

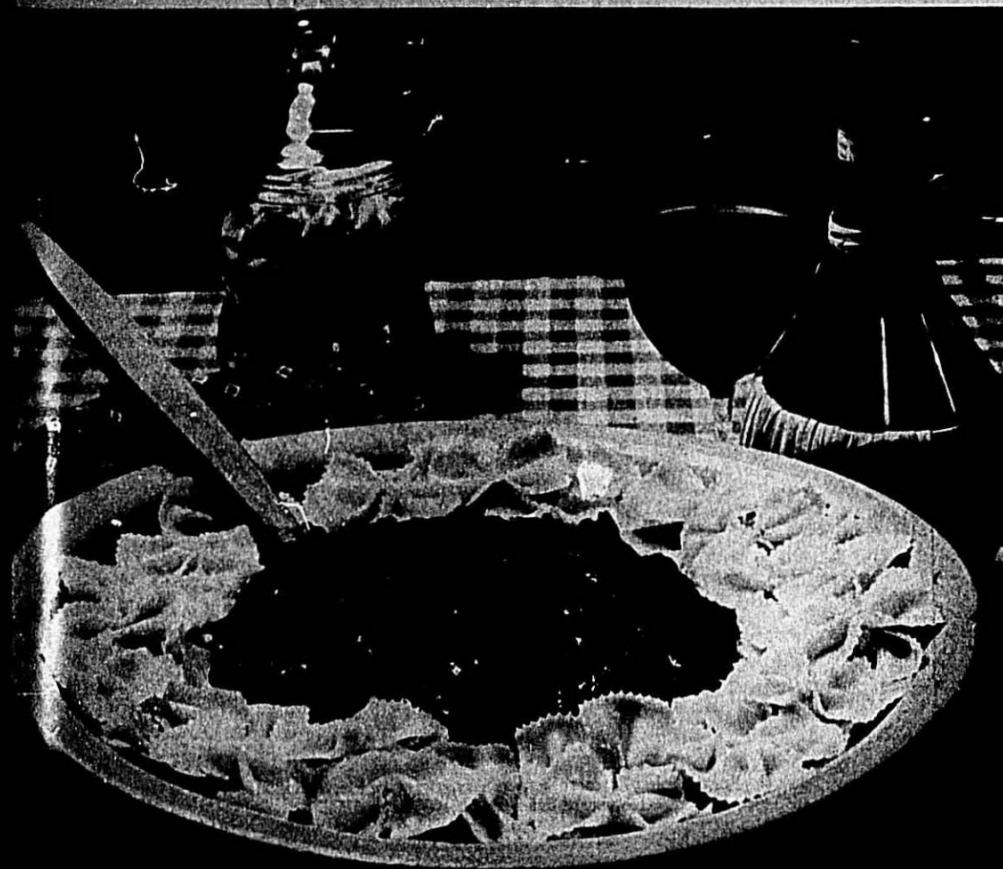
**THE
MACARONI
JOURNAL**

**Volume 55
No. 7**

November, 1973

Macaroni Journal

NOVEMBER, 1973



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The Macaroni Journal

November
1973
Vol. 55
No. 7

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NOVEMBER, 1973

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Important Booklet

Five leading distributor trade associations and the Grocery Manufacturers of America have jointly published **Recommended Standards for the Grocery Industry**.

Designed to improve total system efficiency, the publications provides valuable new information for the implementation of the Universal Product Code. It incorporates UPC nomenclature and definitions and outlines procedures for UPC marking of cases and shipping containers.

Recommended Standards for the Grocery Industry combines and supplants four previous joint-industry publications on standards for product coding, invoice and purchase order forms, and procedures for accounts receivable and payable.

Adoption of industry standards can bring about improvements in productivity at several levels of supplier/distributor communications, affirmed Gerald E. Peck, executive vice president, National-American Wholesale Grocers' Association and George W. Koch, president, GMA. Peck co-directed the effort with Joseph W. Duff, director, product code management, Bristol-Myers Company and chairman of the GMA Administrative Systems Subcommittee assigned to this project in October 1972.

Industry adoption of the standards and broad distribution of the new document is strongly urged by the two chief operating officers for NAWGA and GMA. All segments of the grocery industry must be made aware of the benefits inherent in the use of standards, they agreed.

Single copies of the booklet (\$1.50 each) and bulk rate details are available from the cooperating trade associations.

Cooperative Food Distributors of America

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1916 M Street, N.W., Washington, D.C. 20006

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200 East Ontario Street, Chicago, Ill. 60611

New York Press Party

THE seventh annual Family Reunion, sponsored by members of the National Macaroni Institute, was held September 19 at Tiro A Segno, a private club renowned for Italian cuisine located on MacDougal Street in Greenwich Village, New York City.

Robert Green, executive secretary of the National Macaroni Manufacturers Association, informed more than 100 food editors and media personnel that if the present consumption of macaroni continues, Americans will consume nearly two billion pounds of macaroni this year—an alltime high of a per capita consumption of 9½ pounds.

Antonio Manfredi, associated with Tiro A Segno for 34 years, is a perfectionist in pasta cookery. Food for the luncheon was prepared under his exacting scrutiny. The bountiful buffet reflected Mr. Manfredi's appreciation and knowledge of Italian cuisine. A wide variety of antipasto was offered—Provolone cheese, wafer-thin sliced salami, marinated mushrooms and eggplant among other specialties. Featured as entrees were two pasta dishes: Rigatoni Bolognese, made with layers of pasta, a beef-sausage mixture subtly spiced with nutmeg and cloves, and cream sauce; and a baked version of fettuccine—green noodles mixed with freshly grated Parmesan cheese and cream.

No spaghetti appeared on the buffet table. Following the tradition of Tiro A Segno, spaghetti was served directly from kitchen to table to be enjoyed at its best. Fusilli a Filetto di Pomodoro was the selection—the sauce a light, delicate blend of onions, prosciutto and plum tomatoes.

Wines for the occasion were Soave Bolla (mild, delicate white wine) and Valpolicella (dark, mellow red wine).

Here are recipes from the luncheon suited to home use.

Rigatoni Bolognese (Makes 8 servings)

½ pound pork sausage links, parboiled and thinly sliced
1 pound lean ground beef
1 medium onion, chopped
3 tablespoons tomato paste
½ teaspoon salt
Dash each: nutmeg, cloves
12 ounces rigatoni (about 6 cups)
1½ tablespoons salt
4 to 5 quarts boiling water
Cream Sauce*

1 cup freshly grated Parmesan cheese
In large skillet brown sausage, drain on paper towels and set aside. Drain



Pasta combines in many delicious combinations.

and discard excess fat from skillet. Brown beef with onion in same skillet; mix in tomato paste, ½ teaspoon salt, spices and sausage.

Gradually add rigatoni and 1½ tablespoons salt to rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

In 13 x 9 x 2-inch baking pan, arrange half the rigatoni; spoon over half the sauce. Add all the meat mixture and sprinkle with half the grated cheese. Repeat layers of rigatoni and sauce. Sprinkle remaining cheese over top. Bake in 375° oven 20 to 25 minutes. Place under broiler to brown light (1 to 2 minutes). Serve immediately.

**Cream Sauce (Makes 4 cups): In medium saucepan, melt ½ cup butter or margarine; blend in ½ cup flour, 1¼ teaspoons salt and ¼ teaspoon pepper. Gradually stir in 1 quart milk. Cook stirring constantly, until sauce boils 1 minute. Remove from heat.

Baked Fettuccine (Makes 8 servings)

1 pound spinach noodles (about 8 cups)
2 tablespoons salt
4 to 6 quarts boiling water
1½ to 2 cups light cream
1½ cups freshly grated Parmesan cheese
Salt and freshly ground pepper

Gradually add noodles and 2 tablespoons salt to rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

In large bowl, toss noodles with 1½ cups cream, 1 cup Parmesan cheese and salt and pepper to taste. Turn into 13

x 9-inch baking pan. Sprinkle remaining ½ cup cheese evenly over top. Cover with foil. Bake in 350° oven 15 minutes or until heated. Remove from oven. Add remaining ½ cup cream, if necessary for desired consistency. Bake 5 minutes longer. Serve immediately.

Fusilli a Filetto di Pomodoro (Makes 8 servings)

¼ cup butter or margarine
3 cups diced onions
1 cup diced prosciutto
1 can (35 ounces) plum tomatoes with tomato paste
Salt and pepper to taste
1 pound fusilli or spaghetti
2 tablespoons salt
4 to 6 quarts boiling water

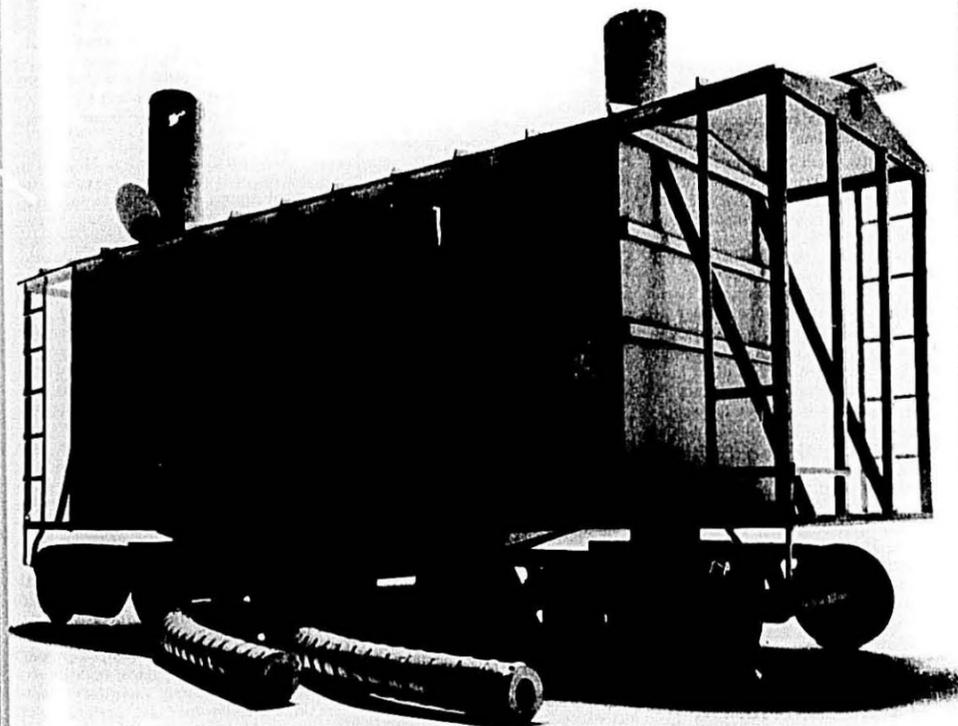
To prepare sauce, melt butter in Dutch oven or large heavy saucepan; add onions and saute over medium heat until golden. Add prosciutto. Stir in and mash tomatoes. Simmer, covered, 20 minutes; uncover and cook 20 to 25 minutes longer or until sauce is desired consistency. Stir occasionally. Season to taste with salt and pepper.

Meanwhile, gradually add fusilli and 2 tablespoons salt to rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Serve with sauce.

Industry Going All Out

Despite major obstacles by the government and wheat speculators, the macaroni industry is going to go all out to meet the unprecedented demand by the consumer for its products, an industry spokesman reported at a New York press meeting.

(Continued on page 6)



Gold Rush

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Industry Going All Out

(Continued from page 4)

Robert M. Green, secretary of the National Macaroni Manufacturers Association, stated that if present consumption of macaroni continues, Americans will eat close to two billion pounds of macaroni products this year. This works out to a per capita consumption of 9½ pounds, an all time high.

The industry will be hard pressed to satisfy the consumer because of drastically reduced supplies of durum wheat, the principal ingredient of macaroni products, Green said. It is actually semolina, the middlings or the heart of the durum wheat, which is used to make elbow macaroni, spaghetti, egg noodles and other macaroni shapes and sizes.

"It is apparent to everyone that even with the anticipated harvest of 85 million bushels of durum, there will not be enough for domestic use due to export. The macaroni industry sought an embargo on wheat exports," Green said.

"Several trips to Washington by durum millers and macaroni industry representatives, wires to President Nixon, the Cost of Living Council and the U.S. Department of Agriculture were fruitless," Green said. "It is obvious that the government is not going to effect an embargo this year."

Questionable Statistics

At this point, various reports we have received indicate that 80 million of the 85 million bushels of durum wheat expected to be harvested this year are slated for export, Green announced. This leaves only five million bushels from the new harvest plus a 36 million bushel carryover to supply macaroni manufacturers who use approximately 40-45 million bushels of durum per year. The 41 million total available durum is not realistic either since this figure will be diluted by 10 to 12 million bushels, half of which goes for seed and the balance remains in bins and pipelines where it cannot be swept up.

With current consumption running 13 to 14 per cent above last year, and the demand for macaroni products as flavorful budget-stretchers continuing strong because of meat shortages and high prices, the macaroni makers are seeking out the best wheats obtainable to keep the supply flowing, Green reported.

This summer saw the highest durum wheat prices since the Civil War, Green said. Currently, prices are running three times more than they were a year ago. "We are not giving up the fight to keep enough durum wheat here in the United States to supply our

Meeting In Washington

customers and our members will continue to bombard legislators, Department of Agriculture officials, and others to prevent a repeat of this year's lack of action by government to halt exports of durum wheat," he said.

SOME fifty macaroni manufacturers and allies lunched with their Congressional Representatives at the Rayburn House Office Building in Washington, D.C. on September 18. They heard comments from Jerry Litton, freshman congressman from Missouri, on a voice for agriculture to communicate with consumers (see story below).

After lunch they returned from Capitol Hill to the Hotel Washington for an afternoon business session.

The Durum Picture

Under Secretary of Agriculture Richard E. Bell presented the following picture for durum supply:

37,000,000 bu. carryover as of June 30.

85,000,000 bu. production as of Sept. 1 estimates.

122,000,000 supply.

70,000,000 estimated exports;

52,000,000 domestic use.

The difference of opinion lies in the difference between export commitments of 86,200,000 bu. as of Aug. 31, 1973 which includes 40,400,000 bu. for unidentified destinations, which the government contends may be speculative but which for practical purposes is not available for domestic use.

Charles Pence and Charles Turnquist of the U.S. Department of Agriculture reported these optimistic notes:

(1) Canadians will have more durum;

(2) The Argentine situation looks better;

(3) China will not buy any more wheat this year;

(4) A ban on exports of pasta products made from durum and hard wheat was imposed by the European Commission as part of an effort to conserve European Common Market wheat supplies. Some analysts saw the ban as a political gesture to appease the Italian public opinion greatly concerned over pasta supplies and prices.

FAO Meeting in Rome

Mr. Bell left that evening to attend a special meeting of the United Nations Food and Agriculture Organization (FAO) in Rome. Director General Adedeke Boerma urgently called the meeting to discuss the needs of developing countries such as India, Pakistan, Bangladesh and others. Mr. Boerma's esti-

mates of minimum grain requirements of these countries totalled more than 9,000,000 tons (over 370,000,000 bushels). The statement together with rumors of grain needs in other parts of the world, created even greater world concern that demand would greatly exceed available supplies.

Following the meeting, Mr. Bell reported that there was general agreement among the delegates that available world wheat stocks would be even larger than the new higher estimates given of September 19 by the International Wheat Council. The view agreed with a statement issued in Washington by Agriculture Secretary Earl Butz, who expressed USDA conviction that "grain available for export around the world this year will be just about equal to import demand at prevailing price levels," and that "if the world production situation continues to improve in Canada, India, Russia and some other important areas—and if some institutional barriers can be overcome—there could be additional grain available beyond minimum requirements."

Actually, the countries Mr. Boerma listed are traditionally food deficient and can probably always use additional quantities of grains. The problem is, however, that they do not have the necessary foreign exchange to make such purchases, and there is a growing reluctance on the part of both exporting and importing countries to continue massive food aid, particularly at current price levels. This appears to have been borne out by the results of the FAO meeting.

Two Sets of Books

At the NMMA meeting, Gordon L. Miller of the Millers National Federation observed that the government has been keeping two sets of books on grain exports and it should help improve information when USDA takes this over and reconciles the figures.

Fred Mewhinney of the Federation noted that more and more states are requiring enrichment, nutritional labeling and listing of ingredients. (See story on page 30.)

Eggs & COLC

Lee Campbell, vice president, Poultry & Egg Institute of America, said the egg industry had gone through the wringer for three years but was now turning around. There will be some slight relief on egg yolks after Easter but whites are a problem.

Munir Bushara of the Cost of Living Council and Roger Heffernan, Director of Exceptions for Food, handled ques-

tions. Phase IV. They aid firms with fewer than 60 employees who are exempt; firms with annual sales of \$50,000,000 must make monthly reports; base periods are set on four consecutive periods in the eight fiscal periods before August 15, 1973 which are the user's choice. Gross margin is measured by dollars per unit so there is no room for error. Internal Revenue Service is charged with enforcement so if you have questions they should be taken up with your local IRS office. The Association office has a listing of locations, addresses and telephone numbers of IRS offices.

School Lunch

Dr. Grace Ostenson of the Food and Nutrition Service, U.S. Department of Agriculture, told of pasta's place in the School Lunch Program. It is essentially the same as for all consumers: a carrier for all of the Basic Four food groups in a balanced diet. Cost factors are becoming more important and schools must be sure that the foods they serve are eaten. A new approach for determining menus on the basis of nutritional contribution of one-third of Recommended Daily Allowances is to use an abacus with nutrients in the form of beads on the instrument. This should help pasta on the basis of participation, acceptability and costs. It was announced that FNS is having difficulty in getting wheat-soy macaroni and the Standards Committee was charged to look into the matter of getting the government to buy standard macaroni products.

Reception

In the evening, a reception was held on the rooftop of the Hotel Washington for the macaroni delegates, their Congressional representatives and friends in government. On a pleasant September evening, it is a pleasant experience to look out over the White House grounds from the Treasury Building and the Washington Monument.

A Voice for Agriculture

What many had said needed to be done, but could never be done, was accomplished September 17 in a meeting of representatives of over 200 farm groups and agribusiness firms. The result of the meeting is that American Agriculture has now been united behind one voice to close the communications gap between producer and consumer.

The meeting brought about a final merger between two major efforts to communicate the farmers' story—one formed in June as an outgrowth of a Farm Summit meeting arranged by

Congressman Jerry Litton, a freshman from Missouri, and another group, the National Agriculture Institute—National Agriculture Communications Board, formed three years earlier with encouragement from Senator Carl Curtis of Nebraska and Congressman George Mahon of Texas. Action approved at the meeting provides for a joint Board of Directors and other organizational changes designed to attract financial support at every level, from individual farmers to the largest firms producing equipment, chemicals, feed, fertilizer and all other supplies. In an unusual display of support and sign of interest, nearly 100 Members of Congress responded to freshman Congressman Litton's invitation to sit at the head table at the luncheon break during the united Agriculture meeting.

Secretary Butz Speaks

Secretary of Agriculture Earl Butz was among those on the program who spoke. Secretary Butz was introduced by Senator Herman Talmadge (D-Ga) who is Chairman of the Senate Agriculture Committee as well as a member of the Watergate Committee. Senator Curtis and Congressman Mahon were among those on the program. Butz, Curtis, Mahon and Litton were presented plaques by the NAI for their contribution to agriculture. Freshman Congressman Litton, representing his Farm Summit effort, and J. Francis, who is Chairman of the Board of the NAI, served as co-chairmen of the meeting.

The meeting was concluded by an enthusiastic display of support, both financial and otherwise, as a list of agriculture leaders reading like the Who's Who of American agriculture came forward and offered their support for the program. In one short hour, over \$151,000 had been firmly committed by farm organizations and agribusinesses in attendance and promises from others brought the total to approximately a quarter of a million dollars.

In response to consumer boycotts and consumer cries for both food price freezes and farm price rollbacks, freshman Congressman Jerry Litton of Missouri called leaders of American agriculture to a meeting in Washington on June 18. Billed as a "Farm Summit," this meeting attracted representatives of agriculture from throughout America. A luncheon break at this Farm Summit meeting boasted a head table of over 40 members of Congress.

Call For One Voice

It was voted at this meeting to unite the various farm organizations and agribusiness firms in America behind

one single voice to tell the farmers' story to a growing urban America. Congressman Litton was asked to appoint an Ad Hoc Committee to work out details. A steering committee from this Ad Hoc Committee met on August 7 in Kansas City to put together a structure that all of American agriculture could support.

Earlier Effort

Three years earlier a similar type effort, with encouragement from Senator Carl Curtis (R-Neb) and Congressman George Mahon (D-Tex), had resulted in the formation of the National Agriculture Institute and the National Agriculture Communications Board. On August 8 the three efforts, NAI, NACB and Congressman Litton's Farm Summit committee merged their efforts.

It was announced that a direct mail campaign effort will be made shortly aimed at contacting every farmer in America and asking his direct financial support of the effort. Congressman Litton said, "The way producers feel now about getting their story told, I wouldn't be surprised if we didn't raise another quarter of a million dollars direct from producers through this mail campaign."

In view of the many farm organizations and agribusiness firms which have shown an interest in lending their support financially, it is hoped by those pushing the program that the effort will raise over one million dollars within the next 90 days.

It was pointed out at the meeting that one million in the next few months will be what it will take five million dollars to do in a couple of years. It was stressed that agriculture and food prices are page one (free) now and in a couple of years they will be page 12 which won't be free. It was pointed out at the meeting that it is hoped within three years that the annual budget for the united agriculture effort will be nearly 5 million dollars.

Need For Communications

Both Francis and Litton stressed how the lack of communications between producer and consumer had worked to the disadvantage of both as well as the overall economy. Litton said, "If we can only tell consumers what encourages or discourages producers from producing, I am convinced they will not support those programs which they have supported in the past which have served only to discourage producers from producing, resulting in even higher food prices to the consumer."

Two working committees—one on organization and one on programming,

(Continued on page 8)

Voice for Agriculture

(Continued from page 7)

will be empowered with complete authority to administer the effort until a permanent board is selected at the end of a sixty-day period. Members of the special committee, to be appointed by Curtis, Mahon and Litton will be named within one week. A list of those farm organizations and agribusiness firms whose representatives went to the microphone and publicly announced the support of their organizations, financially or otherwise, to the united agricultural effort. Within the next 30 days all farm organizations right down to the county level and all agribusiness firms will be contacted and asked to give their support to the program which has been long overdue. At long last it looks like American agriculture has finally been united.

Now Nixon Knows

Rep. Jerry Litton (D., Mo.) a farmer-turned-lawmaker, took offense at President Nixon's recent comment that he didn't know what a soybean was.

So, with the help of some soybean producers, he filled a small gauze drawing bag filled with the little wheat-colored beans and shipped it to the White House.

Litton said in an accompanying letter that he was sending Nixon a sample "so that you might be familiar with this very important farm commodity."

Crop Estimates Higher

A limited increase in the estimate of 1973 all wheat production in the September crop report of the Department of Agriculture was accompanied by moderate to sharp increases for the major feed grain and oilseed crops.

According to the Department, production expectations for spring wheat and the major fall harvested crops are higher than a month ago. Prospects are up 4% from Aug. 1 for corn and soybeans, 3% for durum wheat, other spring wheat, grain sorghum and peanuts, and up 2% for corn and cotton. Slight declines were registered in winter wheat, oats, barley and rice forecasts while tobacco remained virtually unchanged.

All Crop Index to Record

The "all crops" production index based on 1967 as 100 increased 2 points in the month to reach a new high of 120. This compares with 113 a year ago and 112 in 1971. It was only 100 in 1970. The food grains index as of this month is placed at 113 against 101 a year ago while feed grains are 119 against 114 a

year earlier. Oilseed crops are a record 158 against 130 a year ago and 121 two years back.

All wheat production, based on Sept. 1 conditions, is estimated by the Department at 1,727,485,000 bus, up 10,492,000 from the August prospect. The indicated crop is 12% up from 1,544,775,000 in 1972 and is also 7% over the previous record 1971 outturn of 1,639,518,000 in 1971. It represents a 26% increase over the recent low of 1,370,225,000 in 1970.

The all-wheat crop compares with the recent high of 1,576,251,000 in 1968.

Durum Wheat Up 3% in Month

The Sept. 1 estimate for durum wheat is 85,106,000 bus, up 3% from a month earlier. The crop also is 17% over the 1972 crop of 73,037,000. It represents a decrease of 7% under the 1971 outturn of 92 million.

Department noted harvesting in North Dakota was two-thirds complete by early September, or somewhat ahead of the norm. "Above normal temperatures and little precipitation provided favorable harvest conditions until rains arrived in late August and early September."

Among states durum production increased 2,620,000 bus in North Dakota, constituting most of the over-all gain. The state also was responsible for most of the other spring increase, gaining 6,180,000 bus.

The North Dakota estimate as of Sept. 1 includes 173,040,000 bus of other spring and 75,980,000 durum, compared with 149,147,000 and 65,493,000, respectively, in 1972.

Harvest was rapidly approaching completion, considerably earlier than year ago and the average, even though latest area was hampered by rains. Those rains also influenced the wide range in quality, some bleaching in the swath. Milling results thus far have been excellent.

Rush continued in spot sales of semolina, granular and durum flour in mid-September, marking no let-up in near maximum pace that has ruled for so long. Business was confined almost entirely to single cars and other small lots to take care of immediate needs but with rare commitments to 5,000 cwt, representing October requirements. Failure of cash durum prices to weaken under pressure of peak harvest movement encouraged commitments of week or two instead of previous hand-to-mouth buying. Few large macaroni manufacturers continued to draw on contracts consummated ahead of sharp advance in costs but those balances were rapidly running out. Prices were

unchanged. European Community banned export of pasta produced in increasing demand from outlets that have featured imported supplies.

Mills Rush to Meet Shipments

Mill grind again averaged near seven days, with shutdowns only as dictated by technical considerations. Much of new business was accompanied by shipping directions and old contracts were rapidly dwindling. With retail business continuing on the rise, outlook is for protracted period of maximum grind.

Export Commitments

Export durum commitments for 1973-74 were 86.2 million bus as of Aug. 31, based on undelivered sales of 78.3 million bus and shipments to same date of 7.9 million. U.S.D.A. estimated production of durum based on Sept. 1 conditions, at 85,106,000 bus, up 3% from August forecast of 82,264,000, and compared with 73,037,000 bus in 1972. Added to carryover of 37 million bus last July 1, total supplies for 1973-74 amount to 122 million bus. U.S.D.A. has estimated domestic disappearance at 42 million bus, which would leave 80 million for export and carryover, or 6 million bus short of undelivered export sales. Many observers attach considerable significance to fact that larger portion of undelivered durum sales than any other wheat is unidentified destination category—40.4 million bus, against 37.9 million identified.

Confusion on Durum in Italy Pasta

No Confirmation was forthcoming of a switch from 100% durum to permit blend of 70% durum and 30% soft wheat in Italy's pasta but with indications that effort would not be successful. It would require approval of the Common Market Commission and opposition came from users of the soft wheat, which is also in short supply.

Pasta Problems

from Milling & Baking News
"Spaghetti is in danger," Italians were warned in a story published recently in *Panorama*, a widely-circulated Rome newsweekly. That same warning is being sounded by macaroni and noodle manufacturers in the United States and broad coverage in newspapers and the broadcast media has vaulted pasta to a prominence that could only be described as an advertising manager's dream—provided that the problems that engendered all of the publicity can be solved. Those problems, both for the United States and Italy, have their base in the shortfall in durum production in consuming countries of the world.

(Continued on page 10)

THE MACARONI JOURNAL



Love Story

We get letters. People like you write to say how much they like our durum products. They can always be sure of the same consistent high quality, time after time. Our new, modern milling facilities have quality control that is beyond compare. When you want the finest macaroni products, you start with Durakota No. 1 Semolina, Perfecto Durum Granular or Excello Fancy Durum

Patent Flour. You'll find it's a love story with a happy ending.

the durum people

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Pasta Problems

(Continued from page 8)

In Italy, an acute pasta shortage was threatened by a newly-inaugurated program to stem inflation. In that country's Phase I, the retail price of a pound of pasta was set at 145 lire, or around 25 cents, but manufacturers and wholesalers had raised their prices to 154 lire before the government freeze on retail prices went into effect. Pasta manufacturers said price increases were forced by soaring durum costs. This dilemma of the Italian manufacturers and retailers strikes a responsive chord among members of the U.S. breadstuffs industry.

Rigid Enforcement

The Italian government, in a show of rigid enforcement, arrested macaroni manufacturers, wholesalers and grocers, hauled violators off to court, sometimes in handcuffs, and meted out fines. In retaliation, grocers threatened to stop selling pasta. Trade unionists alleged that the pasta manufacturers were utilizing durum bought months ago at sharply lower prices and were cheating the public by charging the current higher prices. *Panorama* cautioned its readers that high prices of durum could force manufacturers to use a different wheat which would mean that "our spaghetti, fettucini and rigatoni will lose their elasticity; they will become almost inedible." Substitution of other classes for durum in Italy is prohibited by law, so the warning is predicated on a change in law.

While the Italian consumer, and the French for that matter, are protected, at least theoretically, as to the quality of pasta, standards in the United States are not at all restrictive on the class of wheat used. Even though semolina prices have virtually quadrupled from a year ago, most manufacturers have resisted the switch to more attractively priced hard winter and spring wheats because of the concern over effects that resulting deterioration in quality could have on consumer acceptance. Per capita consumption of pasta in the United States has been steadily increasing and macaroni manufacturers credit the increases to maintenance of quality.

European Export Ban

A ban on exports of pasta products made from durum and hard wheat was imposed by the European Commission as part of an effort to conserve European Common Market wheat supplies. Earlier, the Commission had banned hard wheat exports and then had imposed a restriction on exports of hard wheat flour from Italy. Also, a levy is

assessed on exports of soft wheat from the European Community, at a rate of 55 units of accounts (U.S. \$60) per metric ton.

Some analysts saw the ban on pasta exports as a political gesture by the Commission to appease Italian public opinion greatly concerned over pasta supplies and prices.

Buitoni Will Buy Bibby Grocery Products Line In Great Britain

J. Bibby, one of Britain's largest feed manufacturing companies, announced that it has entered into tentative agreement to sell its grocery business to Industrie Buitoni Perugina. The transaction is subject to further negotiations and is not expected to be completed until the end of October. No terms have yet been set, it was indicated.

Base in Pasta Manufacture

Industria Buitoni Perugina (IBP) is an Italian-based international food company that has its major interests in pasta manufacture in Italy, France and the United States. Founded at the start of the present century, the company has grown outside of Italy through a network of family operations that was not placed under single ownership until the company's stock was listed on the Milan Bourse last December. The Buitoni family owns 50.1% of the equity and the managing director is Paulo Buitoni.

Bibby said it intends to concentrate on sales of £17 million (U.S. \$31.7 million) include Princes spreads and canned goods and Trex, Spread'n Fill, Cidal and other oil-based products. It is expected that Bibby would continue the manufacture of the latter products. Bibby said it intends to concentrate on growth in the livestock and formula feed business in Britain and the European Community.

Into U.K. Market 5 Years Ago

IBP entered the British market about five years ago, offering canned ravioli and spaghetti sauces as well as packaged pasta. It just recently started offering chocolates in the U.K., which are marketed under the Perugina brand name. Estimated annual IBP volume around the world is £120 million (U.S. \$294 million).

Incidentally, Bibby's largest subsidiary outside Britain is in Italy, Clip-Zoo, which is a leading company in the poultry, egg and pork production business.

Argentine Wheat Acreage

Reports from Argentina now indicate the Argentina Ministry of Agriculture estimates current wheat acreage at 4.2 million hectares. This compares to last year's acreage of about 5.6 million hectares. The previous estimate for this year's crop was 4.1 million hectares, so the new estimate indicates an increase of 0.1 million hectares.

Australia Expecting Record Crop

Reports from Australia indicate Australia is expecting its crop outturn this year will be approximately double last year's poor crop, reduced because of drought. The Australian crop is now being estimated at approximately 450 million bushels, of which all but about 100 million bushels will be available for export. The Australian Minister for Prime Industry is quoted as saying that crop expectation is double last year's yield and has been brought about by a policy of encouraging farmers to plant more wheat.

China Reporting Record Crops

According to a press report from Hong Kong the People's Republic of China is reporting it is self-sufficient in grains. The report states the Chinese are continuing their efforts to modernize agriculture and have succeeded in increasing grain output from a low level of 110 million tons in 1949 to 240 million tons last year. China is expecting a good harvest of late rice and autumn crops, after overcoming a period of serious drought and excessive rains.

Mexican Grain Situation

According to a Reuters report Mexican Agricultural Minister Manuel Benardo Aguirre has given an optimistic picture today of the country's crop outlook despite recent floods. He admitted, however, that Mexico would have to import 500,000 metric tons of wheat this year. In the report he said Mexico would also have to import about 150,000 tons of soybeans this year, but he hopes Mexico will be self-sufficient in corn, sorghum, beans, rice and some other oilseeds. Mr. Benardo Aguirre estimated wheat demand at 2.6 million tons and indicated that with the imports already made their supplies were now expected to be sufficient for the year.

Hectare: metric measure equal to 2.471 acres.

Canada Increasing Wheat Price Guarantees to Producers

Ott. Lang, Minister Responsible for the Canadian Wheat Board, announced that maximum prices charged to millers for wheat used in Canada would be rolled back to levels prevailing shortly after the beginning of the Canadian crop year (August 1, 1973). At the same time the \$1.00 (Canadian currency) subsidy to the producer is being increased to \$1.75. This means that the maximum producers will receive for bread wheats and durum used in Canada will be \$3.00 and \$7.50, respectively. Millers will pay a maximum price of \$3.25 and \$5.75 respectively, for bread wheat and durum. Although Canadian producers will, for wheat used domestically, receive a somewhat lower price than current world prices, they are being guaranteed a minimum price of \$3.25 for all wheat for domestic use, including durum, for the next seven years, even if world prices should drop. The quantity used domestically is, however, only about 65 million bushels, or about 11% of the total crop.

Record Sales for International Multifoods

International Multifoods reported record sales and earnings for the second quarter and six months ended August 31.

For the second quarter, sales were \$169,395,000, up 37 percent from \$123,902,000 a year ago. Net earnings were \$2,857,000, up 28 percent from \$2,238,000 the year before.

Earnings per common share were 78 cents, up 28 percent from the 61 cents a year ago.

Last year's sales and earnings have been stated to reflect the acquisition of Ferguson Distributing Co. and Freeman Farlin Potteries on a pooling-of-interests basis.

Sales for the six months were \$325,961,000, up 34 percent from \$242,989,000 the year before. Net earnings were \$4,571,000, compared with \$3,676,000 for a 25 percent increase at midyear.

Earnings per common share were \$1.24, a 25 percent improvement over the 99 cents of the year before.

Excellent Performance in Canada

Multifoods President Darrell Runke singled out the firm's Canadian operations for an excellent performance in which all three Canadian operating areas—Industrial Foods, Agricultural Products and Consumer Products—registered impressive gains in both sales and earnings.



Darrell M. Runke

Runke also cited an improvement in the company's U.S. egg and egg merchandising operations as leading to a continued strong performance in the U.S. Agricultural Products Division. The U.S. Industrial Foods and Consumer Products Divisions also posted a strong quarter as compared with last year. The company's grain merchandising operations also showed a significant improvement.

International operations were down from the comparable quarter a year ago and Multifoods' King Foods Frozen meat operations, while remaining unprofitable, showed a significant improvement from the previous quarter.

Runke said that with the easing of the government's restrictions of beef prices, the outlook is good for King Foods. The firm's sales have remained strong, and are likely to top the \$50 million mark this year, Runke said.

Successful Management

The large increase in company sales resulted from a combination of acquisitions, new products, and higher selling prices caused by higher raw material costs. The earnings improvement, Runke said, was due, in part, to successful management of operating costs despite high interest rates and a partial return to the historic levels of profitability in areas such as eggs and consumer flour.

For the year, Runke said that the company is now looking for annual sales in excess of \$650 million instead of the \$600 million earlier projected. He termed "realistic" the company's stated annual goal of a 10 percent improvement in earnings per share from \$2.70 to approximately \$3.07 this year.

ADM Sees Growth in World Food Role

An "overwhelming acceptance" of soy protein in foods was a significant factor in Archer Daniels Midland Co. achieving all-time highs in sales and profits in the fiscal year ended June 30, according to the company's annual report.

The report shows net earnings after taxes were \$16,895,208, equal to \$2.31 per share on common stock, a 37% increase on a per share basis over the previous year's restated earnings of \$11,905,225, or \$1.68 a share. Total dollar sales increased 41%—from \$684,476,337, the previous high, to \$967,710,134. The previous high net income was \$12,158,119, in the 1971 fiscal year.

"The same major factors and corporate strategy that have contributed to our current success promise to accelerate and continue our growth in the next several years," Donald B. Walker, president and chief operating officer, and Dwayne O. Andreas, chairman of the board and chief executive officer, state in the report.

"Even while the United States farmers produce larger crops than ever before, demand worldwide exceeds supply," the two top officers point out. "The resulting gap is becoming more acute each day. The critical need is for balanced protein and protein-rich foods."

Divided payments on the common stock in the 1973 fiscal year were \$3,499,242, against \$3,338,846 in the previous year, with the rate per share unchanged at 50c. Consolidated financial statements for the fiscal year ended June 30, 1972, are restated in the annual report to reflect the accounts of Salina Terminal Elevator Co., Smoot Grain Co., and Central Kansas Mill and Elevator Co., acquired on April 2, 1973.

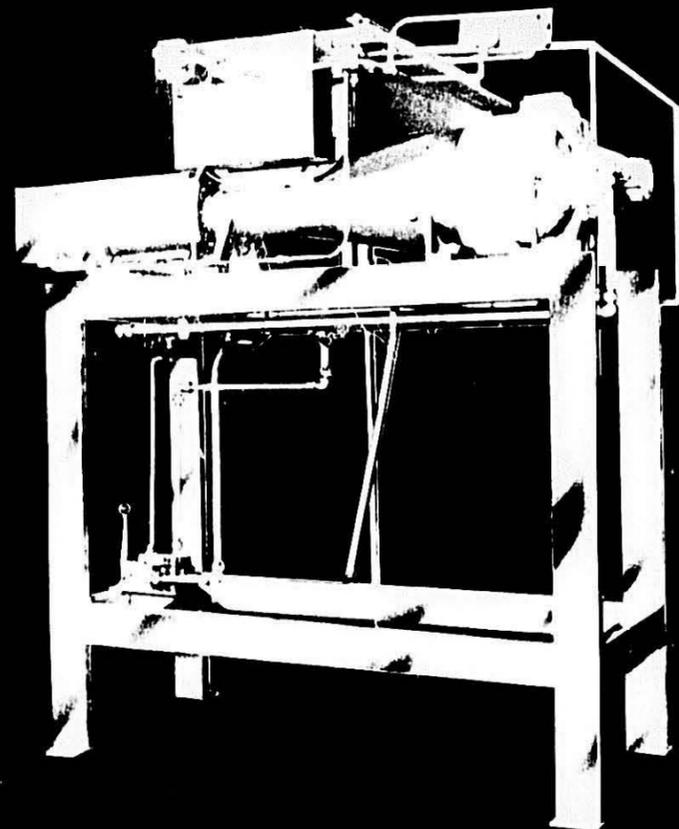
"One of the most significant trends affecting ADM this year was the overwhelming acceptance of soy protein in foods," Mr. Walker and Mr. Andreas state in their operating report to shareholders.

Good Year For ADM Milling

ADM Milling Co., supplier of flour to the baking industry, corn products to the snack food industry, a principal manufacturer of non-grain feedstuffs and a primary producer of cereal-based blended protein foods, had a successful year both in volume and profit, according to the report.

"We believe our flour mills, corn mills and distribution systems compare favorably in efficiency with any

(Continued on page 14)



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ADM Sees Growth

(Continued from page 11)

in the industry," the report states. "We continue to improve on our efficiency and expand production as our business develops."

In line with this planned growth pattern, the report notes that ADM now has a new flour mill under construction in Destrehan, La., "which will readily supply the Mississippi and Louisiana market." Purchase of terminal elevators and a line of country elevators that are strategically located throughout the Midwest, to insure quality wheat and corn supplies," also is noted.

Gooch Dinners Tested

An "add no meat" skillet dinner utilizing TVP (textured vegetable protein) has proven "most positive" in test marketing, and will soon be on retail shelves in many of the larger population centers, according to the 1973 annual report of Archer Daniels Midland Co.

Commenting on two types of Red Skillet Dinners marketed by Gooch Foods, Inc., a division of ADM, the report states:

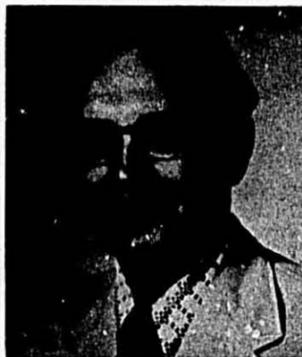
"The second and more dynamic concept is the Red Skillet TVP Dinner which utilizes TVP textured vegetable protein to provide a dry package, low cost, convenient 'add no meat' dinner. The test marketing which began last November on these dinners has proven most positive. Consumer surveys showed excellent acceptance and indicate a new market potential."

Gooch Foods is also marketing five flavors of Red Skillet "Hamburger Stretcher" in the \$150 million plus skillet dinner market, the report notes. "Red Skillet 'Hamburger Stretcher,'" according to the report, "is a new main dish recipe for the budget-minded housewife. One lb of ground beef is added to a carton of dry ingredients, including pasta, and the resulting dinner feeds a family of five."

Record Year for Peavey

The Peavey Co. achieved record sales and earnings in the fiscal year ended July 31, according to preliminary results announced Thursday, Sept. 13, at the board of directors' quarterly meeting in Oconomowoc—the first ever held away from Minneapolis headquarters.

Fredric H. Corrigan, president, said preliminary estimates indicate consolidated sales and operating income will reach a new high of \$354 million in the fiscal year, compared with restated sales and operating income of \$282 million in previous year.



Gerald P. Marron

Eastern Sales Manager For Peavey

Peavey Company has appointed Gerald P. Marron as manager-Eastern Durum Sales. He will be working out of the White Plains, NY office. With the company since April 1945, Marron had most recently managed Peavey's flour mill in Dallas until it closed in July.

Peavey Company is a leading supplier to the durum industry which manufactures pasta products.

ConAgra Records

New records in sales, net earnings per share were established by ConAgra, Inc. in the fiscal year ended June 24, 1973.

According to a preliminary statement, net sales amounted to \$422,125,471, up 98% from volume of \$301,705,587 in the previous year and compared with \$272,625,318 in the 1971 fiscal year.

Net income from operations for the 1973 fiscal year amounted to \$6,062,928, equal to \$1.92 a share on the common stock. In the previous year, net earnings from operations were \$3,726,888, equal to \$1.18 a share on the common stock, while the net for 1971 was \$3,001,600.

Earnings in the 1972 fiscal year were further reduced by extraordinary expense of \$660,883, which reduced final net per share to 95c a share.

Net earnings of ConAgra for the 1973 fiscal year prior to provision for income taxes totaled \$7,255,928, compared with \$3,829,939 in the preceding year. Provision for income tax in the 1973 fiscal year was \$1,193,000, against a credit of \$96,949 in the prior year.

Earnings per share in the 1973 fiscal year are based on an average of 3,655,578 shares of common stock outstanding, compared with 2,936,606 in the previous year.

Golden Grain Expands Facilities

Latest move in keeping pace with the growth of Golden Grain Macaroni Co. is the addition of space which the company has acquired in San Leandro near the main Golden Grain Bay Area plant. The added space was needed to accommodate the expansion of the Golden Grain line of products. Among the new products are Stir-N-Serv 1-Pan Dinners, Soup Mein which is an instant Oriental-style soup, and Dutch Noodles. Other Golden Grain plants are located in Seattle and Chicago.

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THE MACARONI JOURNAL

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Durum Research



David E. Walsh

Introduction

RESEARCH efforts at the North Dakota State University on durum wheat have been directed toward the agronomic and cereal technology aspects of the durum industry. Since the durum wheat research was initiated at NDSU in the late 1930's, cereal chemists and agronomists have sought to develop new durum wheat varieties which are advantageous for the farmers and acceptable to the millers and pasta processors. Also, basic research has been conducted to seek information on the relation of durum composition to the quality characteristics of durum products.

The national Macaroni Manufacturers Association has sponsored a portion of the research at North Dakota by providing a grant. The grant has enabled a number of students to conduct their M.S. and Ph.D. thesis research projects on durum and pasta problems.

In the period covered by this report, research was conducted in the following research topics:

1. Durum Variety Development
2. Quality Methods Research
3. Microbiology

Research Results Ward Durum

A new durum wheat variety named "Ward Durum" was developed and in 1973 jointly released by the North Dakota State University Agricultural Experiment Station and the U.S. Department of Agriculture.

Ward was tested for milling and pasta quality at the Cereal Chemistry and Technology laboratory over a five year period. Table 1 shows the average

Progress Report from North Dakota State University Department of Cereal Chemistry and Technology¹ by David E. Walsh²

¹Published with the approval of the Director, North Dakota State University Agricultural Experiment Station and Journal Series 417.

²Dr. Walsh is an Associate Professor, Department of Cereal Chemistry and Technology, North Dakota State University, Fargo, North Dakota 58102.

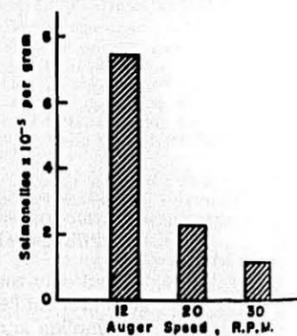
quality data for Ward and four check durum varieties from a total of 12 field trials for samples grown in 1970, 1971, and 1972. Compared with Leeds and Wells, Ward has larger kernels. Test weight, grade and the vitreousness of Ward kernels are considered excellent. Milling data showed that Ward had the highest average semolina yield and lowest speck count of the test series. In addition, when Ward semolina was extruded to spaghetti and dried, no processing problems were noted. Spaghetti made from Ward had a bright yellow color and the cooking tests showed excellent firmness and organoleptic properties for Ward samples.

Since the most of the 1973 crop of Ward Durum will be used as seed, commercial quantities of the new variety will not be available for semolina milling until the 1974 durum crop is harvested.

New Methods

Research to improve methods of measuring durum and pasta quality has concentrated on color testing techniques and methods to measure the texture of cooked pasta products. The research on color has been completed and a photoelectric color reflectance procedure for measuring the color of dry pasta products was published in Macaroni Journal (2). A color measurement technique for pasta products was also submitted to the American Association of Cereal Chemists for inclusion in the AACCP Approved Methods.

A new technique to measure the firmness or "bite" of cooked spaghetti, noodles, and elbow macaroni was developed. The technique employed the Instron Universal Tester to measure the shearing characteristics of cooked pasta products. The Instron data was shown to be highly correlated with taste panel values for cooked pasta firmness. A detailed description of the method was published in the April 1973 issue of Macaroni Journal (3).



Microbiology of Pasta Processing

A research project is underway to investigate the relation of pasta processing conditions to viability of microorganisms. In the research, tests were conducted on several strains of *S. typhimurium*. In processing tests of inoculated dough, high extrusion auger (Continued on page 18)

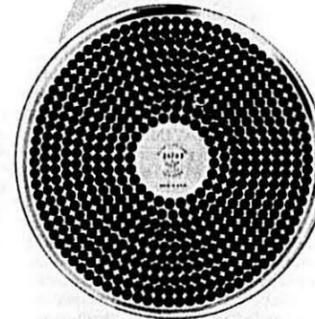
Table 1.

Average grade, milling, and spaghetti quality data for Ward and four check durum varieties in 12 tests during 1970-1972.

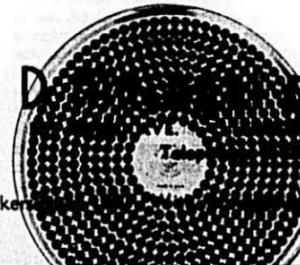
Quality Factor	Ward	Rolette	Hercules	Leeds	Wells
Test weight, lb/bu	62.1	62.6	62.2	62.7	61.2
Grade, U.S.	1 HyHAD	1 HyHAD	1 HyHAD	1 HyHAD	1 HyHAD
Vitreous kernels, %	88	85	91	92	87
Kernel distribution					
Large %	55	58	63	47	35
Medium %	42	39	33	50	63
Small %	3	3	4	3	4
100 kernel weight, g	43.3	45.0	45.8	41.0	36.2
Wheat protein, %*	13.6	13.7	13.5	14.2	13.2
Semolina protein, %*	12.5	12.7	12.2	12.9	12.1
Semolina yield, %	56.5	55.8	56.0	55.2	54.6
Semolina specks /10 in ²	20	26	22	22	22
Spaghetti color**	9.3	8.9	8.8	9.2	9.0
Spaghetti firmness, g cm.***	4.0	3.9	4.4	4.3	4.2

* Expressed on a 14% basis
** Higher score indicates more yellowness
*** Higher values indicates firmer cooked spaghetti

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Durum Research

(Continued from page 16)

speeds were shown to decrease the viability of *S. typhimurium*. Figure 1 shows the average survival rates for the organism at spaghetti extrusion auger speeds of 12, 20 and 30 r.p.m. The results of replicate experiments showed a significantly lower viability of *S. typhimurium* at auger speeds above 20 r.p.m. A laboratory scale DeMaco pasta press was used for the research and as yet no results are available for commercial scale presses.

Future Work

Additional studies on microbiological aspects of pasta processing will be conducted. Salmonella and Staphylococcus organisms will be tested to determine the influence of pasta processing on the viability of the organism. It is hoped that research on microorganisms may lead to processing techniques which will minimize the survival of these organisms.

Research to develop high quality pasta products with added protein is planned. The objective of the work will be to develop durum wheat based pasta products which contain a minimum of 20 per cent protein, have good consumer acceptance and are similar to conventional pasta in appearance and organoleptic quality.

A study was initiated this year which will examine the influence of wheat conditioning on semolina milling characteristics and spaghetti quality. A wide range of durum wheat types were grown in field plots throughout North Dakota. These durum samples will be treated by various conditioning means (steam, moisture, temperature etc.), milled into semolina and processed into spaghetti. The project will be conducted by graduate student Mr. A. M. Seyam as a Ph.D. thesis problem. The objectives of Mr. Seyam's work will be to seek basic knowledge concerning durum milling and pasta processing which will improve the efficiency of durum wheat milling and expand durum utilization for pasta products.

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The National Macaroni Manufacturers Association supports research at NDSU with an annual fellowship.



James P. McFarland

A Manufacturer

by James P. McFarland

found to be unsafe for any reason, the immediate monetary loss is staggering, not to mention the cost of a damaged reputation.

Finally, with the rare exceptions found in any area of human life, food manufacturers seek to be law-abiding citizens. For self-protection and the protection of their businesses, they must insist that their food products meet legal requirements and must go well beyond.

The Record Is Good

The safety of the nation's food supply has been outstandingly good (despite its critics) in a society of growing complexity. We feed—and feed better than any other nation in the world—a population that has expanded to more than 200,000,000 people, with very, very few problems identified as of food origin.

Nothing, of course, is perfect in this imperfect world. This means we can never relax our efforts to provide a largely urbanized America with food that is increasingly safe, nutritious, appetizing, convenient to prepare and reasonable in price. Such contributions to public health as the enrichment of flour and bread and, more recently, the vitamin and mineral enrichment of other foods must be a starting place rather than a conclusion. We must harness advancing technology to increase the flow of food to a growing population in an increasingly complex society, guard against the loss of nutrients in production, storage and transportation and do all of this without sacrifice of safety.

The research people, the food technologists and other specialists, have a gargantuan task that is growing greater. Food safety, though always important, was much simpler in years past than it is today—mainly because we then knew less. Not long ago as history is measured, quality control consisted largely of establishing standards for raw materials, strict enforcement of hygiene and sanitation in the processing plant and assurance of protective packaging to carry finished products from plant to consumer with minimum loss of flavor, nutrition, wholesomeness and aesthetic appeal. Inspections were largely visual or mechanical, consisting pretty much of seeking out foreign objects in raw or semi-finished materials.

As a manufacturer, General Mills wants the food of this nation to be safe. I know that this wish is shared by every other responsible food processor in America today.

There is good reason this is so.

First, food manufacturers are members of society. They eat food. Their families eat food. Like everyone else, they have a great personal stake in anything that goes on their tables. As responsible members of their communities, they also recognize their obligation to make sure that products reach consumers in the best of condition with no question of their fitness or quality. It would seem strange indeed to give personal and corporate time to solving economic and social problems of the nation, as many food manufacturers do, and then distribute the basic products of their businesses in an unsafe form.

Second, food manufacturers are businessmen. They depend upon repeat sales, selling their products over and over again to the same people. Doubt about the safety of their products would rapidly become a one-way ticket to failure. As a number of manufacturers have commented over the year, "Customers are hard to come by. We can't afford to poison them."

Advancing costs have spotlighted this phase of a manufacturer's self-interest today even more than in the past. The average cost of introducing a new product on the national market is in the neighborhood of \$1 million. On the average, only one new product out of nine in the food industry succeeds in capturing a profitable and lasting share of the consumer market. This means a total investment of \$9 million or so—to use arbitrary figures. If, after becoming established, a new product is

Looks at Food Safety

Chairman and Chief Executive Officer, General Mills, Inc.

Now, refined analytical tools and techniques make it possible to isolate and identify components in food to as little as one part in a billion. Such technical triumphs make all of us, as modern food manufacturers, even more dependent than in the past on technical skills and technology in general. More than ever before, we must be partners—along with farmers, ranchers, wholesalers, retailers and others—in keeping America the best fed nation in the world and each new generation better fed than any that have gone before.

Wise, careful use of chemicals has made and is making our food more nutritious, more appealing, economical and easier to use. It has also facilitated the mass processing and bountiful production that have contributed to so much of our nation's standard of living. Developing chemicals which do the job with safety and rejecting chemicals which present risks is an important current challenge to food technologists. Utilizing the best technical knowledge available, those of us responsible as manufacturers must continually weigh what has come to be called the "benefit-risk" ratio. As I have indicated, some chemical additives have been—and others may be—found to create risk, previously unsuspected. Yet it is clearly necessary in our society to keep chemical additives working for us in bringing nutritious and satisfying food to the American people. Again, this puts an awesome responsibility in the hands of the technically-trained arm of the company.

Rules For Additives

I believe there are three basic rules concerning food additives that should be observed without deviation.

First, no chemical additive should be used in any product for human consumption that is not safe within the closest limits modern and advancing food technology can establish.

Second, no additive should be used that is not necessary.

Third, the human race must be fed. This third rule implies that we go ahead with the knowledge we have at any given date if the known benefits sufficiently over-shadow the known risks. There is, of course, always the benefit-risk ratio.

Let's go back a moment to the first rule: only safe additives should be used. This is easier to talk about than

to accomplish. Who knows what additives on the GRAS list today may be removed tomorrow? Wise and conscientious food manufacturers spend millions of dollars each year on research concerning the wholesomeness of their products. But if each manufacturer attempted to test exhaustively every ingredient he uses in his products, the technical effort would be prohibitive because of the duplication.

The field of food safety, then, is an area in which government, universities, private research organizations and food manufacturers can and must work together, combining their resources to make an otherwise impossible job possible. This is not a new idea, but it is becoming a more practiced idea. General Mills, for instance, is now one of a group of food manufacturers who are cooperating with the Food and Drug Administration in a pilot study of food additives now on the GRAS list. In addition, the company has joined other leading food manufacturers in sponsoring in-depth studies on sulfites, nitrates, phosphates and antioxidants, now being conducted by the Food Research Institute of the University of Wisconsin. These additives have already gone through extensive safety analysis and have been used in foods for many years. If, however, new information shows any legitimate objections to their use, General Mills will take appropriate action, as will others in the industry.

Another example of the cooperative idea in action is the newly established National Institute for Toxicological Studies, one function of which will be to afford leadership in expanding knowledge of food additives and to draw essential information from all fields. This is an expansion of government activities which, I believe, we food manufacturers should support and applaud. It promises valuable, needed help in this all-important field.

Ultimately, of course, each individual company still must rely on its staff of technically-trained people to tell it what not to do as well as what to do in using chemical additives. "Naysayers" are as important as "Yea-sayers," sometimes more so. Organization, or structure, is important in achieving the objectivity that corporate technologists need, and you may be interested in General Mills' organization for quality control which, we believe, is somewhat unusual in industry and is highly

beneficial to the company's long-range efforts to serve its customers.

First, at the top of our pyramid, we have a Vice President for Quality Control, Nutritional Policy and Food Safety; reporting directly to him is a Director of Product Safety, specifically charged to assure the safety and healthfulness of all General Mills food products and the effectiveness of quality control systems for product safety.

Independent QC Setup

Equally basic is the company's reporting setup from the field. Traditionally, plant quality control technologists report to the plant manager, who reports to the division manager. Only in exceptional cases do issues raised by the plant quality control specialist reach the highest management levels. There is often just too much human temptation for plant and division managers to make decisions that favor increased productivity and lower cost, the factors upon which their personal efficiency is likely to be judged. In General Mills' present system, the quality control technologist at the plant level reports to a quality control manager at the division level, who reports to the vice president I mentioned previously. This vice president, in turn, reports to the president of the company. Although closely coordinated with operations, this line of responsibility is distinctly separate from them.

Even beyond the President now stands a recently formed Public Responsibility Committee of the Board of Directors, which concerns itself with all matters affecting the company's responsibility to its customers, the communities in which the company operates and the nation. What is exceptional about this system is its ability to keep matters of quality, nutrition and safety in the hands of professionals from plant to President, without interference from production or sales people along the way. We believe this puts emphasis where it belongs. The quality and safety of what the company makes and sells is even more important than manufacturing economies or sales volume.

Needs of the Future

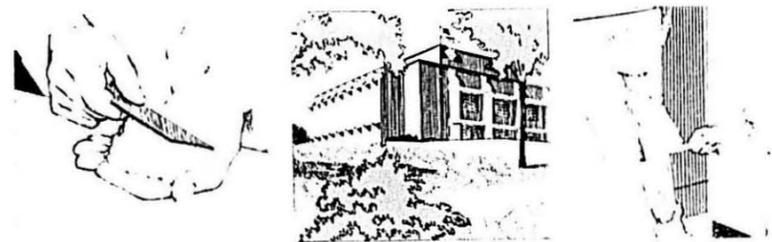
As we move into the future, there are some specific additional needs, particularly related to nutrition, with which the manufacturer of foods needs

(Continued on page 22)



the Pure. Golden Color of Quality

King Midas Semolina and Durum Flour
Where Quality Pasta Products Begin



PEAVEY COMPANY
Flour Mills

Food Safety

(Continued from page 19)

special help from food scientists and technologists. First, industry needs to develop sophisticated quality control monitoring and control systems to prevent excessive overages of vitamins and minerals when fortifying products to meet nutrient labeling declarations. Too much of a good thing can be dangerous.

Second, industry leadership, with the support of technologists, is needed to prevent a nutritional horsepower race between manufacturers, especially in the use of nutrients with any potential toxicity.

Third, food manufacturers need to be careful that their products don't reinforce, or contribute to, food fadism. Balanced, nutritive and healthful diets must be kept as the focus for healthful eating.

Fourth, the food industry should be constantly alert to possible "sins of omission" as well as "sins of commission" on their part. Nutritional weaknesses or safety hazards in a product, in the light of its intended use, should be continually searched out and corrected through product reformulation. Certainly, labeling and advertising should not claim for a product ingredients that it does not have nor benefits which it cannot confer.

Fifth, the food industry and consumers would both benefit greatly from a method of indicating protein quality not dependent upon lengthy, expensive animal tests which are virtually impossible to use in quality control. This is an area in which members of IFT, as scientists, might be able to make a great contribution.

Finally, General Mills would like to call upon food scientists and technologists—the technically-educated arm of the industry—to play a leading role in public education, in giving perspective to the real problems and the false alarms relating to the food our nation eats. Much of the concern expressed concerning chemical additives in foods, as well as about herbicides, pesticides, hormones and other chemicals used to boost agricultural production has been helpful. The more interest the American public has in what it gets for what it pays not only protects the individual consumer but provides a market in which superior performers are more clearly recognized.

In contrast, the pitiless publicity in the mass media which often accompanies any congressional investigation, FDA or USDA ruling, can create misimpressions in the minds of the tech-

nically untrained laymen that, at least, cause unpleasant and unnecessary concern and that, at most, can cripple the process of meeting the nation's needs for food.

In addition, there are always those self-seeking scaremongers who profit from blowing up scraps of fact into avalanches of fear and consternation. Whenever new knowledge becomes available, it should, of course, be used, but it should not be presented to the public in ways that stimulate fear or panic, as it often seems to be.

Common Sense Approach Critical

The feeding of 209,000,000 people in this country, plus countless millions overseas, is too big and too vital a task to be handicapped except where careful scientific judgment shows clear necessity. People should also know exactly what the indiscriminate banning of chemicals from food and in agricultural production would cost them—in both dollars and satisfaction. It has been estimated that just one effect of such drastic action would be an immediate drop in American farm and ranch production of 30 to 40 percent and complete loss of the year around availability of many of the convenience foods which have become a part of our nation's life.

Rectifying any shortcomings there may be in our present food production and conservation systems is a job for the surgeon's scalpel, not the butcher's axe. The public should know this; and food technologists, because of their basic knowledge and their day-to-day contact with advancing science, are in key positions to contribute importantly to the educational process.

There is no available blueprint for exercising leadership in this field. It seems logical for technical people to write and speak forcefully at every opportunity, to correct errors as they are observed and possibly, through the Institute of Food Technologists, to launch a vigorous, formal educational program. In this latter connection, there may be opportunity for work with other organizations. It is understood that the American Institute of Nutrition is seeking to organize the American Society of Clinical Nutrition, the American Dietetic Association and the Institute of Food Technologists in a united effort to deal with nutritional problems as they arise and to help form a national nutrition policy.

Technically trained people play an important role in assuring our people of food that is both safe and ample. In summary, a quotation from a book entitled, "Food and Society," by the English writer, Dr. Magnus Pyke, may be appropriate. "It seems," says Dr.

Pyke, "there is no escape from danger. The conscientious food scientists in his search for nutritional excellence is confounded by the diverse facts of human behavior, by custom, tradition, feeling and religion, by the motives other than health which drive men to choose what they like, by the availability of foods from the land and availability—or lack of it—of money. And now, on the other hand, in his endeavors to avoid harm from poisonous substances, the rational man is again faced with problems. The first is that he does not possess sufficient knowledge of the composition of the foods he eats. The second problem is what that Americans are calling the "benefit-risk ratio." Among the benefits are the contribution of pesticides toward the production of a food supply of superior quality and sufficient quantity, the protection and preservation not only of food supplies but of the fiber, wood, textiles, the control of disease vectors, and the improvement of residential and recreational environments. The progress of science can be defined as the continuous minimization of doubt. The enlightened food scientist must, therefore, appreciate the opposing influences which he has to try to understand as he endeavors to make wise decisions."

As a food manufacturer looks at food safety, he sees great challenges but also great promises of a better, healthier, happier world through improved nutrition and improved food safety for all.

Microwave Energy System To Find Grain Moisture

Agricultural Research Service has awarded a contract to Texas A. & I. University at Kingsville to develop a system for determining moisture content of grains using microwave energy. A grant of \$29,722 has been made.

The Texas scientists will construct two single-module applicator systems and evaluate the performances of each. The evaluation will include drying rates for corn samples at various moisture levels between 20 and 40% and the efficiency of incident power utilization. Based on their evaluations, the scientists will then develop final design plans, construct and evaluate a prototype modular system for determining moisture content in grains using microwave energy.

H. D. Gorkhupurwalla, assistant professor of mechanical engineering, Texas A. & I., is the principal investigator. Dr. Clifford A. Watson, chemist for the A.R.S. at Manhattan, Kas., will represent the agency.

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Durum Wheat Institute Report

by H. Howard Lampman, Executive Director,
at the Homestead Convention

THIS is the moment of crisis:
A crisis in material costs
Crisis in the price freeze
Crisis in the availability of durum

A national crisis in the availability of food.

The crisis situation, the sense of urgency, was dramatically and urgently expressed in the resolution drafted under the leadership of Lloyd Skinner's committee, and the trip of the delegation to Washington.

Let us pray that in this moment of crisis, we don't panic. Let's hope that in a moment of crisis, we do not forget the imperative necessity of promoting durum and pasta products through your on-going publicity program with Ted Sills, through your Durum Wheat Institute, through your Durum Macaroni Hotel-Restaurant-Institutional Program, the market area where most of America first gained a taste for pasta and where the appetite for spaghetti, macaroni and noodles was first generated—a market where bad products, badly served, might very easily poison America's taste for pastas.

Forgive me this discussion from a report on the status of the Durum Wheat Institute. But we have many mutual problems which may well be lost in the shuffle of events in Washington. When I say "we," I mean both your own National Macaroni Institute program and that of the millers. Any industry which is inoperative, or operating at a loss, cannot be expected to support a National Macaroni Institute, a Durum Wheat Institute, nor a Durum HRI Program—no matter how good it does. You can't run a Cadillac without gas.

Now, we all know the old adage that "bad news travels fast." If you want proof, let me ask how many of you can count off on your fingers the seven deadly sins. At least you know most of them. But did you know that there are also seven cardinal virtues? And if you did know they exist—what are those seven?

The activities of the Durum Wheat Institute are not all bad news. The durum millers' program accomplished a number of constructive things during the past year, or six months—whatever the reporting period you choose to take.

See & Taste

Perhaps the highlight was a "See and Taste" session on pasta products for high officers of the U.S. Department of

Agriculture—jointly sponsored by the Plentiful Foods Division of Agricultural Marketing Service and the Durum Wheat Institute in Washington. This provided an opportunity in late March to tell the largest audience of high USDA officials thus far something about the merits of all-wheat—especially all-durum—pasta. Those contributing products included: Creamette; Golden Grain; Mueller; Prince; Pro-cino-Rossi; Ronco; Safeway Stores; Skinner; and American Beauty.

But perhaps more important than the event itself was the "all pasta" edition of the USDA's "Smart Shopper" bulletin—a series of reproduction proof sheets with 12 million monthly circulation. Spaghetti, macaroni and noodles were featured in April and May in this special material designed for welfare and public aid recipients. The materials stressed "durum" as a standard of quality—described nutrient contribution and cooking methods, and provided a number of recipes in pictogram or pictograph style—so that those who cannot read English could follow a recipe.

Home Economics Material

In the Durum Wheat Institute program, we distributed more than 12,000 pieces of material to home economics teachers, home demonstration agents and similar users of educational material about the virtues of durum-based macaroni foods.

In the Durum HRI Program, almost 8,700 pieces of material—filmstrips, narration guides and quantity recipe cards—were distributed, with the USDA Plentiful Foods Division ordering almost 7,500 sets of the quantity recipe cards.

Another major activity of the Durum Wheat Institute is the planning, preparation and publication of the home economics bulletin, "Durum Wheat Notes." In the past year, five issues totaling almost a quarter of a million copies of this effective, four-page bulletin were mailed to home economics teachers, extension agents, food writers and editors. Many times the extension agent or food editor will use the text of the bulletin for a daily or weekly feature on food. In the year, the bulletin featured—"Cutting Calories with Pasta"; "Traditional Sauces"; "Pasta Penny Pointers"; "Skillet Dinners"; and finally "Salads."



H. H. Lampman

It does no good to dwell upon, or belabor, our difficulties during the year with the standards for wheat-corn-soy "phony-roni" proposed by the Food and Drug Administration, or the similar but more loosely defined product proposed for use in the School Lunch Program. Millers have shared those problems with you and durum growers, and needless to say they have consumed considerable time and money.

Because of such problems, however, the Durum Wheat Institute like your own organization has in recent years been pushed into the unenvied role of working with agencies of government. Together we tried to persuade USDA grain buyers of the desirability of specifying an all-durum product for welfare distribution and school lunch use. Insofar as school lunch is concerned, we apparently succeeded.

But one thing leads to another and just yesterday we were advised by letter that after July 18, ASCS durum flour purchases would require 12.9 percent, up from 12.0; permit no discounts for failure to meet specifications; and limit moisture to 14 percent. This letter crossed in the mail with another of the same date from the Durum Wheat Institute advising ASCS that if such specifications were permitted to stand they might be the explanation why millers failed to bid on durum flour destined for manufacture in pasta. And so it goes.

Tagged Iron

We have also received word that the Federation of American Societies for Experimental Biology has at last completed its work on the availability of various forms of iron. As soon as the text can be prepared and released, the Federation will report that in experiments using "tagged iron" in enriched bread, ferrous sulphate was rated 100; finely pulverized (more so than presently used) reduced iron was 95 percent assimilable; ferric orthophosphate 31 percent; and sodium iron pyrophosphate five percent. The finely ground reductant tends to grey the vitamin pre-mix, but doesn't show in bread.

(Continued on page 26)

THE MACARONI JOURNAL

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Durum Wheat Institute Report

(Continued from page 24)

and may be offset in pastas by the addition of small amounts of ascorbic acid or vitamin C, which tends to keep natural food colors from browning.

All this may seem irrelevant to pasta—except the new enrichment standards are expected to be announced this month. And while no one knows whether they will immediately be applied to pasta it's a certainty that eventually they will. And when the law says "safe and assimilable" you may have difficulty.

Pasta Recipe Contest

Your National Macaroni Institute Committee met this morning, and gave wholehearted, enthusiastic endorsement to the idea of a "Pasta Contest" among the 191,000 students of 700 schools listed in the Directory of the Council on Hotel, Restaurant and Institutional Education, known by the acronym, CHRIE. The Contest, as we propose it, would be held exclusively for students enrolled at Hotel, Restaurant and Institutional Schools at the secondary, post-secondary, community college and university levels. These are men and women who will decide tomorrow, next week, next month or next year, how and why to buy, cook and serve quality pasta.

Ultimately such students will reach every person in the nation—serving either a good pasta dish, appetizing and well-cooked—or, if uninformed, a poor dish—using an inferior product—that will ruin the growing public taste for quality macaroni foods.

These HRI students will also be the buyers and cooks who decide whether to serve 100 percent durum wheat products or make their menu selection from among the growing market place of "phony-roni's."

Never was there a time when aggressive promotion of "durum" as a standard of quality is more urgently needed in the HRI field, or for that matter—to the public in general. The institutional market is both sizable and worthy of consideration by itself. It is also a "simpling" ground where consumers learn to like or dislike pasta on the basis of what is served to them.

Richard Landmark, Executive Director of the Council on Hotel, Restaurant and Institutional Education (CHRIE), thinks that the Pasta Contest, open to CHRIE students only, is an excellent way to promote durum wheat products, as well as CHRIE itself. The Contest would be among the first directed at the student market.

Mr. Landmark was so enthusiastic about the student contest idea that he

offered the use of his extensive mailing list, which now includes 700 schools reaching approximately 191,000 HRI students. He also offered to help publicize and promote the Pasta Contest using the CHRIE publicity facilities in Washington, D.C. There is a possibility, too, that CHRIE might co-sponsor the Contest. Mr. Landmark suggested CHRIE might also cooperate in the publication of a cookbook of winning recipes.

Flour Based Foods

And finally, you perhaps know that the Durum Wheat Institute—because of its association with other organizations—sometimes is the recipient of strange but not unrelated information. One such area of mutual interest should concern you as much as it does millers, bakers and the total food industry. It has already upset to a considerable degree the normally "unflappable" British milling and baking industry.

Just a few weeks ago, Dr. T. R. Van Dellen, syndicated medical and health columnist for the Chicago Tribune, reported on the work of Dr. Denis Burkitt, who attributes almost all the diseases of modern civilization to man's consumption of refined foods, chiefly sugar and flour-based products.

I'll give Bob Green copies of this material so that he may report on it to you at greater length. But the Burkitt hypothesis is based on the fact that as a medical officer in Africa he performed as many as 4,000 autopsies on natives. He found not one case of diverticulosis or cancer of the colon. But in this country, the incidence of cancer of the colon is zooming to a point where an estimated 37,000 victims will die this year, compared to 33,000 last year.

Now none of this may seem related to pasta—to spaghetti, macaroni and noodles. EXCEPT—and it's a big word—pastas are a "refined food" made from wheat. You may anticipate trouble ahead because increasingly physicians are giving credence to the Burkitt hypothesis, despite the fact that in this country and in Europe people have been eating refined foods for hundreds of years without any great outbreak of cancer. And Dr. Bill Bradley, former President of the American Institute of Baking, pointed out that the average life expectancy of Africans in the country where Dr. Burkitt did his work was probably about 47 years, whereas in our society people grow older. And the older people become, the more they show evidence of cancer of one form or another.

So there you have it. Let's stay "on guard."

—A. R. Albano

Pasta Recipe Contest for HRI

What might literally be called "a cook's tour for two" to sample the best cuisine of Italy awaits the Grand Champion of the 1973 Pasta Recipe Contest open to students, employees and management in the hotel, restaurant and institutional field.

The competition also offers three similar expense-free trips next January 30 through February 3 to Boca Raton, Florida for three top winners, plus similar awards for HRI instructors, should the winners prove to be students. For a first time, the contest is open to the 190,000 students in the over 900 schools enrolled in the Council of Hotel, Restaurant and Institutional Education (CHRIE), one of the sponsors along with the Durum Wheat Institute and the National Restaurant Association.

Three finalists, one of them to be named Grand Champion, each also will win \$500, with a duplicate Florida vacation and cash for his instructor, if he is a student. The Grand prize—an all-expense, first class, two week tour of famous Italian restaurants—was chosen as a kind of busman's holiday for those in quantity food with epicurean taste.

Deadline Dec. 1

To be eligible, entries must feature pasta—spaghetti, macaroni or noodles made from enriched durum wheat. All entries must be received by December 1, 1973. The three winners will be guests at the mid-winter meeting of the National Macaroni Manufacturers Association in Boca Raton, January 30 through February 3, where one will be awarded the free trip for two to Italy.

For contest entry blanks with complete rules, write the Durum Wheat Institute, 14 East Jackson Boulevard, Chicago, Illinois 60604.

Ode to Pasta

How do I love thee, precious pasta

Let me count the ways:

I love thee with tomato sauce, with clams on certain days—

With mussels, squid and eggplant, with butter, eggs and cheese.

Green noodles Al' Alfredo, do all my palate please.

I love thee cooked in timbals and with faggiolo too.

Some days I am distracted with luscious thoughts of you!

O pasta—good pasta!

Both pasta large and small of all the world's gourmet delights

I love thee most of all.

—A. R. Albano

The Egg Situation



Lee Campbell

by Lee Campbell, vice president, Poultry and Egg Institute of America at the NMMA Washington Meeting

The 300 million bird figure is based on an assumption that the U.S. population continues to increase at about 1% a year and that the per capita consumption of eggs ought to stabilize in 1974.

In short, the egg industry has gone through about 3 years of below normal returns. Now we see a turn around.

Higher Production Costs

Production costs will probably be higher in 1974 than in 1973 as interest, wages, material, feed, pullets and all other costs move up in price. The egg industry, however, has had a long history of responding to high prices with increased production and although there will be efforts among producers to not over expand, one can't really guess, at this point, whether the industry will be able to stay away from the boom-bust cycle.

So you good customers of the egg products industry probably are seeing the highest egg prices ever. This is particularly true of egg yolk. Some of our industry people say that you may expect some slight relief on these prices but really nothing material until probably late next Spring. One of the complicating factors as I am sure you know is that the egg white market is abnormally strong. The available supply is not in balance and this causes a problem. There is a high demand reportedly from one company, for egg white. Once that pipeline is filled and since export sales on whites is down and the angel cake business is slow, this could somewhat alleviate the price situation. Remember, however, that egg products production was down 21% from last year from January through the middle of August.

Processed Eggs

A total of 38.8 million dozen shell eggs were broken during the period July 22 through August 18, 1973 under the USDA's Egg Products Inspection Act, down 29% from the same four weeks last year. Decreases by regions were: South Central, 42%; Western, 34%; North Atlantic, 32%; North Central, 27%; and South Atlantic, 10%.

During the four weeks, 55 million pounds of liquid egg items were used in processing, down 32% from that period last year. Ingredients added in processing totaled 2.4 million pounds, 40% less than a year before.

Liquid egg products (including ingredients added) produced for immediate consumption and processing totaled 17.7 million pounds during the

4-week period—down 28% from the same period last year. Products produced for immediate consumption totaled 9.1 million pounds, compared with 9.5 million in the same 4-week period last year. Those produced for processing totaled 8.7 million pounds, compared with 15.2 million a year earlier. Frozen egg products amounted to 25.3 million pounds—19% less than the 4-week period last year. Dried egg production was 3.9 million pounds, 50% less than a year ago.

Cumulative totals July 1 through August 18, 1973 and percentage decreases from the corresponding 1972 period are as follows: Shell eggs broken 76 million dozen, 21%; liquid egg used in processing 109 million pounds, 23%; liquid products for immediate consumption and processing 32.4 million pounds, 24%; frozen products produced 50.5 million pounds, 7%; and dried products produced 8.1 million pounds, 44%.

USDA Updates Egg Grade Standards and Grading Regulations

An updating of U.S. grade standards for shell eggs and the regulations used in the voluntary federal-state egg grading service has been announced by the U.S. Department of Agriculture.

The changes announced are nearly identical to those proposed by USDA in the Aug. 3 Federal Register. Most comments favored their adoption.

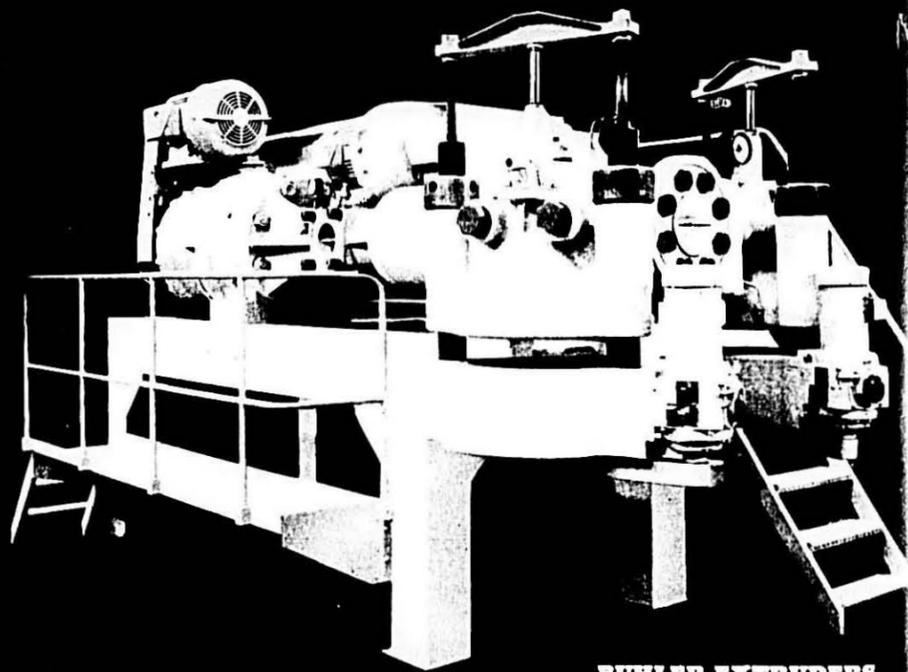
Effective Oct. 29, the revised standards will no longer include as a quality grade factor the movement of the air cell within the egg. Research has shown that, contrary to belief, there is no correlation between movement of the air cell and egg quality. Size of the air cell, which is a quality indicator, however, is retained as a grade factor.

Under the revised standards, a tolerance of .03 percent—three eggs per thousand—is allowed for eggs with shell and interior defects impossible to detect in modern mass handling methods. The tolerance applies equally to consumer grades sold through retail outlets and procurement grades sold to institutions.

In addition, the tolerance in the procurement grades for "checks"—eggs with cracked shells but with their inner membranes intact—has been raised from 3 to 5 percent. This makes the tolerance for checks in the procurement grades equal to that already in effect for the consumer grades.

(Continued on page 30)

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Egg Grading

(Continued from page 27)

These changes were made necessary by modern high-speed, high-volume egg packing operations.

At the request of the egg industry, a definition of "nest run eggs" is added to the standards. Nest run eggs—defined as eggs which have not been washed, graded, or sized—are eligible for a type of USDA grading designed to anticipate their yield grade.

A change in the regulations governing plants using USDA's voluntary egg grading service requires that water used to wash eggs contain no more iron than two parts per million. Plants using water with excessive iron content will be required to install equipment to reduce the level, since research has shown that eggs washed in water containing an excessive amount of iron are more susceptible to spoilage.

The updated standards and regulations are scheduled for publication in the Sept. 26 Federal Register. Copies may be obtained from the Poultry Division, Agricultural Marketing Service, U.S. Department of Agriculture, Washington, D.C. 20250.

Dried Egg Mix— Boon to Campers

Next time you hit the road with your camper or head for your favorite wilderness spot on foot, take along some dried egg mixes. You'll find they are lightweight, easy to prepare, easy to store, and are both tasty and nutritious.

Dried egg mixes, or blends, are readily available around the country on sporting goods and other specialty store shelves. They come conveniently packed in moisture-resistant, leak proof plastic bags that yield either two or four servings. Most popular egg items are: eggs with butter, scrambled eggs with imitation bacon, and two omelets—cheese and Mexican. Easy-to-follow preparation instructions are found on each package.

In some market areas, a multi-purpose dried egg mix that is suitable for many uses is available. This product can be used in place of fresh whole eggs in cookies, cakes, breads, and other baked products. It is also excellent for scrambling, omelets, and sauces. When reconstituted, a six-ounce package of this mix will replace one dozen whole eggs.

Dried egg solids, the key ingredient found in the sophisticated blends now being marketed, are prepared by removing 95 percent or more of the water from fresh eggs. All egg products

in the blends are produced from whole eggs in plants under the continuous inspection of the U.S. Department of Agriculture (USDA). This is required under the Egg Products Inspection Act, which also requires that all egg products be pasteurized to assure wholesomeness.

Good Shelf Life

Shelf life for dried egg mixes is exceptionally good, which makes them excellent items for inclusion in your emergency or disaster food planning. When securely sealed and stored at normal room temperatures, some manufacturers claim their products will remain sweet and mild in flavor from two to five years. USDA suggests mixes be replaced after one year.

Some outdoor food processors now offer dried egg mixes in 3-pound Number 10 cans. Main users are boy scouts, institutions, and other groups feeding large numbers out-of-doors.

Once opened, refrigerate any unused mix portion in a container with a close-fitting lid. If not covered tightly, dried egg mixes absorb moisture and odors, become lumpy, and will not mix readily with a liquid. And, they also develop a slight off-flavor.

One piece of advice: Don't expect to find dried egg mixes at your favorite supermarket. Instead, look for them at a sporting goods store or check with processors of outdoor foods. Many processors will accept, and encourage, your mail order request for dried egg and other camper foods.

GMA Sues to Stay Massachusetts Labeling Law

The Grocery Manufacturers of America has filed suit in Suffolk (Mass.) Superior Court to stop Massachusetts' massive food-labeling regulations from taking effect.

Under that State's law, GMA claims, most food labels would have to be altered at significant cost and many manufacturers would not be able to comply.

"This is the worst of all possible times to force upon consumers further price increases and more shortages of wholesome foods," GMA said.

The GMA suit alleges that the regulations were promulgated in contradiction to the State's due-process requirements; that the State Department of Public Health has insufficient authority to issue the regulations; that they are preempted by Federal law, and that they constitute an undue burden on interstate commerce.

George Koch, GMA president, noted that GMA had spent almost three months in an unsuccessful attempt to solve problems in the areas of the regulations which he said would raise food prices and force manufacturers to withhold foods from the Massachusetts marketplace.

Some of the regulations will become effective later this year, others in 1974. GMA filed a petition in June requesting administrative action to modify several provisions.

The new Massachusetts labeling requirements, approved in May by the State's Department of Public Health would cover such matters as:

— Where weight statements should be put on labels and how ingredients should be listed.

— An "information panel" to appear on labels.

— Charts showing nutrient values in terms of servings.

— Labeling of fat, fatty acid and cholesterol content.

— Labeling for special dietary uses, such as artificial sweeteners.

— Labeling for dietary supplements, such as vitamin pills.

— Labeling of natural or organic foods.

— Labeling with freshness dates in terms understandable to consumers.

In its June petition, GMA had requested that the Massachusetts regulations be made consistent with the Federal regulations that cover the same foods.

"Unless the regulations are changed to conform to Federal law, Massachusetts consumers will face further increases in food prices and more shortages of foods, because of the difficulty and cost of complying with regulations applicable only to Massachusetts," Koch said.

"It is truly unfortunate that we are forced to challenge all of the new Massachusetts label regulations because the industry agrees with most of the concepts," he added.

"However, we find it hard to believe that Massachusetts consumers would be willing to pay more money for such things as black pepper, mustard, chewing gum and packaged ice cubes, just to find out their protein values."

Make Money Eating Spaghetti

A 25¢ cash refund for the labels from two cans of Gorton's minced or chopped clams is offered in October Family Circle advertising promoting Gorton's Christopher Columbus Clam Spaghetti Sauce. The ad runs in West Coast and Northeast regional editions.



Will S. Dade

Will S. Dade, president of San Giorgio Macaroni, Inc., did a masterful job in writing up four case histories of management problems typical to macaroni operations concerning capital investment, marketing strategy, product recall, and succession of management.

Their problems were discussed in round-table sessions at the 69th Annual Meeting of NMMA. As the foreword says, there are no pat answers. Mr. Dade has given us permission to reprint the cases for those who were not able to participate in the discussions.

FOREWORD

Case history studies are usually of actual, true business experiences, sometimes disguised, but frequently are written in the past tense, without con-

Simulated Case Histories of Problem Situations In Corporate Management

cealing names, places and circumstances.

The reader will understand that these fictitious case histories are made up from whole cloth of the author's imagination. Each case depicts in narrative form a plausible management decision making situation. Any similarity between persons living or dead is unintentional. Any likeness to an actual problem in the reader's experience is purely coincidental and unintended. The figures and situations are meaningless except to shape the case.

Credits are given to Dr. Wayne A. Lee, Ph.D., Professor of Business Administration, Penn State University Extension, Harrisburg, Pennsylvania, for assisting with ideas and helping with the framework. Also, to my associates at San Giorgio Macaroni, Inc., especially Henry J. Guerrisi for helping to keep the numbers in reasonable perspective.

You are requested to read for the issue and relative pertinence in each case and to form your own opinions on the available choices or on decisions which must be made. There is no pat answer to any of the problems. You should try to have reasons for your decisions based on data before you, even though the author acknowledges there are endless alternatives and supporting facts which were not adduced. If the characters did not know the right questions, then you must ask them of yourself for a good answer toward a solution which satisfies you.

This is respectfully submitted for your reading pleasure and hopefully to make you think.

Will S. Dade

A student of business with tact

Absorbed many answers he lacked.

But acquiring a job,

He said with a sob,

"How does one fit answers to fact?"

—Anonymous

THE AL DENTE MACARONI CO., INC.

A Marketing Problem

THIS very old and reputable macaroni company was someday going to be headed by William Caramelli, the son of its founder, Joseph Caramelli, an Italian immigrant who started the company in 1915 by producing small orders for pasta products in his kitchen and delivering to retailers in his community. By the end of two decades, he had expanded his sales regionally to principal cities on the East Coast. In nearly all expansion moves, the responsibility for sales was given to food brokers, although the Al Dente Co. had ten salesmen on its own payroll. Mr. Joseph was affectionately known, had fully evaluated the merits of selling product via food brokers versus his own managed sales department. He was sure that on the basis of his volume, the cost of maintaining his own sales organization was more than sales would cost through selected food brokers whose commission tended to fix the direct selling cost. Stores were then numerous and small. The sale across the counter to consumers was yet a personal transaction. The modern large supermarket was still a dream except in the minds of a very few farsighted men like Clarence Saunders whose

Piggly Wiggly concept of self-service was ahead of his time.

The Company Grew

As the years rolled by, the Al Dente Co. prospered as well as or better than the industry. Under the leadership of William, who now held the management reins, the sales organization had grown to thirty-five men, organized in regions and districts. Each field manager had been fully trained in modern methods of call selection by store size and volume. Retail stores were routed and classified in the most modern pattern. Distribution was carefully recorded. Names of key personnel in the wholesale and retail industry were compiled to the extent that grocery section hands were known. This retail sales force had made the Al Dente Co. a leader in its marketing area. In the city of Alphabeta, the Al Dente brand was first in sales leadership with consumers. In large state-wide marketing areas, there was little effective competition. In the city of Delta, the Al Dente brands were third in sales. Competition from the largest producer in the industry was supported by a solid consumer acceptance. And in Delta, another Ital-

ian immigrant had founded a macaroni company which had done well locally. Methods of this company were aggressive, and its highly personalized practices with the trade cemented a loyalty that made Al Dente's growth difficult. It is significant to note that both competing companies had their own sales organizations, a fact noted by William Caramelli. In Delta, the Al Dente Co. was represented by a food broker and a district manager on the Al Dente payroll. It was a growing practice to augment the efforts of food brokers with specialists who handled the more intricate sales "pitches" and acted as the eyes and ears of the Home Office sales manager. Not many food brokers condoned this manufacturers' practice even though they reluctantly accepted the arrangement. The competence of the district manager caused a faster growth than previously experienced so that the urgency to upset the combination in Delta was not compelling, even though William thought frequently about his prospects if sales were completely the responsibility of an Al Dente sales organization. About ten years ago, William found that he could not any longer tend to administrative demands at home and be so active in the sales functions of customer relations, field management and marketing

THE EFFICIENT HEART



The heart of a macaroni factory is its pasta equipment. If the pasta equipment is efficient, then it must be Braibanti.

Braibanti, a name known everywhere in the food industry because of the high technical level of Braibanti pasta equipment and their continuing pursuit of excellence and efficiency. Braibanti is one of the select group of world-wide food machinery companies associated with Werner/Lehara. Together, we can do almost anything.

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duties. And, so, he hired a Sales Manager.

George Pepparoni, Sales Manager

George Pepparoni was selected by William because he had an impressive record and he could bring a fresh outlook. Also, he shared William's apprehension about the efficacy of broker representation. One of the first things William discussed with George was the fact that in the city of Gamma, sales had been stagnant even though the food broker in that market was strong and aggressive. Gamma city was the second most populated market of Al Dente. Gamma was the last large bastion of food broker representation for Al Dente. It was growing faster than anything on the East Coast. It was a highly urbanized market with higher than usual incomes. Grocery sales were well concentrated in few but powerful stores whose management was independent of national manufacturing influence. The food broker had fine personal contacts. His organization was one of the largest in the country. The president of the food broker was Jonathan Willing, who had known the Caramelli family for forty years. His friendship was highly valued and his business judgment was never questioned. The fact that Jonathan had forged one of the best brokerage organizations in the nation attested to his personal quality. It was this respect for Jonathan which clouded the issue that there had been no growth in Gamma.

Immediately on taking up his responsibility as Sales Manager, George Pepparoni visited Gamma and talked with Jonathan Willing about the lack of growth in the market. After assuring himself that the broker had a fine, capable sales organization, George accepted a recommendation that increased advertising would lift awareness of consumers and that this was the basic problem, since adequate distribution could be proved. In the previous calendar year, Al Dente had appropriated \$150,000 for advertising and trade promotion in Gamma. This had been divided into parts of \$110,000 for advertising and \$40,000 for trade promotion, which had been the level of effort in Gamma for three years. It was more than spent in either cities of Alphabet or Delta or, for that matter, in all the remainder of the Al Dente marketing areas. Sami reports showed that one leading competitor had 37% share while Al Dente had 14% share. Private label sales were significant. This relationship of consumer brand preference had been fairly constant despite the fact that \$150,000 was estimated to be about the level of expenditure by the

leader in the market. The important variable in the marketing mix which did not escape George Pepparoni was that Al Dente relied on a food broker whereas the leading competitor had eight salesmen of his own in Gamma.

Another Market

In the first days of George's association with Al Dente, he had visited another market in which Al Dente used a broker. It was a small volume situation even though it was one of America's rapidly developing cities. While calling on a large chain buyer with his broker, the buyer unabashedly said to George in presence of the broker, "Hell, you'll never build a business here with a broker. No broker organization can monitor 40 or 50 items of a line and do it justice. Your leading competitor has five of his own men in the city. Get your own sales force if you want to grow." Then he turned to the broker and said, "No offense meant, Bill, you are one of the best and do a great job for us." It was this very direct and blunt experience that had sharpened Pepparoni's awareness of the merits of an Al Dente sales force in that city as well as in Gamma.

A Program

When George returned to see William, he laid out the whole program that was agreed on among members of the marketing staff. Al Dente would double its expenditure in Gamma for a minimum of three years. The appropriation would now be \$300,000 annually, divided in the ratio previously used of 75% for advertising and 25% for trade promotion. William Caramelli provided \$150,000 from earnings to finance this added marketing cost. Under the tax laws, these were 50% dollars. The advertising agency would submit plans for an intensive campaign and then be asked to measure the increased awareness of consumers. The food broker, Jonathan Willing, had said the distribution is there. He was convinced the habit of buying the leading competitive brand could be broken if only consumers were more aware of the Al Dente brand. Jonathan Willing was a very persuasive man, to be sure.

Case sales in the base period of the previous year were 280,000 or about \$1,112,000. The marketing program approved by William Caramelli required the broker to sell 315,000 cases the first year, 350,000 the second year, and 400,000 the third year, which Willing thought possible. In constant dollars, this would mean an increase in sales of \$476,000 and would lift Al Dente's market share to 20%. The expectation was that there would be a snowball

effect. As the expenditure level were reduced, there would be by the time enough new users to attract spontaneous support from the trade which could keep the momentum going. The objective was ambitious; was it too ambitious? Were the goals set too high? If the broker could not control the advertising, did he have an alibi for any failure of the program? Did William and George have an unfounded fixation about the capabilities of food brokers? If the larger marketing and advertising effort was to increase Al Dente sales, why would it not also help the awareness of macaroni in general and thereby aid the competitive leader more readily? Suppose the leading competitor matched the Al Dente "noise level," who stood to gain most? If the advertising worked and total market was made to grow, could the broker convert share of mind for Al Dente brand to more favorable trade response? Was Al Dente realistic to spend so much money without a directly managed sales force of its own? These were questions which haunted Al Dente management.

The Unknown Variables

Meanwhile, where Al Dente was managing its own sales efforts, growth was evident. Sales averaged 18% greater in three years in those areas where Al Dente representation was in charge. But, after three years of heavy expenditures in Gamma, sales were up but 15%, not 40% as planned, which did not measure up to the growth in Al Dente's other marketing areas without such heavy marketing expenses. Not only that sad fact, but three years later sales in Gamma were down to 25,000 cases, and its market share was now 12.5% as measured by Sami. Had George and William accurately judged the response of its competitors? It appeared to both George Pepparoni and William Caramelli that during this noble experiment they had controlled the level of expenditure and to some extent the advertising strategy but not the direct sales effort of the broker, and was not this the weakness in Gamma? Their true knowledge of the broker's impact was in a vacuum, as it were. Since they both thought alike, their suspicions were confirmed. Absentee sales direction cannot match home office directed effort. Both men were sure now that the unknown variable in the marketing mix was in fact the broker. They made up their minds to underwrite a direct sales organization regardless of cost.

(Continued on page 38)

Preliminary Drying

Microwave Drying

Controlled Cooling

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Al Dente's Marketing Problem
(Continued from page 33)

So, the result is that Al Dente has concluded to staff the market with its own sales organization. The cost of direct sales will jump from \$65,000 to \$110,000. It may take five years to achieve growth rates in Gamma equal to Alpha and Delta, or other marketing areas of Al Dente. The cost of sales will jump from a fixed 5% to more than a variable 9% for direct effort. There is the possibility that Jonathan Willing may have personal contacts loyal to him beyond expectations and some important business will be lost. Some customers may complain that no manufacturer's sales organization can match the breadth and scope of coverage given by the large broker organization who divides the cost of sales calls among many principals . . . that just call contact is more important than effective sales calls. It may not be achieved at all. Expenses will be heavy and disproportionate to sales.

Is this investment in marketing in Gamma based on logical conclusions? Can the reader suggest steps that should have been taken before this drastic change? Is Al Dente experience in Gamma typical of food broker versus own sales staff results? If there is a guideline for success of establishing a company directed sales organization in this situation, what should it be? What does Al Dente owe Jonathan Willing for the loyalty of many, many years of association?

For the Reader

What is the central issue?
What is pertinent to the central issue?
What is the relative importance of pertinent areas?
What conclusion should be reached?
Why do I have this conclusion?
What are some reasons for deciding as I do?

Rice-A-Roni Recipes

Rice-A-Roni continues its highly successful print campaign in Family Circle and other media with revised and pre-tested ads designed to build increased reader interest.

Recipes featured in the ads are bullseyed by picturesque San Francisco settings, giving new meaning to the well-known television theme, "Rice-A-Roni . . . The San Francisco Treat."

The series of ads are in full color. Each emphasizes the appetizing aspects of Rice-A-Roni with a photograph showing a serving of the featured recipe. A larger display of both the package and the food are made possible by this revision of format.

County Fair Demonstration



Carol Dimmeff, Home Economics staff member of the Golden Grain Kitchens, demonstrates the versatility of macaroni before a crowd of homemakers at the San Mateo County Fair. Here she shows how macaroni gives heartiness to salads and how the flavor blends readily with other ingredients. Mrs. Dimmeff pointed out that the pure golden color of Golden Grain Macaroni comes from No. 1 Semolina and Durum wheat. Durum is a special hard wheat grown in a small section of twelve North Dakota counties. Golden Grain uses this particular wheat in its Macaroni and Spaghetti products.

These colorful Rice-A-Roni ads will appear this Fall in leading national and regional magazines, continuing into Spring of next year. The multi-magazine schedule, designed for deep reach and "tonnage" impact, includes Family Circle, Good Housekeeping, Ladies' Home Journal, McCall's, Redbook, Woman's Day, Ebony, Co-Ed and Forecast, Better Homes & Gardens, Southern Living and Sunset.

In addition, a saturation television spot campaign for Golden Grain Rice-A-Roni and Stir-N-Serv will go on the air in the top U.S. marketing areas beginning early in September.

"Rice-A-Roni sales are up to 54% of national rice mix sales," says Tom DeDomenico, Vice-President and Director of Sales for Golden Grain. "And now, as we swing into high gear with a potent new ad campaign, we expect to set new sales records for this popular product and expand the growing acceptance of Stir-N-Serv Dinners."

NMMA Winter Meeting
Boca Raton Hotel & Club
Jan. 30 - Feb. 3, 1974

Golden Grain Supplies School Lunch Program

Approximately 3 million pounds of durum wheat owned by the United States Department of Agriculture is being shipped to San Leandro where it will be processed into Golden Grain spaghetti, macaroni and noodles by the Golden Grain Macaroni Company. The finished products will go to California State warehouses in Sacramento, Los Angeles and San Lorenzo where they will be made available to all California school districts for use in school lunch programs. Golden Grain was selected as the exclusive supplier for this government sponsored program because of the company's large manufacturing facilities and because Golden Grain products meet the high nutritional standards required by the U.S. Government for the school lunch program. Products will be available to the schools within a few weeks, said Tom DeDomenico, Vice-President of Golden Grain.

Spaghetti in Teflon Pan Ad

Du Pont advertises its teflon-coated electric fry pan in the October Family Circle magazine with an illustration of Quicky Carbonara.

On one panel of the ad the recipe is given for the spaghetti, bacon and eggs combination. On the other panel under the heading "Quicky Teflon II" is an explanation of the Teflon II Quality Seal: "the original recipe for no-stick cooking and easy clean-up."

Roman Frozen Lasagne

A new "family-serving" Lasagne in meat sauce, which will complement the regular 12 oz. size, has been introduced by Roman Products Corporation marketers of quality frozen Italian foods under the Roman brand. Announcement of the 1 lb. 8 oz. package was made by John P. Roberts, Vice President, Marketing.

The new package was introduced to take advantage of the growth in lasagne sales, up 35% over the previous year. Roman will distribute one million 7¢ coupons on-pak to introduce the new size package. Another 650,000 coupons with a value of 20¢ will appear in 4-color advertisements throughout the next five months in Woman's Day, Good Housekeeping, Family Circle, Redbook and McCall's.

The lasagne is prepared in its own bake-and-serve tray. It takes only 45 minutes in a pre-heated oven for preparation.

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RECOMMENDED IN THE MACARONI INDUSTRY

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HELIOGEN Diatomic Iodine Sanitizer may be used as a general sanitizer for the equipment and utensils for the food industry, (hospitals, dairy plants, food processing, restaurants).

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Recommended solutions are completely non-corrosive to utensils and equipment. Crystal-clear solution leaves no odor, taste or film on equipment.
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Slack Fill Study

Packaging Institute has formed a committee of six industry "team captains" under the chairmanship of Richard A. Waugh, director of packaging, Borden Foods Division of Borden, Inc., to assist the Food and Drug Administration in a nationwide investigation of slack fill in retail food packages.

Under the mandate of the Fair Packaging and Labeling Act, the F.D.A. collected and examined more than 10,000 retail samples in six food product areas—dry dessert mixes, prepared mixes, macaroni and spaghetti, cookies, potato chips and candy. Broad filling variations were observed, and the necessity of investigation was indicated to determine how much of the variation was non-functional or avoidable, and how much was functional or necessary.

At the request of F.D.A., the Packaging Institute has agreed to seek the cooperation of industry in this investigation and has named the following six industry representatives to assist Mr. Waugh:



James J. Winston

P. Joseph Fay, quality assurance manager, Food Products Division, General Foods Corp.—gelatins, pudding and dry desserts, toppings and pie fillings.

William E. Pieper, secretary, Biscuit and Cracker Manufacturers Association—cookies and crackers, plain and iced.

William A. Reich, president, Paul F. Reich Co.—hard candies, after-dinner mints, flavored rock candy, peanut brittle, hard candy and coated nuts.

Raymond C. Koehn, head, Packaging Research Department, General Mills, Inc.—cake mixes and other prepared mixes, including cake, cookie, corn bread, biscuit and miscellaneous.

James J. Winston, director, Jacobs-Winston Laboratories—spaghetti and vermicelli, including elbow macaroni, small and large shell macaroni.

Eugene Weaver, marketing services manager, Wise Foods, Division of Borden Foods—potato chips and pretzels, including regular and extruded potato chips.

Packaging Institute observed that 82 companies have been scheduled for inspection by F.D.A. teams during late 1973 and 1974, and the special teams are contacting these firms and requesting their cooperation. "The firms being contacted represent a cross section of manufacturers," Mr. Waugh noted, "and no pre-judgment is made as to the functionality of slack filled packages."

Storage and Use of Packaging Adhesives

Storage and use of packaging adhesives are the subjects of a new bulletin available to everyone who manufactures or uses boxes.

"Recommended Practices: General Notes on Storage, Maintenance and Application of Adhesives Used in Conjunction with Automatic Packaging

Machinery" is an 8-page, 8 1/2 x 11 brochure issued jointly by the trade associations representing packaging machinery and adhesives manufacturers, and corrugated box suppliers.

Subjects covered include inventory control, temperature considerations of storage, cleanliness requirements of partially used adhesives, dilution and viscosity control, instructions of drum labels and safety considerations when using hot melts. Other sections pertaining to equipment cover cleanliness of feed lines and glue pot and applicator operations. Material is included on liaison with adhesive suppliers, techniques of testing new adhesives or making change-overs, and the maintenance of adhesives operating areas.

Copies are available free from any of the three sponsoring organizations: Adhesives Manufacturers Assoc. of America, 111 E. Wacker Dr., Chicago, Illinois 60601; Fibre Box Assoc., 224 S. Michigan Ave., Chicago, Illinois 60604; and Packaging Machinery Manufacturers Institute, 2000 K St., N.W., Washington, D.C. 20006.

Source Marking UPC

By the end of 1974, source-marking of the Universal Product Code numbers on items at the manufacturer level will have reached 50%. By the end of 1975, 75% will be source-marked by manufacturers.

Speaking at a UPC and electronic checkout briefing held by Super Market Institute at Newton, Mass., John Hayes stated that retailer savings in this area will be considerable, since the average cost per 1,000 for retailers to source-mark is \$5 while the cost per 1,000 for manufacturers is 33c.

Hayes is vice-president, grocery products division, Distribution Center Bank, and general manager of marketing, H. J. Heinz Co.

He said there are 600 uniform Grocery Product Code Council members and that, by June 30, 1974, 80% will be marking shipping cases, 68% will have started marking packages and 7% of the UPC coordinates will have been appointed.

While the basic UPC number has 10 digits, a six-digit "zero suppress symbol" may be used for small packages, he said. While a system for coupons has not been assigned or standardized, this number may go to 12 digits, he stated.

"The public reacts and demands changes (in the state of air and water pollution control), but as consumers, we contribute to the very activities that create the problem."

—Sen. Edmund Muskie (D-Me.)

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