

**THE
MACARONI
JOURNAL**

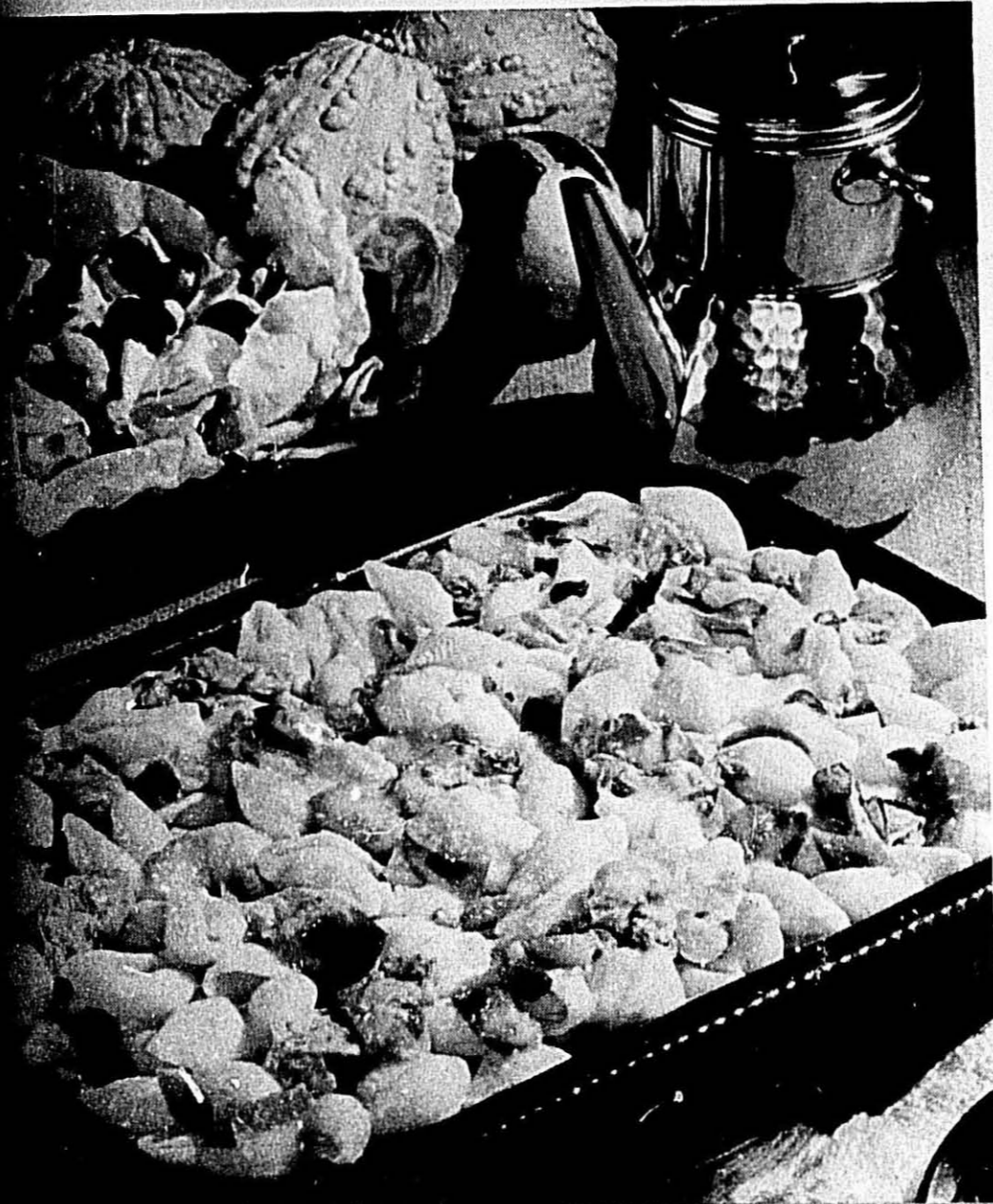
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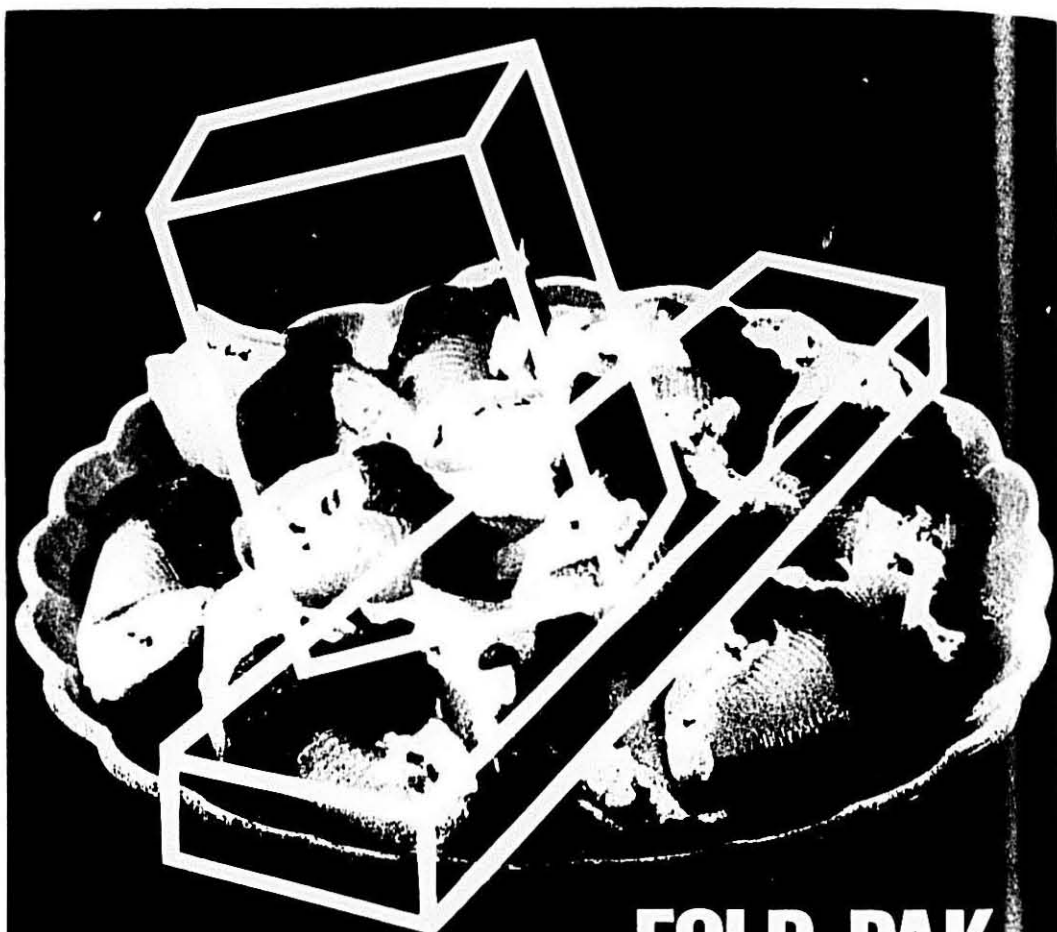
September, 1979

Macaroni Journal

SEPTEMBER, 1979

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The Macaroni Journal

1979
Volume 5
September
1979

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Seafood—the Hearty Food for All

Hearty seafood is the mainstay of many diets, and the latest in seafood support programs and the growing popularity of fresh seafood. Now is the time to start planning ventures that have more stick to the ribs goodness.

Home cooks are increasingly turning to seafood as the mainstay of their diets, and at the same time, many of the home cooks are turning to the market for ready-to-eat seafood products that are kept moderate. They include frozen home-made, frozen, or frozen seafood and frozen casseroles, which can be prepared in the morning and refrigerated as just the ticket for busy fall and winter days. Popularity is the ever-growing concern, and while the sale of seafood products are being prepared, the casseroles are heated through and ready to enjoy by the time the family arrives.

Macaroni and cheese has long been a standby menu item. The question is, however, how to dress up this rather plain, ordinary dish into something extra special. Add oysters! The protein contained in oysters is noted for its high quality, and these succulent little gems add their own memorable flavor whenever they are used. Oysters added to macaroni and cheese make this simple dish a two with dish so elegant and gourmet that you'll be proud to serve it for a company dinner.

is the mainstay of many diets, and the latest in seafood support programs and the growing popularity of fresh seafood.

Oyster Macaroni Cheese Bake is a new creation from the National Macaroni Manufacturers Association's 78th Annual Meeting. It's a delicious, hearty, and easy-to-prepare dish that's perfect for company dinners, family gatherings, and even for the busy housewife. The recipe is simple, and the ingredients are readily available. The oysters add a rich, savory flavor to the macaroni and cheese, while the melted cheese provides a creamy, comforting texture. The dish is perfect for a quick meal or a special occasion.

Oyster Macaroni Cheese Bake

- 1 cup frozen, cooked oysters
- 1/2 cup butter
- 1 cup chopped green pepper
- 1 cup sliced green onions
- 1/2 cup sliced mushrooms
- 1/2 cup grated cheddar cheese
- 1/2 teaspoon salt
- 1/2 teaspoon prepared mustard
- 1 cup macaroni, well drained, cooked and drained
- 2 tablespoons dried parsley (optional)
- 1 cup shredded Cheddar cheese (optional)
- 2 to 4 tomato slices cut in half (optional)

Preparation: 15 minutes. Cooking: 30 minutes.

75th ANNUAL MEETING

The National Macaroni Manufacturers Association loves the Broadmoor in Colorado Springs. The majestic mountains, the fine facilities, the good food and service have made it a favorite convention site. It was an appropriate setting for the 75th Annual Meeting.

In convention assembled the following Board of Directors were elected: L. M. Andy Anderson, Ronco Foods, Memphis, TN; Vincent DeDomenico, Golden Grain, San Leandro, CA; Anthony H. Gioia, Gioia Macaroni Co., Buffalo, N.Y.; James W. Benson, Thos. J. Lipton, Inc., Englewood Cliffs, NJ; John D. Herrick, General Mills, Inc. Ltd., Rexdale, Ontario; Joseph P. Pellegrino, Prince Macaroni Co., Lowell, MA; Emanuele Ronzoni, Jr., Ronzoni Macaroni Co., Long Island City, NY; Lester R. Thurston, Jr., C. F. Mueller Co., Jersey City, NJ; Paul A. Vermylen, A. Zerega's Sons, Inc., Fairlawn, NJ; Joseph P. Viviano, San Giorgio Macaroni, Inc., Lebanon, PA; L. John Westerburg, The Creamette Co., Minneapolis, MN; John Williams, Western Globe Products, Los Angeles, CA.

The Directors in turn re-elected the following slate of officers.

Paul A. Vermylen, President; Lester R. Thurston, Jr., First Vice President; Joseph P. Viviano, Second Vice President; Anthony H. Gioia, Third Vice President.

Opening Dinner

At the opening dinner Paul Vermylen saluted the foresighted ingenuity of our forefathers who started the Macaroni Association 75 years ago. He noted the first president had come from A. Zerega's Sons, an Irishman named Thomas H. Toomey.

He noted that the problems throughout the years that have been met with united effort have been no greater than the present day problems of inflation, energy crunch, grain market volatility, competition with other foods and he looked upon these circumstances as opportunities rather than challenges that could lead to even better days for pasta producers.

Ted Sills Reminiscences

Ted Sills reminisced about the beginnings of the National Macaroni Institute activities thirty years relating anecdotes of many things remember-



Paul A. Vermylen

ed; many things forgotten.

He said they had handled a lot of associations but the macaroni group was different from all of them in that they were a family group and they made us feel like part of the family.

He told about meeting Sophia Loren when she first began in movies in Italy. She wanted publicity in America as the American Spaghetti Queen. Her picture was unveiled at a macaroni meeting and with the horrified declaration, "It won't go in the Bible Belt", the promotion was killed. Still, Sophia today says: "All I have, I owe to spaghetti."

He told about interspersing some African shots in a presentation on a Spaghetti Safari proposed for food editors through North Dakota at har-



Theodore R. Sills

vest time. His humor backfired and almost torpedoed the project. "Still", he concluded: "We must have done something right—the doubled consumption of pasta products in thirty years."

Product Promotion

Elinor Ehrman of Burson Marsteller (Sills' successor) gave a quick update on the campaign for consumer promotion, a look ahead at some placements in major publications, and finally a progress report on the Pasta Foodservice Manual.

Twenty-four multi-page features were among the total six-month placement record of sixty magazines with pasta stories reaching a circulation of 193,472,451 readers. Upcoming magazine placements for fall have already been made with Mademoiselle, True Story, Seventeen, Ladies' Circle, Woman's Day, and Family Weekly. On September 12 the New York Press will feature the 75th anniversary of NMMA as a news handle. Miss Ehrman asked that archives be searched and old time photos sent to her so a display can be prepared for this meeting. National Macaroni Week will be celebrated October 4-13.

Gary J. Kushner of the Washington law firm Leighton Conklin Lemov gave an update on the Washington scene. His comments appear on page 2.

Grocers' Dialogue

Vance Goodfellow of the Crop Quality Council reported on the crop outlook. Comments are on page 16.

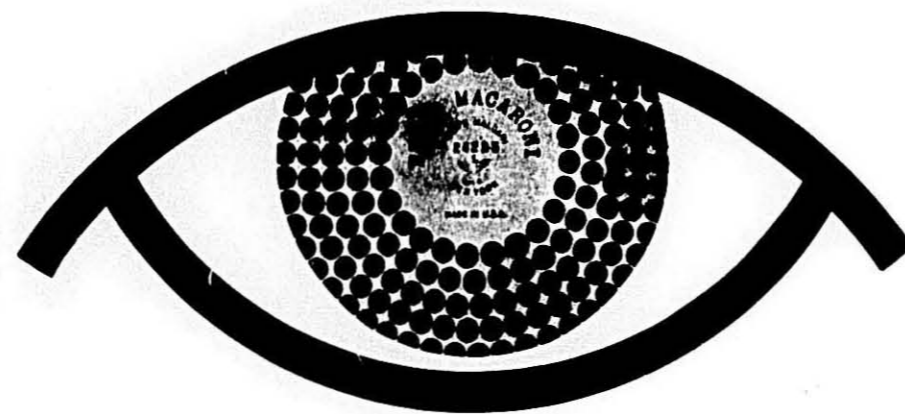
A slide presentation on the 46th Annual Report of the grocer industry from Progressive Grocer Magazine preceded a panel discussion of grocers. The report underlines the retail grocery business move ahead. four general areas are sure to receive increased attention:

- (1) Computerization. This will expedite paperwork and bookkeeping; improve inventory management and cash flow, permit better utilization of shelf and display space, and contribute to store differentiation and positioning.
- (2) Motivation. Given the labor-intensive nature of the business, success in motivating employees translates di-

(Continued on page 8)

THE MACARONI JOURNAL

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SEPTEMBER, 1979

5



PROFILE

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Trained extensively in climbing, cable-splicing and in operating near high voltage, the Lineman must apply his knowledge in all types of circumstances, such as working at uncomfortable heights.

Night or day, when a break occurs in a telephone network, the Lineman is there. And, because he is, the intricate system we've all come to depend on is there whenever we need it.

He's a Breadwinner

The tougher the weather, the harder a Lineman works.

When severe conditions cause cable breaks or cut-outs, the Lineman is on the job—usually in the same weather that caused the problem. If the cables he must replace are suspended, he may climb or power-lifted to heights in excess of thirty feet and he may often take forty to sixty pounds of equipment with him.

Often, he carries showing underground cable routes, or malleable anatomical drawings of nerve centers. Each emergency call requires a precise interpretation of those maps—a rapid cure for the map.

The Lineman's lunch box is standard equipment. He knows the area he must cover, and the nature of his work, make prepared for any emergency question. He takes the energy he needs to get the job done.

His sandwiches or macaroni dishes

give him the stamina he needs to respond to the needs of others.

Like the Lineman, we at ADM are in the business of responding dependably to needs—needs for instance, like those of the pasta-food factories who produce macaroni, spaghetti and noodle.

We select only the finest grain, mill it into clean, quality semolina and ship it in the most hygienically sound conveyances that exist. In addition, our emergency reserve supplies of high-energy blends and our sophisticated product testing capabilities are available to ADM customers whenever—when yet needed.

While Linemen are at work maintaining our nation's communication systems, ADM is at work maintaining a life-line of food energy for the manufacturers we serve. A great deal of confidence is placed on our ability to supply quality quickly. At ADM, we take that very seriously.

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Baker's shortening, corn sweeteners, soy protein for the baking industry.

75th Annual Meeting

(Continued from page 4)

rectly into operating and competitive advantage.

(3) Stimulation. While fast foods establishments have equated eating out with motherhood, most supermarkets have equated food shopping with miserhood. New and more provocative appeals should come in to use—to stimulate trips to the store and to stimulate buying in the store.

(4) Cooperation. All Parts of the food industry will find it advantageous to work together more closely, not only to tackle challenging new conditions, but to clear up lingering issues such as backhauls, modularization, standard loads on standard pallets, putting the right glue on shipping cases to reduce damage.

No less important is collaboration among creative people. More powerful advertising, merchandising, and selling campaigns can be developed by combining the talent of manufacturers, distributors and retailers.

Al Flaten, Branch Manager, Nash Finch Company, Cedar Rapids, Iowa, declared Americans are among the best fed people in the world, spending less of their income for food than in any other nation. The food distribution business is partly responsible for this along with the food processors and farmers. With increasing inflation, families will have to tighten their belts, and groceries will have price shoppers. He noted the rapid growth of pasta sales with Nash Finch in the past year because of the high prices of meat.

Neal T. Jansen, Vice President for Marketing and Operations, Red Owl Stores, Minneapolis, said his organization operates 90 corporate stores, five family centers, 265 franchise stores, plus additional combination grocery and drug stores. He said retail business is committed to changing stores to keep up with changing society—"demographics are vital to us". He also stated: "Profits are up at Red Owl by controlling costs and setting objectives. We concentrate where we can do the best job."

Alfred L. Patin, Vice President, Retail Programs, Roundy's, Inc., Milwaukee, said his firm was an old line wholesale grocer established 107 years ago. Retailers bought the warehouse in Milwaukee 15 years ago, and now 170 stores are doing a \$300 million annual volume. Full line service is

provided to retailers ranging from site selection to employee training. He noted that scanning is coming into its own in his urban area, and they now have it in 14 stores. They are not pricing and there is no consumer objection as the purchaser receives a detailed purchase slip. Mr. Patin stated: "We need each other to get the job done—good communications between retailers, wholesalers and manufacturers are vital."

Management Seminars

Common theme running through both management seminars the final day was that good human relations and communications are essential.

Frank T. Butrick of the Independent Business Institute, Akron, Ohio, discussed "Will Your Business Support Your Retirement Years—or Ruin Them?" Mr. Butrick said there are only three options open to the individual entrepreneur. (1) Develop a manager from the outside; (2) develop a son or daughter (son-in-laws are always suspect); (3) sell out. But learn about acquisition techniques, because large corporations have specialists in this area where the small business does not.

A checklist on Business/Family Relationships appear on page 36.

Dr. Lee R. Ginsburg, industrial psychologist and partner in Miller/Ginsburg & Brien, Philadelphia, discussed "The Achieving Manager". A portion of this appears on page 40.

On the Social Scene

Maria DeFrancisci organized a program of activities for the young people. Mickey Skinner and Kitty Katske won the Ted Sills silver bowls for low net in golf, and Nancy Vermyleen took top prize in the tennis mixer.

Suppliers' Socials preceded each evening's dinner function. Our thanks go to hosts:

A D M Milling Company, Shawnee Mission, KS
Amber Milling Division, St. Paul, MN
Braubanti Corporation, New York, NY
Buhler-Miag, Inc., Minneapolis, MN
Cooley Sales, Inc., Shawnee Mission, KS

DeFrancisci Machine Corporation, Brooklyn, NY
Diamond Packaging Products, Div., Bala Cynwyd, PA
Egg Corporation of America, Westwood, NJ
Fold-Pak Corporation, Englewood Cliffs, NJ

General Foods, Pendleton, O!
General Mills, Palo Alto, CA
Haysen Manufacturing Co., Sheboygan, WI
Henningsen Foods, Inc., White Plains, NY
Hoskins Company, Libertyville, IL
International Multifoods Corporation, Minneapolis, MN
D. Maldari & Sons, Inc., Brooklyn, NY
Marshall Foods, Marshall, MN
Microdry Corporation, San Ramon, CA
North Dakota Mill & Elevator, Grand Forks, ND
Peavey Company, Minneapolis, MN
Rossotti Consultants Assoc., Inc., Fort Lee, NJ
Seaboard Allied Milling Corporation, Kansas City, MO
Milton G. Waldbaum Company, Wakefield, NE

Industry Goal

At the concluding meeting of the Board of Directors a resolution was adopted calling for an increase of at least one pound per capita consumption in the next five years to be accomplished by the product promotional efforts of the NMI committee.

In convention assembled the National Macaroni Institute was merged into the National Macaroni Manufacturers Association to become the product promotional committee of the Association instead of a separate corporation. Also, the Association went on record as endorsing the Wheat and Wheat Foods Order leaving participation to the individual manufacturers.

The Board elected to return to the Broadmoor in 1982.

National Macaroni Week

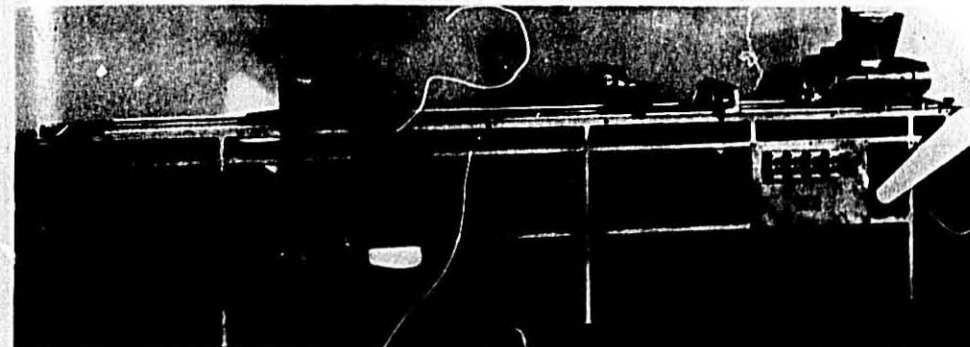
National Macaroni Week, a national publicity effort for macaroni products, will be celebrated October 4-11, 1979.

Releases on the theme "Past Meets the Challenge" will be sent to every type of media. Among the challenges:

- Inflation, with pasta the answer to families on a tight food budget.
- Nutritious meals for the one- or two-person households, which make up more than 50% of our family profile today.
- The need for on-the-go meals prepared in a hurry.

THE MACARONI JOURNAL

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A precooked Lasagna strip or strips can be made without using the fill apparatus — and cut to your required lengths.

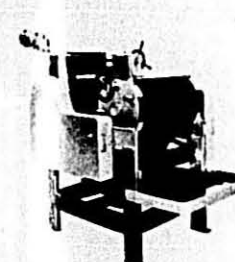
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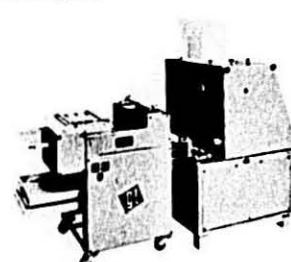
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giacomo toresani



THE WASHINGTON SCENE

by Counselor Gary J. Kushner, Leighton Conklin Lemov

Good Morning. It's a pleasure to be here in beautiful Colorado Springs. I am especially pleased to be here after having enjoyed a unique experience at 6 AM yesterday when my wife drove me twenty-five miles to National Airport to board a non-DC10 to carry me almost all the way across the country to visit old friends and meet new friends. Meanwhile, my wife was worrying about finding enough gas to get home and then to work the next day.

The gas lines in Washington are a special problem. However, Washingtonians are not supposed to complain because, according to President Carter's Press Secretary, Jody Powell, Washingtonians deserve gas lines for not fully supporting the President's Energy program. By the way, according to a recent Washington Post editorial, only one person on the White House Staff works full time on energy matters and that person is an environmental lawyer. That's quite a program.

I have been asked to speak about the Washington scene. I would like to focus my remarks upon the current mood of Congress and how that mood is affecting some of the government programs that are of greatest concern to the food industry. In particular, I shall point out that the inflationary impact of government regulations has become a dominant theme in Washington. Senator Eagleton, the liberal Missouri Democrat, recently said in a speech on the Senate floor that

Regulations cost American business an estimated one hundred and two billion dollars a year, about thirty billion dollars of it in mountains of paper work. All this adds to the crushing burden of inflation.

The overwhelming public and Congressional concern about inflation, especially as the 1980 elections approach, has led to an anti-regulatory mood in Congress. As a result, the 96th Congress can best be described as an "oversight" Congress in which few "prospective" legislative initiatives can be expected to prevail. In other words, Congress is looking over the shoulders of the federal agencies in the same way that they have been looking over your shoulders.



Gary J. Kushner

Thus, the emphasis in Washington this year has been upon government programs designed to curb inflation, not on programs designed to increase the regulatory authority of federal agencies. Since the federal agencies are being closely watched by Congress, they will be reluctant to attempt implementation of major regulatory changes. If they do, Congress can be expected to limit several of these potential initiatives by restricting the agencies' authority.

However, merely because government regulatory activity will be fully scrutinized by this Congress does not mean that the business community can be complacent. Remember, every Congress lasts but two years and the mood of Congress changes even more frequently. Therefore, the federal agencies can be expected to continue to propose ambitious regulatory activities laying the groundwork for the laws and regulations of the future.

In this regard, I must emphasize that now is the time for industry to make its voices heard in Washington so that any legislative and regulatory programs that are ultimately adopted will have been adopted after full consideration of the interests of business.

Keeping in mind the anti-regulatory/anti-inflation mood of Congress and the Administration, let us now take a look at five of the programs currently in place in Washington that our clients in the food industry have most frequently cited as being of concern to them. The first two programs that I plan to talk about, regulatory reform and wage and price guidelines, are of

interest to business people in general. The last three issues, food advertising, food labeling, and food safety, are, of course, of interest primarily to food companies. Although these latter three subjects do not deal directly with the anti-inflation theme I've suggested, you will see that this theme is having its effects upon developments in these areas.

Anti-Inflation/Anti-Regulatory Programs

The two major anti-inflation programs receiving, perhaps the greatest amount of attention in Washington today are proposals for the reform of the regulatory process and the President's wage and price guideline program.

Regulatory Reform

In efforts to curb the inflationary effects of government regulation and to eliminate unnecessary and duplicative regulations, several bills to reform the regulatory process have been introduced and are proceeding rather rapidly in Congress. Indeed, the Administration has had its own regulatory reform package introduced as well. These bills would require, among other things, that proposed regulations be accompanied by estimates of costs, of benefits, and other effects.

One of the most interesting, and controversial, concepts included in several of the regulatory reform bills is something called "legislative veto". This provision, not favored by the Administration, would provide Congress with an opportunity to review and veto regulations prior to their becoming effective. The "legislative veto" concept is seen by many, especially many of us who have been called upon to lobby on behalf of the business community, as a unique deterrent to regulatory overkill.

Wage and Price "Guidelines"

A second major element of the Administration's anti-inflation program are the wage and price "guidelines" that we have all been hearing about and to which many of you have had to adhere.

The President's wage and price guidelines establish basic parameters

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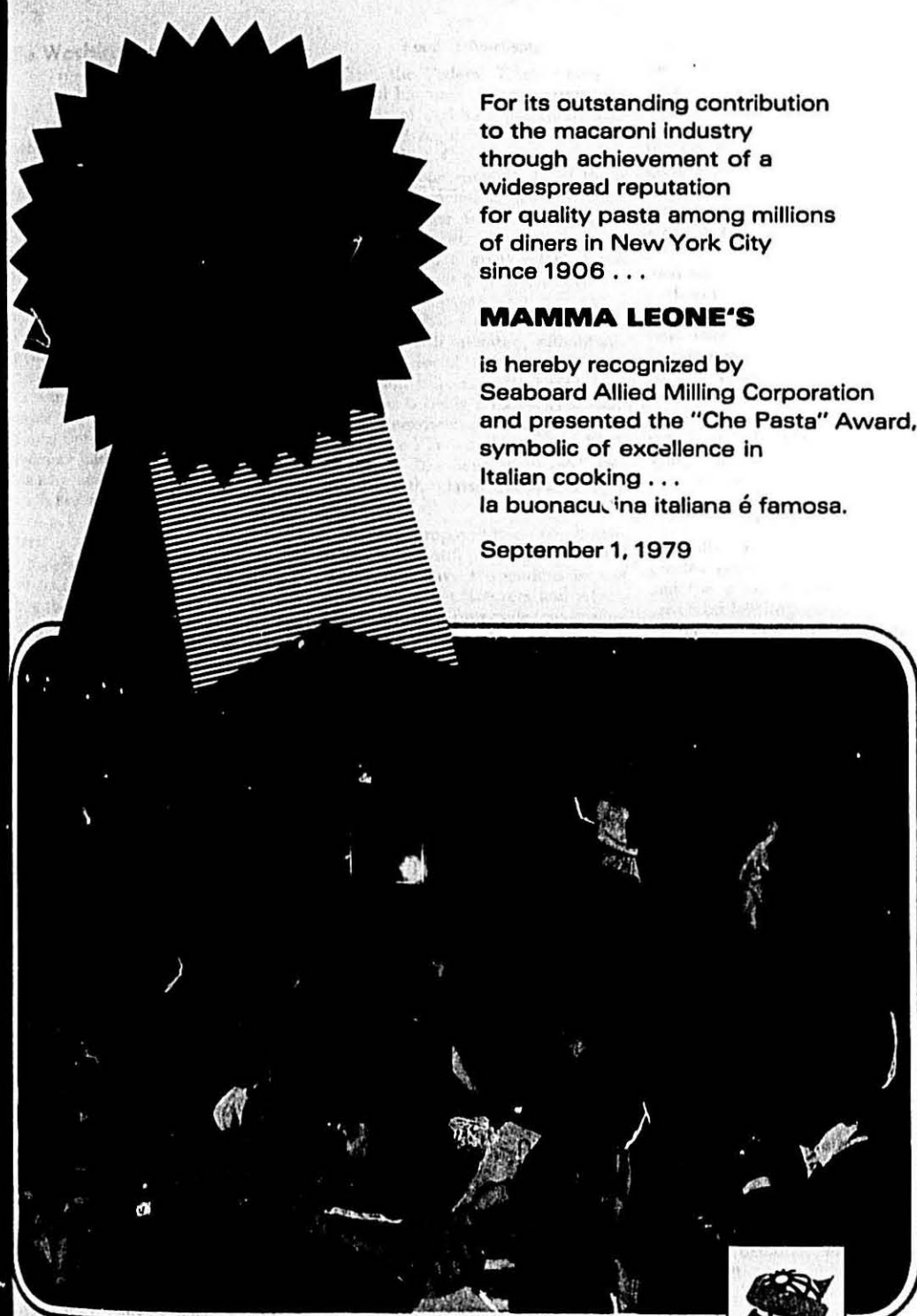
THE MACARONI JOURNAL

For its outstanding contribution to the macaroni industry through achievement of a widespread reputation for quality pasta among millions of diners in New York City since 1906 . . .

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is hereby recognized by Seaboard Allied Milling Corporation and presented the "Che Pasta" Award, symbolic of excellence in Italian cooking . . .
la buonanima italiana é famosa.

September 1, 1979



Seaboard Allied Milling Corporation • Kansas City, Missouri

The Washington Scene

Continued from page 10

to guide industry. Although these have been called "guidelines", and not controls, industry noncompliance with these "guidelines" can lead to severe sanctions including the denial of federal contracts to guidelines violators.

As you can well imagine, since the sanctions make the guidelines little less than "controls", the President's program has already been judicially challenged. However, the Supreme Court cleared the way for the Administration to enforce its guidelines through the contract denial process. The Court did this by refusing to hear arguments from the AFL-CIO that a lower court erred in holding that the President had the Constitutional and statutory authority to deny contracts worth five million dollars or more to firms not complying with the guidelines.

Nonetheless, the guidelines remain extremely controversial and will soon face their most stringent test in the bargaining scheduled between the big three auto makers and the United Auto Workers Union, which by the way, has repeatedly told the Administration to "stay the hell out of its negotiations". Additionally, the potential for unequal enforcement of the guidelines could make the President's program his most embarrassing adventure.

As a result of all the controversy, the guidelines are now being reviewed and proposed revisions to the program will probably be published by early fall. Business groups will be given the opportunity to comment on the proposed revisions and had better do so or forever hold their peace.

These two anti-regulatory/anti-inflation programs clearly reflect the concern of Congress and the Administration—especially about regulatory overkill. The effects of Congress's anti-regulatory mood, however, can also be seen in numerous other programs. Let us now take a look at three areas of specific interest to the food industry that are feeling the effects of this "oversight" Congress.

Food Industry Regulation

The three areas about which I most frequently receive questions from our food industry clients concern food advertising, food safety, and food labeling.

Food Advertising

First, the Federal Trade Commission still has under consideration sixteen out of eighteen proposed rules that would regulate trade in various areas (TRR's). Our firm has been involved in approximately 11 of these proceedings, including the two most relevant to the food industry, and have experienced frustration upon frustration. To a great extent, these proposals have not been finalized because of Congress's very aggressive oversight of the FTC. In this regard, the FTC is still operating without authorization for this year and the authorization bill currently under consideration is being stymied by a number of amendments seeking to further restrict the FTC's authority. The FTC, of course, has been cited most frequently as the classic example of regulatory overkill.

The two proposed trade regulations rules that are still pending at the FTC that would have tremendous impact upon food manufacturers and advertisers are the proposals concerning nutrition claims in advertising and advertising directed to children. While the children's advertising, or "kid-vid", proposal continues to slowly move through the Administrative process (even though no final action could be taken since Chairman Pertschuk has been disqualified from taking part in that proceeding and the FTC is, therefore, without a quorum of Commissioners), both proposals are really in a holding pattern, of sorts, due to a great extent, to the Congressional pressures under which the FTC is laboring.

Food Safety

Another area where Congressional inactivity is resulting in continued uncertainty is in the area of food safety.

I will never forget the public outcry in February, 1977 when FDA proposed to ban saccharin having identified it as a carcinogen in laboratory animals. It was then that the debate about how food safety should be regulated reached its crescendo with more than sixty bills introduced in Congress to do everything from eliminate the Delaney "anti-cancer" clause from the Food, Drug and Cosmetic Act to requiring label statements on saccharin-containing foods that "saccharin may be dangerous to your rat".

In 1977, Congress refused to face the controversial food safety issue and, instead, imposed a moratorium on any ban on saccharin and directed the National Academy of Sciences to study the matter and report back to Congress. Now, more than two years later, the saccharin ban moratorium has expired and the National Academy of Sciences has issued its report which included recommendations for new food safety legislation.

However, Congress has no intention of amending the food safety laws this year either. Instead, the saccharin moratorium will probably be extended and nitrite might receive similar treatment. Again, you are not likely to see any major "prospective" legislation from this "oversight" Congress. Thus, the food safety debate will again remain unresolved.

Food Labeling

Finally, an area of perhaps the greatest concern to the food industry, and the greatest uncertainty, is the area food labeling.

You will recall that approximately one year ago, the FDA in conjunction with the FTC and the U.S. Department of Agriculture, began a series of five food labeling hearings throughout the country. The primary purpose for these hearings was the agencies to hear what consumers wanted in the way of food labeling information. After the hearings, the agencies were to propose a new food labeling strategy.

The hearings have now been summarized, and some of the consumer studies have been released. According to one survey commissioned by FDA and conducted by Response Analysis Corporation, approximately 59% of consumers are "fully satisfied" with the information on food labels, with 10% expressing "severe criticism", and 11% using no label information at all. According to FDA, the survey reflected that the improvements consumers most want on food labels are simpler language, listing all ingredients, and more information on calories, sugar, cholesterol, and fat.

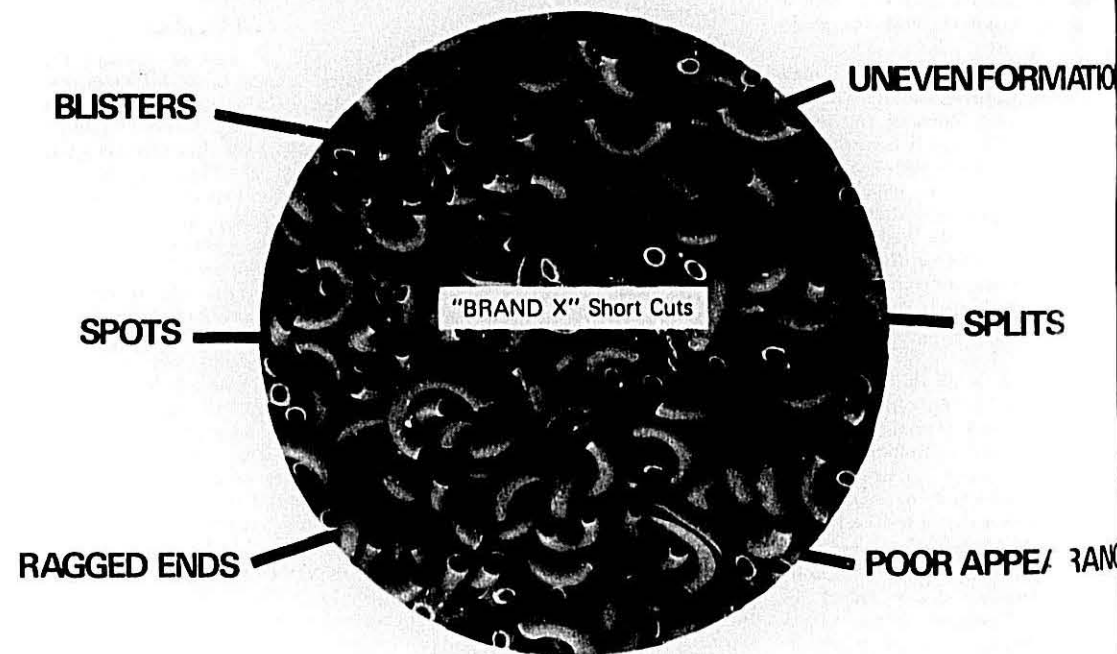
In order for FDA to require that labels bear much of the information that many consumers reportedly want, and FDA definitely wants, FDA will need additional food labeling authority. Again, however, in this "oversight" Congress, such new authority is not forthcoming.

(Continued on page 16)

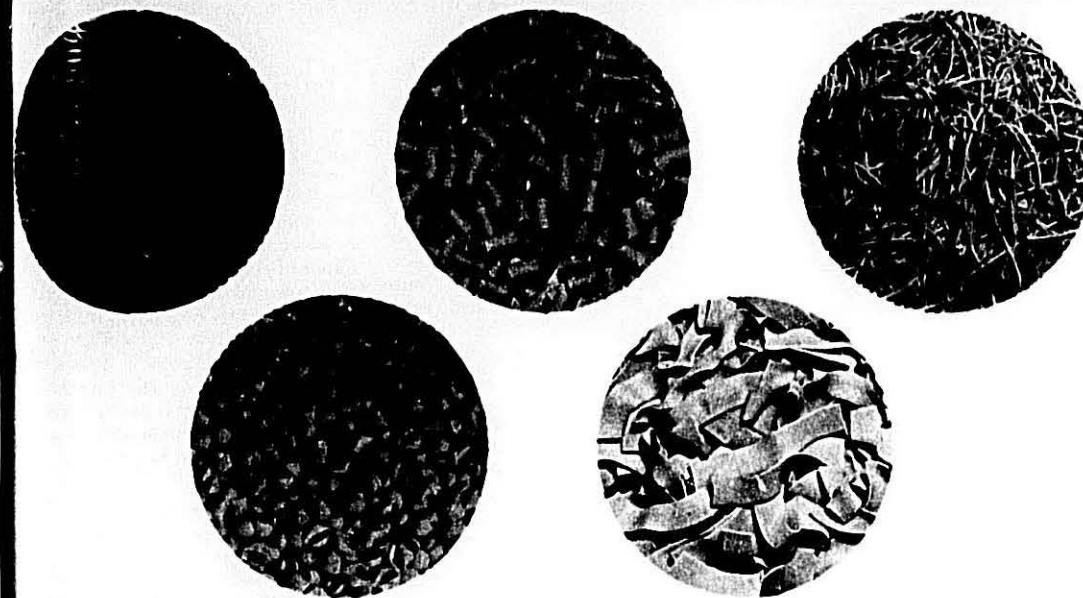
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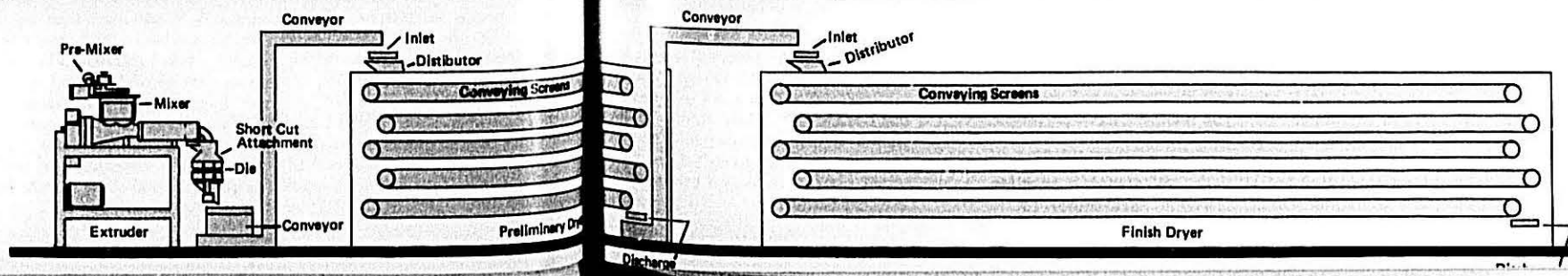
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This diagram illustrates the simplicity of design of the Demaco Short Cut Line:

- Stainless Steel Pre-Mixer pre-blends for smooth consistency.
- Exclusive U.S.D.A. approved Mixer-Extruder. Most sanitary available.
- Electroless nickel-plated Short Cut Attachment produces most standard small macaroni products as well as Lasagna. Misticcioli is also easily made by adding a special cutting device for the bias cut.
- Simple, uncomplicated dryer (all U.S. made parts) will provide maximum dependable service; minimum maintenance required.



The Washington Scene

(Continued from page 13)

So, that food labeling strategy that FDA has been talking about remains theoretical. That is not to say that the agency is sitting back and waiting for Congress to change its mood. I've been informed that, at the end of this month, FDA intends to publish in the Federal Register its food labeling "wish list" based upon the results of the food labeling hearings. The industry then will be given an opportunity to comment on FDA's list at a hearing to be held later in the year. It is important that you do so to insure that your views are considered when the food labeling laws are completely revised within the next few years.

In case you think that FDA's "non-action" in the food labeling area is all good, think about the changes that you think should be made but are not being made, and think about those of FDA's current regulations that the agency is not now enforcing. In this regard, I am thinking specifically about the non-enforcement of FDA's standards of identity for noodle products against products that we have affectionately come to know as "oriental noodles".

As many of you may know, so-called "oriental noodles" are convenience products that, in many cases, are marketed as if they were standardized noodles. However, for the most part, they do not contain the egg content required for noodles by FDA's standards of identity. For quite some time, NMMA has been trying to convince FDA to take action against these products and require that either they comply with the standards of identity or be labeled as "imitations". FDA has continually refused to take any action, asserting that (1) the agency does not have sufficient enforcement funds to take action in what has been deemed to be a "low priority" matter, and (2) it has been FDA's long standing policy to consider "oriental noodles" a different product than standardized noodles and thus not subject to the noodle standards of identity.

After several meetings with FDA personnel, NMMA finally concluded that the only way to force FDA to officially take a stand was to file a citizens petition urging FDA to (1) enforce the noodle standards of identity in general, and (2) require "imi-

tation" labeling or the use of a different common or usual name, not including the term noodles, for any product being represented as standardized noodles but failing to meet the standards. Thus far, some progress has been made in the FDA, after a great deal of prodding, has notified one of the most flagrant violators of its noncompliance. Additionally, the NMMA petition has gained active support from the egg industry and the NMMA cause is finally beginning to receive some visibility.

However, NMMA has been caught in a situation where FDA is reluctant to take any action in the food labeling area, especially in the most controversial and unsettled "imitation" labeling area, at least until Congressional and anti-regulatory pressures wane and the agency receives additional funding.

The prevailing Washington "anti-regulatory" mood has not made NMMA's plight any easier.

Nonetheless, NMMA will continue to pressure FDA, seek further support for its position and let Congress know that FDA is not even enforcing the current law. It is hoped that, once the food labeling morass takes shape, the NMMA cause will prevail. In the meantime, however, once again, your voices are needed. Tell FDA that you support the NMMA position. FDA has already received a number of letters from egg producers to that effect.

Conclusion

I have described what I believe to be an "oversight" Congress with an anti-regulatory mood. I have discussed some of the programs that reflect that mood and have explained that this mood has created a "go-slow" attitude, of sorts, in the federal agencies having a definite impact upon some programs of particular concern to the food industry.

Finally, I have emphasized that, notwithstanding the anti-regulatory mood of Congress, the agencies, and many of our representatives in Congress, are continuing to make plans for the laws and regulations of the future. Therefore, it is vital that you continue to make your voices heard in Washington so that you will have a hand in shaping the ground rules that you will later have to follow.

Washington Meeting
September 13

Crop Close-up

by Vance Goodfellow, President
Crop Quality Council

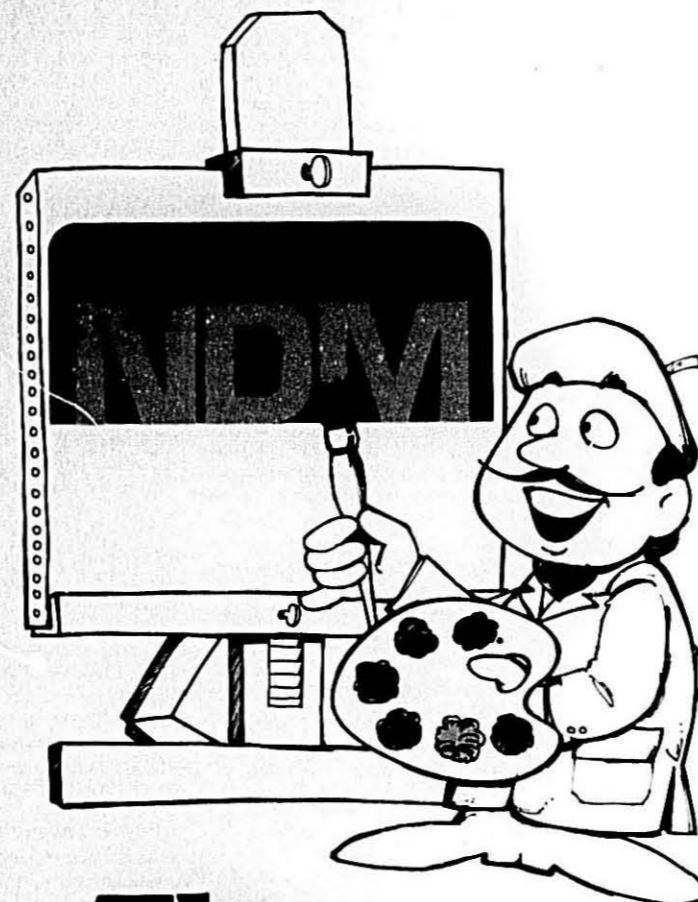
The durum outlook for North Dakota is mostly good to excellent despite spring seeding delays and short moisture supplies in some western sections. Average to above average per acre yields are possible with favorable weather through the harvest period.

Lateness of the crop, however, is cause for concern as development lags 2-3 weeks, similar to 1974, the latest year in this decade. Seventy-five percent of the durum acreage was seeded between May 20th and June 3rd with completion of the remaining twenty-five percent by June 15th. This tends to move the date for general harvest into early and mid-September when the potential for wet weather and freeze damage is greater. Heat and drought during the critical filling period could also reduce production potentials. Currently only a few fields have reached the boot to heading stage leaving approximately 86 percent in the tillering to joint stage by the 4th of July.

Durum stands in the Langdon, Lakota, Devils Lake, Leeds and Rugby area are mostly excellent. Plants are well rooted, a result of some moisture stress following seeding. Westward into Montana moisture conditions have been more variable, contributing to slightly thinner stands. However, recent rain showers along with moderate temperatures have substantially improved prospects in all sections.

In the Minot, Mohall, Bismarck area top soil moisture has been short most of the season and late seedings particularly show very spotty stand emergence. Recent showers have stimulated some additional germination of seed and should improve stands. Timely rains will be needed to maintain current good durum production prospects. South Dakota, Montana durum prospects are also rated average or better with generally adequate moisture at this time.

The U.S.D.A. June 28 acreage report indicates U.S. durum planting of 3,980,000 million acres, down 3 percent from 1978. Only North Dakota shows a small increase for 1979. The June report is 10 percent down from April planting intention and about 9 percent nationally.



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DURUM WHEAT IMPROVEMENT

Progress Report No. 5, August, 1978-June, 1979
Part of a Report Presented at the Annual Meeting of the
North Dakota State Wheat Commission

by Dr. James S. Quick

Recent Significant Progress

1. Release of a new cultivar (variety), Vic.
2. Results of the 1978 Uniform Regional Nursery and other yield tests were summarized.
3. Considerable progress was made in transferring strong gluten to the advanced experimental durums.
4. Development of a new test for durum gluten strength.
5. Selection methods evaluation for grain yield was completed.
6. Gene effects were estimated for semolina color.
7. Differences in root development were demonstrated among five cultivars.
8. Considerable progress was made in early generation breeding nurseries including development of a new

five year plan for cultivar development.

Grant Objectives and Support

The major objective of the grant is to provide additional support for cultivar (variety) development to allow durum production to compete on an equal basis with hard red spring wheat and other alternate crops. The funds are intended to provide benefits in two general areas: (1) immediate results from short-term experiments and thesis research, and (2) improved cultivars for future production. The short-term results are being immediately utilized to produce new cultivars. Cultivar development is a long term effort usually requiring 8-10 years for completion following the final cross between two or more par-



Dr. James S. Quick

ents. The productivity, or return on investment, is summarized with assumptions later in this report.

Four sectors of the durum industry combined resources to provide a five-year supplementary grant to the durum breeding program, beginning January 1, 1978. The sectors and their respective contributions included: 1) the North Dakota State Wheat Commission representing the North Dakota farm producers—\$7000, 2) the National Macaroni Manufacturers Association—\$7000, 3) the Durum Wheat Millers via the Durum Wheat Institute—\$7000, and 4) a group of U.S. durum wheat exporters \$50 to \$2500.

Progress: August 1978-June 1979

Vic is a new durum cultivar released in January 1979 representing a combination of high grain yield and strong gluten. Gluten strength gives superior cooked firmness to various pasta products made from durum semolina. The improved yielding ability and strong gluten of Vic should make it a potential replacement for all presently grown normal height cultivars. Vic was developed in only six years from the final cross by utilizing early generation (F₂) yield and quality testing and three years of winter nurseries. The availability of winter nurseries in Mexico and Arizona, and the additional staff supported by industry grants has enabled the breeding project to develop materials in 2-4 years less time providing a potential value of several million dollars to producers, processors and consumers.

The 1978 series of yield tests identified several promising selections possessing improvements in yield combined with strong gluten, improved kernel weight and test weight, and high levels of disease resistance.

Considerable progress has been made in transferring strong gluten to the advanced experimental durums. Nearly 3000 samples of 1978 grain were prepared for gluten evaluation. A whole meal sedimentation test has been developed to screen early generation material for gluten strength. The test was discovered during the project leader's developmental leave and has been modified to require only six grams of whole meal, simple equipment and chemicals, and more than 120 samples can be evaluated per person per day.

Selection methods for yield improvement were evaluated as thesis research. Six potentially high yielding crosses were advanced using the single seed descent method (SSD) and the bulk line method (BL). The BL materials were evaluated in early (F₁) and later generations (F₂). The SSD derived lines in the F₂ generation compared favorably with the BL derived lines for grain yield. Early generation yield trials were not effective in identifying high yielding lines.

Gene effects for semolina color were estimated in six crosses as part of

thesis research. The crosses were made among 10 cultivars representing a range of color variability. The analysis for each cross showed an excellent fit to Hayman's three parameter model (M, D, H) with additive effects (D) predominant. The high r² values obtained by using a model fitting only additive effects indicated that effective improvement in semolina color could be obtained by early generation (F₂-F₃) evaluation.

Differences in root development among five cultivars were demonstrated as part of thesis research. A field study utilizing the neutron thermalization procedure was used to determine water uptake differences among cultivars. Differences in root development characteristics were determined in greenhouse soil boxes. Greenhouse and field results were similar, and the semidwarf cultivar Cando was one of the most extensive rooting cultivars with a high water uptake. Results from a seedling screening test for root development were not consistent with mature plant results.

Progress was made in breeding nurseries at Fargo and Langdon for vari-

ous height classes, strong straw, yield components, and earliness. Germplasm sources from many countries were evaluated and incorporated into further tests and hybridization. A considerable increase in number of early generation selections was made for gluten quality evaluation in cooperation with the Cereal Chemistry and Technology Department. The 1978-79 winter nursery included over 5000 rows, one of the largest number of materials ever grown. Utilization of shorter rows and narrower spacings made possible by improved plant type and grouping of similar materials has provided a continuous improvement in space utilization efficiency. A small winter nursery in Arizona with supplemental artificial light allows planting in November (one month later in Mexico) and an opportunity to grow a generation in the greenhouse between August and November. This advances the material one generation to further genetic stabilization, conduct quality evaluation, and follow a new five-year cultivar development scheme.

(Continued on page 22)

1979 United States Durum Acreage

U.S.D.A. ACREAGE REPORT JUNE 28, 1979

State	Acreage Planted			Acreage Harvested	
	1978	1979	1979 as % of 1978	1978	1979
	1,000 acres			1,000 acres	
North Dakota	3300	3330	101	3240	3250
Minnesota	100	80	80	98	77
South Dakota	195	185	95	190	170
Montana	300	275	92	290	260
California	120	47	39	115	45
Arizona	95	65	68	91	63
United States	4110	3982	97	4024	3865

1979 Canadian Durum Acreage

(Based on Statistics Canada May, 1979 Planting Intentions Acreage Seeded)

Province	1978	1979	1979 as % of 1978
Manitoba	300,000	200,000	67
Saskatchewan	2,900,000	2,400,000	83
Alberta	400,000	300,000	75
Prairie Province	3,600,000	2,900,000	80.5

Durum Yields

State	Bushels Per Acre					5 Yr. Av. 74-78
	1974	1975	1976	1977	1978	
North Dakota	20.0	26.5	25.0	24.5	31.5	25.5
South Dakota	14.0	18.0	10.0	24.0	20.0	17.2
Minnesota	28.0	32.5	29.5	34.5	38.5	32.6
Montana	19.0	27.0	29.0	22.0	30.0	25.4
Arizona	—	—	75.0	72.0	70.0	72.3
California	50.0	73.0	80.0	75.0	75.0	70.6
New Mexico	—	—	70.0	74.0	—	72.0
United States	19.8	26.4	29.4	26.4	33.1	27.0

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Milan 18-23 March 1980
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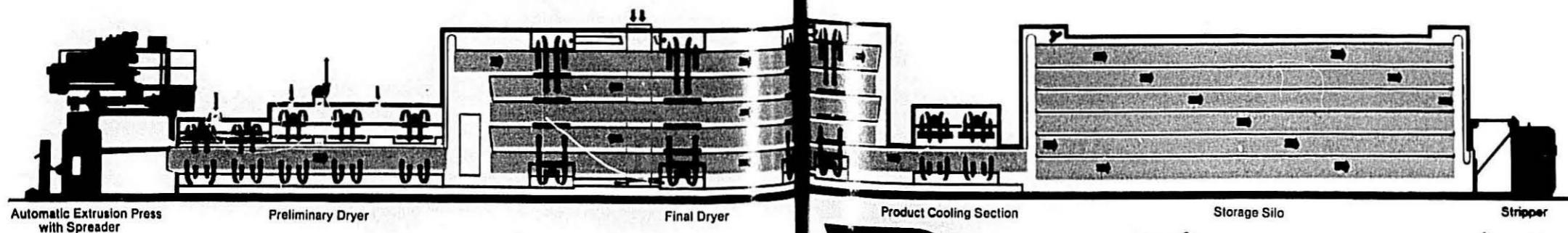
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Durum Wheat Improvement

(Continued from page 19)

The accomplishments reported are those obtained from the total program since the grant funds are used as an integral part of the total effort. The progress reported may include significant contributions from our continuing team effort approach involving the Department of Agronomy, Cereal Chemistry and Technology, Plant Pathology, Soils, the Branch Stations and other cooperating agencies.

Several individuals have asked for an estimate of monetary benefits as related to the additional funds from the industry grant. This would allow an assessment of productivity in addition to the conceptual appraisal. The attached table illustrates my estimates of realized and predicted benefits. It is important to emphasize that 1) predictions necessitate assumptions and 2) prediction estimates can be modified by many unforeseen circumstances. Some of the assumptions were:

1. North Dakota acreage will average 3.5 and 4.0 million acres during 1980-84 and 1985-90, respectively, and the producer price will average \$4.00 per bushel during 1979-1990.
2. The predicted gains are based on cooperative research programs of the present size.
3. The predicted gains assume no dramatic changes in disease incidence, quality objectives, nor consumer preferences.
4. Cultivar replacement will continue at the present rate.
5. Domestic and foreign promotion efforts will continue at the present levels.
6. Utilization of strong gluten durum wheat for breadmaking, due to their dual use characteristics, may require a 10 percent increase in durum acreage.
7. The incorporation of improved characteristics such as increased tillering, seedling vigor, greater root development, etc., will not meet with unpredicted problems.
8. The benefit of Vic durum quality in increasing export markets will be similar to that of Edmore and the export benefits for both are included in the Edmore performance prediction.

It should be noted that the monetary benefits are large since the base, i.e., acreage X production X price level, is large (3.2 million x 31.5 bu/a X \$2.90/bu = nearly \$300 million in 1978). A 5 percent yield advantage of a cultivar occupying 50% of the acreage in 1978 was worth about \$7.25 million in additional income. It has been estimated that the most recent six varieties (not including Calvin, Edmore and Vic) released since 1971 produced an estimated 94 million dollars (27.3 million bu) additional return to North Dakota farmers in 1975-78 compared to the predicted performance of Rolette, Leeds and Wells. Also, for each dollar invested in durum wheat breeding research at NDSU approximately \$130 dividend is returned to North Dakota producers and for the state economic benefit. Additional benefits could be calculated for industrial use including 1) cost savings due to the low price of durum wheat since its yield performance equals or exceeds competitive crops and 2) increased sales due to improved color and cooking quality.

The benefits due to the industry grant are those over and above benefits from the original program. Many benefits accrued will affect a longer time period than 15 years. Some benefits are much more difficult to quantify than others. The grant funds involved in additional quality testing are those in Agronomy, i.e., extra harvest efforts, sample preparation, etc. The Cereal Chemistry and Technology Department also increased their effort through appropriated and grant funding.

Significant Accomplishments, 1976-79

The significant accomplishments, upon which the realized and predicted benefits were based, are listed below:

1. The 1979 release of Vic, a new cultivar possessing high yield and strong gluten, in only six years from the final cross.
2. Confirmation of high yield and quality of Calvin semidwarf durum.
3. Development of Edmore, the first NDSU durum possessing strong gluten properties, and having excellent agronomic, disease and quality traits.
4. Confirmation of outstanding yield performance of Cando, North Dakota's first semidwarf durum.

5. The most recent six varieties (not including Calvin, Edmore and Vic) released since 1971 produced an estimated 94 million dollars (27.3 million bu.) additional return to North Dakota farmers in 1975-78 compared to the predicted performance of Rolette, Leeds and Wells.
6. Organization of the first durum wheat workers conference in January 1976.
7. Recruitment and employment of personnel funded by the grant.
8. Successful completion of a diallel analysis of yield and its major components.
9. Successful completion of a study of early generation yield performance as a breeding methods evaluation.
10. Confirmation of excellent bread-baking properties of new durums.
11. Successful utilization of F₂ color evaluation.
12. Development of a new sedimentation prediction test for gluten quality.
13. The durum improvement program decided to include stronger gluten as a requirement for future varietal release.
14. The genetic effects on semolina color were determined.
15. The effect of sample size on preliminary semolina color evaluation was determined.
16. Selected cultivars were evaluated for differential root development in greenhouse and field experiments.
17. Discovery of genetic variability for seedling vigor and development of manipulation techniques.
18. Large numbers of crosses, rust tests and quality tests were completed during the 1978-79 winter in cooperation with the Departments of Agronomy, Plant Pathology, and Cereal Chemistry and Technology.
19. The 1978-79 Mexico Winter Nursery was planted to a record number of rows. The materials were selected, harvested and planted in North Dakota.
20. Utilization of the Arizona nursery to allow a five-year cultivator development plan.

(Continued on page 24)

THE MACARONI JOURNAL



Food cooks always get good reviews when the cook serves up good-tasting, wholesome noodle dishes.

The cook with fussy customers has to use her noodle.

Sometimes the people hardest to please are sitting right around the family table. So the smart cook really uses her head...and serves up good-tasting noodle dishes.

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Durum Wheat Improvement

(Continued from page 22)

Summary

A conservative total estimate of benefits due to the industry grant is about \$250 million. The industry total investment for five years is expected to be about \$120,000 for an annual return over 15 years (1978-1990) of about \$140 per dollar invested. Most of the return is long term since cultivar development may take 5-10 years from the final cross (last cycle) More than one cycle will be required for more basic plant improvement.

Our progress in the future depends upon continued long-term funding from government appropriations and the durum industry. The continued increases in funding will help guarantee a continued succession of improved cultivars which will encourage sufficient production, a continuous supply at a reasonable price, and increased consumption. We can be optimistic about the future, and I hope you will provide suggestions for further improvement.

International Durum Forum
Nov. 13-14, Minot, North Dakota

List of Previous Reports

Initial Program Expansion Plan—Macaroni Journal, December 1975

Progress Report No. 1—September 1976

Annual Durum Show—October 1976

Crop Quality Council Report—January 1977

National Macaroni Manufacturers Association Winter Meeting—February 1977

Progress Report No. 2—May 1977

North Dakota State Wheat Commission—September 1977

Progress Report No. 3—December 1977

North Dakota State Wheat Commission—September 1978

Progress Report No. 4—July 1978

International Durum Forum—October 1978

Crop Quality Council Report—January 1979

Millers Face Over-capacity

The flour milling industry faces overcapacity if all existing and announced capacity increases are in operation, Mark W. K. Heffelfinger, vice president, Industrial Foods Groups, Peavy

Co., said. Heffelfinger addressed the 1979 Wheat Quality Conference in Minneapolis.

Pressures from regulatory agencies, transportation costs favoring wheat versus flour and inflationary attitudes have contributed to many decisions by millers to upgrade plants, locate new capacity near population centers; increase existing capacities to reduce unit cost of production and increase productivity, he said.

"In most cases, added or new milling capacity has or will be operated with little or no added grain storage at the mill, reducing the number of days grind in wheat storage. This compounds problems for the miller. His transportation lines are longer and there is less equipment and poorer service to meet those needs. A much higher percentage of the wheat supply is held on the farm under less than ideal storage conditions. Damage and infestation are common, yet our domestic and foreign buyers are more discriminating and demanding of products of improved sanitation and more uniform high quality specifications. We U.S. flour millers still are probably and always will be the sin-

Realized and Predicted Benefits Resulting from Durum Industry Grant, 1976-1980

Significant Accomplishments	% Grant Funds Involved	Realized 1976-79	Benefits (in million \$)*		Total
			Short	Long	
Cando performance	5	0.6	1.0	0	1.6
Calvin performance	10	0.2	2.1	0	2.3
Edmore performance	10	0	10.0	12.0	22.0
Vic performance	20	0	10.8	2.8	13.6
Future cultivars (1980-2000)	25	0	0	12.5	12.5
Durum workers conference	0	0	0	0	0
Yield component analysis**	50	0	0	5.0	5.0
Breeding methods, evaluation	90	0	0	9.0	9.0
Breadbaking quality discovery	10	0	0	28.0	28.0
F ₂ color evaluation	90	0	0	5.0	5.0
Sedimentation test for gluten	90	0	0	45.0	45.0
Sample size effect on color	90	0	0	9.0	9.0
Genetic effects on color***	10	0	0	0.5	0.5
Root development evaluation***	50	0	0	15.0	15.0
Seedling vigor evaluation***	50	0	0	25.0	25.0
Mexico winter nursery increase	90	0	0	20.0	20.0
Arizona winter nursery	10	0	0	5.0	5.0
Increased program size	10	0	0	5.0	5.0
Increased quality tests	10	0	0	5.0	5.0
Developmental leave:****					
a. general experience	50	0	0	2.5	2.5
b. cooperative research	50	0	0	5.0	5.0
c. attend quality conference	50	0	0	5.0	5.0
d. attend wheat symposium	50	0	0	2.5	2.5
e. obtain Indian germplasm	50	0	0	2.5	2.5
Total		0.8	23.9	225.3	250.0

* All benefits multiplied by % grant funds used for the accomplishment.

** Short term is 5 years (1980-84); long term is 6 additional years (1985-90).

*** Benefits anticipated after 1990.

**** Literally no grant funds involved; however, leave would not have been possible without additional staff provided by the grant.

gle largest customer of the U.S. wheat producer. We are in competition with the foreign wheat buyer who is playing the same game but under different rules regarding price and quality," Heffelfinger said.

Merchants of Grain

Who are those who operate beyond the effective control of any government, have their own intelligence service, and control the distribution of a precious resource "that is even more central to modern civilization than oil"? The Merchants of Grain do, and Dan Morgan reveals how the grain multinationals conduct their intricate, dramatic, and centrally important business of buying and selling food all over the world (The Viking Press, June 11, 1979; \$14.95).

This is the first major examination of this vital and unknown subject. Morgan, a long-time foreign correspondent for The Washington Post, is the first journalist to penetrate the secrecy that surrounds the oligopoly of grain, the small circle of five giant grain corporations that control most of the business: Cargill* (Minneapolis); Continental* (New York); Andre (Switzerland); Louis Dreyfus (Paris and New York); and Bunge (U.S. and Buenos Aires).

* These two firms are believed to be the largest privately held companies in the United States. Together they handle half of all the grain exported from the United States (and the U.S. exports half of all the grain in the world trade).

The business practices of companies that buy and sell corn, wheat, rice, soybeans, and other food commodities (more than \$50 billion worth a year) affect food prices, food availability, domestic and foreign politics in almost every country of the world; but somehow the five giants have managed to slip through history inconspicuously because they have always been family-owned and family-operated businesses. "In no other major industry in the world are all the leading companies private, family-owned, family-operated concerns right down to the last few issues of voting stock," says Morgan. However, they are no longer merely the old-fashioned brokerage houses they were at the start: today the merchants of grain are quintessential modern multinationals who control, to a large extent,

the distribution systems (railroad and shipping), the processing plants, the capital (they have extended into banking), the technology, and the communications with buyers and sellers that move commodities all around the globe.

Morgan's book not only recounts the vivid, surprising history of the grain trade and the families who run it but shows persuasively just how the grain business has affected American foreign policy and domestic politics. His analysis reveals:

- how the government has used food as a diplomatic weapon (withholding grain shipments to Allende's Chile, for example, and releasing them to the regime that overthrew him);
- how Henry Kissinger, in 1975, attempted to use grain to extract concessions from the Russians that would undermine the Middle East oil cartel, and how President Ford paid a high political price when the initiative failed;
- how the Department of Agriculture helped to make the Shah's Iran an agricultural dependency of the United States;
- how the CIA knew of the famous 1972 sales of wheat to Russia long before American consumers or farmers did;
- and how foreign rulers have increased their political power and personal riches with the help of American policies promoting the export of American food.

Should these private companies control the disposition of America's grain riches? The companies argue that they are efficient, provide international services, take risks that nobody else could, and stay out of politics. But in the absence of effective governmental supervision or guidance, national interests and humanitarian imperatives can get lost. In an era when American agricultural exports play a key part in the politics and welfare of other nations, it is obvious that the activities of the grain multinationals require close scrutiny. Dan Morgan has made that possible for the first time.

World Wheat Supply Is Down

This year's world wheat crop is expected to be 7% less than the 1978 crop due to decreased production po-

tentials in the USSR, Canada, Australia and Eastern Europe. Similarly world coarse grain production is expected to be down by 5% from a year ago.

In the U.S. the winter wheat harvest is reported to be yielding exceptionally well with quality factors near the ten-year average according to initial harvest reports. The U.S. spring wheat crop is expected to be 3% larger than last year, but durum production is expected to be 17% less than 1978.

	Planted Acres (million)		Production (million bushels)	
	1979	1978	1979	1978
All Wheat	71.2	66.1	2,101	1,799
Winter Wheat	51.7	47.7	1,561	1,248
Durum	4.0	4.1	111	133
Other Spring	15.6	14.3	429	417

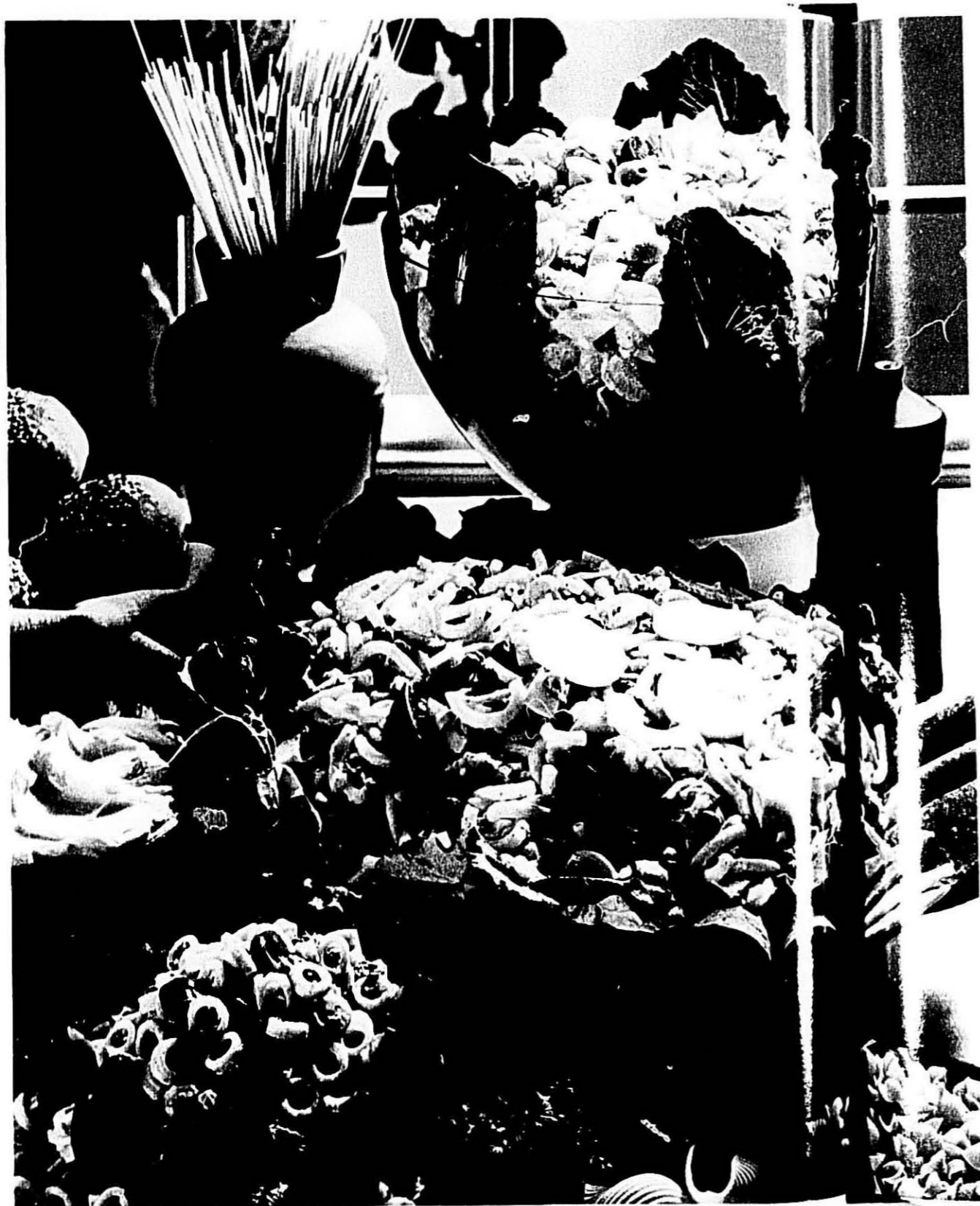
Canadian Crop Forecast

The 1979 wheat production in Canada has been estimated at 17.8 million tons (654.0 million bushels), down substantially from the 21.1 million tons (775.3 million bushels) produced in 1978. According to the U.S. Agricultural Attache in Canada, the production forecast includes 2.1 million tons (77.2 million bushels) of durum, which is also reduced substantially from the 2.8 million tons (102.9 million bushels) of durum harvested last year. Canadian wheat producers had a great deal of difficulty in seeding wheat this past spring due to wet conditions, particularly in the Province of Manitoba. The 3.3 million ton decrease in wheat production compares with initial intentions of a slight increase.

Strikes Close Lake Ports

A strike by the American Federation of Grain Millers, the labor union for the grain elevator workers, has successfully closed most of the export houses at the Seaway Port of Duluth-Superior on the Great Lakes. According to port officials, export facilities representing 90 percent of the export capacity have been closed. An agreement could not be reached on a new three-year contract by the June 30 expiration date of the old contract, and the first export company was struck on July 6. The major issue of disagreement in the contract negotiations is the inclusion of a cost-of-living adjustment for each of the three years in the

(Continued on page 28)



Pasta Masters.



Super cool summer salads start with pasta made by Peavey experts from our fine Semolina and Durum flours.

At Peavey, there's a longstanding tradition of scratching out ways to make our products perform a little better for you. In our pasta-making process, press and dryer operations, for example, our own pasta experts actually taste test batches of pasta so they can precisely analyze its color, nutritional content and shape retention. We've found this is a proven way to constantly improve our products. We're also very willing to work with our customers on their new products as using our innovative equipment. Naturally, we're a little tight about keeping their secrets.

Another reason why Peavey's such a popular name with pasta manufacturers is the consistently high quality of our King Molar Semolina and Durum flour. We start with Durum wheat from the North Country. Then roll it in our modern, well-equipped facilities that were designed specifically for producing the best Semolina and Durum flour available today.

Our pasta masters even develop new products using pasta to make water-tight ways, as in the cool summer salads shown here. Recipes are available to you without obligation. Just drop us a line and we'll rush them to you, plus answers to any questions you may have.

Peavey Technology. Continuously perfecting the future to get better results for you.

Peavey

Industrial Foods Group

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Denver, CO 303-294-6141 • San Mateo, CA 415-354-2400 • Oakland, CA 415-761-9800 • Los Angeles, CA 213-901-2240

Strikes Close Lake Ports

(Continued from page 25)

proposed contract, a provision that has not been included in any of the past contracts. How long the strike may last is not known, although it is pointed out that the last two strikes at Duluth-Superior ports lasted four to six weeks. A great deal of pressure is being applied by grain interest groups in the northern Great Plains for the two sides to reach contract agreement. The strike has not only caused concern for spring wheat and durum exports, but a substantial amount of corn, mostly destined for the Soviet Union, is also exported through the port. Rail cars are backing up at the port and also at interior points, with grain for export being diverted to the West Coast and to the barge loading facilities on the rivers, but these are having difficulty handling the increased volume. The Port of Chicago has also been closed by a strike of the International Longshoremen's Association. At this time, other than the two small facilities at Duluth that still remain open, the ports of Milwaukee and Toledo are the only grain ports open on the U.S. side of the Lakes.

North Dakota Wheat Commission

Ludger Kadlec, farmer from Pisek, North Dakota, was elected Chairman of the State Wheat Commission for 1979-80 at a recent Commission meeting in Fargo, according to Mel Maier, Administrator.

Kadlec, serving his second six-year term on the Commission, succeeds J. Ole Sampson, Lawton, as Chairman. Maier said George Kubik, Manning, was selected Vice Chairman. Kubik recently was elected to his second Commission term.

Maier explained that elections were also held to select the North Dakota representatives who serve on the Board of Directors of the two regional foreign market development organizations of Great Plains Wheat and Western Wheat Associates. Kadlec, by way of his office, was returned to the GPW Board of Directors along with Sampson and Herman Schmitz, Williston.

George Smith, Amenla, and Kubik were re-elected to the WWA Board of Directors for 1979-80.

Nutrition Position Filled

The North Dakota State Wheat Commission has hired Darla Tufto as its Nutrition Specialist. A native of Berthold, ND, she replaces Nutritionist Judi Adams, who is Product Information Director with the North Dakota Sunflower Council.

Tufto graduated from North Dakota State University with a Bachelor of Science Degree in food and nutrition and completed the Coordinated Undergraduate Program in Dietetics. She has been certified as a Registered Dietitian by the American Dietitian Association. At St. Joseph's Hospital in Deadwood, SD, she worked with administrative and therapeutic services.

Tufto's duties with the Wheat Commission will include nutrition education, wheat product development and promotion and consumer information.

New Peavey Food Group Formed

Peavey Company has announced the formation of a new Food Group which combines the Company's former Industrial Foods and Consumer Foods operating groups.

The new Food Group will report to Mark W. K. Hefelfinger, who has been Industrial Foods Group Vice President since 1965. He is a member of Peavey's Executive Committee and Board of Directors.

William W. Bokman, Consumer Foods Group Vice President, is leaving Peavey to form Marketing Resources, Inc., a Minneapolis-based marketing services firm, whose clients will include Peavey as well as other companies.

The new Food Group includes Peavey flour milling activities which account for approximately 10 percent of total U.S. milling capacity; flour mixes and croutons to food service markets; Brownberry Ovens specialty breads, croutons and bread stuffing; Home Brand jams, jellies and peanut butter; and consumer packaged flour.

Peavey Dividend

Peavey Company's Board of Directors declared a regular quarterly dividend of 23 cents per share on its common stock payable July 16 to shareholders of record July 2. There are approximately 5,585,000 shares of common outstanding.

The Board also declared a regular quarterly dividend of \$1.50 per share on preferred stock.

Hamill Elected

The Board of Directors of Peavey Company on June 14 elected Thomas A. Hamill Vice President-Public Affairs.

Before joining Peavey in 1975 as Director of Public Affairs, Mr. Hamill was Public Relations Director for the Kitchens of Sara Lee. He also spent several years in corporate public relations with Armour & Company in Chicago. He is a graduate of Chicago's Loyola University.

Peavey is a Minneapolis-based food and specialty retailing company with annual sales of more than \$500 million.

In Multifoods Annual Report

The annual report of International Multifoods, Minneapolis, says increased sales, earnings and unit volume were achieved in the industrial area, the largest Multifoods' four markets.

Sales were up 13 percent and profits increased 3 percent, led by Canadian bakery and export flour. This reflects recovery of business lost during the Montreal flour mill strike in fiscal 1978. Both sales and earnings for Venezuela exceeded last year's record performance. U.S. bakery and export flour results were down from last year due to competitive pricing pressures on margins. Moreover performance in the U.S. was impacted by serious transportation problems caused by the shortage of locomotives and rail cars as well as by heavy snows early and late in the year.

Durum flour recorded increases of 23 percent in sales and 18 percent in profits. Volume in bakery mix was level, although earnings were down due to pricing pressures.

Multifoods Earnings Advance

Net income of International Multifoods Corp. in the first quarter ending May 31 totaled \$3,708,000, equal to 46c per share on the common stock, up 22% from \$3,044,000, or 35c, in the first quarter a year ago.

William G. Phillips, chairman of Multifoods, announced the first quarter results in an address at a Minneapolis food conference sponsored by

(Continued on page 30)

THE MACARONI JOURNAL

Buon Giorno! Pasta Manufacturers

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IM Earnings Advance

(Continued from page 28)

Piper, Jaffray & Hopwood, Inc.

At the conference, Multifoods also announced approval by its board of directors of a \$3 million investment in the company's largest flour mill in Venezuela. Expansion of the Puerto Cabello, Carabobo, facility will add 40% to grain storage capability and will "significantly increase" milling capacity, Multifoods said.

Multifoods also operates flour mills in Venezuela at Maracaibo, Zulia, and at Cumana, Sucre.

Mr. Phillips said first quarter sales totaled \$242,050,000, up 15% from \$210,368,000 a year ago.

Darrell M. Runke, Multifoods president, said the first quarter performance reflected increased earnings in three of the company's worldwide markets — Industrial, Agriculture and Away-from-Home Eating—while earnings in the Consumer area were essentially flat. Currency variations on material costs in Canada also contributed to the favorable results for the quarter, he said.

Average number of common shares outstanding in the first quarter was 7,923,083, compared with 7,890,195 a year ago.

IM Industrial Foods Division Head

Paul A. Taylor has been promoted to the newly created position of division vice president—operations for the U.S. Industrial Foods division of International Multifoods.

In this capacity, he has responsibility for the division's sales, marketing and manufacturing activities. The Industrial Foods division produces and markets food products for sale to industrial and commercial users, and also sells a line of commercial bakery equipment.

Taylor was formerly division vice president and group marketing manager for the firm's U. S. Consumer Products division.

He joined Multifoods in 1962 in the Industrial Foods division where he held a variety of management positions. He was named marketing planning manager for Consumer Products division 1969 and general manager for Kaukauna Klub in 1971. In 1973, he was promoted to group marketing manager and named division vice president in June 1974.

A native of Berwyn, Ill., Taylor graduated from the University of Minnesota in 1961. He is a former member of the National Governing Board of the Ripon Society and treasurer for the 43rd District Independent Republicans.

International Multifoods, headquartered in Minneapolis, is a broadly based food company with annual sales approaching \$1 billion.



Robert H. Jackson

Marshall Names Food Group Head

Marshall Foods, Inc. has announced the appointment of Robert H. Jackson as president of its Foods Group.

David J. Weiner, company president, noted that Jackson's responsibilities will involve heading the company's Egg Products, Foodservice and Meat Products divisions.

Jackson for 11 years served as vice president of Marriott Corporation's Fairfield Farm Kitchens food processing operations. Earlier, he was director of research and development for Lehigh Valley Cooperative Farmers and head of the food technology section of R. J. Reynolds Tobacco Com-



Paul A. Taylor

pany.

He received his Ph.D. in food science/biochemistry from Michigan State University after receiving a B.S. and M.S. in food plant management from Penn State University.

Jackson, 47, is married and has one child, a son.

Marshall's Foods Group in fiscal 1979 accounted for revenues of approximately \$35 million. The company, one of the nation's leading processors of dried and frozen egg products, also engaged in service merchandising.

Vitamins, Inc. to Increase Capacity

Plans for a substantial increase in the capacity of the defatted wheat germ and oil production facilities of Vitamins, Inc., Chicago, were announced by Louis E. Kovacs, president and general manager of the company.

Ground breaking ceremonies marked the start of construction of an addition adjacent to the company's present wheat germ processing facility on a 10-acre site in Michigan City, Indiana. The present plant was built in 1949.

The new capacity, Mr. Kovacs said, will permit the company to process a "substantial amount" of wheat germ not only currently produced by U.S. flour mills but also increases projected for the industry.

In addition, the facility can be adapted to extract and to process other selected edible vegetable protein meals, including dry-milled corn, he said.

Mr. Kovacs pointed out that flour millers ought to produce wheat germ at 1% of the rated flour mill capacity in order to realize the full economic potential offered by the expanding wheat germ market.

He also noted that Vitamins offered an opportunity for a more dependable outlet since the company uses wheat germ throughout the year.

Robert K. Stone, who recently retired from The Pillsbury Co., has joined Vitamins, Inc., and is assisting Mr. Kovacs both in contacting flour mills and in urging the mills to increase their wheat germ production. Mr. Kovacs cited a survey conducted by Mr. Stone pointing to a larger potential supply of wheat germ, much of which is now going into millfeed. This could

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The Versatile Bucket Elevators with Space Age Design-Sanitary Plus Buckets (Polypropylene) FDA approved, Sanitary Delrin rollers on chain—reduce friction and wear. Pre-lubricated chain bushings where lubrication is not possible. Sectionalized uni-frame construction permits easy changes in height or horizontal run—allows for ease in cleaning and inspection. Available as standard with conventional frame or sanitary open tubular frame design. Capacities to 4000 cu. ft./hr. Write for Bulletin CAL-50



DELIN ROLLERS

roll on tracks instead of sliding thereby reducing friction and wear.



USDA APPROVED OPEN TUBULAR FRAME
POLY-STAINLESS OR ALUMINUM



Floor Hopper, Feeder and Lift elevator for feeding overhead hoppers.



Tubular sanitary open frame model permits easy inspection and cleaning. Also available in complete stainless steel construction.

VIBRATING CONVEYORS



The Modu-Tran II Vibrating Conveyor feeds product sideways as well as in the normal forward direction. This unique development by Asseco Corporation makes it possible to split a stream of product, to any rates of flow desired, with sanitary esthetically designed vibrators. Units can be installed in series to distribute product to multiple packaging machines or to several use points simultaneously on demand.

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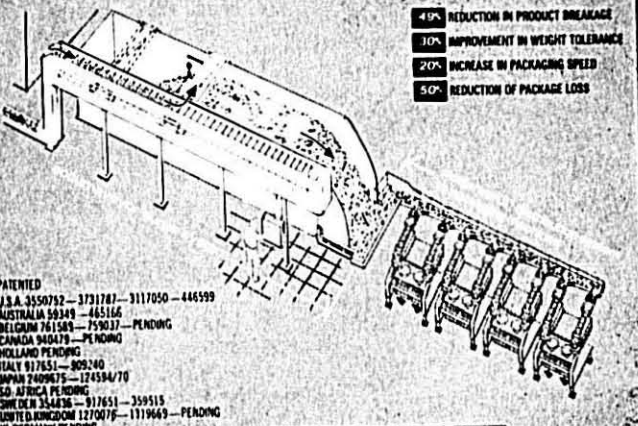
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Vitamins, Inc. Expands

(Continued from page 30)

mean "millions of dollars of added income" to flour millers who are not now producing wheat germ or are not maintaining efficient production at a maximum pace, he said.

"In addition, the full profit potential is not being realized for wheat germ by mills who could produce wheat germ containing 25% protein and 7% fat which includes the specifications of Vitamins, Inc.," he said.

ADM Net Up

Preliminary unaudited net earnings of Archer Daniels Midland Co. for the fiscal year ended June 30, 1979, were up 2% from the prior year. Net profits for the year are placed at \$56,415,210, equal to \$1.71 a share on the common stock, against \$55,190,000, or \$1.68 a share, in the prior year.

ADM said that earnings for the 1979 fiscal year reflect an adjustment of certain inventories from first-in, first-out (FIFO) cost method to last-in, first-out (LIFO) cost method. The effect of this change to LIFO is to reduce net earnings for the latest fiscal year by \$4,375,483, or 13¢ a share, from what income would otherwise have been without this accounting change.

The company also noted that earnings for the year ended June 30, 1978, reflected an adjustment of deferred taxes previously provided on earnings of the company's Domestic International Sales Corp. (DISC), which were planned to be indefinitely invested in international operations. This adjustment in taxes increased earnings by about \$10 million, or 30¢ per share, in the fourth quarter and for the fiscal year ended June 30, 1978.

ADM directors declared regular quarterly dividend of 5¢ a share on the common stock, payable Aug. 31 to holders of record Aug. 10, and also declared a 5% stock dividend, payable Sept. 20 to holders of record Aug. 31. ADM has 32,977,507 shares of common stock outstanding and has paid common stock dividends for more than 47 years.

Wright's Western Representatives

Wright Machinery Division of Rexham Corporation has appointed William W. Moss as salesman for North-

ern California, it was announced today by Vice President Sales Martin D. Cicchelli. Moss will concentrate on applications for Wright Machinery's form/fill/seal packaging machines, rotary weighers, and modular inline packaging systems.

Moss previously was in sales management with Automated Packaging Systems, Inc. in Twinsburg, Ohio. Before joining Automated Packaging Systems in 1972, he worked in sales for Electronic Business Equipment, Inc., Kansas City, Missouri. Moss's business address is P.O. Box 1072, Belmont, California, 94002, telephone (415) 851-8830.

A native of Webster Groves, Missouri, Moss attended the University of Missouri, majoring in business. Moss serves the California market with another recent Wright sales appointment. Last fall Wright named Cav-Pak Products as their sales representatives in Southern California. The dividing line is Bakersfield. Principal figure is Cav-Pak is Edward J. Cavanaugh. Their headquarters are at 815 Cardiff Street, Anaheim, California, 92806, telephone (714) 630-2941.

Imports Worry Japanese

According to the Asian Wall Street Journal, Japanese manufacturers of biscuits and pasta products are increasingly concerned with rising imports of such flour-based products as biscuits, spaghetti and dried noodles into the country.

"Although these imported products still account for a relatively small share of the market," the article says, "the Japanese producers are growing increasingly concerned because of poor sales of domestic flour products."

Spaghetti imports into Japan in 1978 were 3,938 tons, up 141% from the previous year; macaroni, 502 tons, up 52%, and dried noodles, 2,294 tons, up 32%.

Commenting further on the situation, the weekly publication said:

"Despite customs duties as steep as 40% on flour products, foreign manufacturers appear to be making an active drive to increase exports to Japan. The foreign producers seem to be confident of competing with the Japanese since Japan's wheat flour costs three times as much as Western flour.

"Japanese manufacturers are extremely concerned about such an ex-

port drive because customs duties on biscuits are due to be lowered in accordance with an agreement of the Tokyo Round of the Multilateral Trade Negotiations."

Preliminary Census Data Released

Operators of the nation's macaroni and spaghetti manufacturing plants reported value of shipments for the industry of \$682 million and employment of 8.2 thousand workers in 1977, according to a preliminary report of the 1977 Census of Manufacturers recently issued by the Bureau of the Census, U.S. Department of Commerce. The Census of Manufacturers is one of the Bureau's economic censuses which are taken at five-year intervals covering activities during the years ending in "2" and "7".

The value of shipments figure, unadjusted for price change, rose 90 percent from the 1972 figure of \$348 million. The shipments figure in this report includes both primary and secondary activities, as well as miscellaneous receipts of the establishments in this industry. In the same period employment rose 12 percent from its 1972 figure of 7.3 thousand.

The value added by manufacturing in this industry in 1977 amounted to \$327 million or some 110 percent over the figure for 1972. Value added by manufacture approximates the value of shipments, less the cost of materials used to manufacture the products, and is considered a closer measure of net contribution of the industry to the nation's economy than is value of shipments.

Employment Shipments Up

Compared with 1976, the shipments for this industry rose 12 percent, and employment increased 11 percent. The 1976 data are based on the Bureau's Annual Survey of Manufacturers which is a sample survey conducted each year between censuses.

Shipments of macaroni and spaghetti by all manufacturing establishments including those not classified in this industry, were valued at \$751 million, an increase of 112 percent over the 1972 shipment value of \$355 million. Among the leading products of the industry, noodle products of all shapes, sizes and types, except canned accounted for \$164 million, representing an increase of 122 percent over

1972. (Editorial note: The report obviously includes oriental noodles in the category.)

Report For Sale

The preliminary report, "Macaroni and Spaghetti Industry—SIC 2098, (MC77-1-201-5 (P))," provides information on employment, payrolls, value of shipments, value added by manufacture, cost of materials, new capital expenditures, and inventories for the states of New York, Pennsylvania, Illinois, California and other states as well as for the nation as a whole. It also provides information on detailed products shipped and materials used in production. The report is for sale by the Subscriber Services Section, Bureau of the Census, Washington, D.C. 20233, and the U.S. Department of Commerce district offices which are located in principal cities throughout the United States. The price is 35 cents per copy.

Records for Chesebrough-Ponds, Inc.

Chesebrough-Pond's Inc. reported record sales and earnings for both the

second quarter and first half of 1979.

Net income for the quarter ended June 30, 1979 was up 19.9 percent to \$17,106,000 or 53 cents per share of common stock, compared to net income of \$14,262,000, or 44 cents per share during the second quarter of 1978. Quarterly sales rose 24.8 percent to \$261,080,000 compared with \$209,116,000 in the like period last year.

For the first six months of 1979 net income was up 19.9 percent to \$36,771,000 or \$1.14 per share, versus \$30,656,000 or 95 cents per share for the first half of 1978. Sales for the period totaled \$533,284,000 a 26 percent gain over last year's first half sales of \$423,384,000.

All operating divisions posted record sales and earnings for the quarter, according to Ralph E. Ward, chairman and president.

New Line of Sauces

A new line of Ragu' Italian cooking sauces for making Italian restaurant style meals at home is scheduled for shipment starting in the third quarter. By the end of 1979, the Division will derive nearly one-third of its sales from products less than three years

old. In the spaghetti sauce market, Ragu' brands remain the three leading sellers and continued to increase their total market share during the quarter.

Technical Study Tour

The National Macaroni Manufacturers Association is planning on taking a group of macaroni plant technicians to the IPACK-IMA Show in Milan, a tour of plants in northern Italy arranged by Braibanti Corporation, and concluding a two week trip with a Macaroni School in Zurich conducted by personnel of Buhler-Miag, Inc.

Topics to be covered in the school would include:

- Hygiene—requirements of today's plants and equipment.
 - Sanitation and prevention of bacteria contamination.
 - Pasta and dough quality.
 - Extruding—design and purpose of all components.
 - Basics of drying theory.
 - Quality control.
 - Preventive maintenance.
- Contact the NMMA office for details

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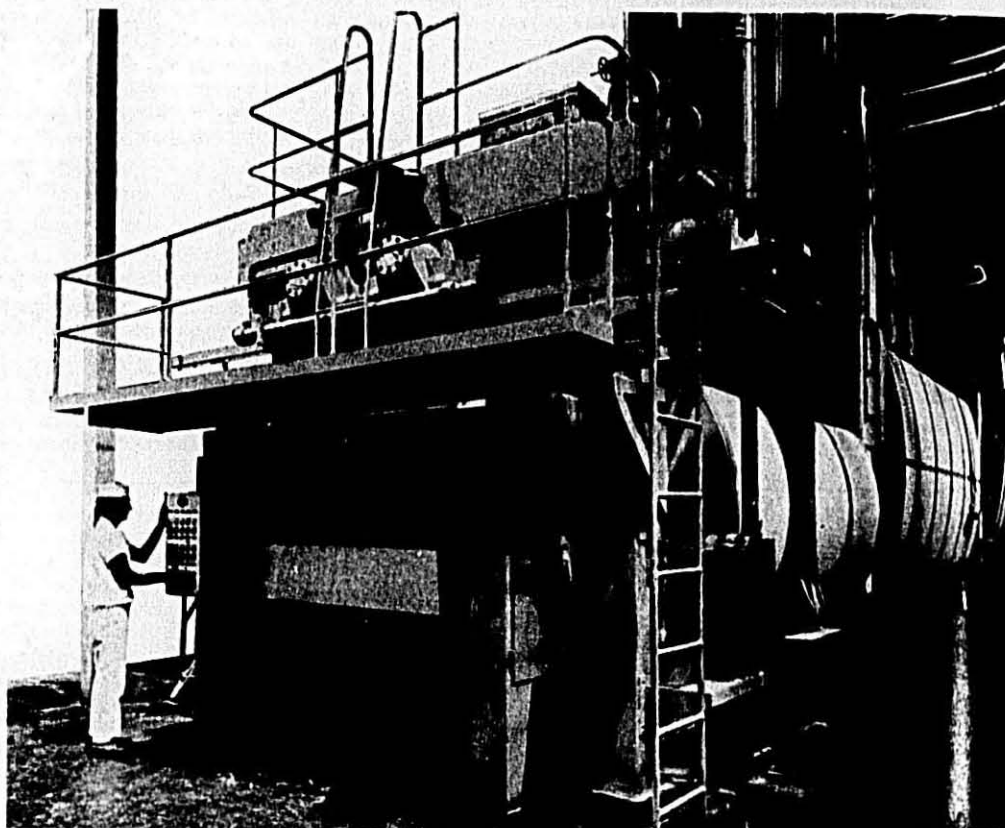
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Long goods line with maximum capacity of 3000 lbs/hr. Line consists of Double Screw Press TP80, Spreader TSSA, Dryers TDEC-3/TDCA-4/TDFB-11, Stick Storage TAGB, Cutter TST and Stick Return.

Three Standard Models . . . 500 to 4500 lbs/hr

LONG GOODS DRYERS

MODEL	CAPACITY
TDEC/TDCA	500 to 1000 lbs/hr.
TDCA/TDCA	1000 to 2500 lbs/hr.
TDCA/TDFA	2000 to 4500 lbs/hr.

Product quality and consistency sell. Buhler-Miag quality and reliability give you the selling edge.

THE MACARONI JOURNAL

Reliable Performance

Sturdily-constructed 2- or 4-stick spreaders allow selection of ideal extrusion area for a given capacity.

Spreader, Dryer and Stick Storage are continuously driven and controlled by one variable speed drive.

All stick conveying chains and drives are heavy duty and contain automatic tensioners. Dryers have lubricating systems requiring an absolute minimum of maintenance.

Automatic climate controls ensure proper conditions at every stage. Zones are completely separated, cutting down on required supervision.

Motors, sprockets and drive chains, in addition to electrical and climate controls, are standard U.S. components.

Efficient Energy-Saving Design

New dryers are smaller sized. High temperature and high humidity drying requires a minimum volume of fresh air. Fan motors for air circulation are mounted inside dryers, utilizing 100% of electrical energy. (New style, energy-efficient motor is optional). A most energy-efficient design!

Panels are 1 1/2" thick with polyurethane foam core. Aluminum lining on inside for heat reflection and absolute vapor barrier. No heat bridges.

Bacteria Control

High temperature drying controls bacteria growth. Dry bulb temperature is adjustable from 100°F to 180°F.

Dryer is absolutely tight, yet easy to clean, maintain and supervise. Swing-out side panels extend entire dryer length, allowing fast cleanout and service.

Top Quality Product

High drying temperatures in both final drying stages improve product texture, cooking quality and appearance.

Steady, high temperature drying ensures a straight product, ideal for the high speed packers of today. The high humidity drying climate gives the product an appealing golden color.

Contact us for information on Buhler-Miag Long Goods Lines and other Macaroni Processing Equipment.



Super sanitary design for easy maintenance. All-plastic panels swing out for easy access to all machine parts. Extra-thick polyurethane insulation and off-the-floor construction prevent condensation.



Each spaghetti strand travels exactly the same path, so you can count on consistent drying results. Positive control stick elevator keeps sticks from rolling or sliding from transfer point to the drying tiers.



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SEPTEMBER, 1979

35

ANALYZE YOUR OWN BUSINESS/FAMILY RELATIONSHIPS

by Frank M. Butrick,
Independent Business Institute,
P.O. Box 159, Akron, Ohio 44309



Frank M. Butrick

1. When you and your wife discuss your business, the children listen. What do they hear—
Money worries?
Employee problems?
Supplier problems?
Complaints about taxes?
Complaints about employees?
Criticism of customers?
Criticism of banker, accountant, attorney?
... or do you make it a point not to talk business at home?
2. How do you behave at home—
Tired?
Tired and irritable?
A real grouch?
Preoccupied by problems?
At odds with your wife?
Sarcasm and quarrels?
Busy with sports and hobbies?
No time for kids?
Do you love your wife—and do your children know it?
Do you make time for your children?
3. Seriously, now, from the viewpoint of your children, who do not know your business but do know you and your home life, what impression do you create?
A man happy with his family and his business accomplishments?
A man burdened by his business problems?
A man obsessed with his drive for accomplishment?
A man whose business demands long hours and all of his energy?
4. Do you honestly believe that your business looks attractive to your children?
5. Do you honestly believe that your children would WANT to follow your career?
6. Have you involved your children in the business? How?
7. Do you tell them about YOUR job? The problems, challenges, accomplishments? About decision making?
8. What does your business offer your son?
9. What does your son THINK the business offers him?
10. How will your son accomplish what he hopes to gain from your business?
11. What is your son's TRUE job in your business?
12. How will he learn his true job?
13. Can you teach him his true job?
14. How long will it take your son to learn YOUR job?
15. How long did it take you?
16. Describe your plan for your son's career in your business between the ages of 20 and 30.
17. Between the ages of 30 and 40.
18. From the age of 40 until he takes over?
19. Do you plan on retirement?
20. At what age?
21. What will you do?
22. Or do you plan on not retiring?
23. How old will your son be when he becomes the president of your firm?
24. At that age, can he take over and be a dynamic president?
25. How will he practice at presiding, learning decision making and risk taking, learning from trial-and-error and from his mistakes?
26. If you have sons, or a son and daughter, or son and sons-in-law, how well do they get along?
27. How do you visualize their future positions in the business?
28. If you have a partnership, do you and your partner agree on your offspring's future positions?
29. How can your business be made big enough for the sons, daughters, and sons-in-law?
30. How will you arrange your business/will/estate between those who stay in your business and those who do not?
31. How do you plan to transfer ownership to your son—
Sell it to him?
Let him inherit?
... or will you leave the business to your wife?
32. What are the advantages of leaving your business to your wife?
33. The disadvantages?
34. Do you have a plan for your widow and heirs if you live to a ripe old age?
35. Does your will reflect this plan?
36. If you died next week, would your plan still be applicable?
37. And if not, then does your will reflect a short-term plan?
38. Have you made suitable arrangements to minimize estate taxation?
39. Have you a trust?
40. If you have carefully made long-term plans for the future, how well do they dovetail with here and now?
41. How well do you and your son get along?
42. Would he agree with this appraisal?
43. What are HIS long-term plans?
44. Do you know what his plans are?
45. What is your biggest single problem with your son?
With his wife?
What is your son's biggest problem with YOU?
With his mother?
How will you solve your problems within your family?
How will your son solve his problems?
Do you tell your son about your plans?
Do you share the planning with your son?

Every privately-owned business bears within it the seeds of its own destruction. Because every business owner is preoccupied with the problems of today; there is just never enough time to think about the long term. Yet that neglected future will arrive someday—and when it does, there will be no opportunity to go backward twenty years and build the proper relationship with the son or daughter or son-in-law whom you hope to have run the business when you retire. This is one aspect of long-term planning which you cannot afford to neglect. So analyze what you

have and what you hope to have eventually—while you have time to convert the one into the other.
Mr. Butrick has a number of reports on Son's (Daughter's) Personal Development; The Large Family; The Son (Daughter) As Executive; The Father/Son Relationship; Salesmanship; Income Tax Reduction Techniques. We will be glad to send you an order sheet on request.

The Man Who Sold Hot Dogs

There was an old man who lived by the side of the road and sold hot dogs.

He worked from very early to very late each day, and had no time to watch his TV or read his newspapers.

He worked very hard, was happy in his work—and he made very good hot dogs.

He had big neon signs in front of his place, telling how good his hot dogs were.

He greeted each customer cheerfully and served them quickly, carefully, and with a smile. He thanked each one for coming and invited them to return.

The old man increased his wiener and bun orders. He bought a bigger coffee maker and ordered a bigger stove. He was so busy that he could no longer keep his own books, so he signed up an accounting service.

And Then Something Happened . . .

The young CPA was appalled. He said, "Haven't you heard the news on your TV? Haven't you read the papers or the trade magazines? Don't you take the Wall Street Journal? We poise on the brink of a great depression and inflation still rage out of control. There are food shortages. There is an energy crisis, and the price of oil will soon go up again. There is no confidence in Washington, wars keep breaking out in the Holy Land and may start in Africa, and Russia wants to buy more wheat. There is violence in our cities and lawlessness in our towns. This is no time to expand—not with unemployment at nearly depression-day levels!"

The old man thought of this, and said to himself, "Well, this fellow's been to college, he reads the papers and business news, and he ought to know."

So he reduced his wiener and bun order, cancelled his order for the new stove, and started closing two hours earlier, turned his thermostat down to save on fuel, and turned off his neon signs to save energy. And his hot dog sales fell almost overnight. By the end of the month, his business was off 30%.

"Your right, young fellow," the old man said to his CPA, "The country is heading into another great depression."

Frank Butrick



Clifford K. Larsen

San Giorgio Marketing Head

Clifford K. Larsen has been appointed vice president, sales and marketing, for San Giorgio Macaroni, Inc., a division of Hershey Foods Corporation. The announcement was made by Joseph P. Viviano, president of San Giorgio.

Viviano said the appointment is a key step in the market and product expansion program currently in progress at San Giorgio, where a further increase in the sales and marketing staff is contemplated.

Larsen most recently served as director of corporate new product planning with Hershey Foods, where he was instrumental in forming Hershey's role as a creator and marketer of new products. Prior to joining Hershey in 1975, he held various new product positions with Riviana Foods, Houston, and Proctor and Gamble, Cincinnati.

A native of Duluth, Minnesota, Larsen graduated from the University of Missouri with a B.S. in chemical engineering and obtained an M.B.A. in economics from Xavier University. He currently is program chairman of the Association of National Advertisers New Product Marketing Committee.

Customer Service Manager

James G. Camut has joined San Giorgio Macaroni, Inc. as customer service manager. In this newly created position, he is responsible for order processing, shipment planning, carrier scheduling, warehouse replenishments, and various aspects of customer service.

A graduate of Susquehanna University with a B.S. in business management and marketing, Camut was previously employed by Proctor and Gamble Distribution Company. He most recently served as order and traffic manager for Proctor and Gamble's health and beauty aids line in their New Jersey, Delaware, New York and New England territories.

Controller Recognized

Richard E. Bentz, controller of San Giorgio Macaroni, Inc., was recently presented the San Giorgio President's Award for Distinguished Service by the company's president, Joseph P. Viviano.

The award is given annually for outstanding achievement and contribution to the success of the company during the preceding fiscal year.

Bentz was a senior financial analyst for the Hershey Foods Corporation from 1975 until transferring in 1976 to his current position at San Giorgio, a Hershey subsidiary.

A member of the National Association of Accountants, Bentz holds an M.B.A. from The Pennsylvania State University.

Production Manager

James R. Tripliciano has been named production manager of Prociro-Rossi Corporation, Auburn, NY, a division of San Giorgio Macaroni, Inc. The promotion was announced by Bruce E. Miller, plant manager for Prociro-Rossi.

Tripliciano joined the company in 1976 as purchasing and scheduling manager, and was previously employed by the New York State Department of Correction. He served four years in the U.S. Air Force, and attended Auburn Community College.

San Giorgio, one of the country's leading pasta producers, is headquartered in Lebanon, PA, with plants in Louisville, KY, and Auburn. It is a subsidiary of Hershey Foods Corporation.

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THE MANAGEMENT OF PERFORMANCE

Dr. Lee R. Ginsburg led a seminar at the 75th Annual NMMA Meeting. He is a partner in Miller/Ginsburg & Brien of Philadelphia and has been in management consulting since 1968. He has assisted in organizational restructuring, manpower assessment, training and development, and on-line management system implementation programs for major corporations and institutions.

The effectiveness of the organization and its people depends on the extent to which each performs their role and is moving toward common goals and objectives. Control is the process by which information or feedback is provided so as to keep all functions on track.

Research has revealed that control systems do influence the way organization members direct their energies (Cammann and Nadler, 1976):

- a. Time and effort will be expended in those areas covered by the systems.
- b. Response to the systems is a function of their use.
- c. Different control strategies exist, each having certain advantages and disadvantages.

1. External Control

Traditionally, an individual's performance has been controlled or monitored by others. This approach is based on the view that a system of rewards and punishment can effectively channel a person's efforts toward the desired end result. In most cases, the process involves:

1. Goal Setting

In most organizations, the goals to be reached are either vaguely defined and ambiguous or, if spelled out, are set higher than expected to "motivate" subordinates to "stretch themselves". If these goals are not clear or are perceived as unreasonable high, there will be only minimal commitment to attain them. The goals become "the manager's not mine. If I don't reach them, he fails—not me." Subordinates are likely to disagree at first, argue next, and finally give in at the continued insistence of their manager. Organizational efforts then become predicated on the accomplishment of sub-goals perceived as unrealistic by those responsible for their attainment.

2. Strategy Discussions

Too often this part of the process is neglected. The manager is so "relieved" at the acceptance of the

goals by his subordinate that the "method or how to" aspect is never mentioned. Because one promises a "15% increase" does not mean it will happen. How many managers are caught off guard when the deadlines arrive and the promises are unfulfilled!

The other extreme is the authoritarian manager who dictates not only the goals but how they are to be met. Procedures, policies, and systems are exotically constructed to prevent subordinates from deviating from or manipulating them. Checkpoints are constant and continual; little opportunity is provided for creativity, planning, or even just adding one's own personal touch. Situations are made to fit the existing rules and methods rather than the reverse. In short, people are not encouraged to think.

3. Achievement Review

Even though feedback is provided on an on-going, daily basis (as it should be), a formalized discussion about a subordinate's performance should be conducted at least once per year and preferably, twice per year. Informal and purely verbal summaries usually pertain only to a limited aspect of an individual's role—i.e., a given assignment, project, or decision—and do not encompass their total behavior and results.

The manager who relies on external motivation is generally uncomfortable with this process and, therefore, does not develop it to its fullest extent. Some of the factors which cause this discomfort are:

- a. The expectations of performance were more defined in the manager's mind than they were communicated directly. Therefore, subordinates are anxious over the pending discussion, have unclear perceptions of where they stand, and must depend on the judgment of their superiors.
- b. Many of the "ratings" are subjective evaluations of vague

areas as quality, initiative, dependability, etc., and are difficult to "defend" if challenged.

- c. Most managers have not been trained in the process of review and are unsure of constructive use.
- d. People do not like to confront others with negative or critical comments; they prefer more direct methods as written summaries or perhaps hoping the individual will "read between the lines."

4. Rewards Distribution

Money in the form of merit increases or bonus, is the incentive to perform when external controls are used. However, the distribution of it at a fixed time and under arbitrary conditions under which it is distributed result in most subordinates feeling they have little influence over what they receive. When money is tied to performance in the form of a bonus, it is usually predicated upon accomplishments in specifically defined areas which are only a limited part of the total scope of responsibilities. The reward then directs the efforts but it is often at the expense of other areas. For example, when quantity produced is the basis of a bonus but management development goes "unrewarded", the priorities are clearly assessed and the effort expended in the latter is of secondary concern.

Thus, external control can result in a high degree of concentrated effort in a specific area if the system is tightly structured. On the other hand, the negative consequences of this approach may be:

- a. Since all rewards are based on external measures which are imposed on subordinates, the team members may focus all effort on the measure itself—i.e., to have it set lower than possible, to manipulate the information which serves to monitor it, or to dismiss it as "your goal—not theirs". Examine the budgeting process, for instance, and the distorted figures that are submitted by those who have come to learn that their "honest projections" will be automatically altered anyway.

(Continued from page 42)

Introducing Hoskins Company



Charles M. Hoskins

Glenn G. Hoskins Company was launched in 1941 as a business and technical consulting service to the Macaroni Industry. Over half the industry in North America subscribed to the Hoskins service. During the consulting years substantial contributions were made to the technology and operation of the industry.

Temperature and humidity controls of macaroni dryers were first introduced by Hoskins and then disseminated throughout the world.

Plant operations Forums were held for 13 years. Members of the industry and suppliers discussed technology and theory of macaroni manufacture. The most valuable contribution of these meetings was a free exchange of information which substantially increased the technological competence of the industry.

One of the proudest contributions to the industry was Bob Green, the Secretary of the NMMA, who originally entered the industry through our organization.

We acted as consultants in designing a number of new factories and expanding old factories. This included the Creamette Company, American Beauty, A. Zerega's Sons and Ronco.

In the 1960's the name was changed to Hoskins Company and the nature of the business was changed to a Manufacturers Sales Representative for:

DEMACO, the principal domestic manufacturer of complete pasta production lines.

ASECO, a manufacturer of storage systems and mechanical conveyors for noodles and short cut macaroni products.

SEMCO, a manufacturer of systems for pneumatically conveying and storing semolina and flour.

RICCIARELLI, an Italian manufacturer of pasta packaging machines, systems for conveying long spaghetti from saw to packaging machine and specialty machines for making bowties and twisted vermicelli.

CLERMONT, a manufacturer of noodle cutters, noodle sheeters, Chinese noodle production lines, crepe manufacturing lines and related equipment.

Management of Performance

(Continued from page 40)

- b. When the rewards are dependent on only one or limited targets, all efforts are directed at those, even at the expense of others. If short-term profitability is the sole criterion for bonus distribution, it is likely that investment for longer term growth areas may be substantially reduced by those involved. Similarly, strong emphasis and reward for production may result in lowered quality control.
- c. The fear of not being rewarded, or even being criticized, for performance that is less than desirable, may cause some to withhold information that is unfavorable but yet should be flowing into the system.
- d. And, finally, when reward and punishment is used to motivate performance, the degree of risk taking may lessen and be replaced by a more cautious and conservative approach. In essence, the fear of failure may replace the desire to achieve.

II. Internal Control

The process of Performance Management is one of moving the focus of control from outside the individual to within the individual. The objective of this approach is to make every subordinate accountable for their own performance—and to get them committed to attaining the targets in a highly motivated fashion.

The assumptions a manager must make in order to move in this direction are simply that people do not need to be coerced to perform; that work is natural; and that individuals want to achieve, accomplish, influence activity, and challenge their abilities. If these are believed, then only the technique remains to be discussed. For those who are skeptics, consider these points:

- a. When goals are imposed and are seen as being unrealistic, how much effort will be expended? If the goals that were perceived by the subordinate are in fact accomplished, then the subordinate has proven himself to be "wrong"? How many people are you aware of

who are motivated to prove themselves wrong!

- b. For most people, the toughest critic they ever confront and the hardest driver they succumb to is not the boss they work for—but rather themselves. If individuals can be stimulated to commit themselves to a goal, where their personal pride and self esteem is at stake, then the level of motivation is at its peak.

Many managers are fearful of allowing subordinates to set the goals for fear of their being set too low, the loss of control over subordinate behavior, and that many do not want to set their own targets but rather, prefer to be told what is to be accomplished. Given the process as described in the pages that follow, all of these fears can be easily alleviated.

Basically, the process of Performance Management consists of:

1. Clarifying accountabilities
2. Defining indicators of performance
3. Setting performance targets
4. Preparing action plans
5. Reviewing and rewarding achievement.

Dr. Ginsburg then led the seminar through an interesting discussion in the development of these ideas.



Captain William J. Hennessy

New Chief Executive Selected for Defense Food Acquisition Program

Navy Captain William J. Hennessy has been named chief executive for the Department of Defense food buying operation that supplies millions of American servicemen and their dependents all over the world.

The appointment was announced by Maj. Gen. Emmett W. Bowers, commander of the Defense Personnel Support Center (DPSC), Philadelphia.

Capt. Hennessy took charge during a formal military change of command ceremony Wednesday, June 27, at DPSC. The position is that of deputy commander of subsistence and commander, subsistence field activities.

Capt. Hennessy succeeds Navy Capt. Stuart F. Platt, who has been selected as deputy commander for contracts for the Navy Sea Systems Command. Capt. Platt has held the DPSC post since November, 1977.

Capt. Platt assumed the DPSC post at a time when it was undergoing considerable strengthening to become fully accountable for the acquisition and for much of the management of most foods for nine million servicemen and dependents who use dining halls and commissaries.

The subsistence operation has expanded significantly during the past year.

Some 62 military activities were added for nonperishable food; and 25 for perishable food. Total sales for Fiscal Year 1977 of \$1,033,000,000 compare to \$1,057,000,000 for Fiscal Year 1978.

A realignment April 1 shifted responsibility for operation of the food portion of the Germersheim depot and two cold storage warehouses at Kaiserslautern and Bremerhaven, Germany—and a total of 532 personnel—to the Office of Subsistence. This brings the number of DPSC military and civilian personnel to 1,800.

DPSC is the largest institutional buyer of food in the world, with annual purchases for the armed forces of \$1.1 billion.

In his talk during the ceremony Maj. Gen. Bowers said that "we are proud to be a part of the valued food industry" of the United States. He described this industry as the largest business in the world, in which retail sales last year totaled more than \$150 billion, and restaurants and food away from home amounted to an additional \$75 billion. He noted that a large part of armed forces manpower is involved with management, procurement, storage, distribution, resale and preparation of food.

DPSC is the largest field activity of the Defense Logistics Agency. DPSC

(Continued on page 44)

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- 8—Nutritional Analysis.

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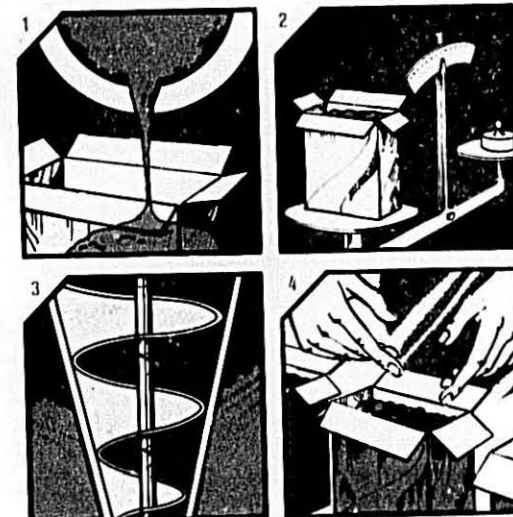
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Capt. William J. Hennessy
(Continued from page 42)

is responsible for the acquisition of more than \$2 billion annually in food, clothing and medical material for the armed forces.

Capt. Hennessy has 28 years of experience in Navy logistics.

Prior to coming to DPSC Capt. Hennessy served as assistant chief of staff for supply for the commander of naval air forces for the Atlantic fleet.

In previous assignments he was assistant to the deputy for aviation material readiness in the office of the Chief of Naval Operations, and served as supply officer aboard two aircraft carriers and a destroyer.

He spent two tours in Vietnam. On one of them he took part in the support of a number of bases for the combined Vietnamese-American "brown water navy," or the boats that operated on rivers.

He attended Boston College, where he participated in the reserve officer candidate program, and where he received a bachelor of economics degree in 1951. He received his master of business administration degree from Stanford in 1963.

Capt. Hennessy received two bronze stars for his Vietnamese tours. He also received two meritorious service awards and one Navy commendation medal.

He and his wife Grace have eight children.

FDA Holds Hearings On CGMP's

The Food and Drug Administration has proposed revisions to its rules governing the more than 77,000 U.S. food processing, manufacturing and warehouse facilities.

Known as Current Good Manufacturing Practices (CGMP), the proposed revisions would update requirements for food production in such areas as sanitation, equipment, product coding, warehousing, distribution, and recordkeeping.

FDA enforces these rules by regularly inspecting plants where foods are made or stored. Any food made or stored in a plant that does not meet CGMP requirements is subject to FDA regulatory action.

FDA originally issued food CGMP regulations in 1969. The proposed re-

visions reflect changes in sanitary and processing procedures that have occurred since that time.

Required Coding

One important revision will strengthen the ability of firms to retrieve products during a recall. The proposal requires each product to be coded with a lot number and mark identifying the plant where it was made. Although many companies already are coding their products, this procedure is not now mandatory for most foods. Under the proposal, the code would have to be easily visible on an unopened package.

The proposed CGMP's also will strengthen the requirements for recordkeeping. They require that manufacturers and warehouses keep records for two years or for the shelf life of the product, whichever is shorter. Currently there is no requirement for how long records must be kept.

Public Hearings

Because of the broad-ranging effects the proposed regulations could have on the food industry, FDA will hold public hearings later this fall across the country. Consumers and industry representatives are invited to attend.

FDA especially is inviting small businessmen to attend the hearings and to testify on how much they expect the changes in the proposed regulations to cost them.

The hearings are scheduled for Chicago on September 11; San Francisco on October 3; and Atlanta on October 24, 1979.

The proposed regulations were published in the June 8, 1979, Federal Register. Comments may be sent up until December 31, 1979, to the Hearing Clerk (HFA-395), Food and Drug Administration, Room 4-65, 5800 Fishers Lane, Rockville, MD 20857.

Labor Costs Over One-Half Of Food Grocery Price, Says DRI Study

Over 50 percent of the price of the typical food and grocery item purchased in supermarkets is due to labor costs, according to an economic study recently released.

The study, believed to be the first of its kind into the impact of labor costs on food and grocery prices, was

conducted by Data Resources, Inc. under a commission by the Grocery Manufacturers of America, Inc.

The DRI study also determined that labor costs in the food processing industry have increased more rapidly than labor costs in the economy as a whole.

In releasing the study at a new conference, GMA President George W. Koch said that the association commissioned the DRI research because of the "impact of labor costs on food prices has been consistently ignored in dealing with the problem of inflation in the supermarket."

Koch referred to labor as a "middleman" that contributes to "the inflationary spiral in the marketplace."

Data Resources, Inc. is an independent economic information service company.

The Grocery Manufacturers of America, Inc. is an association representing leading manufacturers and processors of products sold at supermarkets and other retail food and grocery outlets across the country.

Reference Shows Shifts in Grocery Distribution

The new 1979 Market Scope, now available from Progressive Grocer, shows how many changes in food cause shifts in grocery distribution in 283 U.S. Metro Markets.

Here are some changes which will affect grocery sales in every Metro Market in the United States:

- Food store sales U 11.1%
- Number of food stores Dow 7.2%
- Number of super markets U 1.2%
- Number of convenience stores U 3.5%

Desktop Data Bank

For anyone whose goals include introducing a new product or increasing product share for existing lines, Market Scope, the "Desktop data bank" is a must. It takes the guesswork out of market planning.

But that's a changing market out there, with stores opening and closing all the time. It's an absolute necessity to know which super markets have the best share-of-market—and by specific marketing areas—now. In 1979. Not last year, or the year before. Because 18,965 food stores will close, and 393



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super markets and 963 convenience stores will begin doing business during 1979.

Will these changes take place in Austin, Alabama or Eau Claire, Wisconsin? It's all in the 1979 Market Scope, as well as which counties are contiguous to each market, their Nielsen classifications, and which are included in the SAMI markets. All this vital because it gives a full measure of a problem, and spells out where the opportunities lies for sales people.

And sales problems in Baltimore are different from those in New York City. In New York, A&P's share-of-market slipped from 6.4% to 5.8% (Food Fair Pantry Pride), with a 1.7% share, closed or sold all its stores. Waldbaum Supermarkets General) and Wakefern (a voluntary wholesaler) and Wakefern (a co-sponsoring Shop Rite Stores) might most of the remainder. Just minor changes? Not when one percentage point in this market means \$5.8 million in sales.

Share of Market

In this 696-page sourcebook, Metro areas are arranged alphabetically by SEPTEMBER, 1979

state. Share-of-market data include: names of all chain and wholesale distribution centers operating in each market; names, buying office locations and number of stores operated by chains and retail groups in the market; the percentage of food store sales accounted for by each retail organization; market share ranking of each distribution center; and the total number of stores served by each chain or wholesale buying office. Demographic information for each Metro Area includes: name of each county in the market and its Nielsen rating, population, projected 1979 total food store sales; total number of food stores, convenience stores and super markets, and number of chain and independent supers; and average sales per super market, average number of checkouts per super market and the square feet of selling area per checkout for each Metro Area.

From Progressive Grocer

Selling at \$95 a copy—about 36¢ per Metro Area—Market Scope is currently available from Progressive Grocer, 708 Third Avenue, New York, NY 10017. While the supply lasts, a free gift of our exclusive "46th Annual Re-

port of the Grocery Industry will be sent with each order for Market Scope. This is a complete analysis of 1978's performance by chain and independent super markets, convenience stores and wholesalers.

Market Scope is available on a risk-free, 10 day inspection basis and generous quantity discounts may be obtained.

Gain for Food Service

Food service industry sales for 1979 will exceed previous projections by about \$1 billion, according to estimates made by the National Restaurant Association, Washington. Thad Eure, Jr., president of N.R.A., said that total industry sales should exceed \$106 billion in 1979, an increase of 9.6% over projected sales for 1978.

Total sales for the food service industry this year were projected by the association last November at \$105.1 billion. Latest figures came from a technical reassessment of data which occurred when detailed estimates for 1977 were made, Mr. Eure said.

Sales from the commercial sector, including restaurants, cafeterias and hotels, are expected to reach \$90.2 billion, he said.

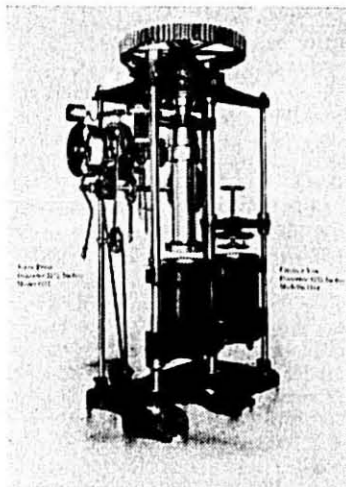
Joseph DeFrancisci Dies
by Joseph De Francisci III



Joseph De Francisci

Joseph DeFrancisci, the President and Founder of the DeFrancisci Machine Corporation (DeMaco), died of cancer on July 24th. Mr. DeFrancisci, known to his friends and workers as "DeF", was 89 years old. He held twelve patents for macaroni equipment.

Mr. DeFrancisci was born in Mazzaro del Vallo, Italy. He attended the Royal Nautical Institute in Sardinia, and helped his father, Ignatius, with the family business. At the time, the family ran an ice house in Sardinia,



First DeFrancisci Press

using equipment designed and built by themselves.

Immigration to the United States

At the turn of the century, financial difficulties drove the ice house bankrupt. Ignatius decided to move his family to the United States in 1905, to seek a better life.

At that time, things weren't easy for a poor Italian immigrant. Language problems prevented Ignatius and Joseph from getting jobs. Joseph and his father used their mechanical talents to support the rest of the family, including his sisters Margaret, Elena and Adeline. Their inventions, including a machine for making pearl buttons, met with great success.

I. DeFrancisci & Son

By 1914, they had saved enough money to open a small machine shop known as I. DeFrancisci and Son. They hired some fellow Italian immigrants, including Joseph Bontempi, (Joe DeF's brother-in-law) and Cossimo Alati, (uncle of Gus Alati). They chose pasta machinery as their specialty, and started building screw presses like the one pictured. This press predates the use of electric motors, relying on a steam engine as a power source.

Ignatius DeFrancisci died shortly after starting the business, leaving his son to carry on. Joe pioneered the new technology of using hydraulic cylinders to press pasta. For his unique explosion-proof designs, he earned the nickname "the Hydraulic Wizard".

Consolidated Macaroni Machine Co.

To provide better resources for expansion and to reduce competitive pressures, I. DeFrancisci and Son merged with Cevasco, Cavagnaro and Ambrette to form the Consolidated Macaroni Machine Company in 1927. As a leader of the new firm, Joseph earned a reputation for his innovative thinking and for his strict integrity.

The challenge of the Great Depression threatened the jobs of the workers at Consolidated, most of whom were Italian immigrants. Knowing how tough it can be for an immigrant during a depression, Mr. DeFrancisci struggled to keep his workers employed by using his inventive mind.

The Great Depression helped pasta popularity to go beyond its ethnic bounds, as Americans became aware



Joseph De Francisci (right) with perhaps Conrad Ambrette.

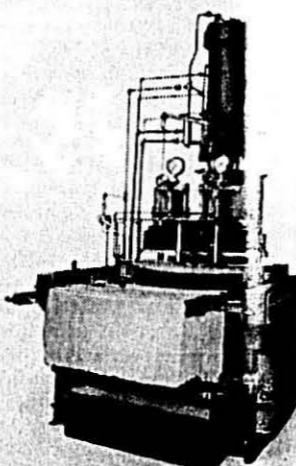
of pasta products. The need for economical, reliable production methods led to the development of the hydraulic spreader and the continuous short goods dryer.

As the country moved into World War II, Consolidated became involved with the defense effort. Mr. DeFrancisci acted as consultant to the United States Navy on high-priority defense work. For his efforts, he received the United States Navy "E" Award for Excellence.

The postwar years were a time of growth for the industry. The introduction of the continuous press greatly simplified the manufacture and cost effectiveness of macaroni products.

Demaco

The Consolidated Macaroni Machine Corporation was dissolved in 1952 leaving three new firms. Joe DeFrancisci felt this move was necessary because of internal competition in the firm, and because his more conservative partners hindered his innovative design approach.



Hydraulic Spreader



DeFrancisci & Son, 1916. Joseph is standing (far right), next to his father and Cossimo Alati.

The new company was known as the DeFrancisci Machine Corporation (DEMACO). The staff originally included Mr. DeFrancisci and his sons, Nat Bontempi, Al Bontempi, Bill Capra, and a number of skilled workers from Consolidated. He started his company at age 62, an age when most men consider their retirement.

Mr. DeFrancisci remained active in the business until the 1970's. He spent his final years with his favorite hobbies: fishing, traveling, and enjoying the company of his wife at their home in Jupiter Island, Florida. He is survived by his wife, Carmela, his sister, Margaret, his daughter, Rose LaRosa and Leonard, as well as twelve grandchildren. Those who knew him knew he was a dynamo: a leader, who led his town through hard work and honesty.

Plant Engineering and Maintenance Show—East

The first regional energy action program in the country—the New England Blueprint for Energy Action developed by the New England Energy Congress—will be analyzed and brought up to date at the plenary session of the Plant Engineering & Maintenance Conference/East when it convenes at the John B. Hynes Veterans Auditorium, Boston, Dec. 10-12.

The plan, developed for the New England Congressional Caucus and made public in June, will be six months old at the December conference. The session will attempt to determine whether or not the plan will have stimulated conservation and production since it was put forward.

Both the conference and the accompanying show are being produced in New England for the first time. They are regional offshoots of the National Plant Engineering & Maintenance Show and Conference which have been produced by Clapp & Poliak, Inc., New York, the international exhibition and conference management firm, for more than 30 years.

Speakers at the plenary session will be Robert L. Pratt, executive director of the New England Congressional Caucus, which includes the 25 members of the House of Representatives from the six New England states, and H. Bailey Spencer, director of the New England Energy Congress, an advisory group sponsored by the caucus and Tufts University. This latter group consists of 120 delegates from across the region.

They represent 12 constituencies: environmental, utility, low income, industry and manufacturing, consumer, small business, research and development, government, education, finance, labor and unaffiliated.

Blue Print For Energy

The New England Blueprint for Energy Action was unveiled in June at press conferences in Washington, D.C. and in each New England state. In a package of bills and requests to federal agencies, the Energy Congress made four basic predictions: New England can meet 25 per cent of its energy needs by the year 2000 with wood, hydroelectric, solar and other renewable energy sources; energy conservation can be dramatically increased with little or no inconvenience and can result in significant economic benefits; conventional energy sources within the United States will play an important role in reducing the use of foreign oil, and New England's low income residents will be hit especially hard by rising energy costs.

Five Sections

There will be five sections of the conference. The plenary session is part of the section on energy management and conservation.

The other four sections will be devoted to: management and administration of the maintenance function in industry; leadership; pollution and environmental regulations, systems and controls, and instrumentation and control systems.

In addition to the plant engineering and maintenance events, the Design Engineering Show and Conference/East also will be running in the same auditorium on the same days. Engineers will thus have an opportunity to attend all four events in a single visit if their interests include both fields.

A "Guide to the Plant Engineering & Maintenance Show/East," which lists the names of exhibiting companies, types of products to be demonstrated, hotel information and similar data, is in preparation and may be obtained by writing to Clapp & Poliak, Inc., 245 Park Av., New York, N.Y. 10017. A conference program listing topics and speakers also will be available from the same source.

Charles Hoskins Says

Condensation of water in flour handling systems can cause buildup of dough and growth of mold. Proper design of the system can virtually eliminate this.

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Denver Post Feature

Helen Dollaghan, Food Editor of the Denver Post, featured a full page front cover on the Food Section of the July 11 issue in full color. Recipes for the food pictured were on the inside: broccoli-spaghetti casserole; cabbage - cheese - noodle casserole; dilly diet macaroni mold; fettuccine Milano; spaghetti with chicken creole.

Executive Director Robert M. Green was pictured and a telephone interview prior to the Convention reported by Ms. Dollaghan, covering pasta's ability to cope with inflation, the background on the oriental noodle controversy, plus the delicious ways of preparing the popular food.

It was a splendid break right at Convention time.

Wimbledon Winner

from the London Daily Express

Tennis ace Billie-Jean King happily admits she's more of a smash on court than in the kitchen.

The loves of Billie-Jean's life are tennis, husband Larry, and avocado pears (in that order!) But when she does get to work in her American dream kitchen in New York, it's to produce Italian food.

The tennis player who first came to Wimbledon 20 years ago is still slim

and like any top sports woman, conscious of her diet.

"The trouble with most Americans is that they eat all the wrong things," she says. "My husband Larry always used to eat junk food, but now, he's beginning to see sense."

Fettuccine Recipe

Here is Billie-Jean's recipe for Italian Fettuccine:

Buy fresh or packet pasta and throw the fettuccine into plenty of boiling salted water.

While it's cooking, make a sauce by softening an onion in melted butter and adding 6 ounces of Italian ham cut in narrow strips.

Set it aside, beat up a couple of eggs, parmesan cheese, and two tablespoons of cream and whisk all that around the frying pan.

Add the drained Fettuccine, the ham, and onion, and plenty of white pepper. Toss together and serve.

Oyster Macaroni Cheese Bake

(Continued from page 3)

Thaw frozen oysters; drain. Fry bacon until crisp; break into bits. Save 2 tablespoons bacon drippings. Add green pepper and onion; cook until onion is tender. Stir in soup, salt, and mustard; mix well. Add macaroni, bacon bits, oysters, and pimiento, if used; mix well. Spoon 1/2 of the mixture into shallow 2-quart baking dish. Sprinkle with 1/2 of the cheese. Repeat using remaining ingredients; cover tightly. Bake in moderate oven, 350° F., 15 minutes. Uncover. Continue baking until mixture is hot and bubbly, about 20 minutes. Serve plain or garnish with half tomato slices, if desired. Makes 4 to 6 servings.

Italians Prevent Heart Attacks at the Dinner Table

by Bruno Lucisano, Florence, Italy

Today the Italian lifestyle is offered as a model by a group of outstanding scientists who are conducting an investigation on the causes of heart attacks.

Italians are less exposed to coronary illnesses than other peoples of the Western world for a series of reasons stemming from their culinary preferences and traditions. They are the least vulnerable to stress; they take life as it comes adopting a philosophy that is neither one of resignation nor

of fatalism, which is typical of some Mediterranean peoples. Also from the point of view of the foods they eat they have remained sufficiently faithful to the basic pasta, bread, legumes, oil—foods prepared with simple condiments such as tomato sauce—even though their diet has been enriched in the recent past by the almost daily use of meat.

One of the major factors in the risk of coronary illnesses, and, therefore of heart attacks, is the diet rich in animal fats found in milk, butter, eggs, and meat. However, foods rich in fiber content such legumes and green vegetables are not only cholesterol free but assist in the elimination of body wastes by the intestine. Actually, tomatoes contain a substance called "tomatina" which breaks up the cholesterol found in foods.

Potatoes and bread are foods rich in vegetable protein as well as carbohydrates (polysaturates) which are not converted into fat. Therefore, in order to prevent heart attacks, one need not go to the drug store, but only to the green grocer or the baker.

At the International Congress on Heart Attacks in Florence recently, which was organized by the Florentine Institute for Pathologic Medicine under the direction of Professor Neri Semeri, renowned foreign experts singled out the Italian way of life as a model for eating and living, calling it the best way toward a healthy life. The data referred to by Professors Oliver and Epstein (and confirmed by numerous others) demonstrates that the U.S. has reduced heart attack mortality figures by 20 percent in the last five years, resulting from a veritable revolution in foods. In Europe the mortality rate is diminishing in Finland, England, and Belgium while it remains constant in Ireland, Norway, Holland, Germany, and Sweden. Not by chance has it gone up in the Eastern European countries (Poland, Yugoslavia, Romania, Bulgaria) but appears to be coincidental with the betterment of economic conditions, and, therefore, with the eating habits in those countries.

In Italy the situation shows a tendency to diminish in the North and augment in the South, but on the whole, it remains low and constant. It is to be hoped that Italians will not change their style of life now that foreigners are beginning to adopt the Italian way.

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