

**THE  
MACARONI  
JOURNAL**

**Volume 50  
No. 7**

**November, 1968**

# Macaroni Journal

OFFICIAL PUBLICATION  
OF THE  
NATIONAL  
MACARONI MANUFACTURERS  
ASSOCIATION

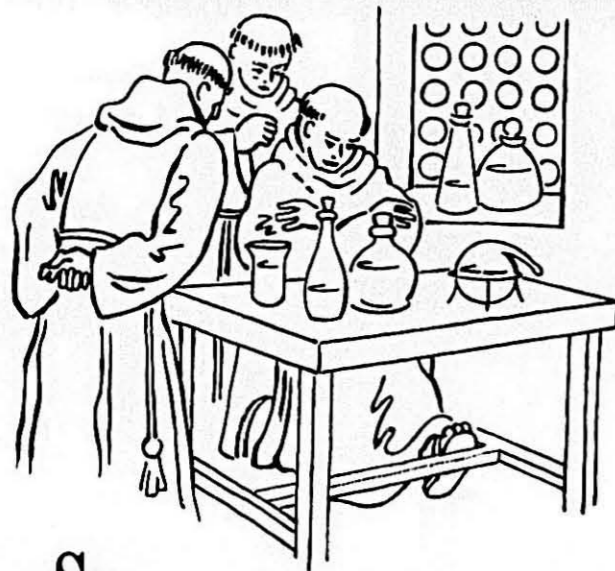


**NOVEMBER, 1968**

**Harvest Problems  
Think Spaghetti!**



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# The Macaroni Journal

November  
1968  
Vol. 50  
No. 7

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

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NOVEMBER, 1968

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### Cover Photo

Knee-deep in a field of durum wheat—wet harvest period cuts record crop. Story on page 6.

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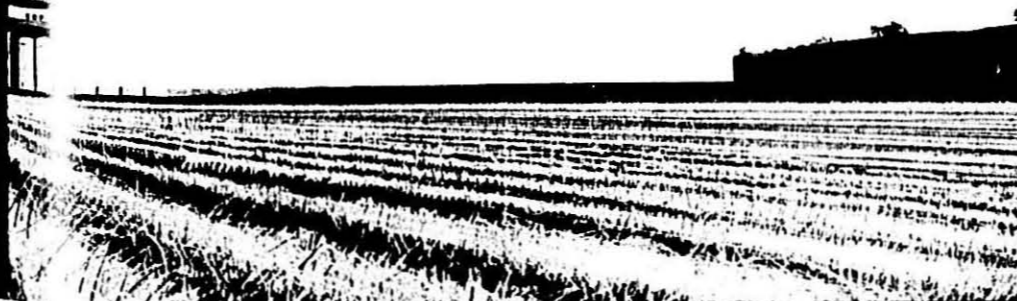
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## Harvest Problems Cut Record Durum Crop

**P**RODUCTION of durum wheat was estimated at 102,000,000 bushels as of September 1, down three percent from the August 1 forecast because of weather damage in North Dakota and Minnesota.

The estimate was based on reports from crop correspondents at 20 bushels per acre, one bushel lower than a month ago, but 6.5 bushels better than in 1967. Durum harvest is the latest in 19 years of record, and the decreased yield from August estimates likely was caused by a loss of test weight. It should be pointed out, however, that only 23 percent was in the bin by September 10 compared with 99 percent in 1967, and an average of 85 percent for the comparable date. Crop correspondents have had to rely largely on their own judgment rather than on returns from combines.

### Cold and Rain

Harvest was delayed throughout North Dakota and Minnesota from mid-August because of below normal temperatures and frequent showers. Precipitation was excessive in the northern Red River Valley and some areas of western North Dakota. Frost was reported over most of eastern North Dakota on the morning of August 14. This was the same area where durum acreage increases were most evident.

Cloudy days, heavy dew, and more general rainfall continued to hamper harvest operations for several weeks. Heavy equipment could not get into the wet fields and grain in swath deteriorated with sprout damage and loss of test weight. Green weeds started to grow through the downed grain.

The break in the bad weather came on September 6 for the Southern third of North Dakota and the combines went into action. Better weather allowed some progress in the rest of the durum territory following that.

### Market gyrations

The durum market gyrated with the filing of reports on crop conditions. On August 20, the Southwestern Miller reported: "No inclination was displayed to take on more extensive commitments and mills were encouraging the waiting attitude. Stability developed in pricing on the heels of the sensational drop of 40¢ a bushel during the preceding fortnight. Mills were not offering concessions, in fact were concerned about the



Late evening silhouette, as combines work late to bring in the crop.

ability to cover during requirements at current levels."

Those levels were at \$1.70 to \$1.75 for No. 1 Hard Amber, and well above loan. Even so, farmers were not offering old crop to make room for new and stocks in Minneapolis-St. Paul declined to 114,000 bushels compared with 1,024,000 the year prior. In Duluth stocks were only 839,000 bushels.

A week later, the Southwestern Miller noted: "A great majority of the trade will be out of contracts early in September and many are reluctant to be completely out without balances or on p.d.s. Shipping directions have been brisk but mills have been able to keep up without asking for delays."

It was also noted that: "Current prices of \$6.30 per cwt. of semolina compares with a starting basis last year of \$6.90 and the previous year of \$7.40. The macaroni trade remembers that in the 1966-67 crop year, final bookings were \$1 under the starting basis, and this knowledge contributes to a patient attitude."

### Light Receipts

The Labor Day week-end saw a further contraction of receipts and the market strengthened. Mill protection against a dime increase brought moderately expanded bookings to cover for the month. Mills were not pressing for more.

Southwestern Miller said: "Patience was the byword, and opinion was pre-

dominant that first big expansion would await an evaluation of the crop. Prices maintained the dime advance with most bookings going at \$6.15 bulk, Minneapolis. New flour differential of 30¢ under semolina held firmly."

The following week saw light receipts and commercial users bid 4¢ to 7¢ more for the best milling qualities and as much as 7¢ to 10¢ more for ordinary kinds, making the range for No. 1 Hard Amber Durum \$1.82 to \$2.02.

Macaroni business at retail was reported excellent and shipping directions continued brisk. Seven-day mill grinds were scheduled and mills were urging speed-up of turn-arounds for air-side cars.

### Combines Cleanup

Combines were rolling at full steam after the weather cleared during the last week of September. Even in the latest sections along the Canadian border excellent progress was made in mopping up operations. The greatest hindrance to the heavy equipment was soft ground in low places.

The North Dakota Weekly Crop Report for the week ending October 1 stated that 85% of the durum crop was completed, a gain of 12 points from the previous week. Generally the crop is all brought in by the end of September except for other wet years of 1965 and 1951.

The Northern Pacific Railway letter noted that adverse weather caused limited quality loss to this year's record wheat production. The letter went on to say that grain producers have placed a large percentage of their current crop in storage, choosing to participate in the federal loan program rather than selling at the existing market price. Agents from all areas of North Dakota report heavy construction of new farm storage facilities.

### Quality Variations

In a preliminary report on durum quality for the 1968 crop, Dr. K. A. Gilles of the North Dakota State University said: "In general, about 52% of the crop (44,000,000 bushels) graded No. 3 Hard Amber or better. Because of the greater degree of physiological damage, which is evident in a generally poorer kernel appearance than last year (such as less vitreous quality), there is some concern that the Grade 3 Hard Amber Durum may not be ideally suited for

semolina production. Our laboratory milling and processing tests on commercial samples ranging from No. 2 Hard Amber Durum to Sample Grade indicate a greater speckiness, lower yields and reduction of color in the semolina. Spaghetti produced from these semolinas tends to show speckiness, a slight dull color and softer texture. While the quality of macaroni products produced from 1968 crop durum is less desirable from the quality standpoint than last year's products, the quality of current products is better than that encountered in the year 1965."

### Durum Laboratory from the Peavey Bugle

**T**HE constant challenge of meeting the changes of the industry made the amount of time and work put into its development worthwhile," responded Jim Jacobs as he described his efforts in developing the Minneapolis durum laboratory's macaroni press. Jacobs, chemist at the Minneapolis durum lab, is almost solely responsible for the creation of the press.

### What is a macaroni press?

Before answering that—let's find out what the Minneapolis durum lab is and what it does.

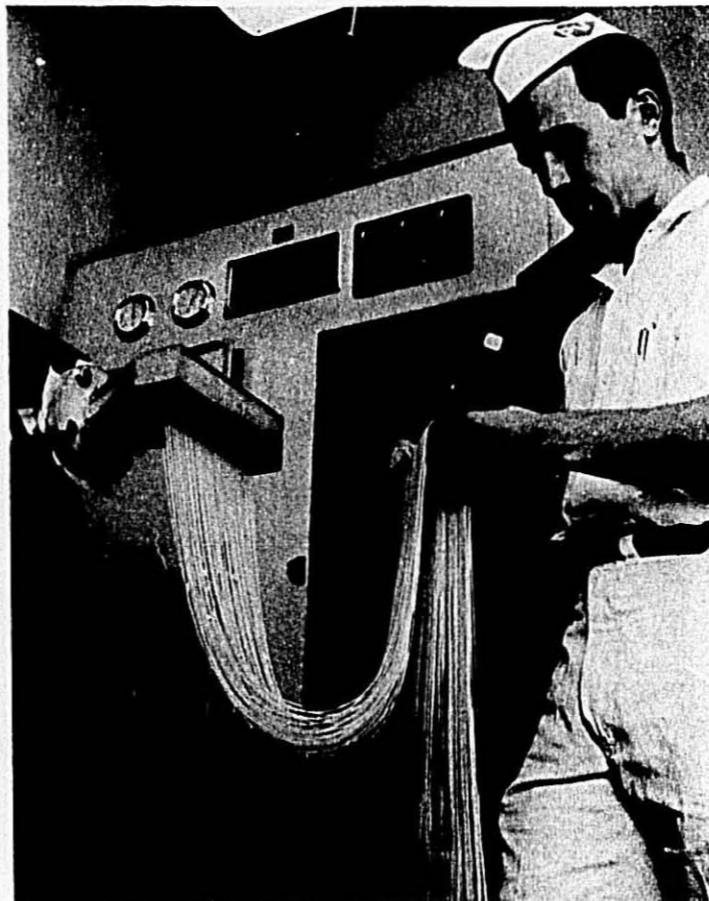
The lab is located on the seventh floor of the Minneapolis Grain Exchange Building amidst other Peavey Company offices. It is part of Peavey Company Flour Mills and is responsible for maintaining the quality of Peavey durum products. In order to attain this end, products from all Peavey mills are tested, as well as those of the customers and competitors.

But before any durum product can be tested, it must be changed from durum wheat into durum flour. The man responsible for this operation is Andres Valdez, lab assistant.

As the durum wheat comes in from the loading floor to be tested, it is placed in a miniature mill and ground into semolina or flour. Once it is in this form, the wheat's future use can be determined. Durum wheat is used mainly for macaroni products of many different forms.

After the type of product to be made is determined, the wheat is sent to the mill to be used. But the lab's work does not stop here. In order to insure quality and uniformity, samples of the flour or semolina are sent back to the lab as part of Peavey's quality control.

Once these durum products return to the lab, they are subjected to a number of tests. Samples are tested for color, particle size and over-all quality.



Jim Jacobs checks the color and texture of the macaroni which has been extruded from the macaroni press before placing it in the macaroni dryer.

### Color Important

Since color is a very important factor in the production of macaroni products, it is tested using several different methods. One way is by the use of the spectrophotometer. Through the use of light reflections the color of a sample can be converted to numbers and compared against an established standard.

The more common way by which color quality is determined, however, is with the naked eye. Durum or semolina is placed on a glass slide and submerged in water. This causes a thin "skin" to form on the outer part of the sample. After being removed from the water, the sample is placed in a drying oven. Once dry, the sample may be compared colorwise against a standard which is also on the slide. This is known as a slick test.

Many times the lab is asked to test flour or semolina for a customer as well

as for one of Peavey's own durum mills. This way the exact specifications of the customer's order may be maintained.

### Enter the Press

Here is where the macaroni press enters the story. The basic machine was purchased from a press manufacturer. Jim Jacobs since 1961, through constant work on the press, has modified it to the point where it can equally produce any macaroni product on the market. This is unique because it is a miniature scale model of a regular press. Due to its size, durum macaroni products may be produced and tested at only a fraction of the cost that would be necessary if a regular size press were used. For this reason, macaroni manufacturers from all over the country have worked with the lab to improve their present products or develop new ones.

(Continued on page 10)

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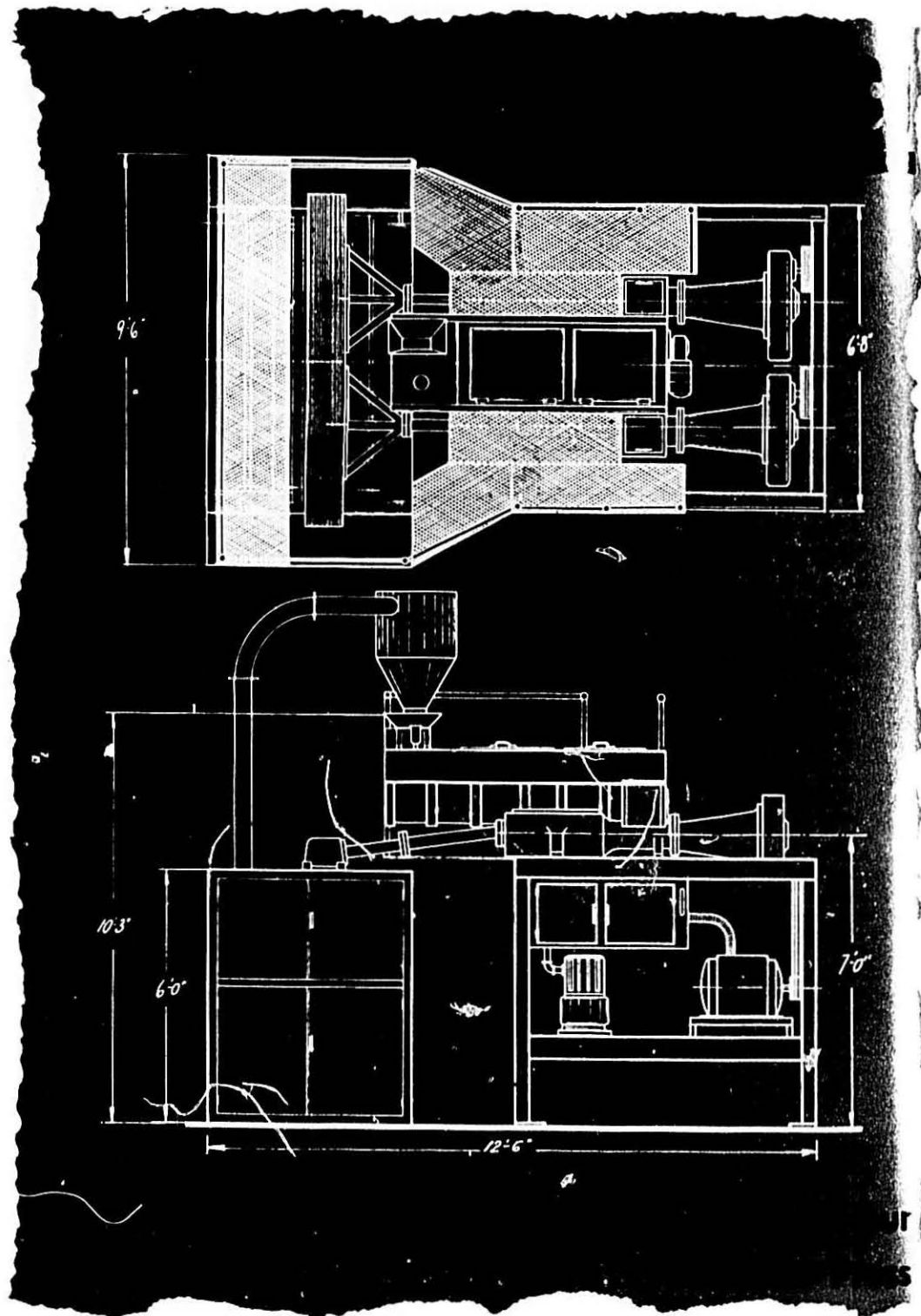
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**Durum Laboratory—**  
(Continued from page 7)

The press is a continuous type in which durum flour or semolina and water are added continuously and mixed in a vacuum chamber. This mixture is dropped into an auger and extruded (forced out) through a die to form the desired macaroni shape. Depending upon what die is used, spaghetti, macaroni, noodles, elbows, shells or any other shape can be produced.

Once the macaroni product is made in this fashion, it is placed in a macaroni dryer. Temperature and humidity are controlled in the dryer to prevent a "checked" or cracked product.

Since there are only three macaroni presses of this size in existence, Peavey makes this testing service available to any macaroni manufacturer in the country. Many use the press and the lab for the creation and testing of new products.

**Peavey Durum Mill At Hastings**

A durum wheat milling unit will be added at Hastings, Minnesota by Peavey Company Flour Mills.

Harry Deaver, vice president in charge of operations, said the unit, to be incorporated in the company's existing mill, will have capacity to produce approximately 5,000 cwt. per 24-hour day of semolina and durum flours for the macaroni industry.

Deaver said construction will begin as soon as possible with the intention of having the unit in operation late in 1969 or very early in 1970. He gave two reasons for the decision to add a fourth major unit to the Hastings operation.

One, it is part of Peavey Flour Mills' plan for maintaining its leading position as supplier to the macaroni industry, whose products have had steady growth in consumer acceptance;

Two, the additional capacity, utilizing every known modern milling technique will serve to round out the Hastings operation and make it more versatile.

**Pneumatized**

Deaver said the constant drive for quality of product in the milling industry demands that every advance in technology be put to use promptly. He said the new unit will be entirely pneumatized and will use every modern idea for making the flow of product through the milling process as efficient as possible.

The economic advantage from making this addition to the present mill comes about, Deaver said, through the ability to make fuller use of existing facilities.

These include wheat storage and blending, bulk flour and feed loading, wheat receiving and weighing, flour storage and warehousing.

He said the installation involves possibly relocating some of the durum capacity from the company's mill at Superior, Wis. He said the new addition at Hastings will not immediately affect any of the company's other mills, but that it creates the opportunity to make the best use of all facilities in the future.

**New Mill Building**

Frank Lindholm, Peavey's general milling superintendent, said the new unit will require construction of some additional wheat storage silos and a mill building. They will adjoin the existing elevator head house which serves the present mill. They will be of all-concrete construction.

This is the most recent of many additions and changes made by Peavey Company and its predecessors at Hastings. The mill today is located on the site where the Gardner Mill was constructed in 1873 and the King Midas Milling Co. called its plant there the Gardner Mill plant.



William G. Phillips

**New IM President**

The diversification program of International Milling Company, long-time flour miller now driving hard into consumer foods, has resulted in the election of its first chief executive not a member of the founding family.

William G. Phillips, 48, president of the Glidden-Durkee Division of SCM Corporation was named president and chief executive officer of the 67-year old Minneapolis concern, which had \$374,000,000 sales in 1967. Atherton Bean, 57, chairman and chief executive officer and a grandson of the founder, becomes

chairman of the executive committee while former president, P. J. Norman Ness, 63, becomes board chairman.

Phillips became president of Cleveland-based Glidden Company in 1964, and continued to run it after its merger with SCM Corporation shortly thereafter. He received a tender offer from Great-America Corporation. Glidden, which contributed \$364,000,000 in 1967 sales to SCM, achieved rapid growth in foods during his tenure.

**N.D. Wheat Commission Reorganization**

Steve Reimers, Carrington, was named Chairman of the North Dakota Wheat Commission for the 1968-69 year. He succeeds Floyd Poyzer, Ardena, who has held the position for two terms. Reimers farms at Carrington and has been on the Commission since 1965.

Elected Vice Chairman was Lloyd Jones, Palermo, who was elected to the commission in 1963.

Reimers, Poyzer and M. H. Gifford were named to the Board of Directors of Great Plains Wheat, Inc.

Paul E. R. Abrahamson and Merle Hedland were retained as Administrator-Secretary and Assistant Administrator, with Charles A. Nelson as Marketing Specialist.

**European Harvest**

Unsettled weather marked the European harvest period. Heavy rains at harvest time delayed operations. There were floods in Great Britain.

A revised official estimate of the Italian wheat crop shows a total of 9,400,000 metric tons, against 9,560,000 last year. Bread wheat output is now placed at 7,400,000 tons and durum at 2,000,000. This is a 6.1% increase in bread wheat and a 22.6% decrease in durum.

The French crop of bread wheat of August 1 was 14,116,000 tons, against 14,180,000 last year. Durum wheat was 268,000 tons against 203,000. Loss of test weight was reported later with poor weather conditions.

Greece will be all but out of the wheat export market in 1968-69 according to the Foreign Agricultural Service. The 1968 crop is expected to include 1,235,000 tons of soft wheat and 335,000 of durum, with the durum quality "questionable."

F.A.S. said: "According to information from reliable sources, it is doubtful whether more than about 135,000 tons of durum—the amount required for semolina—will be available for this use. Because of the high percentage of chaly kernels, the remaining 200,000 tons

may possibly be graded as suitable for feed and export."

In Germany, the harvest was hampered by wet, cool weather. The quality of the grain was so low in regions where harvesting had been completed that it was suitable only for feed. Where harvest could not be completed, crops were to be plowed under. A state of emergency has been declared by Minister of Agriculture M. Hoecherl.

Pessimistic press reports appear on the Russian crop. In certain regions of European Russia and the Ukraine, the crop is down by 20% from that of last year, it is claimed.

**In Canada**

Mid-August forecasts of a well-above-average wheat crop, about 649,000,000 bushels, have been slashed to a current 560,000,000, and the final result could drop to less than 500,000,000 making it the smallest harvest in years. Wet weather delayed ripening and harvesting the crop and in the West there was frost damage.

**Buyers Look Again**

Buyers were reported to be taking a new look at egg supplies and were trying to cover requirements for the balance of 1968, and in some instances, into 1969. This activity and declining warehouse stocks had an effect on frozen egg prices with yolks advancing even more than whites.

A decrease of 2% in laying flock and 17% in pullets was reported as of September 1. The hatch has been consistently below 1967 and on August 1 was 13% below 1967. The slaughter is about 10% below 1967 which indicates a higher percentage of old hens in the flock that will have to come out before there are pullets to replace them. Egg output is expected to decline for the balance of 1968 and on into the first quarter of 1969. Price levels will be much higher than in 1967 and early 1968.

**Eggs in Cold Storage**

On January 1, 1968 the storage holdings of frozen egg products were 89,490,000 pounds compared with 36,230,000 pounds the year before—a difference of 52,260,000 pounds.

**Poultry Goes for Sprouted Wheat**

Wheat has long been used as a poultry feed, and is even preferred by turkeys over corn, oats, and barley.

With the widespread damage to the area's wheat crop from wet weather, there should be an abundance of damaged wheat available for poultry feed, says Irv Mork, extension poultryman at North Dakota State University.

Mork emphasizes that wheat showing signs of mold should not be fed, but sprouted wheat makes excellent poultry feed. The wheat should be supplemented with at least 15 per cent of oats or other good quality grain. However, it's up to the individual how to best supplement the wheat, Mork says.

The feeder of damaged wheat should have storage facilities for keeping it dry, Mork points out. He says some farmers have blended the wheat with dry grain with good keeping results. The wheat should be dried to 13 to 13½ per cent moisture to prevent molding.

**Egg Prices Rise**

August was the month when the long anticipated shell egg price recovery began.

An August heat-wave hit the important egg producing areas in the South and Midwest putting many laying chickens out of production. Chickens don't lay eggs readily in hot weather. And egg receipts showed the effect of the heat by driving the table egg market to the highest level in several years.

In addition, a Government program to buy scrambled egg mix, recently completed, reduced the supply of shell eggs for the open market and tended to buoy egg prices, market watchers contend.

Because of the relatively large inventories of egg products in the hands of both manufacturers and users, the frozen egg market was too low to attract any eggs from the other markets and breaking for freezing came to a grinding halt. While inventories were termed large, actually they represented only a couple of months supply under normal usage and it was predicted in Mid-September that on October 1 holdings in storage would be under 1967.

Holdings on August 31 were as follows:

	1967	1968
Frozen Egg Whites	11,079,000	12,136,000
Frozen Egg Yolks	24,090,000	25,235,000
Frozen Whole Eggs	61,729,000	66,378,000
Frozen Egg Blends	2,040,000	4,650,000
	98,938,000	108,399,000

With the very limited production now prevailing it is expected that present holdings will shortly be below those of 1967, and for the balance of 1968 and the first half of 1969 holdings will drop rather rapidly.

**Poverty Breakfast**

The following item is reprinted in its entirety from the American Hatchery News:

Egg producers and a lot of other people in the poultry industry know a bargain when they see it, and a bargain they got when they attended the National Egg Council "Poverty Breakfast" on the final day of the American Poultry Congress in Cincinnati. They not only learned that new, enticing egg products are on the market now but learned a great deal about egg pricing and egg quotations.

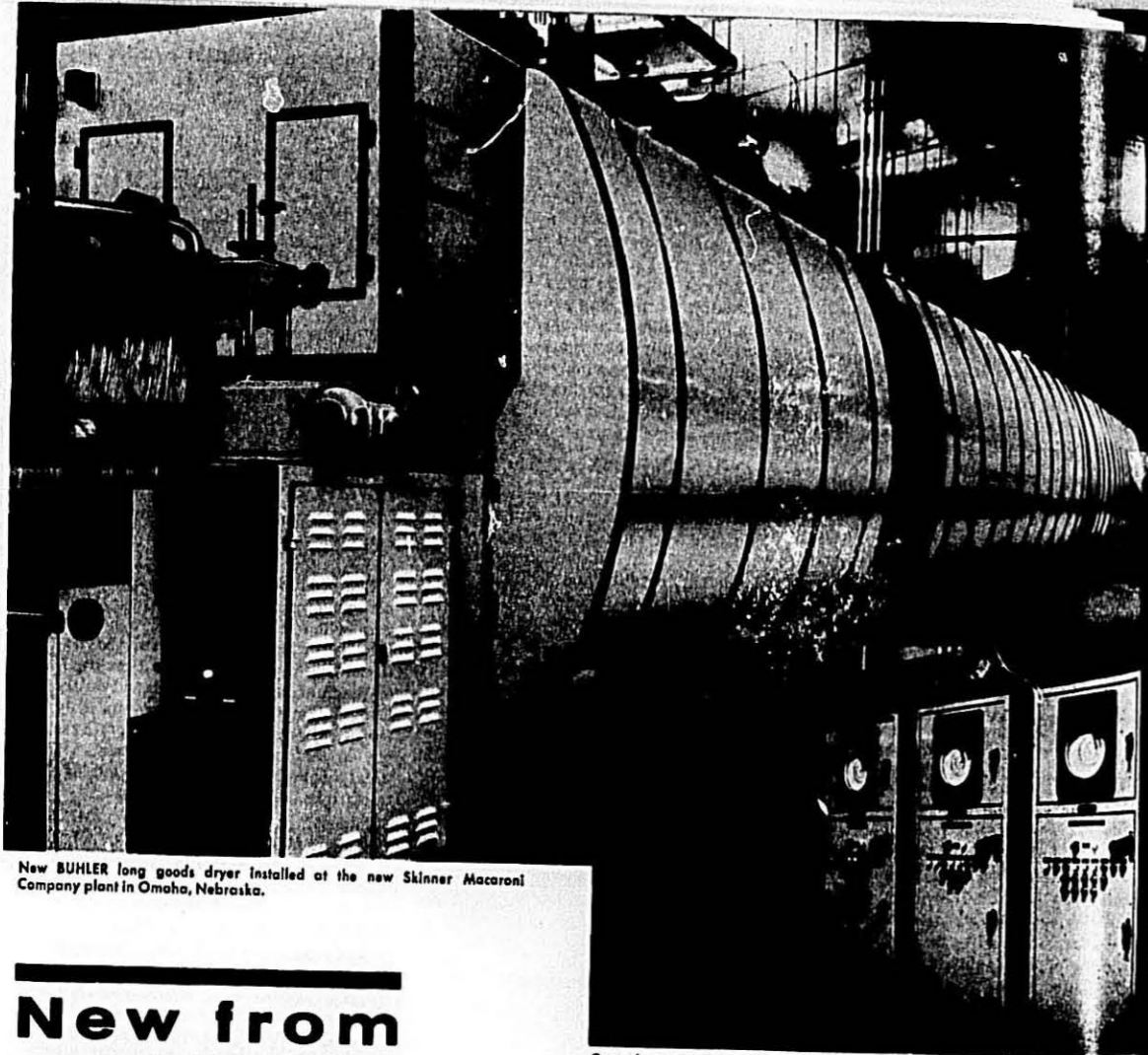
In less time than it took for NEC President Chester Fassio to ask "what happened?", all of the available tickets to the NEC breakfast were bought at the poverty price of 39¢ each or three for a dollar. It was a record NEC crowd.

And when they filed in for breakfast, they were served orange juice, four sausages, sweet rolls, coffee, two large helpings of scrambled eggs made from blended whole egg products. One blend was the Roberts Dairy mix being dis-

(Continued on page 14)

**Government Egg Reports**

U. S. Cold Storage Report	Sept. 1, 1968	Year Ago	5 Yr. Average
Shell Eggs (Cases)	233,000	315,000	211,000
Frozen whites	12,136,000	11,079,000	19,375,000
Frozen yolks	25,235,000	24,090,000	24,468,000
Frozen whole eggs	66,378,000	61,729,000	52,364,000
Frozen unclassified	4,650,000	2,040,000	2,420,000
Frozen Eggs—Total	108,399,000	98,938,000	98,627,000
Crop Report (48 States)	August 1968	August 1967	
Shell eggs produced	5,625,000,000	5,781,000,000	
Average number of layers	306,049,000	311,450,000	
Average rate of lay	18.38	18.56	
Layer Report:	Sept. 1, 1968	Sept. 1, 1967	
Hens and Pullets of Laying Age	307,792,000	314,141,000	
Pullets not of Laying Age	74,425,000	89,648,000	
Total Potential Layers	382,217,000	403,789,000	
Eggs Laid per 100 Layers	58.4	59.3	

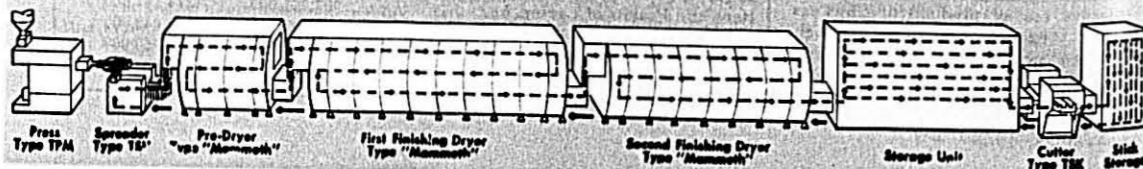


New BUHLER long goods dryer installed at the new Skinner Macaroni Company plant in Omaha, Nebraska.

Control center for dryer line at Skinner Macaroni Company.

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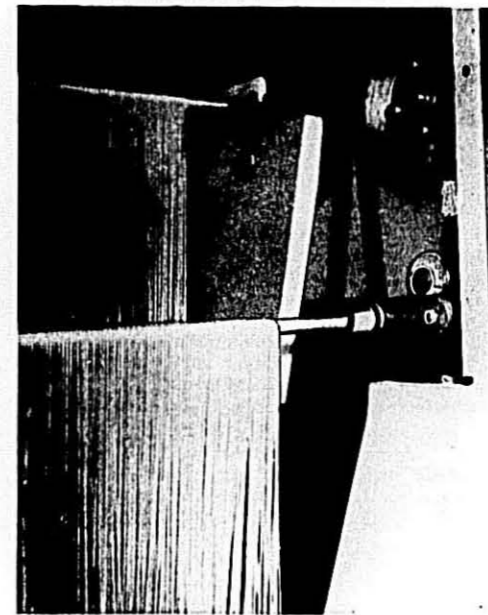
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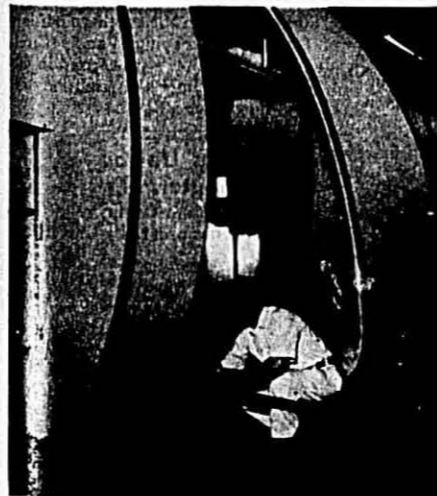
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### Poverty Breakfast—

(Continued from page 11)

tributed by USDA to needy families and used by the U. S. Armed Forces. It consists of 51% dried whole egg solids, 30% non-fat dried milk, 15% vegetable oil and 1.5% salt.

The other was a 100% whole egg solids blend prepared for commercial use by Henningsen Foods, Inc., New York.

The more than 400 person taste panel could tell there was a difference in the two egg mixes, but not many were certain which was which. The Henningsen whole egg mix had a lighter color, while the "poverty mix" had a darker, gold tone. It also had an ever-so-slight granular texture.

But both products were quite palatable, and for most, it was their first experience eating scrambled eggs reconstituted from such egg products. For World War II veterans who recall with grimaces the old dried eggs of 25 years ago, it was truly a surprising and delightful experience.

How did the National Egg Council fare financially on the breakfast? Poorly, indeed, but then who has made money selling eggs this year?

The irony of it was that Henningsen Foods contributed their whole egg solids blend, but it was necessary for NEC to buy the "poverty mix." The industry doesn't qualify, even after 18 months of low prices.

### Henningsen Appointments

Robert Eggleston has been named to the newly created position of manager of technical services for Henningsen Foods, it was announced by Dr. H. M. Slosberg, senior vice president of the company. Eggleston, who has been with Henningsen since 1952, has served as quality control manager for the corporation and has been active in egg products research. Eggleston will be headquartered in the Food Research & Development Laboratories in Springfield, Missouri.

At the same time, Ron Upshaw, currently assistant quality control manager for the company, has been promoted to quality control manager. Upshaw, who was with Safeway Stores prior to joining Henningsen in 1960, will coordinate the activities of the plant quality control managers and all sanitation programs. He will operate out of the firm's production offices in Omaha.

### Research

Research may be the goose that lays the golden egg, but without sound management it's just a broody hen.

—A. C. Copsisarow.



Norman A. Chezek

### Rossotti Vice President

Charles C. Rossotti, President of Rossotti Lithograph Corporation of North Bergen, N.J. has announced the appointment of Norman A. Chezek as Vice President of the company, effective August 1, 1968.

Mr. Chezek was born in Oconto, Wisconsin and for many years represented Stone Container Corporation, handling their Eastern operations. He will be based at the Rossotti headquarters in North Bergen, New Jersey and will be responsible for marketing, new products development and various aspects of administration.

Rossotti is a nationally known manufacturer of folding cartons and labels in the packaging industry since 1898.

### La Rosa Offers Original Paintings

La Rosa Italian foods will offer original oil paintings in a promotion this fall. Four different designs are available

**Valuable Original Oil Painting Offer!**

Painted on canvas and signed by European Artists.

Don't Miss this wonderful opportunity to own an original oil painting done in Europe and signed by highly talented European Artists!

Get Full Details on Special La Rosa Packages

and each painting measures 11 inches by 14 inches. The premium can be obtained by sending two box tops on any La Rosa product and \$3 to V. La Rosa & Sons at 111 Cantlague Rock Road, Westbury, N.Y. Order blanks will appear on the back panel of La Rosa products and on shelf talkers. Two different style frames are also available for \$2.95 and an additional 2 box tops.

The packages bearing the offer, order blanks and premium description were available in September and October. Retailers are also offered 25 cents off per case on two featured La Rosa items during these two months.

### Election Contest

Skinner Macaroni Company held an "election" contest that ran through October 28. The contest required participants to estimate the total combined vote of all candidates in the 1968 Presidential election. First prize is a trip to the January inauguration for two people. Included in the first prize are tickets for the parade, ball, an electric eye camera and \$200 cash. One thousand additional prizes will be offered.

Entries were to be accompanied by a Skinner label.

Full page ads in the southern editions of Good Housekeeping, Family Circle and Junior Farmer were carried in October issues. Skinner's distribution area is the Midwest and South.

### Skinner Uses Univac 9400 Computer

Skinner Macaroni Company of Omaha, Nebraska has ordered a Univac 9400 computer.

Skinner will use the 9400 with its present Univac 1004 Processor for warehouse inventory control, inventory invoicing, sales analysis, payroll and accounts payable.

The system will include two Univac 8411 Disc Drives which will store up to 14,000,000 bytes of information, and which will allow any record to be located and read on a random basis in approximately 88 milliseconds.

The Univac 9400 is a medium-size computer announced in January, 1968 by Sperry Rand's Univac Division.

### Robert C. Guerrisi

Funeral services were held in Lebanon, Pennsylvania, Sept. 5, for Robert C. Guerrisi, 47, vice president for sales, San Giorgio Macaroni, Inc. Sympathies go to the family.

People Problems—Winter Airing Hotel Diplomat—Jan. 29-Feb. 1

THE MACARONI JOURNAL

**ASEECO CONVEYING SYSTEMS**

ASEECO LIFTS

SANI PLAS BUCKET

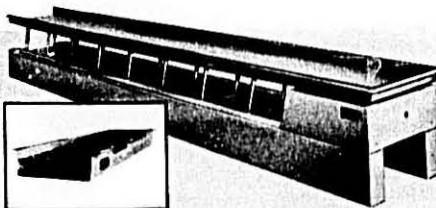
DELRIK ROLLERS

### BELT CONVEYORS

A complete line of standard belt conveyors with modern, streamlined frames—sanitary construction and "quick connect sections"—Special features are offered such as: Lorig self-aligning drive pulleys—Powered rotary doffers for wiping belts on return side—Dust tight enclosures—Flat-wire and mesh-wire steel belts.



Write for Bulletin CC-10.

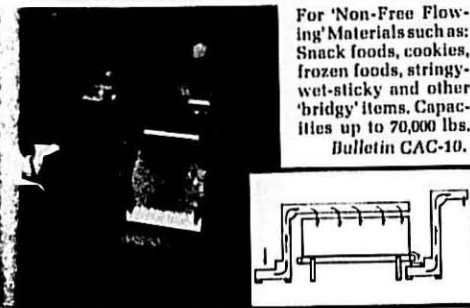


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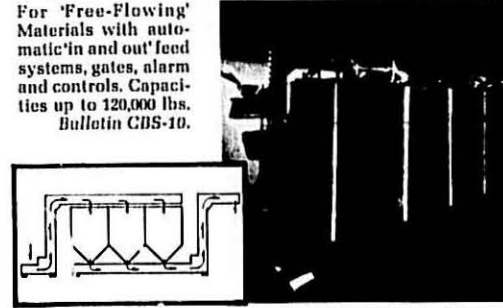
### ASEECO BULK AND SURGE STORAGE SYSTEMS

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For 'Non-Free Flowing' Materials such as: Snack foods, cookies, frozen foods, stringy-wet-sticky and other 'bridgy' items. Capacities up to 70,000 lbs. Bulletin CAC-10.

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For 'Free-Flowing' Materials with automatic 'in and out' feed systems, gates, alarm and controls. Capacities up to 120,000 lbs. Bulletin CBS-10.

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Services Offered: Plant Engineering and layout • Electrical Engineering and control panels • Erection and start-up

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Write for your nearest representative.



## Festa di Pasta Held at Tiro A Segno

THE Italian atmosphere of Tiro A Segno, an unusual private club, was appropriate for the Festa di Pasta sponsored by the National Macaroni Institute on September 25. While American macaroni manufacturers bow to no one in the world when it comes to quality products, they do acknowledge the historic contribution of the Italians.

### Press Party

This, the second annual press luncheon given by the macaroni industry, was a lavish antipasto buffet which included salami, coppa, anchovies, shrimp, tiny meat balls, sardines, stuffed eggs, and pickled mushrooms. All offered delightful nibbling but the featured foods were Lasagne made with a cream sauce instead of the usual tomato sauce, and Rigatoni with Meat Sauce.

What, no spaghetti? No, not on the buffet. That came later, in individual platters rushed steaming hot to the tables, in the form of an appetizing classic, Spaghetti al Pesto. The spaghetti was served in this manner because the club's steward, Antonio Manfredi, has great respect for pasta, and insists that spaghetti must be served immediately after it is cooked. He wants guests of the club to enjoy spaghetti at its very best.

### Dedicated Maitre d'

Mr. Manfredi's enjoyment of Italian foods is perhaps responsible for his dedication to perfection in the preparation of pasta recipes. He came to New York from Portofino in 1922 and developed his talent for cooking by working in various restaurants. Since 1939 he has been the steward of Tiro A Segno.

The club secretary, Mr. Leon Micheli, enjoys talking about historic events of the club as much as Mr. Manfredi enjoys talking about its food. The club has been in the building on MacDougal Street in New York since 1930. This year marks the eightieth anniversary of the club's official existence. Actually it began on an informal basis before 1888 when Italians recently migrated to

America got together to hunt as they had in Italy.

The decor of the club informs the visitor of its original purpose. Rifles hang on the walls and silver trophies gleam from display cases. The big cups which are highly prized, are awards for clay bird shoots, target shooting and live pigeon shoots.

### Greetings by Manufacturers

The editors and related item advertisers who had been invited to the party were greeted at the door by macaroni manufacturers (all members of the Board of Directors). After a cocktail hour and reception, the guests were escorted to tables of eights and tens where the macaroni experts served as discussion coordinators during luncheon.

Following luncheon Ted Sills greeted the guests and introduced Peter J. Viviano, president of the National Macaroni Manufacturers Association. After his greetings of welcome he said: "The presidents and vice presidents of macaroni firms, whom you have met today, illustrate the fact that the macaroni business is usually a family business. Many of these men are sons, grandsons or great grandsons of the founders of their companies, and in many cases the family name is the same as the firm's name. We hope you've enjoyed getting to know them as people, as well as macaroni manufacturers. We hope you've had enough time to ask your questions of the experts—and that you have received the information you sought."

### Questions by Editors

Then Al Ravarino, chairman of the National Macaroni Institute, was introduced and went around the tables with a traveling microphone to get the comments and questions of the editors and home economists.

All in all, it was a nice party. Everyone enjoyed the luncheon and pasta dishes. It did a fine soft-sell for macaroni products and the industry.

### New York Regional Meeting

Some sixty macaroni manufacturers and allies met at the Belmont Plaza Hotel in New York City on September 26.

Following a luncheon of Chicken Tetrazzini, colored slides of the Press Party held the previous day were shown by Ted Sills and Elinor Ehrman. Marian Laylin gave a run-down of publicity placements planned for National Macaroni Week.

### Supply Situation

There was keen interest in the durum situation and each representative of the durum mills were called upon to briefly report their view of the current situation. It was stated that final assessment of the quality of the crop could not be made for another three or four weeks. In the "Durum Triangle" cool, damp weather continued. Towner County reported two weeks of good harvest weather still needed. Ramsey County said: "Those with crop dryers made the most headway." Cavalier County, where the Durum Show is held, needed another week to wind up harvest operations.

There was concern, too, for rising egg prices. With the combination of higher egg costs and a rising flour market, one large Eastern manufacturer raised noodle prices to keep profit margins in line.

### Round Tables

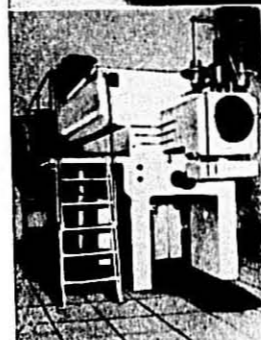
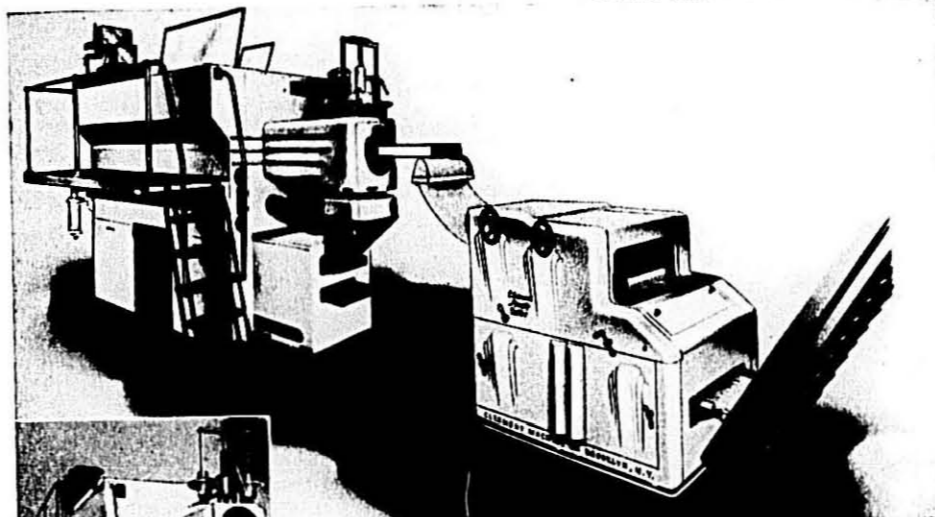
In round-table discussions the problem of coping with demand in the next five years was considered, as well as the development of new products, and people problems. It was the consensus that the industry was optimistic about its ability to handle increasing demand although the development of new products poses problems. It was observed that it is difficult to get menial jobs these days when welfare program fits are so close to the low wage line in the highly competitive food industry.



Round-table discussion participants: (Left to right) Renato Balossi, Jack Leary, Paul Vermylen, Frank Fumagalli, John Amato, James Winston, Anthony Gioia.

## 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.

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# THINK SPAGHETTI!



**ARE you with it, man?**  
The macaroni message to the NOW generation was carried in the October issue of Forecast Magazine for home economists. Read by home economics teachers, the word was to celebrate National Macaroni Week with a pasta party in the classroom and to offer cooking tips and groovy recipes for teen fests.

Recipe folders addressed to the NOW Generation asked these questions:

- Planning to feed your friends?  
**Think Spaghetti!**
- Cooking for the family?  
**Think Spaghetti!**
- Short on time? Or money?  
**Think Spaghetti!**

You may want a simple and hearty meal; you may prefer a classic dish appreciated by gourmets. Either way, whatever the occasion, spaghetti—or one of the many other macaroni and egg noodle products—will fill the bill.

Macaroni products are easy to prepare when you have the savvy. So, take a look at the simple Basic Directions for cooking macaroni products. Then . . . go on to the recipes . . . and macaroni power.

### Think Spaghetti!

These simple BASIC DIRECTIONS will guarantee perfect results every time you cook spaghetti—or macaroni or egg noodles. The directions are based on 2 cups (8 ounces) of macaroni which, after cooking, will provide 4 servings. When larger amounts are prepared, use 4 to 6 quarts of water and 2 tablespoons of salt for each pound of macaroni product.

1. In a large sauce pot, heat 3 quarts of water to rapid boil.
2. Add 1 tablespoon salt.
3. Gradually add 2 cups (8 ounces) macaroni, OR 8 ounces spaghetti, OR 8 ounces egg noodles (about 4 cups). Be sure the water continues to boil. The rapid and continuous boiling keeps the macaroni moving about so it will cook quickly and evenly.
4. Cook, **uncovered**, stirring occasionally and gently, until tender. Stirring keeps the macaroni evenly distributed and moving in the boiling water so that all of it will be evenly cooked.
5. Test for doneness by tasting a piece of macaroni. It should be **tender**, yet firm—as the Italians say, **al dente**, "to the tooth." Cooking time will vary with the size and thickness of macaroni product used; average is 8 to 10 minutes. Cook a little shorter time if the macaroni will be used in a casserole and receive further cooking.
6. Immediately drain the macaroni in a colander. Serve as quickly as possible, or mix with other ingredients in the recipe, for freshly cooked macaroni is the very best kind there is. Do not **rinse**, unless the macaroni is to be used in a cold salad. Then, rinse with cold water and drain again.

### Spaghetti Eclectic . . . do your own thing

Two or more of the following:

- 2 pounds ground beef, salted and sauteed
- ¾ pound Italian sausage, sliced and sauteed
- 1 pound frankfurters, sliced and sauteed in butter
- 3 cans (8½ or 7 ounces each) tuna, flaked and sauteed in the oil
- 2 cans (10½ ounces each) minced clams, heated and drained

Two or more of these:

- 3 medium green peppers, thinly sliced and sauteed in oil
- 3 medium onions, thinly sliced and sauteed in butter
- 1 pound mushrooms, sliced and sauteed in butter
- 1 cup sliced pimiento-stuffed olives
- 1 cup sliced pitted ripe olives

Add these for toppers:

- ½ pound bacon, fried crisp and crumbled
- Crushed red pepper
- Freshly grated Parmesan cheese
- 4 cans (10½ ounces each) marinara sauce
- 1 pound spaghetti, cooked according to Basic Directions.

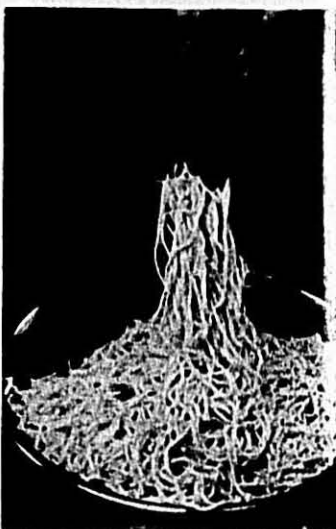
Choose and prepare accompaniments; keep sauteed foods hot, others at room temperature. Heat sauce. Cook spaghetti last. Arrange accompaniments, sauce and toppings buffet style. Serve spaghetti in individual shallow soup bowls. Let everyone add accompaniments in any desired combination, then sauce and toppers. (Makes 8 servings)

### Spaghetti "Snack-A-Roni" . . . great nibble power

8 ounces spaghetti, broken in half, cooked according to Basic Directions  
Hot salad oil for deep frying  
Onion salt

Rinse drained spaghetti with cold water; drain again. Separate pieces of spaghetti which may cling together and drop a few at a time into hot fat (375°). Deep fry just enough at one time to cover bottom of fry basket or fryer. Fry about 3 minutes or until evenly and lightly browned. If necessary, separate spaghetti pieces while frying. Spread on paper towels to drain. Sprinkle with onion salt. Serve with choice of cold beverages. (Makes about 4 quarts loosely packed.)

**Warning:** When you think you've made enough, make that much more. The appealing shapes, delightful crunch and tangy flavor are reasons why this unusual snack food will disappear quickly. If there's any left over, store in a tightly covered container.



Think Spaghetti!

THE MACARONI JOURNAL

### Spaghetti With Soul . . . Memphisville for pasta lovers

- 3 large cloves garlic, minced
  - ½ cup olive oil
  - 1 pound spaghetti, cooked according to Basic Directions
  - ¼ cup water drained from spaghetti
  - Freshly grated Parmesan cheese
- Saute garlic in olive oil 10 minutes; do not brown. Cover and keep hot. Stir in reserved spaghetti water. Pour over spaghetti; toss. Serve with Parmesan cheese and pass the pepper mill.

### Kicky Macaroni . . . charged with chill

- 2 pounds ground beef round
- 3 tablespoons butter or margarine
- 2 cups chopped onion
- 3 cloves garlic, minced
- 1 can (1 pound, 12 ounces) tomatoes
- 1 quart tomato juice
- 4 teaspoons salt
- 2 tablespoons chili powder
- 1½ teaspoons cumin seed
- ½ teaspoon cracked bay leaf
- ½ teaspoon oregano leaves
- ½ teaspoon pepper
- 3 cups elbow macaroni (12 ounces), cooked according to Basic Directions

In Dutch oven or heavy saucepan, brown beef in butter, stirring frequently. Add onion, garlic, tomatoes, tomato juice, salt, chili powder, cumin seed, bay leaf, oregano and pepper; mix well and simmer covered 1½ hours.

Add macaroni to chili, heat through. Serve in bowls. (Makes 10 servings.)

### Groovy Macaroni . . . no dropouts with this dish!

- eggplant (¾ to 1 pound, pared and sliced crosswise)
- Oil
- 1 cup sliced onion
- 2 cans (8 ounces each) tomato sauce
- 1 teaspoon basil leaves
- 3 cups rigatoni (8 ounces) cooked according to Basic Directions; or use 2 cups elbow macaroni (8 ounces)
- Grated Parmesan cheese
- ½ pound mozzarella, cut into half slices
- Brown eggplant slices in ½ cup oil (frying more as needed). Drain on paper towels. Saute onion in 1 tablespoon oil until crisp-tender. Add tomato sauce and basil; simmer 10 minutes.

In 1½-quart rectangular baking dish layer macaroni, sauce and eggplant; sprinkle with Parmesan cheese. Top with mozzarella. Repeat until all ingredients are used, ending with mozzarella. Bake in 375° (moderate) oven 25 minutes or until mozzarella melts. (Makes 4 to 6 servings)

### Zappy Macaroni Salad . . . it's mustardized!

- 4 cups elbow macaroni (1 pound) cooked according to Basic Directions
- 2 tablespoons chopped scallion or green onion
- 1 cup sliced radishes
- 2 cups sliced celery
- 1 cup mayonnaise
- 3 tablespoons spicy brown mustard
- 1 tablespoon prepared horseradish
- 2 teaspoons salt
- ¼ teaspoon white pepper

In large bowl combine macaroni, scallion, radish and celery. Blend together mayonnaise, mustard, horseradish, salt and pepper. Toss dressing with macaroni mixture. Chill. (Makes about 3 quarts.)

### Guru's Noodles . . . inspired by the mysterious East

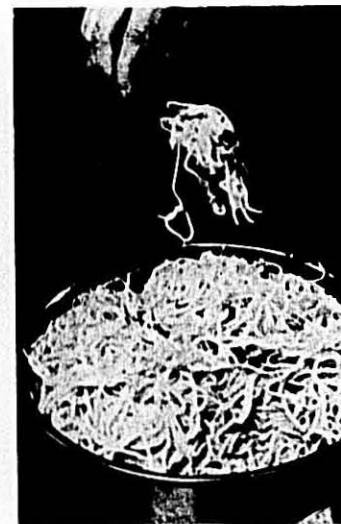
- 1½ pounds pork shoulder, cut in 2 x ½-in strips
- 2 tablespoons butter or margarine
- ½ cup sliced onion
- ¼ cup chopped green pepper
- 1 tablespoon curry powder
- 1 teaspoon salt
- ¼ teaspoon pepper

Water  
1½ cups (large can) unflavored velvetized evaporated milk  
1 medium apple, cored, pared and shredded  
1 tablespoon flour  
8 ounces fine egg noodles, cooked according to Basic Directions

Brown pork in butter; drain off any excess fat. Add onion and green pepper. Stir in curry powder, salt, pepper and ½ cup water. Bring to boil. Cover and simmer 45 minutes. Add milk and apple; cook uncovered 15 minutes longer or until pork is tender. Blend with 2 tablespoons water. Stir into curry; boil 1 minute, stirring, until sauce thickens. Serve over noodles. (Makes 4 to 6 servings.)

### Go-Go Noodles . . . a take-along dish

- 1 medium onion, chopped
- ½ cup chopped celery
- ½ cup butter or margarine
- ½ cup flour
- 3 cups milk
- 1 cup heavy cream
- 1 teaspoon salt
- ½ teaspoon thyme leaves
- ½ teaspoon pepper
- 4 cups grated sharp Cheddar cheese (about 1 pound)
- ½ cup diced canned pimientos
- 1 pound medium egg noodles (about 8 cups) cooked according to Basic Directions



Think Spaghetti!

In medium saucepan saute onion and celery in butter until crisp-tender; stir in flour. Gradually add milk and cream; cook, stirring constantly until sauce boils 1 minute. Remove from heat. Add remaining seasonings and 3 cups of the cheese. Stir until cheese melts. Combine sauce, pimiento and noodles. Turn into 3-quart baking dish. Sprinkle remaining cheese on top. Bake uncovered in 375° (moderate) oven 15 to 20 minutes, until bubbling. To keep hot for picnic, cover immediately and wrap in heavy towel or newspapers. (Makes 8 servings.)

### Noodles For Swingers . . . really turns on appetites

- 8 ounces wide egg noodles, cooked according to Basic Directions
  - ½ cup butter or margarine
  - 2 teaspoons dill weed
- Return drained noodles to cooking pot; toss with butter and dill weed until butter melts. Serve immediately with lemon wedges, if desired. (Makes 4 servings.)

### Big Spenders

Never underestimate the influence of a teen-age girl—or anyway of 12,500,000 teen-age girls, which is the U. S. count. Gilbert Marketing Group has just surveyed the group for Seventeen Magazine, and here are some of the findings:

- They spend \$7.1 billion annually and influence parental spending of still more (e.g., on automobiles).
- 3,000,000 make up the family grocery list; 7.3 million go marketing.
- 7,000,000 hold part-time or full-time jobs.



**PENETRATING  
PEOPLE  
PROBLEMS**

**WE ARE ON THE THRESHOLD**

**OF A SECOND RENAISSANCE**

But instead of a Renaissance of aristocracy, ours is a Renaissance of the common man. I believe as business leaders it is important that we recognize this new climate as we look ahead for I am convinced that the social and economic changes which are taking place throughout the world today will have powerful effects on our organizations both externally and internally. Certainly these sweeping changes and the speed with which they are taking place makes planning difficult — yet, their very presence would seem to demand more careful and thoughtful preparation if there is to be any assurance that today's business will survive tomorrow.

Permit me to define what I believe to be the anatomy of a sound plan. It seems to me that there are three separate and distinct elements:

1. **The Dream**
2. **The Executive Dialogue**
3. **The Implementation**

I would like to spend my time on the first two elements because too little emphasis has been given these fundamentals. I am convinced that no business can be successful over a prolonged period of time without a well-defined goal — the dream or inspiration which directs a business must be the responsibility of a single man. This is something that must come from a deep personal philosophy and cannot be delegated.

Once the dream has been established, the Executive Dialogue will follow. This is more than the sharing of the chief executive's dream with his key people and their thoughtful discussion on how the dream can be put to work. This is the point where long-range planning can be effective in our business. Even more important, this is the point where true organizational loyalty, commitment, and involvement can be achieved.

In these changing times success requires more than blind loyalty. Unquestioning obedience must be replaced with intelligent cooperation.

Michael J. O'Connor  
Executive Director  
Super Market Institute

**A MANAGEMENT SEMINAR**

will be held by the National Macaroni Manufacturers Association  
at the Hotel Diplomat, Hollywood-by-the-Sea, Florida 33022.

Industry Business Meeting, Wednesday afternoon, **January 29, 1969.**

Seminars on People Problems, Thursday and Friday, **January 30-31.**

Board of Directors meet Saturday morning, **February 1.**

Social and recreational program planned for all three days.

Make reservations now! Write today to  
**National Macaroni Manufacturers Association,**  
**Box 336, Palatine, Ill. 60067.**



#### Prince Spot Ad Campaign

To such refrains as "Here Comes Da Prince," "It's Sock-It-To-Me Time," and "Ver-y In-ter-est-ing," Prince Macaroni Manufacturing Co. launches a \$1 million television spot advertising campaign this month. The agency is Venet Advertising of New York.

The schedule will blanket three of the company's key markets—New England, metropolitan New York and the greater Detroit area—and is pro-

grammed to run through July 1969 for a total of 1700 spots each month.

Bulk of the spots are in prime time periods, including the Today Show, Johnny Carson's Tonight Show, Mike Douglas, Merv Griffin, Joey Bishop, news broadcasts, football and baseball events and top movie showings on the 16 stations in the schedule.

#### Filmed in Hollywood

Filmed in Hollywood under the supervision of Venet Advertising, the commercial use a "blackout" format, sprinkled with popular catch-phrases, puns and surprises.

In the metropolitan New York market, all three local outlets of the major TV networks and the three major independent television stations—WCBS, WNBC, WABC, and WNEW, WOR and WPIX—will carry the Prince Sock-It-To-Me blackouts.

The massive New England advertising program includes schedules on the following TV stations: WBZ and WHDH in Boston, WHYN and WWLP in Springfield, all in Massachusetts (plus WWLP's satellite WRLP in Keene, N.H.); WTIC and WHNB in Hartford, WATR in Waterbury, WNHC in New Haven, all in Connecticut; WCSH and WMTW in Portland, Maine and WLBZ and WABI in Bangor, Maine; WCAX in Burlington, Vt., and WPRI and WJAR in Providence, R.I.

The Prince commercials in Detroit will be carried by WJBK-TV and WWJ-TV.

#### Fun Food

Joseph Peter Pellegrino executive vice president of the Prince company, called the campaign "one of the most exciting in our company's history. It is by far the most powerful we have ever undertaken in television, and I believe it will please our many long-time friends and appeal as well to the ever increasing number of young families in our marketing areas. Spaghetti, aside from its nutritional values, is a fun food. These commercials testify generously to that fact."

#### Ronzoni Advertising Campaign

Ronzoni Macaroni Company, makers of the top-selling pasta line in New York, launched its fall campaign in New York in October with new spots created by its new agency, Firestone and Associates, Inc. Heavy schedules of 60-20- and 10-second color commercials will run on WNBC, WNEW, and WABC through December in daytime rotation and prime time periods.

Firestone will use this theme time you're in an Italian neighborhood, go into a grocery store and ask for spaghetti. No particular brand—just spaghetti. See what brand you get.

#### Filmed in Bronx

The commercials, filmed in the East Bronx early this month, present a series of shots which create an "Italian neighborhood" atmosphere. Cappiello's Delicatessen, Buono's Market, Madonna's Bakery, Randazzo's Fish Store and the Edigio Pastry Shop were among the Arthur Avenue and East 187th Street shops used for the shooting.

Though the parts of customers were taken by professional actresses, cheese slicing, clam splitting, bread baking and other such shots feature the actual store owners or employees.

#### Consumer Interest

Since shooting took place during store hours when the streets were filled with shoppers, Dick Miller, cameraman/director, and his crew found themselves surrounded with curious passers-by most of the time. Most onlookers were too shy to ask what was going on, and if the crew didn't remember to announce periodically that they were making a commercial for Ronzoni, some of the neighborhood people came up with their own explanations. One crew member reported overhearing this dialogue outside Randazzo's Fish Store while camera and lights were inside the shop: "What's going on?" "A robbery—they got away with \$36,000!" "In broad daylight?" "Yeah. The cops are in there taking pictures now."

#### "Instant Pizza" a Hit

Buitoni Foods Corporation introduced its new "Instant Pizza" in the New York area in June. The welcome it received has been so enthusiastic that Buitoni is now bringing two new varieties of "Instant Pizza" onto the market. The new additions will have a pepperoni and a sausage filling.

Consumer reaction to the original "Instant Pizza," which has tomato sauce and Mozzarella cheese sealed in a round toaster-heated double crust has retailers and distributors calling it the success story of the year.

One of New York's leading retail groups ranks Buitoni "Instant Pizza" as one of the 25 fastest moving items among 750 frozen foods items stocked.

Larger distributors report continued high volume of sales—one claims Buitoni "Instant Pizza" has been second only to a private label frozen orange juice.

### Simple Message

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Food editors,

Consumers,

Home economists,

Students,

Grocers,

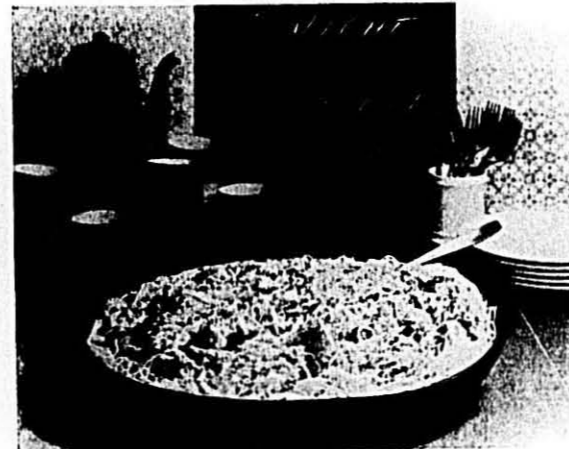
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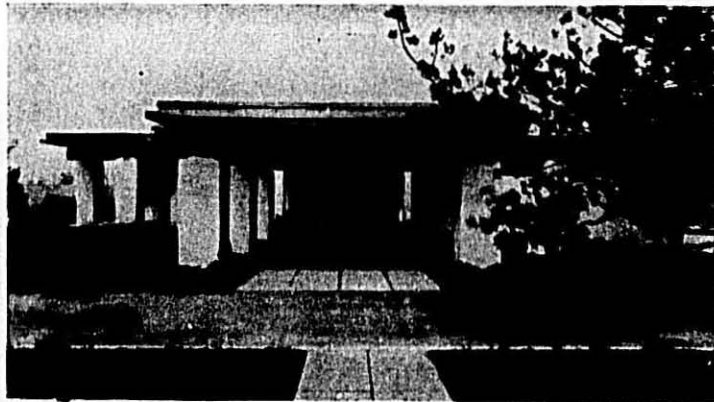


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Reminiscent of early California, yet boasting modern efficiency, Lawry's Foods new Midwestern facility in Des Plaines, Illinois, was designed by Ralph Stoetzel, Inc. of Chicago and Calvin Straub, A.I.A. of Phoenix, Arizona, to house executive offices and manufacturing and warehouse facilities.

### Lawry's Foods Opens New Midwest Facility

California came to Illinois by way of Des Plaines as the new \$1,250,000 Midwestern manufacturing and warehouse facility of Lawry's Foods, Inc., was dedicated with a colorful pinata-breaking ceremony in mid-September.

Hundreds of Lawry's packaged food products scattered among the invited guests with the breaking of the traditional Mexican pinata by Miss California, Sharon Kay Terrill.

Joining in the festivities were Lawrence L. Frank, chairman of the board of Lawry's Foods, Richard N. Frank, Lawry's president, and Des Plaines Mayor Herbert H. Behrel.

#### Southwestern Style

Patterned after the Lawry's headquarters building in Los Angeles the new facility, at 1938 South Wolf Road, was designed by Ralph Stoetzel, Inc., of Chicago and Calvin Straub, A.I.A., of Phoenix, Arizona. It captures the cultural and historical heritage of California through the use of earth colors, mission type furniture and colorful background settings.

The 45,000-square foot complex is set on two-and-one-half acres of a seven-acre plot and eventually will be expanded to a 120,000-square foot manufacturing and warehouse plant.

#### Happy Time

Richard N. Frank said, "We dedicated our new plant with the use of pinatas since they are a mark of festive times. This definitely is a happy time for us."

"With the latest in blending equipment and dock loading facilities, this plant has a production capacity equal to the main one. In fact, it's expected to

expand more rapidly than the one in California."

Frank added, "Now we will be able to serve customers in the Midwestern and Eastern parts of the country much better. Lawry's will be able to get its products to market quicker and with greater efficiency."

Lawry's has a line of more than 50 quality consumer food products under the Lawry's name, and sauces and seasonings under the Don the Beachcomber label. It also produces the Italian Kitchen brand of wine vinegar.

### New Plant for D'Amico

Ground has been broken for a \$2,000,000 plant for D'Amico Macaroni Company, adjacent to the firm's present plant at 3511 Chicago Road, Steger, Ill.

Financing for the one-story, automated plant will be supplied by the Prudential Insurance Company of America and Pullman Bank & Trust Company.

Charles G. Lucenti, president, said the modern plant will be able to produce more than 100,000,000 pounds of food products a year.

The 700,000 square foot building was designed by the Nance Construction Company of Omaha. Brandt Construction Company of Highland, Indiana, will be general contractor and builder.

Work on the plant is expected to be completed in January and the equipment will be installed by next April, Lucenti said.

Allen L. Katskee, general manager, states that along with being an extremely efficient plant, it has been designed to be the most sanitary macaroni plant in existence. The entire plant is concrete and built with no cracks or ledges on the interior. All air used in the plant will be sterilized before use.

### Spoonable Spaghetti

Putnam Publishing Company has awarded Campbell Soup top honors for the challenge of creating "food of tomorrow" with their development of SpaghettiOs.

Over the years, Campbell's Italian-American Spaghetti has been "America's favorite" canned spaghetti and especially well liked by children. In recent years, however, the rate of sales growth was trending off.

Consumer research had indicated several important guidelines for the new product concept with emphasis on the need for greater convenience, outstanding children's preference, and uniqueness which would make it stand out as an exciting new food idea. The Marketing Group made sure these objectives were well understood by the Leo Burnett Advertising Agency and the Campbell Product Research & Development team. Brainstorming meetings were held to discuss new product ideas and hundreds were submitted and reviewed.

#### Spaghetti O's

Ultimately, the product idea that seemed to offer the greatest potential was judged to be spaghetti in the form of spoonable circles. As a product, SpaghettiOs was made of four sizes of spaghetti circles in a tomato and cheese sauce. The original product was followed by two additional SpaghettiOs as part of a product line concept: SpaghettiOs with 18 Little Meatballs, and SpaghettiOs with Sliced Franks.

A program of limited pilot testing and then larger scale consumer testing of the original product ideas kept Marketing and Product Research Groups working together in all the planning stages. Manufacturing was brought in at an early date because of the equipment requirements to handle and process the product in Campbell's major U.S. plants.

Initial manufacturing did not take place in all plants, but when it was evident that a large backlog of orders threatened Campbell's ability to supply the trade, manufacturing opened up other plant facilities in record time. Since this was an entirely new form of spaghetti product, special equipment was required and plant personnel had to be trained for the new methods of production.

#### Coordinated Efforts

The Product Research and Manufacturing Departments coordinated their efforts in the development of special equipment to make the meat variety SpaghettiOs. A great number of improvements in equipment and processing were made after initial production.

Now the overall SpaghettiOs' manufacturing operations are even more efficient resulting in product improvements providing an even higher quality product.

As a marketing concept, the four sizes of spaghetti circles is the "neat and new spaghetti you can eat with a spoon." The execution of the overall concept in the form of product, label advertising and merchandising made SpaghettiOs a new, exciting, and successful concept. Preliminary testing of rough television commercials indicated a high degree of acceptance of the product idea among homemakers with children. Results were so outstanding that it was immediately decided that the product would be introduced nationally.

#### Line Does Well

The complete product line—SpaghettiOs, SpaghettiOs with 18 Little Meatballs, and SpaghettiOs with Sliced Franks—is doing extremely well sales-wise. Of even greater significance, SpaghettiOs have received highly favorable consumer reaction which provides a solid base for future sales and growth.

### Creamette Advertising

The eighth in a series of full-color national ads by Creamettes Macaroni appeared in October Family Circle.

The ad ties in with the American Dairy Association's fall Cheese Festival promotion, and invites readers to "Give 'em a warm welcome with a Creamettes Macaroni Cheese Bake." The ad gives the recipe and has a tempting, full-color illustration of the featured dish.

Specially prepared 11" x 14" stack cards, plus shelf talkers, are available through local offices of the Creamette Company. These feature four-color reproduction of the dish with price spots for point-of-sale use.

### Osem Products

Osem brand Snack and Soup Tidbits, Dehydrated Soup Cubes and Soup Mixes have been introduced by Osem International Corp., 72-51 Grand Avenue, Manhasset, N.Y.

Also introduced are Osem Ready Fried Onions in aluminum foil bags and Potato Pancake Mix.

The Snacks and Soup Tidbits sell for 19 cents in 3½-ounce bags. Available in one variety, the Snacks will soon be sold in several flavors. Soup Cubes, in vegetable and mushroom flavors, sell for 17 cents for a three-cube package.

Soup Mixes sell for 49 cents per package of two envelopes. Each envelope makes 3-4 servings.

### Winter Meeting—Jan. 29-Feb. 1

NOVEMBER, 1968



### Fun Foods

Two completely new macaroni products, both designed with broad appeal to children, are being introduced into the New England market this fall by Long Island Macaroni Company, Deer Park, Long Island, New York.

The first product, Tic Tac Toe, contains spaghetti x's, o's, and spaghetti lines in a hearty tomato sauce moderately seasoned to appeal to young palates.

The second product, Stars and Stripes, contains spaghetti stars and spaghetti stripes in the same tomato sauce. The products, packed in cans with full-color labels, will be supported by saturation

television schedules over stations WNAC-TV, WBZ-TV and WHDH-TV in Boston; WTIC-TV in Hartford; WNHC-TV in New Haven, and WTEV-TV in Providence, utilizing the highest rated children's programs throughout the fall and winter seasons.

The broker for the Long Island Macaroni Company in New England is Kelley, Chase, Austin & Company, Inc., with offices in Boston and Hamden, Conn.

### Mil-Ka-Mac to Biafra

Skinner Macaroni Co. has sent 6000 12-ounce cartons of Mil-Ka-Mac, a high protein macaroni, to trouble-plagued Biafra where thousands are reported dying of starvation. Skinner Executive Vice President H. Geddes Stanway said the donation was in response to a plea from the executive director of the U.S. Committee for UNICEF from United Nations headquarters.

Mil-Ka-Mac is a new Skinner product. It is made with nonfat dry milk and has 25% more protein than regular macaroni. "We sincerely hope this gift will give hope as well as energy to each of its recipients," Mr. Stanway said.



Barilla Builds New Plant. The world's largest plant for production of pasta is under construction at Corte di Pedrignano, on the outskirts of Parma. The plant, a model of which is shown in the foreground, will have an area of 60,000 square meters (645,000 square feet), and is being built for Barilla S.p.A., one of Italy's leading food-product manufacturers. It is located on a 1.2-million-square-meter (295 acres) site on the Autostrada del Sole, one of the main Italian highways.

Austin-Italia S.p.A., Milano-based subsidiary of The Austin Company, international engineers and builders, is supervising construction of the Barilla plant. Austin is also serving as planning consultant. The firm of Valtolina Rusconi-Clerici of Milan are the architects and engineers for the project.

Production areas of this complex will be completely air conditioned and humidity controlled. The tower-like structure—tall as a 14-story building—will house flour storage bins with a capacity of 80,000 metric tons (8,000 tons). When in full operation, the plant will produce 2,200,000 pounds—or two million boxes—of Barilla products daily.

The power requirement for this facility will be 7,000 kilowatts, more than what is needed for residential lighting for the entire city of Parma.

### GMA Questions FTC on "Guidelines for Advertising Allowances and Other Merchandising Programs"

Grocery Manufacturers of America, Inc., has advised the Federal Trade Commission that its restrictive proposed "Guidelines for Advertising Allowances and Other Merchandising Programs" threatens to "dry up" the flow of cooperative advertising and promotions.

George W. Koch, President of GMA, said the proposed guidelines, which are intended to enhance competition in the grocery industry, could impose special injury to smaller retailers and manufacturers who depend heavily on these promotions as a competitive tool. He added that GMA believed this "was not intended by the Commission" but was due to the FTC's previous lack of access to important industry facts.

In submitting comments and suggestions for revision of the guides by the FTC, Koch noted that the 129-page GMA document provides the Commission with previously unavailable hard facts based largely on an extensive survey of practices of 90 member companies. Its purpose is to aid the FTC in the development of realistic and practical methods without jeopardizing effective and beneficial manufacturer-retailer promotional programs. He said the 90 companies reported more than \$210 million in advertising and promotional expenditures. Ninety-three percent of the companies make use of manufacturer-retailer promotions.

#### Fred Meyer Case

The FTC guidelines are designed to implement the Supreme Court decision of March 1968 under the Robinson-Patman Act in the case of an Oregon grocery chain, Fred Meyer, Inc. The Court broadened the traditional concept of a manufacturer's "customer" to include any retailer who buys the manufacturer's product whether from him or indirectly through a wholesaler. It followed that manufacturers must make available to such "indirect customers" proportionately equal treatment in advertising and promotional benefits.

#### Will Add to Costs

In filing its comments, GMA said the results of its membership survey demonstrated that the proposed FTC guidelines would add to manufacturers' costs. This could result in either higher prices to customers or abandonment of joint supplier-distributor promotions. The latter course would shift advertising dollars from local newspaper cooperative advertising to national media.

In its comments, GMA pointed out that the FTC's proposed definition of a customer, which would include count-

less unidentifiable retail outlets, is so broad that it would create serious practical problems for manufacturers.

The proposed guides would hold a company responsible for assuring 100 percent notification of all retail outlets, and 100 percent performance on actual expenditures.

GMA proposes that the FTC limit the definition of a customer to one who "buys directly from the seller, the seller's agent or broker"; plus "any reasonably identifiable, independent buyer" who purchases on a regular basis and can be reasonably and practically informed of promotional programs.

#### Many Outlets

The number of potential retail outlets to which the responsibility of a single manufacturer might run is indicated by the 1963 Department of Commerce Census of Business, which reported a total of 1,707,931 retail outlets. GMA's survey indicates that by comparison with the median company, two of its members place one or more of their products in over a million of these retail outlets. This indicates the enormous magnitude of many industry members' responsibility to inform and to insure complete compliance with respect to a given promotion by reason of the sweeping definition of "customer" under the FTC guides.

Reflecting growing trends, 40 percent of the members reported that some of their products were distributed to the public by vending machines and 32 percent through gasoline stations. On the whole, over 50 percent of the 90 responding companies said their products were handled by five or more diverse types of retail outlets.

#### "Reasonable Action"

Noting that the proposed guidelines require a manufacturer to notify all competing customers of promotional allowances available—in other words, 100 percent actual notification—GMA suggested that a manufacturer be required to take "reasonable action, in good faith, to inform all of his competing customers, including customers who purchase from intervening wholesalers, distributors, or similar intermediaries, on a regular basis." GMA would leave the method of doing so to the manufacturer, such as by contracts between the manufacturer, distributors, and third parties, or by general announcements on or in each product container, or in publications, specifying the source to contact for further details of provisions.

In the case of the median company, under the proposed guides it would be

forced to anticipate separate mailing to each of its 100,000 or more customers for each of its 50 promotional programs with approximately 25 amendments. To comply with FTC's guide to notify its customers of promotion programs, the company would anticipate sending 7,500,000 pieces of notification mail. Yet there is no assurance of meeting the legal requirement to notify all of a company's customers because of incomplete lists and lack of total identity of its clients. The company would incur, exclusive of the cost of acquiring mailing lists, additional costs of \$750,000 for annual direct notification alone.

#### Wasted Coverage

A proposed FTC guide also recommends that a company publish "in a conspicuous manner complete details of the plan in trade publications directed to retailers, but only if all eligible retailers receive the publication." However, according to GMA's comments, no publication or combination reaches "all eligible retailers." From one company's point of view, any money spent on such publications for this purpose would be wasted, since it estimates that the four largest grocery trade publications have a total circulation of 58,329. Yet there are at least 162,000 independent, single unit grocery retailers.

#### Reasonable Precautions

Commenting on the FTC requirement that manufacturers develop promotional plans and alternatives which are "usable" by all retail customers, GMA urged that the Commission revise the guidelines to make clear that a supplier is satisfied his obligations so long as his promotional program is usable by all competing customers and that he does nothing to prevent any customer from using the program.

GMA also asked the Commission to modify the requirement that a manufacturer must make complete verification of the actual utilization of all allowances by both direct and indirect buying customers. Noting that such a requirement would be impossible to carry out, GMA proposed that a manufacturer be required to "take reasonable precautions to see that services he is paying for are furnished" and also that he is not overpaying for them in light of the "cost or reasonable value."

The final GMA recommendation would allow manufacturers to satisfy requirements for notification and verification by means of an agreement with wholesalers or other intermediaries.

# ADM Flour Mills

## ANALYSIS OF MACARONI MANUFACTURING COSTS

Should you build a new plant? How big should it be? How many shifts?

by William E. Pearson and Richard G. Walsh

*Editor's Note—This article was drawn from a thesis written by Mr. Pearson in 1966 while working on a M.S. degree at the University of Nebraska. It was prepared under the supervision of Dr. Walsh while he was Professor of Agricultural Economics at Nebraska. The thesis is entitled, "Structural Trends and Economics of Scale in the Macaroni Industry," and is available on inter-library loan from the University library. Mr. Pearson is employed as Economist with the Foreign Regional Analysis Division of U.S.D.A., and Dr. Walsh is Professor of Economics at Colorado State University, Fort Collins.*

A RECENT study found economies associated with plant size and plant utilization in the production of macaroni products. An increase in size of plant or an increase in the number of shifts operated lowered cost.

This may not be startling news to those closely associated with the macaroni industry. Still, it is important to have more than just a rough idea of how costs can be reduced by changing the fixed-variable cost relationship. That is, how much can per unit costs be reduced by building a new plant, expanding plant size, or by more fully utilizing existing plant facilities?

There is a need to study macaroni manufacturing costs. The industry faces problems of adjusting to changing economic conditions. With stable or declining macaroni prices in many markets, macaroni companies must continue to seek methods of controlling costs. A variety of new production methods and arrangements are being tried.

Until World War II, macaroni products were manufactured by a batch process. Recent introduction of new technology—primarily the continuous press, the automatic drier, and the automatic packager—raises important questions about production costs associated with new plants of various size. Changes in technology have made it difficult for manufacturers to establish prices that reflect costs. Whether these changes result in improved efficiency is not known.

### Method of Study

Production costs were budgeted for four plant sizes: 1,500, 2,000, 3,000 and 4,000 pounds per hour. The four plants were operated 100, 200, 240, 300, 340 and

365 days a year, less shutdown time of 16 hours each weekend for clean-up and maintenance. A production day was defined as 24 hour operation of the manufacturing division and 8 hour operation of other divisions such as packaging and warehousing.

Both economic and engineering data were used to determine changes in production costs related to plant size and utilization. Physical input-output relationships were measured for each stage or function in the manufacturing plant. By applying prices to the inputs, optimum combinations of equipment and other inputs were developed that determined the least-cost operation for each plant considered.

Information was obtained primarily from four sources. Equipment manufacturers were surveyed for equipment cost, machine labor requirements, and operating capacities. Several plant managers were consulted for wage rates and other input prices. Additional fixed and variable costs were obtained from interviews with architects, consultants, and plant managers. Finally, much basic data was obtained from the Census of Manufacturers.

It was assumed that the products of the model plants were 50 per cent long goods and 50 per cent short goods. Noodles constituted 20 per cent of the total output.

Five per cent of output was packaged in 24-pound boxes for institutional distribution, and 2 per cent were specialty products such as bow ties requiring

hand packaging. The balance of plant output, 93 per cent was packaged half in one-pound cartons and half in polyethylene bags. This was a compromise. West of the Mississippi River, about 90 per cent was packaged in cellophane bags and 10 per cent in cartons. The reverse was true in the East.

### Investment

Table 1 shows the investment in land, building, and equipment in the four model plants. Total investment ranged from \$641,734 in the small plant to \$1,381,173 in the large plant.

Land costs ranged from \$13,267 for the small plant to \$30,765 for the large plant. The plants were assumed to be located in an industrial park where land costs averaged 35 cents per square foot or \$15,240 per acre. Land area included sufficient space for the building and parking lot, but did not include a margin for future expansion.

Investment in the building ranged from \$202,660 for the small plant to \$469,938 for the large plant. Costs per square foot ranged from \$10 for the warehouse to \$16 for the manufacturing floor area.

Equipment costs ranged from \$340,409 for the small plant to \$743,840 for the large plant. Investment costs for the model plants were obtained from equipment manufacturers such as Buhler, Asecco and Ambrette. A 25 per cent installation charge was assumed.

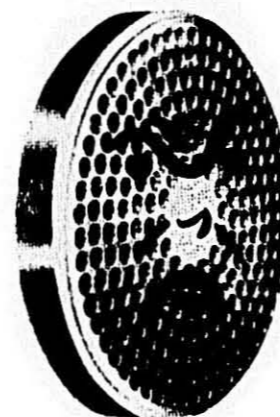
(Continued on page 30)

Table 1: Total Investment in Land, Building and Equipment, Four Model Macaroni Plants, United States, 1966

Item	Plant Capacity (lbs/hr)			
	1,500	2,000	3,000	4,000
	(Dollars)			
Land	\$ 13,267	\$ 16,921	\$ 24,227	\$ 30,765
Architectural Services	16,213	20,686	29,526	37,595
Building	202,660	258,576	369,077	469,938
Equipment				
Raw material receiving	26,295	41,295	71,295	71,295
Short goods equipment	106,506	122,474	170,744	208,512
Long goods equipment	92,873	115,913	150,925	186,203
Packaging equipment	72,500	72,500	132,500	182,500
Miscellaneous equipment*	35,090	52,640	66,490	84,540
Installation of equipment	76,330	89,832	134,064	164,825
Total Investment	\$641,734	\$790,837	\$1,148,848	\$1,381,173

\* Miscellaneous equipment includes laboratory, floor cleaning, electric lift trucks and so on.  
Source: The Buhler Corporation, 825 W. 15th St., Minneapolis, Minnesota; Asecco Corporation, 1830 W. Olympic Blvd., Los Angeles, California; Ambrette Machine Corp., 156 Sixth Street, Brooklyn, New York.

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NOVEMBER, 1968

29



Table 2: Average Fixed and Variable Unit Costs for Macaroni Plants of 1,500, 2,000, 3,000 and 4,000 Pounds Per Hour Capacity, United States, 1966

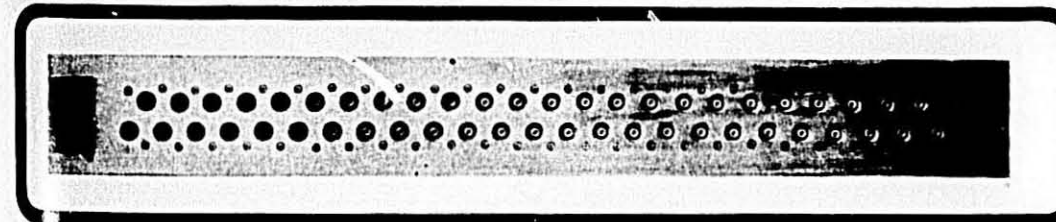
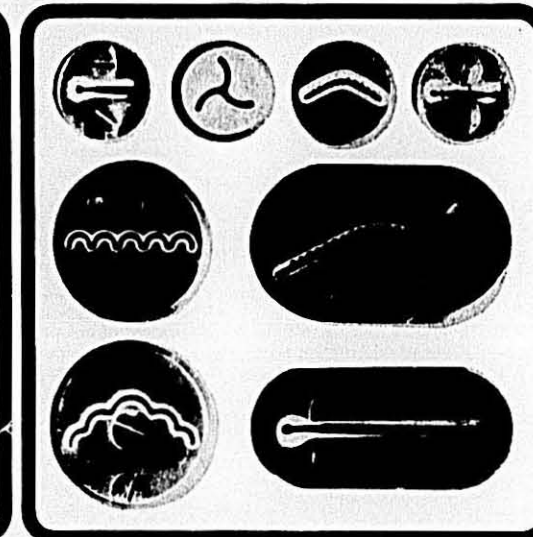
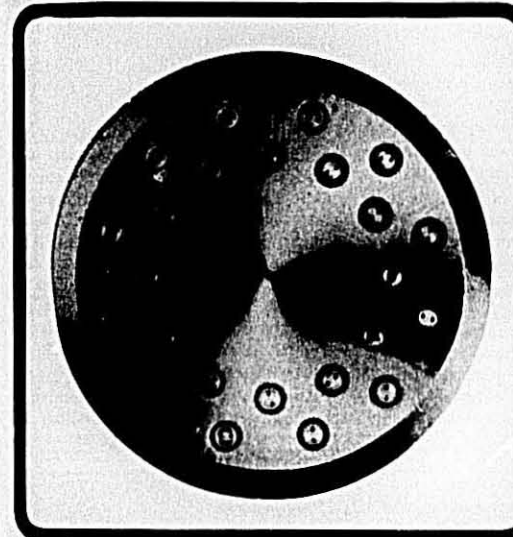
Size of Plant (lbs/hr)	Operating Days (Per Year)	Total Yearly Output (Pounds)	Fixed Costs—Dollars per cwt.				Total Fixed Costs
			Return on Fixed Investment	ation Depreci-	& Taxes Insurance	Adminis-tration	
1,500	100	3,255,000	\$1.91	\$2.10	\$0.27	\$0.81	\$5.09
	200	6,510,000	0.96	1.05	0.13	0.40	2.54
	240	7,812,000	0.80	0.87	0.11	0.34	2.12
	300	9,765,000	0.64	0.70	0.09	0.27	1.70
	340	11,067,000	0.56	0.62	0.08	0.24	1.50
	365	11,880,750	0.52	0.57	0.07	0.22	1.39
2,000	100	4,340,000	1.77	1.91	0.25	0.74	4.67
	200	8,680,000	0.88	0.95	0.12	0.37	2.33
	240	10,416,000	0.74	0.80	0.10	0.31	1.95
	300	13,020,000	0.59	0.64	0.08	0.25	1.56
	340	14,756,000	0.52	0.56	0.07	0.22	1.37
	365	15,841,000	0.48	0.52	0.07	0.20	1.28
3,000	100	6,510,000	1.71	1.86	0.24	0.72	4.53
	200	13,020,000	0.85	0.93	0.12	0.36	2.27
	240	15,624,000	0.71	0.78	0.10	0.30	1.89
	300	19,530,000	0.57	0.62	0.08	0.24	1.51
	340	22,134,000	0.50	0.55	0.07	0.21	1.33
	365	23,761,500	0.47	0.51	0.07	0.20	1.24
4,000	100	8,680,000	1.60	1.73	0.22	0.67	4.23
	200	17,360,000	0.80	0.86	0.11	0.34	2.11
	240	20,832,000	0.67	0.72	0.09	0.28	1.76
	300	26,040,000	0.53	0.58	0.07	0.22	1.41
	340	29,512,000	0.47	0.51	0.07	0.20	1.24
	365	31,682,000	0.44	0.47	0.06	0.18	1.16

Variable Costs—Dollars Per Cwt.

Lbs. Per Hour	Operating Days (Per Year)	Production Labor	Electric Power	Misc. Power Fuel	Misc. Supplies & Expenses	Interest on Operating Capital	Packag-ing Supplies	Raw Material (Flour)	Raw Material (Eggs)	Total Variable Cost	Average Total Cost
1500	100	\$2.25	\$0.13	\$0.04	\$0.53	\$0.37	\$1.50	\$6.48	\$3.03	\$14.32	\$19.41
	200	2.25	0.13	0.04	0.53	0.37	1.50	6.48	3.03	14.32	6.87
	240	2.25	0.13	0.04	0.53	0.37	1.50	6.48	3.03	14.32	6.44
	300	2.25	0.13	0.04	0.53	0.37	1.50	6.48	3.03	14.32	6.02
	340	2.25	0.13	0.04	0.53	0.37	1.50	6.48	3.03	14.32	5.81
	365	2.25	0.13	0.04	0.53	0.37	1.50	6.48	3.03	14.32	5.72
2000	100	1.90	0.12	0.04	0.53	0.34	1.43	6.48	3.03	13.87	9.54
	200	1.90	0.12	0.04	0.53	0.34	1.43	6.48	3.03	13.87	6.21
	240	1.90	0.12	0.04	0.53	0.34	1.43	6.48	3.03	13.87	5.82
	300	1.90	0.12	0.04	0.53	0.34	1.43	6.48	3.03	13.87	5.43
	340	1.90	0.12	0.04	0.53	0.34	1.43	6.48	3.03	13.87	5.25
	365	1.90	0.12	0.04	0.53	0.34	1.43	6.48	3.03	13.87	5.15
3000	100	1.54	0.11	0.04	0.53	0.33	1.38	6.48	3.03	13.44	7.97
	200	1.54	0.11	0.04	0.53	0.33	1.38	6.48	3.03	13.44	5.70
	240	1.54	0.11	0.04	0.53	0.33	1.38	6.48	3.03	13.44	5.33
	300	1.54	0.11	0.04	0.53	0.33	1.38	6.48	3.03	13.44	4.95
	340	1.54	0.11	0.04	0.53	0.33	1.38	6.48	3.03	13.44	4.77
	365	1.54	0.11	0.04	0.53	0.33	1.38	6.48	3.03	13.44	4.68
4000	100	1.19	0.09	0.03	0.53	0.31	1.32	6.48	3.03	12.99	17.22
	200	1.19	0.09	0.03	0.53	0.31	1.32	6.48	3.03	12.99	15.10
	240	1.19	0.09	0.03	0.53	0.31	1.32	6.48	3.03	12.99	14.75
	300	1.19	0.09	0.03	0.53	0.31	1.32	6.48	3.03	12.99	14.40
	340	1.19	0.09	0.03	0.53	0.31	1.32	6.48	3.03	12.99	14.23
	365	1.19	0.09	0.03	0.53	0.31	1.32	6.48	3.03	12.99	14.15



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### Analysis of Costs—

(Continued from page 28)

#### Fixed Costs

The following fixed costs are shown on Table 2. Straight line depreciation was used to compute the annual cost of buildings and equipment. Equipment was depreciated over a seven year period, while a 25 year life was assumed for the buildings.

Insurance and taxes were computed at a rate of 1.35 per cent of fixed investment.

Return on investment or opportunity cost of capital was computed as follows: sixty per cent of the capital was assumed owned at a 12 per cent return and 40 per cent borrowed at 6 per cent interest.

Administrative costs were computed at a rate of 4.0 per cent of fixed investment.

#### Variable Costs

Wages averaged \$3.01 per hour plus fringe benefits of \$0.81. This compared with a national average wage of \$2.19 per hour for men and \$1.86 per hour for women in a 1965 survey by the National Macaroni Manufacturers Assn. A higher

wage rate was used here because of the skill requirements that go with highly automatic machinery in the model plants.

Operating capital was estimated as 70 per cent of the fixed investment in buildings and equipment. The cost of operating capital was based on the assumption that 60 per cent was owned at 12 per cent return, and 40 per cent was borrowed at six per cent interest.

Miscellaneous costs included stationary and printing, telephone and telegraph, office expenses, dues, subscriptions, auditing, postage, water, sanitation and repairs.

Packaging supplies were assumed to cost 3/10 cent for 1 pound polyethylene bags and 1 cent for 1 pound packages.

Average U.S. prices of semolina flour were \$6.39 per cwt., based on the 1963 Census of Manufacturers.

The average price of dried egg yolks was assumed at \$2.40 per pound. It required 6.32 pounds of eggs per hundredweight of noodles. Thus, average cost of eggs per hundredweight of noodles was \$15.17. With noodles 20 per cent of plant output, egg costs were converted to an average cost of \$3.03 per hundredweight of total production.

#### Results of Study

The study found substantial economies in the manufacture of macaroni products. Three types were considered: (1) economies of plant size or capacity, (2) economies of plant utilization, and (3) economies associated with automation.

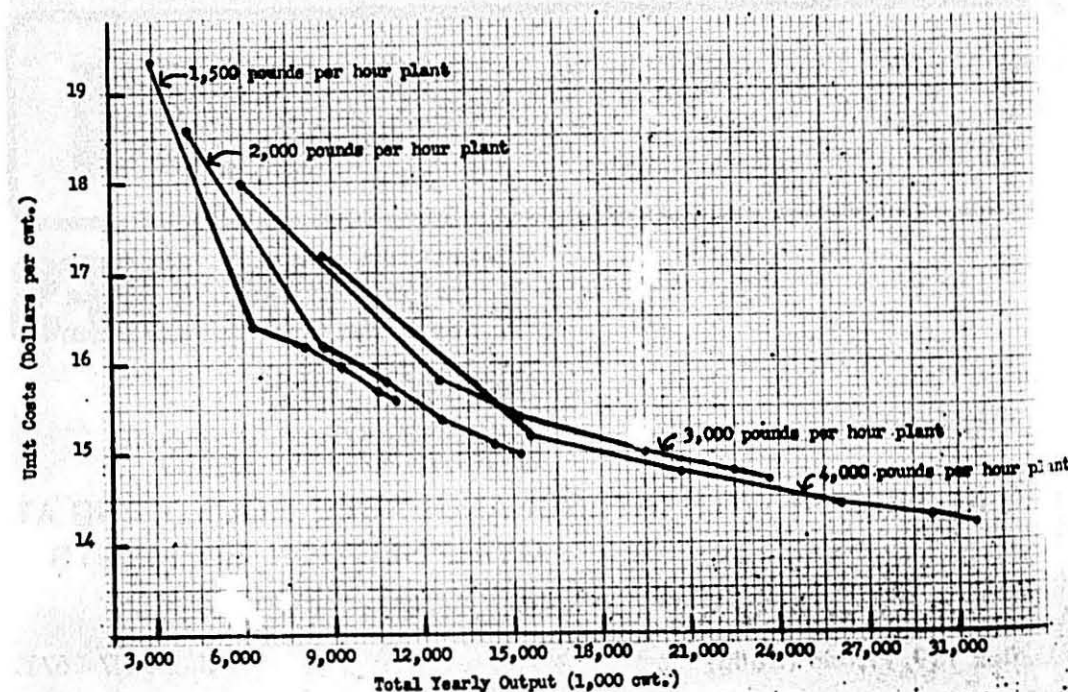
Production costs declined with each increase in plant size. Table 2 and Figure 1 show that a 1,500 pound per hour plant operating at capacity had costs of \$15.72 per cwt. compared to \$14.15 per cwt. for a plant of 4,000 pounds per hour, a difference of \$1.57 per cwt. or 11 per cent.




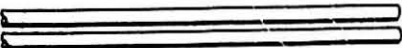





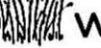





Even larger reductions in the cost of manufacturing macaroni products were available from increasing utilization of plant capacity. Table 2 and Figure 1 show that a 4,000 pound per hour plant, operating at capacity of 365 days per year had costs of \$14.15 per cwt. compared to \$17.22 per cwt. when operating only 100 days annually, a difference of \$3.07 per cwt. or 18 per cent. This is a general comparison of one-shift vs. three-shifts plus overtime.

Management of macaroni companies can compare their plant technology, or-

(Continued on page 34)

Figure 1. Short-Run Cost Curves for Macaroni Plants of 1,500, 2,000, 3,000, and 4,000 Pounds Per Hour Capacity, United States, 1966.



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Table 3. Distribution of Macaroni Plants by Average Value of Shipments Per Plant, United States, 1954, 1958 and 1963

Year	Number of Employees							
	1-9		10-49		50-249		250 or More	
	Percent of Industry Value of Shipments	Average Value of Shipments Per Plant	Percent of Industry Value of Shipments	Average Value of Shipments Per Plant	Percent of Industry Value of Shipments	Average Value of Shipments Per Plant	Percent of Industry Value of Shipments	Average Value of Shipments Per Plant
1954	7.4	\$ 87,900	18.2	\$424,590	57.1	\$2,135,500	15.4	\$ 7,663,600
1958	7.5	111,000	16.7	501,900	60.0	2,829,000	16.1	9,665,000
1963	3.9	72,824	14.6	562,914	59.2	3,300,025	22.3	12,407,750

Source: 1954, 1958 and 1963 Census of Manufacturers, Macaroni Products, Bureau of the Census, Department of Commerce (Washington, D.C.).

#### Analysis of Costs—

(Continued from page 32)

ganization and costs with those presented. That is, only management can decide how much their unit costs can be reduced by building a new automated plant. The cost functions represent least-cost combinations of technologies and with reasonably efficient management and worker performance. Few plants have achieved this degree of production efficiency.

The reason for this is that the cost functions are developed under ideal conditions. But workers do not always work as diligently as they could. Some managers may not search hard enough for new information nor push their plants to peak performance.

#### Reasons for Economies

Economies were due primarily to (1) smaller investment per unit of capacity, (2) more efficient utilization of production labor, (3) economies of fixed overhead, and (4) quantity discounts in the purchase of inputs.

The small plant had total investment of \$424 per pound of capacity while the large plant had an investment of \$354 per pound of capacity. Thus, the large plant had a 16 per cent advantage in investment cost.

The large plant saved \$1.05 per hundredweight for production labor, which was nearly a 50 per cent reduction in labor costs. Economies of production labor were caused primarily by better labor utilization through specialization and division of labor. Thus, the number of plant employees varied from 24 in the small plant to 34 in the large plant. With a 42 per cent increase in the number of production workers, the large plant produced 167 per cent more output.

Fixed costs explained very little of the economies of size. Large plants saved only \$0.23 of fixed costs, which was a 16 per cent reduction compared to small plants. For any size of plant,

however, fixed costs accounted for all of the economies associated with plant utilization.

There were size advantages that result from discounts through volume buying. For example, the large plant saved approximately 18 cents per hundredweight or 12 percent in the purchase of packaging supplies.

#### Discussion of Results

The purpose of this study was to assist macaroni plant management in measuring and controlling production costs. Macaroni plants were budgeted to determine the effect of size of operation upon costs per cwt. Engineering and statistical costs methods were employed. Measured were the effects of new automated equipment, plant size and plant utilization.

The study showed that production costs declined with each increase in plant size considered. Part of this was due to the advantages of size from discounts through volume buying.

Substantial savings occurred when plants were more fully utilized. When two plants of different capacities produced the same annual output, the larger plant had higher costs than the smaller plant. Therefore, management should consider the possibility of adding a second or third shift before building a larger new plant, unless the cost savings from automatic new equipment would offset this saving.

The macaroni industry has already made considerable progress in automation. Productivity of in-plant labor nearly doubled since World War II. The U.S. Census of Manufactures shows that output per hour of production labor increased from 57.7 pounds in 1947 to 111.8 pounds in 1963. During the same period, the industry grew from 818.4 million pounds of output to 1,159.1 million pounds, and the number of production workers declined from 6,628 to 5,059. In-plant automation was in large part responsible for the rapid increase in labor productivity.

Part of the increased productivity was the result of economies of plant size. Table 3 shows that sales (value of shipments) by small plants remained relatively stable since 1954, while medium sized and large plants have grown rapidly. Medium sized and large plants have increased their share of industry sales while the share held by small plants declined.

Management should explore the beneficial effects of further consolidating small plants into new automated plants. *Partial information from industrial sources suggests that plants typically had about 60 per cent of capacity unused. About 10 per cent of this was due to the seasonal nature of demand, with April through September the slack months.*

Consolidation of this nature carries much public and private support. Mergers among small plants have been exempt from antitrust action. Although it reduces the number of companies, the increased size of the surviving company may increase effective competition in the market.

There is a need for further research. This study was limited to dry macaroni, spaghetti, and noodle products. Increasingly, companies in the macaroni industry handle a line of prepared dinners. Additional research is needed on the economics of producing and distribution such convenience foods.

In addition, the study was limited to in-plant production costs. Not included were costs of sales promotion and transportation of the finished product to customers. Further research is needed on efficient distribution of macaroni products.

#### Reference Materials

NMMA Seminar on Wheat materials in vinyl binder, \$5 from Association office, P.O. Box 336, Palatine, Ill. 60067. Includes 76 page book "From Wheat to Flour," statistical tabulations on durum supply and distribution, copies of papers presented at the Minneapolis meeting.

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George N. Kahn

## SMOOTH SELLING<sup>®</sup>

by George N. Kahn

### PATIENCE PAYS OFF

This is No. 45 of 48 sales training articles.

"I had some reservations about Ed because of his youth and relative inexperience, but I decided to take a chance on him," Mel recalled.

Ed was given a 50 per cent increase in salary to match his new status, but after a few weeks he demanded and got a 100 per cent increase.

"He had me over a barrel," said Mel. "I don't want to change account executives and disturb a relationship with the client."

My friend would have been better off to have put a different man on the job. In three months, Ed lost the client. He just hadn't been ready for that big assignment.

Mel said he was forced to let Ed go because of the big salary he was drawing.

"I couldn't return him to his old salary and yet there was no justification for keeping him on the new one. I lost a good executive and Ed lost a great opportunity.

I have seen many bright young salesmen destroyed by moving too far too fast. There must be proper groundwork laid before you can hit the heights.

#### "I Could Have Done Better"

Salesmen without sufficient experience are quick to spot the errors and weaknesses of older hands. If a veteran salesman has dropped the ball on an account, the younger man is likely to say, "I could have done better than that."

It never occurs to him that perhaps he couldn't have done as well. Often a remark of this type is made without knowledge of the circumstances. It's perfectly possible that the failure was due to circumstances he could not control.

The younger man should find out the facts and then ask himself if he could have done as well under the same conditions.

I remember one case of a freshman salesman for an auto parts firm which lost one of its biggest accounts.

Dick Temple, the young newcomer to the sales staff, had been assigned to a minor territory and felt his talents were being wasted.

When he heard about the loss of the large customer, Dick let it be known around the company that he would have prevented it from happening. At the same time, he said some disparaging things about Bill Foster whose account it was.

These remarks eventually came to the ear of the sales manager, who called Dick Temple into his office.

"Don't knock the other fellow until you know what you are talking about," the boss said. "The loss of that account was no more Bill Foster's fault than your mother's. The customer was going into a discount operation and our line didn't fit in with his plans. The only thing we could have done was to get involved in a price merry-go-round and Bill was told definitely not to."

Dick apologized to everyone concerned, but more importantly he learned a lesson he never forgot. He got to know Bill Foster, the older salesman, better and learned a great deal from him. In five years, Dick was ready for a more important territory. He discovered the benefits of patience.

#### The Waiting Game

The salesman has need for patience in his buyer relationships, too. Waiting to see a prospect, waiting for him to make up his mind, waiting for the moment to get a word in—all these are maddening to the man who wants to storm ahead at full speed.

Slow down. Relax. In selling, the race is not always won by the swift. Besides, you can make the waiting time pay by using it to good advantage.

The right approach to waiting is this: If you have the time to wait, then wait. If not, tell the secretary or receptionist you'll be back later.

If you do wait, make the most of your time. There is no sense in wearing out your nerves by pacing up and down, smoking a pack of cigarettes or glancing at the clock every few seconds.

Instead, work over your presentation, find out what you can from the receptionist about the buyer, read sales literature or anything else that helps your career.

And don't start thinking hasty

thoughts about the prospect. Unfortunately, there are a few buyers who keep salesmen waiting because it makes them feel important, but most will see you as soon as they can. If you come without an appointment, you can't expect the prospect to be waiting for you.

I've seen some salesmen become so enraged at cooling their heels that they were incapable of making a good presentation. They felt they had been humiliated and were almost insulting when they finally did see the buyer.

Don't think you are the only one who must wait to do business. The prospect you are calling on may have had to wait 45 minutes that morning to see his boss.

Unless you're sure you're being treated badly, don't act rashly.

John Marsh, purchasing agent for a big optical company, told me a revealing story. One morning he was especially busy seeing callers one right after another.

About 11:30 he took a breather and stepped out to a water cooler in the reception area. Suddenly, he felt his arm being grabbed. John turned and found a salesman, his face livid with fury.

"What the h— are you trying to do, make a fool of me?" the man shouted. "I've been out here two hours while you've been seeing people who came in long after me."

The salesman continued to berate John further, not even giving him a chance to reply.

Finally, the purchasing agent was able to find out what happened. Shortly after the salesman had announced himself, the receptionist had been relieved by another girl. The first girl somehow had failed to pass on the salesman's name to her relief. The upshot was that John Marsh never received his name at all. In short, the buyer didn't even know the man was waiting.

When this was explained to the irate salesman, he apologized profusely.

"I accepted the apology," said John, "but I could never really feel at ease with that guy again, and eventually his firm sent somebody else over."

#### Wait For An Opening

Patience is also a virtue when it comes to the interview. Take the matter of objections. An impatient (and low producing) salesman will try to override objections almost before they are out of the prospect's mouth. He can't hear him out for five seconds.

Now, remember the prospect may be offering perfectly valid objections, although you won't know this unless you listen to him. The patient salesman will bide his time until the weak or vulner-

able objection is made. And it will be. You can count on that. Then the seller will cut in and knock the puny objection to bits and thereby neutralize the buyer's other arguments.

The salesman, for example, listens quietly while the prospect raises his objections. Suddenly, the buyer throws in: "Your product won't sell to my trade."

This is the opening the salesman has been waiting on. He informs the prospect of a market survey his outfit had made which showed that the prospect's customers were highly receptive to that particular product. Such a statement can change the whole direction of the interview—in your favor. It's like a home run with the bases loaded in the last half of the ninth inning.

Sports offer a good analogy here. Have you ever observed a top pro quarterback like Y. A. Tittle drop back for a pass? He is the essence of patience. Even with 230 pound opposing linemen charging in at him, he is cool, almost detached, as he looks for his receiver. He waits for the right second and then—and only then—does he toss the football.

The salesman, too, is under pressure. He must wait, however, for the right time to make his play. If he makes it too soon, he can lose the sale.

#### Patience and Persistence

Patience alone will not turn a lean territory into a fat one. But patience and persistence will.

Many young salesmen, weaned on success stories in this business, are disillusioned if, after three weeks, they are not in a higher income tax bracket. They feel they've been given a bum territory or one on which the competition has a stranglehold. So they beef to their wives and their managers.

They must realize that a territory, like a garden, must be carefully cultivated if it is to grow. They've got to work at it day-by-day, week-by-week and month-by-month. They must be patient with frustrations, delays and disappointments. These are the lot of every salesman. The good ones survive them and become leading producers. They are patient and their patience is rewarded.

A French philosopher once said, "Genius is nothing but a great aptitude for patience."

And Shakespeare reminded us in "Othello":

"How poor they are that have not patience."

Patience is a plus side characteristic for a salesman.

How patient are you? If you can answer "yes" to seven of the following questions, patience is one of your virtues:

- |  | Yes | No |
|--|-----|----|
| 1. Do you believe that a small territory can lead to a big territory for the right man?  | —   | —  |
| 2. Do you make your prospect's waiting time pay?   | —   | —  |
| 3. Are you patient with a prospect even though he may not agree with everything you say? | —   | —  |
| 4. Do you reserve judgment of others, even when it seems they have erred?                | —   | —  |
| 5. Do you look for a cause before condemning a prospect for keeping you waiting?         | —   | —  |
| 6. Do you feel that success follows effort, not wishing?                                 | —   | —  |
| 7. Do you look for examples of patience in others and try to emulate them?               | —   | —  |
| 8. Do you wait for a good opening when a prospect is making objections?                  | —   | —  |
| 9. Are you patient by nature?  | —   | —  |
| 10. If not, are you working to curb your impatience?                                     | —   | —  |

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### Kientzel Quits

Kientzel Noodle Company of St. Louis has gone out of business after operating for forty-five years.

### Peter La Rosa

Peter La Rosa, past president of N.M.M.A., suffered a fatal heart attack at his home in Manhasset, Long Island, New York, on October 5. Story in next issue of the Macaroni Journal.

### Author

Pictured on the right is Richard G. Walsh, Professor of Economics at Colorado State University at Fort Collins. He is co-author of the article starting on page 28 "Analysis of Macaroni Manufacturing Costs."

## Tribute to a Macaroni Salesman—

A man who has been a walking legend in the macaroni business in North Carolina died September 16 at the age of 72. W. F. (Bill) Townsend had represented Skinner Macaroni Company in the Greensboro-Winston-Salem-Durham area for 31 years. In North Carolina he was "Mr. Skinner." Few men have commanded the respect and admiration that Bill had from buyers, grocers, stock boys, even competitors.

On July 1, 1968 Mr. Townsend asked Skinner's to place him on "semi-retirement." A heart condition had restricted Bill's activity, but he continued to serve Skinner as a public relations representative.



William F. Townsend

### Testimonial

Among the letters received by Bill Clark at the time of Mr. Townsend's retirement was the following one from Helen S. Hudson, buyer for Central Carolina Grocers, Inc., Greensboro.

"We received your letter today announcing the retirement of our dear friend, Mr. William F. Townsend. Please accept our heartfelt thanks for retaining him in the capacity of Public Relations Representative. I assure you his salary will be well-earned, for he is Skinner Macaroni in this town. The brand of loyalty he holds for Skinner has almost become an extinct commodity in business today, and his zeal for selling, promoting and most of all for competing is unmatched by any man half his age.

"The entire Food Industry has profited from Bill Townsend's wisdom, and many a rookie salesman from both

friendly and enemy ranks has been taught some never-to-be-forgotten lessons by him. Personally, I have known and loved him for more than 30 years, first as a buyer for H. L. Green Co. and more recently as the buyer here, so it is natural that I join with the hundreds of other associates of his in thanking you sincerely for the consideration extended to him now."

Porter G. Paige, general manager of Central Carolina Grocers, added:

"Bill Townsend called on me for more than 20 years, and to me he is among the finest. He worked hard for his company and for us, and we are thankful for his dealings with us and thankful that we had the opportunity of knowing a man like Bill."

Bill Clark said, "Bill Townsend was one in a million, and it is evident that he will be missed by many, many people in the trade. However, he certainly will never be forgotten. He was one of the finest men in the business."

Bill Townsend was a man with a real sense of humor. When he was told that the office needed a picture of him, he wrote back, "I only weigh 115 pounds and doubt if I can find a camera that small. I am enclosing a picture of me taken long ago. I will want this back as I can never be that pretty again."

### Successor

Mr. Clark has appointed J. A. Richardson Co. of Winston-Salem as Skinner broker for the territory Mr. Townsend handled. In addition, Dermott Stinson, formerly a retail representative for Skinner under the direction of Townsend, has been promoted to district sales supervisor for the Skinner territories headquartered at Winston-Salem, Raleigh and Roanoke.



Richard G. Walsh

# HOW'S YOUR MACARONI IQ?

Millions of Americans consume tons of macaroni products each day. Thousands more are engaged in producing these products. But, how many people really know anything about the history of macaroni? Use your noodle and see how you come out on this quick quiz.



### Macaroni Quiz



1. What is the slang term for "macaroni" meaning "the American Revolution"?  
(a) Food (b) Anything good (c) "Yee Doodle-ee" horse



2. What is the most important thing to remember in cooking macaroni?  
(a) Add 1 tsp. salt for each cup of water (b) Avoid overcooking (c) A strainer.



3. In the language of the ancient Greeks, the word "macaroni" meant:  
(a) Courage (b) Mickey Rooney (c) The Divine Food.



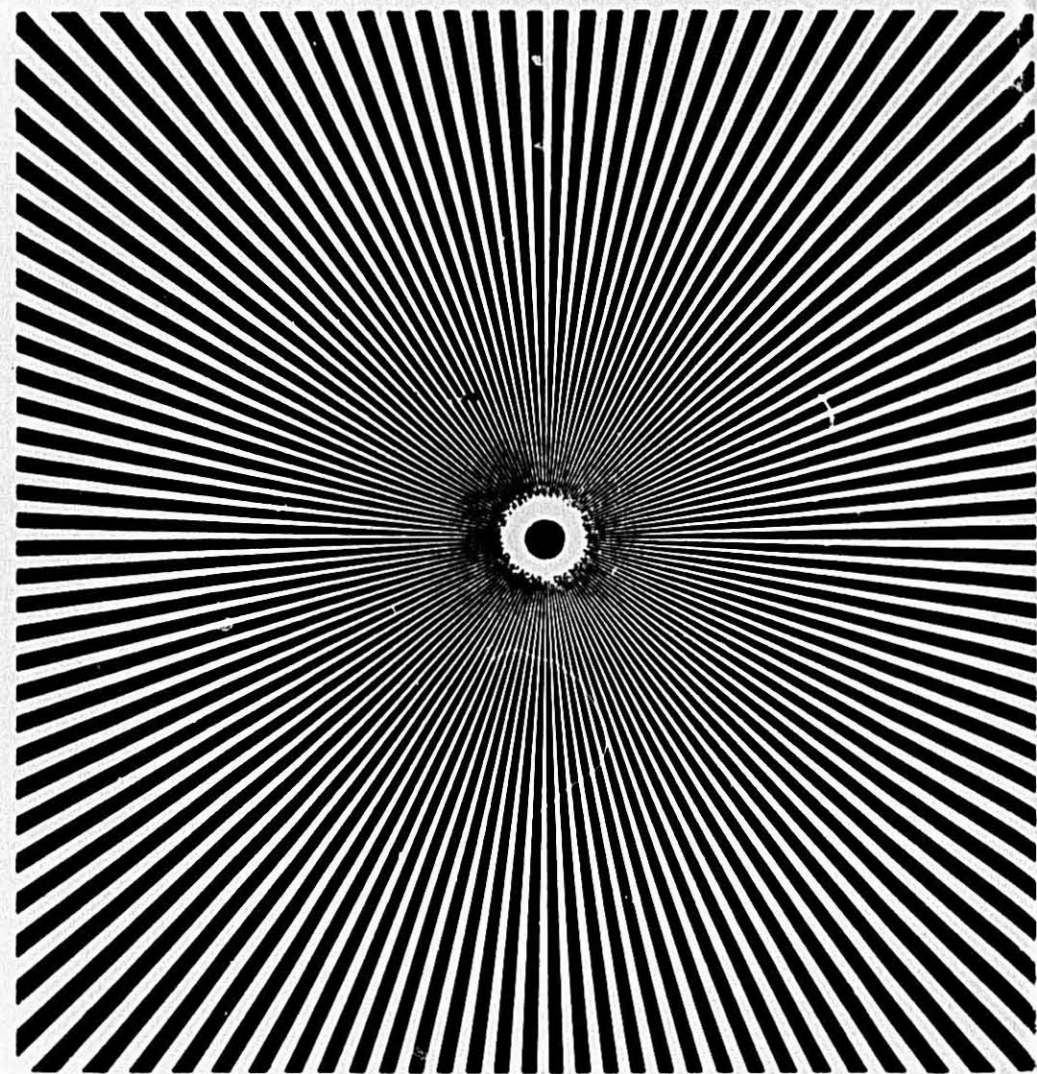
4. According to legend, in whose reign was the recipe for preparing macaroni conceived?  
(a) King Frederick of Saubin (b) Queen Isabella of Spain (c) Duke Snider of Brooklyn.

5. What does Diamond Packaging Products have that surpasses other packaging suppliers to the macaroni industry?  
(a) Personalized service (b) A chain of plants to assure quick delivery (c) Quality printing—offset, letterpress or gravure—to assure finest reproduction of your package.

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



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