

**THE  
MACARONI  
JOURNAL**

**Volume 47  
No. 11**

**March, 1966**



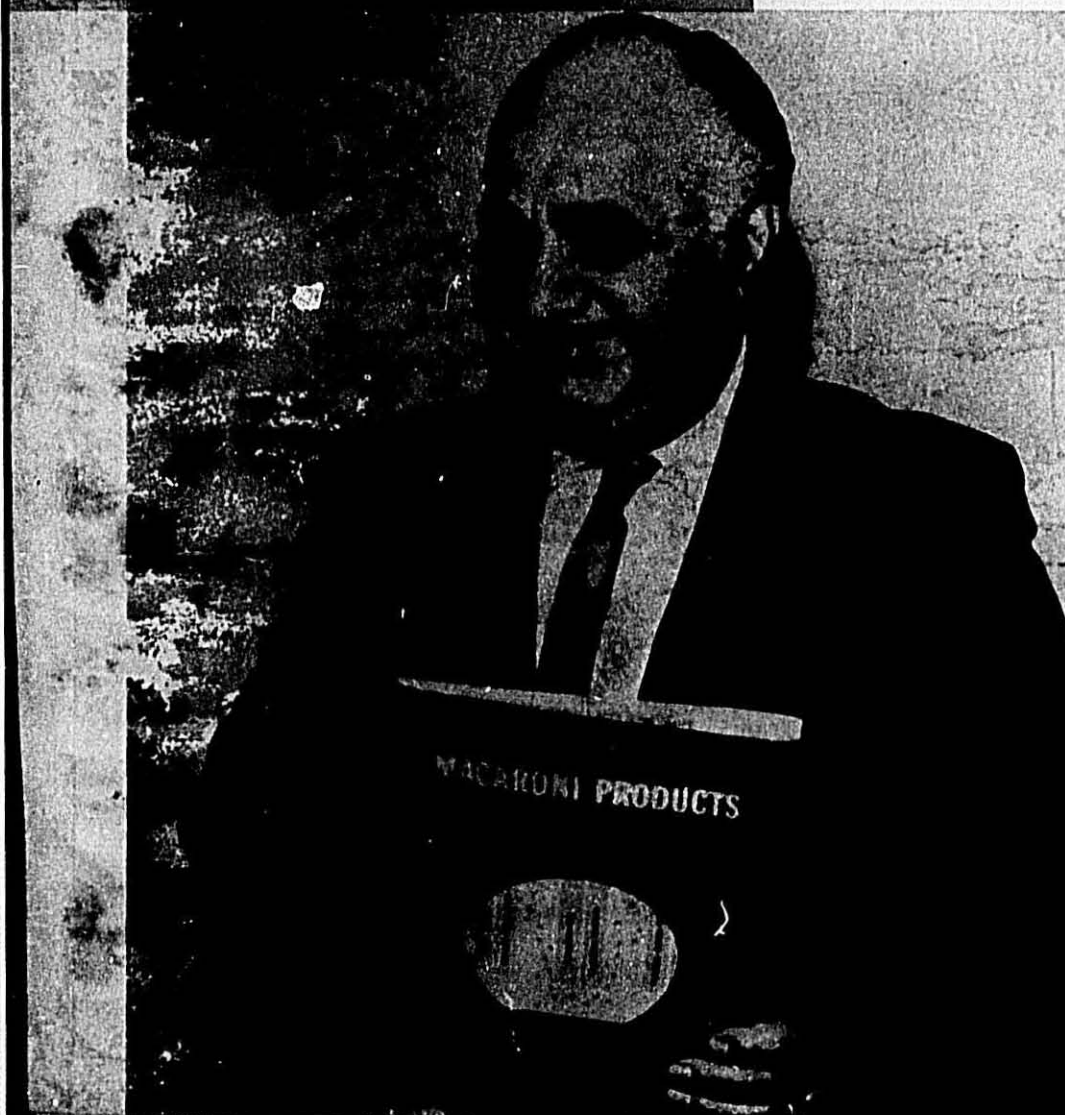
# Macaroni Journal

OFFICIAL PUBLICATION  
OF THE  
NATIONAL  
MACARONI MANUFACTURERS  
ASSOCIATION



**MARCH, 1966**

**Convention Report**





### A LEGEND FOR OUR TIME

He travelled from Bronx to Brooklyn, and then to Manhattan, and then to his back. What with the crowd and the noise, he was very nervous and had an upright—depending on the time of day. He was very nervous and had a gargantuan pack he murmured a prayer for the party, his back near broke. Exuberantly, he murmured a prayer for the party, his case. He tuned up faintly. There he was.

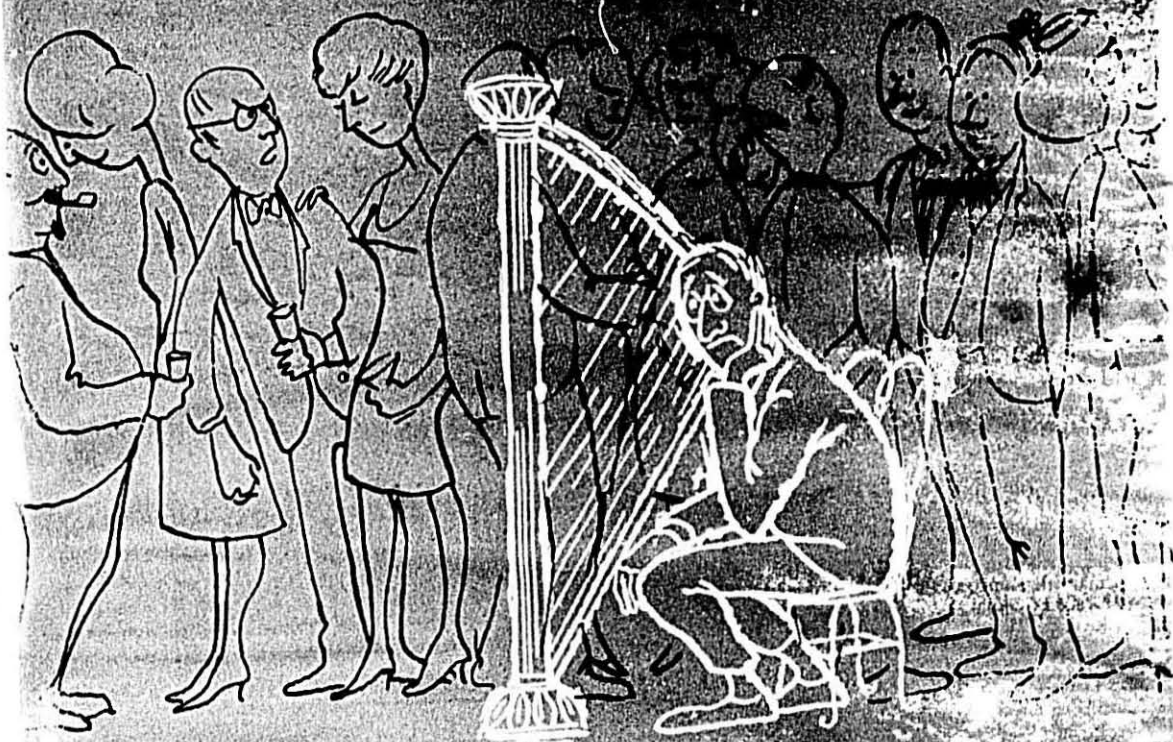
He was still waiting to be asked to play. He was still waiting to be asked to play at 3 a.m. True, they hadn't asked him to play, but he was still waiting to be asked to offer to serve it was a free country.

All the way home in the new town, he was still waiting to be asked to play.

**"I BROUGHT ME HARP TO THE PARTY BUT NOBODY ASKED ME TO PLAY!"**

Moral: If your package is not ready to be opened, it will be opened for you. If you are not ready to be asked to play, you will be asked to play. If you are not ready to be asked to play, you will be asked to play.

**BETTER MERCHANDISING**



**ROSSOTTI LITHOGRAPH COMPANY**  
EXECUTIVE OFFICE: 100 CALIFORNIA STREET, SAN FRANCISCO, CALIFORNIA

# The Macaroni Journal

March  
1966  
Vol. 47  
No. 11

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139 North Ashland Avenue, Palatine, Illinois. Address all correspondence  
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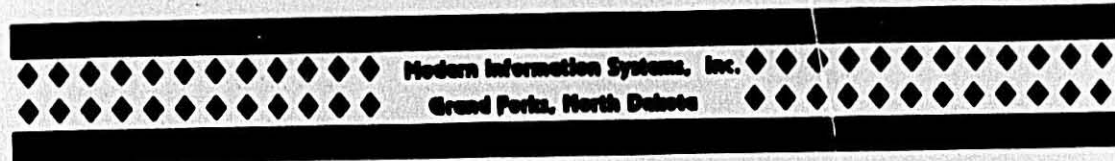
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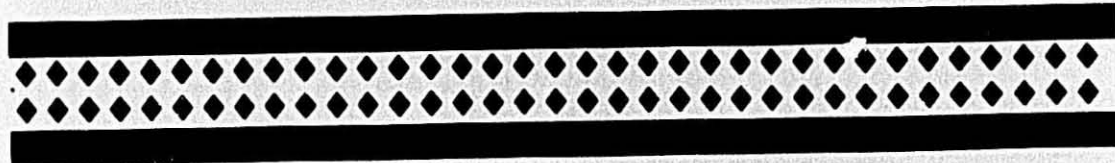
Fred Spadafora of Los Angeles, president of the National Macaroni Manufacturers Association, displays the Merchandising Calendar of the National Macaroni Institute for 1966. This outlines the various monthly themes for publicity and related item promotion with macaroni products throughout the year.

The Macaroni Journal is registered with the U. S. Patent Office.  
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**DEFECTIVE,  
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When referring to more than one consecutive image, indicate total # of images..... 4 (pgs. 4-7)





## LONG RANGE PLANNING

LONG range planning was the prime order of business for the delegates attending the Winter Meeting of the National Macaroni Manufacturers Association at the Diplomat Hotel in Hollywood, Florida, January 17-20.

### Record Year

In opening the meeting, President Fred L. Spadafora told the group that 1965 was a record year for the industry. He reported production estimated at 1,751,404,809 pounds of macaroni products, with estimated per capita consumption at about nine pounds.

The 1965 record constituted an increase of 67 per cent over the same period a decade ago, Spadafora said.

"Our surveys have indicated that youngsters as a group like macaroni products, and we recognize this very salient marketing fact that if youngsters enjoy a product they are very likely to carry it over into their homes when they set up housekeeping on their own," Spadafora said.

The macaroni industry has a product which appeals to children for a number of reasons, cited by Spadafora. First, it is a fun food which the kids enjoy eating. Secondly, because of its variety of shapes and sizes and its versatility in preparation, the homemaker can find any number of combinations to please her family.

By 1985 our population is expected to increase by 71,000,000 people. An estimated 76 per cent of this increase will be in people under 35. Just to meet the demand in 1985, at the current per capita rates, the industry will have to produce an additional 640,000,000 pounds of macaroni products, Spadafora said.

"The next two decades present a real challenge to the macaroni industry to provide the production facilities and the marketing know-how to meet this expected demand," Spadafora said. "And once our World War II babies start in raising their own families, we'll have a whole new market to educate to macaroni," he concluded.

### TV Bureau Film

Following President Spadafora's remarks, a film by CBS Television and the Television Bureau of Advertising was shown. It was entitled "2 Years, 39 Days, and 60 Seconds." This represents the length of time it takes on the average to develop a new product and present it before a supermarket buying committee. In the twinkling of an eye, the whole project can go poof if there has not been thought given to the introduction of the product and how it will be advertised to the consumer. The



"Happiness is . . . macaroni with your meal," according to Sal Maritato, general sales manager for durum products at International Milling Co.; Fred Spadafora, president of the National Macaroni Manufacturers Association; and Dick Vessels, International's assistant national durum sales manager.

International distributed the colorful 14 x 20" posters to delegates at the convention of the National Macaroni Manufacturers in Hollywood, Fla. The posters are designed to promote the use of macaroni and noodle products as a side dish to complement their growing popularity as a main course.

film shows how various branded food products project their advertising message over television.

### Convenient Combinations

Walter R. Barry, Jr., marketing manager of Betty Crocker Casseroles, described how General Mills develops new products, market tests them, and puts them into national distribution with merchandising and advertising support. The success of the Betty Crocker macaroni casseroles has out-run the prepared potato products, which was GM's initial entry into the expansion of the consumer food items beyond the breakfast cereals and dessert mixes that they offered. A digest of his comments appears on page 4.

Ralph A. Reynard, manager of purchasing for Stouffer Foods Corporation, told how his company has had amazing growth with frozen prepared foods, many of which are macaroni product combinations. He pointed to the rapidly growing market for food consumed away from home, observing that one in four meals now eaten in hotels, restaurants and institutions will soon be one in three. His comments appear on page 5.

Ralph Frank, Jr. of L.W. Foods described their promotional efforts in advertising and merchandising macaroni and noodle products with dry

sauce mixes. Highlights of his presentation are on page 6.

### Creative Sales Force

The macaroni industry must develop a new "creative sales force" to meet competitive challenges in the next decade, George N. Halpin, New York marketing consultant, declared. Only brands which enjoy a significant market share and which have adequate sales velocity, will find space on retail shelves. The drive for new products which will create new markets will have to be intensified. Advertising activities of different segments—social, ethnic, economic, social, psychological—will have to be developed.

"Salesmen," he said, "will require two forces—one for maintaining old accounts—the other for the development of new business." He declared that the top management of any company would have to be in the forefront of this effort.

Harold T. Halpenny, president of the firm Halpenny, Hahn & Ryan, general counsel to the National Macaroni Manufacturers Association, declared that the industry should know their sales force as well as they know their prime customers. "It is essential," he said, "to know the sales force on the front line."

THE MACARONI JOURNAL



## "GOOD AS GOLD"

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## Long Range Planning—

(Continued from Page 4)

take a more active part in legislative matters as Government moves faster and farther into the decision-making areas that make or break business."

### Product Promotion

Beverly Anderson of the Durum Wheat Institute outlined a comprehensive program to be developed for the promotion of macaroni products in the hotel-restaurant-institutional field supported jointly by the North Dakota State Wheat Commission, the Durum Wheat Institute, and the National Macaroni Institute. The outline appears in the February issue of the Macaroni Journal.

Howard Lampman, executive director of the Durum Wheat Institute and acting secretary for the Interim Organization of the Wheat and Wheat Foods Foundation, described what had occurred in the past year in the development of that group. The Board of Directors of the National Macaroni Manufacturers Association went on record as endorsing the principle of enabling legislation to make funding for such research and promotion on wheat and wheat foods universal.

Theodore R. Sills, public relations counsel for the National Macaroni Institute, quoted a survey made by Forbes Magazine among top food manufacturers indicating that 1965 was not a very reassuring year for many food companies. Forbes' editors declared that while the market was growing with the size of the U. S. population and better standards of living here and abroad, so was competition and the cost of doing business. "Controlling neither their raw materials, supplies, nor the supermarkets that distribute what they make, the food companies are middlemen, with only marginal control over their own costs and markets."

Mr. Sills went on to point out that the great increase in population in the next ten years would be people under the age of 25, and emphasized past efforts on the youth market will be increased. He also pointed to the growing affluence of the Negro market and their demand for special attention with advertising and merchandising copy that uses Negro models.

### Miami News Story

National Macaroni Institute efforts continue in the future with approach of recipe materials disseminated to food editors. Bertha Cochran Hahn, 1966 editor of the Miami News, had a full-page spread in the food section January 20 with 100 macaroni recipes in color.

In addition, on the back page of the food section, there were a half dozen recipes that can be used in entertaining. Mrs. Hahn is a frequent user of National Macaroni Institute publicity releases and uses color extensively in her food editorials.

### Commentators

John W. Wright, president of the U. S. Durum Growers Association, heading a delegation of a half dozen representatives from the durum country, extended greetings. Gene Hayden, newly appointed chief executive of the Crop Quality Council, made a brief statement on the continued efforts of research to develop new strains of durum to provide an adequate raw material supply for the macaroni industry.

Monsignor John Romaniello, the Hong Kong Noodle Priest, was in attendance at the convention. He spent one day from early morning until late at night participating on radio and television interviews and talking to the press about the need to feed the hungry of the world. "You can't talk Christianity or democracy to an Asiatic, African or South American who has nothing in his stomach," he declared.

### Suppliers' Socials

The following list of suppliers were hosts at the Suppliers' Socials and Cocktail Parties preceding the traditional Rossotti Lithograph Corporation's Spaghetti Buffet held on Monday evening and the Association Dinner-Dance held in the country club on Wednesday evening:

Amber Milling Division, G. T. A. Ambrette Machinery Corporation

## Durum Committee Considers Subsidy for Exports

IN a move designed to spur exports of low sprout damaged durum and "to protect the high quality durum wheat export market," the Commodity Credit Corporation on January 20 announced a special subsidy policy.



Durum Industry Advisory Committee Gathers. Seated, left to right, Walter Villanov...

Archer Daniels Midland Co. Durum Dept.

Asecco Corporation

Ballas Egg Products Company

V. Jas. Benincasa Company

Braibanti-Lehara Co.

The Buhler Corporation

Clermont Machine Company

De Francis Machine Company

Diamond National Corporation

Products Div.

Doughboy Industries, Inc.

DuPont Film Division

Faust Packaging Company

Henningsen Foods, Inc.

Hoskins Company

International Milling Co., Inc.

D. Maldari & Sons, Inc.

North Dakota Mill and Elevator

Peavey Company Flour Mills

Rossotti Lithograph Corporation

Triangle Package Machinery Co.

Vitamins, Inc.

Mr. and Mrs. Charles...

assisted by Frank Prino and John Tobia

were the genial hosts at the Dinner-Dance

Party, where tables were heaped high

with Italian delicacies.

Mrs. Rossotti celebrated her birthday

at the Dinner-Dance on Wednesday

evening.

The Board of Directors

returned to the U.S. in January, 1967.

The next Board meeting

is being called for mid-February in San Francisco,

at which time there will be a

review of progress in the Wheat and

Wheat Foods Foundation Program and

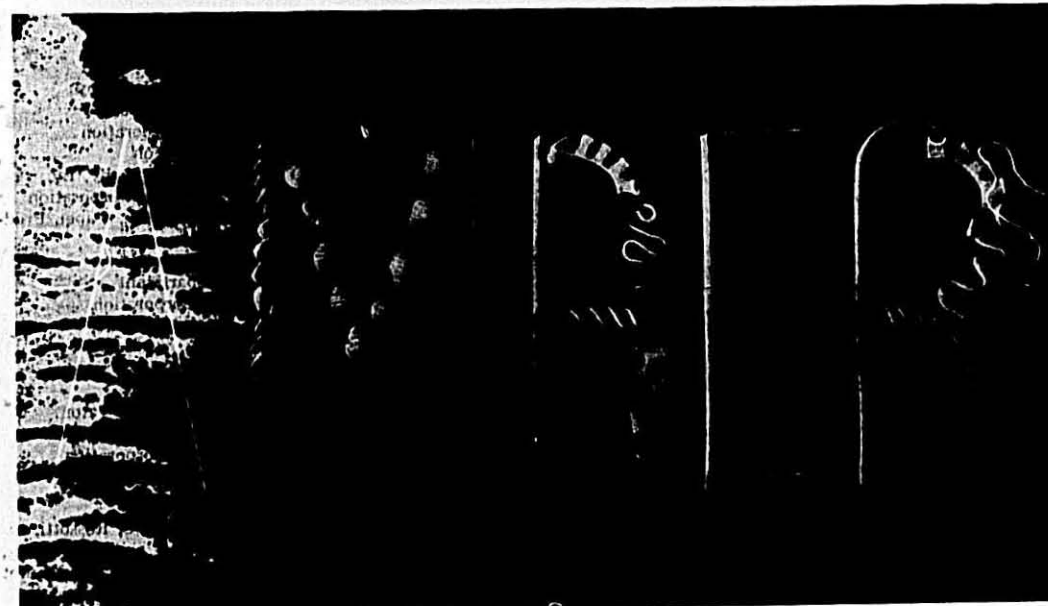
an examination of financing for the

National Macaroni Manufacturers Association

and National Macaroni Institute

programs.

(Continued on Page 5)



## TO INSURE QUALITY IN ANY MACARONI PRODUCT, ALWAYS SPECIFY AMBER

any size — any shape — it's always easier to control the quality and color of your products with Amber's first quality Nevada No. 1 Semolina, and Imperia Durum Granular.

Nationally-famed macaroni manufacturers prefer these superior products because of their consistently uniform amber color, uniform granulation, and uniform high quality.

Because of our unique affiliations and connections throughout the durum wheat growing areas, Amber is able to supply the finest durum wheat products available anywhere.

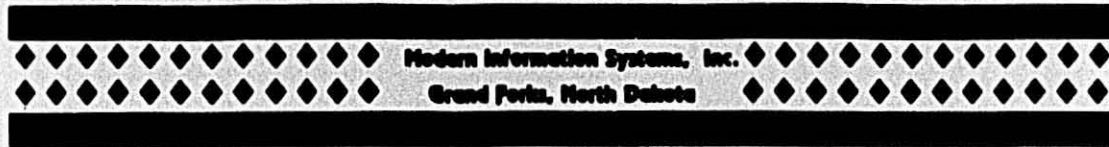
We are prepared to meet your orders — prepared to ship every order when promised. And because of our rigid laboratory controls, highly skilled milling personnel and modern milling methods, you can be sure of consistent Amber quality. Be sure — specify AMBER.

## AMBER MILLING DIVISION

FARMERS UNION GRAIN TERMINAL ASSOCIATION  
Mills at Rush City, Minn.—General Offices: St. Paul 1, Minn.  
TELEPHONE: 334-2341







# MISSING DOCUMENT

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Pgs. 8-11





## How Betty Crocker Got into the Casserole Business

by Walter R. Barry, Jr., Marketing Manager, Betty Crocker Casseroles, General Mills, Inc., Minneapolis



Walter R. Barry, Jr.

1965 saw a major change at General Mills as our company closed over half its flour mills, and this included our durum operation as well. It is no secret that the return on our investment in these mills was not satisfactory, and the cutback was made in order to end our losses in this side of the business and find profits in new fields. Inasmuch as the most important of these areas was that of consumer convenience foods (and the Betty Crocker macaroni casseroles fall right into this category), we were particularly pleased to be asked to appear on your program at this particular time. On the one hand, the mill closings have ended our role as supplier to you, but, on the other, the reason behind these closings will make General Mills a sturdy partner with you in promoting the consumption of your product in homes across the country (I might just say at this point that we have a healthy respect for your admirable 8% gain in sales chalked up in 1965). As you will see, it is General Mills' policy to expand markets through genuinely new products backed by heavy outlays for consumer advertising—rather than merely to feed off existing markets. For instance, in our introductory two years in the packaged casserole business, we invested more than 55¢ and 30¢ of our sales dollar in promoting these products and macaroni products. I think you will find General Mills a worthy partner in

building and promoting macaroni consumption.

As background then, the packaged casserole business, at least as we see it, currently is about an \$80 million industry at retail. The major national factors are: Kraft, Chef BoyArdee, Golden Grain and Betty Crocker—with Kraft accounting for more than twice the dollar volume of any one of the other three, whose sales each are roughly equal. On the average, we spend about 10¢ of our sales dollar on consumer advertising.

Now, the question and the subject of our presentation today: How did General Mills get into this business?

The marketing job of the Grocery Products Division is to execute the corporate policy of concentration in the consumer foods business with diversification within the general area of consumer foods. As we started looking at this job in 1958, we, of course, had to bear in mind the structure of General Mills' current line. General Mills started as a group of flour milling companies who then diversified basically into breakfast foods and into dessert mixes. Aside from a few flour based items, such as bread or biscuits, General Mills had no real entries in the main course of the meal either at lunch or at dinner.

### First Entry: Potatoes

Our first major entry into the main course was with potatoes which serve as a side dish. While there had been other mashed potato products on the market when we introduced Betty Crocker Mashed Potatoes, General Mills pioneered the mixed version of Scalloped and AuGratin potatoes. These products were a real boon to the housewife, they cost her only pennies and cut her preparation time in half. If the housewife's time is valued at the minimum wage of \$1.25, the AuGratin Mix, for example, actually saves the housewife cents in time.

Furthermore, for the average cook, these products were superior to scratch products as our consumer tests show. Naturally, with a product of this character, sales were gratifying. Therefore, we began a search for ways to further expand on the idea of sauces on top. Our marketing objective was to expand the basic scalloped and au gratin lines with other products.

As they worked with sauce technology, our food research group developed a product with a sour cream and cheese sauce over a base of noodles. The consumer research on this product indicated that it was as good as scalloped and au gratin potatoes. Therefore, we began to develop a marketing plan for this product and then to test that plan.

### Noodles Romanoff

The product was Noodles Romanoff. We developed a package design, television commercial, print ad and a plan to present this new product to the consumer. All of these materials were based on our strategy of treating the product as an extension of the side dish line of scalloped and au gratin potatoes.

In June of 1961 we introduced the product into two small test markets: Hartford, Conn., and Peoria, Ill. We measured our progress in these test markets through Burgoyne Audit, which promptly showed that Noodles Romanoff was selling even faster than scalloped or au gratin potatoes. On the basis of these results, we rapidly expanded into the Boston, and Chicago regions in October of 1961. We then rapidly moved forward into New York, Buffalo, St. Louis, Twin Cities and the West Coast in January of 1962. And by June of 1962 we had gone completely national. It had taken us exactly one year from the beginning test market to national introduction.

Consumer sales showed that we had hit upon a highly successful product concept to which consumers responded strongly. It was at this point that we saw the possible development of a new trend beyond just adding to our potato line. We developed the concept of a casserole section distinct and separate from the specialty potatoes section. If there were, in fact, a market for high quality casseroles, we would have to formulate a completely new marketing strategy to take advantage of this trend.

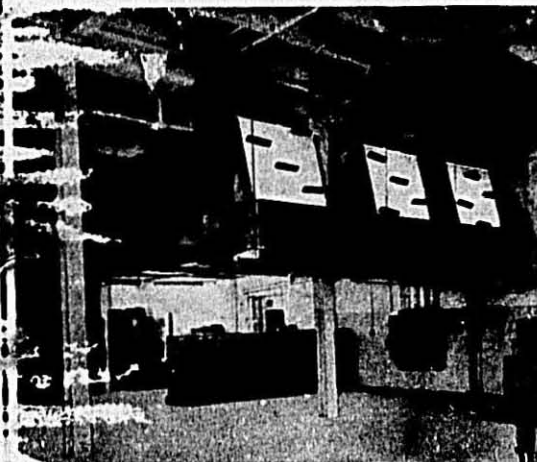
### More Research

Therefore, we went back into our research on consumer eating habits and food trends. We wanted to know what audience we could get to support this new strategy. Research indicated a high consumption of hot dishes and casseroles.

(Continued on Page 13)

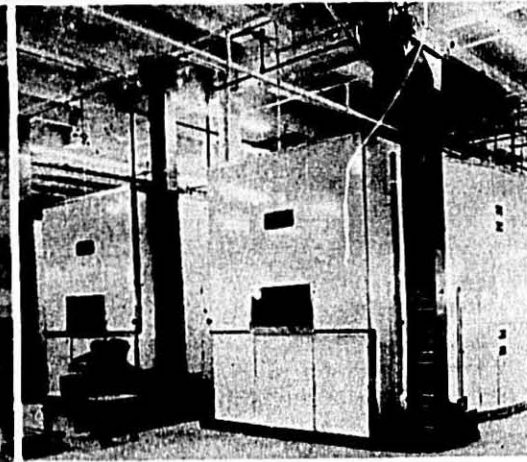
## STOR-A-VEYOR FOR NOODLES AND FRAGILE SPECIALTY ITEMS

such as: Mostaccioli  
Large Shells  
Rigatoni  
Spirals

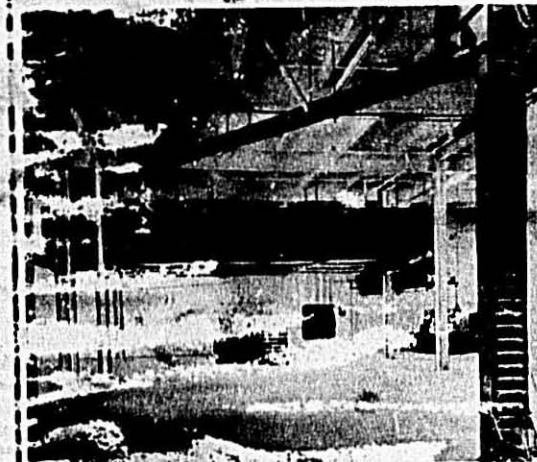


Battery of 3 Stor-A-Veyors with 24 Hr. dryer capacity — 3 Control Conveyors with dual discharge feeding 2 Packaging Lines.

Note — Ceiling Mount allows free storage area under the Stor-A-Veyor.



From Dryers to Storage



Lift-Lift Bucket Elevator picks up from the noodle dryer and delivers to the pre-selected Stor-A-Veyor.

Of the many macaroni firms that have solved Storage and Handling with Stor-A-Veyor are: American Beauty Macaroni Plants at Dallas, Denver, Kansas City and Los Angeles; Anthony Macaroni, Los Angeles; Majorette, Seattle; Skinner, Omaha; U.S. Macaroni, Spokane; Mueller, Jersey City; San Giorgio Macaroni, Lebanon; Jenny Lee, St. Paul; O. B. Macaroni, Ft. Worth, Texas; Porter-Scarpelli, Portland, Ore.

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## Betty Crocker Casseroles—

(Continued from Page 12)

oles, but a low penetration of commercial convenience products of this type. The success of Noodles Romanoff led us to believe that offering more casserole products of high quality could result in the development of an entirely new business.

With this strategy in mind, we looked at the alternatives of developing packaged products similar to those commercial brands of spaghetti and macaroni already on the market or, alternatively, developing new products with no direct commercial counterparts. Following General Mills traditional pattern of expanding markets rather than trying merely to take market share, we concentrated on developing brand new products to go along with Noodles Romanoff. In working with research and development personnel, we set forth new criteria for these products.

### Three New Casseroles

Research and development produced three new high-quality casseroles: a noodle base with a chicken sauce and almond topping, a noodle base with tomato and cheese sauce, and a macaroni base with Cheddar cheese sauce. In consumer tests, these products received taste results equal to Noodles Romanoff.

Therefore, we again went into the development of a marketing plan for these products, covering the usual aspects of packaging, advertising, naming, etc.

These products were Noodles Almondine, Noodles Italiano, and Macaroni and Cheddar. With these three products added to Noodles Romanoff, we now had a four product line of high-quality casseroles. New packages were designed for all of these products, tying them together as a line. A new advertising agency was appointed to create entirely new advertising for them. And by October of 1962, we were ready to go into test market with our new casserole program.

### Regional Differences

The purpose of these test markets was to check on regional consumption differences among various parts of the country, to check on the differences in volume level with different levels of advertising, to check on the trade and consumer acceptance, and finally to test whether we would do better introducing the three new products one at a time or all three at once.

To properly meet these diverse objectives, we designed more extensive and sophisticated test marketing areas than we had previously used with Noodles Romanoff. In this particular case, we selected nine areas strategical-

ly placed geographically across the country and accounting for about 13% of the total United States population. The nine areas were divided into three cells, each of these different cells had different variables so that we could properly evaluate which one was the optimum program for casseroles.

Our test market advertising started in October, 1962, and by March of 1963, our results were such that we decided to go national with a heavy weight advertising and a simultaneous three product introduction. In April, 1963, we introduced nationally Noodles Almondine, Noodles Italiano, Macaroni and Cheddar as well as a re-designed package for Noodles Romanoff. This was less than two years after the initial test market introduction of Noodles Romanoff. The volume of business generated by this time was nearly three times as great as the potato volume which General Mills had originally started with.

### Redefined Market

At this point, we had good evidence that we had pioneered a new and explosive category of products. It was now evident that we needed to have substantially more information on how these products behaved in the market. Until this point, we basically had sales data and some consumer movement data on our new line of casseroles, but had almost no information about the profile of consumers, how they used our products, what they thought about them, how often they purchased, what our competitive position was, etc., etc. Therefore, we re-defined our market and ordered both Nielsen and Market Research Corporation of America services to track our products. We also developed and applied new research techniques to test such things as the following:

- Consumer attitudes and research behavior
- Effectiveness of promotional expenditures
- Volume potential for new products
- Methods of allocation of media funds

### Promotional Techniques

As an example of this activity, we tried a large number of different techniques in the promotional area to see which were most effective. These devices had one of two purposes, either to expand the number of users of our products or to increase the frequency of use of the products. The various promotional techniques tested were as follows:

- Coupons (media, direct mail, etc.)
- Specially designed casserole cookbooks
- Premiums
- Seasonal promotions

### Competition Grows

As the tremendous growth of hitherto undiscovered markets became evident, a great amount of competition developed rapidly. Each of the competitors had the objective of capitalizing on this great growth and obtaining a share of this market. To get some idea of the magnitude of this competition, in 1961 there were only 7 casserole products being sold nationally and 17 being sold regionally. By 1964 there were 37 national casserole products and 75 being sold regionally. A great number of the regional activity was test markets by major food manufacturers.

This sort of competition is standard in the food business and is one of the primary factors that works to the consumer's advantage, for it not only provides her with a tremendous variety of choice, but also with a wide selection of price lines from which to choose.

The competition for the consumer's favor is a never-ending one and the casserole marketing program for General Mills is a continuing effort. In evidence of this, we introduced still an additional concept in casseroles in August of 1964. This was MEXICASSEROLE, a product which becomes a main dish when the consumer adds ground beef. This product is in test market and is currently being evaluated as a part of our continuing casserole marketing program.

### Main Points

I have often thought that, if a speaker can get across just two main points in any presentation, then his and his audience's time has been well spent. My two are:

- General Mills will help you build total macaroni consumption with well researched new products backed by heavy advertising which will raise over-all consumer awareness of macaroni and its uses.
- Every small package sale of a noodle or macaroni casserole that Betty Crocker goes out to make in a retail grocery store has already been a carload sale for one of you gentlemen here in the audience today.

Arno Johnson, economist for J. Walter Thompson Co. says: "The potential market for food (excluding alcoholic beverages) could total over \$125 billion by 1975—an increase of 47 per cent over present sales. That means an opportunity of adding about \$10 billion on top of the \$85 billion level of food sales estimated for the full year of 1965. The total of food and alcoholic beverages could reach \$145 billion by 1975."

THE MACARONI JOURNAL

# THE STORY OF MACARONI



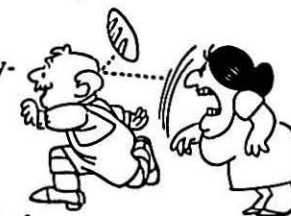
**Who Really Invented Macaroni?** Accounts vary. According to Greek legend there was a deafening crash of thunder and lightning one day, and the gods of Olympus gave man macaroni, which in their language meant "The Divine Food."

And according to Chinese legend a young Chinese maiden, enraptured by a handsome Italian sailor, happened to let her batch of bread dough overflow. The dough dripped from her pan in strings and dried in the sun, and these the sailor took back to his ship. When the ship's cook boiled these strings and covered them with broth,



the result was an appetizing success—word of which quickly spread throughout Italy on the ship's return.

But according to German legend, the food and the name were both inspired by German merchants, who once sold large, symbolically-shaped breads to the people of Genoa, Italy. The Italians balked at their large form and high price. "Ma Caroni", they protested—"But it is very dear." And when the merchants reduced the size of their dough forms and their prices, the phrase "Macaroni" persisted for their new products.



While macaroni legends often conflict, manufacturers agree on the consistent high quality of King Midas Durum Products



PEAVEY COMPANY  
Flour Mills



## A Look at Frozen Prepared Macaroni Products

by Ralph A. Reynard, Manager of Purchasing, Stouffer Foods Corporation, Cleveland.

It's time to eat! Every day this call is answered about 600 million times in this country. That's more than 200 billion meals a year and you and I, as suppliers to an 85-billion dollar food market, are each searching for one thing—how to get a bigger share of this market for our own particular segment of this industry. You are seeking for ways of strengthening the demand for all forms of pasta products; I am looking for ways to increase the demand for frozen prepared foods; and in that one area where we overlap — frozen prepared pasta products—lies the purpose of our getting together today.

Let's get our thinking into a little better perspective by first taking about three per cent of the total food market to represent the two billion 800 million dollar frozen food market and then cut this into fourths to describe the frozen prepared foods segment currently amounting to just under 800 million dollars. Now this is a long way from 85 billion dollars but it's still a very healthy market with a wonderful growth opportunity.

### All-purpose Graph

In preparing for this presentation I had thought I would use several graphs. However, the more figures I looked at the more all the graphs seemed to look alike. I got to thinking that perhaps there is a company somewhere making a "handy-dandy all-purpose graph" for a growing economy. The user, by changing the scale, can thus describe the population growth (now almost 200 million people) heading for 236 million ten years hence, or the gross national product—675 billion dollars last year and estimated at a trillion dollars in ten years, or the food industry mentioned above or any of a hundred and one other trends. Of course, the significant thing about all of these figures or graphs or what have you is the determination of just how the different elements or segments of each trend fared. Let me illustrate: While the food industry was growing 11 per cent between 1958 and 1963, the frozen food industry was growing 17 per cent. Further, the frozen prepared foods industry increased 49 per cent and Stouffer's participation in the Frozen Prepared Foods industry increased more than 200 per cent. Now, if we had just based our future plans on an 11 per cent growth potential over a five



Ralph A. Reynard

year period, we would have been left far behind.

### 35-49 Group to Decline

Let's carry this analogy one step more. The population of this country is going to increase 18 per cent in the next ten years. However, if your marketing decisions happen to be based on the 35 year to 49 year old age group, watch out—this group will decline five per cent during this same period.

I hope you are getting my point here—let's both look for the growth areas and concentrate on them for our own greatest growth potential.

### Growth Rate Forecast

Now, let's get a bit more specific. We at Stouffer's will be disappointed if we don't grow 15 to 20 per cent each year in the frozen prepared foods area. The industry won't grow this fast but will be growing at close to half this rate. We expect our pasta products to continue to contribute their share of this growth. If you will all agree not to gang up on me after this meeting I'll give you some idea of how important these products have been to Stouffer's. We have five retail products using some form of pasta as the base. These are:

- Macaroni and Cheese
- Escalloped Chicken and Noodles
- Tuna Noodle Casserole
- Macaroni, Beef and Tomatoes
- Turkey Tetrazzini

In addition to these we put out a retail spaghetti sauce that we hope leads to more spaghetti sales. Macaroni and cheese is our number one product and four of these five products are among our eight best sellers. The growth rate of these products has been substantial.

ly the same as our over-all growth rate. Now, without begging for more competition, but knowing that frozen prepared macaroni products are an inconsequential portion of total macaroni products sales I would conclude that there is a vast untapped potential here.

### Capturing the Market

There are several approaches to take in determining how best to capture more of this market. With over 35,000 different food items available today and with even the largest supermarkets carrying about 6,000 items, the possibilities of success for brand, new items are diminishing. One of the most promising new trends is what we call product fragmentation. This simply means taking existing products and introducing variations of these. In this way the manufacturer can take advantage of his present production, distribution and marketing knowledge and introduce a new product that isn't actually all new.

We have seen a good example of this in Campbell's V-8 Sauce—they took their V-8 Cocktail, developed the sauce variation and were able to introduce a product that already had an excellent image. We will shortly introduce a variation on our Macaroni and Cheese which we will call Macaroni and Bismarck Gratin. We expect the sales of this plus the sales of Macaroni and Cheese to exceed the present sales of Macaroni and Cheese alone even if we lose some sales of the latter in the process. The possibilities of other variations are almost limitless.

### Selling Convenience

We frequently remind ourselves that we are not just selling food—we are selling a much greater sense selling "convenience." This concept is not limited to food alone. Convenience is the great marketing pitch of this age, carrying into transportation, communication and practically every phase of life. We may be turning into the laziest people ever on the face of this earth but whether we like it or not or agree that it's the right thing or not, convenience is certainly the biggest sales producer today. How fortunate this is for our frozen prepared foods.

### Institutions Offer Growth Potential

In looking for growth potential, our greatest opportunity lies in the area of frozen institutional prepared foods. At this point in our young frozen prepared

apparent limiting factors are our ability and capacity to produce. We can double, triple or quadruple our volume in this area annually if we can but gear up to it. The concept has been proven beyond doubt. The spiralling wage rates, the dearth of unskilled labor, the depletion of managerial personnel by other paying industries, the need for more space (some now being taken by other facilities), the desire for better food and a wider selection of good foods, the transportation impasse in many areas—all these cry out for improvements in mass feeding.

### Major Institutional Markets

Just consider a few of the major potential markets for frozen institutional prepared foods:

Sixty-eight thousand elementary and secondary schools now participating in the School Lunch Program (45,000 of these with full cafeteria facilities) responsible for feeding 41 million students one meal a day. What a market for healthy, low cost frozen prepared foods!

Two thousand fifty colleges fighting to reduce the cost of education within the reach of the American wage earner. What a golden opportunity for waste-eliminating, frozen, prepared, portion controlled foods!

### Hospitals and Retirement Homes

Just consider seven thousand two hundred hospitals, needing every available square foot of space for beds and equipment feeding patients with a multitude of diseases or injuries involving numerous special diets. What a market for frozen, cost controlled, portion pack, ready to eat reconstituted meals so each patient can get his own special diet requirements satisfied with a minimum of kitchen space and preparation time! Think about the geriatric homes, growing rapidly to accommodate the older people who now have better financial resources to carry them through the longer life span now enjoyed by more people than ever before. A crying need for moderate priced, softer foods such as those using macaroni, noodles and spaghetti.

### Transportation Facilities

Transportation there's the rapidly expanding airline industry looking for top quality time saving, time saving foods to speed up service to the most discriminating customers in the world today. Bus terminals looking for fast service to hurried customers during the short rest stops; the resurgent railroads with an opportunity to accomplish a reversal of a long stagnant, former money losing operation—more expansion potential.

Look at the continued trend of industrial plants springing up in outlying areas where there are no nearby restaurants necessitating in-plant feeding, many requiring the feeding of only two or three hundred people. What groceries and produce dealers can economically deliver the small quantities required at these distances from the suppliers' locations?

Yes, the world is changing but let's not get off just yet. Let's change with it. So far I've painted a rather bright picture but there are some dark clouds inside the silver linings and it would be well to examine the factors that can stifle growth in our industries and then see what steps we can take to minimize these.

### Factors Stifling Growth

Some limitations on frozen prepared foods are as follows:

(1) Reluctance on part of chefs to accept fully or partially prepared products. They see in these products a challenge to their talents and a threat to their very existence.

(2) Inherent hazards of handling frozen foods. The refrigeration in homes is frequently inadequate to maintain the quality that was originally frozen in. This, together with mishandling by transportation personnel or by other handlers along the way can convince our customers that these foods were not up to par in the first place.

(3) Lack of help from associated industries. Frozen food manufacturers are doing their best to encourage the sales of their products but we need help from allied industries, suppliers, brokers, supermarkets, packaging suppliers and others to further the cause.

(4) Lack of special equipment for reconstituting frozen foods, both in the home and in institutions. Most reconstituting is now being done in pots and pans never intended for these purposes. One helpful trend is the growth in the microwave units but this is just enough to prove the need and the potential. Much more is needed!

(5) Too much stress on price. While frozen prepared food prices sound high, not enough information is getting to the consumer about the value of time and the cost of waste. If the true story can be convincingly told more people will indeed be a bargain.

### Industry Survey Cited

Now for some specific limitations on your own pasta products industry, most of which you have reviewed many times but which might be more impressive from an outsider.

(1) In the 1964 survey of macaroni products it was brought out that macaroni and spaghetti tend to generate more regular usage in large, young, blue collar, lower income groups normally associated with economy foods.

Now this is fine but note that the growth trends will be towards smaller, white collar, higher income groups looking for convenience foods (not so much economy foods).

### Increase Noodle Usage

(2) In the same survey it was explained that egg noodle products are served less frequently than macaroni and spaghetti. This may always be so, but since we have the product with the highest value selling at the slowest rate, any trend to increased usage of noodles (even at the expense of macaroni and spaghetti) will contribute to this growth we are looking for.

(3) The third significant point I got from the 1964 survey was the fact that pasta products in the dry form outsell pasta products in the frozen form by such a wide margin. The indication was that 90 per cent of the families interviewed had served these products in the past year while only eight of 21 per cent had served them in the frozen form. Here again, since there are more dollars in the frozen prepared form, the over-all growth will benefit by increased marketing pressure here. Also, from our own experience at Stouffer's, I feel certain there is a vast untapped potential in frozen prepared macaroni products.

### Hamburger Cuisine

(4) Quoting Bob Green in a recent bulletin—"The trend towards convenience foods and 'Hamburger Cuisine' in the United States doesn't necessarily bode well for the macaroni industry." This may be true but, again using our experience, it appears that these products can carry a larger share of the convenience foods industry.

### Nutritional Education

(5) Starchiness and calorie content produce a reluctance on the part of weight watchers to purchase more of these products. I can't help but feel this is primarily a job of educating the public to the true food values of these wonderful products.

(6) Possibility of Salmonella in eggs used for noodle products. Here we have a common problem but let's be thankful for the opportunity of solving a problem before it becomes a real serious one. How much more fortunate we are than were the cranberry growers who were hit just before what would have been the peak of a record crop year. Let's have absolute proof that the eggs we use are completely clean in all

(Continued on Page 36)



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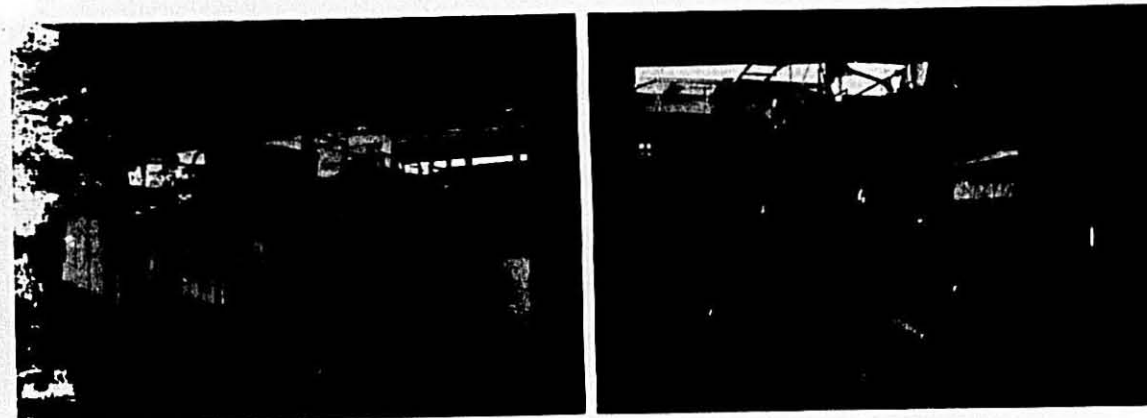
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George N. Kahn

# SMOOTH SELLING®

by George N. Kahn

## PROSPECT OR PERISH

This is No. 18 of 24 sales training articles.

If the title sounds grim it was meant to. You can't stay alive in selling unless you systematically go after new accounts.

Too many salesmen regard a territory as a lifetime sinecure that will yield good earnings without cultivation. This is a fallacy. A territory must be exploited or it will dry up on you.

The key word mentioned so far is "systematic." There must be a pattern to your prospecting. Depending on hit or miss tips, one-shot cold calls, etc., is dangerous. It's like a farmer in arid country depending on rain instead of building an irrigation system. With the latter, he's sure the crops will come up; with the former he will sooner or later face a mortgage foreclosure.

### Prospects or Rejects

A lot of time can be wasted on buyers who really aren't prospects at all—at least not for your product. A true prospect must be right for you; he must possess the necessary qualities which make him a likely user of your merchandise or service. A certain amount of screening is called for here. If he can pass the following tests he's worth more of your time:

1. Does he really need your product or service?
2. Is he an influential? Does he have the authority to buy?
3. Does he represent a solvent firm that will pay its bills?
4. Can he be weaned away from his present supplier?
5. Can you get to see him? If he's the president or president, the approach may have to be made by a top executive in your firm.
6. Will the business he gives you be worth the amount of time you invest in him?

You might make a chart for prospects and evaluate them on a checkpoint basis. This will save you needless running around on what could be a wild goose chase.

Terry Sloane, a midwestern fertilizer salesman, narrows his prospecting down by sending out questionnaires to possible buyers. He gets about a 50 per cent return, enough to supply him with live prospects on a continuous basis.

"I eventually sell about a third of that 50 per cent which is a pretty good average," said Terry. "It sure is better than beating the bushes. When I make a call on a prospect, I can at least be sure he is a potential buyer."

### Warming Up Cold Calls

Whenever I read that one out of 10 or two out of 15 cold calls results in a sale, I make a devout wish that salesmen will not believe these figures. I know that these ratios have been derived from actual experience, but I still feel that publicizing them does more harm than good.

Why? Because they cause the salesman to automatically put a damper on his efforts. He may be the best man in the business but he is a slave to somebody else's record.

What difference does it make if 30 salesmen in the XYZ Company average one order per 12 cold calls? This does not mean that you cannot hit five or six—or more! And you can if you have faith in yourself.

In the history of selling many cold calls have produced customers that spent millions of dollars. Intelligent cold calling should not be neglected in the prospecting picture. This means calling on buyers likely to be interested in your lines.

### Faith in Action

One man who didn't believe in the cold call formula was Jim Charles, who sold big ticket electrical engineering equipment. First, I'd like to tell you something about Jim's background. He was the son of a minister who had taught him a deep and abiding faith in

God. Jim also had a bright and optimistic outlook and refused to let himself get discouraged over temporary setbacks.

His first year in selling was somewhat bleak, but he refused to accept defeat. His family and friends never suspected the tough time he was having. He taught Sunday School, was always pleasant at home and never complained about bad breaks, favoritism and the other things salesmen frequently bring up to mask their failure.

### Explores Territory

Jim had been given a territory that had not been productive for his predecessor either. Along with the territory had gone a list of prospects furnished by the company.

One day Jim went to the sales manager and said he planned to make several cold calls in the following weeks. "Okay," the manager agreed, "but don't screen out the good prospects, and they're all on the list we gave you. Remember, you're not selling pet birds, and cold canvassing isn't going to be easy with our line."

"I'll take a chance," Jim replied. He started out with the conviction that he would not fail. And he didn't. He made contact in several companies with vice presidents and controllers, who were impressed by his sincerity and manner. He began making sales that set records for the industry and pushed him into the highest earning bracket in his outfit. He retired a very wealthy man.

I saw Jim last year at a New England vacation resort. He was wearing the turned white collar of a clergyman. "Yes," he said in answer to my surprised question, "I became bored with retirement and decided to study for a ministry. They said I was a bit old to undertake such a program, but I could do it. Sales experience helped me in this. Nothing could have been more dispiriting than those first few months in selling. I figured that I'd licked it, and nothing could scare me off any more."

The moral of this story is that a cold call is a state of mind.

really determined to make it pay off, you can. Your horizons are limited only by your own courage and faith in yourself. Cold calls will become warm ones if you try hard enough.

### Prospecting Leads

The salesman is not alone in his prospecting. Leads come into him from his sales manager, supplied lists from such as R. L. Polk, company advertisements and friends and acquaintances. The most especially important in the service business.

Many of these leads are "hot" but that doesn't mean they are pre-sold. It requires salesmanship of a high order to get the order. The best you can hope for is that the buyer is receptive to your presentation. You have to take it from there.

The sales manager for a large grocery firm told me: "I supply my salesmen an average of five leads a month each. If they don't score on at least one of them, something is wrong. They are usually good leads."

Don't rely entirely on furnished lists. Keep your eyes and ears open for additional leads you can make to them. As a salesman, you meet many people. You attend meetings and conventions which often teem with ripe prospects. Norm Olsen, a cosmetic salesman, makes it a practice to tack on one new prospect each week to a regular list he has.

### Landing The Big One

There is a type of salesman who is sparing of his energy for prospecting but he is fishing for minnows when he should be angling for sturgeon. This is the small account complex. A man devotes a great deal of time to cold calling and tracking down leads, but he stays away from the big account.

Subconsciously, he avoids the large customer in his prospecting. Why? The answer is simple: the big buyer is harder to sell. The salesman knows he's going to have a tough fight and he's afraid to start slugging. He's like the early morning bather who can't gather up enough courage to wade into the frigid water. He waits until afternoon when the sun is fully hot.

There's a defeatist aspect in the avoidance of the big account. The salesman picks up the battle before even trying to begin. Don't let the size of the prospect deter you. No matter how big they are, somebody is buying and he has a "hot lead." If you're not pressing it, your competitor is. Today's leading prospectors were never scared of tackling the major prospects.

The story of Milt Harety is a good example. Milt is a salesman in the top echelon of the industry. He became an insur-

ance trainee right after graduating from college. Like many an insurance salesman, his first policies were sold to friends and relatives. That source, of course, soon ran out, and Milt knew he had to start getting his feet wet.

One of his first moves was to question the top producers in his firm as to whom they were selling. In a few weeks, Milt had the information he needed. He had found that the high income salesmen included among their clients the biggest names in business and industry and the professions.

Milt then did some research and compiled a list of all the board chairmen and presidents of the leading industrial firms in the area. And then he called on each of them cold turkey. Most were quite surprised to be bearded by this stripling. However, their surprise didn't stop them from buying. Milt sold but one, but the policy was of such impressive size that his commission was outstanding. As the years went by, Milt devoted his time almost exclusively to the big prospect, the guy who bought in a big way.

Recently, Milt was invited to speak at his alma mater. He told an audience of commerce students: "If any of you become salesmen, remember this: You have a responsibility to yourself, your family and your company to do the best you can. Never turn away from a major account because you're afraid to fail. If you do your best often enough, you won't fail in the long run."

### Priming The Prospect

Some salesmen feel that once they've been granted an interview with a prospect they have accomplished their objective. They are so pleased with their success in getting into the buyer's office that they do very little after that. You've got to push harder than ever once you get the appointment. Getting there is only half the battle. You've got to come away with an order.

Don't let yourself be cowed or intimidated by the buyer. Don't even appear too grateful for the interview. Instead make him feel that he's been selected by you; that you are giving him your time. Give him the impression that you don't pick prospects at random but only after careful consideration. Make him feel that he's a blue chip choice. This will tickle his pride.

I know a salesman who has the audacity to glance at his watch before an interview and then tell the buyer he can only spare him an hour. It's a bold move but it gets him orders.

Another man I know, Harold Lane, sends a prospect a letter in advance of his call. The message is written on the finest stationery available with Harold's

initials heavily embossed at the top. Said one buyer: "It's like getting an invitation to Buckingham Palace. I could hardly wait until he got here." In fact, the letter is made up to look like an invitation.

If you begin an interview by telling the prospect how much it means to you, and the like, you just take away good selling time. Be polite, observe the usual amenities, but don't get down on your knees and bow in gratitude. You will be much better off to spend the early minutes priming the prospect for the eventual close. That's what you came for. Don't ever let anything swing you away from the main objective.

Are you prospecting in the right way and is it paying off? If you can answer yes to seven or more of the following questions, you're not only a good prospector but are bringing up nuggets as well:

### YES NO

1. Are the prospects you call on truly good prospects? — —
2. Do they really need your product or service? — —
3. Are they available to you? — —
4. Do you have faith in your ability to get orders on cold calls? — —
5. Do you make good use of leads given to you by your sales manager, friends, etc.? — —
6. Do you add to the list of leads by scouting out likely prospects yourself? — —
7. Do you take command of an interview with a cold prospect? — —
8. Do you cold canvass the big accounts as readily as the small ones? — —
9. Are you aware that your future depends on the number of prospects that you dig up? — —
10. Do you have a workable system for prospecting? — —

(Copyright 1964—George N. Kahn)

### Packages Like Houses

Prince Macaroni Manufacturing, Lowell, Mass., has put its fancy-cut macaroni products such as scungilli into redesigned packages to help make consumers more aware of products other than spaghetti and macaroni.

The twelve packages in the line resemble small houses, with the products peeping out through die-cut windows. The product numbers become the house address; and the boxes can be reused for play by children. Special recipes appear on the back of the packages.



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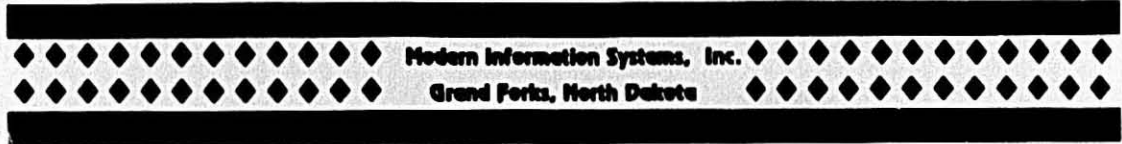
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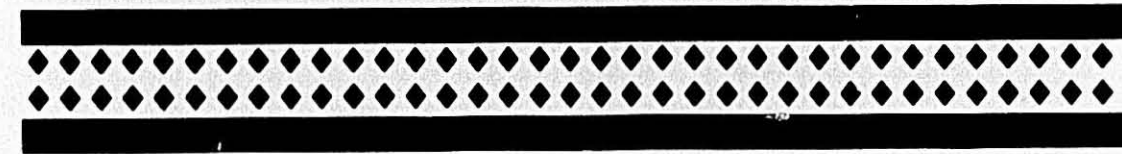
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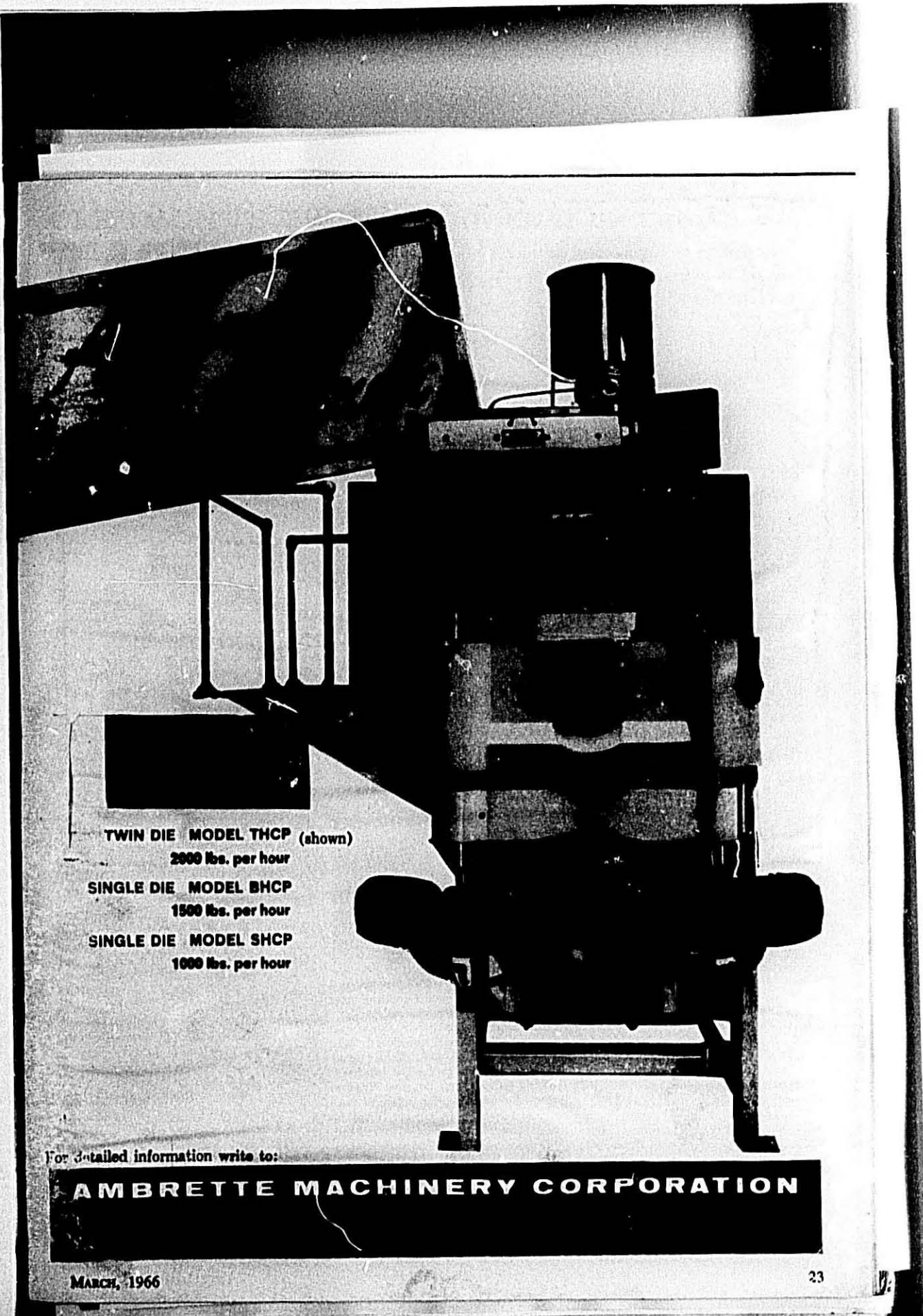


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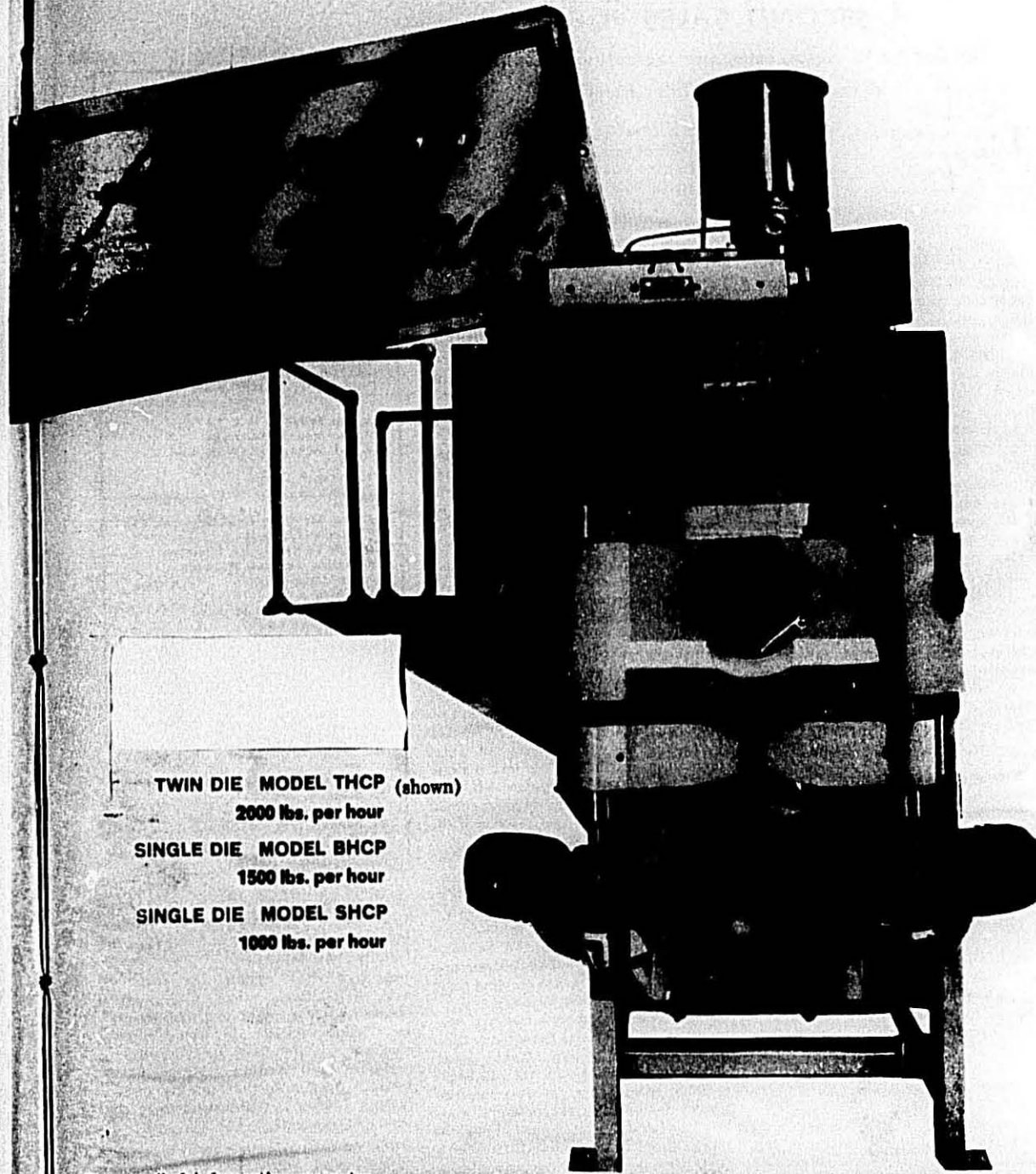


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## A SECOND SALES FORCE

by George N. Kahn, sales and marketing consultant,  
at the N.M.M.A. Winter Meeting

THE macaroni industry must develop a new, "creative sales force" to meet competitive challenges in the next decade, George N. Kahn, New York marketing consultant, said at the Winter Meeting.

"Who will the Consumer be a decade from now?" he asked. "In 1975 there will be 235,000,000 people in the U. S. (44,000,000 more than today). Half of them will be under 28 years of age. There will be 2,000,000 marriages and 5,000,000 births a year. The average family income will hit \$9,525 (as compared with today's \$7,000). Seventy-two out of every hundred families will live in cities or their suburbs. These affluent young consumers will live in the era of the electronic home, three automobiles, a four-week vacation, and a five figure income. They will have more savvy and will demand product quality and product service."

Only brands which enjoy a significant market share, and which have adequate sales velocity, will find space on retail shelves. The drive for new products which will create new markets will have to be intensified. Advertising motives of different segments, geographical, ethnic, economic, social and psychological, will have to be developed.

### New Breed of Salesmen

A new breed of salesmen will have to be developed, too. They will have to know merchandising, promotion, advertising, and display as well as the arithmetic of retailing. They will be confronted by buyers with exact information speedily gathered by computers.

"One sales team will not be enough," declared Mr. Kahn. "One will be needed to call on customers for orders while the other will be responsible for opening up new approaches for moving your product to the consumer."

Pointing to the growing popularity of dry macaroni and spaghetti products, Mr. Kahn emphasized that producers must sustain this appeal by creative selling methods.

"You are not only competing with other manufacturers of macaroni, but you also must compete with dozens of other food products on supermarket shelves. The question of whether a housewife will select spaghetti or something else for dinner cannot be left to chance. There must be factors to influence her decision in favor of spaghetti."

These factors, according to Mr. Kahn, should be created by the second sales force. He explained that the new sales team, as opposed to the men who simply take orders, would serve as a vital link between producer and customer and between wholesaler and retailer. The creative salesman would have closer contact with the management of the customer firms, and he would be skilled in such techniques as advertising, test marketing and publicity.

"He would be more than just a pair of legs," the marketing expert declared. "He would really have to create sales and bring about faster turnover of macaroni products."

Mr. Kahn said he doubted that regular salesmen could handle these creative tasks in addition to his normal duties. "In the first place," he explained, "the regular salesman is not equipped for developmental selling. He is primarily a maintenance man dealing with customers who are already sold. Second, he usually does not have the time for creating new markets, buried as he is in servicing accounts and paper work. Third, very few regular salesmen have the talent for development selling."

According to Mr. Kahn, management would be making a grave mistake in forcing the creative-oriented salesman to do routine selling and maintenance chores. "The development sales force should be relieved of conventional tasks and should be the superior of the two teams," he added.

### Produce New Customers

The whole idea of the creative salesman is to produce new customers, Mr. Kahn said. In the case of macaroni products, he continued, the development man would explore several different approaches toward creating more consumers.

"The concept that macaroni and spaghetti are ethnic foods has already been blown sky high," Mr. Kahn noted. "More and more people of all backgrounds enjoy them, not just those of Italian descent. But the potential market has barely been tapped. Imaginative selling practices can introduce millions more people to these tasty and inexpensive foods."

What sort of person should be assigned the job of expanding the macaroni market? "A very special individual," said Mr. Kahn. "In addition to having the salesman's standard knowledge of his market, product and customer, the

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development person must be inventive, resourceful, attuned to buyers' needs, and be a skilled investigator of possible new business."

A creative salesman, the speaker said, might well make a dramatic breakthrough in packaging that would send sales soaring. He would work closely with retailers, studying their problems and finding solutions for them. He would do the same for institutional buyers and industrial users of macaroni products.

"So many customers lack the dynamism that means bigger volume," Mr. Kahn asserted. "They either have the knowledge or the imagination to create more sales. This is where the development salesman comes in. He can furnish the 'expertise' the customer needs."

(Continued on Page 40)

THE MACARONI JOURNAL

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## A LOOK AHEAD

by Ralph Frank, Jr., Vice President, Lawry's Foods, Inc.

Below are highlights of a slide presentation made at the NMMA Winter Meeting in Hollywood, Florida.

**W**E believe there are many ways to look ahead. We consider the teenagers of today our customers of tomorrow.

We have produced a 12-minute film called "The New Art of Cooking" that is being shown in schools throughout the country. Several million people have seen this film. It has been on television and also has been seen in four or five thousand schoolroom classes.

We have been offering through What's New in Home Economics and Practical Forecast Magazines a teacher's kit featuring "Fun to Fix Foods," with a story and information about a filmstrip entitled "Pasta and Italian Sauce." We also have another piece of material which shows lasagna and all the hearty food elements that go with it.

This program started last fall. So far, we have had over 17,000 home economics teachers write in for this kit. All pictures and production of this filmstrip were done at Lawry's Food Center, which I hope you will visit when you are in Los Angeles.

### The Pasta Story

We say that pasta is the word that we use to include all the many types that comprise the classification of macaroni products—they are made basically from flour and water. What is the history of macaroni? Some people say it came from China; the popular story is that Marco Polo brought it over to Italy from the Orient. Where it was created is not important. What is important is that children . . . and everyone . . . love spaghetti and macaroni products.

Not only do they love it, but it's good for them. Many of the products are enriched today with nutrition additives. It is also very economical to serve in the home. It comes in many, many forms and flavors.

It is easy to prepare. Almost all macaroni products follow the same format of boiling it in water, adding a little oil or butter to the water, placing the spaghetti slowly into the rolling boil, testing occasionally to see if it's done. We say after five minutes it should be tested and served *al dente*, firm to taste. After you rinse it, put a little oil or butter on it—it makes it a little easier to serve.



Ralph Frank, Jr.

If you're making a casserole, you may want to rinse off the macaroni or lasagna to stop initial cooking. The sauce is what makes it tasty. It can be served in many ways.

Noodle Scaloppine is a popular dish served with Italian Sauce. Another interesting dish is a macaroni and cheese meat loaf made tastier with the addition of the Italian Sauce.

### How About Sauce?

What is the sauce? For the purpose of this discussion, we asked the school teacher to tell the school children that sauce is made with a tomato product. Those of you who have been abroad know that this may not be true in Italy; that there are many, many sauces. But for the purposes of this presentation, we are saying an Italian Sauce in America may be considered a tomato based sauce, at least according to our thinking and research.

How do you make a sauce? You can do it the old fashioned way or you can do it the easy way with a dry sauce mix. You just add the tomato product to the mix, oil and butter, a little water, let it simmer for 15 or 20 minutes and you have the kind of sauce that it would have taken hours to prepare.

Some people consider lasagna rather difficult to prepare. We don't believe it's difficult at all. You layer noodles into a baking dish; add the mozzarella cheese and a brick cheese; add some sauce, and then you do it all over again. You have a layered dish which is really a lot of fun and not too difficult to prepare. The Parmesan cheese on top makes it even more delicious. It's a dish you can serve to company as well as to the family, and you will probably get

more raves from this type of dish than you will from some expensive meat cuts.

Another simple method of having a pasta dinner, is to start with a casserole and make a sauce right in this dish. Then add the macaroni product and some frankfurters and you have a delicious casserole.

Take large butterfly shells, stuff them with cheese and serve with Italian Sauce. To Lawry's Sauce you can add shrimp, mushrooms, or vary it to your own taste. The pasta is as good as the sauce that you put on top of it. We hope that you will serve lots of pasta with lots of sauce and some of it will be Lawry's.

### How About Noodles?

For several years the question has been asked: "Why don't you do something for noodles?" We have! Last year we were just introducing Lawry's Stroganoff Sauce Mix. Stroganoff is different than Romanoff. It is a meat dish served traditionally and correctly on noodles. It is not a pasta dish in itself. Our vignettes show noodles predominantly. In one year's time I can report that from our sales and repeat business, we know that we have a successful product in Stroganoff Sauce Mix.

You may ask: "Who knows about stroganoff — who cares?" We say, "Everybody is talking about stroganoff." A flyer has been made from clippings taken from national publications about stroganoff. We've been telling the supermarket trade about stroganoff through an ad appearing every week in Supermarket News. We have been successfully promoting Stroganoff Mix and displaying it in large quantities with noodles in Los Angeles. Stroganoff Mix can be displayed in the pasta section as well as in the sauce section, in the meat section and the sour cream section. The shopper coming down the aisle gets an idea around which to create a meal.

What are we going to help sell? We have a refund certificate, that can be made available to you noodle manufacturers. Put it on your package. We take care of the refund.

### Goulash Recipe

We have another new product in Beef Stew Mix, and soon it will start appearing with stickers on the package that say: "Make Great Hungarian Goulash Stew; recipe on back of package." You might say, "What's the difference between beef stew and goulash?" Well,

maybe it's just that Continental touch. We are suggesting that it be served on noodles. But again—traditionally you can serve stew without pasta, but you really can't serve goulash without noodles.

We have a very beautiful spaghetti point-of-sale piece that does not have any product identification and can be used to promote our product. It comes in different sizes, some stiff cards and some soft. We also have a refund pad which uses the same art work.

There are many ways in which the macaroni industry can grow, through canned products, combination dinners, the frozen combinations, and in our case where we have the seasoning mix for the dry pasta product.

### Changes at International Milling Co.

International Milling Co., Minneapolis based food processor, reports the appointment of eight new division vice presidents.

They are: James H. Kallestad, general sales manager, bakery products; Lee W. Walden, director of services; Paul Bartz, production; John T. Lynch, central sales manager, grocery products sales; Willard H. Hagemeyer, senior account executive at Detroit; and Charles H. Kretschmer, Jr., Kretschmer Wheat Germ operations. New division vice presidents of International's Sweet Feeds Division are Wesley C. Thompson, assistant general manager, and Edwin T. Thompson, director of allied operations.

This marks the first time that division vice presidents have been appointed, and in line with the firm's emphasis on strengthening division responsibility, explains Atherton Bean, board chairman.



Sel F. Maritato

### Flour Sales Reorganized

The company is also reorganizing its U. S. flour milling industrial products sales and administrative functions, says Lloyd E. Workman, vice president in charge of the division.

James H. Kallestad advances to general sales manager, bakery products. He was sales manager, central region. William B. Deatrick, who joined International about February 15, is assistant general sales manager, bakery products.

Promoted to central region bakery flour sales manager, replacing Mr. Kallestad, is Anthony L. DePasquale, formerly durum products sales manager. S. F. Maritato, until now eastern region durum products sales manager, will be durum products sales manager. Lee W. Walden has been promoted to director of services—he was director of marketing for industrial products sales.

Duane B. Vaughn, central region marketing manager, advances to the newly created position of controller, U. S. flour milling division. His successor as central region marketing manager is J. Clarke Bassett, who has been manager, U. S. byproducts sales.

### Effective in February

The promotions became effective February 1. In addition, on that date, International's engineering functions, formerly a part of the U. S. flour milling division, became a corporate staff department.

Kermit V. Clawson has been promoted to general sales manager in charge of eastern region bakery products sales. Mr. Clawson has been serving as assistant eastern region sales manager since 1963. In his new position, he succeeds Manuel C. Alvarez, who died January 22 of a heart attack.

### Wheat Quality Conference

Wheat scientists, representatives of the grain and flour milling industries, other business firms concerned with wheat, and crop producers, met in Minneapolis January 26 for the annual Wheat Quality Conference sponsored by the Crop Quality Council.

Wheat quality improvement is a never-ending task and vital to the entire wheat industry from producer to consumer, said Eugene B. Hayden, executive vice president of the Council. New wheat varieties must combine good milling and baking quality, disease resistance, and high yield, in order to protect the Upper Midwest's economy and its reputation for high quality wheat. The 1965 performance of new spring and winter wheat breeding lines, grown for quality tests in North Dakota, South Dakota, Minnesota, and Montana, were reviewed.



Anthony L. DePasquale

Norman E. Borlaug, director, International Wheat Improvement Project, The Rockefeller Foundation, Mexico City, emphasized that hungry nations would have to improve their agriculture to meet increasing demands for food. Mark W. K. Heffelfinger, executive vice president and director of milling operations, Peavey Company, Minneapolis stressed the domestic needs of the milling industry for high quality wheat. Current fertilizer usage on upper midwest farms was reviewed by Lars A. Jensen, extension agronomist, North Dakota Cooperative Extension Service, Fargo. He pointed to greatly increased usage but a great potential ahead.

Howard Lampman, executive director, Wheat Flour Institute, Millers' National Federation, Chicago, reviewed progress of the Wheat and Wheat Foods Foundation. H. A. Rodenhiser, deputy administrator, Farm Research, U. S. Department of Agriculture, Washington, D. C., discussed the threat of the cereal leaf beetle to wheat production. The growth of the macaroni industry in the U. S. was charted by Robert M. Green, executive secretary, National Macaroni Manufacturers Association, Palatine, Illinois.

In the evening, Don Fletcher, retiring president of the Crop Quality Council, was honored at a testimonial dinner attended by more than 250 people.

### Argentine Wheat Exports

Wheat exports from the Argentine in the period January-October of 1965 climbed 75 per cent over the 1964 level, reflecting the large exportable surplus which followed a bumper harvest, say trade sources. It also represents a strong import demand.

(Continued on Page 30)

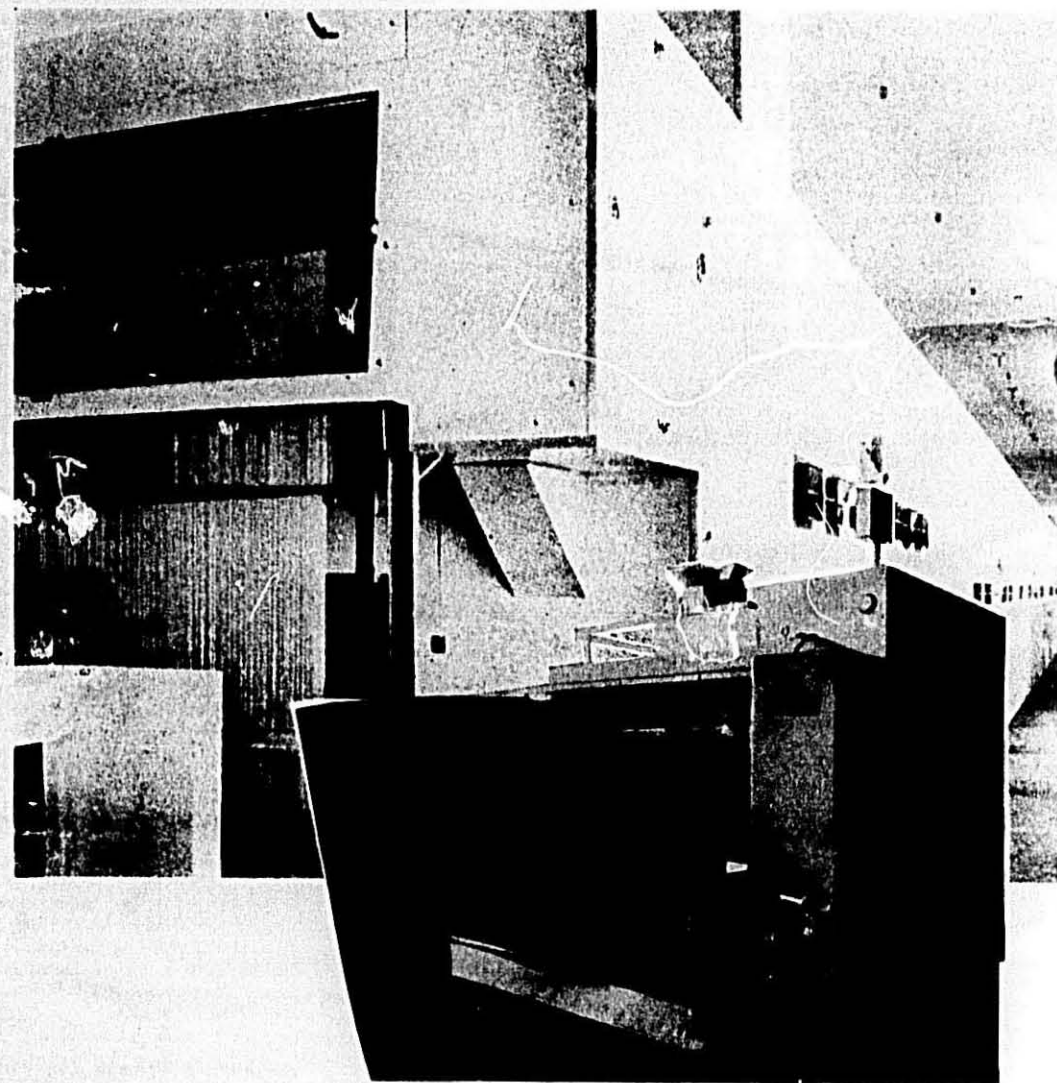


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### Durum Committee Meets—

(Continued from Page 6)

only on subsidy bids received and accepted subsequent to the announcement, and will be paid only on durum grading No. 1, 2, or 3.

To qualify for the additional ten cent payment, the exporter will be required to submit with his voucher for payment an official inspection certificate and a Federal Appeal Certificate specifically stating the percentage of sprout damage present in the shipment of durum covered by the certificate. In addition, the exporter must make the following certification:

"I hereby certify that the durum wheat exported and for which the additional ten cents per bushel premium is claimed herein came from free market stocks and was not acquired from stocks of the Commodity Credit Corporation."

#### Statement Amplified

The Department amplified on its new durum export subsidy policy as follows:

"CCC has 8,000,000 bushels of old crop durum stored in terminal elevators and 2,000,000 bushels stored in binsites. Much of this older crop durum will be of good quality and will be made available for export markets. Such durum wheat obtained from CCC will not be eligible for a subsidy premium.

"Along with CCC, free market supplies of high quality durum wheat are more than adequate both for the domestic and export markets. However, a total of about 30,000,000 bushels of 1965 crop grain was harvested after extensive rains in North Dakota, Minnesota and Montana. Much of that harvested after the rains showed considerable sprout damage, a recent survey indicated. The total 1965 durum crop was 68,886,000 bushels.

"Even small quantities of the sprout damaged grain (generally a little over 4%) when blended with sound wheat will make a mixture undesirable for milling and unsuitable for macaroni processing.

"An indiscriminate blending of durum with sprout damaged grain could lead to a drastic lowering of quality and subsequent loss of export markets which have been built up with high quality durum sales in recent years.

"We must retain the confidence of this important dollar-earning part of our export markets."

#### Aim At Exports

It is apparent that one of the aims of the new policy is to encourage exporters to bid for low sprout damaged durum in the open market rather than purchasing from CCC stocks, as has been the case with most export sales made

thus far in the current crop year. The extent of these sales is indicated by the fact that the 8,000,000 bushels of durum owned by the Commodity Credit Corporation in terminal positions currently is down about 24,000,000 bushels from the total held at the start of the crop year last July 1.

Since the start of the current crop year, exporters have sold a total of 22,900,000 bushels of durum for export by June 30, 1966, under the GR 345 and GR 281 programs. The GR 345 sales involve commercial sales against bid subsidies, with exports from either free market supplies or CCC purchases with payment-in-kind script; while GR 281 mainly comprises credit or barter sales, with stocks acquired from the CCC.

Based on the export sales registrations, exports of durum in 1965-66 will likely be the second largest of record, exceeded only by the outgo of 29,000,000 bushels in 1963-64 when huge quantities were shipped to Soviet Russia. In fact, the outgo may be about double the forecast made in October by the Department of Agriculture that 1965-66 clearances would reach 12,000,000 bushels.

#### Committee Commendation

Meeting in Minneapolis on January 27, the Durum Industry Advisory Committee commended the Commodity Credit Corporation for issuing orders to test and reconcentrate its 8,000,000 bushels of durum from North Dakota on an identity preserved basis by grade and "falling numbers" test values. This is aimed at keeping sprout damaged durum from getting into good stocks. The Committee urged the adoption of a system of cash settlement on all outstanding quality credit balances and all future quality premiums and discounts that may arise from loadouts from country elevators under the Uniform Grain Storage Agreements on the basis that this incentive would encourage blending.

#### Resolution

A resolution was then adopted to send to the North Dakota Congressional representatives and representatives of the Department of Agriculture. The statement said:

"The Durum Industry Advisory Committee, as representatives of the various segments of the industry, feels that it can reflect the sentiments of its constituents if communications between the Committee and the Department of Agriculture can be improved to provide for consultation before adoption of policies affecting the industry. In this regard, we feel the following shortcomings of the new premium subsidy policy for durum exports might have been avoided:

"(1) A specific numerical sprout damage content may not be a reliable measure of good or bad milling and processing qualities;

"(2) This program can encourage detrimental blending to take advantage of the permitted up to four per cent sprout damage allowance;

"(3) The program tends to create price instability that may affect the consumer, macaroni manufacturer, miller, exporter, and grower."

The Committee has previously urged that the sprout damaged durum from the 1965 crop be sent to food and feed deficit areas, suggesting that India might be a possibility.

#### Committee Members

Members of the Committee include Alvin Kenner of Leeds, North Dakota, who serves as Chairman; James Ole Sampson, Lawton, North Dakota; John W. Wright, Edmore, North Dakota; Richard Crockett, Fargo, North Dakota; Arnold Hornseth, Veblen, South Dakota; Norman Krabenhof, Sabin, Minnesota; G. A. Billy Barr, Froid, Montana; and James Stearns, Tulelake, California. Milling representatives include Mark Heffelfinger of the Peavey Company; Carl Farrington of Archer Daniels Midland Company; and Ray Wentzel of Doughboy Industries. Exporters are Daniel G. Amstutz of Cargill, Inc. and William R. Goodale of Continental Grain Company. For macaroni manufacturers: Lloyd E. Skinner of Skinner Macaroni Company, Walter F. Villaume of Jenny Lee, Inc., and Robert M. Green, executive secretary of the National Macaroni Manufacturers Association, who serves the Committee as secretary. Also on the Committee is Dr. Kenneth A. Gilles, Department of Cereal Technology, North Dakota State University.

#### Argentine Wheat Exports—

(Continued from Page 27)

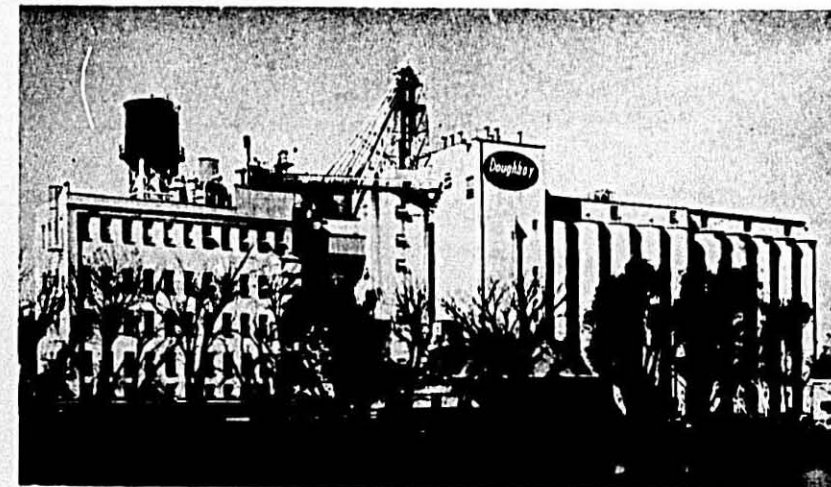
The principal market continued to be Mainland China, which raised its purchases by 200,000 tons. However, shipments to the Soviet Union showed the biggest jump, in contrast with an insignificant amount taken in 1964. The increase raised the USSR to third place in 1965.

Consignments to Western Europe except for West Germany, expanded, showing the competitiveness of Argentine wheat. Britain, Italy and The Netherlands all took much larger quantities. Of the markets in South America, Brazil-Argentina's second most important customer—increased its intake by 43 per cent. Peru also bought more Argentine wheat, while Chile, a non-importer in 1964, took a moderate amount.

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### Small Business Association Would Retain 14 (b)

Forcing a man to join an organization as a condition to getting or holding a job is repugnant to the American concept of freedom, Lloyd E. Skinner, President of National Small Business Association, stated in announcing the Association's continued opposition to repeal of the right-to-work provision of the Taft-Hartley Act.

Repeal of Section 14(b) of the Taft-Hartley Act would take away the privilege of free choice from the individual worker, and would be an unnecessary and unwarranted intrusion by the Federal Government into the rights of the States to govern themselves, Mr. Skinner said. The right-to-work issue will help determine which of our Senators are the true liberals who are willing to fight to preserve the principles of freedom in America, he said.

In the policy statement of National Small Business Association, Mr. Skinner who is also president of the Skinner Macaroni Company, Omaha, Nebraska, charged that President Johnson's Administration unwittingly is sabotaging the financing of its own programs by its growing interference with private enterprise.

There is no substitute for a dynamic system of private enterprise for continued economic growth of our Nation, Mr. Skinner stated, and the more free that private enterprise is of Government control, the more efficient it is and the more tax dollars it will provide to finance mushrooming Government programs.

#### Concern About Inflation

Mr. Skinner said the Administration is inconsistent in its concern about inflation when at the same time it advocates additional legislation that will push prices up. "Government itself is most responsible for the growing inflationary trend," he charged. "An arbitrary imbalance in the law of supply and demand is promoted by Government by its encouragement of wage-spiraling and by its fostering of unlimited Government spending. Water pumped by Government into the veins of our economy by wasteful and unnecessary programs can not help but produce inflation."

Action by the new Congress to curb the irresponsible abuse of monopoly power by labor unions was urged by Mr. Skinner. "Congress must look to the public interest and determine whether labor unions should continue to have exemption under our antitrust laws. Since some labor unions apparently consider themselves above all law, including orders of the court, Con-



Lloyd E. Skinner

gress should impose realistic curbs on the use of strikes and strike threats affecting the public interest and national defense."

Mr. Skinner asserted there has been unrestrained interference by labor unions in the right of companies in the free enterprise system to carry out their management functions. "Congressional intent is consistently ignored by administrative and judicial agencies of our country," he said. "A reform of existing Federal labor statutes should be undertaken by Congress to clarify Congressional intent."

#### Committee Approval

Mr. Skinner's statement of NSBA policy was approved by the Association's Executive Committee at a meeting on January 14-15.

Attending the NSBA Executive Committee meeting with Mr. Skinner were Frank M. Cruger, NSBA Board Chairman and President of Indiana Manufacturers Supply Co., Inc., Indianapolis, Indiana; Richard H. Simpson, NSBA Treasurer and President of Charles A. Bennett Co., Inc., Peoria, Illinois; John A. Gosnell, NSBA General Counsel, Washington, D.C.; Harry E. Brinkman, President of Cincinnati Lithographing-Ohio Press, Inc., Cincinnati, Ohio; Harry Jordan, NSBA Vice President, Witter Park, Florida; L. M. Evans, Chairman of the Board of Telectron Co., Fort Lauderdale, Florida; A. F. Mathews, President of Consolidated Freight Co., Saginaw, Michigan; and Carl A. Beck, NSBA Vice President and President of Charles Beck Machine Corp., King of Prussia, Pennsylvania.

National Small Business Association is headquartered in Washington, D.C.

Every man's problem is how to be effective.

much it makes sense to have a goal to just "hope" all is well.

(7) Adverse effect of possible ruling permitting Catholics to eat meat on Friday. This will be a challenge to the promotional ability of an industry to turn a negative event into a plus value. Again, how fortunate to have foreknowledge.

(8) Too limited of a Nationality concept of many pasta products. With all due respect to the Italian heritage of this great industry, a trend to describing some of the lesser known products (perhaps subtitled by their correct Italian names) could spark greater growth among these.

(9) One other point brought out in the 1964 survey was that pasta products are used for entertaining quite sparingly. While not a vast growth potential because of the limitation of total entertaining done in American homes today, these products should be served and served proudly to guests, both as main dishes and as side dishes.

(10) Lack of effort on part of your own industry to push frozen macaroni products. I would conclude from having read many of Bob Green's recent bulletins that he is tackling this problem now so I can only add, "full steam ahead!"

#### Plenty of Challenges

Well, there are enough challenges for both of us to keep us busy for a long time. Among our own efforts to answer these challenges are: continuing to merchandise products using pasta because we know their contribution to our success is immense; we will look for new and interesting ways to prepare and merchandise these products... we can use help in the form of ideas from you, especially ways to popularize more forms of pasta. We will move full steam ahead in all areas of frozen institutional prepared foods, special emphasis on boil-in-bag and other portion control presentations which may well lead the way. We will encourage equipment manufacturers to develop better ways to reconstitute frozen foods. We will merchandise convenience, cost control, inventory control, labor savings, time savings, improved variety, better flexibility and, above all, top quality as the reasons why more people should use more frozen prepared foods.

These are some of our plans. How your industry answers the challenges set forth above and many others, will go a long way in determining whether your growth will meet or exceed the goals you set.

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### Fast or Easy Life — Which Perils Heart?

It apparently takes more than a high fat diet, high blood pressure and a genetic predisposition to bring on a heart attack, asserted Arthur J. Snider, Chicago Daily News Science Editor, recently.

These risk factors become important only when the individual also is ambitious, aggressive, competitive and continually concerned about work deadlines.

#### Behavior Is a Fuse

This coronary profile, underscoring behavior as a fuse, was derived from a two-year study of 3,524 employees, aged 39 to 59, of a California corporation.

Dr. Ray H. Rosenman of Mount Zion Hospital and Medical Center, San Francisco, said the energetic, hard-driving type suffered coronary heart disease at a rate three times those who did not have "an enhanced sense of time urgency."

Rosenman said the role of behavior has been largely neglected in assessing factors responsible for heart disease. The reason is partly due to the difficulty in evaluating it and partly to the tendency to confuse it with "simple emotional reactions, all too loosely grouped under the generic term, stress," he said.

This report, published in a recent issue of the Journal of the American Medical Association, was followed by another that suggested that the coronary is not true. A carefree, happy, tranquil life doesn't necessarily provide insurance against a heart attack.

#### Roseto Bubble Burst

This second report, by Dr. Ancel Keys of the University of Minnesota public health unit, burst the bubble of the image of the village of Roseto, Pennsylvania.

Some 18 months ago, the community of Roseto was widely publicized as consisting of 1,700 people who were mostly overweight violators of all eating rules, yet were remarkably free of heart disease.

Medical observers credited their happy-go-lucky mode of living, absence of pressures, love and warmth of strong family ties and absence of tension as offsetting a general diet that builds up cholesterol in the blood.

Keys, who has championed the high cholesterol diet as conducive to heart attacks, says the report about the happy, healthy Rosetans is overdrawn. He contends a new study, more rigidly controlled, shows the incidence of heart disease is no different from surrounding communities.

"There is no basis for invoking speculation about a possible protective effect of the emotional climate in Roseto," Keys concludes.

#### In Defense of Private Label

Private or controlled label was described as "an essential key for survival in an intensely competitive marketplace," by Leo J. Bushey, president of the Red & White Corporation, in a presentation made before the Supermarket Advertising Club of New England.

Bushey, whose organization serves 34 U.S. food distribution centers supplying over 2500 food stores, made his remarks in a panel discussion on "Private Label vs National Brands." He stressed: "Most chains, voluntaries and co-ops must have national brands to provide the means by which they can make the shopper aware that their prices are as favorable as those of their competitor. National brands, in addition, provide an effective merchandising method by which a newcomer in the market can jolt customers away from their accustomed trading habits through the medium of loss-leader pricing. This latter fact concerning national brands also makes private label an essential key for survival in an intensely competitive marketplace—a key that allows retailers to maintain stable gross margins under the most trying competitive situations."

#### Powerful Chains

Bushey pointed out that an evaluation of the direct relationship between private label brand promotion and power in the grocery business can be made by studying two facts:

1. The three largest chains—A&P, Safeway and Kroger — handle 16 1/2% of the nation's grocery sales at retail.
2. These three giants account for 76% of the canners' sales of private label brand fruits and vegetables. In addition, they operate extensive canning facilities of their own.

Bushey went on to say: "These are not Johnny-come-lately's. The policies and practices they have adopted were hammered out on the hardest of all anvils—competition in the food industry: an evolutionary outgrowth of literally billions of transactions with shoppers. You may be sure that the brand programs of these companies have proceeded at a pace closely measured by the shopper's receptiveness."

#### Different Shoppers

Pointing out that today's shopper, because of tremendous and continuing

sociological changes is vastly different than her counterpart of a generation ago, Bushey declared:

"This shopper is sensitive to the direct relationship between the private brand and the supermarket sponsoring it—whether the super market be part of a corporate chain, voluntary or cooperative group. When such a brand has that super market's unqualified endorsement and support the shopper is presold on it by the very fact that she has chosen that store as her preferred shopping place.

"Furthermore, as a customer, she has ready contact with people answerable to her if or when a product under the private brand fails to meet her expectations. It may not be going too far to suggest that the modern shopper feels her super market operator owes her an obligation to make major commodities available at prices which reflect the elimination of national advertising budgets at the manufacturer level."

#### Red and White Is Growing

In concluding, Bushey reflected on past growth and future potential of private label by using his own organization as a frame of reference. He said:

"Over the past five years Red & White has increased its sales by 80% and a recent announced goal is for a 100% increase over present sales by the time we celebrate our 50th anniversary just four years from now in 1959."

#### New FDA Chief Named

Dr. James L. Goddard has been appointed by President Johnson as administrator of the Food and Drug Administration in the Department of Health, Education and Welfare. Dr. Goddard, 42, formerly was assistant surgeon general in the U.S. Public Health Service.

He succeeds George P. Larrick, who rose through the ranks of the FDA to become administrator. Mr. Larrick retired at the end of December.

#### Winston Honored

James J. Winston, director of research for the National Macaroni Manufacturers Association, has been selected for membership in the New York Academy of Sciences.

He is a fellow in the American Institute of Chemists and holds memberships in the American Chemical Society, American Association of Cereal Chemists, American Association for the Advancement of Science, Institute of Food Technologists, and Institute of Sanitation Management.

He has been Director of Research of the National Macaroni Manufacturers Association since 1950.

...everything  
...noodles,  
...Henningesen,  
...people,  
...you  
...thing new  
...egg.

...negative, by test. We homoge-  
...ize our egg solids for uniformity.  
We can also tell you ways to save  
money on the eggs you put into your egg noodles  
by better methods of handling and blending and  
storing eggs in your plant. And we know all the  
ways. After all, we're the egg people.  
Osmore thing. You get fast, on-time, depend-  
able delivery of egg solids from Henningesen.  
And we have local representatives all over the  
country to help you out on egg problems.  
After all this, we're afraid to suggest that you  
use your noodle and buy your egg solids from  
Henningesen, the egg people. But it is a good idea.

**Henningesen Foods, Inc.**  
The egg people  
New York, N. Y. 10017 (212) MU 7-1830



## WAY BACK WHEN

### 40 Years Ago

• "Obey the anti-coloring rule," urged the Front Cover. "For years our industry hoped to eliminate artificial coloring by education and understanding. The U. S. Bureau of Chemistry now compels us to do it. Give the ruling a fair trial."  
 • To succeed—excel. An editorial takes a businessman's philosophy which says (1) improve plant equipment; (2) produce superior quality of products; (3) issue consistent publicity to users and educational advertising to prospective customers.  
 • A salute to the durum millers appeared with pictures of durum fields. The eight mills listed included Pillsbury, Capital, Crookston, Washburn-Crosby, Minneapolis Milling Company, Duluth-Superior Milling Company, King Midas, and Commander.

### 30 Years Ago

• It was reported that the Internal Revenue Division was deeply concerned about the ultimate use or disposition of processing taxes on wheat. The tax had been collected until the Agricultural Adjustment Act had been declared unconstitutional by the U. S. Supreme Court. Macaroni manufacturers had been paying a tax of \$1.38 a barrel.  
 • "Macaroni is favorable to beauty," said one Journal story, referring to the natural beauty of Italian women, attributed to their plain, natural diet.  
 "Macaroni is an ideal food," says an international authority on nutrition and child welfare, Dr. Daniel R. Hodgdon, fellow of the American Association for the Advancement of Science.  
 • New rookie outfielder, Joe DiMaggio, of the New York Yankees, was pictured eating his favorite dish—spaghetti!—after batting .393 in the Pacific Coast League, the Yankees gave \$25,000 and four players for the husky youth.

### 20 Years Ago

• War Food Order No. 144, issued in line with President Harry S. Truman's wishes to control flour production so as to help feed the needy of other nations,

called for 80 per cent extraction after March 1.

• It was pointed out by the Department of Agriculture that most parts of central Europe required a 90 per cent extraction rate for flour. In Italy it was 91 per cent; in France 90 to 95 per cent; in Russia between 80 and 96 per cent.

• The ceiling price on wheat was increased three cents as of March 4 to help adjust livestock feeding to the reduced supplies of feed grains and to encourage more prompt marketing of grain supplies.

• Hearings were held in Washington by the Food and Drug Administration on slack filled packages. Tolerances of 15 per cent for short cuts and 30 per cent for long goods was being sought.

• The state of New Jersey passed a new weights and measures bill calling for proper labeling as to the net quantity of contents being plainly and conspicuously marked.

### 10 Years Ago

• How to Sell Quality was the title of a Dartnell film using four arithmetic symbols:

- + Add up the benefits.
- Subtract the disappointments.
- + Divide the higher costs by extra satisfaction.
- × Multiply the satisfactions that go with quality.

• George Jenkins, president of Public Super Markets, said: "Supers like to sell macaroni."

• Theodore R. Sills, public relations counsel for the National Macaroni Institute, gave a boxscore for 1955 publicity which included 57 magazine breaks, 12 Sunday Supplements reached, 47 newspaper syndicates, 3 colored photos released, plus releases to special segments of the press, radio and television.

• Joseph Giordano, Standard Committee chairman, reported that the Federal Trade Commission had inquired as to whether or not the industry wanted to revise and update its Trade Practice Rules. A committee was appointed to work with the FTC.

### Cheese-Tomato Sauce

Hunt Foods is introducing Tomato Sauce with Cheese, which combines tomato sauce with aged Romano cheese, touches of onion and garlic, and a blend of seven Italian seasonings. National magazine advertising and a saturation schedule of network TV commercials will back up the introduction.

### Spanish Pasta Firm

Standard Brands, Inc. is joining with a Dutch company in purchasing a 75% interest in Industrias Riera-Marsa, a Spanish manufacturer of pasta, baby foods, dried soups and other products. The Spanish company, in which Standard Brands is investing several million dollars, operates three plants.

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### A Second Sales Force—

(Continued from Page 24)

Acknowledging an upward trend in macaroni sales, Mr. Kahn warned association members that they will have to take positive action if the boom is to continue.

"Don't let the current situation pull you into a false sense of security," he advised. "The industry that gets on top and stays on top thinks in terms of creative selling. Don't expect miracles to happen without effort. Start thinking now of a second selling force."

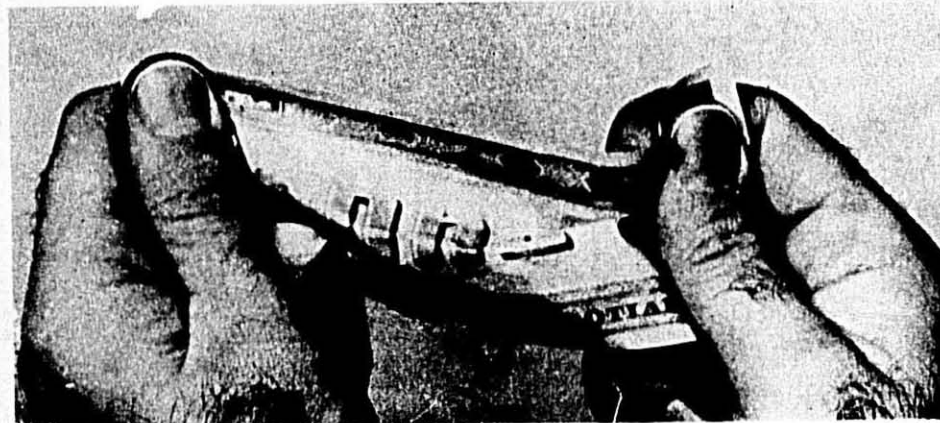
### When a Customer Complains:

- (1) Act fast—delay only aggravates resentment.
- (2) Listen to the full story—even though you have an answer ready, let him go until he runs down.
- (3) If he's right, admit it. Don't make up fantastic stories to explain all-too-human errors.

### For a Worthy Cause

The following advertisement appeared in the Baytown (Texas) Sun: \$1 SPAGHETTI BENEFIT DINNER, Tuesday, 5 to 9 p.m. at the Frontier Restaurant, 4108 Old Spanish Trail. Italian-style spaghetti with meat sauce served with garden green salad and toasted garlic bread. Proceeds to benefit the management and employees of the Frontier Restaurant and their families.

## Does it REALLY Pay to Stretch it?



Of course. No businessman worth his monthly stipend denies that it's smart economics to get the most out of every dollar spent. But like all things, it's not only what you do, but how you do it. Get the most out of every dollar, sure, but be careful not to stretch so far that you forget what you're buying in the first place.

At USPL we stretch dollars—your dollars—to deliver as much as possible for every dollar

spent on packaging and advertising materials. But we never lose sight of the fact that our customers need high quality packaging to stay ahead in the battle of the grocery shelves. This is why we have a satisfied selection of customers who get more and sell more with packaging by USPL.

May we help with your next packaging problem? We have offices in 21 cities coast to coast and one is near you.



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