

**THE
MACARONI
JOURNAL**

**Volume 50
No. 4**

August, 1968

Macaroni Journal

AUGUST, 1968

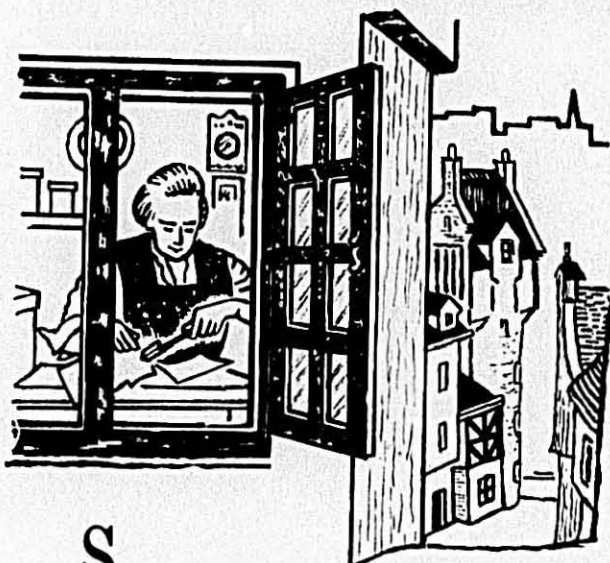


THE JOURNAL OF THE
NATIONAL MACARONI MANUFACTURERS ASSOCIATION



MACARONI SALADS

PACKAGING PERSONALITIES



Peter Durand.

As early as 1839, this clever Englishman conceived and patented the idea of using metal instead of glass for preserved foods. By doing so, he made possible the growth of not one but two important fields in food packaging: the canning industry and the production of printed labels required to identify the contents of the non-transparent containers.

SPECIALIZATION. Rossotti is not in the business of manufacturing metal or glass containers, but we have served them both by producing the lithographed labels that give them identification and marketability. In fact, that's how the Rossotti organization began its own successful career in food packaging some seventy years ago. Since then we've grown to considerable size, and we have progressed from labels alone to a wide and colorful variety of consumer packages. We're still specialists, to be sure. We specialize in the design and production of hard-working, hard-selling packages that do far more than merely identify the product. They beckon, they entice, they insist upon being purchased. They offer special deals and premiums. They suggest additional uses for the product and promote other products in the line. They do everything an attractive, effective package ought to do. And, what's more, they do it economically. The next time you think folding cartons, labels, wraps, or packaging specialties, think Rossotti—the packaging specialists.

R FOR BETTER MERCHANDISING THROUGH PACKAGING

ROSSOTTI LITHOGRAPH CORPORATION
Executive Offices: North Bergen, N. J. 07047

ROSSOTTI CALIFORNIA PACKAGING CORP.
San Leandro, California 94577

ROSSOTTI MIDWEST PACKAGING CORP.
Evanston, Illinois 60602

The Macaroni Journal

August
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Vol. 50
No. 4

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Cover Photo:

Macaroni products make delightful summer salads for outdoor eating. For a promotion on "Easy, Breezy Summertime Eating" see page 10.

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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 made by Peavey grain men whose long experience quickly tells them the quality and quantity of the crop.

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

A miniature commercial press and street cleaner Peavey's test under actual plant conditions assuring uniform quality and consistent color.

King Midas DURUM PRODUCTS



PEAVEY COMPANY
Flour Mills



Key Man Issue

The Problem of Survival

WILL man wipe himself out? According to a new book, "Man—An Endangered Species?"* — man's survival is threatened by:

1. Pollution of the air he breathes.
2. Drying up and poisoning of our water supply.
3. Overcrowding our earth with people.
4. Plundering our natural resources.

But "Man—An Endangered Species?" is not entirely a scare book. Far from it. It is a book about what is being done and what can be done to turn back the tide of danger. "Our main hope," it says, "is that we are beginning to understand the totality of the problem of survival."

The book points out that Congress has made a great beginning by appropriating amounts adding up to \$1,500,000,000 for "nationwide natural resource programs." Biggest single item is a \$57,200,000 authorization to build the "world's largest desalting plant" in Southern California, using nuclear reactors. The plant, designed to produce 150,000,000 gallons of fresh water per day will more than double the capacity of all the desalting plants presently operating on earth.

"We have enhanced the future of everything—except the human race," Udall says. "We need to realize that bigger is not better; slower may be faster; less well may mean more."

* Copies of the book, compiled by the Interior Department, with a forward by Secretary Stewart L. Udall, sell for \$1.50 from the Superintendent of Documents, U. S. Government Printing Office, Washington, D.C. 20402.

Pollution—Everyone's Problem

WHAT kind of environment do we want? The kind of environment we have may be determined by our daily activities. Our environment may be changed when we allow poorly treated sewage to flow into our lakes and streams . . . when we cloud the air with civilization's gaseous wastes . . . when our communities permit garbage and trash to pile up in open dumps. There is a need for wise and efficient management of our environment for the net benefit of our people, our economy, and our society.

Problem of Industrialization

The whole industrialized world is getting polluted, and emerging nations are unlikely to slow their own progress down in the interest of clearer air and cleaner water.

Whereas nature decays and reuses the wastes of other creatures, man produces huge quantities of synthetic materials that almost totally resist natural decay. More and more such waste is poisonous to man's fellow creatures, to say nothing of himself.

Man is the dirtiest animal, in the polluting sense, and he must learn that he can no longer afford to vent smoke into the sky and sewage into rivers as he did in previous years, when large reserves of pure air and water easily diluted the pollutants. The earth is basically a closed system with a waste-disposal process that clearly has limits. The winds that ventilate earth are only six miles high; toxic garbage can kill the tiny organisms that normally clean rivers.

Consumer Only Uses Things

One very important factor is that the United States consumer actually consumes nothing; he merely uses things, and even though he burns, buries, grinds or flushes his wastes, the material survives in some form, and technology adds to its longevity. The tin can used to rust away but now comes the immortal aluminum can, which may outlast the Pyramids. Each year, the United States produces 48 billion cans, plus 28 billion long-lived bottles and jars. Paced by hardy plastic containers, the average American's annual output of 1,600 pounds of solid waste is rising by more than 4 per cent a year. Disposal already costs \$3 billion a year.

Industry devours water on a large scale—600,000 gallons to make one ton of synthetic rubber—and the resultant hot water releases the dissolved oxygen in rivers and lakes. This kills the oxygen-dependent bacteria that degrade sewage. Meanwhile, the country's ever-mounting sewage is causing other oxygen-robbing processes. By 1980, these burdens may well dangerously deplete the oxygen in all 22 U. S. river basins.

Though one-third of U.S. sewage systems are below health standards, improving them may also kill lakes. The problem is that treated sewage contains nitrate and phosphate, fertilizing substances widely used in agriculture that make things worse in overfertilized lakes. Though nitrate is normally harmless in the body, intestinal bacteria can turn it into nitrite, a compound that hinders hemoglobin from transporting oxygen to the tissues, causing labored breathing and even suffocation.

Impact on Creatures

One of the prime goals in attacking pollution ought to be a vast shrinkage of the human impact on other creatures. Florida eliminated the screw-worm fly not by spraying but by sterilizing

hordes of the male flies, then liberating them to produce infertile eggs.

Man should strive to parallel nature's decay by reusing as much waste as possible. The packaging industry could do a profound service by making materials that rot—fast. The perfect container for mankind is the edible ice-cream cone. How about a beer container that is something like a pretzel? Or the soft drink bottle that, when placed in the refrigerator, turns into a kind of tasty artificial ice? Soft drinks could also come in the form of popsicles with an edible stick.

There are some real prospects of profit in reconstituting other wastes. Take sulfur, for example, which is in short supply around the world. While 26 million tons are mined a year, smokestacks belch 28 million tons of wasted sulfur dioxide, which could be trapped in the stack and converted to sulfuric acid or even fertilizer.

Need For Action

The need for action will get no less. Today, the land, air, and water resources of the United States must accommodate 200 million people when as recently as 1915 there were only half that many. Within the next half century, the number of people occupying this same space, using this same water, breathing this same air, will double once again. It has been estimated that by the close of this century, more than four-fifths of our people will occupy barely one-tenth of the land. In tomorrow's megalopolis, the problems of pollution may be painfully acute—unless we act now.








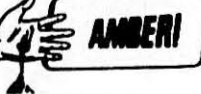


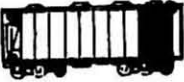




Most Wanted Environmental Management

A survey of 250 businessmen who attended the Pollution Abatement Forum at the recent U. S. Chamber of Commerce convention indicated they all knew of the problem in their own communities, first hand.

To the question: "Does your community have an air pollution problem?" 80% said yes; 20% said no. "Does it have a water pollution problem?" 85% said yes; 15% said no. Significantly, there wasn't a single "don't know" answer.

In speaking to the forum, Senator Jennings Randolph of West Virginia invited the counsel of business leaders on pending federal legislation on pollution control. He called for a partnership of the business community, governments at all levels and the people in developing pollution abatement programs. He said that any programs or legislation enacted must be "realistic" and take into consideration the "benefit to be derived as well as the costs of implementation."



TO INSURE THE QUALITY  IN ANY MACARONI PRODUCT  ALWAYS SPECIFY  WHETHER YOU'RE MANUFACTURING LONG GOODS  OR SHORT , EGG NOODLES  OR OTHER SPECIALTY SHAPES,  YOU'LL FIND  IS ALWAYS UNIFORM IN COLOR AND GRANULATION.  BECAUSE OF OUR UNIQUE AFFILIATIONS IN THE DURUM WHEAT GROWING AREA,  WE CAN SUPPLY  THE FINEST DURUM  WHEAT PRODUCTS AVAILABLE. AND WE SHIP EVERY ORDER  AT THE TIME  PROMISED. BE SURE... SPECIFY 



AMBER MILLING DIVISION
FARMERS UNION GRAIN TERMINAL ASSOCIATION
Mills at Rush City, Minn. — General Offices: St. Paul, Minn. 55101
Telephone: (612) 646-9433

Clean Air, Clean Water

Herman Steen, dean of the milling industry and columnist in the Southwestern Miller, recently wrote on the pollution problem. Among his comments:

The sharpest impact of both clean air and clean water is being felt by such industries as steel, chemicals and petroleum, along with paper and pulp mills, power plants, fertilizer factories and other industrial establishments that discharge sulphur dioxide and hydrocarbons into air or water. Most companies in these industries are making at least some progress in reducing their output of pollutants, but it is not amiss to observe that many of these endeavors are far from inexpensive. For example, the latest annual report of U.S. Steel Corp. states that the company management expects total outlay for pollution control to exceed \$200,000,000. The report also says that although this huge expenditure will not increase the value of finished products nor result in more efficient plant operation, yet the company is willing to make this investment in what it calls "good corporate citizenship."

Although members of the grain and grain products group of industries can hardly be categorized as major contaminants of air and water, they are nevertheless part of the picture. As far as water is concerned, their role is insignificant and probably does not extend much beyond outflows from corn refining and soybean processing plants and discharges from flour mill tempering and washing. These contributions are decidedly minor as compared with those from most other lines, yet they may ultimately lead to demands for remedial action.

Grain Elevators

Grain elevators of all sorts are the locale of nearly all of the problem in this group of industries—and this means country houses, subterminals and terminals, transfer and export plants, mill elevators, formula feed elevators and others. The operation of grain elevators inevitably propels dust and dirt into the air. At the least, this condition may constitute a nuisance; at the worst, it is a health hazard in that it may result in increasing the incidence of asthma and other respiratory ailments. This health hazard is of course much less dangerous than the creation of poisonous fumes in some industrial plants, but it exists just the same and along with the nuisance aspect it is giving rise to calls for control.

There seems to be a belief in the minds of some members of the trade that demands for corrective action will

be confined to large elevators. This is not true. It is of course a fact that the outflow of dust from a giant terminal house is many times the amount of emissions from a small town elevator, but in either case the condition may be a serious source of irritation and trouble to nearby residents. A number of cases have come to my attention in which the proprietors of local elevators have been on the receiving end of strong complaints, the same as have the managers of large grain houses. Elevator location rather than elevator size is the important factor.

Three Main Areas For Control

The three areas in any grain elevator that are responsible for much of the atmospheric pollution that results from plant operation are the grain dump, the dust collectors and the dryer. Control these spots and the battle is largely won, and an executive who has the task of getting this job done in a large company has this to say:

"Plant operation must be so organized as to eliminate or greatly reduce the sources of air contamination. That means enclosure of both truck and car dumps and keeping them free of all air currents. Replacement of cyclone-type dust collectors with fabric filters is another major step. Getting the dryer discharge under control is almost as important. These three things will reduce the outflow of dust more than 90%, if the work is done properly."

This program sounds simple, but the cost is substantial. It necessarily varies greatly from one elevator to another. The installation of fabric filters is an investment about four times that for the time-honored cyclone collectors.

Success Not Short-Range Effort

Practically every person who is knowledgeable about the vast problem of overcoming air pollution is agreed that reaching the goal of clean air is not a short-range job. Smoke abatement ordinances have been in effect for more than a century without ending the nuisance. Los Angeles and San Francisco have been fighting smog for more than 25 years and they still have smog. The gray haze that clouded the sky a generation ago over New York and New Jersey, the New England factory towns, Pittsburgh and Chicago, along with dozens of lesser places, is still there, largely unchanged. The massive campaign that is now under way in all parts of the nation is the first instance of an all-out attack upon all fronts at once, and it is hoped that this will produce the desired results.

Clean Water

Water, sewage, and industrial wastewater treatment are the subjects of a new brochure being offered by General Signal Corporation, a leading manufacturer of control equipment.

The brochure, "Clean Water . . . A Product We Help to Make," is broken into three main sections—water treatment and distribution, sewage treatment, and industrial-waste treatment.

Each of these sections goes into depth on the functions performed by General Signal equipment in the three areas. A three-page section at the end of the brochure lists all General Signal's products for water treatment and filtration, sewage treatment, and industrial wastewater treatment. Also, a schematic shows where these products are used in treating plants.

Copies of the brochure may be obtained from: Clean Water Brochure, Director of Public Information, General Signal Corporation, 375 Park Avenue, New York, N.Y. 10022.

Portable Water and Waste Tester

Delta Scientific's portable, lightweight photometric Water and Waste Tester is now available calibrated for any of the 24 most widely required tests. Included are pH, Color and Turbidity as well as such chemical tests as Aluminum, Ammonia, Bromine, Chlorine, Chromate Chromium, Copper, Cyanide, Detergents, Dissolved Oxygen, Hydrazine, Iron, Manganese, Nitrate, Nitrite, Phosphate, Silica, Sulfate, and Sulfite.

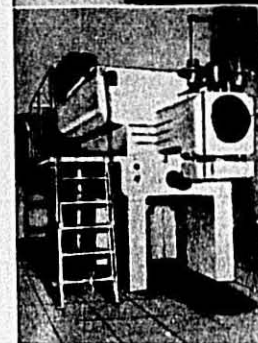
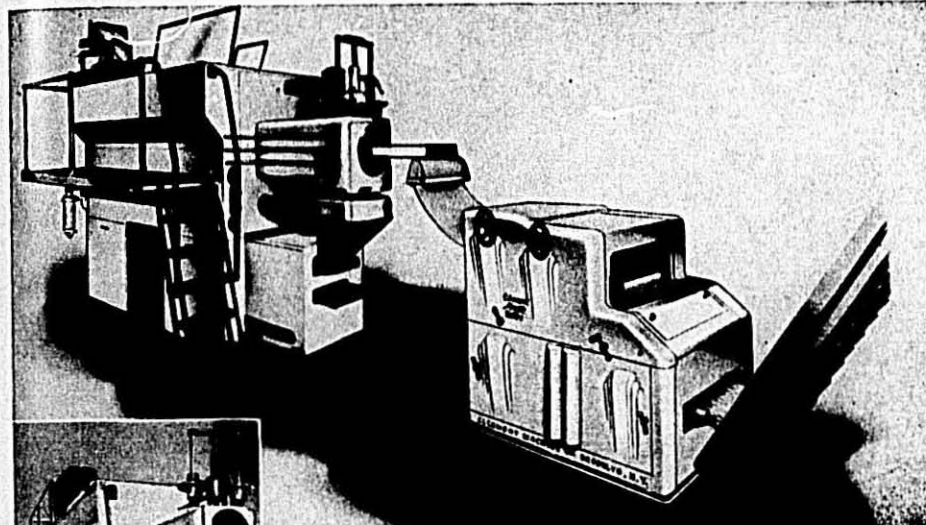
Extremely compact, the Model 20 weighs only 2½ pounds, including a typical set of reagents and labware. Basic price of the Model 20 is \$95 for any one calibration. Cost of additional calibrations, including reagents, ranges from \$10 to \$20 depending upon the test. The instrument is entirely self-contained and is housed in a rugged water-proof, chemical-resistant case.



THE MACARONI JOURNAL

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

Clermont Extruded Noodle Dough Sheeter VMP-3



VMP-3 with short cut attachment.

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

FOR THE SUPERIOR IN NOODLE MACHINES

IT'S ALL WAYS *Clermont!*

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

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

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

Clermont Machine Company Inc.

Subsidiary of Carlisle Corporation

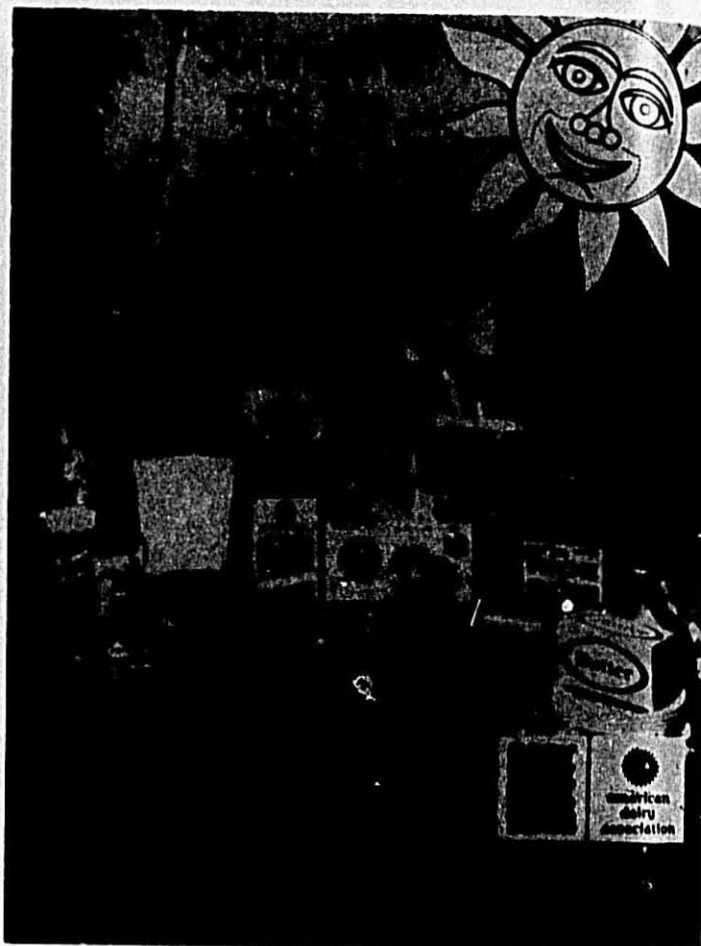
280 Wallabout Street
Brooklyn, N.Y. 11206, U.S.A.
Telephone (212) 387-7540

**Easy, Breezy
Summertime Eatin'**

To help boost sales in food stores during July and August, Family Circle magazine, American Dairy Association, and twenty leading food brands team up with a major store-wide promotion called "Easy, Breezy Summertime Eatin'."

A total of 17 1/2 full-color pages of advertising in the July and August issues of Family Circle carry the message to consumers. Family Circle is offering food stores 20,000 display kits for full exploitation of the promotion at the point of sale. Included are over-the-wire banners and shelf talkers or rail cards for participating brands. Brands tying in with the promotion include:

- Ac'cent
- Adolph's Instant Meat Marinade
- Betty Crocker Butter Recipe
- Yellow Cake Mix
- Betty Crocker Butter Recipe
- Devils Food Cake Mix
- Butter
- Creamettes Macaroni
- Cure 81 Ham
- Golden Grain Rice-A-Roni
- Golden Grain Noodle Roni
- Mellhenny Tabasco Sauce
- Old London Melba Rounds
- Pillsbury Buttermilk Biscuits
- Pillsbury Crescent Dinner Rolls
- Pillsbury Hungry Jack
- Buttermilk Flaky Biscuits
- Shenandoah Rock Cornish Hens
- Shenandoah Turkey Roasts
- Spam and Spam Spread
- Sunshine's Hydrox Cookies
- Swift's Premium 'Old World Variety' Sausage



Skinner Frozen Noodles

A new product, Home Style Frozen Enriched Egg Noodles, is now being marketed by Skinner Macaroni Co. It puts Skinner in the frozen food case for the first time, extending the firm's complete line of dry Macaroni, Spaghetti and Noodle products. The 8 oz. package (shipped 12 to a case) is a tray pack with printed freezer film overwrap. The style of packaging suggests a thick, homemade noodle.

The frozen noodle is a relatively new product which has gained rapid consumer acceptance. In some areas, case movement of frozen noodles exceeds case movement of dry noodles.

"Skinner Frozen Noodles contain 100% Amber Durum Wheat and 5 1/2% egg solids to insure that they will live up to Skinner's long tradition of quality," President Lloyd E. Skinner said.

Point-of-sale materials are available.

Pizza Spins

Pizza Spins join the Big G line of General Mill's snacks with a national introduction beginning in mid-July.

Studies show that pizza is the taste of the "sixties." Containing many of the same ingredients found in real pizza—cheese, tomatoes, pizza spices and pepper—Pizza Spins have a flavor like real pizza. And their unique pinwheel shape is certain to be a hit at parties and also helps to insure that Pizza Spins are always crisp and crunchy.



Packaging for Pizza Spins utilizes "cheesy yellow" and "tomato red" on a white background to help tell consumers that these new snacks really do taste like pizza. Each package has a recloseable inner foil lining similar to the other Big G snacks to insure that Pizza Spins keep their fresh taste and crunch right to the bottom of the box.

A heavy schedule of nighttime network television will introduce new Pizza Spins. East Coast and Southern viewers will see Pizza Spins commercials which began July 21, while Central and West Coast viewers saw the commercials the week of July 28.

The advertising agency is Wells, Rich and Green of New York.

Stereo Album Offer

The songs of Enzo Stuarti in a stereo record album is offered as a consumer premium by Ragu Packing Co. of Rochester, N.Y.



*Want to See
your profits grow?*

*Put a Maldari Die
in your plant!*



D. MALDARI & SONS, Inc.

557 THIRD AVE. BROOKLYN, N.Y., U.S.A. 11215

America's Largest Macaroni Die Makers Since 1903 - With Management Continuously Retained In Same Family

AUGUST, 1968

11

10

THE MACARONI JOURNAL

Leslie Salt Ties In With Noodle Roni

For the first time in its history, Leslie Salt has announced a tie-in coupon offer on another product.

The product selected is San Francisco's famous Noodle Roni.

Ralph L. Josephs, vice president for consumer products of Leslie Foods, Inc., said all Leslie Salt 26-ounce containers carry a five-cent coupon redeemable with the purchase of any of Noodle Roni's five dinner flavors.

A six-week supply of the containers is available for distribution throughout the entire West Coast, he pointed out.

According to Paul DeDomenico, vice president of Golden Grain Macaroni Co., maker of Noodle Roni products, this promotion "recognizes the natural tie-in between the two foods, both from the consumer's standpoint and store sales."

De Domenico added Golden Grain is delighted to be participating in this enterprise with Leslie—"after all, pasta and salt make a great combination."



Paul DeDomenico, Cathy Johnson and R. L. Josephs cook up promotion.

Heinz Sets Records

H. J. Heinz Company consolidated sales and earnings from operations reached new highs in the fourth quarter and fiscal 1968, President R. Burt Gookin announced June 21. The earnings gain for the year was the greatest in the company's history, he said, and results for the final three months topped any previous quarter.

Consolidated net earnings from operations during the 52-week fiscal year ended May 1, 1968, were \$25,274,000, an increase of 17 per cent over earnings of \$21,530,000 for the 53-week fiscal 1967.

Net earnings totaled \$4.14 a share after provision for preferred dividends, compared with \$3.51 last year. There were 5,743,546 shares of common stock outstanding at year end, compared with 5,701,219 shares a year ago.

Consolidated sales rose to \$734,365,000, a gain of \$43,502,000, or 6.3 per cent over fiscal 1967 consolidated sales of \$690,863,000.

St. Louis Macaroni Co.

St. Louis Macaroni Co., founded by Sam Garozzo some 42 years ago, found itself bankrupt upon his death in early June. Son Roy Garozzo has been active principal in recent years.

Attorneys for the firm announce that friends of the family have formed a new company to purchase assets at a foreclosure sale in the hope that a new administration can develop a profitable business. No member of the Garozzo

family will be a stockholder or officer in the new company.

Creditors will be offered 25¢ on the dollar.

Advertising Helps Brokers

The relation of the food broker to food products advertising was detailed by Watson Rogers, President of the National Food Brokers Association. Speaking on the subject, "The Role of the Food Broker" at a special session of the Eastern Annual Conference of the American Association of Advertising Agencies. Mr. Rogers told the ad agency executives, "We need each other. Your advertising makes us look good. Our cooperation and follow-through makes you look good. You innovate—we implement. The best advertising program in the world is wasted without proper distribution and follow-through in the individual market. And although our people are star salesmen, they cannot sell an advertising program that has no merit."

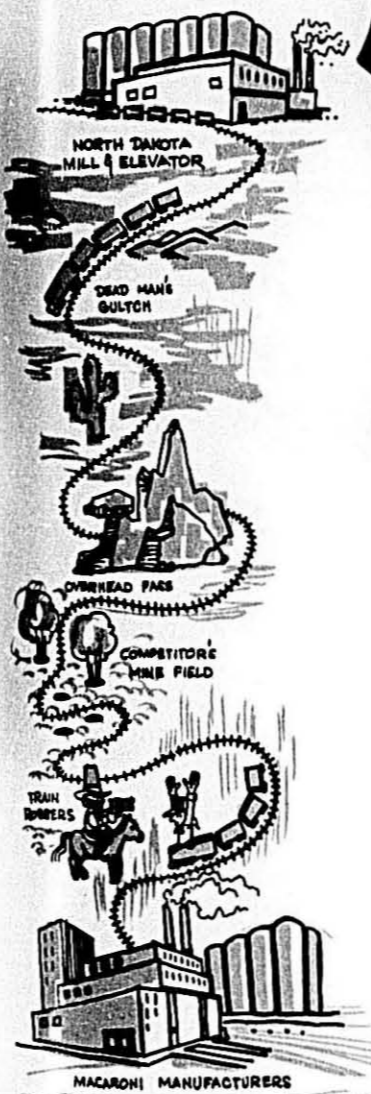
Rogers told the advertising executives that food brokers are often called on to review advertising programs be-

fore they are announced in order to determine how best to utilize the program on the "firing line"—the sales follow-through. While not claiming fair number of former advertising people. Of course, the majority of broker executives are developed by long and extensive training within the broker's own organization. We are proud that today food brokers are among the top marketing people of the nation."

Rogers pointed out that great growth for food brokers presently has come from the branded, advertised lines. "The food broker is your marketing partner," he told the ad men, "and he wants to work with you as a true partner."

Mushroom Mix

R. T. French Company, Rochester, N.Y., has added Spaghetti Sauce Mix with Mushrooms to their line of packaged sauce and gravy mixes. Subtly seasoned, the new mild product is recommended for veal, chicken and pasta dishes. The 1½ oz. package makes 4 servings and will retail for 25 cents.



START
HERE

At enormous expenditures of time and money, We bring you...

The World's Finest Durum Products

A few folks think North Dakota is somewhere south of Alaska with plenty of Indians (fairly peaceable) and very little indoor plumbing.

Truth is, North Dakota's in the heart of the world's finest durum-growing country. And wheat is our number one product. This is what we grow best — and mill best.

Everyone has to be proud of something. We're proud that so many outstanding macaroni manufacturers select North Dakota durum products (from our Mill) for the best possible uniform color, quality, flavor and service.

The best way to avoid an ambush is call us with your order. We'll see that your shipment gets to you — exactly when you asked for it.

- DURAKOTA NO. 1 SEMOLINA
- PERFECTO DURUM GRANULAR
- EXCELLO FANCY DURUM PATENT FLOUR

North Dakota Mill and Elevator

"IN THE HEART OF THE DURUM BELT"
GRAND FORKS, NORTH DAKOTA PH. 722-2421



DURUM DIVISION

Hotel-Restaurant - Institutions Program

THERE are over 550,000 eating establishments in the United States, ranging from hamburger franchise units to exclusive dining rooms in hotels and restaurants, from small lunch counters to institutional feeding establishments where as many as 30,000 people are fed at one sitting.

With all these figures on the increase, the labor market is on the decline. To hire qualified second cooks or cooks in general is nearly impossible. As soon as a man can stand on his feet behind a stove unassisted, he is offered a job as a chef. The output of culinarians from trade schools around the country is about 800 per cent below the need, according to Otto Schleckler, president, Executive Chefs Association. He also observes that the interest in the profession is dwindling among young and intelligent men.

Other industries offer better working conditions, higher pay rates and a five-day work week. In the H-R-I field, the five-day week is mostly available only to industrial caterers.

Automation and streamlined manufacturing methods combat the increasing labor shortage in other industrial areas. The food-service industry has only one answer at this time, and that is convenience food. With its tradition and heritage, the restaurant business is only partially suited to streamlining, because customers like service and not just automats. The alternative can only lie in shortcuts in preparation of the items to be served.

Growing Importance

Because of the importance of the growing H-R-I market, the National Macaroni Institute, Durum Wheat Insti-



Beverly Anderson peruses pointers on poster.

tute, and North Dakota State Wheat Commission have underwritten an H-R-I program conducted in the kitchens of the Wheat Flour Institute of the Millers' National Federation.

In charge of the work is Mrs. Beverly G. Anderson, a 1949 graduate in Home Economics from North Dakota State University.

Mrs. Anderson has also done graduate work at University of Southern California and at New York University. She has worked in the Education Department of Vogue Pattern Service; as a home demonstration agent; a high school home economics teacher; a radio-television script writer; a newspaper columnist. She began her assignment on the Institute staff in the Fall of 1955.

H-R-I Projects

Among the projects that the H-R-I Program has accomplished has been a Macaroni Cooking Demonstration at the Clinic of the National Restaurant Association Annual Meeting which has been written up into an informational piece entitled "Macaroni Money-Makers on Your Menu."

An institutional training film on the proper preparation of macaroni products in quantity called "Macaroni Menu Magic" was produced at Northern Illinois University under the direction of Mrs. Anderson. Chef Eddie Doucette is the narrator. It has had distribution chiefly to high schools and training programs through the distribution film facilities of Sterling Movies, U.S.A. In



Weighing out the product.



Pouring it into boiling water.

THE MACARONI JOURNAL



Betty Kraut prepares ingredients.



Pan ready for the oven.



Proof is in the eating.

"11 Show-off Recipes," household size recipe leaflet at 10 cents each; "How-To-Do-It Kit for Fund-Raising Dinners" contains menus for Spaghetti With Meat Sauce, Macaroni and Turkey Supper, Noodle and Frankfurter Supper. These are available from the National Macaroni Institute at cost.

In addition to working with the National Restaurant Association, periodic releases and background material are sent to trade publications including the *School Lunch Journal* which in February of 1967 had a feature on "Macaroni Foods" as a Standards and Specifications Committee report written by Mrs. Helen Davies. She is the home economist for Foods and Nutrition at the University of Missouri, Extension Center, City of St. Louis. She served as guest consultant for the joint industry, ASFSA. The article discussed the history of macaroni foods and gave suggestions and recipes for preparing them.

Educational Sampling

Not only are more people eating meals away from home these days, but the H-R-I market is looked upon as an important educational sampling area where children, particularly in the School Lunch Program area, are taught eating habits. It is highly important that macaroni, spaghetti and egg noodle products receive their proper place and proper preparation.

Pointers from Harry Pope

HARRY POPE is one of the industry's great commercial cafeteria operators, whose diversification includes catering, table service restaurants, his own franchising, Swiss and German holdings, as well as a successful consulting business. His philosophy and ways of operation are studied and imitated widely.

Among His Observations:

• Up to 1953, the restaurant industry based menu pricing on food cost—the

Wenzel formula—where price equals 2½ times food cost. This doesn't provide enough margin, especially on dishes started from scratch in the kitchen. For example, as the old formula did not include labor cost, it couldn't be applied fairly to a purchased frozen pie as well as a pie prepared in the restaurant's own kitchen. With the trend to convenience foods, markups must be based on the cost of the finished menu items, including production labor.

• Food service operators have come to realize that their primary function is to retail foods and not to manufacture foods. It is this realization that has added impetus to the acceptance of convenience foods.

• Each menu item should be thought of as a track ranging from "prepared from scratch" to "purchased ready to serve." You can adopt a position anywhere on the track, depending on the factors involved. For example, instead of cubing stew meat, cutting vegetables, and making gravy for beef stew, the meat can be purchased cubed, the vegetables can be purchased cut, and the gravy can be prepared from a base. To assemble a beef stew in this way requires relatively little labor or skills, yet the cost is not much more than "prepared from scratch" and is certainly less than "purchased ready to serve." This is why items like prepared entrees are the last area on the menu where convenience food should be adopted.

The practical place to adopt the convenience food concept is on such items as bases for soups and gravies, sauces, preportioned meats, frozen vegetables, prepared pie fillings, ice cream, prepared salad dressings, baking mixes, etc. On such basic production items, the difference in cost for the convenience foods is little more, if any, than the amount of labor which would be involved in preparing those items. In general, the more complicated convenience foods, such as frozen prepared entrees,

carry a high markup over the cost of the raw ingredients.

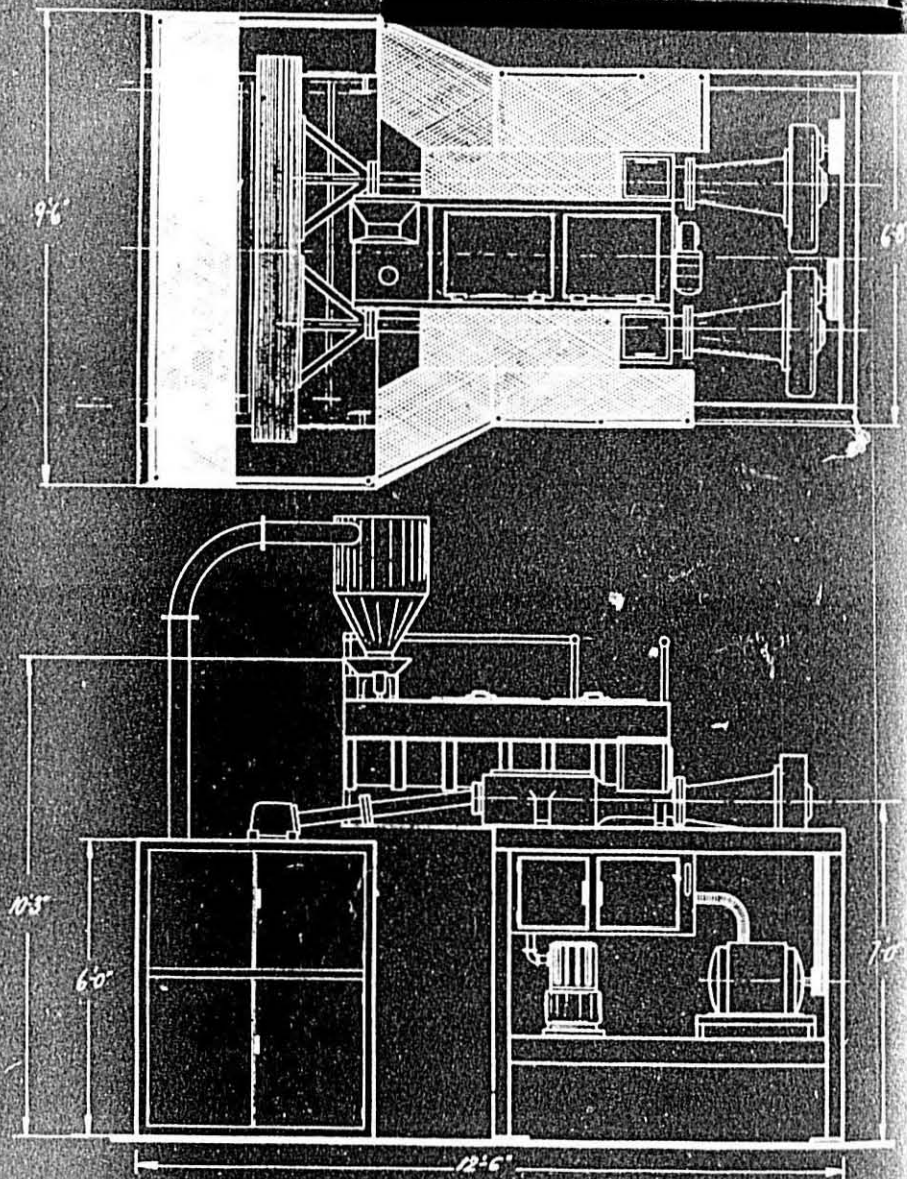
"I feel that convenience foods can be adopted in various degrees by every restaurateur. I do not think it is necessary that restaurateurs go all the way with convenience foods.

• "In our operation, we have cafeterias, table service restaurants, snack bars, and contract catering. All have the same food but served in different packages. For instance, when we place a table service restaurant alongside a cafeteria so that both can share the same facilities of production, dishwashing, receiving and storage, the difference in presentation makes the two operations non-competitive. Each reaches a separate segment of the market.

• "I see two alarming trends. The first one is the entrance of 'big business' into food service. Wall Street moguls don't realize the restaurant industry has been built on a cheap labor market which is disappearing. They don't realize the complexity of food service. The second trend that disturbs me is the way franchise developers are leading too many people down the easy road to being an entrepreneur. If the franchise is based on a sound concept, there is no problem. It is when the franchise is sold on flimsy razzmatazz that there is a danger."

The future for the small independents? This is questionable. A few years ago, when labor and overhead were relatively cheap, a restaurant operator could get into the industry with limited capital and knowledge. Today you would have trouble capitalizing a new restaurant with under \$100,000 exclusive of land and buildings. Skilled labor is almost non-existent. Labor costs more, overhead is higher. Money costs more. It is not so easy today to ride out the hard times which inevitably occur in every business. Big companies, with greater resources, training systems and experience, have a definite competitive advantage now.

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W0881 1968

by Francis P. Tobolski, Director of Market Research,
Container Corporation of America.

OUR nomenclature is changing as much as our world. It is indicative of gaps not only in the generations but also in understanding, rapport and the various vocabularies we use daily, the vocabularies of business and living, depending on our life-styles.

There is a vocabulary gap and a meaning gap—a communication gap.

This illustration of the generation gap is but one indication of the enormity of the communications problem we have in our society today. "Never trust anyone over 30"—"or under 30" are among the shibboleths and rallying cries of today.

An 'Understanding' Gap

A gap in vocabulary. A gap in real understanding. Which brings me to packaging.

Well, I believe that the vocabulary we're using in the packaging industry is also misunderstood, and leads to misunderstanding. It's misconstrued in communications among product manufacturers, agencies, designers, marketers, and the packaging suppliers. We aren't, any of us, always talking the same language. The referents that we use are quite different, so communication remains less than perfect.

This misunderstanding begins with the basic word in the vocabulary of the business—package.

When some people talk about the package, they are thinking about that paperboard or glass or plastic "gizmo" they put around their product, to keep it from spilling or sifting or getting soggy. To others, it's a device for selling the product, for communicating what's inside.

The way we think about packages is limited by our relationship to them. And, depending on this relationship, we may view a package as something for containing, protecting, storing, selling, carrying, opening, closing, handling, distributing, communicating, or breaking our fingernails.

Different Meanings

Because the package means so many different things to many different people, and because these different meanings tend to confuse communication among us, it would be nice if the word could be taken out of our respective vocabularies. But even if we got rid of the word, the thing would still be there—on the shelf, in the warehouse, in the truck, or in the supermarket.

Therefore, instead of being confused by the word, or by the thing, let's step

away from both of them and consider instead what they really stand for—and let us call this packaging.

If we do this, we can stop thinking about the package—the "gizmo" on the shelf that means so many different things to different people. And we can give consideration to packaging—a system which involves consideration of all of these different points of view. A system which involves consideration of product requirements, beginning at the point of production, continuing through the channels of distribution and marketing, and following through beyond the point of sale to the point of final use.

If we applied this point of view to seminars, we wouldn't find ourselves in the situation we're in today. A special one-day seminar sponsored jointly by the New York chapter of the Packaging Institute and the Food Packaging Committee of the Packaging Institute—a national association dedicated to packaging technology—sponsoring a seminar on what makes food packages sell.

We might instead be participating in a seminar devoted to discussion of how packaging affects the marketing of food products.

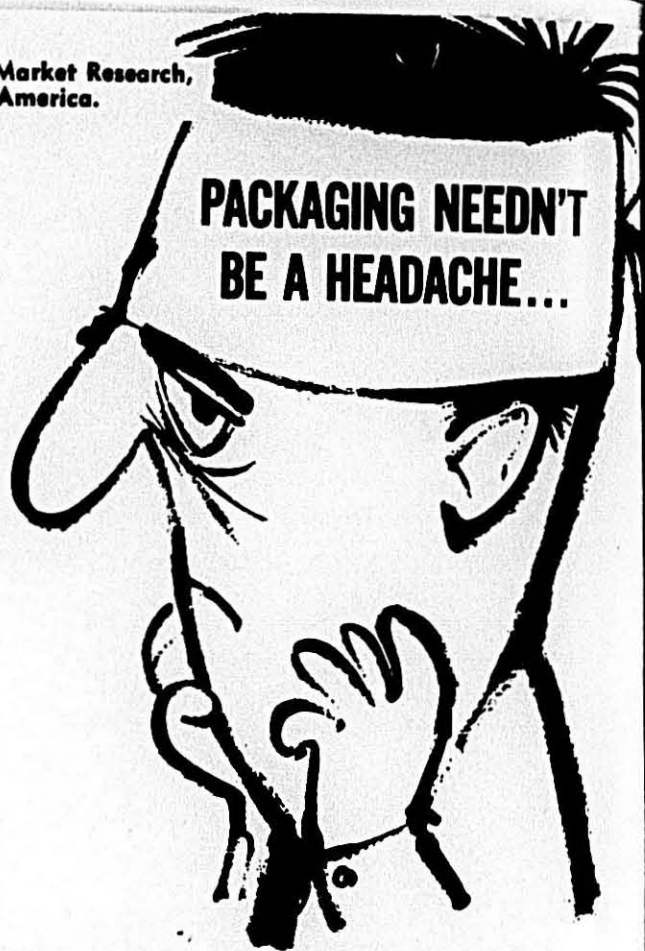
The reason I prefer this is quite simple.

The package—the "gizmo" on the shelf—is a thing people like you buy from suppliers.

Packaging—the systemized approach to your problems—is something that needs to be developed with your suppliers.

If I haven't already restated the obvious, let me try once again by attempting to recreate the situation that is quite familiar to all of us in the business of packaging. This is the situation where a client company comes to us and says: "Here's the product. Here's the ad campaign. Here's what it looks like. Here's how it's going to be distributed. Now make us a package."

The agency executive who is usually in attendance at this meeting nods smilingly. Great! It's great because this agency man is probably the same indi-



vidual who, the week before, gave a talk to a marketing association somewhere, at which he said, in essence—"Packaging, particularly in packaged goods, is very important." After that momentous observation, he probably went on to say that, "Packaging is part of the whole marketing strategy and, therefore, must be considered," and he said this with great emphasis, "very early in the game."

Marketing Vice President

Sitting at this same meeting, you'll usually find a marketing vice president—the same marketing vice president who nodded sagely at a speech he heard at a management seminar a few weeks earlier. (Incidentally, I've never been able to determine why it is that advertising executives are usually attending "workshops" while customer company marketing personnel always go to "seminars.")

But be that as it may, here we are facing the same marketing vice president who was nodding sagely at the part of a seminar program which dealt with "dynamic marketing"—the notion that packaging is not only important, but may be critical.

As a result of these two separate experiences with our advertising and customer executives—the diviners of all that is possible and likely about introducing a new product—we find they completely disregard the need, impact, contribution, and benefit of the package.

They ignore the product/partnership they know is so vital. They find themselves, and us, in the situation where the communication is limited to: "We need a package for it, Charlie. Get somebody. Get anybody. Put something together. Quick. We should have been in production yesterday. We need to go to market next month."

Exaggeration?

Am I exaggerating? Think back through some of your recent product introductions before you reach the conclusion that what I've just said is as funny as it sounds. Better still, let's be positive. Review instead the packaging of some of the products you respect. If you think about them carefully, you'll probably come to the conclusion that the reason they've earned your respect has something to do with the level of organization that was applied to packaging. Nothing that makes you clap your hands and say, "Gee Whiz." But something simple that falls into the realm of "Why didn't we think of that."

The reason, too often, is that packaging development is brought in too near

the end of new product developments. And packaging is, too often, the last consideration in old product revivals. And finally, because packaging is generally approached piecemeal, separately, with the separate disciplines each going their own way, perhaps aware that there is a system, and perhaps hoping a system will happen.

Call for Coordination

I am not saying that specialists should lose their specialties. This would be unrealistic, I am really saying that all of the various disciplines should have some total coordination, total regard for each other's disciplines, an appreciation of them, and their interaction in packaging development. The product that is conceived in this kind of environment usually benefits from all of the latest technology in the production and containment and protection areas.

If the product flavor depends on moisture retention, the product goes to market in a package made from materials that include the newest, most sophisticated, most efficient and economical vapor barriers in existence. Its production or processing line includes equipment which forms, fills, closes, and seals the package most efficiently and economically. The questions of storage, handling, transportation, and inventory control all have the benefit of the latest answers.

The package for that product is structured so that it works most efficiently from the production line through the channels of distribution, and brings an extra, exciting, marketable measure of extra convenience to the ultimate consumer. Its graphic design gives distinction at the point of sale—and what is even more important, you'll find this graphic design reinforces and is reinforced by the product's advertising, publicity, point-of-purchase materials, and all other promotional tools.

In brief, we're talking about a product that has benefited from a systems approach to its packaging. Packaging that is not just production oriented. Not just distribution oriented. Not just marketing oriented. Not just consumer oriented—but packaging that is oriented to the total needs of the product.

Services Available

The ironic aspect of all this is that every new product, and every product revival, could be conducted in this way. The techniques and services are available to the manufacturers and their agencies. And there are even a few of us—in what is generally termed the supplier end of the business—who are organized to serve as a single source for all of these services.

The only barrier, as far as I can see, is some perverse feeling of rugged individualism—a preference to go it alone—a reluctance to share plans and problems until the project reaches the stage where we can berate ourselves with some comfortable and costly admonition such as: "Why didn't we think of this earlier?"

Creative Research

As an employee of a company which supplies packaging, I now feel a strong compulsion to suggest to you that—of all of the capabilities which packaging companies can bring to a purchaser of packaging—and their agencies—research is one of the least utilized. This is really quite incomprehensible to me, because research is the input of creativity.

That input represents a conglomerate. A galaxy of methodology. An amalgam of many techniques. Market testing, in-depth interviews, perceptual research. Some of it basic and exploratory and some of it highly ordered. All at its correct place at the correct time in the system. I personally feel the correct places and times are sprinkled throughout the system, using research as a feedback, using research as design fodder, using research for creative direction.

I'm afraid that the term, "creativity" is largely mis-used, mis-applied and misunderstood in the development of packaging today. This is the result of strictly intuitive, subjective evaluations of the product and its package's performance. True "creative" packaging is a synthesis of a carefully worked, objectively approached marketing plan in which research is a critical factor.

Basic Intelligence

Much of what is designed and developed today in packaging is neither subjectively nor objectively creative. Too much of what is offered as packaging is commonplace, ordinary and wrong. And if it isn't commonplace, ordinary and wrong—then it is unique, unusual and wrong. It's wrong because in the design/marketing equation, the factor of research is either not utilized or under-utilized. Research represents basic marketing intelligence. Which is the only way truly creative packaging and product marketing can be approached.

Unless research is used to its fullest by the packaging engineer, the package designer and the package buyer, the package and the product will alienate rather than satisfy.

In creating a package, research should be used to gather development information for the marketing plan, and

(Continued on page 22)

new

Ambrette Cyclo-Mixer Extruder with Twin Die Head for... continuous mixing, kneading, developing and extruding.

NEW TYPE HIGH SPEED CYCLO-MIXER

Flour and water are completely mixed with each particle receiving proper amount of water. Eliminates dry lumps found in conventional mixer.

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Flour fed to cyclo-mixer by precision control resulting in a uniform and constant feed.

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NEW TWIN HEAD DIE

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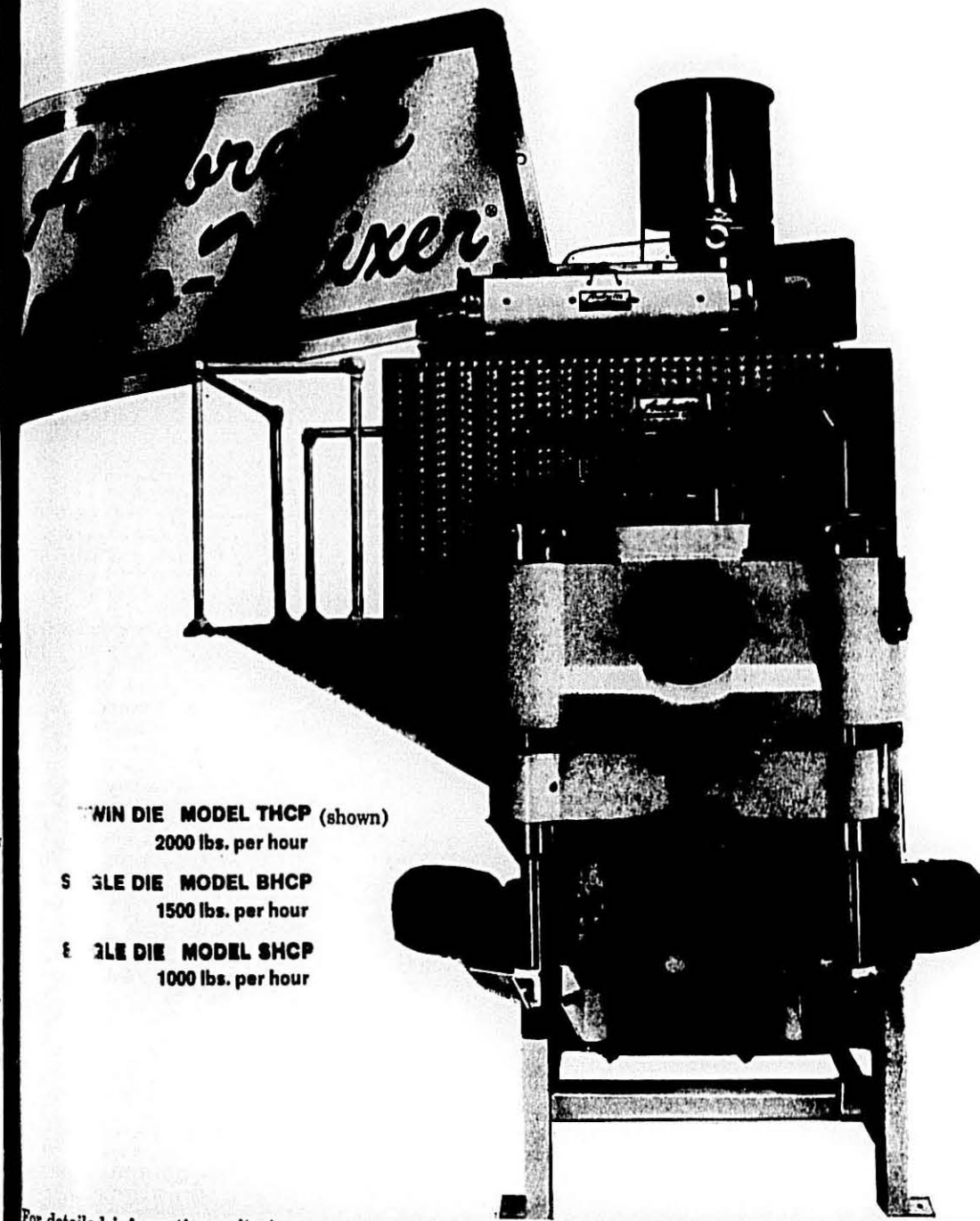
Independent direct motor drive to cutting shaft. Wide range of cutting speeds through electronic control. Elimination of pulleys, belts and varidrive motors.

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2000 lbs. per hour

SINGLE DIE MODEL BHCP

1500 lbs. per hour

DOUBLE DIE MODEL SHCP

1000 lbs. per hour

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Packaging Needn't Be a Headache —

(Continued from page 19)

for formulating the packaging platform. With this information, the creative package designer can function in a given direction.

Research, of course, has never designed a package. The preliminary research in a design development is merely the prelude. The system input. While the concept may be indicated through research, the creative designers add the depth, the scope and the structural and visual innovations and variations to develop this theme into a germane communicative tool.

Research can only indicate what is needed; good research may indicate a way to reach the end. But it is the designer who must create specifically what is needed. He must visualize how a transitional approach must function and how the elements of design can be used to meet the objectives.

All of this, again, as part of a system approach. Should there be a new closure? Should it be filled differently? How can inventory control, if it is a factor, be improved?

Evaluate Design

Once the design has been completed, it should be evaluated against the competitive environment—in terms of perceptual efficacy and legibility. This phase of package research should include both visual and attitudinal tests, to assure measurement of the product-package image in relation to competing brands and related products.

We (and that's an editorial we, talking for market researchers, if not all suppliers) can compare several approaches with cross-validation procedures. We can establish which packaging concept most appropriately fulfills the needs of the retail environment, the distribution channels and the marketing strategy. We can measure attitudes, both verbally and non-reactively. We can disclose the different evaluations of scale results and pupil dilation, using the former to tell us the why of the latter. We can measure company, brand and product images. We can determine if an opening feature induces more frequent use of the product. We can determine brand name treatments which have better recognition. We can measure the worth of a corporate symbol. In total, we focus on the marketing instrument, that is the graphic/structural package with the greatest merchandising potential.

Let me digress for a moment to discuss perceptual tests. Perceptual instruments, of course, are only instruments designed to measure certain aspects of

communication, clarity of communication. They should not be used alone. Recognition or perceptibility are only part of the communication process. But they should be used. Borrowed from brass instrument psychology, they are objective and reliable instruments, admittedly narrow in what they are measuring. They perhaps represent another of the specializations necessary in a total packaging system, and they represent, also perhaps, an area for difference of opinion among the specialists in a packaging system. They have their place if their nomenclature, the vocabulary surrounding them and their application, is understood.

Cash Register Test

While it is a truism that the ultimate test for measuring the impact of a package on a consumer is the cash register, it is a test to which the packaged product should only be submitted after it has been subjected to other, more economical, forms of pre-marketing measurement. Through such measurement, it is possible to minimize marketing failure—and to enhance the potential marketing success of the product.

A wide range of techniques are available to the market researcher engaged in such a program. Similarly, they are also available to the purchaser of packaging.

But, and this is a repetition of the thesis, research and design are only part of the system that must be examined and developed. Sound packaging decisions are extremely complex.

They must—and I cannot stress this point too heavily—take into account all of the aspects of that "gizmo," and all of the different points of view each of us brings to bear on that package. As a manifestation of a marketing program. As a tool for selling. As a container and protector of contents. As all of these things and something more.

Make Careful Decisions

As a partner of your product, the package is integral to the production and branding and marketing and communicating and consumption of your product.

It cannot be a something you think about at the 11th hour—a final "hurry up" consideration. It must be regarded by all of use as a prime component of the production/marketing/consumption cycle. There is no packaging renaissance man, no guru, no total expert who can see it through all of the steps and phases of the cycle. Specialization is, after all and indeed, a necessity. But there are many package engineers, designers, researchers, agency men who

can learn to appreciate the inputs at the various steps and phases of the cycle. Who can appreciate the system. Packaging must be there. Always there.

Unless it is, you have a marketing gap. The supplier view? Simple.

Packaging as a system. Understood as a system. Utilized as a system. With all the inputs of the system. When it is used widely as a system, it will provide the product support and contribution to product success which has, as yet, been too universally and too consistently unrealized.

Voluntary Standards for Corrugated Boxes

Three additional voluntary standards for corrugated fibreboard boxes and blanks to be used on automatic packaging machinery have been jointly developed by the Packaging Machinery Manufacturers Institute and the Fibre Box Association. These new standards supplement the initial joint voluntary standard issued one year ago which was devoted to top-opening regular slotted cartons.

The three documents cover the following:

1. End-loading regular slotted containers of single-wall B or C-flute construction, having a bursting strength of 175-200 psi. The standard recommends five tolerances covering variations in gap, inside dimensions and warp.

2. Single-wall scored and slotted sheets in which no panel dimension is more than 25-inches or less than 3½ inches, except that edge panels may be 1½ inches wide. This standard recommends four tolerances covering variations in dimensions, slot depth, slot centering and warp.

3. An operational bulletin on handling, feeding and set-up of corrugated boxes using vacuum-operated, automatic equipment. The bulletin is divided into three parts: (1) Vacuum system design and operational factors; (2) Apparatus for measuring air flow at the suction cups, and (3) Recommended standards for packaging machines using vacuum equipment.

During the development of this operational bulletin, it was found that the two most important variables influencing the performance of packaging machines vacuum equipment that handle corrugated boxes are: (1) the volume of air flow at the suction cup, and (2) the design of the suction cup with particular reference to area and tightness of fit between the cup and the corrugated board.

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Easy-to-clean with just detergent and steam or hot water, bins won't corrode, contaminate or rust.

Employees waste less time moving bins, spend more time moving out macaroni, noodles and vermicelli here at Vimco Macaroni Co. in Carnegie, Pa. Goodyear bins make the difference. They can for you, too. For the full money-saving story, mail this coupon today.

GOODYEAR

AUGUST, 1968

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Good Crop Progress

The condition of spring grains in the northern Great Plains at the end of June was good to excellent.

Crop prospects during the month improved materially with topsoil moisture replenished to meet current crop requirements. Warm weather followed showers to stimulate good crop development.

Planting was completed in the Dakotas and Montana by the end of May, and durum responded well to cool temperatures and satisfactory moisture. Growth and development of all grain crops was ahead of normal and thick stands will require timely and adequate rains to maintain the present favorable outlook.

Private crop estimates set durum production at an estimated 86,000,000 bushels compared to last year's 63,013,000 and a three-year average of 65,172,000.

Despite harvest interruptions by rain, winter wheat set a new record and the U. S. Department of Agriculture will seek to slash 1969 acreage by 18%. The June estimate put the prospective output at 1,230,356,000 bushels, up some 36,803,000 from a month earlier and 2% more than the previous high in 1967.

Durum Seeded Acreage

000's	68 as % of		
	Avg.	1967	1968
Minnesota	80	64	96
North Dakota	1,971	2,343	2,824
South Dakota	126	160	192
Montana	187	243	279
California	8	0	7
U.S.	2,372	2,826	3,398
	1966	1967	1968
Manitoba	43	53	75
Saskatchewan	905	1,130	1,500
Alberta	116	139	230
Canada	1,064	1,322	1,805

International Grain Agreement

The International Grain Agreement was approved June 14 by the U. S. Senate. Some Senators saw a curtailment of exports and a stimulation of the world's surplus production because of the agreement.

The new International Grains Agreement raises the minimum world price for wheat 20 cents to 23 cents per bushel higher than the old wheat agreement which expired last July, and several cents higher than current world prices.

The United States Department of Agriculture has already moved to make the new price standards effective. It is making daily announcements and export and inverse subsidy rates. The "in-

verse subsidy" is a tax collected on foreign wheat sales when the domestic price is below the minimum in the agreement. The export subsidy is paid when our domestic price is above the world price level and our traders can not otherwise profitably buy wheat in the U. S. market and sell it abroad.

The new agreement also contains a provision for both the wheat exporting and importing countries to put up 4.5 million tons of wheat annually for the less developed nations. The United States will provide 42 per cent of the total. Other exporting countries will contribute wheat.

Hybrid Wheat Helps India

Two years ago, the rains didn't come to the Indian state of Bihar and the wheat crop failed, causing widespread famine and, in turn, bitter riots by starving people. The U.S. shipped grain from its ample storehouses to help feed the hungry. The rains came this year, to be sure, but the big difference is that some of the wheat yields are nearly 10 times greater an acre than they used to be.

The cause of this dramatic boost, in Pakistan and Turkey as well as in India, is hardy strains of Mexican semidwarf wheat. Farmers in these countries are harvesting yields of 50 bushels to 90 bushels an acre where they once got as little as 10 bushels. These yields compare with the average U.S. yield last year of 25 bushels an acre.

This super-yielding wheat is a derivative hybrid, the result of cross breeding several genetically different wheat varieties. In the U.S., researchers have been hard at work for years trying to develop hybrid wheats that would give higher yields and possess other characteristics better than their parents. Hybrid corn, introduced in the 1920's, and sorghum hybrids, first marketed in 1950, have greatly increased production of these grains. But, researchers say, wheat hybrids for U.S. farmers are at least several years away from being generally available commercially because of several technical problems in hybrid seed production.

Rockefeller Project

The Mexican wheat strains were developed in Mexico by scientists from the Rockefeller Foundation who have been involved in agricultural research there since 1943. Bred into the hybrid, in addition to several Mexican strains and a U.S. type, is a gene from a Japanese variety, Norin 10, that expresses itself in short, sturdy stalks capable of holding up heavy, lush heads of grain.

The semidwarfs have proved very adaptable to conditions in the Near East and the Indian subcontinent. They must be grown in areas of irrigation or heavy rainfall, but mature on schedule regardless of variation in climate. Moreover, the Mexican wheat resists rust and other diseases common to the areas where they've been planted.

Most important, perhaps, the hybrids are self-pollinating and thus self-propagating strains which breed "true" without a drop in vigor. Farmers can grow their own seed grain rather than purchasing new seed each year as must be done with hybrid corn and sorghums. Underdeveloped nations lack transportation facilities and seed industries to supply their farmers every year.

Limited Potential in U.S.

The Mexican hybrids would have only limited success in the U.S. Much of the Great Plains wheat country is too arid for their growth, and they lack the milling and baking characteristics preferred by U.S. mills and processors for bread making.

Australian Crop Down

Figures released by the Australian Commonwealth indicate that wheat production for the year ending March 31 will be 277,000,000 bushels. That is 188,000,000 less than last year. More than 2,000,000 more acres were planted but drought cut yields in half.

Triticale Yields Disappointing

Triticale, a new crop developed from wheat-rye crosses, is a potentially useful feed and food grain. Extensive research efforts have been carried on by the University of Manitoba since 1954, and more recently by the International Maize and Wheat Improvement Center in Mexico City.

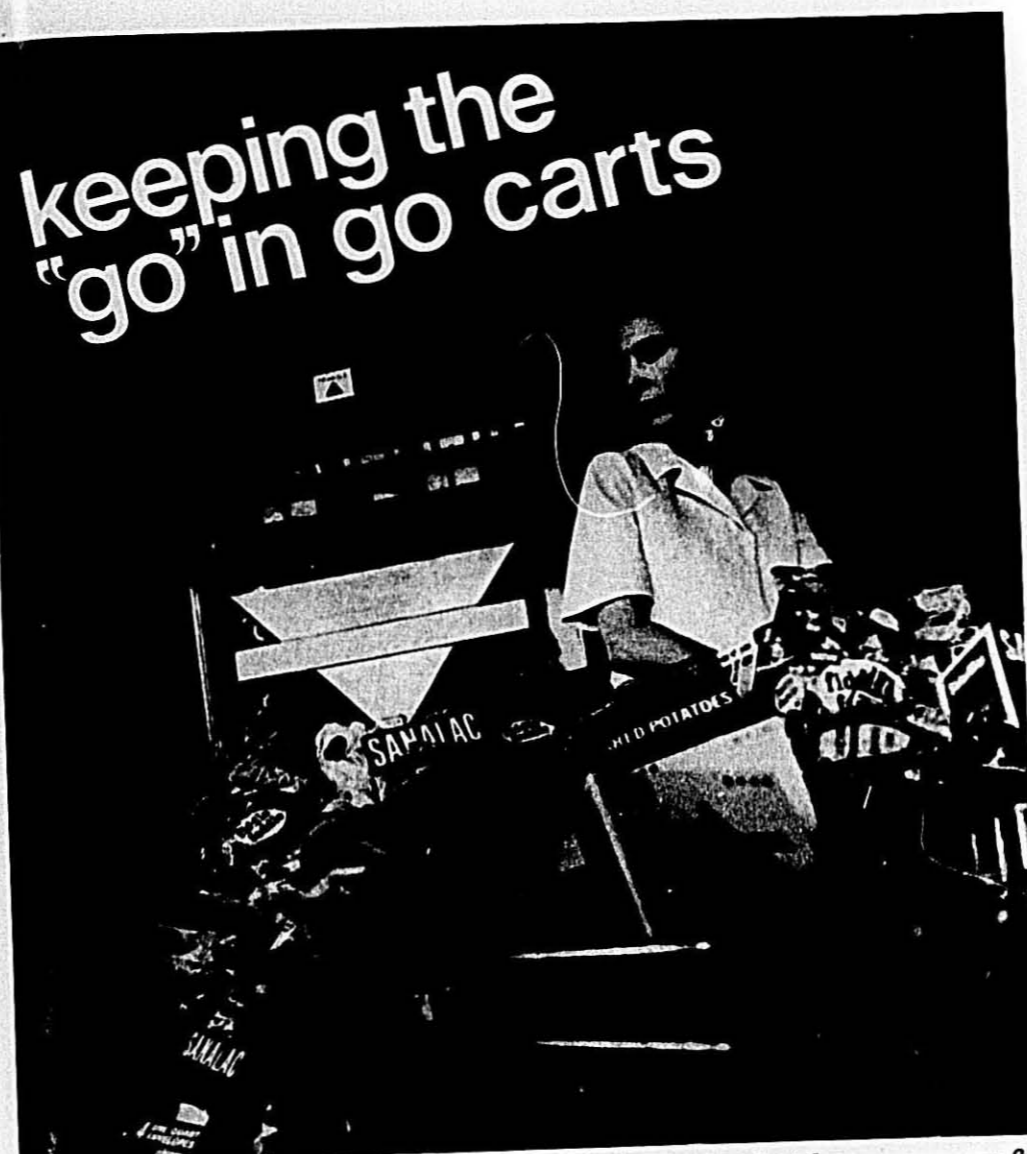
Dr. E. N. Larter, University of Manitoba, Winnipeg, recently reported 1967 results that showed the average yield of present-day experimental Triticale to be only equal to Manitou spring wheat. Although yields were lower than anticipated, the wide range of breeding types now available for future evaluation makes it possible that higher yielding lines can be developed with additional research.

Leading Durum Producers

The top ten counties in North Dakota for durum production include Towner, Cavalier, Ramsey, Benson, Bottineau, Ward, Nelson, Mountrail, McLean, and Rolette.

**National Macaroni Week
October 17-26, 1968**

THE MACARONI JOURNAL



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AUGUST, 1968

Egg Values Rise

The Tepco Pioneer published by Tranin Egg Products Company of Kansas City points to increasing values of shell eggs because of decrease of size of laying flocks on farms, a decrease in hatch of egg-type chicks, the government purchasing program of some 10,000,000 pounds of dried scrambled egg mix, and egg production per layer at a ten-year low. Household consumption of shell eggs is holding up which indicates that come Fall egg prices could be higher.

The government's purchase program of dried scrambled egg mix was to be for 10,000,000 pounds. Some 7,587,000 pounds were purchased in June at prices ranging from \$1.019 to \$1.10 per pound f.o.b. plant. With the program expanded delivery dates have been extended and total quantities to be purchased are unknown.

Egg-type chicks hatched during May were estimated at 59,000,000, down 13% from a year ago. Eggs in incubators on June 1 was down 6% from a year earlier.

Marketing Orders for Eggs

All but two of twenty-five witnesses appearing before a Congressional Agriculture Committee Hearing testified favorably for marketing orders for the egg industry, but despite strong support it appeared unlikely that Congress would pass legislation this session before the recess came.

Poultry and Egg Marketing Conference

Plans for the second National Poultry & Egg Marketing Conference have been announced by the Institute of American Poultry Industries.

The meeting will be held at the Sherman House in Chicago, August 22-25. Among the speakers will be:

- Dr. Ernest Dichter, president of the Institute for Motivational Research;
- Fred Hahn, vice-president and general manager of Howard Johnson's grocery products division.
- Karl G. Heinze, executive vice-president of Grocery Manufacturers of America.
- Richard J. Jones, president International Grocers Alliance (IGA).
- Jean Wade Rindlaub, a former vice-president of Batten, Barton, Durstine & Osborn, and a star advertising copywriter.

Consumer Dialogue

A dialogue with consumers will be a special feature. It will be conducted by William C. Nigut, Chicago marketing consultant, who was chosen to conduct

Government Egg Reports

U. S. Cold Storage Report		June 1, 1968	Year Ago	5 Yr. Avg.
Shell Eggs (Cases)		205,000	265,000	217,000
Frozen whites	Pounds	12,235,000	9,481,000	16,111,000
Frozen yolks	Pounds	25,150,000	18,909,000	20,312,000
Frozen whole eggs	Pounds	57,337,000	41,246,000	34,306,000
Frozen unclassified	Pounds	3,024,000	1,458,000	1,494,000
Frozen Eggs—Total	Pounds	97,746,000	71,094,000	72,423,000
Crop Report (48 States)		May 1968	April, 1968	May, 1967
Shell eggs produced		6,049,000,000	5,975,000,000	6,102,000,000
Average number of layers		310,780,000	316,307,000	339,427,000
Average rate of lay		19.46	18.89	19.72
Layer Report:		June 1, 1968	May 1, 1968	June 1, 1967
Hens and Pullets of Laying Age		308,082,000	313,469,000	308,401,000
Eggs Laid per 100 Layers		62.4	63.3	63.2

the series of consumer dialogues sponsored by the National Association of Food Chains following the consumer boycotts a year ago.

Workshop sessions will deal with distribution, processing, shell egg and egg products. The latter will be handled by Richard Forsythe, Henningsen Foods, Inc.

Harold M. Williams, Institute president, points out that this conference is designed to bring together all of the people involved in getting chickens, turkeys, and eggs from the farm to the table. "Marketing in most cases," he said, "is a joint responsibility. Retailers need to talk with processors and they both need to talk with wholesalers and distributors. And everyone needs to talk with consumers. This Marketing Conference is the place to do it."

New G.T.A. Manager

M. W. Thatcher, nationally known farm and cooperative leader, has announced his retirement as general manager of the Farmers Union Grain Terminal Association.



B. J. Barney Malusky

ager of the Farmers Union Grain Terminal Association.

The G.T.A. Board of Directors named B. J. (Barney) Malusky to succeed Mr. Thatcher as general manager.

In 1938, with a handful of co-sponsors, Mr. Thatcher organized the Grain Terminal Association as a marketing organization to handle the grain produced by cooperative farmers in the Dakotas, Montana and Minnesota. G.T.A. grew from an original capital investment of \$30,000 to a wide-ranging network of grain elevators and processing plants with assets of more than \$125,000,000.

Mr. Malusky, a North Dakotan who has been G.T.A.'s assistant general manager for three years, joined the cooperative in 1947 as an auditor. Later he became head of the Field Service Division, and in 1963 was made a vice-president.

New FDA Chief

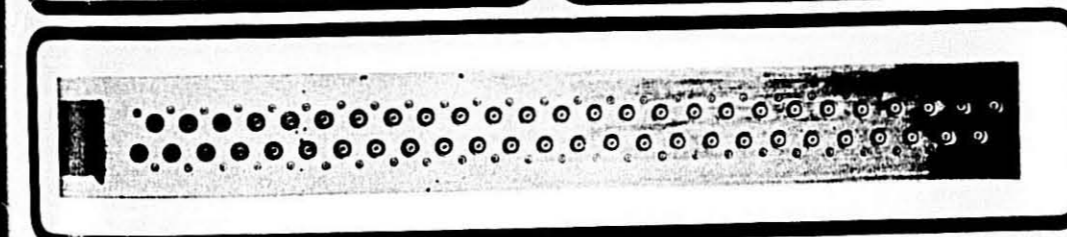
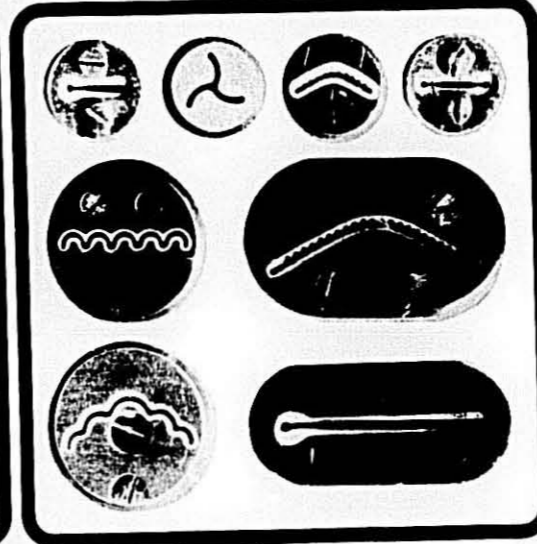
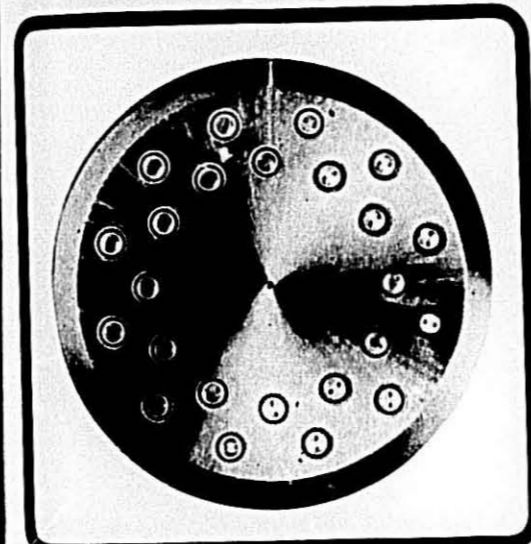
President Johnson announced the appointment of Dr. Herbert L. Ley Jr. to succeed Dr. James L. Goddard as commissioner of the Food and Drug Administration as of July 1. Dr. Goddard assumes a post with a computer company headquartered in Atlanta.

Dr. Ley, 44, a cum laude graduate of the Harvard Medical School, follows Dr. Goddard as the second physician to become head of the FDA. He joined the agency in the fall of 1966, coming from the Harvard School of Public Health where he was chairman of the department of microbiology.

Earlier, he was chief of the biological and medical sciences branch, life sciences division, of the Army Research Office. He was also on the faculty of George Washington University School of Medicine and, before that, chief of the preventative medicine research branch in the office of the Army Surgeon General. He served as an Army epidemiologist in Korea and Vietnam.



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How A Business Can Use Consultants

by William A. Lohman, Jr., Experience, Inc., Minneapolis

THE opportunity to be with old friends and people I admire and respect overcame my timidity to appear before you as a spokesman in a field that is so new to me. I decided when retiring from General Mills that I would seek to be useful to the industries that had been good to me. Actually, the macaroni industry has been close to my heart from way back in my New York early days. Therefore, if I can contribute even a little, it is fulfilling my desire to be helpful to you.

We live and learn—often the hard way. The more positive we are based upon daily repetition of activity, the greater the tendency to overlook changes in the industry and in conditions that are so gradual and small—but which accumulate and accelerate into major factors for or against our best interests.

Think of powerful firms once at the very top that no longer exist or are down to minor status. The heads of these enterprises were successful in achieving the peaks. They did not discern trends and new forces in time to act. Were they so preoccupied and so confident that they failed to see what really was happening? In truth, they did not see, nor have guidance as to ensure the future.

No one likes to alter a system of business that was designed by himself and has been productive. Are new methods more useful, more economical or more revealing? Once a parade passes by, the picture passes from view.

Good Progress Made

The macaroni industry has a wonderful record of progress. Those who modernized, adopted imaginative merchandising and marketing programs and worked with the cooperative forces in association activity have prospered and grown. Does this success expose you to complacency? Whether you use outside facilities or not, recommend that the lessons of the past be taken to heart and indoctrination for the future accepted. Away from the pressures of the job involvements, look critically at every phase of operations and at the forces developing in the food industry. Timely adjustments in patterns of thought and action may well avoid big and costly burdens that are not easily tossed off. Complaining about your competitor and wishful thinking pro-



Wm. A. Lohman, Jr.

vide no answers. Knowing the real facts and assessing in relation to your own positions will suggest future requirements. Can you do it alone—or, would independent appraisals enlarge the analysis and your vision?

An opposite situation can give a company head a difficult time. Salesmen are prone to report advantages of competitors in quality and service when their own sales are below par. False beliefs may be the result of mere impression or half-truths. Repetition can undermine existing policies. It is folly to drop a sound plan on snap judgment. Consulting with experienced men and reviewing a careful study may restore confidence and enthusiasm before any damage is done.

Most people when they think of consulting firms think of several giants in the field. However, they forget that these firms developed from small enterprise and that the skills and knowledge of experienced men comprise the basis for their operations. We can forget the old "efficiency expert" who worked on a percentage of savings. He made his fee but left a debilitated business in many instances.

A Big Business

Today consulting is big business, running in excess of \$750,000,000 a year. It covers every conceivable facet of management. Business—and life in general—is so complicated and there are so many new elements to know, use and anticipate that even the largest firms seek assistance. The larger the opera-

tion, the more the call is for answers for fitting into the complexity. It would appear that smaller and middle bracket of industry with less staff, actually are in greater need.

One thing that I have learned is to consider each client as an individual project. No one analysis will provide the answers. Therefore we rely upon men who can best supply interpretations and suggestions based on sound backgrounds of practical experience. Very often the client wants confirmation of his thinking and an outside, unbiased analysis and a report to fortify recommendations to his principals.

It surprised me that Experience Incorporated could serve very large firms, as well as those small to moderate in size. The organization was formed to tap usually successful men for guidance and for specific purposes, and to have available knowledgeable men in professional, academic, and related industry manpower. A heavy reliance on experience has been practiced. Though we started primarily in agribusiness, I noticed the more general handling in aspects of finance, marketing, research, plant operations, etc.—in foreign as well as domestic areas. Before a new plant or market effort is undertaken, there is a desire for study and analysis to confirm or justify the undertaking. This may be a simple problem or one involving a ten year study that will guide decisions and actions.

No Profit—Why?

A steel mill, for example, is modern and yet fails to make profit to justify banking support. They ask for a consulting project of a team that will diagnose the problems. They know how to make the products but faulty planning, scheduling, and coordinating internal functions are the crux of the difficulty. With the practical on-the-scene examinations, goes training of personnel and practical recommendations, not based on the internal situations that contributed to inefficiency. This steel plant is a good-sized operation—not a huge one—but can handle five to ten times the volume if it improves line of products and its merchandising skills. I believe this may best illustrate what might be done for businesses of the size of most macaroni companies today.

(Continued on page 30)

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Consultants —

(Continued from page 28)

Other service rendered is in acquisitions and sales of businesses, where the confidential nature of the project is important. The owners do not wish to upset personnel, and risk losing good men, by discussing generally. They do not wish competitors to learn of even the consideration of sale of a company. The same is true of companies looking for additional lines—they want it confidential along with appraisals on the prospects, the market and the integration problems when an acquisition is made.

Consultant Costs

The financing program of expansion or improvement in use of assets is another area that is important. Here again, the owners prefer not to go to sources that risk publicity, or trade circle rumor, and use a consulting firm to protect themselves, as well as to get wider knowledge to develop a wise plan.

Another phase that we find of essential value is the fact that a consultant cost is known and ends with the project's completion. In a company, large or small, when a manager is assigned to new responsibilities, a build-up of staff and expense is created and with fringe and other costs, the result is to put continuing expense loads on the business. At times, efforts to make work develop and this initiates functions not desirable as a permanent operating unit. Objectivity, cost analysis and recommendations—is it the best plan, the right plan and can the business afford it?

Costs at first may look high. They are not when viewed with true value and long-term benefits. You are buying the talents of qualified, successful and experienced consultants. Actually it is a risk not to seek the best available and preferably knowledgeable in your field of endeavor.

Full Cooperation Needed

Analyze your problems and reasons—dismiss the idea of using consultants if not prepared to give the fullest information and cooperation. Take your time in selecting the consulting firm. A written proposal of what they intend to do will assure you that they understand what you want, how much time required, capability of assigned experts and the cost. May I inject that a consulting firm spends time and money to consider, study and present a project. This costly effort may be top-notch, yet

the intended client decides to wait, to reduce the scope or to place business elsewhere. It is a risk of the business and does become our expense not only in detail but in lining up competent men to perform services as submitted.

When a decision is made, ensure the support of your organization in the development and implementation of the program. A consultant must have a clear understanding of the purpose. He realizes that you know the business better than anyone else. He can't and won't dream up a magic formula but make interpretations and suggestions that experience and exposure to many problems make possible. He is not bound by tradition or policy not to look deeply and originally into new thinking.

Be available for advice and discussion to keep project moving and on track toward the goals. This reduces time and assures you that qualified men are functioning and working properly.

Finally, the reports and recommendations must be clearly presented to you and to those who must act to achieve benefits. A full discussion and perhaps a few sessions may amplify or simplify the adoption of strong measures.

Users Satisfied

Careful survey reveals that 75% of the users of consultants have been satisfied and the cheapest investment they could make for the long-term continuing benefits. In the 25% balance are some real bad jobs. Many often failed due to the client not clearly stating what he desired to know or the true facts—or failure to understand or implement the recommendations given.

Most projects are identified and complete. However, there are excellent examples of a first phase so constructed as to be a basis for a second or third effort if the client does not possess the manpower or specific executive to develop growth or wider profit potential. This does not mean that you have to have subsequent consulting — merely that a first phase can be sound and broad enough for a next step if deemed wise. Believe this is why satisfied users of consultants find it desirable and profitable to engage their competence for further advantages.

I hope that I have used illustration to give you my impressions of where and how a business can use consultants, and not to make the decision but rather to be as Experience Incorporated says "counsel to the decision makers."

"Our stability is but balance, and wisdom lies in masterful administration of the unforeseen."

—Robert Bridges

Dr. Sullivan Life Member of MNF

Dr. Betty Sullivan, vice president of Experience Incorporated, was honored at their recent San Antonio convention with Honorary Life Membership in the Millers National Federation.

While vice president and director of research with the Peavey Company of Minneapolis, Miss Sullivan was an active member of the Federation, serving as Chairman of their Technical Advisory committee for ten years. The Life Membership award was in recognition of her notable contributions both to the Miller's organization and to the milling industry in general.

Miss Sullivan, who holds both bachelor and doctorate degrees from the University of Minnesota, generously shared her time and talents while with the Peavey Company as an advisor and consultant on many state, federal, and education projects connected with agriculture, milling, cereals, and nutrition in general.

Joins Experience, Inc.

Upon her retirement last year from her responsible Peavey post, Miss Sullivan merged her experience and talents with Experience Incorporated, Minneapolis-based business consultants, where she serves in the double capacity of vice president and technical consultant, particularly in the fields of biochemistry, cereal chemistry, milling, feeds, and nutrition. Early this year she completed a world tour which included consultation with Japanese and British wheat growers and millers, and with East Indian officials on problems of nutrition.

GMI Names Consumer Research Director

Dr. James M. Carman, associate professor, School of Business Administration of the University of California at Berkeley, has been named Director of the recently formed Consumer Research Institute of the Grocery Manufacturing Industry, Inc.

The unique purpose of the Institute is to sponsor and underwrite research in critical areas of consumer concern about the grocery industry rather than the managerial aspects of marketing practices—to search out and determine the truth in the mutual interest of the consumer and the industry. Today it has more than 100 members including grocery manufacturers, advertising agencies, magazines, the National Association of Food Chains, a management consultant firm and a marketing research firm.

ADM Flour Mills



George N. Kahn

SMOOTH SELLING®

by George N. Kahn

SELLING BY INSTINCT

This is No. 44 of 48 sales training articles.

or clue to the prospect's attitude, prejudice, fears, dislikes or misgivings. He must watch the buyer carefully to detect which way he is going to jump. And he has to jump the same way.

Much of this ability comes with experience, but you can start training yourself now. Turn on your powers of observation to their highest degree.

Is the buyer taking furtive glances at his watch during the interview? He may have another appointment coming up shortly, so you'd better wind up your talk in a hurry. Is he getting a glazed look in his eyes? You might be boring him instead of convincing him. It's time then to get dramatic, to snap him out of his torpor.

Is he injecting objections that are really dismissal devices? He must be challenged immediately.

You must do all of these things at that moment, not tomorrow or next week. There's no doubt that if you went home or back to your hotel room you could calmly recap the interview and figure out what everything meant and what you should have done. But there is no time for that. You may go back to the buyer the next day with all the answers only to find that he's no longer interested or that he bought from a competitor.

The son of a business and social friend of mine was an outstanding college football player. His ambition was to coach, and after graduation he was hired as the football coach of an eastern high school.

Saw Too Late

The son, Roy Ames, started out badly. His team lost its first game.

Later I had dinner with Roy and his dad at their home. Roy was pretty blue but was able to discuss the game quite rationally. "You know," he said, "right now I can see the mistakes I made very clearly. In two instances I ordered plays that were wrong. A couple of times I had trouble making up my mind."

Well, Roy became a winning coach in five years and was hired by a big eastern college. By that time he was able to react instinctively to virtually any situation that arose on the gridiron. That

was because he knew his job so thoroughly that he was prepared for whatever came up.

So it is with salesmanship. The more you study your job, your product, your customers and the competition, the quicker will be your reflexes when it counts—before a buyer.

Applying Learning

A quick reaction in the buyer's office is the result of education and training. When a new airplane tests out successfully, it is the culmination of weeks and months of work and trial. When a batter hits a home run, it is the result of years of perfecting his swing.

Likewise, when the salesman performs well before a buyer, it is no accident. He has prepared for years. His technique is polished to a fine tone and he has enough knowledge of his product and company to fend off any attack.

Learn everything about your job that you think will help you sell. Attend sales meetings, read reports, study production and absorb information from your boss, your colleagues and anyone else who can aid you. Only then can you make the lightning responses before a prospect.

Nothing that a buyer says should surprise you or catch you off guard. And if you are surprised, you should not betray it. Always be the professional the man who can roll with the punch.

Marine Training

George Linden, an ex-marine, became a grocery salesman right after World War II. He picked up the business so quickly that his company was delighted. He rose rapidly, becoming a major earner within a few years.

George was perfection itself in an interview. He acted coolly, surely and productively. He was like an actor who never forgot a line or a cue. Buyers often gave him orders out of sheer admiration for his performance.

I met George one day at a sales meeting. I addressed. He told me he had found a parallel between selling and his service as a Marine.

"How so?" I asked.
"As a marine you have to be ready for anything in battle. Salesmanship is

If you were crossing a street and a car suddenly bore down on you, you would instinctively jump away. You would not stand and ponder the problem, consider alternatives, etc.

We may react this way several times a day. A fly alights on our face and we brush it off. A red light flashes on and we stop the car. There is no extended thought process involved.

Top producing salesmen act instinctively many times during the interviews. They are so well disciplined and so knowledgeable about their product that they can handle any objection or question on a second's notice. That's what makes them great salesmen.

No Time for Thinking

I am not trying to eliminate thinking from the salesman's life. There are many situations in selling which require careful thought. You must think about your future, your career, etc.

But when you are in a prospect's office you're on the "firing line." Often there is literally no time to think, to muse over possibilities. Thinking is a luxury that may cost you an order.

You must make an instantaneous response and exude confidence and assurance while doing it. This means that you must know your sales story so well that it is second nature with you.

Buyers are alert to the tell-tale signs of doubt and indecision. Imagine what goes through their minds when they see you fumbling for an answer or hesitating. They may not be too fast themselves in the brain department, but they expect you to be.

Having full knowledge of your product and the buyer's needs and problems are of course essential to a quick reaction in the interview. But there is something else.

The salesman must be keenly attuned to any sign which may give him a tip

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the same except, of course, there is not the danger. But in selling you have to be equal to any challenge thrown at you."

George also compared marine training with sales preparation, pointing out the advantages of each. In this connection he told me a story.

For a year after the war George had been a paraplegic as the result of a war wound.

"When we were training at Paris Island, we all complained about how tough it was. Some of the obstacle courses, especially, were brutal.

"But in combat we soon learned that out stateside training wasn't hard enough. I got hit because our squad leader made the wrong decision. He didn't think fast enough and we got plastered."

When he got out of the hospital, George carried his belief in preparedness over into civilian life. That's one of the things that made him a brilliant salesman.

Thinking Constructively

Most of the thinking a salesman does should be done before the call. But there is more to it than that. The thinking should be along constructive and creative lines. In other words, you should go into an interview with the idea of doing something for the buyer. Thus, when the latter provides an opening you can come right in with an idea or suggestion to help him. Your reaction will be instinctive. You will have a solution at your instant command.

In sales training programs companies try to indoctrinate and orient the salesman to the company. This is fine, but you should also orient yourself to your job and to your customers.

Hal Mercer, a cooling systems salesman, was so well oriented to his job that he regarded every customer as a man with a problem. His frequent comment to a buyer was:

"Any problems today?"

If the man defined a problem, Hal's reaction was instantaneous. He recognized it immediately, not because he was clairvoyant, but because he had oriented himself so completely into the customer's business that he thought like the customer himself.

When To Leave

The same instinct that tells a salesman when to close or when to deliver a hard sell should also tell him when to leave.

No matter how good your narration is, there will be days when a particular prospect will not buy. He is in a bad mood, depressed or his stomach is bothering him. There are warning signs of these conditions if you'll watch for

them. When a buyer is out of sorts, there is no point in pressing forward. Such effort will do you more harm than good.

Take your leave, but, figuratively speaking, don't lock the door behind you. Leave the door open for a return visit. Don't depart angrily or pettishly. Thank the man for his time and suggest another day for a call.

Flattery May Help

With an old customer you know pretty well what makes him tick; whether informality, jokes, or a straight business approach is required. But with a cold prospect, the salesman is initially in the dark unless he has received advance information on the person.

With such an individual it's a sound idea to make a few delicate probes to help throw some light on his character. For example, he might be receptive to flattery. Many people are. A word about his wall could get the interview off to a smooth and amiable start.

Frank Walsh, an advertising space salesman, told me of a retailer who sat in chilled silence as Frank delivered his presentation. Feeling that the interview was slipping away from him, Frank stopped his sales talk and commented on the store's window display he had noted on the way in.

The man perked up at once. "Do you really like it?" he asked eagerly. "My son did it, you know. He's starting with me in the business."

From then on Frank had the man eating out of his hand.

But again I want to stress that this did not happen by chance. Frank knew when to act, when to change signals and go off on another track. He acted instinctively.

Are your selling instincts well developed? Here is an exercise to assist you in finding out. If you can answer "yes" to at least eight questions, your reflexes are in good shape.

- | | Yes | No |
|---|-----|----|
| 1. Do you respond quickly most of the time to objections or questions? | — | — |
| 2. Do you know your sales story backwards and forwards, so to speak? | — | — |
| 3. Are you alert in a prospect's office for signs which may tell you what he is thinking? | — | — |
| 4. Do you act on these signs? | — | — |
| 5. Do you spend time polish your techniques? | — | — |
| 6. Do you have constructive thoughts before the interview? | — | — |
| 7. Can you put these thoughts into words to help the buyer? | — | — |

8. Are you fully oriented to the customer's problems?
9. Do you feel you apply your sales learning and training during your calls?
10. Do you know when to back out of an interview?
11. Are you invited in this case to a return visit?

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16. Samples Can't Talk
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"Business deserves consumer confidence"

This past year, American consumers made 3,296,293 calls to 126 Better Business Bureaus across the country.

For every one complaint there were nine inquiries—people who simply wanted to check on the reputation or reliability of a company, or find out about some business practice.

Compare that to 30 years ago, when the opposite was true: most people called the Bureaus to complain.

Besides, Bureau records show that not all consumer complaints are serious or justified. Frequently even serious complaints are the result of a company's unintentional mistake.

In the vast majority of cases, whether the mistake was intended or not, the Bureaus obtain voluntary corrections.

Despite these favorable signs, business today faces a crucial need to do a still better job of self-regulation of advertising and selling, and to do more to inform both government and the public concerning business progress in serving customers in the public interest.

Hence the Better Business Bureaus, drawing on their unique 54-year experience, have launched an expanded action program. It features these developments:

1. Expanded Service By Individual Bureaus. In city after city BBBs are broadening the geographic areas they serve, adding more telephone lines, installing automated filing and reporting systems—so they can give more con-

sumers better and faster service.

Increasingly, individual Bureaus are called upon to testify before state legislatures.

In some cities, Bureaus are setting up Consumer Affairs Councils to provide local forums for discussion of consumer problems.

And each year new Bureau offices are opened.

All this costs money; but it demonstrates the spirit of a great business community which understands that it can survive only if it enjoys the confidence of its customers, and which will go beyond any possible law in protecting this relationship.

2. BBBs' Research and Education Foundation. Activated under the direction of a distinguished Board of Trustees, this foundation will conduct urgently-needed studies to shed the light of objective fact on issues of concern to consumers. Under its aegis the BBB will initiate new programs to protect both the consumer and the enterprise system.

3. Office of National Affairs. This office has been opened in Washington. It will use the goldmine of information gathered by Better Business Bureaus across the nation, providing federal officials—for the first time on a systematic, continuing basis—with reliable data based on more than three million consumer contacts per year.

It will also offer facts on how business

regulates its marketplace activities in the public interest, and report back to business on government activities and plans affecting business-government relations in the consumer area.

4. Stepped-Up Mass Communication. This program will express industry's concern for the consumer, explain industry's self-regulation efforts, upgrade consumer buying skills, and increase public understanding of the enterprise system.

How can you as a businessman cooperate with this expansion program?

Bear this in mind: the heart of the BBB complex remains the individual Better Business Bureau.

It works to improve the business climate, to safeguard your community's buying power and maintain a market environment in which your business can operate profitably.

And it supplies data now being relayed to both federal and state governments to show why *business deserves consumer confidence*.

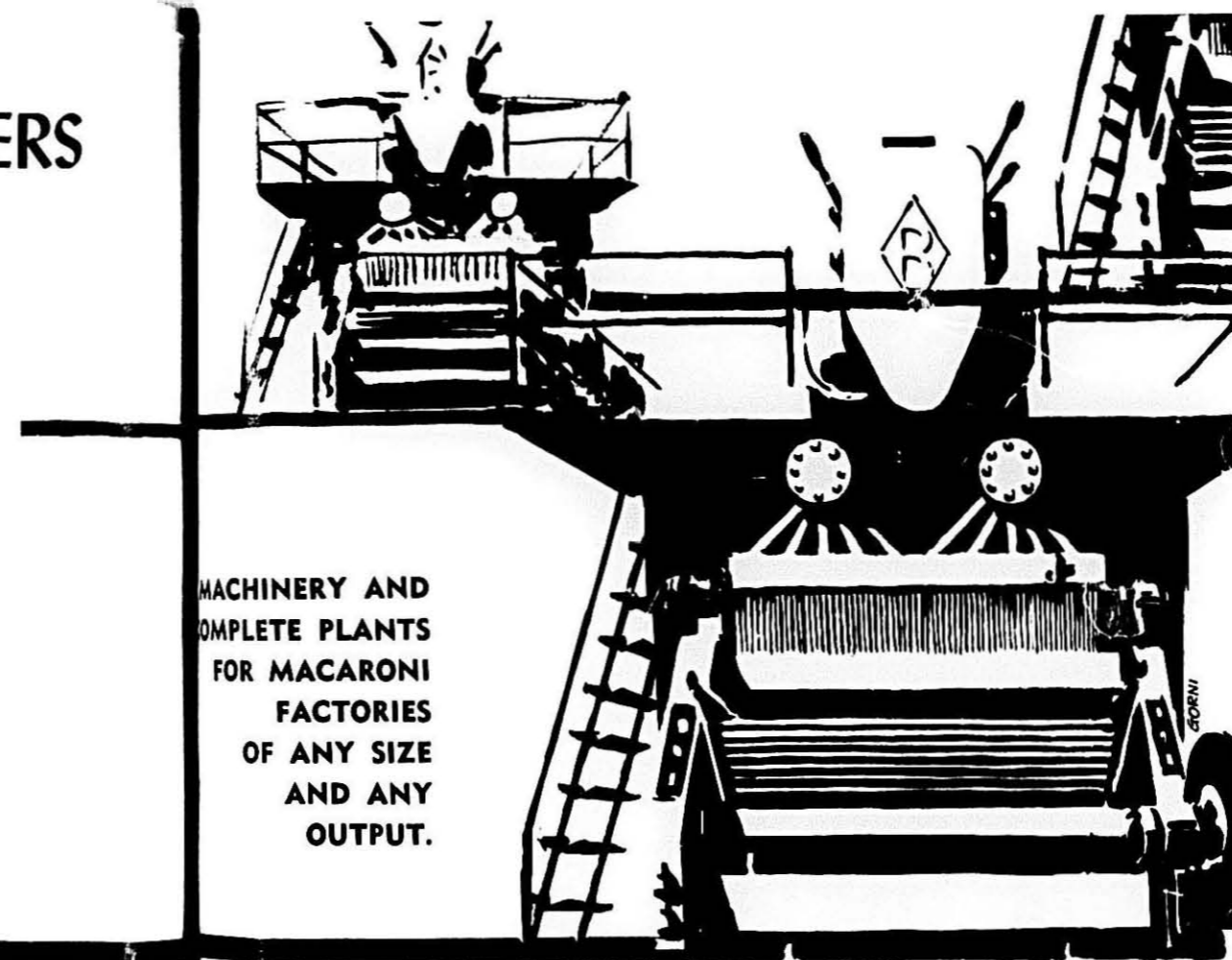
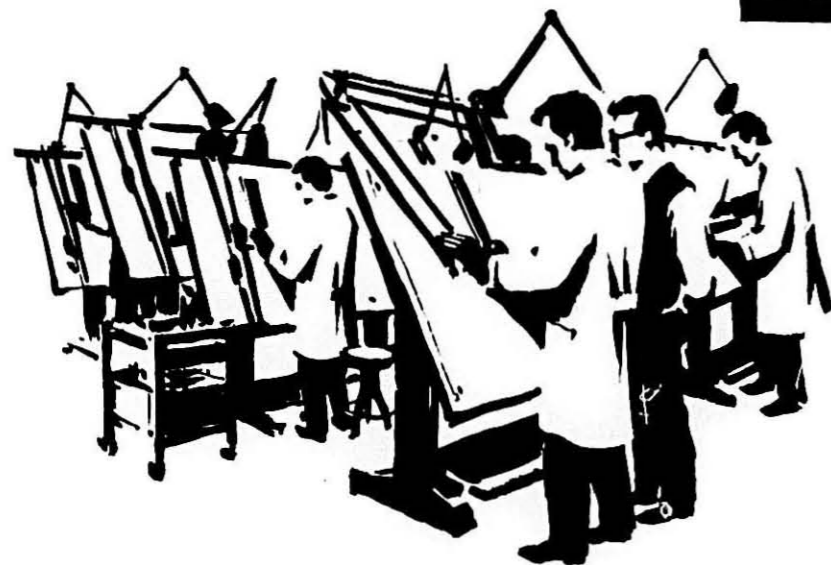
Write or call the manager of your nearest BBB. Tell him your reaction to the Bureaus' expanded action program. See how you can help to make it succeed.

Association of Better Business Bureaus International, Chrysler Building, New York, New York 10017.



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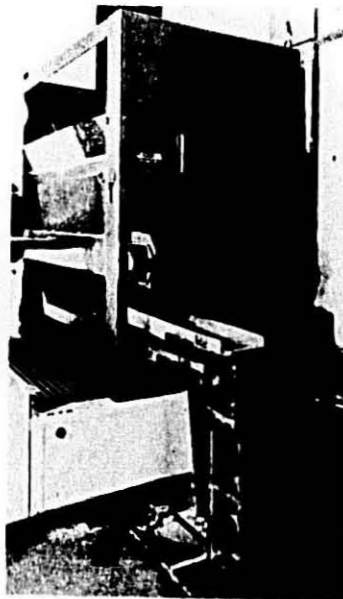
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New Stripper and Cutter

A new automatic stripper and cutter for spaghetti and macaroni has been announced by The Buhler Corporation, Minneapolis, Minnesota.

It offers two unique and important features.

One is the guide belts which hold the product firmly in place during the cutting process. This is said to greatly reduce breakage and number of small pieces.

The second is the built-in discharge shaker which removes small fragments and dust which might otherwise end up in the package.

The shaker delivers the cut goods in perfect alignment to the product chute or directly to the automatic packer. If desired, the two shaker conveyors can be arranged side-by-side or one above-the-other to deliver to the same outlet.

Another important advantage is that the stripping and cutting cycles overlap, thus making it possible to slow the cutting operation without reducing output. According to the manufacturer, this results in a better cut.

Further information on the new Stripper and Cutter may be obtained from Buhler representatives or The Buhler Corporation, 8925 Wayzata Boulevard, Minneapolis, Minn. 55428.

Skinner Acquires Roma

The Skinner Macaroni Co. of Omaha has purchased the Roma Macaroni Co. of San Francisco. The transaction was completed May 9.

In making the announcement, Lloyd E. Skinner, president of Skinner Macaroni Co., said Roma will continue under its present management and will continue to merchandise the Roma brand. He stated that a plan to upgrade Roma products would be initiated.

Skinner said, "The quality improvement program would mean Roma products in the future would be made with 100% amber durum wheat semolina."

Thomas J. Viviano

Thomas J. Viviano, former resident of Louisville, passed away in Tampa, Florida on June 28. He is survived by his wife Josephine Corrao Viviano, sons William J. and Thomas R. of Tampa; father Joseph Viviano of Clearwater; sister Mrs. George Glaser and brother Peter J. Viviano. There are four grandchildren.

La Rosa Sales Appointment

Leon Wright has recently been appointed Sales Manager of V. La Rosa & Sons, Inc. covering the New York Metropolitan New Jersey areas. He was previously with Gerber Products as District Sales Manager. He attended New York University School of Commerce. Mr. Wright and his wife and three children live in West Babylon, Long Island.

Louis Loffredo has recently been appointed District Sales manager covering the New York Metropolitan area. He was previously with Kaiser Aluminum as District Sales Manager and with Continental Can Company's Bondware Division. Mr. Loffredo attended Iowa State College and is a graduate of Air Force Cadet Training. He and his wife and three children live in Bethpage, New York.



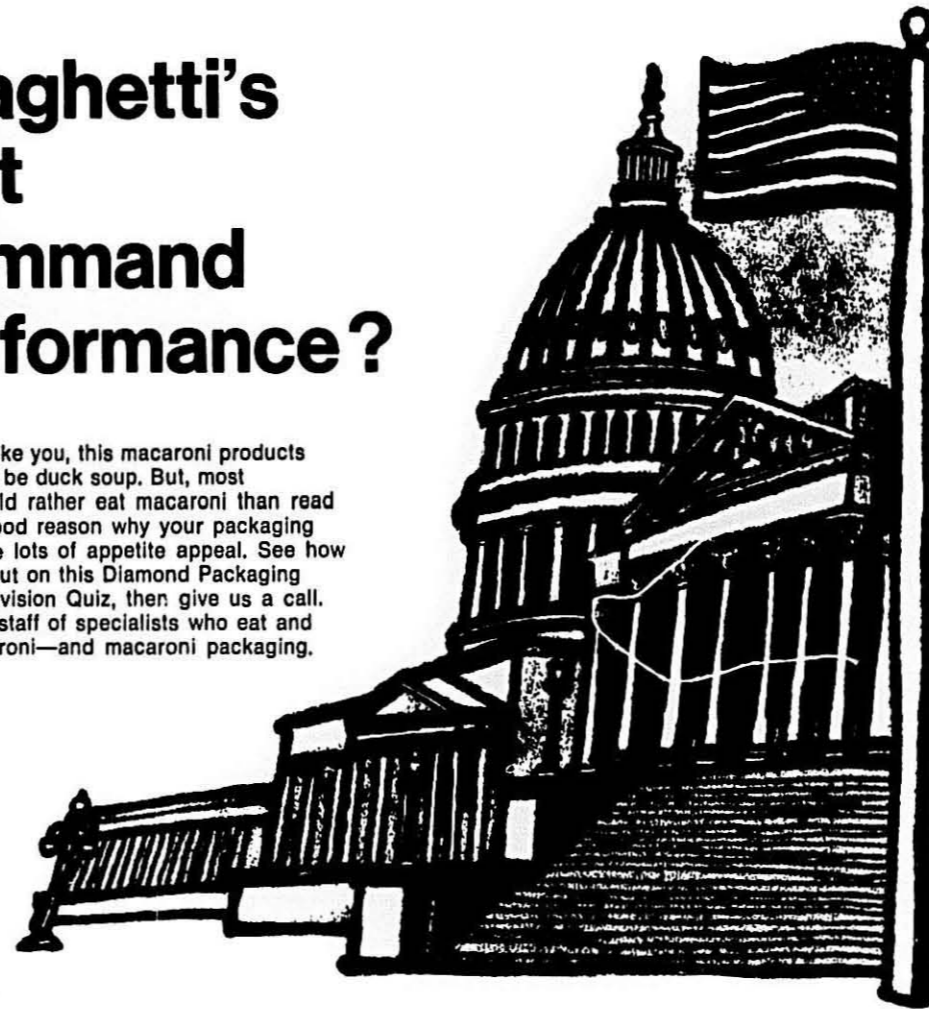
Leon Wright




Louis Loffredo

Spaghetti's first Command Performance?


To people like you, this macaroni products quiz should be duck soup. But, most people would rather eat macaroni than read about it. Good reason why your packaging should have lots of appetite appeal. See how you make out on this Diamond Packaging Products Division Quiz, then give us a call. We have a staff of specialists who eat and sleep macaroni—and macaroni packaging.




Macaroni Quiz




1. Which U.S. president was first to serve spaghetti at a formal presidential dinner?
(a) H. Hoover
(b) A. Jackson
(c) T. Jefferson




2. Italy tops the world in macaroni products consumed—50 lbs. per person per year. The U.S. ranks 2nd. How much do we eat?
(a) 45 lbs.
(b) 9.2 lbs.
(c) 27.1 lbs.



3. Four ozs. of roast chicken contains 210 calories. How many calories in 1/2 cup serving of the average macaroni product?
(a) 300 (b) 100 (c) 210



4. What is the meaning of the word "mostaccioli"?
(a) Little mustaches
(b) Northern noodle
(c) Much macaroni

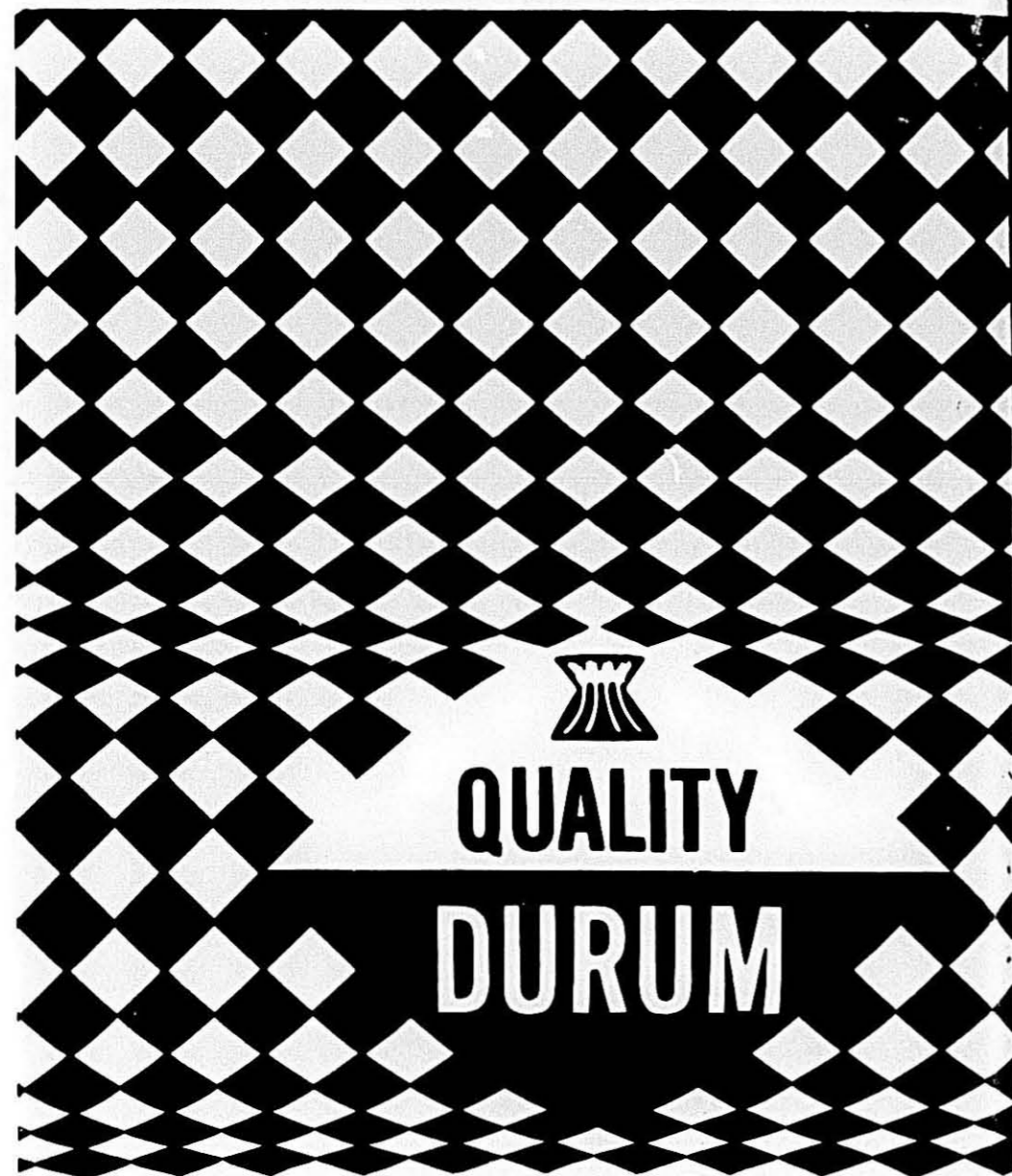


5. The Diamond Packaging Products Division can provide you with which of the following services?
(a) Package design
(b) Top quality printing
(c) Packaging systems

Answers to Quiz:
1. (c) 2. (b) 3. (b) 4. (a) 5. (c)



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