

**THE  
MACARONI  
JOURNAL**

**Volume 48  
No. 6**

**October, 1966**

# Macaroni Journal



OCTOBER, 1966

NATIONAL MACARONI WEEK  
OCT. 13-22

FEEDING A CROWD!



send your sales manager to sell in the supermarket?

Put your product in a package. It's almost as good as sending your sales manager along.

Rossotti-produced good as sending your sales manager along. Rossotti knows your market is different and designs your package to reflect that difference. Rossotti anticipates your equipment requirements and advises you on developments...or plans your packaging to take advantage of your present equipment. Rossotti provides you with knowledgeable packaging research to protect you on industry regulations, and a marketing staff to structure your package for maximum merchandising power.

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(Tell your Sales Manager to let that package sell. Call Rossotti!)



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# The Macaroni Journal

October  
1966  
Vol. 48  
No. 6

Official publication of the National Macaroni Manufacturers Association.  
139 North Ashland Avenue, Palatine, Illinois. Address all correspondence regarding advertising or editorial material to Robert M. Green, Editor, P.O. Box 336, Palatine, Illinois, 60067.

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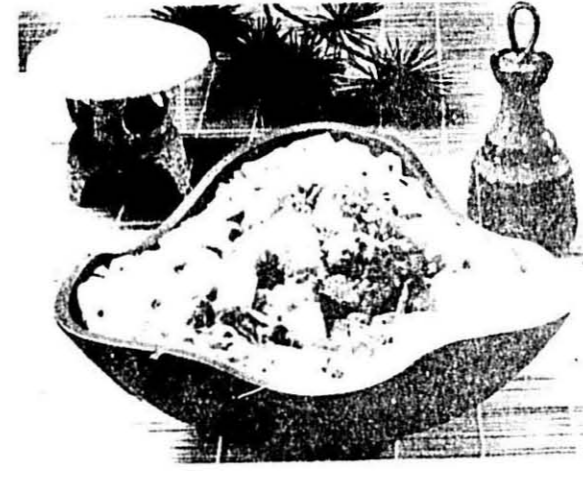
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OCTOBER, 1966

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# NATIONAL MACARONI WEEK

October 13-22

Theme: "FEED THE CROWD"

Here are examples of photographs accompanying National Macaroni Week releases through the Salt organization.  
**Above:** left, top: Macaroni with Lamb Stew, Greek Style; right, top: Macaroni Cheese Salad; lower left: Spaghetti with Meat Sauce; lower right: Egg Noodles with Sweet Sour Shrimp.  
**On opposite page:** left, top: Macaroni Salad with Deviled Eggs; right, top: Spaghetti with Meat Sauce; Winter Macaroni Salad; Noodle Soup; lower left: Noodles Alfredo; lower right: Macaroni Buffet Salad.

## Cover Photo

Whether you are feeding a crowd of five or five hundred, macaroni products are the perfect food. It's easy to see why. It has a universal appeal, convenience in preparation and their versatility in serving. These are the points which will be emphasized in the cross-country public relations program supporting National Macaroni Week, October 13-22. Spaghetti with meat sauce and egg noodles will be teamed with hundreds of related items in stories, recipes and photos aimed at the consumer through the front pages of newspapers and magazines and on radio-TV shows. Renee Porter serves up a platter of spaghetti and meat balls to celebrate National Macaroni Week. You can celebrate, too, by pushing your products hard during this special merchandising period.

## MACARONI WEEK - a national publicity effort for macaroni products

The Macaroni Merchandising Calendar calling attention to National Macaroni Week has already gone to grocers, their merchandising managers and macaroni buyers. Trade press releases are graphically portraying the theme "Feed the Crowd" with attractive Renee Porter holding a platter of spaghetti and meat balls under a shot of a huge crowd.

Consumer publicity from the National Macaroni Institute is being issued by Theodore R. Sills & Company to every type of media. Examples:

**Sunday Supplements** are being supplied stories and recipes to be nationally syndicated. Family Weekly for October 9 has scheduled a color illustration of Spaghetti with Meat Sauce, Macaroni Winter Salad, Tomato Noodle Soup. This will have a circulation of 4,739,527 in 165 newspapers.

**Syndicated Food Columnists** are being serviced with stories, recipes, and photographs wherever used:

Gaynor Maddox of Newspaper Enterprise Association has been sent Spaghetti with Braciolo.

Cecily Brownstone, Associated Press, has Macaroni Buffet Salad.

Zolita Vincent Warren of Pacific Coast Dailies and Eleanor Ney of Westchester Rockland Newspapers have been sent releases for Egg Noodles with Sweet-Sour Shrimp.

A Negro model has posed for photo of Macaroni Salad with Deviled Eggs

for a mat mailing to the Negro press including Afro-American Newspapers and Pittsburgh Courier. Total of 125 papers: 2,000,000 circulation.

Other columnists receiving materials are:

Joan O'Sullivan, King Features;  
Alice Denhoff, King Features;  
Ella Elvin, New York Daily News;  
Opal Crandall, Copley News Service;  
Jeanne Lesem, United Press International;  
Mary Meade, Chicago Tribune;  
Sylvia Windle Humphrey, Bell-McClure Syndicate;  
Christian Science Monitor.

**Major Market Newspapers** are receiving three releases, each with a new black-and-white photograph, recipes and stories. These are supplied on an exclusive basis to newspaper food editors in 212 standard marketing areas.

**Newspapers and Wire Services** and a variety of columnists are receiving stories, photos and an assortment of items on macaroni products and the week which spotlight them.

Two new color photographs have been taken, and are being placed with food editors whose newspapers use color transparencies. These are Noodles Alfredo and Macaroni with Lamb Stew, Greek Style.

**Small Town Weekly and Daily Newspapers**, some 1500 in number, with total circulation of 12,000,000, are being

sent a black-and-white photo with story and recipes.

**The Labor Press**, 600 publications with circulation of 11,000,000, are receiving material on macaroni, spaghetti and egg noodles.

**Consumer Magazines** have been alerted to National Macaroni Week and encouraged to feature macaroni products in their food stories in fall issues. Information, recipes and product are supplied wherever needed.

**Cooperative Publicity** has been solicited from publicists who promote food products compatible with macaroni. They have been informed of National Macaroni Week and urged to participate. Recipes and product are supplied to these cooperating publicists as needed throughout the year.

**To Television**, two releases—each with a special script and recipes for use in entertaining—have been prepared. They are being supplied to demonstrators of 200 stations across the country.

**To Radio**, to radio commentators of 850 stations nationwide, two releases—each with a script and recipes for feeding a crowd—are being supplied.

**Disk Jockeys**, some 700 in number, will receive macaroni story material which they can use any time during the week to alert their audiences at home, at work, and on the highways to National Macaroni Week.

**Sell National Macaroni Week. National Macaroni Week will sell for you.**

A television campaign based on personal appearances of a home economist from the kitchens of Theodore R. Sills, Inc. is scheduled for the midwest as a curtain raiser for National Macaroni Week. Shelagh Hackett, the home economist-account executive, will demonstrate uses for macaroni, spaghetti and egg noodles. Her tour takes her to Minneapolis-St. Paul, St. Louis, Chicago, Detroit and Cleveland the week prior to the dates set for National Macaroni Week. Other trips will take her to other parts of the country at later dates.

When Miss Hackett is not travelling around the country promoting pasta products in imaginative recipes, she can be found in Sills test kitchens where she creates and develops many of the recipes she demonstrates on radio and television shows. Sills, Inc. is the largest public relations firm specializing in food.

A native of England, Shelagh spent her early years travelling with her family throughout Europe where she

became familiar with the various continental cuisines in early childhood. Continuing her interest in food, she studied at the Perse School for Girls in Cambridge, and received her Bachelor of Science and home economics degrees at Cambridge University. She also studied at the famed Cordon Bleu in Paris, and has diplomas in public speaking and food demonstration.

Shelagh began her career as a home economist with the Electricity Board in England where she developed and tested recipes for demonstrations to the public and on television. In June, 1961 she came to the United States on vacation, and liked this country so much she decided to stay.

Shelagh prefers to spend as much time outdoors as possible, and enjoys all sports, especially tennis, auto racing, mountaineering and skiing. A trim five-foot-ten with dark hair and eyes, she lives in northern New Jersey with her husband, surrounded by dogs of every shape and size.

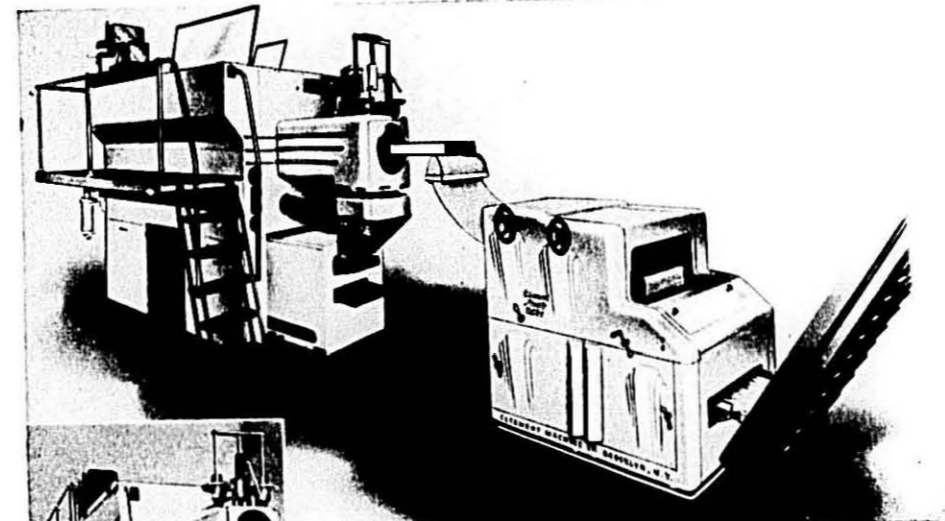
### TV Demonstrations Scheduled



Shelagh Hackett

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Clermont Extruded Noodle Dough Sheeter VMP-3



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

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**E**ngineered for simplicity of operation.

**R**ugged Construction to withstand heavy duty, round-the-clock usage.

**M**atchless controls. Automatic proportioning of water with flour. Temperature control for water chamber.

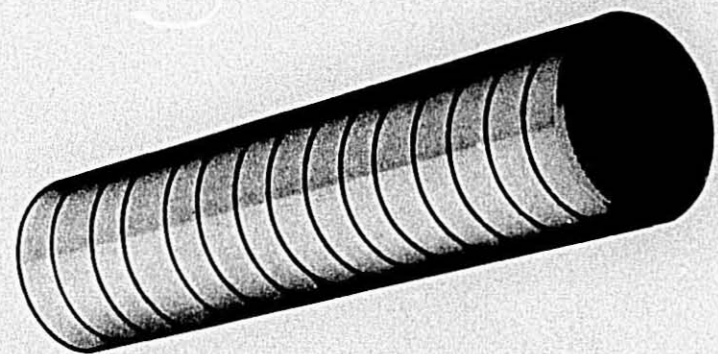
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THE MACARONI JOURNAL

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**4** High extrusion pressure and low temperature of dough result in a matchless product quality.

**5** Hourly production of **F**AVAN® plants is guaranteed and not approximate.

## SEMINAR ON PUBLIC RELATIONS

by Theodore R. Sills, public relations counsel for the National Macaroni Institute

THE object of this seminar is to have a thorough discussion of the plain and to evaluate the various premises upon which this Public Relations Program has been built.

### Two Key Points

Public Relations Program for the macaroni industry.

We shall endeavor to examine, to explain, to believe that it is well to start with two key points:

1. Macaroni sales have shown a great and steady increase.
2. The public relations program has constantly kept the public aware of macaroni products.

In the period during which this program has been operating, macaroni sales, according to NMI figures, have gone from 880,000,000 pounds per year to 1,750,000,000 pounds per year—an increase of approximately 98.8 per cent. During this period, the per-capita consumption of macaroni has gone from six pounds to 9.02 pounds.

During this same period, our population has increased by 31.5 per cent. This is quite a spectacular performance.

In the same span of years, potatoes have gone from 113.8 pounds down to 102.6 pounds per capita and most interestingly of all, the sales of all wheat products have gone from 134.2 pounds per capita to 118.6 pounds per capita, for a 13 per cent decrease.

Other comparative products, confronted by the American pre-occupation with diet and low-caloric foods, have found their sales steadily slipping. The macaroni industry, faced by the same American diet-consciousness, and also by the fact that most people look upon macaroni foods as fattening, still has recorded a spectacular rise year after year.

The only thing we need fear is complacency and the inability to combat the aggressive tactics of competitive foods also fighting for a place on the American dinner table.

The second key point is that along with good, sound selling and merchandising on the part of the macaroni industry, your Public Relations Program has produced tremendous results. Not a week goes by without macaroni products being brought to the attention of the consuming public in all forms of media—both print and electronic—and reaching all consumer groups across the board.



Mr. Sills

So, here again are these two key points: (1) your sales have been going up steadily, far in excess of the population increase; (2) your Public Relations Program has been a sturdy sales vehicle.

### How's and Why's

Here are some of the areas which we hope to cover:

Why do we have a public relations program?

What is it designed to accomplish? How does it work?

And last and most important—How does it help you?

Let's tackle this first question of why—Why a public relations program for an industry such as yours? A product or an industry public relations program is designed on two basic concepts. Its main job is to educate the public and to motivate the public to buy the product. Its second job, when necessary, is to eliminate public misconceptions about the product.

The public is educated in a number of different ways. It is influenced by what it reads. It is influenced by what it hears and by what it sees. Women looking through their food pages, for example, are intrigued by new dishes or variations of old dishes or new uses of a staple product. They are encouraged to try these new uses.

In addition to the firmly established homemakers who are macaroni users, there are millions of new users every year. The teen-agers and the young marrieds, whose experience with macaroni products generally is not broad, are taught how to prepare the product and new ways of using the product. They are stimulated to try new uses and to balance their budgets with this nutritious, good-tasting, economical product.

In addition, the reminder factor is a most important one. A woman wondering about what to have for dinner to-

night or tomorrow may see an interesting picture and story in a newspaper or magazine or TV or hear it over radio, and while she may not use that particular recipe for her immediate dinner plans, it may remind her that she has not served macaroni for a certain number of days, or weeks, and will thus be stimulated to place it before her family that evening.

The more reminders the homemaker gets, the more suggestions she gets, the more her curiosity and appetite is appealed to—the more product you are going to sell.

Now if you couple this with the second major premise on which a public relations program is based—that of overcoming misconceptions such as high-calorie, length of preparation time needed, fuss and bother, etc., you have a sound platform from which to launch increased sales.

### How It Helps You

The "How Does the Public Relations Program Work" will be dealt with by Elinor Ehrman, but I would like to talk for a moment or so on the fourth question which I propounded—How does it help you?

As a macaroni manufacturer, you are interested in the progress of the whole industry, of course, but your basic interest is how does it help you. What happens to your sales?

Now while the industry's public relations program creates consumer awareness, creates a need and desire for the product and supplies the motivation to make people want to buy and serve the product, the industry public relations program is designed only to sell the commodity. You must sell your own brand.

If the customers are created, then it is up to you through your advertising, your merchandising and your promotion to make your brand seem so much better and so much more desirable than that of your competitors.

If your public relations program sells the commodity and you fail to sell your brand, the industry will have a definite sales increase and your competitors will have a definite sales increase—but you may not. Therefore, these two sales forces walk hand in hand—the sale of the commodity and the sale of your brand.

### How About Advertising?

The question is often raised, "Does industry public relations replace advertising?" (Continued on page 12)

## Public Relations—

(Continued from page 11)

vertising?" The answer to that is very simple. For the commodity it can and often does—unless an industry has a tremendous amount of money to spend for a national advertising campaign.

For brand acceptance, the answer is "No." The brand must be sold through advertising and promotion and sound merchandising. The two are closely intertwined, but they are two separate functions.

### Promotions

We have a number of promotional periods for macaroni. We have Macaroni Week. We have Lent. We have a summer promotion. And then along with these, we have other promotions aimed at the Negro field, the blue-collar workers, the teen-age market and various ethnic groups.

One of our promotions that apparently wasn't, and isn't, generally understood is Macaroni Week. I was startled to find this to be the case in an Institute meeting in Miami, and from that meeting came the determination to talk about Macaroni Week, what it is supposed to do, and why it is.

In America today the list of weekly and monthly events approximate 500. They range in scope from safety drives, drives for the elimination of diseases—such as cancer, polio, etc.—through the food field, Macaroni Week, Tuna Week, Pickle Week — all the way down through various other things as Fun Week and Replace-the-Rubber-Tip-on-Your-Crutch Week.

Thus, we have 52 weeks in a year and something like 250 proclaimed weeks. Clearly there is going to be a certain amount of elbowing to get in. Are all the weeks, thus enumerated, successful? No, they are not!

### National Macaroni Week

Why, then, are some successful and others not? And what do you accomplish with a week, such as Macaroni Week?

The reason that most weeks are not successful is purely because the people who announce and proclaim their week do nothing about it. It is not promoted. It is not publicized. It never sees the light of day.

Some think that merely by proclaiming, "Come Home to Ottumwa, Iowa, Week" that everybody will come home to Ottumwa, Iowa. But it isn't quite that simple.

A week must be planned carefully. It must be merchandized, and above all, it must be well publicized.

A week properly done becomes a news peg. It becomes something that is

happening this week. It becomes a reason for the newspapers to talk about a product. It becomes easy during a week to go further on a product than mere recipes and stories and pictures. It becomes possible because of the news angle of the week to talk about the product more in depth—its history, its background, its various attributes.

The editors recognize this. And the editors will back up a week with good editorial space and the important third-person endorsement of the product. Third-person endorsement, of course, is when someone else other than you says something favorable about your product.

When you print an advertisement, the public reading the advertisement knows that you have paid for the space and may say anything, may make any claim, that you wish to make. But when the editor, the third person, lauds your product, this has great credibility and believability.

Sometimes the promotion of a week can yield quite spectacular results.

### Tuna and Pickles

Years ago when we did the first national Tuna Week for the tuna industry, they kept careful record of their sales for six weeks before and six weeks after the promotional effort in comparison with previous years.

The week was scheduled for November because this is the time that tuna inventories are at their highest and sales at that time are at their lowest. The tuna canners got behind the promotion, also, and the result of the first tuna week was an increase of 78.6 per cent.

Now, while this is spectacular, bear in mind again that the promotion was scheduled during the time when sales were traditionally at their lowest, which would account for the tremendous percentage increase in sales of the product, although the increase in case sales was considerable.

Another week that has been well promoted and well supported by the packers has been National Pickle Week. While this week was backed up with good stories and pictures in the food pages of the newspapers, it also always gets a good play in the news columns with funny little pickle stories that seem to tickle news editors and public alike, which have provided much fodder for the radio disc jockeys, the newspaper columnists, etc.

In addition, however, Pickle Week has been used as a hard-hitting merchandising event by the pickle packers. They use this to launch some of their hardest selling effort and, at various

times, back up the week by newspaper advertising and billboard advertising.

Pickle sales grew from 28,771,000 cases in 1948 to 51,044,000 in 1965.

Now to come back to Macaroni Week. During that week the newspapers will generally give a lot of support to the promotion and will carry stories of the week, along with pictures of macaroni dishes and products.

It is always desirable for the macaroni manufacturers to make this one of their merchandising efforts for the year and put drive behind the merchandising to take advantage of the tremendous newspaper space which they are receiving.

If, on the other hand, the manufacturers do not do this, the fact still remains that the product has created consumer interest, a lot of publicity is generated and we oftentimes get good subsidiary efforts from related-item manufacturers.

And so, whether you merchandise or not, we are doing a good, commodity-selling job for macaroni during that week.

Many people have asked us why our weeks, Macaroni Week for instance, are 10 days instead of seven days. The 10-day week is a Sills trademark with the retail trade and the editors.

The reason for the 10-day week is that our weeks always start on a Thursday and end on a Saturday. Thursday is the day that the big food pages are featured by the newspapers.

Thus, by having a 10-day week, we have two Thursdays where we can get good cooperative space from the editors, two Fridays and two Saturdays; six of the best and biggest shopping days of the week.

Now, I would like to turn the next segment of this meeting over to Elinor Ehrman, who is a vice president of our firm, member of our management committee, and head of our New York office.

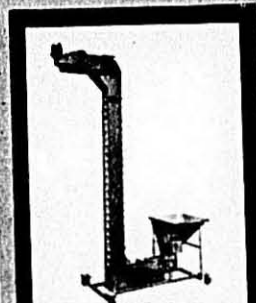


John Bohan  
In charge of Chicago office.

THE MACARONI JOURNAL

# ASEECO VERTI- LIFT

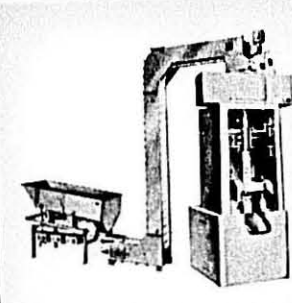
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Miss Ehrman

**T**HE history of Theodore R. Sills, Inc. spans the entire modern period of development of Public Relations as a vitally important profession.

Since its founding in 1933, our firm has enjoyed a steady growth and expansion to the point that it is now one of the world's largest public relations organizations. We currently employ over 80 people in our three offices in the United States. To service clients abroad we maintain offices and affiliates in Canada, in the major free nations of Europe, and in Japan.

**Pioneer Practitioner**

Our founder and president, Ted Sills, is a pioneering leader of the public relations profession. Corporations, trade associations and government bodies have turned to him and to the organization he heads for the planning and execution of public relations, marketing and related activities.

The background and experience of the members of the Sills Planning Board are wide and varied, including marketing specialists, radio and television commentators, women's page and food page editors, and news analysts.



Recipe development in the home economics department.

## THE SILLS STORY

by Elinor Ehrman, vice president,  
Theodore R. Sills, Inc., at the 62nd Annual Meeting.

Every Sills account, regardless of size, is initially evaluated and subsequently supervised by this Planning Board.

Just as law and medicine lean heavily on the individual abilities of their practitioners, effective public relations demands the creativity and implementation of practiced professionals. Three qualifications Sills requires of its account personnel are:

- unflagging **creativity**, because public relations is a devourer of ideas, where every new offering must be different, yet as fresh and appealing as the last one;
- thorough **technical know-how**, without which even the most brilliant ideas are ineffective; and
- **energy**, to carry through the meticulous planning, the attention to detail and the follow-through the profession demands.

Prior training and **practical experience** in their specialties constitute the fourth qualification Sills people possess. Our account supervisors, copywriters and media specialists began their careers as reporters or editors of newspapers and magazines, script writers or producers in television and radio. They think as editors and broadcasters in formulating material, which contributes to the unusually high average of media attention we obtain.

**Home Economists**

Our home economists hold university degrees, with subsequent teaching or professional experience in food preparation. Our consumer analysts and marketing experts, photography and visual aids specialists, are professionals in their fields. Based on its talent, experience and accomplishments, the Sills public relation team is, we believe, the best that exists. Anywhere.

**Marketing Objectives**

In modern marketing techniques, public relations plays as vital a role as advertising and sales merchandising. The goal of product public relations is to increase sales. Often consumers do not use a product because of lack of familiarity with it or because they forget about the product. A strong public relations program educates the public to the product's desirability and motivates the public to buy. In addition, promotions directed through editorial media enliven product interest within the wholesale and retail trades.

Sills achieves these objectives first by developing a basic, long range **marketing concept** for the product, out of which the program grows. This includes careful analysis of the public relations techniques that will prove most effective in relation to the budget, and the consumer "markets" that constitute the most fruitful targets for our appeals—whether "class" or "mass" markets, rural or urban, homemakers or teen-agers, ethnic or regional groups, some of them or all of them.

**Reliance on Research**

In making these determinations, Sills relies heavily on intensive research and careful planning. We offer no "standard" public relations program. Each program is individually tailored to meet the specific needs of the product involved, and to produce maximum sales results for the time and money the client invests.

**Modern Test Kitchens**

Sills' modern test kitchens are unsurpassed by those of any independent public relations firm in the United States, either in extent or equipment. They enable us to develop thousands of original suggestions for food preparation each year, ranging from main course dishes and salads to cakes and desserts, soups and beverages.

Of primary concern in suggesting new ways of enjoying our clients' products is the objective of making them as appealing as possible, yet simple enough for any homemaker to prepare in her own kitchen. Within this fundamental



Marian Laylin (right) does some market research.

tenet, Sills' recipes are notable for their variety, originality and sensory appeal. They are the product of a staff of home economists unmatched for variety of background and range of experience.

Every prepared food or recipe developed in our test kitchens must merit approval by the Sills Taste Panel before submission to the client or use in his program. The Taste Panel is made up of the most experienced food specialists on our staff. It meets twice a day, tasting and evaluating each dish, not only for flavor, texture and consistency, but also for its appeal to the eye and the camera.

**Food Photography**

Sills' food photography in both black-and-white and color, as well as in motion pictures, has earned a national reputation for excellence among editors, broadcasters and clients. All of our photographs and motion pictures, media layouts, brochures and other promotional material are prepared under the direction of our own staff specialists in each of these fields.

Sills' public relations leadership has earned the respect of the consumer media. Our years of service to magazines and newspapers, columnists and broadcasters have ripened into friendships as much personal as professional. Editors frequently visit our offices to discuss stories or just to renew acquaintances. Staff members meet with important opinion-forming leaders. Consumer food editors, institutional food editors, club women, youth groups, ethnic and religious organizations, wholesale and retail representatives . . . are given factual information continually about client products.

**Institutional Program**

As an integral part of its marketing concept for food products, Sills directs specialized programs to the fast-growing volume feeding industry. In early recognition of the importance of the H-R-I (hotels, restaurants, institutions) market, Sills created more than a decade ago a department of specialists to serve the technical publications in this field. Quantity recipes are field-tested in actual installations. Staff members research on-premise food operations.

Sills representatives are charter members of the Institutional Food Editorial Council, have served on its executive committee, and annually sponsor major food presentations in behalf of clients. Sills was also the first public relations firm to affiliate with the Institutional Foodservice Manufacturers Association, making grants for research studies in this field. Sills sponsors the traditional opening press reception at

the annual National Restaurant Show. Staff members enjoy a close rapport with institutional editors, regularly filling their requests for special feature material, quantity recipes and formulas. The Sills organization sponsors and participates in workshops and seminars for food-service operators in all phases of the industry.

An effective service developed by the Sills organization is the demonstration and discussion of our clients' products before the mass audiences of TV and radio in major market cities throughout the United States and Canada.

Sills demonstrators also call on local editors, address women's clubs and similar consumer groups and often participate with the client's local representatives in a variety of sales promotions and in-store demonstrations.

**Among Sills' Services**

The many other important public relations services offered by the Sills organization are numerous and varied. Here are a few such services:

**To inform editors**, encourage their interest, and enable them to convey more effectively our clients' messages to the public, we hold editorial "workshops" and seminars at which products are discussed and demonstrated. When conditions warrant, we escort groups of food editors, columnists and broadcasters from major media to the sites where clients' products are grown or produced, whether it be a packing plant in California, a sheep ranch in Colorado, or olive groves in Spain.

**To influence consumers directly**, we produce films featuring clients' products for showing over television, at women's clubs and on the nation's campuses. We arrange talks and product demonstrations before influential groups of opinion leaders—particularly valuable in the Negro market. We prepare brochures, charts and other informational material, which are offered in newspaper articles and broadcasts, in client advertisements, and distributed among homemaking groups, schools and food conventions.

**To support our clients' marketing programs**, we prepare promotions and merchandising material for use in supermarkets and other food outlets. We arrange product displays at retail and restaurant trade shows. We devise sales stimulation literature and manuals, and conduct product demonstrations for sales staffs.

**So Saith the Sage:**

"Self-confidence is the first requisite to great undertakings."

—Samuel Johnson



Miss Church

**Food Editor's Comments**

Ruth Ellen Church, the "Mary Meade" of the Chicago Tribune, was introduced by Ted Sills as a dean of her profession and one of the most influential newspaper writers in the country.

She reciprocated the compliment by stating that while the Tribune has a staff of some six people on their home economics department, they could not possibly provide enough material for the Food Page with their own efforts. They welcome the kitchen-tested recipes and professional food photography sent to them by the Sills organization on behalf of the National Macaroni Institute and other clients.

A public relations firm also serves as a reference source for background material, declared Mrs. Church. "I wish you could see the thick files of blue sheets that we have on macaroni from the Sills organization. This saves us research time and enables us to answer readers' questions."

Mrs. Church observed that the trend to gourmet eating with the elegant touch both in service and serveware was matching the popularity of outdoor cookery as a current trend. She also noted that there is greater use of color on the food pages of newspapers across the country.

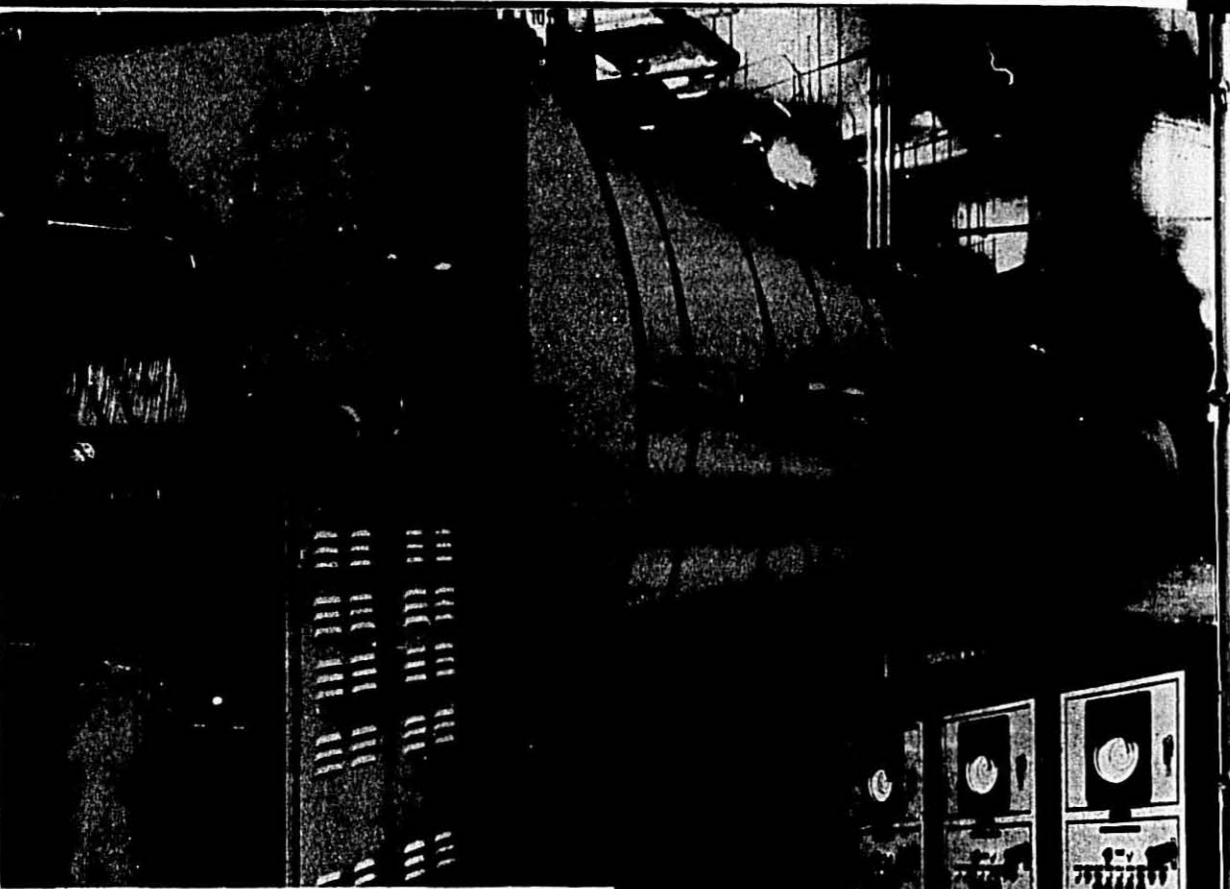
**On Public Opinion**

"Public sentiment is everything. With public sentiment, nothing can fail; without it, nothing can succeed. Consequently, he who molds public opinion goes deeper than he who enacts statutes or pronounces decisions. He makes the statutes or decisions possible or impossible to execute."

—Abraham Lincoln

"Ultimately, innovation in industry can only be undertaken by people who are scientifically minded; this involves a good general education for those who are not qualified scientists and an adequate number of qualified scientists coming forward."

—Quintin Hogg

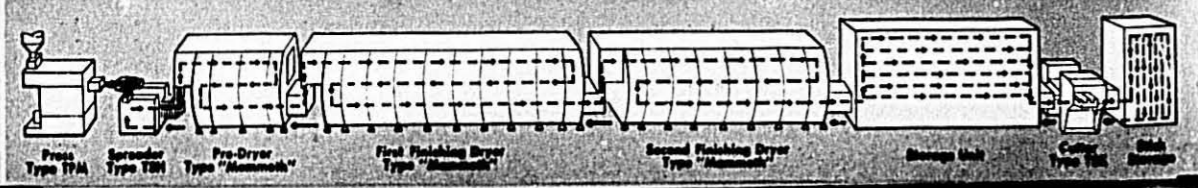


New BUHLER long goods dryer installed at the new Skinner Macaroni Company plant in Omaha, Nebraska.

# New from BUHLER the industry's finest long goods DRYER

- Sanitary off-the-floor construction prevents condensation on the floor underneath and allows for easy cleaning.
- New positive-control stick elevator with special stick guides prevent rolling or slipping of long goods in transfer.
- Swing-out panels make inspection and cleaning easy.
- Centralized control panels contain unique climate control systems which allow the product to set its own drying temperature according to its water release capability, and also all electrical controls.
- Positive air circulation produces uniform controlled drying.
- New design paneling with special thick insulation stops heat and vapor.

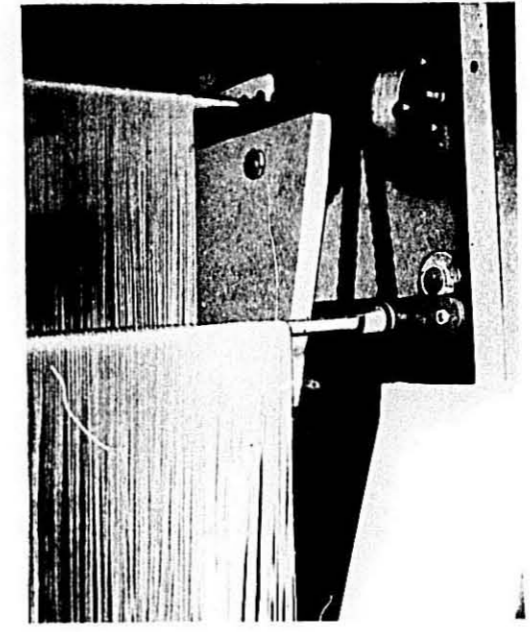
Control center for dryer line at Skinner Macaroni Company.



## Specially designed to produce long goods of finest QUALITY

Here is a long goods dryer that features the latest techniques and developments in the industry. Ultra modern and fully automatic, this new dryer was designed from the beginning with the quality of the long goods product in mind. Precise control of temperature, humidity, and air circulation insure the even and thorough drying necessary to producing uniform and sturdy long goods.

**Custom-engineered.** Buhler long goods dryers are custom-engineered to fit your floor space requirements and can be adapted to handle stick lengths from 54 to 80 inches with capacities up to 1500 pounds of long goods per hour. The entire long goods line need not be installed end-to-end. If floor space does not permit it is possible to arrange the various units side-by-side or on different floors.



**New positive-control stick elevator.** This new stick elevator is an exclusive Buhler feature. The sticks are actually picked up by special stick guides which control them positively in transfer. Unlike conventional stick elevator chain devices, these guided sticks can't roll or slide from the chain at the transfer point to the drying tiers, thus practically eliminating mechanical breakdowns.



**Swing-out panels for easy access.** Individual panels on each of the dryer units swing out to provide quick and simple cleaning or inspection. It takes only seconds to get at the interior of the dryer. The panel swings out far enough to give sufficient room for cleaning and maintenance equipment.

**Pre-dryer.** Drying of the product begins immediately at the entrance to the pre-dryer to prevent stretching of the long goods on the drying sticks. The Buhler "Mammoth" pre-dryer handles up to 1500 pounds of long goods per hour and can reduce moisture by 10%. You can also improve your present drying

operation by installing a Buhler pre-dryer in your present production line.

**Inquire now.** If you are interested in producing the finest quality long goods while at the same time increasing the efficiency of your operation, call or write BUHLER today.

Complete  
Macaroni Plants  
by **BUHLER**

THE BUHLER CORPORATION, 8925 Wayzata Blvd., Minneapolis 26, Minnesota. Phone: Liberty 5-1401  
BUHLER BROTHERS (Canada) LTD., 1925 Leslie St., Don Mills, Ontario. Phone (416) 445-6910.  
Sales Office: New York City, 230 Park Avenue. Phone: MUrray Hill 9-5446.

### Food Retailer's Comments

Ted Sills introduced Charles R. Patton, director of sales promotion and packaging for the Kitchens of Sara Lee. Mr. Patton joined his company about 15 months ago and is responsible for all sales promotion, merchandising, and packaging for this frozen foods manufacturer. He was with national headquarters of Safeway Stores for 11 years, where he was chairman of Safeway's national merchandising committee and sales manager for all grocery products not manufactured by the company. Highlights of his comments follow:

During World War II when Safeway couldn't build any stores, they looked about for products they might manufacture. Each division was given a separate name so they looked like separate companies. The Tola Macaroni Company was set up to investigate the macaroni industry. It dissolved because of lack of opportunity for private label in this field.

The question is asked: "Why should we be interested in macaroni?" The answer is simple. "So we can keep our 28 retail divisions informed and tie-in with national programs."

You have to have an industry public relations program to let the retail food industry know what you are doing.

#### Strengths

- Now, what are your strengths?
- (1) Macaroni, spaghetti and egg noodles offer a great food value.
  - (2) You have perhaps the greatest variety of any product in the entire store.
  - (3) Tie-ins with related items—\$1.00 in sales of macaroni products probably generates another \$7.00 of sales in related products.
  - (4) You have an above-average profit margin of approximately 24 per cent.

#### Weakness

Obviously you have some disadvantages: You are an ordinary commodity group in competition with all of the new glamour foods clamoring for space and attention. Secondly, there is criticism about the amount of space taken up by your products.

For example, the Kroger Study being currently done by Progressive Grocer in Cleveland indicates that your dollar story is much better than dwelling on units. Most studies show that macaroni accounts for a half of one per cent in store sales.

In the Colonial Study made in Atlanta, which may not be the best region for your products, the units in sales were almost twice that of dollar sales. In other words, you had twice as



Mr. Patton

much shelf space as other products for the same dollar volume. A question that might be asked of the chains is whether or not they are stocking macaroni products in the neighborhood stores where they sell better. Blue-collar families with several children are your best customers. There are regional as well as neighborhood opportunities, where you can ask for more space for greater variety.

#### New Products

New products are coming out all the time, some of them in your field—most of them, not. About five out of eight new products offered are taken, and this sets up the possibility of an established product being thrown out. Macaroni dinner products have been highly successful and are taking much more shelf space than was allotted before. Frozen Italian dinners are coming out. We are producing as a side dish Macaroni Florentine, a frozen luxury product to sell for 49 cents at retail. We are also testing another convenience item called Beef Stroganoff and Noodles packed in pouch bags to be placed in boiling water.

#### Other Trends

There are other trends affecting both of us: the emphasis on diets, the size of families (with the increase of the number of people living alone), and the segmenting of many markets. What then are the advantages of a well-coordinated marketing and public relations program? It causes excitement around a product that may not be considered exciting. It allows for exciting recipes and related tie-in promotions.

At Sara Lee, we also try to accentuate the positive in selling quality; we stress the use of quality ingredients; we stress our new, modern plant rather than the automation that goes with it; (the automation makes possible standardization and uniformity with the elimination of variations from batch to batch); we also stress the growth of the entire industry, because its growth emphasizes the growth of the company within the field; we emphasize the growth of convenience foods; we are emphasizing the future homemakers of

tomorrow by carefully thought-out school programs acquainting them with the changes that are taking place.

From the standpoint of a retailer and, more recently, from the standpoint of a manufacturer, the entire program is vital. If you don't tie-in to all of the aspects of it, you do not get all of the benefits. Selling the retailer on what you are doing, is an important aspect of this program.

### Middle-Agers Buy More Than "Young Adults"

Despite the fact that half the nation is under 25 years of age, a new survey of supermarket shoppers shows that the 35 to 49 year age group accounts for the largest portion of supermarket sales, rather than the much-spotlighted 18-34 group.

The study was conducted among more than 4,000 supermarket shoppers in various sections of the country for Peters, Griffin, Woodward, a radio-television sales representative firm, who felt that food and grocery advertisers might be aiming too much of their advertising at the younger group.

Dr. John W. Thayer, director of research for the company, explained: "The avid interest in the young adult market appears to have been inspired first by the highly publicized fact that half our population is now under 25 years of age, and then by the promise of new and better demographic data made available by the computer."

#### The 35 to 49 Age

The study found that the 35-49 age shoppers bought 42.2 per cent of all the items on which the study was based, while the 18-34 shoppers accounted for only 37.6 per cent of all the items. The 50-and-over shoppers purchased 17.2 per cent of the items.

The 35-49 group also accounted for 42.5 per cent of the money spent, compared with 38.8 per cent for the "young adults" and only 20.7 per cent for the 50-and-over group.

Seventeen food product categories were included in the study, along with other household and drug items, because they represented a high volume of radio-TV advertising.

In the food product categories, the 18-34 group purchased more than the 35-49 group in only three categories: sweetened cereal, canned fruit drinks and tea bags. The 35-49 group led in the purchase of refrigerated biscuits, cake mixes, bran and regular cereal, instant and regular coffee, canned and dry dog food, frozen fruit drinks, margarine, cooking oil, canned and dehydrated soup, and instant tea.



Summer Display Contest Winner. Raymond Guerrisi, president of San Giorgio Macaroni, Inc., Lebanon, Pa., (left), with help from Mary Ann Frizzera, Miss Swingin' Summer Salad of 1966, presents first prize money to San Giorgio Sales Representative Wayne Dibrell for the most unique in-store display featuring San Giorgio's Swingin' Summer Salad promotion.

### Contest Winner

Highlight of a recent San Giorgio general sales meeting was the presentation of a cash prize to Mr. Wayne Dibrell as the winner of the Company's "Swingin' Summer Salad" Display Contest.

The contest, conducted in a five state area, was in conjunction with the San Giorgio summer promotional theme for "Swingin' Summer Salads." Entries were judged on uniqueness of display.

The winner, Wayne Dibrell, a salesman in the Pittsburgh region has been a San Giorgio representative since November 1965. Mr. Dibrell, 44 years old, is married and has four children. He is a resident of Mount Lebanon, Pennsylvania.

The first place cash prize was awarded by Raymond Guerrisi, president of San Giorgio Macaroni, Inc. Able assistance was given Mr. Guerrisi by pretty Mary Ann Frizzera, Miss Swingin' Summer Salad of 1966.

In presenting the award Mr. Guerrisi said, "We are most gratified to see one of our newer men show the degree of merchandising talent required to win this contest. And, all of our sales force is to be congratulated on an excellent job of setting in displays throughout this campaign."

The San Giorgio Summer promotion was supported with full page 4-color newspaper ads and 400 line follow-up ads in all the company's major sales areas.

### Spaghetti Rings

A new idea for old time favorite shows merchandising imagination. V. La Rosa & Sons, Inc. of Westbury, New York have just introduced "Spaghetti Rings" as a new macaroni product to the national market.

"Nutritious, it is vitamin enriched—versatile, oodles of recipes on the package—and fun to eat for the young and old", says a company spokesman. Besides giving a lift to tired appetites, the product is expected to make a hit with kids who would rather spoon and eat than cut and twist.

The rings come in four different sizes and are packaged in a handsome and colorful carton utilizing circus atmosphere. The design was created by the La Rosa art department and Faust Packaging Corporation of Brooklyn, New York. Faust also produced the cartons.



Golden Record Award for outstanding Prince Macaroni radio commercials for 1965 was presented to Joseph P. Pellegrino, executive vice president of Prince Macaroni Manufacturing Company, Lowell, Mass., by Radio Advertising Bureau's Lew Birchfield (right). Recognition was given for "most effective" national radio commercials which were created by Stan Freberg.

### Frozen Foods

Frozen foods volume, according to Chain Store Age Annual Merchandising Study, is up 4.5 per cent, to a record \$1,249,000,000. New item proliferation tightens space squeeze; chains counteract it by spinning off satellite frozen bakery and meat sections. And there is a growing movement to shift the frozen food department into the produce area, where the decline in produce sales just about balances the growth in frozen food volume.

Greater use of multi-deck and other high capacity display cases helps supers beef up department space in the same floor area.

Nationally, sales trends show that in nationality dishes Spanish types are highest with 2.7 per cent; then comes Italian with 1.9 per cent and Oriental with 0.6 per cent. Gross profit margins run close to 30 to 31 per cent.

### Frozen Gourmet Foods

Ten frozen gourmet entrees were introduced in August at the National Fancy Food and Confection show in New York by S.S. Pierce Co., Boston. They will be distributed nationally under the Red Label brand.

Each package contains two servings. They are Lobster Cherbourg, 12 ounces,



- \$2.49; Welsh Rarebit a L'Anglaise, 16 ounces, 89 cents; Macaroni and Cheese a L'Americaine, 16 ounces, 79 cents; Roast Beef Hash au Vin, 16 ounces, \$1.69; Creamed Spinach Souffle, 16 ounces, 79 cents; Alaska King Crab Imperial, 9 ounces, \$2.19; Macaroni and Beef Hongroise, 16 ounces, 99 cents; Roast Breast of Cornish Chicken Coq au Vin, 1 pound, 2 ounces, \$2.09; Creamed Chicken Monaco, 16 ounces, \$1.49; and La Corquille Saint-Jacques on Natural Shell, 9 ounces, \$1.09.

Prices are expected to vary because of differences in shipping costs, the company said. The prices listed are for the Boston area.

### Heinz Report

The H. J. Heinz Company of Pittsburgh, Pennsylvania, showed an 11.5 per cent increase in consolidated net sales and a 5.6 per cent increase in consolidated net income over fiscal 1965. Their fiscal year ends in April.

Dividends per common share totaled \$1.20 for the year, compared with \$1.00 for the preceding year. Common share dividends have been paid without interruption since 1911.

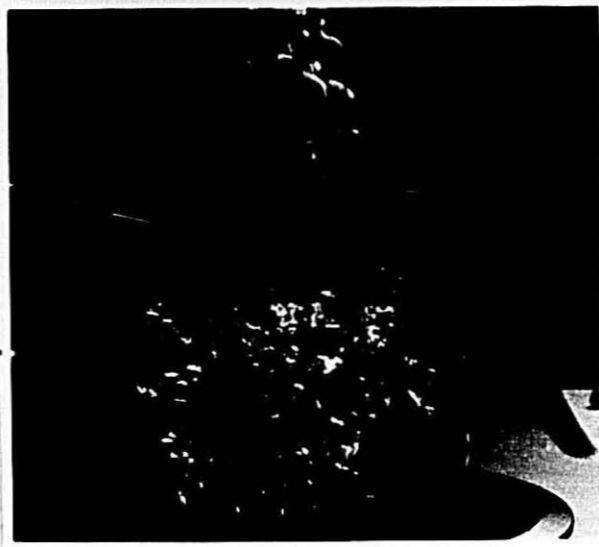
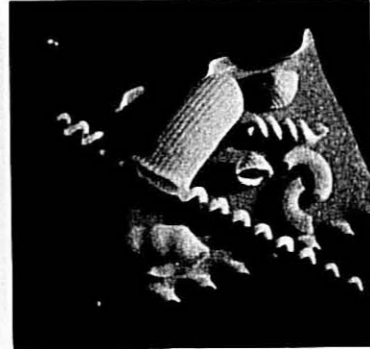
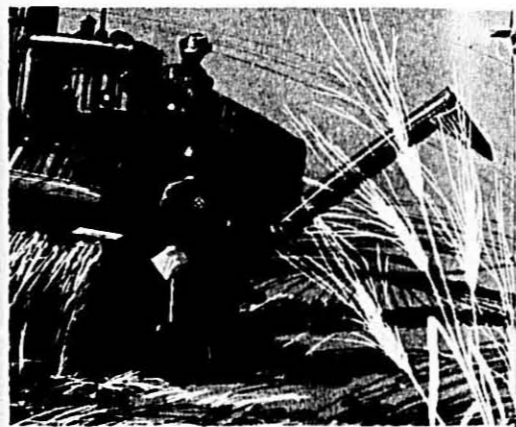
In the U. S., Heinz widened its traditional lead over competitors in ketchup. Sales and share of market reached the highest point in company history.

Continuing success in the \$12,000,000,000 institutional food market—where Heinz sales have grown by almost 50 per cent in the past two years—has led to reorganization of the company's Institutional Food Sales Division and the formation of four new sales zones.

In the U. S., the Happy Soup line for children was expanded out of test market. (Continued on page 46)

ADM is tops in wheat  
selection, storage, milling,  
quality control and  
delivery. That's why...

*where top performance counts, you can count on ADM*



ARCHER DANIELS MIDLAND COMPANY DURUM DEPARTMENT MINNEAPOLIS KANSAS CITY

### The Patriot Artist

Dominic Mingolla is a paradox. During business hours the outgoing, pleasant, matter-of-fact Mr. Mingolla is vice president/consumer relations for V. La Rosa & Sons, Inc., Westbury, N.Y., a top producer of spaghetti, macaroni and egg noodles.

After hours, Dom, who resides in Manhasset, New York, becomes "The Patriot Painter of America," a title bestowed upon him by Freedom's Foundation at Valley Forge, Pa. The powerful portrayal of action in his seascapes; his superbly and accurately drawn human figures and graceful floral and still life arrangements, stamp him as a painter of unusual sensitivity and perception.

#### Office and Kitchen

During the week, Mr. Mingolla occupies a suite of offices in a spacious executive building surrounded by satin-smooth lawns, trees and shrubs—headquarters for La Rosa's international enterprise. Here he works hard to maintain and advance La Rosa's pre-eminence among consumers, and its international reputation for preparing and marketing over 150 items, made the real Italian way.

In addition, he presides over the ultra modern kitchen and richly paneled dining room where trained chefs prepare La Rosa meals for over 100 guests each day—people selected and invited by Nassau County, New York organizations whose treasuries benefit by charging an admission fee. At the same time, Mr. Mingolla is able to keep a weather-eye on La Rosa quality by observing consumer reaction to the savory dishes served up to the guests.

#### Art Is His Love

After hours, he beats a retreat to his earliest and deepest love—the sea—and there, on canvas seeks to capture some of its power and turbulence. Dom, in fact, is a World War II Navy veteran who served in the South Pacific aboard PT 169 which was but yards behind Lieutenant John F. Kennedy's PT 109 when it was cut in two by an enemy destroyer. He later presented his eye witness drawing of the incident as seen from PT 169 to the then president. It is now a part of the Kennedy memorabilia.

In his Manhasset home he fulfills commissions for portraits and still lifes and plans his patriotic paintings. His 12' x 17' mural, "The Arrival of Martha Washington at Valley Forge," dominates the main lobby at the Foundation's new Martha Washington Building, and is valued at close to \$25,000. His portrait of former President Dwight D. Eisenhower hangs in the Foundation's main building, while his series of



**Patriot Painter.** Dominic Mingolla, full-time vice president of consumer relations at V. La Rosa & Sons, Inc., Westbury, L.I., and after hours "The Patriot Painter of America," looks at a few of the 70 figures, heads, seascapes, florals and still lifes recently exhibited at Roosevelt Field Shopping Center, Garden City, N.Y., for the Leukemia Research Foundation of Nassau County, N.Y. Mingolla's paintings hang in Freedom's Foundation at Valley Forge buildings, as well as in many public buildings, hospitals and private homes.

paintings for the "Medal of Honor" Building are valued for their emotional and inspirational qualities. Many of his paintings hang in public buildings and hospitals as well as in private homes.

Recently, he was given a one-man show under the auspices of the Leukemia Research Foundation of Nassau County, at the Roosevelt Field Shopping Center, Garden City, N.Y. Much to the modest Dom's surprise, many of the 70 figures, heads, seascapes, landscapes, florals and still lifes on display were eagerly purchased by visitors to the exhibit. And Dom has agreed to accept commissions to paint a number of portraits in his spare time.

#### Native New Yorker

Born in Middletown, N.Y., Dominic Mingolla has been an artist since childhood. He studied illustration and commercial art at Pratt Institute; went on to the Phoenix School of Design for advanced design work; took up pure art with The Famous Artists School. In addition, he became proficient in American History after spending countless hours in the Middletown public library.

Dom's whole family has followed in his footsteps. His wife, Pauline, is an accomplished artist and specializes in designs for ceramics. Their three children, Diane, Frank and Michael, all sculpt, sketch and paint.

#### Marketing Man

Donald E. Giese has been named Vice President, Marketing, and elected a Director of Grocery Store Products Co., West Chester, Pennsylvania, according to Donald N. Givler, President.

Mr. Giese joined Grocery Store Products Co. in 1949 as a retail salesman and successively was manager of the South East, North East, and North Central sales divisions before becoming Vice President of the Central sales division in 1961. He was named Vice President, Advertising and Merchandising in 1964. In this new position, Mr. Giese will, in addition to his current responsibilities, assume those of Frank L. Lamarche, Vice President, Sales, who is retiring after 29 years of service with the organization.

#### Greenfield Acquisition

The Greenfield Noodle and Specialty Company of Detroit has acquired the name, formula and good will of the Asien Noodle Company of Wheeling, Illinois. Asien was badly damaged in the tornado that hit the plant in June.

Greenfield is owned and operated by the brothers, Eugene and Ernest Greenfield, who have been making noodles of high egg content and specialty noodle items since 1951.

Have pot roast and noodles for lunch today.

THE MACARONI JOURNAL

# THE STORY OF MACARONI



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

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



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



**PEAVEY COMPANY**  
Flour Mills

**When Did Americans First Enjoy Macaroni?** Domestic macaroni first appeared in this country about 1848, well over a hundred years ago. It was introduced in the East and gradually spread through the Middle West, being sold only in apothecary shops and recommended chiefly for infants and invalids.

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

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

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



### Prince Founder Passes Away

Michele Cantella, retired official and one of the founders of the Prince Macaroni Manufacturing Company of Lowell, Mass., died Saturday, July 23, at his home in Winchester, Mass. He was 89 years old.

Mr. Cantella was born in Villa Rosa, Italy, and came to the U.S. in 1902. In 1912, with two partners, he started the Prince Macaroni Company on Prince Street in Boston and became its president. In 1939 the company moved to its present location in Lowell.

Surviving are his widow, Josephine, to whom he was married for 59 years; three sons, Salvatore and Vincent of Winchester and Anthony of Lincoln; a daughter, Carmella, also of Winchester; six grandchildren and five great-grandchildren.

Salvatore and Anthony Cantella are presently serving Prince in executive positions.

### Henry D. Rossi

Henry D. Rossi, age 84, born and raised in Braidwood, Illinois, died on August 29. He was president of the Peter Rossi & Sons Macaroni Company and a director in the National Macaroni Manufacturers Association. At the founding meeting in 1904, he presented a paper on the manufacture of quality spaghetti. He maintained a long and lively interest in his chosen profession, having just attended the Macaroni Convention prior to his last stay in the hospital. He had ailed earlier in the year, but was apparently in good spirits during the industry meeting.

Surviving are two sons, Henry Jr. of Peotone, and Albert of Kankakee, and a daughter, Mrs. Charles Allison of Kankakee. There are three grandchildren and one great grandchild. Also there were two brothers, Felix and Peter.

### Dr. Giuseppe Braibanti

Doctor of Engineering Giuseppe Braibanti, brother of Mario Braibanti and principal of the firm Braibanti Company of Milan, Italy passed away on August 14.

Dr. Braibanti was internationally known for his interest and efforts in the macaroni manufacturing industry. He was a guiding light in the international meetings held in the Milan Fairgrounds, the IPACK-IMA show, congresses for macaroni manufacturers and the like.

### Canepa Appointment

Victor H. Hinze, CPA, has been appointed comptroller and office manager of the John B. Canepa Company, Chicago macaroni maker.



Henry D. Rossi

### Our Best in Fort Worth

Marvin Garrett recently wrote in the Fort Worth Press about O. B. (Our Best) Macaroni Company. The company was founded by Louis Biccocci and has the distinction of being one of Fort Worth's oldest business firms.

Later, John B. Laneri (a great uncle of the present operators, John and Carl), joined the firm and sent for Louis Laneri, the boys' father, to come help in the business. Their mother Mrs. Mary Laneri, is still president of the firm.

### South of Freeway

The O. B. macaroni plant is just off the South Freeway and has been at its present location since 1910. Most of the work is automated, and as production manager Carl keeps a constant eye on the machinery, Macaroni products must be watched constantly. Temperature and humidity must be just right. Otherwise long spaghetti might reach the consumer broken in small pieces.



One of the products of the O. B. line is an old-timer, vermicelli. This is smaller than spaghetti and popular around the border and up to San Antonio. "It's a wonderful food extender," John point out. "Many low-income Latin-American families eat it regularly. You can mix almost anything with it and come up with an economical, nourishing and delicious dish." While vermicelli is the Italian name, the Mexicans call it fideos.

### Devoted to Business

The Laneri boys are devoted to their business. Carl is a graduate of Baylor Law School, but would rather make macaroni than practice law. He does play the organ for relaxation. John's family is almost grown. They are his major outside-the-business interest along with golf and photography.

O. B. Macaroni has long been a favorite with Texas housewives, and the Laneris are proud of the fact that in times of high-rising prices, a recent price increase in the firm's products was the first in six years.

### Budget Stretcher

Lots of families are living on less, but not many are doing a better job of managing their money than this South Minneapolis family, says the advertisement.

Mr. N's work is seasonal, but averages \$720 the ten months he works. Layoffs in winter months make it especially important to live within a tightly controlled budget year 'round.

They save \$30 every month by having the money transferred from their checking account to savings. Completely automatic, this "off the top" savings has built up to \$3,262.96 in the past eight years.

Food is the biggest item in the budget. Stretching \$160 a month to feed four growing boys and a husband who works hard on a construction crew, is quite a challenge. Buying in quantity during sales and building menus around seasonal bargains helps. Mrs. N. has found that paying all household bills—including groceries—by checks, helps keep costs in line. And the ad pictures a happy family eating a Spaghetti Dinner for six: cost—\$2.87.

Newsboy Steve knows the value of a dollar. Getting up at six o'clock every morning to deliver Tribunes to his customers nets almost a dollar a day, and that's learning the value of a buck the hard way. His dad pays for his clothing and school supplies; spending money comes from the paper route. He's built his Northwestern Bank savings account up to \$147.64.

## New Trends in Store Operations and Merchandising

A talk by Richard W. Daspit, Director of Conventions, Super Market Institute, before the Annual Meeting of National Macaroni Manufacturers Association



Mr. Daspit

HOW long has it been since you observed to yourself or to your friends that things just aren't the way they used to be. When you read the paper this morning, did you say to yourself, "I don't know what the world is coming to," or, if you have children at home or observing your grandchildren, how often do you start a conversation with "now when I was a boy . . . ?"

Certainly we are all aware that everything is in a constant state of change. When you are fresh out of school you don't think about it because you are excited at being part of what is going on about you, and you are unencumbered with a lot of memories. As we grow older, we resist change because it upsets the patterns of life to which we have become accustomed. We tend to resist change in our personal lives, and we resist change in our business lives. Most of you can probably recall some event in your early business career when your great new idea was rejected by management because "we know from experience it won't work."

While change has been with us ever since the world began and will be with our children and our children's children and the generations to come, whether we like it or not . . . whether it is easy or hard, we must all accept the fact that we live in a changing world. This acceptance of the fact of change is the all important first step for businessmen in the food industry to take. If your individual companies are going to continue to be a factor in this industry, you must capitalize on the changes that are taking place. You must become a true student of the industry. You must keep an open mind and try to anticipate change. It may be that the best thing you could do would be to take bright young men in your organization who are not tied to the past or present and turn them loose on developing plans for the future.

### SMI, 30 Years Old

In some respects 30 years may seem like a long time, but in terms of an industry, it is a very short span. Next year Super Market Institute will be 30 years old. SMI came into being to serve

a new form of food distribution. In the mid-1930s the super market was born, and in this short span of three decades has captured the lion's share of grocery store sales.

One might think that in an industry that's only 30 years old, change would be slow in coming. The contrary is true—change is happening faster now than at any other time in our history.

### McNair's Theory

Malcolm McNair, the country's foremost authority on retailing, developed a thesis of the life cycle of companies in retailing. McNair said that the retailing life cycle is like a wheel that began when a true innovator came upon the scene, such as the super market in the mid-thirties. Typically, the innovator features lower prices, he has little or no investment in real estate and fixtures, and he promotes his bargain image. He operates from hand to mouth, and if he is lucky and skillful, he carves out a share of the market. Gradually the innovator is able to produce profits, increase his assets, add to his services, and in so doing become an accepted factor in the marketplace. As the wheel turns further this newly accepted member of the retail fraternity takes on the characteristics of his mature competitors from whom he has carved his share of the business. His costs rise, his bank account swells, his headquarters swells, his waistline swells, and in many cases his head does the same.

Because he now has a larger stake in his company and a large organization to manage, he becomes more conservative—after all he has more to lose than he had when he first began. He no longer takes the chances that accounted for his success. So, as the wheel turns, he becomes part of a maturing industry—slow to change, concerned with the balance sheet, P & L statement, and maintenance of the status quo. The wheel has now turned a full circle, and the industry is ripe for the new innovator.

Evidence of McNair's theory can be found in recent years with the great expansion of general merchandise discount stores. There is nothing new about a discount store—it is really a

bargain basement of a department store moved up to the street level and out of the central business district. But, at a time when traditional general merchandise retailers were vulnerable, the general merchandise discount store filled a vacuum and became the sensational success that it is.

In the retail food business we also see change such as the so-called discount food store. While there happens to be no clear-cut definition of what characterizes a discount food store, we see operators eliminating stamps, cutting down variety, and reducing prices to appeal to that segment of the market that apparently was not being appealed to by established super markets.

### Innovators Come and Go

It is possible we will see other innovators come on the scene with various appeals aimed at small segments of the consuming public. I do not foresee that any of these will replace supermarkets as we know them today, because, within our own industry, so many changes are being made that we are not taking on all of the characteristics of the maturing and vulnerable industry.

Therefore, while no one can argue with McNair's thesis, which applies as well to your company as it does to retailers, I see the current developments in our industry working as retardants to the turning of McNair's wheel. Many companies in food retailing are, at the same time, both innovators and operators of conventional stores. The pressure of competition is so strong that companies are forced to innovate if they want to survive. This competitive pressure, which holds prices down, puts a tremendous squeeze on profits and exerts great pressure to find ways to reduce costs and increase efficiency. Expansion has increased cash flow which needs investing. We see super market chains operating discount food stores, both free standing and as part of a general merchandise discount house; self-service cleaning and laundry stores adjacent to their super markets; gas stations in their parking lots; restaurants; drug stores; convenience

(Continued on page 28)

# new

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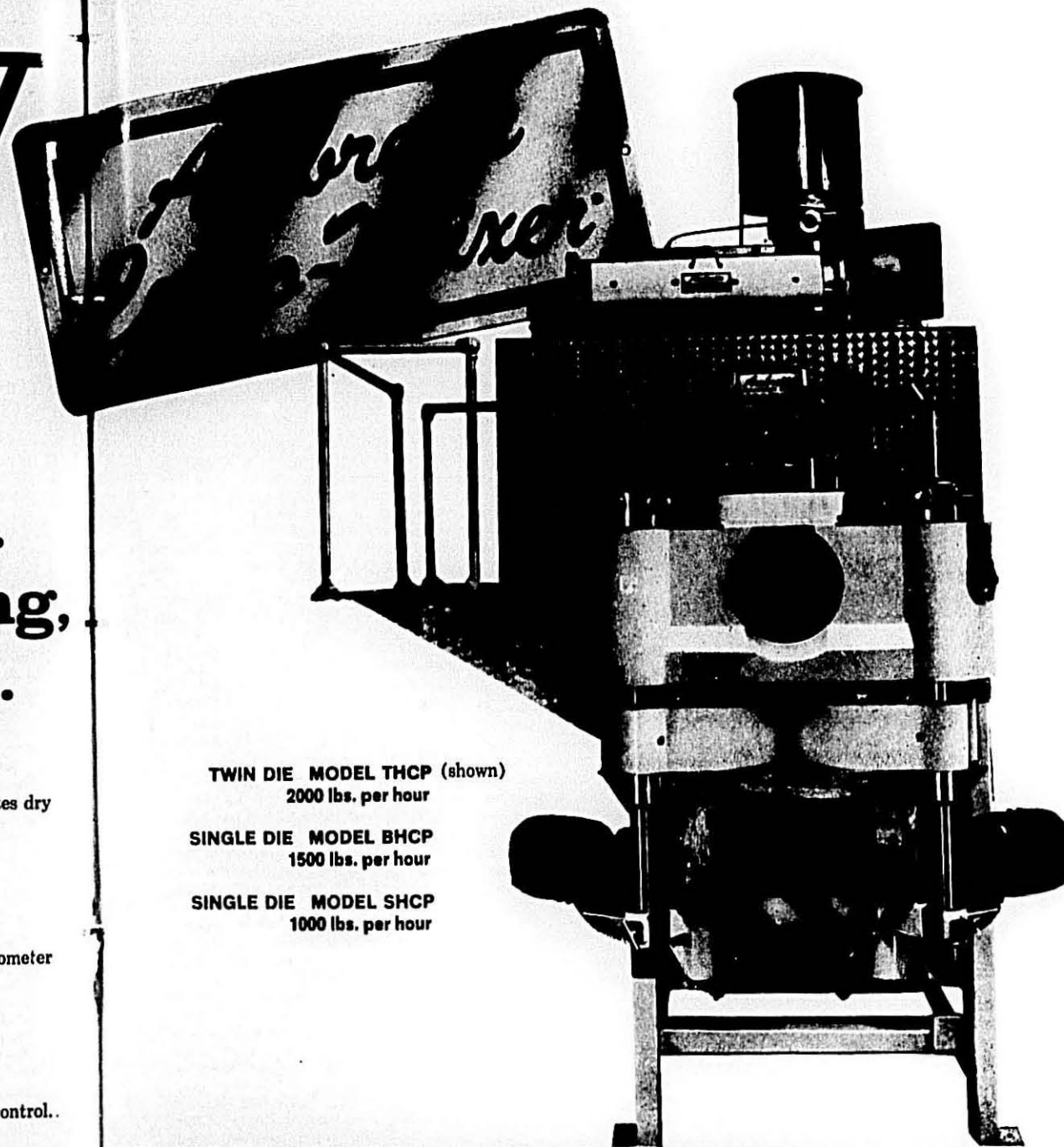
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## Store Trends—

(Continued from page 25)

stores and other retail and service establishments.

### SLIM System

At the same time super market operators are looking for ways to increase their profits and reduce their costs in their conventional super markets. One of the newest programs of keen interest to retailers is the SLIM System—Store Labor and Inventory Management. Applied to a typical super market, the SLIM System can save as much as \$5,000 a year per store.

Under the SLIM System the weekly movement of each item in the grocery department is determined. Shelf allocation is then adjusted to reflect the weekly movement plus one case. A tape indicating the product code number and the allocation is placed on the shelf. Once the movement has been determined and shelves marked, the clerks can easily order those products which need replenishment by checking the allocation tape and counting the number of items on the shelf. With the SLIM System, practically all back room inventories are eliminated since the product is on the shelf in sufficient quantity to handle the average demand. When re-orders arrive in the store, they can be price marked and immediately put on the shelf. Ordering and delivery cycles are rescheduled to fit the individual store. The time lag between writing the order and receiving the merchandise is reduced, and as a result there is a great savings in inventory investment and labor costs.

### Information Systems

Another area where super market operators are developing more sophistication is in information systems. Originally, data processing equipment was used primarily for inventory records and the handling of routine accounting procedures such as payables and receivables. In recent months the more advanced companies have been using their computers to help them in sales forecasting, long range planning, and site selection. We even see small chains of five or six stores expanding their information systems, either with their own equipment, using service bureaus, or the systems of their wholesalers.

In another effort to reduce the costs involved in the processing of orders from headquarters to the manufacturer, we see computers talking to computers—the distributor's information system in direct communication with the information system of the manufacturer's headquarters or distribution center.

This is a relatively new experiment and there are still many problems that will have to be worked out before it can be fully utilized by more of the industry.

### Store Control Center

At our Annual Convention in Chicago last April we had an exhibit of the Store Control Center of the future. Some people felt that perhaps this was a "way out" dream of what the store manager's office might look like in 1985. The fact is that every piece of equipment built into this control center is available today, and many companies are using one or more pieces of this equipment in their operations. The important point that we are trying to make was that, given advanced technology and the capability of electronic devices, the store manager would be freed from routine chores and would begin to manage by exception. With a centralized control board to report all the mechanical workings of the store, he would not have to personally check freezer cases, coolers, and other parts of the store each day, but could rely on the electronic controls to tell him when there was an exception to standard performance. By tying the store to the headquarters computer, the store manager will be able to call on the central information system for analysis of the effect on sales of promoted items, weather, and the competition's specials. This would determine such factors as the scheduling of store personnel and the amount of perishables to prepare each day for specific hours. The manager then becomes a more effective merchandiser of products rather than a keeper of records. We envision the store manager of the future spending considerably more of his time on the sales floor working with his employees, merchandising products more effectively, and getting to know his customers better.

### Meat Operations Control

Last year SMI began phase 1 of a Meat Operations Control Study to determine if it was feasible to develop computer programs and simulation models for the meat department. Because the meat department is so important to the super market company, and because of the perishable nature of the products, the processing problems and the fluctuating supply and demand, we felt that this department would be the logical place to find out if its operation could be computerized. The results of the \$100,000 phase 1 convinced the MOCS Committee to enter phase 2 which is now in progress. When phase 2 is completed, we hope to have the tools to more efficiently operate the

meat department by programming the flow of the product from the feedlot through the time that the customer leaves the store with her purchase. It should be possible for a retailer to have simulation models so that he can enter into the computer such variables as day of the week results of previous sales of various cuts, competitors' promotions and prices, other items being promoted in the store and in the company's advertising, productivity of the butchers, and a myriad of other variables. The computer will tell him the quantity and kinds of meat to order, the individual cuts and size of cuts to package, the production schedule, the effect on traffic and sales, the possible need for additional help at the check-outs, and other factors to aid in reducing costs, improving service and increasing store profitability.

We feel that this \$200,000 investment will be returned many times over to the retailer in reduced costs and improved profits. One large chain involved in the study estimates that the savings could amount to \$10,000 per store per year. In other words, almost double their after-tax profits.

Once the program for the meat department has been accomplished the principles developed can be applied to other perishable departments as well as the grocery department. In the years to come each store's profits could be maximized from merchandising the entire store using a great number of combinations of special items, pricing and promotion.

### Meaning to Manufacturer

These are a few of the things that are now happening in the retail food industry. What do they mean to you, the manufacturer? It seems to me that the starting point for you to be a part of the exciting years ahead is to know all you can about your customer's business. You should understand and be able to converse in the distributor's language. You should know the economics of the retail business as well as you know the economics of your own business. You should understand his problems as well as you know your own problems. Only then can there be effective communication between buyer and seller. With more and more of the routine re-ordering being taken over by information systems, your salesman or sales representative should become less and less an order taker and more and more a marketing man. He should become the expert on the market he sells.

The recent Progressive Grocer Consumer Dynamics Study dramatically

points out the individual differences between stores. The attitude of thoughtful retailers is expressed by Don Perkins, President of Jewel Tea Company as follows: "The great operating challenge of any multi-store operator is to make certain that each operating unit is run primarily as a special service for the customers in its own neighborhood and only secondarily as one more link in the chain. We think this is terribly important. We don't want to be described as a chain of stores. We operate a lot of individual stores and the relationship of your product to these local situations is going to be an impossible task for the merchandisers and buyers at retail headquarters." This is where the special knowledge of your sales representative, backed up by your company's research, can be the all important factor that sees your products moving off the shelves instead of your competitor's.

### Change in Attitude

In many manufacturing companies this approach is going to require a complete change of corporate attitude. Companies will have to reexamine their recruiting and training programs, their research and information operations, and their personnel promotion programs. You may have to look for a different type of person to fill the role of the sales-marketer because the requirements of the job will be different. The relative importance of market research may change considerably from what it is today. The increased emphasis on research may also benefit you in terms of new product development.

Besides knowing as much, or more, about consumer buying patterns and sales trends of your product category than your customers, the knowledge of his problems may also lead you to uncover new display techniques, new developments in handling of merchandise and inventory control, new labor saving methods, or other recommendations that will make you a more valuable part of the distribution pipeline.

### New Products

As for new products, I don't have to tell you this has been a very important area for food distributors and manufacturers alike. One study claims that 60 per cent of super market sales are from products new in the last 10 years, and over 40 per cent from products new in the last five years. According to Progressive Grocer, one large chain is offered 125 new or improved items each week, or about 6500 a year. Of these 800 were added to the inventory, and in the course of a year's time 600 items

were discontinued, leaving a net gain of 200 new or improved items. One of the problems for the distributor is the evaluation of these thousands of new items. Will the item sell or won't it, and what products must be eliminated to make room for it. Too many times the buying decision is made on hunch, on the reputation of the manufacturer, on the promises of the advertising and promotion that accompanied the introduction, or some other unscientific means. In too many cases the buyer does not have the knowledge to evaluate test marketing results, if he had them, and the salesman has incomplete facts and equally unsophisticated knowledge of market testing.

### SMI Study

SMI has just embarked on a major research project which will be presented at our Annual Convention next May to study the development of new products and their promotion from their origin in the manufacturer's office to their ultimate sale to the consumer. This study will provide a liberal education for retailers on the evaluation of test market results and enable him to make an intelligent buying decision. At the same time many manufacturers who do not now follow the scientific approach to the development and promotion of new products will know what they should do to insure the acceptance and success of their efforts.

It seems to me that in view of the technological and information advances taking place now in our industry that the successful new products will be those that are thoroughly researched and thoroughly tested, and launched with well conceived advertising and promotion programs, that are equally well researched and tested. The successful manufacturers will be those that become the local marketing experts on their products and on the consumers of their products, and aid the retailers in their sales efforts. The successful manufacturer must become knowledgeable in information systems and what the retailers are doing with them. The successful manufacturer must be a leader in the search for more efficient ways to serve the consumer by serving the distributor.

### Defense from Detractors

Service to the consumer is paramount to manufacturer and distributor alike. If we all are motivated by the desire to provide the public with good products at reasonable cost, made available to them in clean, convenient interesting and well managed stores, we will have our greatest defense against the onslaught of investigations and the peren-

nial crop of detractors of our industry. There will always be those in government and out of government who feel that a central source of power can make more intelligent decisions than the public at large. The best way to leave these critics speak to empty halls is not to provide them with the ammunition they need.

The force of the findings of the National Commission on Food Marketing has been almost totally dissipated by the seven individual minority reports. Therefore, I don't think we will see much come out of the Commission's work in the way of regulation or legislation. Ideas never die in Washington—they just become dormant for awhile. We may still see the day when the Commission findings will be resurrected and restrictive measures proposed. Self-policing by the industry of actual and supposed abuses will delay that day to the benefit of the food industry and the consumer.

### Supreme Court Decision

The recent Supreme Court decision in the case of the Vons-Shopping Bag merger, and the FTC case against National Tea, however, have an immediate effect on the retail food industry. While the Justice Department's new guidelines for mergers will not be forthcoming until early this fall, you can draw your own conclusions as to the meaning of the Von's decision. Apparently the intention of the Court was to practically ban any merger and thus leave the only course open for growth one of internal expansion. The reasoning may apply to your companies as well as the food retailers.

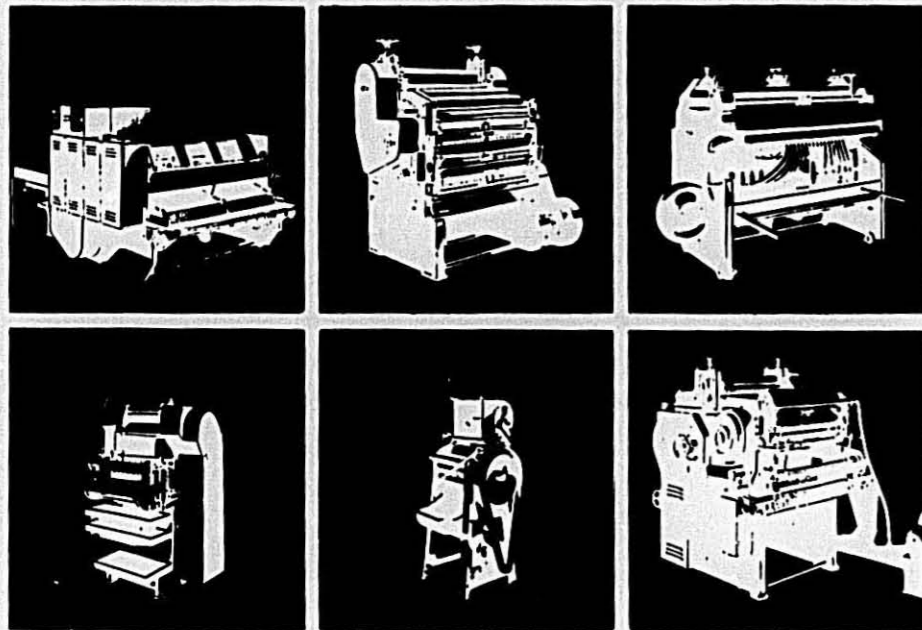
### Recruiting Personnel

Certainly the decision affects the plans of many companies and will be reflected even to the extent of the recruiting and developing of future personnel. At the present time, retailers face the same problems that most other industries do in finding qualifiable people to work in their stores and warehouses. Unlike other industries, however, we seem to have had a recruiting problem for many years. We readily admit that the opportunities available in food distribution are not well known by high school or college students, or by job counselors and placement officials. In the past we may have set our sights in the wrong direction. Recent research done by our education division shows that we should be concentrating on junior college graduates instead of 4-year college graduates, that more productive effort should be made at the high school level, that a great source of talent can be had through

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### Store Trends—

(Continued from page 29)

the distributive education programs in high schools and junior colleges, that we should stop looking for presidential calibre in everyone we hire and realize that many individuals will, and should, remain in the same job for many years.

More and more retailers are becoming aware of the necessity to match the individual to the job. Those with physical handicaps, and in some cases, retarded individuals, can be productively employed. The industry has a new awareness that a greater effort must be made to attract people to the industry, especially if internal growth is the only way that a company can expand.

We have talked about a number of new developments taking place in food distribution today and some of the changes that will take place in the years to come. We are surrounded by change. The company which accepts the fact that change is inevitable and makes the most of this challenge will be the company that survives and grows.

### Supermarket Sales Manual

CHAIN Store Age in their Mid-July issue presents its annual merchandising study. The statement is made: "Macaroni products chalk up tenth straight year of sales growth, as volume hits \$158,000,000, more than double 1955 figure.

"Plain macaroni and spaghetti volume continues to accelerate despite booming sales of pasta dinners.

"Chains boost related item movement with strong tie-in promotions."

### Dramatic Growth

One of the most dramatic chapters in the story of chain supermarket growth last year—in fact, over the past ten years—was chalked up by the macaroni products department. The main strength of this category has been its ability to maintain steady—and some times spectacular—volume growth, year in and year out. And if there was any lingering thought that this was a nationality food category, sales results of the past two years have certainly dispelled it, as macaroni products have become a bona fide food staple across the country.

Chain Store Age declares that the macaroni department had scored volume gains for ten consecutive years, increasing by nearly four per cent in the slowest growth year during this period, and ranging as high as 19.3 per cent in 1964 and 11.3 per cent in 1965. These were the two best growth years in the department's history, enabling

sales performance to more than double 1955 volume.

Gross profit increases were even more extensive during the period. Total gross profit in chain supers last year hit \$38,000,000, up 13.5 per cent over 1964; 35.2 per cent higher than 1963; and 69.7 per cent over the 1961 level.

### New Products

Within the overall volume and profit gains are several product sales patterns that highlight the self-sustaining sales power of the macaroni department. New product breakthroughs have invariably led to new volume, rather than taking sales away from existing products. This has been true in both the case of new products introduced in the dry grocery shelf lines and where new items have been introduced in frozen and refrigerated form.

As the proliferation of pasta dinners found their way into the section, sales of macaroni and spaghetti began to slip only fractionally, but when dinners reached their period of most rapid growth, the macaroni and spaghetti categories soared with them. During the 1961-1963 period, for example, dinners volume went from \$17,800,000 to \$25,200,000, a gain of \$7,400,000. At the same time, macaroni and spaghetti declined from \$31,800,000 and \$31,300,000, respectively, to \$31,300,000 and \$29,900,000. The combined drop was only \$2,900,000, and the other two department categories—noodles and pizza mix—gained \$4,500,000. In other words, the \$7,400,000 volume increase scored by dinners netted an over-all increase of \$9,000,000 during this two-year period.

Then, during the next two years, dinners shot ahead by another \$13,200,000, to \$38,400,000. At the same time, macaroni and spaghetti caught on again for a combined \$18,600,000 increase, to \$42,700,000 and \$37,100,000 respectively, in 1965. Noodles and pizza mix were up \$4,500,000 and \$2,700,000, to \$24,800,000 and \$15,000,000.

### Pizza's Part

Another indication of the ability of the macaroni products department to sustain its own growth pattern in spite of "competitive" new products, is provided by the pizza mix category. This section has grown steadily to \$12,600,000 in total volume by 1962, when cooler and freezer cases began to be flooded with a host of new frozen and refrigerated pizzas and pizza mix products.

In 1963, dry pizza mixes slipped slightly to \$12,300,000, and then started to surge ahead once more, hitting \$13,600,000 in 1964 and a high of \$15,000,000 in 1965, even though the popularity of

the competing lines continued to grow as well.

Thus, the evolution of pasta products from an Italian-American specialty to a national favorite has affected the whole range of products, in all forms in which they are processed and marketed.

### Merchandising

Macaroni products departments, states Chain Store Age, are almost always centralized in one gondola section of the grocery area, occupying an average of two to four per cent of total grocery shelf space. The most frequently employed product positioning strategy, say chain merchandisers, is vertical shelf grouping of brands with similar products, ribboned horizontally as much as possible.

Promotion is about average for grocery categories with in-shelf specials running about once a month or less in the average chain, and end-features running about every three to four weeks in the typical super. Related item tie-ins are used extensively by most store managers.

Related item promotions are a natural in this department, say chain merchandisers, because pasta products are almost always used along with other food items. Besides the opportunities provided by such standby dishes as macaroni and cheese, spaghetti and meat balls, and buttered noodles, there is also a broad market for promotion ideas like meat casseroles, fish and seafood dishes, summer salads and even desserts.

### Convenience Popularity

One factor that has kept the entire macaroni products department booming is the growing popularity of convenience foods. The newer dinner items provide the ultimate in convenience, but aggressive chains emphasize in their promotions that the traditional macaroni, spaghetti and egg noodles are in the convenience category too, requiring little time to prepare.

### Macaroni Week

National Macaroni Week, a ten-day promotion sponsored by the National Macaroni Institute every October, is a good opportunity for chains to plan and carry out a broad-based campaign behind the whole department, declares Chain Store Age.

### In the Canned Meat Department

Chain Store Age's Supermarket Sales Manual states that spaghetti and macaroni rate as best sellers in the canned meat department across the country by pacing volume in New England, Mid-

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### Canned Spaghetti—

(Continued from page 31)

Atlantic states, and the Midwest. Sausage and franks top the list in the South-East; chili and Mexican foods lead in the South-West and on the Pacific Coast.

Nevertheless, chains are trimming item count after several years of assortment growth, spaghetti and macaroni getting the sharpest axe, off three items.

Canned meat merchandising is fairly uniform, with centralized departments split up only when some lines are spun off into nationally food sections in a number of chains.

Nationally, canned spaghetti and macaroni account for 15.1 per cent of canned meat department sales in 1965. Ravioli and lasagne were listed at 3.9 per cent.

### Pizza Pusher

Kraft Foods Division of National Dairy Products is introducing a new sausage pizza to accompany its cheese pizza on store shelves across the country. Each package includes an envelope of pizza flour, grated cheese, spices and a can of sauce—plus sausage for the new version.

The pizzas join Kraft's large line of packaged dinners such as macaroni and cheese, noodle with chicken, noodles Romanoff. The 25-year-old dinner line is a part of National Dairy Products' processed packaged foods group—a category which now accounts for about a third of the sales for the company. Milk and icecream bring in another third, and the remaining third is derived from manufactured dairy products.

National Dairy welcomes growing business from institutional customers for whom it provides bulk quantities of its major products plus ketchup, pickles, mustard, puddings, canned fruits and vegetables, freeze-dried crab, shrimp and chicken, as well as portion-control servings of, for instance, jellies. A company spokesman says institutional business is "substantial with us. And with two billion dollars total sales, to be substantial it's got to be very substantial. We are among the leaders in the institutional business."

Larger than its runner-up, General Foods, by 30 per cent, National Dairy last year topped \$2 billion by \$17,000,000 as sales rose five per cent from 1964. Earnings in 1965 equaled \$2.42 a share versus \$2.20, adjusted for a 2-for-1 split this April. About ten per cent of sales and a higher per cent of profits come from abroad.



### Soup Sizzles

Chain Store Age reports soup department volume growth—hottest in five years—is paced by canned soups and bouillons; single strength lines, special soups for children, and instant bouillon all contribute.

Item counts inch upward in canned soup but remain level in the bouillon section. They dropped sharply in dry soup mixes as chain merchandisers view sales decline in dry volume with caution.

Top performer in the canned soup department is chicken noodle. Then comes tomato, cream of tomato, and cream of mushroom. Eighth on the list is turkey noodle and twelfth is beef noodle varieties.

In the soup mix department, noodle mix is the top seller followed by onion mix and then cream style.

Chain Store Age notes that a number of dry soups contain freeze dried ingredients such as chicken, beef and mushrooms. All three basic soup categories—canned, dried bouillon—have strong promotional value for other uses than just as soup. Numerous varieties, for example, serve as excellent sauce bases or casserole ingredients, offering a wide range of potential related item promotions.

### Campbell Drops Red Kettle

Business Week reports Campbell Soup Company has given up on its Red Kettle dehydrated soups after four years effort.

The company won't comment on its decision, but industry sources maintain that dry soups simply cannot compete against canned condensed soups, a market segment dominated by Campbell itself. The Red Kettle soups take longer to prepare, and are higher in price, than either condensed soups or competitive dry mixes, estimated at about \$60,000,000 annually, have shown little growth in recent years. Lipton's holds nearly two-thirds of the market. Corn Products' Knorr brand, with an estimated 12 per cent share, will supply its U.S. customers from Switzerland, where Knorr started.

### Lipton Promotion

Lipton Soup Mixes advertising in Chain Store Age tells grocers how to make gravy with soup and crackers. The answer: Tie in with Lipton's Soup and Crackers promotion through October. They have display material, including a spectacular motorized pole display unit, window banners, and shelf pads. Free crackers are offered just by returning the box front from Lipton Soup Mix and the price spot from any one pound box of saltine crackers.

### Lipton's Main Dishes

Thomas J. Lipton, Inc., Englewood, N.J., is expanding distribution of its four Main Dishes, a convenience food line requiring no refrigeration.

The dehydrated products, complete with meat, include Chicken Baronet; Chicken La Scala; Beef Stroganoff; and Turkey Primavera, along with sauces, egg noodles, vegetables and topping for garnish.

Ingredients are packaged in three color-coded pouches, enclosed in a "truncated prism" package, with angled sided panels. Package is designed by Frank Gianninoto & Associates, New York.

### Minestrone Soup

A new Italian specialty, Minestrone Soup (meatless), has been introduced by Buitoni Foods in stores throughout the New York metropolitan area. It is packed in a 17-1/2-ounce can (two generous servings) with an attractive blue and yellow label which carried a color photograph of the product. Suggested retail price is 27 to 29 cents.

### Soup Mix in Hawaii

Dehydrated soup mix brands found in Honolulu homes during the last half of 1965 by the Honolulu Star-Bulletin & Advertiser were Lipton in 78.4 per cent, Knorr 9.3, Campbell's 8.9, Golden Grain 2.6, and other brands 4.1 per cent.

### Chicken in Soup

The U. S. Department of Agriculture has announced that it will enforce its regulations requiring at least two per cent poultry meat in all poultry soups. Enforcement had been postponed from month to month since January 1, 1965, pending a Court decision on a restraining order. A Federal Court in New Jersey has now upheld the regulation, and the Department has indicated it will begin to enforce this regulation January 1, 1967.

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## AGRICULTURE ENTERS A NEW ERA

from the Economic Research Division, The Chase Manhattan Bank, New York City

**T**HAT long time invalid, U.S. agriculture, is sitting up and taking nourishment. Both average farm incomes and the value of farm assets have climbed 80 per cent since 1950. And even government stockpiles, after in 1960, have begun moving in the right direction, falling to about \$3.5 billion reaching an all-time high of \$6 billion now.

What lies behind these encouraging signs? Two developments stand out: Giant strides in technology have transformed agriculture into one of the nation's most efficient industries; and rapidly rising demands for farm products, primarily from overseas, have nudged the government into taking a fresh look at its agricultural policies.

### The Mechanized Farm

Sometime ago the word "farm" suggested a garden, a few cows, a flock of chickens and a pig or two. But the small self-sufficient farm is rapidly disappearing. Heavy capitalization now typifies the modern farm, with the assets used in agricultural production on the average farm soaring from \$6,000 in 1940 to \$60,000 today.

Investment has gone into new and bigger tractors (average horsepower of new tractors doubled over the last 15 years) and into auxiliary equipment like planters, sprayers and pickers, with investment in such equipment now running about \$5 billion a year. And helping the machinery do a better job are improved seeds, more productive fertilizers and, perhaps most important of all, a generation of farmers that keeps on top of its job and puts its know-how into operation.

This heavy investment and new knowledge have led to a most dramatic development: Agriculture needs fewer and fewer workers to produce an ever-expanding output. Although farm employment plummeted from 10 million in 1945 to less than six million last year, farm output jumped almost 50 per cent.

Take the case of corn. During the years 1945-49 about 53 man-hours were required to produce 100 bushels of corn. But in the 1960-65 period it took only 11 hours.

The following figures help show how these productivity gains have reshaped American agriculture:

- In 1919 the number of individual farms totaled 6.5 million and averaged 150 acres. Last year there were 3.4 mil-

lion averaging 340 acres. By 1975 there will be about 2 million averaging 450 acres.

- In 1919 the farm population amounted to 31.5 million or over 30 per cent of the population. Last year it amounted to little more than 12 million or 6.4 per cent of the total. By 1975 it will tumble to 10 million or a mere five per cent of the total.

- In 1919 one farm worker produced enough to feed seven people. Last year one worker produced enough for 30 people. By 1975 he may produce enough for 40.

And, of course, technological advances will continue. Tomato strains are being developed to bring 90 per cent of the fruit to maturity at the same time, thereby facilitating harvesting. Mechanical tree shakers with canvas fruit catchers are already in use. And turbine-powered tractors, with electronic controls and furrow-sensing guides, are a real possibility.

### Growing Demand From Overseas

Along with the technical gains have come gains in the foreign demand for U.S. farm products—gains that recently prompted Secretary of Agriculture Orville Freeman to announce a 15 per cent boost in acreage allotments for the 1967 wheat crop.

Farm exports have more than doubled over the past decade, and may double again over the decade ahead:

- Commercial exports will grow as the advanced countries of Western Europe and Japan eat more and better food because of rising incomes.

- Exports under our foreign-aid programs will also grow but perhaps at a slower pace, largely because the U.S. is going all out to help underdeveloped countries increase their agricultural production.

### Failure of Price Supports

The great technological gains, coupled with the burgeoning demands from overseas, have encouraged many observers to begin rethinking our agricultural policies—especially our price-support policies.

Although we've subsidized agriculture in one way or another for more than a century, and despite the admonitions of Populist Mary Elizabeth Lease, who, during the elections of 1890, advised farmers "to raise less corn and more hell," it was not until



the 1920s that pressures built up for price supports. By 1933 these pressures reached fruition: The Commodity Credit Corporation was set up to support market prices by making crop loans that need not be repaid when markets are depressed. Thus did we establish the mechanism for acquiring the unwieldy stockpiles that have plagued us almost ever since.

Most of the agricultural programs we've tried have maintained artificially high prices while trying to hold down output through acreage limitations. But such limitations have proved only partially effective. Farmers quite naturally plow their best efforts and knowledge into whatever land the government allows them to cultivate, with the result that output has jumped more than 50 per cent since 1940 even though cultivated acreage has fallen 12 per cent. Meanwhile, supports have spelled higher consumer prices, costly export subsidies, and foreign-trade restrictions that hobble the U.S. in the pursuit of one of its major goals—the razing of foreign-trade barriers.

### The Act of 1965

But at long last we may be approaching a policy breakthrough. Official pronouncements in the past have often generated the impression that our farm policies promote yeomanry, reward the pioneer spirit and preserve the family farm as a way of life. But such pronouncements are grossly misleading—as shown by the sharp decline in the number of farms, the emergence of

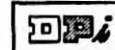
(Continued on page 36)



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Distillation Products Industries  
is a division of Eastman Kodak Company

## Agriculture Enters A New Era—

(Continued from page 34)

large corporate farms and the payment of 60 per cent of our agricultural subsidies to less than 15 per cent of our farmers.

Some of our recent policies suggest the government may be recognizing the new developments down on the farm. For example, some major federal programs, instead of attempting to preserve hardscrabble operations, now provide loans and other aid designed to help rural families move to urban jobs.

The Agricultural Act of 1965 even takes a small step toward acknowledging this basic fact of economic life: Rigid and artificially high prices on foodstuffs direct too many men and machines into food production; flexible, free-market prices lead men and machines in the directions consumers want them to go.

Specifically, the 1965 Act provides a shift away from support prices above world-market prices. Average price-supporting loans will stay near anticipated world prices; then, to bolster the incomes of farmers who cooperate in limiting output, the government will make direct payments equaling the difference between loan rates and support rates. While direct payments aren't new, extending their use to cotton, feed grains and wheat constitutes a major change since these crops accounted for the bulk of the roughly \$15 billion in price-support subsidies the government paid out during the years 1954-64.

### The Outlook

Technological gains plus the resurgence of foreign demand promise happier days ahead for the nation's farmers. They promise higher incomes, less backbreaking labor and greater independence of action.

They also open up the opportunity for a major attack against what is commonly called "the farm problem." Sharp declines in the farm population and rapid growth in average farm size should explode once and for all the myth that price supports can preserve the family farm as a way of life for any more than a small part of the population. The explosion should clear the air and permit more common-sense discussion of farm policies.

At the same time, booming demand for U.S. farm products is pushing up the prices of some farm products toward the level of support prices, which presents a golden opportunity to remove price supports and acreage limi-

tations from these products altogether. To be sure, our farm problems are not fully solved. It will take years to whittle down surpluses in cotton, tobacco and feed grains to manageable proportions. So we will doubtlessly continue some farm subsidies for a long time to come.

But surely, now that farm prices are soaring, the time is ripe to start dismantling the tangled complex of price supports and acreage limitations that have proved so burdensome to rural and urban dwellers alike.

### Europe Verde

At dawn on Sunday, July 24, "Green Europe" was born.

On that day the six governments of the European Economic Community brought into their Common Market on reciprocally-agreed terms 90 per cent of everything produced by their 6,500,000 farms, small and large.

From that day, sugar, milk, fruit and vegetables, rice, beef, and fats went on sale at identical prices and under identical sales regulations for all six countries, with certain reservations and transition periods. Mutton, hops, fish, potatoes, flowers, and tobacco remain outside the arrangement, however.

The step follows the key agricultural agreement for cereals reached May 11.

### Tremendous Achievement

The latest agreement was hailed on the continent of Europe as a tremendous, if not always welcome, achievement. It has confounded all of the observers who, in June, 1965, thought France had ruined the future of the community by insisting on integrating farm produce in the Common Market without further procrastination or political conditions proposed by permanent officials in Brussels.

All is not finally completed in the new farm kingdom of the European Economic Community. But this time the virtually unanimous opinion on the continent of Europe is that the vital turning point has been reached. Even Common Market President, Prof. Walter Hallstein, has declared: "This agreement constitutes the most important step in the history of building the community."

### Backed by Cash

The six member countries have shown their faith in the institution of a united Europe and have backed up their faith with cash payments.

Agreement on most of the farm prices was only possible by accepting the higher price instead of the lower among the six. This has affected France particularly, because its farm prices are

generally lower than those of West Germany, Belgium, and Italy.

Other E.E.C. members are the Netherlands and Luxembourg.

The French foreign minister said at the time of the signature of the agreement "From a strictly economic viewpoint, the agreement is not wholly defensible, but the chief thing is that the agreement exists."

One immediate result is that the fears which the French had four years ago that if Britain entered the Common Market, hope of bringing in agriculture would vanish, have now been dissipated. Green Europe has really come into being—with Britain still outside.

### Ready for Kennedy Round

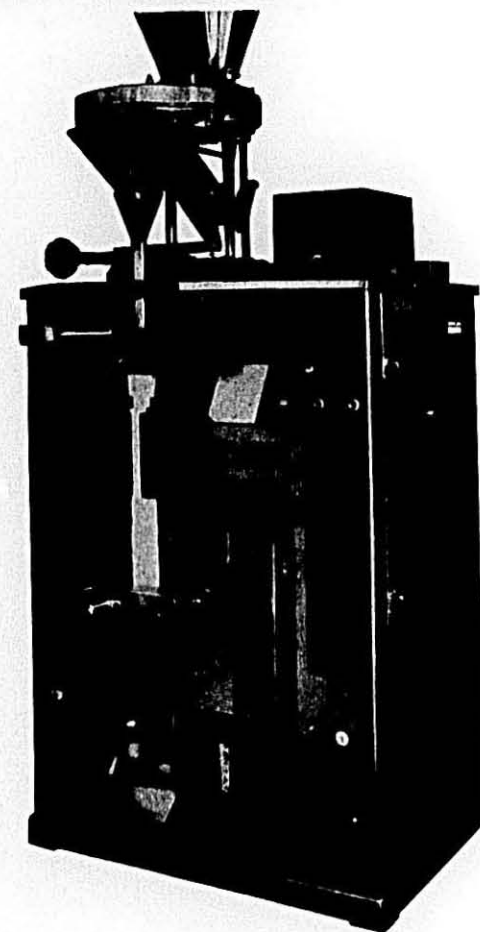
After fixing their internal farm prices, the Common Market settled a joint farm-tariff policy with which to confront the United States in Kennedy Round sessions of tariff talks at Geneva. At first, five of the members were fully prepared to negotiate cuts on all farm products. But then the French put forth reservations and the others, not to let France get something for nothing, added theirs.

Exceptions or no exceptions, the Kennedy Round can now pick up again seriously. Chances are that a general tariff reduction, not the desired 50 per cent, but maybe around 30 per cent, will be achieved before the U. S. delegation's authority from Congress to make tariff cuts expires on July 1, 1967. A successful Kennedy Round will boost U. S. exports, but the Eurofarm agreement will have the opposite effect. European agriculture, expanding behind a common tariff, is expected to cut deeply into U. S. farm exports to the Common Market nations, currently worth \$1,600,000,000 annually.

### Unit Load Is on the Road

The first national palletization program based on truck delivery has been kicked off by Lever Brothers—to the delight of grocery distributors. Unitized truck loads (they can be unloaded in 75 per cent less time than floor loaded trucks) and a pallet exchange program comprise the Lever system. Cases are stacked on 48" x 40" four-way hardwood pallets as they come off the plant production lines. These palletized loads remain intact to (and in some instances, through) the grocery distributor's warehouse. Wholesalers and chains using the program order in truckload quantities, consisting of 20 pallet units. . . . They like the cost savings and are looking for more suppliers to come up with similar programs.

## Triangle's NEW FIN SEAL BAG MACHINE



It's not only fast, but Triangle's new FIN SEAL Bag Machine can change over in minutes to different sizes without changing parts. It produces a four-sided fin seal pouch from any heat sealable supported material, and can be converted to produce pillow pouches. ■ One FIN SEAL unit produces packages with a maximum size of 5¼" x 9" in a 2 or 4-up operation at speeds of 150 or 300 a minute. Another model is also available for pouches to 6¼" x 9" at speeds of 75 or 150 a minute. ■ Triangle's FIN SEAL Bag Machine registers a single web and slits it to form the front and back panels of the pouch. Suitable fillers are available to handle both liquids and dry solids. To see a demonstration, write or call Triangle.



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### Large Durum Crop Expected

Another large crop of durum is expected if prospects continue favorable in the prime durum producing areas reports the Consumer & Marketing Service of the U.S. Department of Agriculture in their semi-annual durum report.

The crop got a late start as wet soil delayed planting in the Red River Valley, but early growth was favorable and based on July 1 conditions, production was estimated at 62,792,000 bushels. This is nine percent below 1965 but twenty-nine percent above average. The expected yield per acre is 26.9 bushels from an estimated 2,300,000 acres, and compares with the record high yield of 30.8 bushels last year. Low moisture levels in part of Montana and South Dakota reduced yield prospects in those states five bushels per acre as compared with last season.

### Stocks

Carryover stocks of durum July 1 totaled 54,885,000 bushels, and if the indicated crop based on July 1 conditions materializes, it will provide a generous supply for the trade during the 1966-67 crop year. Average disappearance of durum during the past five years amounted to 38,591,000 bushels, so relative to past demand, the supply should be adequate. Farm stocks totaled 23,895,000 bushels, twenty-four percent above holdings a year earlier and represented thirty-five percent of the 1965 crop. Off-farm stocks amounted to 30,990,000 bushels on July 1.

### CCC Activities

The Minneapolis Branch of the Commodity Credit Corporation reported sales of durum wheat totaling about 10,000,000 bushels from January 1 through June. Nearly all of these sales were for export. Total sales by CCC during the crop year are not available. Producers delivered 6,447,009 bushels of 1965-crop durum as of June 30, 1966. This was down considerably from the amount delivered to the agency the year before when deliveries amounted to 17,279,555 bushels. On June 30, 1966 CCC owned 36,883,331 bushels of durum, and the year before the amount was 44,959,559.

### Durum in Canada

The visible supply of durum in Canada at the end of June, 1966 was 21,205,000 bushels. Commercial disappearance of durum (domestic and export) August 1, 1965 through June 30, 1966 amounted to 32,793,000 bushels, slightly below the 33,813,000 for the comparable period the year prior. Canadian domestic disappearance, including that milled for export, accounted for 3,575,000 bushels

while exports of durum wheat accounted for the balance. Farmers increased the acreage planted to durum in each of Canada's Prairie Provinces last spring, and preliminary estimates show 1,135,000 acres seeded. This represents an overall increase of thirty-five percent over the previous year but the level is some twenty-eight percent below the ten-year average of 1,584,000 acres.

### Durum Prices

Average monthly cash price for No. 1 Hard Amber Durum in Minneapolis is reported as follows by the U.S. Department of Agriculture:

	1966	1965
Jan.	1.74	1.81
Feb.	1.71	1.85
Mar.	1.72	1.85
Apr.	1.70	1.77
May	1.68	1.76
June	1.66	1.80
July	1.67	
Aug.	1.64	
Sept.	1.71	
Oct.	1.78	
Nov.	1.80	
Dec.	1.79	

Semolina prices started moving up in July and by the end of August were \$1.20 higher between the high and low in the range. Semolina was quoted in Minneapolis at \$5.80 to \$6.00 during August, 1965. This year the price reached \$7.50 to \$7.60.

### High Prices for Eggs

Egg prices were front page news along with milk and bread with hearings going on in New York City and Washington to ascertain why the sharp advances. Housewives had genuine concern and politicians were making hay out of rising food prices.

While it had been anticipated that shell egg prices would advance in the summer months, no one could foretell the flock damage created by the record heat spell. As a consequence fall prices may be firmer than expected.

Tight supplies have made shortages of processed products as well. August ranges are contrasted with those of a year ago.

### CHICAGO EGG PRICES

from USDA Consumer and Marketing Service and the Wall Street Journal:

	1966	1965
Shell Eggs	31 -36	24 -28.5
Frozen Whole	29.5 -32	25.5 -26.5
Frozen Whites	14.5 -15.5	14 -15
Frozen Yolks	49 -53	63 -64
and too few to report		
Dried Whole	1.30- 1.35	1.05- 1.15
Dried Yolks	1.35- 1.40	1.05- 1.21

### Processed Eggs

Production of liquid egg and liquid egg products (ingredients added) during July was 59,240,000 pounds, down 28 percent from the preceding month and down 9 percent from July last year. Aggregate production of liquid eggs January through July 1966 totaled 398,947,000 pounds or 10 percent less than the same months of 1965.

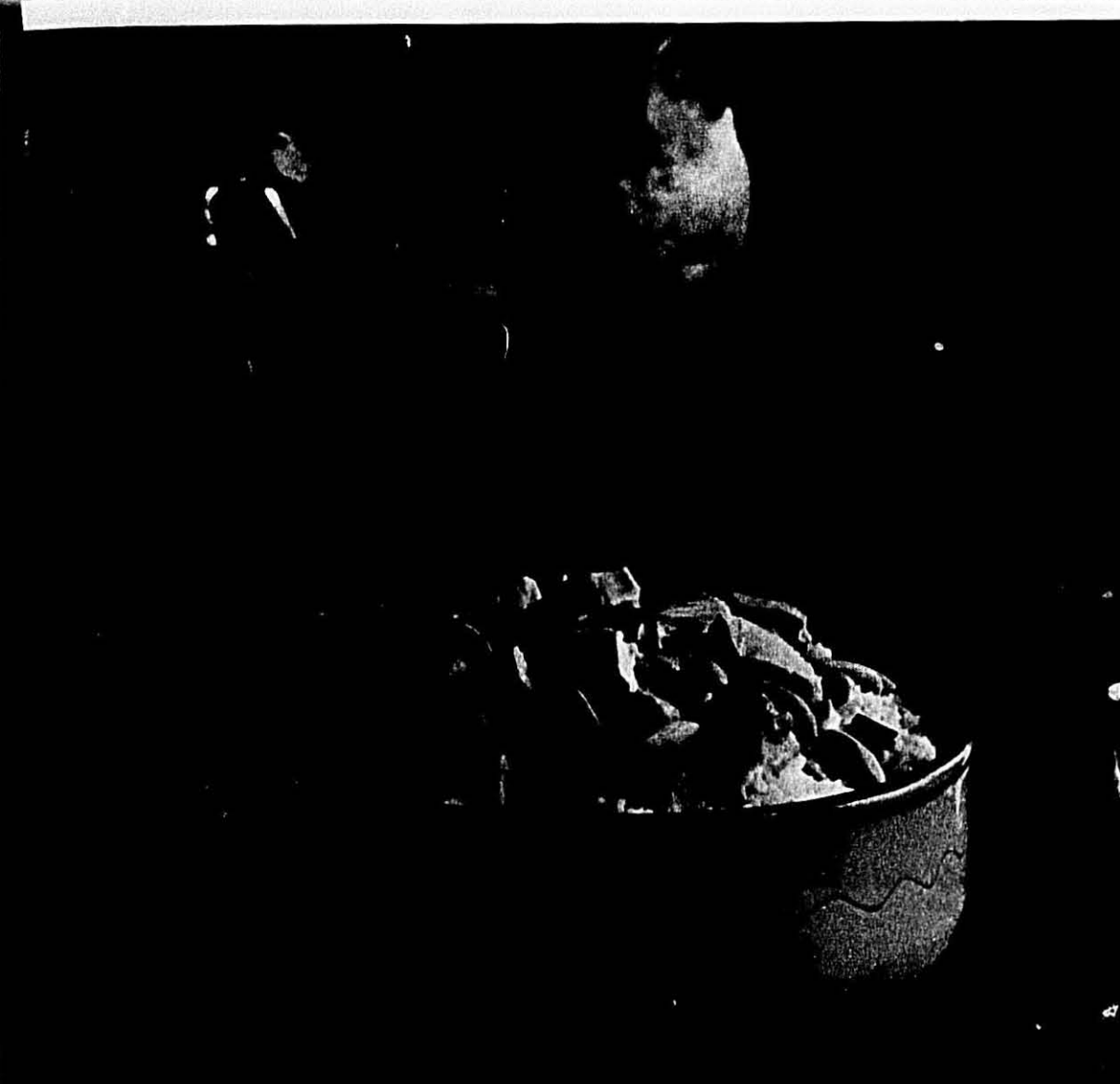
Liquid egg produced for immediate consumption during July was 3,013,000 pounds, 55 percent more than July last year. The quantity used for drying was 21,716,000 pounds compared with 20,986,000 pounds for July 1965. The quantity used for freezing was 34,511,000 pounds, down 19 percent from July last year.

Egg solids production during July 1966 totaled 5,192,000 pounds, down 15 percent from the preceding month but up 7 percent from July of last year. Egg solids production from January through July was 32,557,000 pounds, 3 percent less than the same period of 1965. Production of whole egg solids during July was 1,639,000 pounds or more than double the production the same month a year earlier. Output of albumen solids during July was 1,258,000 pounds compared with 1,310,000 pounds the same month last year. Production of yolk solids was 790,000 pounds, down 46 percent from July 1965 production. Production of "other solids" was 1,505,000 pounds, up 16 percent from July production last year.



**Wentzel Honored.** James H. Buell, president and chief executive officer of Doughboy Industries, Inc., New Richmond, Wisconsin, center, pins a 20-year service pin on Raymond R. Wentzel, vice president of the company's Milling Division, at the recent Doughboy Service Awards Dinner. A pin for the same number of years of service went to Robert E. Ahlin, vice president of the Formula Feeds Division. Mr. Wentzel, a veteran of 37 years experience in milling, came to Doughboy in 1946, and in addition to running the mill he was at one time head of the Feeds Division. Mr. Ahlin was formerly director of nutrition and research for the Feeds Division and was named a vice president three years ago. Mr. Wentzel has been a vice president since 1952.

THE MACARONI JOURNAL



Chicken in the basket.



George N. Kahn

## SMOOTH SELLING®

by George N. Kahn

### You Must Give More To Get More

This is No. 23 of 24 sales training articles

**D**ON'T bother reading this if you are selling gasoline to service stations. It won't interest you.

The driver of a gasoline tank truck has a rather uncomplicated arrangement with his customers. He simply rolls up to a station, replenishes the pumps and is on his way. There is no salesmanship—no problems. It's strictly a maintenance operation.

But for the rest of us, selling is a great deal more complex. Between the salesman and the buyer there must be trust, confidence, rapport and, above all, empathy—the ability to put oneself into the other guy's shoes.

Hit and run selling won't do. If you want to get more from your customers, you've got to give more.

#### The Unselfish Attitude

More unselfishness is needed in selling today. By this I mean the knack of seeing the buyer as a human being with problems, not merely a way stop on your journey through life.

You must see him as a man with staff and tax problems, budget troubles and perhaps even domestic irritations. If he is to make a decision in your favor, you should know what makes him tick.

To accomplish this you must put yourself totally in his place. Imagine yourself behind his desk. What would you do if confronted by his problems?

These are things you must think about in addition to writing up orders. You just can't sell and run and expect to succeed in this business.

#### Volunteer "Office Boy"

One of the highest paid "office boys" I ever knew was Art Wall, salesman for a drug manufacturer.

Most of his customers were drug wholesalers and Art was always ready and willing to help them with their problems. This extended well beyond the usual assistance a salesman gives a buyer in displays, merchandising ideas, etc. Art would actually perform physical labor for the customer if the latter needed it.

As a joke, Art had cards printed which read:

"The world's highest priced office boy."

But there was nothing funny about his sincerity. On one occasion a customer's stock boy had quit suddenly, leaving the stock room in a mess.

Art took off his coat and went to work. In a couple of hours he had the place straightened out.

While in the stockroom, Art noticed that the customer was out of a competitor's product. He pointed this out to the man and advised him to restock. That was really empathy! But that was Art's method and he was known for it. The appreciation of his customers eventually made him a rich man. His success came because he thought of his customer's problems the way they thought of them. In short, Art put himself in their place.

There was an added dividend. Art spent so much time in wholesaler's stockrooms that he became an expert on the inside part of the business. In several instances he served as a consultant to the industry.

#### Wait For Reward

Several years ago a young man found an expensive watch on the street. The next day he read the want-ads and saw the watch listed in the Lost and Found department. But there was no reward offered.

However, the finder called the phone number anyway and was asked to bring the watch to a certain address.

The house was a huge mansion in the exclusive part of town. "Surely," the fellow thought, "I'll get a fat reward here."

The elderly man who answered the door identified himself as the owner of

the timepiece. He thanked the finder and put the watch in his pocket.

"Don't I get a reward?" the caller asked.

"Of course," the owner replied and handed the young man a dollar bill.

As the latter gazed in disappointment at the dollar, the owner said:

"If you had not asked for a reward and had returned the watch as a good deed, I would have given you \$50."

There is a moral here for the salesman. Offer your help sincerely to a customer without thought of immediate reward. Your buyer will show his appreciation but don't grab him by the shirt front so to speak. This places you in the same category as a dog who expects a bone after performing a trick.

Cal Billings, an air conditioning salesman, had majored in accounting in college. As a result, he quite often aided customers with their more difficult bookkeeping problems.

Once he gave up an entire day to assist a buyer with his figures. As he was about to leave that evening, the buyer asked:

"Aren't you going to ask me for an order?"

Cal had been so absorbed in his work that he had completely forgotten the original purpose of his call. It didn't matter; he got the biggest order in ten years of selling.

The more you do for your customers, the more they will reach out to show their gratitude.

Sometimes you may be disappointed by a small order after having gone out of your way to be helpful. Did you ever think that the buyer may have bought three times more than his budget allowed just because you were a friend to him?

#### Inner Needs

All of us have inner needs which appearances often mask. The big executive with the jutting jaw and forbidding manner may be seeking approval of his underling. The laconic prospect may need only a word or two to open up to a salesman—providing they are the right words.

(Continued on page 42)

### Smooth Selling—

(Continued from page 41)

The successful salesman tries to discern these needs and turn them to his advantage. This requires a close study of buyers—their habits, likes, dislikes, moods and eccentricities. This also involves empathy.

Clint Selmers studied psychology in college and after. He learned a great deal of what motivated human beings and how their emotions sometimes governed them.

As a food machinery salesman, Clint observed prospects and customers with an almost professional eye.

If a buyer's desk was neat and tidy, he would tailor his presentation so that there was no excess baggage. Clint's reasoning went like this:

"If I were a buyer with a neat orderly desk, I would probably want to hear a neat, orderly sales talk."

Clint used a different approach with a customer who might have a sloppy or littered desk. This indicated to him that the talk could ramble a bit or that anecdotes could be tossed in.

With a prospect who wore a \$250 suit, Clint stressed quality over price and kept his presentation on a very high level.

"I knew there would be no point in getting into a price cutting contest with the competition as far as this man was concerned," Clint said.

Clint didn't guess right all the time, but he was on the nose enough to make him one of the largest producers in his industry. He did it by placing himself in the other man's role and then figuring out what he would do under the circumstances.

#### Scoring Points

These courtesies are not lost on the buyer. He is usually quick to recognize the fact that you are taking special pains to cater to his whims, habits, fears or fancies.

I once interviewed a prospect whose office contained an unusual number of clocks. There were two clocks on his desk, two on the walls, another on a window ledge and still another on a small refrigerator. And they were all running and showed the same time. To top this off, the man had a wrist watch.

"Here," I thought to myself, "is a man who is preoccupied with time—perhaps to the point of mania."

I suddenly removed my wrist watch and laid it on the desk in front of me.

"My presentation," I told him, "will last 30 minutes. If you aren't entirely convinced after that period, I will leave at once."

I hit the time right on the button, and three minutes later I was writing one of the grandest orders of my life.

"You know," the buyer said, "I really appreciated your keeping your talk within that time limit. Perhaps I'm kind of a nut on time, but I time everything I do. I even know to the second how long it takes me to walk to lunch and back."

Obviously I had scored many points with this individual. And it cost me nothing. I was merely showing him a deference.

#### Perception Pays Off

A salesman who lacks perception is risking a career on a treadmill.

There are many opportunities to be perceptive in selling but many salesmen miss them. This is not a matter of education or even intelligence. It simply is a question of using your senses—particularly your eyes and ears.

If you're smoking and the buyer flicks on the air conditioning or opens a window, that should be a warning signal for you.

If you mention politics and he attempts to change the subject, you should realize that the topic is not to his liking.

If you tell him you ran into an acquaintance of his in Cleveland and he seems indifferent to the news, you can be assured the acquaintance is not important to him. To spend more time talking about the man would only bore your customer and take away valuable selling time from you.

Perception requires awareness. You can't leave part of your brain at home and expect to meet the demands of selling. Keep awake; keep alert.

Len Baskett, who sells marine engineering equipment, made some interesting observations while waiting to see a certain buyer.

He noticed first that the receptionist used a very low tone of voice when she phoned into the buyer. Also, when she went into her boss' office, she closed the door softly.

When he was admitted into the prospect's office, Len noted another detail. The room was entirely soundproofed. Automatically, Len pitched his voice low and tried not to make too much noise in opening demonstration materials. He got along well with the man and left with a sizeable order.

Len's instincts had been correct. He learned later that the buyer had inner ear trouble and could not stand even ordinary sounds.

This was another example of the importance of perception in personal relations with buyers. I daresay that in every first meeting with a prospect you can learn something about him

that will make selling easier. But don't expect him to wear a sign proclaiming his peculiarity or preferences. You must go into the interview with sharpened senses.

You can train yourself to notice details. When you're walking along a street, for example, really look around you. You will see things you never saw before because you weren't paying attention to your surroundings.

The next time you are talking to someone, study him carefully—dress, voice, grooming, gestures, etc. You will be surprised at how much your brain can absorb if you give it a chance.

Do you give enough of yourself in your relations with customers? Do you see his point of view and act accordingly? Here is a 10-point quiz to help you answer these questions. If you can answer "yes" to at least seven, you are giving as well as getting.

Yes No

1. Does it occur to you that the buyer has problems which may affect his buying decisions? — —
2. Do you try to put yourself in the buyer's place? — —
3. Do you serve the customer in the spirit of service rather than in expectation of a reward? — —
4. Do you notice habits or peculiarities in buyers that may give you a clue to their preferences? — —
5. Do you act on these observations? — —
6. Do you ever volunteer your services to a buyer even though it delays or inconveniences you? — —
7. Do you notice the furnishings or decor of a buyer's office? — —
8. Would this give you a clue to his personality or preferences? — —
9. Do you practice observation while off the job? — —
10. Do you think you know what empathy means? — —

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#### COMING NEXT MONTH

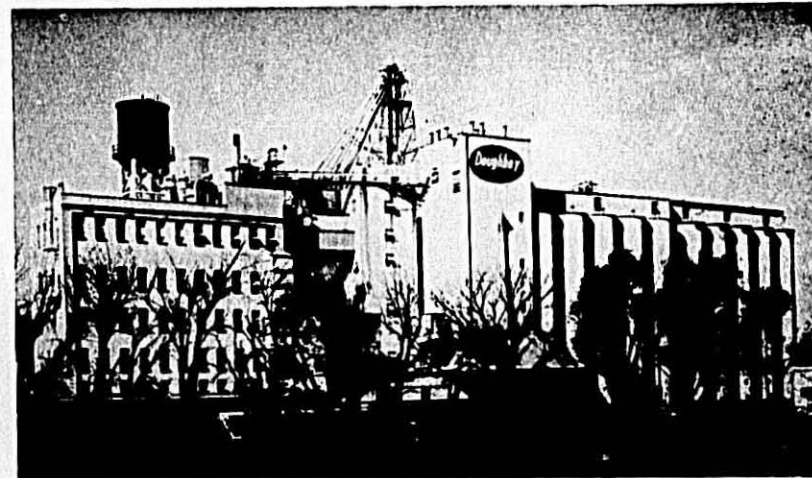
Running into the Rude Buyer . . .

George N. Kahn tells how to handle the indifferent buyer and how to handle insults.

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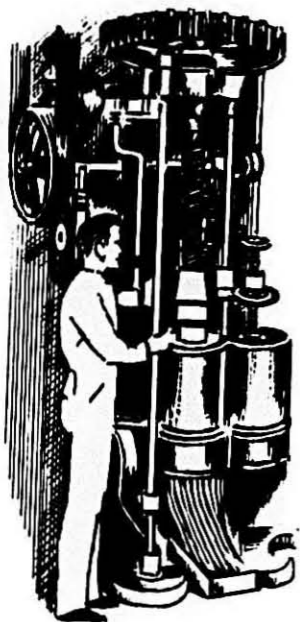
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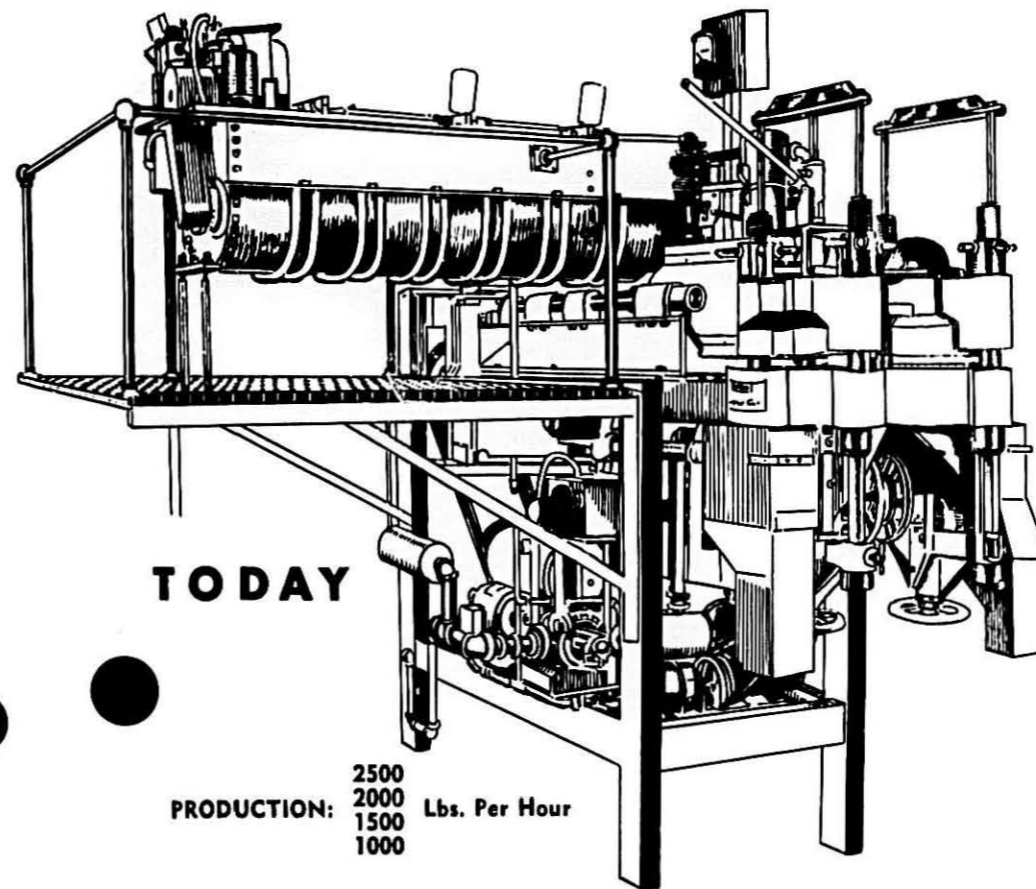
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## WAY BACK WHEN

### 40 Years Ago

- "Read your trade journal," said the issue of October, 1926. "The prime reason for existence of this trade magazine is the betterment of the macaroni and noodle manufacturing industry."
- What price deals? L. M. Skinner, president of the Skinner Manufacturing Company in Omaha, declared that a free deal or deal on any basis serves only to create sales resistance of the wholesale trade.
- Cuba was reported as a good macaroni market, with the United States its principal source of supply. It was reported that factories would be established in Havana and Sanitago.
- The Editor pointed to the need for accurate consumption data of macaroni, spaghetti and egg noodles, and declared that "only lack of interest and cooperation stands in the way."

### 30 Years Ago

- The need for consumer education was cited as a macaroni recipe campaign under the Betty Barclay service was renewed.
- Group action was called for to recover refunds of processing taxes paid under the defunct Agricultural Adjustment Act. It appeared that legal counsel would be necessary to support the effort.
- Impulse buying was revealed to be a big factor in food sales, according to a survey by the DuPont Company. "Sixteen per cent of the consumers bought one-half or more products on decisions made at the store counter."
- Spaghetti helps win the World's Series. "Take the Italian ball players out of the Giant's and Yankee's teams, and there would be little left for the Subway Series. Spaghetti-lovers included Tony Lazzari, Joe Dimaggio, Frank Crossetti and Gus Mancuso.

### Heinz Report—

(Continued from page 19)

kets into the northeastern section of the country. Great American Soups, a premium ready-to-serve line, met encouraging consumer acceptance in test markets. California Tomato Soup moved into national distribution, and two new varieties—Chicken with Stars and Tomato Vegetable—were successfully introduced on a broad scale. Restaurant Pack Soups, a line of 24 condensed varieties especially pre-

### 20 Years Ago

- Business showed a definite swing from a buyer's market to a seller's market and called for more merchandising rather than cutthroat competition with substandard products.
- Secretary M. J. Donna held meetings with members in Seattle, San Francisco, and Los Angeles.
- The durum crop was estimated at 37,500,000 bushels. A boost of 29 cents a sack and price ceilings on semolina spurred orders.
- George P. Martin of Chicago, who had spent three and a half years in Brazil in the American Embassy at Rio, pointed to the possibilities of developing Brazilian imports of macaroni. He observed that manufacture there was on a small, unorganized scale, mainly by individual restaurants, food shops, and pastry people.

### 10 Years Ago

- "Nothing happens until someone sells something," says Arthur "Red" Motley, president of Parade Publications. The National Macaroni Institute proposed to promote macaroni, spaghetti and egg noodles during National Macaroni Week October 18-27.
- Wally Cox, Reynolds Metals' "Mr. Peepers," prepared a macaroni casserole on a nationwide telecast in promoting National Macaroni Week.
- A low calorie quickie dinner—a complete and satisfying meal with less than 550 calories per serving—consisted of spaghetti garnished with a rich tomato and meat sauce, a tossed green salad, with a canned peach half for dessert served with a cup of black coffee.
- The comeback of durum was hailed as a remarkable achievement. The development of varieties of durum wheat resistant to stem rust 15B resulting in a prospective crop for 1956 almost equal to normal was looked upon as a triumph for wheat breeding and research.

pared for volume-feeding kitchens, achieved nationwide distribution. The year saw the introduction of Menu-Aid freeze-dry entrees and sauces for institutional use, including such items as chicken a la king, chicken tetrazzini and meat loaf.

In Britain, the company expanded its baby line with the introduction of five new strained foods and 18 junior foods. It also test-marketed spaghetti with meat balls, ravioli, and a new ready-to-serve Spring vegetable soup.

### CLASSIFIED ADVERTISING RATES

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**WANTED**—Italian Macaroni Production Man with ample knowledge and experience on production and drying for a factory equipped with one short cut macaroni line continuous drying, one pasta line rotating units drying two Vermicelli lines continuous drying, one semi-automatic Vermicelli line rooms drying and one macaroni line automatic room drying. Good opportunity for permanent or temporary connection, as desired by applicant, in Monterrey, Mexico. Give full information both personal and about qualifications. Box 238, Macaroni Journal, Palatine, Ill. 60067.

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In Canada, the company listed 15 new varieties and sizes in fiscal 1966. Of these, the most important were the new 15- and 20-ounce sizes of Italian-style spaghetti and meat balls with tomato sauce, which were supported by a strong advertising effort and followed up by in-store promotions.

Nichiro Heinz Company, Ltd., with headquarters in Tokyo has successfully introduced spaghetti sauce and has made good progress in establishing Heinz baby foods in the Japanese market.



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