

**THE
MACARONI
JOURNAL**

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June, 1981

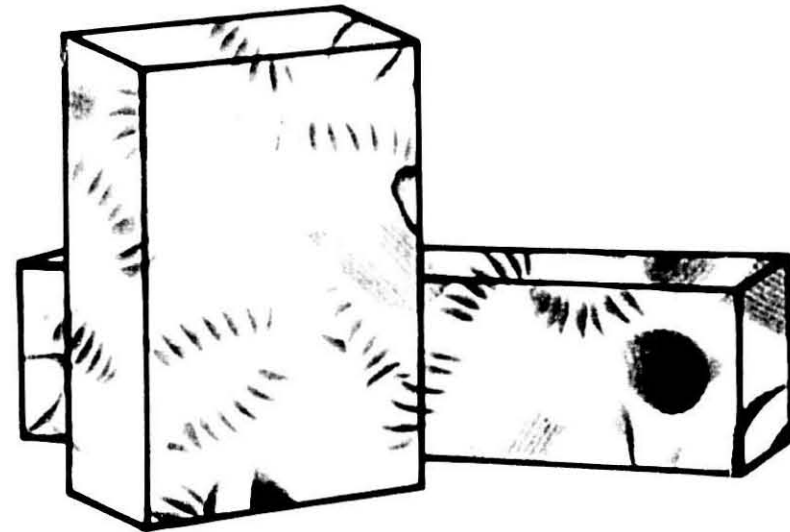
Macaroni Journal

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JUNE, 1981



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Cover Photo

PAS SALADS FOR SUMMER

Salads are a popular choice for summer meals. They are easy to prepare and can be made ahead of time. This issue features several recipes for pasta salads, including a classic macaroni salad, a spaghetti and meat sauce salad, and a new pasta product salad. The recipes are simple and easy to follow, and the photos are beautiful. We hope you will enjoy these recipes and find them useful for your own cooking.

Macaroni salad is a classic summer dish. It is easy to make and can be served at any time of the year. This issue features a recipe for a classic macaroni salad, which is simple and easy to follow. The recipe includes ingredients such as macaroni, mayonnaise, and vegetables. We hope you will enjoy this recipe and find it useful for your own cooking.

Spaghetti and meat sauce is another popular summer dish. It is easy to make and can be served at any time of the year. This issue features a recipe for spaghetti and meat sauce, which is simple and easy to follow. The recipe includes ingredients such as spaghetti, ground beef, and tomato sauce. We hope you will enjoy this recipe and find it useful for your own cooking.

New pasta products are always being developed by manufacturers. This issue features a list of new pasta products, including a new variety of macaroni and a new variety of spaghetti. We hope you will find these products interesting and useful for your own cooking.

Macaroni is a versatile ingredient that can be used in many different ways. This issue features a recipe for macaroni salad, which is simple and easy to follow. The recipe includes ingredients such as macaroni, mayonnaise, and vegetables. We hope you will enjoy this recipe and find it useful for your own cooking.

Other ideas for using macaroni in your cooking are also provided in this issue. We hope you will find these ideas helpful and useful for your own cooking.

Macaroni School

Some seventy macaroni plant superintendents, quality control, and research and development personnel met at the Macaroni School in Minneapolis at the end of April. They heard the team of Orville Banasik, Dr. Leonard Joppa, Dr. Joel Dick, and Dr. Vernon Youngs review the work of the Agronomy & Cereal Technology Departments at North Dakota State University, research on variety development, structure of durum wheat, and rheological properties.

Dr. Dick showed the correlation between gluten strength and firmness of spaghetti and observed that semolina needs less water to make dough than flour.

The milling process was described by a team from International Multi-foods. Mike Mullen, Division Vice President for Wheat Purchases, showed the film from the Minneapolis Grain Exchange "To Find a Market" and said their challenge was to buy the best possible durum at the best possible price.

Bob Bruning described how the quality control department assesses the wheat crop by observing crop surveys made at planting time, six weeks later, and just before harvest. He noted that you cannot control the weather, and it plays a large role in any crop year.

Chuck Jordan, Production Supervisor of Milling, said the heart of any mill is the cleaning house. After cleaning and tempering the wheat, the milling process begins.

A tour of the Peavy Mill at Hastings was rated as one of the top attractions of the school by those who attended.

Joe Ball and Greg Peterson of the Minnesota Energy Agency distributed guides for energy management for industrial operations and a guide to waste heat recovery as well as a bibliography for more energy conservation for industrial, commercial, and institutional buildings. Copies of these are available on request.

Attorney Mike Miller, traffic consultant to the North Dakota Wheat Commission, gave a disturbing picture as the results of freight rate deregulation and abandonment of trackage in the upper mid-west. He pointed out that there are three basic rates now: one for single cars; a slightly lower rate for 26-car unit

trains; 52-car unit trains. He pointed out that these large units set-ups are utilized by exporters only.

Professor Pierpaolo Resmini of Milano University showed slides of the microscopic composition of pasta and stated that cooking creates two phenomena simultaneously within the product - the gelatinization of starch and the coagulation of protein. The protein sets up a network which holds in the swelling starch granules that are gelatinizing, and if this network is not strong enough, starch escapes and causes mushiness and stickiness of product. Hence, good quality pasta made from quality raw material will have these two functions occurring simultaneously.

Dr. Gerardo Daldon of the Braibanti Corporation, Milan, explained how high temperature drying aids the process in producing the protein network before gelatinization of starch occurs.

Walter Stehrenberger of Buhler-Miag, Inc. presented a paper on extrusion that will be reproduced in the Macaroni Journal.

Frank Smith and Al Katskee of Microdry Corporation reviewed latest developments in technology and microwave drying of pasta.

Charles Becht of Becht Engineering Company, Morristown, New Jersey, was presented by the DeFrancisci Machine Corporation to describe the application of solar energy to pasta drying. Highlights of the feasibility study will appear in the Macaroni Journal. Mr. Becht concluded that solar energy is a good investment with a pay-back occurring within five years.

A tour of the facilities of Food Engineering Corporation to view a small-scale macaroni dryer for research was appreciated by the group.

Recommended Good Manufacturing Practices

By James J. Winston,
NMMA Director of Research

Modern technology today has advanced to a high level and provides the necessary tools and knowledge to help industry comply with prevailing regulations. In the macaroni-noodle industry, there is nothing the trained food and drug inspector or laboratory scientist can do that the



James J. Winston

food manufacturer cannot do for himself.

Fortunately, with the passing of each year, different companies have assumed more responsibilities by voluntarily augmenting their executive and technical staffs. This helps them cope more effectively with concrete problems such as quality control, production, and sanitation.

Good Manufacturing Practices should take cognizance of the following:

- 1- Raw Materials
- 2- Manufacturing and Processing Conditions
- 3- Finished Products
- 4- Coding and Inventory

Raw Materials

1. The processed grains (semolina, durum flour, farina, etc.) and other raw materials should be inspected upon receipt for rodent, insect and other contamination that would render them unfit for human consumption.
2. Critical raw materials (e.g., egg products, dry milk products, etc.) should be received under the supplier's guarantee of freedom from bacterial contamination or they should be subjected to bacteriological examination by the firm.
3. Raw materials requiring refrigeration shall be stored at temperatures of 50°F. or below.
4. Raw materials which require storage in the frozen state should be held at 0°F. or below, unless intended for immediate use.
5. All raw materials shall be stored and handled in a manner to

(Continued on page 6)

THE MACARONI JOURNAL

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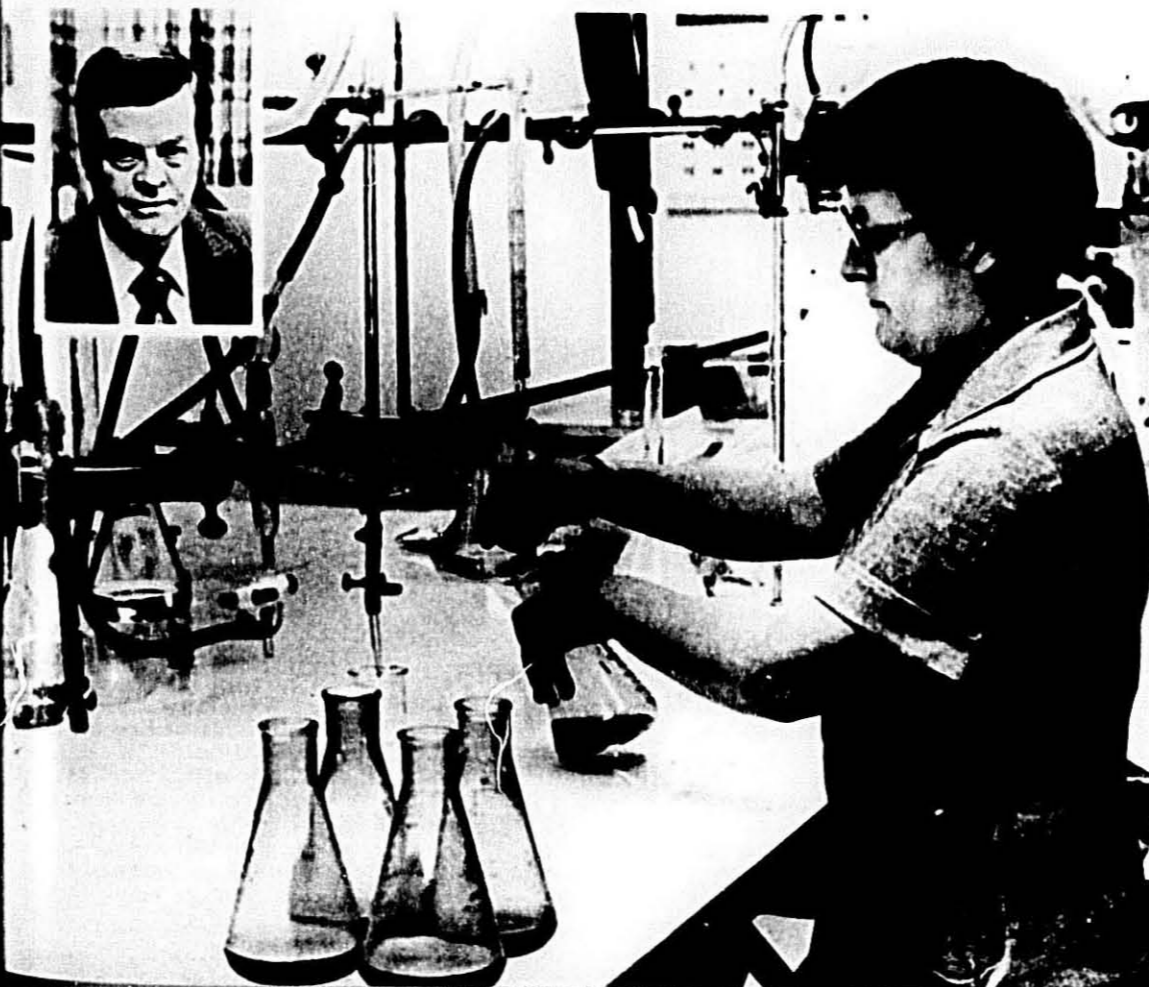
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Good Manufacturing Practices

(Continued from page 4)

prevent contamination or decomposition.

- Packaging materials for the finished product shall be stored under sanitary conditions.
- Potentially dangerous chemicals (e.g. pesticides, boiler compounds, etc.) shall be properly identified, stored and handled in a manner which will preclude contamination of the food products.
- The raw material storage area should be free of any evidence of the presence of dogs, cats, birds and vermin (including rodents and insects).

Manufacturing and Processing Conditions

- All persons handling food and food contact surfaces should wear clean outer garments and hair restraints; maintain a high degree of personal cleanliness and conform to hygienic practices while on duty.
- Frozen eggs and other materials capable of supporting rapid bacterial growth should be used without delay after storage.
- Dead spaces in equipment (e.g. boots, tailing boxes, etc.) should be routinely cleaned.
- Equipment including scrap grinders, dryers, drying rooms, extenders, drying trays, etc. shall be free of any evidence of insects or rodents.
- The water in contact directly or indirectly with the product shall be from an approved source (municipal supply or tested private source).
- The contact surfaces of utensils and equipment should be adequately cleaned on a scheduled basis.
- The contamination of the food products (raw materials, in-process and finished products) should be averted through properly disposing of all spillage, scraps, and returned materials.
- Handwashing facilities should be available in the processing areas. Liquid soap should be installed in wash rooms with signs on walls directing workers to wash hands before returning

to work benches.

- Potentially dangerous chemicals (e.g. pesticides, boiler compounds, etc.) shall be used in a manner to preclude contamination of foods.
- The manufacturing area shall be free of any evidence of the presence of dogs, cats, birds, and vermin (including rodents and insects).
- All equipment utilized in the manufacture of noodle products should be dismantled every 24 hours; thoroughly cleaned and sanitized using 200-300 Parts Per Million available Chlorine followed by a water rinse.
- Dip solutions should be made available for workers' hands. Iodine is very effective in the destruction of Salmonella and other deleterious organisms.
- Dough in mixers should not be touched by workers' hands; an aluminum scoop with a long handle, properly sanitized, should be made available. This aluminum scoop should be used every 3 hours to remove accumulated dough in mixers which can be a source of bacteria development.

Finished Products

- The finished products should be sampled and analyzed for bacterial contamination, including Salmonella and quality assurance requirements.
- The finished product storage area shall be free of any evidence of the presence of dogs, cats, birds and vermin (including rodents and insects).
- The packaging shall be adequate to prevent contamination of the product.

Coding and Inventory

- The finished products shall be coded to identify the day of production.
- The firm should maintain an adequate inventory control system which reflects the history of each lot from its raw material stage through distribution of the finished product.

1981 Spring Wheat and Durum Prospects Mixed

The North Dakota State Wheat Commission reports seeding of spring wheat and durum is getting under-

way in North Dakota and the upper midwest with a variety of conditions facing area producers. Soil moisture conditions over much of the region are generally better than at this time last year but many southern and southwestern areas of the state remain very dry. In contrast, portions of north central and northeastern N.D. are faced with adequate to sometimes excessive soil moisture levels.

Planting Intentions

March producer planting intentions as estimated by USDA indicate another substantial increase in N.D. total crop acreage as compared to recent years. Durum acreage is expected to increase 9% in N.D. and 11% on a national basis. Acreage of other spring wheat, on the other hand, is expected to decrease 3% both in N.D. and nationally as compared to the total seeded area in 1980.

Prices

Minneapolis cash prices for #1 hard amber durum have been in a steadily declining pattern since late October, 1980, steadily narrowing the spread between durum and HRS prices which in August, 1980 was a margin of \$3.00-\$3.50. Since then Minneapolis durum prices have declined from the highest levels recorded in the last 5 years, \$7.10-\$8.15, stabilizing in December-January at a range of \$6.00-\$7.75 and then continuing the downward trend to the current range of \$5.35-\$7.50. Local producer prices are substantially lower after transportation and handling charges and this year's severe discounts or reduced quality are deducted. Few cars entering the market ever attained the price levels at the top of the range posted on the Minneapolis board.

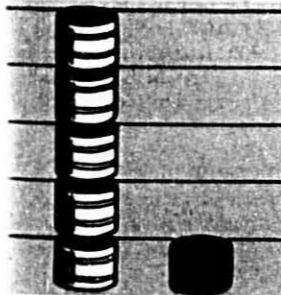
The potential for further declines in durum prices appears quite probable in view of the production potential implied by earlier estimates of U.S. durum acreage in 1981, reduced 1980-81 durum exports and the resultant higher than expected year end stocks. Actual 1981 plantings may vary somewhat from the estimates but the level of world demand for durum and the progress and development of the 1981 crop will be major price determinants until total production and available supply is determined.

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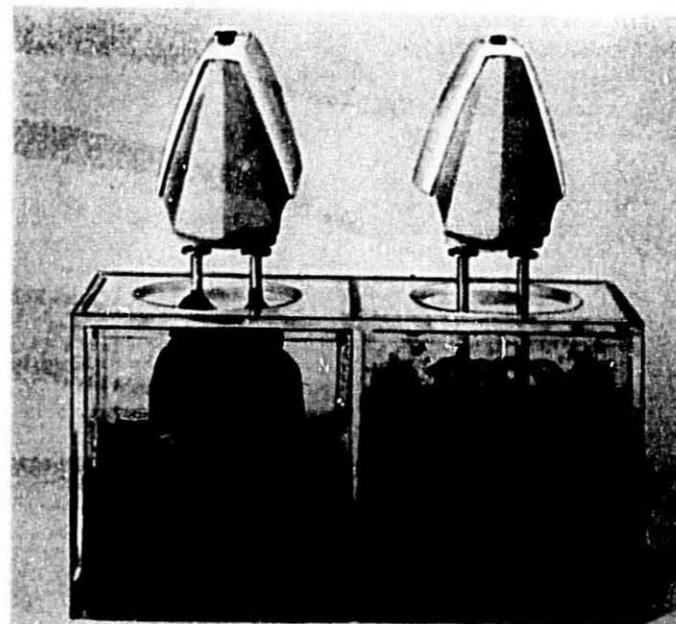
Switching to Demaco's Tech Lube synthetic gear oil from the lubricant you are now using can reduce the amount of power you consume by as much as 15%, and significantly reduce the amount of downtime you experience because of gear-wear and breakdown. It will further lengthen your lube cycles by as much as 500%. It can even decrease the noise your gears make. It has also been approved for use in food machinery by the United States Food and Drug Administration.

Demaco's Tech Lube Series TD gear oils start by clinging to the gears, forming a film with a strength of 100,000 psi and an excellent coefficient of friction. This film remains on the gears even after the machine stops — so it's there when the machine starts up again. The gears are, therefore, fully lubricated during the first 12 seconds of operation, which is when 82% of all wear takes place.



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Durum Prospects

(Continued from page 6)

mined at harvest. Minneapolis prices for HRS have by comparison been more stable during the period reaching highs of \$5.10-\$5.15 for 14% protein DNS in October, 1980, and fluctuating in a downward trend to \$4.70-\$4.75 at the present time.

Northern Crops Institute To Be Established at North Dakota State University

It was announced that the 1981 North Dakota Legislative Assembly, with overwhelming support from the entire North Dakota agricultural crops sector and farming organizations, has passed legislation establishing a "Northern Crops Institute (NCI)" at North Dakota State University. The purpose of the NCI is "to provide technical and marketing assistance through specialized training courses and technical services which facilitate domestic and export market development and expanded sales of northern grown crops."

Two bills were passed authorizing a total expenditure of \$1,800,000 during the 1981-83 biennial period. A total of \$1,100,000 is authorized for a facility to be constructed at North Dakota State University — probably as an addition to the existing Department of Cereal Chemistry and Technology building. Planning has begun and construction will start this year with probable completion in the fall of 1982. The remaining \$700,000 are earmarked for equipment and start-up operating expenses for the remainder of the biennium.

Of the \$1,800,000, no less than \$240,000 is to be generated from other than North Dakota general fund sources. These include commodity groups such as the North Dakota State Wheat Commission and North Dakota Sunflower Council. The Minnesota Wheat Council has indicated its willingness to support its operation. Grants for equipment and ongoing programs are being sought from the industries related to the crops grown in northern regions of the country. These crops include, but are not limited to, wheat, durum, sunflowers, barley, oats, sugar beets, potatoes, edible beans, and other specialty crops.

The concept of the Northern Crops Institute is not new. As early as the 1960's the North Dakota Wheat Commission felt a need for expanded technical assistance and training programs for customers of spring wheat and durum. Dr. K. A. Gilles, former chairman of the Department of Cereal Chemistry and Technology and Vice President for Agriculture at NDSU (recently named as Administrator of the Federal Grain Inspection Service), has been supportive of the idea for years and provided strong support during the 1981 Legislative Session. Supporters of the NCI included representatives of virtually all the crops grown in the area. Emphasis on marketing has grown over the years and 1980 harvest problems highlighted the need for the institute.

The supporters emphasized repeatedly that this is not just another research facility. Services to be provided will be customer-oriented. As export and domestic markets have grown, more customers need to be served and additional problems and opportunities require immediate and timely attention.

The Legislature was reminded that there is both foreign and domestic competition for the crops we grow. The Canadian International Grains Institute (CIGI) sponsored by the Canadian Wheat Board (producers) and the Canadian Grains Commission (government), was established in 1972 to service customers of all Canadian grains. In 1978 the Kansas Legislature authorized an expenditure of \$200,000 to add an International Grains Program to the many milling and baking programs available at Kansas State University. Both these efforts provide services for wheat and other crops which compete in domestic and world markets with those grown in the Upper Midwest.

The NCI will serve not only domestic and export customers, but producers, and local grain trade as well. Programs relating to grain grading, elevator management, the U.S. marketing system, etc. will be made available for area producers, elevator managers, employees, etc.

The institute will be an integral part of North Dakota State University but will have a separate budget and a director independent of other departments on campus. The director

will work closely not only with the Department of Cereal Chemistry and Technology and other departments on campus, but also with commodity groups such as U.S. Wheat Associates and with Foreign Agricultural Service, USDA to plan institute programs relevant to the needs of customers for northern crops.

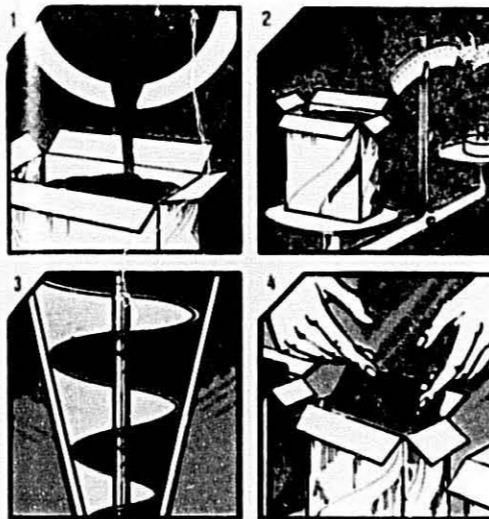
The additional space will provide for:

- (a) an auditorium to house 60-75 people equipped with audiovisual equipment and facilities for simultaneous translation of foreign languages.
- (b) laboratories equipped to demonstrate the physical, chemical, and processing characteristics of northern crops. These could include a pilot bake shop and laboratories to demonstrate pasta processing, grain characteristics, flour testing, dough rheology as well as analytical and instrument laboratories to describe, evaluate, and demonstrate how northern crops can best be utilized.

Senate Bill 2372 establishes the institute and authorizes a portion of the funding. A separate bill, HB 1341, authorizes construction of the facility and nine other buildings if the revenues deposited in the general fund of the State of North Dakota for the fiscal year ending June 30, 1981 exceed \$348,500,000 by the amount of \$22,189,000. It is a virtual certainty that this trigger will be reached. In fact NDSU was directed by the N.D. Legislature to begin planning the new facility.

Currently the President of North Dakota State University, Dr. Laurel Loftsgard, who is also very supportive of the venture, has named a committee to begin planning the facility. The committee will meet with industry and potential users of the facility to determine how it can best meet their needs.

Veteran legislators can recall few issues in the past on which so much of agriculture was united and on which support grew so rapidly during the three-month legislative session. The challenge now is to come through with a structure and operational plan which will make the institute truly as effective and useful as we expect and want it to be.



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Pastaville Dates Announced

November 12-13, 1981, is the date set for the Fifth International Durum Forum to be held at the Ramada Inn in Minot, North Dakota. The Durum Forum will again be held in conjunction with "Pastaville, U.S.A." which will run from November 9-16.

The Forum will include a full program of speakers, as well as a durum crop show, grain judging contest and a ladies' program.

"Pastaville, U.S.A." will also have many interesting displays and pasta-promotion events. Events planned include a Speediest Spaghetti Slurpers contest, Pasta Person of the Year, Spectacular Spaghetti Supper, Spaghetti Spiel, Rigatoni Run, Farmer Olympics and Pasta-Cup hockey game, to name a few.

There will be fun and information for all. The events are sponsored by the U. S. Durum Growers Association, National Macaroni Manufacturers Association, Ward County Agricultural Crop Improvement Association, Minot Chamber of Commerce, and local area businesses.

New NDSWC District Representatives

George Howe, a Casselton wheat producer and Henry Neshem, a Berthold wheat producer, were elected to the North Dakota State Wheat Commission representing the northwest and southeast district.

Howe, Cass County representative to the NDSWC, and nine other county representatives from the Commission's southeast district met April 14 to select a replacement for George Smith, Amenia.

Seven county representatives from the northwest district met April 15 to elect Neshem, the Ward County representative, to replace Herman Schmitz of Williston. Smith and Schmitz, who served two six-year terms, chose not to seek reelection.

Howe, Neshem and five other members of the Wheat Commission will develop, establish and review policies and programs to be implemented by the Wheat Commission staff.

Howe and Neshem will each serve a four year term. Their duties begin July 1, 1981 and end June 30, 1985.

Manufacturers Must Register With Wheat Council By June 1

Manufacturers of wheat-based foods must register with the Wheat Industry Council by June 1 under regulations for the new wheat and wheat food research and nutrition education program, a U.S. Department of Agriculture official said April 21.

Thomas H. Porter, an official with USDA's Agricultural Marketing Service, said assessments will begin to accrue June 1 for all manufacturers required to participate in the program.

"The program was authorized under the Wheat and Wheat Foods Research and Nutrition Education Act," Porter said. "It will be operated according to an order approved in March 1980 by end product manufacturers and will be supported by assessments on the processed wheat end product manufacturers buy. The Wheat Industry Council will administer the program and USDA's Agricultural Marketing Service will monitor it.

"Once the program is established, the manufacturers will report and pay their assessments quarterly," Porter said. "The first reporting period will cover only one month, June 1 to June 30. Registrants may request a reporting period to coincide with dates of their business accounting, but such requests must be approved by the council."

Porter said the first year assessment has been set at 1 cent per hundredweight (45 kilograms). Certain end-product manufacturers, such as retail bakers, are exempt.

During the first two years of the program, the Wheat Industry Council will collect assessments of up to 1 cent per hundredweight of processed wheat the manufacturers buy. After that, the assessment rate could change, but it cannot exceed 5 cents per hundredweight.

Manufacturers who do not want to fund the program can receive refunds if they reserve their right to a refund within 60 days of the publication of the Wheat Industry Council's annual budget in the Federal Register.

The Wheat Industry Council will send registration materials to over 2,000 wheat and product manufacturers, Porter said.

Those who do not receive materials by May 10 should contact the Wheat Industry Council at 6000 Executive Blvd., suite 203, Rockville, Md. Phone: (301) 984-1300.

Porter said the regulations are scheduled to be published in the April 21 Federal Register, available at most public libraries.

For more information on program rules, write or call USDA's Agricultural Marketing Service, Room 2614-S, USDA, Washington, D.C. 20250; phone: (202) 447-2068.

Limitless Opportunities

Vernon Baird, Mrs. Baird's Bakeries, Inc., Fort Worth, Texas, chairman of the American Bakers Association and of the Wheat Industry Council, told the governors that W.I.C. was "in a standstill" position awaiting clearance by the Office of Management and Budget of the program order for publication in the Federal Register. Because its activities fall under the review of the Department of Agriculture, the order must be cleared under the administration's regulatory freeze program. Mr. Baird said he anticipates that the order will be published and that the Council will begin receiving its first funds from end product manufacturer assessments shortly after July 1.

Mr. Baird reminded the board of governors meeting of the Council's goals and objectives, as detailed by C. Joan Reynolds, the Council's executive director and invited bakers and allied members to forward program suggestions to the Council.

Ms. Reynolds' statement: Your enthusiasm and support of the Wheat Industry Council is matched, I can assure you, by the interest of food writers, educators and professionals who have been waiting and asking for information on wheat-based foods. The opportunities to marshal these key people to help us interpret, explain and speak out for wheat-based foods are limitless.

As you know the enabling legislation for the Wheat and Wheat Foods

(Continued on page 12)

THE MACARONI JOURNAL



Perfect pasta makes a great case for a good stuffing.

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Limitless Opportunities

(Continued from page 10)

Research and Nutrition Education Act was in the farm bill of 1977. Hearings were held in three cities and many of you as leaders in the baking industry testified in behalf of the act. Upon a favorable ruling by the U.S. Department of Agriculture, a referendum was held and passed and the steps have been in process: Council members were nominated and appointed by the Secretary of Agriculture, Vernon Baird was elected chairman of the Wheat Industry Council, the executive director was hired and our office has been established.

On March 23-24, we held a meeting of the Council members and alternates in Kansas City to discuss the direction, objectives and goals of the Council. The members worked thoughtfully, tenaciously and mindfully. The richness of the deliberations was that we did not have a one-way communication of us discussing how we are going to tell them, but of us listening, understanding and incorporating the ideas and concerns of all segments of the industry and consumer representatives to make our position more persuasive and more believable.

Objectives

I would like to share the objectives that were adopted:

- Contribute materially to the health and well-being of all people.
 - Enhance the quality and use of American wheat, processed wheat and wheat end products to ensure the economic vitality of the wheat foods industry.
 - Educate the public on the nutritional and economic value of wheat foods.
 - Increase sales and the per capita consumption of wheat-based foods.
 - Evaluate effectiveness of the program and individual activities as an on-going responsibility.
- Short-term strategies to guide us through the first two years are:
- Through existing research determine: Consumer attitudes, consumption patterns and trends, and nutritional benefits of our products.
 - Establish baseline on consumer attitudes and consumption.
 - Determine target audience(s).

- Ascertain from research meaningful claims.

- Develop programs to ensure a high degree of visibility for the Council.

- Solicit support of end product manufacturers.

- Broaden support of the Council.

Strategies

I think we will also be interested to know after many hours of discussion on issues, strengths, nutrition education programs ideas and opportunities, two positive recommendations were made:

1 - Attack our perceived (or real) problem first, that of a low image of our product - "wheat foods are fattening." Wheat foods are non-fattening. This has an overriding influence on both sexes, all age groups and applies to all products to a greater or lesser extent.

2 - Build on our most positive attributes. People like and enjoy eating wheat-based foods, foods that are of high quality, presented well and selected appropriately to go with the accompanying menu.

Budget Unknown

Although we do not know what the first year's budget will be, we are hoping for an income equal to the flour used in manufacturing less the exemptions. If our budget is modestly low at the beginning, so be it. We will do those things that we can do and position the Wheat Industry Council for bigger and better things to come.

We have as our basic tenet of operation to listen to the ideas, suggestions and counsel of those of our industry whose experience and expert staff can guide and enhance our program. For those of you who have generously offered to share research information or make available the time of your staff members to assist us as needed, we are indebted. It is team effort, and it is a team that will win.

The vote of confidence I have received from you is gratifying; your awareness of the enormity of the task is reassuring.

Durum Harvest Tour

NMMA and the North Dakota Wheat Commission will conduct a durum harvest tour August 10-14. Write NMMA for details.

International Multifoods Report

International Multifoods Corp. reported record earnings and sales for the year ended February 28, 1981, marking its 13th consecutive year of earnings growth from continuing operations.

Earnings from continuing operations for fiscal 1981 advanced to \$27.6 million or \$3.39 per common share on sales of \$1.1 billion. This compares to earnings of \$25.6 million or \$3.16 per common share on sales of \$1.0 billion in the prior year.

Results for the fourth quarter showed earnings from continuing operations of \$9.2 million or \$1.13 per common share compared to last year's \$8.3 million or \$1.02 per common share. Fourth quarter sales were \$289 million, up from \$266 million last year.

Operating Gains

William G. Phillips, chairman and chief executive officer, said he was pleased that "despite a slow start, an outstanding last six months contributed to a consistent and solid performance for the year." Unusually strong last-half earnings increased 19 percent, and sales were up 10 percent when compared to the same period last year.

Multifoods' record performance was made possible "by operating gains in the Consumer market segment, and by improved overall earnings in Venezuela and from Multifoods' Mexican affiliate," according to Darrell Runke, president and chief operating officer.

Operating earnings from non-U.S. operations increased to 37 percent compared to 33 percent last year, contributing to a lower effective tax rate, which was offset in part by increased interest costs.

New records were set in the Consumer market segment, with earnings up 28 percent as sales climbed 16 percent.

The Away-From-Home Eating segment also had sales and earnings gains through the continued expansion of Mister Donut, now with 82 franchised shops worldwide, up 59 percent over the prior year.

Sales in the Agricultural market segment advanced five percent, although earnings were relatively un-

changed. An impressive performance in animal feeds in Venezuela offset a decline in earnings for U.S. formula feeds.

An exceptionally strong performance by grain merchandising and another outstanding year in Canada led the Industrial market segment. Nevertheless, earnings for the segment declined due to poor results in the U.S. for bakery and export flour, and bakery mix.

Final dispositions of businesses discontinued at the end of the previous year returned a balance of ten cents per common share to 1981 earnings from the reserve charged in 1980, resulting in a 12-month net of \$3.49 per common share compared to \$2.31 for the previous year.

Phillips said, "The year's results demonstrate the underlying strength of Multifoods' broad product diversity and well-balanced international position in food processing and retailing and in agri-business. An outstanding performance from non-U.S. operations allowed us to make considerable gains despite a difficult economy in the U.S."

"This balance, together with a return to long-term economic growth in this country, ensures our prospects for continuing favorable trends in the years to come," Phillips concluded.

Peavey to Acquire Grain Elevator

Peavey Company announced that it has agreed in principle to acquire the Monfort of Colorado, Inc. grain elevator at Cozad, Nebraska.

Peavey said plans call for modification of the one million bushel elevator to allow for handling of 75-car unit trains. It will be part of Peavey's Agricultural Group Southwest Division which is headquartered at Kearney and operates grain elevators at Kearney, Grand Island and North Bend, Nebraska.

George Utter Promoted

George A. Utter has been named Senior Vice-President of A D M Milling Company. Mr. Utter, currently Vice-President and General Sales Manager, will retain his sales responsibilities. Mr. Utter also serves on the Board of A D M Milling Company.



George A. Utter

Gains for A D M

Net income of Archer Daniels Midland Co. in the third quarter ended March 31 was \$51,556,000, equal to 78¢ per share on the common stock, up 69% from \$30,532,000, or 53¢ per share, a year ago.

Per share earnings are based on average shares outstanding of 65,797,000 in the quarter ended March 31 and of 57,546,000 in the year-ago quarter, adjusted for the 5% stock dividend in November, 1980, and the 50% stock dividend in the form of a three-for-two stock split last month.

In the nine months ended March 31, ADM had net income of \$131,422,000, or \$2.08, on average shares outstanding of 63,065,000. That is up 59% from \$82,704,000, or \$1.48 per share, on average shares outstanding, adjusted, of 55,834,000 in the comparable period a year ago.

ADM said a change in accounting for certain inventories to the last in first out method had the effect of reducing net earnings for the nine-month period by \$17 million, or 26¢ per share. Provisions for federal and state income taxes in the first nine months totaled \$49,422,000, compared with \$45,982,000 a year ago.

Durum Prices Dip

No. 1 Hard Amber Durum dropped from a January high of \$7.75 to an April top of \$7.50 and \$5.35 at the bottom of the range.

Peavey Sells Brownberry

Peavey Company announced the sale of its Brownberry Division to Oroweat Foods Company of Greenwich, Connecticut. Terms were not disclosed.

Under the sale agreement, Oroweat will take over Brownberry's headquarters and main bakery facility at Oconomowoc, Wisconsin and all other assets of Brownberry, with the exception of a Brownberry facility at Twinsburg, Ohio, which was destroyed by fire in October, 1980.

Brownberry produces a line of fresh specialty breads, croutons and breadstufing. Brownberry fresh breads are distributed in 11 states. Its croutons and breadstufing are distributed to retail and food service markets nationally.

Oroweat Foods markets fresh bread, croutons and breadstufing under the Oroweat brand name in various market areas in the U.S. and Canada.

The Company said the fire at Twinsburg, which destroyed a substantial portion of Brownberry's production capacity, prompted its decision to dispose of Brownberry and concentrate efforts on its faster-growing businesses of grain and retail merchandising and basic food processing.

Second Term

T. Frank Rawlinson, president of Centennial Mills, Portland, Ore., a division of ADM Milling Co., Shawnee Mission, Kan., has been nominated for election to a second term as chairman of the board of the Millers' National Federation. The chairman serves as an ex officio member of the board.

Mr. Rawlinson's nomination for the second term was announced by the Federation's Nominating Committee.

Egg Products

April price range from U.S. Department of Agriculture.

Central States Nest Run \$11.70 to \$13.50.

Southeast Net Run

\$10.20 to \$14.10

Frozen Whole 39¢ to 46¢.

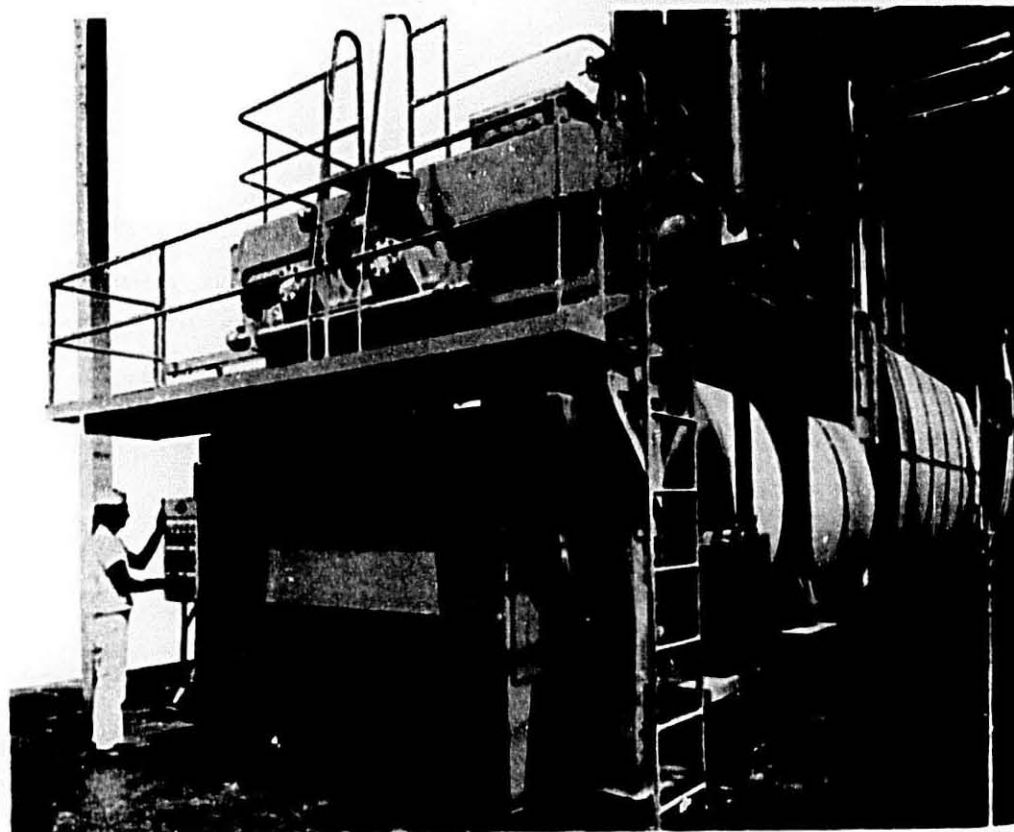
Frozen Whites 23¢ to 28¢

Dried Whole \$1.66 to \$1.92.

Dried Yolks \$1.75 to \$2.00.

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Top Quality Product

- High drying temperatures in both final drying stages improve product texture, cooking quality and appearance.
- Steady, high temperature drying ensures a straight product, ideal for the high speed packers of today. The high humidity drying climate gives the product an appealing golden color.

Contact us for information on Buhler-Miag Long Goods Lines and other Macaroni Processing Equipment.



Super sanitary design for easy maintenance. All-plastic panels swing out for easy access to all machine parts. Extra-thick polyurethane insulation and off-the-floor construction prevent condensation.



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**WHAT'S NEW?
COLOR IN SEMOLINA AND MACARONI**
by John Linstroth

The Creamette Company, at the Hoskins Company Forum, 1960

For many years macaroni manufacturers have been conscious of the effect that a good amber color has on the sale of their products. True, we, as manufacturers, are super-critical of the color of our finished products but we also know that good color is second only to a good Brand name when it comes to consumer acceptance.

What is this color we are talking about? Where does it come from? How might it be destroyed and to what degree? These are but a few of the questions that might be asked by a modern macaroni manufacturer.

First of all, color in semolina is nothing more than yellow pigment which is a natural part of Durum Wheat. This yellow pigment may vary (a) from one variety of durum wheat to another (b) from one growing area to another (c) and even from one year to the next. It has been only recently that steps were taken to find out about this color and to take steps to preserve it in our finished products. The first step was the introduction of vacuumized presses. It was found that oxygen was very harmful to color pigment and that by mixing or extruding under vacuum, the finished product came out free of air bubbles and was, therefore, more translucent and more amber in color. However, this was only the first step, and to the best of my knowledge, the only step undertaken by most of our industry. True, the color of macaroni was enhanced by the vacuum process, BUT we found that it was not consistently good. We found that we could start with a semolina with what we considered to be excellent color and end with a finished product of poor color. By the same token, we could start with a semolina of poorer color and end with a macaroni of good color, all on the same vacuumized press and under the same condition.

Now I don't want to mislead you. Macaroni with a high yellow pigment content can be obtained only from wheat that is high in this pigment. Some of the older varieties, such as Golden Ball and Pellissier have a

characteristically high yellow pigment content, but which produce a macaroni that loses a great deal of pigment during processing. This pigment loss can vary during processing. Principal destruction occurs during the mixing and a small additional loss during the extrusion. The initial destruction of pigment takes place merely as a result of wetting the semolina. In other words, a rapid reduction takes place in the first minute of mixing, a slower reaction in from 1 to 6 minutes of mixing, and a still slower reduction beyond 6 minutes. When mixing is stopped, the destruction of pigment ceases even though the dough is handled wet through several stages and finally dried. The explanation seems to depend on the emulsifying action of the mixer. The pigment, being fat soluble, is probably associated in the cell with the lipid fraction. After the addition of water and the formation of a cohesive dough, the lipid and aqueous phases are apparently emulsified by mixing thus enabling the reaction to take place.

Cause of Pigment Loss

Dr. G. N. Irvine says, "It has been assumed that the destruction of pigment during mixing is the result of the oxidation reaction catalysed by lipoxidase."

The principal factors determining macaroni color are semolina pigment and semolina lipoxidase activity. We have been conducting experiments at The Creamette Company for the past several months on how the enzyme lipoxidase robs macaroni of its color. Attached are several charts showing PPM (parts per million) of yellow pigment in semolina. We then checked the color of the finished macaroni made from this semolina. In every instance where there was a high lipoxidase in the semolina, the percent of color loss was much greater. We, like most macaroni manufacturers, used to examine semolina by the "slick" test. That is, we would take three or four different samples of semolina and slick them side by side and, as you all know, one or two of the samples would be outstanding

in their color excellence. The only value that such a test has today is to determine if a good clear pigment is present in the semolina, and then the all important test is the activity of lipoxidase enzyme in the semolina. In other words, you cannot be assured of a good color in your finished product just because the color of the raw semolina is excellent. Those of you who have the facilities might be interested in knowing how the yellow pigment in semolina is determined. Here is our formula:

YELLOW PIGMENT is determined on a 10 gram sample of semolina extracted overnight with 50 ml water-saturated n-butyle alcohol. After filtering the extract (no. 1 Whatman paper), light transmission is determined in an Evelyn colorimeter using a 440 m filter. Concentration is calculated on the basis of Carotene, and the results are reported as parts per million (ppm).

Those interested and able to extract Lipoxidase enzyme from durum wheat may obtain a copy of Cereal Chemistry Magazine, dated July, 1953. On the pages 334-335, Drs. Irvine and Anderson list all of the equipment necessary as well as the proper procedure.

You will find five charts attached to this report, each chart representing a different mill. We have shown on these charts:

- (a) The number of Lipoxidase units in a given sample of semolina
- (b) the amount of yellow pigment in this sample of semolina
- (c) the amount of yellow pigment in the finished product on four different presses, and
- (d) the percentage of color loss on four lines.

You will note that the higher the number of Lipoxidase units the greater the color loss. When the Lipoxidase units go over 20, the color loss is much greater. Our A & B Lines are not vacuumized, while the D Line is vacuumized. We installed a vacuum, but even in spite of the vacuum, the percentage of color loss is greater when the Lipoxidase unit count is high.

"LOSS OF YELLOW PIGMENT DURING PROCESSING"

CHART # 1

MILL	Date and Car No.	Kind of Flour	Yellow Pigment of Flour ppm	YELLOW PIGMENT OF PRODUCT p.p.m.							
				Dr. A	Pigment Loss %	Dr. B	Pigment Loss %	Dr. C	Pigment Loss %	Dr. D	Pigment Loss %
10 Units	1-27-60	Semolina	4.90	4.50	8.2	4.54	7.3	4.58	6.5	4.68	4.5
12 Units	2- 2-60	Semolina	5.00	--	--	4.54	9.2	4.55	9.0	4.61	7.8
13 Units	2- 9-60	Semolina	5.30	4.73	10.8	4.64	12.5	4.73	10.8	4.82	9.1
10 Units	4- 4-60	Semolina	5.00	4.45	11.0	4.52	9.6	--	--	4.71	5.8

Note that the Lipoxidase count from this Mill is consistently low.

CHART # 2

MILL	Date and Car No.	Kind of Flour	Yellow Pigment of Flour ppm	YELLOW PIGMENT OF PRODUCT p.p.m.							
				Dr. A	Pigment Loss %	Dr. B	Pigment Loss %	Dr. C	Pigment Loss %	Dr. D	Pigment Loss %
10 Units	4- 4-60	Semolina	5.00	4.45	11.0	4.52	9.6	--	--	4.71	5.8
13 Units	2- 9-60	Semolina	5.30	4.73	10.8	4.64	12.5	4.73	10.8	4.82	9.1
12 Units	2- 2-60	Semolina	5.00	--	--	4.54	9.2	4.55	9.0	4.61	7.8
10 Units	1-27-60	Semolina	4.90	4.50	8.2	4.54	7.3	4.58	6.5	4.68	4.5

Lipoxidase count from the Mill is also consistently low.

CHART # 3

MILL	Date and Car No.	Kind of Flour	Yellow Pigment of Flour ppm	YELLOW PIGMENT OF PRODUCT p.p.m.							
				Dr. A	Pigment Loss %	Dr. B	Pigment Loss %	Dr. C	Pigment Loss %	Dr. D	Pigment Loss %
22 Units	2-29-60	Semolina	5.00	4.05	19.0	4.15	17.0	--	--	4.35	13.0
36 Units	3- 3-60	Semolina	5.20	3.90	25.0	3.98	23.5	--	--	4.04	22.3
16 Units	3-17-60	Semolina	5.02	4.24	15.5	4.30	14.3	4.50	10.3	4.59	8.6
24 Units	3-23-60	Semolina	4.92	3.90	20.7	--	--	4.00	18.7	4.15	15.6
27 Units	3-30-60	Semolina	5.15	3.95	23.3	4.03	21.7	4.20	18.4	4.28	16.9
18 Units	1- 2-60	Semolina	5.00	4.21	15.8	4.18	16.4	4.30	14.0	4.46	10.8

This Mill has a high Lipoxidase more often than not.

"LOSS OF YELLOW PIGMENT DURING PROCESSING"

CHART # 4

MILL	Date and Car No.	Kind of Flour	Yellow Pigment of Flour ppm	YELLOW PIGMENT OF PRODUCT p.p.m.							
				Dr. A	Pigment Loss %	Dr. B	Pigment Loss %	Dr. C	Pigment Loss %	Dr. D	Pigment Loss %
25 Units	1-18-60	Semolina	4.82	3.52	27.0	3.50	27.4	3.63	24.7	3.88	19.5
23 Units	1-29-60	Semolina	4.82	3.64	24.8	3.70	23.3	3.73	22.6	3.92	20.7
22 Units	2- 4-60	Semolina	4.82	3.90	19.2	3.77	21.9	4.00	17.2	4.19	13.2

High Lipoxidase from this Mill. Low yellow pigment in raw semolina. High color loss in processing.

CHART # 5

MILL	Date and Car No.	Kind of Flour	Yellow Pigment of Flour ppm	YELLOW PIGMENT OF PRODUCT p.p.m.							
				Dr. A	Pigment Loss %	Dr. B	Pigment Loss %	Dr. C	Pigment Loss %	Dr. D	Pigment Loss %
24 Units	1-21-60	Semolina	5.15	4.15	19.4	4.14	19.4	4.20	18.4	4.35	15.5
20 Units	3-20-60	Semolina	5.00	4.30	14.0	4.21	15.8	4.41	11.8	4.47	10.6
18 Units	3-24-60	Semolina	5.30	4.70	11.3	4.79	9.6	4.88	7.9	4.88	7.9
12 Units	3-29-60	Semolina	5.15	4.72	8.4	4.79	7.0	4.85	5.8	4.87	5.4
17 Units	4- 7-60	Semolina	5.50	4.68	14.9	--	--	4.81	12.3	4.86	11.6

This Mill has lowered their Lipoxidase, possibly by buying a different breed of wheat.

Canadian Plantings

Canadian producers intend to seed 8% more wheat than last year. Durum acreage is expected to increase 16% to 3.7 mil. a. and spring wheat acreage is expected to increase 7% to 25.2 mil. a. Winter wheat acreage increased 29% to 500,000 a. The Canadian Wheat Board (CWB) has en-

couraged plantings due to stronger export prospects.

Durum Stocks Down

Durum stocks, as of April 1, were 83,201,000 bus, down 3% from 85,753,000 bus year ago and 20% below 104,485,000 in 1979. At the same time, wheat stocks of all classes, including

durum, were 9% above year ago. Durum stocks on farms, at 59,974,000 bus, accounted for 72% of total, while farm stocks April 1, 1980, at 64,486,000 bus, represented 75% of total. January-March disappearance of durum from all positions was 20,237,000 bus, down 5% from 21,407,000 in the same 1980 quarter but up 62% from 12,521,000 bus in 1979.



Peavey

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Grocery Industry Report

Supermarketing Business Magazine says that three-quarters of pasta production goes through grocery channels. Hence it is important to know the health of the grocery industry. As of 1980 the following is reported in *Progressive Grocer* magazine:

- An increase of \$20.9 billion lifted grocery store sales by 10.5% to \$220.8 billion for 1980.

- As prices for food at home increased by only 8 percent there is some evidence that tonnage moved through stores actually increased.

- While supermarkets represented only 20.9 percent of the store population, they accounted for 77.3 percent of sales.

- Chains (operators of 11 or more stores) took in six out of 10 sales dollars registered by supermarkets.

- The average supermarket grossed \$4.9 million last year.

- Larger supermarkets (with more than \$8 million in yearly sales) accounted for 31 percent of supermarket sales last year, although they represent only 12 percent of the store population.

- Convenience stores again showed outstanding performance, with an 18.1 percent sales increase. They now outnumber the supermarket population by almost 1,000.

The current mood is pessimistic. Much of this feeling traces to energy costs which went up almost 20 percent on the average.

- Another prime problem is labor costs, up 10 percent last year.

- A third major worry is productivity. There are some signs of improvement, with almost half of the chain organizations reporting enough gains to offset last year's wage hikes. That is still far from satisfactory, however, and program to increase output per unit of input have top priority in most companies.

The market in terms of population is growing very little. While a drop-off in eating out is helpful, the battle for available business has never been more belligerent.

As the trade interprets buying motivation in the neo-normal era, customers are hellbent for bargains, savings and frugality. Consequently, operators are pulling out all stops, using Sunday openings, longer hours,

notter specials, bonus coupons, and any other likely inducement to draw traffic. Nevertheless, the predominant appeal today is price.

- Shopping habits — crying all the way to the checkout.

- More husbands help push the shopping cart down the aisle in the East than in any other areas of the country.

- The purchase of generic products is gaining acceptance as a hedge against inflation. Half the shoppers interviewed say they're buying "no label" items more often.

- No one supermarket department — meat, dairy, frozen, grocery, or produce — leaped into customers' minds as registering much higher price increases. They all showed price jumps, according to shoppers.

- Nearly seven out of 10 shoppers habitually prepare a shopping list before setting off to the supermarket.

- More than half of the customers interviewed study newspaper ads and advertising circulars prior to making a shopping trip.

- Consumer interest in convenience foods, note independent store owners, is higher in the New England and Southeastern areas of the country.

- Shopping trip frequency continues its downward trend. Average weekly trips number 2.31.

The 10 Most Common Mistakes Distribution Managers Make

Warning: if you are a physical distribution manager convinced that the accomplishments of the last 20 years have assured your future in a kind of Golden Age of physical distribution that still lies ahead, you may be in for a rude awakening. For not only are there signs that p.d. managers have actually been underachieving in terms of what they might have accomplished, there are also even more ominous signs that many of their managements even today do not understand what p.d.m. is all about and what its real contributions are or can be, given proper support.

This is the theme of a recent *Davis Database*, a newsletter published by the management consulting firm of Herbert W. Davis and Company, Englewood Cliffs, N.J. The newsletter

enumerates what it considers the 10 most common mistakes that distribution managers make that have led them to this situation:

1. Trying to do too much, too soon.

2. Overemphasizing cost reduction.

3. Becoming overwhelmed by physical distribution logic.

4. Failing to make p.d. concepts understood in their own firms.

5. Failing to recognize p.d. as a "creative" discipline.

6. Failing to challenge yesterday's concepts.

7. Losing their corporate perspective (or failing to gain it).

8. Failing to seek incentives and more rigid measures of their own performance.

9. Spending too much time talking to themselves.

10. Not making their profession relevant to the devaluing world.

The most "devastating" of these mistakes, according to the newsletter, is the failure of physical distribution managers to make p.d.m. relevant to the outside world. "It is all the more surprising," the newsletter adds, "that given today's concerns with energy utilization, waste materials recycling, safe transportation of hazardous materials and similar issues, regional economic development and productivity in general, that p.d. people are seldom involved in volunteer or public service activities related to these issues. For there are few people better equipped to deal with those concerns across the board than physical distribution professionals."

Copies of *Davis Database* containing the "10 Most Common Mistakes" with a discussion and explanation of each, are available without charge from Herbert W. Davis and Company, 120 Charlotte Place, Englewood Cliffs, N.J. 07632, telephone 201/871-1760.

Rice-A-Roni

Rice-A-Roni bread stuffing mix has been introduced by Golden Grain Macaroni Co., San Leandro, CA. The mix is available in two flavors, chicken and wild rice. TV spots and newspaper advertising are supporting the national introduction. The company has also added two flavors, fettuccine and herb-and-butter, to its Noodle Roni line.

No-Frills Food

New power for the supermarket, says *Business Week* magazine. No-frills supermarkets have already taught all food retailers one simple but critical lesson: They do not need to stock half a dozen brands in each category in order to attract customers. And that could leave the producers of the No. 3 or No. 4 brands out in the cold.

Food retailers are trying to control their own destiny, and that means manufacturers have less influence. This loss of influence will have the biggest impact on those food producers that fail to develop new products that meet real needs and are not simply line extensions.

The food retailers, facing a grocery market that has ceased growing, labor costs that are rising sharply, and margins that have languished at dangerously low levels for a decade, lately have been desperate enough to try any new merchandising schemes in the hope that they will avoid the fate of Chapter 11.

Quiet Chain Reaction

Understandably, the moment one no-frills retailing concept shows promise, there is an immediate response to it. The chain reaction started quietly five years ago when Germany's Albrecht Group opened its first store in the Midwest. A stark contrast to the typical supermarket, crammed with 12,000 varieties of items, the new store stocked only one brand and size of product in only 500 categories, and it did away with bagging, item pricing, check cashing, and even the energy-intensive meat and produce sections. But it offered a 2% break on prices, and it attracted a crowd. Within months, Chicago-based Jewel Cos. responded by rolling out the nation's first line of generic products selling even below Aldi's prices.

What began as an experiment in no-frills merchandising has blossomed into a marketing revolution that for the first time is segmenting the historically homogeneous supermarket business. "One format doesn't seem to work for all of America anymore," observes Timothy M. Hammonds, senior vice-president of the Food Marketing Institute.

For weaker brands, the long-term outlook is especially bleak: Some experts who track no-frills retailing predict that one-quarter of all brands in the supermarket will be eliminated in the 1980's. The failure of the weaker brands will obviously enhance the market position of the leaders. But their manufacturers could still lose market power if, as some believe, the U.S. supermarket business is taking its first step toward the European model. In Europe, the retail chains dominate the food business, and partly because of this they obtain much higher margins than food manufacturers — the very opposite of the relationship in the U.S.

Misunderstood Generics

None of the new supermarket techniques has been so badly underestimated as generics. When they were introduced in 1977, food company executives predicted that they would not take hold. When they did, the prediction was that they were peaking, even though research shows that most generics are still gaining share in stores that have had them for two years. "Brand guys keep saying that generics will pass, but they now account for 15% of our sales, and I can see them reaching one-third," says David A. Nichol, president of the Loblaw chain. "It reminds me of how Detroit kept saying that compacts would never get a large share of the auto market."

Strategies of response see some companies spending heavily to upgrade existing brands in the hope of convincing increasingly skeptical consumers that they are worth the extra price.

Bet on New Products

Other major food companies such as Pillsbury Co. and General Mills are betting heavily on new products to keep them a step ahead. But the new-product challenge is sure to be tougher now than in the 1970s when easily half of the product introductions involved nothing more than extensions of existing lines. If the changes in supermarkets do nothing more, they will stop this kind of proliferation old.

In fact, no-frills products and supermarkets may be totally changing the skills a food products company needs to succeed. Clever marketing

and promotion of cosmetic differences in products may have worked in the past, but such talents appear less important now. "As the consumer views more products as commodities, it makes it harder for companies to establish a meaningful point of difference for their products," observes consultant C. Gordon Wade. "As a result, technology — never considered as providing much leverage in food business before — suddenly has a premium on it."

Fragmentation Prevails

In spite of all the rhetoric and lip service paid to interindustry cooperation and the need to think in terms of total industry efforts, the bottom line still appears to be that each segment of the industry — each individual company for that matter — is most concerned with its own bottom line and interests.

This was brought home at the Distributor/Supplier Productivity Forum workshop at the National-American Wholesale Grocers' Association convention.

Closed Mouth Policy

"We don't really talk to each other — nor do we really want to recognize each other's problems," Dennis Hatchell, executive vice president of Merchants Distributors, Hickory, N.C., told the group.

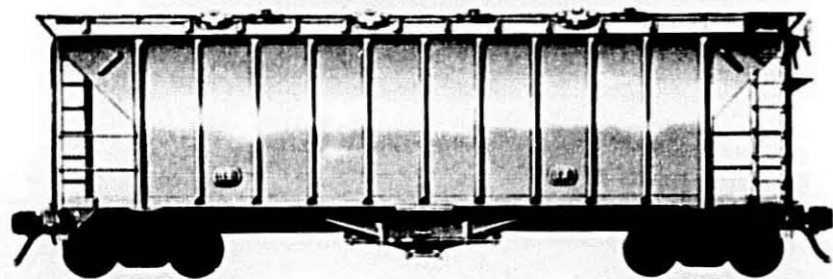
Wayne Guest, vice president of Nabisco, East Hanover, N.J., prefaced his presentation with the request that the wholesalers not raise the issue of Nabisco's direct-store-delivery program — and then proceeded to extol the virtues of such a program. The wholesalers took him at his request, but at several other sessions, DSD was blasted as the bane of the retailer and wholesaler.

"Disharmony hurts us all, and shifting problems from one segment of the industry to another doesn't solve them," Richard W. Frisch, vice president, marketing for McCormick/Schilling, said. Uneven handling of discount terms was criticized by Harold MacDowell, vice president of Griffin Grocery Co., Van Buren, Ark.

Fred C. Holloway, executive vice president of Giant Wholesale, Johnson City, Tenn., and session moderator, called for better communications

(Continued on page 24)

After 25 years, it's still number 1.



Ever since it was first introduced some 25 years ago, the Airslide Car has been the number 1 car in the U.S., for shipment of finely divided commodities like flour, sugar, starch and a wide variety of dry chemicals.

For good reason.

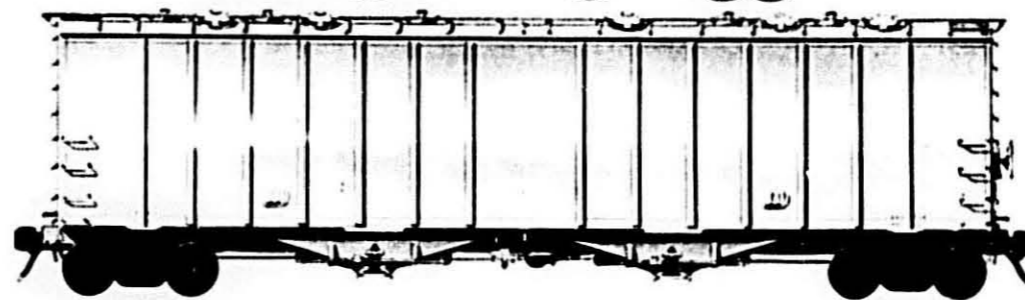
Its simple and ingenious design allows it to transport and unload finely divided commodities cleanly, safely and economically.

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And now, we're pleased to announce, it's getting bigger, in order to allow shippers to take advantage of the economies available through the use of larger size cars.

The basic design of the Airslide Car, of course, remains unchanged. So it offers the same important advantages as its predecessor, which became such an instant and lasting success 25 years ago.

If you want to cut shipping costs, without sacrificing product purity, unloading flexibility, or the reliability of your supply or distribution, take a close look at the Airslide Car. And an especially close look at the new 4566 cu. ft. model.

The Airslide Car has been number 1 for over 25 years, for some very good reasons.

And now, it's bigger than ever.

GATX

General American Transportation Corporation/120 South Riverside Plaza/Chicago, IL 60606

Fragmentation

(Continued from page 21)

between the branches of the industry as one way to solve some of the problems. He also asked that manufacturers consult with the distributors in an area before assigning or changing Brokers. "We live in the area and we know which brokers do a good job and which do not."

On that subject, he said brokers who work the specific area and know it well tend to give better service to the region than manufacturers' representatives who don't have knowledge of the area.

Hatchell raised the issue of wholesalers and chains having stores which go beyond the service areas of the brokers that cover the warehouse district. He said manufacturers must find some way of solving this problem. Not only is the retailer hurt but so is the manufacturer, who doesn't get the service support for his product that the retailer is buying, he said.

Keep Sessions Short

Business review sessions between the manufacturer and the wholesaler or chain also came in for criticism. Make them concise; don't just repeat what's in the written report and perhaps break the meeting into separate short segments directed at specific targets such as top management, the buyer, promotion department, financial people, etc., it was suggested.

These suggestions followed Hatchell's statement that his firm felt such sessions should be held to 30 minutes or less.

Frisch touched on a timely issue when he urged that efforts be made to eliminate, rather than pass on, truck handling charges. With the Interstate Commerce Commission suggesting that truck detention rules be ended, some manufacturers fear they will be hit by heavy trucking bills for excessive detentions by distributors.

Unless some arrangement is made to get those trucks in and out fast, the ultimate cost of the product will have to be raised to reflect these extra costs, and in the long run it is the consumer who will suffer, he said.

In spite of the accomplishments in a few areas of inter-industry cooperation, the food industry has a poor

record in joint productivity efforts, Frisch said.

He, too, hit poor communications—often within a company. Many buyers are discouraging backhaul for their firms because of trivial reasons. Another stumbling block in the way of backhaul, he said, is the fact that the benefits of the program may accrue to one department in a firm and yet another department may have additional work because of it.

Look at Whole Picture

He cited the disparate efforts of transportation and warehousing departments on backhaul. Someone should weigh the total benefits to the firm and perhaps apportion the benefits to all departments.

"Perhaps the wrong people are talking to each other." Maybe departments other than buyers and management should be involved in buying decisions, he suggested.

Hatchell urged manufacturers and wholesalers to get together on reviewing how promotional allowances are spent.

Guest said many retailers use the manufacturer's representatives merely as stock boys and "coolie labor" when they could be using the expertise of these representatives to build greater sales for themselves.

He urged buyers to allow enough lead time when ordering, particularly for seasonal items. Placing a minimal order for Christmas or Easter merchandise, and ordering a huge fill-in amount a week or two before the holiday, doesn't permit the manufacturer to fill the order, thus losing business for both, he said.

Proper Business Review

A proper business review cannot be done in 30 minutes, he said and urged participation by top management in such sessions.

MacDowell said he knew that a number of firms don't start the count-downs for discounts on orders until the merchandise is delivered. Yet when he was asked about this in writing from manufacturers he has always received legalistic letters that say such practices are not permitted by the manufacturer. Yet, when the issue is reviewed with the manufacturers' rep, MacDowell is advised to take the added days.

Retail Ads Point Way to Choice of Brands

About 50% of consumers will switch from the brand they previously purchased to a brand that is a dominant feature in a retailer's ad, according to research by Majers Corp.

Lawrence D. White, marketing manager for Majers, spoke at the Food Marketing Institute's advertising executives conference in New Orleans.

White said the extent of switching brands ranged from 15% for mayonnaise—the survey was conducted in a strong Hellman's market—to highs of 85% for soft drinks and 67% for paper towels.

Consumers are becoming less loyal to stores and brands because of rising prices, White said. Majers research, conducted every three months, indicates 38% of the polled consumers shopped two grocery stores a week, and 18% shopped three or more stores.

Of those surveyed, 75% said they read grocery ads each week, while 85% of that segment use the ads to help decide what to buy and 75% compare ad prices featured by competing stores.

Job Satisfaction Tied to Productivity

Leading wholesalers are beginning to explore methods of increasing productivity by attempting to get more qualified employees and paying more attention to increasing their job satisfaction, in addition to using the more traditional operational methods. But a panel of executives conceded that the industry is barely scratching the surface in this area.

This was brought out during a workshop on Management Principles and Techniques during the National American Wholesale Grocers' Association convention.

The workshops all utilized a new technique for NAWGA. There were no formal speeches. Tables were arranged in a horseshoe shape, facing the panelists, who responded to questions from the audience.

(Continued on page 28)

THE MACARONI JOURNAL

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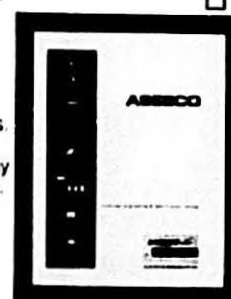
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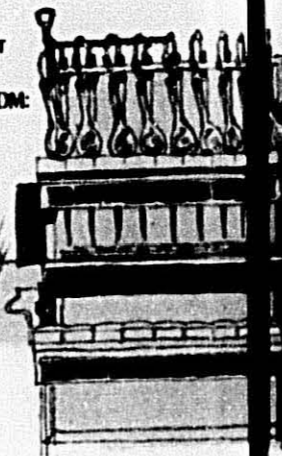
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The milling and blending processes are also constantly monitored. Flour is tested at routine intervals as it comes from the mill — and comprehensive bake tests are conducted to ensure that the flour meets absolute specifications before shipment to you.

And then ADM spot-checks the efforts of the labs in the individual mills by conducting duplicate tests in its Central Control Lab at Salina, Kansas.

In this respect — and in many others — ADM Milling Company is unique in the market.

But all you really have to remember is that ADM assumes total responsibility for — and maintains total control of — the quality and availability of its products.

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ADM also supplies quality baker's shortening, corn sweeteners, CO₂, soy protein and vital wheat gluten for the baking industry.



Job Satisfaction

(Continued from page 24)

The panelists were William O. Christy, president of Certified Grocers of California, Los Angeles; Robert Crutsinger, president of Wetterau, Hazelwood, Mo.; Joseph R. Hyde, 3d, chairman and president of Malone & Hyde, Memphis; Drayton McLane, Jr., president of McLane Co., Temple, Tex.; Eugene M. O'Neill, president and chairman of General Grocer Co., St. Louis, and Michael Wright, president of Super Valu Stores, Minneapolis. Charles I. Miller, president of Loss Prevention Systems Cincinnati, was moderator.

In addition to productivity, topics covered included: Forward buying, billbacks, cost accounting, the effect of high interest rates and educating consumers and the trade.

Employee Meetings

Certified has taken a number of steps to increase people-productivity. Christy said about five years ago the nation's second largest co-op began a program whereby he and a vice president meet regularly with all employees in a one-hour, give-and-take forum. Initially, the discussion from employees basically involved rather picayune problems. Follow up on these was assigned to managers and since there was a follow up, subsequent sessions have concentrated on more important matters.

In addition, the firm put into effect an engineered standards incentives program, which was approved by the union after discussion between the company and the union as well as with individual employees.

The overall result was productivity improvements of 15-25%, Christy said. And while this level of improvement did not continue, there have been additional gains subsequently.

In some areas, Certified has used a team approach. And in its mechanized warehouse, an incentive program was put in, with the union's approval, involving the granting of time off or payment at less than the hourly rate.

The co-op also has succeeded in reducing employee turnover, always a problem at the warehouse level. In an extreme case—a refrigerated depot—turnover was reduced from 80% a year to 20% within one year.

Larger companies must find a method of utilizing the personal con-

tact which is used effectively by some smaller firms, Hyde said. "It's vital to get people to want to produce for the company."

In developing new management people, Super Valu uses its headquarters staff as well as executives of each profit center. The performance of specific people in each division is clocked every six months, Wright said.

Super Valu, in addition, intends to go to high schools and colleges to hire entry-level employees.

Wetterau also is trying to upgrade its entry-level employees. Crutsinger said the firm also has set up manning tables to track the performance of young people who have been hired. Wetterau encourages employees to go to college at night and pays their tuition if they get good grades.

The executives also discussed methods they are using in an attempt to offset increased operating costs. McLane said his firm has had to raise service fees in the past year.

He and a number of other executives cited energy as a particular problem. It is critical for management to analyze each truck run, Crutsinger said, and concentrate on vehicle scheduling—using the right equipment at the right time to go to the right place. He also urged taking advantage of all backhaul possibilities.

Tips from Super Valu

Super Valu has instituted more production resets, increased the cube in existing facilities and concentrated on truck efficiency. "Retailers are realizing that wholesale costs are their costs," Wright said. "They know they can't let the trucks sit at their stores for two hours."

Noting that every time diesel fuel goes up 1¢ the price to Super Valu is \$90,000 a year, he said. Super Valu does a profitability study before it takes on a new account. If a store is far from a warehouse, servicing such a market is not profitable today, he said.

It is most important to develop a system to measure production, Hyde stated. At Malone & Hyde's 10 facilities, there is a great difference between the least and most productive.

"We haven't raised service fees," he said, "but are concentrating on getting more production from exist-

ing operations. Savings must come from labor. There are great opportunities for more production out there."

General Grocer added a fuel surcharge some months ago, O'Neill said, and it was "wholly inadequate." In his opinion, while many costs can be passed through to retailers with no problem, freight increases "psychologically cause a negative retailer reaction."

More Negative Reaction

Wetterau had the same negative reaction when it instituted a fuel surcharge, Crutsinger said. He recommended calling it something else. "Fuel surcharge has become a bad phrase for the retailer."

But, Wright said, Super Valu also added a fuel surcharge pegged to the price of diesel fuel and its retailers accepted the charge "quite well."

The cost of money has had a negative effect on store development, the executives agreed. O'Neill said more retailers want to go into some form of box stores rather than investing in standard supermarkets.

Although developers are having trouble getting money, and aren't putting up as many stores, Malone & Hyde has "learned to live with this level of inflation," Hyde said. "It makes us more cautious, but you have to reinvest."

Super Valu has budgeted more money than in the past to help its retailers, Wright said. And "we will have to do more if interest rates don't go down."

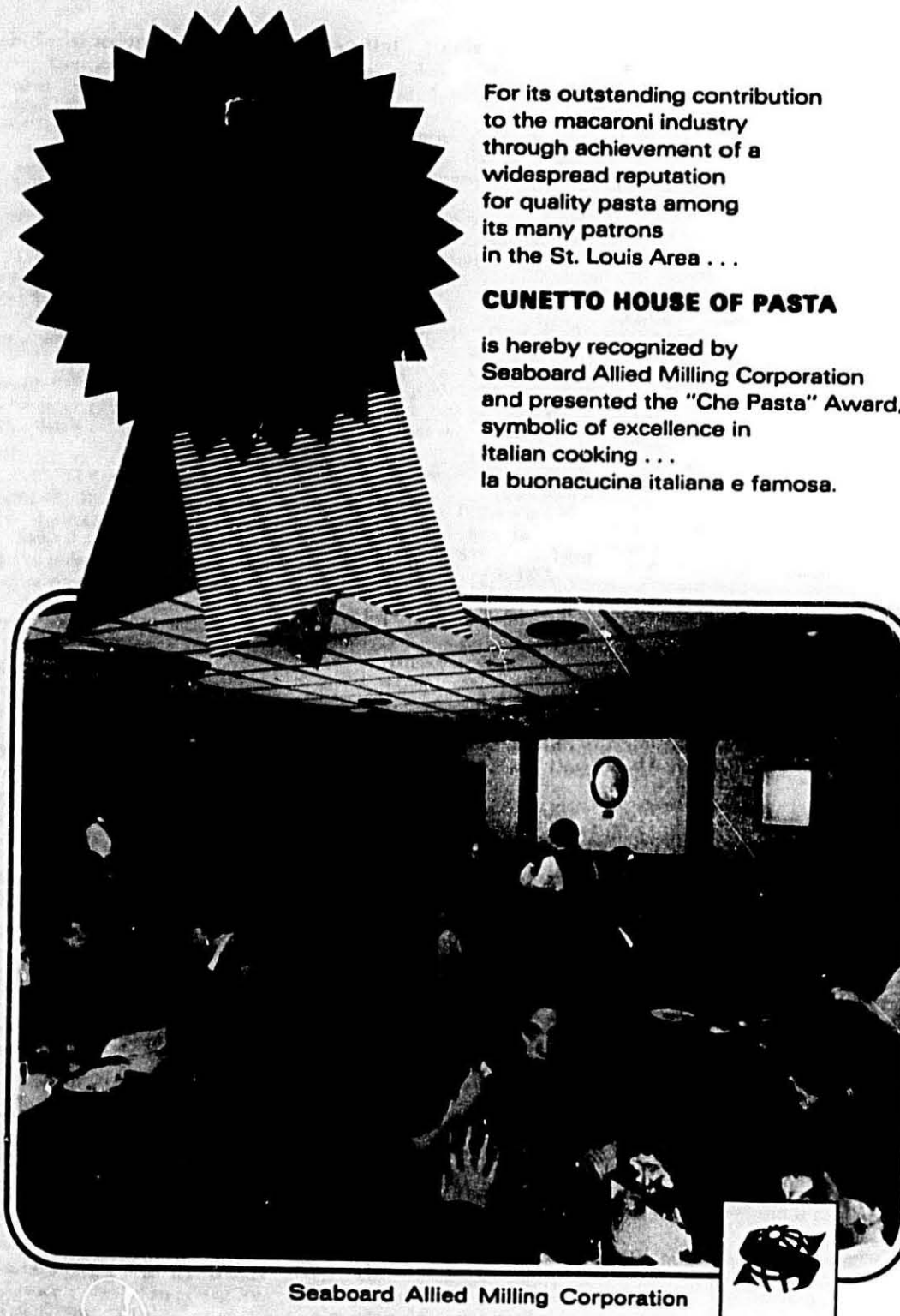
Crutsinger agreed wholesalers will have to commit more capital to help their voluntary group stores, but said "it must be a very studied program."

Forward Buying

In the present inflationary economy, forward buying is increasingly important, the panelists agreed. It is a significant part of the promotional and profit structure," Hyde said. "It's not a threat to the industry, but a facet of the times."

The deep dealing by suppliers also encourages forward buying. Christy pointed out. Most of the wholesalers said they have a set formula for advance buying, but they deviate from it in individual circumstances.

(Continued on page 31)



For its outstanding contribution to the macaroni industry through achievement of a widespread reputation for quality pasta among its many patrons in the St. Louis Area . . .

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Job Satisfaction

(Continued from page 23)

Asked about his reaction to the decision by King Soopers, Denver, to reject billbacks, Wright said he would prefer to end them and have invoice deals instead, but "We can't dictate terms to manufacturers."

Several panelists said if they aren't paid a billback allowance in 30 days, the amount is deducted from the next invoice. McLane said there now are more than 1,000 deals on dry groceries alone, which can amount to several hundred thousand dollars.

A member of the audience commented, "If I paid suppliers for their groceries that way (more than 30 days), they'd cut me off."

Cost Accounting

Chris R. Hoerr, 3d. president of Chris Hoerr & Son Co., East Peoria, Ill., asked if any of the panelists had attained a degree of sophistication in cost accounting where they can bring individual products or individual retailers down to net.

The only area where Certified deals with cost accounting to this extent is in its manufacturing operations, Christy said. "I believe we will have to develop more data on direct product profitability at both wholesale and retail, but we haven't yet."

O'Neill said he doesn't know of any effective cost accounting method. "The markup system is troublesome in many ways," he said, "but it's better than the classic cost-plus system."

In response to a question by Ed Ebert, director of sales development at Scott Paper Co., Philadelphia, Hyde said the industry had taken a more activist role in telling its story to the media. As a result, he said, media coverage of the industry is more intelligent and informed than it was some years ago.

The panelists agreed there is a great need for better trade relations. McLane said manufacturers and distributors should get together more often and more productively "and not be so protective of their own interests in such areas as forward buying and backhaul."

There is a big need for industry cooperation to fight item-pricing legislation, O'Neill said.

Open Dating Rule Limited in Bay State

After more than eight years of hearings and industry opposition, the controversial open-date labeling regulation, which would have made Massachusetts the first state requiring open dating for most product categories, has been amended to exclude frozen food and long-shelf-life products from mandatory compliance.

The Public Health Council, after a hearing to consider amendments last December, promulgated the modified regulation in March. It is required, largely as a formality, that the rules be published in the State Register before they can take effect. With these changes, the only categories still regulated are perishable food, with a shelf life of 60 days or less, and semiperishable food, with a 60-90 day shelf life. The first category has been regulated since July 1979. Regulation of the second is scheduled to go into effect by May 1, 1982.

Replaces 1978 Rules

Gerald Parker, assistant commissioner of public health said the amended version, which will completely replace the regulations passed in 1978, is based on a model open-dating law that has been drafted by the Association of Food and Drug Officials.

He pointed out that the AFDO model law spells out "what they would like to see as a uniform code throughout the country."

At the December hearing, a representative of the Grocery Manufacturers of America proposed revision of the state rules according to the AFDO model.

Parker said the amended version also is based on other suggestions submitted at the December hearing by GMA, the American Frozen Food Institute and the Massachusetts Consumers Council.

The original rules stipulated only that food with a shelf life longer than 60 days be open-dated.

Open dating for frozen and for food with a shelf life longer than 90 days had been slated to become mandatory May 1, 1981, and May 1, 1982, respectively.

If and when time and temperature monitors for frozen food pack-

ages are perfected, the council might be interested in considering some type of requirement of their use, he said.

Sections have been added to the rules, which apply to the exempt categories as well as other types of food. For frozen, the effective date for compliance is December 1, 1981, for long-shelf-life food, May 1, 1982.

Primary Provision

The primary provision, under the heading "product rotation, storage and handling information," requires that anyone who prepackages a food product for sale in the state must provide certain information to retailers.

This includes "whether such product is open-dated; any required or recommended storage and handling condition, (and) information to facilitate the sequential rotation of product inventory, (which) shall be conveyed in a readily understandable form."

Manufacturers of frozen or long-shelf-life products "may mark the individual retail packages . . . with a "sell by" date or "best if used by" date. If they elect to do so, the markings must conform to the regulation.

The decision to exempt frozen food from mandatory open dating was termed "very gratifying" by Thomas B. House, president of AFFI.

Some Less Strict

Sections dealing with the placement and format of open-date information correspond to the original terms in several cases, but portions have been changed and made less strict.

For instance, the amendment provides that the date and any recommended storage conditions be placed (printed, stamped, embossed, perforated or otherwise shown) on packages, a package label or a tag attached to the package.

This must be done so that the information is "easily readable and separate from other information, graphics or lettering" and is clearly visible.

The original stipulations were that the date and storage conditions be "in boldface type of contrasting col-

(Continued on page 32)

Open Dating Rule

(Continued from page 31)

or and in letters at least 1/8" in height... except that when the letters are embossed on a can, bottle or plastic container, they need not be in a contrasting color."

In the amended rules, an added "statement of purpose" limits the coverage of the regulations to "food products manufactured for sale outside the Commonwealth of Massachusetts," a stipulation that was not spelled out in the original version.

The section provides that "food products manufactured for sale outside the commonwealth, processed for sale outside the commonwealth or stored for sale outside the commonwealth" be exempted.

Among the other exemptions are two not included in the original rules - "individually packaged food products which are prepacked as components of a larger food item, if the larger food item is identified with a date no later than the corresponding date for any such components" and products weighing less than 1.5 oz.

How Fresh Is "Fresh"?

Consumers are looking for a simple solution to a complex problem when they clamor for open dating on food packages, according to the Institute of Food Technologists. According to a newly released Scientific Status Summary, "Actual shelf life of a food varies with the age and type of ingredients used, the process, the package, and the environmental conditions during distribution and storage. Consumer food storage and handling habits also have a bearing on shelf life, as does the consumer's taste preferences, and his or her own judgment as to how fresh is 'fresh.'"

Many surveys have shown that consumers want open dating on food packages. Many food packages already do show the date they were processed, in code, to help supermarket personnel rotate the stock efficiently and to identify defective merchandise in the event of a product recall. Consumers, however,

have been urging that these codes be expressed in plain English, so that they can be used by the customer to determine a product's freshness - which they judge by the length of time a food package has spent on the way from the processor to the retail shelf.

Setting such dates in real life situations isn't as simple as it might sound, according to the IFT Expert Panel on Food Safety and Nutrition, which produced the Summary. Foods vary in their perishability, and with the conditions to which they are exposed during the long trek from the farm to the market. The food processor has control over those conditions only up to the time the packages are shipped from his plant or warehouse. After that, the responsibility shifts to the wholesaler, retailer and finally to the individual who takes the food home to the pantry shelf.

According to the IFT Expert Panel, the temperature, humidity and mechanical abuse encountered during this transport and storage will affect the actual length of time the product remains "fresh" and nutritious, yet the urging for a single date continues.

Some Criteria

A number of states already require dating information, depending on whether the food is "Perishable," "Semi-perishable," or "shelf-Stable," the IFT said. These categories are based on the rate at which a given food deteriorates and the conditions that affect that deterioration. Milk, eggs and fish, for example, are classified as "perishable," according to the Summary, and most states limit the length of time they may remain on shelves or in coolers. Requirements vary from state to state, however, and the actual temperature in a given cooler or the length of time the food is left outside the cooler will determine whether the product actually retains its high quality for the stated number of hours or days.

Similar considerations also apply to semi-perishable foods such as cheeses, cured meats, some pickled foods and snack foods. Even shelf-stable foods such as canned goods, dried foods, and breakfast cereals

can lose their seemingly imperishable quality if exposed to high temperatures and humidity, especially if their protective packaging is damaged. Printed dates become meaningless under such conditions, even though the "abuse" may not be apparent to the consumer at the time the food is prepared for use.

According to the IFT Expert Panel, three different types of dating systems have been proposed. These include a "pack date," which simply tells when a food was packed and leaves it up to the consumer to decide how long after that date the food is still of high quality. This is the coded date most often used for stock rotation at present.

Sell-by-Date

Many states now require a "Sell By" date, on certain foods, also called the "Pull" date, according to the IFT technologists. After this date, the store manager must remove the package from his regular retail shelves, and either dispose of it (possibly to charitable organizations) or sell it at a reduced price in a segregated part of the store.

"Use-by" dates are also suggested, but these carry the idea that the product is guaranteed to be of high quality until that date regardless of any storage abuse which it may undergo, or that it suddenly becomes unpalatable or even dangerous after that date. This could lead to waste if the food is thrown out on that assumption, the IFT said.

A modification of this system, called "Best if used by" or "Best if used within xx days of date stamped on the package," implies that the food is still safe and usable, if possibly of somewhat lower quality, after that time.

For any of these dates to be meaningful, everyone in the food distribution chain, including the consumer, must be aware of his or her role in preserving freshness and quality, the Summary said. "Like so many other aspects of food and nutrition, safety and high quality is an obligation to be shared among producers, processors, distributors and consumer. Use of open dating will not alter that shared obligation."

77th Annual Meeting Schedule

Sunday, July 12

Board of Directors Meet.
9 a.m. to 1 p.m.
Welcoming Reception,
Dinner Party.

Monday, July 13

8 a.m. Breakfast of Champions for everyone.
Long Range Plan Report.
Golf Tournament.
Tennis Mixer.
Italian Dinner.

Tuesday, July 14

9 a.m. Round Table Sessions
Afternoon committee Sessions
and recreation
Free evening.

Wednesday, July 15

8 a.m. Macaroni Manufacturers Breakfast
9 a.m. Session on Product Promotion, Association Business.
Noon Organizational Luncheon for Board
Free afternoon.
Evening Social and Banquet.

The program of the 77th Annual Meeting of the National Macaroni Association will be the planning of its course for the next five years.

Utilizing the membership need survey of last fall, the in-pitch at the Boca Raton convention and meetings with the Executive Committee, Dr. Stephen R. Holmberg, Associate Professor of Management at the American University, Washington, D.C., will present plans which will include the association's mission statement, formulation of the association's general objectives; planning the program mix and services; determining general resource or financial strategies over the next five years.

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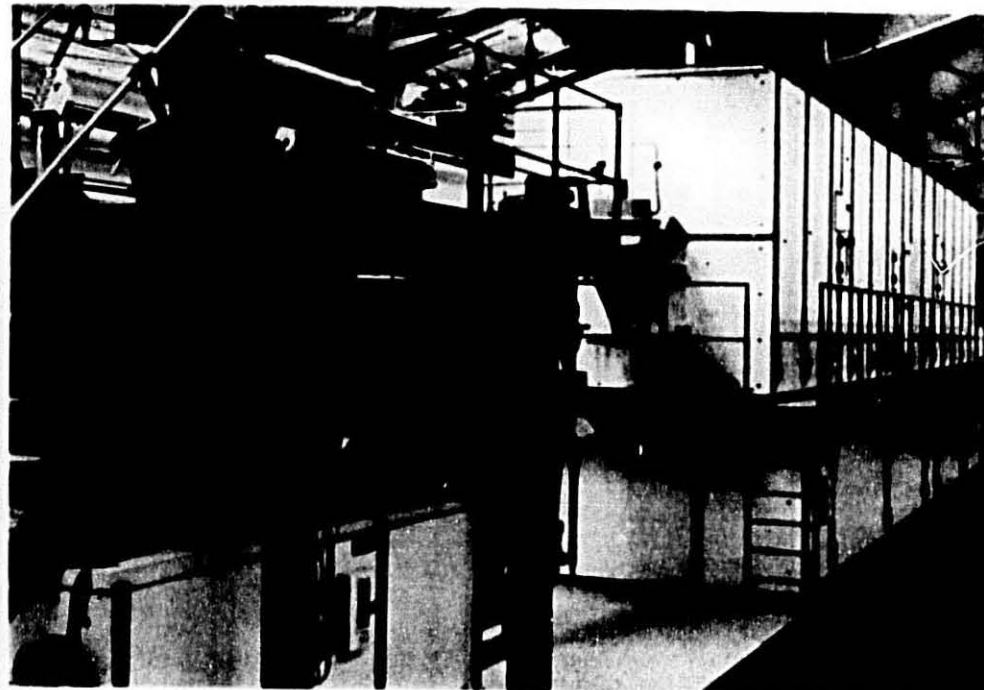
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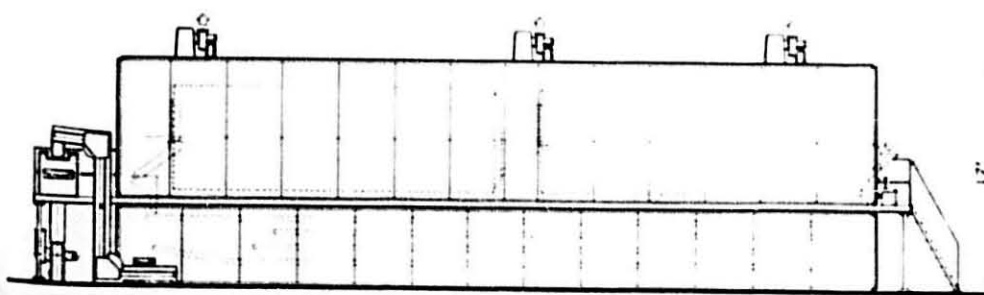
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- 1 Cooling shaker



55'



Thomas E. Drohan

NMMA Convention Speaker

Thomas E. Drohan is president and chief executive officer of Foremost-McKesson, Inc., a major U.S. corporation headquartered in San Francisco, California.

With net sales of over \$3.7 billion, Foremost-McKesson's business interests include foods, distribution of drugs and health care products, chemicals, wines and spirits, and land development.

A native of Massachusetts, Mr. Drohan received a B.A. degree with honors from Harvard University in 1949. Following two years as an officer in the U.S. Army Signal Corps, he joined Best Foods Company in New York as a sales and marketing trainee, and two years later was made national advertising and promotion manager.

Following assignments as Director of Marketing, General Manager of Foremost Grocery Products Division and Marketing Vice President, Mr. Drohan became a Vice President of Foremost McKesson, Inc., which resulted from a merger of Foremost Dairies Inc., and McKesson Robbins, Inc. He was named President of Foremost Foods Company in 1972, in 1974 became a director of the Corporation, in 1978 he became President and Chief Executive Officer of Foremost-McKesson, Inc.

Foremost McKesson Shows Improved Results

Foremost-McKesson, Inc. set new highs in revenues and operating profit for the fiscal year ended March 31, 1981. This marks the fifth consecu-

tive year of improved performance, and the first year in which revenues topped the \$4 billion mark.

In making the announcement, Thomas E. Drohan, president and chief executive officer, said that the final quarter of the fiscal year also marks the nineteenth consecutive quarter in which earnings from continuing operations exceeded those of the comparable quarter the previous year.

Revenues for the fiscal year rose 13% to \$4,153,345,000 from \$3,691,180,000. Income from continuing operations was up 19% to \$69,255,000 from \$58,257,000; earnings per share on a fully diluted basis from continuing operations increased 16% to \$3.85 from \$3.31. Net income for the year was up 4% to \$69,255,000 from \$66,778,000. Fiscal 1980 results include gains of \$8.5 million, or 51 cents a share from discontinued operations, principally from the sale of the company's commercial and industrial land development assets.

Fourth quarter results reflected the year's strong performance. Revenues for the quarter rose 12% to \$1,064,722,000 from \$947,955,000 and income from continuing operations increased 26% to \$16,810,000 from \$13,303,000 a year ago. Earnings per share from continuing operations for the fourth quarter were up 22% to 93 cents from 76 cents and net income for the quarter jumped 39% to \$16,810,000 from \$12,108,000.

"For the full year, operating profit increases in excess of 20% were posted by three of the company's principal operating groups," Drohan added. The Drug & Health Care Group reported a 26% improvement, the Foods Groups 25%, and the Chemical Group 23%. The Wine & Spirits Group showed a 14% improvement in operating profit.

Commenting on future prospects, Neil E. Harlan, chairman of the board and chief financial officer, said that the company's strategy for the five-year planning period ending 1985 will have as its first priority "growth in our current or closely related businesses". Harlan said that the specifics of the new five-year business plan will be announced in June.

Records for Hershey

Hershey Foods Corporation announced consolidated record sales

and earnings for the first quarter ending April 5, 1981. Net sales were \$383,241,000 compared with \$371,759,000 for the first quarter in 1980. Net income for the quarter was \$11,133,000, or \$1.49 per common share, compared with \$13,253,000, or \$1.44 per common share, for the same quarter last year.

"The business surge which began in the fourth quarter of 1980 carried over into the first quarter of 1981," said William E. C. Dearden, vice chairman and chief executive officer. "In particular, unit volume growth achieved by Hershey Chocolate Company contributed significantly to the Corporation's sales increase over the first quarter of 1980. Major gains were posted for chocolate and confectionery items across the board, with the standard bars, the new Big Block items, Hershey's Kisses, Y&S licorice products and specialty confections showing particular strength in this period.

"Friendly Ice Cream Corporation achieved increased sales and earnings which were due in part to favorable weather conditions during February and March which resulted in higher store traffic," Dearden continued. "In addition, the restaurant modification program continues to have a positive impact on Friendly's results. All other divisions also performed well and contributed to the record first quarter results.

Strong Six Months

"During the past six months, business was unusually strong. It is questionable whether the gains achieved during this period can be expected to continue at the same rate in view of the uncertainty of general economic conditions and the lingering effect of the 1980 drought on the availability and cost of peanuts and durum wheat. However, we are optimistic that 1981 will be another good year, and while we fully expect to achieve our objectives for 1981, our performance must be viewed within the context of the year as a whole," Dearden concluded.

The Board of Directors of Hershey Foods Corporation declared a regular quarterly dividend of \$1.40 per share on the common stock. The dividend is payable on June 15, 1981, to stockholders of record May 26, 1981. It is the 208th consecutive regular dividend.

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Summer Salads

(Continued from page 3)

mustard and onion. Another combines macaroni with kidney beans and grated cabbage in a sweet and sour dressing.

Spaghetti and Cheese

Spaghetti and cheese salad is a real surprise. Processed cheese and bacon spread mixed with celery, parsley and mayonnaise is a brand new way to enjoy spaghetti, salad style. Noodles and tuna come forth in a salad mixed with lemon juice and pimiento stuffed olives.

Mix and match to your culinary content using these recipes as a guide. Remember pasta salads are a nourishing way to please family and guests at meal time. Utilize them to the fullest by adding meats, fish, poultry, cheese and vegetables left from previous meals. It's a valuable tip in stretching the food budget, and at the same time know you are serving nutritious food. Complemented with complete protein foods, pasta is an excellent protein source. It contains the B vitamins - Thiamine, Riboflavin and Niacin in addition to Iron.

Classified as a low fat, low sodium food, pasta is easily digested. The carbohydrate content gives us energy.

Quick Chicken Salad (Makes 4 servings)

- 2 cups elbow macaroni (8 ounces)
- Salt
- 3 quarts boiling water
- 1 1/2 cups diced cooked chicken
- 1 package (10 ounces) frozen mixed vegetables, cooked according to package directions
- 1/2 cup chopped parsley
- 1/4 cup sweet cucumber pickle slices, chopped
- 1 teaspoon minced onion
- 1/2 cup mayonnaise
- 1 tablespoon pickle liquid
- Pepper

Gradually add macaroni and 1 tablespoon salt to rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Rinse with cold water; drain again.

Combine macaroni, chicken, vegetables, parsley, pickles and onion in medium bowl. Add mayonnaise and pickle liquid; gently stir to mix well. Season to taste with salt and pepper. Refrigerate until thoroughly chilled.

Zoe Coulson Joins Campbell Soup

Campbell Soup Company has announced the election of Zoe Coulson to the newly created corporate posi-

tion of vice president - consumer services.

Ms. Coulson, a recognized authority on consumer markets and products, is currently director of the Good Housekeeping Institute. She supervised the publication of the Good Housekeeping Cookbook and the Good Housekeeping Illustrated Cookbook.

At Campbell, Ms. Coulson will represent the consumer point of view in product development, product quality assurance and consumer marketing programs. She will have management responsibility for consumer-related marketing services including the Campbell Food and Nutrition Center, the Microwave Information Center, consumer communications, product publicity, and will represent the Company in communicating with its various consumer publics. She will report to Herbert M. Baum, Campbell's vice president - marketing.

Ms. Coulson joined Good Housekeeping magazine in 1965 as food editor. Previously she worked as an editor of a Donnelly/Dun & Bradstreet educational publication and with the Leo Burnett and J. Walter Thompson advertising agencies. She is a graduate of Purdue University and serves on the Board of Governors of Food Update, the Food and Drug Law Institute. She is also a member of the American Home Economics Association and the International Microwave Power Institute.



Buitoni Concludes Union Contract with Local 102

Buitoni Foods Corporation management and the company's 300 factory workers, members of Local 102 of the Bakery and Confectionery Workers International Union of America have reached agreement on the new union contract, effective through November, 1-83. Present at the contract signing at Buitoni Foods South Hackensack, NJ offices were (seated left to right): Angelo Aquilino, business agent, Local 102; Carmine D'Angelo, president, Local 102; Manus M. Goss, Buitoni president; Charles D'Angelo, recording secretary, Local 102; Iralda Zisa, shop steward; (standing left to right): Fernando Frezza, Buitoni operations director; Carol Hartmann, Buitoni personnel supervisor; Roger Terry, Buitoni vice president-operations; Bill Schwerin, shop steward; and Pacquale Magarelli, shop steward.

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