

**THE  
MACARONI  
JOURNAL**

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**January, 1959**

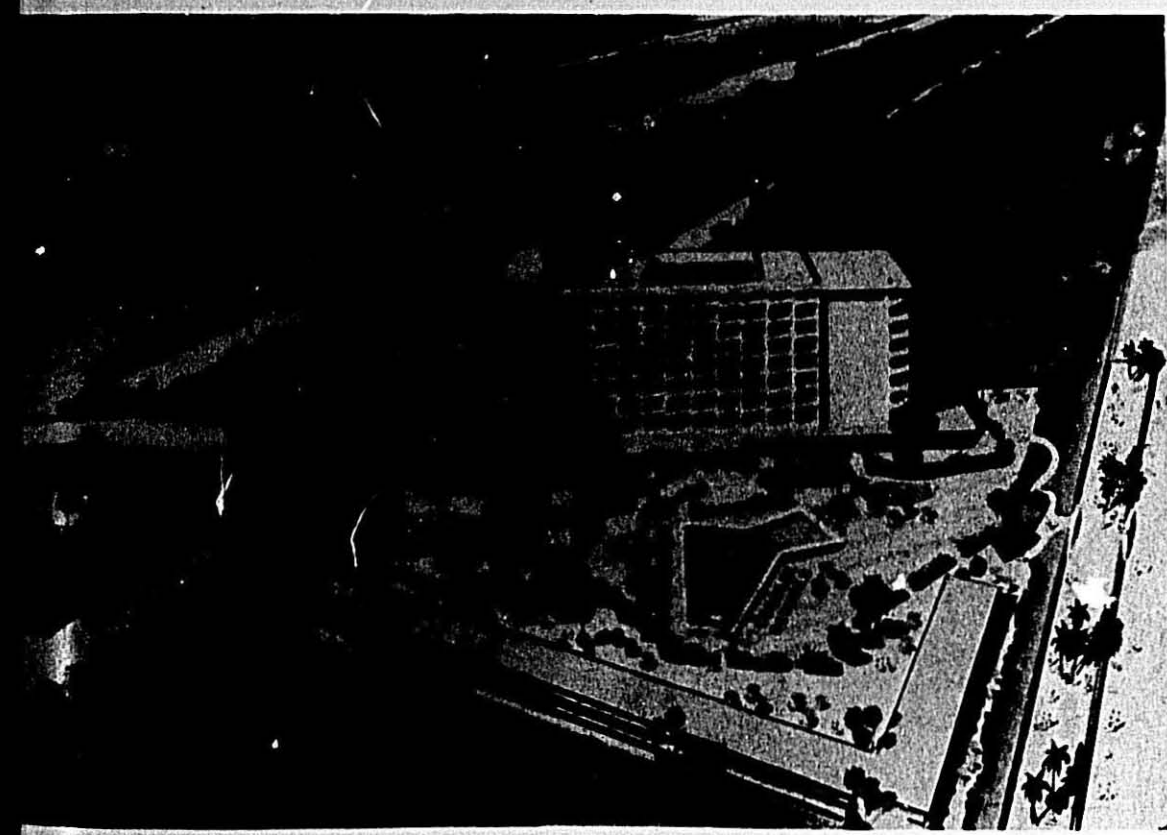


Macaroni  
Journal

OFFICE OF THE  
NATIONAL  
MACARONI MANUFACTURERS  
ASSOCIATION



JANUARY, 1959



HOTEL DIPLOMAT, HOLLYWOOD, FLORIDA

NATIONAL MACARONI MANUFACTURERS ASSOCIATION

Management Seminar: Developing Executive Skills

JANUARY 20 - 21 - 22, 1959



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Farmers Union Grain Terminal Association

MILLS AT RUSH CITY, MINNESOTA

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# The MACARONI JOURNAL

January, 1959  
Volume 40, No. 9

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## Cover Photo

This is the year of the Diplomat — the new hotel with Florida flair. It will be the scene of the N.M.M.A. Winter Meeting, a Management Seminar, January 19-20-21-22.

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January, 1959

THE MACARONI JOURNAL

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## Program Plans

Management Seminar — Developing Executive Skills  
Hotel Diplomat West, Hollywood, Florida — Jan. 20 - 21 - 22

**D**EVELOPING Executive Skills will be the subject discussed at three morning sessions of the Winter Meeting of the National Macaroni Manufacturers Association. This national convention will be held at the new Diplomat West Hotel, Hollywood, Florida, January 19-20-21-22, 1959.

On Monday, January 19, the National Macaroni Institute Committee will meet at breakfast to review current projects and plans for 1959.

The Board of Directors of the National Macaroni Manufacturers Association and the National Macaroni Institute will meet at 10:00 in the morning on Monday with a full work schedule planned to review committee reports and to set up plans and budgets for the coming year.

A briefing session is planned for seminar leaders at dinner Monday evening. This will afford them an opportunity to coordinate their ideas and make a trial run in preparation for the important discussion periods.

### Opening Breakfast

The convention will officially open at breakfast Tuesday morning, January 20. The durum millers will be hosts at breakfast and will present Howard Lampman, director of the Durum Wheat Institute, with their new quantity recipe cookbook for macaroni products. This is a collection of favorite macaroni dishes at well-known restaurants around the country.

Mr. Joseph Schensul, president of the National Restaurant Association, will comment on the book and make brief remarks on "Opportunities in the Restaurant Market."

The Management Seminar begins at 10:00 a.m. Tuesday. Horace P. Gioia, Association President, will handle the questions, "What Is a Manager? How Does a Manager Manage?" As a part of his introduction to the subject matter he



Convention plans are set by executive secretary Robert M. Green, vice-president Emanuele Ronzoni, Jr., immediate-past-president Lloyd E. Skinner, and president Horace P. Gioia.

will incorporate a brief report on Association and Institute activities.

"Sound Organization: Keystone of Management Development" will be outlined by Colonel Thomas A. Cuneo. He will show the organization chart of a typical macaroni operation including management, production and sales. With his military experience Colonel Cuneo knows the principles of the chain of command.

Albert J. Ravarino will review the idea of executive standards of performance, considering how large a company has to be to make such yardsticks worthwhile, and whether it has application for the average macaroni concern.

"The Problem of Company Climate" will be reported on by Lee Merry of General Mills. D. E. Balch, personnel director of that company, wrote the chapter on this subject in the American Management Association text to be used in the seminar, "Developing Executive Skills: New Patterns for Management Growth."

The presentations will be made to encourage discussion and exchange ideas in open forum on how to develop most effective management.

### Golf Tournament

A golf tournament is planned for Tuesday afternoon on the Diplomat Country Club course. Facing a waterway, the country club is one of the most modern and delightful in the country. Cary Middlecoff is pro on the golf course. Fred Peary is pro of six fine tennis courts that the Diplomat offers. Swimmers can dip in the ocean or in one of the three Diplomat pools.

A major social function is scheduled for Tuesday evening with the traditional Rossotti Spaghetti Buffet.

### Labeling Meeting

A breakfast meeting is scheduled for Wednesday morning to consider the proposal of the North Dakota Farm Bureau for legislation on labeling the percentage of durum and percentage of hard wheat in macaroni and noodle products. George Mikkelsen, immediate past president of the North Dakota Farm Bureau, will be on hand to represent the durum growers and to present their views.

Seminar sessions on *Tools and Techniques in Developing Executive Skills* start at 10:00 a.m.

The first subject on the second morning session will be "The Superior's Responsibility Toward His Subordinates," to be led by Nicholas Rossi.

"Communications" — how the flow of ideas and information on policies, operational data, and general interest move from management to various departments

(Continued on page 26)

Evening event at pool-side of the Diplomat West.



## The Challenge of Leadership

Excerpts from the address of Paul S. Willis at the Golden Anniversary Meeting, Grocery Manufacturers of America

IN 1908, our food business totaled \$7 billion. By 1939, some twenty years later, this volume totaled \$16 billion.

From there on we really moved forward. In seven years, from 1939 to 1946, the business more than doubled to a total of \$40 billion. By 1957 it reached \$71 billion, and it will probably exceed \$75 billion in 1958. This has been truly a fabulous growth. We expect this growth to continue and that by 1965 it will reach \$100 billion.

The food industry is now America's largest business, next to our government.

Just as the business has grown in dollar volume, so has it grown in the number of available items. An average grocery store in 1908 stocked about 500 items. In 1939, it stocked some 1,000 to 1,500 items. This compares with 5,000 to 8,000 in today's super markets, depending on the size of the store.

Where have most of these 8,000 items come from? They have come out of the research laboratories of our manufacturers who are investing over \$100 million annually in research work.

There have been many other progressive changes . . . changes in methods of distribution, type of stores, packaging, transportation and so on. Modern distribution systems have reduced wholesale and retail operating costs by more than 50 percent in some cases, and at the same time have improved services all along the line.

### Industry Leadership

Many things have contributed to the growth of this industry. Foremost is the fact that our leadership all along the line from farm to table is made up of people who are imbued with a wholesome spirit of "restless dissatisfaction." They are constantly looking for ways of doing things better and searching for new things. That is why ours is such a dynamic industry.

This growth has also been stimulated by population increase from 88 million people in 1908 to 175 million in 1958; by the national income increase from \$22 billion in 1908 to \$352 billion in 1958; by research, new products, improved old products, new uses, convenience and ready-to-serve foods, built-in kitchen service, great variety and large numbers of available products, more and better advertising and promotions, more effective merchandising, consumers' greater understanding and appreciation of the value of good eating, better trade relations, and, of course, the modernization of plants and improved over-all management operations.

To all of the above, we must quickly add as a very important contributing factor the efficiency of our wholesale and retail distribution facilities and the beau-



PAUL S. WILLIS

tiful super markets with their large assortment of offerings, attractively displayed, and where consumers have the freedom of choice to select the brands and products they like to buy.

Spurred on by foresight and imagination, the grocery manufacturers of this country have courageously invested millions of dollars year after year in research, looking for new products, and ways of improving the old ones. They have invested millions of dollars in advertising, year after year, to promote the people's understanding and acceptance of their products.

They have spent millions of dollars, year after year, promoting a better public understanding and appreciation of the value of nutrition and better eating.

### Profit Motive

It stands to reason that the manufacturers must find a way of ultimately recapturing the money they have invested in research, market testing, advertising and promotions from the sale of their products. So, if at times the price of the manufacturer's advertised product is higher than the price of an imitation item, usually the imitator has made little or no investment in research to create the product, or in advertising to create a consumer demand for it. He has simply copied the product as best he could and cashed in on the efforts and investment of the innovator. It is a good thing we have manufacturers with a pioneering spirit and forward look, for without their

tremendous efforts and investment in research for new products, and advertising and promoting them, present-day stores would probably be stocking some 2,000 to 3,000 items, instead of 8,000. And our total food bill would probably be near \$40 billion annually instead of \$75 billion.

The food industry is certainly the brightest spot in our economy. It has maintained a steady growth even through the past two years, when such major industries as steel, automobiles, textiles, etc. had their slumps. Because it is the largest and most stable industry, with nearly one out of every three working people getting a part of the food dollar, it must, therefore, be considered the "leadership industry." For years, the economic condition of this country was largely measured in terms of how well the steel industry and the automobile industry was doing. The state of their business condition is seemingly no longer a representative barometer. For, as stated, they have gone through a two-year period of recession while our total economy continued to expand, and the food industry has gone right along with it.

### Great Potential

Even though we have enjoyed this fabulous growth, we foresee an even greater growth potential in the years ahead, and our manufacturers are especially well equipped to capitalize on this great potential. They have a strong "know-how" management; they understand and believe in research, in training employees, in keeping their plants modernized, in creating and promoting new products, and in improving and finding new uses for old ones. They are well experienced in advertising and marketing and are willing to take business risks. They enjoy a fine relationship with agriculture, with the various publics, with all communications media, food editors, radio-TV women's organizations and so on. And, of course, of tremendous value is the fine relationship between manufacturers and distributors which enables them to work together in planning for more efficient and economical ways of distribution.

While the future holds great opportunities, at the same time management faces some real challenges in order to maintain this industry's leadership.

As we grow larger, we naturally come into more and more competition with other industries for the consumer dollar, and these industries are competing more vigorously than ever. This puts the spotlight on one of our most important challenges—namely, pleasing the consumer. We need to please her better, we need to

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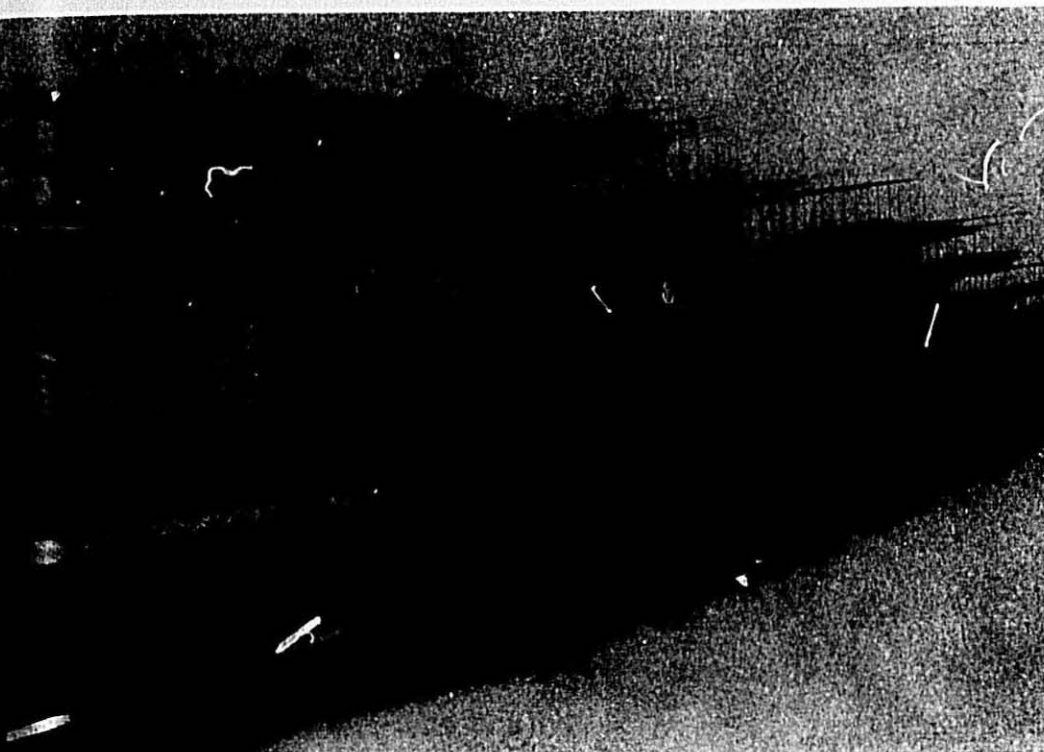
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## Minneapolis Meeting

THE Glenn G. Hoskins Company held a meeting of their midwestern clients and durum mill representatives at the Nicollet Hotel in Minneapolis November 19. The purpose of the meeting was to review the aims of the Hoskins new food technology laboratory and to determine what product research is needed.

### Standards Needed

After reviewing processing difficulties with last year's sprout damaged durum crop, Charles Hoskins stated that quality standards were needed for (1) cooking attributes, (2) qualities for proper processing in the factory, and (3) color. He stated it is his opinion that the importance of color has been exaggerated.

Having just returned from Europe, he observed that the French cook macaroni to be quite tender; the Germans use eggs in all products to give them good consistency; the Swiss put eggs in about half of their products; the Italians use no eggs but cook the macaroni to a firmness that has a resiliency that is almost rubbery, but not doughy. It was his conclusion that with high per capita consumption in these countries, the Europeans must have a better grasp of cooking qualities than Americans do. He suggested that tests for cooking quality might include (a) water absorption; (b) a test for disintegration—how much sloughs off; (c) consistency of the product—its hardness, softness, springiness; (d) taste and odor. In processing, there would have to be standards for good physical dough properties with proper characteristics in going through the press and dryer.

In a statement following the meeting, the Hoskins Company proposes to set up their research program by having clients send samples of actual raw materials along with finished goods made from these raw materials for analysis. Samples would be tested for moisture, ash, protein, particle size, farinograph evaluation of quality, diastatic activity, an objective scientific cooking test and an organoleptic evaluation or eating test. In addition, spot checks will be made of such properties as gluten quality, analysis of residue from cooking, grit, specks, investigation of the value of the extensograph. Clients would receive reports promptly on the results of the individual tests, and the general data would be compiled into a statistical record so it could be viewed comparatively with the products of others.

### Matweef Test

Reference was made to the Matweef test, a French technique reported to be able to sense the difference between durum wheat and other wheats in macaroni products. The principle of the method concerns itself with the presence



Group at lunch at the Nicollet Hotel.

of certain sterol compounds in ordinary hard and soft wheat flours and the supposed absence in durum wheat. Difficulties in translation and in initial operations have not produced conclusive results to date, so the food technology laboratory is continuing its study of the method.

### Breeder's Concern

Dr. Rae Harris of the North Dakota Agricultural College, Henry Putnam of the Northwest Crop Improvement Association, and mill representatives were interested in knowing where the macaroni industry wants emphasis in plant breeding. They pointed out that the plant breeder must not only put the desirable macaroni processing characteristics into the durum variety but must have color for marketing, and growing characteristics of high yield and easy handling for the farmer. The mills pointed out that there isn't much they can do after a crop is grown, and that there is no control over climatic conditions or over the variations that will come from various sections of the durum territory in any given crop year. They attempt to give the best milled product available at the best price possible with uniformity and quality controlled by competition.

### Durum Supplies

In discussing the situation on durum supplies, Lee Merry of General Mills reported that the United States Department of Agriculture carryover on July 1 was 27,000,000 bushels with 17,000,000 bushels owned by the Commodity Credit Corporation. This leaves a free wheat balance of 10,000,000 bushels. This added to the 1958 crop of 22,000,000 bushels gives a total supply outside of government stocks of 32,000,000 bushels.

Estimated usage during the coming crop year indicates a mill grind of 26,000,000 bushels. Two million bushels are needed for seed, and 2,500,000 bushels will go to cereal, feed and other uses. Estimated durum usage totals 30,500,000

bushels, and leaves an estimated balance of 1,500,000 bushels before adjustments. It must be recognized that 100% of any crop does not come to market, and it is expected that between 10 and 15% of this year's durum crop will remain on the farms and in the country elevators. Many large farmers hold back a two years' seed supply and there are always small stocks in many farm bins and country elevators that will make up the balance of the total. This is estimated at 2,500,000 bushels.

It is expected that the government will have to make an adjustment of its carryover figure listed at 27,000,000 bushels. It is generally recognized among the grain trade that this figure is too high, that there is not that much grain available. This adjustment is expected to cover an over-statement of estimated production for the past several years and may amount to 4,000,000 bushels.

With these adjustments of 2,500,000 bushels in stocks and 4,000,000 bushels in estimated error in government carryover figures, there is a total of 6,500,000 or an adjusted deficit of 5,000,000 bushels.

This deficit of 5,000,000 bushels of "free" durum is approximately 20% of the mill grind. This 5,000,000 bushels will have to be purchased from government-owned stocks at 105% of the government loan price, plus accrued charges, or the market, whichever is higher. The condition of durum in storage was reported good but is really an unknown quantity.

### Impounded Durum

Phil Von Blon of International Milling charted the cost of impounded durum, showing that the gross loan throughout the coming year will be \$2.50. The government selling price will rise steadily from July 1, 1958, to the end of June, 1959, from a figure of \$2.40 to \$2.50; then it will drop back to the \$2.40 figure.

(Continued on page 21)

There is something special  
about Macaroni products made from

*King Midas*

Let's have "something special" is the phrase that is heard more and more often from New York to L. A. Let's have a different kind of meal—but with lots of appetite and health appeal. Let's have a meal that satisfies all the family all the time.

Everyone knows that macaroni products are economical—but do they know that they can be "something special" dishes too. They meet all the requirements of big-family budgets to the most exacting taste of the gourmet. To obtain that "something special" in your products use the finest—use King Midas.



*King Midas* DURUM PRODUCTS

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## Planning Your Marketing Operations for 1959

Excerpts from an address given by James O. Peckham, A. C. Nielsen Company, at the Golden Anniversary Meeting of the Grocery Manufacturers of America



JAMES O. PECKHAM

SINCE our annual meeting last year, we have been through a well-publicized recession and now seem well out of it, with consumer disposable income at a new high and with grocery store dollar sales to consumers showing a strong 7% increase thus far during 1958—well in line with the 1956 gain of 7% and the 8% increase for 1957.

While all of this speaks well for the economy, there is one phase of the situation that I believe is somewhat disturbing. I refer to the growing spread between the trend of consumer disposable income and grocery store dollar sales. Past experience indicates that the grocery store dollar sales gain between 1958 and 1957 would be much less than the actual figure of 7.3%, in view of the fact that consumers' disposable income between these two years increased less than 1%.

Can this marked divergence in trend be due to the growing importance of health and beauty aids, nylon stockings, housewares and other products of this type in the grocery store picture? This is only part of the answer because a list of 75 food store commodity groups, not subject to the influence of these additional sales, shows practically the same trend.

Is the spread due to price increases resulting from inflation plus the consumers' tendency to trade up to higher quality and more convenient products bearing a higher price tag? Only partly, since indicated tonnage figures also show an increasing spread between consumer disposable income and sales.

This suggests a pinch of caution in looking ahead to 1959—a suggestion highlighted by the most recent report showing a year-ago increase in grocery store sales of only 4% for the 60 days ending October 1—the smallest in more than a year.

### Competitive Brand Situation

Let's see what happened to the competitive position of individual brands during the past year. We're dealing with changes in share of market here rather than with changes in actual sales volumes. If Brand A, for example, had 10% of the market in 1957 and 12% in 1958, we say that its franchise or share of market increased two percentage points on the original ten for an over-all competitive gain of 20%. On the other hand, if Brand A declined to 9% of the market, we say that its franchise declined one point in ten for an over-all competitive loss of 10%.

We determined this percent of change in competitive position for each of 150 advertised brands of food store products selected at random—that is, without regard for size, reputation, trend, or performance. We then asked each of the 42 Nielsen service officers and account executives to list the basic factors that, in their opinion, applied to the performance of those brands in which they were particularly familiar through day to day experience. We call this the *Box Score of Competitive Gains and Losses* for 1958.

We had a small balance on the favorable side, with 85 brands or 56.8% holding or gaining competitive position versus 65 or 43.2% showing losses. The 32 brands listed as showing no competitive change ranged from -3% to +3%, anything within these limits being considered too small to indicate a trend one way or the other. Losses for each individual brand ranged from -4% to -40%, with a median figure of -11%. The individual gains among the 53 brands in this group ranged from +4% to +214%, with a median figure of +13%.

### New or Improved Products

What are some of the basic factors back of this progress and how frequently does each factor appear among those brands showing increases in consumer franchise?

The reason most frequently given for increased consumer franchise is "New or Improved Product"—a decisive factor in 34% of the brands. I stress the word "decisive" because many of the other factors that favorably affect brand performance such as broadened brand distribution, materially increased advertising, fundamental changes in advertising appeal, trade deals and consumer promotions, normally go right along with the marketing of a new or improved product, thus producing an overall impact of great intensity that sweeps everything before it.

By "new and improved products" we mean any new brand or an improved version of a present brand that incorporates some fairly substantial added value that

### Box Score of Competitive Gains and Losses

150 Nationally Advertised Brands		
		Median Change '58 vs. '57
Brands with Competitive Losses	65	43.2% -11%
Brands with no Comp'tive Losses	32	21.4% 0
Brands with Competitive Gains	53	35.4% +13%

the consumer can recognize fairly readily. Unless this condition is met, the new or improved product will have only a temporary success and at a very high marketing cost at that.

New brands with something different to offer the consumer or distinctly improved versions of brands already on the market can pay tremendous dividends to all concerned provided they are properly and adequately marketed. For example, our *Box Score of Competitive Gains and Losses* indicated that brands meeting this definition had a median competitive gain of 63% during 1958 as compared with a median gain only 13% for the entire group. Furthermore, since more than half of the new brands in this group can be classified as premium brands with added consumer values of sufficient importance to command a higher price than most of the advertised brands with which they compete, the effect has been to expand the dollar market for the commodity groups in which they were introduced and not merely to take business away from competition.

### Long Term Favorable Trend

Now, let us outline the relative importance of those factors contributing to the growth of brands that did not have the advantage of a new or improved product appeal. Right up at the head of the list we find the factor of "Continued Long Term Favorable Trend" applying to 17% of the brands with competitive progress. A close inspection of the individual brands included in this group rather clearly indicates that the product itself plus a substantial assist from the factors of "Materially Increased Advertising" and "Fundamental Change in Advertising Appeal" is the most important consideration here. Most of the brands on this list are leaders in their respective fields, over half of them have made substantial improvements in taste and convenience of use during the past few years, one-third have made some fundamental change in advertising appeal over the same period of time, and another third have materially increased their advertising expenditures.

### Basic Factors Affecting Competitive Gains

Per Cent of Brands with Competitive Gains	
1. New or Improved Product	34%
2. Continued Long-term Favorable Trend	17%
3. Broadened Distribution, Added Sizes or Flavors	17%
4. Broadened Brand Distribution	13%
5. Trade Deals	13%
6. Materially Increased Advertising	13%
7. Consumer Promotions	11%
8. Fundamental Change in Advertising Appeal	9%
9. Better Sales Set-up, Cultivation of Large Outlets	9%
10. More Favorable Price Differential, Regular Merchandise	9%
11. Basic Price Appeal	4%

It is also interesting that only one of them has employed consumer promotions to any considerable extent.

### Broadened Distribution

The factor of "Broadened Distribution," either for the brand as a whole or for added sizes and flavors, looms up as a substantial ground gainer for 30% of the brands—almost as much as the factor of "New or Improved Product." Broadened brand distribution generally applies to certain strong sectional brands that are widening their marketing areas. As a matter of fact, there are a fairly large number of strong nationally advertised brands with territorial distribution weaknesses that might also seriously consider well-integrated sales and advertising campaigns designed to increase distribution in weak areas. Except for a few instances of differences in territorial tastes or custom, the continued success of a brand in the areas where it does have distribution provides one of the best guarantees of product acceptability by consumers in the weaker territories. A number of companies are already surveying this situation very carefully.

While broadened distribution of added sizes or flavors has proven itself to be a substantial factor in the case of 17% of the brands gaining competitively during 1958, it should be pointed out that these instances represented cases where the additional sizes or flavors answered a real need or desire on the part of the consumer. Unfortunately, it is also true that there are too many other instances where the added size or flavor contributes virtually nothing to the brand's franchise or the distributor's sales volume other than a temporary increase while consumers are initially stocking the product. Such business as may be obtained by the added new size or flavor ultimately results in lower sales for the original sizes or flavors of the brands.

Thirteen percent of the brands were reported as using trade deals effectively in achieving gains in competitive position. These trade deals refer to a special allowance made to all customers over and above the regular cooperative advertising and/or display allowance and generally tied in with some kind of a feature. Where trade deals are based on the quantity sold or delivered by the distributor rather than on the amount bought, somewhat similar to a count and recount operation, they can be quite effective. They also have the advantage of giving the distributor considerable latitude to the extent to which the extra allowance should go for a temporarily reduced price, additional advertising, featured display in the store, etc.

### Consumer Deals

Consumer promotions continue to be employed to a considerable extent by manufacturers of established brands despite the fact that our *Box Score of Competitive Gains and Losses* only credits 11% of the brands with using them effectively in increasing share of market. Even here, an examination of the individual brands leads us to believe that the gains in competitive position are only temporary.

In general consumer price promotions on anything other than new brands or brands with marked product improvement (1) load regular customers with cut-price merchandise at the expense of future sales; (2) produce only temporary gains; (3) result in progressively smaller temporary gains as promotions are repeated; (4) will not stop a declining sales curve.

Furthermore, these promotions are now so common that we have noticed many instances where even temporary gains are lacking entirely or are barely noticeable.

While consumer deals or price promotions on established as differentiated from new or improved brands do not provide much aid and comfort to a manufacturer, they do give an alert distributor an opportunity to increase retail sales, particularly if the promotion is on a brand with a substantial following. Since Mrs. Consumer frequently shops in more than one store per week, a store providing effective backing for the promotion has a good chance of securing added business from stores which do not adequately feature the consumer offer.

### Sales Force Factor

Increased sales position of 30% of the brands is credited to broadened distribution, add the 9% where the factors of better sales setup and cultivation of large outlets appear, and then give partial credit at least, to the sales force for properly executing trade deals and consumer promotions in an additional 21% of the cases. Finally, the successful introduction of a new or improved product is to a large extent dependent upon having a well-trained sales organization. The sales force is thus an important factor—65%

of the basic factors affecting competitive gains.

The major reason for loss of brand position is *Competition from a New or Improved Brand or Form*—a factor accounting for 46% of the brand losses. The unfortunate part of this situation is that, once the new brand hits the market, there is very little the manufacturer of the established brand can do about it except keep up his efforts and wait it out. If the new competing brand is a flash in the pan, the established brand will come out stronger than ever, and indeed this has happened in a few instances. On the other hand, if the new brand is a winner, the established brand will almost inevitably lose share of market regardless of any counter-measures it may take in the form of consumer promotion, increased advertising, intensified sales work, etc. And unless the manufacturer of the established brand takes immediate steps to improve his own product, the day is not far off when he will lose sales volume as well.

The only safe defense is to improve your own brand before your competitor forces you to do so. The best time to plan this improvement—lead time for changes in manufacturing being what it is—is while your brand is enjoying strong gains in competitive position. Considerable care should be taken, however, to make sure that your present customers—as well as those you hope to get—will accept your improved product. We found that 6% of the brands improved themselves right out of the market! Carefully conducted sales tests are the answer here, together with enough advance planning to make such tests possible.

The situation is only slightly different when the competition is from a new form of the product or perhaps from a different but related product classification. If your analysis indicates that the new form or related product classification is going places, we suggest the advisability of joining the trend with your own version as soon as possible rather than relying entirely on your present brand. From a marketing standpoint, most manufacturers seem to treat this new product form or type exactly as they would an entirely new brand, even though the same brand name may be used.

The second most important factor contributing to competitive losses is a *Continued Long-Term Unfavorable Trend*—a situation that applies to 23% of the brands losing competitively. Here, again, product seems to be the chief culprit. Either the product is still unsuited to new conditions or was changed so late in the day that the customer just can't believe it's now just as good as the best. This holds true sometimes even when her physical senses tell her that there is no longer any difference.

### Competitive Prices

*Competition from Price Brands* is listed as a contributing factor to lost position by 17% of the brands. Although this is

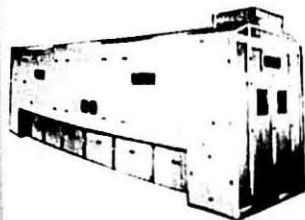
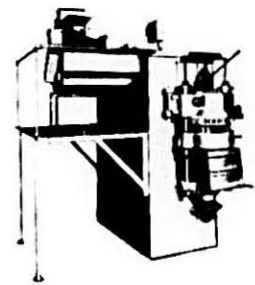
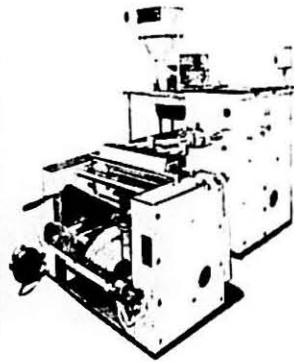
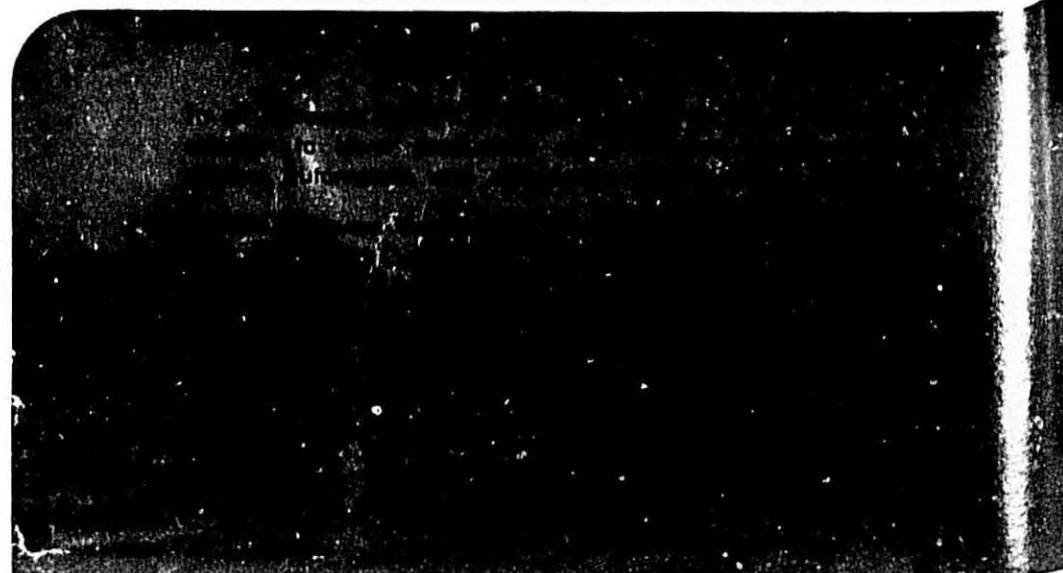




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the villain most frequently cited as a primary cause of competitive losses, our analysis shows it to have only about one-third the importance of *Competing New or Improved Brand or Form of Product*.

The situation where the price differential against advertised competition becomes less favorable, total 21%; it should be noted, however, that almost half of this is a self-induced reaction from the brand's own consumer promotions and hence could be avoided by changes in marketing strategy.

**Unfavorable Price Differential Due to Size or Type of Package** generally occurs when a well-established brand, marketed in only one size or type of package, is faced with competition from a somewhat smaller size of a competing brand—at a lower price, of course. If the growth of the competing brand is such to indicate that a substantial number of consumers favor this size or form of package, you'll have to add it to your line if only from the standpoint of protecting your own established brand.

Where product characteristics rather than marketing techniques are paramount, this accounts for 57% of the total number. The price situation accounts for 34% of the total number. Inadequate promotion comes in for 4%, leaving only 4% for sales effort. Based on this analysis, it would appear that while the sales force is a prime factor in securing competitive gains, there is very little it can do to avoid competitive losses. Here, again, the best defense is a strong offense—based on a sound product and the best advertising and marketing talent available.

#### Store Size Situation

How should today's sales force be organized and directed in order to secure maximum effectiveness in applying the basic factors contributing to competitive gains? Some of you will recall that two years ago 70% of the grocery-combination store business was accounted for by only a little more than 50,000 outlets as of 1954 and approximately 47,500 as of 1956.

I've recalculated this as of 1958 and now find that the number of stores required to do 70% of the business is down to 44,500—approximately 12% of the stores.

This constantly increasing importance of these larger outlets—corporate chain, voluntaries, cooperatives, and independent operators—only serves to give added emphasis to the importance of checking your sales and marketing policies against the needs and conditions faced by these customers. Here are some of the questions that readily come to mind:

1. With a maximum of 44,500 retail outlets accounting for 70% of sales potential and with little possibility of doing any effective merchandising work in many of these individual stores, how many and what kind of salesmen are going to be necessary in 1960? In 1965?

2. With consumer price relationships to competing brands an important factor

in gains and losses of brand position, does your present price result in the most favorable consumer price points under normal retail mark-up conditions?

3. Do the increasingly large quantities of any given, nationally advertised brand required by a distributor provide an opportunity to revise quantity discounts (based on actual cost differentials, of course) as an added inducement for distributors to make larger and less frequent purchases?

4. What can be done to increase the effectiveness of cooperative advertising and/or display agreements? I believe that there is a tremendous opportunity to increase sales for manufacturers and distributors alike through improvements in this area. Perhaps the cooperative advertising can be timed differently to take greater advantage of national advertising campaigns, special promotions, etc. Perhaps frequency should be sacrificed for larger space in some instances. Perhaps different ways of spending the available money other than the customary Thursday newspaper ads and hand-bills can be worked out. There is also the possibility that a well-timed trade deal leading to a temporarily lower shelf price would help cooperative advertising money pay bigger dividends.

5. Increased store size also puts a premium on reducing the time between receiving the order and its arrival at the distributor's warehouse. What can be done to improve this situation? In my opinion, here is a case where a nationally advertised brand simply cannot afford to be at any marked disadvantage with respect to a strong sectional competitor.

6. Many deals of the consumer promotion variety hang around too long, even in the large retail outlets. This frequently makes it difficult for the distributor because of overlapping deals on the same product, the necessity of carrying regular stock over long periods, etc. In my opinion, a large part of the difficulty stems from overbuying by the distributor and/or overselling by the manufacturer, tracing in large measure to over-generous sales estimates.

7. The increasing size of retail outlets also makes it difficult for distributors to effectively employ much of a manufacturer's display material, with the result that its use is more and more confined to the relatively low-traffic medium and small outlets. Nielsen Index Reports confirm that really substantial quantities of nationally advertised merchandise can be moved where mass displays are employed by large retail outlets. This suggests that advertising material can be made more effectively by tying it in.

8. Increased store size also underlines the importance of out-of-stock. Nielsen Index Reports indicate little change in this situation since our report last year which pointed out that store out-of-stock on the average brand was 3% while shelf out-of-stock average about twice this amount or 6%. Bear in mind that these are brand figures; figures for individual

sizes or colors may double these amounts. Would a joint industry-distributor campaign directed to store personnel and pointing out the increased sales volume available to each store through correcting this situation be practical?

#### Private Brand Situation

This continuing trend of more and more business to fewer large retail outlets provides a favorable opportunity for the continued development of retailer and distributor brands.

For a number of years we have followed the trend of major advertised brands versus a combined group of retailer, distributor, and sectional label which we call minor brands in 39 food store product groups. We see that the major advertised brands have declined from 56.3% of the market in 1957 to 50.1% in 1958—a substantial loss of 6.1 points. We find that the nationally advertised brands have declined only 0.3 points, from 67.6% in 1957 to 67.1% in 1958. We have an increase of 5.7 points in the competitive importance of major advertised brands as they increased from 81.2% to 85.7% of the market.

Major advertised brands have lost share of market in 21 product groups and either held their own or gained ground in 18 classifications. This is almost but not quite a stand-off; the brand in the median or halfway position shows a loss of 0.5 percentage points for the major advertised brands.

If we use the straight arithmetic average, we come out with a loss of 0.8 percentage points.

Applying the average loss of 0.8 percentage points reduces the competitive importance for major advertised brands as a whole from 75.2% to 74.4%—the third successive competitive loss since the high point of 75.9% was reached in 1955.

Let's examine this situation a little more closely. We should first note, I think, the following two characteristics of nationally advertised brands:

1. Only a relatively small number of nationally advertised brands account for the lion's share of the market as compared with hundreds of minor brands making up the balance and,

2. The consumer is generally willing to pay more for a nationally advertised brand.

The really important point here, it seems to me, is that the consumer is willing to pay more. No force is involved here; less expensive non-advertised brands have well-nigh universal distribution and surround the consumer on every side. As a matter of fact, in many stores featuring private labels, the consumer may have to conduct a real search for the nationally advertised product.

Now this freely expressed vote of the consumer—this willingness to pay more for a nationally advertised brand—must mean that the consumer places a value on the major advertised brand that the other brands just do not have. I call this the added consumer value of advertised

## advertise the new Scalloped Salmon Recipe to sell more noodles

Show the ladies new recipes they can make with your macaroni products and they'll buy more of them. Here's one of four taste-tantalizing ideas from our new ad mat series which will help you sell noodles right now. Betty Crocker created the recipe—Scalloped Salmon, Almonds and Noodles. Our famous consumer panel tested it. We built the recipe into an advertisement for you to use in your own market area, under your own brand name. Send for the mat today, get samples of other ads in the series.

#### ECONOMICAL

You pay only 50¢ for each mat—a real bargain when you consider the time, talent and material required to produce them. And even more of a bargain when you consider the extra sales they'll help produce. Offer good in U.S.A. only.

#### EASY TO USE

Have your newspaper type-set your brand name where it appears in the ad. Insert an engraving of your own package if you wish. Give insertion dates to the newspaper. You pay only for space used.

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If you wish, you can add, delete, or rearrange elements within the ad to make an entirely new or different size ad. Combine elements from other ad mats to make multi-product ads. Your newspaper representative will gladly help.

Ask your General Mills salesman for details—  
or use this coupon to order.

DURUM SALES • GENERAL MILLS  
9200 Wayzata Boulevard  
Minneapolis 26, Minnesota

Please send \_\_\_\_\_ (quantity) ad mats  
featuring Scalloped Salmon, Almonds and  
Noodles. I have enclosed 50¢ for each mat.

Name \_\_\_\_\_

Firm \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_



**DURUM SALES**

Minneapolis 26, Minnesota

## No. 2 in General Mills' new series of ad mats

→ REPRODUCED ACTUAL SIZE  
2 COL. x 6 1/2 IN.

→ WATCH THE MACARONI  
JOURNAL FOR OTHER ADS



A new way to win family praises  
Scalloped Salmon, Almonds and Noodles  
made extra tasty with  
**YOUR BRAND NOODLES**

#### SCALLOPED SALMON, ALMONDS, AND NOODLES

4-oz. pkg. Your Brand Noodles 7-oz. can red sockeye salmon,  
flaked  
1 tsp. butter 1 to 2 tbsp. lemon juice (juice  
from 1/2 lemon)  
1 tsp. flour 1/2 cup cut-up almonds (toasted,  
crushed) Wheaties, buttered  
1/4 tsp. salt 1/2 cup cracker crumbs, or buttered  
1/4 tsp. pepper cracker crumbs

Cook noodles by dropping them into 8 cups rapidly boiling salted water (4 tsp. salt). Bring back to rapid boil. Cook, stirring constantly, 3 minutes. Cover with light fitting lid, remove from heat and let stand for 10 min. Rinse with hot water; drain.

Heat oven to 350° (moderate). Make White Sauce by melting butter in saucepan. Blend in flour, seasonings. Cook over low heat until smooth and bubbly. Remove from heat. Stir in milk. Bring to boil; boil 1 minute, stirring constantly. Remove from heat. Sprinkle lemon juice over salmon. Add noodles, toasted almonds, and white sauce and toss lightly. Turn into 8 individual shells or buttered baking dishes. Top each with crushed Wheaties. Bake 10 to 15 minutes. 8 servings.

Note: This may be baked in a 1-qt. baking dish 20 minutes.

**SEND COUPON TODAY!**



brands. This may be expressed as the difference in the unit price between the nationally advertised brand and the minor brand divided by the unit price of the minor brand.

#### Consumer Confidence

Added consumer value of advertised brands is by no means synonymous with the term "value of advertising"; it simply represents the increased value that the consumer places on advertised brands as a whole. While advertising as such is certainly very important, other factors are the quality and uniformity of the advertised brand, past satisfactory consumer experience, recognizable differences in use between advertised and non-advertised brands, etc.

Applying this principle to packaged grocery store products, including regular coffee, instant coffee, packaged tea, tea bags, margarine, canned peaches, various paper products, etc., results in an overall added consumer value of 13% or \$940 million per year. In other words, the consumer not only prefers major advertised brands of packaged grocery store products by almost three to one, but is willing to pay a premium of approximately \$1 billion annually to get them!

Furthermore, this figure appears to have increased materially over the past five years. Our studies show that the price differential or added consumer value of major advertised brands—the additional amount that the consumer is willing to pay to get her favorite products—has increased from 10% in 1953 to 13% annually—a gain of 30%. During the same five-year period, consumer sales of major advertised brands on a unit basis have increased 39.4%. Multiplying these two increases (130 times 139.4) gives us an index of 181.2, which means that the dollar equivalent of the added consumer value of major advertised brands in the packaged grocery store product field has increased 81.2%!

#### Planning is Necessary

The key to the *Competitive Brand Situation*, the *Store Size Situation*, and the *Private Brand Situation*, it seems to me, is the value that the consumer attaches to the nationally advertised brands in general and to each individual brand in particular. Certainly she wants this value at the lowest possible price as evidenced by the tremendous growth of the self-service supermarkets, but at least three out of every four consumers don't want a minor brand, even at a lower price.

The manufacturers of advertised brands should be in the best position to build this added value into their products. It cannot generally be done by private labels or controlled brands. Furthermore, this added value must be sold to the consumer through advertising and actual product use, and here again the advertised brands should be in the best marketing position. And finally, the advertised brand to which the consumer attaches an added value must be generally available in all types of grocery stores



**SMILING IN THE RAIN**—Not even a downpour could dampen the spirits of the Joseph Kazanowski family of Braintree as they surveyed the prizes won by 6-year-old Tommy in a recent national contest. Big car, little car, boxes of toys and enough macaroni and spaghetti for a year were delivered to the Kazanowski home by V. La Rosa & Sons, sponsor of the contest.

throughout the country, and here again the manufacturers of advertised brands have the advantage.

Nor can this added value be established through cut prices, advertising tricks, or merchandising gimmicks. Our *Box Score of Competitive Gains and Losses* emphasizes the absolute necessity of continuous, long-range product planning, selling and advertising based on an intimate knowledge of the market place plus a reasonable degree of flexibility in modifying these plans as new conditions develop.

As long as you can maintain and increase added consumer value—through product improvement, fair pricing, and



**SNOWED UNDER**—Peter La Rosa (center), president of V. La Rosa & Sons, Inc., America's largest selling brand of macaroni, looks over the mountain of entries in the firm's recently concluded "Name the La Rosa Rose Contest." With him is Vincent S. La Rosa (left), vice president, and James Tallon, the company's advertising manager.

well directed sales and advertising effort—you will be planning your marketing operations very well indeed, not only for 1959, but for many years to come.

#### Boy Bags Boodle

Everybody in the Kazanowski family, 22 Cleveland Ave., Braintree, Massachusetts, came out ahead when son Tommy won the National Grand Prize in the recent "Name the La Rosa Rose Contest."

Tommy, who is only six years old, won a 1959 Ford Custom 300 Sedan for his Mom and Dad, and a miniature, power-driven Thunderbird, Jr. for himself. In addition, he won a Remco Treasure Chest of electronic toys for his two sisters, Pauline, 5, and Janine, 3½. The whole family also received enough spaghetti, macaroni, noodles, and other Italian style products of the La Rosa firm to last them an entire year.

The contest, sponsored by the Italian-American manufacturers of macaroni products and other Italian food specialties, took on an international flavor when the winner turned out to be of Polish-American background. But Tommy's mother, Mrs. Joseph Kazanowski, explained that her children's favorite dish was a plain American one—macaroni and cheese.

The contest, which was directed at children in fifteen key market areas in northeastern United States, was promoted through children's TV shows.

To enter, boys and girls had to submit their choice of a name on the back of a La Rosa rose cut out from one of the company's macaroni, spaghetti, egg noodles, or frozen food packages. Over 75,000 entries were received in all.

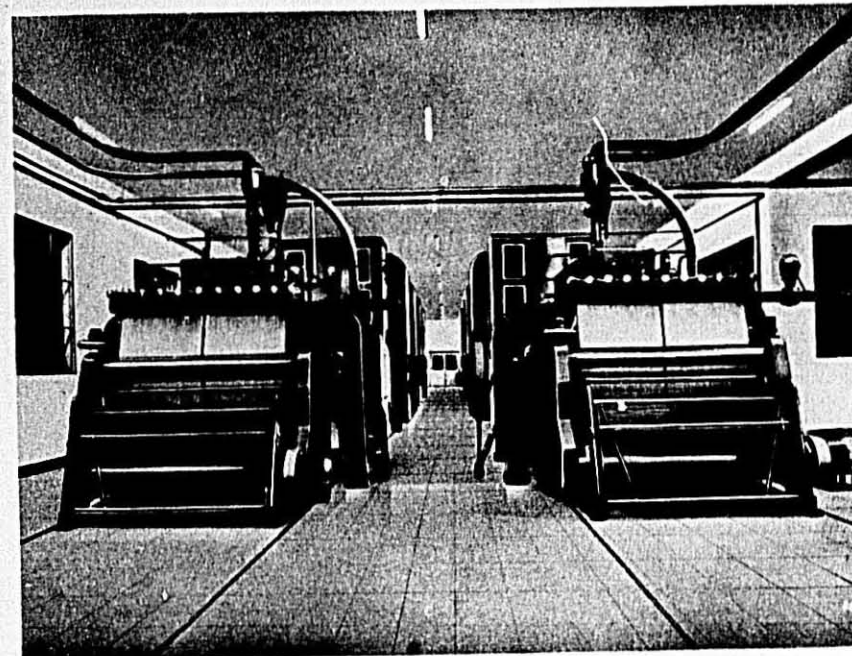
(Continued on page 22)

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of new premises. Renew instead your equipment. Only half of the space is required with the New Automatic Dryers.



Automatic Lines for Long Goods. Entrance of Products showing automatic spreader.

The picture shows our new automatic "GPL" Lines for all types of long macaroni products. 67 lines of this type are already in operation in 16 different countries.

ONE MAN PER SHIFT: 22,000 lbs. daily of dry products, ready for packing. Similar Lines are available for Twisted and Short Cut Goods.

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Western Zone: Permasco Division of Winter, Wolff & Co., Inc.,  
2036 East 27th Street, Los Angeles 58, California

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## Food Editors Follow Up

**D**IVIDENDS from the presentation on macaroni at the Food Editors Conference (page 5, Macaroni Journal, November 1958) have been bountiful.

For example, Clementine Paddelford, well-known dean of the food editors, wrote in the New York Herald Tribune: "Back to school we go—150 newspaper food editors meet with a group of home economics students of New York University who present the mock-up class session, 'The Macaroni Primer.' The occasion is the National Macaroni Institute's program at the Food Editors Conference held recently at the Waldorf-Astoria Hotel.

"The class session was conducted by Mrs. Claire Bell, New York University home economics instructor. The students were hand-picked to represent a number of countries: Italy, China, France, the United States. After the question and answer session each student presented a macaroni dish of her own making."

### Basic Macaroni and Cheese

She then presented the recipe for Basic Macaroni and Cheese.

8 ounces or 2 cups elbow macaroni  
3 tablespoons butter or margarine  
3 tablespoons flour  
1 teaspoon salt  
1½ cups milk

1½ cups grated process Cheddar cheese  
Cook macaroni according to package directions. Drain. Melt butter. Blend in flour and salt. Add milk and cook, over low heat, stirring constantly, until thickened. Add cheese; stir until melted. Combine sauce and macaroni; turn into greased 2-quart casserole. Bake at 350 degrees F. for 20 minutes. Garnish as desired. Yield: 4 to 6 servings.

### Variations:

Caraway: Add 1½ tablespoons caraway seeds with macaroni to sauce.

Stuffed Olive: Add ¼ cup chopped pimiento-stuffed green olives with macaroni to sauce.



Mrs. Claire Bell, New York University home economics instructor, presides over student panel; (left to right) Robert Elting, Louise Cecchini, Elizabeth Cavanaugh, Kazuko Nakajima, Lorraine Jacoby, and Claire Graf.

Pepper: Add ½ cup chopped green pepper with macaroni to sauce.

Chive: Add ¼ cup chopped chives with macaroni to sauce.

Pimiento: Add ½ cup chopped canned pimientos with macaroni to sauce.

Poppy Seed: Add 2 tablespoons poppy seeds with macaroni to sauce.

Garlic: Add ½ teaspoon garlic salt with macaroni to sauce.

Scallion: Add ½ cup chopped scallions with macaroni to sauce.

Tomato: Top macaroni and cheese with 2 medium-sized tomatoes, sliced, before baking.

### Macaroni Primer

Food editors all over the country were impressed with 'The Macaroni Primer.' They have made extensive use of the following questions and answers: What is macaroni? The generic terms "macaroni" and "macaroni products" include not only the popular trio of macaroni, spaghetti and egg noodles, but approximately 150 picturesque shapes, each with a name of its own.

What's macaroni made from? Virtually all macaroni products are made from

coarse-grind semolina flour milled from durum wheat. Macaroni and spaghetti are made by mixing the flour with water to a stiff dough which is forced through dies to produce the different forms. Noodles are made of durum flour, egg and water and the dough is rolled into thin sheets and cut into strips.

How much macaroni should a home-maker buy? Macaroni and spaghetti do not so the egg noodles. Two cups of dry cooked macaroni or spaghetti will yield four cups after cooking, but two cups of egg noodles will remain two cups in most casseroles and top-of-the-rice dishes. 8 ounces of macaroni spaghetti and egg noodles will make 4 to 6 servings. When spaghetti is served with sauce as a main dish, cook 1 pound for 6 to 8 portions.

How should macaroni products be cooked? To cook 8 ounces of macaroni, spaghetti or egg noodles, add 1 tablespoon salt to 3 quarts rapidly boiling water. Gradually add the macaroni so that water continues to boil. Cook uncovered, stirring occasionally, until macaroni is tender; the time will vary from



A model kitchen was set up by macaroni manufacturers at the Swiss Exhibit of Women's Work this summer to serve thousands of visitors.



Two young ladies operated a bright red packaging machine to fill macaroni and spaghetti into cellophane bags and offered them for sale.

5 to 20 minutes depending on the brand, the type of product and its thickness. In general, however, follow package directions.

What does cooking spaghetti "al dente" mean? Cook "to the tooth" or "fairly firm" or let's say cook "until barely tender." Test degree of tenderness by the tooth test or by pressing a strand between fingers or against side of kettle with side of spoon.

What percentage of the macaroni in this country is enriched? The answer is over 80 per cent. And what is the meaning of enriched? When wheat is milled to produce refined flour, the milling process also removes some of the vitamins and iron. The product is an enriched macaroni when thiamine, riboflavin, niacin and iron are restored to the flour in amounts recommended by prominent nutritionists and specified in the Food and Drug Administration Standards of Identity. The enriched macaroni has a vitamin and iron content approaching whole wheat and exceeding it in riboflavin. And without whole wheat's objectionable features, meaning the fibrous bran, often a cause of digestive disturbances, and the wheat germ, which becomes rancid during prolonged storage, are removed.

Swiss Exhibit

Capod, the executive director of the Association of Swiss Macaroni Manufacturers reports that 32 members participated in the Exhibition of Women's Work (Schweizerische Ausstellung für Frauenarbeit) held on the shores of beautiful Lake Zurich from the 17th of July till the 15th of September.

More than 1,800,000 persons visited the exhibition, more than a third of the whole Swiss population. Hundreds of thousands of visitors passed through the hall of the food industry, which included exhibits of chocolate, canned food products, biscuits, confections, and macaroni.

### Industry Pictured

The macaroni exhibit was of good size and was manned by a macaroni manufacturer as director, assisted by fifteen attractively dressed young ladies. As visitors approached the exhibit, they were impressed by three giant-size colored slides illuminated from the back. The first illustration showed an automatic spreader

with an attractive female operator removing a stick full of spaghetti. The second illustration showed a spotless laboratory technician making tests on products in process. The third picture was that of a happy family enjoying a meal of macaroni products.

Next to the panorama of pictures was a most modern packaging machine operated by two attractive girls packing macaroni and spaghetti into specially designed cellophane bags for sale at the exhibit. Under a blue and white canopy an attractive representative sold more than 10,000 packages during the exhibition.

Three experienced and specially trained women demonstrated the preparation of macaroni dishes and different sauces in a model kitchen. Explanations were given in German, French and English. Interested housewives gathered in a crowd around the demonstrations throughout the show, and at the end of each demonstration they were given two separate pamphlets. All told more than 200,000 leaflets were distributed.

### Spaghetti Bar

After whetting visitors' appetites with the demonstrations, Spaghetti Bolognese was served at a spaghetti bar. Diners were invited to garnish their spaghetti with as much ground cheese as desired. They were also offered a choice of noodles or cold macaroni salad which was especially popular during the warm season. The 60,000th visitor, a lucky young chap, was feted and served with special attention.

Besides serving macaroni products at their booth, the exhibitors supplied all the restaurants of the exhibition with macaroni products.

The exhibit was considered a complete success and gained considerable publicity for Swiss macaroni and their producers. The cooperative competitors contributed about a dollar per 20,000 pounds of annual production as their contribution to make the event possible.

### The A B C's of Macaroni

The November issue of Good Housekeeping Magazine carried an article: "The ABC's of Macaroni, Spaghetti, and Egg Noodles."

"What's the difference? It's mostly a matter of shape. Spaghetti, noodles, lasagne, and ziti, to name a few of the 150

varieties, are all members of the macaroni family. Moreover, they're made of practically the same thing—water and a particular kind of wheat flour. Noodles have eggs added. Macaroni dough is forced through special machines to form its many decorative shapes. Noodle dough is rolled into thin sheets and cut into strips. Below is a primer of several popular kinds of macaroni.

Elbow macaroni and cheese is a casserole favorite. Serve also with sauces, in salads. Long macaroni is good with most sauces; try it with cheese sauce spiced by a pinch of powdered ginger.

Mezzani rigati are cut, grooved macaroni. Good with tomato sauce. Mostaccioli rigati are grooved macaroni cut on the diagonal. Bake with tomato sauce; serve with most sauces.

Shell-shaped macaroni is ideal with seafood sauces or combined with peas or broccoli. Lasagne—broad, flat macaroni—are used mostly in the Italian meat-and-cheese dish of the same name.

Rigatoni are large grooved macaroni. Stuff with meat or cheese mixture; bake with sauce. Tufoli are extra large macaroni. Stuff with meat or cheese mixture, and bake in a tomato sauce.

Ziti—macaroni cut in lengths—are good in casseroles or with most sauces. Mezzani are cut macaroni, sometimes grooved. Particularly good with tomato-meat or tomato-vegetable sauce.

Ditali are short lengths of macaroni. They're especially good in salads. Manicotti rigati are extra-large, grooved macaroni. Try stuffing them with meat or Italian cheese and baking.

### Alphabets

Letters of the alphabet are macaroni, used chiefly in soups. Pasta consists of tiny macaroni pieces, sometimes star-shaped; often comes in vegetable flavors. Used in soups, soft-diet dishes.

Fusilli are spindlelike spaghetti. They're good with sauces, particularly tomato. Folded fine egg noodles are used frequently in clear soups. Try them deep-fried for snacks or in chop suey.

Creste di gallo are macaroni shaped like a cock's comb; ideal for serving with any sauce (shape holds gravy well).

Riccioli are macaroni with a curly shape; they're good with most sauces.

(Continued on page 18)



Mrs. Bell illustrates spaghetti with low-calorie meat sauce.



Kazuko Nakajima shows macaroni varieties to food editors.



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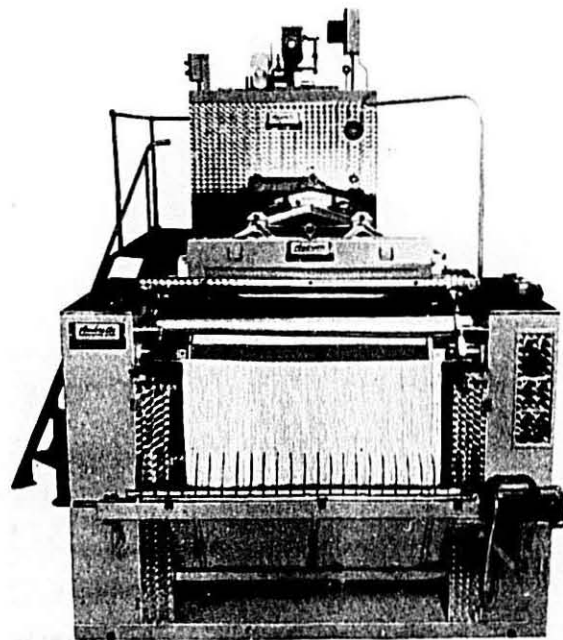
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*Ambrette*  
**MACHINERY CORP.**  
156 Sixth Street  
Brooklyn 15, New York

# NEW SUPER CONTINUOUS PRESSES

## SHORT CUT MACARONI PRESSES

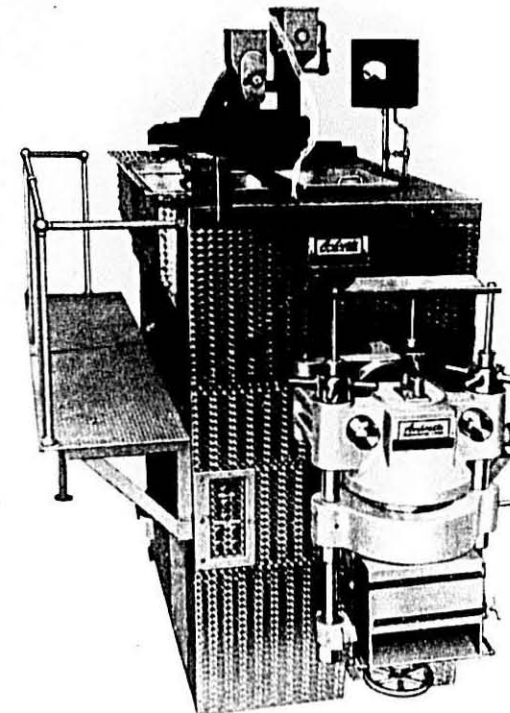
- Model BSCP — 1500 pounds capacity per hour
- Model DSCP — 1000 pounds capacity per hour
- Model SACP — 600 pounds capacity per hour
- Model LACP — 300 pounds capacity per hour

## LONG MACARONI SPREADER PRESSES

- Model BAFS — 1500 pounds capacity per hour
- Model DAFS — 1000 pounds capacity per hour
- Model SAFS — 600 pounds capacity per hour

## COMBINATION PRESSES

- Short Cut — Sheet Former
- Short Cut — Spreader
- Three Way Combination



Model BSCP

- QUALITY** — — A controlled dough as soft as desired to enhance texture and appearance.
- PRODUCTION** — — Positive screw feed without any possibility of webbing makes for positive screw delivery for production beyond rated capacities.
- CONTROLS** — — So fine — so positive that presses run indefinitely without adjustments.
- SANITARY** — — Easy to clean and to remove attractive birdseyed stainless steel housing mounted on rugged structural steel frame.

PLANT  
156-166 Sixth Street  
155-167 Seventh Street  
Brooklyn 15, New York

*Ambrette*  
**MACHINERY CORP.**



**Boy Bags Boogie**

(Continued from page 16)

More than two thousand prizes were awarded in the "Name the La Rosa Rose Contest." First prize (for Mom and Dad) was a 1959 Ford Custom 300. Second prize (for the lucky boy or girl) was a Ford Thunderbird, Jr., a battery-operated model of the real automobile. Third prize, a Remco Treasure Chest of electronic toys.

In addition, on each of the thirty-five TV shows where the contest was promoted, first prize of Remco Treasure Chests was awarded as well as 50 other prizes of Remco Jupiter Signal Guns.

**La Rosa Advertising Commended**

Vincent S. La Rosa, vice president, advertising and marketing for V. La Rosa & Sons, Inc., manufacturers of macaroni, spaghetti, and egg noodles, has been commended by the Radio Advertising Bureau, Inc. for "his creative approach in radio broadcasting."

"Mr. La Rosa is an outstanding radio advertiser," said Kevin B. Sweeny, president of the Radio Advertising Bureau. "His approach not only does an excellent job of selling the advantages of his product, but also builds a personality for La Rosa that insures brand recognition."

The citation suggested that the analytical way in which La Rosa approached its radio campaigns is a reflection of the success which the company enjoyed in the highly competitive food field.

"The time buying patterns of La Rosa," it said, "take advantage of the flexibility of radio and succeed in reaching the customer at the strategic time—when the buying decision is made."

**Strategy Explained**

Mr. La Rosa was invited to explain the strategy behind his company's radio commercials before the Fourth Annual National Radio Advertising Clinic, sponsored by the RAB, at the Waldorf-Astoria in New York City.

"In today's market, a product's quality and the experience and family pride that go into it are not enough," Mr. La Rosa told the several hundred top advertising and broadcasting executives present.

He cited La Rosa's own experience as an example. With a product containing the best ingredients available, a name that for years has been the leader in its field, and a company managed by one family exclusively for a half century—not even this is enough to have the public beating a path to La Rosa's door.

"It's advertising and selling that counts," Mr. La Rosa emphasized.

La Rosa, Mr. La Rosa pointed out, has been advertising on radio for almost three decades, sponsoring everything from daytime dramas to concerts, and always changing to keep pace with changing listening habits and changing marketing and selling needs.

"We are now concentrating on saturation spot campaigns specifically tailored



Delmonico Foods, Inc., Louisville and Cincinnati, has just received an award for outstanding radio advertising, presented by the Affiliated Advertising Agencies Network, an international organization of more than 50 advertising agencies, of which Delmonico's agency, Leonard M. Sive and Associates, is a member. Dominic Palazzolo, Delmonico vice president in charge of sales, receives the award from Jim Jacobs, agency account executive.

to the 13 different market areas where we sell," Mr. La Rosa said.

He pointed out that La Rosa has one commercial that sells spaghetti and meat balls, another that sells meat sauce, a third, the company's new line of frozen food products, and so on—all of which are varied in area and frequency to meet the particular demands of the area.

"And we don't stop there," Mr. La Rosa added. "We also 'merchandise' our radio advertising so that the supermarkets and chains with which we do business can reap from it additional benefits of their own."

Mr. La Rosa pointed out that the results of these campaigns have been outstanding. Not only are new radio commercials being played back more than ever before, but the company headquarters in Brooklyn, N. Y., has hundreds of letters about them.

"More important, though," he said, "we are finding out that because of our radio campaigns, more varieties of La Rosa products are moving on the grocery shelves. Customers are now asking for fancier macaroni shapes, and they are buying more tie-in items like cheeses, spices, and olive oil."

**Rigoletti Offer**

A growing interest in special macaroni shapes on the part of American home-makers has led macaroni manufacturer V. La Rosa & Sons to offer a money-off package on a special shape. Picked for promotion is Rigoletti, a narrow accordion style shape, developed and registered by this long-established Italian-American firm.

La Rosa's objectives in featuring Rigoletti are to give added sales emphasis to this already fast-growing item and to attract new customers to the entire line of La Rosa macaroni, spaghetti and egg noodles. Rigoletti has already shown very good acceptance by both Italian-American

consumers and by purchasers not so familiar with fancy macaroni shapes.

The special 5-cent off purchase price package eliminates coupon handling, display problems and cross promotion difficulties of retailers. The Rigoletti promotion is backed by La Rosa's current television and radio commercials scheduled in selected market areas throughout the Northeast.

**New Delmonico Cartons**

Adoption of a new line of family packages for 19 product varieties has resulted in a 20 per cent increase in sales so far this year for Delmonico, Inc., Louisville, one of the nation's leading macaroni makers.

Dominic Palazzolo, merchandising vice president for Delmonico, says the new cartons were designed to capture a greater share of supermarket impulse buying. He reports that after the new packages were adopted late last year sales rose 13.5 per cent above 1956 and that, to date this year, another 20 per cent increase has been recorded.

The new packages, designed and produced by Container Corporation of America, replaced cartons used by Delmonico for the past 30 years.

As part of Delmonico's vigorous merchandising program, the new cartons tie in with its expanded advertising and promotion campaigns. Palazzolo says retailers reacted immediately to the new package design and that mass displays appeared throughout the company's 17-state selling territory. In addition, orders were received from dealers who had never before handled the Delmonico line.

**Package Analysis**

After a thorough analysis of the old packages, Container Corporation's design specialists recommended these changes in Delmonico's cartons:

Toning down of colors.  
An entirely new surface design featuring curved lines that bring the eye to the cutout in the carton's center.

Greater emphasis on the well-known Delmonico trademark figure, Chef Tony, thus tying in the new package family with the company's advertising and promotion, in which Tony is also featured. Achieving a product-in-use effect by designing the cut-out as a dish.

These recommendations were adopted by the company and, according to Palazzolo, have resulted in steadily increasing sales.

Delmonico, Inc., one of the nation's largest manufacturers of macaroni products, was formed in 1955 through the merger of the Delmonico Macaroni Company of Louisville, and the Palazzolo Macaroni Company, Cincinnati.

**Military Business**

Men in uniform were good consumers of macaroni products in 1958. Procurement through the Military Subsistence Market Center totaled better than 5,500,000 pounds of long spaghetti; 3,500,000 pounds of elbow macaroni; and 2,500,000 pounds of egg noodles.



**YOUTH WILL BE SERVED**

... especially if the spaghetti is made from the semolina that makes youngsters really enjoy any macaroni products dish.....



**Commander-Larabee**

MANUFACTURERS OF MACARONI PRODUCTS



### Minneapolis Meeting

(Continued from page 8)

While durum was selling above this rate in July, it dropped by September 1 to \$2.28. It has climbed steadily since that time to stand at \$2.38 in mid-November, still under the government selling price by 5 or 6 cents.

There was a consensus that this year's crop was the best in many years with a low grain count and handling nicely in the mills and in macaroni plants.

Speculation on planting for 1959 is just that. It will be dependent on many factors including price, whether spring is late or early, wet or dry, and what the political climate might be. It was unanimously agreed, however, that something should be done to arrest the decline in durum acreage which has been alarming since the removal of the durum incentive program under the wheat allotment plan.

### Hoskins Visits Europe

Charles Hoskins visited Europe recently.

While in Switzerland, a cocktail party was arranged by Mr. E. Gastpat of Bühler Brothers, Uzwil, in the Hotel St. Gotthard in Zurich. A dozen leading macaroni manufacturers of Switzerland were present, including specialists and scientists of the food trade. In a statement to the group, Mr. Hoskins compared European with American macaroni manufacturing methods. He said that the average performance of the machines in Europe and the perfection of production was on a high standard. He also commented that sanitation standards were high and European plants were in no way inferior to the best American traditions. He noted that packaging in Europe is quite different from methods used in the United States. The importance of saving labor costs is not the same in Europe as it is in the U.S.A. Consequently, a greater trend to automation has been found in the U.S. However, automation is growing at a rapid pace in the larger factories of Europe. Due to the fact that European plants generally are of more moderate size than in the States, producing a large range of varieties, automation of packaging operations has been hampered. However, the continuous drying of long and short cuts is much more developed



Charles Hoskins addresses a group of Swiss macaroni manufacturers.

in Europe than in the United States, and automatic control of dryers for both continuous and batch operations is also frequently found in Europe.

While in Italy, Mr. Hoskins was shown several Italian macaroni factories, and visited two of the Braibanti establishments accompanied by Mr. Ettore Berini. In Rome, he had the opportunity to dine on "fettuccine di Alfredo."

Alfredo, a master showman, mixed with magic hands, the fettuccine with the world renowned golden fork and spoon presented to him by Mary Pickford and Douglas Fairbanks.

Messrs. Hoskins and Berini are pictured to the right.

### Spaghetti Museum

A recent congress of humorists from all over the world officially opened the Spaghetti Historical Museum in the village of Pontedrasio in northern Italy.

Political, municipal and church authorities attended the occasion together with humorists and cartoonists, who took the day off from their annual congress at nearby Bordighera.

On the initiative of a spaghetti manufacturer, who offered his home here, everything that tells the story of spaghetti-making has been collected for exhibition.

On exhibit are ancient and modern poems, paintings, etchings and photographs dealing with spaghetti, cook books with thousands of recipes for spaghetti, government decrees dating back to 1602 that fixed the price of spaghetti, and one decree providing up to ten years in jail for anyone employing harmful ingredients for the manufacture of spaghetti.

Also exhibited is a functioning reproduction of a spaghetti factory dating back to 1850.

Ancient books and drawings telling the story of spaghetti are also shown.

One item proud Italians may not like is a reminder in the form of a tale by Marco Polo that the Chinese discovered spaghetti as much as 700 years ago.

### World Travelers

Mr. and Mrs. Robert Cowen of A. Goodman & Sons, Inc., Long Island City, New York, are enjoying a three-month trip around the world.

Mr. Cowen wrote from Bombay that they had visited Japan, Hong Kong, Thailand, Singapore, Malaya, Ceylon, and were enjoying their visit in India.

He says very few menus include spaghetti or noodles, although they have eaten them a number of times. "What is used appears to be made by hand in the local shops using hand-operated presses turning out a few pounds at a time. In appearance it does not approach our product, although it seems to look about the same, but, of course, with the variety of sauces served on it, it is hard to tell."

The Cowens returned home at the end of December.



At Alfredo's in Rome: Charles Hoskins and Ettore Berini.

### Record Crop for Italy

Revised official estimates now place Italy's 1958 wheat crop at 560 million bushels, an all-time record. This is an increase over earlier official forecasts. Acreage is slightly less than in 1957 but yields are at a new high. The current estimate is about 30 million bushels above the previous record in 1955 and is 2% above the 1950-54 average. It is some 50 million bushels above normal domestic requirements. Carryover stocks of wheat at the beginning of this season were estimated at about 55 million bushels of which about a quarter was durum, and three-quarters was soft wheat. The current harvest of durum will cover the country's requirements. The wheat crop is reported to be of generally good quality.

### Hoffmann-La Roche Appointments

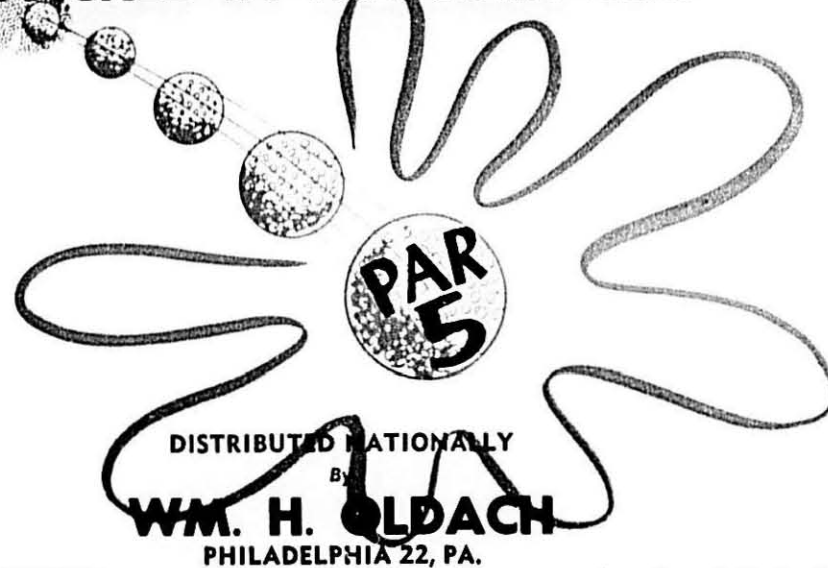
Raymond D. McMurray has been appointed to fill the newly created position of general counsel of Hoffmann-La Roche, Inc. For the past four years Mr. McMurray has been secretary, and general counsel of the William S. Merrell Company, pharmaceutical manufacturers of Cincinnati, Ohio.

Dr. Jack C. Bauerleind has been named director of food and agricultural products development. Dr. Bauerleind has been associated with Roche since 1911 and until now has served as director of applied nutrition. Previously he had been with Hiram Walker & Sons, Inc., a nutritionist and research chemist. A graduate of Cornell University in 1936 he received his M.S. degree three years later, his Ph.D. in nutrition in 1940 and, subsequently, taught there. He won the Post-graduate Science Research Award in 1949.

Edwin W. Martin, Jr. has been promoted to the position of assistant to the advertising manager of the Vitamin Division. Mr. Martin joined Hoffmann-La Roche in 1951 as a sales representative for its Roche Laboratories Division in the St. Louis area following several years of experience in the advertising agencies and pharmaceutical fields. Since 1956 he has been in the advertising department of Roche Laboratories in the capacity of copy writer.

# DEEP COLOR EGG YOLK

## PACKED IN THE CORN BELT



Phone: Garfield 5-1700

American & Berks Sts.

### Hustling Hens

Egg prices are on a downward trend. One quality grade of eggs that whole-saled for 51 cents a dozen in Chicago as recently as September brought only 35 cents at the end of November. The figure was 9 cents below the period a year ago. Between now and the time of the seasonal peak in early spring, prices will probably work still lower, Chicago egg men predict.

Egg grades do not believe that government price support efforts will stop the slide. The government bought dried eggs equivalent to about 118,000,000 fresh ones since October and gave Spain enough money to purchase 60,000,000 eggs over the next three months. But a bigger egg producing flock and a higher rate of lay are responsible for the declining prices. In October, the average U. S. hen produced 15.5 eggs, up from 14.8 a year earlier.

### Shell Eggs Up

Receipts in the Chicago market of standard shell eggs rose in price in November from a range of 35 to 36 cents at the beginning of the month to a high of 38 cents by mid-month. Then in the next two weeks the toboggan shaved more than a nickel off both ends of the range to stand at 29½ cents to 32½ cents.

Processed eggs were more steady. Frozen whole eggs rose about 1¼ cents to range 28½ to 29½ at the end of November. Frozen whites were steady at 10½ to

11½ cents while yolks were firm at 59 to 60 cents for No. 1 color, 61 to 63 cents for very scarce No. 5 color.

Dried yolk solids bucked the trend and rose from a range of \$1.22 to \$1.31 a pound to \$1.33 to \$1.43 at the end of the month.

### More Processed Eggs

Liquid egg production during October totaled 15,793,000 pounds—up 21 percent from October 1957 and up 63 percent from the 1952-56 average for the month. The quantity used for immediate consumption was smaller than a year earlier. The quantities used for drying and freezing were larger.

Egg solids production during October totaled 1,393,000 pounds, compared with 1,190,000 pounds in October 1957 and the 1952-56 average for the month of 1,007,000 pounds. Production consisted of 391,000 pounds of whole egg solids, 523,000 pounds of albumen solids, and 479,000 pounds of yolk solids. Production in October 1957 consisted of 387,000 pounds of whole egg solids, 483,000 pounds of albumen solids, and 320,000 pounds of yolk solids.

Liquid egg frozen during October totaled 8,939,000 pounds—up 21 percent from October 1957 and up 11 percent from the 1952-56 average of 6,360,000 pounds. Frozen egg stocks decreased 23 million pounds during October, compared with 23 million in October 1957 and the 1952-56 average decrease of 21 million pounds.

### Durum in Canada

1958 production of durum wheat in Canada is estimated at 16,300,000 bushels by the Board of Grain Commissioners, well below last year's crop of 14,000,000 bushels. The major part of this reduction resulted from the much smaller acreage seeded, 52% less than in 1957. The new durum crop is high in bushel weight and protein content, is vitreous, and excellent in milling quality. Dough properties are very good and yellow pigment is high, with the result that macaroni-making quality is excellent. The quality of the 1958 durum crop appears to be consistently better, grade for grade, than current shipments moving forward. About 87% of the durum will grade No. 2 and No. 3 C. W. Accordingly, as this new wheat becomes blended with the carryover, there should be an increase in protein content and yellow pigment, with a consequent improvement in macaroni quality in shipments later in the crop year.

### Toronto Fair

A special prize of \$100 donated by the Catelli Durum Institute at the Toronto Royal Winter Fair was won by a Manitoba farmer. His sample of Ramsey variety was particularly sound and plump, having been grown in the bright sunlight of southwestern Manitoba by Earl Howden of Lyleton. This is a comeback for Manitoba after durum production was forced out of there by stem rust some years ago.



### Challenge of Leadership

(Continued from page 6)

please her in new ways, and to please her pocketbook. This means more than just maintaining and improving product quality. It also means improvement in services, packaging, labeling, recipes, and more appealing advertising.

She will be looking to manufacturers to bring along new products, new conveniences and greater varieties.

During the past two decades we have brought forth such an astounding flow of new products and conveniences that it sometimes makes one wonder whether we can maintain this pace of creation, and where these new things will come from. Then as we look into the past, we are quickly recharged with the faith that the creative ingenuity of the management of our companies will match and exceed the past record.

#### Rising Costs

Another real challenge for management is the matter of constantly rising operating costs, stemming mainly from repeated increases in wage rates, in transportation rates, and higher taxes. These increases have put a real squeeze on profit margins.

There was a time when manufacturers were able to lower the cost of production through more efficient equipment and increased volume, which savings they passed on to consumers in lower prices. In recent years, this has not been possible, because any cost savings resulting from modernized plants and new equipment have been used all—or in part—to pay for the aforementioned higher costs.

For example, since 1946 our manufacturers have spent more than \$7 billion for new machinery and plant modernization, which accounted for more economical operations, but such economies were absorbed all or in large part by higher wage rates.

This creates a real challenge and also raises the question: Do we now accept the premise that any cost savings in production will henceforth be automatically used to pay for higher wages, and that the consumer will be the forgotten person in this scramble? In the interest of the future growth of the industry, I sincerely hope our answer can be a resounding NO!

Before leaving this matter of challenges, we must mention the all-important stockholder who provides the money with which to operate the business. Unless he is adequately rewarded, he will dispose of his stock and invest his money elsewhere.

#### Many Challenges

All of this means that the manufacturer faces a four-sided set of challenges:

- He must price his merchandise attractively and competitively so the public will buy it.
- He must provide his employees with good working conditions and adequate compensation.
- He must make and retain enough profit in order to have the capital with which to expand.

He must earn a satisfactory return on the stockholder's investment to retain his interest.

The various challenges facing the industry in order to maintain its leadership are:

- The growing competition from outside industries.
- The necessity of pleasing the customer.
- The necessity of providing good working conditions and adequate compensation for employees.
- The problem of meeting rising operating costs.
- The need of earning a profit.
- The need of satisfying stockholders.
- The necessity of creating new products.

Tying in with all of these challenges is the all-important challenge of maintaining a marketing organization to sell your products at a satisfactory profit. Unless you can do this, the rest of the operations become pretty much academic. Management, therefore, needs to review its marketing policies and practices to be certain they are contributing successfully to building a growing and profitable business.

Then we must be ever-mindful of our responsibility to create a good public understanding of our industry's operations, particularly an understanding of the facts about food prices and about profits. The homemaker needs this information for encouragement to buy freely and with confidence that food is a "good buy."

I have every confidence that the food industry will continue as a bright spot in our economy.

#### Restless Unsatisfaction

It will continue to be so because grocery manufacturers as a group are imbued with a spirit of "restless unsatisfaction." They are dedicated to pleasing the consumer better and in new ways, and are creative and willing to invest in research, and risk their capital in developing and marketing new products.

They are vigorous competitors, and know how to use advertising and sales promotion in the never-ending competition for a fair share of the consumer dollar. They are aware of the potential payoff in sales from good public relations, and are fully conscious of the crucial importance of better communications all along the line. They are completely cognizant that meeting the challenge of leadership is a never-ending job. That it is a continuing day-by-day, week-by-week responsibility of all of us.

I am confident that we will meet the challenge by continuing to find new and superior ways of supplying better foods and improved services at reasonable prices, as we move into GMA's second half a century.

#### New Vice-President

The Ideal Macaroni Company has named P. A. Ippolito to the new post of vice-president. He has been associated with the Cleveland firm in a sales capacity for the last five years.

### Program Plans

(Continued from page 5)

and individuals within the company will be introduced by Kenneth J. Forbes.

"Compensation Methods," with attention to aspects of incentive plans and motivation will be handled by the Association secretary, Robert M. Green.

Peter J. Viviano will discuss Delmonico Foods' experience with "Multiple Management." He will report how various boards from different plant departments and the sales force act as a verbal suggestion box in their organization.

These problems of communication, training, and incentives, exist in the small, family-operated business or in the large industrial complex so common to day. The discussion of these principles as they apply specifically to macaroni operations should be of particular value to the seminar participants.

Wednesday afternoon and evening will be left free for sightseeing and relaxation.

#### Thursday Meetings

The final seminar session begins at 10:00 a.m. Thursday morning.

C. Frederick Mueller will lead off with a report on his company's policies for recruiting, training, and supervising sales personnel.

Paul Vermylen has been asked to review experience in other companies outside of the macaroni manufacturing field, while a representative of A. Goodman & Sons, Inc. will give special attention to "Progress in Production Management."

The Association's immediate past president, Lloyd E. Skinner, will bring the seminar to a conclusion with remarks on "Developing Tomorrow's Leaders."

The convention climax will be the Association Dinner Party on Thursday evening. No speeches are planned, but a short movie presentation on the Queen of Bermuda, convention ship site for the Annual Meeting next June, will be shown.

The Diplomat is the new hotel in the Miami area this year. It had its world premiere on the NBC-TV show, "Brain and Brawn," in December. Room reservations are being received directly by the hotel's reservation manager. Convention registrations should be sent to the Association office.

#### New Product

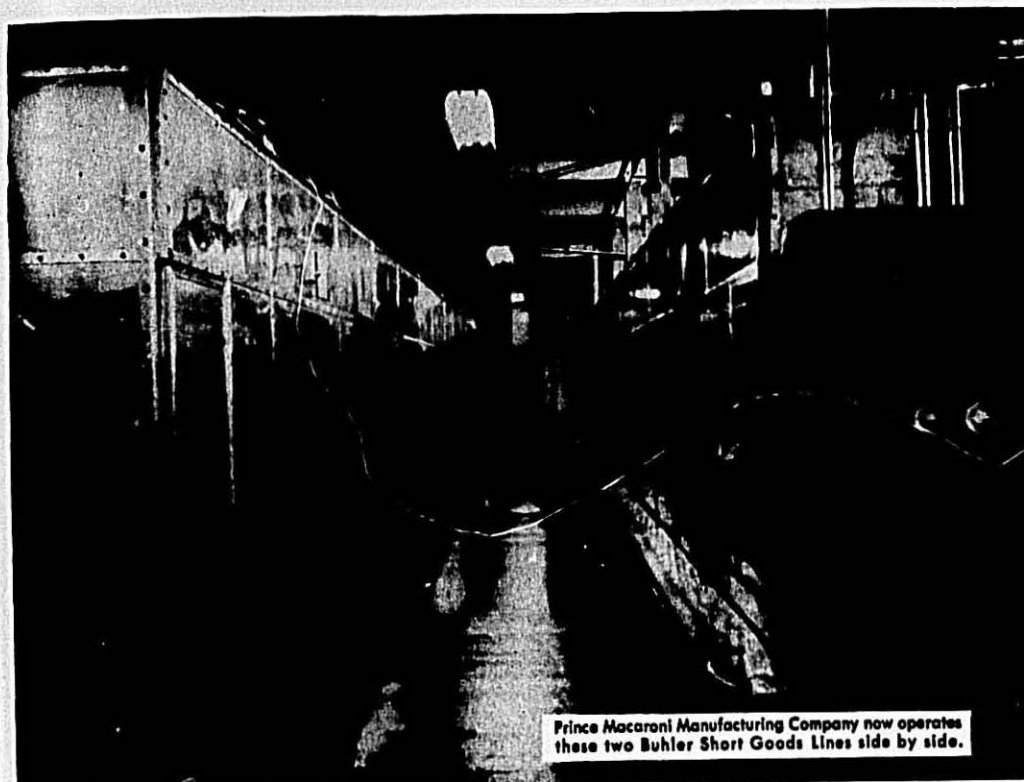
Buitoni is currently introducing a new product, heat-and-serve Spaghetti Twist With Meat Balls. The novelty spaghetti is combined with six meat balls in tomato sauce; it can be heated easily in the can after removal of the top, or warmed in a sauce pan over low heat.

The net weight of the product is 13½ ounces; its suggested retail price, 37 cents. As an introductory offer through the end of the year, housewives will get 3 cents off the regular price.

#### For Lent

Olive-Salmon Noodle Ring will have national advertising during Lent.

## One Installation leads to another



Prince Macaroni Manufacturing Company now operates these two Buhler Short Goods Lines side by side.

Prince Macaroni Manufacturing Company repeats its choice of

# BUHLER Short Goods Lines

because these features pay off in profits—

- Superior performance
- Easy maintenance
- More drying capacity per sq. ft.
- Relatively small space requirement
- Sturdy construction
- Less down time

Write for full information

**BUHLER BROTHERS, INC.** (U.S.A.)

130 COOLIDGE AVENUE, ENGLEWOOD, NEW JERSEY  
Sales Representatives: E. C. Maher Co., Los Angeles, Cal.  
Hans Zogg, Los Altos, Cal. • Arthur Kunz, New Orleans, La.



**BUHLER BROTHERS, (CANADA) LTD.**

24 KING STREET WEST,  
TORONTO 1, ONTARIO



## Packaging Symposium

THE Food Packaging Council held its second national food packaging symposium at the Palmer House in Chicago in early December.

A panel of Chicago newspaper food editors moderated by Mrs. Charlotte Montgomery, Good Housekeeping columnist, let fly with a collection of housewife's complaints about today's food packages. They pushed, pulled, pressed, and punched packages that didn't respond the way they were supposed to. Among their assortment of gripes were plastic containers that smell, instructions in print too fine to read, misleading directions, incorrect yields in recipe directions and the promise of quickness that isn't there. They objected that no address is given on the package where consumers can write about their complaints. About a noodle bag one editor said: "There is enough contents in this package to feed an army, but after I use what I want, how do I close this bag which will spill all over my pantry?" The answer came later on in a look at the future when one packaging supplier suggested that materials will become available that will roll down like a stocking. The panel's conclusion was that the consumer wants convenience—to see in the store, to carry home, to store in the pantry, and to use.

### Retailers Recommend

Retailers Howard Rasmussen of Jewel Tea Company, George P. Kokalis of Sure-Save Food Markets, and Val Bauman of National Tea Company called for consideration in costs of handling merchandise today. They emphasized that good packaging must reduce long range costs. It was pointed out that novelty packaging has only short range benefits. Design and construction is important to the retailer when he stocks the item in the back room or on the shelves. He wants oblong packages, not squares. He wants more palletizing to speed up handling. Trays instead of shipping containers for potato chips being sent on short hauls and stacked on dollies are resulting in substantial cost savings.

George Kokalis of the Sure-Save Food Markets demonstrated dramatically the need for a place on packages for price marking. He demonstrated the problem of the stockboy and the checker in turning containers and packages around and around to find out what the price is. This lost time is costly to the retailer, annoying to the purchaser.

Val Bauman of National Tea called for packaging to help increase volume and reduce costs, stating that distribution is primarily made up of labor and transportation costs. Anything that will reduce the number of four billion packages handled annually in National Tea



Macaroni is a strong impulse item.

Stores will help their operation. This may be in unit packaging, in larger sizes, in combination packs, or by improvement of shipping containers. He summed up by saying, "Let's get less handling of packages and more fondling by the consumer with a love to buy."

Joseph G. Foy of Spartan Stores said that the primary problems with shipping containers in warehousing was size and shape and the identity of contents. He said that several years ago there was agreement that pallet sizes should be 40 by 32 inches or 40 by 48 inches, but apparently many grocery manufacturers have never heard of this.

With a series of slides he illustrated the difficulties of the warehouseman in identifying shipping containers that are poorly marked with regard to contents and size of product. He pointed out that code numbers are necessary today for IBM operations that are becoming more common in distribution work. A suggestion was also made that color would be helpful for identification on shipping containers with a different color stripe or dot for different months.

### Manufacturers Check-list

In giving the food manufacturer's viewpoint, Les J. Kellough, vice president in charge of sales for Curtis Candy Company, said the food package must sell in the supermarket today. The product must sell to survive. If it moves off the counter promptly, it stays. If it slows down or falters, then out it goes. The IBM monitor system sees to that.

Quality, value, and advertising of the product are all necessary, but planned packaging is the last voice to be heard just before the purchase. If the package is to have full approval of Mrs. Consumer, it must be the right size for modern consumption, the right price for a family budget, the right appeal to a housewife and her family, the right com-

bination for repeat business. In short, it must be a faithful old friend in familiar attire or a refreshing, exciting, new friend, pleasingly dressed.

When a package sells, it denotes popularity and broad appeal which has made Mrs. Consumer satisfied. It insures freshness, it denotes quality and value, it gives character to the product.

The food package must be sealed or protected to insure against outside infestation or outside influences. It must keep moisture out or, conversely, it must keep moisture in. It must be kitchen fresh and clean. When the food package has these features, it gives Mrs. Consumer confidence to buy, it helps make her decisions in the market place easy, and it gives her assurance that her decisions are the correct ones.

Because this is truly the age of selectivity, the food package must motivate. We either like or dislike. The consumer agrees that all of the well known brands and the well advertised products are good, but she selects one out of many because it appeals to her fine sense of selectivity. It motivates her to buy on the spot. It may be the appearance of the package, its color, its shape or something else—it may be indefinable, but it must motivate.

The food package must have good pantry manners. It must be easy to open and to close if it is not all used in the first opening. It must be flexible to meet local conditions. It must keep the product edible and flavorful to the end. When the food package meets all of these requirements, it gives the consumer pleasure and makes for repeat business.

### A Consultant Says

Consultant Bill Nigut questioned the clamor for change, pointing to old standards as Campbell Soup, Coca Cola, Hershey Chocolate, Arm & Hammer Baking Powder as examples that have stood the test of time for many years. Caramel cigarettes were cited as a well known package succumbing to the pressure for change and then going back to their old packaging with very slight modifications. He said, "Consumers are not looking for sophistication; they are looking for convenience."

### Future Look

"Gimmicky over-packaging" could lead to consumer resistance unless checked, in the opinion of Alcoa packaging executive, Philip C. Althen.

In taking a look at packaging in 1975, he predicted that in matters of freshness, taste, appearance and durability there will be a general upgrading all along the line. Packages of the future will employ a greater variety of form, with some use of triangular and concave-convex

shapes, he noted. These will be designed to interlock for efficient shelf stacking in both store and home.

Describing packaging developments which Alcoa has been working on, Mr. Althen mentioned these items:

- Prepared meats, packaged in aluminum foil pouches that can be heated in the family toaster or dropped in a pan of boiling water. In a few minutes time they are ready for serving.
- Jellies, catsup, jams and syrups, and individual serving size cans called unit containers that allow an alternative to dipping, shaking or pouring sticky contents from a jar or bottle.
- Cereals in colorful foil dishes that are individual serving packages.
- Muffins or rolls, packed in separate covered aluminum tins allowing as many as needed to be heated or cooked for serving. The tins, used for serving, keep the rolls hot till eaten.

To the extent that production requirements and cost factors permit, unique new surfaces, embossed patterns, new coatings, and improved printing patterns will have brought a greater realism and more sophisticated beauty to package exteriors, Mr. Althen stated.

### The Agency Interest

The package and the advertising agency were discussed by Alexander Gunn of J. Walter Thompson Company. There isn't any doubt, he said, that most agencies nowadays consider themselves actively concerned with packaging. Advertising Age recently asked 87 leading agencies about their participation in packaging design and decision, and found only 5 who thought that packaging was not their baby. The survey showed 65% of these agencies' package-goods clients expect the agencies to render major creative packaging services, but 80% of the agencies recommend that their clients use independent package designers.

Packaging has become an enormously complex specialty, and no agency can afford to compete in this highly specialized field. Rather, the agency contribution to packaging results from its role in the total marketing process.

### Case Study

He illustrated with a case study: a new ready-to-eat cereal for the Quaker Oats Company. The first step was a consumer survey to find out what consumers liked and disliked about cereal products. With these specifications Quaker's laboratories experimented and developed a dream product with desirable physical and nutritional characteristics. While there was consumer testing of the new product, the agency was deep into the study of advertising appeals.

The name LIFE was chosen to suggest vigor, happiness, health and enjoyment. And there was a strong nutritional story about complete proteins. A copy platform was tested on consumers to see if the story could be put across without a tedious educational campaign.



JAMES J. WINSTON

Then back to packaging—the package had to communicate the key selling points. The packaging designer ties in advertising copy phrases so the package will remind consumers of the advertising they have seen. He improves the graphic treatment. The package becomes more than just a good esthetic design, a good product poster on the shelf; it is a real member of the marketing team, and should perform effectively in completing the sale for LIFE cereal.

Packaging improvement results in the best sales curve when the new package design is of a nature that permits it to be made an integral part of the brand sales, advertising and over-all promotional campaign.

Mr. Gunn made a special plea to professional designers. He said agencies want to work with them in partnership with their clients, but to be full members of the marketing team, designers must be marketing men understanding the importance of product image and willing to work with the modern tools of research.

### Enforcement Crackdown

Director of Research James J. Winston reports that investigators from the Food & Drug Administration have been especially interested of late in slack-filled packages, short weights, and deficiencies in enrichment ingredients.

He notes that in 1946 there was agreement between the Food & Drug Administration and the Association's Committee on Slack-Fill that long macaroni in cartons should show a fill of at least 75 per cent or better; long spaghetti and vermicelli should show a fill of at least 70 per cent or better; elbow macaroni and other free flowing short goods should show a fill of at least 80 per cent or better.

Food & Drug stipulated that the fill of containers should be materially in excess of the minimum figures, depending upon factory controls employing new engineering principles to attain the

maximum fill. Manufacturers are urged to survey their cartons for fill of container and be sure they are in compliance with regulations.

Similarly, manufacturers should check periodically scales used for weighing product. Automatic mechanical scales do from time to time yield weights deviating significantly from the declared net weight on the package. Management should keep a daily record of checking net weights in order to make the necessary repairs of the scales as promptly as possible. The record kept on various products can be very important in demonstrating compliance with packing regulations in the plant. Any deviation might be attributed to storage conditions at a low relative humidity, which is conducive in the loss of moisture, thus affecting net weight.

### Enrichment Levels

From time to time different manufacturers have been cited for low levels of enrichment, below the legal standard. Purchasers should make certain that the farinaceous ingredients that they buy comply with the Federal Standards for quantities of thiamine, riboflavin, niacin and iron. This requires periodic assays both of the semolina or flour used and the finished products made from them. Records should be kept to prove compliance.

Occasional cars of enriched material have been found deficient in thiamine or riboflavin. If a manufacturer is not aware of this, he is permitting himself to be open to a citation or a seizure because of violation of these standards. In general, a chemical assay for thiamine or riboflavin will suffice to indicate whether products are up to standard.

### Packaging Merger

American Box Board Company, Grand Rapids, Michigan; Central Fibre Products Company, Quincy, Illinois; and Ohio Boxboard Company, Rittman, Ohio in a joint statement have announced plans to merge their companies.

The announcement said the plan for the merger, with the approval of each company's Board of Directors, will be presented to the stockholders of each company as soon as necessary details can be worked out.

All three companies have been eminently successful in the packaging products field in their respective areas. They are not essentially in competition with each other. The consolidation will bring together facilities producing jute and kraft linerboard, boxboard, bleached kraft, corrugating medium, molded pulp products, egg packaging products, shipping containers and folding cartons in an area stretching from New York to Utah.

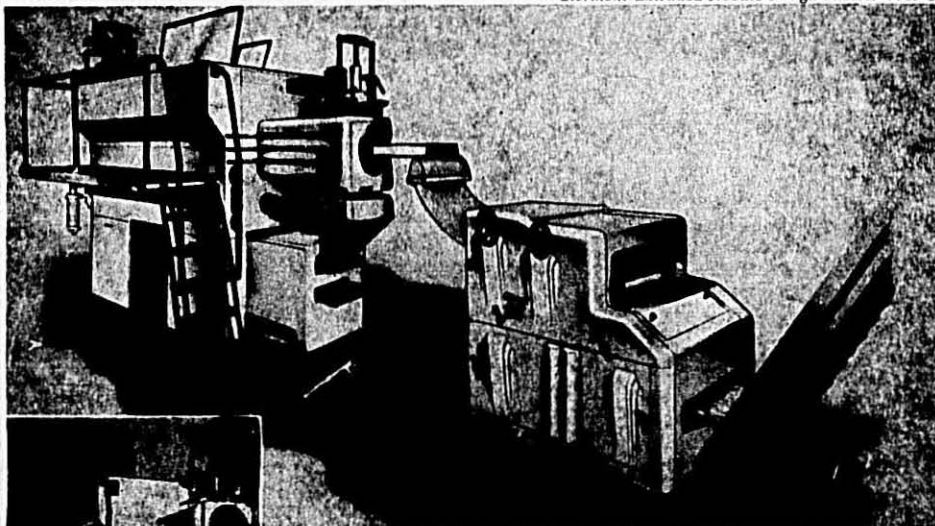
### Festive Touch

For a festive touch, serve macaroni salad in scooped-out pineapple shells.



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

*Clermont Extruded Noodle Dough Sheeter VMP-3*



VMP-3 with short cut attachment.

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

**FOR THE SUPERIOR IN NOODLE MACHINES**

**IT'S ALL WAYS *Clermont!***

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

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

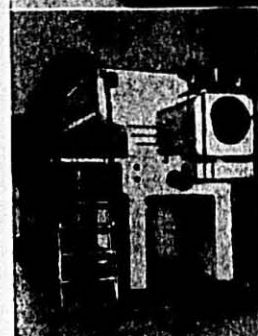
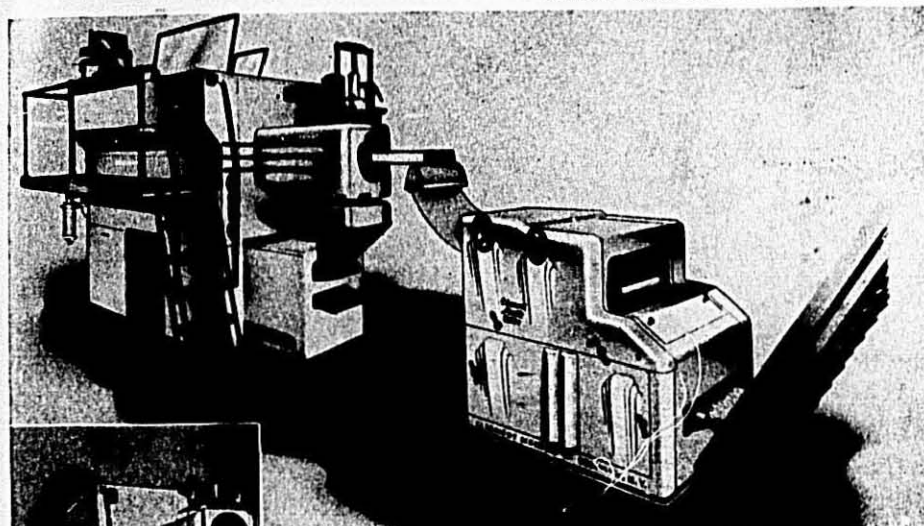
- C**apacity range - Two speed motor affords flexibility for 1600 lbs. or 1000 lbs. per hour or any two lesser outputs can be arranged.
- L**arge screw for slow extrusion for better quality.
- E**ngineered for simplicity of operation.
- R**ugged construction to withstand heavy duty, round-the-clock usage.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

*Clermont Machine Company Inc.*

266-276 Wallabout Street,  
 Brooklyn 6, New York, N. Y., U.S.A.

*Clermont* **SEEING DOUBLE? NO—YOU'RE JUST GETTING A SECOND LOOK AT**  
**VMP-3 Extruded Noodle Dough Sheeter**

*Clermont Extruded Noodle Dough Sheeter VMP-3*



VMP-3 with short cut attachment.

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

**DOUBLE VALUE FOR YOUR MONEY:**

- High Output
- Quality Engineered
- Peak Efficiency
- Cuts Costs
- Solves Your Processing Problems

**GIVES DOUBLE PLUS TO YOUR PRODUCT:**

- Brighter Appearance
- Better Texture and Consistency
- Finer Flavor

Make Your Dough With *Clermont*



### Sales Up For International

International Milling Company at its annual stockholders meeting in Minneapolis announced the greatest volume of sales in its 66 year history.

During the fiscal year which ended August 31, more flour, formula feed and other company products were produced and sold than in any previous year. Bulk shipments of products in the company's fleet of specially built bulk railroad cars and trucks reached an all-time high. Payments for wages and retirement benefits were also greater than any previous year.

### Profits Down

The annual report showed profits of \$1,374,495 which compare with last year's net of \$1,861,804. Earnings per share of common stock were \$6.34 compared to \$7.01 last year.

In a letter prefacing the annual report, Chas. Ritz, chairman, and Atherton Bean, president, said that "the long strike at Humberstone (Ont., Canada) was in part responsible" for the decline in profits, "but the principal cause was the intense competition which characterized the United States milling industry."

"We are hopeful that the industry's present level of production, which is the highest in years, will bring about an improvement in mill earnings," the letter concluded.

Stockholders were also told of the successful marketing of several new products for the bakery trade.

At year's end, the company employed 4,228 men and women in the United States, Canada and Venezuela of whom 2,442 are members of the company's profit sharing retirement plan which is now in its seventh year.

For the fiscal year just ended, the company contributed \$440,343 to the profit sharing retirement plan thus boosting the total amount in trust to \$3,378,000 to be used for future benefits of employee participants.

### In South America

In July, Molinos Nacionales C. A. (MONACA), a company affiliate, completed a modern, pneumatic flour mill at Puerto Cabello, Venezuela. This was the first plant expansion outside of North America for the company.

Also in July, the entire output of another Venezuelan mill was contracted for. This brings the company's total capacity in Venezuela to about 6,000 hundred-weight daily.

The annual report stated that during the year, the company released its bulk flour handling patents to the baking and macaroni manufacturing industries providing them with the results of over four years of company research and pioneering in the bulk handling of flour and other products.

During the year, a new experimental research farm went into operation at Courtland, Minn. This was the first phase in a five step farm building program at Courtland, the annual report said.



HENRY BONAMICO

### Prince Sales Director

Henry Bonamico of Lawrence, Massachusetts has been named National Director of Sales for the Prince Macaroni Company. He was general manager of Prince Meisenzahl Food Products, Inc., in Rochester, New York and formerly was factory manager for Bendix Aviation in California. He will coordinate all sales and promotion activities of the Prince Macaroni Company and its subsidiaries throughout the United States.

### Twenty-Five Year Club

Two Hoffmann-La Roche employees have recently received awards for completion of 25 years of loyal service. Parke Richards, Jr., who recently was made Director of Sales Operations of the company's Roche Laboratories Division, resides at 55 Alexander Avenue, Nutley, N. J. Lee F. Donley is a member of Hoffmann-La Roche's Vitamin Division and resides at 1 Covington Lane, Clayton, Missouri.

Mr. Richards was presented with his certificate of membership in the Roche 25 Year Club by President L. D. Barney and Industrial Relations Vice President, P. J. Cardinal. In addition to the check each member of the group receives from the company upon indoctrination, Mr. Richards chose as his commemorative gift a ring carrying on the inside a miniature plaque of the Roche trademark. His associates from his immediate department in Nutley also honored him at an informal party.

Mr. Donley was initiated into the Roche 25 Year Club during a sales meeting of the Vitamin Division in Haddon Hall in Atlantic City. President Barney and General Manager of the Vitamin Division, R. W. Smith, presented him with his credentials, check and gift at the Division's dinner. For his commemorative gift Mr. Donley chose a sterling silver coffee set.

A total of 42 members of the Hoffmann-La Roche personnel now constitute the Roche 25 Year Club, in addition to 13 retired employees.

### New Monark Executive

Mel Krigel, Vice President, Monark Egg Corporation has announced that Bill Joern has joined their organization as Sales Executive and will handle sales of frozen and dried egg products throughout the United States.

Mr. Joern came to Monark from the Cremeens-Beard Company, Chicago. For ten years he was with the Ocomo Food Company, Omaha, Nebraska where he directed the sale of dried and frozen egg products. Prior to this he was with C. A. Swanson & Sons in Omaha, Philadelphia and Washington, D. C.

Mel Krigel pointed out that Monark has greatly expanded their breaking and drying operations this year, and the addition of Bill Joern to their staff will vastly improve customer services. Bill is well known to the trade, having been instrumental in the development of several prepared food items involving dried egg products. He will be located at the headquarters of Monark Egg Corporation in Kansas City, Missouri.

### Forsythe Elected

Dr. Richard H. Forsythe has been elected a vice-president of Henningsen Foods, Inc.

Dr. Forsythe began his association with Henningsen when he was a graduate student at Iowa State College and he formally joined the organization in 1953 as director of Central Laboratories in Springfield, Missouri. Since then, he has covered a great many technical aspects of research, quality control and technical services and sales. Dr. Forsythe has made valuable contributions to the entire industry and this year was recipient of the Institute of American Poultry Industries award. He is credited with organizing and directing a collaborative study resulting in a standard method of determining yolk color in egg products.

In his new capacity, Dr. Forsythe will continue many of these activities but his primary responsibility will be to serve Henningsen customers in a technical sales capacity. He has much experience in the function of egg solids in the cereal and bakery fields as a result of his activities as poultry products technologist, research administrator, industrial scientist and educator.

### Perfection Advertising

A winter drive for Perfection brand macaroni products has been announced by West Coast Macaroni Company.

Advertising will be carried on newscasts over two Bay Area radio stations, KCBS in San Francisco and KLV in Oakland. In addition, the firms will use space in newspapers throughout northern California.

The campaign, according to general manager Julio Didonato, is designed to capitalize on the heavy demand for macaroni products during the cooler weather season.



*More Eye-Appeal in the package!*  
*More Taste-Appeal on the table!*

On the grocer's shelf they reach for it *first*... at home they go for it *most* — if it's macaroni or spaghetti made from *quality* semolina and durum flours milled at the North Dakota Mill and Elevator from 100% durum wheat.

Grown and milled in the heart of the world's greatest durum area

**NORTH DAKOTA MILL AND ELEVATOR**  
Flour Milling Division  Grand Forks, North Dakota



## Chicken and Noodles

CHICKEN and noodles are old-time favorites... and a particularly good buy now with chicken on the government's Plentiful Food List.

Supplies of broiler-fryers are likely to be 12 percent or more larger than in January a year ago. This bountiful supply can be a real pace-setter for January entertaining, as well as hearty family meals.

Here are some National Macaroni Institute recipes which put chicken and noodles into the "something special" class:

### Roast Chicken with Fruit-Noodle Stuffing

- 1 tablespoon salt
- 3 quarts boiling water
- 2 oz. or 1 cups fine egg noodles
- 1/4 cup butter or margarine
- 1 medium-sized onion, chopped
- 1 medium-sized apple, chopped
- 1 cup cooked prunes, pitted and chopped
- 1/4 cup chopped parsley
- 1 teaspoon salt
- 1 teaspoon poultry seasoning
- 1 6-pound roasting chicken
- Salt
- Melted fat

Add 1 tablespoon salt to rapidly boiling water. Gradually add noodles so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

Meanwhile, melt butter or margarine; add onion and apple and saute until tender. Add noodles, prunes, parsley, 1 teaspoon salt and poultry seasoning; mix well. Rub body and neck cavities of chicken with salt. Stuff with noodle mixture. Fasten with skewers. Place on rack in shallow roasting pan. Brush with fat. Bake in slow oven (325°) about 3 hours, or until meat thermometer registers 190°. Brush chicken with fat during baking period.

### And For Leftovers

Real good for left-overs or giblets is this recipe for Monday Noodles, which makes four to six servings:



Paul Reining, Sr. describes products to a group of visiting ladies.



Roast Chicken with Fruit Noodle Stuffing.

### Monday Noodles

Chicken giblets (liver, heart, gizzard and neck)

- 6 cups boiling salted water
- 2 tablespoons shortening
- 1/2 cup chopped onions
- 1/2 cup chopped green pepper
- 1 6-oz. can tomato paste
- 1 20-oz. can tomatoes
- 1 teaspoon salt
- 8 oz. or 1 cups egg noodles

Add heart, gizzard and neck to boiling salted water. Cover and cook over low heat until tender, about 45 minutes. Add liver and cook 15 minutes. Drain; reserve stock. Dice giblets. Melt shortening; add onions and green pepper and cook until tender. Stir in tomato paste and tomatoes; simmer about 20 minutes. Add giblets.

Meanwhile, heat reserved stock to boiling point; add 1 teaspoon salt. Gradually add noodles so that stock continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Serve sauce over noodles.

### Business Built On Famous Dish

Chicken dinners at the Smithville Inn, famous around the world, have put the Paul Reining family into the noodle business.

The Inn in Smithville, Ohio has been famous since 1818 for its family-style service of excellent chicken and noodles. The reputation of this eating establishment drew a clientele from all over the state, and as the business grew there was a demand for the items that went along with the meal. Consequently the Reining family began manufacturing and



Paul Reining, Jr. discusses production with Food Inspector R. F. Clarke.

# MALDARI'S

## INSUPERABLE

# MACARONI DIES

## STAINLESS STEEL

Time's

aging process knows no distinction, whether it be in the realm of friendship or the field of technological advancements.

We bow to time's onward march—endeavoring to make our old friends grow dearer, our new friends more cherished, and our services to the industry more scientific, expeditious and economical.

### D. MALDARI & SONS, Inc.

America's Largest Die Makers

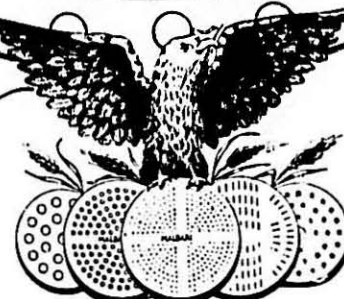
557 THIRD AVENUE  
BROOKLYN 15, NEW YORK  
U. S. A.

ESTABLISHED 1903

MANAGEMENT CONTINUOUSLY RETAINED IN SAME FAMILY

## BRONZE ALLOYS

COPPER





## Catch the Calorie-Counter

**C**ALORIE-COUNTERS are fair game right after the holidays. They usually do too much festive feasting and then make resolutions they find hard to keep.

Then is when you can hammer home the idea that the average serving of spaghetti or macaroni product has less calories than a small red apple.

Here's proof for the skeptics, menus that are a cinch for losing weight from the National Macaroni Institute:

Menu: 549.7 calories

- Nibblers: 1 celery stick, 5" long (3)
- 1 large stuffed green olive (7)
- 1 scallion, 5 1/4" long, 1/4" diam. (4.6)
- Slim Jane Macaroni and Cheese (425.3)
- Buttered Green Beans (1/4 c. cooked, 13.5; 1/2 tsp. butter, 18)
- Minted Fruit Cocktail (6 tbs. canned fruit cocktail and juice, 70; 1/4 tsp. creme de menthe, 8.3)
- Black Coffee or Tea

Recipe for

Slim Jane Macaroni and Cheese

(Makes 6 serving)

- 1 tablespoon salt
- 3 quarts boiling water
- 2 cups elbow macaroni (8 ounces)
- 1 tablespoon butter or margarine
- 1 tablespoon all-purpose flour
- 3 tablespoons non-fat dry milk solids
- 1 cup water
- 1 cup creamed cottage cheese
- 1 teaspoon onion salt
- 1/4 teaspoon pepper
- 1 12-ounce can luncheon meat, diced
- 2 tablespoons chopped parsley
- 1/2 cup grated Cheddar cheese
- Add 1 tablespoon salt to 3 quarts rapidly boiling water. Gradually add macaroni so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.
- Melt butter or margarine; add flour and milk solids and blend. Gradually add 1 cup water and cook over low heat, stirring constantly, until thickened. Add macaroni, cottage cheese, onion salt, pepper, luncheon meat and parsley; mix well. Line a 10x2-inch skillet with aluminum foil. Turn macaroni mixture into skillet and top with Cheddar cheese. Cover and bake in moderate oven (350°) 15 minutes. Total calories: 2552.

Menu: 549.5 calories

- Hot Chicken Bouillon (2)
- (1 bouillon cube)
- Deviled Cheese-Macaroni Ramekins (361.9)
- Buttered California Green Asparagus (30)
- (6 medium canned green asparagus stalks, drained, 21; 1/4 tsp. butter, 9)
- Tomato and Lettuce Salad (39.6)
- (1/2 medium tomato cut in wedges, 15; 3 small leaves lettuce, 5; 1 tsp. commercial French dressing, 19.6)
- Zippy Citrus Cup (47)
- (1/4 c. orange sections, 22; 1/4 c. grapefruit



Macaroni and cheese for weight watchers. The recipe for Slim Jane Macaroni and Cheese when served with buttered green beans, fruit cocktail, and black coffee totals less than 550 calories. Mighty good eating and not a bit fattening.

- sections, 20; 1 tbs. ginger ale, 5)
- Skim Milk (66)
- (1 6 oz. glass)

Recipe for  
Deviled Cheese-Macaroni Ramekins  
(Makes 8 servings)

- 1 tablespoon salt
- 3 quarts boiling water
- 2 cups elbow macaroni (8 ounces)
- 2 10 1/2-ounce cans condensed cream of mushroom soup
- 2 teaspoons salt
- 2 medium-sized eggs, slightly beaten
- 2 cups grated Cheddar cheese (about 1/2 pound)
- 1/4 cup chopped parsley
- 1/4 cup chopped onion
- 2 tablespoons prepared mustard
- 1/4 cup grated Parmesan cheese
- Add 1 tablespoon salt to rapidly boiling water. Gradually add macaroni so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

Meanwhile, combine soup, 2 teaspoons salt, egg, Cheddar cheese, parsley, onion and mustard. Add macaroni and mix well. Line 8 individual casseroles with aluminum foil. Turn macaroni mixture into casseroles. Sprinkle with Parmesan cheese. Bake in hot oven (400°) 20 minutes, or until lightly browned. If desired, garnish with radish slices and parsley sprigs. Total calories: 2919.4.

Chevron Macaroni Casserole  
(Makes 4-6 servings)

- 1 tablespoon salt
- 3 quarts boiling water
- 2 cups elbow macaroni (8 ounces)
- 1 10 1/2-ounce can condensed cream of mushroom soup

- 1 cup milk
- 1 cup grated processed Cheddar cheese (about 1/4 pound)
- 1 teaspoon Worcestershire sauce
- Pepper
- 1 12-ounce can luncheon meat, cut in 1/4-inch strips
- Add 1 tablespoon salt to rapidly boiling water. Gradually add macaroni so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

Combine soup, milk, cheese, Worcestershire sauce and pepper; cook over low heat, stirring occasionally, until cheese is melted. Add macaroni and luncheon meat, reserving 6 strips luncheon meat for garnish. Line a 1 1/4 quart casserole with aluminum foil. Turn macaroni mixture into casserole. Place meat strips on top of casserole to form chevrons. Place under broiler about 3 inches from heat 10 minutes, or until lightly browned and sauce is bubbly.

### Business Built

(Continued from page 31)  
the Pure Food Division of the Ohio Department of Agriculture, and the good relationship which exists between the manufacturer and the Department is noted and approved by the consumers. The Reinings, by nature good hosts, always have chicken and goodies available for their guests. Mr. Reinings tells the groups at the end of their plant tour about their products and marketing philosophy. He has proven conclusively that there is a ready market for a quality product, attractively packaged and personally sold, in spite of intense competition on every side.

## YOU'LL GET A BIGGER SLICE IF WE BAKE A BIGGER PIE...

You will sell more of your brand of macaroni products if the market is expanded.

Learn how the National Macaroni Institute is creating greater demand for macaroni, spaghetti and egg noodles . . . and how you can tie in to sell more of your products.

Write for details:

**THE NATIONAL MACARONI INSTITUTE**  
Box 336, Palatine, Illinois

## IT TAKES TWO

The National Macaroni Manufacturers Association, trade association for macaroni and noodle manufacturers and their allies in the United States and Canada, serves as industry representative, spokesman and clearing house of information. Members receive bulletins, reports, surveys and are called together periodically for meetings and conventions.

The National Macaroni Institute is the public relations organization for the industry, dedicated to product promotion. Counsel is retained to prepare features, photos, and recipes to distribute through every medium of communication. Members receive advance news on publicity and promotions and are kept informed of results.

It takes two organizations to do the job. Members agree it doesn't cost — it pays. Write for details.

**National MACARONI MANUFACTURERS ASSOCIATION**

BOX 336, PALATINE, ILLINOIS

The perfect ending to a successful Convention! Plan a side-trip cruise while in Florida.

from **MIAMI** **SUNSHINE 100% AIR CONDITIONED Cruises 1/2 EVANGELINE** 19 Hots - Radio Equipped for your Safety

START IN THE SUNSHINE! GO TO THE SUNSHINE! FINISH IN THE SUNSHINE!

Pick your Date • Pick your Price • Pick your Ports

**WEST INDIES and SOUTH AMERICA**

Modern Ship — Swimming Pool, Sun Deck, Excellent Cuisine and Service

SWIMMING POOL SUN DECK SHIP YOUR HOTEL ALL THE WAY

<b>7-DAY</b> \$130	<b>10-DAY</b> \$190
<b>PORT ANTONIO</b> Jamaica (British) <b>KINGSTON</b> Jamaica (British) <b>GRAND CAYMAN</b> West Indies (British) <b>HAVANA</b> Cuba (Spanish) Jan. 23; Mar. 10, 28 (Easter Cruise) Apr. 14 Sails 4 P.M. • Returns 8 A.M. Summer schedule to be announced	<b>PORT ANTONIO</b> Jamaica (British) <b>KINGSTON</b> Jamaica (British) <b>CIUDAD TRUJILLO</b> Dom. Rep. (Spanish) <b>SAN JUAN</b> Puerto Rico (U.S.) <b>ST. THOMAS</b> Virgin Islands (U.S.) Feb. 14; Mar. 17; Apr. 4, 21 Sails 4 P.M. • Returns 8 A.M. Summer schedule to be announced
<b>14-DAY</b> \$260	Jan. 20; Feb. 24 Sails 4 P.M. • Returns 11 A.M. Summer schedule to be announced.
<b>PORT ANTONIO</b> Jamaica (British) <b>KINGSTON</b> Jamaica (British) <b>CRISTOBAL</b> Panama (Local Zone)	<b>CURACAO</b> Netherlands W. Indies (Dutch) <b>CIUDAD TRUJILLO</b> Dom. Rep. (Spanish) <b>PORT-AU-PRINCE</b> Haiti (French)

— from **Miami** **1/2 YARMOUTH** **Havana** —

**3-DAY WEEK-END HAVANA CRUISE** Every Friday  
 ALL EXPENSE from \$55. 2 days and 1 night in Havana. Sails Fri. 6 P.M.  
 ROUND TRIP from 40. Sails Fri. 6 P.M.  
 ONE WAY from 25. Returns Mon. 8 A.M.

**4-DAY HAVANA and NASSAU** Every Monday  
 ALL-EXPENSE from \$75  
 Sails Mon. 6 P.M. • Returns Fri. 8 A.M.  
 A Fine West Indies cruise ship now being used on overnight cruises.

Please write for descriptive folder. Table everything!

**EASTERN SHIPPING CORPORATION** Gen'l Agent  
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 Open daily, including Sunday, 8:30 a.m. to 5:30 p.m.

## JACOBS-WINSTON LABORATORIES, Inc.

EST. 1920

Consulting and Analytical Chemists, specializing in all matters involving the examination, production and labeling of Macaroni, Noodle and Egg Products.

- 1—Vitamins and Minerals Enrichment Assays.
- 2—Egg Solids and Color Score in Eggs, Yolks and Egg Noodles.
- 3—Semolina and Flour Analysis.
- 4—Rodent and Insect Infestation Investigations. Microscopic Analyses.
- 5—SANITARY PLANT INSPECTIONS AND WRITTEN REPORTS.

James J. Winston, Director  
156 Chambers Street  
New York 7, N. Y.



## PETROSPECTIONS

by  
M. J.



### 35 Years Ago

- A review and general forecast of the 1921 prospects in the macaroni industry indicate that "favorable elements predominate."
- The American wheat crop for 1923 represented 29% of all the wheat grown throughout the world in that year; the Canadian harvest represented 18%; India produced 14%; France followed with 11%.
- Appreciating the value of public good will, the Keystone Macaroni Co., Lebanon, Pa., opened its plant to public inspection. After guided tours showing the manufacturing process, visitors were given samples of the finished product.
- Canada won the Durum Wheat Championship at the International Livestock Show in Chicago.
- From beer to cheese!—The Pabst Brewing Company of Milwaukee, Wisconsin, was converting a portion of its brewery plant into a cheese manufacturing and distributing depot.
- The Fortune Products Company, Chicago, Illinois, has registered "Fortune Shells" as a brand name for its shell macaroni products.
- The John B. Canepa Company, Chicago, placed its "Red Cross" team in the Chicago Industrial Basketball League.

### 25 Years Ago

- Southern California macaroni manufacturers, spearheaded by S. Nunziato, E. De Rocco, John Kuhl, A. Spadafora, N. Costa and T. Luzzi, got a Code established under the sanction of the California Recovery Act.
- Time and lack of strict enforcement has dulled the enthusiasm and support of the Government Blue Eagle Pledge.
- The C. F. Mueller Company, Jersey City, N. J., according to Food Field Reporter, spent \$12,500 for magazine advertising in 1933; the H. J. Heinz Company, Pittsburgh, spent \$121,869 to popularize its canned spaghetti.
- The I. J. Grass Noodle Company, Chicago, Illinois, sponsored a Good Will Dinner in the Del Prado Hotel, December 9, in appreciation of the faithfulness of its employees and the loyalty of its business friends. About 100 guests enjoyed the seven course dinner featuring noodles in varied styles.
- B. Fillippone & Company, Passaic, New Jersey, has registered its "Amorini" and "Aravini" trademarks.
- Herman Baur, founder of the Baur Flour Mills, St. Louis, Missouri, died January 4.

### 15 Years Ago

- According to figures released by the Government, the war cost nearly \$330,000,000 daily.
- The Army was the "World's Biggest Baker," producing more than any commercial company. The combined production of all army garrison bakeries was 1,250,000 pounds of bread per day.
- The St. Regis Paper Company suggested that users of multi-wall paper bags give thought to simplification and standardization of orders so as not to retard wartime production.
- First Lt. Joseph A. Gioia, 21, son of Alfonso Gioia, past president of NMMA, was awarded the Silver Star medal for gallantry in action with the Third Infantry Division of the Fifth Army in Italy.
- The Advisory Committee of the War Food Administration recommended a survey of the Dry Soup Mix industry regarding their requirements of special materials and supplies.
- V. Viviano & Brothers Macaroni Manufacturing Co., St. Louis, Mo., was once more in the hands of Vito Viviano, who founded the firm forty years ago.
- Government agencies bought more macaroni products in 1948 than in the preceding 150 years.

### 5 Years Ago

- Lloyd Skinner, NMMA vice-president, crowned the 1951 Macaroni Queen at Devils Lake, North Dakota, October 17, to celebrate National Macaroni Week.
- NMMA Director Vincent DeDomenico, Golden Grain Macaroni Company, San Leandro, California, presented a giant macaroni key to Miss Macaroni for the West Coast.
- The support the macaroni industry gives the durum growers was graphically displayed by presentation of a \$1,000 check to the North Dakota Agricultural College at the 1953 Durum Show.
- Fred Birkel, of Stuttgart, Germany, addressed the New York regional meeting at the Belmont Plaza Hotel in November on manufacturing problems abroad.
- Theme for the Grocery Manufacturers of America Annual Meeting in New York City in November: Free Enterprise Is Not Free—It Must Be Earned.
- The life of Guido P. Merlino, NMMA Director, was pictured in the Seattle Times as a rags-to-riches success story.
- Charles C. Rossotti, Rossotti Lithograph Corporation, North Bergen, New Jersey, was reelected director of the Label Manufacturers National Association.

## CLASSIFIED

### ADVERTISING RATES

Display Advertising Rates on Application  
Want Ads ..... 75 Cents per Line

**FOR SALE**—Clermont Noodle Cutter, with five sets standard cutting width rollers, Dough Breaker, Noodle Dryer consisting of two units, Preliminary Dryer and Tush Dryer. In excellent condition, in operation now. Reasonably priced. Write Box 13, Macaroni Journal, Palatine, Illinois.

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## ABC's of Macaroni

(Continued from page 19)

Use either *folded medium egg noodles* or *folded wide egg noodles* with an sauce, or try them buttered and sprinkled with parsley or chives, chopped almonds, poppy or caraway seeds. Nice with sweet braten, pot roast, curries, steaks.

*Gnocchi* are dumpling-shaped macaroni; good in soups. *Spaghetti* has a real like shape. *Spaghettini* are thin spaghetti. *Vermicelli* are extra-thin spaghetti; good with sauce and in soups.

*Egg noodles* are ribbonlike lengths, and they come in three widths — fine, medium, and wide. They may be vegetable-flavored, with spinach, carrots, or tomatoes.

*Cut spaghetti* has an elbow shape. Use it as you would elbow macaroni. *Linguine* is flat spaghetti. Try it with tomato sauce, parsleyed garlic-and-olive-oil sauce, or various sea-food sauces.

Both *bow* and *small bow* are egg noodle products, shaped like bow ties or butterflies. Good topped with cheese, meat, vegetable, or sea-food sauce. May be used in casseroles; nice in salads with vegetables.

## INSIDE SCIENCE

# The Vital Story of MACARONI\* ENRICHMENT

by Science Writer

This is the fourth article in a series devoted to the story of cereal enrichment



word of the great benefits which result from enrichment.

For years, some forward-looking manufacturers of macaroni and noodle products have used enrichment to make their good foods better. They know that enrichment restores important vitamin and mineral values which are unavoidably lost in milling, and they recognize their responsibility to provide the greatest health-building benefits for the public.

Enrichment is really a simple process. It adds the following essential elements to the food during manufacture

Thiamine—also called vitamin B<sub>1</sub>. This vitamin helps to build physical and mental health. It is essential for normal appetite, intestinal activity and sound nerves.

Riboflavin—also called vitamin B<sub>2</sub>. This vitamin helps to keep body tissues healthy and to maintain proper function of the eyes. It is essential for growth.

Niacin—another "B" vitamin, is needed for healthy body tissues. Its use in the American diet has done much to make a serious disease called pellagra disappear.

Iron—is a mineral used in all enrichment. It is essential for making good, red blood and preventing nutritional anemia.

Products made from semolina may be enriched by two methods. One uses small square wafers which contain all the vitamins and iron necessary to enrich 100 lbs. The wafers break up in a small amount of water which is then added to the paste. For manufacturers who use the continuous press method, a powdered concentrate of the vitamins and iron, called a premix, is available. This is added by a mechanical feeding device.



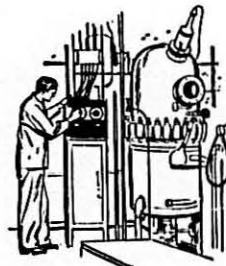
\*Macaroni is used here in the generic sense. It includes all alimentary pastes: macaroni, spaghetti, pasta, noodles.

These are the minimum and maximum levels, in milligrams per pound, required by the Federal Definitions and Standards of Identity for enriched alimentary pastes.

	Min.	Max.
Thiamine (vitamin B <sub>1</sub> )	4.0	5.0
Riboflavin (vitamin B <sub>2</sub> )	1.7	2.2
Niacin	27.0	34.0
Iron	13.0	16.5

NOTE: These levels allow for 30% to 50% losses in kitchen procedures.

Nowadays scientists are able to "build" duplicates of many of Nature's essential complexes in the laboratory. This has happened with many vitamins. First the chemical composition is learned and the pure substance is isolated. Then a "duplicate" is made which is identical chemically and biologically with Nature's product. A vitamin is a vitamin regardless of its source just as salt is salt whether it comes from a mine or is evaporated from the sea. So efficient is large scale manufacturing that vitamins are sold at a lower cost than if they were extracted from natural sources.



The Hoffmann-La Roche people, who produce a good percent of the vitamins used in enrichment, use amazingly complex processes with scientific production controls. This requires modern, special equipment filling whole buildings, each one a city block square and many stories high.

The combination of scientific research, thorough know-how and mammoth manufacturing processes—plus the far-sightedness of leaders in the macaroni industry—is helping vitally to make good macaroni products better.

This article, reprints of which are available without charge, is published as a service to the macaroni industry by the Vitamin Division, Hoffmann-La Roche Inc., Nutley 10, New Jersey. In Canada: Hoffmann-La Roche Ltd., 1956 Bourdon Street, St. Laurent, P.Q.





*See you in*  
**HOLLYWOOD!**  
*(Florida, that is)*



Yes, "Mr. I" — symbol of International Milling Company and its Quality Durum Products — hopes to see you in Hollywood, Florida, this month for the NMMA winter meeting at the Hotel Diplomat West.

We welcome these mid-year opportunities to mix business with pleasure and to discuss, informally, our mutual industry problems and plans for the future.

See you in Florida!

***International***  
MILLING COMPANY