

# THE MACARONI JOURNAL

Volume 44  
No. 10

February, 1963

Disclaimer: The last page of this issue is extensively deteriorated and cannot be filmed because handling will cause further damage.

# Macaroni Journal



FEBRUARY, 1963

Lenten Opportunities



## A NO-NONSENSE APPROACH TO PACKAGING

A Rossotti produced macaroni package is a modern marketing tool. It will do these things for you, efficiently, without fuss or fanfare.

It will give you a sensible, hard-selling package not only at the point of purchase but all through the cycle of distribution. It will run trouble free on your equipment. It will yield cost-cutting economies, without sacrificing quality or service.

How can one sales tool do so much?

Because it utilizes the proper size and construction factors for your market. Because it is convenient to stack and convenient to use.

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MACARONI  
HERE!**

Because its recipes reflect the geographical taste patterns of your own consumers. Because its design is geared to an increasingly value-conscious customer.

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# The Macaroni Journal

February  
1963  
Vol. 44  
No. 10

Official publication of the National Macaroni Manufacturers' Association  
139 North Ashland Avenue, Palatine, Illinois. Address all correspondence regarding advertising or editorial material to Robert M. Green, Editor, P.O. Box 436, Palatine, Illinois.

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FEBRUARY, 1963

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## Cover Photo

Perky Pat Dlouhy tote a basket of high quality products. Macaroni spaghetti and cheese, manufactured with seat of, egg, cheese and yeast, is the most grocers volume from Macaroni Institute.

Macaroni Institute, 139 North Ashland Avenue, Palatine, Illinois. Address all correspondence regarding advertising or editorial material to Robert M. Green, Editor, P.O. Box 436, Palatine, Illinois.

## ROUND-UP

BY ANY standard, 1962 was an unusual year. The durum shortage created difficulties, and the battle of blends found quality and consequently company performances all over the board. Some companies did well, while others did poorly. But the durum shortage created headaches for all.

There has been considerable discussion among macaroni manufacturers and their customers as to what the effect of blends was on consumption. The Northwestern Miller reported durum mill grind down for the calendar year by 4.1 per cent. The Hoskins Company macaroni industry production index showed an increase of 4.4 per cent. Gains for National Macaroni Institute contributors were up 6.8 per cent, but this was probably higher than the industry figure because these members are the better merchandisers in the industry.

### Good Press

Macaroni, spaghetti, and egg noodles got a good press with plentiful publicity. A promotion for pre-Lenten profits was launched by Chicken-of-the-Sea tuna, the Ripe Olive Advisory Board and the National Macaroni Institute. Recipes, story material and attractive photographs for a Tuna-Olive-Macaroni Buffet Casserole found wide distribution with key buyers in supermarkets receiving a gift package of the commodities with the recipes.

Magazines were particularly good to macaroni just before and during Lent. For example, Forecast for Home Economists in February featured "The Family of Macaroni" from alphabets to ziti. Special features appeared in the American Home, Better Homes and Gardens, Everywoman's Family Circle, Good Housekeeping, McCall's, Modern Romances, Revealing Romances, True Story, Parents Magazine, Redbook, Sunset, and Woman's Day.

Related item promotions during Lent included Booth Fisheries offering a pound of free spaghetti to purchasers of two packages of fish sticks in newspaper advertising in some thirty-seven markets. Borden's ran a five-cent off offer on 8-ounce grated Parmesan and Romano cheese advertised in newspapers. Lawry's Spaghetti Sauce Mix advertised in April issues of Family Circle and Woman's Day. The Poultry and Egg National Board publicized a

recipe for egg noodle omelet during March, National Egg Month.

### Educational Materials

During the year, the North Dakota State Wheat Commission in partnership with the Durum Wheat Institute of the Millers National Federation and the National Macaroni Institute distributed the film "Durum: Standard of Quality." This American Film Festival prize winner had 3,392 showings to audiences totaling 166,886. Primary distribution was to high schools, but other educational, social and church groups were included. "Stag Party" and "Use Your Noodle," NMI films made in 1956, still are getting limited distribution.

More than a thousand film strips on "Tricks and Treats With Macaroni Foods" developed by the Durum Wheat Institute were distributed to high school home economics classes. A second thousand were printed for distribution during the fall semester of 1962.

H. Howard Lampman, director of the Durum Wheat Institute, reported at the macaroni convention that some 2,000 wall charts, 33 by 44 inches. "Durum Macaroni Foods — from Farm to Table," were available for distribution and that costs would run \$31 a hundred. Their booklet of institutional recipes, "Economic Gourmet Entrees," continues to receive good distribution at 50 cents a single copy or \$30.00 per hundred. "Specialties of the House" has the same recipes in household size. The North Dakota State Wheat Commission has bought and distributed more than 150,000 copies of this booklet, bringing the price down to 10 cents a copy in quantity.

"Durum Wheat Notes" put out by the Durum Wheat Institute five times a year goes to more than 42,000 home economics classroom teachers, home demonstration agents, food editors, and similar leaders. Currently the Institute is working on the project of a macaroni products demonstration outline and an inexpensive recipe leaflet.

### Promotions

In May, WAIF, an adoption agency for International Social Service, placed its ten thousandth homeless child from overseas with new parents in the United States. Sills & Company prepared a how-to-do-it kit for WAIF spaghetti dinners with quantity recipe

instructions for raising charity funds. Supported by WAIF President Jane Russell, Hermione Gingold, Perle Mesta, and others, including governors of fifteen states who proclaimed May as WAIF Month, the campaign was a success.

"The Enchantment of Eating Outdoors" was illustrated in the June issue of the Ladies' Home Journal, and macaroni products had a prominent spot. Salad ideas went over well in magazines, newspapers, and especially the supplements with color pages. Co-operation continued to come from such people as the American Lamb Council, National Livestock and Meat Board, Broiled in Butter Mushrooms, Artichoke Advisory Board, Brussels Sprouts Marketing Program, and Cherry Growers and Industries Foundation.

### Focus on Results

At the Annual Meeting in July, H. D. Dardenne of McCall's Magazine reported that consumers interviewed at the Congress on Better Living were most interested in convenience, variety, weight watching, and a great hunger for ideas in making homemaking more creative. Ted Sills demonstrated graphically with a slide presentation how National Macaroni Institute publicity meets these needs in stressing versatility, economy, convenience, taste and nutrition. The report was condensed into a booklet for mailing to merchandisers under the caption "Let's Focus on Results."

We picked a winner in naming Caroline Kennedy, the President's daughter, "Macaroni Girl of the Year" because she is America's Junior Sweetheart and loves animals, particularly a pony named "Macaroni." The announcement was made at the convention.

Monsignor John Romanello, the Hong Kong Noodle Priest, made a hit at the macaroni convention, and went on to score successes at the National Macaroni Institute presentation at the Food Editors Conference in New York in September. His warmly human story of feeding Chinese refugees with surplus American flour, cornmeal and milk powder manufactured into noodles received a tremendous press. The food editors were also impressed with durum grower Harold Holstrand, who reported on the durum bonanza

	Final 1962 Durum Crop Data			Yield	Acreage
	Production in 000's				
	1962	1961	1951-60	1962	Harvested
Minnesota .....	1,683	616	680	33.0	51
North Dakota .....	59,582	10,800	18,517	31.0	1,922
South Dakota .....	2,880	1,829	1,695	20.0	144
Montana .....	6,960	1,428	5,561	24.0	290
California .....	704	512	331	64.0	11
United States .....	71,809	21,185	24,951	29.7	2,418

the record breaking crop of 1962.

### Durum Record

The durum shortage ended as dramatically as it began. With the coolest and wettest crop season for a number of years, there was a record-breaking three-fold increase in the harvest which was finally placed at 71,809,000 bushels. This is the largest output in more than thirty years, and despite late harvesting in the northern sections the quality is surprisingly good. The huge outturn brought the price of top milling durum down to \$2.52 on September 7, which was 23 cents below the support price of \$2.75. The durum price at year's end was \$2.65, with semolina selling at \$6.75 to \$6.90.

### NMI Forecast

Emanuele Ronzoni, Jr., president of Ronzoni Macaroni Company and chairman of the National Macaroni Institute Committee, made this forecast for the industry:

"I am especially concerned with more macaroni and noodle products being sold and served to satisfy healthy American appetites during the year 1963.

"Although shortages of durum wheat, as well as competitive factors in 1962, combined to hold business somewhat in check, our industry managed to make progress and supply the ever-increasing demand for macaroni products.

"In 1963, in a year-of-plenty for durum wheat, there will be an important opportunity to realize our potential per capita volume by planning all-out promotions that stimulate macaroni sales. In a highly competitive food industry, the trade responds to well-planned promotions. The National Macaroni Institute, and each manufacturer, shares the responsibility for creating enthusiastic support in the trade that will gain full distribution, making macaroni products and important related items readily available for the consumer. Convincing proof of the increasing demand for macaroni products and rapid profitable turnover provide strong incentives for food retailers to join wholeheartedly in featuring macaroni products throughout the year.



Emanuele Ronzoni, Jr.

"We can realize our objective of increased consumption of macaroni and noodle products by intensifying our publicity efforts through continuous effective public relations work.

"Our industry manufactures a group of America's favorite foods—our prices are attractive—our varieties and recipes are most imaginative. With all this to encourage our progress and to strengthen our well-deserved position in the food industry, we in management can direct our companies to new success this new year."

### McKinsey Report

At the Annual Meeting of the National Association of Food Chains, Board Chairman Paul C. Cupp said: "Competition at all levels has reached the most intensive point in history. We as an industry have reached the stage of development in which there are no revolutionary changes on the horizon—such as self-service or the supermarket—which offer inherent operating savings.

"There is a grave fear that the entire area of distribution—the gray area between the time goods leave the assembly line and the time they appear again on the supermarket shelf—may be a vast wasteland of wasted effort, and futile antagonism that results in lowered profits for everyone in the industry and prices that are actually higher than necessary for many American consumers. It is this wasteland in which we hope to shed light.

"If food manufacturers and retailers are going to give consumers better values, employees better wages, and stockholders a better return on their investments, we are going to have to forge a partnership in the public interest—a partnership of all the elements of the food industry whose goal is the searching out and destroying of those parts of our total business which represent unnecessary costs. If we can do this, this partnership will mean progress — and very real dollar and cents progress—to every company and every level in the industry, and progress in terms of lowered food prices to consumers as well."

These comments prefaced the presentation of the McKinsey Report, a blueprint drawn to the specification that neither manufacturer nor retailer can function profitably today without a comprehensive understanding of how and why the other operates. It is required reading.

### Marketing Changes

"Ethnic foods are breaking ethnic curbs," said Food Business Magazine recently. "Italian descent consumers have no absolute claim to pizzas, any more than chow mein is strictly eaten by Chinese. These and other ethnic foods (macaroni products are mentioned) are breaking out of old confines, finding new markets among millions of consumers who want new variety.

"Once a happy hunting ground for small or at best regional marketers, ethnic foods today are not uncommon on the product rosters of more than a few big-brand marketers. Some of the biggies have carefully merged or bought up successful ethnic food specialists, taking these comparatively small operations under their powerful marketing umbrellas and making their brands part of the mass-selling scene."

Still the macaroni industry is marked by regional specialists most of whom are doing an increasingly good job of advertising and merchandising their products. While mergers and consolidations continue, the industry shows vitality in plant modernization and new facilities. With a more stabilized situation in raw materials, increased interest in research and development, strengthened Association and Institute programs, the possibilities for 1963 look very bright.

### Off to Antarctica

Henry Merry, a son of E. Lee Merry, manager of durum products sales, General Mills, Inc., was home in Minneapolis during the holidays on leave from the Navy before departing on a tour of duty in Antarctica.

AFTER YEARS OF RESEARCH, EXPERIMENTATION AND ENGINEERING,

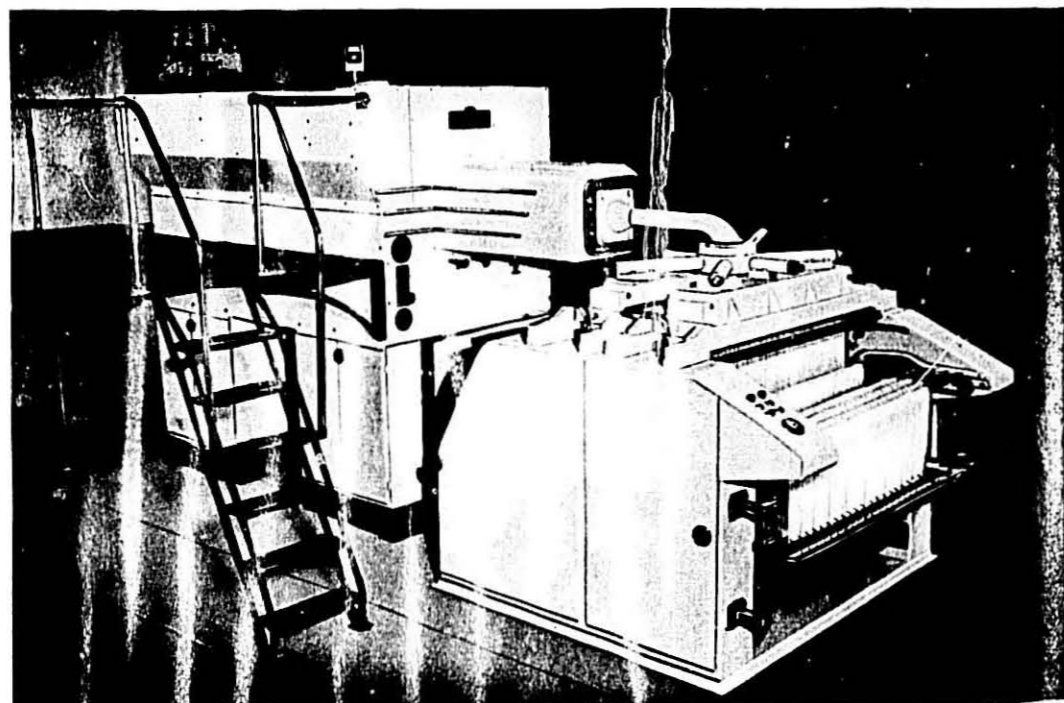
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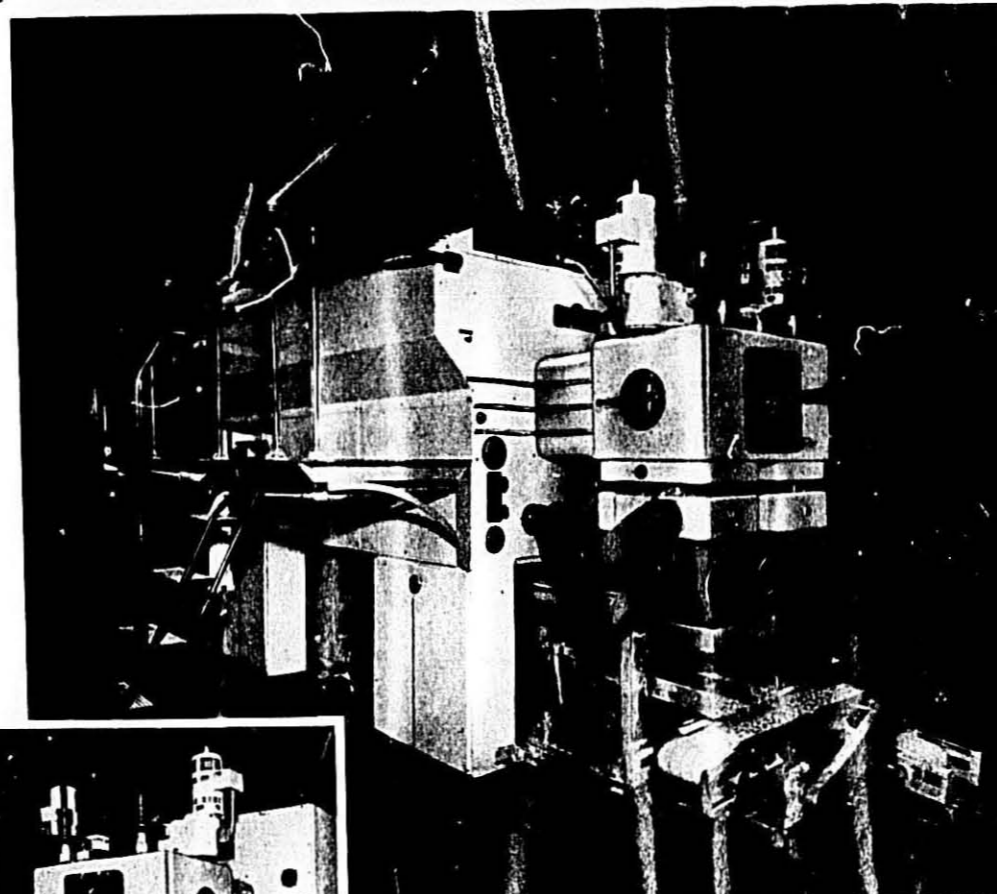
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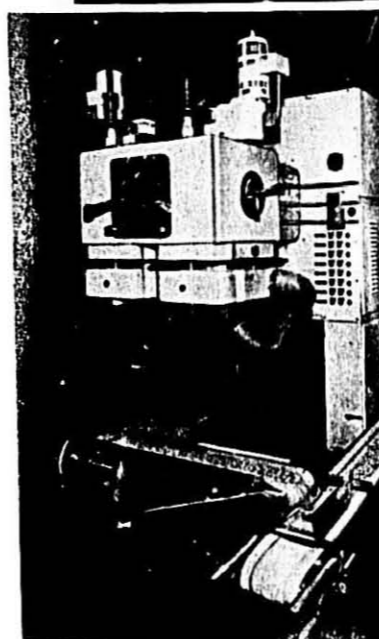
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THE MACARONI JOURNAL

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FEBRUARY, 1963

**"White Pearl" Packages Redesigned**

La Rosa, the nation's largest macaroni manufacturer, turned to United States Printing and Lithograph, Division of Diamond National Corporation, recently to redesign packaging for their best-selling "White Pearl" macaroni line in the mid-west.

Radio and TV advertising play an important part in "White Pearl" sales, but La Rosa Senior Vice President, Joseph La Rosa is the first to agree that the company is depending on the sleek, four-color carton designed by United States Printing and Lithograph for impact at store level.

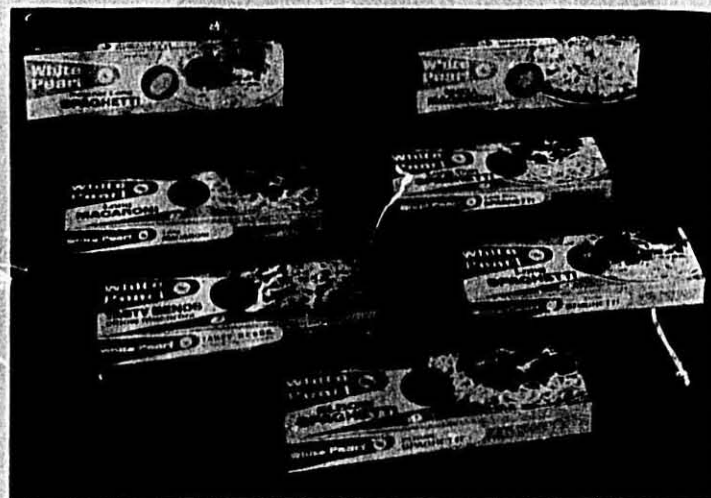
The new carton embodies a number of effective merchandising techniques that USP&L and La Rosa have applied in previous design jobs for many of the company's 60 types of macaroni.

Included is a revolutionary treatment of the "White Pearl" logo that strongly, yet gracefully, flows into a four-color vignette of the product. A cellophane window within the vignette area enables the shopper to view the actual product inside the carton.

The product vignette itself reflects La Rosa's interest in photography that presents macaroni realistically and in an appetizing manner. This, according to Mr. La Rosa, is an area that has often been neglected.

Rear panel art work and copy is unusual in its visual presentation of cooking directions. Special attention is also given to the recipe area which La Rosa stresses in an attempt to suggest new types and shapes of macaroni to the consumer. Concern for the customer's time is apparent from the fact that both conventional and time-saving recipes are presented.

Finally, attention has been paid to the average supermarket's shelf-stacking problems. Front and back panels and all four sides clearly name "White Pearl" and the type of macaroni contained inside the package. So no matter how the cartons are stacked on supermarket shelves, the product is clearly identifiable to the passing customer.



Newly redesigned "White Pearl" macaroni cartons, produced for La Rosa by United States Printing and Lithograph, Division of Diamond National Corporation.

During 1962 current receipts in the Chicago market hit their high at the end of January, a full month earlier than 1961. Top price was 34 to 35.5 cents a dozen while the low of 21 to 24 cents was reached in mid-June.

Frozen whole eggs were most expensive in February when they sold at 25.75 cents to 26.5 cents per pound. Lowest price was at the end of July at 22 to 22.5 cents. The low range on whites ran through the summer at nine to 10 cents, considerably above the low of 6.5 in 1961. High point was hit in February at 12.5 cents to 14 cents a pound, though at year's end they were selling at 12 to 12.5 cents.

Frozen yolks with 45 per cent solids and dark color had a steady season, with a high of 58 cents and a low of 52 to 56 cents, but most of the time selling at 56 to 57 cents. Color was scarcer in 1961 when the low was 60 cents and the high 63 cents. No. 3 color was two cents low on the average than No. 4 quoted above.

**More Solids**

More egg solids were being used by noodle makers in 1962, and prices were more favorable. Dried yolk solids sold from a high of \$1.23 to \$1.29 a pound in February to \$1.08 to \$1.17 in December. Whole egg solids similarly declined from early winter highs to a low of 96 cents in August to steady last quarter quotations of \$1.02 to \$1.12.

The feeding of chickens to yield eggs with dark colored yolks has been rapidly spreading throughout the egg-breaking industry. This results in a year around supply and reduces the need of long-term freezer storage.

A number of noodle manufacturers on the West Coast have been purchas-

ing liquid eggs which are delivered daily on contract. These eggs can be retained several days in cold storage which will not freeze them. This eliminates the need for the thawing operation which is one of the principal potential causes of bacterial growth in eggs to be used in noodles.

**November Egg Processing**

Production of liquid egg and liquid egg products during November 1962 totaled 23,063,000 pounds, compared with 31,211,000 pounds in November 1961 and the average of 17,596,000 pounds. The quantities used for immediate consumption, drying and freezing were all less than in November last year.

Liquid eggs used for immediate consumption totaled 3,155,000 pounds, compared with 3,228,000 in November 1961. Liquid egg frozen totaled 11,721,000 pounds—down 29 per cent from November last year. Storage holdings of frozen eggs at the end of November this year totaled 76,816,000 pounds, compared with 69,905,000 same time last year and the 1956-60 average of 92,967,000 pounds. This was a decrease of 21 million pounds during November, compared with 16 million pounds in November 1961 and the 1956-60 average of 24 million pounds. Quantities of liquid egg used for drying were 8,187,000 pounds in November 1962 and 11,451,000 pounds in November 1961.

Egg solids production during November totaled 1,971,000 pounds, compared with 2,864,000 pounds in November last year and the average of 1,777,000 pounds.

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  
MINNEAPOLIS MINNESOTA

## LENTEN OPPORTUNITIES

"TASTES good . . . good for you," is the slogan which the National Fisheries Institute has adopted for its 1963 Lenten promotion. A sailor boy on a happy fish will be the symbol.

During Lenten weeks February 27 through April 14, seafoods will be promoted through all media, newspapers, magazines, television and radio. The Fish and Seafoods Promotion Committee, under the chairmanship of E. A. Rutherford, San Juan Fish & Packing Company, of Seattle, is supporting the event, as are the Halibut Association of North America and the Shrimp Association of the Americas.

Macaroni, spaghetti, and egg noodles team up well with seafoods. For example, last year a Tuna Buffet Casserole was promoted in national advertising and publicity by Chicken-of-the-Sea tuna, the Ripe Olive Advisory Board, and the National Macaroni Institute. Booth Fisheries gave a free pound of spaghetti away to every purchaser of two packages of Booth Fish Sticks.

Carnation Evaporated Milk has come up with a tuna, macaroni and cheese combination with a south-of-the-border twist. Tuna and macaroni are baked in a creamy rich cheese sauce made smooth as silk with better-blending evaporated milk.

### Mexican Pepper Macaroni Casserole (Makes 4 to 6 servings)

- 2 medium-sized green peppers, cut in half lengthwise
- 1 tablespoon salt
- 3 quarts boiling water
- 2 cups elbow macaroni (8 ounces)
- 3-Minute Cheese Sauce\*
- 1 6½-ounce can chunk-style tuna, drained
- 1 teaspoon chili powder
- 1 canned pimiento, chopped

Cook green pepper in small amount of boiling salted water 10 minutes, or until just tender.

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

Combine macaroni, Three-Minute Cheese Sauce, tuna, chili powder and pimiento; mix well. Fill pepper halves with one-third of macaroni mixture. Turn remaining macaroni mixture into greased two-quart casserole; top with stuffed peppers. Bake in moderate oven (350 degrees) 20 minutes, or until lightly browned.

### Three-Minute Cheese Sauce

- 1-2/3 cups (large can) undiluted evaporated milk
- ½ teaspoon salt
- 1½ teaspoons dry mustard
- 1 tablespoon steak sauce
- 2 cups (about 8 ounces) grated process-type American cheese

Simmer evaporated milk, salt, mustard and steak sauce in saucepan over low heat to just below boiling (about two minutes). Add cheese; stir over low heat until cheese melts (about one minute longer).

### Noodles With Fish

When your Lenten menu features baked or fried fish, serve egg noodles in place of potatoes. In less than ten minutes, the egg noodles will be cooked until tender—then all you have to do is toss them with a little butter or perhaps some grated Parmesan cheese, chopped chives or chopped parsley. For a deliciously different dinner, try Salmon Steaks with Noodles. The egg noodles are heated with cream of mushroom soup, milk and seasonings. A tangy lemon-butter sauce is basted on the salmon steaks before broiling.

To make about four servings, add one tablespoon salt to three quarts of

rapidly boiling water. Gradually add eight ounces of egg noodles, about four cups, so that the water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

Combine cooked noodles, a ten and one-half ounce can of condensed cream of mushroom soup, one-half cup of milk and enough freshly ground pepper to season. Heat thoroughly. Melt three tablespoons of butter or margarine over low heat and add two and one-half tablespoons of lemon juice, one-quarter cup of finely chopped parsley, salt and pepper to flavor.

Place four salmon steaks on broiler rack and brush butter-lemon sauce over them. Broil about three inches from source of heat about seven minutes, or until edges of salmon are browned. Turn and brush with butter-lemon sauce. Broil until salmon is thoroughly cooked.

Turn noodle mixture into a shallow serving dish, top with salmon steaks, and serve immediately.

### March Is Egg Month

March is National Egg Month, so the Poultry & Egg National Board has come up with a laboratory kitchen



Salmon Steaks on Noodles.

tested recipe for Creamed Eggs De Luxe on Garlic-Buttered Macaroni. They suggest when quartering hard-cooked eggs, cut them lengthwise and then crosswise to get generous chunks.

### Creamed Eggs De Luxe on Garlic-Buttered Macaroni (Makes six servings)

- ¼ cup butter or margarine
- ¼ cup flour
- 2¼ cups milk
- 1 teaspoon salt
- ¼ teaspoon ground pepper
- 2 teaspoons Worcestershire sauce
- ½ cup diced celery
- 3 tablespoons diced pimiento
- 6 to 9 hard-cooked eggs, quartered
- 8 ounces macaroni
- 1 garlic clove, minced
- ¼ cup butter or margarine
- ½ teaspoon salt
- ½ cup minced parsley
- olives

To prepare creamed eggs: melt the one-quarter cup of butter or margarine over low heat, add flour, and stir until blended. Add milk all at once. Cook, stirring constantly, until thickened and bubbly. Add the teaspoon of salt, pepper and Worcestershire sauce, celery, and pimiento. Heat thoroughly. Reserve several egg quarters for garnish and carefully stir remaining eggs into sauce.

Meanwhile cook macaroni in a large amount of rapidly boiling salted water until just fork-tender, about 12 to 15 minutes. Drain. Brown garlic in the one-half cup of butter or margarine in a large saucepan over low heat. Add hot macaroni, the one-half tea-

spoon of salt and parsley. Toss together lightly and place in a hot serving dish. Top with creamed eggs de luxe and garnish with olives and egg quarters.

### Lenten Luncheon

A nutritious and delicious luncheon is a "topper meal" of stuffed eggs and spaghetti with tomato sauce. The Poultry and Egg National Board says that this stuffed egg casserole is a kindness to the budget as well as good eating.

They suggest your favorite tomato

sauce and spaghetti recipe, topped with stuffed eggs for which the recipe is given below.

This is a good combination at any time, but an excellent Lenten suggestion. Stuffed eggs are an attractive way of serving the Easter eggs that may be left from the holiday.

In the photograph individual casseroles are used, but this dish is equally attractive served from a large casserole or platter.

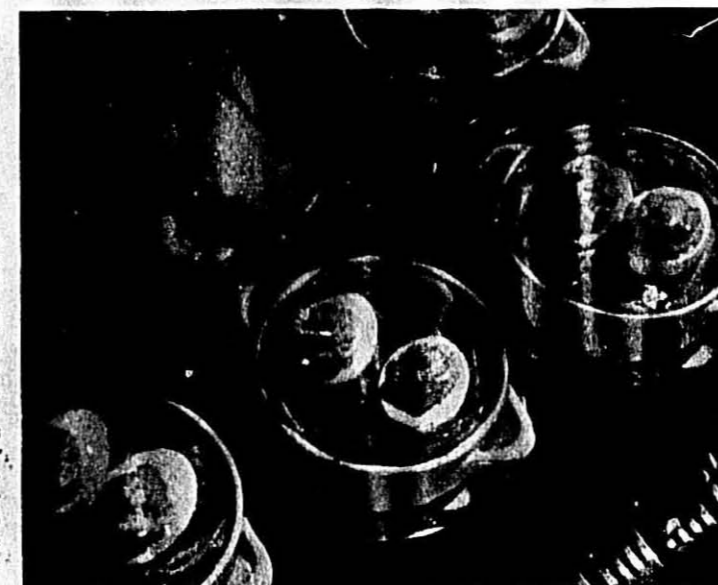
### Stuffed Eggs

- 4 hard-cooked eggs
- 1 tablespoon softened butter
- 1 teaspoon lemon juice
- ½ teaspoon salad mustard
- ½ teaspoon Worcestershire sauce
- ¼ teaspoon salt
- ¼ teaspoon pepper, scant
- 1 to 2 teaspoons salad dressing
- 1 to 2 teaspoons salad dressing

Cut eggs in half. Remove yolks. Press yolks through sieve and combine with remaining ingredients. Beat until smooth. If desired, add more seasoning. Refill whites. If desired, garnish with parsley.

### Dairy Foods Too

Milk and dairy products will be on the Plentiful Foods List. Cheese and macaroni go together, and this combination is a Lenten natural. Retailers are urged to load the cheese case down with an assortment of all cheese types, giving featured treatment to the fast turnover items such as Cheddar, Swiss, processed American, cream, and cottage cheese. All will merchandise well with macaroni products.



Stuffed Eggs with Spaghetti.

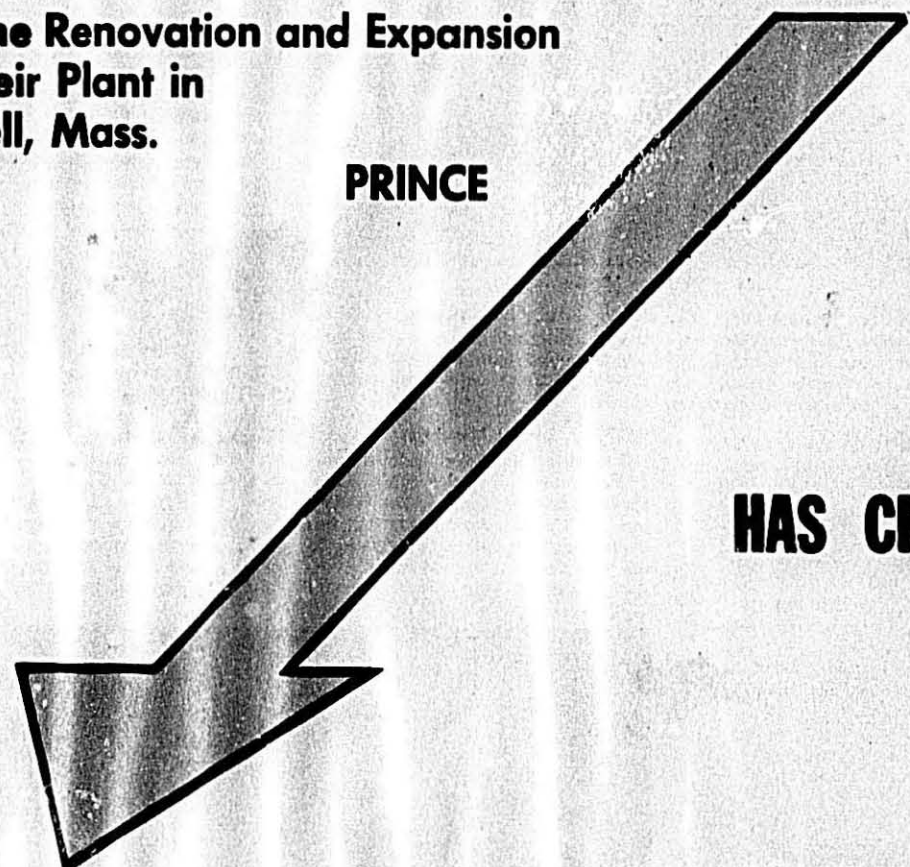


Mexican Pepper Macaroni Casserole.

# PRINCE MACARONI MANUFACTURING CO.

For the Renovation and Expansion  
of their Plant in  
Lowell, Mass.

PRINCE

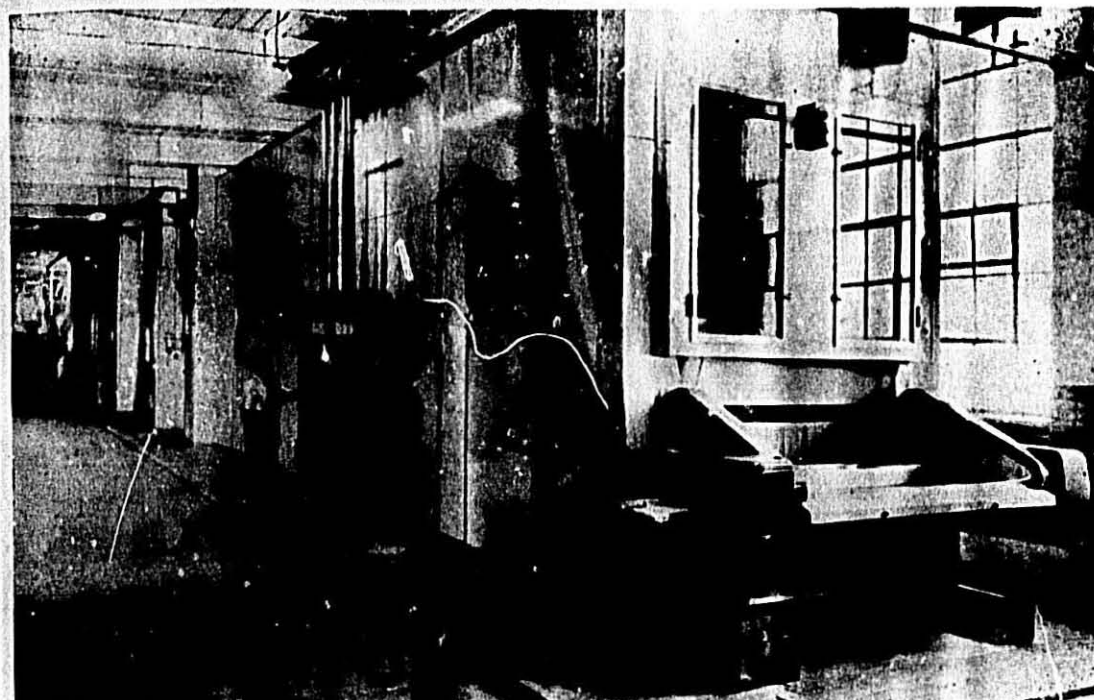


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THE MACARONI JOURNAL



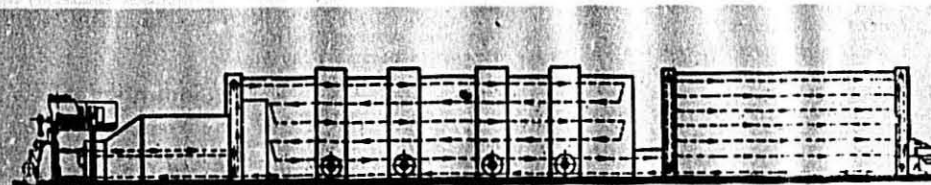
CONTINUOUS AUTOMATIC LINE FOR LONG MACARONI GOODS

Scheme of sticks travel

Automatic Press MABRA-L

GPL-Dryer

Storage Section



Automatic Line for Long Macaroni Products with storage section for discharge  
at daytime only

U.S.-CANADIAN REPRESENTATIVES: LEHARA CORP., 60 E. 42ND ST., NEW YORK 17, N.Y.



## Easter Eggs-A Holiday Tradition

as published by Henningsen Foods, Inc.

**C**HILDREN'S Easter egg hunts and the exchange of eggs have become integral features of today's Easter season. These festivities have become almost as important as giving gifts at Christmas time. But, what do we know of the beginnings of the Easter egg and its evolution?

### Sacred Symbol

Originally the egg was a sacred symbol to many religions, much as the cow is to the people of India today. Eggs were held by the Egyptians as a sacred emblem of the re-creation of mankind after the Deluge. In fact, the Egyptian form of the Queen of Heaven, Isis, bears on her head a large egg—probably an ostrich's—highly prized and set in a place of honor in their temples. The Jews adopted the egg to suit the circumstances of their history, typifying their departure from Egypt, using it in the Feast of the Passover as part of the furniture of the table, along with the Paschal lamb. For the Christians it symbolized the elements of future life, emblematic of the Resurrection.

### Decorations

It is difficult to establish precisely when the first Easter eggs were stained with color and adorned with religious emblems and subjects. Probably the practice of staining and decorating the sacred eggs began in the East and travelled westward. Of the ancient Greeks in *Travels in Asia Minor* we hear, "They made us presents of coloured eggs and cakes of Easter bread." We also hear of the "Easter eggs of the Patriarchs of Jerusalem."

In the Fourth Century, the use of eggs for food at Lent was forbidden by the Church, but the eggs were saved. On Holy Saturday they were dyed yellow, violet or red and were taken to church to be blessed by the priest. Easter Sunday these eggs, which are called Pasche, Pash or Paste, from the word Pasque—Easter—were distributed to friends.

There are records of exchanges of dyed red eggs at Easter time early in Russia's history. The reason for the color red is not certain, though, we do know that the Christians of Mesopotamia stained their eggs red in remembrance of the blood of Christ. Later in Russia's history it is reported that on Easter Monday there was large scale exchanging of these Paschal eggs. They were given by lovers to mistresses, relatives to one another, and servants



Eggs are all around Judy Cheney of the National Poultry and Egg Board.

to masters. When these ornamented eggs were presented with the cry of "Christos Voscross!"—(Christ is risen)—a salute was demanded, even of the Emperor to the meanest pauper.

Throughout Europe there were different artistic styles in which Easter eggs were adorned. Venetian noblemen presented eggs to ladies and nuns with their portraits on them. It was customary for Louis XIV and Louis XV of France to present their courtiers gilded eggs at Easter. Moravian girls presented elaborately designed eggs of wax and dyes as love tokens.

The Germans even adorned eggs with foliage. Cupids and true love knots were also common. Soon the Easter egg custom became a big business in Germany. More ornate eggs were made of porcelain, ivory, mother of pearl, colored wood, stained marble, bronze and silver. They were even made of glass, with a reproduction of the Crucifix.

### Occult Powers

Though in many cases the original religious symbolism of these eggs was lost, it is interesting to note that for centuries and in many countries the Easter egg was preserved by many families in the belief that they preserved an occult power to protect their dwelling from mischief. These people would suspend them from the walls or chimneys. Some religiously preserved these eggs and handed them down as heirlooms. It was believed by others that a decorated egg blessed by a

priest was a good luck charm.

Yet in many countries the Easter Egg was far from a sacred object as attested by the fact that school children played a game which consisted of cracking one egg against another, the cracked one to go to the owner of the intact one, the game to continue until a winner is determined. The owner of the last uncracked egg would be the winner.

This Easter, when watching our children treat the Easter egg as nothing more than a delightful plaything, we will at least have a familiarity with its history and a knowledge of the days when it was treated with reverence and veneration.

### Sanitation Aid

Presence of insects can be determined and infestations pinpointed in sanitation inspection work with the Orb Midget Aerosol. This handy two ounce high potency non-toxic aerosol dispenses over 500 metered sprays of finely atomized insecticide containing 1.2 per cent pyrethrins which, when directed into structural faults or other potential insect harbourages, activates the insects and flushes them out. Of particular value in food plant sanitation and pest control work. Price and data sheet from Orb Industries, Box 589, Media, Pennsylvania.


The moral sense, or conscience, is as much a part of man as his leg or arm.

THE MACARONI JOURNAL





TO INSURE THE QUALITY  IN ANY MACARONI PRODUCT  ALWAYS SPECIFY 

WHETHER YOU'RE MANUFACTURING LONG GOODS

 OR SHORT  EGG NOODLES  OR OTHER SPECIALTY SHAPES,

 YOU'LL FIND  IS ALWAYS UNIFORM

IN COLOR AND GRANULATION.  BECAUSE OF

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## Color Works on the Emotions And Makes People Hungry to Buy

by Howard Ketcham, New York Package Designer and Color Consultant to the Dyes Department of American Cyanamid Company, at the 24th Annual National Packaging Forum of the Packaging Institute.

THESE remarks will be mostly concerned with HOW color works as the prime selling force behind package appeal at the point-of-sale. WHY color exerts such a great force on us, however, is worth a brief examination. Review a few basic facts:

**COLOR IS VISION.** For color is light; it is the form in which light is manifest to us. What we recognize as color is a distinction between light waves of various lengths. What we call the color RED is material or matter that absorbs all but the red light waves, and so on. WHITE, of course, is the combination of most or all of the light waves, just as BLACK is the absence of all light waves, and the color BLACK is material or matter that absorbs all visible light waves.

We cannot see without the light waves which appear to us as color, so we can say COLOR IS VISION—and it takes vision to understand color. When we are talking about color in packaging, we are concerned with all the meaning and emotion that come to us through our visual senses. If it seems I am over emphasizing COLOR—please recall this fact. Only if you are packaging for the blind can you afford to overlook color as a basic factor.

I shall refer later to the effect of color on visibility of typography and other similar practical and highly rational matters, but let us begin by grappling with the irrational, the subconscious, that element in COLOR which affects our emotions.

### Are You Immune?

You are immune to emotional reaction from COLOR, you think? Perhaps so, if you are part of that same percentage who are color blind and to whom the world appears in shades of grey. But if your vision is normal, in respect to distinguishing color, it will have an effect upon you. So strong is the effect of primary colors

that in the dye room of a textile finisher working with the open vats which were in use thirty years ago, the man dyeing primary red was relieved after each two days because of the violent impact of so much primary red. Apparently, this was not psychological but a physiological effect.

The American Indians painted themselves with brilliantly contrasting colors not only to impress their enemies, but to create excitement in themselves before battle.

The church has long used color to evoke religious emotions. What is the seat of this emotional impact of color? Beyond whatever simple physiological reaction we have to primary colors, there are many many other, more subtle reactions which are developed through associations. Call them Pavlovian associations, if you wish.

### In the Subconscious

But it is difficult to get at these associations directly, because most of them are developed in us in infancy, before our conscious memory is developed, and long before our rational processes begin to govern our lives. These associations are hidden away, yet they can be and are invoked by the color about us.

This is the hold the artist has over us—he is able to delve into those subconscious recesses and manipulate the world of our unconscious associations. If, incidentally, you sometimes wonder at the fantastic prices paintings can bring, here perhaps is a clue—we are paying to have the strong, clear emotions of our infancy invoked through color.

Sometimes I get weary speaking and writing about that word color—or reciting over the names of the colors. When such fatigue sets in, I find it useful to do some mental settling-up exercises which clear the air. I turn from the contemplation of the color-wheel navel to the simple associations of life.

Pink and blue—baby clothes for boy and girl babies. Red, white and blue—Fourth of July. White—confirmation and graduation and marriage. Purple



Howard Ketcham

and black—for death. Red revolutions, true-blue heroes, and the yellow-bellied coward who shows the white feather. There is the green yokel, the blue-blooded aristocrat, and we are red-blooded Americans. We are celebrating the centennial of the war between the blue and the gray; when we're angry we see red. The liberal policies we dislike are pink. We dream of the little gray home in the west or the yellow rose of Texas. Orangemen are quiet on the seventeenth of March; our grandmothers wear lavender and old lace, at least on the stage. The bad man is black-hearted, and the virile man is never orchidaceous. The hours I spend with thee are golden by the light of the silvery moon, and jealousy is a green-eyed monster, that has no place in any blue heaven.

You see, when we talk about and work with color, we are very close to the simple fundamentals of life, and it behooves us not to forget it if we want to reach the masses of people.

I do not intend to instruct graphic artists and designers. I would like to interpret for executives who have the responsibility for the packaging of

products in the emotional appeals of design and its effective use of color.

Now for the HOW.

HOW does color control the appearance of every package sold at retail?

How does it govern the reactions of the buyer? How does it fulfill the design? How does color emphasize the intent and purpose of the contents?

1. COLOR commands attention. This seems so obvious a role for color play that I hesitate to dwell upon it; yet I must. A visit to any supermarket should convince you that this is not understood. What will you see? Rows of red and white packages. And the very same reds and the same whites. None of them stand out. None of them attract attention. No doubt each of these various packages, sitting on the conference desk, seemed to have first rate powers of attention getting. But, gentlemen—the impact of color is modified by the color or colors it is seen with. The next time you meet to judge the attention-getting power of a new package design—hold your meeting out of business hours, in the type of retail store the package will be sold in. Failing that, use a designer who carries that store in his mind and can describe for you the setting in which your package will be seen and tell how it will appear.

2. COLOR portrays your product. This can be best illustrated negatively. Fix your mind upon one of your products. Now think of a color you don't want to have it packed in. Lavender, turquoise, dark brown, cerise, magenta, olive? You see, you have color associations with your product. Surveys have taught us that the public has certain taboos, certain colors that are rejected for foods, colors that appeal to men—colors that appeal to women, and depending upon the goods you are offering for sale, it behooves you to get in step with these emotional—call them prejudices if you will—of the buying public. Here are some examples of successful portrayals of a product or service by color:

For-hire fleets obtain 10.5 per cent of their new business from people who have noticed and liked their vehicles. A T & T recently marketed telephone calls like any other product or package with the help of Color-Engineering. The right stand-out color on certain booths drew customers who wouldn't have thought of making a telephone call. Here Color-Engineering doubled sales. Look what happened

to Band-Aids. For years, Band-Aids were marketed in traditional, sanitary-looking, hospital-white. The first innovation was the appearance of flesh-colored Band-Aids which are even less conspicuous. After this camouflage job, however, came a really major change—colorful Band-Aids in assorted shapes and sizes with polka dots, stripes and hearts in a rainbow of colors. As every parent knows, it's now impossible to keep a box of these new Band-Aids intact and away from kids.

Are you utilizing color's powerful emotional appeal to make people notice and buy your package? Are you featuring package colors that not only entice new customers but delight those you already serve? Isn't there a margin between the present color appearance of your package and that which you could enjoy with more effective choice.

3. Color builds and maintains brand identification. What kind of film is this? (holding up Eastman Kodak). Whose soap? (Palmolive's). Whose oil? (Cities Service). Whose Soup? (Campbell's). Whose milk? (Carnation's). Whose meat products? (Armour's). These last three products shown are extremely difficult to identify at point of sale because all three feature identical red and white banding. I can't bring gasoline pumps here to test you with, but I am sure your associations have been built very solidly in many cases.

For instance: Remove the company name and notice how much easier it is to tell the Cities Service gasoline station or oil can from the properties or containers of: Esso, American or Mobile whose distinguishing colors are unimaginative red, white and blue. Surely there is no comment needed on the great value of these color identifications.

4. Color adds eye interest. I have pointed out that color can get our attention—well, properly used, it can hold our attention, develop our interest, make us look longer and more carefully. But not one color. Here is where color contrasts come into their own. In the case of Eastman it is red and black on yellow. There are only a few ways to ensure contrast with color. To ensure good legibility it is essential to: combine a dark color with a much lighter color; to combine a grayed color with a much stronger, purer color, etc.

5. Color can convince the customer that the product will perform its

function; that party napkins will be cheerful, or an after-shave lotion, cool. Associations are particularly important here, for we are entering quite definitely into the realm of the emotions. Through color we are helping the customer visualize a successful outcome from the use of our products, a happier life, approval, satisfaction of the senses, pleasure, or a finer social life.

Rarely does anyone buy something because they need it, desperately. Not since the days of World War II and the consumer shortages immediately following have we had buying in this country to satisfy needs. Even food—we eat far more than we need and we consult our palate, not our stomach, in making food purchases.

And when the need is fairly real, we know there are a half a dozen or more products that will satisfy the need equally well. Our selection is made because the product chosen has stirred our imaginations giving us an anticipation of pleasurable emotions. No element will be more powerful than color, discriminatingly used, with a full sense of the emotional associations that go with it.

If, then, we have used color effectively to: command attention; portray the product; build and maintain brand identification; add eye interest; and convince the customer that the product will perform its function—we will have a package that should create impulse sales, move merchandise faster, and never block a sale by contradicting the desired impression.

### And Tomorrow?

So far we have been considering color in yesterday's market—but what of tomorrow's market? Among the predictions that are being made is the growth of the discount house as a retailing force. The impelling force behind this is the sharp competition and the search for ways to operate profitably while cutting the mark-up. This inevitably means larger unit sales. And, faster, cheaper preparation of the customer's purchase for his carrying away. A recent study by American Cyanamid makes this prediction: "What the advent of the super food market in the early 30's meant to the folding box industry, the revolution in modern merchandising of consumer hard and soft goods, superheaded by the discount house, will mean to the corrugated container." Without going further we can see the trend to packing products in containers that can serve not only as the shipping container but which will also have an

(Continued on page 20)



# WHERE TOP PERFORMERS COUNTS

**you can count on ADM!**

It takes a combination of outstanding individual skills, plus mighty sharp teamwork, to score a winning basket... or to produce a uniform, top quality durum product that will score high with America's leading macaroni makers. You can count on ADM for star performers to select the finest durum, to mill it to your exact requirements, and to rush it to you when and where you want it. Whether it's for spaghetti, lasagne... or any winning macaroni product, give the ball to your ADM man. He'll shoot you a top-performing durum product you can count on.



DURUM DEPARTMENT

ZACHER DANIELS MILANE COMPANY MINNEAPOLIS KANSAS CITY

## About Color—

(Continued from page 17)

original exterior that will be sufficiently attractive in the store to display in islands, on the counter, and that can be carried out by the customer without wrapping.

This is well under way. Over ten per cent of all liners produced to surface shipping containers today are white so that colors may be printed on them. In addition, there is a rapidly growing use of colored kraft liners. During last spring's AMA Packaging Exposition in New York, the American Cyanamid Company's Dyes Department asked people concerned with containers from designers to users as to what they thought about colored containers. Two-thirds believed that wide use of color to replace the present drab kraft brown was inevitable. Of the users of cartons, only ten per cent were opposed to color. Both of these trends have been speeded along by the development of E-Flute corrugated box—a corrugation so tiny that while retaining great strength, the corrugations interfere very little with the printing or coloring. Such E-Flute boxes are taking the place of many consumer packages—such as Scott's lawn seed, for instance, where the new container no longer bulges and several of the largest sizes may be packed on top of each other.

We shall shortly be looking back to the good old simple days, when a package was a consumer package and a container was a functional shipper. Even whiskey is being increasingly sold in the large cities by the case—and there are several whiskeys that have up-graded their shipping containers with color so that they make their best impression on the customer.

The multi-pac is a common-place today—and it seems likely to be supplanted by the case pack in which the product goes to the customer in its original shipping container.

Too little has been done to make the required investment in shipping cartons rewarding. Users of colored corrugated containers are gaining the advertising and merchandising benefits of color on corrugated over competitors who still use dirty brown kraft containers imprinted with a few words in thick black type.

### Container and Product Too

All that we have said in regard to the package must also be said for the container and the product. Color-engineering is the "touch of magic" that

makes products and newly-packaged products move faster from self-service stores to consumer's homes. I strongly suggest that there is no time like the present for suppliers to take a fresh, color-oriented look at the appearance of your products and their packaging—get a professional to analyze the new sales possibilities that can be brought to bear on your product and package presentations by the powerful impulse appeal of correct color planning.

Remember, nothing except the mint can make money without advertising, and advertising in color pays best. Even the Treasurer of the United States is considering coloring our money, because color speaks faster and more accurately than words.

## The Myriad Uses of Macaroni

In a recent issue of the Saturday Evening Post the following editorial appeared:

"It slipped past us, but Americans ate more spaghetti, macaroni and other pasta products than ever in 1961. The way things are going, 1962 will be another record-breaking year. This information comes to us from the National Macaroni Institute in Palatine, Illinois, publishers of the Macaroni Journal and recent conferrers of the title Macaroni Girl of the Year on Miss Caroline Kennedy of Washington, D.C. She was the logical choice, not only because she has important relatives but because she owns a pony named "Macaroni."

"According to the Institute a good spaghetti dinner stretched out would run about 150 feet, half the length of a football field. Americans last year averaged 7.4 pounds of pasta apiece, but even so we came in fourth in this area of human endeavor. Italy (62 pounds apiece) was first; Switzerland (20 pounds) was second, and France (14 pounds) was third.

"If all the pasta consumed by Americans last year had been shaped into spaghetti strands instead of macaroni sea shells, egg noodles and the 150 other designs recognized by the Macaroni Institute, it would have amounted to 4,425 feet per person. That's a little over four fifths of a mile. The total United States consumption would stretch to the moon and back about 300 times. That might be a good idea. We remember those old Charlie Chaplin movies—how Charlie used to swizzle an endless strand of spaghetti. If Charlie's system still operated, nobody would need a rocket to reach the moon. He could swallow a string of spaghetti all the way to its surface."

## A Successful Promotion

A week long Festival of Italian Foods in the supermarket of the Times Square Discount House in Levittown, New York, drew record crowds according to store management.

This was the third such promotion in one year's history of the supermarket and was by far the most ambitious and most successful, says Norman Shulman, merchandise manager. He added that the promotion made for one of the best weeks in the food department to date.

The supermarket has from its beginning devoted considerable space to Italian foods. An Italian delicatessen offering a large selection of meats and cheeses shares a 75-foot section with a kosher delicatessen and fresh fish department at the rear of the market.

Italian cheeses are also carried in the dairy section, and the sides of the two 30-foot gondolas facing each other are devoted to canned Italian style foods, olive oil, and dried groceries.

To create an Italian atmosphere for the promotion, the entire supermarket was decorated with Italian banners, colorful pictures of Italy, and Italian flags. Three large signs proclaimed it was Italian Food Festival Week. Clusters of balloons in Italy's national colors were suspended from the ceiling.

In the fresh vegetable department, vegetables popular in Italian cookery were identified in Italian as well as by their English names.

On a Thursday, the fourth day of the promotion, a five-piece band on a raised platform played songs ranging from the tarantella to the twist from 7 to 8 p.m.

A display creating much attention was a miniature donkey drawing an organ on wheels and an organ grinder atop a seven-foot pedestal of Italian foods.

Six manufacturers provided week long demonstrations of their wares, offering samples to all in attendance.

Although the supermarket normally runs two full page newspaper ads a week, none was used during the week of the promotion. The only medium employed outside the store to attract people to the Festival was a full page ad in the store's mailer. The ad featuring line drawings of the Tower of Pisa and the Venetian Grand Canal was devoted almost entirely to Italian style foods.

Because of the lively interest in the store's latest promotion, another will be held soon, management reports.

Life is a long lesson in humility—James Barrie.

THE MACARONI JOURNAL



Delegation of food experts from New York's Hudson River Valley inspect manufacturing process during visit to Marchonville, New Jersey, plant of Prince Macaroni Manufacturing Company as guests of F. S. Roselli, general manager. The plant manufactures and packages spaghetti sauces, heat-and-serve pasta foods, a bread crumb mix, and also grates and packages 100 per cent imported Italian cheeses. From left: Roselli; Irving Birnbaum, president of the Taconic Wholesale Grocers; Mrs. Winifred Bouvet, chief dietitian, Vassar Hospital, Poughkeepsie; Mrs. Ruth L. Miller, director of food service, Oakwood School, Poughkeepsie; Matilda C. Bernard, food service manager, State University College at New Paltz; and Charles Giametti, Taconic representative in Newburgh.

## Frozen Manicotti

The first frozen Italian food specialty to be marketed by the newly-formed Totino's Finer Foods, Inc., St. Louis Park, Minnesota, will be two versions of manicotti, a hearty main course of great taste appeal and authentic Italian origin.

Manicotti consists of select lean ground beef wrapped in tender egg noodle shells and covered with zesty Italian tomato sauce (Rose Totino's secret recipe); or, in its meatless variation, the same tender egg noodle shells are filled with delicately tasty ricotta cheese and covered with the same special tomato sauce.

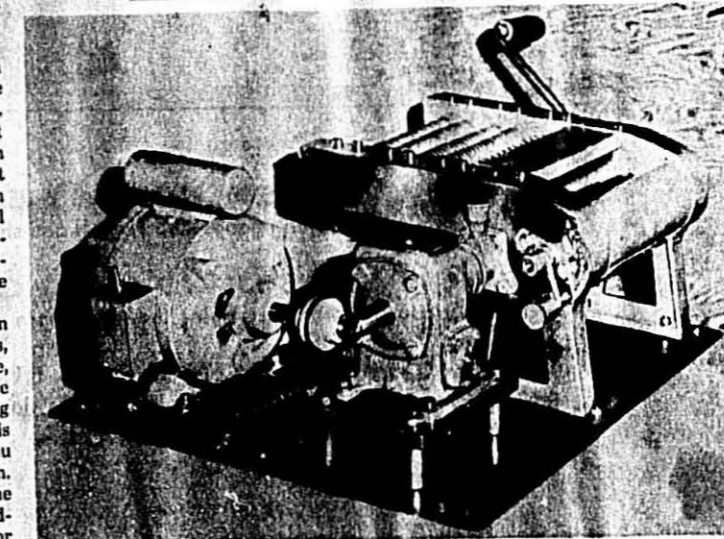
Packaged two to a foil tray, both the beef manicotti and the cheese manicotti were introduced in January.

Manicotti was chosen as the first Totino's product to enter the frozen food field, because extensive market research studies indicate that both kinds of manicotti have exceptional appeal to American tastes, while combining choice Italian cooking ingredients in a main course that has true old-world flavor.

Manicotti is less well-known than some other Italian food specialties, chiefly because the average housewife, even in Italy, thinks twice before going to the trouble of rolling out egg noodle shells. Manicotti has, for this reason, been more of a party menu item in Italy than an everyday dish. But with the work of preparing the tender egg noodle shells done in advance by Totino's, either beef or

cheese manicotti becomes an easy-to-do, convenient bake-and-serve dish that can be enjoyed frequently. Cheese manicotti is expected to be a special boon to meatless meal planners.

Manicotti is actually a plural word, the singular being manicotto. Originally it meant the small wool hand muffs worn by Italian children in winter to keep their hands warm. As translated in the kitchen, manicotti became warmth-holding egg noodle shells keeping the ground beef or cheese piping hot.



## For Small Operations

Aurelio Tanzi Engineering Company is offering a new noodle and spaghetti machine combining motorization of kneading and sheeting operations with hand-operation for cutting. This combination of motor-power and hand-power makes possible a considerable saving in the cost of the machine as compared with the full-motorized models.

Restaurants, noodle stores, spaghetti houses, and other producers of fine, medium fine, and medium noodles, whose production requirements have outgrown the maximum capability of their fully hand-driven machine but do not warrant the purchase of a fully-motorized model, will find the "two and one" combination of motor-power and hand-power just right for them.

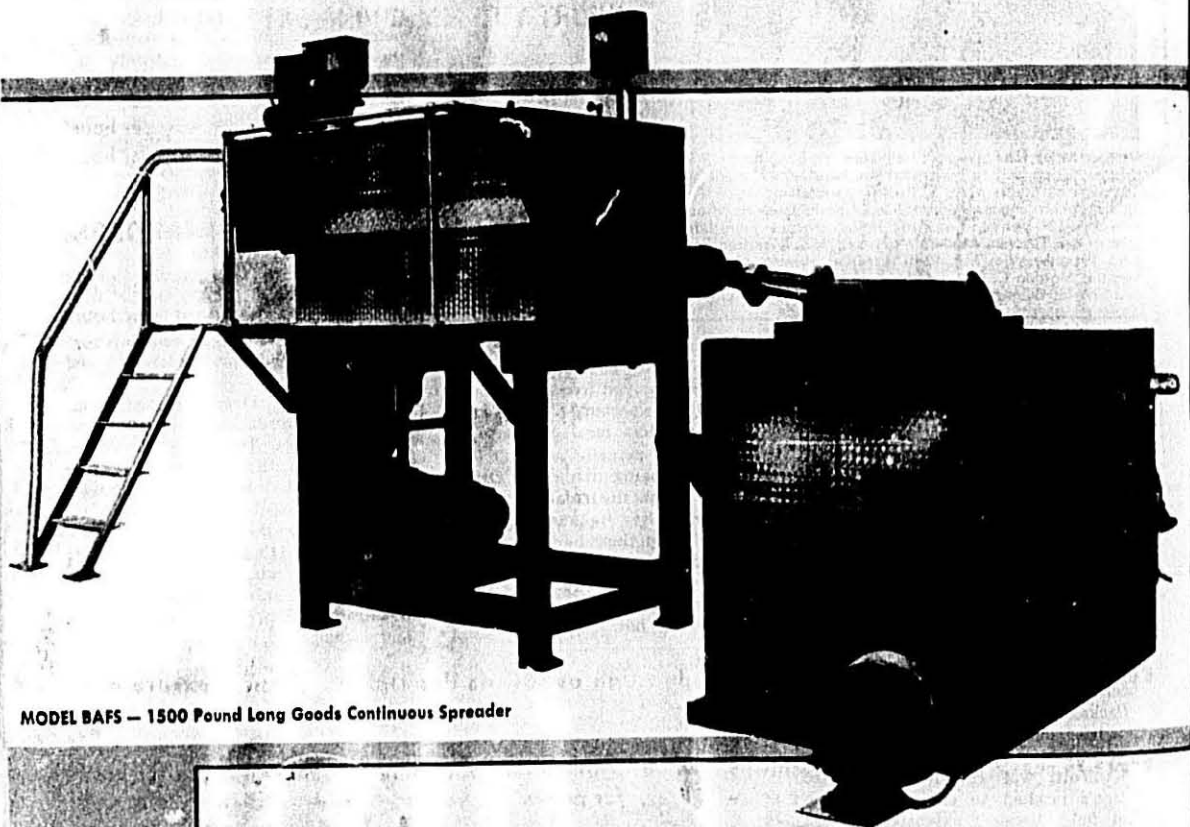
Motorization of the kneading and sheeting operations not only conserves the operator's energy and speeds up production; it also insures a dough sheet of highest quality that is fully processed and easy to handle. Cutting the sheet by hand-power, in addition to requiring comparatively little effort, enables the operator to regulate the speed to suit his preference for and during each job.

Specifications: Overall measurement is 20 inches by 22 inches by nine and one-half inches. The areas in contact with the dough are either heavily chromium-nickel plated or aluminum. The base is steel plate, 20 inches by 22 inches by three-sixteenth inches. Net weight is 113 pounds, gross weight about 130 pounds. The motor is one-half HP. The unit includes three pair of cutting rollers, also eight foot cord and switch.

**ANOTHER FIRST!**

**NEW SANITARY CONTINUOUS EXTRUDERS**

A new concept of extruder construction utilizing tubular steel frames, eliminates those hard-to-clean areas. For the first time a completely sanitary extruder . . . for easier maintenance . . . increased production . . . highest quality. Be sure to check on these efficient space-saving machines.



MODEL BAF5 - 1500 Pound Long Goods Continuous Spreader

**\*NEW  
\*\*NEW  
NEW**

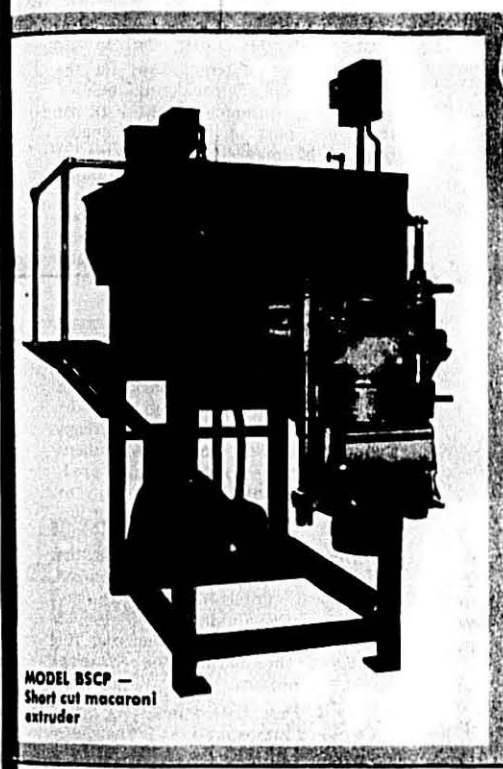
**POSITIVE SCREW FORCE FEEDER** improves quality and increases production of long goods, short goods and sheet forming continuous extruders.

**3 STICK 1500 POUND LONG GOODS SPREADER** increases production while occupying the same space as a 2 stick 1000 pound spreader.

**1500 POUND EXTRUDERS AND DRYERS LINES** now in operation in a number of macaroni-noodle plants, occupying slightly more space than 1000 pound lines.

THESE EXTRUDERS AND DRYERS ARE NOW GIVING EXCELLENT RESULTS THROUGHOUT THE UNITED STATES IN A NUMBER OF PLANTS.

\*patent pending  
\*\*patented



MODEL BSCP - Short cut macaroni extruder

by *Ambrette*

**SHORT CUT MACARONI EXTRUDERS**

- 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 EXTRUDERS**

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

**COMBINATION EXTRUDERS**

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

**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 tubular steel frames give you the first truly sanitary extruder.

For information regarding these and other models, prices, material testing and other services, write or phone:

**AMBRETTE MACHINERY CORPORATION**  
155-156 SIXTH STREET, BROOKLYN 15, N.Y.      PHONE. TRIangle 5-5226  
SINCE 1909

## Three Major Management Problems of the Sixties-And Another

by Dr. Forrest H. Kirkpatrick, Wheeling Steel Corporation

I WANT to talk about the three big problems that are the concern of all business, and if these are not major in your thinking at least they are major in my opinion.

### Things Move Fast

The first problem that I think is of major concern to management people anywhere is what I call "the increasing tempo of innovation." We are in a world and in a generation and a business climate where things are moving so fast that we can hardly comprehend the tempo change.

Industrial research expenditures this year will total over \$5,000,000,000, and this is exclusive of defense focused research. Thirty years ago this same industrial research budget was less than \$100,000,000. I mention these figures simply to indicate the amount of money that is being poured into industrial research.

A professor at the University of California, who is writing the history of science, made the statement the other day that in the last 25 years more things have happened in the field of science and technology (he was talking about new discoveries, new insights, new products, new developments) than in any other 500 year period in our history. He went on to say that in the next 10 years we will have more developments than took place in the last 25 years. In this period of 10 years that we have ahead of us, if his prediction is at all close to reality, we will be living through more dramatic changes in the field of science and technology than have taken place in any other 500 year period in history.

### Awareness Needed

What this means is almost difficult to analyze. It means something in terms of our personal adjustment. It means something in terms of our business enterprise. It means something in the way in which we deal with the things that we manufacture and produce the products that serve our society. This tempo of innovation breeds problems in our society, in our marketing, in our producing, in our living, in our every phase of our business and economical life. I would say this is the first big, major problem of management today—to be aware of, adaptable to, and conscious of the increasing tempo of innovation and change.



Forrest H. Kirkpatrick

### Changing Marketing Patterns

A second problem, which I think is of equal importance, is the changing pattern in marketing and distribution—what might be called the changing pattern in our sociology. The way people react as individuals and as groups to the things around them. Why do people buy? Why do people respond? What do people expect? What do people want? Why are they motivated to do this or that? These are not things that are born within us that remain constant, but here again we are in the big step of a changing pattern.

I wish we could predict what the pattern would be. I wish we had some insight as to what the next move would be. But the whims, the interests, the social pressures, the social responses of people represent a pretty unpredictable factor in the business management situation. We know, for instance, that seven out of every 10 new products fail when they come onto the market. Why is this? Not because it is always a bad product; not because it has not been launched properly. But some place in the midst of the social pattern the response was not what we expected.

We talk about the higher income for large numbers which means greater purchasing power and better capacity to buy. That is true, but it also means a greater capacity to switch from one product to the other. To switch preferences and to change habits have differ-

ent responses, different uses for the consumer's dollar, packaging, quality, advertising, product-image—all of these are part of this never-ending concern of management working in this field where there is a continuing pattern for marketing and distribution.

Why do people buy? What determines preference? These are problems for which we have many cliches and about which much folklore is repeated over and over again. But, here we need some basic research, a more fundamental understanding. Is there a rural market? Is there a Negro market? Is there an age market? Can the buying and consuming public be sorted into various groups? Perhaps for some products, perhaps for others, but how are we to know which products? You recall, of course, in your own experience that in a matter of just a very few years we have had the supermarket, the discount houses, the cellophane wrappers, the precooked meals, and, unfortunately from my standpoint, the aluminum foil. All of this is what I call the changing sociology of the market, the changing marketing pattern.

### Free Enterprise?

The third major problem is the shifting concept of what we mean by free enterprise. Government controls, intervention, government insights, government inspections, the idea that the government represents what might be called "the public interest." This enlarged so-called public interest becomes more meaningful and more controlling as it is interpreted from one administration to another. I am not speaking critically, but rather am pointing out that we are in the midst of something that is very dramatic and very real, and no one could be more conscious of that than someone who comes from the steel industry where we have been in the midst of government intervention in the areas of wage fixing and price fixing.

You have heard talk about the myths of modern business. You recall that President Kennedy spoke at a commencement, talking about the current myth in our economic and business picture. I think it would be well to point out that in the present era we are witnessing an encroachment (perhaps encroachment is too critical a word) or certainly a new insight into (Continued on page 26)



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**Management Problems—**  
(Continued from page 24)

what is meant by free enterprise and the free market.

**Re-examine Myths**

Perhaps there are myths coming from Washington that should be re-examined: The idea that all government spending is good spending might be a myth reexamined. The idea that the American consumer has too much money, and some of it should be drained off by this so-called taxing program that equalizes. The myth that businessmen are not concerned with the company's welfare, that only a small group of people who represent government are interested in and are able to speak for public interest and public welfare. And the myth that there is only one view of what is good for the country and that is the view that comes from Washington. I do not subscribe to the fact that we are ready now to discard as having been outmoded and outworn the free enterprise and the free market concept—that the abilities of men in business and industry to serve the best interest of the country represent a past and forlorn concept. I think these things are just as live and certain today, as they were some time ago.

I have mentioned three of what I think are very serious and significant major problems of this decade in which we are living: The tempo of innovation, the speed with which physical and mechanical and engineering and scientific change is happening all around us. The changing pattern in marketing and distribution or sociological changes that take place rapidly, and insistently, and pervasively. And the change that is taking place in our understanding and appreciation of government as to its role in its relationship of business, the free market, and free enterprise.

I want to point out before I leave that I am not speaking critically of any of these things. I am speaking to you as a person trying to be a student of economics and social sciences, to point out that these things are taking place whether we like it or not. We are in what the poet, Paul Engel, called one of the great watersheds of history. You and I are living in the midst of the 1960's with these things happening with tremendous rapidity and tremendous meaning.

**Problems Affect Business**

These are problems of the Sixties, and when I say problems I am not talking in terms of being overwhelmed by them. I am not talking in terms of

the end of the world. I am not talking in terms of a philosophy of doom. I am simply pointing out that if you are to do business in this year of 1962 and in this decade of the Sixties, these are things that affect your business. I do not care whether you are operating a corner grocery store or whether you are operating a great corporation—these are things we cannot run away from. These are things that have some effect upon the way we operate day in and day out, upon the way we think about our business, and upon the way we respond to it.

**What to Do**

The subject of my talk is this: "Three Problems of the Sixties—And Another." The other problem is this: are you able to do something about it? Can you live in the midst of these problems and come out on top?

I certainly believe we can. I remember my grandfather said one time, "In the midst of every difficulty, some people see difficulty in every opportunity and some people see an opportunity in every difficulty." There are a lot of businessmen today that are saying that times are so bad, things are so tough and so complicated, so what is the use of trying after all? They get to the point where they just say, "I might just as well give up." They shrug their shoulders with fatalistic futility.

Well, I think businessmen have to recondition themselves. I can tell you that things are bad, they are mighty bad, they are very complicated, they are very difficult, and I might say they might even get worse. But, on the other hand, we have a lot of strong, able-bodied, alert, intelligent men who are in business and industry today who have not been licked and who can, in the midst of difficulties, come out and find they are full of opportunities.

**Business Philosophy**

I come back to what might be called a basic philosophy of business life or personal life: call it a set of values or a pattern, but I want to make some suggestions as to what should be included. First, let us make certain that we are making good products. You have no right to exist if you are in business making a shabby, shoddy product. We ought to make certain that the thing we are doing is being done properly, the thing that we are selling and putting on the market is respectable and has quality.

Second, we have to be sure we are keeping our business enterprise healthy. I am not talking about making a profit so we can get through the next year, but to make sure that

we have the money to turn back into product research and market research and new developments. We are the trustees in our little corner of the business of the total economy of our country. People have a right to expect that what little job we do in our little company, in our little business, in our little store, in our little office or factory or mill, whatever we are doing we are doing it properly, and in a way that will maintain and contribute to the whole total health of the economy.

**Consumer Is Boss**

Third, we must recognize that we serve people. I do not care what business you are in, the consumer is the final boss and he is a difficult man to serve. It may be the steel business, it may be the food products business, it could be the clothing business, but whatever it is somebody at the end of the line says, "That's the product I want."

He is a person of whims, changing interests and desires, changing fashions and fables. I do not like that, you understand—it would be a much steadier world if that consumer just stood still and said, "I want to buy the same thing year in and year out, wrapped the same way; made the same way. Don't ever change it. Don't ever do anything with it. Just give me the same thing." That would mean we would all be living on corn pone and scrapple, or something worse or better than that. But the consumer is not that kind of person; you are not that kind of person because you are part of the consuming public. You change your patterns, your interests, your desires; and if you do not, the rest of the family does. Does your wife wear the same hat that she wore 25 years ago? It is just as good—they never wear out! What happens? The word is "out-of-style." It is pure whim, pure fancy, it is pure nonsense. But people are made up of interests, desires and whims, and things that are difficult to understand. When we are in business, we serve them.

**Good Will**

Fourth, in this philosophy of business, build strength and good will in your organization. I am not talking from a sentimental standpoint, I am not talking about togetherness, but you have to have the people that work for you and with you have confidence in what you are trying to do as being good and substantial and honest. They work with you and they are part of the team.

I do not believe in all this nonsense  
(Continued on page 28)

THE MACARONI JOURNAL

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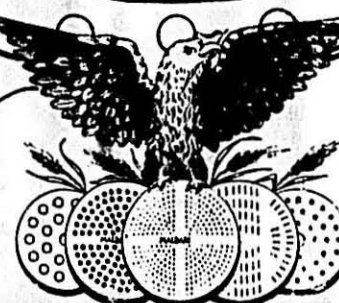
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## Management Problems—

(Continued from page 26)

that the happy workman is the best workman—and to keep everyone happy and they will all increase productivity. You will find that is not entirely true. Some of the best workmen produce the most because they are mad at somebody. But there is such a thing as building strength and good will and confidence in an organization.

Fifth, pay attention to research. The man who says, "In my business you don't have to see what is going on outside the factory wall,"—that fellow is dead and does not know it.

And the sixth: keep your skirts clean. It is a world of law, a community of law, we need to work within the framework of the law whether we like it or not. The fellow who plays on the shady edge, or the ragged edge, is not being honest with himself or with his community.

Now, for the individual, I want to make clear four other suggestions—these are in terms of business philosophy. For the individual manager: keep learning and growing. No one of us ever gets to the point where we know it all, and that applies to the fellow who is always quoting his experience. You, in your industry, you do not have people like this; but in the steel industry every once in a while we find some knucklehead who says, "Well, I've been doing it this way for 50 years, and I don't expect to change." He has a "charlie-horse" between his ears. He is in the situation where he has no intention of learning anything new or acquiring any new insight. I do not care what business you are in, you have to keep learning and growing.

### Face Obstacles Squarely

Second, you have to face obstacles and problems as something to be worked at. They are not dead issues. Do not shrug your shoulders and say, "Well, there's nothing that can be done about it." If you cannot do something about it, someone else will. There are very, very few problems, very few situations where you are completely at the end of the road. When you get there, only a few prayers will solve the problems, and that is usually when you are under the ground. Most of the problems we come up against have some solution. We can solve them, we can build around them, we can build across them, we can bypass them, but there are very few dead-end streets. Third, take care of your physical health. An awful lot of people wonder why they are so unhappy about life while they are doing everything they possibly can to put themselves in an early grave. They assume that the

physical machinery that God supplied them with is indestructible. Every once in a while they find it is destructible. They do everything they possibly can to make themselves physically unfit.

But, more important, I am more concerned about taking care of your mental health. The number of people who are unhappy today because they think themselves into unhappiness is amazing. The number of people who have found that life is so uninteresting, they have to escape from it by one technique or another. They assume that with these problems of life with which they come to grips are things that are so overwhelming and no one else has ever faced them before. They themselves have to pretend to escape from them. We have put a premium on leisure time. We have put a premium on early retirement. We have put a premium on extended vacations. We have put a premium on getting away from it all, on the supposition that work is a sort of disreputable activity.

I would like to suggest that working hard, being a hard-worker, being a person who has some concern about working at his job, his business and his economy, his place in the community—these are still good activities. These are still respectable interests. These are good ways in which to invest your time and energy. And you who do it may represent, by so doing, one of the finest contributions that man can make in this world, this society, and his community.

There are tremendous problems in the Sixties. There are tremendous difficulties in the Sixties. But in your capacity there is tremendous strength. There is tremendous opportunity. There is the will to do, the power to accomplish, the zeal to go ahead. All we need to do is to keep at it.

### General Mills Earnings Jump

Net income of General Mills, and its consolidated subsidiaries was \$7,986,000 for the six months ended Nov. 30, 1962, a 49 per cent increase over the same period a year ago.

Earnings per share of common stock for the first half of the company's fiscal year, totaled \$1.03 a share compared with 66 cents for the corresponding six months a year ago.

Total sales for the six-month period were \$269,732,000. When feed sales of \$37,595,000 are eliminated from last year's first half figures, the current six month sales total represents a seven per cent sales increase for all other operations of the company, General Mills said.

The firm had reported sales of \$288,874,216 and net income of \$4,494,477 for the six month period ending November 30, 1961.

At that time, the firm reported sizable losses in the feed operations and later discontinued its integration program for turkeys and broilers and closed several of its feed mills.

C. H. Bell, chairman, and Gen. E. W. Rawlings, president, in a letter to stockholders, said, "We expect improvements to continue" for the full year. They cited the consumer foods operations as particularly reflecting continued "excellent" progress.

They pointed out that the six-month statement reflects certain changes in the method of computing flour costs.

The previous method tended to defer a part of first-half earnings into the second half of the year, while the new method changes the historical relationship between first and second six-month earnings. It does not affect annual earnings, they said.

However, they added, the change in flour costing is not responsible for the first half increase in net earnings.

### Don Fletcher of the Crop Quality Council

by Timothy Blodgett, Staff Writer, Minneapolis Star, and reprinted with permission of the Minneapolis Star and Tribune Company.

A small, little known "catalyst" between farmer, research man, businessman and consumer is the Crop Quality Council, headquartered in Minneapolis. It has worked quietly since 1922, activating research and interest in improvement of cropseeds and control of diseases and pests.

If any one person can be identified with it, he is Donald G. Fletcher, who, as a 23-year-old graduate of the University of Minnesota, was hired at the start to provide information to publicize the Rust Prevention Association, as it was originally called.

While others left, Fletcher remained. He is now executive vice president. The leaders of the association were Franklin Crosby, vice president of Crosby-Washburn Company, predecessor of General Mills; Ralph Budd, president of the Great Northern Railway; C. C. Webber, who worked for the farm implement company headed by his father-in-law, John Deere; and Frank Heffelfinger, president of F. H. Peavey & Company.

From the beginning they have always been concerned with the spread of stem rust, a grain killer.

"We told the story of the rust-spreading barberry bush to the county, state and federal people who had con-

trol of the purse strings," said Fletcher. "The association's education program had much to do with eradication of the barberry bush in a 19-state area," he said.

In 1928, the Northwest Crop Improvement Association was formed by many of the same people backing the Rust Prevention Association. They worked on somewhat parallel lines for years, finally merging in 1960.

### Voluntary Support

Supported by voluntary contributions (\$87,000 in 1962), the Council has a membership of 250 businesses making up a cross-section of "agribusiness": millers; elevator operators; grain merchandisers; railroads; banks; implement companies; other firms selling products to farmers; manufacturers like breakfast food makers; and growers themselves, or their organizations.

Frequently the organization provides money to initiate research into a field needing exploration; then, when the work is off the ground, the Council turns the project over to another agency. Crop research in all its aspects, agricultural education, pest control, plant and animal quarantine activities are strengthened through the activities of the Crop Quality Council. The work is carried on through and with the



Donald G. Fletcher

cooperation of state experiment stations; state extension services; state departments of agriculture; the United States Department of Agriculture; and industrial agricultural departments.

Annually the Council informs farmers of the best varieties of seed recommended currently by the experiment stations. It alerts government agencies and private business of the dangers

to upper midwest crops of pest infestation from foreign ships docking at Duluth-Superior.

### Wide Contacts

The Council maintains close cooperative relations with the Rockefeller Foundation in their worldwide activities to improve the food producing capacities of those countries where agriculture needs strengthening. Each year thousands of early generation breeding lines of wheat, barley and oats from the United States and Canada are taken to Mexico, under the supervision of the Crop Quality Council, where a winter generation of these experimental grains are grown. This procedure speeds up the crop improvement programs of the plant scientists and permits rapid testing and buildup of promising seedstocks.

The Council has its own crop reporting service to members in advance of state and federal reports.

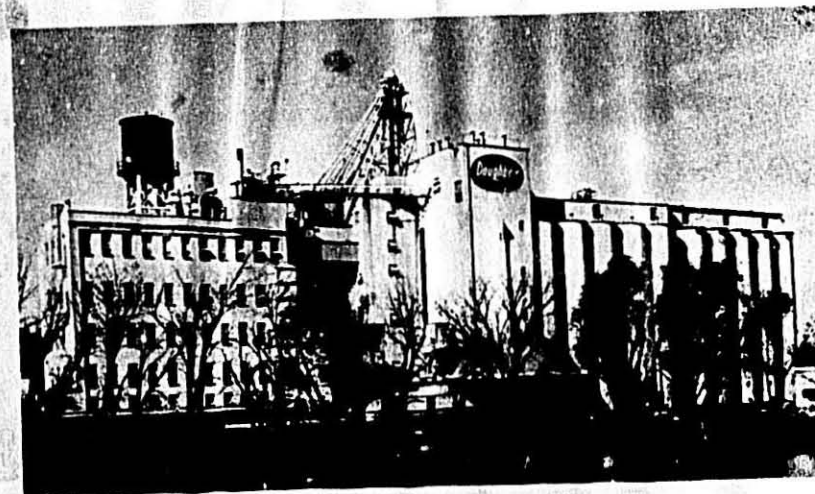
"In the first twenty years," said Fletcher, "our work was a matter of concentrating on improving production."

"Now, with threats of pests and disease diminished, it's a matter of concentrating on quality and improvement in varieties, to make the farmer more efficient."

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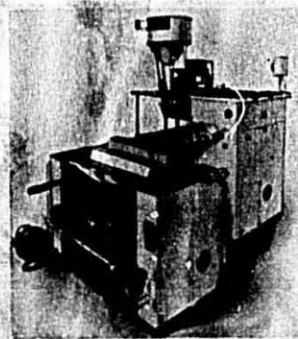
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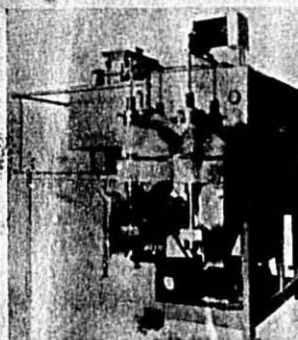
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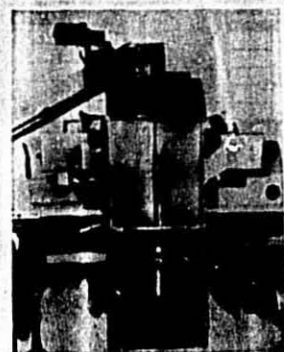
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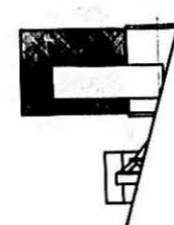
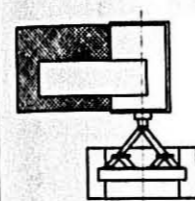


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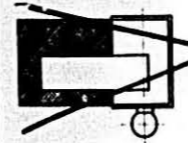
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31

## Answers to Questions You're Asking About Pension Plans

Last in a series of three articles by I. Austin Kelley, III, President, National Employee Relation Institute, Inc.

IT'S NOT likely this article will win me any popularity contests among pension salesmen. If it did, it certainly wouldn't be very helpful because you've probably heard their answers. In fact, if you are like most executives in the macaroni manufacturing industry you have heard so many different answers about pension programs that your big question is simply, "Where can I get reliable, impartial information about pension plans?"

This is exactly the kind of help I would like to give you now—by answering as candidly as possible some of the most frequently asked questions about deferred compensation plans. Later on, if you have some questions that are still unanswered, I'll show you how you can get the answers to those too. So, let's get started on our question session.



I. Austin Kelley III

### 1. "What are the tax advantages of a pension or profit-sharing plan?"

First, from the company viewpoint, any money put into a Revenue approved plan can be deducted as a corporate expense.

Second, this money (except his own contribution, if any) is not declared as additional income—such as a bonus would be. The same applies to interest that this money earns. Later, when the employee retires, he pays capital gains tax on his profit-sharing money. Or he may elect to have this used to purchase a life-time pension.

Pension payments are taxed as regular income but since the individual is now retired, he presumably is in a lower tax bracket. Also, if he contributed to the plan, this portion need not be declared since it is simply a return of his own money. This explains why a good pension plan enables the owner of a business and his key people to approximately double their money through lower taxes. More than that, it provides an easy way to save for retirement. To put it more bluntly, it is often the only way these persons are able to save substantial sums for the future.

### 2. "What is the difference between a profit-sharing and a pension plan?"

Many companies mistakenly believe that the main distinction is a matter of commitment. While both plans involve placing an annual amount for each employee into an accumulating fund, presumably to be paid after retirement, company owners know that profit-sharing can be decreased or increased each year. They often have the false idea that the pension deposit is established at the outset and remains rigid. This was true of older-type pension plans and many of these are still operating. Newer plans are completely flexible. Companies can now reduce or even skip pension deposits during lean years.

However, the vital difference between these two plans is the amount of money that can be credited to top management. On this score, pension plans are far more liberal. This is particularly significant where key men are pushing age 50, or are even older, at the time a plan is installed.

Profit-sharing plans are limited by law to a maximum of 15 per cent of salary annually—across the board for all participating employees. An executive in his middle fifties seldom has sufficient time to accumulate the sum he would like at retirement. He will be lucky to end up with a retirement

income equal to 20 per cent of his salary. On the other hand, younger employees in their late 20's will easily amass enough profit-sharing deposits to produce retirement benefits equal to 60 per cent or 70 per cent of their income by the time they reach 65.

A modern pension plan gives the older key employee a far better break. For example, the company owner—who is more of a key employee—can conceivably have as much as 50 per cent, and sometimes more, of the annual pension deposit credited to his own personal account. Instead of 15 per cent of salary, this can easily amount to something like 35 per cent or 40 per cent. Since this is such a practical way for owners to siphon off extra money without serious tax bites, pension plans are now far more popular than profit-sharing.

### 3. "What happens if an employee dies before reaching retirement?"

There are three ways to handle this. (1) Give his family the amount of money deposited to his credit. (2) Cancel his pension. (Under this arrangement your plan will be "discounted for mortality" as the actuaries call it. These experts simply estimate in advance how many of your employees will die before retirement. Then they use this figure in computing your annual deposit. This lowers your cost, because the sums deposited to the credit of persons who die before 65 can be spread out over the remaining group.) (3) Make this saving fund, at the same time, for a small additional cost, add a death benefit for the employee's family. Obviously, this latter method has greatest appeal to any employee group.

### 4. "What happens if a man leaves or is fired?"

First, recognize that it is often impossible to determine whether a man quit the day before he was fired or the other way around. Just call it "termination of employment." Here again, you have three choices. (1) Give him all the money that is credited to him. But, watch out! Some persons will leave simply to get this money.

(Continued on page 36)



## Profitable Barter

If you have a dollar, and I have a dollar, and we exchange . . . we each still have a dollar. No profit there.

But if you have an idea, and I have an idea, and we exchange . . . we each double our ideas.

That's the kind of profitable exchange you benefit from when you actively participate in your trade or professional association. Multiplication of ideas between members goes on all the time. It's such a natural process you may never be aware of it.

About all it takes to get started is, "Well, Mac, how's business . . ." and from there ideas begin to flow.

Your association works hard to create the right atmosphere for this profitable idea exchange. Conventions, seminars, workshops, all of the activities that pull members together, help to keep ideas moving.

The oftener you can put yourself in this company, the more you'll benefit. Step number one is to join and support your trade association.

Step number two is to attend their next meeting. And take an idea along with you. You're bound to at least double it before you come away.



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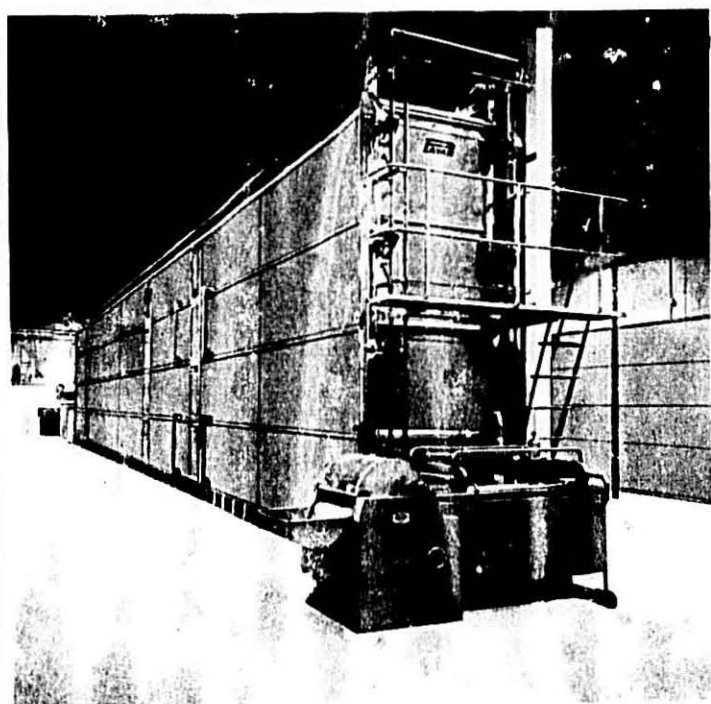
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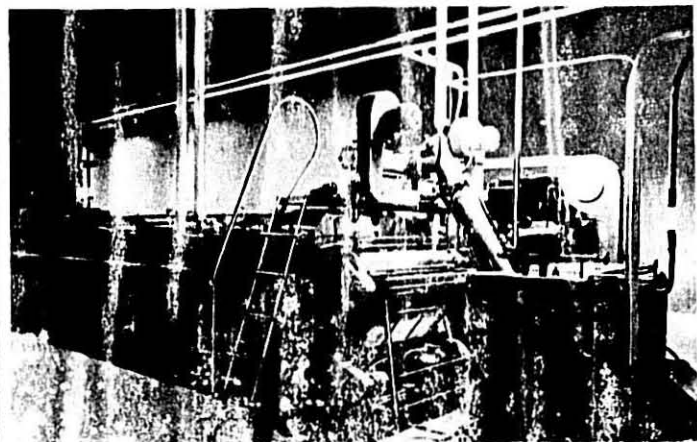
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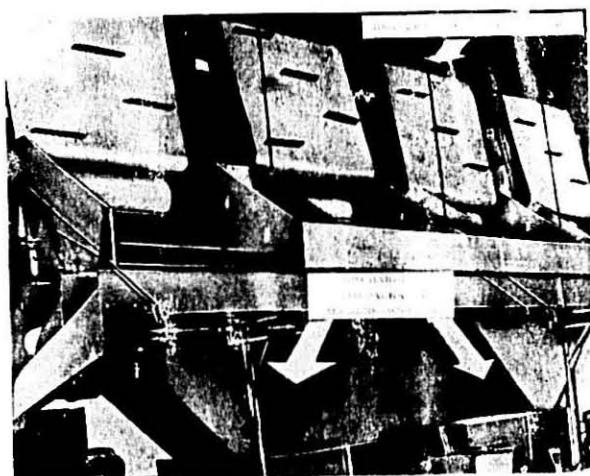


Lo Boy Press • Spreader • Long Good Pre Dryer

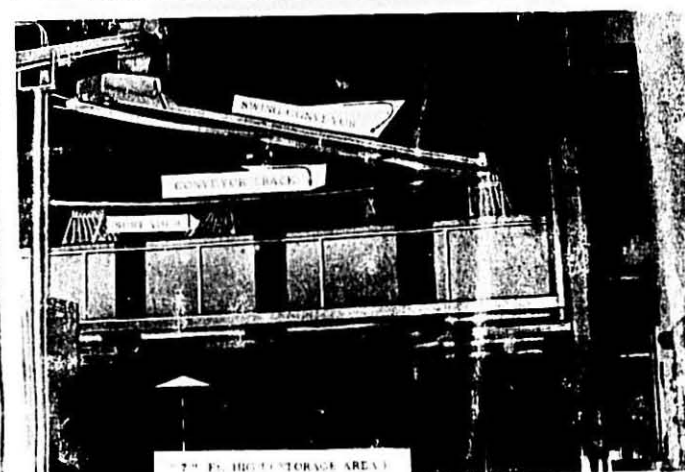
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American Beauty  
Macaroni Co.  
at  
Dallas, Texas  
Completely  
PAVAN  
Equipped.

The New Plant of American Beauty Macaroni Co. at Dallas, Texas

**ASEECO** STOR-A-VEYOR System for Storage of Noodles and Cut Goods.



Discharge end of The 4 Story A-Veyors Automatically feeding 3 Packaging Machines.



Loading end of The 4 Story A-Veyors. Note lower wing conveyor automatically controlled and positioned over the Stor-A-Veyor to be filled.

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SAVES FLOOR SPACE  
VOIDS HANDLING  
VOIDS LABOR  
VOIDS UNNECESSARY BREAKAGE

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Automated  
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Equipment  
Engineering

1823 W. 57th St. - BOULEVARD  
HOUSTON, TEXAS 77056

**Answers to Questions—**  
(Continued from page 32)

(2) Give him nothing. (Unless he has been contributing a share of the cost. This must be refunded.) You find such a provision in many older plans and it has caused a lot of dissension. Employees fear—and it has happened—that the company will fire them at age 63 or 64 and owe them nothing. (3) Have a certain percentage "vested"—usually five per cent for each year a person is in the plan—to the employee. Thus, a man who terminates after ten years in the plan receives 50 per cent of the amount deposited. This is a typical formula found in newer plans.

**5. "Should employees contribute to the plan?"**

This will reduce your cost, but it will also reduce your control over the plan. Should you ever want to reduce the benefits, you can expect serious objections from employees. If they decide to make a case of it, you could lose the decision.

There is another reason why many companies prefer to pay the full amount. Since the plan is primarily intended to benefit key executives, any contribution that these people might make—say four per cent of their salary—must come out of taxable income. For those in the higher tax brackets, every dollar they contribute really amounts to about two dollars. Perhaps even more. Company-paid dollars, on the other hand, are a deductible expense.

**6. "Where should pension funds be invested?"**

There are six ways in which to invest funds. (1) Top-grade securities such as American Telegraph and Telephone, General Motors, General Electric, etc. (2) Mutual funds, on the theory that your funds are so small you can't break them up safely enough any other way. (3) Use a corporate trustee and let him invest it. (4) Savings banks or building and loan. (5) Many insurance companies will take the money on deposit and guarantee the principal a certain amount of interest paying anything above that which they might make. (6) A combination of two or more of these different methods. The wisest approach is to design your plan first. Then analyze it to determine which of these methods best meets your requirements.

I hope that this article and the two which preceded it have proved helpful to you in evaluating whether or not your company should invest in a pension plan or whether your present plan

can benefit by a careful review. If you are considering a pension plan at this time, I would like to close by repeating one friendly suggestion: begin with the firm idea that it is going to be your plan—not merely a copy of someone else's. Set down the things you want to accomplish and then have a plan designed to fit them. Then, after you install the plan, resolve to put just as much "effort" in selling it to the executives and employees it is intended to benefit. By making certain that they understand all it offers them, you will automatically increase the value of the plan to your company.

Finally, if you haven't found the answer to a particular question or problem on which you may have—well, it's not because I'm ducking it but simply a lack of space. Sit down and write me about it in care of the Macaroni Journal or at my office at 60 East 42nd Street, New York 17, New York. I'll do my best to give you an impartial, clear-cut answer without any obligation to you.



James Patrick Waters

**New Appointment**

The Wheat Flour Institute, Chicago, has named James Patrick Waters as director of merchandising and promotion, succeeding David Stroud, recently resigned from that position. Mr. Waters was graduated last June from Michigan State University with a major in advertising. He trained for three months at Leo Burnett Company, Inc., Chicago, and as a senior at Michigan State received the Aves Award for outstanding copywriting. Mr. Waters is a member of Alpha Delta Sigma, honorary advertising fraternity. In his new position he will direct WFI participating in the August—Sandwich Month—promotion and similar industry-sponsored activities. Mr. Stroud, who previously held the WFI

position, has joined the National Live Stock and Meat Board as assistant to the general manager.

**New Daughter**

Congratulations are in order to Mr. and Mrs. John T. Henningsen, of Henningsen Foods, Inc. Their fifth child, a lovely nine pound two ounce girl, Ann Elizabeth, was born on December 8.

**Obituaries**

Ernest B. Horstmann, sales representative of the Flour Division of Archer Daniels Midland Company in the New York metropolitan area, died suddenly December 11 at the age of 59.

Mr. Horstmann had been associated with Charles C. Chinski in the Chinski Trading Corporation for a number of years until Mr. Chinski's retirement from the flour business last summer. He then joined the ADM Flour Division office in New York.

Edwin C. Maher, 78, E. C. Maher Company, Los Angeles, broker for Archer Daniels Midland Company flour, semolina and soy products, died of a heart attack in December.

**Cost Leaders**

The key to successful business in this decade is cost leadership rather than price leadership, says Don V. Petrone, sales vice-president of Hupp Corporation, heating and air-conditioning equipment. He declares: "Far into the future, manufacturers will face problems of overcapacity, low prices and severe competition. Performance of some companies today is in striking contrast to the depressing activity of the general economy; these firms have learned how to control costs. They are today's leaders."

**Management by Assistance**

Jewel Tea Company turns its organization chart upside down in developing employees, says Frank J. Lundling, chairman. When promoted a man is told that the change doesn't mean he will have more people working for him, but that he will be able to help more people develop their abilities. In a sense, he becomes "first assistant" to all who report to him, helping them to grow. This "first assistant" thinking starts at the top and goes all the way down through the organization, says Lundling. "It's amazing what a fine spirit it develops."

Revolutions are not made, they come. A revolution is as natural a growth as an oak. It comes out of the past. Its foundations are laid far back.—Wendell Phillips.



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MILLING COMPANY  
DURUM DIVISION

GENERAL OFFICES: MINNEAPOLIS 2, MINNESOTA

## WAY BACK WHEN

### 40 Years Ago

"Read the ads," counsels the cover editorial. "Advertisers in this publication are not actuated by sentiment. They are sound business men and their advertising is a business proposition purely. They offer you just what your business needs. Therefore your attitude toward them decides whether their advertising is good or poor business. Read their ads. Place your orders you will get the service you expect."

A conference of simplification of containers was held with Secretary of Commerce Herbert Hoover, who stressed the fact that it was not the purpose of the government to interfere in business but rather to cooperate with various industries in bringing about voluntary eradication of containers other than standard to be agreed upon on the initiative of the industries themselves. Real profits were seen in the elimination of waste.

Mr. Le Lent a Macaroni Season, urged the editor. Sell Natural Accompaniments with Macaroni. Don Day, of Ferry Food Products Company of San Francisco, urged manufacturers to promote well known quality brands of spaghetti sauce and grated cheese, because these accompaniments have so much to contribute to the satisfaction of the finished dish.

### 30 Years Ago

Protests rose against a domestic allotment plan labeled "Farm Relief." The measure proposed a special tax of 100 per cent on the processors to be paid to growers.

Other problem considered at a Chicago conference included (1) a discussion of an "Arrival Draft Form of Billing" to stabilize flour prices and put all competitors on a par. (2) Support was recommended for a Senate measure that would give the Secretary of Agriculture authority to establish a quality standard for macaroni products, as he was empowered to do with respect to canned foods, and require all goods below such standard to be sold labeled. (3) A series of radio records of sixteen leading operators were made under the direction of the durum millers, and a test campaign for radio advertising of macaroni products was conducted in New York. It was proposed that the NMMA assume control of the records to license their use in advertising. (4) Unreasonably low wages were deplored, and to demonstrate the industry's attitude a resolution was sent to the Department of

Labor condemning unfair low wage scales.

While the macaroni industry was lamenting price wars that found good macaroni being sold as low as five cents a pound wholesale, the Department of Labor reported the national average at 14.9 cents a pound. Many macaroni manufacturers wondered where they got their figures.

### 20 Years Ago

The industry demanded relief from the Office of Price Administration on the squeeze that was affecting all manufacturers but threatened the very existence of smaller operators. Flour costs had risen from \$5.50 a barrel to about \$7.20 a barrel without relief on ceiling prices on finished macaroni products.

Macaroni manufacturers held regional meetings concurrently at the Commodore Hotel in New York and at the Medinah Club in Chicago on January 15, 1943. Problems of the price squeeze, allocation of vital materials, and product enrichment were discussed.

Shall we enrich? Three main reasons for enrichment presented themselves in February, 1943: (1) the need to restore values lost through processing; (2) the need to anticipate subsequent losses in vitamin and mineral values in home cooking; (3) the need to provide in the food those factors which are directly essential to its utilization in the body. It was observed that the war was accelerating a new era of scientific eating, and federal authorities would undertake one of the greatest educational programs of all time in teaching the proper eating habits to the nation.

### 10 Years Ago

At the Winter Meeting, President Thomas A. Cuneo observed that the industry must face the fact that per capita consumption had dropped off slightly during 1952—the first decline since 1947. He said production gains must be held and that per capita consumption curve put back where it belongs.

"The Magic Key," a film prepared by the Chamber of Commerce of the United States to develop better public understanding of the part advertising plays in our economy, was shown. John H. Betjemann of the A. C. Nielsen Company discussed the need for market research to guide sales efforts of macaroni executives.

A panel of C. W. Wolfe, Lloyd E.

## CLASSIFIED ADVERTISING RATES

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

FOR SALE—Juhler Press, like new. Box 175, Macaroni Journal, Palatine, Ill.

FOR SALE—Two Fancy Stamping Machines equipped with small and large bow tie dies. One Clermont continuous preliminary and finished dryer for noodles—600 lbs. per hour capacity. Both in good running condition. Box 202, Macaroni Journal, Palatine, Ill.

FOR SALE—Cavatelli Machine thoroughly reconditioned guaranteed like new, 100, 150 lb. hr. prod., reasonably priced for quick sale. Box 203, Macaroni Journal, Palatine, Ill.

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Skinner, Horace P. Gioia, and Albert Ravarino discussed advertising and selling practices in the macaroni industry.

Operational problems were posed to a panel of experts including Joseph Sant, Conrad Ambrette, John Amato, Nat Bontempi, Glenn Hoskins, and Donato Maldari.

Glorious Gloria Swanson made a surprise appearance at the Rossotti Spaghetti Buffet at the Flamingo Hotel in Miami Beach.

Mrs. Average Shopper in 1953 was about 39 years old, had a family of four, lived in a small apartment or a small house. She might have been among the annual 1,700,000 new brides unfamiliar with many products; she may have been one of 9,000,000 homemakers holding down full-time jobs. She was shopping in a supermarket three or four times a week and spending \$20. Food stores were advised they could make her shopping exciting with store decorations paced with the seasons—or tied in with special promotions—displays that suggest related items or a meal idea.

The Macaroni Journal



# "YOU BET IT'S GOOD!"

Sometimes there's no need to ask about customer satisfaction. Sometimes satisfaction is so great that it's written all over in big, bold type... even though you can't read a word.

At USP&L, no one applauds or sends flowers when we deliver another standout printing job of a folding carton... label... display... poster... or other advertising materials. But we don't need applause. We know how to measure customer satisfaction. It's in the repeat orders... requests for new packaging ideas... increased consumer sales which our customers credit to the packaging and advertising materials we produce.

Unspoken praise like that is no easy trick to earn. It goes beyond words to results—results which speak for themselves. Next time you have a packaging or advertising problem, why not ask USP&L to help. We have an office near you and plants coast-to-coast.



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