

**THE
MACARONI
JOURNAL**

**Volume 49
No. 6**

October, 1967

Macaroni Journal

OCTOBER, 1967



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The Macaroni Journal

October
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OCTOBER, 1967

In This Issue:

	Page
National Macaroni Week—Mini-Meals with Macaroni	6
Statistical Compendium	9
Macaroni Products Again Outpace Total Store Growth	10
Macaroni Consumption Rises Around the World ..	12
USDA Semi-Annual Durum Report	14
Durum Yields Increasing	16
Crop Better Than Expected	18
Egg Marketing Conference	19
Palletized Shipping System—Predicting Packaging Performance	22
Growing Markets for Frozen Foods	26
Lesson in Swedish Diet Study	28
Sanitation Matters	30
Planning Growth and Profit, by H. G. Stanway	32
Words Are Power, by George N. Kahn	36
Index to Advertisers	40

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PEAVEY COUNTRY

Wherever the
sun shines
on durum wheat
you'll find the
Peavey symbol

Peavey is strategically located in the heart of North Dakota's durum wheat fields. Selecting, testing, processing the finest durum wheat products for the macaroni industry.



Durum wheat inspection is made by Peavey grain men. Whole lot samples are quickly taken from the quality and quantity of the crop.

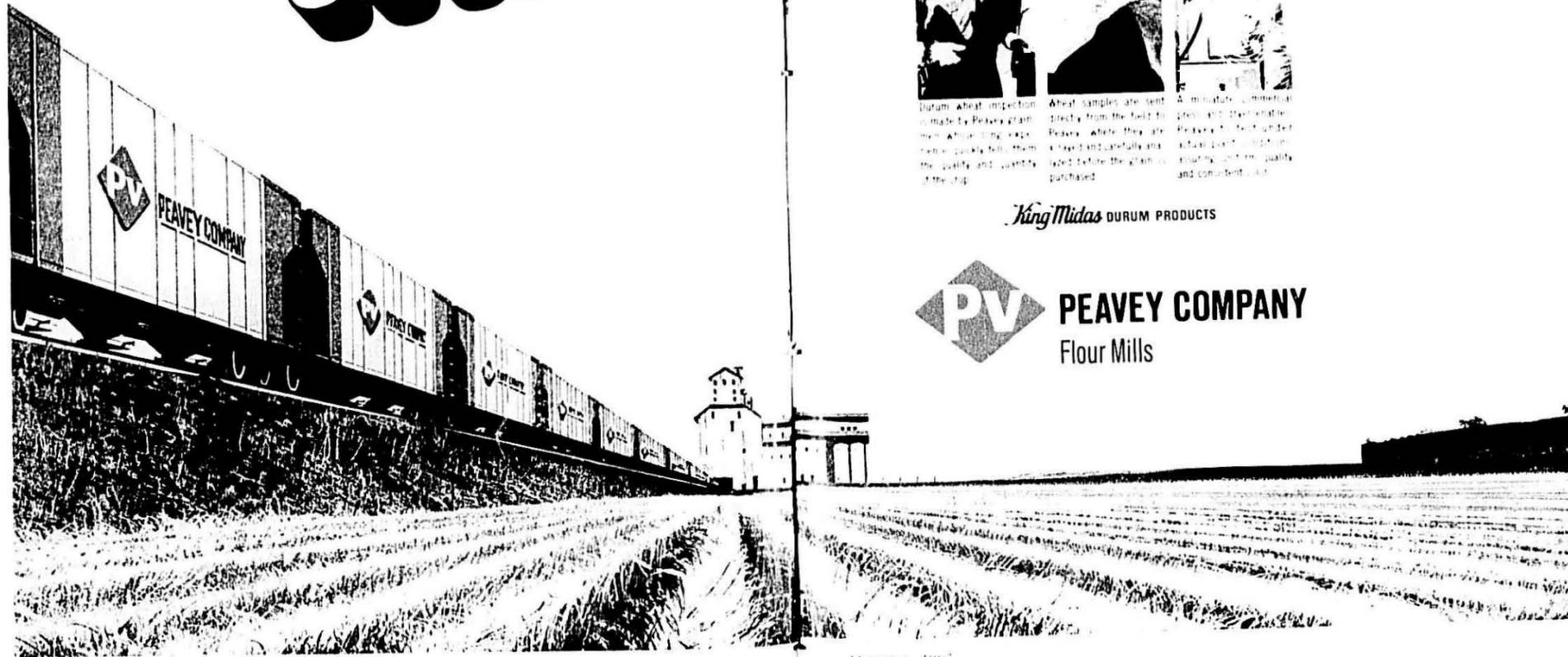
Wheat samples are sent directly from the field to Peavey, where they are tested and carefully analyzed before the grain is purchased.

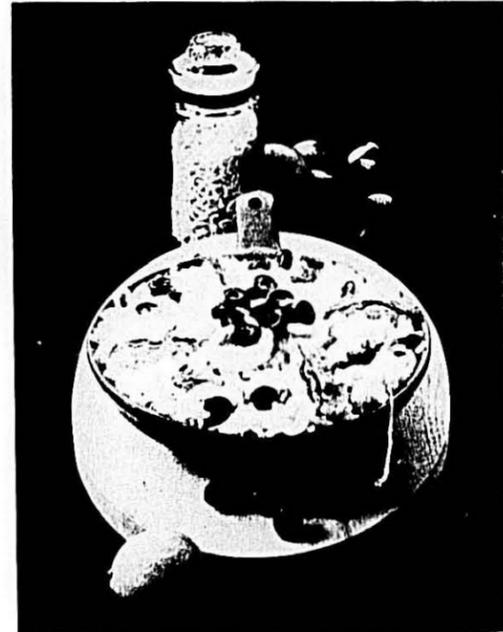
A miniature commercial press and extruder at Peavey's mill under actual conditions insure quality and consistent output.

King Midas DURUM PRODUCTS



PEAVEY COMPANY
Flour Mills





NATIONAL MACARONI WEEK

OCTOBER 12-21

THEME: MINI-MEALS WITH MACARONI
A FOOD FOR MODS



Here are examples of photographs accompanying National Macaroni Week releases through the Sills organization.

Above (upper left) Spaghetti with Crabmeat Sauce; (upper right) Oriental Park and Noodles; (lower left) Spaghetti Tuna Casserole; (lower right) Egg Noodles with Turkey Fricassee.

On opposite page (upper left) Salmon Steaks with Creamed Macaroni; (upper right) Spaghetti with Egg Plant Sauce; (lower left) Macaroni and Cheese Salad; (lower right) California Macaroni Casserole.

Cover Photo

Linda Selander sets her sights on National Macaroni Week, October 12-21, at a distance she can't miss. You won't miss either if you zero in on National Macaroni Week by featuring elbow macaroni, spaghetti, and egg noodles in special displays. Here's what macaroni products have going for them: versatility, economy, convenience, and delicious flavor, plus a steadily increasing annual per capita consumption; and they are tops as related item movers. Take aim, and tie into National Macaroni Week this fall.

MACARONI WEEK—a national publicity effort for macaroni products

TARGET for today is more sales of macaroni, spaghetti, and egg noodles, and related items for grocers, building volume and profits, and offering the consumer the latest in Mini-Meals.

Mini-Meals with macaroni are minimal in cost, in number of ingredients, and in preparation time.

Most Mini-Meals are low in calories. Some will display the convenience value of macaroni products for today's fast-moving homemakers. Others will illustrate the contribution of macaroni products to entertaining in today's mood of relaxed and informal gatherings.

Stories, recipes, and photographs are being sent to syndicated food columnists such as:

Gaynor Maddox of Newspaper Enterprise Association;
Cecily Brownstone, Associated Press;
Zolita Vincent Warren of Pacific Coast Dailies;
Eleanor Ney of Westchester Rockland Newspapers;
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;
and many others.

Major Markets

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.

Color

Two new color photographs have been taken, and are being placed with food editors whose newspapers use color transparencies.

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.

Macaroni—A Food For Mods

Advertising offering "MINI-MEALS WITH MACARONI" will appear in the October issue of Forecast, magazine for home economists.

Offering recipes to home economic teachers and students is only one facet of the effort the National Macaroni Institute is making to carry the macaroni story to the youth of America.

Last year's Forecast ad was a pull-out wall chart on basic cooking instructions for macaroni. Currently, this is a hot item with 4-H Clubs along with the How-To-Do-It-Kit "Feeding a Crowd" both offered in National 4-H News.

The recipe folder of two seasons ago, "For Weight Control . . . Use Your Noodle," with words of wisdom to weight-watchers, has been most popular with the requests exceeding a quarter of a million copies. Many times these inquiries bring requests for supplemental information, and in those cases the brochure "Nutritive Values of Macaroni, Spaghetti and Egg Noodle Products" is sent.

Movies

In the audiovisual field, the half hour sound-and-color film "Durum . . . Standard of Quality" distributed jointly by the National Macaroni Institute, Durum Wheat Institute, and the North Dakota State Wheat Commission in four and a half years has logged in some 20,000 bookings viewed by a total audience of almost a million. In public service telecasts, some 700 showings have reached an audience of over 18,000,000.

Film Strip

The filmstrip "Tricks and Treats With Macaroni Foods" developed by the Durum Wheat Institute and distributed by the National Macaroni Institute has over 10,000 prints in use and is currently offered in the Educator's Guide to Free Filmstrips.

The distribution of background material of an educational nature on macaroni, spaghetti, and egg noodle products has become a continuous, full-time project of the National Macaroni Institute.



Advertising appears in October issue of Forecast Magazine.

STATISTICAL COMPENDIUM

MACARONI firms in the United States are largely family-owned and managed and they are not disposed to report statistics to any great extent. Thus, governmental reports become the prime source of industry statistical information.

The last census of manufactures was made in 1963, and it was a full year before the final report was out. But this is the starting point to learn about the macaroni industry.

The industry has been relatively stable in sixteen years: in 1963, the Bureau of the Census counted 222 plants compared with 214 in 1958, 233 in 1954, 228 in 1947, and 328 in 1939.

The number of production workers declined from 6,013 in 1959 to 4,930 in 1958 and 5,095 in 1963. Wages of plant workers soared from a total of \$5,383,421 in 1939 to \$21,176,000 in 1963. In that span of years pounds produced per worker increased from 114,000 per annum to 238,935. Clearly it was automation that enabled production to increase so dramatically and for wages to rise proportionately.

The value added in manufacturing in 1939 was \$19,224,000. By 1958 it had risen to \$67,130,000 and in 1963 was \$96,012,000.

Distribution of Macaroni Factories From 1963 Census of Manufactures

Region	Plants	Value of Shipments % of Total	
		000's	Total
New England	23	\$ 16,576	7.4
Middle Atlantic	59	90,784	40.7
East North Central	43	32,209	14.5
West North Central	16	27,381	12.3
South	19	15,265	6.8
West	62	40,812	18.3
Total	222	\$223,027	100.0

Most Plants Small

Most plants in the industry are small. Only 70 of the 222 employ as many as 20 employees. There are three plants in New England that hire 20 or more employees. There are 21 such plants in the Middle Atlantic states: 12 in New York, 3 in New Jersey, and 6 in Pennsylvania. In the East North Central states the count is 15 plants with 8 in Illinois and 3 in Michigan. Seven plants in the West North Central states employ 20 or more workers. There are eight such plants in the South with three of these in Louisiana. In the West, California accounts for ten, Hawaii for two in a total of 16.

Production Climbs

Census data shows the following production in pounds for the macaroni products industry:

1939	684,390,000
1947	818,375,000
1954	874,948,000
1958	996,207,000
1963	1,207,490,000

Per Capita

Milling industry projections indicate the following, going back to 1910, and showing the production figures in millions of pounds; population in millions:

Year	Product	People	Per Capita
1910	390	92.4	4.22
1919	470	104.5	4.50
1929	530	121.8	4.35
1939	680	130.7	5.20
1947	830	143.1	5.80
1954	899	159.7	5.63
1958	1,026	172.2	5.96
1963	1,270	186.6	6.88
1964	1,302	189.5	6.88
1965	1,339	192.7	6.95
1966	1,376	196.0	7.02

Durum mill grind figures have been gathered for the past year and one-half by the Department of Commerce. They appear on page 14 with the Semi-Annual Durum Report.

Exports and Imports

Exports and imports are added or subtracted from domestic production figures to arrive at the total amount of product available for consumption. The pattern in recent years has been as follows (listed in pounds, 000's omitted):

Year	Imports	Exports
1958	7,565	7,475
1959	8,626	7,329
1960	8,002	5,841
1961	7,808	4,220
1962	9,325	2,216
1963	9,749	1,946
1964	9,325	2,603
1965	10,400	1,863
1966	13,671	1,708

Exports have been in a steady decline because of high costs of raw materials and labor. Imports come chiefly from Canada and Italy, with a spectacular increase from Canada in recent years. There are almost as many people in New England and New York State as there are in all of Canada, so macaroni manufacturers in Ontario and Quebec find the U. S. an attractive market. They are heavy macaroni consumers, as well.

Consumption Facts

In a consumer survey made for the National Macaroni Institute by Market Facts, Inc. in 1964, these facts stood out:

- About one family in six uses macaroni weekly or more frequently.
- Just under half use macaroni two or three times a month or more often.
- The Eastern Seaboard, including New York City area, produces more regular users of macaroni products.
- Consumption is much higher in urban areas; farm population in the Midwest pulls this area down when compared with others.
- Macaroni products tend to be viewed as economy foods. Heavier usage has developed among large, young, blue collar families residing in urban areas.
- Most homemakers regularly serve macaroni products because of total family acceptance. Younger children and teen-agers tend to prefer macaroni more often than adults.
- Families with some Italian background who use macaroni regularly exceed the general population by about 50 per cent.

Regional Consumption Patterns from Market Facts Survey, 1964

Per cent of families who are frequent eaters of macaroni:

New England	58
New York Area	60
Midwest	34
South, Southeast	44
Southwest	42
Northwest	44

From the 7th DuPont Study of Consumer Buying Habits (1966) comes this information:

Incidence of Purchase by Household Size

	Persons				
	1-2	3	4	5	more
All Pasta	11.1	13.1	17.6	22.4	22.4
Canned	2.6	2.6	3.6	3.8	
Dinners	1.8	1.0	2.3	2.3	

Incidence of Purchase by Region

	Din-Standard Canned Products Total			
	3.1	2.2	10.7	16.0
National	3.1	2.2	10.7	16.0
North East	3.7	1.9	17.8	23.4
North Central	2.9	2.3	9.1	14.3
South	3.0	2.0	7.5	12.5
West	2.7	2.6	6.6	11.9

Consumer Dynamics Study

by Progressive Grocer & Kroger Food Stores in Cleveland, 1966

Weekly Sales	Stores in Cleveland, 1966				
	Young Married	Blue Collar	High Income	Negro	Small Town
Dry Macaroni	\$75.79	\$77.97	\$45.21	\$53.87	\$81.69
Dry Spaghetti	41.77	45.22	25.03	36.77	42.04
Dry Noodles	47.20	47.23	53.18	45.81	65.72
Canned w/Meat	36.91	40.54	27.00	32.26	37.04
Canned Meatless	15.37	12.60	17.81	24.54	10.30
Dinners	75.76	62.24	45.23	26.34	45.58

Sales Volume

Topics Publishing Company has prepared an annual survey on what consumers spend for grocery store products for some time. They observe that 68 per cent of macaroni products produced move through grocery channels;

the remaining 32 per cent goes to industrial and institutional outlets. Total domestic consumption is given as follows with dollars quoted in thousands; total per cent change from previous year is also noted:

	1963	%	1964	%	1965	%
Total	\$382,180	+5.5	\$395,450	+3.5	\$411,870	+4.2
Spaghetti	151,500	+4.8	156,950	+3.6	163,540	+4.2
Macaroni	123,870	+5.7	128,700	+3.9	134,360	+4.4
Egg Noodles	106,810	+6.3	109,800	+2.8	113,970	+3.8

Sales Performance by Regions

from Chain Store Age, mid-July, 1966

Cases moved weekly	Macaroni	Spaghetti	Noodles	Dinners
New England	11.8	10.1	5.2	3.7
Mid-Atlantic	15.7	9.6	8.6	3.7
Southeast	7.7	10.7	3.2	6.2
Midwest	9.7	7.5	6.8	8.9
Southwest	7.7	6.3	2.3	5.6
Pacific	5.0	5.2	4.5	6.4

Economic Study

In an economic study of the macaroni industry, an important research organization observes: "Compared with other major segments of the food industry, the dry macaroni and spaghetti industry is relatively small in size. Manufacturers' sales in 1963 totaled about \$205,000,000.

"During the years 1947 to 1963 the rate of increase in sales of dry macaroni products considerably exceeded the rate of increase of personal consumption expenditures for all food. During the period 1958 to 1963 sales increased at an average rate of 4.4 per cent, whereas total personal consumption expenditures for all food increased at an annual rate of 2.4 per cent. It is expected that during the period 1960 to 1970 the retail value of constant dollars for all food and beverages consumed annually in the U. S. will increase at an average annual rate of 2.7 per cent. Macaroni should increase at a higher rate.

"The manufacture of macaroni products involves a relatively simple processing of materials that can be obtained from well established sources of supply.

The major requirements for success in this industry are efficiency in processing operations, proficiency in marketing, and the ability to develop new products and to introduce them to the markets.

Plant Efficiencies

"Manufacturers of macaroni products are giving considerable attention to attaining greater efficiency in plant operations in order to lower production costs. The problem of keeping products moving continuously with the minimum of labor is being alleviated by progressive companies through the use of materials handling systems and equipment and advanced processing and packaging equipment. These systems and equipment include pneumatic unloading of bulk flour from rail cars, air movement of flour from bins to press hoppers, and continuous dryers of advanced, sanitary design that provide good humidity and temperature control.

Commodity Items

"The bulk of the sales of dry macaroni products consists of commodity items. The average gross margins of these products in grocery stores is only slightly higher than the average for products of all types sold by these stores. Dry macaroni products account for only 0.41 per cent of food chain stores' sales of all products and 0.45 per cent of total gross profit. In view of the nature of the standard products and the characteristics of the industry, it would appear that the most successful manufacturers in the future will be those who maintain or develop high

consumer acceptance for their brands, market the products aggressively, and develop and introduce new products. The new products may include items based on materials other than pasta products, such as packaged combination dinners."

Macaroni Products Again Outpace Total Store Volume Growth

From Chain Store Age, mid-July, 1967, Supermarket Sales Manual.

- Macaroni and noodles show sharpest sales gains, as department volume hits record \$172.6 million.
- Item count remains level with 1965, with individual item assortments also steady.
- Gross profits are up on higher volume, despite lower average gross margins.
- Suppliers expect flood of new varieties to counteract leveling-off in dinner boom.

Macaroni products continued a ten-year upward swing in 1966. The category posted an 8% increase over 1965 to reach an all-time high of \$172,600,000. Though average gross margins were down slightly (1.3 points), gross profit dollar figures continued to climb to \$40,000,000...\$14,000,000 more than 1962.

Noodles led department performance gains, raising their share of total department sales better than 2 points over 1965. Pizza mix showed the sharpest drop—2.1 points—between 1965 and 1966. Dollar volume for dinners peaked at \$39,200,000, a \$21,100,000 gain over 1962. Dinners also jumped in gross profit dollars. 1966's total, \$9,300,000 vs. 1962's \$3,800,000. Assortments remained level with 1965, with macaroni up two brands and sizes...noodles down two.

Macaroni Marketing Trends

Main courses, or dinners, are the center of activity in the macaroni department. New entries include Turkey Primavera, Chicken LaScala, Chicken Baronet and Beef Stroganoff, all with noodle bases.

The success of such entrees should trigger additional offerings in the near future, say suppliers. Dishes with ham, veal and fish are all ready for test markets.

Dinner growth has not adversely affected sales of standard pasta offerings. Instead, entrees have built greater acceptance of the total macaroni product family.

Cheese Combos Still Big

Macaroni and cheese combinations are still basic to the main dish or side dish market. The latest new offering is one which requires only the addition of hot water to prepare. The supplier claims that the new item will not stick to the pan. But, most macaroni-cheese combinations still require the addition of milk.

One firm has expanded its noodle casseroles from Romanoff and Parmesan to include chicken, almond and stroganoff entrees in sizes ranging from 6 oz. to 7 1/2 oz.

Demand for High-Protein Pasta

There is a steady market for high-protein pastas among shoppers who use pasta as a mealtime staple. While pasta sales are highest in winter months, macaroni product promotions highlighting salads and other cold dish usage have tended to even out seasonally.

Regional sales differences are still fairly pronounced. Pasta is a strong mover in the northern states but in the south, pasta has yet to catch hold.

Major growth is in three pound macaroni and one pound noodles.

Assortments Vary by Neighborhood

A major supplier estimates that there are 200 shapes and sizes of pasta on the market, with 13 of them controlling 85% of volume. This means a wide variation in stock assortment from store to store. In Italian neighborhoods, fuller assortments are needed to attract shoppers. In other areas, three macaroni shapes (elbow is the big one) and standard, thin and extra-thin noodles supply the needs of the vast majority of customers.

Suppliers are now shipping three pound pasta packs in 8's for greater ease in handling...smaller packs also prevent breakage of this delicate commodity. Small packs continue to be shipped in 24's.

New dinner offerings come in a variety of package shapes. One reason: packs needed to hold combinations like long flat noodles and packets of sauces and cheeses.

Mostaccioli Dinner

Highwood, Illinois is a busy little community in the North Shore suburban section of Chicago. Just south of Fort Sheridan and west of Highland Park, the community boasts of a large group of Italians, who have made the area flower with their landscape gardening.

Macaroni Products: National Performance 1966 Plus a Five-Year Comparison

Sales Trends	% of Dept.	Dollar Volume*		% of Dept. Gross	Profit Trends	
		1966	1962		1966	1962
Macaroni	28.9	\$ 49.9	\$ 30.4	28.1	\$11.2	\$ 7.1
Spaghetti	23.1	39.9	30.4	22.8	9.2	7.6
Dinners	22.7	39.2	18.1	23.3	9.3	3.8
Noodles	17.9	30.9	20.3	19.1	7.6	4.9
Pizza Mix	7.4	12.7	12.5	6.7	2.7	2.6
Total	100.0	\$172.6	\$112.0	100.0	\$40.0	\$26.0

Assortment Trends—Brands/Sizes

	1966	1962
Macaroni	27	17
Spaghetti	17	15
Dinners	17	7
Noodles	15	13
Pizza Mix	5	4
Total	81	56

Per cent of total store volume ... 0.52

Canned Spaghetti & Macaroni

Sales volume in 1966 was	\$43,100,000
Ravioli, Lasagna	12,800,000
Total	\$55,900,000

Sales volume in 1962 was	\$45,200,000
Ravioli, Lasagna	11,200,000
Total	\$56,400,000

Frozen Italian Dishes

Sales volume in 1966	\$38,100,000
Sales volume in 1962	\$18,800,000

Gross Margin Trends—Average

	1966	1962
Macaroni	22.6	24.3
Spaghetti	22.8	26.2
Dinners	23.8	21.5
Noodles	24.8	25.5
Pizza Mix	21.2	22.0
Total	23.2	24.4

* Dollar figures in millions.

Soup Department:

Canned chicken noodle, dry noodle mix show biggest volume growth for individual varieties. Gourmet entries dominate.

Sales volume in 1966	
Canned chicken noodle soup	was \$41,900,000
All soup mixes	32,800,000
Noodle soup mixes	10,300,000

Sales volume in 1962	
Canned chicken noodle soup	was \$31,700,000
All soup mixes	26,700,000
Noodle soup mixes	9,200,000

An extra attraction this year was operettas put on by Gloria Lynn, a singer who is a native of Highwood.

Deer Festival

"Bromo" Johns, general chairman of the Pope County Deer Festival, Golconda, Illinois, announces festivities preceding the Southern Illinois shotgun deer season will be held November 8-11.

The town goes all out to attract hunters with a parade and huge Spaghetti Cookout arranged by Sonny Marlin of the John B. Canepa Company. All college, high school, and service club bands along with their cheerleaders, color guards, and homecoming queens are fed at the huge cookout.

Full of local color, the event gets live TV and radio coverage in the area. And hunters who come from great distances have a large time.

The National Macaroni Institute has copies of a fund-raising kit "How to Feed a Crowd" available for the asking. Packed 900 to the case, they are available on request if you pay the freight.

The fiesta now draws crowds in excess of 10,000 people.

Macaroni Consumption Rises Around the World

A RECENT bulletin issued by M. G. Braibanti and Company in Milan, Italy, notes that macaroni products are known as a basic food of the Italian people. At present, annual consumption there runs about 30 kilograms per capita, or 66 pounds. It is noted however that consumption in the south of Italy is considerably higher than in the north, not only because of economic conditions but because of cooking habits of the respective populations.

In recent decades, macaroni products have crossed over the Italian boundaries and are rapidly spreading throughout the world to countries with different climates and different cooking habits.

For example, in France consumption has reached 6 kilograms per capita per annum (a kilogram is 2.2 pounds); in the United States, it is 3.5 kilograms; in Argentina, about 12; in Tunis about 10, and in Australia, 3.3.

In Japan there has been a rapid rise from the 9,000 tons produced in 1957 to more than 70,000 tons manufactured in 1966. The latter figure is equivalent to about 0.7 kilograms per capita.

Braibanti states that there has been an increase in macaroni consumption in almost every country in the past five years. In their opinion, the reasons for this interesting phenomenon may be listed as technical, economic, taste and nutritional contributions.

Weather Factors

The production of macaroni originated and developed in the coastal areas of Italy where the particularly mild and windy climate made it possible to produce this food.

Until the early part of the twentieth century, production was, in fact, strictly bound to weather factors. Flour was kneaded with water in a mixer, dough was passed to an amalgamating mixer, then the dough was passed to an amalgamating trough, and finally the dough was lifted by hand into a press which compressed the dough mass against a die. Subsequently, the product was dried in the open air.

Drying was possible in coastal Italian regions where the temperature and humidity did not undergo any appreciable variation during the 24 hours of the day. Of course, it was always necessary to have the assistance of the "Masters" who, in the case of bad weather (rain, strong winds, etc.) arranged for the product to be carried to closed rooms from which it was again picked up and

brought to the open spaces as soon as the weather improved.

The advent of artificial drying, at the beginning made with rather elemental apparatuses, unchained the production of macaroni products from the limitations of weather and made it possible to produce them even in regions having less favorable climatic conditions.

Between the two world wars, installations of macaroni factories in foreign countries took place, especially where Italian communities were more numerous. Such communities represented a steady market for the product which came to be known and appreciated even by the foreigners.

Automated Process

The invention of the first automatic press made by the brothers Mario and Giuseppe Braibanti in 1933, as well as the subsequent creation on the part of the Braibanti Company of automatic continuous lines, brought the macaroni industry to a sophisticated state of industrialization.

The automating of the process with safe and efficient operations made it possible and economical to produce macaroni in any climatic zone on the globe. The perfect quality of the foods produced has brought to a rapid increase macaroni consumption in most countries of the world.

The Braibanti Company has installed factories in cold regions such as Finland, Sweden and Norway, as well as in equatorial zones such as Ecuador, Colombia and Kenya; in highly humid areas like Central and South America, as well as in dry weather territories like Mexico, Egypt and Bolivia.

Economic Advantages

The economic reasons that are contributing to an ever-increasing consumption of macaroni products include these: An important fact is that the raw material from which macaroni products are produced is wheat flour, and wheat, unlike any other cereal, is widely spread throughout the world and can be cultivated in almost all latitudes and under very different conditions. The availability of this cereal is great, and its unit cost is generally among the lowest.

In addition, the cost of manufacturing this food item, thanks to modern plants and equipment, is very low. In fact, in Italy the cost of manufacture does not exceed 30 per cent of the raw material cost, including taxes and other burdens.

Another important element is the keeping quality of the dry product. While bread must be consumed within a short period of time, theoretically macaroni products will last for decades if well preserved in well aired rooms and not infested by parasites. This is a very important point for both producers, distributors and consumers.

A further economic advantage is that this food can be prepared very quickly. Its cooking time ranges between 7 and 18 minutes according to the shape. This means a considerable saving of time and fuel in comparison with the preparation of meat and other foods.

An important aesthetic quality is the taste of a food product. It must be well accepted by the palate of the people who eat it. The good taste of macaroni meets the requirements of greatly diversified peoples accustomed to quite different foods. The possibility of adaptation is made possible by the great number of different shapes which will confer different tastes. It is easy to ascertain this by tasting two macaroni dishes with the same seasoning but of different shapes, such as a dish of spaghetti compared with a dish of rigatoni.

Versatility

Another important element, perhaps the most important one to the quality of its adaptability to different palates, is the possibility of preparing macaroni with a great variety of condiments. Braibanti claims to have about 10,000 recipes for the preparation of macaroni dishes in their files and reports having seen macaroni served in Japan with local sauces made with fish; in Mexico with sauce prepared with chili; in Great Britain, macaroni has even been eaten with a jam seasoning. In other words, each population adapts the seasoning or accompaniment and thus the macaroni dish is adapted to its peculiar taste, although it is recognized that the Italian ways of preparing this food are very tasteful and are generally well accepted by everyone.

Calorie Considerations

As we eat in order to nourish our bodies, one must take into consideration the following: A normal man age 25 or more and weighing 70 kilograms needs 2600 to 2800 calories and 70 grams of protein per day. The content of calories and protein in a dish of spaghetti with Italian sauce made with fresh tomatoes, butter and cheese, would represent 200 grams of pasta—520 calories; 200 grams of fresh toma-

atoes, 20 grams of butter or oil, 15 grams of cheese—290 to 300 calories; 3 grams of salt and onion. The total content of protein is 30 grams.

Therefore, such a dish would provide 28 per cent of the daily requirements of the man for calories and 42 per cent of his requirement for protein.

In countries having cold climates, more calories are required. So this analysis irrefutably confirms the fact that macaroni products are not only tasteful but economical and highly nutritious as well.

Not Fattening

The idea that macaroni products are fattening is incorrect. Nutritionists established long ago that the amount of calories required by an individual are in accordance with the type of activity he carries on. Too many calories will be converted into fat. But to avoid the fattening problem, one has simply to follow a diet in accordance with the type of work he performs and watch his consumption of liquids and fats.

In regulating one's diet, it is important to take into consideration that with an equal weight fats will supply an amount of calories which are three to four times greater than those of

macaroni products, and therefore they are to be used in very limited quantities by people who are subject to overweight.

Macaroni in the Common Market

Mr. A. R. Bueno, Secretary of the Nederlandse Vereniging Van Fabrikanten Van Vermicelli en Macaroni, reports that unification of food laws in the Common Market is underway, but only about half completed. The trade negotiations in Geneva have resulted in a reduction from 30 per cent ad valorem to 12 per cent plus a variable element, which is imposed to remove the difference between the prices in the European Economic Community for

macaroni products and the prices of goods imported from outside countries.

Production of macaroni has been keeping pace with increasing population.

To Pay Uncle Sam

The average American will spend two hours and 25 minutes of each eight-hour working day this year to earn the money to pay his 1967 taxes, according to the Tax Foundation, a private research organization.

The Foundation said that the time spent to earn enough to cover tax costs is greater than any other item in the household budget. Housing and household operation, for example, costs only one hour and 26 minutes in working time.

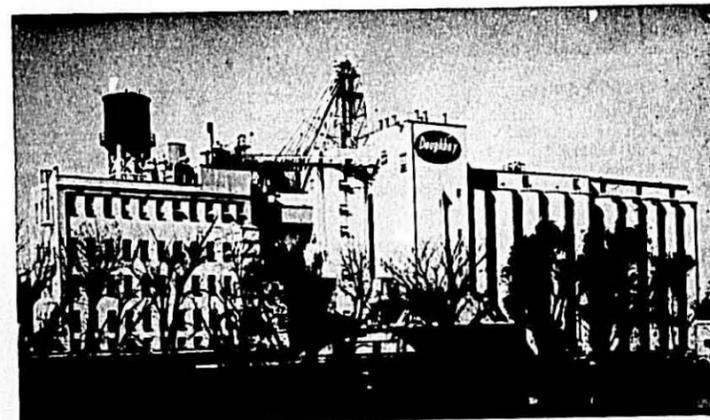
Macaroni Production in the Common Market (in tons)

	1964	%	1965	%
Italy	1,030,000	75.5	1,630,000	75.0
France	298,500	13.8	301,300	13.9
Germany	181,000	8.4	190,300	8.7
Holland	28,000	1.4	30,100	1.4
Belgium	18,000	0.8	19,380	0.9
Luxembourg	2,400	0.1	2,400	0.1
	2,158,800	100.0	2,173,480	100.0

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USDA Semi-Annual Durum Report

Early in the year durum growers planned to expand their 1967 acreage, and in March intentions were to seed 3,287,000 acres, 31 per cent above last year and the largest acreage since 1949. North Dakota growers with 83 per cent of the U. S. total planned a 28 per cent increase. A late season snowfall and below-normal temperatures extended the planting season through the month of May with some of the last fields planted in the first week in June. Crop conditions were reported generally favorable through June, but by early July a moisture shortage developed in North Dakota which was described as the worst since 1961. While rain was badly needed, temperatures were not high enough to cause widespread deterioration by early July, and based on July 1 conditions, a near record crop of 78 million bushels was expected. Since July 1, drouth conditions have continued in North Dakota. The extent of damage to the durum crop shown in the August estimate of production.

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1964-65
1965-66
1966-67
1967-68

Durum Supply from U.S.D.A. Semi-Annual Durum Reports
(In thousands of bushels)

Year	Stocks	Production	Imports	Supply
1946-47	4,923	36,308	350	41,581
1947-48	8,907	44,912	0	53,819
1948-49	10,299	45,829	0	56,128
1949-50	18,038	39,503	0	57,539
1950-51	24,958	37,948	214	63,120
1951-52	23,624	35,475	398	59,497
1952-53	15,014	23,056	158	38,228
1953-54	8,842	13,820	36	20,698
1954-55	4,852	4,988	12	9,852
1955-56	1,500	19,591	0	21,091
1956-57	7,000	38,798	0	45,798
1957-58	14,000	39,842	44	53,886
1958-59	27,000	21,676	2	48,678
1959-60	22,000	20,192	0	42,192
1960-61	17,500	34,141	0	51,641
1961-62	20,000	21,185	0	41,185
1962-63	5,168	69,732	0	74,900
1963-64	45,874	51,427	0	97,301
1964-65	40,969	68,146	0	109,115
1965-66	67,768	69,866	0	137,634
1966-67	54,417	63,248	0	117,665
1967-68	28,650	78,396	0	107,046

Durum Distribution (in thousands of bushels)

Stocks

Durum wheat stocks on July 1 were the smallest in five years and were estimated at 28.6 millions bushels in all storage positions. Farm stocks were 23 per cent under last year and amounted to 18.5 million. Disappearance from farms during the April-June quarter total 10.4 million bushels, 59 per cent below a year earlier. Mill stocks were not available but mills, elevators and warehouses held about 10 million bushels July 1.

CCC Activity

The CCC sold 1.9 million bushels during January-June 1967, and the Agency sold 14,025,800 bushels during the 1966-67 crop season. On July 1, 1967 the CCC owned 4,318,000 bushels of durum. 1966 crop takeover not available but was reported negligible.

Year
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1964-65
1965-66
1966-67

Year	Mill Grind	Feed and Other Use	Seed	Exports	Total Disappearance
1946-47	21,365	6,226	4,162	921	32,674
1947-48	28,179	2,319	4,581	8,441	43,520
1948-49	21,684	8,606	5,265	2,537	38,092
1949-50	21,630	5,741	4,085	1,125	32,581
1950-51	23,337	2,929	3,610	9,620	39,496
1951-52	25,533	2,023	3,249	13,678	44,483
1952-53	23,668	1,703	2,940	3,075	31,386
1953-54	11,915	1,613	2,287	41	15,856
1954-55	5,862	835	1,803	0	8,500
1955-56	8,500	2,372	2,980	239	14,091
1956-57	14,984	3,133	3,101	10,580	31,798
1957-58	21,463	3,930	1,300	293	26,986
1958-59	22,713	2,295	1,670	0	26,678
1959-60	21,844	585	2,263	0	24,692
1960-61	23,438	594	2,353	5,256	31,641
1961-62	14,272	2,508	3,359	15,878	36,017
1962-63	21,465	1,416	2,724	3,314	28,919
1963-64	26,504	140	3,477	26,211	56,332
1964-65	27,395	1,370	3,281	9,301	41,347
1965-66	28,848	17,052	3,465	33,852	83,217
1966-67	29,173	8,653	4,045	47,144	89,015

Durum Mill Grind reported by U.S. Department of Commerce (000's omitted)

First Half 1966	Cwts. Semolina Flour	Bushels of Durum	1966	Semolina Flour	Bushels of Durum	First Half 1967	Cwts. Semolina Flour	Bushels of Durum
Jan.	1,090	2,476	July	755	1,766	Jan.	1,151	2,659
Feb.	1,086	2,571	Aug.	1,103	2,593	Feb.	1,111	2,561
Mar.	1,163	2,762	Sept.	1,175	2,687	Mar.	1,178	2,626
Apr.	835	1,994	Oct.	1,350	3,146	Apr.	785	1,820
May	841	1,943	Nov.	1,093	2,555	May	1,013	2,317
June	969	2,282	Dec.	981	2,283	June	964	2,180
	5,984	14,028		6,457	15,010		6,202	14,169

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Manager:
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Durum Yields Increasing

D. E. Anderson, assistant professor in Agricultural Economics at North Dakota State University, writes in the North Dakota Farm Research Bimonthly Bulletin that compared with hard red spring wheat durum yields are increasing.

Plant Breeding Does It

Traditionally, North Dakota has produced from 80 to 90 per cent of the total United States production of durum wheat. During the past several decades, durum production has varied to a considerable extent due to the vagaries of weather and susceptibility of durum to plant diseases. Primary problems of durum production in the state during the 1950's were disease oriented and, more specifically, associated with serious rust damage, substantially reducing yields during this period. Plant breeding programs, cooperatively sponsored by the North Dakota State University Experiment Station and the U.S.D.A., have successfully developed durum varieties that have reduced the disease problems and thus raised durum yields throughout the state.

Durum is hard red spring wheat's chief competitor for wheat land in all of North Dakota except for a very small acreage of hard red winter wheat grown in the extreme southwestern part of the state. Durum wheat acreage in North Dakota increased from just over three-fourths million acres in 1958 to slightly over two million acres in 1965, or from 12 per cent of the state's total wheat acreage in 1958 up to 29 per cent of the total acreage in 1965.

From 1965 through 1965, durum wheat yields increased relative to hard red spring wheat. In the beginning of this period, hard red spring wheats were outyielding durum wheat; but at the end of the period, durum yields were six to seven bushels higher per acre. The higher durum yields are to some extent associated with the development of new varieties of durum wheat that have had excellent disease resistance and yield potential. Notable among the new varieties in this period were Wells and Lakota, both of which have performed well throughout the state in recent years.

Better Returns

Gross returns per acre from durum wheat were higher than HRS gross returns for all years except 1957. Computations were based on state average yields times average prices received by North Dakota farmers for the years included in the analysis. Data for the past 10 years indicate an increasing differ-

ence in gross returns favoring durum, due to the increasing relative yields of durum wheat.

Yield data from all geographic areas of North Dakota suggest that durum wheat has consistently yielded higher than hard red spring since 1961. This would indicate that the several new varieties introduced during this period, particularly Wells and Lakota, are well adapted to production conditions in a wide area of the state. Of particular interest is the apparent yield advantage that durum has in the west and central areas of the state, which have historically not produced large acreages of durum.

Gross returns data computed for separate regions of the state indicate that durum wheat returns were higher in most areas of the state since 1960.

Westward Movement

Durum wheat is produced in all regions of North Dakota; however, the largest acreages are found in the northeast and north central regions of the state. In 1965, 55 per cent of the total wheat acreage was seeded to durum wheat in these two areas. Substantial increases in the acreage of durum have been noted in recent years in the western part of the state.

Increases in durum acreage also have taken place during recent years in all other areas of the state, with acreage more than doubling in all areas except the northeastern area from 1958 to 1965.

North Dakota soils and climatic conditions are well suited to producing high-quality durum wheat. The increases in the acreage of durum in recent years have been largely a result of the introduction of new disease resistant varieties that have been generally higher yielding throughout the state.

Slightly Higher Costs

Cost of producing durum wheat are similar to hard red spring wheat production costs, except that seed and harvest costs are slightly higher for durum. It would appear that North Dakota producers will continue to be dependable suppliers of durum wheat as long as domestic and export demand are great enough to maintain prices relatively close to those paid for hard red spring wheat. If durum market prices

were to rise relative to hard red spring wheat price, many areas in the state could shift considerable wheat acreage to the production of durum, thus expanding the available market supply, particularly in those areas where relatively small proportions of total wheat acreage are devoted to durum production at present. All regions of the state show a tendency toward higher yield capacity for durum wheat.

New Variety

Leeds, a new variety of durum released this year, has better rust resistance than present varieties and is of higher quality. This new variety is of particular importance to the development of greater export market outlets for North Dakota durum because it has about 25 per cent larger kernels than present varieties.

Because of the larger kernel size the amount of cleanout should be reduced considerably, thus alleviating a major complaint against U. S. produced durum in foreign markets. This variety also has shown up well in quality tests, with the color being as good or better than Wells or Lakota in all cases. Leeds durum should be much more acceptable to millers in the European and Far East markets and thus place the North Dakota producer in a much more favorable market position.

Durum Prices

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

	1966	1967
Jan.	\$1.81	\$2.09
Feb.	1.85	2.03
Mar.	1.85	2.07
Apr.	1.77	2.04
May	1.76	2.10
June	1.80	2.02
July	2.07	
Aug.	2.09	
Sept.	2.23	
Oct.	2.16	
Nov.	2.11	
Dec.	2.13	

U.S. DURUM SHOW Langdon, N.D. — Oct. 23-25

Crop Estimates by States, August 1, 1967

	Indicated 1967	Production 1966	Average 1961-65	Yield 1967	Yield 1966
North Dakota	45,049	55,120	47,658	19.0	26.5
South Dakota	3,901	2,556	2,038	23.5	18.0
Montana	4,590	3,760	3,831	17.0	23.5
Minnesota	1,674	1,512	2,170	27.0	27.0
California	360	300	511	60.0	60.0
U.S.	55,574	63,248	56,208	19.3	25.0

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Durum in Canada

The 1968 durum crop in Canada was expected to total 30.3 million bushels on the basis of the November estimate and compared with a 1965 crop of 16.9 million bushels. Commercial disappearance during the current season to date August 1, 1968 through June 30, 1967 amounted to 28,261,000 bushels, somewhat less than the 32,793,000 bushel disappearance the same period a year ago. Overseas exports accounted for 24,793,000 bushels while 3,865,000 bushels were used domestically or were milled for export. Visible supply of Canadian durum at the end of June totaled 12,182,000 bushels against 21,205,000 bushels a year ago. Based on March plans, Canadian growers intended to increase acreage of durum by 80,000 acres this season with planned acreage of 920,000 acres in the Prairie Provinces.

Acreage	1967	1968	Up
Manitoba	53,000	43,000	23%
Saskatchewan	1,132,000	905,000	25
Alberta	139,000	116,000	20
Total	1,324,000	1,064,000	24

Crop Better than Expected

Despite serious and continued drought since mid-May in central and northwestern North Dakota, spring bread wheat and durum yields are better than expected, according to Eugene B. Hayden, Executive Vice President, Crop Quality Council, Minneapolis.

Spring bread wheat stands, thinned and forced by drought, have filled surprisingly well. Yields of 15-18 bushels are still expected in central and northwestern North Dakota and northeastern Montana. Spring wheat yields in southern Saskatchewan, although substantially below last year's bumper crop because of drought, are likely to be about 12 to 15 bushels in many fields.

More adequate moisture has resulted in above average small grain yields in southeastern and southwestern North Dakota. Many heavy Red River Valley bread wheat and durum stands are likely to yield 35 to 40 bushels, Hayden said.

Durum Below Average

North Dakota durum wheat yield prospects are below average. However, in the heavy durum producing area of northeastern North Dakota, where the crop is still about two weeks later than normal, most fields are expected to yield about 20-25 bushels.

In Montana, a bumper winter wheat crop is being harvested. Yields in



"Rookie of the Year." Bill Brezden, left, durum senior account executive for International Milling, receives a plaque so inscribed from his boss, Sal Maritoto, durum products sales manager. Bill has been in durum sales for 30 years, but joined International just over a year ago. The plaque was presented to Bill with mingled humor and sincerity, Sal said, in recognition of an outstanding sales job. The action took place recently during a national conference of International's industrial products sales executives.

southern and central areas range from 35 to 40 bushels. In the Triangle north of Great Falls, yields average about 35 bushels, and 30-35 bushels are common in the Judith Basin. Drought in the northeastern portion of the Triangle forced maturity somewhat, reducing winter wheat yields in this area to about 25 bushels.

Italians to Require 100% Durum

The rumored requirement that Italian millers must use 100 per cent durum in their milling grist recently became law and will go into effect on January 1, 1968, according to Paul Abrahamson, Bismarck, Administrator of the North Dakota State Wheat Commission.

He said that a recent report from the Rotterdam office of Great Plains Wheat, Inc., stated that Germany and France previously required 100 per cent durum usage and with the new requirement for Italy, the prospects for increased exports of U. S. durum to European Economic Community were favorable.

The report also indicated that if the existing European crop reaches the bin in its present condition, it is anticipated exports of quality Canadian wheat to the EEC could decline. However, exports of U. S. wheats to that market would probably be maintained at current levels because of the present price advantage over Manitoba wheats.

Great Plains Wheat Elects President

Mearl Gifford of Gardner, North Dakota, was elected President of Great Plains Wheat, Inc., at the organization's Board of Directors meeting in Kansas City, Kansas, Executive Vice President C. W. Pence announced.

Gifford succeeds Ralph Ball of Sterling, Kansas, as President of the market development association which is supported by the state wheat commissions of Colorado, Kansas, North Dakota, Oklahoma and South Dakota.

Gifford has been a member of the North Dakota State Wheat Commission since its inception in 1959. He served as Commission Chairman for one year and was on the Transportation Committee for seven years.

Beginning his fifth year on the Great Plains Wheat Board, Gifford is currently serving as Chairman of the organization's Foreign Marketing Committee, and as a member of the Transportation Committee.

Originally from Iowa, Gifford operates a 1,400 acre grain farm in the Red River Valley of North Dakota. In addition to serving on the Commission, Gifford is also active in the Farm Bureau, Cass County Crop Improvement Association, Northwest Farm Managers, and U. S. Durum Growers Association.

Japanese to Buy More Wheat

Exports of hard red spring wheat and durum to Japan will show a considerable increase during the coming months if the United States can position adequate supplies on the West Coast at a competitive price according to Mearl Gifford, Gardner, N. Dak., President of Great Plains Wheat, Inc.

At a recent policy meeting the Japanese Food Agency arrived at a decision to purchase an additional three to five cargoes of hard red spring wheat per month beginning with August tenders for October shipments. This would be an increase of 1,517,000 to 2,590,000 bushels over the present monthly tender of 518,000 bushels. The potential sales would be equivalent to more than one-fourth of the ten year average annual wheat production in North Dakota.

Demand for spring wheats among Japanese millers has strengthened due to its favorable resale price based on the revised Japanese Food Agency selling price of imported wheats that became effective July 1, 1967. The Food Agency more recently has been encouraged to accelerate their use of U. S. hard red spring wheat over that of Manitoba wheats.

Store Promotion

Jurgensen's Markets, a 16-unit specialty store chain based in Pasadena, California held a two week Italian wine, liquor and gourmet food festival.

For the duration of the promotion all stores were decorated with Italian flags, bunting and pictorial posters, while the stores' personnel wore Italian colors and emblems, a company spokesman noted.

Imported food specialties, ranging through pasta, cheeses, tomato sauces, antipastos, candies, "espresso coffee," Italian wines and liquors were displayed throughout the store on special ends.

The festival was organized by Jurgensen's in cooperation with the Italian Trade Commissioner in Los Angeles, the Italian Government Travel Office and Alitalia Airlines.

To stimulate competition among the stores' personnel, a contest was conducted for the best over-all store promotion with an employee of the winning unit to be awarded a 1967 Fiat 850 sports coupe. The first and second runners-up will receive an Olivetti-Underwood portable typewriter and a set of six Marano glass goblets.

Kraft Gravy and Sauce Mixes

As part of Kraft Food's promotional program for their recently introduced line of nine Sauce and Gravy Mixes, a teflon-coated copper-finish sauce pan with a three-cup capacity is being offered to consumers as a premium for \$3.95 and the package front from any Kraft Sauce and Gravy Mix.

The premium offer is carried on back panels of packages of Brown Gravy, Spaghetti, Cheese, and Hollandaise Sauce Mix packages. A blurb on the front of the package flags the offer.

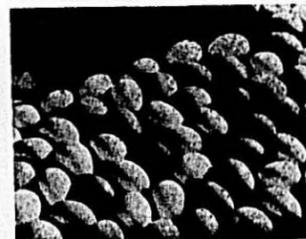
Advertising support for the sauce pan offer is half-page, full-color ads in September Family Circle and October Good Housekeeping, plus a commercial on the NBC network television program "Kraft Music Hall."

Business, the Great Consumer

"The problem is not to unite business and consumers; we're united whether we like it or not. Business is the greatest consumer. But we must have a society that works. Schools must teach a sense of values. We need people who understand economics and who understand politics. Most of all we need people with enough money to consume all of our goods."

Dr. Herbert Levine
Director, Labor Education Center,
Rutgers University

OCTOBER, 1967



Egg Marketing Conference

Do quotations on eggs reflect true values? Are there better ways than those now being used to discover that eggs are really worth?

Pros and cons of these hotly debated questions were to be aired at the National Poultry and Egg Marketing Conference in Chicago, September 14-17. The Conference is sponsored by the Institute of American Poultry Industries.

Shell Egg Quotations

A session on shell egg quotations was to be led by George Rabinoff, Dairy Fresh Products Company, Los Angeles. Four men representing major factors in the egg industry presented their ideas. They were Jerry Faulkner, general manager of National Company; Atlanta, Georgia; A. W. Bortz, South Western Egg Producers SWEP, Riverside, California; Karl Helmke, vice-president of the Chicago Mercantile Exchange; and Frank Urner, Urner-Barry Company, New York City.

Representing the independent company that publishes the quotations on which most eggs are sold, Frank Urner has repeatedly said they will adjust their reports as trading practices change.

In Helmke's opinion they are changing. He believes the futures market, which in the past was only one of many factors considered in establishing a price, must now be given a dominant role in pricing.

Producer Organizations

According to Bortz, SWEP represents 70-75% of all eggs produced in southern California, making it an influential factor in the egg market.

SWEP was organized, Bortz says, "to bring our production in line with the markets available to us and to secure a voice in the marketplace for the egg producer."

Essentially the same reasons were behind the organization of egg producers in the Southeast a year ago.

Faulkner, who speaks for the southeastern group, says one of the major reasons for their organizing was to try to "up-grade and possibly change the present system of price discovery."

"The producers want to have something to say about what eggs are worth," he says, "and to be represented somehow in the making and quoting of the market from day to day."

"Many people will argue that the present system is best," Faulkner says. "Yet they concede that small errors occur in the quotations. They say this corrects itself over the long haul. But it's the day-to-day fluctuations caused by those errors which hurt the producer."

"The value of eggs today is determined by the surplus that gets into New York City," he says. "The prices for the enormous volume of cartoned eggs handled through the chain stores are determined on the minute quantity of so-called surplus loose eggs traded on the New York Mercantile Exchange."

"Sometimes no eggs—or as few as 50 cases—change the value of 99-44/100% of the eggs in the country. I've seen a declining market in New York with several of the major producing areas tremendously short."

"No individual or group should be allowed to hold a market too high or drive it too low," Faulkner says. "If that is what is happening, then there is something wrong with the entire system. And we all had better get behind some reforms. If they are in order, this industry has a big hurdle to overcome—tradition."

It is certain that Faulkner's views will not be shared by all the other speakers.

"But the purpose of this discussion," says Frank Wolney, Institute programs director, "is to bring this question into the open. It's a national question that concerns everyone who buys and sells eggs. A national meeting is the best place to explore possible solutions."

Egg Products Discussion

At another round-table processors of egg products were to hear Dr. Hans Lineweaver of the USDA's Western Regional Research Laboratory in Albany, California, discuss a manual recently developed on pasteurization.

Carl Plowaty, The Emulsol Egg Products Corporation, will be the chairman. One of the questions he expects to come up with is what can be done about local ordinances which are not always consistent with state and federal regulations.

Dried Whole Egg Purchases

The government has purchased 2,133,000 pounds of dried whole egg solids in its current price support operations. Recent purchases at the end of August ranged from \$1.32 to \$1.3235 per pound with \$2,795,000 spent to date.

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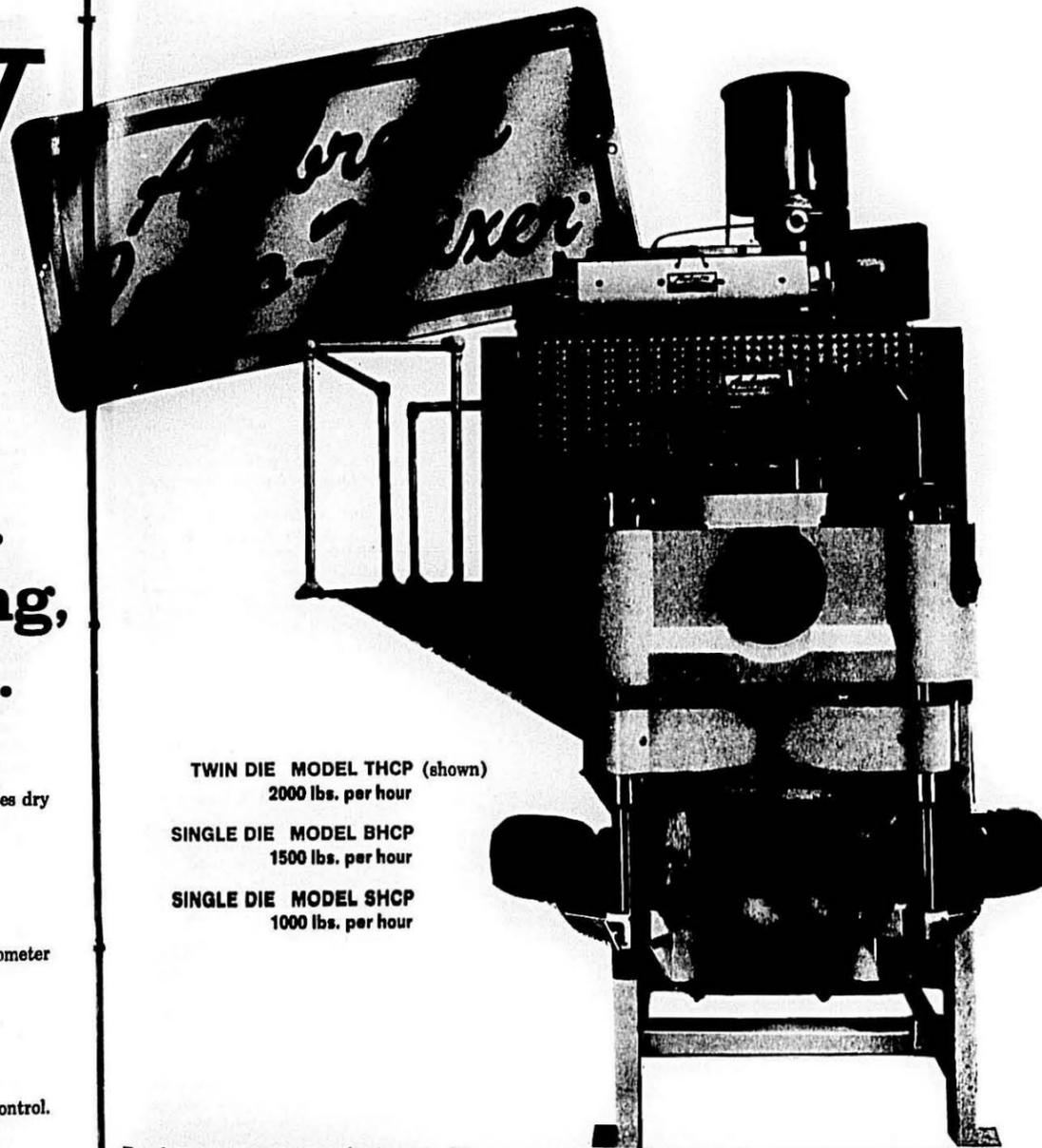
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OCTOBER, 1967

Pallet Patterns

Kraft Foods has added a new convenience to shipping cartons for its products by printing "pallet patterns" on the boxes.

Kraft is the first company to begin a program of pallet patterns for its complete line of products. Patterns are conveniently printed on the upper right hand corner of the carton tops.

Pallet patterns show the customer the best way to stack cartons of a particular product on the industry's standard 48" by 40" shipping pallet. Every size carton requires an individual pattern. Therefore, several hundred different patterns are required for the complete line of products.

Kraft offers a complete palletized program to its customers, however, many warehouses of both food wholesalers and retailers still receive quantities of product that are not on pallets and have to be palletized.

Tells How to Stack

With the pallet patterns, the customer no longer needs to worry about how to stack the product. The patterns graphically illustrate the correct manner of placing each carton in the layer. Printed copy next to the pattern tells how many layers can be stacked on a pallet without damaging the cartons. The patterns have been engineered to utilize the best system of stacking cartons of the same size to make best use of the complete area of the pallets and to place the least stress on the cartons . . . preventing damaged or crushed cases and preventing cartons from being stacked too high.

The pallet patterns are printed in reverse. Each block represents a carton. This pattern design was thoroughly tested and researched to arrive at a graphic design easily and quickly understood.

Kraft has begun the pallet pattern program on its cartons for glass goods and margarines and will have all cartons in every line patterned within six months.

Palletized Shipping System

A fast, economical method for the rail delivery and unloading of its products has been instituted by the Industrial Division, Corn Products Company. Customers participating in the company's new palletizing program will be able to receive loads of bagged products, pre-stacked on pallets and delivered to their rail spurs in special Load Divider freight cars.

The system permits rapid unloading of the cars' contents with fork lift



Kraft Pallet Patterns

trucks. An eight to twelve man-hour time saving, estimated at \$25 or more per load, is claimed for this process over the customary bag-by-bag handling method.

Reduction of in-transit damage, better use of unloading facilities and equipment, simplified ordering by pallet-load unit and less paperwork are also credited to this program. Corn Products predicts that this efficient distribution technique will quickly gain industry-wide popularity.

Key to System

Key to the system is a fleet of insulated and cushion underframe fifty-foot boxcars which have extendable sides and load dividers to protect the load in transit. Door areas are free for ready access to their pre-palletized contents. The cooperating customer is required only to return the same number of standard hardwood pallets as he has removed with his delivery, in order that they may be re-stacked for his subsequent order.

The company's palletizing program is now fully operative throughout the continental U.S.

Write for Palletizing Portfolio from the Industrial Division, Corn Products Company, 10 East 58th Street, New York, N.Y. 10022.

Predicting Packaging Performance

Seymour Smith, president Seymour Smith Associates, New York City

Many brand managers fail to realize the very limited time in which their packages have to function. Yet the evidence is painfully obvious.

The typical shopper spends about 20 minutes inside a supermarket. Of that,

she spends 3 minutes checking out, and 7 minutes with non-branded items (meats, produce, etc.). This leaves her about 10 minutes to make her various purchases. She buys perhaps 10 to 20 branded items in that time (not counting duplicates).

That's only half a minute per brand she buys. But she also scans at least five times as many items as she buys, which means an average of 6 seconds per item scanned.

However, she does not sit down and have these items pass in review. She moves about. This means that scanning time is affected by her bodily movements.

The result is that we are dealing in fractions of a second per package, per customer. Any brand manager that fails to realize this concept is just not with it.

And any package testing technique that fails to recognize this situation is certainly not with it. Its findings cannot be accurate and certainly not predictive.

It is with some pride that I can now postulate that some testing techniques do consider these problems of time and communication. The pride I express is in the fact that our company pioneered in such techniques and the fact that not only do many major clients engage our techniques, but other research companies have emulated our approach.

Tachistoscope

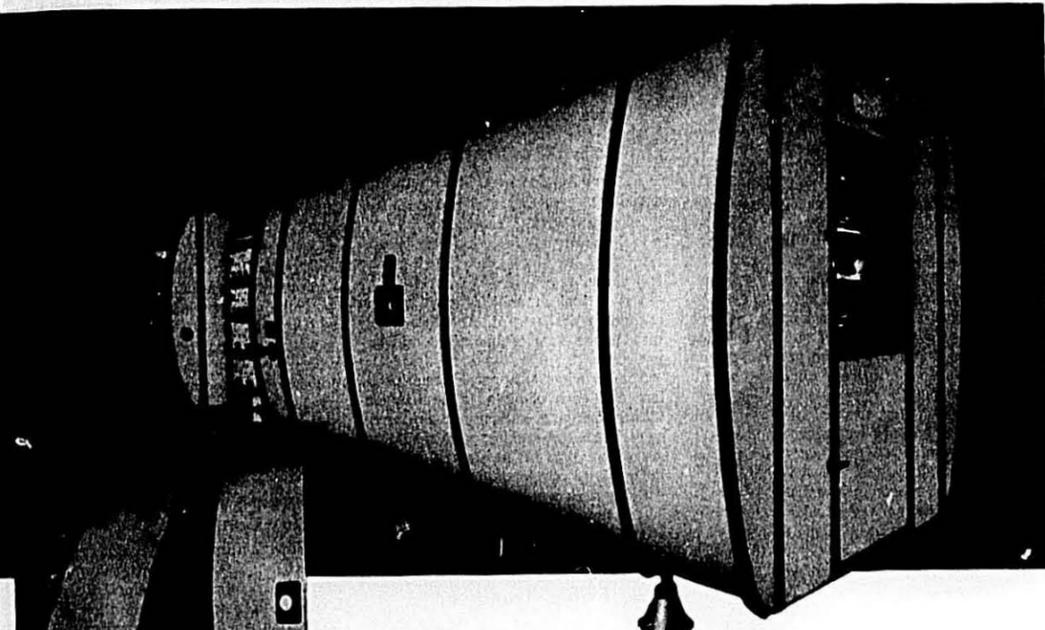
Our approach was to apply the tachistoscope to packaging research. If packages must function in fractions of a second, then they should be tested under such conditions. The tachistoscope can do this.

By the way, to make certain I am communicating, the tachistoscope is a device for making very brief, controlled exposures. Ours is a projective device that uses 35mm slides of the material being tested.

Our approach also recognizes that the function of communication is all important to the performance of a package and our experience with academic disciplines tell us that brief stimulus are likely to produce more basic, more truthful, less controlled and less veered responses.

Others had applied the tachistoscope to packaging before we did. But our contribution, starting 10 years ago, was experimental work that combined both the need for brief exposures and the need to measure the communications function. Plus the development of portable equipment that made the tachistoscope into a facile field tool instead of a laboratory monster.

(Continued on page 24)



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

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

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

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- Positive air circulation dries uniformly over the entire width of belt
- Needs practically no attendance
- Economical. Requires relatively little power, heat, or maintenance

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



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



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

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Predicting Packaging

(Continued from page 22)

Like any new technique, that disturbed or distressed the status quo, our efforts were first greeted with mainly hoots and few supporters. Today, the balance of dissenters and supporters is much more profitable to us.

Realistic Stimuli

Our technique has evolved over a period of eight years, and as I have indicated, I present it to you, not as a be-all and end-all of packaging research, but as one example of research applications that can produce predictive data, because it utilizes stimuli that are realistic.

Stimuli that are realistic. There's the rub. If you are to research and predict accurately, you must test with reasonable realism.

To be reasonably realistic, you must show the package under competitive conditions and as a single entity, and to be reasonably realistic, you must measure under conditions of controlled exposure.

There were two other important developments contributed by our company to the use of the tachistoscope in package testing.

One was the development of a perceptual test for respondents. Because people have different perceptual abilities, it is unfair and inaccurate to use a constant exposure time when testing. Before testing package designs, you must test respondents to determine their perceptual ability. Then you can test designs at a speed that is realistic for each respondent. Later in this talk I will give you the opportunity to take this test yourselves.

The second development we contributed, we call the elemental series. This is an examination of the component parts of the design as well as the design as an entity. I will also explain this procedure in detail later.

The measurements we obtain fall into three categories. Two deal with the ability of the package to stand out under competitive conditions. Title these "Attraction" and "Recognition". The third deals with the elements of the design and the design as an entity, and is entitled "Communication".

Communication Measurements

The Communication measurements break down into four areas:

Perception—What can respondents see of your design—many times they see something else other than what you intend.

Product Association — Does the package successfully communicate the product category?

Brand Association—Does the product successfully communicate the brand?

Impression—What kind of feeling about the product and brand is generated by the design?

Tool As Good As Craftsman

I would like to leave you with one final point. What I have shown you is a tool or a device for researching packages that we have developed into a technique.

But a tool is only as good as the craftsman that uses it. And the craftsman is the sum of his skills and experience.

That is why we approach each problem and each client as a new undertaking, bringing to bear our skills and experience, but making certain that we are adaptive to his needs, and not that he bends to our technique.

Using such a philosophy and the tools I have described, it is possible for us or anyone else to do valid research that can predict packaging performance.

Why Follow Tradition?

Alfred Slatin, Marketing Manager, Extrudo Film Corp, New York City

We inhibit our creativity by categorizing flexible materials as transparent and by thinking that the only shapes possible are the traditional ones. I say why don't we instead stop compartmentalizing our minds? Why don't we try harder to tackle mass markets by tailoring packages to fit a specific kind of product need and consumer demand? Why don't we go after the professional package designers instead of waiting for them to come to us since, based on their past history with this industry, we will either have a very long wait or one that will go on forever? Why don't we try to initiate joint technological efforts between ourselves and food processors which could be mutually advantageous?

In my opinion, some new thinking and some concentrated aggressiveness in the areas I just mentioned could do much to alter upward the experts' projected growth curves for the flexible film industry.

Diverse Properties

Plastic films offer an incredible diversity of properties—films which are water soluble, films which are impervious even to moisture vapor, films with high grease resistance, films with high chemical resistance, films with long shelf life, films with short shelf life, crisp films, soft films, colored films, clear films, films that sell for as low as 25¢ a pound, films that sell for as high as \$7.00 or \$8.00 a pound. In other words,

our industry truly has something to fit everyone's need and pocketbook.

Infinite Variety

Plastic films offer packagers infinite variety. If we not only employ this fact intelligently, but work at exploiting it to the maximum, the future for these materials can be very dazzling indeed. We look for films to make, in the very near future, significant invasions of markets which today are held by paper, and even tin, steel and glass. The battle won't be easy because those materials will fight as hard to hold their position as we will be fighting to destroy it. They will make every effort to be innovative and imaginative, but I think our industry has the products which can meet both the requirements of the package and the consumer as well.

Packaging Machinery Display Center

A new facility where customers and potential customers can thoroughly evaluate packaging equipment performance without tying up their own production lines and without disrupting normal plant operations has been opened here by Reynolds Metals Company.

"As far as we can determine, this is the only such facility in existence where a packaging customer can find out for himself how a new packaging technique, concept or machine will perform," Paul Murphy, vice president and general manager, Reynolds packaging markets, said.

Called the Packaging Machinery Display Center, the one-story building offers both technical and sales assistance to customers or potential customers.

Besides evaluating Reynolds standard packaging specifications on various types of packaging machinery for customers, Reynolds is now able to check out research and development specifications on production equipment. Previously, research had to ask sales to check out packaging specifications on customer equipment, a method that was sometimes slow, and generally inconvenient to customers.

The center also serves as an aid to manufacturing because it can make final evaluation of materials produced on production equipment. Previously pilot plant equipment was used for one evaluation, and then findings had to be double-checked against performance on regular production equipment in customers' plants.

"Thus, when a customer asks: 'The package looks fine, but is there machinery available on which to run it?' Reynolds is able to answer in the affirmative."

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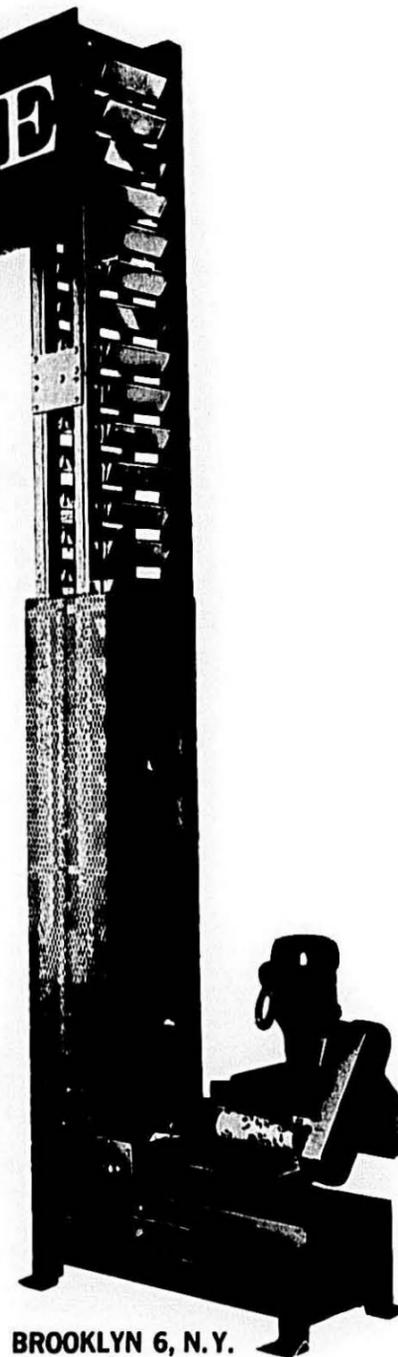
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Growing Markets for Frozen Foods

The market for frozen foods in the United States is expected to increase from 11.1 billion pounds in 1965 to 24.6 billion pounds by 1976, members of the California Freezers Association were told at their 23rd annual convention.

Daniel A. Pichulo, a supervisor in Du Pont's "Freon" Products Division, told the group that California freezers are expected to maintain their leadership in the freezing of fruits and vegetables during the next decade, in which the total frozen food market will more than double.

Statistical Projection

Mr. Pichulo's projections, the result of a detailed study believed to be the first of its kind in the industry, indicated that California freezers packed 28 per cent of the frozen fruit produced in the United States in 1965, and that they will pack 34 per cent of the frozen fruit expected to be produced in 1976. The study also revealed that California freezers produced 24 per cent of the frozen vegetables, not including potatoes, packed in 1965, and that they will pack 27 per cent of the United States total in 1976.

The Du Pont study on which the figures were based involved various computer techniques with linear and semilogarithmic projections of historical data, and exponential curves.

Explaining Du Pont's interest in the frozen food market, Mr. Pichulo said, "Du Pont was the commercial developer of fluorocarbon refrigerants—which we sell under the trademark, "Freon"—back in the early 1930's. These safe, economical and effective refrigerants were the basis on which today's refrigeration and air conditioning industries were founded. . . ." He added that Du Pont has a continuing interest in learning more about the future of the markets for the company's products.

Types of Food Change

An interesting sidelight to the study, it was pointed out, was the fact that the pounds of all food consumed yearly per capita have remained almost constant since 1909, the only variation being in the types of food consumed. Frozen foods have not added to the total, but have merely replaced other foods which normally would have been consumed.

The following chart indicates production of frozen foods in the years 1949, when the industry is generally recognized as having matured, to 1965, and the projection for 1976. Percentages shown represent the California Freezers

	1949			1965			1976		
	CFA	U.S.	%CFA	CFA	U.S.	%CFA	CFA	U.S.	%CFA
Fruit	38	354	11%	182	654	28%	275	810	34%
Vegetables (No Potatoes)	148	563	26%	431	1800	24%	630	2370	27%

(CFA) share of the total market in the category listed.

Total frozen food production generally includes the following categories: fruit and vegetables, including potatoes; seafoods, including both fish and shell food varieties; meat and poultry; prepared foods; bakery goods; and juice concentrates. Compared with the 11.1 billion pounds in 1965 and the 24.6 billion pounds projected for 1976, production of frozen foods for the first record year of 1949 was only 1.5 billion pounds.

Gourmet Frozen Foods

Continental Coffee Company, Chicago, is introducing an entirely new line of gourmet-recipe frozen foods. Called "WB Convenience Foods," the new products form a series distinct from Continental's 28-item existing line. WB foods are priced in the 50¢-per-portion bracket, about double the cost of the regular line.

All nine WB Convenience Foods are distributed in cases of 4/4 lb. packages. The five entrees in the new line are: breast of chicken with mushrooms, breast of chicken caquelote, chicken tetrazzini, beef tips bordelaise, and beef burgundy. The other four items are a departure for Continental, whose frozen food line has consisted entirely of entrees, because they are specially-prepared vegetables: creamed spinach, peas with onion sauce, asparagus hollandaise, and pearl onions with cream sauce.

Discussing the new line, Sheldon Stillman, Continental's frozen food manager, said: "Initial reports from taste panels and test markets have been excellent." He added that the new WB line is specifically geared for clubs, hotels and resorts, and for other institutions requiring outstanding quality foods.

Test Kitchens

Clementine Paddelford, noted food editor, writes that the food industry has a love affair cooking with the American housewife. Big business has equipped kitchens and staffed them with trained home economists, who devote every hour of the working day to making life easier for the homemaker. Their aim is to cut hours in meal preparation, to

make the daily menus better tasting and better nutritionally.

The first of these commercial kitchens started over forty years ago. Today these company kitchens are equipped with the latest in working tools, stoves, freezers, cabinets, refrigerators. They are staffed by the most experienced home economists, whose job above all else is to make cooking failure-proof and to give new ways and flavor-pleasure for mealtime.

Over 11,000 home economists are graduated each year from colleges and universities. Some 90,000 work for a living. The breakdown is about 50,000 teachers, 30,000 dieticians, 5,000 extension workers—5,000 or so go to private business firms or organizations.

The home economists in business have varied work, from developing new products, through formulation, consumer testing, labeling, market testing, advertising, and all the rest. They supervise food photography, write cookbooks, maintain a school service, do films and lectures. They are consumer oriented to handle direct contact with homes by correspondence and telephone.

General Mills—Kraft

Mrs. Paddelford recently went kitchen hopping to some of the fabulous establishments in the food industry. At General Mills' Betty Crocker Kitchens in Golden Valley, Minneapolis, there were recently opened seven around-the-world kitchens. Here 53 women give their skills to the task of representing the homemaker's interest to management and in turn interpreting the firm's products for their best use in the home. The seven kitchens include New England, Scandinavian, New Orleans, Latin American, Mediterranean, Japanese and Californian. This attests to the fact that their products have gone international.

In Chicago, the Kraft Kitchens occupy a 16-room center. Here 15 home economics graduates work on product development and specialize to the extent that one kitchen features up to date layout for barbecue grills and terrace equipment for outdoor living. The kitchens at Kraft represent more than 300 products and are divided into four product areas.

(Continued on page 28)

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Test Kitchens—

(Continued from page 28)

General Foods—Campbells

In White Plains, New York, General Foods staffs six test kitchens with 95 women in the department. Forty members are home economists, dieticians, or nutritionists, and the staff answers over 140,000 consumer letters a year. These get top drawer treatment, with the cardinal rule being to answer every piece of mail within a five day period.

The Campbell Soup Company in Camden, New Jersey, has four kitchens, equipped with a wide variety of ranges, refrigerators and freezers, set up to do testing which provides service, information, recipes, and menus for consumers. Two of these kitchens are for basic home-type testing. Condensed soups have become a major convenience food to women around the country, so great numbers of recipes are developed. Twelve home economists make up the staff. Thousands of recipes make up the file.

Homemaker Calls It

All products are decided on, actually, by the homemaker's demand. What pleases her is back of every brand package on the grocer's shelves. Even so, only two out of ten new foods are slated for success. 'What Lola wants, Lola gets. What Lola doesn't want, Lola doesn't get.'

Consumer Education

"The goals of consumer education are to enable people to function more efficiently in the market place. Buying skills are important, but far too limited an objective. Consumer protection in the form of a kind of mercantile judo does disservice to the program. Consumers are more naive than they ought to be about the elements of price. They need to know more about the laws and the agencies which administer them. . . ."

"The fact that no strong consumer group has emerged should not be interpreted as a sign that consumers are not concerned. One of the findings of the President's Committee (on Consumer Interests) is the need for sound consumer education. The poor are an important sector only recently discovered by many educators. Materials are not geared to them, and educators need more research on how to help the poor."

Dr. Gwan J. Byrnes
National Chairman, Committee on
Consumer Interests, American
Home Economics Association

"One cannot depend on woman's friendship, for she gives everything to love."
quoted by Hildegarde

Lesson in Swedish Diet Study

"Evidence is piling up that we should increase wheat-based foods in our diet for better health," G. C. Fowler, administrator of the Kansas Wheat Commission, said in a recent statement.

Mr. Fowler particularly cited the results of a recent study made by the Institute of Medical Chemistry at the University of Uppsala in Sweden, and the National Institute of Public Health in that country.

"Swedish researchers have become so concerned at the high intake of fats, oils and sugar in the diet of their countrymen that they have called for a 25 per cent increase in per capita consumption of wheat foods," he observed. Results of the study in Sweden, prompted by increases in heart disease and deaths among men 40 to 50 years of age, are very similar to studies made recently in the United States, Mr. Fowler noted. "And if they are concerned about the health of the people of Sweden, we should be alarmed about the diet of Americans, which contains a much higher intake of fats, oils and sugar."

Fat Increases Cholesterol

In the Swedish study, experiments were cited which shows that a diet with a high content of saturated fat increases serum cholesterol. "At present, Sweden's consumption of cereals is the lowest in Europe," the report says. "With regard to bread, the sweetened products widespread in Sweden should be replaced by unsweetened types. Increased use of flour with relatively high extraction rate in the baking of bread is also recommended. The impoverishment of the Swedish breakfast, reflected in the falling direct consumption of rye and oatmeal, should be countered."

The Swedish study, which analyzes present-day diet versus past diets in terms of public health benefits, was prepared for a Swedish governmental committee planning national farming policy.

"We might take a lesson from the Swedish study when we are considering the physical fitness of Americans," Mr. Fowler said. The study calls for an increase in the consumption of flour, meal, macaroni, crispbread, and soft bread for public health benefits, he said. This increase is offset by a decrease in foods rich in fats, oils, and sugar.

Studies at Iowa

"Studies at the University of Iowa," he added, "have shown that we would benefit from replacing carbohydrates from saturated fats and sugar with carbohydrates from cereal products."

A move in this country toward greater consumption of wheat-based foods and cereal products could have far-reaching effects, Mr. Fowler said. In addition to better health for our people, he pointed out, an increase in consumption of wheat foods would be an economic boon to the wheat producer, the miller, and the baker, as well as all the industries which are associated with them.

Fat Chance of Losing Weight

Complete fasting may be less effective for reducing obesity than a 1,000-calorie, 80 per cent-fat diet. In a recent study, a 10-day period of fasting produced greater over-all weight loss in seven chubby sailors than did an equal period on the low-calorie, high-fat diet, but the loss was derived largely (65 per cent) from a reduction of lean body mass. The fat-containing limited diet, on the other hand, produced a greater loss of body fat, with no significant effect upon the lean body mass.

Chain Cuts Costs With Computer

A Long Island food chain is demonstrating how prices can be kept down through the use of modern technology.

The chain, Big Apple Foods, has reduced its operating expenses—a savings reflected in food costs—by installing an IBM computer in its new warehouse in Central Islip.

"Until recently," said Ardie Zuckerman, Big Apple president and board chairman, "we received half our merchandise from outside distributors and jobbers. Now, because of the up-to-date, detailed information available from the computer, 80 per cent will be handled from the new warehouse—at a considerable saving."

IBM 1440

The warehouse itself was designed with the computer, an IBM 1440, in mind. Big Apple needed a warehouse compact enough for economy, yet adequate to handle the 100 supermarkets it envisions. The computer solves the problem by keeping a perpetual inventory, thereby enabling the chain to stock only a small supply of each item.

"Another advantage for our customers," Mr. Zuckerman said, "is that they will get the savings on specials right away. The computer will keep up-to-the-minute records and allow us to get the lower prices on the shelves at the earliest possible moment."

In its "spare time," the computer will make out bills, prepare the payroll, and perform a number of other accounting and merchandising functions.

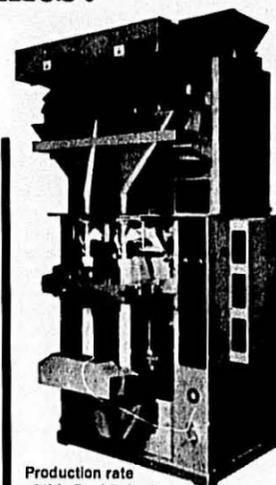
Need a scale system for critical weighing of small amounts?

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Triangle's All New Miniature Flexitron Net Weighing System now lets you weigh products in small quantities that were never before practical. This new miniature scale produces higher operating speeds—yet achieves the close tolerances necessary for accurate, profitable net weighing.

The compactness of Triangle's Flexitron System is the reason why it is fast and sensitive. It is the first scale system to combine a short balanced mass beam, flexures, and a differential transformer to insure greater speed, accuracy and repeatability.

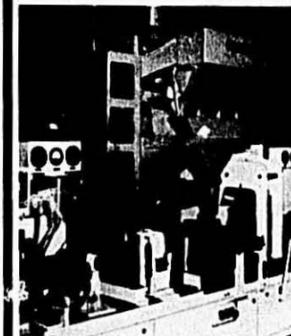
The short balanced mass beam greatly improves the response time and signal sensing accuracy. There are no moving parts in the new scale to cause friction or distortion. In addition, improvements in modular design and material flow control through the use of product accumulators, enable the system to perform with the same consistent efficiency and accuracy year after year.



Production rate of this Dual Tube Bag Machine with six miniature Flexitron scales is 150 packages per minute

Packages Difficult Items More Accurately
A major advantage of Triangle's compact Flexitron scales is its ability to package many items more accurately and faster than ever before possible. Such items as 3.2 ounces of instant milk—6 ounces of instant potato flakes—8 ounces of coffee—1½ ounces of tobacco—½ ounce of breakfast cereals—all can be weighed accurately and rapidly on this new scale system. There is no need to give away even hundredths of an ounce of your product.

Exclusive Space Savers
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Production rate of this Bartelt pouch machine with three Flexitron scales is 72 packages per minute

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Maintenance Productivity Survey

A NEW, nation-wide, in-depth "Maintenance Productivity Survey" is revealing fascinating new facts about an oft-overlooked subject—the rising cost of cleaning and maintaining space in today's buildings, plants, offices, stores, schools, hospitals, institutions, and other places of business.

"Maintenance problems," reports Edward H. Steinberg, Executive Director of the Kex National Association, "are fast becoming critical for many companies. Increases in the Minimum Wage laws, plus the growing scarcity of reliable maintenance personnel put maintenance in the minor crisis stage for many companies."

No company, regardless of size or product, is immune from maintenance problems, Steinberg reports. Maintenance headaches, the Kex Association says, have three primary causes:

• **Soaring Labor Costs, Increased Minimum Wages:** Increased minimum wages will increase maintenance costs. Even for workers well over the minimums, "raising the floor" will undoubtedly cause other wage rises all along the line. "This puts a premium on labor-saving in the maintenance field as never before," the Kex National Association points out.

• **Acute Shortage of Maintenance Personnel:** Good maintenance helpers . . . regardless of higher wages . . . are becoming ever-harder to find and hold, the Kex Association's Productivity Survey shows. "It can be summed up," Steinberg says, "by asking a question—whatever happened to Good Ol' Joe, the maintenance helper who was so steady and reliable that you could set your watch by the time of his arrival at work?"

In too many companies, Good Ol' Joe's gone, that's what. Multiply his disappearance by several hundred thousand times all across the United States and you have an accurate picture of the kind of problems many professional maintenance executives are having in trying to find and train competent help. At a time when more maintenance helpers are needed, fewer are in supply and those obtainable are less efficient.

• **Dust Removal Costs \$500 a Pound:** Every building has dust problems. Dust hitch-hikes in on shoes and clothes, is fed by smoke, auto exhaust, billions of tons of salt spray from the world's oceans. Every gust of wind everywhere brings dust, plant spores, microscopic rock particles into a building. Cost studies show that dust removal costs \$500 a pound—and is going up!

"If management were really aware of the high cost of dust removal," the Kex National Association said, "it might well decide that more attention should be given to the maintenance field."

How to overcome these problems? The Kex National Association's Productivity Survey is sending expert observers to plants and businesses of all kinds and sizes in all sections of the United States to confer with top maintenance executives about labor-saving methods. As the work progresses, detailed case histories of labor-saving in the maintenance field are being prepared.

Pattern Established

Preliminary findings already establish a pattern. The Kex National Association notes:

1. **Accent on Labor Saving:** Figures compiled in the Maintenance Productivity Survey show an eye-opening fact. Ninety-three per cent of the maintenance dollar is spent on labor.

2. **Use a Stop Watch—Learn What's Taking Maintenance Time:** What maintenance operations are taking how much time? Do you really know? How can you save costly man-hours by using impregnated mats, treated dust mops and other equipment? Time studies have been adapted to many operations, but have been slow to come to the maintenance field. Meanwhile, without solid facts, you're operating in the dark.

3. **The Right Tools With Which to Work:** Using only 7¢ of the maintenance dollar, the right equipment is far less costly than consuming unneeded man-hours. Darrell Spencer, Assistant Business Manager, Raleigh (N.C.) Public Schools, for instance, reported: "Classrooms are swept in two-thirds the time" using rented treated mops, compared with conventional methods, and "material supervision problems have been eliminated."

The Kex National Association points out that time savings equal significant money savings. Giving your maintenance staff the tools with which to work: treated dust control devices and treated mats to save floor maintenance time is an investment that pays for itself many times over in saving labor costs in your maintenance staff.

4. **Combining Two Operations Into One:** The use of chemically and germicidally treated dust mops and cloths has the advantage of combining the two conventional operations of broom-sweeping and wet-mopping into one, thereby reducing labor time.

5. **Don't Forget Safety!** Dr. Martha Sager, head of the Biology Department of the American University, Washington, D. C., has been conducting epochal tests with germicidals in maintenance equipment. Aimed against the deadly "staph" and other bacteria, Dr. Sager has this to say:

"Results of hundreds of laboratory tests conducted at the Biology Department of the American University in Washington, D. C., has indicated that treated dust cloths, mops and tool covers provide substantial anti-microbial activity and reduce the hazards of transmission usually encountered when untreated mops and dust cloths are used by maintenance people."

Write Kex

Firms wishing a copy of the Maintenance Productivity Survey Report, when completed, are invited to write the Kex National Association, 7100 Baltimore Ave., College Park, Maryland 20740. It will be available without charge.

Sanitation Is People

In an article entitled, "Salmonella, the Ubiquitous Bug," in the new magazine, FDA Papers, the statement is made: "As increasing evidence of massive salmonella infestation of food and drugs comes in, industry, health authorities, the general public, and the Food & Drug Administration have decided that more intense control of this problem is necessary."

"In the past, when foods rarely traveled farther than to the local market, and drugs were far less sophisticated than they are today, salmonella was a local problem, rarely recognized and rarely affecting more than a relatively small group of people at any one time."

"Today, in an era of nationally marketed foods, the spectre of national salmonellosis epidemics has become a distinct possibility."

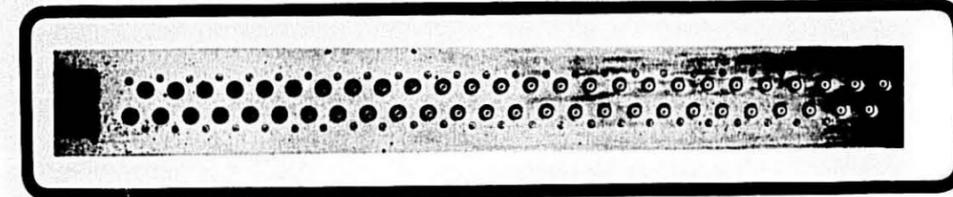
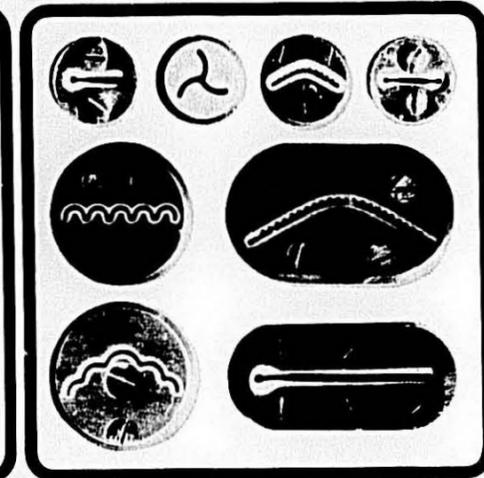
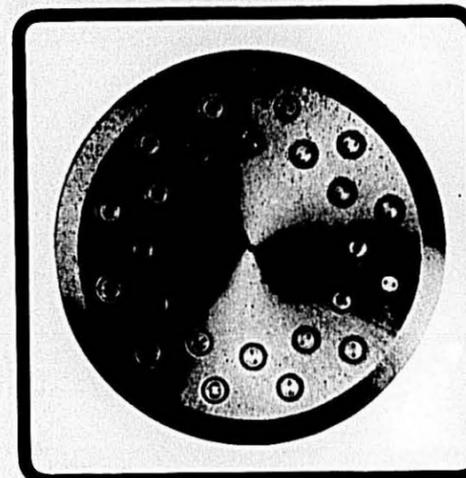
American Sanitation Institute of St. Louis suggests that poor sanitation can cause salmonella and recommends that plant managers insist on good sanitation in the plant checked periodically by unannounced sanitation audits. Such inspections will help eliminate possible sources of salmonella contamination, such as:

1. Infected Raw Ingredients
2. Environmental Air Brought Into Plant
3. Drying Operation
4. Filters
5. Pasteurization
6. Clean Up Procedures
7. Employee Practices and Hygiene
8. Inaccessible Equipment
9. Insect pests, rodent and birds.

THE MACARONI JOURNAL

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OCTOBER, 1967

31

Planning Growth and Profit

by H. Geddes Stanway

THE Macaroni Industry must be classed as made up of smaller businesses. Except for a few millers even the related businesses must be classed as small businesses.

Basic and classic weaknesses of smaller businesses is generally that of lack of forward or long term planning. Most small businesses because of a built-in advantage of ability to be flexible in products, schedules, costs and prices have sometimes let this advantage be an excuse for lack of the need for longer time planning toward potential growth in volume and profits. True, the flexibility to fast reaction to conditions of the economy and market needs helps small business to keep their heads above water, on the other hand it can and has been a deterrent to sustained growth.

Most growth conscious companies, and certainly all the very large ones, plan on a yearly basis over five to ten year periods for programming their needs in capacity, finance, manpower, equipment, and building facilities and the like, including estimated sales volume.

Statistics have shown how large corporations have outpaced others in sales growth. Certainly, short and long term planning is definitely a factor, although not the total reason for this result. Recent statistics show that corporations with assets of one billion dollars had a 112 per cent increase in sales volume between 1961 and 1966—the boom years, compared with smaller businesses of five million assets or under increasing sales volume 42 per cent in the same period.

A Simple Process

A simple process that management in our industry can do is one that should prove interesting and helpful. It may also prove to be a rude awakening to facts not heretofore even thought about.

Estimate a sales volume increase based on per capita consumption with increased population growth for each year of a period of 5 to 10 years. Or project your figure on the increase you desire to handle in the period.

Relate the sales dollars of increase into units of pounds or tons for each year based on your product percentage ratios, taking into consideration changes to be expected or desired.



H. Geddes Stanway

Estimate the type and cost of equipment, and/or building facilities necessary to produce the volume needs. Allow for equipment obsolescence and figure the new capacity needs. Estimate the yearly cost of adding the new capacity based on the best prices available plus 10% increase in cost per year for each year installation is delayed.

Calculate, using present ratios of inventories, receivables, etc. to sales, by figuring the added costs of maintaining these same ratios for each year's sales growth. Doing this will provide a rough estimate of the amount of capital tie-up. Added to the annual cost of adding new capacity as noted in the preceding paragraph this will show the amount of new money that is needed.

Manpower analysis and organization structure building is perhaps one of small business management's weakest links in preparing or planning growth. Many instances where planning detail has been relatively good, organization manpower development has been lagging. This develops a gap or vacuum which too often results in gross inefficiency and confusion. It is equally essential to plan organization in terms of skills required, plant supervisors, field salesmen and territory supervision as it is to plan facilities and for annual needs. In fact one is not complete without the other. Too often small business management rely on just "promoting" help at hand to take on new responsibilities without reasoning given to ability, accountability, training, awareness of responsibility and authority, customer and employee relations,

systems and policy. Adding ten men to a small field force can be a heavy financial drain on a company especially if the sales volume to cover their cost is a 2-3 year investment. But organized and timely additions of 2-3 men a year commensurate with territory potential volume growth will result in the first additions paying a profit to provide for the second or third addition's investment cost.

If after analyzing the factors of needed new facilities, needed cash, necessary manpower, investment in organizational growth, etc., you find you cannot raise the needed cash or afford the other factors, then scale down your sales volume growth estimate to figures that will be more representative of what can be supported financially.

In preparatory planning of the nature outlined in the foregoing, one will learn the relative amount of cash flow needed to support growth as well as illuminating details in other factors of your business not readily discernable otherwise. The total systematic planning program integrating and calculating individual essential factors will also emphasize the importance of each and all of the factors to the total operation and profits.

Buhler Brothers Incorporate

The Swiss machine manufacturing and engineering works Buhler Brothers at Uzwil (St. Gall) announce the transformation of the former partnership into a corporation under the name of Buhler Brothers Ltd. The capital stock amounts to Swiss Francs 20'000'000. Messrs. Rene, Adolf and Rolf Buhler form the Executive Committee of the new corporation. Headquarters will remain at Uzwil.

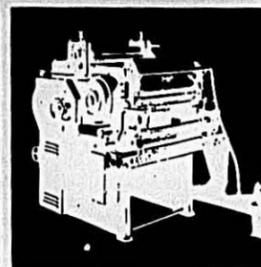
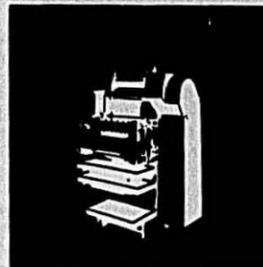
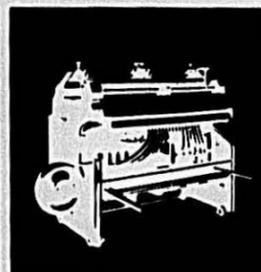
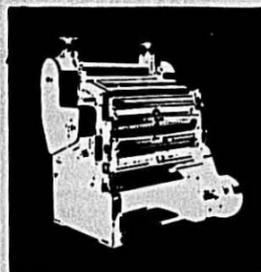
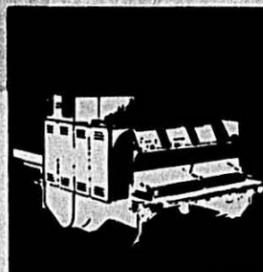
There will be no changes in ownership and management and business will be conducted as before.

It was decided to take this step because of the steady growth of the firm and its expanding world-wide operations. With its present size, it is felt that the new form of the corporation will assure the best service in the years to come and enlarge the platform for further developments.

The manufacturing program remains unchanged.



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George N. Kahn

SMOOTH SELLING®

by George N. Kahn

WORDS ARE POWER

This is No. 34 of 36 sales training articles

Word Building

In the old days a persuasive salesman was said to have a "gift of gab." But times have changed, and today's seller must have more than that. He must present sound, convincing arguments in language calculated to move the buyer in his direction.

For this task the salesman needs an extensive vocabulary. He must have a ready supply of words to serve him in any selling situation. By this I do not mean that he should concentrate on learning only long "two-dollar words." The use of elongated words is sometimes met with a pretentiousness on the part of an individual. Offer a short word will do just as well or better. It's the meaning that is important. It is the right word; that's what counts.

A salesman with a poor vocabulary lacks a basic tool. Unless he has the right words at his command, he will be halting and ineffective before a buyer. He will take too long to say what he wants to say and it won't come out right.

A sales manager for a big textile firm told me one day over lunch:

"As a young man, I lost a substantial order because I couldn't find the right words to express myself. I hadn't learned enough or read enough. I knew the information the buyer wanted, but I could not convey it. I was not communicating."

Overcome the Word Problem

Here are some rules on the use of words for both speaking and writing:

1. Learn as many words as you can.
2. Use each word correctly.
3. Rely on direct, concrete words, rather than vague, general ones. It's better to say "our garden hose is guaranteed for 10 years" rather than "we carry a pretty strong hose."
4. When you've made your point, stop. Talking for its own sake will do little or nothing to impress a buyer.
5. Avoid words that are known only to a few people. Employ words that are part of our every day language.

How can you acquire a good vocabulary? Read. If you read widely you will meet new words. Then look them up in a good dictionary.

But the words will not be yours until you use them. Once you have, they will become yours for life.

I would also advise you read outside your field as much as you can. Books on science, philosophy or politics will add to your word power in addition to increasing your knowledge.

It's also a good idea to bring your grammar up to a fine point of perfection. Many salesmen are judged on the basis of their command of English. An otherwise good presentation might fail because the salesman simply used bad grammar.

The Big "You"

Many salesmen in the course of a presentation forget to use a three-letter word that can spell volume. That word is "YOU." Make sure that the buyer knows that you are talking about him.

A sales talk should be on the most personal level possible. Inject frequently the terms "you" and "your." Talk to him about "benefits to you" and understanding "your problems." Say to him, for example:

"I had you in mind, Mr. Smith, when I worked up this point-of sale idea."

Or:

"This is the best thing you could do for your self, Mr. Brown."

The salesman should also use the same approach when he speaks of his own company. For example, you might tell a customer:

"Our people will be glad to help you with this problem."

Or:

"I think you'll like the way we do business."

This gets away from the "soulless corporation" idea. This is an important factor when calling on small firms who may be suspicious of giant corporations. Public relations practitioners know the value of referring to their clients as personal entities, eg., "your telephone company."

Hot Words

Some words are better than others. Hot words are those that elicit a favorable reaction from a buyer. They touch some nerve that brings instant response. Knowing the prospect or customer helps the salesman in this regard, but if you plan ahead you can bring forth these words, even with strange buyers.

Supposing you are selling a tough pair of work clothes. Your prospect's store is in a mining area. You say to him:

"These work clothes are especially suited for mining."

The prospect perks up immediately. Many of his customers are miners and they want durable work clothing.

Let's say that you carry a line of hardware materials. In talking to a dealer you casually mention the fact that you read about a new surge in do-it-yourself carpentry. The prospect will make an instant connection.

Some salesmen make a practice of flattering the buyer, catering to his whims, caprices, etc. This is all right if you don't lay it on too thick. The prospect may be susceptible to a little buttering up, but the salesman should not overdo it.

There's the story about the umbrella salesman who let fly praise like a shower of arrows. He praised the buyer's store, his community, his customer and even the road leading into town.

"Thank you very much," the customer said, "but if I were you, I would say a kind word about my product."

The hot words are those which are linked with profits in the buyer's mind. If you can tell him how to make profits with your product, he will listen.

Action Words

There is nothing sadder than the salesman who runs out of gas after five minutes with a prospect. This kind of man is not geared to sustain a sales talk, a most vital technique.

The interest of a buyer must be kept at a high pitch or he will soon lose interest. You can avoid this by filling your vocabulary with vigorous action words. Use words like "now," "buy," and "order." Fire off such phrases as "this is the best deal you'll ever make," or "our line is practically made for your business."

Nothing will kill a sale faster than to hesitate, stall or dawdle over your presentation. And don't let doubt creep into your conversation. Exude confidence in both speech and manner. There's something catching about hesitancy or lack of drive. If the prospect

notices that the salesman is faint of heart, he will show little enthusiasm for buying.

It's also a sound idea to probe the buyer for indications of his weaknesses or preferences. Make the questions loud and clear as if you're ready to meet any challenge to your product.

Jerry Keltner, a crude oil salesman, often finishes his sales talk with this statement:

"That's the story unless you have any questions."

Jerry, like other successful producers, always maneuvers the sales talk to the actual order. He has learned that the shortest distance between buyer and seller is a straight line, to paraphrase a geometric truth.

The Right Pitch

In addition to using the right words at the right time, the smart salesman also pitches his tone to that of the buyer. For example, if the prospect is a soft spoken, quiet individual, you will not help your cause by bellowing in his face. He will resent what he believes is an attempt to intimidate him.

By the same token, a buyer who is all hustle and bustle, speaks rapidly and has a forceful manner, will require another approach. He will be impatient to a slow, drawling sales talk. He not only wants you to get to the point, but he'll probably dismiss you if you don't. The idea here is to match him in tone and tempo.

And then there is the buyer who has an analytical mind. He will give short shrift to any statement not backed by facts. He will take your sales talk apart piece by piece. With this individual, you must be logical. He will reject any presentation that is not structurally sound.

There also are buyers who want speed above all else. With this type the salesman should have a serviceable vocabulary that gets his message across in the quickest possible time. Long-winded stories and narratives will hurt your cause with this kind of buyer.

To sum up: With any kind of buyer a broad vocabulary and the ability to use it is of great importance. The power of words has produced millions of dollars in business for salesmen. It's a little like knowing the right combination to a safe. If you do, it opens immediately. In selling, if you can use words intelligently, you will open the buyer's purse strings.

How well do you use words? Well enough to add substantially to your volume? Here's a little exercise to see how you do in this department. If you can answer "yes" to at least six ques-

tions, you have found the key to word power.

- | | Yes | No |
|---|-----|----|
| 1. Do you believe the "right word" can make a sale? | — | — |
| 2. Do you spend time building your vocabulary? | — | — |
| 3. Are you using words correctly? | — | — |
| 4. Do you use direct, concrete words in your sales talk? | — | — |
| 5. Do you try to find the "hot" words with prospects? | — | — |
| 6. Do you employ the "you" in your sales talk? | — | — |
| 7. Does your sales talk move with action words and phrases? | — | — |
| 8. Do you match your tone to that of the buyer? | — | — |
| 9. Do you use words that are part of everyday speech? | — | — |
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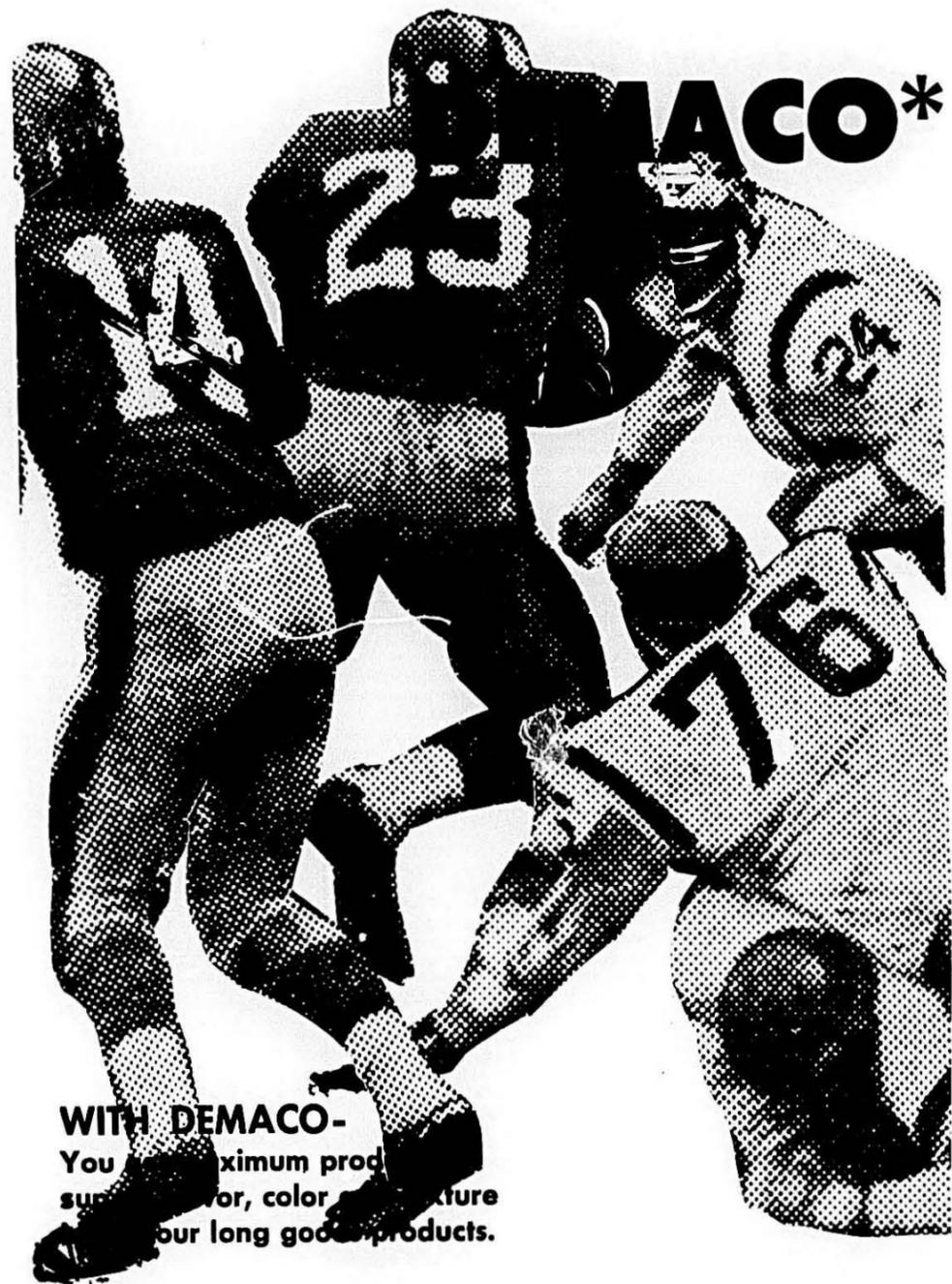
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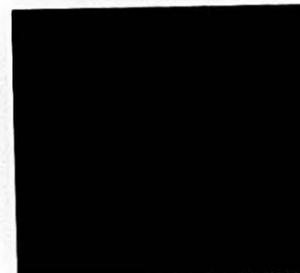
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Cimino Named

Frank Cimino has been appointed sales manager of the Kansas City and Dallas divisions of the American Beauty Macaroni Company according to an announcement made by Ralph Sarli, vice president of the firm.

Cimino has been associated with American Beauty since 1940. He has served as assistant sales manager for the past 9 years.

In his new position, Cimino will supervise the sales efforts of a 70-man force which operates throughout an eight-state area. He will direct sales for all products in the company's line, which includes a wide variety of spaghetti, macaroni and packaged dinner items.

Cimino is a member of the board of directors of the Missouri Valley Food Distributors' association and a vice president of the Allied Food Club of Kansas City.

GTA Durum Merchandiser

Herbert N. Hankinson has been appointed durum merchandiser for Farmers' Union Grain Terminal Association, it was announced by Royce Ramsland, vice-president. Mr. Hankinson has assumed his duties on the trading floor of



Frank Cimino

the Minneapolis exchange. Until his recent resignation, Mr. Hankinson was manager of wheat and durum merchandising for the Minneapolis and Duluth terminals of Archer Daniels Midland Co.

NMI Press Party at the Rifle Club and New York Regional Meeting at the Biltmore Hotel will be reported in next month's Macaroni Journal.

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INDEX TO ADVERTISERS

	Page
Amber Milling Division	15
Ambrette Machinery Corporation	20-21
A D M Durum Department	33-34
Asesco Corporation	27
Braibant & Company, M. & G.	35
Buhler Corporation, The	23
Clermont Machine Company, Inc.	25
DeFrancisci Machine Corporation	38-39
Diamond Packaging Products Div.	41
Doughboy Industries, Inc.	13
International Milling Company	42
Jacobs-Winston Laboratories, Inc.	40
Malderi & Sons, D., Inc.	17
Montoni, P. and G.	31
Poovey Company Flour Mills	4-5
Rossotti Lithograph Corporation	2
Triangle Package Machinery Co.	29
Waldbaum Company, Milton G.	40

THE MACARONI JOURNAL

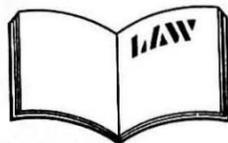
Macaroni Quiz



1. What famous movie star said, "Everything I've got I got from eating spaghetti"? (a) Gina Lollobrigida (b) Sophia Loren (c) Shirley Temple.



2. The Chinese enjoyed macaroni products in various forms as early as? (a) 5000 B.C. (b) 1500 A.D. (c) just after the egg roll.



3. According to law, egg noodles must contain—in addition to semolina, flour and water? (a) 10% egg solids (b) 5.5% egg solids (c) one meatball.



4. The Department of Agriculture reports a record world wheat crop for 1968. How many bushels will that be? (a) 940 thousand (b) 9.4 million (c) 9.4 billion.



5. The Diamond Packaging Products Division provides top quality packaging to the Macaroni Industry by which printing method? (a) Offset Lithography (b) Letterpress (c) Gravure.

Answers to Quiz:
1: b; 2: a; 3: b; 4: c; 5: take your pick.

IS SHE MADE OF SPAGHETTI?

Next to the hot dog, macaroni products such as spaghetti and noodles (with hamburger) are mealtime favorites of millions of Americans of all ages. How much do you know about macaroni? Try this Diamond Packaging Products Division Quick Quiz and see.



DIAMOND PACKAGING PRODUCTS DIVISION
DIAMOND NATIONAL CORPORATION
723 THIRD AVENUE, NEW YORK, NEW YORK 10017 (212) 697-1700

We decided our symbol should be as up-to-date as we are.

We're 75 years young. And we thought it time we had a symbol that pictured our years of service to the baking and macaroni industry.

That head of wheat in the I indicates we are pretty big in the flour milling business. Actually we are the largest flour miller in North America.

The globe that dots the I says our business is world wide. We have mills and plants in 5 countries. We export to over 70 foreign markets. The sturdy lettering suggests the permanence that comes from 75 years in business.

But there are some things our symbol cannot say. Far more important than size or number of plants is the quality we strive to put into our products, the service we try to render our customers.

We believe that this quality and service is expressed as well as we know how in International's Bakery Proved Flours, Mixes and Durum Products.



INTERNATIONAL MILLING