

**THE
MACARONI
JOURNAL**

**Volume 47
No. 10**

February, 1966

Macaroni
Journal



FEBRUARY, 1966

NOODLES SAFFRON
PERK UP
WINTER MENUS





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The Macaroni Journal

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139 North Ashland Avenue, Palatine, Illinois. Address all correspondence
regarding advertising or editorial material to Robert M. Green, Editor,
P.O. Box 336, Palatine, Illinois, 60067.

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Cover Photo

Egg noodles glow with a saffron tint and make an appetizing border for an unusual meat loaf. Ground beef is shaped in a roll around chopped vegetables. This dish is the main course in a calorie counted menu for weight watchers. For menu and recipe, please turn to page 27.

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FEBRUARY, 1966

BIG GAINS FOR MACARONI IN 1965

BIG gains were chalked up for macaroni in 1965. Contributions to the National Macaroni Institute indicate a 12% increase in the East, which accounts for 40% of the nation's total macaroni production; the Midwest, which accounts for about 30% of output, showed a 4% increase; the South, accounting for about 20%, marked up a 7% gain; the West, representing 10% of industry output, showed a 6% gain. Total national average was a gain of 8%, the best in several years.

The gain was not shared universally: There were almost as many declines as increases in the Midwest and Far West, although the South and East showed a greater number of increases. The pattern was set by a good first quarter, with potatoes short and meat prices high, and plenty of publicity and related item advertising for macaroni products.

Lots of Publicity

Macaroni publicity had major magazine breaks in American Home, Better Homes and Gardens, Family Circle, House and Garden, Parents' Magazine, Redbook, Sunset, Tan, Today's Health, True Confessions and True Story. There was Lenten advertising for macaroni with related items in Ladies' Home Journal, Good Housekeeping, McCall's, Family Circle, and Life Magazine. For example, Contadina Tomato Paste advertised a wide variety of sizes and shapes with which their product would go as "a general sauce."

Newspaper stories publicized spaghetti, macaroni and egg noodles every month in the year in Sunday supplements, syndicated columns, and general background material sent to food editors in major markets.

In the last quarter of the year, protection against price advances in the East also stimulated production.

Unusual Crop Year

It was a most unusual year as far as commodities were concerned. Durum planting was late because of a cold, wet spring. There were floods and tornados in the Minneapolis milling area during the Easter period. A good growing season produced a lush crop which was always ten days behind average and created optimism among the millers who booked heavily in August before the rains came after Labor Day. Ten weeks of rain halted harvest and sprout-damaged 10,000,000 to 15,000,000 bushels of the crop which was finally set at 68,866,000 bushels.

In October, 25,000 metric tons (918,000 bushels) of No. 3 or better Hard Amber

Durum was made available to India under Public Law 480. The Durum Industry Advisory Committee was exploring whether or not it would be possible to send sprout-damaged durum to India or other food and feed deficit areas so this nutritious food could be utilized in means other than the mill-grind. Sprouted durum does not make a good macaroni product.

Durum exports were up sharply compared with the year previous, undoubtedly influenced by large Canadian sales to China and Russia. Great Plains Wheat, Inc. complained about the governmental policy requiring shipment of U. S. wheat in U. S. ships, saying that 50% of nothing was nothing.

General Mills Quits

General Mills shook the industry with their announcement in June that they were closing nine of their seventeen mills including their durum operations. Some of this capacity was picked up later in the year with expansion of facilities by Peavey Company Flour Mills in Grand Forks, North Dakota, and by International Milling Company.

The Egg Story

Egg prices touched a twenty-four year low in January, and there were complaints that a price break at that time cost more than the 1964 Government purchasing program. Current receipts in the Chicago market were as low as 20.5 cents a dozen with frozen whole eggs selling at 20.75 cents per pound. The best time to have bought frozen yolks with 45% solids was in early March when they hit their low of 44 cents to 50 cents a pound. Throughout the year, No. 4 and No. 5 color commanded six to eight cents a pound premium.

Immediately after Easter, frozen whites were at a low of 9.75 cents per pound, with dried whole eggs ranging 90 cents to \$1.00 a pound and dried yolks 96 cents to \$1.04 a pound.

By year's end, current receipts in Chicago were ranging 38 to 39 cents a dozen, frozen whole eggs sold for 29.5 to 30.5 cents a pound, whites were up to 16 and 17 cents, dried yolks and dried whole eggs sold in a range of \$1.30 to \$1.35.

The first rebound for eggs started in May because of higher meat prices, and in September the Government announced large purchases of whole egg solids for Viet Nam. U. S. Department of Agriculture officials predicted egg production to be below the last quarter of 1965 and the first quarter of 1966 until flocks could be replenished.

Containers Rise

Container prices were raised about 10% in August, but packaging continued to be one of the hottest buys in advertising today—and the least understood. So said Steve Barker, manager of market development for Continental Can Company, at the Packaging Show. He said: "While packaging is the biggest of advertising media reaching far more people than all of the conventional advertising the product can afford, businessmen haven't bothered to measure its coverage. As a marketing tool it is poorly understood, generally mismanaged, and barely exploited."

In July, the National Trucking Board proposed that freight rates be hiked on merchandise less than 12 pounds per cubic foot, which would have resulted in some 42% higher costs on some noodle products. This was opposed by NMMA representatives and is still pending.

Higher Food Prices

In November, the Government announced that unemployment had reached its lowest point since 1957, and skilled labor was most difficult to find. Government forecasters also predicted that food prices would keep rising as meat, bread and milk would grow more expensive. Bread prices, boosted about a cent a loaf in November by some bakers, would likely be pushed higher by mid-1966 because of the increases in wheat costs under the new farm law. Commodity Credit Corporation released high-protein wheat for bread making at the current market price or 108% of what Government support price plus carrying charges were, whichever was higher. Later they announced that this would apply to any wheat they held.

The Farm Bill

The Farm Bill discussions started in March, but with controversy on cotton, rice, and the so-called bread tax which was an excise tax on millers by increasing the rate under the certificate plan, it took until October to get the measure passed. Not completely satisfactory to anybody, it does set up a four-year program, which should simplify planning for that period at least.

Early in 1965 it was predicted that Government programs and policies would loom larger in business. Three big Federal guns were leveled at the food industry in the form of a National Commission on Food Marketing which held hearings on chain store operations, meat packing, produce, and sent questionnaires out to the baking industry;

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Esther Petersen's Consumers' Councils, which amounted mostly to Mrs. Petersen's giving talks at various food group meetings; and the Hart bill. The Hart bill did not pass but will undoubtedly come up for consideration again in the next session of Congress.

Meanwhile, the Grocery Manufacturers of America, Inc. has developed a voluntary compliance program for packaging and labeling, and an industry committee on weights and measures is working in the area of rules and regulations with the National Association of Weights and Measures Officials.

Wheat Foods Foundation

While shooting at business on one hand, the Department of Agriculture was trying to be helpful on the other in sponsoring interindustry meetings for the Wheat and Wheat Foods Foundation composed of wheat growers, millers, and end product manufacturers. Meetings were held throughout the year to consider a program and means of financing. In April a banquet was held in Washington to announce an outline for proposed research on wheat's contribution to human nutrition. The Farm Bill debate postponed decisions on some of the important matters, but the project looms large in helping the wheat industry in the future.

Organizational Changes

At the Grocery Manufacturers of America convention, Paul S. Willis stepped down as president after a long period of valuable service. He will continue to serve on the Board as president emeritus, while George Koch takes over as the active head. Don Fletcher of the Crop Quality Council retired at the end of the year, after contributing 40 years of service to the Midwest agricultural scene. Gene Hayden takes over as president.

Association Meetings

The National Macaroni Manufacturers Association held regional meetings in the spring in Los Angeles and San Francisco and in the fall in New York City. National meetings were held in Florida and New York City where Macaroni Day was celebrated at the World's Fair on July 11.

As the economic boom continues into its sixth year and the Great Society becomes more complicated, its impact will be felt on the food business. What those changes will bring to macaroni manufacturers in 1966 and the decade ahead was the subject matter discussed at the Winter Meeting at the Hotel Diplomat in January.

FEBRUARY, 1966

INDUSTRY LEADERS POINT TO PROBLEMS



Fred Spadafora

ALTHOUGH macaroni makers marked up new highs in 1965 in production and sales, there may be a bumpy road ahead.

NMMA President Fred Spadafora of the Superior Macaroni Company of Los Angeles is of the opinion that the retailer is not allocating as much space for the display of macaroni products as he used to, and in some instances has even limited his choice of products to one brand and has eliminated some of the sizes and shapes offered. The grocer's reasoning apparently is that with so many new products being introduced to the market, he has to condense his space to make room for these new items.

Lots of Competition

"We are in competition with many prepared foods," says Mr. Spadafora, "including prepared dinners which are becoming a big factor in the market. Frozen foods, with many macaroni combinations, are growing fast. Canned spaghetti is a sizable competitor.

"It is my personal opinion," continues Mr. Spadafora, "that the industry has not kept up with changing times, and is not putting forth enough effort to meet the requirements of the new generation whose eating habits are changing rapidly and who are buying food products that are convenient, fast and economical. We have got to look for new products to meet these changing times."

Mr. Spadafora is of the opinion that the increasing consumption of combination dinners will cut into consumption of the dry product used in home recipes. "You will note," he says, "that these combination dinners are being merchandised with other ingredients, where the quantity of macaroni is very small, and

the housewife in serving these products does not prepare the same quantity as if she were preparing her own recipe as a main course instead of a side dish."

Mr. Spadafora expresses concern that too many manufacturers of dry macaroni products will become suppliers to the national advertisers and merchandisers because it is easier to meet the problems of production than the problems of marketing. The marketers will control the market, he concludes.

There is hope in the future, he states, if macaroni manufacturers revamp their way of thinking and modernize their ideas. With the increasing population, stable consumption will mean more production, but it is going to take the new ideas and new products to shoot macaroni product sales up as they went after World War II.

R. I. Cowen Says:

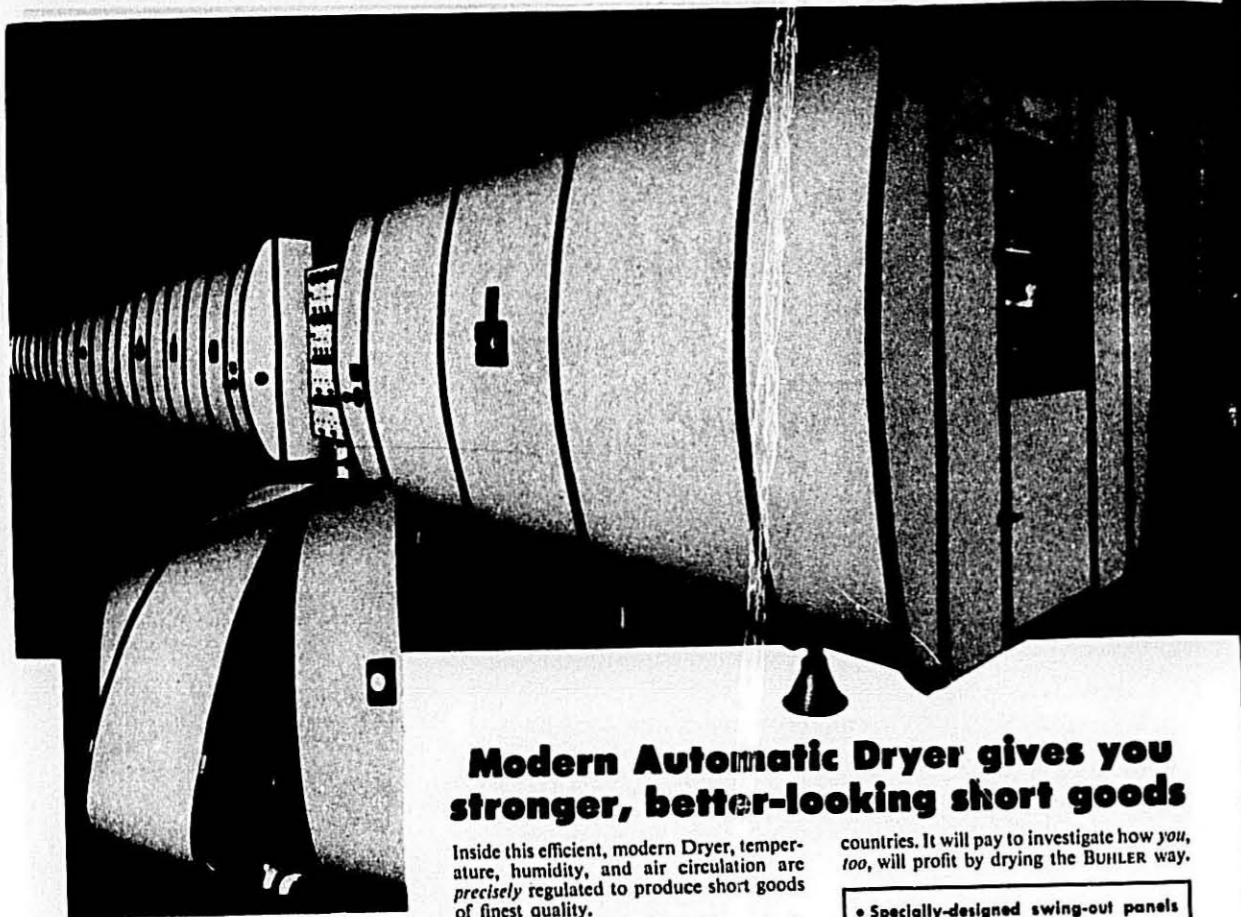
Robert I. Cowen, executive of A. Goodman & Sons, Inc., Long Island City, New York, and first vice-president of NMMA, when asked for prognostications, replied that if he were able to forecast accurately what conditions might be, he would probably spend more time in Wall Street than in the macaroni industry. However, he sees no startling changes in 1966. "I think business in our industry will continue along the same lines as it has for the past several years," says Mr. Cowen, "although I believe that the recent raising of prices will help offset the increased costs of labor, raw materials and services that all companies have experienced."

"Undoubtedly in the future, there will be more mergers of companies, and the number of individual manufacturing concerns will grow less as the years go by. Big business seems to be the order of the day, and it is very difficult for small companies to face competition such as they get from the giants. I also feel that many macaroni companies will branch out into other products, because the volume sufficient to maintain large companies is just not there with the present product lines we produce."

He continued: "I have the personal opinion that the standards of identity for the macaroni industry are too rigid for sufficient research and development of new products, but even changed, the industry would have to show a greater degree of imagination in the future than they have in the past."

(Continued on page 7)

5



Modern Automatic Dryer gives you stronger, better-looking short goods

Inside this efficient, modern Dryer, temperature, humidity, and air circulation are precisely regulated to produce short goods of finest quality.

By matching temperature to the product's capacity to release moisture, BUHLER Dryers are able to use higher temperatures, thus cutting drying time to as little as 4 hours for certain products.

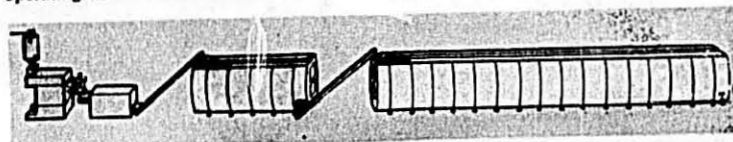
Sanitary. From entry to discharge, the product touches non-corrosive materials only. BUHLER swing-out panels make cleaning an easy task, and off-the-floor construction likewise simplifies sanitation.

Pre-dryer. You can also improve your present drying operation by installing a BUHLER Preliminary Dryer in your present production line.

More than 200 BUHLER Dryers are now operating in the United States and other

countries. It will pay to investigate how you, too, will profit by drying the BUHLER way.

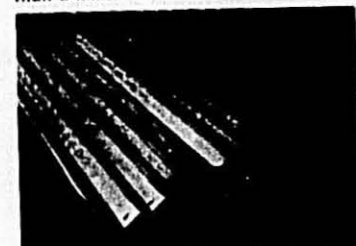
- Specially-designed swing-out panels
- Super-efficient insulation stops both heat and vapor
- Sanitary off-the-floor design prevents condensation on floor underneath
- Patented aluminum alloy conveyor
- No mixing of different type products because conveyor elements empty completely
- Positive air circulation dries uniformly over entire width of belt
- Needs practically no attendance
- Economical. Requires relatively little power, heat, or maintenance



Complete Macaroni **BUHLER** Plants by

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Swing-Out Panels provide easy access for inspection and cleaning. Requires less than a minute to remove.



5-Element Aluminum Drying Belt. Stronger, more rigid than any screen conveyor. Stays clean for there's no wire mesh in which dirt can lodge. No belts to loosen, no screens to mend.



Shaking Distributor prevents product from adhering when it first enters the Dryer. Spreads goods evenly over the belts for more uniform drying.

Leaders Point to Problems—

(Continued from page 5)

Peter J. Viviano of Delmonico Foods, Inc., Louisville, Kentucky, second vice-president of NMMA, notes that the American public is eating out more each year. He states: "Unless the macaroni industry does more than they have been doing in the past, we stand to lose out on this ever-increasing eating habit. In my travels, I note that the Eastern restaurants and a few Italian type restaurants in metropolitan areas have sufficient knowledge of our products to make an appetizing dish most of the time. This is not the case in all sections of the country, or even in other sections of so-called metropolitan areas.

"I feel the Eastern manufacturers have closed their eyes to this problem because they haven't seen what is happening in other parts of the country. But the country as a whole is becoming a hamburger and convenience food market. If we are to survive and maintain an increasing per capita consumption of our products, we will have to recognize this problem in the very near future, as it is almost too late now. Long range planning is essential not only for this aspect of market growth but for overall industry progress."

Orbital Noodles

Mrs. Slaby's Noodles have orbited the earth and may soon be on the menu of the man in the moon.

Noodles produced by Mrs. Slaby's Noodle Co., Berwyn, Ill., orbited the earth recently with astronauts Gordon Cooper and Pete Conrad during their Gemini space flight.

"The noodles are cooked with various meat sauces and put in tubes," explained Jerry Slaby, owner and op-

erator of the company. "When the astronauts eat, it's just like squeezing food from a tube of tooth paste." In fact, Slaby understands that his noodles have performed so well in space that the government plans to use them on the Apollo manned flight to the moon.

The majority of Slaby's customers are located within 100 miles of Berwyn, a Chicago suburb, so you might wonder how the National Aeronautics and Space Administration (NASA) found out about his noodles. One of his local customers, however, is the 5th Army Corps which has recommended him to Quartermaster Corps. Slaby thinks the NASA.

Angel Hair

"The quartermaster people started calling my noodles 'angel hair' because they're so thin," he says. "When we get orders from the Army, they always specify 'angel hair spaghetti.' But they're not really spaghetti; they're noodles." —And when the order came from the food contractors for the Gemini flight, it also specified "angel hair spaghetti."

NASA asked for his noodles, Slaby says, because they respond well to the freeze-dry process used for the astronaut's food. Experiments revealed that Mrs. Slaby's Noodles would cook with a meat base, freeze dry, and could be re-hydrated and packed in tubes without falling apart.

"Our noodles are still made the old-fashioned way with 100% Durum," Slaby explained. "The dough is worked and then allowed to rest to let chemical action blend and intermingle the ingredients."

Ronco Receives Award

Ronco Foods, Memphis, Tennessee, and Simon & Gwynn, Inc., their advertising agency, have received the first



Jerry Slaby, right, of Mrs. Slaby's Noodle Company, shows some of his "orbital" noodles to Anthony L. DePasquale, U.S. durum products sales manager for International Milling Company.

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Albert Robilio, left, president of Ronco Foods, Memphis, is shown receiving the first award ever presented by Mutual Transit Advertising. Presentation was made by Tom O'Ryan, president of Tom O'Ryan Advertising Company.

Mutual Transit Advertising award presented in the United States. The presentation was made during the recent annual Ronco sales meeting held at the Claridge Hotel. The plaque was presented to Mr. Albert Robilio, president of Ronco Foods, by Tom O'Ryan, president, Tom O'Ryan Advertising Company.

To recognize outstanding advertisers and their agencies who have developed creative ad campaigns in transit advertising, Mutual Transit Advertising, the national selling organization for the transit industry, recently inaugurated this award. To qualify for the award, advertisers must have used transit advertising at least six years.

Long Time Advertiser

Ronco Foods have used bus advertising since 1938 and have pioneered many new innovations in the use of king-size bus posters. Three years ago, Len Juengling, executive vice president, Simon & Gwynn Advertising Agency, working with Tony Giannini, Ronco advertising and promotion manager, and Dave Koffman Displays, developed the first king-size bus poster ever printed on vinyl plastic. The vinyl bus poster was used for an entire year without fading. Paper posters have a life of only about 90 days.

Ronco bus posters for 1966 will make use of removable vinyl copy panels so the basic poster can be used for the entire year with copy changes to fit seasonal promotions.

Flavors Added

Vegetable beef and chicken vegetable flavors have been added to the dry soup mix line of Thomas J. Lipton, Inc., Englewood Cliffs, New Jersey.

The chicken soup includes chicken bits, vegetables and star-shaped egg noodles. The beef mix contains beef, vegetable and barley. Both products retail for about 39 cents for a two-envelope package.

Skinner Displays Spaghetti Cooker

The homemaker who wants to eliminate juggling a potful of boiling hot water when she prepares macaroni or spaghetti will love Skinner Macaroni Company's Spring, 1966 display promotion.

It features a consumer offer on a 6-quart aluminum \$5.00 spaghetti cooker for only \$3.00 and labels from any three Skinner packages. The display period is February 21-April 10, tied to the Lenten season which begins February 23.

Long Success Story

The spaghetti cooker has a long history of success as a Skinner premium, primarily for two reasons: it is hard to find in hardware and department stores, and it simplifies work for the housewife. She merely lifts out the strainer from inside the cooker and her spaghetti is drained.

The grocer earns a cooker for himself by setting up the required display of product and spaghetti cooker. A special display card with spaghetti cooker mounted in it shows all three pieces of the cooker. It makes a strong focal point in the display and puts extra excitement in the store.

Point-of-Sale

Store banners and order blank pads also are available for point-of-sale merchandising. A strong advertising program will support the promotion in newspapers, Good Housekeeping, Progressive Farmer, Family Circle, and Woman's Day.



Spaghetti-Cooker Promotion. Many grocers will be using displays like this in Skinner Macaroni Company's Spring, 1966 Spaghetti-Cooker display promotion. The special display card showing all three pieces of the spaghetti cooker is the centerpiece of the display.



La Rosa Contest. When Frank Gifford, CBS sportscaster and former N.Y. Giant halfback, agreed to draw the winning entry in V. La Rosa & Sons' "It's the Woman Who Wins" national contest, he had no idea the drawing would coincide with the historic Gemini 7/6 space rendezvous. But President Vincent S. La Rosa simplified matters. He brought the entries to Gifford at the CBS news room, and the drawing was held against a background of television monitors, broadcasting astronauts, and clattering teletype machines.

The La Rosa contest, billed as "the most exclusive contest anyone has ever run," was open to just 200 women—the families of chain store buyers, store managers, retailers and store merchandising executives. Every woman who participated received a salad bowl with a gold base, plus a matching gold serving spoon and fork. Grand prize was a 1966 color television set. Participants received a copy of La Rosa's television schedule and were asked to tune in the company's commercials. Then they answered the question, "Why is La Rosa more golden than any other brand?"

Shown is Vincent S. La Rosa, left, holding the box of entries, as Frank Gifford reaches in to pick the winner. The grand prize went to Mrs. Mary Delaney, of Albertson, New York, mother-in-law of Thomas Shiels, buyer at Hills-Korvette, Inc.

Golden Grain Goes to Color

Color will be used by Golden Grain Macaroni Company in nearly all its advertising both on network television and in newspaper Sunday magazines during 1966, according to Tom DeDomenico, director of sales of the San Leandro, Calif., firm.

Golden Grain will spend more than \$4 million next year in a promotional advertising program, making the company the nation's leading advertiser of convenience foods.

Ten ABC-TV and three CBS-TV daytime network programs will carry a total of 26 hard-selling commercials for Rice-A-Roni and Noodle-Roni to approximately 27 million homes each week.

TV Spots

A heavy schedule of local television spots in key markets will include both day and nighttime programs.

"We're going heavier into color than ever before because sales of color television sets are increasing rapidly," DeDomenico said. "By the end of 1966, it is estimated that over 8 million such sets will be in use in American homes. This opens a broad new avenue in which we can present our story in bright, attention-getting fashion."

San Francisco will continue to be the theme of Golden Grain's color television commercials, with flashing scenes of Chinatown, the bay and the



Tom DeDomenico

city's most familiar symbol of all—the cable car.

But the "big sound" of current popular music also has been added to Rice-A-Roni and Noodle-Roni commercials this year to give them an entirely new look.

The ABC-TV and CBS-TV network shows which will carry the Golden Grain commercials weekly during 1966 include: "Mike Wallace News," "I Love Lucy," "Andy of Mayberry," "The McCoys," "A Time for Us," "Donna Reed (Continued on page 10)

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THE STORY OF MACARONI



chiefly for infants and invalids.

By 1900 there were only a handful of macaroni factories, with a combined output of 500 barrels a day.

And then, in 1898, an especially hardy variety of durum was brought to America from Russia by the United States Department of Agriculture.



To satisfy this demand for high-quality, appetizing macaroni, depend on King Midas Durum Products



PEAVEY COMPANY
Flour Mills

Macaroni manufacturers were quick to realize the advantages of this new wheat. Durum production increased. And the Macaroni Industry in America began to flourish.

New, high-speed machines were invented. Automatic dryers were developed. Macaroni's popularity continued to increase, and so did production.

And this popularity has continued to grow. Today, over one billion pounds of macaroni are consumed annually in the United States, and macaroni is served and enjoyed in nearly every home. In fact, macaroni is now a staple in the food diet of the world!



Golden Grain Goes to Color— (Continued from page 8)

Show," "Father Knows Best," "The Nurses," "Young Marrieds," "Never Too Young," "Where the Action Is," "Supermarket Sweep" and "Dating Game."

Twelve large, full-color Golden Grain ads will appear throughout the year in 137 Sunday newspaper magazines, reaching almost 40 million homes each time. This represents 72 per cent of all the homes in the United States, DeDomenico said. Each Sunday magazine advertisement will include a coupon which can be redeemed at a food store toward the purchase of Golden Grain convenience products.

McCann-Erickson, San Francisco, is Golden Grain's advertising agency.

Mrs. Maria DeDomenico Dies

Mrs. Maria DeDomenico, 82, an Italian immigrant and co-founder of one of the world's largest family-owned and family-managed macaroni companies, died in a San Leandro, California nursing home on December 14.

In 1912 it was Mrs. DeDomenico who persuaded her husband Domenico to sell the vegetable and poultry business he had built up in the San Francisco area and make macaroni using the recipe that had been handed down to her through generations of Old World cooking.

Mrs. DeDomenico became the guiding spirit behind the growth of Golden

Grain Macaroni Company and served as a director until she was past 80.

Born in Naples, Mrs. DeDomenico's father owned two macaroni factories, one in Salerno and the other in Vietre Sulmare. Her father left much of the management of his business in the capable hands of his daughter, and it wasn't long before Maria had learned all there was to know about making pasta.

Firm Founded in 1912

The firm she and her husband founded in 1912 was first known as Gragnano Products, Inc. During the first years of the business, the DeDomenicos sold macaroni products in bulk lots of 20 pounds or more, mainly to Italian-American families in and around San Francisco.

The DeDomenico macaroni business grew steadily. In 1934 the firm changed its name to Golden Grain Macaroni Company and began to market its macaroni products in smaller packages. The company continued to expand until it was operating six manufacturing plants and 20 warehouses. The latest manufacturing facility, a \$12-million automated factory, was built in Chicago in 1962.

Sons Take Over

Mrs. DeDomenico's husband died in 1943. With his death, the management of the company was passed to his three sons: Paskey became president, Vincent was appointed secretary-treasurer

and general manager, and Thomas was named vice president and director of sales. The third generation of the family joined the Golden Grain management in 1959, when Mrs. DeDomenico's grandson, Paul, was appointed national sales and advertising manager.

It was the introduction of a rice product called Rice-A-Roni in 1958 that sparked Golden Grain's most rapid growth period. Five years later the company marketed a line of macaroni and egg noodle convenience dinners that accelerated its growth. The recipes for many of these products were developed by Mrs. DeDomenico in the kitchen of her modest San Francisco home.

Don Fletcher Retires

Donald G. Fletcher, president of the Crop Quality Council, retires after more than 40 years of service to agriculture. Totton P. Heffelfinger, chairman of the Council's board of directors, has announced.

Fletcher has been actively associated with the development of agriculture since he joined the staff of the Rust Prevention Association in 1922. He served as head of that organization until 1960, when it and the Northwest Crop Improvement Association were merged to form the Crop Quality Council.

Research Pays Off

The bumper crops of spring wheat and durum harvested in the Upper Midwest during the past several years are a tribute to many of Don Fletcher's efforts, Heffelfinger said. Fletcher has long been a spokesman for increased support of research and extension programs affecting all crops in this area. The winter seed increase program, begun in Mexico in 1954, played a vital role in protecting spring wheat and durum from stem rust attacks which have heavily damaged susceptible winter wheats in recent years. Just wheat, now grown on more than 60 per cent of the North Dakota spring wheat acreage, was first increased in this Council sponsored program a few years ago, Heffelfinger said.

From Minnesota

Fletcher, born and raised on a Minnesota farm, has worked to strengthen research of direct benefit to agriculture, business, and the entire Upper Midwest economy. As a result, better crops have meant grain for processing, improved farm purchasing power and increased demand for transportation, farm implements and the many services required by modern agriculture.



Donald G. Fletcher

Organizational Assignments

Eugene B. Hayden, executive vice president, has assumed staff responsibilities for Crop Quality Council programs as of January 1, assisted by Vance V. Goodfellow, Council secretary. Prior to joining the Council staff, Mr. Hayden had been involved in rust research for the United States Department of Agriculture from 1951 to 1956, stationed at the University of Minnesota. Since then he has been active in all phases of the Council's program, and recently returned from visits to agricultural areas in Colombia, Ecuador, Peru, Chile and Argentina. Mr. Goodfellow had served for 12 years as associate state entomologist for the state of North Dakota prior to joining the Council in 1961.

Totton P. Heffelfinger, a board member for many years and chairman of the Peavey Company board, was elected chairman of the Crop Quality Council at the annual meeting on December 14, 1965. Mr. Heffelfinger replaces P. Norman Ness, president of International Milling Company, Inc., who relinquished the chairmanship, but who will continue as a director.

Jay A. Bolton, president of Atwood-Larson Company, was named vice chairman, and Leonard P. Givold, vice president of Northwestern National Bank of Minneapolis, was elected treasurer. John M. Budd, president of the Great Northern Railway Company, was named railroad representative on the Council board, succeeding Leonard H. Murray, president of the Soo Line Railroad Company.

Organizational Goals

The Crop Quality Council, organized in 1922 by representatives of industry, now promotes and fosters research, ed-

ucational, and pest control programs affecting all northern grown crops. It is financed by industries which handle and process agricultural crops, businesses which supply the farm market with goods and services, and individual farmers.

Other members of the board include: Messrs. Dean McNeal, executive vice president of The Pillsbury Company; Lloyd E. Skinner, National Macaroni Manufacturers Association; T. F. Toohy, vice president, Farmers Union Grain Terminal Association; and E. W. Ukkelberg, vice president, Deere & Company, Moline, Illinois.

Peavey Adds to Durum Capacity

Peavey Company Flour Mills has completed the conversion of its mill at Grand Forks, North Dakota to a 100 per cent durum operation, with daily capacity of 2,200 cwts. When combined with Peavey's durum milling capacity at Superior, Wisconsin at a rate of 8,200 cwts. per day, the company aggregate daily production capacity for semolina and durum flour is 10,400 cwts., ranking it as the leading durum miller in the United States.

A substantial improvement program was carried out at the Grand Forks mill, which is described as one of the company's most historic plants. It was built in 1879 by Hiram Walker in what was then the Dakota Territory, and the initial daily capacity was 350 cwts. The improvements include facilities for loading semolina in both bags and bulk.

Peavey's flour mill at Minot, North Dakota has been enlarged to supply flour that was previously milled at Grand Forks.

Doug Johnson is manager at the Grand Forks mill, Dennis Tangen is assistant manager, and Jerome Andres is superintendent.

According to Peavey, the Grand Forks mill will supply semolina and durum flour for Midwestern and West Coast customers, and the Superior mill will serve markets on the East Coast and in the South.

Peavey Company Flour Mills, of which Mark W. K. Heffelfinger is president, also operates flour mills at Alton, Illinois, Billings, Montana, Buffalo, New York, and Dallas, Texas. Its aggregate daily wheat flour milling capacity is in excess of 60,000 cwts.

Dividends Declared

Doughboy Industries, Inc. of New Richmond, Wisconsin, has declared a regular quarterly dividend of 12½ cents a share on the company's common stock. It was payable January 31

to shareholders of record dated January 7. There are 533,539 shares outstanding.

International Milling Company of Minneapolis has declared a regular quarterly dividend of 30¢ a share on its common stock, payable January 15 to holders of record December 30. International has 2,351,083 common shares outstanding. The regular quarterly dividend on the company's four series of preferred stock was also declared.

Wedding Bells

Melanie Diane Amato became Mrs. Frederick Malcolm Gutterson on November 20. The bride is the daughter of Mr. and Mrs. John Amato of the Clermont Machine Company. The bridegroom is son of Mrs. Harry Gutterson and the late Mr. Gutterson.

The marriage took place at St. Mary's Roman Catholic Church in Manhusset with a reception following at the Plandome Country Club.

The bride, an alumna of Marywood College, Scranton, Pennsylvania, is a public school teacher in Commack. Her husband attended Fordham University. He is associated with Container Transport International.

The couple honeymooned in Jamaica and are residing in Douglaston.



Mr. and Mrs. F. M. Gutterson

It's not always easy:

To apologize . . . to begin over again . . . to admit error . . . to take advice . . . to be unselfish . . . to keep on trying . . . to be considerate and patient . . . to think first and act second . . . to profit by mistakes . . . to forgive and forget . . . to shoulder the blame that's coming to you . . .

But it helps to make this world a better place for everyone to live in. And, it pays.

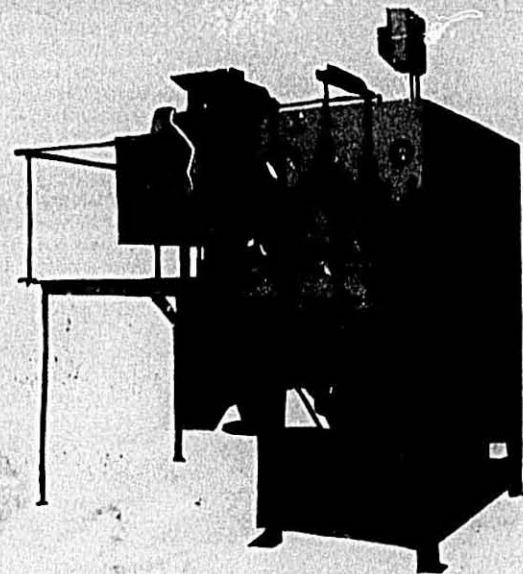


Noodle-Roni Romanoff, a dinner of tender thin enriched egg noodles and sour cream-cheese sauce mix, has been introduced by Golden Grain Macaroni Company. The 6-ounce carton which serves four to six persons includes a generous portion of noodles and a handy aluminum-foil envelope of sauce mix which consists of cheddar cheese, dehydrated vegetables, dry milk and concentrated sour cream and whey. Milk and butter or margarine are added to the noodles, along with the sauce mix, after cooking. The dinner can be completely prepared in less than ten minutes. Consumers are being offered six cents off the regular 49-cent price during the introductory period.

A push-in thumb hole facilitates opening of the carton, the back of which has cooking directions and suggestions for additional main dishes. The red, yellow and wine carton is supplied by Fibreboard Company. A heavy schedule of network and local spot television commercials, and advertisements in leading newspaper Sunday magazines, all in color, will promote Noodle-Roni Romanoff and other Golden Grain food products. Golden Grain is the creator of Rice-A-Roni, Noodle-Roni and other convenience dinners.

DEMACO SHORT CUT PRESSES

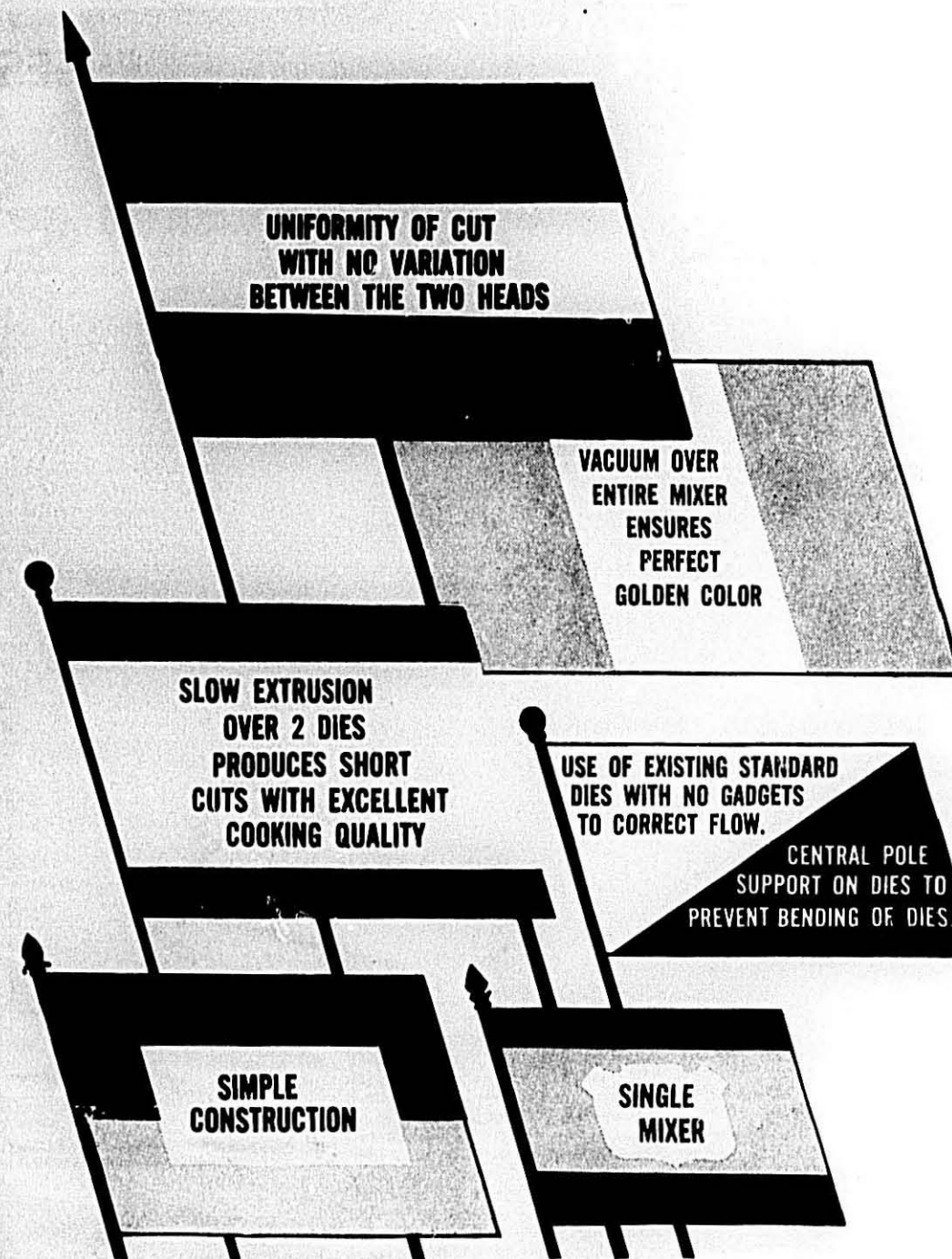
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THE MACARONI JOURNAL



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Food Brokers Meet

URGING food brokers to continue their growth pattern for the future, National Food Brokers Association President Watson Rogers called for a new look at the changes taking place in the food industry. He addressed the General Business Session of the 62nd Annual NFBA Convention in New York. He announced the creation of a new department in the National Food Brokers Association, designed to assist food brokers in their efforts to keep ahead of the rapid changes taking place in the food industry.

Change! Change!

Change! Change! Change! was the theme of his talk. The food broker must continue to grow as other segments of the industry have grown, said NFBA's President. "The old saying 'you must grow or go' was never more true than today. The wholesalers who failed to grow were eliminated. This was also the case in the retail field. Some retailers didn't want to make the effort to expand by joining the rat race of the supermarket operation. Now they are being eliminated by the growth of the multiple unit operators of the modern convenience stores."

One of the changes affecting the brokerage profession, said Mr. Rogers, is that food brokers are not just evaluated by their ability to sell or by their friendship with the local buyers. Today, they are also being judged by their ability to develop and train men—the ability to get things done through other people. "The way you develop, train, and motivate other people will spell success or failure in many instances. This is especially true in the larger markets," he said.

Management Service

Food brokers were told they cannot take the easy way of retaining the status quo. Because the need for growth is intimately connected with management training as well as an awareness of growing trends in the food industry, Mr. Rogers said that NFBA is establishing a Management Service Department to help those food brokers who want to make the extra effort in order to go forward. This department will inaugurate new programs, designed to help food brokers with their management problems, and to assist them in "meeting the changes" that are taking place in the food industry.

The details of this program are being developed and carefully supervised by the NFBA Research and Operations Committee. Full details will be reviewed



Watson Rogers

regularly with the NFBA Executive and Advisory Committees. All of these brokers plus many others will carefully scrutinize all programs to be sure they are in accord with the needs of the modern food brokers.

In concluding, Mr. Rogers said, "Every effort must be made to be sure you are making the proper management decisions by choice and not by chance. It is time for you to take a serious look and ask yourself two questions: 'What is happening to my company the way it is being managed today?'; 'Are we making the necessary adjustments to meet the changes taking place in the food industry?'. In closing, I pose this question to each one of you: Will you be the masters of these changes or its victims?'"

Spillover Stores

Joseph T. McDermott,
National Chairman, NFBA, Albany.

"We have a major problem facing us that is going to be another real challenge and, like all challenges, we can conquer it and improve ourselves and our organization. The problem can be stated in two words: 'Spillover Stores.' The servicing of stores in your area, supplied by a warehouse in another, brings a problem which we must face.

"It reminds me of the 'retail merchandising' problem which confronted this group only a few short years ago. This was labeled then, as the spillover problem is labeled now, by a few as unsolvable. Most of us know better, and I am certain that today's problem in a few short years will have the same history as the 'retail merchandising' prob-

lem . . . that the NFBA broker will emerge stronger than ever."

Mr. McDermott went on to say, "This problem must be talked over by the individual brokers involved. This is not something that your National Headquarters can solve with a simple formula. The solution must be worked out at the local level between the brokers themselves.

"In some instances the customer has provided the information needed by the broker and principal for a solution. Some have gone so far as to supply the principal with an IBM report showing deliveries into certain territories, so that the broker could be paid on that basis. Our hats are off to them for their excellent cooperation and to other firms who are doing the same.

"We can only hope that cooperation such as these buyers have offered will be available from all customers, but this is doubtful. Therefore, it behooves us to be open-minded and receptive to a fair solution, worked out at the local level.

Ethical Operations

"Now another subject that is of tremendous importance to each one of you: the subject of ethical operations. Nowhere is there a better illustration of the fact that the actions of a few brokers can taint and bring criticism to the entire Association.

"The NFBA Code of Ethics has long been the standard of the industry. It has been the code of ethical operations for all of us. From time to time, your Executive Committee has had to take action against various members for violation of this Code. Through the years there have been various complaints handled — covering different actions. In each case your Executive Committee has not hesitated to act in accordance with the obligations placed upon it by the NFBA Constitution.

"The growth of the food broker and the brokerage fraternity continues to be exceptional. The potential for growth in the future is almost unimaginable. Improper action, however, can impair our growth opportunities. This must not be allowed to happen. I want to assure you that your Executive Committee does not intend to allow this to happen, and at the request of its members I am emphasizing this point. The Executive Committee has an obligation to each one of you. It intends to live up to that obligation.

"NFBA is committed to the principle of fair and ethical standards in the food

(Continued on page 16)

THE MACARONI JOURNAL



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Ethical Operations—

(Continued from page 14)

industry. The best contribution we can make in this regard is to insure that the food brokerage fraternity sets the example. This we have done—this we intend to continue. Today your principals know that they can appoint NFBA food brokers with the confidence that all their dealings will reflect a high degree of fairness and integrity.

"Thus, your Code is a living one—an intimate part of your daily operations. It is far more than a token allegiance or a list of high sounding phrases. It is the brokerage fraternity itself—alive, active, fair, and honest—setting the example for all."

Mr. McDermott also announced the decision of NFBA's Executive Committee regarding the location of future NFBA Conventions. Said Mr. McDermott, "New York has agreed to give us a long-term contract for the many fine hotels we need. This runs through 1975. On the other hand, we have the option of a 26-month cut-off of this contract at any time. I think you will agree that this is an ideal arrangement."

New Alliance for Brokers and Supers

Robert B. Cullum, president, Super Market Institute.

A new alliance for food brokers and super market operators was outlined by Robert B. Cullum, President of Super Market Institute. Mr. Cullum, is Chairman of the Board of Tom Thumb Stores, Inc., Dallas. He said:

"An important change is currently taking place in the nature of the super market business that is bringing to light a closer kinship between super market operators and food brokers than has been fully appreciated before. It is a kinship from which the retailers have much to learn and brokers have much to teach—and both stand to benefit from the process.

"The change that is involved is the retailer's shift away from thinking as intensely about expansion as he did in recent years in favor of increased attention to his existing stores—his position as a local retailer, his role in the community, his involvement with the market he is serving. And this, of course, has always been an area where brokers have special knowledge—the local scene.

"In the late '50s and very early '60s, the super market industry was engaged in very extensive expansion activity to bring super market locations in line with the population shifts that took place throughout the '50s. And in that

period, super markets drew much of their net profits from the new stores they built. But the store locations and population are now pretty much in line and the super market operators are now concentrating on their existing stores—in remodeling them, expanding their parking facilities, making them more efficient, and improving the quality of their advertising and merchandising.

Closer Look at Markets

"Super markets are, in fact, no longer the expansion-minded operators and whirlwind promoters they may have seemed to be a few years ago. Today they're becoming settled into the routine of business in the local community—looking more critically into their operations as retailers and, through research, into the nature of the communities they are dependant on as a market.

"Brokers, because of their traditional concentration on the local scene, are in a unique position to help the super market operator in a number of specific areas—guiding the operators in acquiring a deeper knowledge of the local community, the media that is most effective in the community, the product preferences, the shopping hour preferences, in fact all facets of the market where research is able to teach the super market operator how to be more efficient in selling food and groceries to his customers.

"But helping super market operators know their market better is only one way brokers can help the operators. The other areas could perhaps be better identified by an outline of some of the critical problems confronting super market operators today and how they are going about solving them.

Closer Look at Operations

"I have mentioned that super market operators are looking more closely at their markets. They are also looking much more closely at what goes on within their own stores—at their buying practices, their merchandising skills, their skills in retalling produce, their store security, their losses from error and damage, and particularly at their labor costs. These factors are all critical to the operators because of the elementary mathematics of the business today—mathematics that show competition holding our average after-tax profits down to just over 1% while most of our costs—merchandise for resale being the main of them—cannot be reduced. The only costs remaining to work on are variable costs—labor, overhead, 'shrink,' warehousing costs, and the like.

"None of these costs can easily be reduced. It is taking considerable research

and innovation to learn how to reduce these expenditures, and that is the course now being pursued by super market operators. And it is the primary current activity of Super Market Institute: Improving the technical skills of super market operating personnel in all job areas."

Improving Broker-Principal Relationships

George G. Leary, vice-president, Borden Foods Company.

Effective communication is the key to improving broker-principal relationships, George G. Leary, chairman of Grocery Manufacturers of America's Broker Relations Committee told the National Food Brokers Association convention.

"Food brokers have been mighty important to me in my association with this great industry for over 30 years. The company with which I am associated, in addition to operating a direct selling organization, employs as its front-line sales representatives, pretty close to 1000 brokers," Mr. Leary, who is vice president of the Borden Foods Company, said.

Workshop Sessions

As an example of effective broker-principal communication, Mr. Leary cited the series of joint workshop sessions sponsored by GMA and NFBA during the past several years.

"GMA's Broker Relations Committee and NFBA's Merchandising Committee have conducted several of these joint workshop sessions with fine success. Representatives from both committees sat together at the conference table and hammered out mutually agreed upon Guide Lines on subjects of vital concern to both brokers and manufacturers in their day-to-day operations. Typical subjects were discussed in depth and conclusions published in booklet form and widely distributed, subjects included: marketing of new products; manufacturer's field management; and improving the effectiveness of presentations to buyers," he noted.

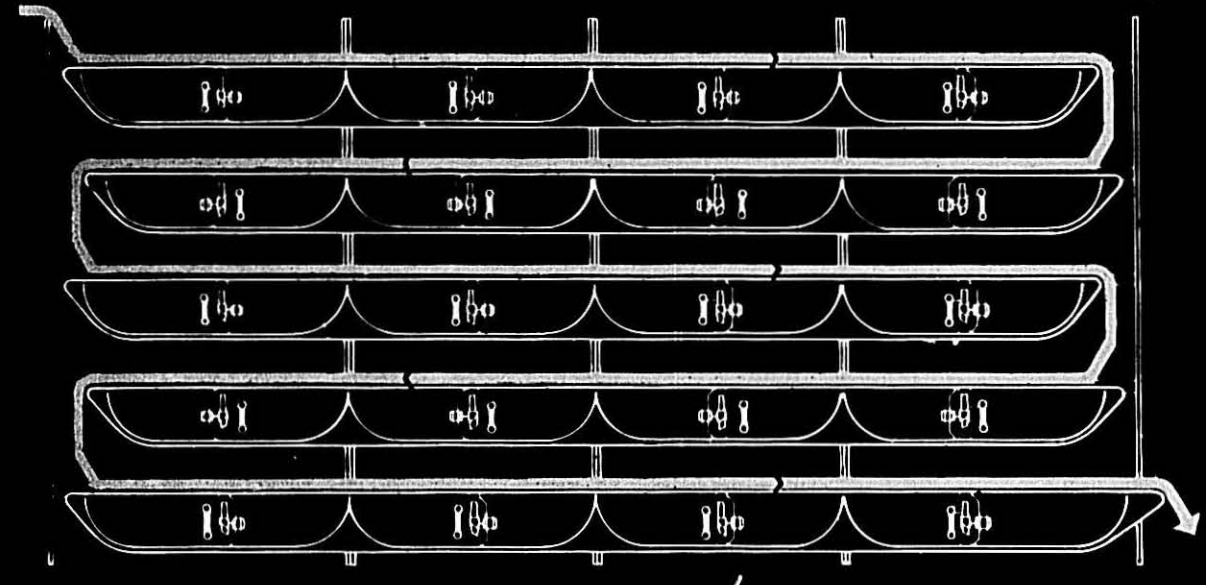
"At future workshops, we want to invite representatives from the trade," he added.

Guide Line Discussions

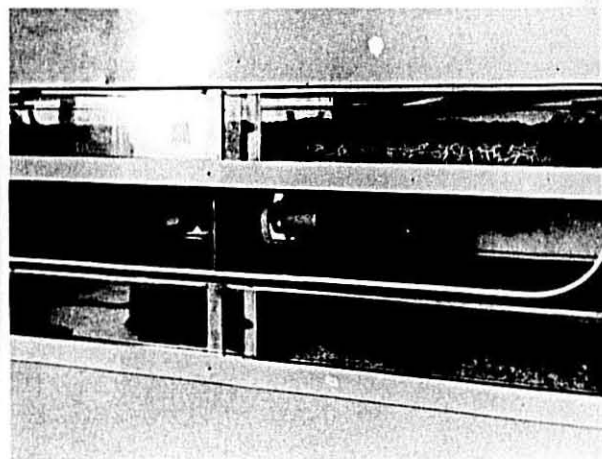
Mr. Leary suggested that manufacturers and brokers, on a local basis, might well hold joint sessions where the Guide Lines could be discussed. "GMA meetings around the country provide an excellent forum to communicate the substance and value of the Guide Lines. Wherever marketing people or sales forces get together there is

(Continued on page 19)

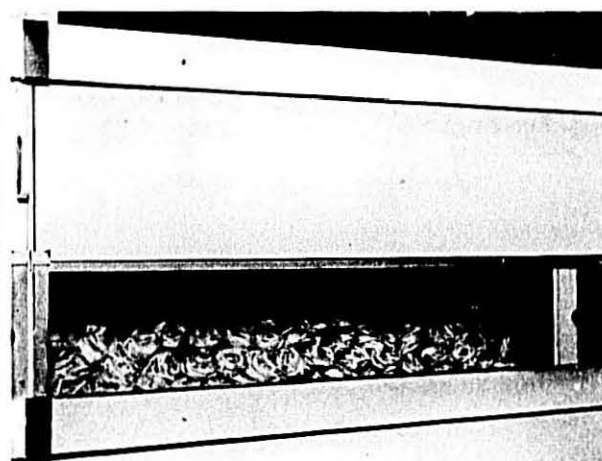
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of paste goods

Broker-Principal Relations—

(Continued from page 16)

the opportunity to increase the awareness and understanding of these Guide Lines," he said.

"Perhaps, coming out of all of this fine work by the Merchandising Committee of NFBA and the GMA Broker Relations Committee," Mr. Leary suggested, "is the beginning of a new and helpful project. What I am suggesting is that NFBA and GMA consider the sponsorship for a program dedicated to the training of salesmen. I am not prepared to outline the details here, but I do propose that our two organizations explore the idea—first to see if there is general interest in it and second to determine if it would be to our mutual benefit. If so, then we could develop a plan and propose its implementation."

Noting the changes that have taken place in the market place, Mr. Leary said that the salesman of today faces a market far different from that of only a few years ago. The salesman of tomorrow, he added, with the growing computerization of our industry and the automation of distribution will confront a marketing picture far different from today.

"All of the best and most experienced salesmen in the food field have been trained and received their degrees in selling products. This is true of manufacturers' salesmen as well as brokers' salesmen. The education is deep on selling products. The only time when a food salesman is called upon today to sell, is when a new item is introduced," he told the meeting.

"Some of our seasoned and successful salesmen have shown definite weaknesses in the area of selling promotions and modern merchandising, and some younger men who have entered this field when the emphasis was on promotion and merchandising rather than on product sale have become shining lights.

Promotion Specialists

"We are living in an era of specialization and the specialization in the food field today is in the area of engineering full-scale promotions and executing merchandising efforts tailored to the particular style and philosophy of the account you are working with," he said.

"Practically the whole job that has to be done today is working up the deal and promotional offer with each individual customer to get the maximum performance so as to guarantee additional business and profit for both. We might think of our combined and common efforts as a relay team with the broker running the anchor leg and

bringing the race to a successful finish.

"Twenty-five years ago all of the emphasis was on the product sell into the chain and wholesale warehouse. Today, practically all of the emphasis is on the sell through to the consumer at the retail level. The real action is in the area of retail selling, and in this vital area many of us (manufacturers and brokers) are prone to look at overall results without analyzing performances by individual salesmen. Too often the number of men is overemphasized. In my judgment seven or eight well organized and well supervised salesmen will outsell, out-merchandise and outperform ten men who are neither organized nor supervised," he said.

Individual Performance

"Most manufacturers who operate a direct selling organization are constantly reviewing the efficiency of their manpower and evaluating their individual sales and merchandising performances. The key phrase in the foregoing sentence is 'individual sales and merchandising performances.' How many and how frequently are you brokers doing the same? It is becoming more and more essential that each member of a selling organization contribute his rightful share to the overall performances. The sales and merchandising achievements of a group of salesmen do not necessarily mean that every salesman in the group is performing as he should be.

"I can speak from experience that in some instances there is a shocking variance in the quality of performance within a group of salesmen whose total results appear to be satisfactory. By recording individual performance records and making them available for full view and comparison by the entire sales group, it is truly amazing how those on the lower rungs of the ladder proceed to improve the quality of their work and thereby upgrade the group's total performance, see to it that the basic foundations of your selling organization is strong, and if it is, you are well on your way to be successful, to stay successful in this exciting business of ours," he added.

Expansion in Europe

*Desmond S. Cracknell,
Food Brokers, Ltd.*

The rapid expansion of the food broker method of distribution throughout Europe was forecast by Desmond S. Cracknell, Food Brokers Ltd., London, England.

"There is absolutely no doubt in my

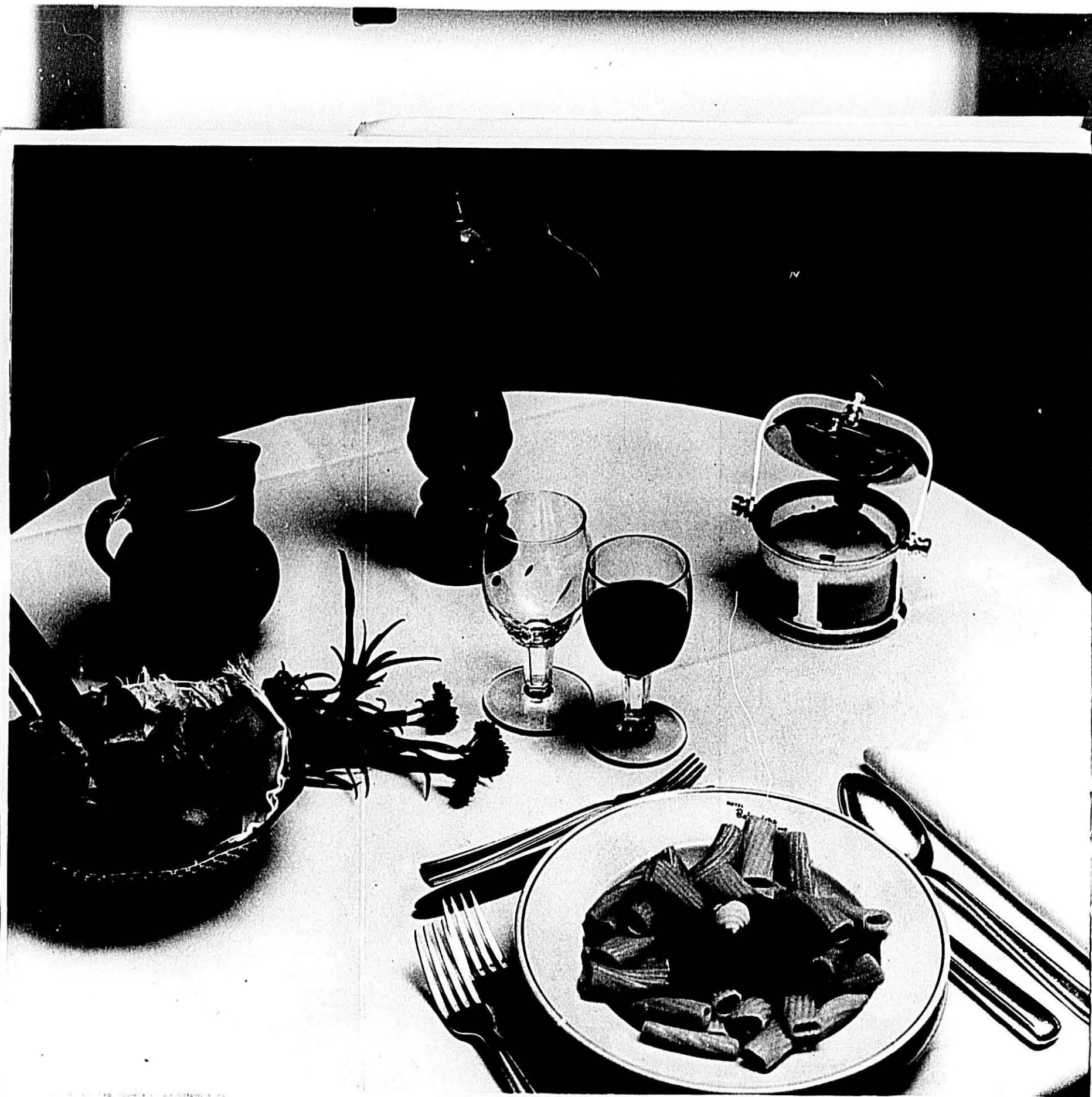
mind that the food broker method of distribution is one which has a tremendous future, not only in the United Kingdom but in other parts of Europe and, in fact, all over the civilized world. The cost savings which are obtained through non-competing manufacturers sharing an aggressive sales organization must eventually bring down the cost of packaged food items. Anything, therefore, which helps people to enjoy a better standard of living must be of great benefit to humanity.

"The major consumer goods companies in the United Kingdom have grown up over the past sixty years or so by operating their own salaried sales organizations. Relatively large retail sales organizations have been required in Great Britain due to the very high density of retail grocery stores. In fact, with a population which is only a little more than one-fourth of your population, we still have more than 100,000 small independent grocery stores, which I believe are known in the U.S.A. as 'mamas and pappas.'

"By 1962, however, when we founded Food Brokers Limited, the supermarket end of the trade was becoming well established. Organizations such as Loblaw's from Canada, and your own Safeway, had entered the British grocery trade, and the development of supermarket and self-service outlets was making great strides. In fact, a recent survey shows that there are now more than 1,700 supermarkets in the United Kingdom, and these outlets, plus some 15,000 self-service outlets, account for approximately 40% of the United Kingdom grocery trade. It is also anticipated that by 1970 the supermarkets and self-service stores together will be handling about 70% of the national food trade.

"I believe that the NFBA has shown tremendous foresight in not only welding together the food broker industry in the United States but in opening its doors to food brokers' companies such as mine from other parts of the world.

"I look forward to the day when there will be hundreds of European member companies of NFBA and, who knows, in this day and age of modern jet air travel, perhaps the NFBA Convention might one day be held in London or Paris. It has been said that one of the surest ways of preserving world peace is through international trade. There is no doubt that by becoming a worldwide organization, the NFBA is playing an important part in helping to remove the barriers of prejudice and misunderstanding which still exist between nations."



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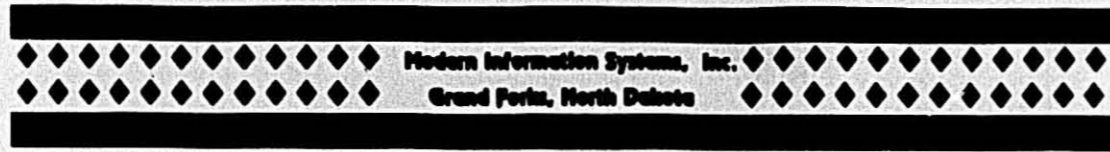
Independent direct motor drive to cutting shaft. Wide range of cutting speeds through electronic control. Elimination of pulleys, belts and varidrive motors.

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Force feeder maintains constant feed of dough to screw under pressure.

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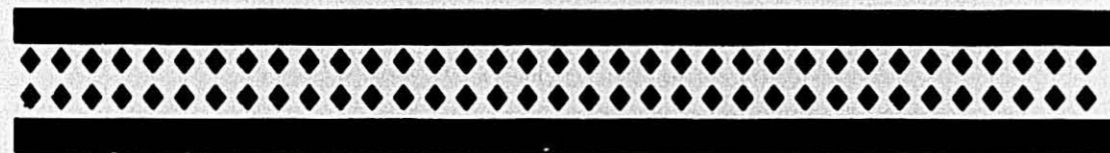
High production screw with low speed. Anti-frictional metal liner in screw housing for long wear and low friction.



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Pgs. 21 & 22



covered, stirring occasionally, until tender. Drain in colander.

Melt butter and add onions, garlic and beef. Cook over medium heat until beef is browned, stirring occasionally. Add macaroni and remaining ingredients. Mix well and heat to serving temperature.

Products of the macaroni family seem to have a special contribution to meals the year 'round—solving a different kind of problem for each season. In Lent, which begins on the 23rd of this month, they can be combined with fish to provide substantial dishes for meatless meals. Spaghetti with clam sauce is a popular dish, and there's always room in the recipe file for one more way to prepare it. The recipe given here is with tomato sauce.

Spaghetti and Tomato-Clam Sauce (Makes 8 servings)

2 tablespoons salt
4 to 6 quarts boiling water
1 pound spaghetti
2 tablespoons butter or margarine
1 clove garlic, finely chopped
1/4 cup chopped green pepper
1 jar (11 1/2 ounces) clams
2 cans (8 ounces each) tomato sauce
3/4 teaspoon celery salt
1/4 teaspoon pepper

Add 2 tablespoons salt to rapidly boiling water. Gradually add spaghetti so that water continues to boil. Cook, uncovered, stirring occasionally until tender. Drain in colander.

Meanwhile, melt butter; add garlic and green pepper and cook over medium heat 5 minutes. Drain clams; reserve 1/4 cup clam liquor and add to

green pepper mixture along with clams, tomato sauce, celery salt and pepper. Cook over low heat, stirring occasionally, 10 minutes. Serve tomato-clam sauce with spaghetti.

Kiwanis Served Spaghetti

The San Juan Star carried a front page picture in their December 20 edition of Kiwanis Club President Sandy Sanchez serving spaghetti to young Francisco Garcia at a Kiwanis-sponsored Christmas party for youngsters at the Deborah Children's Home in San

Juan, Puerto Rico. Nearly 140 pounds of spaghetti and over 1,000 meatballs were prepared for the children and adults who attended the party.

Golden Grain Representative

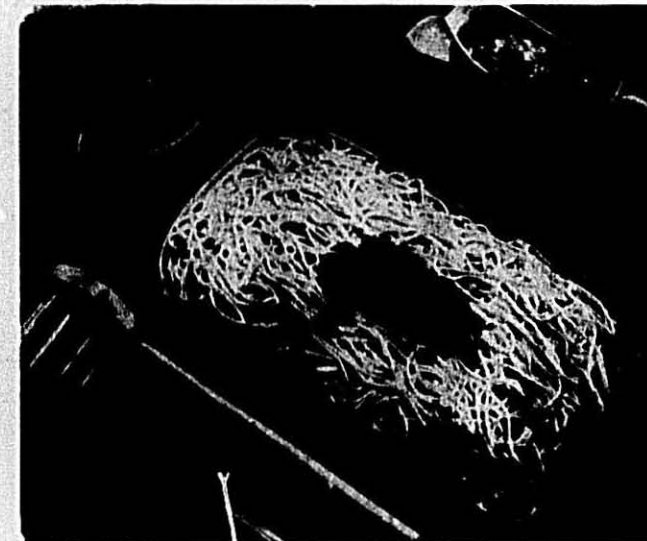
Trinity Marketing Corporation, with principal offices in New York, St. Louis and Denver, has been appointed military sales representative for Golden Grain Macaroni Company, San Leandro, Calif.

Paul DeDomenico, national sales and advertising manager of Golden Grain, said Trinity Marketing will sell the Golden Grain line of Rice-A-Roni and other convenience food products to all U.S. military commissaries east of Denver, as well as in Europe, the Caribbean and the Far East.

Trinity will also represent D. Ghirardelli Chocolate Company, the Candy Division of Golden Grain, in all U.S. military commissaries east of Denver, in the Caribbean, Europe and the Far East. The Ghirardelli line includes chocolate, instant cocoa, bar candy and cooking and baking chocolate.

In addition, a complete line of Golden Grain macaroni products and beans will be sold to the armed forces by Trinity, which has additional sales offices in Ardmore, Pa.; Ossining, N.Y.; Novato, Calif.; Gotzenhain, Germany, and Oahu, Hawaii.

Robert C. Hackett is president of Trinity Marketing. Everitt H. Whitmarsh is executive vice president and John E. Keane is vice president.



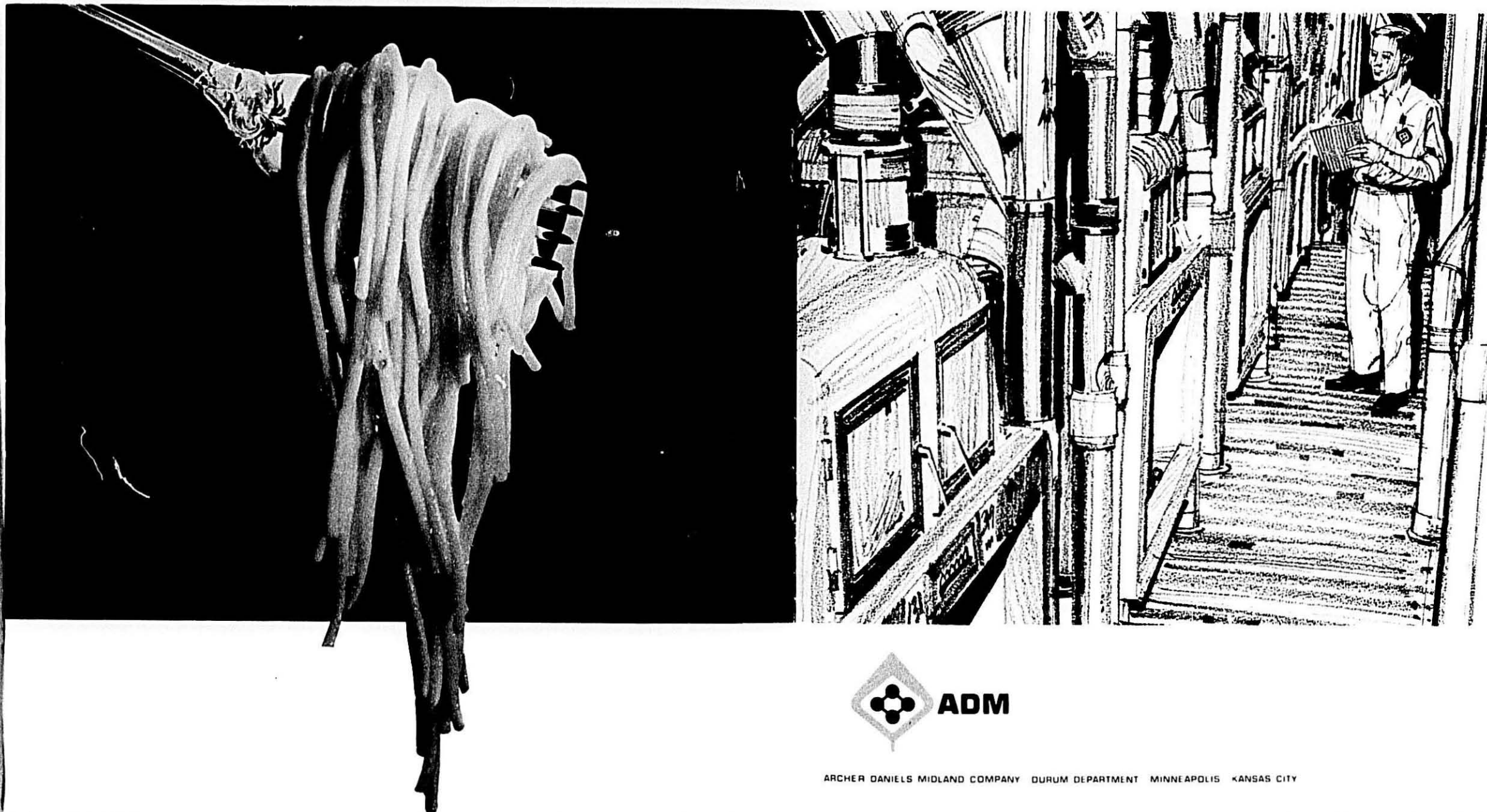
Spaghetti and Tomato-Clam Sauce



Mexican Macaroni

ADM durum products are milled by "old hands" and new equipment. Recently, ADM doubled the capacity of its Nokomis mill, added new equipment and triple protection against moisture.

where top performance counts, you can count on ADM



ARCHER DANIELS MIDLAND COMPANY DURUM DEPARTMENT MINNEAPOLIS KANSAS CITY

FOOD FOR THOUGHT

E. B. WEISS, a vice president of Doyle, Dayne Bernbach, a New York advertising agency makes bold statements that provoke thinking. Recently at a meeting of wholesalers and food manufacturers at an Independent Grocers Alliance meeting, he drew a bold outline of the future when he said traditional self-service for food would become as archaic as a high school bookkeeper in this computerized age. He also challenged his audience to the concept that food is a bargain.

"You publicize statistics showing the low percentage of income spent here for food, compared with the higher percentages in other countries. This is simply statistical doodling. It does not enhance the integrity of this industry.

"I doubt that intelligent, sophisticated families believe food is a bargain. I strongly doubt that low-income families agree that food is a bargain."

Why should they? he asked, when retailers have doubled their markup since the days self-service began thirty years ago. In this period, he added, manufacturers' allowances have doubled.

"There is a need for food retailing to devise new techniques that will permit profitable operation with a 14 to 16 percent (markup) on food," he said.

"I can safely predict," he said, "that those who sit on their big fat traditions will ridicule those new low-margin innovations just as established food chains ridiculed the early self-service pioneers."

Here are some of the predictions he made:

Larger Units

1. The era of the small food wholesaler is waning. More large wholesalers as big as the largest today will emerge; there will be more food wholesalers merging.

Wholesalers, he contended, are picking up more of the burden of retailers, and must, of necessity, demand a more powerful capital position, management, and plant, all of which come only with size.

The food wholesaler must lead the technological revolution, including use of the computer, automation, and "instantaneous communications networks. This, too, necessitates size."

2. Independents must now merge faster than corporate chains. Up to now they have only sought to become as large, but now, he said, they must become larger.

3. The computer's capabilities make it imperative that wholesalers must win even more discretionary control over affiliated retailers, tighter enforce-

ment of group policies and management recommendations.

4. Wholesalers will operate more retail stores as owners. It is an inevitable step from store control to ownership.

Institutional Market

5. Not only will wholesalers aim at the institutional market and have a separate organization to develop volume in this market, they will also put some of their retail accounts into this market.

Unions and Farmers Into Retailing

Mr. Weiss posed the question of what wholesalers will do when unions and farmers move into food retailing.

"Several trade unions now operate drug stores," he stated. Moreover drugs and health care are becoming fringe benefits. Will food become a fringe benefit?

"The farmer is apparently poised for a move into food retailing. Food is to be processed on the farm, packaged on the farm, moved into consumption through farmer-owned stores.

"The farmer will prefer the voluntary to the corporate chain. You may wind up with the farmer as a franchised associate. And maybe labor unions, too."

Wholesalers Into Manufacturing

6. Wholesalers are moving into manufacturing. "I have heard," he said, "that five food wholesalers have been planning a cooperatively-owned manufacturing company."

A single corporate structure that will embrace manufacturing, wholesaling, and retailing—this is the newest diversification trend and "it will be the next wave of corporate giantism."

Controlled Brands

He prophesied that one-third to one-half of total food volume will be in controlled brands: that private label quality and price lines will move up; packaging will improve, and chains will sharply reduce the number of private label names.

Telephone-Catalog Shopping

An increase in telephone - catalog shopping for food will come as women continue to look upon food shopping as a chore and as working women have less time and desire to shop.

This, in turn, may lead to a new type of electronic telephone-order warehouse food store, he said. It will deliver and offer credit. And it may emerge as a new low-margin type of retailing.

There are several now existing, he pointed out.

Specialty Comeback

The specialty store is staging a comeback, in such areas as the gourmet shop and the bantam store. Food chains will now include a variety of store types from giant discount units to warehouse stores and full-service, carriage-trade outlets. Locations, too, will become more diversified.

Merchandising by giveaway is slowing down, he said. Trading stamps will continue to decline and games will level off.

Food chains, he told wholesalers, which originally catered to lower-income groups must adjust to the higher-income and more sophisticated shopper.

"Mass retailing," he continued, "originally was concerned exclusively with price. Now, it must learn how to merchandise both price and sophisticated taste. Don't underrate this fundamental change."

Figures For Sale

He cited a by-product of computerized information—the product movement index-based on weekly figures of shipments of branded goods from warehouses to 1,300 stores, being sold by Kroger to grocery manufacturers.

This by-product of a computerized inventory system is being sold at \$150 a week for each product group.

New Chain Concept

Mr. Weiss visualized new dimensions to the chain concept and cited Elm Farm Foods, Boston, which operates leased departments in a supermarket owned by Liberty Markets. This is not a merger, he said, but simply a pooling of talents, with each specializing in particular areas.

Along the same lines, Grand Union leases supermarkets in three Grand-Way department stores to Winn-Dixie stores. Arrangements for a Ben Franklin variety department in a Grand Union store also have been made; and Ben Franklin, he believed, is working with an IGA division in Canada.

Mr. Weiss called attention to what he termed "scrambled food distribution," as food stores move into drug store lines, but out drug units, and to one IGA wholesaler opening drug units to be operated by local druggists in cooperation with a large drug wholesaler.

"Have you over-stayed some of the original concepts of the founding fathers?" he asked. "Will wholly-owned drug subsidiaries become more common among food wholesalers?"

Braibanti

ZAMBONI

A Proposed Program for Macaroni Products Promotion

by Beverly G. Anderson, Program Director

Sponsored by North Dakota State Wheat Commission,
National Macaroni Institute, Durum Wheat Institute.

I. DIMENSIONS OF THE MARKET

The food service industry ranks fourth in size among all industries in the United States and its steady growth continues. Since 1930 the annual volume has increased five times. For the past five years the growth rate has been from three per cent to three and one-half per cent every year. Dollar volume in meal sales for 1964 was \$19,384,000,000. Estimates now run as high as \$25 billion.

Approximately 132 million meals are served every day by the food service industry; 70 million of these meals are eaten in restaurants. Twenty-five per cent of all food consumed in the United States is eaten away from home. One out of every four meals eaten in the United States is prepared by commercial food service operation. In metropolitan areas the average is one meal out of three. A vast and growing market, indeed.

"Eating out" is on the increase, meaning continual expansion and an opportunity for greater sales to the food service industry. Since the restaurant is selling perishable products, competition is keen. But by the same token the restaurateur is responsive to innovations and ideas which will increase his sales and bring repeat business to his establishment. The fact that almost the entire production of prime beef goes to the restaurant industry illustrates the point: The restaurant operator will buy quality products when he realizes the advantages of doing so.

The rise in the number of apartment dwellers, in urban living, in population, the decline in domestic service and the growing number of women working—all are factors which send customers to restaurants. Improved service, better food and more pleasant attractive surroundings also lead more persons to eat away from home with greater frequency.

In addition to 214,738 restaurants and cafeterias there were nearly 350,000 other establishments in the food service industry in 1964 (statistics cited are from "The Volume Feeding Market—An Analysis"):

Public Restaurants, Cafeterias, etc.	214,738
Taverns serving meals	66,000
Drug stores, department stores	56,500
Grade Schools & High Schools	70,000
Colleges and Universities	1,900



Beverly G. Anderson

Hospitals, Institutions	11,545
Armed Forces (U. S. only)	2,345
Clubs (all types serving food)	25,000
Employee Feeding (Factories, etc.)	8,000
Hotels serving meals	15,000
Motels serving meals	4,100
Transportation, caterers, religious institutions	42,275
U.S.O., Salvation Army, etc.	52,000

Food, the merchandise of the restaurant, has assumed a place in our national economy second to no other item. Nothing but good can result from a program to increase sales in the hotel-restaurant-institutional area. While the food service industry growth has been remarkable, macaroni sales to the industry have not kept pace.

It is our hope through the Hotel-Restaurant-Institutional program jointly sponsored by producers, processors and end-product manufacturers, that 100 per cent durum products will equal or exceed the rate of food service industry growth. Increased product use should in turn lead to greater acceptance of macaroni products at home since the restaurant area has time and again proved itself a "sampling" market. What people learn to like in restaurants they eat at home.

Restrictions of budget and time may prevent the enactment of all of the

proposals in this tentative program, but there are many opportunities which can be listed for consideration.

II. APPROACH TO THE MARKET

A. Personal Representation:

Personal representation, demonstrations and displays could be of great value in acquainting the following groups with the merits of 100 per cent durum products, the importance of proper preparation, and new ideas for using the macaroni foods in quantity food operation:

1. Hotel, motel and restaurant conventions and trade shows.
2. Hospital administrator's and dietitian's conferences.
3. Training programs held for hospital kitchen supervisors.
4. Meetings of American School Food Service Association.
5. Statewide training meetings for school lunchroom supervisors and cooks.
6. Colleges and Institutes training food service personnel.
7. Trade schools and government programs involved in training men and women for food service jobs.

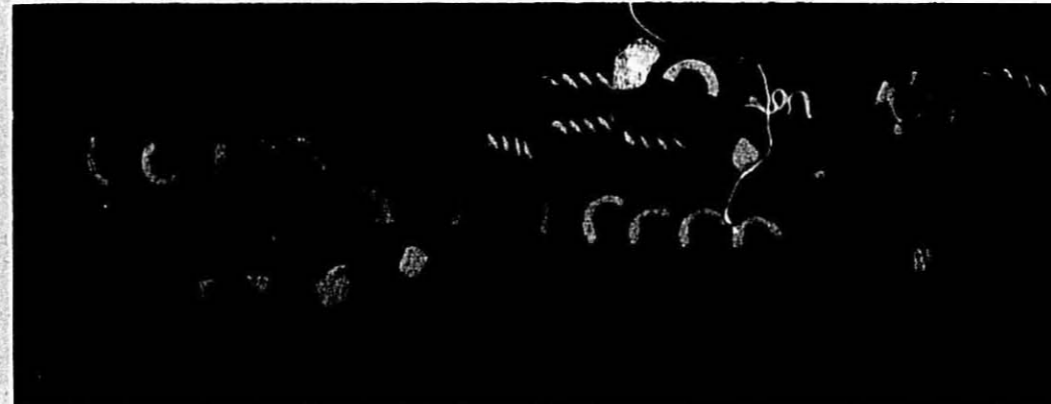
B. Editorial Service:



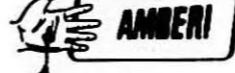
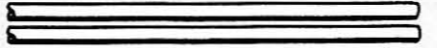


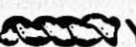


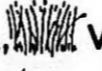





Large quantity recipes, stories and pictures could be designed for the media serving the restaurant field and released on schedules determined by optimum use of such materials. The influential press serving the H.R.I. field is read with great interest. It includes:

- Hospital Management
- Hospital Forum
- Hospital Progress
- Hospital Purchasing File
- Hospitals
- Hospital and School Feeding
- Hospital Topics
- Institutions Magazine
- Journal of American Dietetic Association
- Mental Hospitals
- The Modern Hospital
- Nursing Home Administrator
- N. H. A. Buying Guide
- Professional Nursing Home
- Restaurant Equipment Dealer
- Southern Hospitals
- Volume Feeding Management
- American Hotel Journal
- Caterer and Hotel Proprietors Gazette
- Catering
- Club Executive

(Continued on page 30)

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 OUR UNIQUE AFFILIATIONS IN THE DURUM WHEAT GROWING AREA,  WE CAN SUPPLY  THE FINEST DURUM  WHEAT PRODUCTS AVAILABLE. AND WE SHIP EVERY ORDER  AT THE TIME  PROMISED. BE SURE... SPECIFY 



AMBER MILLING DIVISION

FARMERS UNION GRAIN TERMINAL ASSOCIATION
Mills at Rush City, Minn.—General Offices: St. Paul 1, Minn.

TELEPHONE: Midway 6-0433

H-R-I Program—

(Continued from page 28)

Club Management
Club Operations
Hospitality
Hotel Bulletin
Hotel Gazette
Hotel Management Review
Hotel and Restaurant News
Innkeeping
Pacific Northwest Hotel News
Resort Management
Food Service Magazine
Inplant Food Management
The Nation's Schools
Product Information for Schools
Restaurants and Institutions
School Management
College and University Business
Modern Schools
N.E.A. Journal
The School Official's Buying Guide

C. The Education Route:

1. The Opportunity: In addition to the present owner, management personnel and restaurant employees, the persons training for the food service industry represent a primary target. While there is educational resistance to outright promotion, students and trainees may be reached indirectly through genuinely helpful teaching. If the future owners, managers and supervisory personnel of the industry are acquainted with the merits of macaroni products and are familiar with proper cooking and serving techniques, then the preference for 100 per cent durum products will be established as a standard. To illustrate the educational opportunity:
 - a. In 1961 there were 226 schools training personnel for the food service industry.
 - b. In 1964 there were 6,959 persons being trained in 187 programs under the Manpower Development Act.
 - c. The Office of Economic Opportunity has five job corp centers in operation where persons are being trained for positions in the food service industry. Figures are not available as to the number presently being trained in these camps but estimates run from 400 to 800 persons.
 - d. The National Vocational Education Acts provide funds to the States and Territories on a matching basis. Through these vocational programs 23,516 persons were trained for the food service industry in 1962 (the last year for which statistics were compiled).
 - e. Distributive education is a program of vocational instruction in merchandising and marketing. In

the past, these programs have been limited by legislation to employed persons. The Vocational Education Act of 1963 changed this requirement. The 1963 figures relate to employed persons. At this time 30,332 persons employed in eating places were enrolled in distributive education courses. Most enrollees were adults.

- f. Additional training programs are being operated through the Y.M.C.A., Y.W.C.A. and various youth group centers around the country.

2. The Materials Themselves: All materials used in the H.R.I. program must be prepared to meet the challenge of the differences in educational level, verbal skills and language comprehension of the persons employed in the food service industry. Such materials, designed to combine the best elements of education and promotion, could be expected to:

- a. Stimulate increase in use of durum-based macaroni products in quantity food service by stressing:

- 1) Basic economies of 100 per cent durum products.
 - 2) Popularity and general acceptance.
 - 3) Product values in extending more expensive foods.
 - 4) Longer serving life of 100 per cent durum products.
 - 5) Appetizing color of a durum wheat pasta.
 - 6) Excellent texture of properly cooked product.
 - 7) Flavor advantages when durum is used.
 - 8) Superior digestibility and satiety values of durum products.
 - 9) Product's value as a low-cost side dish.
 - 10) Variety of available sizes and shapes.
 - 11) Versatility due to interchangeability of product forms.
 - 12) Variety of finished dishes and wide latitude of macaroni foods to fit any meal or type of service as appetizers, entrees, side dishes or desserts.
- b. Offer product information on the merits of 100 per cent durum versus non-durum products.
- 1) What "100 per cent Durum Semolina" or "Semolina" means.
 - 2) How to judge quality in raw product.
 - 3) How a good product looks and tastes after cooking and handling. (Standards of quality)

- 4) Nutritional advantages.
- 5) Calorie counting information. (Attempt to change image as a "fattening food")

c. Present proper preparation procedures, the ease and simplicity with which the product can be used by all types of food service operations:

- 1) Use of rapidly boiling water.
- 2) Slow addition of the product.
- 3) No cover.
- 4) Specific proportions of water-salt-product.
- 5) Stated quantities of raw product, per serving of prepared product.
- 6) Cooking time information for various products.
- 7) Use of oil or fat to prevent sticking during and after cooking period.
- 8) Procedures for holding cooked product on steam tables.
- 9) Procedures for holding cooked product overnight.
- 10) Freezing procedures and precautions.
- 11) Use of polyethylene packaging.
- 12) Mention of additives.
- 13) Procedures for deep-fat frying of noodles.

d. To illustrate the versatility of the product in menu planning and give viewers incentive to practice what has been learned:

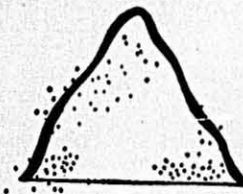
- 1) Photographs of prepared entrees, appetizers, soups, salads and desserts prepared with durum products.
- 2) Low-calorie menus built around macaroni entrees.

3. Specific Tools:

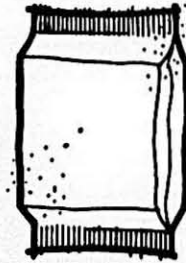
- a. Movie: 8 to 12 minutes in length, full color and sound. Designed to reach management level in any type of food service operation and to present itself as a tool by which employees can be instructed in basic product information. The movie will cover the story of the product, purchasing procedures, illustrations of the product's versatility and new ideas for use.
- b. Filmstrip: A simple, step-by-step presentation of the "how to" procedures in preparation of the macaroni products. The filmstrip would be designed to supplement the movie and would be titled, captioned, etc. in both Spanish and English. The large number of Cuban and Puerto Rican food service workers who do not speak English make this almost mandatory.

(Continued on page 32)

THE MACARONI JOURNAL



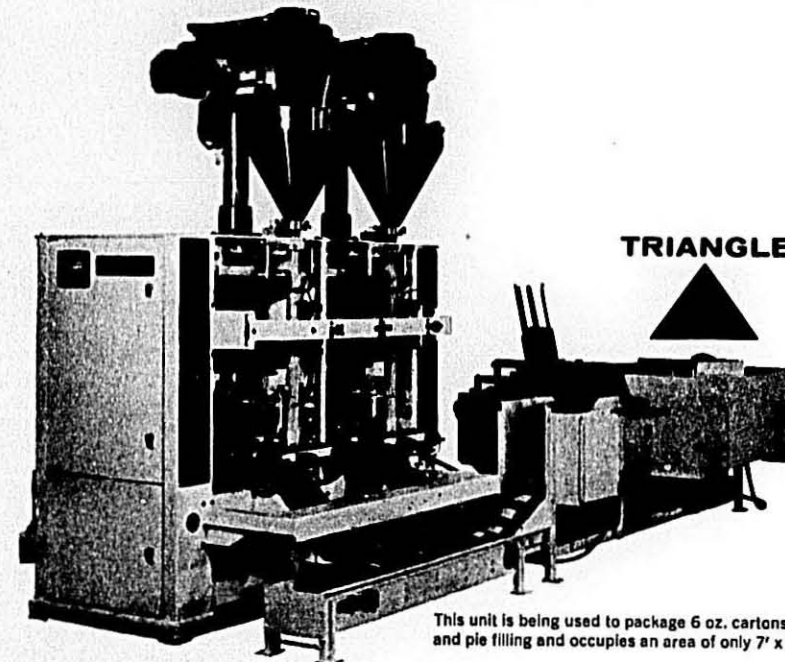
product
to pouch



to sealed
carton



at 120 per minute



TRIANGLE

This unit is being used to package 6 oz. cartons of pudding and pie filling and occupies an area of only 7' x 20'.

■ Here is a new concept in packaging for any product now using a lined carton, pouch, or envelope in a carton. It is a marriage of two highly production proven units—the Triangle Bag Machine and the Clybourn continuous motion cartoner.

This Bag 'n Box unit handles up to king size cartons, inserting one, two, or even more pouches. Yet, the unit is so simple, changeover can be made

in less than 30 minutes. The low cost is equally surprising for any one of the machine combinations available for various products at production rates of 50 to 300 per minute.

The Bag 'n Box packager is an exclusive development of Triangle and Clybourn Machine Corporation. To obtain further information about this spacesaving, moneysaving machine, write to:

TRIANGLE PACKAGE MACHINERY COMPANY
6654 West Diversey Avenue • Chicago, Illinois 60635 • Telephone (312) 889-0200

FEBRUARY, 1966

H-R-I Program—

(Continued from page 32)

c. Brochures:

- 1) To accompany the film. They will "put in print" the basic lessons of the film and film-strip and supply recipes for featured dishes. Suggestions for varying the recipes, nutritional information and serving suggestions will also be included.
- 2) Future brochures: Aimed at a specific segment of the market—school lunch, hospital, homes for aged, etc.

d. Posters: Presenting a picture story of proper cooking-serving procedures. Useable on school bulletin boards or in food preparation centers.

D. Direct Mail:

The mailing of recipe cards featuring durum products would also serve the interests of those sponsoring the H.R.I. program. Food service operators have stated their preference for quantity recipe cards, faced with photographs (preferably in color) of the dish as it would appear when served. The cards would be mailed to persons responsible for planning the menus in restaurants, schools, hospitals and other institutions preparing food in large quantities.

E. Special Contests and Promotional Projects:

From time to time, opportunities occur that might lead to H.R.I. program sponsorship, or participation in, contests or special promotions. Such projects might well be tied-in with National Macaroni Week or the durum harvest.

1. Recipe contests: The ideas submitted by the entrants associated with the food service industry might serve as a source of recipes to be further developed in our test kitchens, used in editorial service, direct mailing service, or consolidated into a booklet similar to "Economic Gourmet Entrees."

The publicity attendant on such a contest and the publicity given the contest winners would serve to make the public more conscious of the 100 per cent durum macaroni products.

2. "Chef-of-the-Month" award featuring a famous dining room. The chef would recommend his favorite recipe made with a macaroni product. With a picture of the chef, of the dining room and of his culinary creations used, he would gain prestige along with his dining room. The results: Upgrading the macaroni product image.
3. A brochure of money-raising menus for local organizations to use in fund-raising programs. For example: An Italian dinner for a church supper, a German dinner featuring

sauerbrauten and noodles, a Chinese dinner with fried noodles, etc. Recipes could be worked out with menus and detail on food preparation, cooking schedules, table settings, decorating, etc.

III. HOTEL-RESTAURANT-INSTITUTIONAL PROGRAM SERVICES

A. On a continuing basis:

1. Recipe development to serve:

- a. Small restaurants and restaurant chains. In addition to the recipe itself, menu suggestions with appetizing descriptions of each dish (for possible use by the restaurateur on his menu), weight watcher dishes and calorie-counter menu suggestions featuring pastas.

- b. Mass feeding operations such as: Prisons, military establishments, vending machine companies, transportation food operations, factory and university cafeterias. In addition to the recipe itself, information relative to the cost per serving, preparation time required, nutrients supplied, possible ways of varying the recipe and menu suggestions could be provided.

- c. Schools receiving government donated foods: Recipes developed to combine donated foods with macaroni products. Simple enough to appeal to the cooks and to gain ready acceptance from the youngsters of various ethnic backgrounds and from various parts of the country.

d. Institutions:

- 1) Hospitals: Prepare recipes and menu suggestions for:

Soft diets
Semi-soft diets
Bland diets
Progressive series diets (liquid to regular)
Diabetic diets
Calorie restricted diets
Fat restricted diets
Calcium restricted diets
Protein - potassium restricted diets
Sodium restricted diets
Gluten-gliadin restricted diets
Purine restricted diets
Dry diets
Kosher diets
Pediatric diets
Phenylalanine restricted diets
Galactose-free diets

- 2) Homes for the aged: A growing market since projections of population growth indicate that by 1980 there will be 24 million people 65 years of age or older.

- 3) Orphanages: Again—there is a constant increase in our national birthrate with a proportionate increase in the number of youngsters who are "un-adoptable." Those children who are not in foster homes are in boarding schools or orphanages and remain there until they are 17 years of age. Recipes for these institutions would be planned to have special appeal to children with emphasis on nutritional values at low cost.

- 4) Religious institutions and the Salvation Army prepare and serve a good deal of food to members of their various groups as well as to school children, indigents, and other segments of society. Recipes for these groups would stress ease of preparation and would cater to dietary laws of the various religions.

B. On a Special Project of Occasional Basis:

1. School Lunch:

- a. Continue attempt to secure acceptance of durum wheat products (supplemented with a small amount of complete protein food) as meeting the requirements for Type A School Lunch.

- b. Prepare demonstrations to be given at training sessions for school lunch cooks. Most states have training sessions for the women who do the cooking in schools. Macaroni products would be used in combination with the government donated foods and seasonal foods in surplus supply.

IV. BASIC CONCEPTS OF PRODUCT PRESENTATION

Much of the public remains unaware of the quality attributes of durum wheat products. In fact, many do not know that macaroni foods are products of wheat. There is no reason to believe that the restaurant industry is better informed. The H.R.I. program will present durum facts to food purchasers and specialists in the field. The facts and advantages include:

1. Popularity and ready acceptance by:

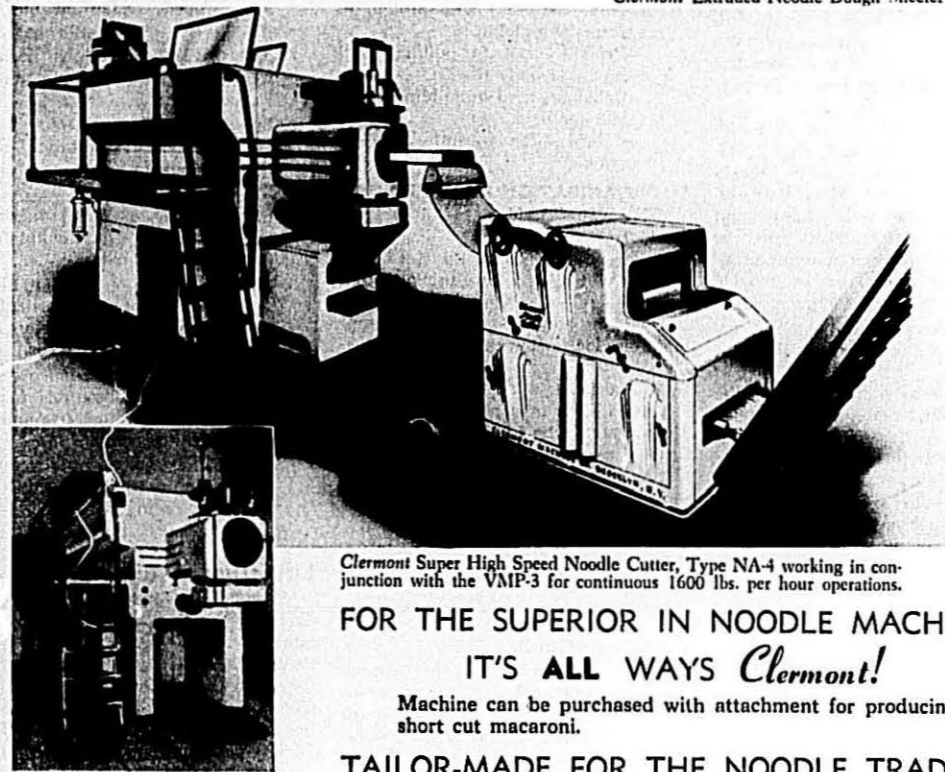
- persons of all ages
- persons of diverse ethnic backgrounds
- people from all income groups

(Continued on page 34)

THE MACARONI JOURNAL

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

Clermont Extruded Noodle Dough Sheeter VMP-3



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

FOR THE SUPERIOR IN NOODLE MACHINES

IT'S ALL WAYS *Clermont!*

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

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

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

Clermont Machine Company Inc.

266-276 Wallabout Street,
Brooklyn 6, New York, N.Y., U.S.A.
Telephone—EVERgreen 7-7540

H-R-I Program—

(Continued from page 32)

2. Cost advantage:

—Low initial cost of quality products. The 100 per cent durum product increases cost of individual serving only slightly, but pays dividends in a superior dish with better cooking - keeping qualities.

—As an extender when used with expensive protein foods.

—Little waste as it can be quickly cooked to order. When it is prepared ahead only the amount immediately required need be utilized and the remaining product can be served in a wide variety of other ways.

3. Versatility:

—Available in over 170 different shapes.

—Variable by simply changing the sauces and seasonings used with it.

—Amenable to cooking in quantity and holding for use as needed.

—Useable in a variety of ways within our meal patterns: As an ingredient in:

Appetizers
Casseroles
Side dishes
Soups
Salads
Desserts

—Freezable when in combination with sauces.

4. Convenience:

—Always ready for immediate use.

—Easily prepared.

5. Cooking Advantages:

—Short preparation time. All products cook in less than 15 minutes.

—100 per cent durum products hold their shape.

—Do not require rinsing and extra handling.

6. Storage:

—Not perishable

—Compact

—Not fragile.

7. Flavor:

—Nutty, wheaty taste in themselves.

—Bland carriers of other flavors.

8. Nutritional Advantages:

The durum wheat products are nutritious in themselves and doubly so when combined with other natural flavor-mates. They contain varying amounts of:

—Thiamine, or Vitamin B1—essential to growth, good appetite, healthy nerves and as an aid in digestion of food.

—Riboflavin, another B vitamin—essential for growth, clear skin and good vision.

—Niacin, a third member of B-Complex family—essential for utilization of protein by the body, clear skin, good digestion and a healthy nervous system.

—Iron—combines with protein to form hemoglobin.

—Protein—used in building and repair of body tissues.

—Calcium—used in building bones and teeth.

—Calories—for warmth and energy.

V. ORGANIZATION REQUIRED FOR THE PROGRAM

A. Test Kitchen:

To prepare recipes for the H.R.I. program, it will be necessary to maintain a testing facility for recipe development. It would be advisable to install equipment similar to that used in the industry.

B. A Specialist:

The addition of a person to the test kitchen staff who has had actual institutional experience would facilitate the testing of the recipes and of the other information which would be distributed on a continuing basis.

C. A Library Facility:

The latest texts, references and cook-books designed for work with foods in quantity would be necessary additions to the Institute Library.

D. Clerical Needs:

A cross-reference file on the resource materials applicable to our program should be established. This would facilitate staying abreast of new developments in the industry and with the techniques being used in the marketing of related products.

E. Mailing Lists:

Lists of publications to be contacted with each type of release, noting frequency of publication, deadline dates and pertinent information to facilitate the utilization of the educational materials we prepare.

F. Photographic Service:

Photography should possibly be done on a realistic institutional basis: For example:

1. For school lunch releases the food should be photographed on school lunch trays, with typical culinary equipment.

2. For hospital releases—photographs on hospital serving trays.

3. For materials aimed at the restaurant, photographs should be of a complete place-setting with the plate filled as it would be when serving macaroni products in an eating establishment.

VI. EXPECTED RESULTS

An increase in the use of 100 per cent durum products in the hotel-restaurant-institutional market may be anticipated. The program would:

1. Teach the proper preparation of the product, thus making it more palatable and appealing to the general public, creating greater customer satisfaction and encouraging repeat restaurant business.

2. Provide recipes of merit that stimulate greater use of the macaroni foods in all areas of the food service industry.

3. Supply menu ideas which would provoke domestic imitation—stimulating the consumer as well as the restaurant market.

4. Change the image of macaroni products either as fattening foods or "poor folk" foods.

5. Place emphasis on the nutritional aspects of the product particularly in the school lunch program and hospital food service areas.

6. Promote use of macaroni products as economical substitutes for (or alternate choices for) rice and potatoes on the menus.

7. Enlarge the market by developing new ways to use the products in American eating patterns.

Literature Available

"Economic Gourmet Entrees," produced by the Durum Growers Association, Durum Wheat Institute and National Macaroni Institute in cooperation with the National Restaurant Association, is a cross-country selection of twenty-five outstanding recipes from famous eating places.

The booklet can be opened to the recipe desired; aligned with holes at the top of the page and fastened with a paper clip, it can be hung on a hook or used on the counter. It has columns for ingredients, weight, measure or count and method. In addition, there is space for notes on "adjustment to your needs" and "your cost." Of real help to the restaurateur are "Tips from the Notebook of Experience."

Compiled by Alberta M. MacFarlane, Food Consultant, Chicago, the booklet retails for one dollar, is available in quantities at fifty cents each.

Place your order with the Durum Wheat Institute, 309 W. Jackson Blvd., Chicago, Ill. 60606.

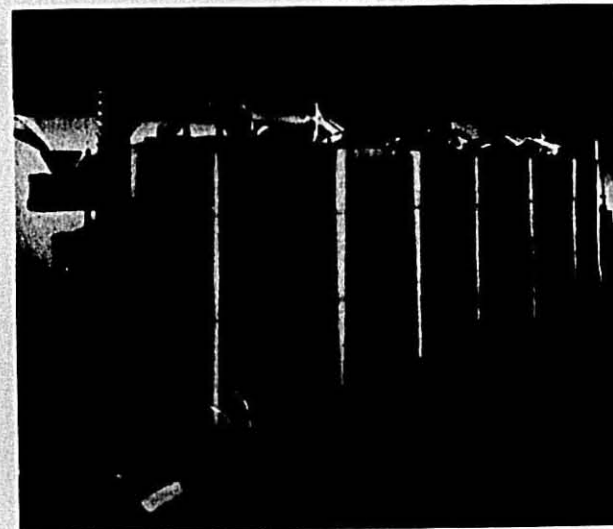
Reprint Offered

"Macaroni Money-Makers on Your Menu" is a reprint from the Macaroni Journal. It carries the script for the National Restaurant Association Demonstration Clinic by the Durum Wheat Institute presented to delegates at the Restaurant Show last year. It is available in limited quantities for the asking from the National Macaroni Institute, P.O. Box 336, Palatine, Ill. 60067.

THE MACARONI JOURNAL

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THE UNEXPECTED LETTER

This is No. 17 of 24 sales training articles.

ED Arlen and his wife, Helen, spent a pleasant week-end at the home of friends in Connecticut. On their return, Helen dashed off a warm note to their hosts, thanking them for their hospitality, and telling them how much they enjoyed the visit.

Ed, an electronic equipment salesman, read the letter, nodded his approval, and was about to turn back to his newspaper when a thought struck him. Helen's message was a thoughtful gesture and one which their hosts would no doubt appreciate. Perhaps they would be invited back sometime. "Maybe," Ed mused, "there is a lesson here for me in my business. I should maintain contact with my customers after the interview."

The next week Ed began a regular practice of correspondence with his customers, particularly after getting an order. Sometimes it was just a brief thank-you note; other times, a full-length letter. The idea was a good one. Sales picked up, and his relationship with customers became closer. The latter appreciated the letters.

Thirty Minutes a Day

Many salesmen believe that their relationship with the buyer ends with the order or the interview. Actually, it's only the start. If you want the initial contact to grow and develop, you must do something about it. Between-call activity is important in raising earnings.

You should allocate at least thirty minutes a day to writing letters to your customers. I don't mean normal business correspondence but friendly informal notes. Tell them how much you enjoyed their courtesy on your recent call. Let them know you look forward to seeing them again.

Send the letters whether you are home or on the road. If you're traveling, the public stenographer at your hotel can handle the matter for you. Or you might mail your handwritten copy to your home office and let them take care of it. Whatever the inconvenience or expense, it's worth it.

Some salesmen carry around a small dictaphone for just this purpose. They now manufacture tape recorders the size of a pack of cigarettes.

Another means of winning the loyalty of customers is the information letter. This type of missive employs the same friendly, chatty tone as the aforementioned letter, but it also contains facts or data useful to the buyer. It may be something you read in the paper or picked up from industry sources. It could be good news or bad, but it is of interest to your customer.

One salesman, Joe Finley, writes a news letter to his customers. This is the kind of service for which they would have to pay a professional organization. Joe doesn't have the time for individual communications, but his mimeographed copies are greatly appreciated—and anticipated.

Said Joe: "This takes time, and I even have to get some help from our office staff, but it's more than worth it. My customers tell me how much they look forward to these letters. They show their appreciation in other ways, too. My sales have almost doubled since I started this service."

Joe must resort to multiple copies, but try to avoid form letters if you can. Nothing can quite replace an individual message. Think how you treat the form letters you receive.

Tips For the Buyer

You can also be helpful to the buyer by giving him suggestions and ideas for the improvement of his business or welfare. If you are a service salesman, for example, you might make a regular analysis of a customer's position and

send it to him. This will enable him to make any needed adjustments in his investment or insurance program.

Or suppose you work with retail dealers. You might spot bright merchandising ideas in another town and pass along the tip to your customers. You might see an unusual display of wading pools in Grand Rapids and send the information (perhaps with a snapshot) to your customer in Terre Haute.

At times, the correspondence can be purely personal. A buyer has told you he likes a certain kind of cigar he finds difficult to get these days. A few days later you discover the brand in another town. You send him a box of the cigars along with a note telling him where he can buy them regularly.

A friend of mine, Ernie Shires, was once in a casual discussion with a customer about colleges. It seems the buyer was looking for a good small college for his son. About a month later, Ernie was in an Ohio community which had a small college. He took an afternoon off and went out and investigated the school. He looked into its scholastic standing, facilities, tuition, extra-curricular activities and living accommodations.

Ernie concluded that it was an ideal place for his customer's boy and promptly wrote the father a letter about it. The son did matriculate at the college and was delighted with it. The customer was grateful beyond words. In fact, he chose action instead of words to express his gratitude. He began buying exclusively from Ernie. In addition, word of Ernie's thoughtfulness got around, and he was soon a favorite throughout his territory. The cost of all this was three hours of his time.

The letter answers the question of what you can do for the customer.

Prospecting by Mail

A five-cent stamp could get you a \$50,000 customer. Prospecting is a vital (Continued on page 38)

THE MACARONI JOURNAL



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FEBRUARY, 1966

The Unexpected Letter—

(Continued from page 38)

job for a salesman and a demanding one. A workable shortcut is worth thinking about.

This could be an "ice breaker" letter to a prospect before your call. Make the note short and cordial. I've used this approach many times and always found that it smoothed the way for me. In most cases the buyer thanked me for the notice of my arrival. It gave him a chance to make room for me on his schedule. A letter, or even a postcard, inevitably gives a salesman a leg up into what is usually a tough situation—a cold call.

Polish Your Style

Good letter writing is an art. The more you write them, the more your style will improve. Strive for personal words like "you," "I," and "we." Avoid, if you can, the stilted type of business letter. Be relaxed and informal. Keep your sentence and paragraphs short. Get to the point quickly without side-tracking. Shun flowery or elegant phrases. Write in an easy, conversational style.

If your handwriting is hard to decipher (and that is true of a lot of us), make sure your letters are typed. A portable typewriter is a handy piece of baggage on a sales trip.

There are a number of books on letter writing that will help you. You might also study the letters of fellow-salesmen with reputations for turning out good ones. There are some who are masters of this art.

You should also keep a file of the first-rate letters you receive. Ask yourself what was good about the letter. What held your interest? Why didn't you throw it away as you did the others? Pay special attention to the opening paragraph. The success or failure of a letter often rests with the leading statement. A letter that begins, "Do you want to triple your battery sales in the next six months?" stands a better chance of being read than one that leads off like this: "If one makes an analysis of battery sales in the years 1950 through 1964, he will find . . ."

Don't throw a complex mass of figures at the reader, especially at the beginning of the letter. In fact, be sparing of figures throughout the message. A lot of numbers quickly create boredom—and doom for your letter. Some executives won't read more than a three-paragraph letter. So try and boil down what you have to say. Work on this. Bat out a practice letter and then see how much you can cut out of it and still leave its basic meaning. In short, chop out the dead wood.

Most letters say too much. Even the friendly "thank-you" notes should not ramble on.

Reminder of You

Buyers see a lot of salesmen in the course of a month. Yours is a face that may be quickly forgotten unless you keep reminding the customer of your existence. The fact that you got an order is not a guarantee that it will be repeated on your next call. Your getting the business may have been a bit of luck or the result of circumstance. Don't walk out feeling you have a customer all wrapped up because you closed a deal.

Keep your personality in his mind by frequent communications. Send him letters, reminders, mailing pieces—anything that carries your name and your company's name.

Len Clarke, one of the biggest producers in the petroleum industry, estimates that he writes 300 letters a year to his customers. "I hardly let a day go by without writing at least one," he said. "It's a great help to my sales, and what's more I enjoy doing it."

Some company sales training programs teach proper letter writing. The leader of one of these courses said to me: "Almost any salesman has sense enough to write a Christmas or anniversary card to a customer. A lot of them, however, don't think in terms of regular correspondence to make themselves better known and liked among buyers. We consider this so important that we issue a manual on letter writing and give assignments on it during the sales training program."

He also told me that some trainees exhibit poor grammar and spelling. If that's your trouble, better brush up fast. Poor penmanship may be forgiven but not bad English. A salesman today must be able to speak and write correctly. There are aids to help you overcome this handicap. An English text or grammar book can be bought at any bookstore. Also, a number of schools and colleges offer adult courses in English and composition. A few dollars spent on such training will never be regretted.

Well, we've gone around the track on the subject of letter writing. Do you make customers through your correspondence? Try this quiz and see. A score of seven "yes" answers indicates you are using your epistolary skills to good advantage.

1. Do you usually write a letter of thanks to a customer who has given you an order?

- | | Yes | No |
|---|-----|----|
| 2. Do you often send your customers bits of information they can use? | — | — |
| 3. Are your letters readable in terms of penmanship or type? | — | — |
| 4. Do you practice letter writing to perfect your style? | — | — |
| 5. Are your letters written in a warm, friendly style? | — | — |
| 6. Are they brief and to the point? | — | — |
| 7. Can you say that each of your customers has heard from you by letter at least once in the past three months? | — | — |
| 8. Are you on the lookout for tips or ideas that you might send to your customers? | — | — |
| 9. Do you prospect by mail? | — | — |
| 10. Are your letters paying off? | — | — |

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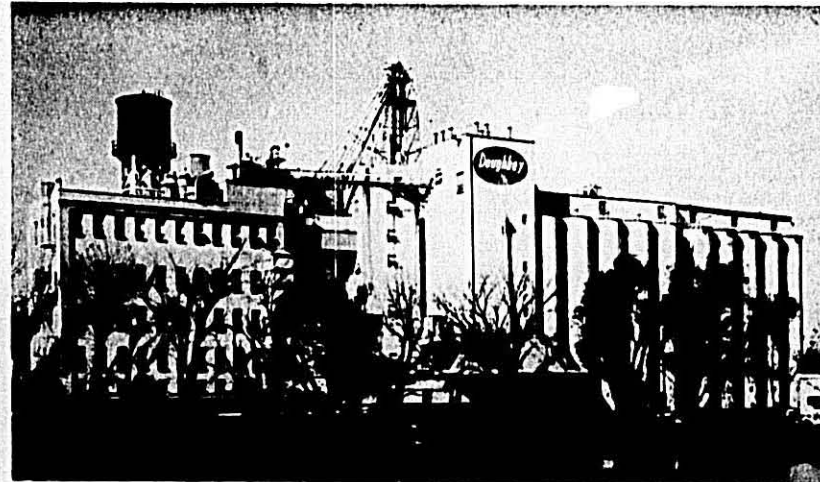
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WAY BACK WHEN

40 Years Ago

- The Bureau of Chemistry ruled that "colored" macaroni products would be prohibited under the Federal Food and Drug's Act as of April 1.
- An industry delegation appeared in Washington for tentative definitions and standards for macaroni products. Among the suggestions submitted for consideration: that the use of the words "pastes" or "alimentary pastes" be discontinued in connection with the macaroni and noodle business as detrimental to its best interests; that all macaroni and noodle products be packed properly in a sanitary manner; that the general definition more clearly explain the meaning of the terms "semolina" and "farina"; that the term "farinaceous constituents" be made more clear to include in this classification only wheat.
- Industry Notes: The Crescent Macaroni and Cracker Company of Davenport, Iowa did more than a million dollars worth of business in 1925, an increase of over 20 per cent from the previous year. International Macaroni Moulds Company moved to larger quarters on Third Avenue in Brooklyn. A St. Louis macaroni company collector was robbed of \$430 while looking after business of his company in Minneapolis. The Greater Lynn Women's Club (some 65 strong) inspected the Prince Macaroni manufacturing plant in Boston.

30 Years Ago

- Quality is an asset — cheapness a liability.
- Business was bad, so many problems were discussed at the Mid-Year Conference, including what to do about poor quality products on the market, the extensive use of coloring agents, process tax refunds, slack-filled package regulations, rackets and shake-downs.
- Belt tightening extended to Association services. It was noted that non-supporting manufacturers and allies have been permitted to attend all meetings and conferences and to make use of any knowledge gained from these forums; the Association has been free in giving both information and service to many who should be paying for such services in the form of supporting dues. Directors declared: "We will continue to do our utmost in promoting the general welfare of the macaroni industry in this country, but our primary duty is

to our members, to those whose dues enable us to carry on."

20 Years Ago

- The semolina situation was serious—it looked like dark days and gray macaroni unless the planting of durum wheat was increased. Despite production of more than 32,000,000 bushels and a carryover exceeding 14,000,000 bushels, the increased millgrind for domestic consumption and exports was running supplies short. Durum millers enlisted the support of the Northwest Crop Improvement Association in requesting the U. S. Production and Marketing Administration to establish crop goals of a minimum of 3,000,000 acres for durum.
- A well-attended conference of macaroni manufacturers and suppliers was held at Seaview Country Club, Absecon, New Jersey. On the agenda was a discussion of the durum situation; the consideration of various phases of price ceilings and subsidies by officials from the Office of Price Administration; the durum millers' product promotional program; voluntary efforts of the National Macaroni Institute; descriptive labeling; and a report on slack-filled packaging.

10 Years Ago

- The macaroni industry had had to fight to hold its own in 1955 in the face of raw material problems and increasing competition from imported macaroni and plentiful domestic foods, but manufacturers were optimistic for prospects in 1956.
- The U. S. Chamber of Commerce had prepared a report on "People, Products and Progress—1975" among their predictions: A variety of nutritious foods at lower cost; less waiting in food centers with electronic eyes computing prices; more items; files with fewer problems; schools on larger sites with more outdoor work and play areas; faster public transportation; more comfort everywhere.
- There was lots of Lenten advertising for macaroni and cheese. The Kraft Kitchens were advertising five ways to fix macaroni with different cheese combinations. The Carnation Company was promoting a new three-minute way to make smoother cheese sauce to blend in with macaroni combinations. The American Dairy Association advertised "This all-time favorite at its best with plenty of cheese."

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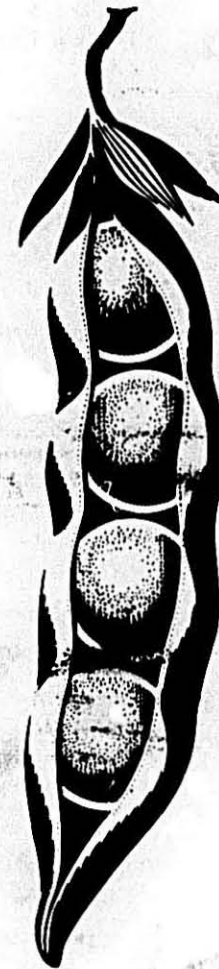
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Heinz Hits Highs

Consolidated sales and earnings of H. J. Heinz Company established new record highs during the six-month fiscal period ending in October.

Ore-Ida reported \$336,819 on sales of \$9,722,536, a decline from earnings of \$566,305 on sales of \$9,436,389 during the comparable period last year. Commenting on these results, Mr. H. J. Heinz II said that the earnings drop was principally the result of declining potato and potato product prices in the wake of significant price rises during the summer and of the usual start-up costs involved in opening a new production facility. Ore-Ida which has plants in Ontario, Oregon, and Burley, Idaho recently opened a major frozen potato processing plant at Greenville, Michigan.

Mr. Heinz said that the company's U. S. tomato pack during the recent harvest season was the biggest in the company's 97-year history, exceeding by more than 13 per cent last year's record pack. He pointed out, however, that prices on some Heinz products, notably tomato and pickle varieties, have been raised slightly to partially offset higher prices that the company paid for its raw products. Increased prices paid contract growers, he said, resulted from a shortage of farm labor, particularly in California and Michigan, after Congress failed to renew legislation permitting entry of foreign farm labor.



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**THE
MACARONI
JOURNAL**

**Volume 47
No. 10**

February, 1966

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Cover Photo

Egg noodles glow with a saffron tint and make an appetizing border for an unusual meat loaf. Ground beef is shaped in a roll around chopped vegetables. This dish is the main course in a calorie counted menu for weight watchers. For menu and recipe, please turn to page 27.

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BIG GAINS FOR MACARONI IN 1965

BIG gains were chalked up for macaroni in 1965. Contributions to the National Macaroni Institute indicate a 12% increase in the East, which accounts for 40% of the nation's total macaroni production; the Midwest, which accounts for about 30% of output, showed a 4% increase; the South, accounting for about 20%, marked up a 7% gain; the West, representing 10% of industry output, showed a 6% gain. Total national average was a gain of 8%, the best in several years.

The gain was not shared universally: There were almost as many declines as increases in the Midwest and Far West, although the South and East showed a greater number of increases. The pattern was set by a good first quarter, with potatoes short and meat prices high, and plenty of publicity and related item advertising for macaroni products.

Lots of Publicity

Macaroni publicity had major magazine breaks in American Home, Better Homes and Gardens, Family Circle, House and Garden, Parents' Magazine, Redbook, Sunset, Tan, Today's Health, True Confessions and True Story. There was Lenten advertising for macaroni with related items in Ladies' Home Journal, Good Housekeeping, McCall's, Family Circle, and Life Magazine. For example, Contadina Tomato Paste advertised a wide variety of sizes and shapes with which their product would go as "a general sauce."

Newspaper stories publicized spaghetti, macaroni and egg noodles every month in the year in Sunday supplements, syndicated columns, and general background material sent to food editors in major markets.

In the last quarter of the year, protection against price advances in the East also stimulated production.

Unusual Crop Year

It was a most unusual year as far as commodities were concerned. Durum planting was late because of a cold, wet spring. There were floods and tornados in the Minneapolis milling area during the Easter period. A good growing season produced a lush crop which was always ten days behind average and created optimism among the millers who booked heavily in August before the rains came after Labor Day. Ten weeks of rain halted harvest and sprout-damaged 10,000,000 to 15,000,000 bushels of the crop which was finally set at 68,888,000 bushels.

In October, 25,000 metric tons (918,000 bushels) of No. 3 or better Hard Amber

Durum was made available to India under Public Law 480. The Durum Industry Advisory Committee was exploring whether or not it would be possible to send sprout-damaged durum to India or other food and feed deficit areas so this nutritious food could be utilized in means other than the mill-grind. Sprouted durum does not make a good macaroni product.

Durum exports were up sharply compared with the year previous, undoubtedly influenced by large Canadian sales to China and Russia. Great Plains Wheat, Inc. complained about the governmental policy requiring shipment of U. S. wheat in U. S. ships, saying that 50% of nothing was nothing.

General Mills Quits

General Mills shook the industry with their announcement in June that they were closing nine of their seventeen mills including their durum operations. Some of this capacity was picked up later in the year with expansion of facilities by Peavey Company Flour Mills in Grand Forks, North Dakota, and by International Milling Company.

The Egg Story

Egg prices touched a twenty-four year low in January, and there were complaints that a price break at that time cost more than the 1964 Government purchasing program. Current receipts in the Chicago market were as low as 20.5 cents a dozen with frozen whole eggs selling at 20.75 cents per pound. The best time to have bought frozen yolks with 45% solids was in early March when they hit their low of 44 cents to 50 cents a pound. Throughout the year, No. 4 and No. 5 color commanded six to eight cents a pound premium.

Immediately after Easter, frozen whites were at a low of 9.75 cents per pound, with dried whole eggs ranging 90 cents to \$1.00 a pound and dried yolks 96 cents to \$1.04 a pound.

By year's end, current receipts in Chicago were ranging 38 to 39 cents a dozen, frozen whole eggs sold for 29.5 to 30.5 cents a pound, whites were up to 16 and 17 cents, dried yolks and dried whole eggs sold in a range of \$1.30 to \$1.35.

The first rebound for eggs started in May because of higher meat prices, and in September the Government announced large purchases of whole egg solids for Viet Nam. U. S. Department of Agriculture officials predicted egg production to be below the last quarter of 1965 and the first quarter of 1966 until flocks could be replenished.

Containers Rise

Container prices were raised about 10% in August, but packaging continued to be one of the hottest buys in advertising today—and the least understood. So said Steve Barker, manager of market development for Continental Can Company, at the Packaging Show. He said: "While packaging is the biggest advertising media reaching far more people than all of the conventional advertising the product can afford, businessmen haven't bothered to measure its coverage. As a marketing tool it is poorly understood, generally mismanaged, and barely exploited."

In July, the National Trucking Board proposed that freight rates be hiked on merchandise less than 12 pounds per cubic foot, which would have resulted in some 42% higher costs on some noodle products. This was opposed by NMMMA representatives and is still pending.

Higher Food Prices

In November, the Government announced that unemployment had reached its lowest point since 1957, and skilled labor was most difficult to find. Government forecasters also predicted that food prices would keep rising as meat, bread and milk would grow more expensive. Bread prices, boosted about a cent a loaf in November by some bakers, would likely be pushed higher by mid-1966 because of the increases in wheat costs under the new farm law. Commodity Credit Corporation released high-protein wheat for bread making at the current market price or 108% of what Government support price plus carrying charges were, whichever was higher. Later they announced that this would apply to any wheat they held.

The Farm Bill

The Farm Bill discussions started in March, but with controversy on cotton, rice, and the so-called bread tax which was an excise tax on millers by increasing the rate under the certificate plan, it took until October to get the measure passed. Not completely satisfactory to anybody, it does set up a four-year program, which should simplify planning for that period at least.

Early in 1965 it was predicted that Government programs and policies would loom larger in business. Three big Federal guns were leveled at the food industry in the form of a National Commission on Food Marketing which held hearings on chain store operations, meat packing, produce, and sent questionnaires out to the baking industry;

Esther Petersen's Consumers' Councils, which amounted mostly to Mrs. Petersen's giving talks at various food group meetings; and the Hart bill. The Hart bill did not pass but will undoubtedly come up for consideration again in the next session of Congress.

Meanwhile, the Grocery Manufacturers of Ameroca, Inc. has developed a voluntary compliance program for packaging and labeling, and an industry committee on weights and measures is working in the area of rules and regulations with the National Association of Weights and Measures Officials.

Wheat Foods Foundation

While shooting at business on one hand, the Department of Agriculture was trying to be helpful on the other in sponsoring interindustry meetings for the Wheat and Wheat Foods Foundation composed of wheat growers, millers, and end product manufacturers. Meetings were held throughout the year to consider a program and means of financing. In April a banquet was held in Washington to announce an outline for proposed research on wheat's contribution to human nutrition. The Farm Bill debate postponed decisions on some of the important matters, but the project looms large in helping the wheat industry in the future.

Organizational Changes

At the Grocery Manufacturers of America convention, Paul S. Willis stepped down as president after a long period of valuable service. He will continue to serve on the Board as president emeritus, while George Koch takes over as the active head. Don Fletcher of the Crop Quality Council retired at the end of the year, after contributing 40 years of service to the Midwest agricultural scene. Gene Hayden takes over as president.

Association Meetings

The National Macaroni Manufacturers Association held regional meetings in the spring in Los Angeles and San Francisco and in the fall in New York City. National meetings were held in Florida and New York City where Macaroni Day was celebrated at the World's Fair on July 11.

As the economic boom continues into its sixth year and the Great Society becomes more complicated, its impact will be felt on the food business. What those changes will bring to macaroni manufacturers in 1966 and the decade ahead was the subject matter discussed at the Winter Meeting at the Hotel Diplomat in January.

INDUSTRY LEADERS POINT TO PROBLEMS



Fred Spadafora

ALTHOUGH macaroni makers marked up new highs in 1965 in production and sales, there may be a bumpy road ahead.

NMMMA President Fred Spadafora of the Superior Macaroni Company of Los Angeles is of the opinion that the retailer is not allocating as much space for the display of macaroni products as he used to, and in some instances has even limited his choice of products to one brand and has eliminated some of the sizes and shapes offered. The grocer's reasoning apparently is that with so many new products being introduced to the market, he has to condense his space to make room for these new items.

Lots of Competition

"We are in competition with many prepared foods," says Mr. Spadafora, "including prepared dinners which are becoming a big factor in the market. Frozen foods, with many macaroni combinations, are growing fast. Canned spaghetti is a sizable competitor."

"It is my personal opinion," continues Mr. Spadafora, "that the industry has not kept up with changing times, and is not putting forth enough effort to meet the requirements of the new generation whose eating habits are changing rapidly and who are buying food products that are convenient, fast and economical. We have got to look for new products to meet these changing times."

Mr. Spadafora is of the opinion that the increasing consumption of combination dinners will cut into consumption of the dry product used in home recipes. "You will note," he says, "that these combination dinners are being merchandised with other ingredients, where the quantity of macaroni is very small, and

the housewife in serving these products does not prepare the same quantity as if she were preparing her own recipe as a main course instead of a side dish."

Mr. Spadafora expresses concern that too many manufacturers of dry macaroni products will become suppliers to the national advertisers and merchandisers because it is easier to meet the problems of production than the problems of marketing. The marketers will control the market, he concludes.

There is hope in the future, he states, if macaroni manufacturers revamp their way of thinking and modernize their ideas. With the increasing population, stable consumption will mean more production, but it is going to take the new ideas and new products to shoot macaroni product sales up as they went after World War II.

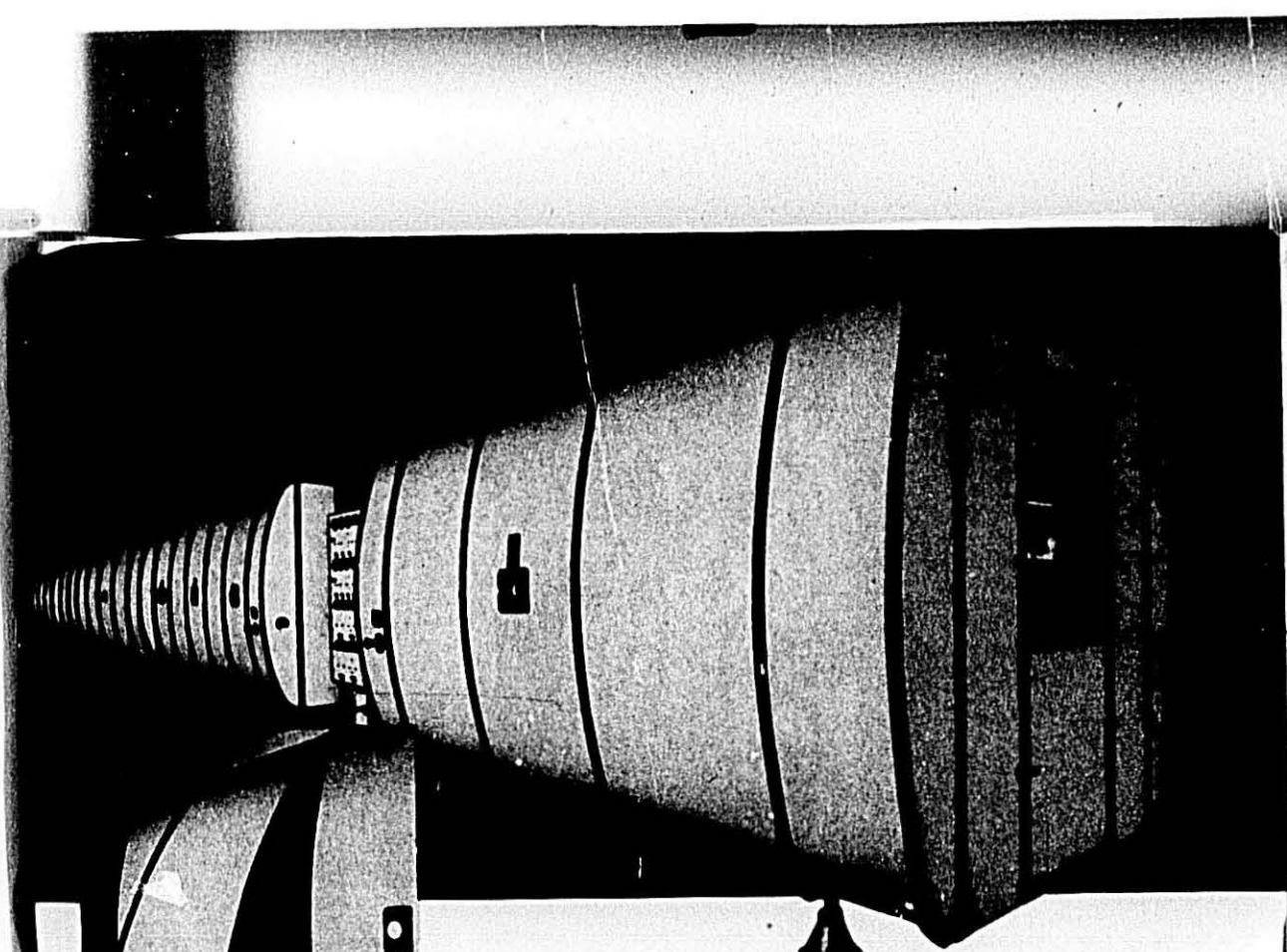
R. I. Cowen Says:

Robert I. Cowen, executive of A. Goodman & Sons, Inc., Long Island City, New York, and first vice-president of NMMMA, when asked for prognostications, replied that if he were able to forecast accurately what conditions might be, he would probably spend more time in Wall Street than in the macaroni industry. However, he sees no startling changes in 1966. "I think business in our industry will continue along the same lines as it has for the past several years," says Mr. Cowen, "although I believe that the recent raising of prices will help offset the increased costs of labor, raw materials and services that all companies have experienced."

"Undoubtedly in the future, there will be more mergers of companies, and the number of individual manufacturing concerns will grow less as the years go by. Big business seems to be the order of the day, and it is very difficult for small companies to face competition such as they get from the giants. I also feel that many macaroni companies will branch out into other products, because the volume sufficient to maintain large companies is just not there with the present product lines we produce."

He continued: "I have the personal opinion that the standards of identity for the macaroni industry are too rigid for sufficient research and development of new products, but even changed, the industry would have to show a greater degree of imagination in the future than they have in the past."

(Continued on page 7)



Modern Automatic Dryer gives you stranger, better-looking short goods

Inside this efficient, modern Dryer, temperature, humidity, and air circulation are precisely regulated to produce short goods of finest quality.

By matching temperature to the product's capacity to release moisture, BUHLER Dryers are able to use higher temperatures, thus cutting drying time to as little as 4 hours for certain products.

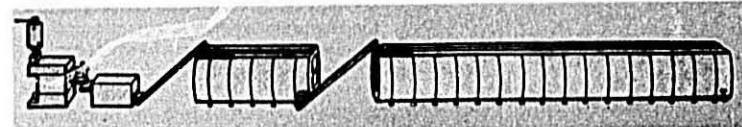
Sanitary. From entry to discharge, the product touches non-corrosive materials only. BUHLER swing-out panels make cleaning an easy task, and off-the-floor construction likewise simplifies sanitation.

Pre-dryer. You can also improve your present drying operation by installing a BUHLER Preliminary Dryer in your present production line.

More than 200 BUHLER Dryers are now operating in the United States and other

countries. It will pay to investigate how you, too, will profit by drying the BUHLER way.

- Specially-designed swing-out panels
- Super-efficient insulation stops both heat and vapor
- Sanitary off-the-floor design prevents condensation on floor underneath
- Patented aluminum alloy conveyor
- No mixing of different type products because conveyor elements empty completely
- Positive air circulation dries uniformly over entire width of belt
- Needs practically no attendance
- Economical. Requires relatively little power, heat, or maintenance



Complete Macaroni Plants by **BUHLER**

THE BUHLER CORPORATION, 8925 Wayzata Blvd., Minneapolis 26, Minnesota. Phone Liberty 5-1401
 BUHLER BROTHERS (Canada) LTD., 111 Queen Street East, Toronto 1, Ontario. Phone EMpire 2-2575
 Sales Office: NEW YORK CITY, 230 Park Avenue. Phone MUrray Hill 9-5446

Leaders Point to Problems—

(Continued from page 5)

Peter J. Viviano of Delmonico Foods, Inc., Louisville, Kentucky, second vice-president of NMMA, notes that the American public is eating out more each year. He states: "Unless the macaroni industry does more than they have been doing in the past, we stand to lose out on this ever-increasing eating habit. In my travels, I note that the Eastern restaurants and a few Italian type restaurants in metropolitan areas have sufficient knowledge of our products to make an appetizing dish most of the time. This is not the case in all sections of the country, or even in other sections of so-called metropolitan areas.

"I feel the Eastern manufacturers have closed their eyes to this problem because they haven't seen what is happening in other parts of the country. But the country as a whole is becoming a hamburger and convenience food market. If we are to survive and maintain an increasing per capita consumption of our products, we will have to recognize this problem in the very near future, as it is almost too late now. Long range planning is essential not only for this aspect of market growth but for overall industry progress."

Orbital Noodles

Mrs. Slaby's Noodles have orbited the earth and may soon be on the menu of the man in the moon.

Noodles produced by Mrs. Slaby's Noodle Co., Berwyn, Ill., orbited the earth recently with astronauts Gordon Cooper and Pete Conrad during their Gemini space flight.

"The noodles are cooked with various meat sauces and put in tubes," explained Jerry Slaby, owner and op-

erator of the company. "When the astronauts eat, it's just like squeezing food from a tube of tooth paste." In fact, Slaby understands that his noodles have performed so well in space that the government plans to use them on the Apollo manned flight to the moon.

The majority of Slaby's customers are located within 100 miles of Berwyn, a Chicago suburb, so you might wonder how the National Aeronautics and Space Administration (NASA) found out about his noodles. One of his local customers, however, is the 5th Army Corps must have recommended him to Quartermaster Corps. Slaby thinks the NASA.

Angel Hair

"The quartermaster people started calling my noodles 'angel hair' because they're so thin," he says. "When we get orders from the Army, they always specify 'angel hair spaghetti.' But they're not really spaghetti; they're noodles." —And when the order came from the food contractors for the Gemini flight, it also specified "angel hair spaghetti."

NASA asked for his noodles, Slaby says, because they respond well to the freeze-dry process used for the astronaut's food. Experiments revealed that Mrs. Slaby's Noodles would cook with a meat base, freeze dry, and could be re-hydrated and packed in tubes without falling apart.

"Our noodles are still made the old-fashioned way with 100% Durum," Slaby explained. "The dough is worked and then allowed to rest to let chemical action blend and intermingle the ingredients."

Ronco Receives Award

Ronco Foods, Memphis, Tennessee, and Simon & Gwynn, Inc., their advertising agency, have received the first



Jerry Slaby, right, of Mrs. Slaby's Noodle Company, shows some of his "orbital" noodles to Anthony L. DePasquale, U.S. durum products sales manager for International Milling Company.

FEBRUARY, 1966



Albert Robilio, left, president of Ronco Foods, Memphis, is shown receiving the first award ever presented by Mutual Transit Advertising. Presentation was made by Tom O'Ryan, president of Tom O'Ryan Advertising Company.

Mutual Transit Advertising award presented in the United States. The presentation was made during the recent annual Ronco sales meeting held at the Claridge Hotel. The plaque was presented to Mr. Albert Robilio, president of Ronco Foods, by Tom O'Ryan, president, Tom O'Ryan Advertising Company.

To recognize outstanding advertisers and their agencies who have developed creative ad campaigns in transit advertising, Mutual Transit Advertising, the national selling organization for the transit industry, recently inaugurated this award. To qualify for the award, advertisers must have used transit advertising at least six years.

Long Time Advertiser

Ronco Foods have used bus advertising since 1938 and have pioneered many new innovations in the use of king-size bus posters. Three years ago, Len Juen-gling, executive vice president, Simon & Gwynn Advertising Agency, working with Tony Giannini, Ronco advertising and promotion manager, and Dave Koffman Displays, developed the first king-size bus poster ever printed on vinyl plastic. The vinyl bus poster was used for an entire year without fading. Paper posters have a life of only about 90 days.

Ronco bus posters for 1966 will make use of removeable vinyl copy panels so the basic poster can be used for the entire year with copy changes to fit seasonal promotions.

Flavors Added

Vegetable beef and chicken vegetable flavors have been added to the dry soup mix line of Thomas J. Lipton, Inc., Englewood Cliffs, New Jersey.

The chicken soup includes chicken bits, vegetables and star-shaped egg noodles. The beef mix contains beef, vegetable and barley. Both products retail for about 39 cents for a two-envelope package.

Skinner Displays Spaghetti Cooker

The homemaker who wants to eliminate juggling a potful of boiling hot water when she prepares macaroni or spaghetti will love Skinner Macaroni Company's Spring, 1966 display promotion.

It features a consumer offer on a 6-quart aluminum \$5.00 spaghetti cooker for only \$3.00 and labels from any three Skinner packages. The display period is February 21-April 10, tied to the Lenten season which begins February 23.

Long Success Story

The spaghetti cooker has a long history of success as a Skinner premium, primarily for two reasons: it is hard to find in hardware and department stores, and it simplifies work for the housewife. She merely lifts out the strainer from inside the cooker and her spaghetti is drained.

The grocer earns a cooker for himself by setting up the required display of product and spaghetti cooker. A special display card with spaghetti cooker mounted in it shows all three pieces of the cooker. It makes a strong focal point in the display and puts extra excitement in the store.

Point-of-Sale

Store banners and order blank pads also are available for point-of-sale merchandising. A strong advertising program will support the promotion in newspapers, Good Housekeeping, Progressive Farmer, Family Circle, and Woman's Day.



Spaghetti-Cooker Promotion. Many grocers will be using displays like this in Skinner Macaroni Company's Spring, 1966 Spaghetti-Cooker display promotion. The special display card showing all three pieces of the spaghetti cooker is the centerpiece of the display.



La Rosa Contest. When Frank Gifford, CBS sportscaster and former N.Y. Giant halfback, agreed to draw the winning entry in V. La Rosa & Sons' "It's the Woman Who Wins" national contest, he had no idea the drawing would coincide with the historic Gemini 7/6 space rendezvous. But President Vincent S. La Rosa simplified matters. He brought the entries to Gifford at the CBS news room, and the drawing was held against a background of television monitors, broadcasting astronauts, and clattering teletype machines.

The La Rosa contest, billed as "the most exclusive contest anyone has ever run," was open to just 200 women—the families of chain store buyers, store managers, retailers and store merchandising executives. Every woman who participated received a salad bowl with a gold base, plus a matching gold serving spoon and fork. Grand prize was a 1966 color television set. Participants received a copy of La Rosa's television schedule and were asked to tune in the company's commercials. Then they answered the question, "Why is La Rosa more golden than any other brand?"

Shown is Vincent S. La Rosa, left, holding the box of entries, as Frank Gifford reaches in to pick the winner. The grand prize went to Mrs. Mary Delaney, of Albertson, New York, mother-in-law of Thomas Shiels, buyer at Hills-Korvette, Inc.

Golden Grain Goes to Color

Color will be used by Golden Grain Macaroni Company in nearly all its advertising both on network television and in newspaper Sunday magazines during 1966, according to Tom DeDomenico, director of sales of the San Leandro, Calif., firm.

Golden Grain will spend more than \$4 million next year in a promotional advertising program, making the company the nation's leading advertiser of convenience foods.

Ten ABC-TV and three CBS-TV daytime network programs will carry a total of 26 hard-selling commercials for Rice-A-Roni and Noodle-Roni to approximately 27 million homes each week.

TV Spots

A heavy schedule of local television spots in key markets will include both day and nighttime programs.

"We're going heavier into color than ever before because sales of color television sets are increasing rapidly," DeDomenico said. "By the end of 1966, it is estimated that over 8 million such sets will be in use in American homes. This opens a broad new avenue in which we can present our story in bright, attention-getting fashion."

San Francisco will continue to be the theme of Golden Grain's color television commercials, with flashing scenes of Chinatown, the bay and the



Tom DeDomenico

city's most familiar symbol of all—the cable car.

But the "big sound" of current popular music also has been added to Rice-A-Roni and Noodle-Roni commercials this year to give them an entirely new look.

The ABC-TV and CBS-TV network shows which will carry the Golden Grain commercials weekly during 1966 include: "Mike Wallace News," "I Love Lucy," "Andy of Mayberry," "The McCoys," "A Time for Us," "Donna Reed (Continued on page 10)

THE STORY OF MACARONI



chiefly for infants and invalids.

By 1900 there were only a handful of macaroni factories, with a combined output of 500 barrels a day.

And then, in 1898, an especially hardy variety of durum was brought to America from Russia by the United States Department of Agriculture.



To satisfy this demand for high-quality, appetizing macaroni, depend on King Midas Durum Products



PEAVEY COMPANY
Flour Mills

Macaroni manufacturers were quick to realize the advantages of this new wheat. Durum production increased. And the Macaroni Industry in America began to flourish.

New, high-speed machines were invented. Automatic dryers were developed. Macaroni's popularity continued to increase, and so did production.

And this popularity has continued to grow. Today, over one billion pounds of macaroni are consumed annually in the United States, and macaroni is served and enjoyed in nearly every home. In fact, macaroni is now a staple in the food diet of the world!



Golden Grain Goes to Color—

(Continued from page 8)

Show," "Father Knows Best," "The Nurses," "Young Marrieds," "Never Too Young," "Where the Action Is," "Supermarket Sweep" and "Dating Game."

Twelve large, full-color Golden Grain ads will appear throughout the year in 137 Sunday newspaper magazines, reaching almost 40 million homes each time. This represents 72 per cent of all the homes in the United States, DeDomenico said. Each Sunday magazine advertisement will include a coupon which can be redeemed at a food store toward the purchase of Golden Grain convenience products.

McCann-Erickson, San Francisco, is Golden Grain's advertising agency.

Mrs. Maria DeDomenico Dies

Mrs. Maria DeDomenico, 82, an Italian immigrant and co-founder of one of the world's largest family-owned and family-managed macaroni companies, died in a San Leandro, California nursing home on December 14.

In 1912 it was Mrs. DeDomenico who persuaded her husband Domenico to sell the vegetable and poultry business he had built up in the San Francisco area and make macaroni using the recipe that had been handed down to her through generations of Old World cooking.

Mrs. DeDomenico became the guiding spirit behind the growth of Golden

Grain Macaroni Company and served as a director until she was past 80.

Born in Naples, Mrs. DeDomenico's father owned two macaroni factories, one in Salerno and the other in Vietre Sulmare. Her father left much of the management of his business in the capable hands of his daughter, and it wasn't long before Maria had learned all there was to know about making pasta.

Firm Founded in 1912

The firm she and her husband founded in 1912 was first known as Gragnano Products, Inc. During the first years of the business, the DeDomenicos sold macaroni products in bulk lots of 20 pounds or more, mainly to Italian-American families in and around San Francisco.

The DeDomenico macaroni business grew steadily. In 1934 the firm changed its name to Golden Grain Macaroni Company and began to market its macaroni products in smaller packages. The company continued to expand until it was operating six manufacturing plants and 20 warehouses. The latest manufacturing facility, a \$12-million automated factory, was built in Chicago in 1962.

Sons Take Over

Mrs. DeDomenico's husband died in 1943. With his death, the management of the company was passed to his three sons: Paskey became president, Vincent was appointed secretary-treasurer

and general manager, and Thomas was named vice president and director of sales. The third generation of the family joined the Golden Grain management in 1959, when Mrs. DeDomenico's grandson, Paul, was appointed national sales and advertising manager.

It was the introduction of a rice product called Rice-A-Roni in 1958 that sparked Golden Grain's most rapid growth period. Five years later the company marketed a line of macaroni and egg noodle convenience dinners that accelerated its growth. The recipes for many of these products were developed by Mrs. DeDomenico in the kitchen of her modest San Francisco home.

Don Fletcher Retires

Donald G. Fletcher, president of the Crop Quality Council, retires after more than 40 years of service to agriculture. Totton P. Heffelfinger, chairman of the Council's board of directors, has announced.

Fletcher has been actively associated with the development of agriculture since he joined the staff of the Rust Prevention Association in 1922. He served as head of that organization until 1960, when it and the Northwest Crop Improvement Association were merged to form the Crop Quality Council.

Research Pays Off

The bumper crops of spring wheat and durum harvested in the Upper Midwest during the past several years are a tribute to many of Don Fletcher's efforts, Heffelfinger said. Fletcher has long been a spokesman for increased support of research and extension programs affecting all crops in this area. The winter seed increase program, begun in Mexico in 1954, played a vital role in protecting spring wheat and durum from stem rust attacks which have heavily damaged susceptible winter wheats in recent years. Justin wheat, now grown on more than 60 per cent of the North Dakota spring wheat acreage, was first increased in this Council sponsored program a few years ago, Heffelfinger said.

From Minnesota

Fletcher, born and raised on a Minnesota farm, has worked to strengthen research of direct benefit to agriculture, business, and the entire Upper Midwest economy. As a result, better crops have meant grain for processing, improved farm purchasing power and increased demand for transportation, farm implements and the many services required by modern agriculture.



Donald G. Fletcher

Organizational Assignments

Eugene B. Hayden, executive vice president, has assumed staff responsibilities for Crop Quality Council programs as of January 1, assisted by Vance V. Goodfellow, Council secretary. Prior to joining the Council staff, Mr. Hayden had been involved in rust research for the United States Department of Agriculture from 1951 to 1956, stationed at the University of Minnesota. Since then he has been active in all phases of the Council's program, and recently returned from visits to agricultural areas in Colombia, Ecuador, Peru, Chile and Argentina. Mr. Goodfellow had served for 12 years as associate state entomologist for the state of North Dakota prior to joining the Council in 1961.

Totton P. Heffelfinger, a board member for many years and chairman of the Peavey Company board, was elected chairman of the Crop Quality Council at the annual meeting on December 14, 1965. Mr. Heffelfinger replaces P. Norman Ness, president of International Milling Company, Inc., who relinquished the chairmanship, but who will continue as a director.

Jay A. Bolton, president of Atwood-Larson Company, was named vice chairman, and Leonard P. Givold, vice president of Northwestern National Bank of Minneapolis, was elected treasurer. John M. Budd, president of the Great Northern Railway Company, was named railroad representative on the Council board, succeeding Leonard H. Murray, president of the Soo Line Railroad Company.

Organizational Goals

The Crop Quality Council, organized in 1922 by representatives of industry, now promotes and fosters research, edu-

cational, and pest control programs affecting all northern grown crops. It is financed by industries which handle and process agricultural crops, businesses which supply the farm market with goods and services, and individual farmers.

Other members of the board include Messrs. Dean McNeal, executive vice president of The Pillsbury Company; Lloyd E. Skinner, National Macaroni Manufacturers Association; T. F. Tooney, vice president, Farmers Union Grain Terminal Association; and E. W. Ukkelberg, vice president, Deere & Company, Moline, Illinois.

Peavey Adds to Durum Capacity

Peavey Company Flour Mills has completed the conversion of its mill at Grand Forks, North Dakota to a 100 per cent durum operation, with daily capacity of 2,200 cwts. When combined with Peavey's durum milling capacity at Superior, Wisconsin at a rate of 8,200 cwts. per day, the company aggregate daily production capacity for semolina and durum flour is 10,400 cwts., ranking it as the leading durum miller in the United States.

A substantial improvement program was carried out at the Grand Forks mill, which is described as one of the company's most historic plants. It was built in 1879 by Hiram Walker in what was then the Dakota Territory, and the initial daily capacity was 350 cwts. The improvements include facilities for loading semolina in both bags and bulk.

Peavey's flour mill at Minot, North Dakota has been enlarged to supply flour that was previously milled at Grand Forks.

Doug Johnson is manager at the Grand Forks mill, Dennis Tangen is assistant manager, and Jerome Andres is superintendent.

According to Peavey, the Grand Forks mill will supply semolina and durum flour for Midwestern and West Coast customers, and the Superior mill will serve markets on the East Coast and in the South.

Peavey Company Flour Mills, of which Mark W. K. Heffelfinger is president, also operates flour mills at Alton, Illinois; Billings, Montana; Buffalo, New York; and Dallas, Texas. Its aggregate daily wheat flour milling capacity is in excess of 60,000 cwts.

Dividends Declared

Doughboy Industries, Inc. of New Richmond, Wisconsin, has declared a regular quarterly dividend of 12 1/2 cents a share on the company's common stock. It was payable January 31

to shareholders of record dated January 7. There are 533,539 shares outstanding.

International Milling Company of Minneapolis has declared a regular quarterly dividend of 30¢ a share on its common stock, payable January 15 to holders of record December 30. International has 2,351,083 common shares outstanding. The regular quarterly dividend on the company's four series of preferred stock was also declared.

Wedding Bells

Melanie Diane Amato became Mrs. Frederick Malcolm Gutterson on November 20. The bride is the daughter of Mr. and Mrs. John Amato of the Clermont Machine Company. The bridegroom is son of Mrs. Harry Gutterson and the late Mr. Gutterson.

The marriage took place at St. Mary's Roman Catholic Church in Manhasset with a reception following at the Plandome Country Club.

The bride, an alumna of Marywood College, Scranton, Pennsylvania, is a public school teacher in Commack. Her husband attended Fordham University. He is associated with Container Transport International.

The couple honeymooned in Jamaica and are residing in Douglaston.



Mr. and Mrs. F. M. Gutterson

It's not always easy:

To apologize . . . to begin over again . . . to admit error . . . to take advice . . . to be unselfish . . . to keep on trying . . . to be considerate and patient . . . to think first and act second . . . to profit by mistakes . . . to forgive and forget . . . to shoulder the blame that's coming to you . . .

But it helps to make this world a better place for everyone to live in. And, it pays.

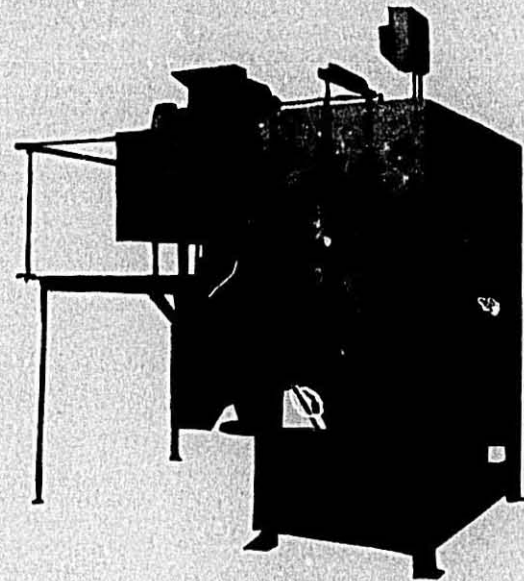


Noodle-Roni Romanoff, a dinner of tender thin enriched egg noodles and sour cream-cheese sauce mix, has been introduced by Golden Grain Macaroni Company. The 6-ounce carton which serves four to six persons includes a generous portion of noodles and a handy aluminum-foil envelope of sauce mix which consists of cheddar cheese, dehydrated vegetables, dry milk and concentrated sour cream and whey. Milk and butter or margarine are added to the noodles, along with the sauce mix, after cooking. The dinner can be completely prepared in less than ten minutes. Consumers are being offered six cents off the regular 49-cent price during the introductory period.

A push-in thumb hole facilitates opening of the carton, the back of which has cooking directions and suggestions for additional main dishes. The red, yellow and white carton is supplied by Fibreboard Company. A heavy schedule of network and local spot television commercials, and advertisements in leading newspaper Sunday magazines, all in color, will promote Noodle-Roni Romanoff and other Golden Grain food products. Golden Grain is the creator of Rice-A-Roni, Noodle-Roni and other convenience dinners.

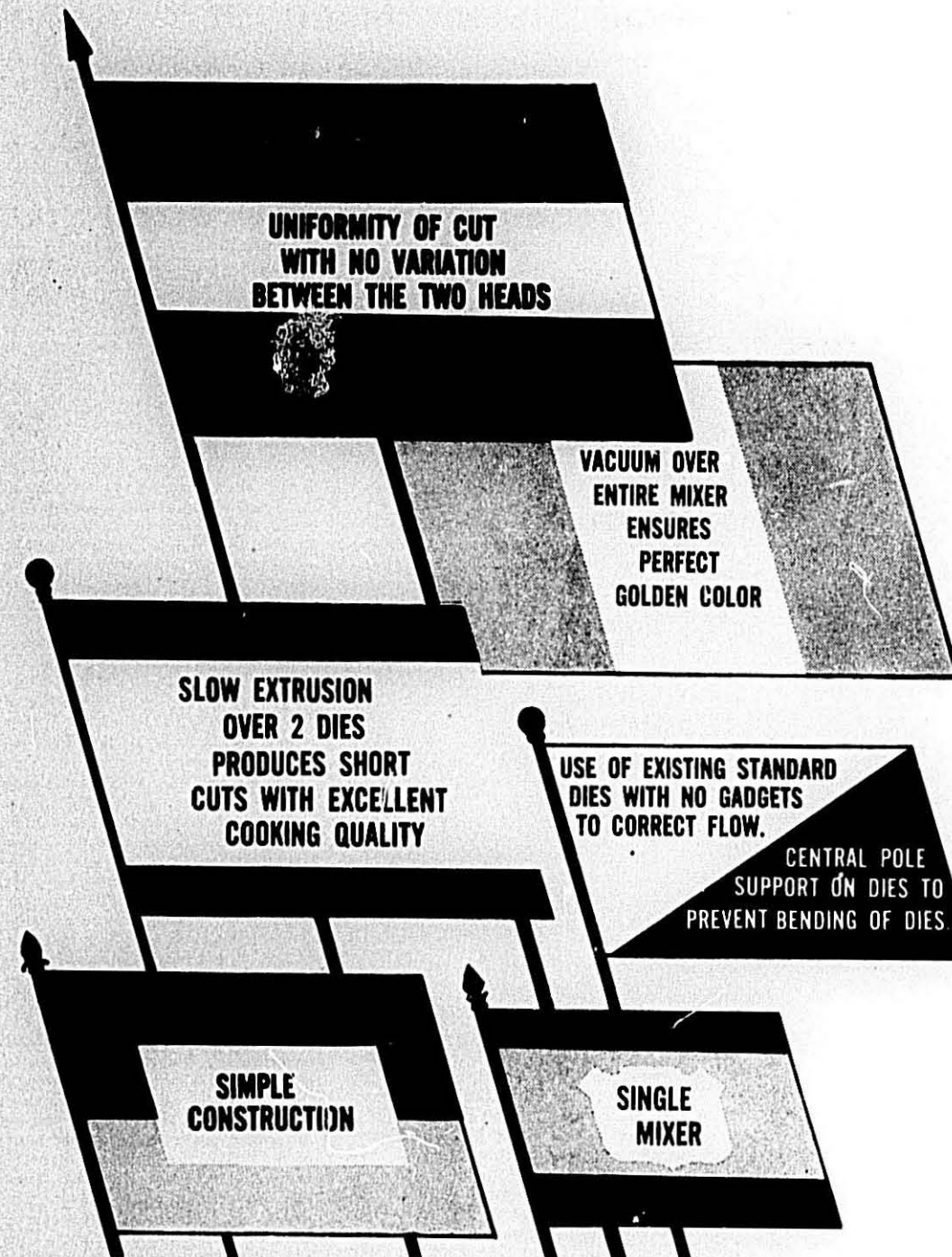
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Food Brokers Meet

URGING food brokers to continue their growth pattern for the future, National Food Brokers Association President Watson Rogers called for a new look at the changes taking place in the food industry. He addressed the General Business Session of the 62nd Annual NFBA Convention in New York. He announced the creation of a new department in the National Food Brokers Association, designed to assist food brokers in their efforts to keep ahead of the rapid changes taking place in the food industry.

Change! Change!

Change! Change! Change! was the theme of his talk. The food broker must continue to grow as other segments of the industry have grown, said NFBA's President. "The old saying 'you must grow or go' was never more true than today. The wholesalers who failed to grow were eliminated. This was also the case in the retail field. Some retailers didn't want to make the effort to expand by joining the rat race of the supermarket operation. Now they are being eliminated by the growth of the multiple unit operators of the modern convenience stores."

One of the changes affecting the brokerage profession, said Mr. Rogers, is that food brokers are not just evaluated by their ability to sell or by their friendship with the local buyers. Today, they are also being judged by their ability to develop and train men—the ability to get things done through other people. "The way you develop, train, and motivate other people will spell success or failure in many instances. This is especially true in the larger markets," he said.

Management Service

Food brokers were told they cannot take the easy way of retaining the status quo. Because the need for growth is intimately connected with management training as well as an awareness of growing trends in the food industry, Mr. Rogers said that NFBA is establishing a Management Service Department to help those food brokers who want to make the extra effort in order to go forward. This department will inaugurate new programs, designed to help food brokers with their management problems, and to assist them in "meeting the changes" that are taking place in the food industry.

The details of this program are being developed and carefully supervised by the NFBA Research and Operations Committee. Full details will be reviewed



Watson Rogers

regularly with the NFBA Executive and Advisory Committees. All of these brokers plus many others will carefully scrutinize all programs to be sure they are in accord with the needs of the modern food brokers.

In concluding, Mr. Rogers said, "Every effort must be made to be sure you are making the proper management decisions by choice and not by chance. It is time for you to take a serious look and ask yourself two questions: 'What is happening to my company the way it is being managed today?'; 'Are we making the necessary adjustments to meet the changes taking place in the food industry?'. In closing, I pose this question to each one of you: Will you be the masters of these changes or its victims?'"

Spillover Stores

Joseph T. McDermott,
National Chairman, NFBA, Albany.

"We have a major problem facing us that is going to be another real challenge and, like all challenges, we can conquer it and improve ourselves and our organization. The problem can be stated in two words: 'Spillover Stores.' The servicing of stores in your area, supplied by a warehouse in another, brings a problem which we must face.

"It reminds me of the 'retail merchandising' problem which confronted this group only a few short years ago. This was labeled then, as the spillover problem is labeled now, by a few as unsolvable. Most of us know better, and I am certain that today's problem in a few short years will have the same history as the 'retail merchandising' prob-

lem . . . that the NFBA broker will emerge stronger than ever."

Mr. McDermott went on to say, "This problem must be talked over by the individual brokers involved. This is not something that your National Headquarters can solve with a simple formula. The solution must be worked out at the local level between the brokers themselves.

"In some instances the customer has provided the information needed by the broker and principal for a solution. Some have gone so far as to supply the principal with an IBM report showing deliveries into certain territories, so that the broker could be paid on that basis. Our hats are off to them for their excellent cooperation and to other firms who are doing the same.

"We can only hope that cooperation such as these buyers have offered will be available from all customers, but this is doubtful. Therefore, it behooves us to be open-minded and receptive to a fair solution, worked out at the local level.

Ethical Operations

"Now another subject that is of tremendous importance to each one of you: the subject of ethical operations. Nowhere is there a better illustration of the fact that the actions of a few brokers can taint and bring criticism to the entire Association.

"The NFBA Code of Ethics has long been the standard of the industry. It has been the code of ethical operations for all of us. From time to time, your Executive Committee has had to take action against various members for violation of this Code. Through the years there have been various complaints handled — covering different actions. In each case your Executive Committee has not hesitated to act in accordance with the obligations placed upon it by the NFBA Constitution.

"The growth of the food broker and the brokerage fraternity continues to be exceptional. The potential for growth in the future is almost unimaginable. Improper action, however, can impair our growth opportunities. This must not be allowed to happen. I want to assure you that your Executive Committee does not intend to allow this to happen, and at the request of its members I am emphasizing this point. The Executive Committee has an obligation to each one of you. It intends to live up to that obligation.

"NFBA is committed to the principle of fair and ethical standards in the food

(Continued on page 16)



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Ethical Operations—

(Continued from page 14)

industry. The best contribution we can make in this regard is to insure that the food brokerage fraternity sets the example. This we have done—this we intend to continue. Today your principals know that they can appoint NFBA food brokers with the confidence that all their dealings will reflect a high degree of fairness and integrity.

"Thus, your Code is a living one—an intimate part of your daily operations. It is far more than a token allegiance or a listing of high sounding phrases. It is the brokerage fraternity itself—alive, active, fair, and honest—setting the example for all."

Mr. McDermott also announced the decision of NFBA's Executive Committee regarding the location of future NFBA Conventions. Said Mr. McDermott, "New York has agreed to give us a long-term contract for the many fine hotels we need. This runs through 1975. On the other hand, we have the option of a 26-month cut-off of this contract at any time. I think you will agree that this is an ideal arrangement."

New Alliance for Brokers and Supers

Robert B. Cullum, president, Super Market Institute.

A new alliance for food brokers and super market operators was outlined by Robert B. Cullum, President of Super Market Institute. Mr. Cullum, is Chairman of the Board of Tom Thumb Stores, Inc., Dallas. He said:

"An important change is currently taking place in the nature of the super market business that is bringing to light a closer kinship between super market operators and food brokers than has been fully appreciated before. It is a kinship from which the retailers have much to learn and brokers have much to teach—and both stand to benefit from the process.

"The change that is involved is the retailer's shift away from thinking as intensely about expansion as he did in recent years in favor of increased attention to his existing stores—his position as a local retailer, his role in the community, his involvement with the market he is serving. And this, of course, has always been an area where brokers have special knowledge — the local scene.

"In the late '50s and very early '60s, the super market industry was engaged in very extensive expansion activity to bring super market locations in line with the population shifts that took place throughout the '50s. And in that

period, super markets drew much of their net profits from the new stores they built. But the store locations and population are now pretty much in line and the super market operators are now concentrating on their existing stores—in remodeling them, expanding their parking facilities, making them more efficient, and improving the quality of their advertising and merchandising.

Closer Look at Markets

"Super markets are, in fact, no longer the expansion-minded operators and whirlwind promoters they may have seemed to be a few years ago. Today they're becoming settled into the routine of business in the local community—looking more critically into their operations as retailers and, through research, into the nature of the communities they are dependant on as a market.

"Brokers, because of their traditional concentration on the local scene, are in a unique position to help the super market operator in a number of specific areas—guiding the operators in acquiring a deeper knowledge of the local community, the media that is most effective in the community, the product preferences, the shopping hour preferences, in fact all facets of the market where research is able to teach the super market operator how to be more efficient in selling food and groceries to his customers.

"But helping super market operators know their market better is only one way brokers can help the operators. The other areas could perhaps be better identified by an outline of some of the critical problems confronting super market operators today and how they are going about solving them.

Closer Look at Operations

"I have mentioned that super market operators are looking more closely at their markets. They are also looking much more closely at what goes on within their own stores—at their buying practices, their merchandising skills, their skills in retailing produce, their store security, their losses from error and damage, and particularly at their labor costs. These factors are all critical to the operators because of the elementary mathematics of the business today — mathematics that show competition holding our average after-tax profits down to just over 1% while most of our costs—merchandise for resale being the main of them—cannot be reduced. The only costs remaining to work on are variable costs—labor, overhead, 'shrink,' warehousing costs, and the like.

"None of these costs can easily be reduced. It is taking considerable research

and innovation to learn how to reduce these expenditures, and that is the course now being pursued by super market operators. And it is the primary current activity of Super Market Institute: Improving the technical skills of super market operating personnel in all job areas."

Improving Broker-Principal Relationships

George G. Leary, vice-president, Borden Foods Company.

Effective communication is the key to improving broker-principal relationships, George G. Leary, chairman of Grocery Manufacturers of America's Broker Relations Committee told the National Food Brokers Association convention.

"Food brokers have been mighty important to me in my association with this great industry for over 30 years. The company with which I am associated, in addition to operating a direct selling organization, employs as its front-line sales representatives, pretty close to 1000 brokers," Mr. Leary, who is vice president of the Borden Foods Company, said.

Workshop Sessions

As an example of effective broker-principal communication, Mr. Leary cited the series of joint workshop sessions sponsored by GMA and NFBA during the past several years.

"GMA's Broker Relations Committee and NFBA's Merchandising Committee have conducted several of these joint workshop sessions with fine success. Representatives from both committees sat together at the conference table and hammered out mutually agreed upon Guide Lines on subjects of vital concern to both brokers and manufacturers in their day-to-day operations. Typical subjects were discussed in depth and conclusions published in booklet form and widely distributed, subjects included: marketing of new products; manufacturer's field management; and improving the effectiveness of presentations to buyers," he noted.

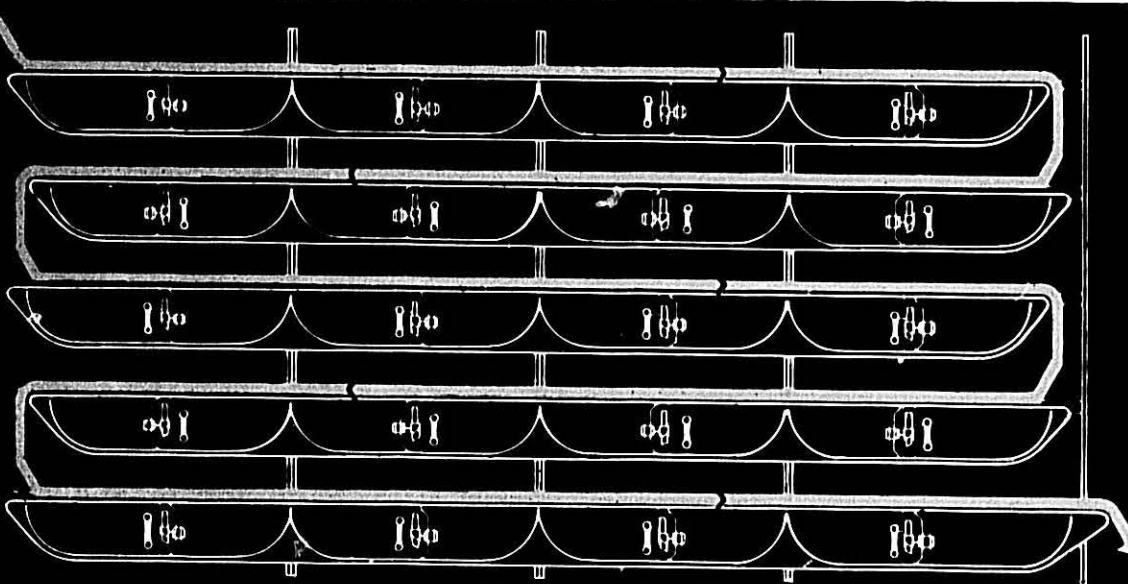
"At future workshops, we want to invite representatives from the trade," he added.

Guide Line Discussions

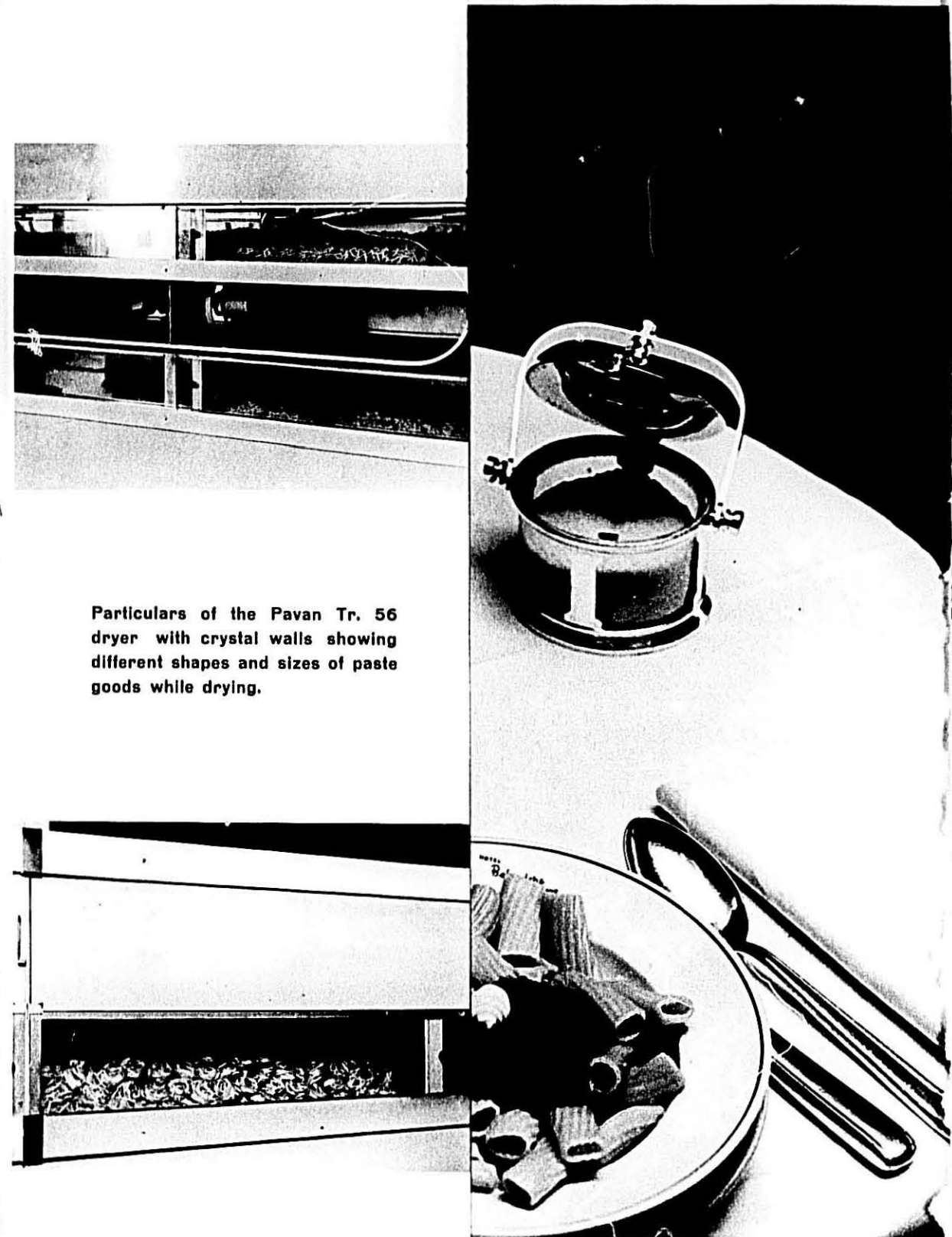
Mr. Leary suggested that manufacturers and brokers, on a local basis, might well hold joint sessions where the Guide Lines could be discussed. "GMA meetings around the country provide an excellent forum to communicate the substance and value of the Guide Lines. Wherever marketing people or sales forces get together there is

(Continued on page 19)

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Ventilation scheme and paste goods passage inside the short cut goods Tr. 56 automatic dryer.



Particulars of the Pavan Tr. 56 dryer with crystal walls showing different shapes and sizes of paste goods while drying.

of paste goods

Broker-Principal Relations—

(Continued from page 16)

the opportunity to increase the awareness and understanding of these Guide Lines," he said.

"Perhaps, coming out of all of this fine work by the Merchandising Committee of NFBA and the GMA Broker Relations Committee," Mr. Leary suggested, "is the beginning of a new and helpful project. What I am suggesting is that NFBA and GMA consider the sponsorship for a program dedicated to the training of salesmen. I am not prepared to outline the details here, but I do propose that our two organizations explore the idea—first to see if there is general interest in it and second to determine if it would be to our mutual benefit. If so, then we could develop a plan and propose its implementation."

Noting the changes that have taken place in the market place, Mr. Leary said that the salesman of today faces a market far different from that of only a few years ago. The salesman of tomorrow, he added, with the growing computerization of our industry and the automation of distribution will confront a marketing picture far different from today.

"All of the best and most experienced salesmen in the food field have been trained and received their degrees in selling products. This is true of manufacturers' salesmen as well as brokers' salesmen. The education is deep on selling products. The only time when a food salesman is called upon today to sell, is when a new item is introduced," he told the meeting.

"Some of our seasoned and successful salesmen have shown definite weaknesses in the area of selling promotions and modern merchandising, and some younger men who have entered this field when the emphasis was on promotion and merchandising rather than on product sale have become shining lights.

Promotion Specialists

"We are living in an era of specialization and the specialization in the food field today is in the area of engineering full-scale promotions and executing merchandising efforts tailored to the particular style and philosophy of the account you are working with," he said.

"Practically the whole job that has to be done today is working up the deal and promotional offer with each individual customer to get the maximum performance so as to guarantee additional business and profit for both. We might think of our combined and common efforts as a relay team with the broker running the anchor leg and

bringing the race to a successful finish.

"Twenty-five years ago all of the emphasis was on the product sell into the chain and wholesale warehouse. Today, practically all of the emphasis is on the sell through to the consumer at the retail level. The real action is in the area of retail selling, and in this vital area many of us (manufacturers and brokers) are prone to look at overall results without analyzing performances by individual salesmen. Too often the number of men is overemphasized. In my judgment seven or eight well organized and well supervised salesmen will outsell, out-merchandise and out-perform ten men who are neither organized nor supervised," he said.

Individual Performance

"Most manufacturers who operate a direct selling organization are constantly reviewing the efficiency of their manpower and evaluating their individual sales and merchandising performances. The key phrase in the foregoing sentence is 'individual sales and merchandising performances.' How many and how frequently are you brokers doing the same? It is becoming more and more essential that each member of a selling organization contribute his rightful share to the overall performances. The sales and merchandising achievements of a group of salesmen do not necessarily mean that every salesman in the group is performing as he should be.

"I can speak from experience that in some instances there is a shocking variance in the quality of performance within a group of salesmen whose total results appear to be satisfactory. By recording individual performance records and making them available for full view and comparison by the entire sales group, it is truly amazing how those on the lower rungs of the ladder proceed to improve the quality of their work and thereby upgrade the group's total performance, see to it that the basic foundations of your selling organization is strong, and if it is, you are well on your way to be successful, to stay successful in this exciting business of ours," he added.

Expansion in Europe

*Desmond S. Cracknell,
Food Brokers, Ltd.*

The rapid expansion of the food broker method of distribution throughout Europe was forecast by Desmond S. Cracknell, Food Brokers Ltd., London, England.

"There is absolutely no doubt in my

mind that the food broker method of distribution is one which has a tremendous future, not only in the United Kingdom but in other parts of Europe and, in fact, all over the civilized world. The cost savings which are obtained through non-competing manufacturers sharing an aggressive sales organization must eventually bring down the cost of packaged food items. Anything, therefore, which helps people to enjoy a better standard of living must be of great benefit to humanity.

"The major consumer goods companies in the United Kingdom have grown up over the past sixty years or so by operating their own salaried sales organizations. Relatively large retail sale organizations have been required in Great Britain due to the very high density of retail grocery stores. In fact, with a population which is only a little more than one-fourth of your population, we still have more than 100,000 small independent grocery stores, which I believe are known in the U.S.A. as 'mamas and pappas.'

"By 1962, however, when we founded Food Brokers Limited, the supermarket end of the trade was becoming well established. Organizations such as Loblaw's from Canada, and your own Safeway, had entered the British grocery trade, and the development of supermarket and self-service outlets was making great strides. In fact, a recent survey shows that there are now more than 1,700 supermarkets in the United Kingdom, and these outlets, plus some 15,000 self-service outlets account for approximately 40% of the United Kingdom grocery trade. It is also anticipated that by 1970 the supermarkets and self-service stores together will be handling about 70% of the national food trade.

"I believe that the NFBA has shown tremendous foresight in not only welding together the food broker industry in the United States but in opening its doors to food brokers' companies such as mine from other parts of the world.

"I look forward to the day when there will be hundreds of European member companies of NFBA and, who knows, in this day and age of modern jet air travel, perhaps the NFBA Convention might one day be held in London or Paris. It has been said that one of the surest ways of preserving world peace is through international trade. There is no doubt that by becoming a worldwide organization, the NFBA is playing an important part in helping to remove the barriers of prejudice and misunderstanding which still exist between nations."



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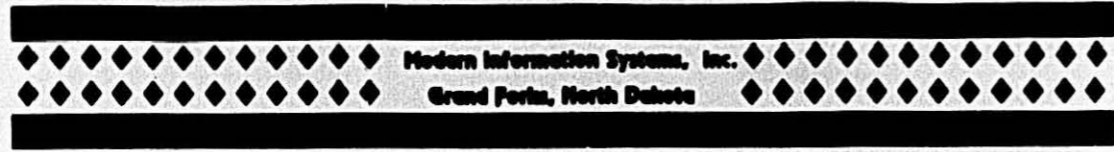
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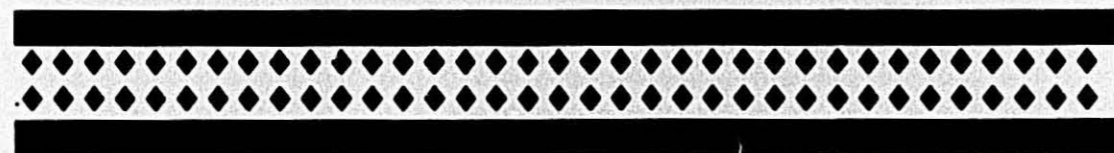
High production screw with low speed. Anti-frictional metal liner in screw housing for long wear and low friction.



MISSING DOCUMENT

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Pgs. 21 & 22



covered, stirring occasionally, until tender. Drain in colander.

Melt butter and add onions, garlic and beef. Cook over medium heat until beef is browned, stirring occasionally. Add macaroni and remaining ingredients. Mix well and heat to serving temperature.

Products of the macaroni family seem to have a special contribution to meals the year 'round—solving a different kind of problem for each season. In Lent, which begins on the 23rd of this month, they can be combined with fish to provide substantial dishes for meatless meals. Spaghetti with clam sauce is a popular dish, and there's always room in the recipe file for one more way to prepare it. The recipe given here is with tomato sauce.

Spaghetti and Tomato-Clam Sauce (Makes 8 servings)

2 tablespoons salt
4 to 6 quarts boiling water
1 pound spaghetti
2 tablespoons butter or margarine
1 clove garlic, finely chopped
½ cup chopped green pepper
1 jar (11½ ounces) clams
2 cans (8 ounces each) tomato sauce
¼ teaspoon celery salt
¼ teaspoon pepper

Add 2 tablespoons salt to rapidly boiling water. Gradually add spaghetti so that water continues to boil. Cook, uncovered, stirring occasionally until tender. Drain in colander.

Meanwhile, melt butter; add garlic and green pepper and cook over medium heat 5 minutes. Drain clams; reserve ½ cup clam liquor and add to

green pepper mixture along with clams, tomato sauce, celery salt and pepper. Cook over low heat, stirring occasionally, 10 minutes. Serve tomato-clam sauce with spaghetti.



Spaghetti and Tomato-Clam Sauce

Kiwanis Served Spaghetti

The San Juan Star carried a front page picture in their December 20 edition of Kiwanis Club President Sandy Sanchez serving spaghetti to young Francisco Garcia at a Kiwanis-sponsored Christmas party for youngsters at the Deborah Children's Home in San

Juan, Puerto Rico. Nearly 140 pounds of spaghetti and over 1,000 meatballs were prepared for the children and adults who attended the party.

Golden Grain Representative

Trinity Marketing Corporation, with principal offices in New York, St. Louis and Denver, has been appointed military sales representative for Golden Grain Macaroni Company, San Leandro, Calif.

Paul DeDomenico, national sales and advertising manager of Golden Grain, said Trinity Marketing will sell the Golden Grain line of Rice-A-Roni and other convenience food products to all U.S. military commissaries east of Denver, as well as in Europe, the Caribbean and the Far East.

Trinity will also represent D. Ghirardelli Chocolate Company, the Candy Division of Golden Grain, in all U.S. military commissaries east of Denver, in the Caribbean, Europe and the Far East. The Ghirardelli line includes chocolate, instant cocoa, bar candy and cooking and baking chocolate.

In addition, a complete line of Golden Grain macaroni products and beans will be sold to the armed forces by Trinity, which has additional sales offices in Ardmore, Pa.; Ossining, N.Y.; Novato, Calif.; Gotzenhain, Germany, and Oahu, Hawaii.

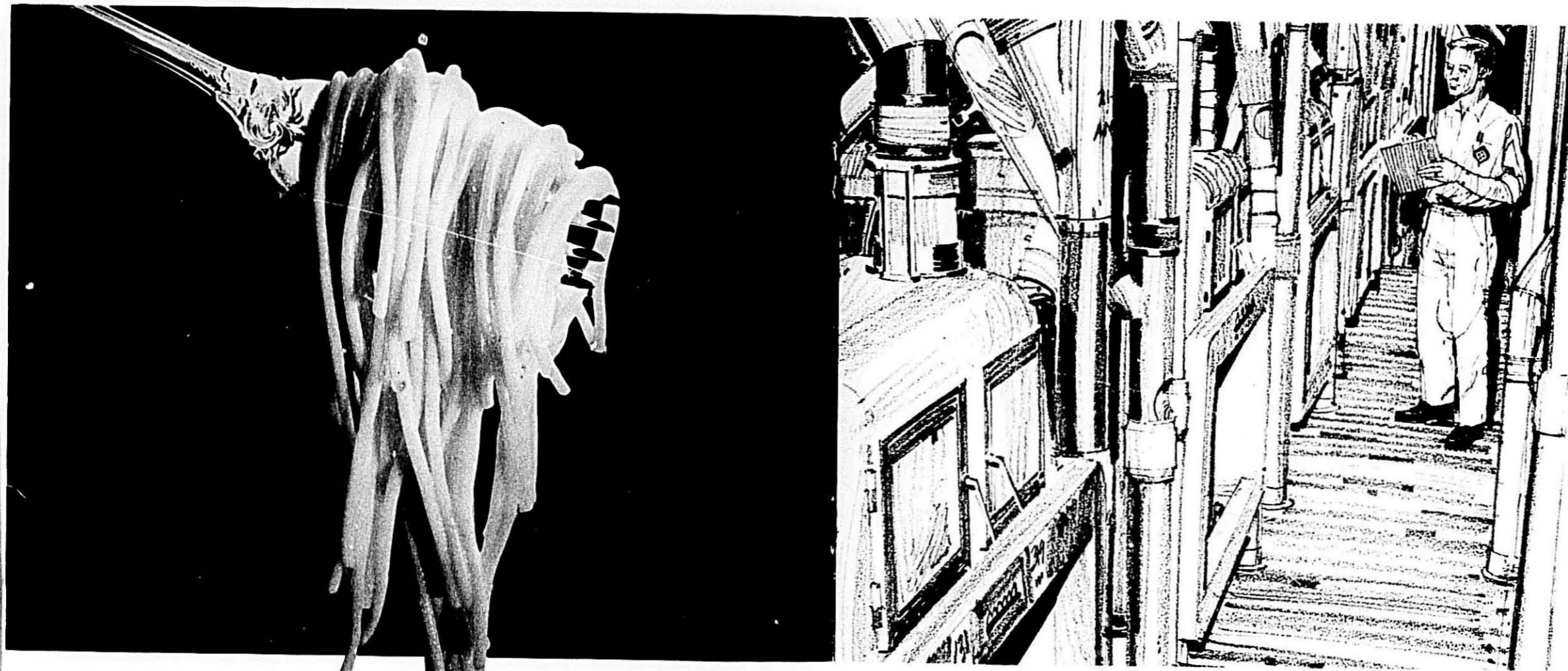
Robert C. Hackett is president of Trinity Marketing. Everitt H. Whitmarsh is executive vice president and John E. Keane is vice president.



Mexican Macaroni

ADM durum products are milled by "old hands"
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FOOD FOR THOUGHT

E. B. WEISS, a vice president of Doyle, Dayne Bernbach, a New York advertising agency makes bold statements that provoke thinking. Recently at a meeting of wholesalers and food manufacturers at an Independent Grocers Alliance meeting, he drew a bold outline of the future when he said traditional self-service for food would become as archaic as a high school bookkeeper in this computerized age. He also challenged his audience to the concept that food is a bargain.

"You publicize statistics showing the low percentage of income spent here for food, compared with the higher percentages in other countries. This is simply statistical doodling. It does not enhance the integrity of this industry.

"I doubt that intelligent, sophisticated families believe food is a bargain. I strongly doubt that low-income families agree that food is a bargain."

Why should they? he asked, when retailers have doubled their markup since the days self-service began thirty years ago. In this period, he added, manufacturers' allowances have doubled.

"There is a need for food retailing to devise new techniques that will permit profitable operation with a 14 to 16 per cent (markup) on food," he said.

"I can safely predict," he said, "that those who sit on their big fat traditions will ridicule those new low-margin innovations just as established food chains ridiculed the early self-service pioneers."

Here are some of the predictions he made:

Larger Units

1. The era of the small food wholesaler is waning. More large wholesalers as big as the largest today will emerge; there will be more food wholesalers merging.

Wholesalers, he contended, are picking up more of the burden of retailers, and must, of necessity, demand a more powerful capital position, management, and plant, all of which come only with size.

The food wholesaler must lead the technological revolution, including use of the computer, automation, and "instantaneous communications networks. This, too, necessitates size."

2. Independents must now merge faster than corporate chains. Up to now they have only sought to become as large, but now, he said, they must become larger.

3. The computer's capabilities make it imperative that wholesalers must win even more discretionary control over affiliated retailers, tighter enforce-

ment of group policies and management recommendations.

4. Wholesalers will operate more retail stores as owners. It is an inevitable step from store control to ownership.

Institutional Market

5. Not only will wholesalers aim at the institutional market and have a separate organization to develop volume in this market, they will also put some of their retail accounts into this market.

Unions and Farmers Into Retailing

Mr. Weiss posed the question of what wholesalers will do when unions and farmers move into food retailing.

"Several trade unions now operate drug stores," he stated. Moreover drugs and health care are becoming fringe benefits. Will food become a fringe benefit?

"The farmer is apparently poised for a move into food retailing. Food is to be processed on the farm, packaged on the farm, moved into consumption through farmer-owned stores.

"The farmer will prefer the volunaries to the corporate chain. You may wind up with the farmer as a franchised associate. And maybe labor unions, too."

Wholesalers Into Manufacturing

6. Wholesalers are moving into manufacturing. "I have heard," he said, "that five food wholesalers have been planning a cooperatively-owned manufacturing company."

A single corporate structure that will embrace manufacturing, wholesaling, and retailing—this is the newest diversification trend and "it will be the next wave of corporate giantism."

Controlled Brands

He prophesied that one-third to one-half of total food volume will be in controlled brands; that private label quality and price lines will move up; packaging will improve, and chains will sharply reduce the number of private label names.

Telephone-Catalog Shopping

An increase in telephone - catalog shopping for food will come as women continue to look upon food shopping as a chore and as working women have less time and desire to shop.

This, in turn, may lead to a new type of electronic telephone-order warehouse food store, he said. It will deliver and offer credit. And it may emerge as a new low-margin type of retailing.

There are several now existing, he pointed out.

Specialty Comeback

The specialty store is staging a comeback, in such areas as the gourmet shop and the bantam store. Food chains will now include a variety of store types from giant discount units to warehouse stores and full-service, carriage-trade outlets. Locations, too, will become more diversified.

Merchandising by giveaway is slowing down, he said. Trading stamps will continue to decline and games will level off.

Food chains, he told wholesalers, which originally catered to lower-income groups must adjust to the higher-income and more sophisticated shopper.

"Mass retailing," he continued, "originally was concerned exclusively with price. Now, it must learn how to merchandise both price and sophisticated taste. Don't underrate this fundamental change."

Figures For Sale

He cited a by-product of computerized information—the product movement index—based on weekly figures of shipments of branded goods from warehouses to 1,300 stores, being sold by Kroger to grocery manufacturers.

This by-product of a computerized inventory system is being sold at \$150 a week for each product group.

New Chain Concept

Mr. Weiss visualized new dimensions to the chain concept and cited Elm Farm Foods, Boston, which operates leased departments in a supermarket owned by Liberty Markets. This is not a merger, he said, but simply a pooling of talents, with each specializing in particular areas.

Along the same lines, Grand Union leases supermarkets in three Grand-Way department stores to Winn-Dixie stores. Arrangements for a Ben Franklin variety department in a Grand Union store also have been made; and Ben Franklin, he believed, is working with an IGA division in Canada.

Mr. Weiss called attention to what he termed "scrambled food distribution," as food stores move into drug store lines, but out drug units, and to one IGA wholesaler opening drug units to be operated by local druggists in cooperation with a large drug wholesaler.

"Have you over-stayed some of the original concepts of the founding fathers?" he asked. "Will wholly-owned drug subsidiaries become more common among food wholesalers?"

Braibanti

ZAMBONI

A Proposed Program for Macaroni Products Promotion

by Beverly G. Anderson, Program Director
Sponsored by North Dakota State Wheat Commission,
National Macaroni Institute, Durum Wheat Institute.

I. DIMENSIONS OF THE MARKET

The food service industry ranks fourth in size among all industries in the United States and its steady growth continues. Since 1930 the annual volume has increased five times. For the past five years the growth rate has been from three per cent to three and one-half per cent every year. Dollar volume in meal sales for 1964 was \$19,364,000,000. Estimates now run as high as \$25 billion.

Approximately 132 million meals are served every day by the food service industry; 70 million of these meals are eaten in restaurants. Twenty-five per cent of all food consumed in the United States is eaten away from home. One out of every four meals eaten in the United States is prepared by commercial food service operator. In metropolitan areas the average is one meal out of three. A vast and growing market, indeed.

"Eating out" is on the increase, meaning continual expansion and an opportunity for greater sales to the food service industry. Since the restaurant is selling perishable products, competition is keen. But by the same token the restaurateur is responsive to innovations and ideas which will increase his sales and bring repeat business to his establishment. The fact that almost the entire production of prime beef goes to the restaurant industry illustrates the point: The restaurant operator will buy quality products when he realizes the advantages of doing so.

The rise in the number of apartment dwellers, in urban living, in population, the decline in domestic service and the growing number of women working—all are factors which send customers to restaurants. Improved service, better food and more pleasant attractive surroundings also lead more persons to eat away from home with greater frequency.

In addition to 214,738 restaurants and cafeterias there were nearly 350,000 other establishments in the food service industry in 1964 (statistics cited are from "The Volume Feeding Market—an Analysis"):

Public Restaurants, Cafeterias, etc.	214,738
Taverns serving meals	66,000
Drug stores, department stores	56,500
Grade Schools & High Schools	70,000
Colleges and Universities	1,900



Beverly G. Anderson

Hospitals, Institutions	11,545
Armed Forces (U. S. only) ...	2,345
Clubs (all types serving food)	25,000
Employee Feeding (Factories, etc.)	8,000
Hotels serving meals	15,000
Motels serving meals	4,100
Transportation, caterers, religious institutions	42,275
U.S.O., Salvation Army, etc. .	52,000

Food, the merchandise of the restaurant, has assumed a place in our national economy second to no other item. Nothing but good can result from a program to increase sales in the hotel-restaurant-institutional area. While the food service industry growth has been remarkable, macaroni sales to the industry have not kept pace.

It is our hope through the Hotel-Restaurant-Institutional program jointly sponsored by producers, processors and end-product manufacturers, that 100 per cent durum products will equal or exceed the rate of food service industry growth. Increased product use should in turn lead to greater acceptance of macaroni products at home since the restaurant area has time and again proved itself a "sampling" market. What people learn to like in restaurants they eat at home.

Restrictions of budget and time may prevent the enactment of all of the

proposals in this tentative program, but there are many opportunities which can be listed for consideration.

II. APPROACH TO THE MARKET

A. Personal Representation:

Personal representation, demonstrations and displays could be of great value in acquainting the following groups with the merits of 100 per cent durum products, the importance of proper preparation, and new ideas for using the macaroni foods in quantity food operation:

1. Hotel, motel and restaurant conventions and trade shows.
2. Hospital administrator's and dietitian's conferences.
3. Training programs held for hospital kitchen supervisors.
4. Meetings of American School Food Service Association.
5. Statewide training meetings for school lunchroom supervisors and cooks.
6. Colleges and Institutes training food service personnel.
7. Trade schools and government programs involved in training men and women for food service jobs.

B. Editorial Service:




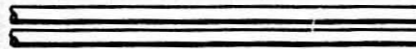


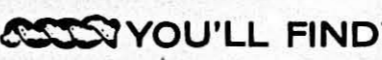
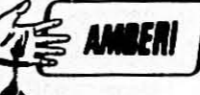


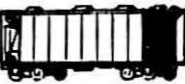




Large quantity recipes, stories and pictures could be designed for the media serving the restaurant field and released on schedules determined by optimum use of such materials. The influential press serving the H.R.I. field is read with great interest. It includes:

- Hospital Management
- Hospital Forum
- Hospital Progress
- Hospital Purchasing File
- Hospitals
- Hospital and School Feeding
- Hospital Topics
- Institutions Magazine
- Journal of American Dietetic Association
- Mental Hospitals
- The Modern Hospital
- Nursing Home Administrator
- N. H. A. Buying Guide
- Professional Nursing Home
- Restaurant Equipment Dealer
- Southern Hospitals
- Volume Feeding Management
- American Hotel Journal
- Caterer and Hotel Proprietors Gazette
- Catering
- Club Executive

(Continued on page 30)

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 OUR UNIQUE AFFILIATIONS IN THE DURUM WHEAT GROWING AREA,  WE CAN SUPPLY  THE FINEST DURUM  WHEAT PRODUCTS AVAILABLE. AND WE SHIP EVERY ORDER  AT THE TIME  PROMISED. BE SURE... SPECIFY 



AMBER MILLING DIVISION

FARMERS UNION GRAIN TERMINAL ASSOCIATION
Mills at Rush City, Minn.—General Offices: St. Paul 1, Minn.

TELEPHONE: MIDWAY 6-9433

H-R-I Program—

(Continued from page 28)

Club Management
Club Operations
Hospitality
Hotel Bulletin
Hotel Gazette
Hotel Management Review
Hotel and Restaurant News
Innkeeping
Pacific Northwest Hotel News
Resort Management
Food Service Magazine
Inplant Food Management
The Nation's Schools
Product Information for Schools
Restaurants and Institutions
School Management
College and University Business
Modern Schools
N.E.A. Journal
The School Official's Buying Guide

C. The Education Route:

1. The Opportunity: In addition to the present owner, management personnel and restaurant employees, the persons training for the food service industry represent a primary target. While there is educational resistance to outright promotion, students and trainees may be reached indirectly through genuinely helpful teaching. If the future owners, managers and supervisory personnel of the industry are acquainted with the merits of macaroni products and are familiar with proper cooking and serving techniques, then the preference for 100 per cent durum products will be established as a standard. To illustrate the educational opportunity:
 - a. In 1961 there were 226 schools training personnel for the food service industry.
 - b. In 1964 there were 6,959 persons being trained in 187 programs under the Manpower Development Act.
 - c. The Office of Economic Opportunity has five job corp centers in operation where persons are being trained for positions in the food service industry. Figures are not available as to the number presently being trained in these camps but estimates run from 400 to 600 persons.
 - d. The National Vocational Education Acts provide funds to the States and Territories on a matching basis. Through these vocational programs 23,516 persons were trained for the food service industry in 1962 (the last year for which statistics were compiled).
 - e. Distributive education is a program of vocational instruction in merchandising and marketing. In

the past, these programs have been limited by legislation to employed persons. The Vocational Education Act of 1963 changed this requirement. The 1963 figures relate to employed persons. At this time 30,332 persons employed in eating places were enrolled in distributive education courses. Most enrollees were adults.

- f. Additional training programs are being operated through the Y.M.C.A., Y.W.C.A. and various youth group centers around the country.

2. The Materials Themselves: All materials used in the H.R.I. program must be prepared to meet the challenge of the differences in educational level, verbal skills and language comprehension of the persons employed in the food service industry. Such materials, designed to combine the best elements of education and promotion, could be expected to:

- a. Stimulate increase in use of durum-based macaroni products in quantity food service by stressing:

- 1) Basic economies of 100 per cent durum products.
- 2) Popularity and general acceptance.
- 3) Product values in extending more expensive foods.
- 4) Longer serving life of 100 per cent durum products.
- 5) Appetizing color of a durum wheat pasta.
- 6) Excellent texture of properly cooked product.
- 7) Flavor advantages when durum is used.
- 8) Superior digestibility and satiety values of durum products.
- 9) Product's value as a low-cost side dish.
- 10) Variety of available sizes and shapes.
- 11) Versatility due to interchangeability of product forms.
- 12) Variety of finished dishes and wide latitude of macaroni foods to fit any meal or type of service as appetizers, entrees, side dishes or desserts.

- b. Offer product information on the merits of 100 per cent durum versus non-durum products.

- 1) What "100 per cent Durum Semolina" or "Semolina" means.
- 2) How to judge quality in raw product.
- 3) How a good product looks and tastes after cooking and handling. (Standards of quality)

- 4) Nutritional advantages.

- 5) Calorie counting information. (Attempt to change image as a "fattening food")

- c. Present proper preparation procedures, the ease and simplicity with which the product can be used by all types of food service operations:

- 1) Use of rapidly boiling water.
- 2) Slow addition of the product.
- 3) No cover.
- 4) Specific proportions of water-salt-product.
- 5) Stated quantities of raw product, per serving of prepared product.
- 6) Cooking time information for various products.
- 7) Use of oil or fat to prevent sticking during and after cooking period.
- 8) Procedures for holding cooked product on steam tables.
- 9) Procedures for holding cooked product overnight.
- 10) Freezing procedures and precautions.
- 11) Use of polyethylene packaging.
- 12) Mention of additives.
- 13) Procedures for deep-fat frying of noodles.

- d. To illustrate the versatility of the product in menu planning and give viewers incentive to practice what has been learned:

- 1) Photographs of prepared entrees, appetizers, soups, salads and desserts prepared with durum products.
- 2) Low-calorie menus built around macaroni entrees.

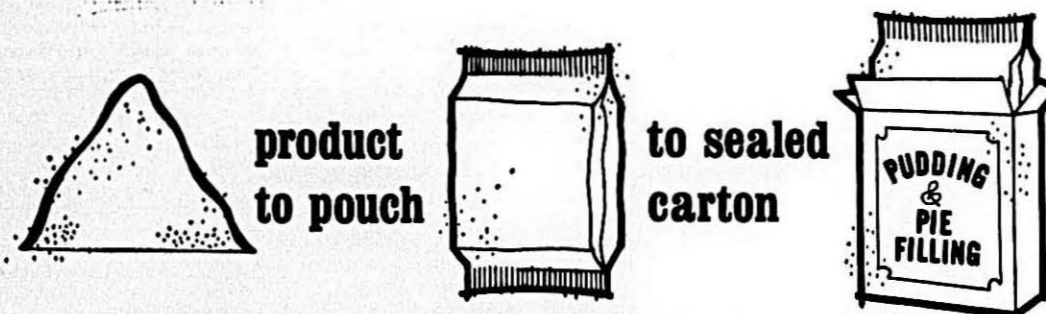
3. Specific Tools:

- a. Movie: 8 to 12 minutes in length, full color and sound. Designed to reach management level in any type of food service operation and to present itself as a tool by which employees can be instructed in basic product information. The movie will cover the story of the product, purchasing procedures, illustrations of the product's versatility and new ideas for use.

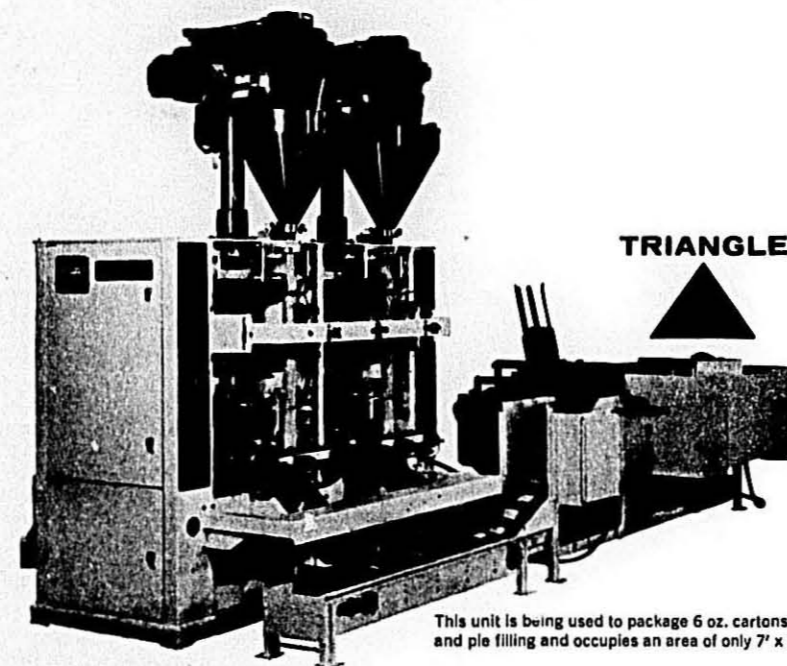
- b. Filmstrip: A simple, step-by-step presentation of the "how to" procedures in preparation of the macaroni products. The filmstrip would be designed to supplement the movie and would be titled, captioned, etc. in both Spanish and English. The large number of Cuban and Puerto Rican food service workers who do not speak English make this almost mandatory.

(Continued on page 32)

THE MACARONI JOURNAL



at 120 per minute



This unit is being used to package 6 oz. cartons of pudding and pie filling and occupies an area of only 7' x 20'.

■ Here is a new concept in packaging for any product now using a lined carton, pouch, or envelope in a carton. It is a marriage of two highly production proven units—the Triangle Bag Machine and the Clybourn continuous motion cartoner.

This Bag 'n Box unit handles up to king size cartons, inserting one, two, or even more pouches. Yet, the unit is so simple, changeover can be made

in less than 30 minutes. The low cost is equally surprising for any one of the machine combinations available for various products at production rates of 50 to 300 per minute.

The Bag 'n Box packager is an exclusive development of Triangle and Clybourn Machine Corporation. To obtain further information about this spacesaving, moneysaving machine, write to:

TRIANGLE PACKAGE MACHINERY COMPANY
6654 West Diversey Avenue • Chicago, Illinois 60635 • Telephone (312) 889-0200

H-R-I Program—

(Continued from page 32)

c. Brochures:

- 1) To accompany the film. They will "put in print" the basic lessons of the film and film-strip and supply recipes for featured dishes. Suggestions for varying the recipes, nutritional information and serving suggestions will also be included.
- 2) Future brochures: Aimed at a specific segment of the market—school lunch, hospital, homes for aged, etc.

d. Posters: Presenting a picture story of proper cooking-serving procedures. Useable on school bulletin boards or in food preparation centers.

D. Direct Mail:

The mailing of recipe cards featuring durum products would also serve the interests of those sponsoring the H.R.I. program. Food service operators have stated their preference for quantity recipe cards, faced with photographs (preferably in color) of the dish as it would appear when served. The cards would be mailed to persons responsible for planning the menus in restaurants, schools, hospitals and other institutions preparing food in large quantities.

E. Special Contests and Promotional Projects:

From time to time, opportunities occur that might lead to H.R.I. program sponsorship, or participation in, contests or special promotions. Such projects might well be tied-in with National Macaroni Week or the durum harvest.

1. Recipe contests: The ideas submitted by the entrants associated with the food service industry might serve as a source of recipes to be further developed in our test kitchens, used in editorial service, direct mailing service, or consolidated into a booklet similar to "Economic Gourmet Entrees."

The publicity attendant on such a contest and the publicity given the contest winners would serve to make the public more conscious of the 100 per cent durum macaroni products.

2. "Chef-of-the-Month" award featuring a famous dining room. The chef would recommend his favorite recipe made with a macaroni product. With a picture of the chef, of the dining room and of his culinary creations used, he would gain prestige along with his dining room. The results: Upgrading the macaroni product image.

3. A brochure of money-raising menus for local organizations to use in fund-raising programs. For example: An Italian dinner for a church supper, a German dinner featuring

sauerbrauten and noodles, a Chinese dinner with fried noodles, etc. Recipes could be worked out with menus and detail on food preparation, cooking schedules, table settings, decorating, etc.

III. HOTEL-RESTAURANT-INSTITUTIONAL PROGRAM SERVICES

A. On a continuing basis:

1. Recipe development to serve:

- a. Small restaurants and restaurant chains. In addition to the recipe itself, menu suggestions with appetizing descriptions of each dish (for possible use by the restaurateur on his menu), weight watcher dishes and calorie-counter menu suggestions featuring pastas.

- b. Mass feeding operations such as: Prisons, military establishments, vending machine companies, transportation food operations, factory and university cafeterias. In addition to the recipe itself, information relative to the cost per serving, preparation time required, nutrients supplied, possible ways of varying the recipe and menu suggestions could be provided.

- c. Schools receiving government donated foods: Recipes developed to combine donated foods with macaroni products. Simple enough to appeal to the cooks and to gain ready acceptance from the youngsters of various ethnic backgrounds and from various parts of the country.

d. Institutions:

- 1) Hospitals: Prepare recipes and menu suggestions for:
 - Soft diets
 - Semi-soft diets
 - Bland diets
 - Progressive series diets (liquid to regular)
 - Diabetic diets
 - Calorie restricted diets
 - Fat restricted diets
 - Calcium restricted diets
 - Protein - potassium restricted diets
 - Sodium restricted diets
 - Gluten-gliadin restricted diets
 - Purine restricted diets
 - Dry diets
 - Kosher diets
 - Pediatric diets
 - Phenylalanine restricted diets
 - Galactose-free diets

- 2) Homes for the aged: A growing market since projections of population growth indicate that by 1980 there will be 24 million people 65 years of age or older.

- 3) Orphanages: Again—there is a constant increase in our national birthrate with a proportionate increase in the number of youngsters who are "un-adoptable." Those children who are not in foster homes are in boarding schools or orphanages and remain there until they are 17 years of age. Recipes for these institutions would be planned to have special appeal to children with emphasis on nutritional values at low cost.

- 4) Religious institutions and the Salvation Army prepare and serve a good deal of food to members of their various groups as well as to school children, indigents, and other segments of society. Recipes for these groups would stress ease of preparation and would cater to dietary laws of the various religions.

B. On a Special Project of Occasional Basis:

1. School Lunch:

- a. Continue attempt to secure acceptance of durum wheat products (supplemented with a small amount of complete protein food) as meeting the requirements for Type A School Lunch.

- b. Prepare demonstrations to be given at training sessions for school lunch cooks. Most states have training sessions for the women who do the cooking in schools. Macaroni products would be used in combination with the government donated foods and seasonal foods in surplus supply.

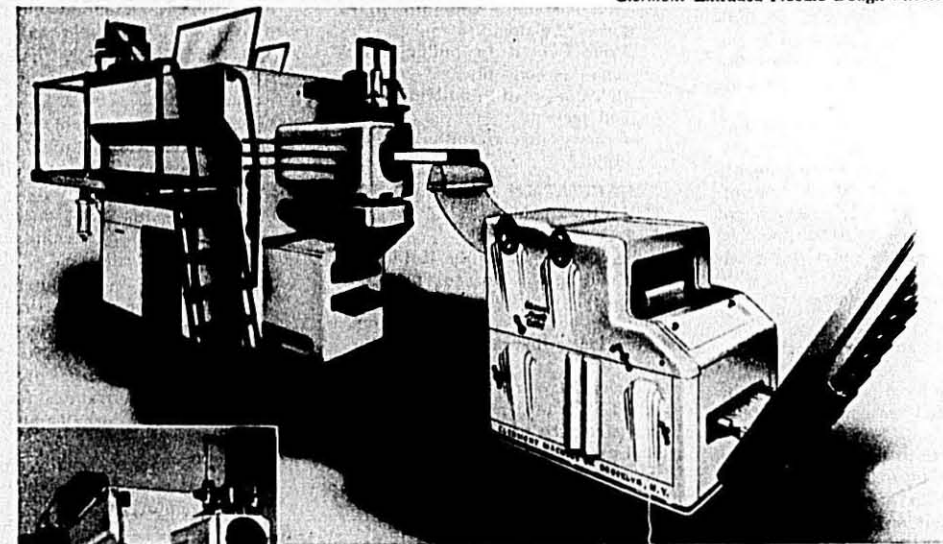
IV. BASIC CONCEPTS OF PRODUCT PRESENTATION

Much of the public remains unaware of the quality attributes of durum wheat products. In fact, many do not know that macaroni foods are products of wheat. There is no reason to believe that the restaurant industry is better informed. The H.R.I. program will present durum facts to food purchasers and specialists in the field. The facts and advantages include:

1. Popularity and ready acceptance by:
 - persons of all ages
 - persons of diverse ethnic backgrounds
 - people from all income groups
- (Continued on page 34)

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

Clermont Extruded Noodle Dough Sheeter VMP-3



VMP-3 with short cut attach-

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

FOR THE SUPERIOR IN NOODLE MACHINES

IT'S ALL WAYS *Clermont!*

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

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

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

Clermont Machine Company Inc.

266-276 Wallabout Street,
Brooklyn 6, New York, N.Y., U.S.A.
Telephone—EVERgreen 7-7540

H-R-I Program—

(Continued from page 32)

2. Cost advantage:

—Low initial cost of quality products. The 100 per cent durum product increases cost of individual serving only slightly, but pays dividends in a superior dish with better cooking - keeping qualities.

—As an extender when used with expensive protein foods.

—Little waste as it can be quickly cooked to order. When it is prepared ahead only the amount immediately required need be utilized and the remaining product can be served in a wide variety of other ways.

3. Versatility:

—Available in over 170 different shapes.

—Variable by simply changing the sauces and seasonings used with it.

—Amenable to cooking in quantity and holding for use as needed.

—Useable in a variety of ways within our meal patterns: As an ingredient in:

Appetizers
Casseroles
Side dishes
Soups
Salads
Desserts

—Freezable when in combination with sauces.

4. Convenience:

—Always ready for immediate use.

—Easily prepared.

5. Cooking Advantages:

—Short preparation time. All products cook in less than 15 minutes.

—100 per cent durum products hold their shape.

—Do not require rinsing and extra handling.

6. Storage:

—Not perishable

—Compact

—Not fragile.

7. Flavor:

—Nutty, wheaty taste in themselves.

—Bland carriers of other flavors.

8. Nutritional Advantages:

The durum wheat products are nutritious in themselves and doubly so when combined with other natural flavor-mates. They contain varying amounts of:

—Thiamine, or Vitamin B1—essential to growth, good appetite, healthy nerves and as an aid in digestion of food.

—Riboflavin, another B vitamin—essential for growth, clear skin and good vision.

—Niacin, a third member of B-Complex family—essential for utilization of protein by the body, clear skin, good digestion and a healthy nervous system.

—Iron—combines with protein to form hemoglobin.

—Protein—used in building and repair of body tissues.

—Calcium—used in building bones and teeth.

—Calories—for warmth and energy.

V. ORGANIZATION REQUIRED FOR THE PROGRAM

A. Test Kitchen:

To prepare recipes for the H.R.I. program, it will be necessary to maintain a testing facility for recipe development. It would be advisable to install equipment similar to that used in the industry.

B. A Specialist:

The addition of a person to the test kitchen staff who has the actual institutional experience would facilitate the testing of the recipes and of the other information which would be distributed on a continuing basis.

C. A Library Facility:

The latest texts, references and cookbooks designed for work with foods in quantity would be necessary additions to the Institute Library.

D. Clerical Needs:

A cross-reference file on the resource materials applicable to our program should be established. This would facilitate staying abreast of new developments in the industry and with the techniques being used in the marketing of related products.

E. Mailing Lists:

Lists of publications to be contacted with each type of release, noting frequency of publication, deadline dates and pertinent information to facilitate the utilization of the educational materials we prepare.

F. Photographic Service:

Photography should possibly be done on a realistic institutional basis: For example:

1. For school lunch releases the food should be photographed on school lunch trays, with typical culinary equipment.

2. For hospital releases—photographs on hospital serving trays.

3. For materials aimed at the restaurateur, photographs should be of a complete place-setting with the plate filled as it would be when serving macaroni products in an eating establishment.

VI. EXPECTED RESULTS

An increase in the use of 100 per cent durum products in the hotel-restaurant-institutional market may be anticipated. The program would:

1. Teach the proper preparation of the product, thus making it more palatable and appealing to the general public, creating greater customer satisfaction and encouraging repeat restaurant business.

2. Provide recipes of merit that stimulate greater use of the macaroni foods in all areas of the food service industry.

3. Supply menu ideas which would provoke domestic imitation—stimulating the consumer as well as the restaurant market.

4. Change the image of macaroni products either as fattening foods or "poor folk" foods.

5. Place emphasis on the nutritional aspects of the product particularly in the school lunch program and hospital food service areas.

6. Promote use of macaroni products as economical substitutes for (or alternate choices for) rice and potatoes on the menus.

7. Enlarge the market by developing new ways to use the products in American eating patterns.

Literature Available

"Economic Gourmet Entrees," produced by the Durum Growers Association, Durum Wheat Institute and National Macaroni Institute in cooperation with the National Restaurant Association, is a cross-country selection of twenty-five outstanding recipes from famous eating places.

The booklet can be opened to the recipe desired; aligned with holes at the top of the page and fastened with a paper clip, it can be hung on a hook or used on the counter. It has columns for ingredients, weight, measure or count and method. In addition, there is space for notes on "adjustment to your needs" and "your cost." Of real help to the restaurateur are "Tips from the Notebook of Experience."

Compiled by Alberta M. MacFarlane, Food Consultant, Chicago, the booklet retails for one dollar, is available in quantities at fifty cents each.

Place your order with the Durum Wheat Institute, 309 W. Jackson Blvd., Chicago, Ill. 60606.

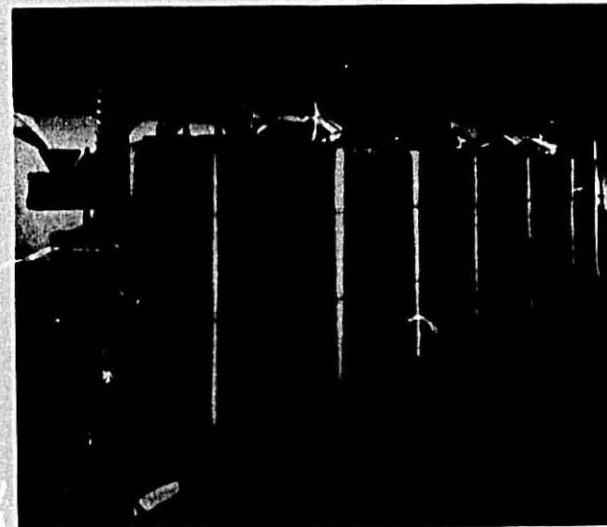
Reprint Offered

"Macaroni Money-Makers on Your Menu" is a reprint from the Macaroni Journal. It carries the script for the National Restaurant Association Demonstration Clinic by the Durum Wheat Institute presented to delegates at the Restaurant Show last year. It is available in limited quantities for the asking from the National Macaroni Institute, P.O. Box 336, Palatine, Ill. 60067.

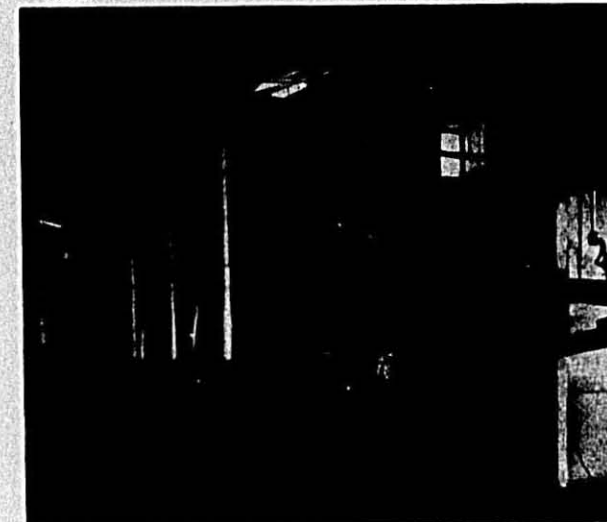
THE MACARONI JOURNAL

ASEECO'S AUTOMATED

CUT GOODS STORAGE and DELIVERY SYSTEM



From Finish Dryer to the Storage Bins continuously around the clock.



The System delivers to three packaging lines from three different Bins, simultaneously (automatically on demand).

Complete Engineering, design and layout service

Plus installation service.

Contact our main office for information.

Call or write:

Closes the GAP between Dryers and Packaging!

Do you still fill portable bins?

Get overfilling and breakage?

Waste valuable floor space?

Push around bins trying to find the right one?

Use Fresh product ahead of old?

Lose time at packaging waiting for bins?

Depend on the "human element" with its normal errors and Costs?

YES!

Eliminate all these outmoded methods. Eliminate these bottle-necks with:

ASEECO CUT GOODS STORAGE & DELIVERY SYSTEM

Receives from 1 to 3 dryers simultaneously into any pre-selected bin!

Special Spiral Chutes prevent breakage.

Discharges from any pre-selected bin into any number of packaging machines at the same time.

Storage bins of a size and capacity to meet the individual plants requirements.

Designed to fit the physical limits of YOUR plant.

FULLY AUTOMATICALLY CONTROLLED

ASEECO Systems are tried and proved.

Clear up the congestion on your floor.

Let us show you how an ASEECO system will fit into your plant.

There is no obligation!



1830 W. OLYMPIC BLVD. TEL. 213 DU 5-9091
LOS ANGELES, CALIF. 90006



George N. Kahn

SMOOTH SELLING®

by George N. Kahn

THE UNEXPECTED LETTER

This is No. 17 of 24 sales training articles.

ED Arlen and his wife, Helen, spent a pleasant week-end at the home of friends in Connecticut. On their return, Helen dashed off a warm note to their hosts, thanking them for their hospitality, and telling them how much they enjoyed the visit.

Ed, an electronic equipment salesman, read the letter, nodded his approval, and was about to turn back to his newspaper when a thought struck him. Helen's message was a thoughtful gesture and one which their hosts would no doubt appreciate. Perhaps they would be invited back sometime. "Maybe," Ed mused, "there is a lesson here for me in my business. I should maintain contact with my customers after the interview."

The next week Ed began a regular practice of correspondence with his customers, particularly after getting an order. Sometimes it was just a brief thank-you note; other times, a full-length letter. The idea was a good one. Sales picked up, and his relationship with customers became closer. The latter appreciated the letters.

Thirty Minutes a Day

Many salesmen believe that their relationship with the buyer ends with the order or the interview. Actually, it's only the start. If you want the initial contact to grow and develop, you must do something about it. Between-call activity is important in raising earnings.

You should allocate at least thirty minutes a day to writing letters to your customers. I don't mean normal business correspondence but friendly informal notes. Tell them how much you enjoyed their courtesy on your recent call. Let them know you look forward to seeing them again.

Send the letters whether you are home or on the road. If you're traveling, the public stenographer at your hotel can handle the matter for you. Or you might mail your handwritten copy to your home office and let them take care of it. Whatever the inconvenience or expense, it's worth it.

Some salesmen carry around a small dictaphone for just this purpose. They now manufacture tape recorders the size of a pack of cigarettes.

Another means of winning the loyalty of customers is the information letter. This type of missive employs the same friendly, chatty tone as the aforementioned letter, but it also contains facts or data useful to the buyer. It may be something you read in the paper or picked up from industry sources. It could be good news or bad, but it is of interest to your customer.

One salesman, Joe Finley, writes a news letter to his customers. This is the kind of service for which they would have to pay a professional organization. Joe doesn't have the time for individual communications, but his mimeographed copies are greatly appreciated—and anticipated.

Said Joe: "This takes time, and I even have to get some help from our office staff, but it's more than worth it. My customers tell me how much they look forward to these letters. They show their appreciation in other ways, too. My sales have almost doubled since I started this service."

Joe must resort to multiple copies, but try to avoid form letters if you can. Nothing can quite replace an individual message. Think how you treat the form letters you receive.

Tips For the Buyer

You can also be helpful to the buyer by giving him suggestions and ideas for the improvement of his business or welfare. If you are a service salesman, for example, you might make a regular analysis of a customer's position and

send it to him. This will enable him to make any needed adjustments in his investment or insurance program.

Or suppose you work with retail dealers. You might spot bright merchandising ideas in another town and pass along the tip to your customers. You might see an unusual display of wading pools in Grand Rapids and send the information (perhaps with a snapshot) to your customer in Terre Haute.

At times, the correspondence can be purely personal. A buyer has told you he likes a certain kind of cigar he finds difficult to get these days. A few days later you discover the brand in another town. You send him a box of the cigars along with a note telling him where he can buy them regularly.

A friend of mine, Ernie Shires, was once in a casual discussion with a customer about colleges. It seems the buyer was looking for a good small college for his son. About a month later, Ernie was in an Ohio community which had a small college. He took an afternoon off and went out and investigated the school. He looked into its scholastic standing, facilities, tuition, extra-curricular activities and living accommodations.

Ernie concluded that it was an ideal place for his customer's boy and promptly wrote the father a letter about it. The son did matriculate at the college and was delighted with it. The customer was grateful beyond words. In fact, he chose action instead of words to express his gratitude. He began buying exclusively from Ernie. In addition, word of Ernie's thoughtfulness got around, and he was soon a favorite throughout his territory. The cost of all this was three hours of his time.

The letter answers the question of what you can do for the customer.

Prospecting by Mail

A five-cent stamp could get you a \$50,000 customer. Prospecting is a vital (Continued on page 38)



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The Unexpected Letter—

(Continued from page 36)

job for a salesman and a demanding one. A workable shortcut is worth thinking about.

This could be an "ice breaker" letter to a prospect before your call. Make the note short and cordial. I've used this approach many times and always found that it smoothed the way for me. In most cases the buyer thanked me for the notice of my arrival. It gave him a chance to make room for me on his schedule. A letter, or even a postcard, inevitably gives a salesman a leg up into what is usually a tough situation—a cold call.

Polish Your Style

Good letter writing is an art. The more you write them, the more your style will improve. Strive for personal words like "you," "I," and "we." Avoid, if you can, the stilted type of business letter. Be relaxed and informal. Keep your sentence and paragraphs short. Get to the point quickly without side-tracking. Shun flowery or elegant phrases. Write in an easy, conversational style.

If your handwriting is hard to decipher (and that is true of a lot of us), make sure your letters are typed. A portable typewriter is a handy piece of baggage on a sales trip.

There are a number of books on letter writing that will help you. You might also study the letters of fellow-salesmen with reputations for turning out good ones. There are some who are masters of this art.

You should also keep a file of the first-rate letters you receive. Ask yourself what was good about the letter. What held your interest? Why didn't you throw it away as you did the others? Pay special attention to the opening paragraph. The success or failure of a letter often rests with the leading statement. A letter that begins: "Do you want to triple your battery sales in the next six months?" stands a better chance of being read than one that leads off like this: "If one makes an analysis of battery sales in the years 1950 through 1964, he will find..."

Don't throw a complex mass of figures at the reader, especially at the beginning of the letter. In fact, be sparing of figures throughout the message. A lot of numbers quickly create boredom—and doom for your letter. Some executives won't read more than a three-paragraph letter. So try and boil down what you have to say. Work on this. But out a practice letter and then see how much you can cut out of it and still leave its basic meaning. In short, chop out the dead wood.

Most letters say too much. Even the friendly "thank-you" notes should not ramble on.

Reminder of You

Buyers see a lot of salesmen in the course of a month. Yours is a face that may be quickly forgotten unless you keep reminding the customer of your existence. The fact that you got an order is not a guarantee that it will be repeated on your next call. Your getting the business may have been a bit of luck or the result of circumstance. Don't walk out feeling you have a customer all wrapped up because you closed a deal.

Keep your personality in his mind by frequent communications. Send him letters, reminders, mailing pieces—anything that carries your name and your company's name.

Len Clarke, one of the biggest producers in the petroleum industry, estimates that he writes 300 letters a year to his customers. "I hardly let a day go by without writing at least one," he said. "It's a great help to my sales, and what's more I enjoy doing it."

Some company sales training programs teach proper letter writing. The leader of one of these courses said to me: "Almost any salesman has sense enough to write a Christmas or anniversary card to a customer. A lot of them, however, don't think in terms of regular correspondence to make themselves better known and liked among buyers. We consider this so important that we issue a manual on letter writing and give assignments on it during the sales training program."

He also told me that some trainees exhibit poor grammar and spelling. If that's your trouble, better brush up fast. Poor penmanship may be forgiven but not bad English. A salesman today must be able to speak and write correctly. There are aids to help you overcome this handicap. An English text or grammar book can be bought at any bookstore. Also, a number of schools and colleges offer adult courses in English and composition. A few dollars spent on such training will never be regretted.

Well, we've gone around the track on the subject of letter writing. Do you make customers through your correspondence? Try this quiz and see. A score of seven "yes" answers indicates you are using your epistolary skills to good advantage.

1. Do you usually write a letter of thanks to a customer who has given you an order? —

Yes No

2. Do you often send your customers bits of information they can use? —
3. Are your letters readable in terms of penmanship or type? —
4. Do you practice letter writing to perfect your style? —
5. Are your letters written in a warm, friendly style? —
6. Are they brief and to the point? —
7. Can you say that each of your customers has heard from you by letter at least once in the past three months? —
8. Are you on the lookout for tips or ideas that you might send to your customers? —
9. Do you prospect by mail? —
10. Are your letters paying off? —

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WAY BACK WHEN

40 Years Ago

• The Bureau of Chemistry ruled that "colored" macaroni products would be prohibited under the Federal Food and Drug's Act as of April 1.

• An industry delegation appeared in Washington for tentative definitions and standards for macaroni products. Among the suggestions submitted for consideration: that the use of the words "pastes" or "alimentary pastes" be discontinued in connection with the macaroni and noodle business as detrimental to its best interests; that all macaroni and noodle products be packed properly in a sanitary manner; that the general definition more clearly explain the meaning of the terms "semolina" and "farina"; that the term "farinaceous constituents" be made more clear to include in this classification only wheat.

• Industry Notes: The Crescent Macaroni and Cracker Company of Davenport, Iowa did more than a million dollars worth of business in 1925, an increase of over 20 per cent from the previous year. International Macaroni Moulds Company moved to larger quarters on Third Avenue in Brooklyn. A St. Louis macaroni company collector was robbed of \$430 while looking after business of his company in Minneapolis. The Greater Lynn Women's Club (some 65 strong) inspected the Prince Macaroni manufacturing plant in Boston.

30 Years Ago

• Quality is an asset — cheapness a liability.

• Business was bad, so many problems were discussed at the Mid-Year Conference, including what to do about poor quality products on the market, the extensive use of coloring agents, process tax refunds, slack-filled package regulations, rackets and shake-downs.

• Belt tightening extended to Association services. It was noted that non-supporting manufacturers and allies have been permitted to attend all meetings and conferences and to make use of any knowledge gained from these forums; the Association has been free in giving both information and service to many who should be paying for such services in the form of supporting dues. Directors declared: "We will continue to do our utmost in promoting the general welfare of the macaroni industry in this country, but our primary duty is

to our members, to those whose dues enable us to carry on."

20 Years Ago

• The semolina situation was serious—it looked like dark days and gray macaroni unless the planting of durum wheat was increased. Despite production of more than 32,000,000 bushels and a carryover exceeding 4,000,000 bushels, the increased millgrind for domestic consumption and exports was running supplies short. Durum millers enlisted the support of the Northwest Crop Improvement Association in requesting the U. S. Production and Marketing Administration to establish crop goals of a minimum of 3,000,000 acres for durum.

• A well-attended conference of macaroni manufacturers and suppliers was held at Seaview Country Club, Absecon, New Jersey. On the agenda was a discussion of the durum situation; the consideration of various phases of price ceilings and subsidies by officials from the Office of Price Administration; the durum millers' product promotional program; voluntary efforts of the National Macaroni Institute; descriptive labeling; and a report on slack-filled packaging.

10 Years Ago

• The macaroni industry had had to fight to hold its own in 1955 in the face of raw material problems and increasing competition from imported macaroni and plentiful domestic foods, but manufacturers were optimistic for prospects in 1956.

• The U. S. Chamber of Commerce had prepared a report on "People, Products and Progress—1975." Among their predictions: A variety of nutritious foods at lower cost; less waiting in food centers with electronic eyes computing prices on all items; cities with fewer problems; schools on larger sites with more outdoor work and play areas; faster public transportation; more comfort everywhere.

• There was lots of Lenten advertising for macaroni and cheese. The Kraft Kitchen were advertising five ways to fix macaroni with different cheese combinations. The Carnation Company was promoting a new three-minute way to make smoother cheese sauce to blend in with macaroni combinations. The American Dairy Association advertised "This all-time favorite at its best with plenty of cheese."

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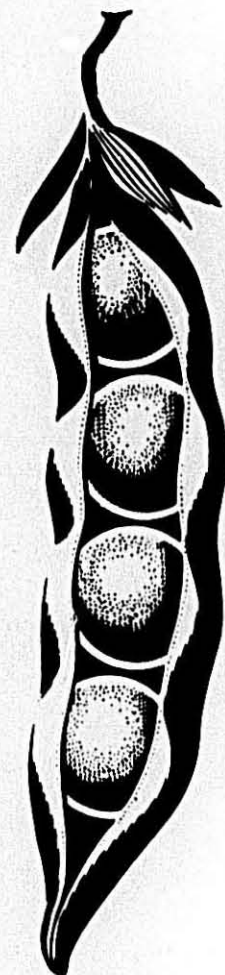
Heinz Hits Highs

Consolidated sales and earnings of H. J. Heinz Company established new record highs during the six-month fiscal period ending in October.

Ore-Ida earned \$336,819 on sales of \$9,722,526, a decline from earnings of \$583,205 on sales of \$9,436,389 during the comparable period last year. Commenting on these results, Mr. H. J. Heinz II said that the earnings drop was principally the result of declining potato and potato product prices in the wake of significant price rises during the summer and of the usual start-up costs involved in opening a new production facility. Ore-Ida which has plants in Ontario, Oregon, and Burley, Idaho, recently opened a major frozen potato processing plant at Greenville, Michigan.

Mr. Heinz said that the company's U. S. tomato pack during the recent harvest season was the biggest in the company's 97-year history, exceeding by more than 13 per cent last year's record pack. He pointed out, however, that prices on some Heinz products, notably tomato and pickle varieties, have been raised slightly to partially offset higher prices that the company paid for its raw products. Increased prices paid contract growers, he said, resulted from a shortage of farm labor, particularly in California and Michigan, after Congress failed to renew legislation permitting entry of foreign farm labor.

THE MACARONI JOURNAL



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