

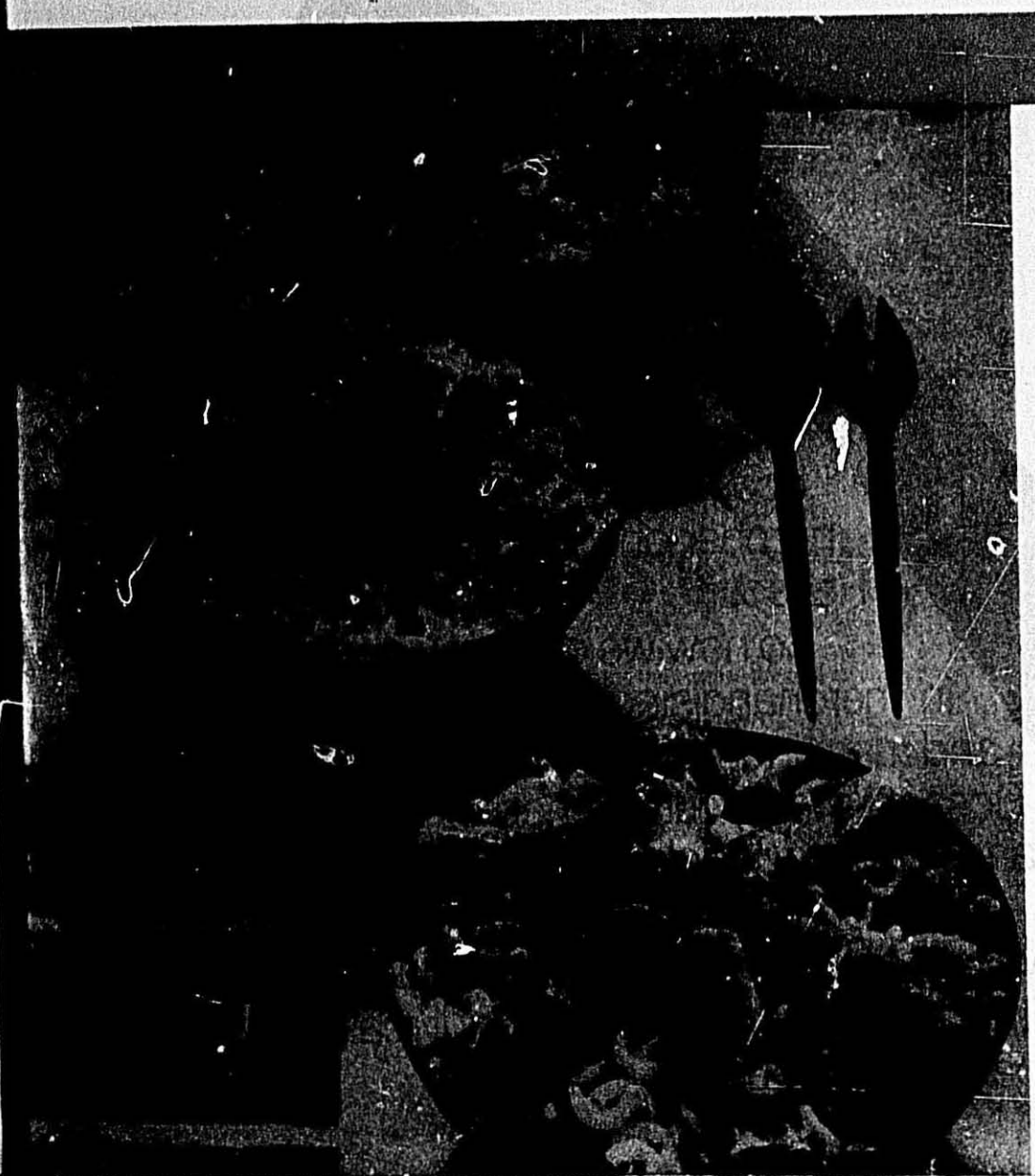
**THE
MACARONI
JOURNAL**

**Volume 57
No. 1**

May, 1975

Macaroni Journal #632

MAY, 1975



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The Macaroni Journal

May
1975
Vol. 57
No. 1

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Insect Resistant Wheat Predicted
Canadian Wheat Board Testing — Seaboard Mill at Port Allen
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New Technical Subsidiary — About Tomatoes
71st Annual Meeting at Pebble Beach
Many Varieties of Macaroni-Noodle Products
Index to Advertisers

Editor's Notebook:

The Message to Grocers on page 8
will appear in Progressive Grocers'
magazine for May with distribution at
the Super Market Institute convention.
Speaking of conventions: the 71st
Annual Meeting of the National Maca-
roni Manufacturers Association will be
held July 13-17 at Del Monte Lodge,
Pebble Beach, California on the Monte-
ret Peninsula, one of the most delight-
ful spots in the country. See page 32 for
a bit about it and plan to attend.
Next month there will be coverage
of the Seminar on Wheat and Good
Manufacturing Practices held at the
North Dakota State University. This
meeting drew good attendance.

UPC Faces Fight

Electronic pricing faces an uphill
fight and the story is in most food-trade
publications. Every year supermarkets
have to stamp individual prices on an

estimated 170 billion cans, packages and
bottles. With many clerks making
much as \$8 an hour in wages and ben-
efits, the operation is costing hundreds
of millions. For a brief, tantalizing
moment, food-chain officials thought
they saw their salvation in computer-
ized check-outs with Universal Product
Code, but now consumerists are saying
the coding system will end computer
shopping and they still want the cans,
packages and bottles individual
priced. They are getting support in
Congress and in various state legisla-
tures around the country. The National
Association of Food Chains concedes
that this is one of the biggest legisla-
tive threats they have faced. Grocer
Manufacturers of America President
George Koch says: "If Congress enact
an item-pricing law, labor will have to
find some other issue to use as a lever
to secure featherbedding in its con-
tracts."

THE MACARONI JOURNAL, May, 1975

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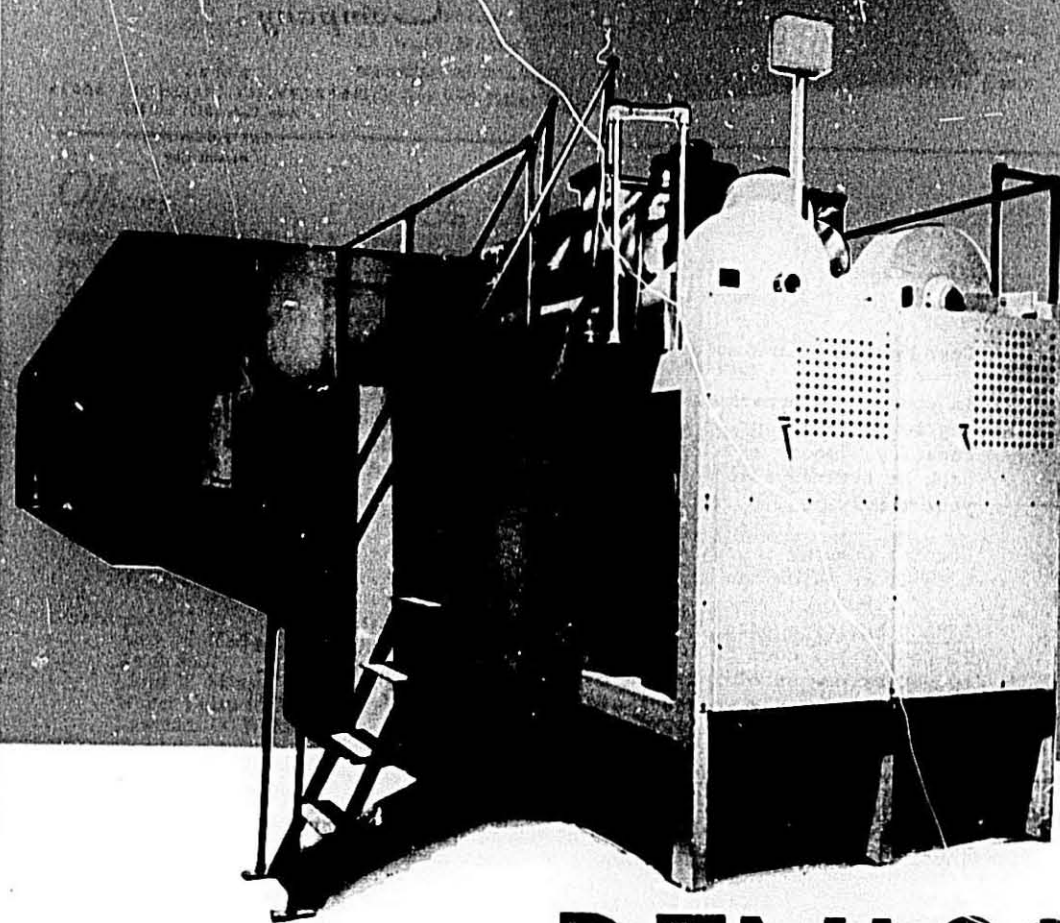
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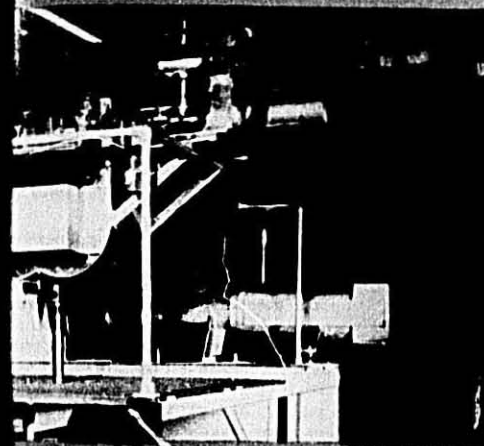
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The most...

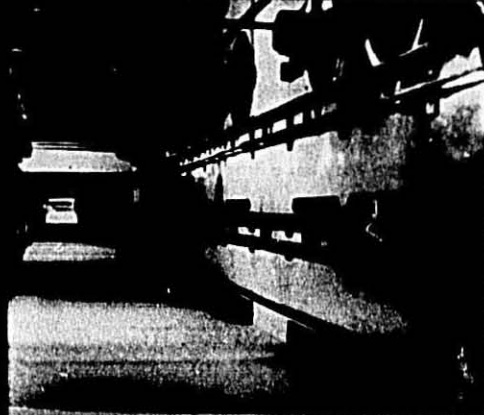


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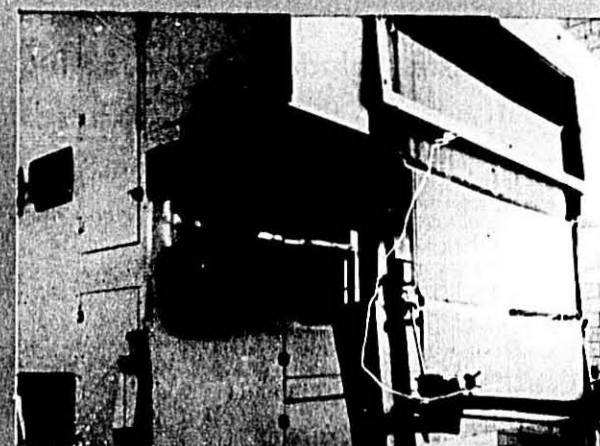
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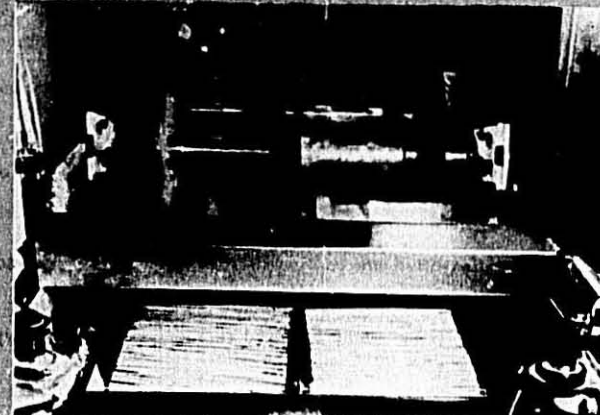
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Pasta Salads Suit the Spring Scene

Pasta salads are a wise approach to spring menu planning. As we necessarily continue our efforts to get the most for our food dollar, we look to elbow macaroni, spaghetti and egg noodles to lend a helping hand. While pasta is enjoyed in many of our favorite recipes, it serves another very practical role—that of utilizing leftovers or perhaps a better term today is planned over foods—in salads, casseroles, soups, stews among others. Speaking of salads, let's take a look at some of these suggestions from the National Macaroni Institute.

Macaroni Salmon Salad Bowl has elbow macaroni and canned salmon as a base. Nutritious? Yes. Combining the macaroni with salmon provides a fine source of protein. And remember, enriched pasta supplies substantial amounts of B vitamins and iron.

Macaroni Swiss Cheese Salad is a salad teaming macaroni with cheese and a variety of vegetables. Tasty eating, the dressing is a blend of mayonnaise, sour cream and mustard.

Pasta salads have a special advantage in terms of time saving. Made ahead and chilled, they are ready to serve at a moment's notice.

Let's look for just a moment at members of the pasta family for salad selections... elbow macaroni, egg noodles and spaghetti... no monotony in salad service! Create special appeal by spooning into an attractive bowl.

Caesar salad is a well known favorite, but have you ever thought of making one with egg noodles? This is a salad which well proves pasta's versatility in menu planning. And the result? Beautiful eating and a conversation piece, too, as diners marvel at your ingenuity. Vary your salad making with special seasonings. In springtime macaroni salad, curry powder in the dressing complements and accents the macaroni and vegetables.

The National Macaroni Institute is offering recipes featured so far along with other suggestions. If you would like the leaflet, just write the Macaroni Journal.

Other Ideas

There are other elbow macaroni recipes and additional intriguing salads using spaghetti and egg noodles.

In the elbow macaroni category is a snack time salad in which the macaroni teams with salami, cheese and vegetables dressed with mayonnaise, mustard and onion. Another combines macaroni with kidney beans and



grated cabbage in a sweet and sour dressing.

Spaghetti and cheese salad is a real surprise. Processed cheese and bacon

spread mixed with celery, parsley and mayonnaise is a brand new way to enjoy spaghetti, salad style.

Noodles and tuna come forth in salad mixed with lemon juice and pimiento stuffed olives.

Mix and match to your culinary content using these recipes as a guide. Remember pasta salads are a nourishing way to please family and guests at meal time. Utilize them to the full by adding meats, fish, poultry, cheese and vegetables left from previous meals. It's a valuable tip in stretching the food budget, and at the same time know you are serving nutritious food. Complemented with complete protein food, pasta is an excellent protein source. It contains the B vitamins—Thiamin, Riboflavin and Niacin in addition to Iron. Classified as a low fat, low sodium food, pasta is easily digested. The carbohydrate content gives us energy.

To appear in the May issue Progressive Grocer

A Message to Grocers: PUSH PASTA

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5. Since the big salad season is just beginning, feature macaroni products and related items in your salad displays. Or as a quick and easy hot-weather meal in its many other forms.

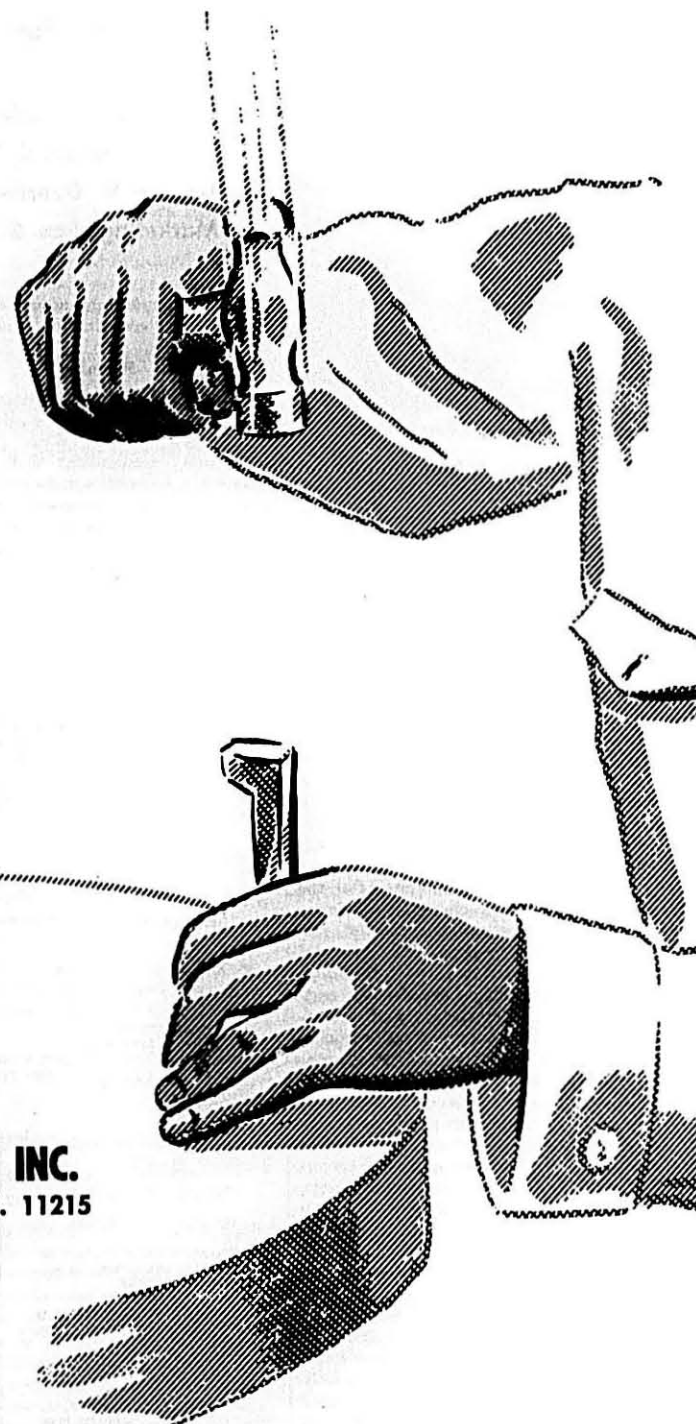
THE NATIONAL
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INSTITUTE

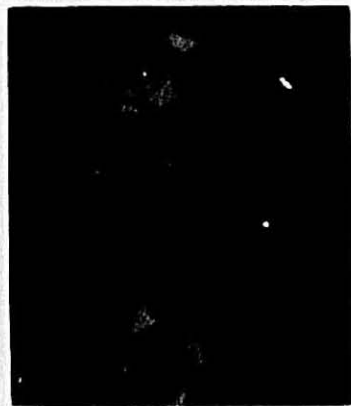
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Henry J. Guerrisi

Highlights of comments by Henry J. Guerrisi

Budgeting is a much discussed topic, but seldom defined. What is a budget? Historically, it was a financial document prepared by government to relate anticipated revenues and planned expenditures of a fiscal period on a basis for adjusting income to outgo or vice versa. The French definition *budget* meaning *wallet* first used in House of Commons when the chancellor of the Exchequer would bring in his papers in a bag and lay it on a table in the House. It was a summary of the levies needed to meet the King's expenses and gave the House a method of holding the King to account. After the government takes enough to balance the budget, the citizen has the job, budgeting the balance. This essential purpose has not changed with the adoption of a budgetary practice by non-governmental enterprises and individuals, but the wider practice of using budgets has given rise to loose terminology so that today the term budget and budgeting do not mean the same thing to all people. Originally, the budget was understood to be a complete and overall plan, but now one speaks of a sales budget, expense budgets, capital expenditure budgets, and the like. Similarly, today one speaks of budgeting ones time as well as money. Can the term budgeting be applied to the absence of a complete and comprehensive matching of anticipated revenue with anticipated expenditures? Can management, for example, claim to practice budgeting if it budgets only certain of the company's objectives? The term budget then is an overall blueprint of the comprehensive plan of operations and actions expressed in financial terms. Budgeting is conceived to be the preparation of a budget and its

Planning for Performance and Profits

Presentation made by: Joseph P. Viviano, President; Henry J. Guerrisi, Vice President and Treasurer; Jerome V. Guerrisi, Vice President, Sales and Marketing, San Giorgio Macaroni, Inc.

fullest use, not only as a device for planning and coordinating, but also for controlling.

Planning

Refer to the lower left hand corner of the chart "Planning". We call this the THINKING function. What can planning really accomplish? Well, at best a plan is a scientific estimate arrived at after a study of a company's past performance. It is predicated upon management's estimate of future conditions within the company, the industry, and

in the general economy. What can management possibly hope to gain from such an exercise which is admitted to be little more than estimating probable future company performance?

The mere fact of putting firm estimates on paper, thinking seriously about what is likely to take place in this department or that, and of what course overall company fortunes are likely to take, gives management invaluable insight into the future. A formal planning procedure makes man-

agement more alert to conditions that otherwise go unnoticed. Everyone affected by the plan and many people who prepare it. The result is concentrated thought about future plans and the best to achieve company goals. Management has the benefit of ideas and suggestions of personnel throughout the company.

Planning helps define objectives. It helps develop policies. To properly handle such items as material purchases and expenditures, the company must have a definite purchasing policy, inventory control techniques, and expense control techniques. Perhaps the most valuable contribution is in the area of expense control. Expense plans require a constant check on spending. Any such outlay not provided for in the plan should not be made without special approval.

Financial Strategies

Planning is a tremendous aid to financial strategies. In coordinating the planning effort, finance must ask and answer many questions. The most critical question is whether the goals and objectives put forth by top management can be financed with the company's present resources, and if the company needs additional funds to meet its aims, can they be raised without jeopardizing the company's financial position? The program of activity yield a return accessible over both a short and long term? Will there be sufficient capital sources if the company pursues this plan or that plan? Will the objective conflict with any other company objectives? Only a realistic planning program can answer such questions satisfactorily. What else can a comprehensively planned program do:

It forces the management to consider and evaluate basic company policies.

It forces management to look ahead and predict conditions likely to prevail outside the company during the plan period.

It compels everyone in management positions from the president down to take an active part in goal setting and planning.

It demands a sound organization with responsibilities for each function specifically assigned.

It requires each department to lay out its plans with the view to complementing plans of other units.

It means planning for the most effective and economical use of labor, material, facilities, and capital.

7. It requires complete accounting data showing both past and current performance.
8. It forces management to put down in cold figures the capital required to achieve satisfactory results.
9. It instills in all management levels the habit in giving careful consideration to all factors before reaching a final decision.
10. It clears up many questions particularly in lower management levels on basic company policies and objectives.
11. It helps eliminate inefficiencies and waste.
12. It promotes general understanding throughout the company of the problems faced in each department.
13. It serves as a means of checking progress or noting the lack of progress towards stated goals. The company always knows where it is as well as where it has been.

If we are to make effective use of the resources of the corporation and if we are to take advantage of the opportunities which present themselves to help the corporation grow, it is essential that we give careful thought to what we want to achieve before we commit and/or expend our resources. Proper planning and controlling should be continually refined so that it provides a more orderly way of conducting our business and enhancing our chances to better avoid the pitfalls of actions poorly conceived.

At this time Mr. Joe Viviano will address himself to the statement of objectives.

After Mr. Viviano concludes his remarks, Jerome Guerrisi will discuss in detail the marketing plan and the sales plan.

After Jerry has finished his presentation, I will discuss the financial plan.

Setting Objectives:

Highlights of comments by Joseph P. Viviano

In earlier comments, we heard such topics discussed and defined as planning and thinking and how important they are in forming objectives.

My area of discussion is setting the objectives or as the textbooks would call it, Management By Objectives.

Simply put, Management By Objectives is a formal effort to define goals or direction based on factual analysis of the company's competitive strengths and weaknesses. Where do you want to be in one year? Where do you want to be in five years? As some wise man



Joseph P. Viviano

once said, the measure of a true wise man is he who knows his limitations.

Self Analysis

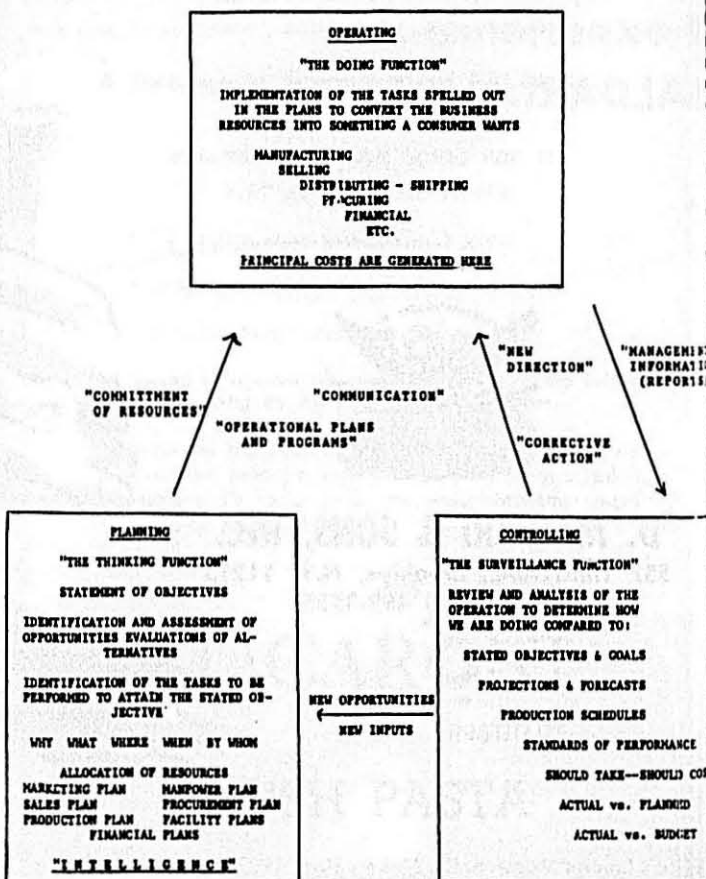
Before we get into objectives, maybe we better stop and analyze ourselves. Who are we? If we can come to some conclusion of our strengths and weaknesses on who we are, then the obvious next step is now what do we do? And finally, what do we do to do it? How do we keep ourselves on this growth in this day-to-day tough business?

My desire is not to bore you with textbooks definitions, but I plan to give you some practical aspects of objectives and give you some ideas we've used in Louisville and Lebanon.

Step No. One is—who are we? Maybe before discussing that, we should discuss who should be discussing who are we. Normally, corporate goals are drawn up by those executives in a firm who are in a position to determine and execute policy. However, it generally would not represent everyone. A special committee may be formed to help in coordinating the thinking of all important groups and include: major stockholders; an influential member of the board; a successor to the president; family interest; etc. These people should be involved in these special committees. In smaller firms, like most of us, it is most important for the planner to be certain that all interests are involved—at least those who have power to make or break policy.

All right—who are we? I've put together a short list of questions that should have a bearing on your firm's future. You might ask yourselves some of these questions. You might ask your operational people to answer some of these questions. Get together and discuss and come up with some conclusions on the answers.

(Continued on page 14)





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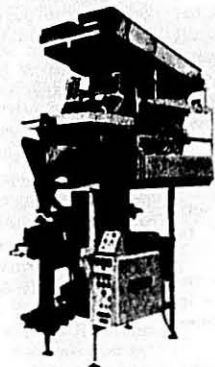
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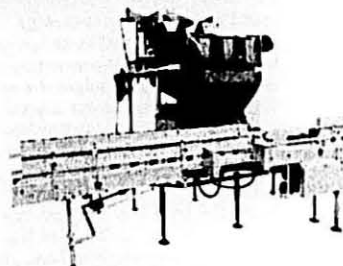
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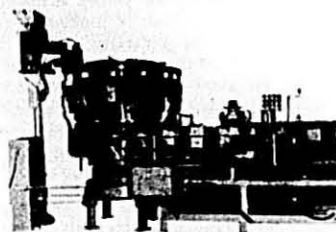
Du-O-Bag Versatile, high production system requires only one operator. Each side has controlled feed, up to three Electroflex® scales or automatic self-correcting scale, and bagmaker. Each side operates independently of the other and can run different products and package sizes.

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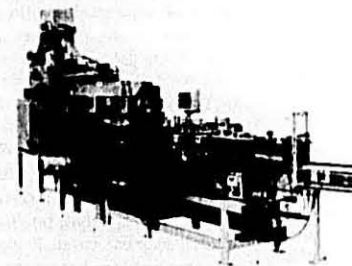


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Setting Objectives

(Continued from page 11)

The question is who are we? Of course, all of you have to decide for yourselves who you are.

1. What's our business? Those of us in the macaroni business—are we macaroni manufacturers? Are we macaroni distributors? Are we sellers? Do we have a retail brand? Do we sell strictly to other people who retail it—process it? What is our business? What are our limitations? It's the old story—do what you do best—don't try to be something you aren't. The wise man knows his limitations.

2. Where is our market? Who are our customers? This is not as easy as it sounds. Again, is our market retail, wholesale, industrial, institutional? Who are our customers? Location? Area? When was the last time you did a freight study of your customers? I am sure all of us have the same problems—you have a good customer 950 miles away and you are doing very poorly 100 miles away—why? Maybe this is something that should be discussed.

3. Where will we be in five years? A lot of people say this is a foolish question. It is something that all of us need to think about. Where will you be in five years? We all need to look to the future to make some predictions.

4. What should Return On Investment be? As inflation hits us, measurements of business are changing. The days of profits only as a use of measurements are about over. Return on investments is becoming a popular phrase. Return on investments will be a most closely scrutinized item that lending institutions will consider. It forces management to appraise every single dollar that they invest in the plant, equipment, sales, new product, whatever it is. It sets a rigorous standard. Does that investment have a chance of returning a sufficiently high figure of return to warrant the risk involved?

5. What image of our company do we want conveyed to the public? This is simply who are we. Who do we want the public to think we are? Are we a quality house? What kind of advertising do we expect to do? What message do we want to get over to the consumer?

6. What personnel policies do we now practice? What policies do we want to follow in the future? There are some policies we have to follow. Do you promote within? Have you ever thought about it? It's not a bad idea. Do you administer salaries to stimulate maximum production effort? Do you provide for incentive for personal

growth? Do you ever wonder why some companies seem to have all the sharp young guys and other companies just hang on with the same old people?

7. What rate of growth do we want?

8. How should we grow? These two questions are related. What is the value and what is the cost of growth? If in five years you could be twice the size and tonnage that you are today, 100% increase in tonnage in 1980, would you want that? It is not that simple a question. First of all, would you be profitable twice as big as you are? How much investment would it take to become twice as big as you are? Where would that money come from? Would you have twice as many headaches?

9. How can we finance growth? There is nothing worse than a growing company who runs out of finance.

Where Do We Go From Here?

Now we know who we are—where do we go from here?

1. Select goals.
2. Specify the minimum expectation for results. You must allow for variations as one cannot predict results in today's world. Broad general goals must be narrowed to those specific ones which will most likely be profitable and conform to management's vision of business.

3. Communicate your expectations clearly. It doesn't help at all if everybody in your Director's meeting or everybody in your management meeting know what your objectives are but your superiors or your foreman don't know what your objectives are. Let everybody know your objectives or goals clearly. People can better support objectives which they understand and they can channel their efforts towards this achievement. People, as a rule, are reasonable and an employee will respond enthusiastically when he feels he is honestly informed of the facts concerning his company's objectives and just how he fits into the picture. Put some interest and motivation into today's job—into today's living. It's up to management to communicate to our people based on our objectives how they can win at their jobs.

4. Monitor the project, but delegate responsibility. You have to let the employee, whether it is a supervisor or a foreman, have the authority—have the responsibility. Keep him informed. Once a program gets in gear, keep it in gear, and take it all the way down to the packaging line. Help the supervisor develop discipline to manage the process in an orderly way. Let every single employee in your plant know

your objectives. You want them to act as we would act in the same circumstances.

5. Expand the process. If it works and it will, keep it going.

Why Do Things Fail?

Why demands are not made or objectives reached. Why do things fail?

1. Management by participation. Make each member of your team a part of the goal setting. It is the task of the department head to establish a goal for attaining company objectives and goals. The first year is the most difficult, but work at it. Get everybody involved and make it their objective.

2. Psychological camouflage. (a) Are you managers conscious of the variations between the performance they are requiring and what might be possible? A manager may escape having to demand better performance by convincing himself that he has done all he can establish expectations. He might be sincere in believing subordinates are doing the best they can and these people look for faults elsewhere. If you hear statements like: We solve the problem, but it'll cost a plenty of overtime? If you want us to cut inventory, be prepared for our stocks. Ever since we cut the main budget, we haven't been able to keep the plant operating properly. These are faults of psychological camouflage. (b) Reliance on procedures of established companies. A manager may avoid the task of making demands by displaying a variety of fancy management programs. There are no substitutes for good sound management. (c) Finally, are you setting general goals in vague terms? Avoid words like improve, better, increase—bad words don't use them. Get to the number by how much and be specific. A manager may set tough goals and insist they are achieved but fail to produce a method of accountability in subordinates.

Conclusions

In conclusion, I am sure you have read about companies that have turned themselves around in a short period of two years. They come from an average performer to a leader in the industry. Why? What produced the changes? In most cases, it wasn't something spectacular happening. It was probably a change in management. In most cases, a change in management attitudes. The key could well have been a decision by the chief executive officer that the company must and should make gains and objectives were set

specifically meet these achievements. By other support programs and activities always are necessary to translate determination into results.

All these programs and activities would have produced little results without a clear set of demands or objectives. Improved performance that was specially placed on the company's management team.

The Sales Plan:

Comments by Jerome V. Guerrisi

The sales plan is the cornerstone of the company's entire operating budget. All of the operations are keyed to the determination of the sales and the amounts of products to be sold must be accomplished as the first step in planning for the forthcoming period or periods.

After the budget is completed, there is a continuing duty to analyze sales performance against the budget in order to attempt to bring performance in line with the plan or to determine how the plan itself must be changed.

Sales do not just happen. They are the result of sales efforts of one type or another. Consequently, the best sales plan, profitwise, is that one which achieves the best balance between revenues (income) and efforts (selling costs). The planning and control of sales and costs must go hand in hand.

Our guide is then:
Sales plan (income)
Sales effort (selling costs)

Before an accurate sales budget can be prepared, a sales forecast must be made. The forecast, to be useful, can be made simply in terms of total sales for the budget period. The sales must be stated in quantities as well as dollars, by product items, and by sales territories, taking into consideration the profile of each sales territory—management development territory—territory—territory of opportunity.

Principal methods of forecasting which you will recognize are:
Jury of executive opinion
Sales force composite
Statistical analysis
Combination

The above methods bring to play the significant factors. Past experience—referred to above as sales statistics—Company policies and limitations: Proposed changes of products
Manufacturing capacity
Marketing methods



Jerome V. Guerrisi

Industry outlook and position of company:

Analysis of the competitive situation—Position with regard to product development (innovations), new products, etc.

General Economic Conditions

Ordinarily, the appraisal of the general business outlook is the most significant factor in forecasting sales and one which creates the greatest problem. Obviously, no method of sales forecasting is foolproof. Realistically, a combination of methods is used. Few companies here would use one method exclusively.

The forecast of most companies represented here is a synthesis of:

Territory forecast
Division forecast
Region forecast

Sales Management forecast:
Treasurer/Controller forecast considering

a. Recent experience adjusted on five year date to annual basis
b. Long term trend method.

Executive of top management economic forecast.

The Financial Plan

Comments by Henry J. Guerrisi

The financial position of a company relates to its financial well being. The amount and composition of its assets in relation to the amount and composition of its liabilities and both in turn relate to the nature, scope, and size of the company's operations. Financial position is both an objective and a result of operations. While earning a profit is the number one objective, the year's plan must also be laid with the view to achieving a sound position financially. And this latter objective may seriously modify steps planned solely with the first objective in mind. A too hastily expansion of finished

goods inventory, for example, designed to cash in on a sudden boon in the market, may strain the company's resources and leave it extremely vulnerable to the financial dangers inherent in a volatile market. Adequate financing of operations is an important consideration in planning as the profit objective or the return on investment.

Consideration in the financial plan must be given to:

1. The forecasted balance sheet.
 - A. Budgeting cash.
 - B. Budgeting Accounts Receivable.
 - C. Budgeting inventories.
 - D. Budgeting prepaid and deferred charges.
 - E. Budgeting fixed assets.
 - F. Budgeting Accounts Payable.
 - G. Budgeting liabilities.
2. Profit and Loss Statement.

One of the most important steps in financial planning is what is a reasonable return on investment. The overriding objective must be to earn a satisfactory return on funds that have been invested. Many times we assess the progress of the company with respect to net profit on sales rather than on return on investment.

Taking everything that has been said here we are now in a position to pull together our plan.

1. Profit and loss statement.
2. Balance Sheet Statement.
3. Source and application of funds.

Purpose of Planning

1. Provides top management with summarized picture of results to be expected from proposed plan of operations.
2. Serves as a guide to executives and managers responsible for individual segments of the operation.
3. Serves to measure performance.

Operating and Controlling

The Doing Function (see upper portion of the chart.)

Operating covers the day to day, month to month operations of the Corporation.

In the planning stage, control implies the fullest utilization of available information in weighing alternative courses of action and policy, and in shaping plans so as to achieve the best possible accomplishment of the company's objectives. In the operating stage, control is concerned with keeping the operations in conformity with the plan.

The Surveillance Function

(See lower right hand portion of the chart.)

(Continued on page 17)

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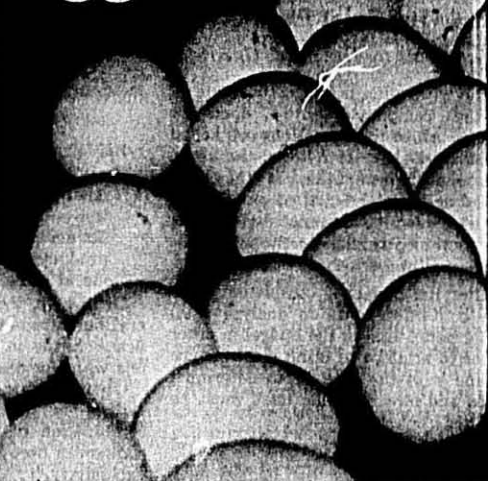
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Our people make the difference. We're proud of our new AA production facility—Big Red Farms. And quality is a personal thing with us. We've got the product and the knowhow to deliver what you need and we'll bend over backward to please you.

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Financial Plan

(Continued from page 15)

Deviations from the budget measure organization's efficiency in living up to the plan. Consequently, it is necessary to examine the type of variations which may occur and their significance. Variations may fall in these categories: Realization of Income, Production of Goods and Services, Incurrence of Costs.

Actual vs. Budgeted Sales

With reference to the first category, Realization of Income, the measure of performance is the comparison of actual with Budgeted Sales. There may be other income but the principal analysis is concerned with Sales. The sales plan is the cornerstone of the entire budget. It not only indicates the amount of revenue to be expected but it governs the operations of the company. Material requirements, labor requirements, amount of production, all are keyed into budgeted sales. It should readily be apparent that sales performance under budget is an extremely important subject for analysis. This analysis should be prompt and should be in sufficient detail to permit management to take whatever action may be feasible if necessary. The mere comparison of actual sales with the budget is not enough. It should be recognized that sales in excess of the budget may conceivably cause concern as well as sales under budget, although admittedly, the concern may be of a different part, with customer sales in the future rather than immediate profit.

Physical Operations

The second category of control concerns the physical operations rather than the monetary aspects of the budget. Comparisons in this area deal with flow of production, the availability of utilization of equipment, the availability and utilization of manpower. It concerns the occurrences and transactions which underlie the financial transactions. These comparisons are based on the financial sections of the budget but on the non-monetary quantities of product produced with the budgeted quantities. Production at less than budgeted levels may result from numerous causes, and it must be promptly explained and action taken to remove causes.

Cost Control

The third category of control relates to costs. Analysis of cost variation are important, not only for their own sake, but also because they may be indications of deviations in the underlying transaction. It is in this connection that

the second and third control categories are related. Cost control, to the extent that cost variations are a function of action rather than price, is achieved by attention to both physical happenings and monetary transactions. Moreover, in the case of cost control, the problem frequently is complicated by the fact that in the area of indirect expense, comparisons must be made with expense allowances at the actual operations rather than the budgeted operation.

In the categories discussed, comparison of budget and actual data are the principal measurement available to management in determining the efficiency of operation under the budgetary plan. Since the achievement of attainable goals under the plan is management's principal function in the executive stage of operation, the need for such measure is paramount.

Results Approach

We have been discussing the concept of planning, which in essence is management by objectives or Results Approach. It provides a broader approach to decision-making, forcing more and more decentralization and encouraging sounder decisions at all levels of the echelon. It develops a closer understanding of direction between any executive or manager and his subordinate in the way it focuses on basic objectives. The principles of this philosophy provide a clear understanding of the essence of individual action versus group action and thus gives management a clear perspective in approaching intertwined problems. It provides management with a vehicle for developing all men to strive for greater achievement. It leads logically to the only sound basis we know of for an integrated management-by-objective program throughout the operation. This acts as a powerful influence in developing short and long range perspectives and getting away from crisis management.

Check Boiler Efficiency to Reduce Fuel Costs

If you've been wondering whether your gas or oil fired firetube boiler is burning too much fuel in relation to the amount of heat or power it's producing, there is a way for you to check. Fuel Efficiency, Inc. of New York will send you, at no cost, a set of charts that plot stack temperature against combustion efficiency. By determining the stack temperature and the percentage of carbon dioxide in the stack gases, it is possible to read, directly from the appropriate chart, the com-

busation efficiency of your boiler.

According to Herman Knapp, President of Fuel Efficiency, proper burner adjustment is critical in reducing fuel consumption and cutting fuel costs. A properly adjusted burner can make a difference of 10 to 15% in total fuel used.

Efficiency Check

To determine the combustion efficiency, a small hole is drilled in the stack and a CO₂ analyzer and long stem thermometer are inserted. Once the stack temperature and the percentage of CO₂ in the stack gases are known, the combustion efficiency can be readily determined by consulting the chart.

An 80% combustion efficiency is considered good for a firetube boiler, however, day to day experience shows that many firetube boilers are operating at a combustion efficiency of 70% or less. By adjusting the burners to create the optimum stack temperature and correct fuel to air ratio, the efficiency can frequently be improved by 10 to 15%. In addition, the installation of Brock Fuel Saver Turbulators, a type of fire-tube baffle, can further increase the thermal efficiency of the boiler and result in an additional 8 to 12% fuel savings.

For a free copy of the chart showing how to compute boiler efficiency and for the name of your nearest dealer qualified to perform the carbon dioxide and stack temperature tests, write to Fuel Efficiency, Inc., 131 Stuart Ave., Newark, New Jersey 07102.

Air Pollution

"Most people who yell about air pollution think somebody else, mostly industry, is making the air dirty. All of us will be in the act as the causes, as well as the victims of air pollution, before we're done."

—Richard J. Sullivan, Director, New Jersey Division of Clean Air and Water, commenting on plans for pollution controls on state's 3,200,000 registered automobiles.

The Life You Save . . .

Polls show 70% of Americans favor retention of the 55-mile-per-hour speed limit on the highways.

More importantly, year-end statistics reveal that traffic deaths declined dramatically in 1974 to an estimated 45,400. The toll—lowest since 1963 when 42,600 died—fell 8,400 below the 1973 figure.

"These statistics clearly demonstrate the life-saving value of lowered speed limits and less driving," says Dr. James B. Gregory, federal highway safety chief.

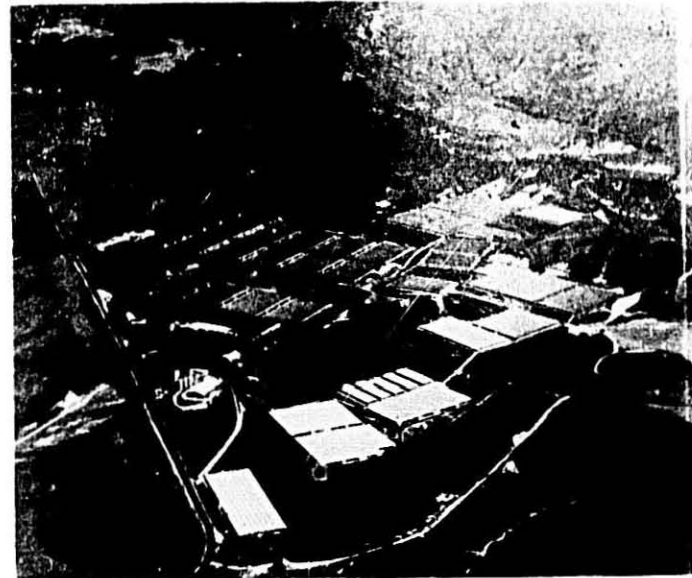
The Most Unique Egg-Producing Operation In The World

It's about an hour north of Los Angeles, California. It grew out of the barren hills near Moorpark in 1961, and it's still growing. But already, with its more than 3,000,000 birds and its vast complex of support facilities, there's very simply no egg operation like it in the entire world. Hundreds of acres of lay houses, research facilities, laboratories, offices, drying rooms, storage houses, maintenance shops, a fertilizer plant, a packaging and processing plant and even a feed mill. All blended carefully into one masterplanned and fully integrated facility. That's Egg City.

But is it just efficiency that dictates the Egg City approach? Is bigger automatically better? Why go to the trouble of controlling production so carefully from start to finish if you don't have to? The answer is quality—the guiding watchword at Egg City since its first hen laid her first egg. Quality is why the company has its own breeding flock, and hatches its own chicks (about 250,000 a month). It's why they have their own veterinarians and their own chemists. Quality led them to develop their own vaccines, and build their own feed mill to meet their careful feed mix specifications. And quality, combined with efficiency, is why today Egg City is known throughout the world, and can serve those world-wide markets with fine, consistently pure eggs and egg products.

The Egg City Story

It's incredible to think that a facility as vast and complex as Egg City less than 15 years ago was only an idea



An aerial view of Egg City—630 acres of modern egg-processing technology.

in the mind of its creator, Julius Goldman. But not if you know Julius Goldman. The operation that is now Egg City began early in 1953, with a 3,000 bird ranch in California's San Fernando Valley. A year later, the count had risen to 10,000 birds, but the residential growth of the Valley had begun to make ranching difficult. The search for a more suitable location led to Moorpark, which has one of the most desirable climates in the world for poultry production. Today, more than 8 million

cubic yards of Moorpark hills have been reshaped into the foundation of Egg City as it now exists.

Technology—With A Personal Touch

Almost everywhere you look at Egg City, in every step of the production process, complex machinery has been designed or installed to increase efficiency and improve quality. But over the years, the company has never lost sight of one important fact: in the

business, machines can only help people, not take their place.

Egg City does its own breeding, and quality control starts before a chick is born, with scientifically dispersed hatching and rotation during hatching, carefully monitored by company technicians. Staff chemists control the birds' special diet, and Egg City's veterinary staff vaccinates them against disease. Integrated, personal supervision continues at the feed mill, too, where skilled people prepare 400 tons of up to ten different types of feed a day, depending upon the season, age of the bird and other important factors. Once processed, the proper feed mix is delivered fresh three times a day, again closely watched by trained people.

Even more important than what goes into egg production, though, is the finished product, and even more important than Egg City's quality control laboratories are the people who staff them. All of them are top professionals, and as a team their only job is to make sure that the eggs, in whatever form they are produced, are always completely pure and consistently good to meet the demands of a growing list of customers.

One Product—Many Forms

You might think that an egg is an egg, and at some ranches it might be, but at Egg City, the eggs come in nearly a dozen forms, each one designed to fit the special needs of a particular customer. There are fresh shell eggs, of course, in cartons, flats and 30-dozen cases, and even containerized shipments if a customer needs them. The Egg City fresh line includes whole eggs, whites, and yolks in plain, salted, sugared or colored form, packed in 30-pound tins or one-gallon cartons. And there also is spray-dried albumen in standard or anhydrous type, which comes in 150-pound drums. In one form or another, these products are used world-wide by the manufacturers of bread, pastry, noodles, chocolate, dressings, mayonnaise and other foods. And no matter what form is used or who uses it, every product has been carefully checked by Egg City inspectors and by a team of full-time inspectors of the United States Department of Agriculture.

Once more, in processing as in production, quality is the singular watchword at Egg City, and dedicated people combined with advanced technology are the means by which that quality is achieved. There are machines that wash, grade, weigh, candle and package the eggs. There are automatic breaking machines that separate the yolks and whites. But most of all, there



Egg City's computerized feed mill produces different blends for specialized treatments.

are people who make the machines work. The same kind of people—more than 400 of them—who make all of Egg City work. People are the secret of the company's success. They're the reason it's grown and the reason it will keep on growing in the years ahead.

Egg Production

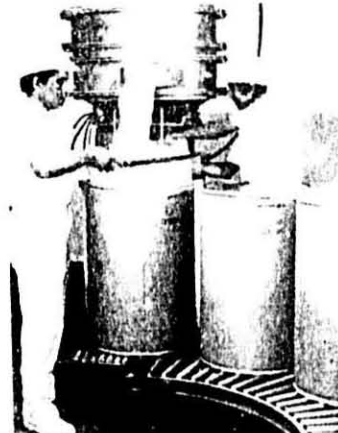
The nation's laying flock produced 4,995 million eggs during February, 4% less than last year, according to the Crop Reporting Board. Layers on hand during February averaged 232 million, 5% below a year ago. Layers on March 1 totaled 281 million, down 5% from the 296 million a year earlier and 1% below a month earlier. Rate of lay on March 1 averaged 63.3 eggs per 100 layers, about the same as the 63.1 a year ago and the 63.2 February 1, 1975. Egg-type chicks hatched during February, 1975 totaled 37.3 million, down 1% from the 37.7 million produced a year ago. Eggs in incubators on March 1 at 39.7 million were slightly above a year ago.

Public Hearings

Public hearing on a proposed Egg Research and Promotion Order will be held by the United States Department of Agriculture in Atlanta on May 6, Philadelphia on May 12, Des Moines on May 15, Dallas on May 19 and San Francisco on May 22.

Egg Mix Buying Scheduled

Plans to buy 324,000 lbs of egg mix for distribution in supplemental feeding programs were announced by the Department of Agriculture. Shipments



Dried egg products are shipped in 150 pound drums or smaller packs.

were scheduled for the period April 1-15.

Emergency Farm Bill

An emergency Farm Bill was approved by the House Agriculture Committee by a vote of 32-8. Among provisions is for a wheat target price increase to \$3.10 and an increase to \$2.50 on the loan rate. The Administration has opposed the target and loan price increases, particularly those for dairy and cotton, and there were some indications of attempts made to reach compromise figures. Consumer interests have expressed concern over the cost impact to the consumer in the increase support levels for dairy products. But the Committee with a good supply of freshmen Congressmen are going to do something for the Farm. Vote in view of the set-back of 40% in farm wheat prices from the historic highs reached at the end of February, 1974.

Durum Planting Intentions Cut

The U.S. Durum Growers Association has been holding regional meetings throughout the territory. They point to the domestic durum mill grind in 1974 at 32,985,000 bushels compared to 37,567,000 in 1973, a decrease of 12%. They regard blending of cheaper wheats with durum as a serious threat and are urging their members to stop, look-listen before seeding this spring, observing that any increase in durum acreage would be a disaster. USDA reports March intentions were for 5% more durum than a year ago, down from the 10% figure issued in January



Egg City's founder Julius Goldman proudly displays his product—one of over 3,000,000 eggs his company processes every day.



Research technicians monitor quality throughout the production process.

Peavey doesn't quit working until dinner is served.



When the durum wheat is still growing in the North Country, Peavey goes to work. Checking field samples for quality and anticipated yield. Then, we collect and move the harvest through grain elevators and carriers to the mills. Not just flour mills. Durum mills.

There the grain is processed into the finest King Midas Semolina and Durum flours. By this time, our sales offices are already matching our supplies with your requirements. So you get the finished flour where you want it. When you want it. But we don't stop there. Our Technical Center continues to look for ways to make our products perform a little better. And to make our systems work a little faster. You've got a good thing going in King Midas Semolina and Durum flour. Because we don't stop working until dinner's on the table.



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Durum Report from the Crop Quality Council

by Vance V. Goodfellow, President

1974 Durum Production Summary

Total 1974 U.S. durum production is estimated at about 79 million bushels, 1 percent above 1973 and 9 percent above 1972. The acreage harvested was placed at 4 million, up 39 percent from 1973. However, the average yield of 19.8 bushels was down 7.4 bushels, the lowest since the drought-plagued 1961 crops when the national average fell to 12.3 bushels per acre.

North Dakota which produces 85 percent of the nation's durum suffered from one of the most adverse growing seasons since weather records have been kept. Heavy snow melt and almost continuous rain showers delayed field work. Nearly 75 percent of the North Dakota durum was seeded from May 28 to June 15. This was followed by drought and heat affecting most of the state, significantly reducing yields. Wet weather in August and September slowed harvest and damaged swathed grain somewhat. Frost hit latest durum plantings in northern sections along the Canadian border adding further to weather-caused reduced production.

Despite adverse harvest weather the quality survey conducted by the Cereal Technology Department, North Dakota State University, shows that 78 percent of the crop will grade No. 2 Hard Amber Durum or better and 84 percent will grade No. 3 Hard Amber durum or better. The overall durum quality for pasta was reported generally good. The 1974 crop is considered more variable than in previous years. It appears that late, poor harvest conditions disturbed the normal maturing process resulting

in some reduction of spaghetti color. Tests indicate that small amounts of frost and sprout damage had little effect on pasta quality. It is recognized that certain carlots of durum have shown damage in excess of what is given in the North Dakota report. The report, it should be remembered, discusses county averages and not specific cases. Individual carlots may represent durum damage by early frost and weathering and may not be representative of the total crop available.

Durum Research Benefits Demonstrated under Severe Drought

The annual durum variety survey compiled by the North Dakota Crop and Livestock Reporting Service shows Rolette the leading variety seeded, representing 37 percent of the acreage. Leeds was second at 28 percent, down from 50 percent a year earlier; Wells ranked third with 19 percent of the acreage. Ward, new to the survey in 1973, was in fourth place with 13 percent and would appear the new commercial challenger.

Ward's showing in yield comparison with other commercial varieties grown under 1974's adverse weather is worth noting. Ward was the top yielder averaging 23.5 bushels. This was 3.5 bushels better than Rolette and Wells which averaged 20 bushels and 5.4 bushels above Leeds that occupied second place. Ward will likely move up significantly in 1975 plantings based on this yield advantage. The new durums released in 1973, Rugby, Botno and Crosby showed promise in experimental regional tests and will likely expand in acreage.

Better durum varieties from research are again apparent when considering that 1974 crop yields are reported the lowest since 1961. Under drought stress 1961 North Dakota durum yields averaged 11.5 bushels per acre; 1974 per acre yields were 20 bushels representing a 74 percent increase, a highly significant benefit for durum growers, millers and pasta manufacturers.

The need for better yielding durum with high quality and disease resistance has been continuously stressed by the Council. Ward appears to be a significant step toward this goal but we must continue so that durum wheat can compete for acres with bread wheat rivals. The North Dakota spring wheat yield of 20.5 bushels per acre compared to 20 bushels for durum probably not significant in 1974 but does indicate potential trends.

Durum Rust Resistance Maintained through Research

Team efforts between the plant breeder, plant pathologist and the research geneticist are continuing to provide excellent protection through development of improved rust resistant durums. The 1974 stem rust survey shows all commercial durum and advanced experimental lines highly resistant to prevalent rust races. Maintaining this protection requires continuing cooperation and support. Projects for both state and federal programs need strong support. Inflation has seriously eroded research dollars and bringing funding back in balance is an urgent priority of the Council.

1974 UNITED STATES DURUM PRODUCTION
(Based on U.S. Government December 31, 1974 acreage production figures)

State	Acreage Harvested		Acreage Planned		Yield per acre (bu.)		Production (bu.)	
	1973	1974	1975 Indicated	1975 as % of 1974	1973	1974	1973	1974
Minnesota	58,000	84,000	125,000	145	35.0	28.0	2,088,000	2,352,000
North Dakota	2,530,000	3,440,000	3,780,000	108	27.5	20.0	69,575,000	68,800,000
South Dakota	112,000	205,000	230,000	107	24.0	14.0	2,688,000	2,870,000
Montana	182,000	267,000	330,000	122	22.0	18.0	4,004,000	5,073,000
California	2,000	3,000	4,000	133	50.0	50.0	100,000	150,000
U.S.	2,884,000	3,999,000	4,469,000	109.7	27.2	19.8	78,455,000	79,245,000

*Based on U.S. Government January 22, 1975 prospective plantings

1974 CANADIAN DURUM PRODUCTION
(Based on Statistics Canada November, 1974 estimates of production)

Province	Acreage		Yield per acre (bu.)		Production (bu.)	
	1973	1974	1973	1974	1973	1974
Manitoba	100,000	100,000	24.0	20.0	2,400,000	2,000,000
Saskatchewan	2,000,000	2,500,000	22.0	20.4	44,000,000	51,000,000
Alberta	250,000	400,000	21.8	21.2	5,400,000	8,500,000
Prairie Provinces	2,350,000	3,000,000	22.0	20.5	51,800,000	61,500,000

*As indicated on the basis of conditions on or about October 23

Earlier comments in this report show better durum performance under drought stress can be multiplied many times by the research contribution to stem rust resistance. The most devastating stem rust attack on durum wheat occurred in 1954, just 20 years ago. Eighty percent of the North Dakota crop was destroyed and yields were reduced to 3.5 bushels per acre. The continuing succession of better durum varieties has been a major achievement in cooperation by plant scientists supported by the National Macaroni Manufacturers Association, other industries, and government.

The national Cereal Rust Laboratory now functioning in new facilities is contributing to the overall research effort. Its annual rust survey is monitoring and reporting any changes occurring in potentially dangerous stem rust races. Construction of a second greenhouse is now underway and will permit expanded testing of experimental adult durum plants for rust resistance aiding plant breeders in selecting parental lines. Testing plants in the greenhouse from the seedling stage to maturity will provide much needed information on the genetics of rust resistance.

Resistant Wheat?

Wheats of the future may be able to withstand attack by stored-grain insects, an entomologist of USDA's Agricultural Research Service believes. Dr. H. Paul Boles found significant differences in resistance to one pest of stored grain, the rice weevil, in 15 wheat varieties that have been grown and tested in Kansas.

If we can identify the characteristics that make some wheats less attractive to weevils than others, plant breeders may find ways of intensifying these characteristics in future wheat varieties," Dr. Boles said.

All of the wheats Dr. Boles and entomologist Ralph L. Ernst tested at the U.S. Grain Marketing Research Center have relatively high susceptibility to the rice weevil.

New Development

Breeding for resistance to stored-grain insects has not been attempted, Dr. Boles said. Wheats have been developed, however, that resist attack in the field by such insects as the hessian chinch bug, and wheat stem sawfly.

The researchers released 240 rice weevils in a chamber containing 80 samples of wheat. After a 7-day egg-laying period, they transferred the samples to a controlled-environment

room and held them there until larvae developed.

Sturdy, the most resistant variety, averaged 40 larvae per 100 grains in five tests, Dr. Boles said. Triumph, the least resistant, averaged 56.4 larvae. Infestation ranged from 31 to 69 larvae per 100-grain variety sample in individual tests.

General Mills Gains

Earnings of General Mills, Inc. for the first three quarters of the current fiscal year were 12% ahead of a year earlier, even though slackening in general business conditions affected results for the most recent quarter.

Chairman James P. McFarland said a number of the company's businesses in the third quarter slowed in reaction to general economic trends. He attributed the declines primarily to widespread efforts on the part of retailers and industrial producers to reduce inventories as commodity prices weakened and consumer buying attitudes became more cautious.

Mr. McFarland also observed that reduced selling prices, particularly in consumer and bakery flour, starting at mid-December, also affected the rate of sales gain.

Sales up 15%

For the 39 weeks ended Feb. 23, 1975, net sales of General Mills were \$1,744,570,000, up 15% from \$1,517,509,000 in the same period of the previous year. Net earnings in the three quarters totaled \$66,537,000, equal to \$2.79 a share on the common stock, against \$59,285,000, or \$2.51 a share, in the prior year.

All of the 39-week figures represented new records for the period.

General Mills' net sales for the 13 weeks ended Feb. 23, 1975, amounted to \$521,968,000, up 5% from \$498,103,000 in the same 1974 period. Net earnings for the quarter were \$16,362,000, equal to 68¢ a share, against \$15,301,000, or 65¢ a year ago.

Pre-tax earnings of General Mills in the third quarter were \$29,467,000, against \$32,120,000 in the 13 weeks ended Feb. 24, 1974. Pre-tax earnings for the 39 weeks are \$130,596,000, against \$122,525,000 a year ago.

Wheat vs. Heart Disease?

A research contract to study usefulness of wheat-based foods in lowering risk of cardiovascular disease has been awarded American Institute of Baking by the National Wheat Institute. Studies with humans, as well as animal experiments, already have shown that cereal

grain foods, including wheat, have the effect of lowering concentrations of lipids (cholesterol and triglycerides) in the blood and tissues. AIB's research will study the extent to which complex carbohydrates (such as celluloses and hemicelluloses) on wheat or wheat products are responsible for lowering cholesterol and triglyceride levels in blood plasma—and thus may establish a dietary significance for wheat-based foods beyond their nutritional contribution.

Tuna Helper

Tuna Helper launched a Spring promotion with a timely economy story via ads in April Family Circle and nine other women's magazines with a combined circulation of more than 50 million.

The full-color ad features a hearty main dish that costs about 26¢ a serving—which includes the cost of a 6½-oz. can of tuna. "At 26¢ a serving," says the headline, "Tuna Helper proves economy can be delicious."

The ad promotes all five varieties of Tuna Helper—"each with its own special blend of Betty Crocker seasonings and sauce mix."

The magazine schedule is timed for impact during the Lenten holiday season. In addition to Family Circle, the ad will appear in Better Homes & Gardens, Good Housekeeping, McCall's, Redbook, Ladies' Home Journal, Women's Day, True Story, American Home and Parents'.

Campbell's Cream of Onion Soup

"Cream of Onion Soup has proven itself in consumer market testing", reports Donald E. Goerke, Campbell Soup Company's marketing director for canned foods. "Home-use testing among homemakers gave it high ratings for its good onion flavor, and smooth, creamy consistency," he said.

Cream of Onion has been developed to broaden the appeal of the popular red-and-white label "cooking soups" and to complement the existing product line.

A 7¢ off store coupon appears as part of the full-page full-color ad which ran in the April and May issues of Family Circle. Pictured in the ad is a macaroni casserole utilizing the new Cream of Onion Soup as an ingredient. Day time and late evening network television commercials supported the introduction during March, April and May.

Canadian Wheat Board Testing Program

The Canadian Wheat Board is planning for the production of up to 1,140,000 acres in new varieties of grain under contract with the Board's market development program. This compares with last year's program when about 418,000 acres were planted under contract. A larger number of farmers is expected to participate this year than last.

According to C. A. Gusberti, general director of sales and market development for the Wheat Board, eight varieties will be involved in the 1975 program, including three utility varieties of wheat, one durum variety, three malting barley varieties and a new variety of oats.

To test market reaction

Mr. Gusberti said the increased acreage for 1975 is a "natural expansion" of the market development program. The purpose is to test the market reaction to the new varieties which appear to have growing potential, he said.

Producer contracts in the new year will be issued by the Wheat Board itself rather than by country elevator companies. Complete information on the guarantees as to price and quantities will be issued later.

Among them will be

Wakooma durum—Developed by Agriculture Canada and licensed in 1972, this new variety of durum is showing considerable market potential in quality-conscious markets. Production contracts for approximately 10,000 acres will be available this year and producers will be assured the delivery of their entire contracted production.

Exports Drop

"A reported cancellation of some export sales and modification of the voluntary export reporting system do not appear to give a reason for changing the export estimate," the Department of Agriculture states in a revised analysis of the wheat situation. The export projection of 1974-75 is 1,100 million bus, or the top side of the range of 1,000 to 1,100 million bus that was the preliminary estimate in November. Wheat exports in 1973-74 were 1,149 million bus, and all-time record outgo was 1,186 million in 1972-73.

The July-December, 1974, disappearance of 942 million bus is one of heaviest on record, the Economic Research Service says in its analysis, while calling the use pace "restrained, compared with last year's torrid rate."

Thus far in 1974-75, U.S. wheat exports to the U.S.S.R. are 17,462,000 bus, with estimates that another 25 million may be shipped before June 30. That compares with exports to the U.S.S.R. of 16 million bus in 1973-74 and 348 million in 1972-73. Shipments this crop year to China are near 55 million, and it is doubtful if more will be cleared. That compares with 117 million in 1973-74 and 22 million in 1972-73. These are important markets for American wheat. It is no wonder than any move they may make reverberates throughout breadstuffs.

Seaboard Mill at Port Allen

Seaboard Allied Milling Corp. formally opened its new flour mill in Port Allen on the west bank of the Mississippi River across from Baton Rouge at a ceremony Jan. 29. On hand to mark the opening and to tour America's newest and most modern flour mill were Seaboard officials, state and local leaders in government and business executives of baking and allied industries in the area served by the new milling plant.

The mill is the fourth new flour mill built by Seaboard in the U.S. in the past 12 years. It is the first plant in the company's current construction program, with building now under way on another new flour mill in Albany, N.Y., which begins operations late in 1975.

For Seaboard, the Port Allen mill has several distinctions. It is the company's first plant to grind durum into semolina and durum flour. It also is the first Seaboard mill in the U.S. to be built at a deepwater port. Ocean-going vessels can dock adjoining the Seaboard mill, which is located directly in back of the Port Allen grain elevator operated by Cargill, Inc. In fact, Seaboard will make extensive use of Cargill's grain handling and storage capacity, which in turn reduces the need for grain storage at the mill.

Capacity of 8,000 cwts

The new mill has a daily capacity to produce 5,000 cwts of hard wheat bakers' flour and 1,000 cwts of semolina and durum flour. Opening of the new mill brings Seaboard's aggregate daily wheat milling capacity in the U.S. to 70,200 cwts. The Albany mill currently under construction will add another 10,000 cwts to that total, including 6,000 cwts of bread flour and 4,000 cwts of durum products.

It was in 1963 that Seaboard began a program of shifting its flour milling capacity from being largely concentrated in the hard wheat growing areas of the central Plains to southern and

eastern consuming centers. The first step was the opening of a new mill in Chattanooga, Tenn., in 1963. That plant now has a capacity of 7,800 cwts. The second new mill built by Seaboard is the plant in Jacksonville, Fla., which began operations in 1965 and now has a daily capacity of 5,500 cwts. The third new mill built by the company is in Culpeper, Va., which began production in 1970 with daily capacity of 7,000 cwts and now produces 12,000 cwts of flour per day.

Other Seaboard mills in the U.S. include two mills in Topeka, Kas., with a combined capacity of 13,800 cwts, the Kansas City mill of 11,900 cwts, Buffalo, N.Y., with 10,500 cwts and Cleveland, Tenn., at 2,700. The Buffalo mill also has capacity for 1,000 cwts of rye per day.

Built with Revenue Bonds

While mill cost figures were not announced for the Port Allen mill, some hint of the outlay is provided by the sale by the Parish of West Baton Rouge La., of \$4 million of industrial revenue bonds for equipping of the new plant. The mill is located on a 10-acre tract leased by Seaboard from the Greater Baton Rouge Port Commission. Assuming that the new plant was built entirely with the proceeds of industrial revenue bonds would indicate a per cwt construction cost of \$666.

In addition to its active mill building program in the U.S., Seaboard has diversified overseas by constructing and operating new flour mills in five countries in South America and Africa. These overseas mills, with a combined capacity of 13,600 cwts, are located in Quayaquil, Ecuador; Freetown, Sierra Leone; Georgetown, Guyana; Buchara, Liberia; and Sapele, Nigeria.

D. H. Willard Dies Suddenly

Devoc H. Willard, deputy administrator of the National Wheat Institute, died suddenly on Feb. 6, succumbing to a heart attack. He was 58.

The N.W.I., of which Jerry Rees, executive vice-president of the National Association of Wheat Growers is administrator, is using funds accumulated from the export certificate pool to sponsor research aimed at broadening markets for wheat.

Mr. Willard joined the Institute in May, 1972, guiding in the selection of appropriate research projects and maintaining contacts with producers, processors and the U.S. Department of Agriculture. He most recently headed the National Peanut Council and before had directed the Plentiful Foods Program of the Department of Agriculture.

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Fewer Promotional Allowances?

The head grocery buyer for Lucky Stores' southern California region; challenged suppliers to "dare to be different" by offering their products at a lower year-round base price with fewer promotional allowances.

"There are too many price changes already, without having to make so many changes for allowances, too," John McLish told the Food Industries Sales Managers Club in Los Angeles. "There are too many deals on too many items. If you would reduce your base price and offer allowances less frequently, we could price at more realistic levels on a day-to-day basis."

If an allowance exceeds 10 per cent, McLish said it means the base price of the item is unrealistic.

"You'll sell your product a lot better if you set a more realistic price to begin with. If your product sells for 89¢, offer a \$2 case allowance and the price drops down to 87¢. You'll sell a little more until the allowance ends, and you raise the price 20¢—then you won't sell anything.

"Instead of offering such large allowances so frequently, keep your deals within 10 per cent and use the money for consumer advertising."

Intelligence Insulted

Supporting McLish from the audience, Lou Amen, owner of Super A Foods, lashed out at suppliers: "Why do you insult our intelligence over and over by raising prices, then giving us big allowances?" he asked.

"We're the one who have to take the criticisms of the consumers, and we're the ones who have to spend so much time and money making price changes, while you continue to make big profits. It's time we put the shoe on the right foot."

McLish noted that less than 15 per cent of store merchandise carried allowances 15 years ago, compared with more than 50 per cent today, some as often as four times a year.

"The real reason for these allowances is to remain competitive, and I guess we retailers are partly to blame for that. After all, the first thing we ask you is what your deal is. Maybe we all need to examine our approach."

McLish spoke as part of a four-man panel viewing industry problems. Other panelists were Ed Maron, vice president, groceries, Ralph's Grocery Co.; Bill Cash, head grocery buyer, Vons Grocery Co.; and Ed Murphy, sales manager, Hughes Markets.

However, it was McLish who attracted most of the audience's questions during the question-and-answer period following brief opening remarks.

Threat of Controls

In response to a question, McLish said the uncertainty of the economy and the threat of new price controls have made suppliers reluctant to lower prices, even when their costs go down. Asked his opinion of prepricing, McLish said he is against it "because the preprinted price is a phony price anyway."

He suggested promotional deals last longer than two or three weeks, noting he prefers a four-or-five-week period.

"When one manufacturer offers a deal, his competitors offer a similar allowance. But it's impossible to promote them all in a three-week period, so no one really gets a good deal out of the situation. If some of you would extend your deals, we'd be able to promote all your items more equitably."

Maron discussed Ralph's experiences with the IBM scanner at a store in Lakewood, Calif., and urged manufacturers to speed the process of source-coding their products. "If Wrigley can put a UPC symbol on a small pack of gum, all manufacturers can overcome the space problems," he declared.

Cash urged suppliers to make their fact sheets more explicit in laying out promotional deals. "Let us know exactly how an allowance is to be paid; whether the dates involved are the order dates, the shipping dates or the delivery dates, and whether they have floor stock protection."

Murphy, whose company buys through Certified Grocers' warehouse, said for a chain buying through a jobber, communications are important between the retail buyer, the warehouse buyer and the seller.

Poor Packaging Seen Automated-Depot Block

Vernon Winter, vice president, warehouse operations, Spartan Stores, Grand Rapids, estimates that losses from damaged packaging amounts to approximately \$150,000 to \$200,000 a year, "and probably half of that is the result of poor packaging." He made his statement on a panel discussion of warehouse sanitation at the National Association of Food Chains clinic.

"In many instances, the merchandise we receive comes in a rotten condition. We are working with our buyers to get them to get the vendors to improve case quality.

"Because of the condition in which we can ship them, so orders are backed up and the lead time is more than ever before."

Edward Brown, vice president, service and research, J. Weingarten, Inc., discussed his firm's experience with SI's Cartrac mechanized-palletizer system, indicating Weingarten plans to extend it to its delicatessen and commissary-type operations.

Robert Tannehill, general manager of Box Grocery Co.'s Belle Vernon, Pa., division, talked about the Rapistan automated frozen-food system his firm installed in December 1973.

"Warehouses On Wheels"

In the sanitation session, Dr. Howard Roberts, acting director, FDA Bureau of Foods, discussed railcar sanitation, saying his agency regards the cars as "warehouses on wheels."

Problems in enforcing railcar sanitation have occurred in the past, he noted, because each car is used for shipping a variety of commodities and it is often difficult to assign blame.

Proposed FDA Sanitary Rules Rapped

Food industry representatives sharply criticized a proposed Food and Drug Administration upgrading of food service sanitation standards, claiming many of the new rules were unnecessary and could cost the food industry \$1 billion to implement.

Sanitation standards governing food service are set by State and local governments, not FDA. But industry spokesmen expressed concern that a section of the new proposals, which recommends their adoption by State and local governments, would lead to widespread acceptance.

The new regulations would replace standards set in 1962. Twenty-nine States—and 230 local governments—use the 1962 model ordinance, according to FDA.

Favor Uniform Code

"We're in favor of a model uniform code and we would accept this one, if we felt it was livable," Paul Korody, director of government affairs, National Association of Food Chains, told press interview.

Korody predicted "many States" would automatically adopt the new code. He listed NAFC's two main objections to the proposed regulations: whether these changes will provide consumers with better food store oper-

ations at the value of \$2 billion," and the omission of a "grandfather" clause.

A "grandfather" clause would exempt those establishments in business before the effective date of the regulations. In a letter to FDA, NAFC asked that this be done, particularly with regard to the construction and equipment requirements changes in the new proposals.

New Proposals Vague

Moreover, NAFC said, the new proposals are vague and do not specify which establishments they would regulate. The deadline for filing comments on the proposals was Jan. 29, and the regulations would go into effect "within a few months after all comments were considered," an FDA official said.

One section deals with operations involved in interstate commerce, such as galleys aboard aircraft. But the recommendation to State and local agencies to adopt the code would govern standards set for restaurants, according to FDA.

Korody said, however, that if the regulations were adopted by States, they would also cover markets with delicatessens, bakery, meat and snack departments. He estimated 50,000 stores would be affected.

Moreover, FDA has said it is preparing similar regulations covering food retailers that it will recommend State and local governments adopt.

"That's why we decided to go to work on this right away," Korody declared.

Areas Covered

The proposed code covers the following areas:

- A requirement that food brought to establishments be "wholesome and free from spoilage."
- Rules governing food handling and storage, including temperature requirements for refrigerated storage.
- Personal hygiene of employees.
- Rules related to equipment used.
- General standards covering maintenance of buildings, plumbing, waste disposal equipment and restrooms.

Korody said many of the regulations would impose superfluous standards that would not benefit health and safety. He cited one regulation that would change the present one-sink utensil washing requirement to a three-compartment sink system, and said the change is unnecessary.

In its letter to FDA, NAFC claimed the new standards would have a "profound impact" on store profitability, and would "ultimately cost the American people several billion dollars in additional food costs, as retailers will most

certainly have to pass on to consumers the new remodeling and equipment expenses."

The association asked if FDA had considered the economic consequences of its proposals and if a worthwhile tradeoff in benefits would result.

NAFC estimated it would cost \$38,035 to remodel a typical 30,000 sq.-ft. store to comply with the proposed regulations.

The necessary remodeling would include:

- Installation of thermometers at all food service cases, at an expense of \$500.
- Equipment sealed to the floor or installed on raised platforms, at a cost of \$3,000.
- Anti-backflow devices for all faucets, at a cost of \$4,500.
- Conversion to three-compartment sinks, at a cost of \$3,135.
- Most expensive of all, compliance with a rule governing drainage from walk-in refrigerators would cost \$16,000.

GMA Warns On Packaging Standardization

The Grocery Manufacturers of America has advised the Massachusetts Legislature a proposed law to standardize grocery package sizes and weights would result in "increased food prices and increased burdens on the solid waste and energy systems."

Thomas E. Wheeler, GMA vice president, said package standardization is adopted in the belief it is a consumer benefit, but in reality it is "a consumer detriment."

He warned Bay State legislators of the greater burden consumers will have to bear if the law goes into effect.

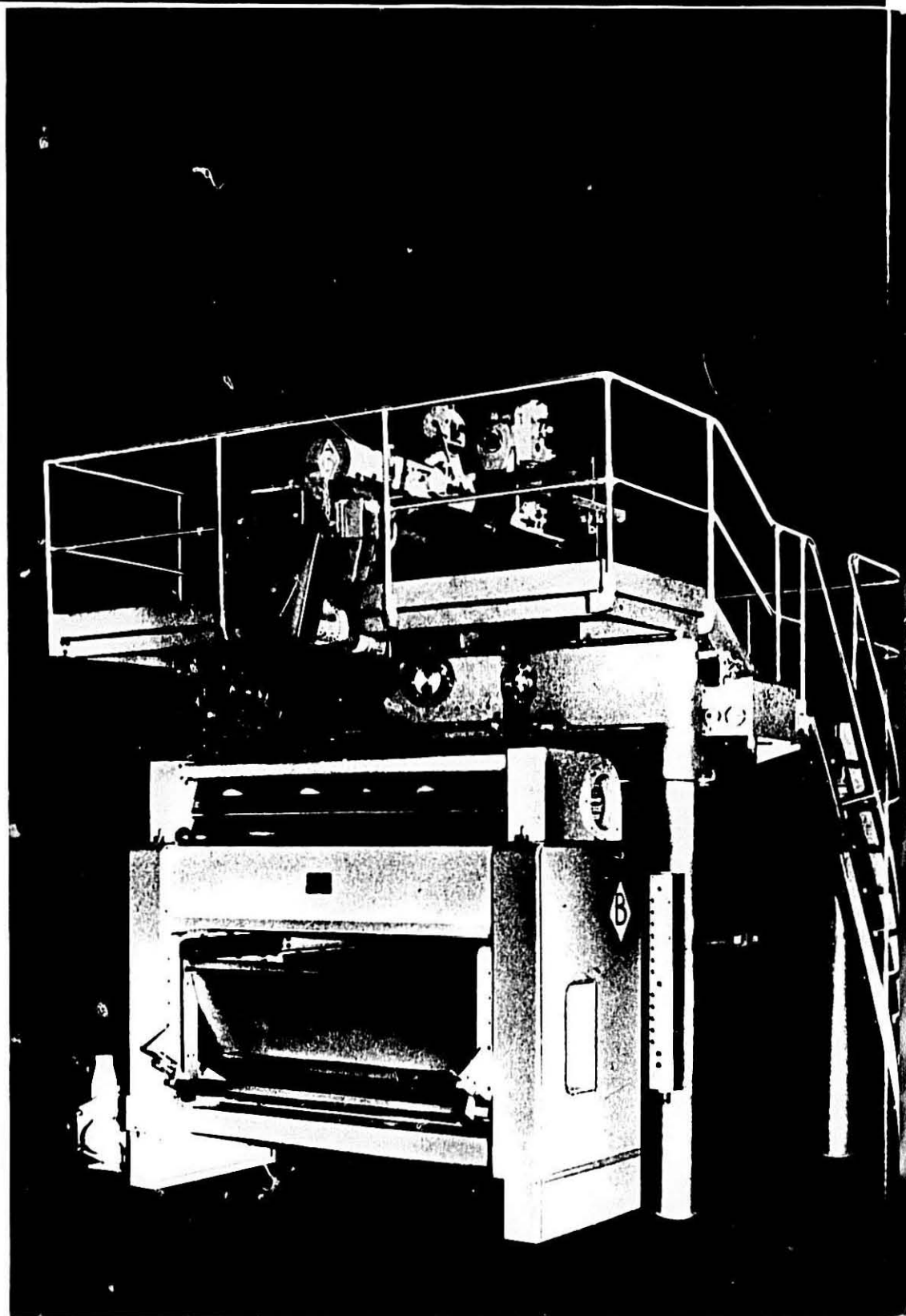
"The requirements of H.B. 1083 will impose an antiproducer drag on the food industry by requiring a myriad of new packages which do not make as productive use of raw material, labor and equipment as is presently the case," Wheeler said.

First Aid Kits

You may be breaking the law and not even know it.

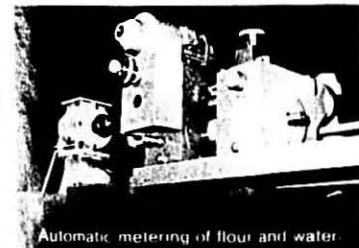
The Occupational Safety and Health Act (Federal Law Subpart K-1910-151 (b)) requires that for most U.S. businesses "first aid supplies approved by the consulting physician shall be readily available." Yet, almost half of the nation's businesses neither have first aid kits or dispensaries nor are aware of this legislation.

Industrial first aid kits are available from Johnson & Johnson, 501 George Street, New Brunswick, N.J. 08903.



The new breed

When the world's largest and most successful manufacturer of pasta equipment redesigns their presses, you *know* they're even better than before. This new generation of presses has high speed turbine mixers for improved hydration, redesigned double-shaft mixing troughs for more thorough



Automatic metering of flour and water.

kneading, and dozens of other design changes for faster cleaning, easier maintenance. Automatic metering of the micro-dispersed water reduces the chance of moisture buildup on the trough so there's less danger of dough fermentation. And plate counts are still lower than before. Even the paddle shafts oscillate to sweep all corners

free of residue. The new breed of presses is available in models from 1100 to more than 4000 pounds per hour, for both long and short goods. The new breed — from Braibanti — another new standard for the Pasta Industry.



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New Technical Subsidiary

Campbell Soup Company has announced the creation of Technological Resources, Inc., a new subsidiary, formed to develop new technologies and to pursue technology-based business opportunities and products.

The new subsidiary will develop and market technical products for industrial and consumer markets. It is already offering a variety of analytical services to a wide range of clients, including government agencies, manufacturers, food service operations, medical and other technical organizations.

Campbell also announced that Dr. E. J. Briskey, vice president-technical administration, will serve as president of the new subsidiary.

"Technological Resources will draw on many years of staff research experience and will offer a concentration of research capabilities and laboratory facilities," according to Dr. Briskey. "Its highly trained staff of scientists and technicians is already performing microbiological, nutritional, residue, contaminant, water and waste water analytical services for an expanding list of clients," Dr. Briskey said.

The new subsidiary is located at Campbell Soup Company's General Offices in Camden, headquarters for the company's worldwide research network.

About Tomatoes

Agriculture's stake in the quality of the environment is evidenced in grower contributions to research aimed at reducing the waste disposal problem involved in processing America's favorite vegetable.

In whole and sliced form, in juice and soup, in catsup and puree and paste, Americans today consume over 50 pounds, fresh weight, of processed tomatoes per person per year, four-fifths of it originating from California farms and processed in California canneries.

According to Dr. George Johannessen of Livermore, manager of the California Processing Tomato Advisory Board, the organization is sharing research costs in studies aimed at reduction of tomato canneries' waste disposal problem, as well as improving the quality of processed tomato products.

"One of the largest items of overhead at a cannery is involved in getting rid of both liquid and solid wastes," Johannessen told the Council of California Growers.

A former Associate Professor of Vegetable Crops and Pomology at Cornell, Johannessen said new research efforts will be concentrated on methods of

leaving a major share of wastes—skins, seeds, water, dirt and extraneous materials—at source, to be reabsorbed into agricultural lands.

Cost Study

The U.S.D.A. Agricultural Research Service and Economic Research Service are conducting work this year on relative costs of decentralized processing where partial processing into a non-sterile single strength juice is done in a rural area close to the source of tomatoes. The juice, minus skins and seeds, will then be hauled to a central plant for further processing. Major advantages envisioned are improved quality, increased recovery and elimination of much of the liquid and solid wastes at the cannery.

A logical next step would be further processing into a more concentrated form with large bulk tank storages located here close to the source of the raw product. Whichever method is followed a constant flow of product will be a major requirement for success.

The importance of processing tomatoes to California's economy has been measured by Edward Jesse of the U.S.D.A.'s Economic Research Service at Davis. He said that, in 1973, U.S. farmers produced a quarter-billion dollars' worth of processing tomatoes, or 40% of the farm value of all processed vegetables.

"Add on the values of processing, distribution and marketing and you're talking about a \$1 billion industry, 80% of it concentrated in California," Jesse said.

What Do We Do Now?

Steve Weinstein, writing in Supermarket News, looks into the crystal ball.

The \$84 question for 1975 continues to be the extent of inflation and recession, and the effect of the economy on supermarket shopping and, correspondingly, on retail profits. There are no ready answers. Nevertheless, there has been a host of clairvoyants holding forth on food prices, unemployment and gross national product, ad nauseum.

Almost every prediction is hedged. Thus, supplies, according to one source, will be adequate and prices will fall in line if the weather is ideal—or even adequate. But the weather has not held up in recent years and may not in 1975. Or, the over-all economic picture will be painted in a particular way, unless the Arab oil exporting countries decide to indulge in more blackmail in a further attempt to isolate Israel.

Predictions

The latest predictions were made by two veteran soothsayers, Clancy Adams

and Earl Butz, NAPC's Adamy say American grocery bills should drop 11 per cent by the end of 1975 with bumper crop of grain, but the President's energy proposals could add 1 per cent to costs, if implemented. The Agriculture Department secretary, who seems to come out with conflicting figures each time he speaks, this time said food prices would be up 14 per cent for the year.

Supermarket operators must wade through all this confusion and come up with merchandising plans. The safest path would be to hedge bets, concluding that money will stay expensive, but not as expensive as last year. Energy must be conserved, but oil will be available—at a price; supplies will be better than last year, although some products will be on allocation; prices will be up, but not as much as in 1974. Recession will continue for most or all of the year, and consumers will continue to adjust purchasing to it. The only constant will be that transportation dependability will continue to decline.

Shopping Habits

On the subject of the effect of the economy on consumer shopping habits, the Continental Bank of Chicago has come up with some survey figures which retailers might bear in mind in planning merchandising strategy. Consumer psychology is important because feelings about the economy can be as important as its actual condition.

Of consumers surveyed, 68 per cent expect food prices to increase this year and nearly three-fourths of the respondents with that sentiment think the increase will be 10 per cent or less.

Perhaps more important, the next question asked what measures respondents expected to take in 1975 to reduce food bills. Answers included: Buying fewer convenience foods, 48 per cent; comparing prices and quantities, 58; reducing sugar purchases, 30; shopping in more than one store, 34; buying larger quantities, 21.

President Ford says:

"Sales are the result of both aspiration and inspiration, not to mention just a little perspiration.

"I believe a free society means precisely that—a free market—and sales are the heartbeat of a free market. Instead of curtailing purchases, I say to consumers quite simply: buy wisely, shop smarter. To you in sales, I say sell harder, sell more aggressively.

"What we need at this time in this country are more tough Yankee traders and more supersalesmen."

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71st Annual Meeting To Be Held At Pebble Beach

The 71st Annual Meeting of the National Macaroni Manufacturers Association will be held July 13-17, 1975 at the Del Monte Lodge, Pebble Beach, California.

Del Monte Lodge is a special place. There is an ambience here that appeals to the select few who seek and appreciate the amenities of an Old World Inn. Elegance without ostentation. Service that is genuinely warm and friendly. A resort for all seasons in a land of great beauty.

The Pebble Beach area has been called the greatest meeting place of land and sports and sea in existence. In this magnificent setting, the Lodge is in many ways the counterpart of a distinguished and exclusive country club.

Clustered around the main building are separate housing units with interesting names, such as Flavin House, McComas House, Jeffers House, Lapham House. All tastefully furnished and arranged.

Del Monte Lodge is situated on the southern edge of Del Monte Forest, a private reserve of 5,000 acres that is owned and managed by Del Monte Properties Company. The Lodge looks out to Carmel Bay and the Santa Lucia Mountains. Adjacent communities on the Monterey Peninsula include Monterey, Carmel and Pacific Grove.

Airline Service

Airline service is provided to Monterey by Hughes AirWest and United Airlines with good connections from San Francisco (130 miles north) and Los Angeles (350 miles south). Guests arriving at the Monterey Airport can make advance arrangements for private



Del Monte Lodge Beach Club

limousine transportation. Regular taxi service is also available.

Visitors entering Del Monte Forest are charged a \$3.00 fee per car, which helps defray the costs of road and forest maintenance. Lodge guests are given a free pass for the duration of their visit. If an incoming guest has not received a pass in advance and is charged the fee, he should request a receipt from the gateman and the fee will be refunded at the front desk.

Golfer's Paradise

Pebble Beach is a golfer's paradise because the climate is mild and en-

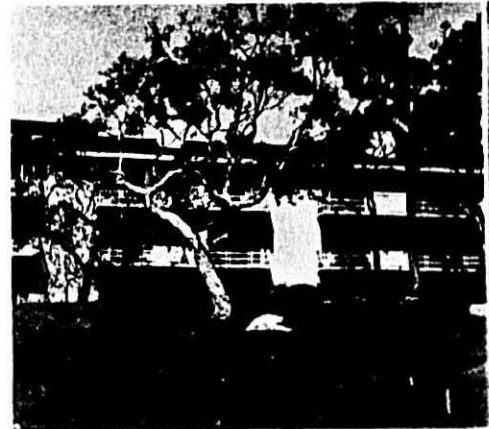
joyable the year around. Summers are the warmth of the sun, generally tempered by fog. There are many beautiful clear days with temperatures in the 70's. Nights remain cool and pleasant. In the area there are a half-dozen public courses, the private facilities Pebble Beach, Cypress Point, and Sea Glass Hill. Because of the popularity of these courses it is advised to make reservations well in advance which can be made firm within 48 hours of play.

The Lodge also offers eleven championship tennis courts at the Pebble Beach and Tennis Club, with swimming

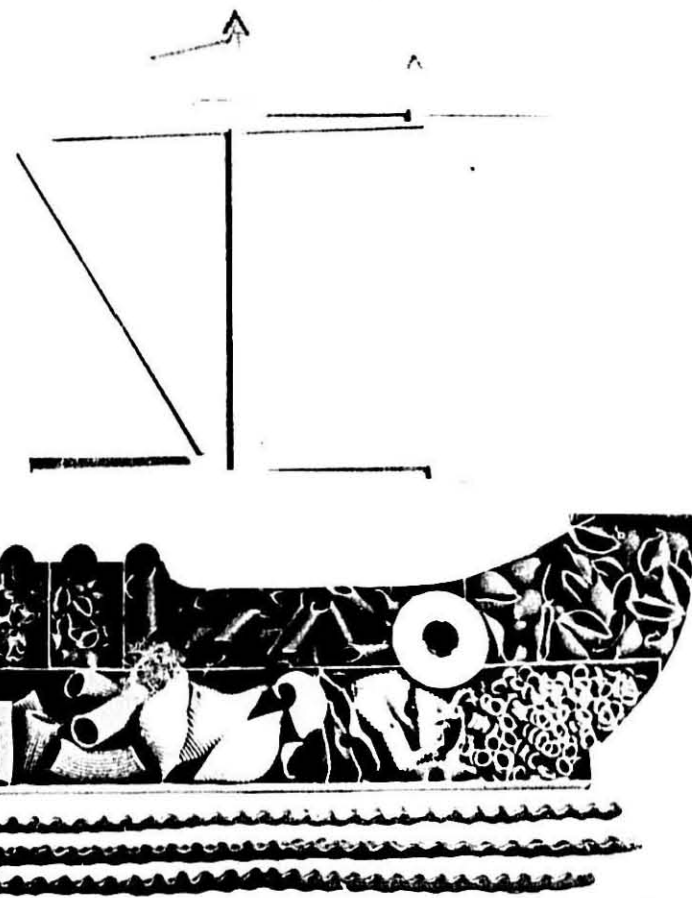
(Continued on page 32)



The Main Lodge Building



Typical Housing Unit



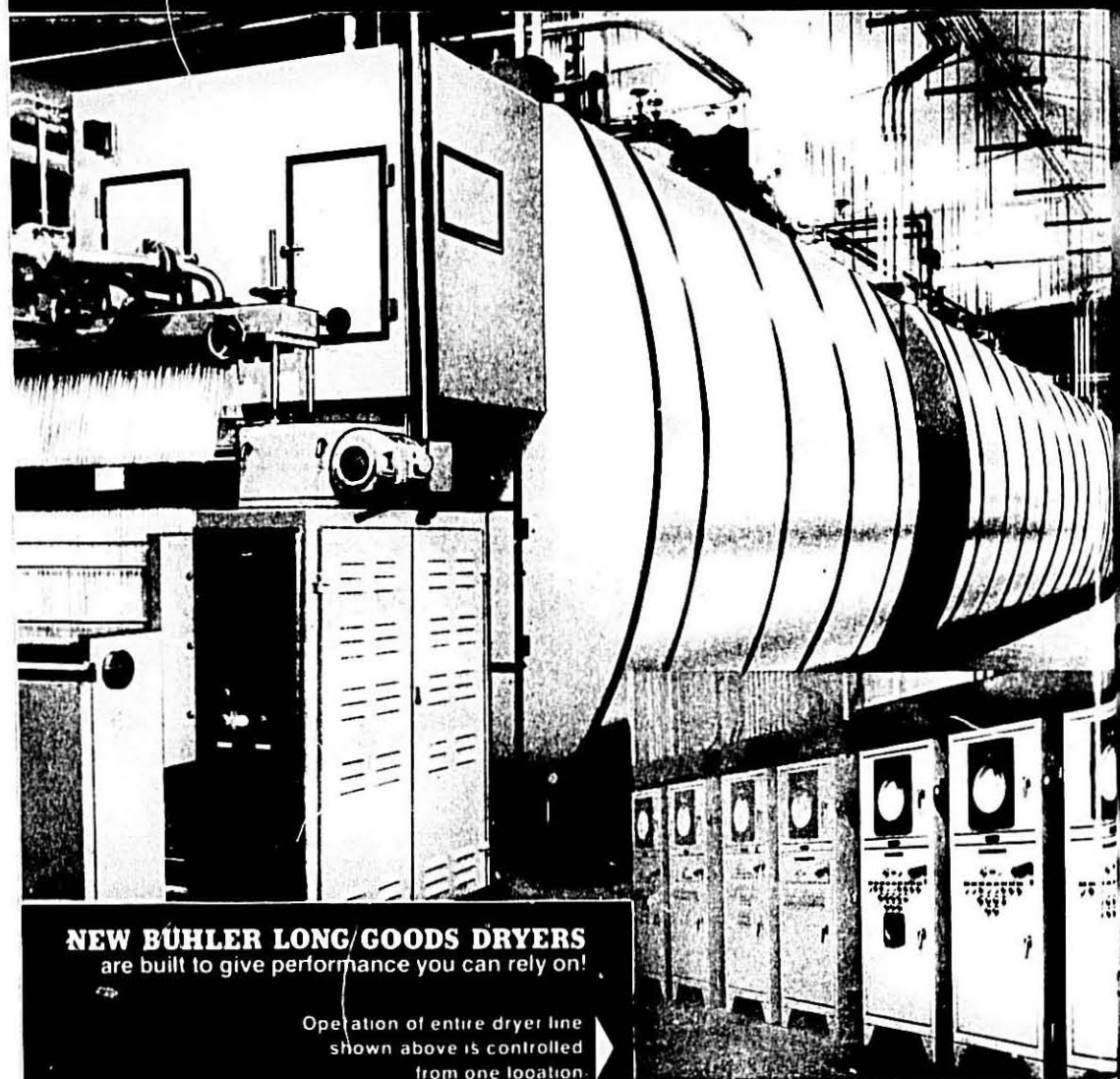
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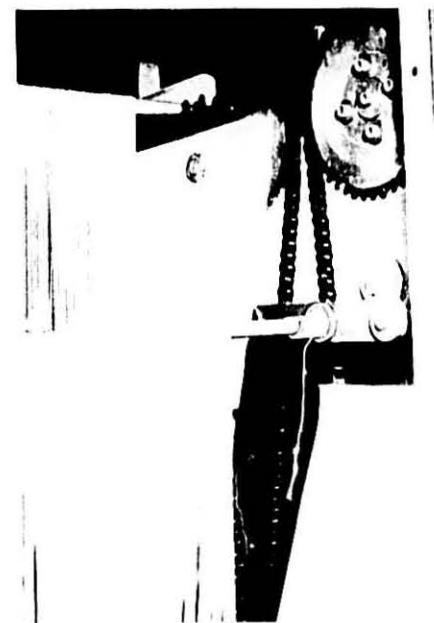
Conveying system never stops.
Product moves slowly and continuously from
spreader to accumulator. No starts and stops.
Simplified design means greater reliability
since there is less wear than conventional
"stop and go" dryers.

Product is consistently excellent
because drying action is always steady. You
can count on the product to come out with
appealing color and texture. Uniform and
straight every time. Ideal for handling with
automatic weighing, transporting and pack-
aging machines.

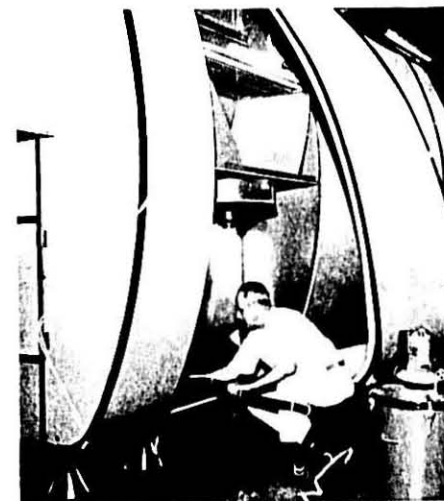
**Climate zones are
positively separated.**
Extremely tight enclosure with Buhler patented
"D" "T" control allows high temperature,
high humidity drying environment.

Capacity range 500-4,000 lbs/hr.
Standard stick lengths: 60 or 80 inches.

Additional details
Built-in reliability of Buhler dryers and
macaroni equipment. Call us or write:
BUHLER-MIAG, INC. 8925 Wayzata Blvd.
Minneapolis, MN 55426. (612) 545-1401
New York Sales Office: 580 Sylvan Ave.
Wood Cliffs, NJ 07632. (201) 871-
3000. BUHLER-MIAG (Canada) LTD. Dor-
chester, Ontario. (416) 445-6910.



Each spaghetti strand travels exactly the same path
through an accumulator, consistent drying results. Product
is kept in motion by elevator keeps sticks from settling
from transfer point to the drying tiers.



Super sanitary design, easy maintenance. All panel
doors swing out for easy access to all parts of the dryer
chamber. Extra thick polyurethane insulation in the
floor construction prevents condensation.

Complete Macaroni Plants by

BUHLER-MIAG

Catalog of Dies

D. Maldari & Sons, Inc., established in 1903, has grown to be the largest macaroni die manufacturing firm in the western hemisphere.

Until about 1955 macaroni dies were manufactured almost exclusively of bronze alloys. Subsequent research and experimental work resulted in the development of teflonized dies. Today die designs combine the density, color and texture advantages of bronze with the smoothness and increased production advantages of teflon.

Special materials are used for other dies in accordance with processes and foods to be extruded. Maldari makes dies for cereal, snacks, chocolate, and animal-food industries as well as for macaroni and egg noodle products.

They have recently issued a catalog showing 313 different sizes and shapes of products that can be extruded through dies. A copy may be obtained by writing D. Maldari & Sons, Inc., 557 Third Avenue, Brooklyn, N.Y., U.S.A. 11215.



Guido Tanzi's Spirilli

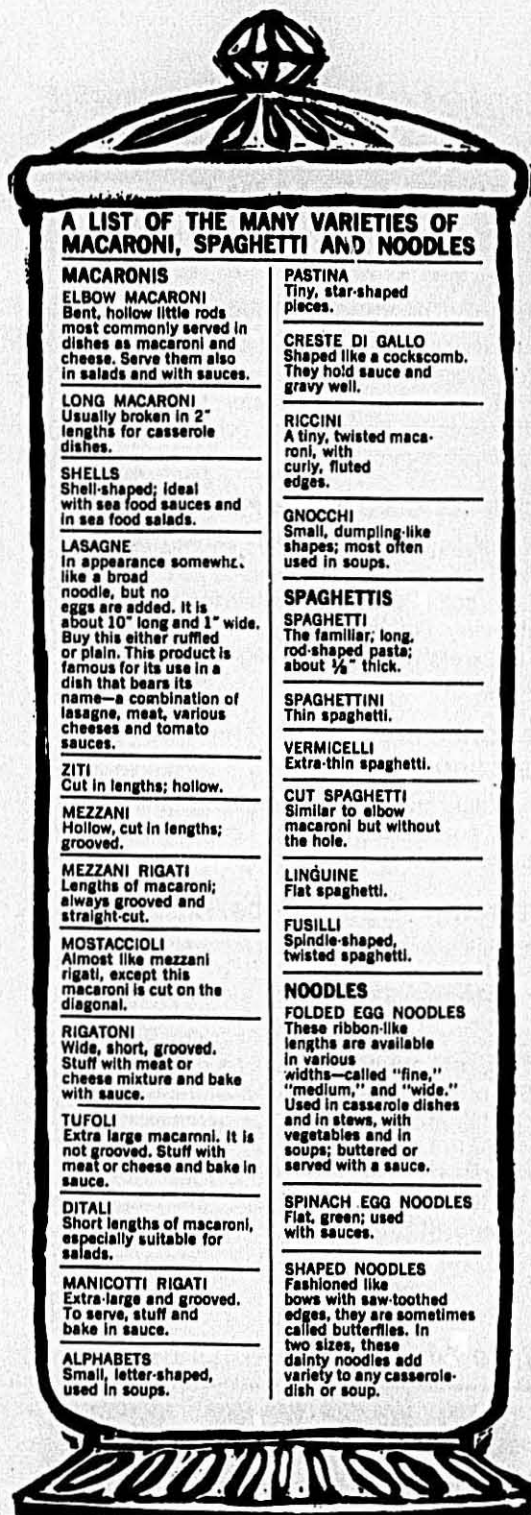
Guido Tanzi

Guido Tanzi is alive and well and working in Niles, Illinois, listed some years ago as an All-American City.

The 81-year-old die-maker still works in his shop with a couple of colleagues making and repairing dies for macaroni manufacturers around the country.

In a personal interview with him recently, a reporter from the Macaroni Journal learned that Mr. Tanzi developed and patented a die for spirals or spirilli in 1922. He points out that it is currently having a revival of popularity in canned products produced by Campbell Soup Company and by some dry pasta producers in the midwest. He noted that the product is very similar to Yolanda, another die of his invention, named for his sister.

(Continued on page 38)



A LIST OF THE MANY VARIETIES OF MACARONI, SPAGHETTI AND NOODLES

MACARONIS

ELBOW MACARONI
Bent, hollow little rods most commonly served in dishes as macaroni and cheese. Serve them also in salads and with sauces.

LONG MACARONI
Usually broken in 2" lengths for casserole dishes.

SHELLS
Shell-shaped; ideal with sea food sauces and in sea food salads.

LASAGNE
In appearance somewhat like a broad noodle, but no eggs are added. It is about 10" long and 1" wide. Buy this either ruffled or plain. This product is famous for its use in a dish that bears its name—a combination of lasagne, meat, various cheeses and tomato sauces.

ZITI
Cut in lengths; hollow.

MEZZANI
Hollow, cut in lengths; grooved.

MEZZANI RIGATI
Lengths of macaroni; always grooved and straight-cut.

MOSTACCIOLI
Almost like mezzani rigati, except this macaroni is cut on the diagonal.

RIGATONI
Wide, short, grooved. Stuff with meat or cheese mixture and bake with sauce.

TUFOLI
Extra large macaroni. It is not grooved. Stuff with meat or cheese and bake in sauce.

DITALI
Short lengths of macaroni, especially suitable for salads.

MANICOTTI RIGATI
Extra-large and grooved. To serve, stuff and bake in sauce.

ALPHABETS
Small, letter-shaped, used in soups.

PASTINA

Tiny, star-shaped pieces.

CRESTE DI GALLO
Shaped like a cockscomb. They hold sauce and gravy well.

RICCINI
A tiny, twisted macaroni, with curly, fluted edges.

GNOCCHI
Small, dumpling-like shapes; most often used in soups.

SPAGHETTIS

SPAGHETTI
The familiar, long, rod-shaped pasta; about 1/8" thick.

SPAGHETTINI
Thin spaghetti.

VERMICELLI
Extra-thin spaghetti.

CUT SPAGHETTI
Similar to elbow macaroni but without the hole.

LINGUINE
Flat spaghetti.

FUSILLI
Spindle-shaped, twisted spaghetti.

NOODLES

FOLDED EGG NOODLES
These ribbon-like lengths are available in various

widths—called "fine," "medium," and "wide." Used in casserole dishes and in stews, with vegetables and in soups; buttered or served with a sauce.

SPINACH EGG NOODLES
Flat, green; used with sauces.

SHAPED NOODLES
Fashioned like bows with saw-toothed edges, they are sometimes called butterflies. In two sizes, these dainty noodles add variety to any casserole-dish or soup.

TO INSURE QUALITY IN ANY MACARONI PRODUCT, ALWAYS SPECIFY AMBER

In any size — any shape — it's always easier to control the quality and color of *your* products with Amber's first quality Venezia No. 1 Semolina, and, Imperia Durum Granular.

Nationally-famed macaroni manufacturers have long preferred these superior Amber products because of their consistently uniform amber color, uniform granulation and uniform high quality.

Because of our unique affiliations and connections throughout the durum wheat growing areas, Amber is able to supply the finest durum wheat products available anywhere.

We are prepared to meet *your* orders — prepared to ship every order when promised. And because of our rigid laboratory controls, highly skilled milling personnel and modern milling methods, you can be *sure* of consistent Amber quality. Be sure—specify AMBER.



AMBER MILLING DIVISION

FARMERS UNION GRAIN TERMINAL ASSOCIATION

Mills at Rush City, Minn.—General Offices: St. Paul, Minn. 55165

TELEPHONE: (612) 646-9433



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FOR SALE—Hydraulic Tote Bin Dumper, 2,500 lb. capacity. Class 2-GPG explosion proof motor and controls. Excellent condition. Price \$1,975.

Ambrette Dough Sheet Former with teflon slot die for 20' sheet, 1000 lb./hr. Die-support stand and connecting tubes. Excellent condition. Price \$1,500. Call or write A. G. DeFalco, U.S. Macaroni Co., East 601 Pacific, Spokane, Wash. 99202, (509) 747-2083.

Guido Tanzi

(Continued from page 36)

Over the years, Mr. Tanzi has created many novel shapes of pasta products with his extrusion dies and still has the creative flair.

In recent years since his wife's death, he has taken to gourmet cookery using the publication, *Cocina Italiana*, as a guide for authentically European pasta concoctions.

This gives him ideas for new sizes and shapes and while he isn't advertising this year, "because I don't need anymore business", he condescends to listen to inquiries of anyone who might be interested in a new die for a novelty shape.

A & P

A & P is reported to be planning to close 1,250 loss and marginal stores with supporting facilities in a move termed by new chairman and chief executive, J. L. Scott, as a step for the chain to regain its No. 1 position in the industry.



Stefano La Rosa

Stefano La Rosa

Stefano La Rosa, one of the founders and chairman of the board of V. La Rosa & Sons, Inc., died in Florida on March 6 at the age of 83.

Mr. La Rosa, a native of Italy, founded the La Rosa business in 1914 in a plant in Brooklyn, N.Y., with his father and four brothers. The company, a leading manufacturer of macaroni, spaghetti, egg noodles and prepared Italian-style foods, has plants in Warminster, Pa., and Milwaukee, and warehouses in Moosup, Conn., Flushing, N.Y., Orange, Calif., Chicago and Tampa, Fla.

Mr. La Rosa designed the company's modern manufacturing facilities and developed bulk flour and semolina handling methods now widely used in the industry.

Surviving are one brother, Filippo La Rosa; two sons, Vincent S. La Rosa of Hathoro, Pa., president of V. La Rosa & Sons, Inc., and Joseph S. La Rosa of Warrington, Pa.; a daughter, Mrs. Josephine S. Kirby of Roalyn, N.Y.; 12 grandchildren and two great-grandchildren.

DSA Projects Purchases

The Defense Supply Agency in Philadelphia has issued a Quarterly Forecast for items which may be purchased during the next fiscal year beginning July 1, 1975. Listed is macaroni in 9 pound boxes, 695,700 pounds quarterly; egg noodles in 5 pound cartons, 479,100 pounds quarterly; spaghetti in 10 pound cartons, 789,600 pounds quarterly.

Macaroni Pizza

A recipe for Macaroni Pizza made with Mueller's Elbow Macaroni and Hunt's Tomato Sauce is the feature of a colorful page ad that appeared in the April regional editions of Family Circle magazine. The ad carried a 10¢ off store coupon for Mueller's Elbow Macaroni and a 5¢ off coupon for Hunt's Tomato Sauce.

Pebble Beach

(Continued from page 36)

heated fresh water pool. Other activities include horseback riding, skeet, sport fishing with commercial boats available in Monterey Harbor.

Nature observers and camera buffs will be rewarded with an abundance of protected plant and animal life. Deer roam forest and fairway fringes, while gulls and cormorants share the coastal rocks with frollesome sea otters, leopard and harbor seals.

Carmel-by-the-Sea

While in the area make a point to visit the historic city of Monterey and intriguing Carmel-by-the-Sea, a quiet village where skilled artists create distinctive works. There is night life in Monterey's Cannery Row—block upon block of huge canneries left empty years until innovative restaurants and shop proprietors recently transformed the stark and massive buildings into a pulsing hub of evening activity and interest.

In addition to a stimulating business program planned by the Association, travel arrangements for a post-Convention tour to check sites in Hawaii are available at group air fares that include the Pebble Beach meeting as a stop-over from Chicago or New York. Details are available from the Association office in addition to sites to see in the San Francisco area and south to Los Angeles.

Mark your calendar and plan to attend July 13-17, 1975.

Speak Up For Profits

Let's speak up for profits. Profits are the light switch of our economy. Without a profit incentive there would be no business investments—and no business.

We've all got a share in profits. A profit signal is the green light that keeps our economy healthy and growing. When the profits signal is "go", competition is stimulated which in turn, increases supplies and lowers prices. Healthy profits serve as a spur for expanding business activity and creating jobs. Profits provide incentives to improve services and create new products.

We've all got a share in profits—consumers, businessmen and workers, employees, educators, professional people. Profits help underwrite the American future.

A Friend

"A friend is someone who takes you to lunch even though he doesn't have an expense account."

THE MACARONI JOURNAL



Packaging is more than a Box

When it comes to pasta, the choices are many... macaroni, spaghetti, vermicelli, lasagna, ziti, and numerous more.

When it comes to packaging, Diamond International is your logical choice. Diamond packaging

is designed to provide your product with creative folding cartons, plus labels, streamers shelf-talkers and point-of-sale displays... Diamond can be your one-stop, one-source for packaging and merchandising aids.

We're in the middle of it all!



DIAMOND INTERNATIONAL CORPORATION
PACKAGING PRODUCTS DIVISION, 733 THIRD AVENUE, NEW YORK, NEW YORK 10017 AREA CODE: 212 - 697-1700

**Okay.
Who put egg in the noodles?**



Sal Maritato did.

So now when you buy Multifoods' new noodle mix called "Duregg" — all you add is water.

We've gone ahead and added the egg solids to Multifoods' top-quality durum flour.

A number of our customers have already ordered "Duregg" in hefty lots.

Here are a few reasons why you should:

- Duregg eliminates time-consuming, in-plant blending of flour and egg solids with expensive machinery.
- Duregg is ready when you need it. No thawing.

less chance of contamination, and less time and mess.

- Duregg eliminates the need to re-freeze unused egg.
- Duregg assures a consistent blend.
- Duregg eliminates the necessity to inventory two ingredients. Storage and record keeping is reduced.
- Duregg simplifies delivery. Now it's one source — Multifoods.
- Duregg lowers your manpower requirements.

Enough said. Order your Duregg with a phone call.

Duregg is a registered trademark of International Multifoods Corp.



**INTERNATIONAL
MULTIFOODS**

DURUM PRODUCTS DIVISION
GENERAL OFFICES, MINNEAPOLIS, MINN. 55402