAgra's second facility at that location. Construction and equipment installation began some months ago on a new bread flour mill at Martins Creek, which will have daily capacity of 6,000 cwts. The bread flour mill is expected to be in operation by March. This will give ConAgra 11,000 cwts of daily capacity at Martins Creek.

The Martins Creek durum mill, which will be built by Henry Simon, Ltd., will mark the company's entry into the durum milling business. "Nearly one-half of the macaroni manufacturing capacity of the United States is in the East," Mr. Mactier observed, also noting that the durum plant building has space for expansion to 10,000 cwts.

The plant at Hudson, N.Y., to produce 4,000 cwts of bread flour, is being built by Buhler Corp. Hudson is located on the Hudson river, about 30 miles south of Albany, but the plant site itself is not on the river.

#### New Orleans on Deep Water

At New Orleans where bread flour capacity will be 2,000 cwts, the plant will be built by MIAG North America, Inc. The mill is located on deep water and thus can serve export as well as domestic markets.

#### Look for Runs by Next June

Mr. Mactier said that, in all three instances, the land and buildings for the new plants are either owned or leased by ConAgra. He noted that a "good part" of the machinery for the new units was in hand. As a result, it is quite likely that all three of the new mills will be started by June, 1973.

The Martins Creek flour milling complex of ConAgra will have wheat storage capacity of 3.5 million bus, and Hudson, N.Y., will have space for a million bus.

The Martins Creek and Hudson mills will be located in former cement manufacturing plants. The New Orleans unit will be in a former cement distribution facility.

#### First of Staged Building

"The 2,000 cwts represents merely the first step in a program of staged construction on the New Orleans site," Mr. Mactier said. "Future plans involve additional flour capacity along with some product diversification."

That diversification is believed to include production of a number of blended wheat foods that have gained prominence in the export relief programs of the United States and also are believed to have considerable promise for the domestic market.

#### Durum Products Also to West

As part of ConAgra's entry into the durum milling field with the new plant at Martins Creek, Mr. Mactier said equipment will be added to the mill at Great Falls, Mont., to allow milling of durum wheat for product shipment to Pacific coast pasta manufacturers. No increase from the present 5,000-cwt total capacity at Great Falls is planned.

He also said that a third durum plant for the company is in the planning stage in the Central states area.

Other flour mills of ConAgra in the East included two soft wheat units in Pennsylvania—one at Red Lion and the other at Treichlers.

#### Capacity Totals 89,500 Cwts

Completion of the newly-announced plants will bring ConAgra's daily flour milling capacity to 89,500 cwts, of which 6,000 is in San Juan. Besides the new mill under construction in Martins Creek, prior to the announcement, building is under way on a new mill at Guanica on the south coast of Puerto Rico. In the 1972 fiscal year, the capacity of the San Juan plant was increased by 20%.

Only several months ago, ConAgra started operations at its new flour mill in Tampa, Fla., which has a daily capacity of 4,000 cwts. Also in the past year, the company acquired H. C. Cole Milling Co. at Chester, Ill., with daily capacity of 6,000 cwts.

Two of the company's mills were closed down in the past year—Sheridan, Wyo., with capacity of 3,100 cwts and Ocaso, Mich., of 3,300.

#### Strategy in Annual Report

ConAgra spelled out its commitment to growth in flour milling as follows in the 1972 annual report:

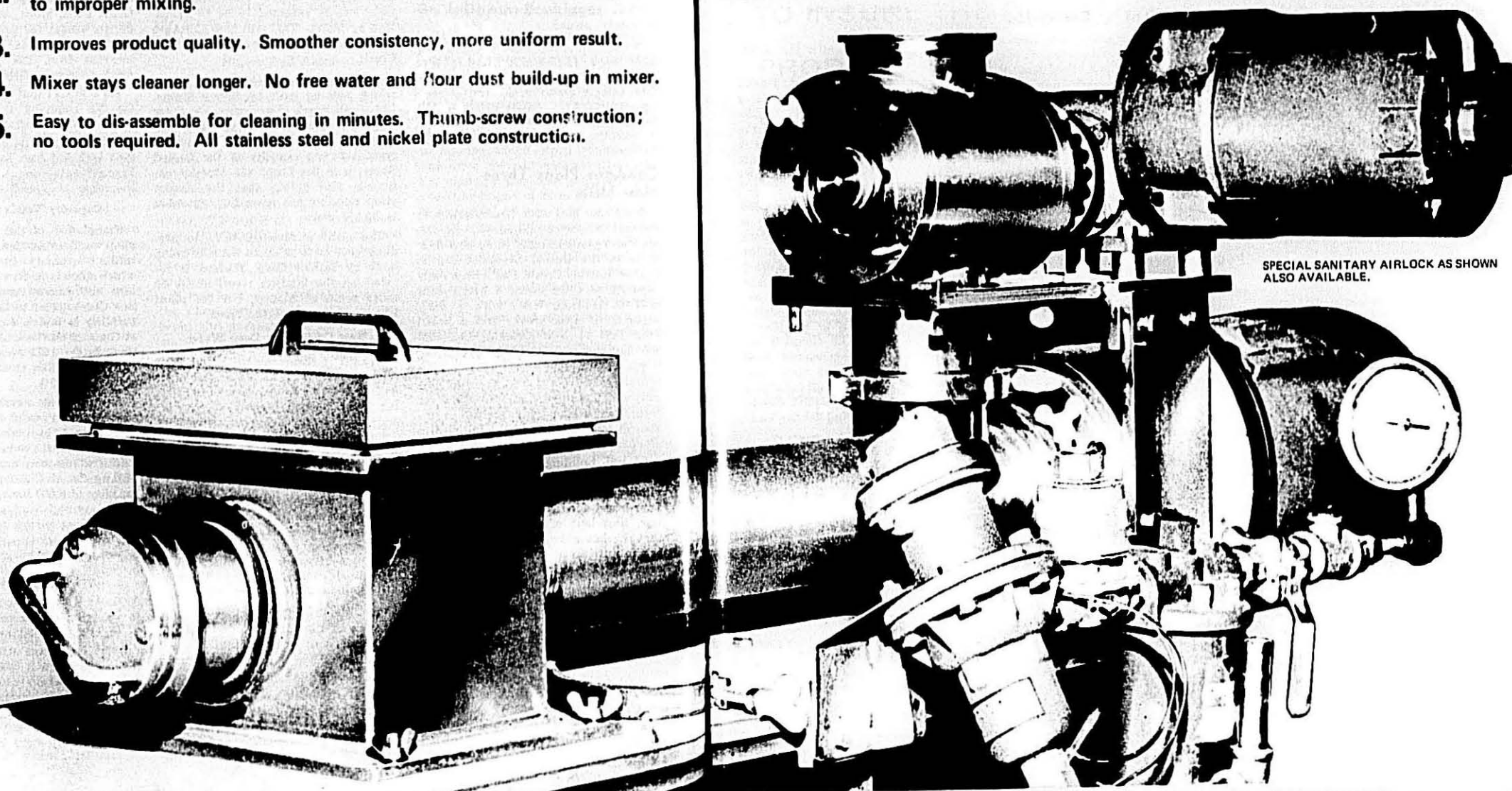
"Our long-range strategy of mill location, production efficiency, superior service to bakery customers and developing higher-margin flour volumes all provide the opportunity for ConAgra's continued growth and expansion in bakery flour production."

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Arvill E. Davis

### Gooch Foods Shifts Top Management

Gooch Foods, Inc. of Lincoln, Nebraska announced the election of Arvill E. Davis as chairman of the board and chief executive officer, and Harold J. Wendt as president and chief operating officer, effective January 1, 1973.

Mr. Davis has served as president of Gooch Foods for the past 15 years. Under Mr. Davis' leadership, the company has maintained a strong marketing position in the eight midwestern states surrounding the Lincoln area, and is currently in the initial stages of significantly expanding both its product lines and marketing distribution area.

Mr. Wendt has been executive vice president of Gooch Foods. He joined the company in 1971. Prior to that time Mr. Wendt was employed by Ocoma Foods Company, Omaha, Nebraska for 25 years in various managerial capacities, the most recent of which was vice president of production and procurement.

A wholly-owned subsidiary of Archer Daniels Midland Company, Gooch Foods produces a variety of food products including macaroni, spaghetti, egg noodles, family flours, pancake mixes, corn meal products and packaged prepared dinners. Emmett L. Taylor, vice president of Gooch Foods, Inc., is director of marketing for the entire line of grocery products.

### Ginnane Joins National Egg Products Corp.

President T. Gibson Gray of National Egg Products Corporation, Social Circle, Georgia, has announced the appointment of Robert M. Ginnane as

Vice President, Marketing. Mr. Ginnane was formerly with Henningsen Foods.

### Winston Appointed

James J. Winston has been appointed to serve on the Regulations & Enforcement Committee in the fields of Pollution and Ecology for the Council of Agricultural Science and Technology.

His son Marvin has been appointed Assistant Director of the Committee. Marvin E. Winston took his undergraduate work in Food Science and Nutrition at Indiana University. He is taking graduate courses at Rutgers while working for the Jacobs-Winston Laboratories.



James J. Winston

### Vice President at Delmonico

William H. Ogburn has been named Vice President of Delmonico Foods, Inc., Joseph P. Viviano, President of Delmonico, has announced.

Ogburn, a graduate of the University of Notre Dame, joined Delmonico Foods in 1968 as Plant Manager.

Delmonico, a leading regional producer of pasta products and spaghetti sauces, is a subsidiary of Hershey Foods Corporation. It has been operating in Louisville since 1928.

### Peavey Goes Public

Peavey Company announced Dec. 6 that it has filed a registration statement with the Securities and Exchange Commission covering the proposed public sale of 525,000 shares of common stock which will mark the first public offering of the company's common stock. Goldman, Sachs & Co. will manage the nationwide group of

underwriters who will offer the shares to the public.

Of the shares to be offered, 475,000 will be sold by certain shareholders and 50,000 shares will be sold by the company. The company will use the proceeds of the shares to be sold by it to reduce the company's requirements for short-term indebtedness incurred primarily to carry grain inventories.

Peavey Company is a diversified food and agribusiness company. It is engaged primarily in producing flour and flour-based food products in the United States for distribution to other food companies and food retailers, and in the merchandising of grain and ancillary services and farm supply items, including animal feeds, in the United States and Canada. The company recently expanded its consumer food products line through the acquisition of Brownberry Ovens, Inc. and has signed an agreement to acquire Northwest Fabrics, Inc., a retail fabrics business.



Harold J. Wendt

### International Multifoods Show Gains




International Multifoods reported record sales and earnings for the third quarter and nine months ended November 30.

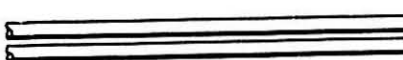











Sales during the third quarter for the Minneapolis-based diversified food processor were \$140,700,000, up 18.4 percent from \$118,900,000 in the same period a year ago. Net earnings were \$3,000,000, a 15.8 percent improvement over \$2,591,000 last year.

Earnings per common share for the third quarter were 85 cents, up 13.3 percent from 75 cents last year.

(Continued on page 26)



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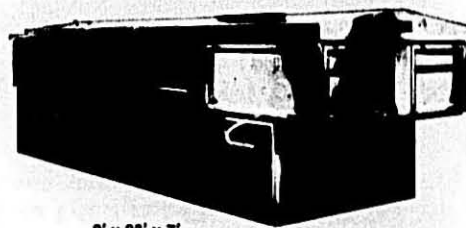


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## National Food Brokers Meet

Meeting from December first through the sixth, the 69th Annual National Food Brokers Association Convention and National Food Sales Conference brought together food brokers and manufacturers from around the nation . . . as well as many foreign countries . . . for educational workshops, for a general business session with feature speakers, and for thousands of private meetings throughout the six-day period.

### Principal's Forum

This year, for the first time, a Principal's Forum was developed and presented as a vehicle for manufacturers to air their views on broker principal relations. Acclaimed an outstanding success by both groups, the Forum discussed divergent views on bettering relations in an atmosphere of candor.

### Education & Training

Donald R. Keough, President—Foods Division, the Coca-Cola Company, keyed the Forum with a call for educating the consumer about today's efficient food industry.

James M. Biggar, chief executive, Stouffer Food Service Group, and chairman of American Frozen Foods Institute, called for special training to strengthen broker sales operations.

He noted that continuing training programs are needed in product knowledge and management principles; that constant up-date was vital.

### Broker Incentives

James A. Gunderson, vice president sales, Green Giant Company, commented on guides to broker incentives. "Incentives definitely have a place in our broker relationship," he said. "But I heartily suggest we do not:

- make them in lieu of adequate income,
- design them to secure unreasonable share of retail time,
- let incentive sales people who do not understand basics of broker selling design the incentive program, and
- become displeased when our carrot doesn't turn everybody on to the same degree."

### Good Relations

James F. Lunn, president of Lea & Perrins, observed: "Good broker relations must start with a meeting of the minds at the senior management level of both organizations—at this level the basic attitude must be correct up and down the line."

"Our brokers are partners," he said, "they are not an extension of our own employee sales organization; they are

businessmen like we are, and their financial success is dependent upon our own."

### Plain Talk

The Saturday session also heard NFBA President Mark Singer call for down-to-earth cooperation between manufacturers and food brokers in what was regaled as a "plain talk" speech.

Mr. Singer, who was congratulated for his frankness, told the groups "we are not here to take pot shots at each other. But rather to openly work together, completely for our mutual benefit." He received a standing ovation from the full-house audience.

The Saturday session also included the election of officers, an address by NFBA National Chairman Firmin C. Deibel, and a question raising, interesting talk by Supermarket Institute Executive Director Michael J. O'Connor.

The NFBA National Chairman, who completed his one year term in office as of the Convention, spoke on resolving problem situations through the services of the broker's national association—the NFBA.

In his talk, SMI's Mike O'Connor urged food brokers to continue to prepare for tomorrow, today. He added that computer projected long term ordering of up to six months or a year through brokers may lead to extended security for food brokers.

Mr. O'Connor also spoke on the status of the future automated supermarket. He worded a picture of the completely automated checkout stand that will compute prices, reorder stock and inform management of projected stock needs . . . both automatically and instantaneously. "Our hand is being forced by the computer," he said.

### Workshops

Mr. O'Connor's talk closed the Saturday Business Session and the large audience divided themselves between five different and concurrent workshops: Confectionery Sales, General Merchandise Sales, Food Service Sales, Retail Supermarket Sales, and a Workshop on Opportunities and Developments in Other Product Areas. Each workshop presented a panel who gave short talks and then launched rousing floor discussions.

All of the workshops were open to both manufacturers and food brokers . . . and many presented independent experts, who gave presentations or made talks. Exclusive survey results were also a part of the workshop program.

Many of the audience were observed taking notes and one member asked the panel to "slow down, while I get all this . . . it's too good to miss," he said.

Food brokers and manufacturers inter-exchanged problem solutions developed in different areas of the country, which may be of use in other regions. "It gives local brokers," one participant said, "a sort of national expertise."

All of the programs were organized to afford direct benefit to the participants.

Wearing identification badges, the approximately 14,000 food brokers and manufacturers comprised the majority of people traffic in the immediate hotel area. Smiling, but intense brokers and manufacturers moved from event to event, then off to the many private meetings to plan the new year's goal and stratagem.

The mood of the convention was warm and efficient, as brokers and manufacturers greeted each other "excellent convention, excellent."

The fresh ideas and prime business concepts gathered here at the 69th Annual NFBA Convention will be with these progressive food brokers and their manufacturers for a long time to come.

And next year, the 70th Annual Convention . . . planning for which has already begun . . . will again offer the New York Connection between the nation's food brokers and manufacturers.

## Down-to-Earth Comments

"Manufacturers and food brokers are most productive when they work together as professional partners," declared NFBA President Mark M. Singer.

"Our goal in NFBA is to help strengthen relations between brokers and their principals. Though we are proud of the level of understanding between the two," he said, "it is inevitable that differences will arise from time to time in any relationship. We hope this can be kept to a minimum in the broker-principal exchange. Calm and reserved discussion of such differences can go a long way in resolving them for the mutual benefit and profit."

### Professionals?

Mr. Singer posed a question to the audience: "Are all salesmen professional? The food broker is," he added. "The food broker is dedicated to developing in his own market the sales of his principals to the fullest potential."

"He is a professional in knowing his market, its needs, and how to sell it

He is a manager, using more and more sophisticated tools to run his organization . . . yet never losing sight of the important personal relationship with his staff, his customers and his principals."

In plain talk, Mr. Singer added, "Are all food brokers such professionals? No. I wish they were. But the majority of them are—most of them are constantly striving to become even more effective."

"In our view," he said, "NFBA food brokers rate higher on the professional scale than any other group of sales people."

#### On Compensation

On the important subject of broker compensation, Mr. Singer urged "that it be equitable for both broker and manufacturer—and adequate to enable the broker to do the job required."

"Unfortunately, there are some principals who look on their brokerage payments as a cost they would like to cut the minute they themselves face a cost squeeze or a competitive problem," he said. "Actually, they should recognize that the more money their broker makes on their account, the more sales and profit they make."

"Therefore, it is gratifying that more and more manufacturers are recognizing the merit of paying on gross sales before deductions are made. Allowances by the principal which are a part of the principal's own cost of doing business are not generally regarded as chargeable to brokers. Such deductions are certainly not made from the compensation paid to salaried salesmen. It is no more appropriate to reduce the broker's earned commissions by these deductions."

#### Partnership Concept

Marking his first year as Association President, Mr. Singer directed his remarks to the topical subject of the partnership concept. "The broker deserves to be considered as a partner in that he is working with the principal," he said.

"Both have the same goal—to sell more and more of that principal's product. As a sales partner, his suggestions, knowledge, organization and experience—yes, his problems, too—all should be recognized by his principal."

"And let's turn this around. The broker should recognize the responsibilities, problems, goals and the needs of his principal."

"A partnership works two ways," he said.

Mr. Singer stated that a few people still believed in a slavemaster relationship in sales. "This attitude is not

conducive to really effective sales in the long run. This ill-founded concept will never build the kind of loyalty, devotion and back-breaking sales effort that most principals enjoy from their brokers today," he said.

"The simple common denominator in the broker-principal relationship is to make sales. What are some other obstacles to such mutual fulfillment? One is the flood of paperwork. I don't pretend to know which reports are necessary, which surveys are used, which statistical summaries are a duplication of computer printouts already available. But might this not be an area where the broker and his principal management could sit down together to evaluate relative values? Any work that reduces sales time reduces sales efficiency, and that reduces sales."

#### Careful Supervision

The NFBA President referred to the desire of many principals to have effective coordination and liaison with their food brokers. "We believe it is to their own best interest for principal management to carefully supervise, direct and control their field representation. One advantage of such control is that it can minimize the danger of personality conflicts or misunderstandings that interfere with the mutual goal of more sales. It is for this reason that most principals reserve the final decision on selection or replacement of brokers to upper level management. In this way, decisions can be more objective than when made at the field level. Top management is in a better position to see the complete picture and reach a sound decision based on all the facts."

#### Prepare for Tomorrow Today

Michael J. O'Connor was somber as he brought news of supermarket retailers' profit loss for the recent quarter. "Profits are down to 0.6 of one percent for the third quarter of 1972," he said. "This is our crisis point." But he projected a cautious bit of progress coming soon. "Maybe we are on our way back to a sensible profit picture," he said.

#### New Automation Developing

Mr. O'Connor directed his remarks to the long range effect for food brokers of the new automation developing in the supermarket field. "By automation I mean everything," he said. "We have the capability to make drastic changes in the neighborhood supermarkets . . . and sooner or later, we will have to make them."

"The wave of the future will see automatic ordering, automated ware-

houses, automated checkout stands," he said. "Matter of fact the checkout stand will compute prices, reorder and provide information sheets about which products are moving and it will do it instantaneously. We call this instant Nelson," he said.

Mr. O'Connor advised the brokers to begin to find the information about these developments. "You can look towards much tighter space controls . . . there simply won't be room for over-stocking items that may not move."

#### Transportation Pressures

"You can look for transportation pressures, an already sore toe, and ordering for six months to a year. We will have to stop thinking in terms of twelves and twenty-fours," he said.

Mr. O'Connor explained that computer ordering will enable stores to predict with exactness, the amounts they will need over a given period. "And what does all this mean to you?" he asked.

"The smart broker will have to find out that answer."

#### Best Buyers

Directing what it would mean to supermarkets, Mr. O'Connor said that "it will force me to find only the best buyers . . . our computers will tell us the information in the speed of light, but we will have to know how to use it."

He added that this long term ordering may give food brokers a sense of "projected security."

Talking about the need for efficiency in any business organization in the upcoming years, Mr. O'Connor said "we are now paying backroom clerks up to \$8.00 per hour, that's ten cents a minute . . . and we get pretty nervous if he stops to scratch."

"The time table is here and now," he concluded. "The computer is going to force everyone's hand. It is the smart businessman who begins to prepare for tomorrow, today."

#### Workshop on Retail Supermarket Sales

Today's successful food broker knows the organizational structure and accompanying areas of responsibility in every supermarket with which he does business. This was the consensus of the Workshop on Retail Supermarket Sales held during the NFBA Convention.

Panel members were Jack Carnevale, Carnevale's Superama, Albany, New York; Arling Hazlett, President, P & C Food Markets, Inc., Syracuse, New York; Henry Johnson, Assistant

to the Merchandising Vice President, Grand Union Company, East Paterson, New Jersey; John D. Van Der Waal, Director of Sales, Adolph's Limited, Burbank, California; William P. Phillips, Phillips Brokerage Co., Inc., Birmingham, Alabama, and Thomas Clark, Rocky Mountain Marketing Services, Inc., Denver.

#### Buyer-Seller Relationship

Kenneth P. Partch, Editor, Chain Store Age, presented a study by the editors of Chain Store Age on the Buyer-Seller Relationship. Mr. Partch also served as moderator for the panel discussion. According to the Chain Store Age study, in which buyers rated the performance of food brokers vs. manufacturer's representatives, food brokers scored significantly higher on follow through at retail level, product knowledge, and follow through on complaints. While rating brokers high on product knowledge, 28% of the buyers surveyed indicated that even more product knowledge is desired.

#### Information Source

The needs of today's retailers, Jack Carnevale told the large audience, are such that he looks to food brokers for help in setting up new departments and for proper use of manufacturers point of sale materials. He said brokers are a constant source of competitive information and can assist measurably in eliminating out of stock situations.

Hitting the problem of "spill-in, spill-out," John D. Van Der Waal called for a "definite policy" to be set with the cooperation of all major accounts. Sensible, realistic action must be taken by principals and brokers alike to convince major accounts of the importance of supplying true product movement information for all "orphan" stores, he said.

#### Cosmos System

The COSMOS SYSTEM of providing decision-making information to supermarket managers was outlined by Arling Hazlett. He said that private label brokers have requested the use of COSMOS reports in assisting chains in getting self allocations. "Brokers," he added, "should be aware of the impact of the system on chain merchandising and store management personnel and be ready to communicate problems and opportunities to suppliers."

Mr. Hazlett concluded by saying that brokers can be an important source of intelligence to supermarket suppliers, since chains using COSMOS will be able to detect trends in item's performance and react quickly to these trends.

#### Working With Chains

Turning the topic to building a good relationship with chain supervisors, Henry Johnson stated that a district sales manager is rated on how well his store executes various company plans and the resulting sales and profits. "A broker can build a solid reputation with a supervisor," he said, "by assisting in the professional execution of company merchandise plans."

Johnson added that "our supervisors, the district sales manager, and the food broker have at least one common objective, i.e. the successful execution of merchandising plans. By working together in a professional manner, I believe both parties will enjoy increased sales and profits."

Following their opening remarks, the speakers formed a panel and opened the workshop to floor discussion.

#### New Frozen Items

Van de Kamp's of Santa Fe Springs, California, a division of General Host Corp., has introduced three frozen, heat-and-serve convenience items—fish kabobs, macaroni & cheese, and macaroni with ham & cheese.

The two macaroni dishes are in ten ounce cartons. Suggested retail price is about 39¢ for the macaroni & cheese and 49¢ for the macaroni, cheese & ham.

The products will be marketed nationally.

#### The Egg Market

Marvin R. Painter of Ballas Egg Products Corp. writes at the end of the year:

We believe, in light of the sudden change in the egg market, some facts should be presented at this time.

For the past two years, eggs have been in surplus supply. For some time this has been changing without people realizing it, as the large inventories lulled many producers and processors into believing the condition would continue forever, even to the point where some processors sold egg products well into 1973 at the low, low prices of 1972.

#### 2% Surplus

Actually, this surplus was about 2% of the eggs produced. This could have been changed quickly if producers had all reduced their flocks earlier, but they would not do it. Rather they let nature take its course until now the laying flock is 6% below last year, and the layers are down 7%, so for the next three months or longer flocks will continue 7% or more below last year. Be-

sides this, the report shows 14% of the laying flock is recycled birds. The retail outlets do not want the eggs from recycled birds, and production costs from them is much above younger birds, so they are going to the slaughter. This will mean less eggs overall.

#### High Feed Costs

Feed costs are sky high. Soybean meal is short and very high, corn is high priced and possibly will be higher. Only 60%-70% of the corn is harvested and in Ohio only 50%, with no chance of harvesting more until the ground freezes.

There are available 20 week old pullets. During the past year, the banks and financial people have had a big worry over the staggering losses of the egg producer. Many producers are broke and cannot get further credit. In fact, money is almost nil for egg producers. This is going to keep down expansion. There are many large operations without birds, and little chance they will get any.

#### Bargains Far Between

It now appears we may have the highest egg prices in years. Frozen and dried egg prices have advanced during the past few weeks, but are still much below replacement costs. Bargains are few and far between, as owners of egg products are fast awakening to the above facts.

Eggs were on the Plentiful Foods list in December but were removed from the January listing.

#### Turnaround

The shell egg market in December was phenomenal.

The shell egg futures options on the Chicago Mercantile Exchange sold as low as 24¢ in September, 32¢ in October, 36¢ in November, and hit 56¢ in December. The reason: increased demand against decreased production.

The liquid egg user was hardest hit by the price advance. Egg solids, which can be inventoried, are a definite hedge against violent price swings.

#### Egg Review

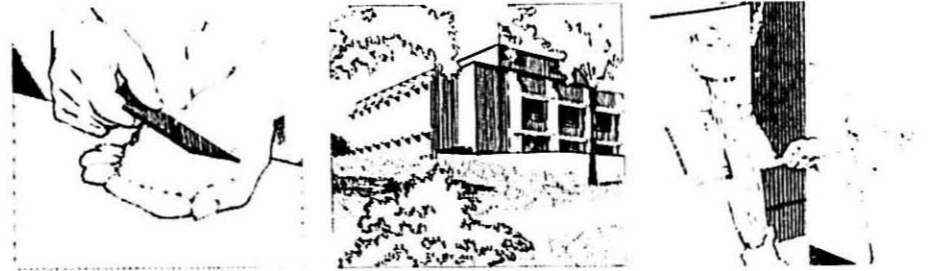
The Crop Reporting Board reported November 1972 egg production down 6% from the previous year. Layers totaled 307,200,000 down 7% from a year earlier and the rate of lay averaged 61 eggs per 100 layers, up slightly from November 1971. The egg type hatch was 32,200,000 down 2% from a year earlier. Eggs in incubators December 1 at 30,400,000 were up 8%.



### the Pure, Golden Color of Quality

At Peavey, we start with the purest quality flour. We select the finest wheat available, and we mill it to the highest standards. Our flour is made from the best wheat, and we mill it to the highest standards. We use the finest machinery and the most skilled millers to produce a flour that is pure, golden, and of the highest quality. This is the flour that makes the difference between a good pasta and a great one.

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**PEAVEY COMPANY**  
Flour Mills

## How to Turn a Short Shopping List into a Long One

ONE and one-half billion pounds of macaroni products moved off grocer's shelves in the past year. Add to that the billions of pounds of related items such as meats, fowl, fish, canned vegetables and produce that were purchased by the consumer to use with those 1½ billion pounds of macaroni and you have a whopping big package sale.

### Traffic Builder

Macaroni products build store traffic by taking the shopper into every department:

- Olives — Relishes
- Sauces — Dressings
- Oils — Vinegar — Spices
- Fresh Meats — Fowl — Fish
- Sausages — Smoked Meats
- Canned Meats
- Canned Vegetables — Fruits
- Frozen Vegetables — Fruits
- Fresh Vegetables — Fruits
- Milk — Eggs — Cheese
- Bread — Rolls
- Crackers — Cookies
- Paper Goods — Napkins

### \$1 Sells \$7.22

A purchase of macaroni products requires an additional \$7.22 purchase of related items to complete the recipes. This estimate is based on the national average of costs of ingredients for three popular recipes: Macaroni and Cheese, Spaghetti and Meat Balls, and Noodles Stroganoff.

### Why Push Pasta?

Why should the grocer push macaroni?

- Good Profit Margin — 24%.
- High Return — \$5.89 annual return per dollar invested.
- Attracts related item sales.
- \$1 worth of macaroni produces \$7.22 in related item sales.
- Popular with public — macaroni product consumption is increasing every year.

### Merchandising Calendar

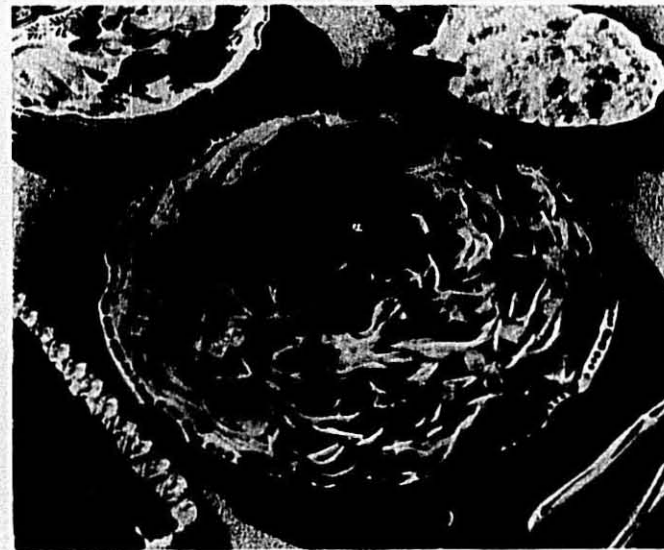
Here is a merchandising calendar for 1973:

**January** — Stretch the food budget— with spaghetti, egg noodles, macaroni. Economical main dishes for family meals.

**February** — Perk up Winter menus— with egg noodles, macaroni, spaghetti. Colorful dishes for cold weather days.

Lent begins with Ash Wednesday on March 7 this year.

(Continued on page 26)



Spaghetti with Tuna Sauce

### Tuna Flavor to Spaghetti Dish

A spaghetti dinner doesn't always have to feature the long, thin pasta smothered with a spicy tomato and beef sauce. Italians enjoy their spaghetti topped with a variety of sauces made with everything from anchovies to zucchini. Especially popular and tasty are the sauces rich with seafoods—shrimp, crab, clam, even tuna.

### Economical & Convenient

The tuna variation is especially appropriate for everyday family fare because of its economy and convenience. This imaginative use of the canned fish will be a welcome change of pace from the usual tuna budget entrees. Unlike many spaghetti sauces that simmer for hours, this one is ready in about a half an hour.

The tuna needs only to be heated through in a tomato-based sauce that is classically seasoned with onion, garlic and oregano. Slices of green pepper are added along with the tuna near the end of cooking; they cook just long enough to be tender crisp. On an unusual note, sliced carrots simmer with the sauce, giving it color and flavor interest.

Don't break with spaghetti dinner tradition when serving the seafood-sauced pasta. It's delicious sprinkled with Parmesan cheese and accom-

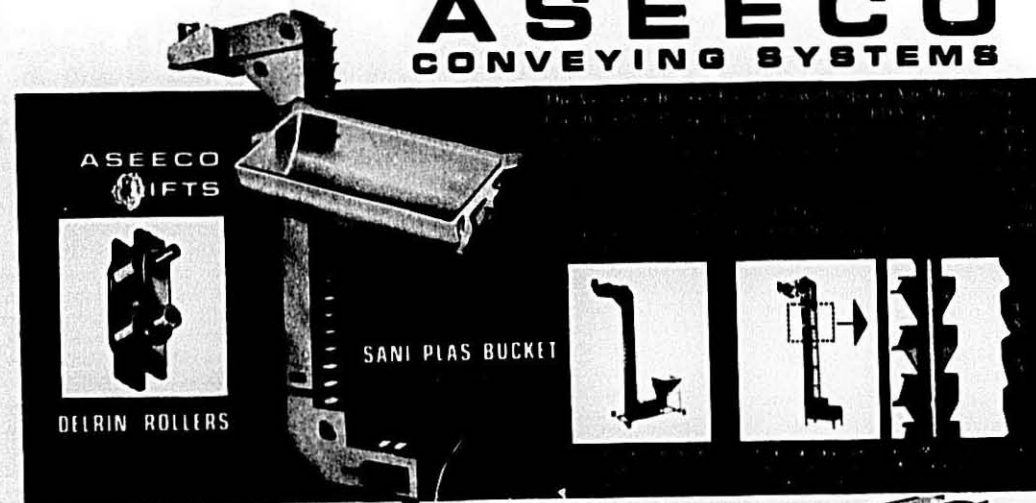
panied with a tossed green salad and crunchy bread sticks. Spumoni ice cream is a refreshing dessert choice.

### Spaghetti With Tuna Sauce 4 to 6 servings

- 3 tablespoons vegetable oil
- ½ cup finely chopped onion
- ½ cup finely chopped celery
- 1 small clove garlic, minced
- 2 cans (8 ounces each) tomato sauce
- 1 teaspoon bottled brown sauce
- ½ cup water
- ½ teaspoon salt
- ½ teaspoon oregano
- 2 cups sliced carrots
- ½ cup sliced green pepper
- 1 tablespoon minced parsley
- 1 can (8½ or 7 ounces) tuna, drained and flaked
- 1 package (1 pound) spaghetti, cooked and drained
- Parmesan cheese

Place oil in saucepan. Add onion, celery and garlic. Cook over moderate heat for 5 minutes, stirring frequently. Add tomato sauce, brown sauce, water, salt, pepper, sugar, oregano and carrots. Simmer to desired consistency, about 15 to 20 minutes. Add green pepper, parsley and tuna. Simmer 5 minutes longer. Arrange spaghetti on serving platter. Top with sauce. Serve with grated Parmesan cheese.

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Capacities up to 70,000 lbs.  
Bulletin CAC-20

### MODULAR VIBRATOR DISTRIBUTION SYSTEM

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The key to practical automation is in the design of a system using electrical components such as photo controls, sonar devices and solid state relays. Aseeco engineers incorporate proven commercially available components which are standard and do not require extraordinary attention. If you are contemplating a plant expansion, contact Aseeco Corporation for the following integrated services: Plant engineering and layout, electrical and mechanical, supply of equipment, erection and startup. All from one source with one responsibility.

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## How Three Families Buy Their Food

### Highlights from Business Week

Market Research Corp. of America measures eating habits and brand preferences by a continuing piece of market research financed by such food firms as General Mills, General Foods, Pillsbury, Campbell Soup and a host of others.

This year there is emphasis on changing life-styles. More women are working. Kids are increasingly mobile. This could mean that we are seeing a break-up of the family institution and the big, old-fashioned family dinner. Fast-food operations are thriving. This probably has something to do with the higher rate of working mothers, which means bigger family income that permits more eating out. The boom in convenience foods ties in with this.

**The Henrichs: \$50 a month.** Shirley Henrichs (38) runs her household on \$14,000 a year from her job as a part-time nurse and her husband Ted's (39) job as an instrument repairman. She spends only about \$600 of that, or about \$50 a month, on food.

Because the Henrichs house sits on 10 acres in Crownpoint, Ind. entries for vegetables usually read "homegrown" or at least "home-canned." Mrs. Henrichs buys in large quantities at a Jewel Store. This might mean as many as 15 boxes of cereal, 25 lb. of flour, 10 lb. of sugar, and she may pick up a whole side of beef for 70¢ per lb.

Though she occasionally buys convenience foods such as Pillsbury mashed potatoes or Chef Boy-Ar-Dee canned ravioli, convenience foods do not take up much space in her cupboard. "I prefer to make things from scratch," she says. In the same way, frozen foods only rarely go into her grocery cart. Purchased vegetables are canned.

She uses coupons for products that she would normally buy but seldom for products with which she is unfamiliar. Yet she does not head automatically for a brand name. However, the children (Mark 11, Tammy 13, Danny 8, Lisa 6) are more influenced by TV advertising. They may say, "Let's try this"—mostly cereal.

A typical Henrichs day begins with a family breakfast of dried cereal with sugar and milk, and possibly toast with margarine and jam. The parents usually drink coffee with sugar, and either cream, Pet milk or Coffeemate.

The noon meal for the kids and Dad is usually a sack lunch with lunch

meat sandwich, fruit, cookies or a slice of cake.

For dinner, the family might sit down to tacos, stuffed cabbage, or chopped sirloin with chili sauce, potato salad (either homemade or once in awhile from the delicatessen), celery strips, Mott's applesauce, and pineapple, toasted garlic bread, milk for everyone, and then coffee for the parents.

The family eats out about three times a month: Burger King, McDonalds, maybe once a month a nice meal in a restaurant.

**The Arnolds: \$90 a month.** 25-year-old Fred Arnold and his wife Dianne, 27, live on a skin-tight budget. As a millhand at Bethlehem Steel in Los Angeles, Arnold earns about \$5,200 a year. They have three children: John 3, Fred 1, and Sandy 4 months. They pay \$150 a month in taxes and mortgage payments and \$105 for a 1972 Dodge. Food takes \$90 a month, 20% of the \$433 monthly salary.

Hamburger appears on the table three times a week. Pork, steak, roast and chicken fill out the week's menu. Both husband and wife cook. It is not unusual for either to spend up to four hours on such fixings as stew, chili, spaghetti sauce or vegetable soup.

Mrs. Arnold knows her prices. She prefers Wylers' dry soup mix to Campbells because it "not only tastes better but sells for 9¢ a package compared with 17¢ a can." She watches sales and goes heavily for lower-priced private label items.

They buy Italian deli items like olives and salami. They buy Ronzoni manicotti at 65¢ a dozen rather than the grocery store brand at 40¢. Says Mrs. Arnold: "I'd rather buy the more expensive brand if it's going to taste or cook better."

The Arnolds have a pronounced prejudice against canned and packaged convenience foods. In recent months they sampled Hunt-Wesson's Skillet Dinners and General Mills' Hamburger Helper but say: "We haven't found much that we like."

Family dining-out is limited to a stop every two weeks on payday at a neighborhood McDonald's.

**The Anthonys: \$120 a month.** Even though her 51-year-old husband Charles earns \$25,000 a year, 45-year-old Alice Anthony of Livingston, N.J. is fairly frugal in her food buying. She feeds a family of four on only \$25 more than she spent in 1969 and she now adds a 5 lb. bag of Kennel Ration for their beagle.

She recently switched to A & P but quickly returned to Shop-Rite where

she likes their private-label line. Yet she stresses: "I cook what the family likes, not particularly what's the cheapest."

Her husband and twin boys age 10, like hearty meals and plain fare: pork chops, hamburger, roast beef, and chicken—often twice a week. Dinner is almost a ritual. The family is together and there are long conversations.

Father eats lunch at work. The boys come home for tuna fish sandwiches and Campbells vegetable soup. Breakfasts are usually hearty, especially on weekends. Added to the usual juice, cereal, eggs and coffee are Danish pastry, bacon or ham, fresh fruit.

For food emergencies Mrs. Anthony keeps her freezer well fortified. This week it is stuffed with two large homemade casseroles (turkey tetrazzini and sausage & shrimp), frozen peach preserves, pork chops, ham, chicken, roast beef, bags of frozen vegetables as well as cookies.

Editorial Note: Our office girls think the dollar estimates are low.

### Food Is A Bargain

In the United States, we pay a smaller percentage of our incomes for food than any other country. According to the latest figures from the U.S. Department of Agriculture, U.S. citizens pay only 14.9 percent of their disposable income—or what's left after taxes—for food.

Unlike anything U.S. consumers buy, the "relative price" they pay for food has gone down, consistently over the years. Now, any way you slice it, food is your best buy.

Let's imagine that the farmers are like any other "producer" in our economy. Let's pretend he is able to pass along any increased costs to the buyer, or ultimate consumer, the way almost all other producers or sellers in our economy do. Then, see what your grocery prices would be.

EGGS ..... \$3.28 per doz.  
CHICKEN .... \$3.10 per lb.  
BEEF ..... \$4.05 per lb.  
MILK ..... \$1.94 per gal.

Can you imagine paying more than 27 cents for a single chicken egg?

Yet, if you were paying prices like these for your family's food you would begin to understand what food shoppers face daily in Russia, for example, where the cost of food makes up one-half—50 percent—of EVERY worker's income. In fact, you might just want to start riots in the streets as the citizens of Poland did two years ago when

(Continued on page 28)

# QUALITY— The Name of the Game



## THREE MODERN PLANTS

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The Egg Products Division of Marshall Foods, Inc.

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**Merchandising Calendar**  
(Continued from page 22)

- March** — Enjoy meatless meals—with macaroni, spaghetti, egg noodles. Delicious main dishes for Lenten menus.
- April** — Diet wisely—with spaghetti, egg noodles, macaroni. Recipes and menus for calorie counters.
- May** — Lose weight—with egg noodles, macaroni, spaghetti. More calorie counted recipes and menus.
- June** — Take it easy—with macaroni, spaghetti, egg noodles. Easy-to-prepare recipes for summer meals.
- July** — Have a picnic—with spaghetti, egg noodles, macaroni. Hot and cold dishes for picnics.
- August** — Cook Outdoors—with egg noodles, macaroni, spaghetti. Satisfying fare to cook out of doors.
- September** — Pack Good Lunches—with macaroni, spaghetti, egg noodles. Hot and cold dishes for the packed lunch.
- October** — Feed the Crowd—spaghetti, egg noodles, macaroni. Attractive recipes for entertaining.
- November** — Freeze an extra dish—with egg noodles, macaroni, spaghetti. Recipes for cooking on the double—one to serve, one to freeze.
- December** — Make magic with leftovers—and macaroni, spaghetti, egg noodles. Recipes for making the most of leftover meats.

**Food Is a Bargain**  
(Continued from page 24)

they finally got "fed up" (pardon the pun) at paying 70 percent of their income for food.

So let's face some cold hard facts and give thanks where thanks are due.

Your food prices at retail level have gone up 44 percent in the past 20 years. During that same time the prices farmers receive for growing that food have gone up only seven percent.

**BUT:**

- Housing has gone up 61 percent.
- Transportation has gone up 64 percent.
- Medical care has gone up 128 percent.

—"And, now the 'good news,'" as they say: your income, according to the U.S. Department of Labor, has gone up an average of 136 percent.

The relatively low cost of food is the result of the free marketplace in which agricultural commodities are sold, the enormous amount of research and improved farming know-how and output and the most modern, productive agriculture enjoyed anywhere on earth. This is why you and your family can

and should give thanks for the most abundant, highest quality food supply available anywhere on earth at the lowest prices paid by anyone, anywhere.

**Skinner Offers Cook-book**



A sales-stimulating premium is being offered on packages of all products manufactured by Skinner Macaroni Company, Omaha, Nebraska. The premium, a 220-page pasta cookbook, "What's For Dinner Mrs. Skinner?," offers more than 300 recipes for spaghetti, macaroni and noodle dishes. One chapter puts special emphasis on the preparation of low-budget meals while another deals with preparing low-calorie pasta dishes. There is also special information for the homemaker on the nutritional value of pasta products. Authoress of the book is Kay Skinner, wife of Lloyd Skinner, Chairman of the Board of Skinner Macaroni Co. The \$1.00 book is available to the customer for 50 cents and two Skinner package labels.

**How Do Low Profits Hurt Us?**

They hurt by slowing down new investment. Japan invests around 27% of its GNP, the Netherlands and West Germany about 29%, and the U.S. is near the bottom of the list at 13%. These countries, with faster investment, are improving their ability to produce faster than we are. They are gaining on us in ability to sell goods and services to other nations.

Low profits slow down our ability to improve our economy by private investment in new plants and equipment.

**International Multifoods**  
(Continued from page 14)

Sales for the nine months were \$379,400,000, up 11.9 percent from \$339,200,000 last year. Net earnings were \$6,559,000, compared with \$5,819,000 for a 12.7 percent increase. Per share earnings for the three quarters were \$1.85, a 63 percent improvement from \$1.74 the year before.

Multifoods President William G. Phillips said that all six of the firm's lines of business posted sales increases compared with the nine-month period a year ago.

He cited Multifoods' Mister Donut shops and Sveden House restaurants, along with the firm's international and U.S. agricultural products divisions as having significantly improved contributions over the comparable nine months. Earnings from U.S. industrial foods and Canadian operations were about equal to last year, after nine months, he said.

**Cost Increases**

Earnings from U.S. consumer products and frozen portion-controlled meat operations were reduced from nine months a year ago as a result of higher raw material costs, Phillips said. Price increases, necessitated by these cost increases, lagged due to Phase II price controls. He said, however, that price increases have been obtained in both areas.

Phillips noted that for the balance of the year prospects for all operating divisions appear good.

**Acquisitions**

In December, Robin Hood Multifoods Ltd., the firm's Canadian subsidiary, acquired S. Coorsh & Sons Ltd., Canada's largest producer of specialty meat products. Multifoods also entered the decorative accessories business, its first non-food expansion, with the acquisition of Turner Mfg. Co., Chicago.

Recently Multifoods announced plans to acquire Feinberg Distributing Company and its Reuben Meat manufacturing division, Minneapolis-based producers and marketers of specialty meat products.

Multifoods is a diversified food processor in five countries producing products for consumers, institutional users and the agricultural and away-from-home eating markets.

True, public investment may improve ability-to-produce through improved ports, roads, education or health. But our public investment has concentrated on defense and welfare and old-age medical benefits instead.

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## SIXTEENTH ANNUAL EDUCATIONAL CONFERENCE

by James J. Winston, Director of Research,  
National Macaroni Manufacturers Association

ON December 12-13, 1972, the Sixteenth Annual Educational Conference sponsored by the Food and Drug Law Institute and the Food and Drug Administration met in Washington, D.C. The theme of this year's meeting was "Meeting New Challenges."

This meeting, as in the past, featured "Keynote Address"; a four-way discussion of the "Philosophy of Regulation"; and a morning's exploration of "New Legislation Impacting on the Food, Drug, and Cosmetic Industries." Also, a major portion of the two-day conference was devoted to valuable workshop sessions built on informal discussion among the program participants and the audience.

Commissioner Charles C. Edwards stressed the possibility of developing plans for consolidating the FDA's resources into a network of "centers of excellence." These centers, fewer than a dozen, will become national resources for specialized research and analysis in the technical field of vital importance. Already there has been established the Antibiotic Analysis Center in Washington, the Drug Analysis in St. Louis, and the Toxicological Center in Pine Bluff.

Consideration is being given to the establishment of a specialized center dealing with trace metals; another, to concentrate on certain foodborne pathogens, and another in the field of nutrition. In addition, Dr. Edwards would like to develop a group of select advisory committees composed of the best qualified independent investigators to consult the FDA. The FDA must expand its efforts in consumer education to complement its regulatory activities. It is of no value to require nutritional labeling if consumers don't understand the meaning of Calories, Vitamins, Protein, etc.

### Quality Assurance

Dr. Robert Angelotti, Director of the Office of Compliance discussed "FDA's New Role in Quality Control Concepts." The "new" in Quality Control refers to the development of a strategy that will provide much more information of the compliance status of the industry than has been possible in the past. A good definition of Quality Assurance is the design, management, and monitoring of an organized system of controls over those critical points in a production line that affect either beneficially or adversely the compliance of a finished

product with certain desirable characteristics.

When properly implemented, Quality Assurance Systems provide to a manufacturer the assurance that his end product meets those desired characteristics with a given consistency.

This Quality Assurance Program, when monitored effectively, will, for instance, indicate that the end product will meet the desired bacterial number with a given confidence and a given statistical probability.

The FDA feels that, in order to accumulate information of the day-to-day compliance status of an industry, the new type of inspection is pertinent. This approach is three-pronged and entails plant inspections by specialized quality assurance teams, examination of food products at the retail level and an expansion of the self-certification program or the cooperating Quality Assurance. The intent of the quality assurance inspection is to modify the present type of inspection so that greater emphasis is given to inspections of the Quality Assurance Systems applied to processes and to the management of these systems by appropriate plant personnel. These Quality Assurance inspections will be directed toward:

- A—Identifying those points in a process that is critical to the safety of the product.
- B—Evaluating the hazards associated with each point.
- C—Determining the adequacy of the controls exercised over these points.
- D—Evaluating the adequacy of the monitoring applied to the controls at each point.

In order to evaluate the system of control over the critical point, not only must the process be examined during operation but past performance also must be reviewed. Therefore, review of quality control records is an important part of these FDA's inspections.

In conclusion, Dr. Angelotti stressed the necessity for a scientifically sound and technologically sophisticated program to oversee and audit a scientifically based and technologically sophisticated food processing industry.

### Labeling

Mr. Taylor M. Quinn, Director, Division of Regulatory Guidance, defined the purpose of labeling as two-fold; to

inform the prospective purchasers as to what the product is and what it contains, and to sell the product to the prospective purchaser. The FDA is concerned primarily with the first part, since one of the basic purposes of the Food, Drug & Cosmetic Act is to insure that the label on the package properly tells the consumer what the product is and what is in it.

As a result of the White House Conference on Food, Nutrition and Health several years ago, the FDA intends to amend the definitions and Standards of Identity of standardized foods to require label declaration of all optional ingredients by common name. Also the FDA intends to relax the restrictive nature of standardized foods to permit safe and suitable optional ingredients in these products. Already several proposals have been issued in this direction. The FDA has recently issued "Proposed Microbiological Quality Standards" under Section 401 of the Federal Food, Drug & Cosmetic Act. These guide lines have been directed particularly for cream-type pies and gelatines. The FDA expects to publish other proposals for other food products with the accumulation of significant data as a guide.

In regard to labeling changes relevant to nutritional labeling, the FDA is attempting to arrive at a single deadline for all of the changes to be made. The deadline date may be July 1, 1974. During the period from publication of the final regulation and the deadline date, FDA will permit industry to label in accordance with either the current regulations. However, the FDA would expect any new labels prepared during this interim to comply with the new regulations. This policy would allow industry to make a reasonable change-over and also provide the information consumers need and desire in a reasonable period of time.

### Special Dietary Foods

Dr. Ogden C. Johnson, Director of Nutrition, FDA, defined the word "Special" in Special Dietary Foods. He indicated that the word suggests to dietitians a very clear cut series of statements directly related to some medical benefit. However, to those in a regulatory agency, this phrase "Special Dietary Foods" can mean not only products where such medical claims are made and can be adequately supported, but also products which are "different" in

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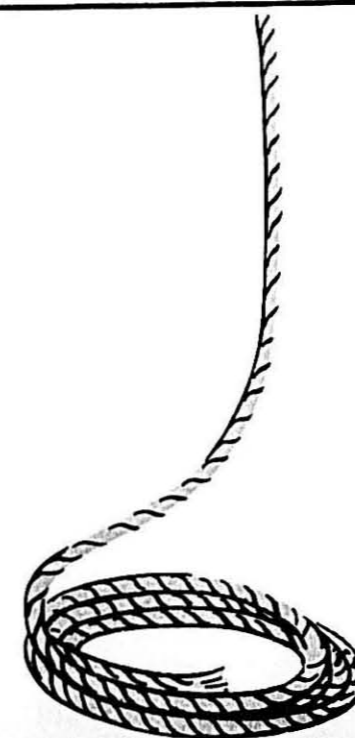
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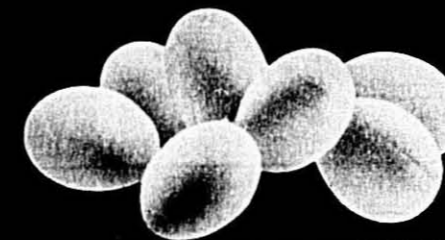
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**16th Annual Conference**  
(Continued from page 28)

relation to certain nutritional properties.

Special Dietary Foods are becoming more complex due to the consideration of "special diets" recommended by physicians and other health professionals concerned with bringing about change in health status. For example, there is interest in fat-modified diets; diets with reduced sodium content; increase in the Potassium diet in relation to continued use of diuretics.

There is now a need for more information on conventional foods which will permit the dietitian to specify special diets in a dietary program to conform to the requirements of health professionals. One of the main problems is how to define the truly special foods; how they can be labeled, and how they should be identified, and what limits should be placed on such products.

According to Dr. Johnson, the products that are truly special are those which have been formulated so that one can clearly define the difference in the product and can measure the benefits

when it is utilized in a modified diet or in some cases when it becomes a total diet.

**Important Considerations**

Sanitation in food preparation areas is essential. Here is a check-list for good management practices:

1. **Personal Habits:**  
A clean cook prepares clean food.
2. **Awareness of Surroundings:**  
Unclean areas noticed at once and action taken.
3. **Knowledge of Sanitation Principles:**  
Disease from bacteria, pathogens and spillers.
4. **Environment in Food Preparation Areas:**  
Walls, floors, drains, tables, etc.
5. **Posting of Cleaning Procedures:**  
Each machine may need separate techniques.
6. **Availability of Cleaning Tools:**  
Brushes, detergents, mops, towels, sanitizers, etc.
7. **Routine Inspection of Personnel and Equipment:**  
Skin, hair, nails, gowns, aprons, etc.
8. **Medical Attention—Disease Control:**  
Communicable diseases—health certificate.
9. **Clothing:**  
Clean, right kind, plentiful, fit, rotation.
10. **Restrooms:**  
Handwashing, towels, soaps, mirrors, bath, odors, operation conditions.
11. **Be a Stern Teacher:**  
Demand clean habits.
12. **Incentives:**  
Money, advance in job.
13. **Rodents and Insects:**  
Keep out or kill.
14. **Poisons:**  
Check labels and storage.
15. **Storage and Supplies:**  
Dry, close after use, clean, rotate stocks.
16. **Attitudes:**  
Like to stay clean.
17. **Put One Person in Charge of Sanitation:**  
Be a stern teacher. Choose him carefully, support his actions.



**SMART SHOPPER RECIPE PREVIEW**

**CHICKEN NOODLE SOUP**  
(6 SERVINGS—ABOUT 1 CUP EACH)



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FFP, CONSUMER AND MARKETING SERVICE  
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① GET READY:

CHICKEN, COOKED AND CUT UP 3 CUPS + CELERY, CUT-UP 1 CUP + 2 CUBES + CHICKEN BROTH/WATER 6 CUPS

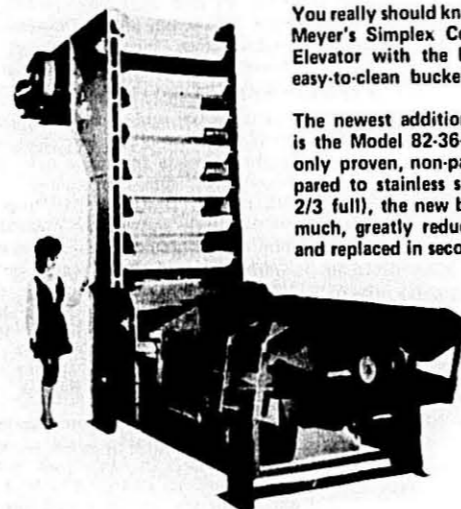
② COMBINE AND COOK

PLACE PAN ON STOVE. BRING LIQUID TO BOIL. LOWER HEAT.  
COOK SLOWLY, SIMMER  
PUT ALL OF THESE IN A PAN  
COVER PAN,  
10 MINUTES,

③ ADD NOODLES

COOK SLOWLY UNTIL NOODLES AND CELERY ARE TENDER  
ABOUT 10 MINUTES,  
SALT AND PEPPER TO TASTE  
4 OUNCES OR, ABOUT 2 CUPS  
PUT IN THE PAN COVER PAN

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CARRY MORE,  
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You really should know about Meyer's Simplex Conveying Elevator with the big, tough, easy-to-clean buckets.

The newest addition to Meyer's growing line of materials handling equipment is the Model 82-36-CS2 Simplex Conveying Elevator. It is equipped with the only proven, non-partitioned, 36-inch plastic conveying elevator buckets. Compared to stainless steel buckets with comparable capacity (.546 cubic foot at 2/3 full), the new buckets cost up to one-third less. They weigh about half as much, greatly reducing motor and power requirements. They can be removed and replaced in seconds without tools, and all surfaces are easily cleaned.

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## Rexham to Acquire Warner Packaging

An agreement in principle for the sale of the Warner Packaging Division of Warnaco, Inc. to Rexham Corporation was announced by John W. Field, president of Warnaco, and William J. Scharffenberger, chairman and chief executive officer of Rexham.

The transaction is subject to the execution of a definitive agreement and approval by the boards of both corporations. It will be for cash and should be closed early in 1973.

### Warner Packaging

Rexham will continue Warner Packaging's operations as now constituted under the able leadership of John F. Dunn, its general manager. Warner Packaging, with some 430 employees and \$11 million of sales in 1972, operates from a main plant and offices in Bridgeport, Connecticut, and from two other plants, in Westfield, Massachusetts and Pinetops, North Carolina.

### Rexham

Rexham, with some \$83 million of sales projected for 1972, was formed last January through the spin-off of the packaging and industrial divisions of Rlegal Paper Corporation. It is an independent, publicly-owned company with its common stock listed on the New York Stock Exchange. Headquartered in New York, Rexham operates from 13 plants in the East, South and Midwest, producing flexible packaging, folding cartons, fashion and snack food packaging, industrial laminates, security/identification systems and packaging machinery.

### Warnaco

Warnaco is an international apparel and retailing corporation with headquarters in Bridgeport. Its sales in 1972, including those of Warner Packaging, will reach approximately \$300 million. Warner Packaging had its start at the turn of the century as the box and carton department for the intimate apparel products of the predecessor Warner Brothers Company. In recent years, it has been developed as a specialized quality packaging business, largely serving the cosmetic and pharmaceutical fields. Only a minor part of its volume involves work for Warnaco apparel divisions.

"Warner Packaging's business and facilities will admirably complement Rexham's present operations," Mr. Scharffenberger said, "and will be an important move in implementing the growth plans announced when we became a separate company. We are ex-

remely happy to bring this profitable operation and its excellent organization into our group. As part of Rexham's Board Conversion Division both the people and the business should be able to expand their horizons substantially."

### Best Alternative

Mr. Field said that Warnaco arrived at the decision to sell Warner Packaging "most reluctantly, after extensive review of all alternatives that would allow for further growth of this excellent unit." He added: "To do justice to Warner Packaging and its talented people, Warnaco would have to devote substantial capital for expansion of this thriving business. We considered this very carefully and decided—not without great personal feelings—that Warnaco should concentrate primarily on apparel and apparel merchandising, and allow the packaging division to join forces with a company that can focus more intensively on expansion in packaging.

Earlier in the year Rexham acquired a majority interest in Kleer Pak, Inc., Jacksonville, Florida producer of clear plastic egg cartons.

### IP Consolidation

International Paper Company has announced the formation of a new Folding Carton and Label Division through the consolidation of three formerly separate operating divisions.

The new division includes all the operations of IP's former Lord Baltimore Press, Mulrison Label and Multi-Pak Divisions, and will be under the direction of Kevin J. Kirk, who has been appointed to the newly-created position of division vice president and general manager.

### New Cellophanes

The Du Pont Company's Film Department has introduced four new types of "K" cellophane offering high clarity, high resistance to moisture, and excellent machinability.

### Variety of Surface Treatments

The new HB and DB series films feature a variety of surface treatments, giving end-users optimum performance in packaging machinery, while assuring converters of consistently good lamination and printing characteristics. When used to replace an equivalent gauge polymer-coated cellophane for overwraps, double-wall bags, or for laminations, the high barrier cellophanes will increase product protection by an average of 50 per cent.

The new films are: "K" 250 HB-12, a film with light surface treatment on both sides, used as the inner wall of double-wall bags and as a highly protective substrate for adhesive and extrusion laminates; "K" 250 HB-13 with heavy surface treatment on one side for general horizontal and vertical make-and-fill applications, also manufactured in 210, 185, 180, 140 and 130 gauges; "K" 250 HB-14, similar to HB-13, except that it has heavy surface treatment on both sides, primarily for push feed machines, also in 210 and 185 gauges; and "K" 230 DB-13, "K" 230-14 and "K" 180 DB-13, which are similar to their HB counterparts, except that the base sheet is more durable for applications where extra strength is critical.

### Olin Polymer Coated Cellophane

A new polymer coated cellophane with an unusually effective moisture barrier to retain product freshness and delicate food flavors has been introduced by the Film Division of Olin Corporation.

Toughness and increased product shelf life are other key features of packages made from the new, highly transparent film, designated V 587 cellophane. Designed for bags and product-tray overwraps, the film is available in 160 gauge—16,000 square inches a pound. It is coated on both sides with a resin formulation developed at the company's Research and Development Laboratories in Pisgah Forest, N.C.

### Instant Machine Release

An additional coating on one side of the cellophane provides instant release from machines in high-speed packaging productions. Outstanding heat seals and bonds are achieved with the new film, particularly on the non-release coated side. Quality printing can be done on either side by flexographic or gravure processes using standard inks under usual printing conditions.

The V 587 cellophane will be used especially to protect such products as candies, cookies, baked goods and other delicate foods.

In laboratory tests, the new 160 V 587 cellophane performed outstandingly well in machinability and product protection. Test packaging was conducted on various high-speed vertical and horizontal form-fill systems that use serrated sealing jaws and on packaging equipment that utilizes lap seam and fold/seal methods.

## WAR'S END WILL HAVE LITTLE ECONOMIC IMPACT

By

ARCH N. BOOTH  
Executive Vice President  
Chamber of Commerce  
of the United States



With the end of the long Vietnamese war at last in sight, it is a good time to re-examine the economic impact of a settlement.

I say "re-examine" because there was a great deal of discussion of that subject when the peace talks began in 1968. Economic conditions have changed a lot since then, and so has the size of the probable "peace dividend," as a look at the earlier studies quickly reveals.

The National Chamber established an ad hoc committee to investigate the problems of readjustment to a peacetime economy in June, 1967. The committee issued its report in March, 1968.

At that time, the report estimated, an end to the war would have reduced the rate of defense spending by about \$20 billion a year. The committee estimated that this level of spending had created between one and 1.4 million defense-related civilian jobs, primarily in the states of California, Texas, Pennsylvania, Missouri, Maryland, New Jersey, Virginia, Connecticut, Illinois and Georgia, with some effect also in Massachusetts and Ohio. Consequently, these were the states expected to suffer the most defense-related unemployment in the event of a spending cutback.

That did, in fact, come to pass, but it is a pleasure to report that the worst is already over. Rather than an abrupt cutback, as was anticipated in 1967, the Vietnam war costs have been winding down slowly over several years.

It is now estimated that an end to the war will save somewhere between \$6 and \$12 billion. So most of the local impact on defense-related industries has passed. (Most, but not all—some particular types of war material—bombs, for example—have been in intensive use even as the war wound down, and a

sharp reduction of procurement could still cause some dislocation. Community leaders who feel their area might be affected can check with the Economic Impact Division of the Department of Defense.)

Our ad hoc committee also recommended a special effort to help Vietnam veterans find jobs, and happily, this has been done with some success. The Administration's Veterans Program, in cooperation with private business, placed over 1.3 million veterans in jobs or training in fiscal 1972. The goal for this year is a little above that.

However, the unemployment rate for veterans is still higher than the overall unemployment rate. So, while there will be no new flood of veterans entering the labor market at the conclusion of a formal peace, we need to work harder to find jobs for those who need them right now.

Finally, there is the question of federal fiscal and monetary policy—what effect will the war's end have on the national budget? Unfortunately, the answer to that one is very little effect. Ironically, the low figure for war-end savings—\$6 billion—is exactly the amount by which the fiscal 1973 budget is expected to exceed the \$250 billion spending ceiling requested by the President. And even that \$250 billion ceiling included a deficit estimated to be around \$30-\$35 billion.

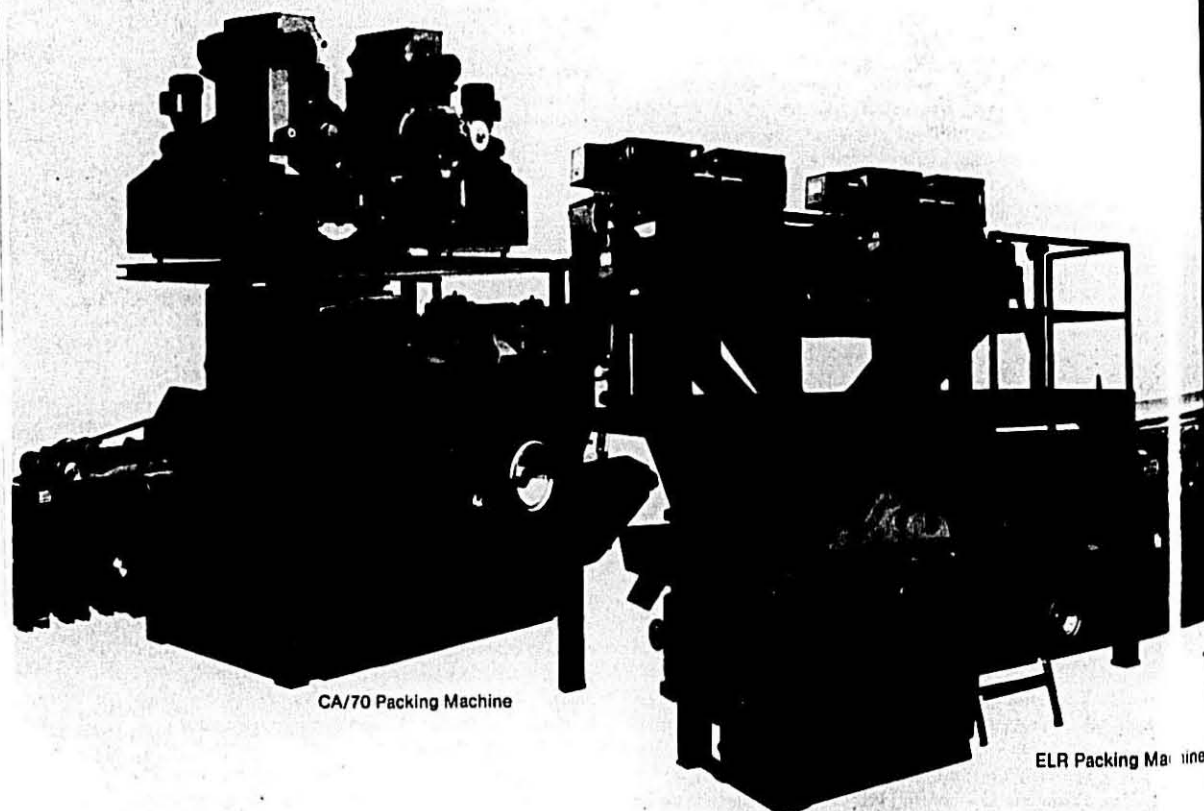
The sad fact is that we have already spent the money we will save when the war ends, as well as the extra tax revenue that can be expected from the growth of the economy between now and 1975. As a nation, we are living far beyond our means, and there is no magical source of extra revenue large enough to help close the deficit-gap.

Let's hail peace for its own sake, which is certainly enough. Economically speaking, the effects—good or bad—will be minimal.

## End of the line.

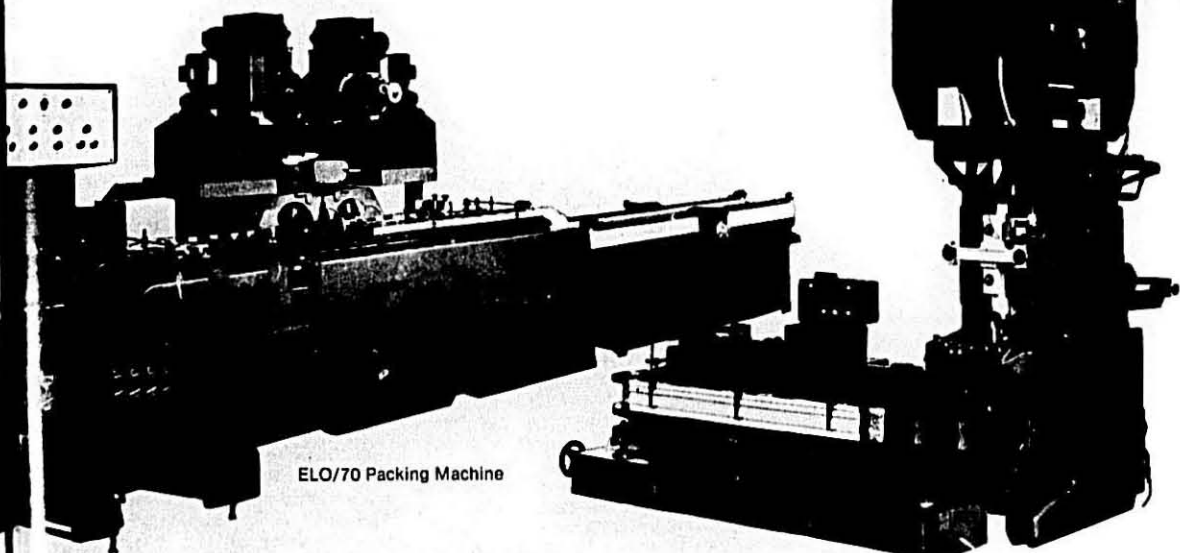
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## Engineering Considerations for Recycling of Food Materials

Waste water and food waste treatment facilities of Campbell Soup Co.—applicable to many other food plants—were described at the fifth Food Engineering Forum. Gerald E. Harris, Campbell senior project engineer, detailed the extensive research the company has undertaken to provide for treatment of waste water particularly.

Waste water can be treated for recycling to nature, recycled for plant use or returned to the municipal system. Smaller communities, of course, are generally incapable of proper treatment of huge quantities of water from large food plants. Campbell has been successful with its spray irrigation for overland flow filtration in range country. The area is subsequently planted in water tolerant grass crops, which are harvested for profit.

### Recycle-to-Nature

Mr. Harris outlined their handling of poultry in a recycle-to-nature system. A field was under-drained with perforated pipe for effluent from complete biological decomposition. This involved the use of a pond where water quality from the plant became sufficiently high to provide a wildlife sanctuary that even attracted many kinds of migratory birds.

Water can also be reused in a food processing plant. Water used to cool compressors and cans and in condensers may be used to wash vegetables. Water from vegetable washers may be used in waste flumes. These features need to be included in the plant design.

### Financial Limitations

"The major limitation in the recycling of food waste is not scientific or engineering, but financial," Mr. Harris noted. "Waste water can be treated to remove solids and reduce B.O.D. (Biological Oxygen Demand) to any level desired. Solid waste can be upgraded and used for animal feed or other uses. In both cases, the economics determine the system's sophistication, Mr. Harris said. Sanitary landfill generally provides the most economical solution to handling solid waste in most areas.

Animal manure, along with many other wastes, can be recycled into stock feeds following autoclaving and drying. Hydrolyzed poultry wastes can be fed to cattle at a level of 10% of the ration. Water from lye peeling of vegetables has been minimized by modifications in peeling techniques which can reduce the amount of lye required. Organic

wastes can also be burned, but this is costly, he concluded. "As land becomes more valuable, the economics of sanitary landfill will become less attractive and recycling of waste will undoubtedly increase."

## OSHA Checklists

The initial eight volumes in the 16-volume set of Occupational Safety and Health Act (OSHA) self-evaluation checklists have been published by the National Safety Council.

Produced in cooperation with the U.S. Department of Labor, the Council's self-evaluation texts are designed so that any person charged with safety responsibilities can evaluate his company's apparent compliance (or lack of compliance) with the standards promulgated by OSHA. The checklists, states the Safety Council, break down complicated legislation into elemental, itemized question-and-answer sheets. Following a step-by-step process of noting positive and negative findings, the evaluator can ultimately assess what his company most likely needs to do to meet federal requirements.

### Sixteen Volumes

The checklists form a 16-volume permanent library of notebook-bound (10" x 11 1/4") information. Two extra sets of checklists are provided with each subscription for use as worksheets when performing the self-evaluation. In addition, there is a quarterly updating service included so that revisions are sent automatically to the purchasers.

The first eight volumes are designated volumes 1, 2, 3, 5, 7, 8, 10 and 15. Volume 1 serves as the introductory text, explaining OSHA and its implications and explaining how to use the checklist. Volume 2 corresponds with subpart D, part 1910, general industry, of the OSHA standards covering "walking and working surfaces." Volume 3, "means of egress," corresponds to subpart E. Volume 5, health and environment, corresponds to subpart G. Volume 7, personal protective equipment, corresponds to subpart I. Volume 8, general environment, corresponds to subpart J. Volume 10, fire protection corresponds to subpart L, and volume 15, welding, cutting and brazing, corresponds to subpart Q.

### Updating Service

The cost of the complete 16-volume library, including updating service is \$490. If purchased separately, volume 1 is \$15, volume 2 is \$48, volume 3 is \$11, volume 5 is \$58, volume 7 is \$19, volume 8 is \$21, volume 10 is \$19, and volume 15 is \$31. Quantity prices are available on

the individual volumes, but not on the complete library of checklists.

### Evaluation Materials

In addition to the checklists covering the general industry standards, part 1910, the Safety Council is preparing for release evaluation materials corresponding with the construction standard, part 1926.

Further information is available from the National Safety Council, 425 N. Michigan Ave., Chicago, 80811. The Council, headquartered in Chicago, is a nonprofit, nongovernmental public service organization dedicated to safety education and the development of accident prevention programs.

## Plant Engineering and Maintenance Show

The National Plant Engineering & Maintenance Show, now in its 24th year, will be the largest and most comprehensive in its history when it opens at McCormick Place, Chicago, March 12, according to Clapp & Pollak, Inc., the New York exposition management firm which produces the exposition.

Reflecting the many new developments in the plant engineering field, 10% of the exhibiting companies will be sponsoring booths for the first time while many older exhibitors will be using expanded booth areas.

Although floor plans are rarely altered after presentation to exhibitors at the close of each show, it became necessary in mid-summer this year to add an entirely new area to accommodate the new companies.

Exhibits, which will emphasize the need to keep factories running at minimum costs, will demonstrate equipment under simulated plant conditions.

### Pollution

Pollution continues as a major element of interest. About 20% of exhibiting companies will be demonstrating equipment or supplies to reduce air, water or noise pollution or new methods for disposal of solid wastes.

The annual Plant Engineering & Maintenance Conference, one of the largest gatherings of engineers anywhere, will take place at the same time.

Information about the show and conference may be obtained from Clapp & Pollak, Inc., 245 Park Ave., New York, N.Y. 10017.

## IPACK-IMA

IPACK-IMA '73 (packing and packaging, mechanical handling, food-processing industrial machinery) will be held in Milan, Italy, Oct. 8-14.

#63 OF A SERIES



## SMOOTH SELLING

by George N. Kahn, Marketing Consultant

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### DREAMING WITH A PURPOSE

Some of the most successful salesmen I know have been dreamers—and not ashamed of it. They dreamt of big orders—and got them. They dreamt of security—and achieved it. They dreamt of sizable bonuses—and were awarded them.

Naturally these men didn't spend all their time day dreaming. Nor were their dreams vague and unrealistic. They knew what they wanted and simply thought about the best way to obtain it. Usually they dreamt of two kinds of goals—short term and long term. Let's discuss both.

#### Immediate Goals

Every salesman should have immediate objectives. One may be to sell that stubborn customer. Or he may want to get another buyer to increase his order. In his personal life, he may want to buy a boat or take the family on a trip to Hawaii.

These objectives, although immediate, can't be achieved without some thinking and planning. Take the case of the stubborn prospect who won't give the salesman an order. Now it's quite obvious that the salesman must make some change in his approach if he is to change the prospect's mind. The same old presentation proved insufficient. Therefore the salesman should start dreaming a bit. He should, at least for a few minutes each day, tune out everything except his problem. This is the time for him to dream of ways to crack the holdout. If his dreams are realistic instead of fanciful, there is no reason they should not produce a solution.

#### Long Term Goals

Your long-range goals depend largely on you. If you want to be in the \$30,000 to \$50,000 a year salary bracket by the time you are 45, that's one thing. If you want to be sitting in the district supervisor's chair in 10 years, that's another. Maybe you are considering an early retirement or perhaps you merely want to get the mortgage paid off. You might even want to be president of your firm. This is entirely within reason and there are many men to prove it. Rare is the man

who is completely unaware that he is being considered for a top management job. Once you get in the race everybody in the company is aware of it.

But for all of these things you must start thinking of them now. There are few surprises in life, especially in business. The man who prepares and plans usually gets the promotion, gets the big order, etc. That's why it's a good idea to spend a little time dreaming.

#### The Art Of Wishful Thinking

There's an old saying that "wishing won't make it so." True enough. The man who wishes for success and does nothing else has little chance of realizing his ambitions.

Nevertheless, I would like a lot of wishers on my sales staff—if they are realistic wishers. In my book the wish is parent of the deed. If a man wishes strongly enough for something he usually makes some attempt to make this wish come true. An individual who wishes for nothing is probably not very ambitious. As a salesman he would probably be too complacent to make much of a splash.

The idea is to make wishing a spur. Your thought process should go something like this:

"I wish I could make \$25,000 a year. Perhaps I can if I work harder and smarter. Why don't I start by making more calls on prospects."

In short, start putting your wishes into action.

#### Dreaming Aids

Let's say that a salesman isn't producing the way he should because of his lack of product knowledge.

In this case he should see the people in production who can help him. Perhaps he is shy about meeting people and gets off to a slow start on interviews. He might then think of public speaking courses or other instruction to help him overcome his handicap. Or maybe he is weak on closing. In this case he might seek the advice of his supervisor, a more experienced salesman or even return to the sales

training program.

In other words, dreaming must be done with a purpose. It should be a time of ideas and inspiration that will enable you to hit your goals. First comes the dream and then the way to make it come true. You can't have one without the other. Otherwise you are merely indulging in flights of fancy.

#### Setting A Timetable

A motorist, lost for hours, came upon an old farmer in his field.

"Say," the motorist shouted. "How do I get to Yatesville from here?"

The farmer scratched his head for a few seconds and then replied:

"You can't get to Yatesville from here."

Don't put yourself in the position of not being able to get anywhere from your present spot. Unless you work with a time table, that's what is likely to happen.

The time table does not have to be hard and fast; you don't have to plot your career by the minute and hour. But you should have a fairly rough idea of where you want to be in, say, five or ten years. Putting a little pressure on yourself is good for you. When you set a schedule for yourself you naturally take steps to meet it.

In summary, the salesman can be a dreamer with beneficial, not harmful effects. The effects are bad only if he doesn't translate his dreams into reality. Most great men have in them the touch of the dreamer. This country would not have been discovered if Columbus had not been a dreamer. Man would not be conquering space if scientists had not dreamed it possible.

Are you dreaming with a purpose? If you can answer yes to at least seven of the following questions you are:

1. Do you think of beyond tomorrow?  
Yes  No
2. Do you have a short-range goal?  
Yes  No
3. Do you have a long-range goal or goals?  
Yes  No
4. Are your short and long-range goals related?  
Yes  No
5. Do you have a timetable for your career?  
Yes  No
6. When you dream do you think of the tools to help you achieve that dream?  
Yes  No
7. Are you keeping fit? Yes  No
8. Do you allow for set backs and bad breaks in your dreaming? Yes  No
9. Are you convinced that some of the world's great men have been dreamers?  
Yes  No
10. Have any of your immediate goal dreams come true? Yes  No

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2. Are You A Salesman?  
3. Get Acquainted With Your Company  
4. You're On Sigs  
5. You Can't Fire Without Ammunition  
6. You Are A Goodwill Salesman, Too  
7. Closing The Sale  
8. How To Set Up An Interview  
9. Healing Between Rounds  
10. The Competition  
11. Taking A Risk  
12. Playing The Short Game  
13. Selling An Idea  
14. Buying Committees Are Here To Stay  
15. The Automated Salesman  
16. Samples Can't Talk  
17. The Unexpected Letter  
18. Prospect or Perish  
19. How To Dislodge A Prospect From An Existing Supplier  
20. Making Salesmen of Customers  
21. Repeat Orders Are Not Accidental  
22. Room At The Top  
23. You Must Give More To Get More  
24. Hunning Into The Rude Buyer

FEBRUARY, 1973

THE MACARONI JOURNAL

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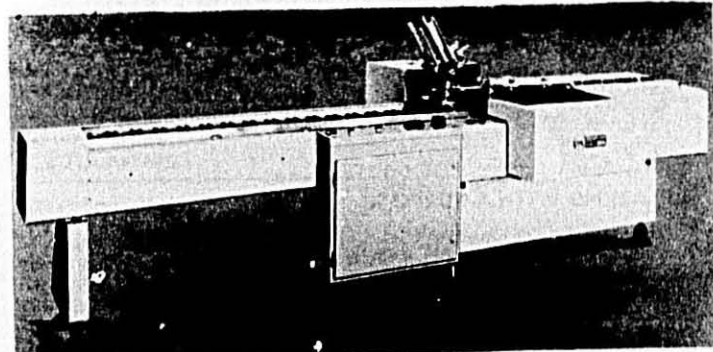
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### Food Trade Convention Calendar

Mar. 12-15: 24th National Plant Engineering & Maintenance Show, McCormick Place, Chicago.

April 8-12: Millers' National Federation, Hotel Mayflower, Washington, D.C.



### Buhler-Miag, Inc.

As the parent companies—Buhler Brothers, Ltd., Uzwil, Switzerland and Miag Muehlenbau und Industrie GMBH, Braunschweig, Germany—announced in September of their merger, now the U.S. subsidiaries are merging and will operate under the new name of Buhler-Miag, Inc., 6925 Wayzata Boulevard, Minneapolis, Minn. 55426.

The new organization will consist of the existing staff which up to now has represented the two companies in the United States. Until the planned standardization of the machines in the Buhler-Miag group is finalized, both manufacturing programs will continue. If in the future any machine is discontinued, spare parts will continue to be supplied for a minimum of ten years. Service for machines and installations already sold by Buhler and Miag will continue to be provided by their respective specialists. Peter May, Executive Vice-President of the Buhler Corporation, and S. P. Schneider, Vice-President of Miag North America Inc., express confidence that the new organization will better enable them to serve customers, and they will provide engineering, equipment and service to industry based on the combined worldwide experience of both companies.

### Why Don't More People Know More About Profits?

It's hard to say. People in recent years have felt the effects of an unpopular war, inflation, a wave of young people, rising crime and rising urban problems. Their attitudes are changing. They have less confidence, they are

Apr. 29-May 2: N.M.M.A. Plant Operations Seminar, Hilton Hotel, Omaha.

May 7-10: 42nd National Packaging Expo, McCormick Place, Chicago.

July 8-12: N.M.M.A. Annual Meeting, The Homestead, Hot Springs, Va.

### New Cartoning Machine

A new machine which sets up cartons, folds and inserts leaflet with product and makes either straight tuck, reverse tuck or glue closures with variable speed output up to 190 cartons per minute has been developed by Hoffliger + Karg.

The Contina 160, built in accordance with OSHA regulations, can be used to package a variety of products. It can handle any size carton up to 9 3/4" x 4" x 2 3/4". No change parts are necessary, adjusts from one size to another by means of a simple adjustment scale. A variety of in-feeding devices makes it versatile enough to handle food products, drugs, cosmetics, hardware, bulbs, bags, thermoformed packages, etc.

It features synchronous leaflet feeding device, pockets without slots to eliminate product hang-up, cast machine base, treated bevel gears, and code inspector.

Other advantages include casters for in-line use, and maintenance-free operation. A single operator can supervise the machine or it may be equipped with an automatic in-feed conveyor to make it an integral part of a packaging line.

For details and prices contact Amaco, Inc., 2601 W. Peterson Avenue, Chicago, Illinois 60645.

more anti and less pro, they are skeptical of institutions.

Business, on the other hand, is beset by its own problems responding to new demands of consumerism, environmentalism, rising costs, union power. It's tough enough to make a profit, let alone explain it.

Companies need to tell their working people in simple language more about their own profits. Maybe individual industries need to explain the same thing in their advertising. And this may encourage fresh interpretations by the news media.

## HOW TO GENERATE A COMPLETE MERCHANDISING PROGRAM WITH JUST ONE PHONE CALL.



**Okay.  
Who put egg in the noodles?**



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Here are a few reasons why you should:

- Duregg eliminates time-consuming, in-plant blending of flour and egg solids with expensive machinery.
- Duregg is ready when you need it. No thawing,

less chance of contamination, and less time and mess.

- Duregg eliminates the need to re-freeze unused egg.
- Duregg assures a consistent blend.
- Duregg eliminates the necessity to inventory two ingredients. Storage and record keeping is reduced.
- Duregg simplifies delivery. Now it's one source — Multifoods.
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