

**THE
MACARONI
JOURNAL**

**Volume 63
No. 1**

May, 1981

632

Macaroni Journal

(ISSN 0024-8094)

MAY, 1981

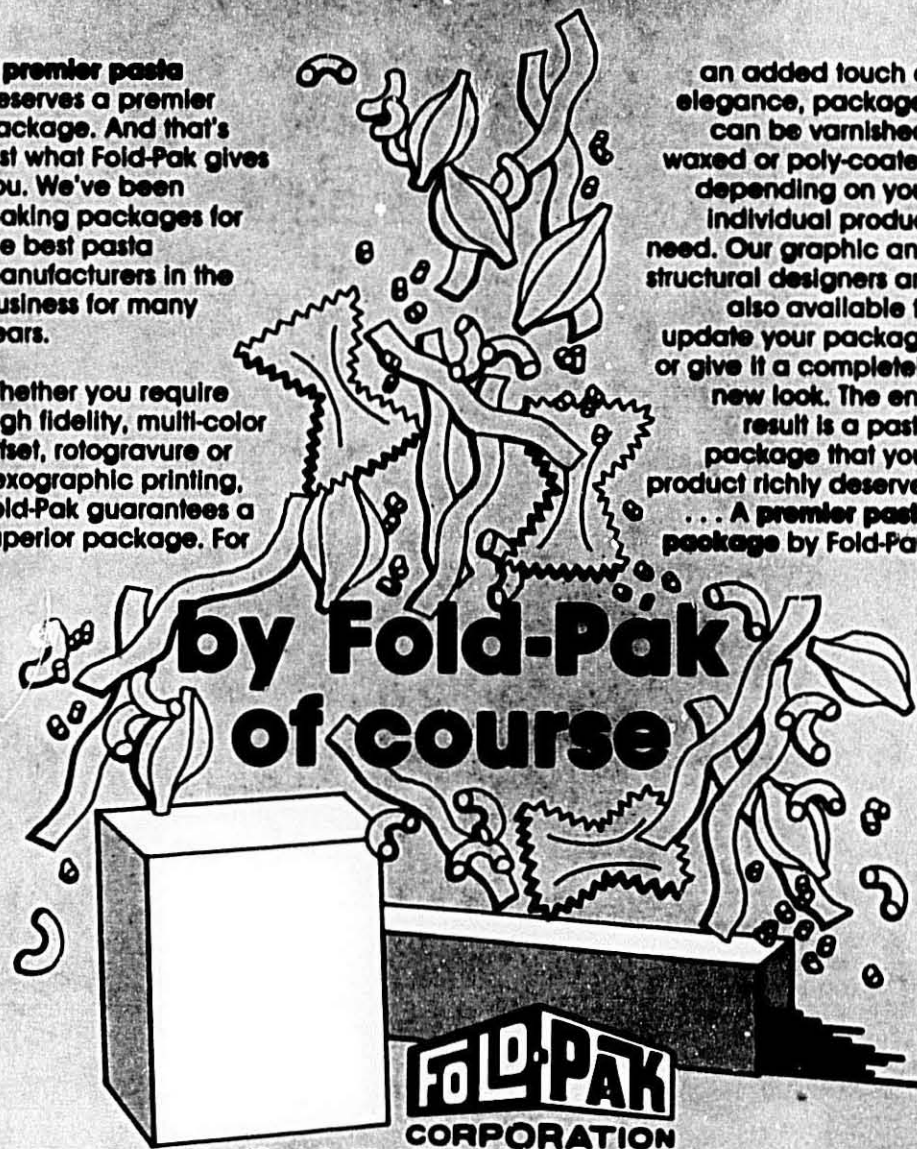


The Premier Pasta Package...

A premier pasta deserves a premier package. And that's just what Fold-Pak gives you. We've been making packages for the best pasta manufacturers in the business for many years.

Whether you require high fidelity, multi-color offset, rotogravure or flexographic printing, Fold-Pak guarantees a superior package. For

an added touch of elegance, packages can be varnished, waxed or poly-coated depending on your individual product need. Our graphic and structural designers are also available to update your package or give it a completely new look. The end result is a pasta package that your product richly deserves... A premier pasta package by Fold-Pak.



FOLD-PAK
CORPORATION

Newark, New York 14513/315-331-3200
ENGLEWOOD CLIFFS SALES OFFICE: 110 CHARLOTTE PLACE
ENGLEWOOD CLIFFS, NEW JERSEY 07632 / PHONE: 201-568-7800

The Macaroni Journal

Vol. 63
No. 1
May
1981

Official publication of the National Macaroni Manufacturers Association, 19 South Bothwell Street, Palatine, Illinois. Address all correspondence regarding advertising or editorial materials to Robert M. Green, Editor, P.O. Box 336, Palatine, Illinois 60067. Second-class postage paid at Appleton, Wisconsin and Palatine, Illinois.

Officers

President L. R. Thurston, Jr.
1st Vice Pres. Joseph P. Viviano
2nd Vice Pres. Anthony H. Gioia
3rd Vice Pres. John D. Herrick
Executive Secretary R. M. Green
Director of Research ... J. J. Winston
General Counsel Gary Kushner

Directors

L. M. (Andy) Anderson
James W. Benson
Vincent DeDomenico
Anthony H. Gioia
John D. Herrick
Ted J. Settanny
Lloyd E. Skinner
Lester R. Thurston, Jr.
Paul A. Vermeylen
Joseph P. Viviano
L. John Westenberg
John R. William
Larry P. Youngblood

MACARONI JOURNAL

Subscription rates
Domestic \$13.00 per year
Foreign \$16.50 per year
Single Copies \$2.00 each
Back Copies \$2.50 each

Cover Photo

Pasta Meets Summer Menu Challenge

Build summer menus with pasta to save time and money. We present two chicken and pasta selections which offer fine nutrition from home economists of the National Macaroni Manufacturers Association.

Team chicken with egg noodles in an appetizing skillet specialty. Onions, green pepper and herbs season the combo served from the skillet to cut down on cleanup. A salad of mix-

In This Issue:

	Page
Let's Correct Two Most Political Numbers	4
Industry Items	8
1980 Performance—Planting Intentions	16
Comments on Milling	18
Egg Situation	29
Planning for the Future	32
FMI Executive Conference	34
Buyer Profile	35
FDA Celebrates 75th Anniversary	39
Index to Advertisers—Emanuele Ronzoni, Jr.	40

ed greens, cucumber and tomatoes is suggested to complete the main course.

Macaroni sales are great warm weather favorites. Mix elbow macaroni with chicken, vegetables and a pickle-favored dressing for a change of pace. This is an excellent use for recycled chicken in a meal-in-itself salad.

Pasta is a valuable food to meet today's menu challenge as we stretch the dollar, yet offer nutritious eating. The carbohydrate content in elbow macaroni, spaghetti and egg noodles gives us energy. Enriched pasta, made from durum and/or other high quality hard wheat, contributes substantial amounts of the B vitamins . . . niacin, thiamine and riboflavin in addition to iron. Combined with complete protein foods like meat, fish, eggs, poultry and cheese, it is an excellent protein source. There are only 210 calories in two ounces of uncooked elbow macaroni and spaghetti . . . 220 on egg noodles.

Easy Chicken and Noodle Skillet (Makes 6 servings)

1 tablespoon salad oil
1 chicken, cut into serving pieces
(about 2½ pounds)
1 cup chopped onion

½ cup chopped green pepper
½ teaspoon garlic salt
½ teaspoon rosemary
Salt and pepper
½ cup chicken bouillon
½ cup milk
2 tablespoons flour
8 ounces medium egg noodles
(about 4 cups)
3 quarts boiling water
¼ cup pitted black olives,
sliced, optional

In large skillet, heat oil; add chicken. Brown on all sides over medium heat. Remove chicken; reserve drippings. Add onion and green pepper to skillet; sprinkle with garlic salt, rosemary, ½ teaspoon salt and few grains pepper. Pour in bouillon. Cover and simmer about 20 minutes or until chicken is tender. Remove chicken; keep warm. Mix together milk and flour until smooth; add to skillet. Cook and stir until mixture thickens and boils.

Meanwhile, gradually add noodles and 1 tablespoon salt to rapidly boiling water so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander. Mix noodles and olives into sauce in skillet. Place chicken pieces on top of noodles.

LET'S CORRECT TWO MOST POLITICAL NUMBERS

By
Richard L. Leshner
President
Chamber of Commerce
of the United States



Virtually everyone agrees that for the new administration to succeed it must fashion policies that can win approval in Congress and then turn our economy around. What is less commonly understood, however, is that our current methods of measuring and reporting economic conditions are inadequate and in need of revision. To put it bluntly, these monthly statistics to which the media devote such attention are often so misleading they actually contribute to the very problems they are supposed to monitor.

A statistician, it has been said, is one who collects data and draws confusion. Admittedly, this characterization is often unfair; nevertheless, when relevant it only increases the potential for trouble that results whenever politicians try to use statistics as drunks use light posts—for support rather than illumination. Nowhere is this more true than in the monthly reports on unemployment and consumer prices.

There are several problems with the Consumer Price Index (CPI) that distort the picture of the rate of inflation. First, the housing component of the Index is determined by including the full purchase price of new homes and the total costs of new mortgages for that small percentage of American homeowners who move each year. As a result, rapid fluctuations in interest rates and home purchase costs distort the CPI. Thus, when the cost of new homes and mortgages are rising faster than other prices, as has recently been the case, the CPI has an upward bias. In periods of deflation, the opposite is true.

Another problem: By concentrating on the many abrupt, monthly changes in the CPI, we are sometimes led to believe inflation has begun to abate. Yet however it is measured, the underlying rate of inflation has increased steadily in recent years and will probably continue to increase in 1981. Also, thanks in part to all the attention devoted to these monthly reports, the media contribute to the misimpression that inflation is actually caused by changes in prices. In reality, the opposite is true—prices are the symptoms of inflation, which essentially results from the supply of money outpacing increases in the production of goods and services.

Finally, the way in which the CPI is used can exacerbate inflation, because many government spending programs are tied to the Index (so as it increases, it automatically triggers higher and higher spending. What's more, the bulk of federal programs are indexed at the rate of 100 percent of CPI changes, and six federal civilian and military programs are now adjusted semi-annually as well. It's worth noting that, on the average, private sector pensions rarely compensate for inflation at all, while industry cost of living clauses only compensate for about 57 percent of the rise in the CPI. Social Security, of course, is indexed to the CPI.

As for the monthly report on unemployment, these statistics are also distorted and misleading, and can have a pernicious impact on government policy. The figures are derived from a sample of households that approximates just one-tenth of one percent of the total; and, while the data collection process can imply a considerable error rate, even the slightest change in each month's figures is usually reported without qualification and with great fanfare.

The statistics do not reflect that with generous unemployment compensation, which is normally tax-free, some workers have little incentive to look for jobs. Similarly, the statistics ignore all those individuals who, having registered as unemployed because they are accepting welfare, have decided it is to their financial advantage to remain on welfare. Nor, finally, do the statistics reflect the impact of a steadily increasing minimum wage forcing some individuals—often black teenagers—out of the labor market entirely and onto unemployment rolls.

To succeed then, the new administration must do more than adopt radical changes in policy. It must also do away with the numbers racket presented each month under the guise of official government reports.

Skip Peterson, durum sales manager, knows that quality is the number one priority at North Dakota Mill. And when the world's finest durum wheat is milled with the nation's most modern milling equipment, and then shipped by North Dakota's own airslide railroad cars, you

can be assured of top quality durum products.

Skip wants you to deliver the finest macaroni products. To do that, you begin with the finest quality Durakota No. 1 Semolina, Perfecto Durum Granular, and Excello Fancy Durum Patent Flour from North Dakota Mill.

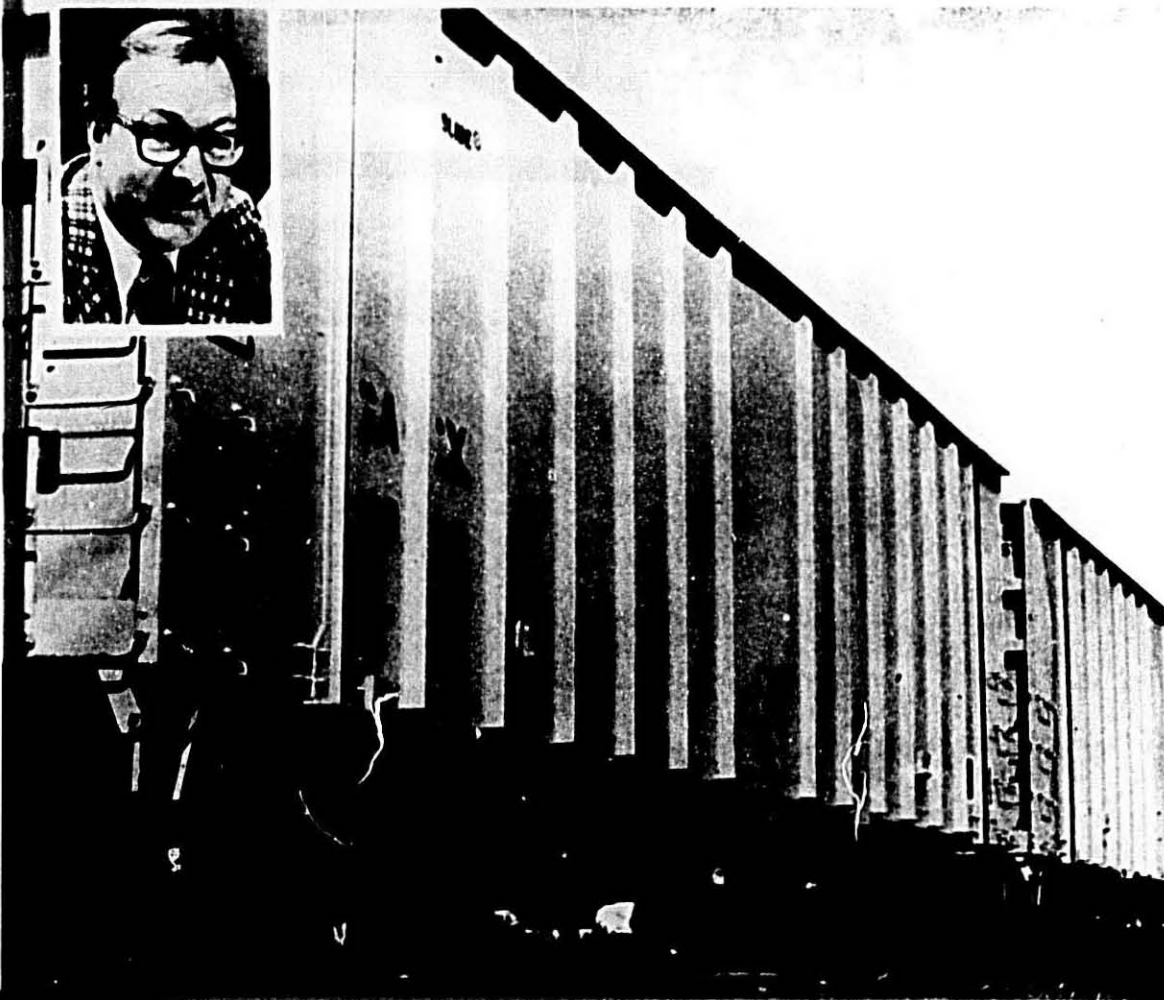
That's why at North Dakota Mill, we say, "we deliver quality"

the durum people

NDM

NORTH DAKOTA MILL
Grand Forks, North Dakota 58201
Phone (701) 795-7000

We Deliver Quality.



production **25** tons per day

length **55** feet

High temperature **185°** Fahrenheit

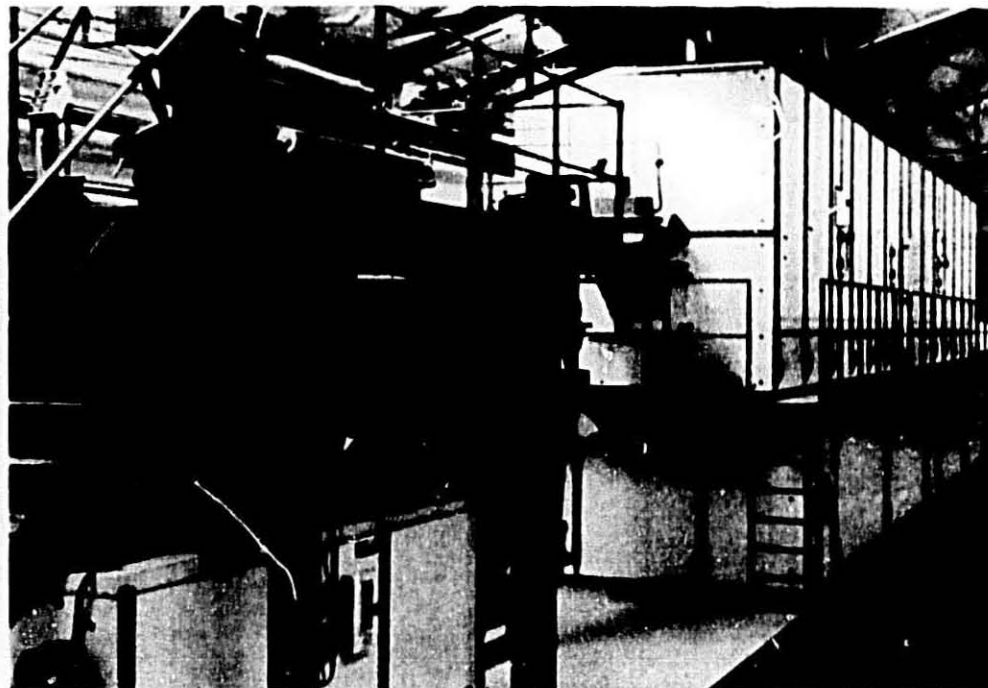
*minimum space
maximum output!*

Braibanti

DOTT. ING. M., G. BRAIBANTI & C. S. p. A. 20122 Milano - Largo Toscanini 1

Braibanti corporation

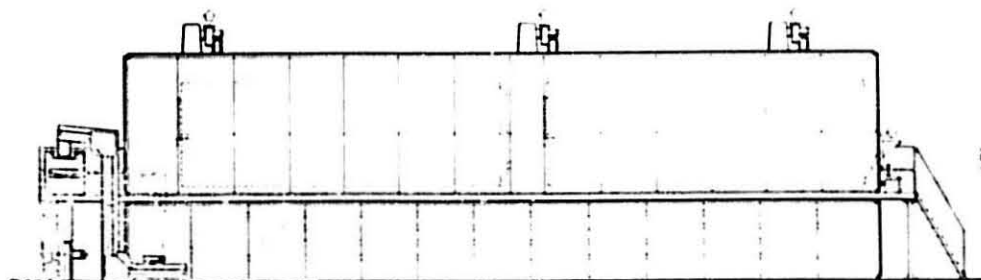
• 60 E. 42nd St. - Suite 2040 • New York, NY 10165 • Phone (212) 682/6407-682/6408 • Telex 12-6797 BRANY •



LUSTUCRU Macaroni Co. - Grenoble, France

BRAIBANTI has in operation a new high temperature drying line for a wide variety of short pasta shapes:

- Cobra 1000 press with two 16" diameter die holders
- Shaker type TM/1000 AT
- 2 Metal rotary dryers (model Romet 24/8)
- 1 Finish dryer type Teless ATR/17/4
- 1 Cooling shaker



55'



Douglas Kling

Buitoni Foods Corp. Names Manager - Sales Promotion

Douglas Kling has joined Buitoni Foods Corporation as Manager-Sales Promotion, it was announced recently by William Smolka, Buitoni Vice President of Marketing and Sales.

In his new position, Kling is responsible for coordinating sales promotion programs targeted both to the retail trade and to consumers on behalf of Buitoni products.

Prior to joining Buitoni, Kling was National Manager of Distributor Relations/Development with Life Savers, Inc., where he was responsible for promoting all brands to wholesale candy and tobacco distributors. Before that, Kling was National Sales Manager for Te-Amo Geryl, Inc.

Kling is a member of the Sales Executives Club of New York and is on the Board of Directors of the Young Executives Division of the National Association of Tobacco Distributors.

Buitoni Foods Corporation manufactures and markets a full line of pasta and related food products.

Buitoni Foods Names New Advertising Agency

Buitoni Foods Corporation has named Compton Advertising, Inc. as its new advertising agency for all of its food products marketed in the United States, it was announced today by Manus M. Gass, Buitoni President.

Over the past months, Buitoni management interviewed many agencies and ultimately narrowed the field to five, before selecting Compton.

"Major factors influencing our decision to go with Compton were the agency's expertise and analysis of the market and the depth of their knowledge of the package foods industry. Nor could I overlook their orientation to the client's bottom line," Gass said.

Upon hearing Buitoni's decision, O. Milton Gossett, Compton President and Chief Executive Officer, stated, "Buitoni Foods' own commitment to expansion is consistent with our philosophy of growing with our clients. We see our job as establishing our clients' products as pre-eminent in the marketplace. Compton's growth is tied directly to the growth of our clients."

Previous agency for the Buitoni account - which carried a \$1,000,000 advertising budget in 1980 - was KSW&G.

Buitoni considers this agency change to be the beginning of a planned, aggressive marketing program designed for growth.

"During 1981 and 1982, Buitoni Foods' marketing forecast calls for the introduction of a number of new products, reformulation of many existing products, and penetration into new markets," reported William P. Smolka, Buitoni Vice President for Marketing and Sales. "In line with this, Buitoni's 1981 advertising budget will be increased by multiples over last year's," Smolka continued.

Pillsbury Offering

The public offering of \$50 million of The Pillsbury Co. 14% notes due March 1, 1991, at price of 99.75% to yield 14.05% was announced Feb. 24 by Goldman, Sachs & Co.; Kidder, Peabody & Co., Inc., and Piper, Jaffray & Hopwood, Inc., as joint managers of the underwriting group.

Pillsbury said proceeds from sale of the notes will be added to the company's general funds to meet capital expenditure and working capital requirements.

The notes are non-redeemable before March 1, 1988. On and after that date, they are redeemable at 100% of their principal amount, together with accrued interest.



Maynard Burrows

Ronco Plant Coordinator

Maynard Burrows has been named Plant Coordinator, a newly created position, at Ronco Foods. Announcement was made by L. M. Anderson, General Manager of the Memphis-based pasta manufacturer.

Burrows has been a member of the Ronco sales force since 1959, most recently serving as a Regional Sales Manager. As Plant Coordinator he will supervise packaging, quality control and sanitation operations.

Retiring

Anthony L. DePasquale, Division Vice President, International Multi-foods, is taking early retirement.

San Giorgio Gains

San Giorgio-Skinner, Inc., the pasta operations of Hershey Foods Corp., "enjoyed branded sales increases during the year greater than any other company in the pasta industry and achieved distribution in new market areas as a result of its marketing strategies," William E. Dearden, vice-chairman and chief executive officer of Hershey, said in announcing record sales and earnings for the fiscal year ended Dec. 31.

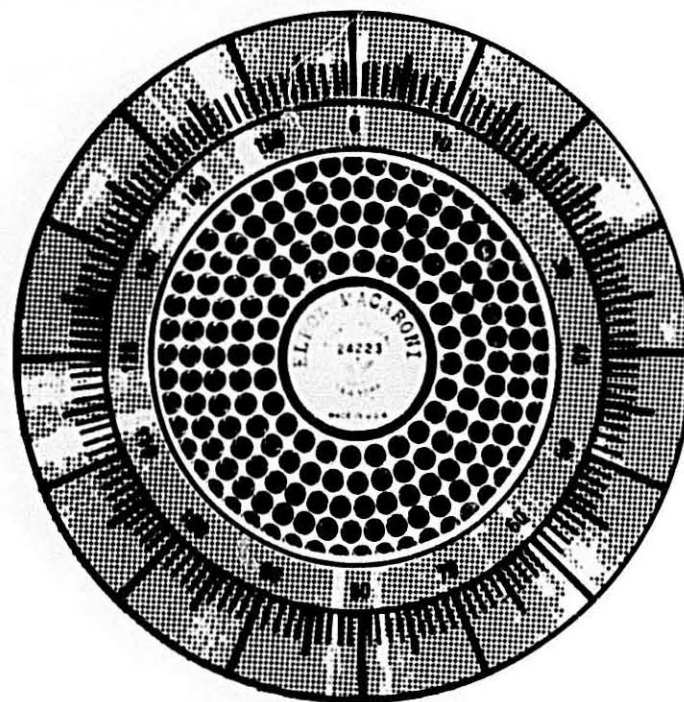
San Giorgio-Skinner includes San Giorgio Macaroni plants at Louisville, Ky., and Lebanon, Pa., and Skinner Macaroni at Omaha, Neb.

Net income of Hershey Foods in fiscal 1980 totaled \$62,055,000, equal to \$4.38 per share on the common stock, up 16% from the previous record of \$53,504,000, or \$3.78 per share, in fiscal 1979. Sales aggregated \$1,335,289,000, up 15% from \$1,161,295,000 last year, also a previous record.

(Continued on page 10)

THE MACARONI JOURNAL

The right combination for superior production



1. Maldari Quality
2. Maldari Workmanship
3. Maldari Service



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

D. MALDARI & SONS, INC.
557 Third Ave., Brooklyn, NY 11215
Phone: (212) 499-3555

San Giorgio Gains

(Continued from page 8)

In addition to Hershey Chocolate Co. and San Giorgio-Skinner, Hershey Foods operations include Friendly Ice Cream Corp.

"We hope to achieve additional growth in 1981 despite the uncertainties which confronts us," Mr. Dearden said. "Inflation, high interest rates, high energy costs and the lingering effects of the 1980 drought are cause for concern. In face of these factors, however, we expect to make progress toward achieving our strategic goals."

San Giorgio Controller

James A. Ferguson has been appointed controller for the San Giorgio Macaroni Company, Lebanon, Pa. The appointment was announced by Henry J. Guerrisi, Vice President, Administration & Financial Director, San Giorgio-Skinner, Inc., the pasta division of Hershey Foods Corporation.

A native of Grand Rapids, Mich., Ferguson has been with Hershey Foods Corporation since 1975 when he joined the Internal Audit Department. In 1977 he was promoted to staff accountant of the Hershey Chocolate Company and later that year became accounting manager of San Giorgio. Prior to joining Hershey, he was a staff accountant with Doren, Mayhew and Company, of Sturgis, Mich.

Ferguson is a graduate of Western Michigan University with a degree in Business Administration. Currently, he is taking graduate work at the Wharton School of the University of Pennsylvania towards an MBA.

Recipient of Awards

In 1973, Ferguson received both the *Pasta* and *Sells* awards for excellence in achievement on the Certified Public Accountant's examination. He is currently a member of the National Association of Accountants, American Institute of Certified Public Accountants and the Michigan Association of Certified Public Accountants.

San Giorgio-Skinner, Inc. has pasta production plants in Lebanon, Pa.; Omaha, Neb.; and Louisville, Ky.; and markets four pasta brands: San Giorgio, Skinner, Delmonico and P & H.

Hershey Promotions

Two executive promotions at Hershey Foods Corporation were announced by William E. Dearden, Vice Chairman and Chief Executive Officer of the Corporation.

Effective April 1, Dr. Ogden C. Johnson, Vice President, Science and Technology and Acting President of Cory Food Services, Inc., became Executive Vice President of the Corporation; and Dr. Barry L. Zoumas, Director, Research and Development, succeeded Dr. Johnson as Vice President, Science and Technology.

Under the direction of Richard A. Zimmerman, President and Chief Operating Officer of the Corporation, Dr. Johnson will have the following Corporate divisions reporting to him: Cory Food Services, Inc.; San Giorgio-Skinner, Inc.; and Hershey Canada; as well as Science and Technology functions of the Corporation.

The Hershey Chocolate Company, Friendly Ice Cream Corporation, and the International Division will continue to report directly to Mr. Zimmerman, as will certain other corporate staff functions.

Dr. Johnson

Dr. Johnson has been in his present position since 1978. He joined Hershey in 1974 as Corporate Vice President of Scientific Affairs following four years with the U.S. Department of Health, Education and Welfare, where he was Director of the Office of Nutrition and Consumer Sciences in the Food & Drug Administration. During his tenure with the Federal Government, he was also associated with the National Institute of Health and the Public Health Service.

Earlier, he held positions with the American Medical Association and A. E. Staley Manufacturing Company. He served in the U.S. Army from 1952 thru 1954.

A native of Rockford, Ill., Dr. Johnson received his undergraduate, master's, and Ph.D. degrees in chemistry and food technology from the University of Illinois.

He holds membership in the Institute of Food Technologists, American Institute of Nutrition, American Public Health Association, American

Oil Chemists' Society, and American Chemical Society.

Dr. Johnson and his wife, Lucille, reside at R.D. 1, Palmyra. They have four children.

Dr. Zoumas

Dr. Zoumas joined Hershey as Manager, Nutritional Sciences, in 1971, was promoted to Director, Research, in 1976, and to Director, Research and Development, in 1978. Previously he was a Senior Scientist at the Mead Johnson Research Center in Evansville, Ind.

A native of Reading, Pa., he earned a bachelor's degree in chemistry at Kutztown and two graduate degrees, M.S. in nutrition and biochemistry and Ph.D. in nutrition, at The Pennsylvania State University.

Dr. Zoumas is a member of the American Association for the Advancement of Science, the American Chemical Society, the Institute of Food Technologists, and the Society for Nutrition Education. He also serves as Adjunct Assistant Professor of Behavioral Science at The M. S. Hershey Medical Center of The Pennsylvania State University. He has had numerous articles published in a variety of professional and trade journals.

Dr. Zoumas and his wife, Rosemary, reside in Hershey. They have three children.

Foremost McKesson Creates Development Groups

Foremost-McKesson Inc. announced major organizational changes to facilitate development of the diversified company, which has operations in drugs and health care, foods, chemicals and wines and spirits.

Under the new structure, a development group and operations resource group will be created. Thomas E. Drohan, president, said the development group will stress new opportunities within Foremost's current businesses and is expected to make "significant investments in growth-oriented ventures and acquisitions."

The changes highlight the fact that Foremost "is in the process of shifting gears," he said. "Five years ago, our goal was to divest ourselves of marginal operations, improve the prof-

(Continued on page 13)

GFS
The future
of the pasta industry.



Introducing the Gravimetric Feed System. Advanced technology to keep your line's bottom line up!

The consistent and precise metering of the ingredients in pre-weighed bins. The result: reduced variations of processing parameters. Requiring a minimum of skilled operator attention, the system has built-in safeguards that shut down the line when low flow rates are detected and alerts the operator to the problem.

The technology that totalizes press production within a given time frame. Invaluable in controlling production and final inventories. Another example of Demaco's capability in meeting the needs of the pasta industry for reliability and production quality that brings customers back.

DEMACO

A vital link in the food chain

Foremost McKesson

stability of existing operations and strong account balance sheet. Since then, Foremost has divested itself of nearly \$170 million in non-core assets including the consolidation of many drug warehouses and the divestiture of some real estate and hospital supply businesses. In the same period it invested \$100 million in growth businesses including a pasta company and certain computer operations.

With the proceeds of discontinued businesses reinvested, Mr. Dolan said Foremost expects its current business to generate substantial amounts of cash in excess of needs. Those funds will be available for investment in new businesses, he said.

Development Group

Roy B. Miner, the 55-year-old president of the company's drug and health care group, will become president of the development group when it is established early in the fiscal year beginning April 1, Mr. Dolan said. In addition, the company named Kenneth F. Larson, executive vice president of the drug and health care group, Mr. Larson, 54, has been named vice president of McKesson Drug Co.

Mr. Dolan said the operations resource group will be established later this year and will include the computer, procurement, transportation and engineering and corporate personal departments. The Foremost McKesson Research Center and the marketing services department, both of which were previously part of the company's tools group, will also become part of the operations resource group. That new unit will be headed by H. Eugene Blattman, 45, currently vice president of the C. I. Moulton Co., a unit of the Foremost tools group.

Buitoni Foods Names District Sales Manager

Walter Rodriguez has joined Buitoni Foods Corporation as District Sales Manager in charge of Frozen Foods for the New York Metropolitan Area, according to an announcement by William P. Smolka, Buitoni's Vice President of Marketing and Sales.



Walter Rodriguez

For his new position, Rodriguez is responsible for sales in the metropolitan field sales districts of New York and New Jersey, including the major and adjacent sales districts of Rodriguez. He reports to E. H. Harper, Buitoni Group Sales Manager, Executive, and D. J. Lewis.

From his former position, Rodriguez was an Assistant Supervisor with Food Enterprises Inc., Clifton, N.J., where he directed the dairy distribution. His experience with Food Enterprises also included promoting and distributing frozen, frozen and non-frozen products.

Rodriguez attended the Institute of New York where he has worked in his career.

Buitoni Foods Corporation manufactures and markets a full line of pasta and related food products.

Reynolds Heads RHM

Former managing director of Reynolds took over the chairmanship of Reynolds Hays McDougall on July 1 following the retirement of Louis Frank as chairman. Mr. Reynolds is continuing as the company's chief executive. At the same time, Stephen M. Hays, formerly deputy managing director, succeeded Mr. Reynolds as managing director.

At the board's invitation, Mr. Frank, after 44 years in the business, has agreed to become president of RHM, remaining a director. He had served as managing director from 1955 until 1969 when he became chairman and chief executive. Mr. Frank is the grandson of the first Joseph Frank who began the original company in 1870, which the present RHM group has evolved.

Thoughts on Retirement

In the Foremost McKesson Activities

The RHM group, which has completed more than 20 years of operation, marks its 20th anniversary in a special session from Mr. Frank's retirement chairman. He is expected to have left school at the age of 18 to work at his father's mill, Mark McKesson, Ltd., at Bitterton, England, at the time the milling business. At the time, it was not part of the Frank's milling company but a separate corporation. He had taken charge of the mill when his father died unexpectedly in 1905. Twelve months later he had started his own mill, which was the first of the Frank's mills. At the end of the war, he had moved to the United States to join his company, Mark McKesson, Ltd., in the Frank's mill, and thus began a much larger business. Through generations, he has been the owner of the mill in his own right.

Mr. Frank's retirement was the most significant event in the Frank's history since 1948 when the company's production reached the 200,000 mark. Under the leadership of the Frank's Hays, McDougall group, the company has experienced growth in its operations with continuous expansion in business operations, which people really worked together with everyone involved in the business. They have done a great job of it, and the company has been able to expand its operations in all areas of the world, including the United States, Europe, and other parts of the world. The group's growth is a result of the group's ability to adapt to changing market conditions and their ability to work together.

The group's growth is a result of the group's ability to adapt to changing market conditions and their ability to work together.

Aggregation of Smaller Companies

Mr. Frank said that RHM is an aggregation of smaller companies. After the war, he said, he had seen the opportunity to acquire smaller companies and build a large, diversified supply for the food processing that consisted of a supplier and customer relationship. This should be a part of the company. Later, he said, he had seen the opportunity to acquire smaller companies and build a large, diversified supply for the food processing that consisted of a supplier and customer relationship. This should be a part of the company. Later, he said, he had seen the opportunity to acquire smaller companies and build a large, diversified supply for the food processing that consisted of a supplier and customer relationship. This should be a part of the company.

RHM

(Continued from page 13)

good business sense for the Hovis McDougall company to join Ranks, and in 1968 they had affected a link up to the Cerebros group. All of this activity he regarded as cogent examples of practical cooperation.

The business had been successful and had succeeded in preserving its personality by continuing to provide all its customers in all their respective spheres with what they wanted. Three principles were essential to continued existence and success, he maintained; to produce the goods customers want at the price they will pay, to pay the best wages it can afford to its employees, and to make enough profit to pay for new factories and machinery and to pay a dividend to shareholders; were any one of these factors to go awry then any company can quickly find itself in serious trouble. The past year had been a difficult one for the group (with profits lower by £1½ million). Mr. Rank said that the recession is still with us and that for 1981 it is too soon to start making forecasts. But one point he emphasized strongly was that because the group was a food processing business it had been spared the worst effects of the recession such as had been experienced in the engineering and motor industries.

They nevertheless had constantly to remember that their competitors, who made products similar to their own had become "hungrier and fiercer". To best such competition and to win out demands that everything leaving RHM units, mills, factories and bakeries is first class. "Near enough" was not good enough but a sure way to lose business and jobs to competitors. If the products which RHM make are the best on the market then their business would prosper and grow, a factor of vital importance to everyone involved.

Large Food Firms in Italy

According to World Food Report, companies engaged in pasta manufacturing, bread/biscuit baking and flour milling are among the 30 largest food companies in Italy which issue financial reports.

At the same time, World Food Report stressed that the data are not

complete because many Italian food companies are privately owned and do not publish their results. Also, it is noted that few Italian companies consolidate their results and that food-related figures are not separated from other activities. Thus, consolidated food sales of companies such as Ferruzzi and Heinz, both of which have Italian subsidiaries which are low on the list, in the aggregate should be ranked higher.

Industria Buitoni Perugina is ranked No. 5 among the Italian public food companies, with 1979 sales of 272.7 billion lire, up 15% from the prior year. I.B.P. is a major factor in pasta, confectionery, baker goods and convenience foods.

Biscuits

Alivar, which is in biscuits, oils, wine and canned foods, ranked No. 6, and Barilla, in pasta and baked foods, was placed No. 7. Italian Olii e Risi, in which Ferruzzi is a major holder, ranked No. 14 for its rice milling and edible oils interests. Ferruzzi, which is a principal grain merchant and feed manufacturer, is a 64% owner of Eridania, a sugar producer which ranked No. 2 in 1979 food sales.

Pardini Fratelli, in flour and semolina, and Spigadoro Petri, in flour milling and pasta, also were included among the top 30 list, with sales of 90.5 billion and 83.0 billion lire, respectively.

Holding Companies

Commenting on developments in Italian food industry, World Food Report said:

"Since 1979 several of the larger companies, including I.B.P. and Ferrero, have become holding companies in order to take advantage of the recently introduced Legge Pandolfi. Ferruzzi, the major industrial and financial group, is also in the process of reorganizing its very substantial food interests, establishing its subsidiary Agricola Finanziaria as a holding company for these.

"In addition to Eridania and Italiano Olii e Risi, Ferruzzi controls Siles Genova, a cereal company, and owns substantial agricultural estates. At the end of last year, Ferruzzi caused a stir in the European sugar industry when it sought to gain con-

trol of the leading French and European sugar company, Beghin-Say. Several foreign-owned groups are in the list of top Italian food companies, including Nestle, Heinz, Quaker Oats and CPC. Until the summer of 1979, the U.S. company, W.R. Grace, was also present in Italy, through its 98% stake in Barilla.

"Barilla is now controlled by Finbarilla, a holding company backed by Italian and Swiss capital. Other foreign companies prominent within the sectors in which they operate, but not of sufficient size to rank among the top 30, include Nabisco (Salwa) and Ralston Purina (Purina Italia)."

Pasta in Greece

There are ten pasta plants in Greece but there is overcapacity according to our informant. Business has been steady and prospects are for a continued steady performance.

Spaghetti, spaghettini, orzo, elbow macaroni, ditali and bucatini are all made of hard wheat semolina. Five hundred grams in a cellophane bag sell for \$1.50 U.S.

Chinese Noodle Problem

China has bailed out a Peking technician who got into hot water because she shared a better instant-noodle machine with a competitor.

But the investigation team that looked into the case of Chen Xiu and her noodle maker also concluded that, even though China is a socialist country where the government runs all the enterprises, one factory can keep industrial secrets from another.

The trouble for Mrs. Chen, a deputy chief technician at the Peking Food Machinery Plant, started when technicians from the No. 2 Flour Mill asked to see the new equipment Mrs. Chen had devised for making instant noodles. They were interested because they, too, had been looking for a way to make instant noodles.

Mrs. Chen gave them a tour of the factory. But when her boss found out, he demoted her, withdrew her bonus and forced her to do extra work to atone for her "sin" of sharing a company secret. He also ordered his technicians to falsify technical directions

(Continued on page 16)

ASEECO

BUCKET ELEVATOR
The Versatile Bucket Elevators with Space Age Design-Sanitary 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 Aseeco 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.

bulletin cm/T10

Vibrating Conveyors: Ideal for conveying materials gently without breakage. One piece stainless steel trays which are self cleaning meet the most stringent sanitation requirements. All units utilize corrosion free "Scotch Ply" reactor springs which can be washed down plus simple maintenance free positive eccentric drives. Capacities of up to 2500 cu. ft. hr. with lengths over 60 feet.

bulletin cvc-30

CONVEYOR SYSTEMS
FOR "HIGH FLOW" ITEMS SUCH AS:
grain, sugar, cereals, minerals, plastics, pig iron, scrap metal, etc.

services offered: Plant Engineering and Layout, Electrical Engineering and Control Panels, Erection and Start-up

ASEECO

ASEECO 8857 W. Olympic Boulevard, Beverly Hills, Calif. 90211
 (213) 652-5766 TWX 910-480-2161

Chinese Noodle Problem

(Continued from page 14)

and dish them out to other factories that inquired about the new noodle machine.

That was too much for the investigation team that looked into Mrs. Chen's case. It reinstated her and chastised the plant manager for ordering up phony technical plans.

But the team also concluded that factories should be allowed to keep secret any innovations they develop, to encourage competition among enterprises.

The Shanghai newspaper Wen Hui Bao puts the policy this way: "To recognize the right of enterprises to protect their own new technology is a necessary condition for protecting Socialist competition. If technically everyone eats 'from the same big pot' it only encourages enterprises to walk on the back of others (that is, to copy others instead of making innovations), which is detrimental to the development of science and technology."

The newspaper added, however, that while enterprises don't have to give away their secrets, there isn't any reason why they couldn't buy and sell new technology.

Canada's Food Standards

Canada is considering dropping food standards, Ron O. Read, Acting Director of the Canadian Bureau of Chemical Safety, said. Attorneys are attempting to decide the fate of food standards, following a court decision (the Canadian Supreme Court invalidated a food standard for beer alcohol content) that put food standards into question, he explained. He added that it may be necessary to revise the law or rewrite some of the food standards to tie them to safety or economic consideration.

Canadian Metric Conversion

Canadian metric conversion advances next year when grocery store food scales must be in metric. During a two-year conversion period, both inch-pound and metric units will be displayed.

McCormick Acquires Stange

Shareholders of Stange Co., Chicago, approved acquisition of the

1980 Performance

	Sales 12 Months 1980 \$ mil.	Change from 1979 %	Return on Common Equity 12 Months Ending 12-31	Price Earnings Ratio 2-10	12 Months' Earnings Per Share
Borden	4595.8	7	12.3	5	4.79
Campbell Soup	2643.9	13	14.8	8	4.19
Foremost McKesson	4036.6	13	15.7	8	4.13
Hershey Foods	1335.3	15	18.8	6	4.38
Pillsbury	3176.7	20	16.6	7	5.61
Archer-Daniels-Midland	3183.5	24	21.5	8	3.57
General Mills	4476.4	14	18.4	7	3.85
International Multifoods	1064.9	8	13.8	6	3.28
Peavey	753.1	17	14.7	7	4.07
Seaboard Allied	414.4	4	11.8	5	4.29

How Will Your Industry Segment Perform This Year?

(Industry Shipments, in Millions of Current Dollars, Except as Noted)

from "Food Engineering"	1980	Percent Increase 1979-1980	1981	Percent Increase 1980-81
2041 Flour and other grain mill products	4,750	8	5,250	11
2043 Cereal breakfast foods	3,400	10	3,760	11
2044 Rice milling	1,780	7	1,920	8
2045 Blended and prepared flours	1,230	7	1,325	8
2051 Bread and other bakery	11,500	11	12,800	11
2052 Cookies and crackers	4,120	13	4,680	14
2098 Macaroni, spaghetti, vermicelli and noodles	950	9	1,050	11

company by McCormick & Co., Inc., in a \$24 million cash and stock transaction. The purchase was approved earlier by directors of both companies.

Stange, a producer of specialty flavorings and colorings, in 1980 had sales of \$59.2 million.

Planting Intentions

U.S.D.A.'s report on farmers' intentions, as of March 1, indicated record durum plantings of 6,135,000 acres, up 11% from 5,525,000 acres in 1980 and 52% above 4,042,000 acres in 1979. The previous record in planted durum area is 1929, at 5,738,000 acres, followed by the 5,525,000 acres in 1980, the only other year above 5 million acres.

North Dakota durum seedings, 78% of the U.S. total, are estimated at 4,800,000 acres, up 9% from 4,400,000 in 1980. Most spectacular planting increase is indicated for "desert durum," mainly fall-planted varieties. Arizona projection, at 250,000 acres, is up 56% from 160,000 in 1980 and up 233% from 75,000 acres in 1979. California durum planting

intentions for 1981, at 170,000 acres are up 62% from 105,000 acres last year and 202% more than 75,000 acres planted in 1979.

Durum Exports Down

Neal Fischer, marketing specialist for the North Dakota State Wheat Commission, said this year's U.S. durum exports to North Africa will be less than earlier expected.

"Increased domestic production in North Africa and enlarged purchases of Canadian durum and Italian semolina are responsible for the cutbacks in U.S. purchases," Fischer said.

According to Fischer, North Africa imported 36 percent of the record 83 million bushels exported last year.

Latest USDA estimates of this year's U.S. durum exports have been reduced from 75 to 65 million bushels. The 1980 crop quality problem was given as significant factor in the reduction.

"With drought conditions affecting much of the 1981 North African production area," Fischer said, "A somewhat more positive outlook may be in order for U.S. exports in the coming year."



Critics always give 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.

But the best noodle dishes begin long before they reach the table. They begin on the farms of the northern plains, where the nation's best durum wheat is grown.

From this durum wheat, Amber Milling mills fine pasta ingredients...Venezia No. 1 Semolina, Imperia Durum Granular, or Crestal Fancy Durum Patent Flour.

At Amber Milling, we're serious about pleasing our customers. We know you're fussy about quality. So we deliver semolina and durum flour that makes it easier for you to please all your "fussy" customers. Specify Amber!



AMBER MILLING DIVISION OF THE GRAIN TERMINAL ASSOCIATION
Mills at Rush City, Minn. • General Offices at St. Paul, Minn. 55165, Phone (612) 646-9433



Business Week Comments On Milling

The slow but steady consolidation of the flour milling industry over the past 20 years is suddenly picking up speed. A flurry of acquisitions and new mill announcements in recent weeks has heightened the struggle for survival and has escalated the scramble for market share in this low-margin industry. Many observers expect the sifting out of smaller millers to accelerate as the cost advantage of the big mills widens.

The most notable step was the purchase in February by Archer-Daniels-Midland Co. of Univar Corp's Centennial Mills Div. The purchase, for about \$14 million, lifted ADM into the flour industry's No. 1 spot ahead of longtime leader Pillsbury Co. ADM then promptly set plans to double the capacity of Centennial's Los Angeles flour mill to 20,000 cwt per day. With that expansion, ADM would have about 13% of the industry's total capacity of 1.1 million cwt per day. In addition to giving ADM an entry into the expanding Los Angeles market, the move will add to ADM's already imposing economies of scale.

Slow Return

A cost edge of even a few pennies per hundredweight of flour can mean a big difference in profitability, since the industry's average pretax return on sales is a slim 2% to 3%. New mills cost up to \$2,500 per cwt per day of capacity. Even by paying about one-fourth of that cost to buy Centennial's existing capacity, ADM will need seven years to recover its investment, by some industry estimates. Yet industry sources believe that up to 20% of the nation's current flour capacity will have to be relocated eventually at a cost of as much as half a billion dollars to adjust for population shifts and deregulation of railroad rates. Warns R. Hugh Uhlmann, chairman of Standard Milling Co. in Kansas City, Mo., which shut most of its Buffalo mill in June and is moving out of the flour business: "Millers are going to have to continue to invest in a low-margin business."

The number of U.S. flour mills dropped to 250 from 350 over the past 15 years, although industry capacity stayed level because of expan-

sions of existing plants. Attrition would have been faster were it not for the subsidy provided through artificially low railroad freight rates. As rail rates rise under deregulation to match costs, however, the cost spread between flour millers will widen — to the advantage of those mills nearest their markets. Meanwhile, the industry is plagued with overcapacity: Last year flour millers used only 88% of their six-day capacity despite the third largest production volume on record.

Seaboard Allied Milling Corp. and Conagra Inc. — third-place contenders — have curtailed their expansion moves. General Mills Inc., once a leader, now makes flour mainly for its own use. And International Multifoods Corp. has been concentrating on diversification. Besides ADM, the only company aggressively expanding its flour capacity is privately held Cargill Inc., which also eyed Centennial as an acquisition. ADM and Cargill — both flush with cash — are also major corn and soybean millers who see a chance to become key factors in a closely related field.

Innovative Hauling

Rather than build new mills, Cargill has expanded its Kansas and Texas mills and has pioneered the use of 55-car unit trains of flour to penetrate the East Coast market. Unit-train hauls to Los Angeles are being studied. As a defensive move, Pillsbury is rumored to be considering an expansion of its Los Angeles mill. Similarly, Peavey Co. announced plans on Feb. 24 for a new mill in Phoenix — presumably to thwart Bay State Milling Co. from moving in on Peavey's dominant market share there through its recent acquisition and planned expansion of Hayden Flour Mills in nearby Tempe.

All this new capacity-building virtually seals the doom of old mills in the upper Midwest, because demand is growing far too slowly to utilize it all. Domestic flour consumption, at 120 lb. per capita last year, has been rising only one lb. per year. Export demand has been propped up mainly by foreign-aid flour sales and the temporary inability of the Russians to buy enough wheat abroad. Concludes one flour industry veteran: "Anyone expanding their milling capacity is taking a big gamble."

Durum Milling Off in 1980

Production of straight semolina and durum flour decreased 15% in 1980 to the smallest aggregate in five years, according to statistics assembled by the Bureau of Census. Output of straight semolina and durum flour in 1980 aggregated 14,721,000 cwt, compared with 17,404,000 in 1979, a decrease of 2,683,000. The latter year was the largest on record since the start of compilations in 1966.

Production in 1980 also was off 10% from the 16,292,000 in 1978 and 10% from the 16,363,000 in 1977. It was off 4% from the 15,349,000 in 1976 and up 6% from the 13,825,000 in 1975.

Since the start of separate straight semolina and durum flour compilations in 1966, production has increased in nine years and decreased in five. The 1980 decrease of 2,683,000 in 1980 contrasted with an increase of 1,112,000 cwt in 1979 over 1978.

Production was off 71,000 in 1978 but up 1,014,000 and 1,524,000 in 1976. It was off 178,000 in 1975 and 2,331,000 in 1974. It was up 1,348,000 in 1973, but off 265,000 in 1972. Increases had occurred in all other years since the start of compilations in 1966.

Straight semolina and durum flour production for a series of calendar years follows, in cwt:

1980 ... 14,721,000	1972 ... 14,986,000
1979 ... 17,404,000	1971 ... 13,251,000
1978 ... 16,292,000	1970 ... 14,813,000
1977 ... 16,363,000	1969 ... 13,475,000
1976 ... 15,349,000	1968 ... 12,749,000
1975 ... 13,825,000	1967 ... 12,534,000
1974 ... 14,003,000	1966 ... 12,411,000
1973 ... 16,334,000	

Average monthly straight semolina and durum flour production in 1980 was 1,227,000 cwt, compared with 1,450,000 in 1979. The average in 1978 was 1,358,000 cwt and 1,364,000 in 1977.

Production by months in 1980 ranged from a high of 1,536,000 cwt in March to a low of 947,000 cwt in July, while the variation in the preceding year was between the peak of 1,872,000 cwt in August to a low of 1,059,000 cwt in June.

Based on data provided by the Census Bureau, weighted extraction rate for durum milling operations in 1980 was 73.3%, compared with 74.4% in 1979 and 73.4% in 1978.

It was 72.3% in 1977 and 72.8% in 1976, while the average was 69.8% in 1975.

Cando Mill Operational

The 2,000-cwt durum mill of Noodles by Leonardo, Inc. began production Feb. 2 and has been operating two or three days a week to supply the pasta production facility in the same building. Leonard Gasparre, president states.

The mill, with a rated capacity of 2,000 cwt, is capable of processing 2,500 cwt of semolina in a 24-hour day and the pasta plant has a capacity of 80,000 lbs of product per day, Mr. Gasparre said. The company has 73 employees in Cando and plans to have 150 when the mill and pasta processing portions of the business are at full capacity, he said.

Pasta at Half Capacity

The pasta manufacturing operation is currently at about 50% of capacity, Mr. Gasparre said, and about a third of the production is being packed as private label for a single customer. Discussions are under way with grocers and other distributors for additional private label business, Mr. Gasparre said, including some potential on the West coast. Pasta products under the Noodles by Leonardo label are being marketed in North Dakota, Minnesota, western Wisconsin, South Dakota and a part of Iowa, he said. Brokerage arrangements are being negotiated in California and Washington. Master distributor for the Leonardo products is Miley Quinn and Associates, Inc., Minneapolis.

More Plants?

Mr. Gasparre is considering the construction of up to five additional pasta plants and adjoining mills, all in the durum triangle area of North Dakota. He has begun preliminary discussions with city officials and bankers at Langdon, in the heart of the triangle.

The durum mill portion of the Leonardo facility is entirely an Ocean Milling Equipment Distributors Corp. installation, including nine roll stands, two sifters and nine triple-deck purifiers. The mill has five semolina tanks with capacity of 1,100 cwt each. Pasta manufacturing equipment was supplied by De Francis Machine Corp.

	— 1980 —		— 1979 —	
	Semolina (1,000 cwt)	Grind (1,000 bus)	Semolina (1,000 cwt)	Grind (1,000 bus)
January	1,464	3,377	1,349	3,012
February	1,373	2,894	1,469	3,201
March	1,536	3,378	1,761	3,860
April	1,033	2,336	1,532	3,389
May	1,193	2,721	1,429	3,179
June	1,160	2,729	1,059	2,417
July	947	2,174	1,252	2,808
August	1,384	3,187	1,872	4,144
September	1,233	2,804	1,502	3,418
October	1,265	2,932	1,500	3,435
November	1,064	2,476	1,385	3,132
December	1,069	2,474	1,294	2,990

Initially, the second clear and mill-feed production at Cando is being purchased by Tuffey's Dog Food Co. of Perham, Minn. When output increases, by-products will be marketed in the area, Mr. Gasparre said.

The Cando building that houses the mill and pasta plant is 432 feet long and 132 feet wide, with about 85,000 square feet of floor space.

"I consider pasta a gourmet food," Mr. Gasparre asserted, expressing confidence that per capita consumption will increase, particularly if high quality products are available.

Strong Third Quarter For General Mills

Third quarter results of General Mills, Inc., exceeded targeted goals and assures the company of record sales and earnings for fiscal 1981, according to E. Robert Kinney, chairman, and Bruce Atwater, president.

Net income of General Mills in the 13 weeks ended Feb. 22 was \$31.2 million, equal to 62¢ per share on the common stock, compared with the record third quarter earnings of \$31.3 million, or 62¢ per share, a year ago. Sales totaled \$1,104,900,000, up from \$975,400,000.

For the 39 weeks ended Feb. 22, General Mills had net income of \$159.6 million, or \$3.17 per share, up from \$135.8 million, or \$2.69 a year ago. Sales totaled \$3,588,800,000, up from \$3,153,200,000.

Mr. Kinney said that third quarter results exceeded the company's targeted goals and were achieved despite a negative economic environment. Moderate operating profit gains over the prior year were achieved despite continued heavy advertising and consumer promotion.

Mr. Kinney pointed out that interest expense was up 18% from last year's third quarter. Continued aggressive fixed asset investments, led to a 26% increase in depreciation and amortization charges in the quarter.

Mr. Atwater said each of the five major business areas contributed to the nine-month sales growth. Each, he added, contributed to cumulative earnings growth except Specialty Retailing, which was off both in the third quarter and nine months.

Consumer Foods, which accounts for about half of General Mills' sales and earnings, trailed strong year-ago results in the quarter. Cumulative 39-week results, Mr. Atwater said, remain ahead of target and last year by strength of basic lines, including cereals, snack foods, mixes, flour and grain-related businesses. Frozen foods, he said, remain weak overall despite volume gains by frozen pizza.

Restaurants, Mr. Atwater said, posted gains in sales and operating earnings of over 20% for the third quarter and of more than 25% for the first nine months.

Record Net for Pillsbury

Despite lower operating profits in the Agri-Products Group, The Pillsbury Co. achieved record sales and earnings in the third quarter ended Feb. 28.

Net income in the third quarter totaled \$21.7 million, equal to \$1.08 per share on the common stock, up 9% from \$19.8 million, or 99¢ per share, a year ago. Net sales aggregated \$825.4 million, a 10% increase from \$751.7 million in the third quarter of fiscal 1980.

(Continued on page 22)



Peavey

SALES OFFICES

Pillsbury Record

(Continued from page 19)

The third quarter net includes a gain of \$9 million after taxes, equivalent to 44¢ per share, from completion of settlement of claims against folding carton manufacturers. Pillsbury also initiated plans during the quarter to close certain vegetable processing facilities, resulting in provision for estimated losses on disposition, of \$6.9 million after taxes, or 34¢ per share.

The third quarter saw continued growth in the Consumer Foods business with a very significant increase in operating profit. William H. Spoor, chairman, said, "Restaurants' performance, with both sales and profits above last year, was highlighted by renewed volume vitality in Bennigan's and Steak and Ale." International operations also had a strong third quarter, he said.

"A major disappointment," Mr. Spoor said, "was in Agri-Products grain merchandising where reduced margins, related to the unfavorable industry environment, results in substantially lower operating profits."

The outlook for the year ending, May 31, Mr. Spoor added, "continues to be very strong with earnings per share in excess of \$5.90." In the fiscal year ending May 31, 1980, Pillsbury had net income of \$104.7 million, equal to \$5.22 per share.

Net income of Pillsbury in the nine months ended Feb. 28 was \$89.2 million or \$4.44 per share, up 12% from \$79.3 million, or \$3.96, a year ago. Sales totaled \$2,439,600,000, up 10% from \$2,221,400,000.

Seaboard Allied Net Off

Net income of Seaboard Allied Milling Corp. in the 36 weeks ended Feb. 28 totaled \$4,877,011, equal to \$3.28 per share on the common stock, off slightly from \$4,905,384, or \$3.30 per share, in the comparable period a year ago.

Sales aggregated \$283,792,425 in the first 36 weeks of fiscal 1981, up from \$280,644,879. Earnings before income taxes totaled \$7,597,011, off from \$8,664,364 last year.

"Earnings for the third quarter were somewhat disappointing, leaving year-to-date profits at a level approximately the same as last year's," Seaboard said.

"Domestically, continued strong interest rates, drastically reduced millfeed prices, and higher barge transportation costs brought about by low water conditions, all took their toll. The new Albany expansion has been completed and is performing satisfactorily."

Seaboard said the overseas division "continues to do quite well in general, although scarce foreign exchange is still a problem in some areas."

Paul Taylor Elected

Paul A. Taylor, vice-president of operations, Industrial Foods Division, International Multifoods Corp., Minneapolis, has been named president of the Millers' Bulk Flour Association. He succeeds Alan D. Ritacco, also of Multifoods.

Executive secretary of the association is Bob L. Pearson of Green Valley, Ariz.

The association operates bulk flour terminals in several major markets—Chicago, Detroit, Brooklyn, N. Y., Norristown, Pa., and Ashland, Ky.

Aunt Millie's Sauces Acquired

United Biscuits (Holdings) Ltd. said that its U.S. subsidiary, Specialty Brands, Inc., has entered into an agreement to acquire Aunt Millie's Sauces, Inc., a privately-owned company which manufactures Aunt Millie's Spaghetti Sauce and Kosciusko Mustard.

The terms of the purchase were not disclosed.

In the 1980 fiscal year, Aunt Millie's had sales of \$12.3 million and pre-tax earnings of \$2.4 million. Tangible net worth at Dec. 31, 1980, amounted to \$1.6 million.

Specialty Brands, with headquarters in San Francisco, manufactures Spice Islands spices and Marie's salad dressing.

Keebler Company is the major U.S. subsidiary of United Biscuits.

National Food Processors Elect New Chairman

At a recent gathering of some 12,000 persons connected with food and associated industries, Hugh E. Cumming of Rochester, N.Y., was elected chairman of the National Food Pro-

cessors Association. The 700 member companies of this group, processed approximately 90 percent of the total U.S. productions of canned fruits, vegetables, meats, fish and specialty products for human consumption. Headquartered in Washington, D.C., the association is active in the areas of government regulations, legislation, public policy and in establishing and maintaining standards for the safety of food. With regard to food safety, the association operates research laboratories in three areas of the country, Berkeley, Ca.; Washington, D.C.; and Seattle, Washington.

Creamettes and Avocados

Creamettes Macaroni and the California Avocado Commission team up in an ad campaign in national editions of April 28 Family Circle. The four-color page ads, promoting the versatility and ease of serving two popular products together, will also run in Good Housekeeping and Sunset. Martin/Williams Advertising, Minneapolis, is Creamettes' ad agency. SSC&B Los Angeles, is the agency for the California Avocado Commission.

Potato Stocks

Stocks of fall potatoes in the U.S. Feb. 1 amounted to 118,465,000 cwt, off 20% from 147,910,000 held a year ago and 27% less than 162,960,000 on the same 1979 date, the Department of Agriculture said. Of the stocks held in the 11 major growing states, 77% were russets, 20% whites and 3% reds.

Disappearance for the season to Feb. 1 in the 15 major fall states amounted to 135 million cwt, down 1% from the prior year. The total disappearance included 17.9 million cwt of potatoes that were dumped during grading, fed to livestock on potato farms, discarded without grading, and lost due to shrinkage. Disappearance in January alone was 25.5 million cwt, against 28.1 million a year earlier.

Potato Board Named

Secretary of Agriculture John Block has named 28 members for three year terms to the National Potato Promotion Board. Annual budget for the program of \$2,210,000.



For its outstanding contribution to the macaroni industry through achievement of a widespread reputation for quality pasta among its many patrons in the Philadelphia Area . . .

RISTORANTE IL GALLO NERO

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

Seaboard Allied Milling Corporation



Multifoods Boosts Pasta Commitment

"We sell quality and service, not just durum flour and semolina." That's how Bob Howard, vice president and general manager of International Multifoods' Industrial Foods division, defined his company's continued commitment to the pasta industry.

"Just last November, we developed a proposal for the board of directors for the expansion of our durum milling facility in St. Paul, Minn. While there were a number of options, the decision was to invest in the kind of additional capacity that would provide better service and quality, as well.

"It's clear that Multifoods will continue its commitment to provide the best quality and service for our durum products customer," Howard said.

Multifoods, a leading producer of durum products in the U.S. will make substantial capital expenditures in this project at its St. Paul "B" mill. This will allow for the new equipment, technology and additional facilities necessary to expand daily capacity from 5600 to 8000 cwt., a 43 percent increase.

"We're proud of our durum milling operations in St. Paul and Baldwinsville (New York), but in the context of continual plant modernization, this additional investment in St. Paul gave us the opportunity to offer better quality products and improved service."

Howard said that the expanded facility "will allow for bulk and inter-plant loading superior to the present operation. New technologies will improve wheat extraction, improving quality and efficiency.

And finally, our new design addresses itself to the productivity of the operation, and we expect to make substantial gains."

89 Year-Old Company

Multifoods is an 89-year-old broadly based food processing and manufacturing company in the industrial foods, consumer products, agriculture and away-from-home eating market areas.

Based in Minneapolis, Minn., Multifoods also operates in Canada through its wholly owned subsidiary,

Robin Hood Multifoods, and in Venezuela and Brazil. It also has a strong minority position in an animal feed and agricultural complex company in Mexico, and franchises over 800 Mister Donut Shops, principally in the U.S., Canada, Japan and Thailand.

With more than a billion dollars in sales, Multifoods has international trading and technical service operations, and is also involved in a joint venture consisting of a large bakery and pasta manufacturing complex in Egypt.

Howard said that a major factor in the decision to expand durum milling capacity is the belief that per capita consumption of pasta products will increase over the long-term. "Food economics are on the side of increased consumption, and we expect a greater appreciation by the public of the nutritional qualities of pasta.

"Multifoods will continue to invest in research and development of new products and production methods. We are confident of a growing industry, and we are committed to being a major part of it."

Peavey to Build Flour Mill in Phoenix

Peavey Company's Board of Directors has authorized construction of a new flour mill in the Phoenix, Arizona area.

Plans for the proposed new mill, to be part of the Milling Division of Peavey's Food Group, initially call for a 5,000 hundredweight daily capacity mill to grind hard winter wheat for bakery flour, and an adjoining 500,000 bushel capacity wheat storage elevator. Plans also allow for future expansion of the facility.

The target date for completion of construction is the fall of 1982.

Peavey's Food Group now operates nine flour mills throughout the U.S.

Durum Market

Semolina ranged from \$18.90 to \$19.55, Minneapolis, in March; granular \$18.70 to \$19.40; fancy patent durum flour \$18.70 to \$19.15.

No. 1 Hard Amber Durum dropped from its six year high of \$7.75 at the top to \$7.50. Low end of the range was \$5.70 to \$5.90.

Peavey Directors Declare Dividend

Peavey Company's Board of Directors today declared a regular quarterly dividend of 25½ cents per share on its common stock payable April 15, 1981 to shareholders of record April 1. There are approximately 5,612,000 shares of common stock outstanding.

The Board of Directors also declared a regular quarterly dividend of \$1.50 per share on preferred stock, payable April 15 to shareholders of record April 1. Two classes of outstanding preferred stock comprise approximately 33,300 shares.

Peavey Recognized for Leadership in Saving Energy

In January Peavey received "The President's Award for Energy Efficiency" from former President Carter. The citation read "In recognition of outstanding contribution to America's economic and national security through exemplary leadership in the national effort to achieve energy efficiency."

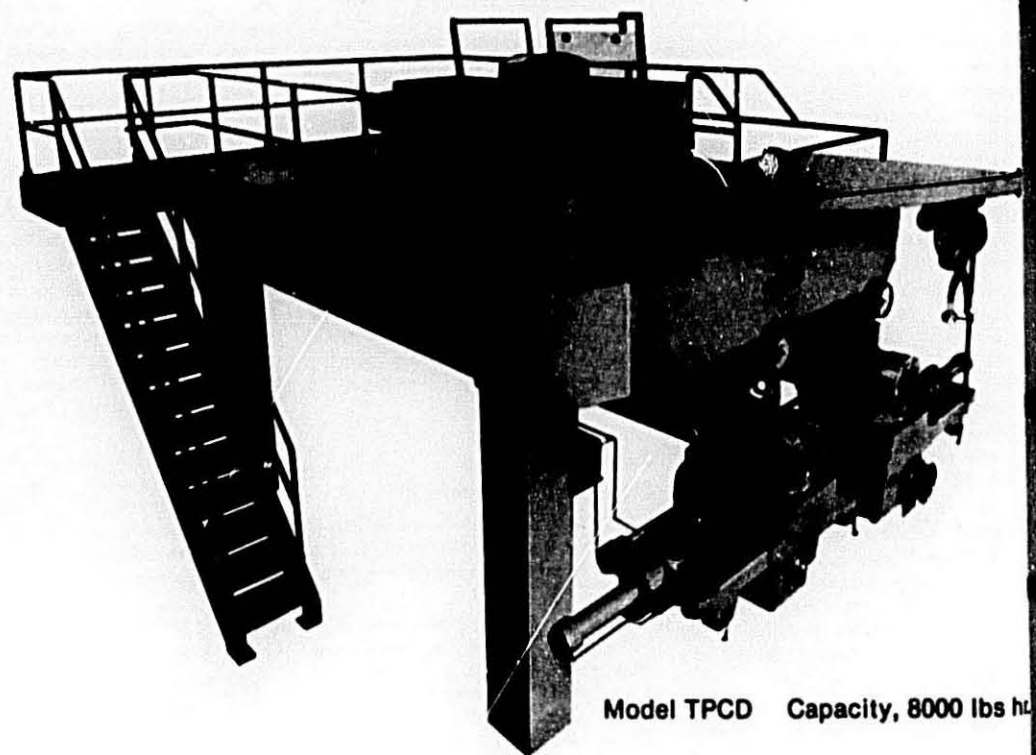
The award for energy efficiency was made to Peavey because of its strong commitment to purchase energy efficient cars and trucks for its own fleet, the efficient driving efforts of employees and encouraging employees to use public transportation in getting to and from work. The results of this overall effort were:

- A 21 percent increase in miles per gallon over the previous year for Peavey's automobiles due to smaller and more fuel efficient engines in vehicles purchased.
- A 10 percent increase in miles per gallon on new trucks due to equipment selection and a 4 percent increase in miles per gallon on existing trucks because of more efficient driving.
- 58 percent of the Minneapolis office employees use bus transportation encouraged through a 25 percent subsidy by Peavey to the Metropolitan Transit Commission.

Peavey was one of the three companies in the Minneapolis area to receive an award.

BUHLER-MIAG[®] EXTRUDERS.

Performance You Can Depend On!



Model TPCD Capacity, 8000 lbs/h

Eight Models — Capacities from 50 to 16,000 lbs/h

Model	Lbs./hr. Capacity
TPLE (Single Screw) Lab Extruder	50- 300
TPAE (Single Screw)	660- 1,320
TPAD (Double Screw)	1,320- 2,640
TPBE (Single Screw)	1,000- 2,000
TPBD (Double Screw)	2,000- 4,000
TPCE (Single Screw)	2,000- 4,000
TPCD (Double Screw)	4,000- 8,000
TPCV (Four Screw)	8,000-16,000

We can help your profit picture, regardless of your plant size.

Sanitary Design

Structural Members completely enclosed; can't collect dust or dirt.

Motors and Drives are open, away from product area and easy to service.

Drive Guards are completely enclosed in oil baths for chain drives. Belt Drive Guards are open at bottom, to prevent dust and dirt accumulation.

One-piece Unique Trough Design has smooth rounded corners for easy cleaning. Product hangup on mixer walls is virtually eliminated.

Outboard Bearings on mixer shafts absolutely prevent product contamination by lubricant. Seals may be replaced without removing bearings or shafts.

Easy Supervision and Operation

Mixer Cover has plexiglass window for easy inspection.

Variable Speed Drive with remote control for accurate capacity adjustment.

Time-Saving Hydraulic Die Change Device.

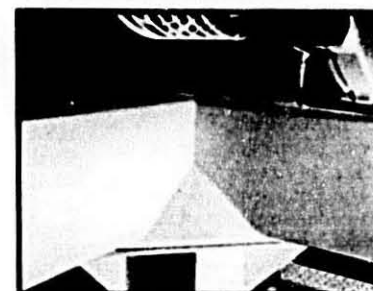
Robust Construction

Time-Proven Design assures long, trouble-free extruder life.

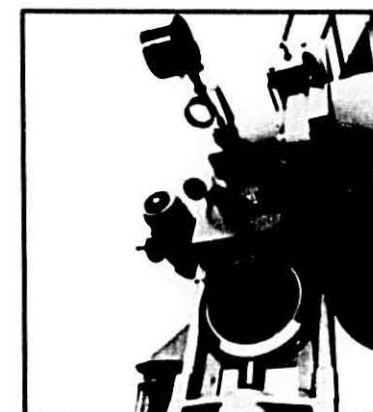
Reliable U.S.-built Drive Components selected for low noise operation.

Product Quality is What Really Counts!

Product quality is yours from BUHLER-MIAG equipment. Your customer recognizes and deserves it. Can you afford to give him less?



Press base and belt guard reflect the clean, efficient design and attention to detail in every Buhler-Miag press. Base is sturdy and easily accessible. All joints have smooth welds for easy cleaning.



Head for round dies: 15 1/4" (400 mm) diameter, with hydraulic die change device (Single screw extruder).

Contact us for information on BUHLER-MIAG Extruders and other Macaroni Processing Equipment.



BUHLER-MIAG[®]

BUHLER-MIAG, INC., P.O. Box 9497, Minneapolis, MN 55440 (612) 545-1401
BUHLER-MIAG (Canada) LTD., Ontario (416) 445-6910

World Trade in Durum Increases

World durum trade in the 1980-81 season (July-June) is expected to establish a new record, according to preliminary estimates of the Foreign Agricultural Service.

The F.A.S. projection of record trade is 3.8 million tonnes, which actually is less than the estimate made by the International Wheat Council in London of world durum trade in 1979-80, of 3.9 million tonnes. The I.W.C.'s latest projection of trade in 1980-81 was 3.6 million.

Indeed, I.W.C. data show several earlier years with dealings in the range projected by the F.A.S. for 1980-81. The Council placed 1977-78 world trade in durum at 3,883,000 tonnes, compared with 2,785,000 in 1976-77 and 3,425,000 in 1975-76. Durum trade in 1972-73 was estimated at 3,835,000.

The F.A.S. said that its forecast of record trade in 1980-81 was made even though production increased in the major importing countries. At the same time, it noted that crops in both the U.S. and Canada, the main durum exporting countries, have been reduced for two consecutive years and ending stocks in both countries this year are likely to be down to the lowest level since the early 1970's.

In the northern African countries of Algeria and Tunisia, combined 1980 durum production was 1.6 million tonnes, up about a third from the previous year. Nevertheless, imports by these countries are projected at around 1.7 million tonnes, against 1.4 million in 1979-80, "as consumption increases and stocks are rebuilt."

The F.A.S. also said, "In both Tunisia and Algeria, any significant future increases in durum production will have to come from improvements in yield, since additional arable land is not available."

The European Community is expected to remain a sizable importer of durum in 1980-81, even with large domestic supplies. The F.A.S. noted that Italy in recent years has expanded in durum milling capacity and has become a leading exporter of semolina in addition to supplying its more traditional pasta.

ADM Gains

Net income of Archer Daniels Midland Co., Decatur, in the second quarter ended Dec. 31 totaled \$43,853,000, equal to \$1.06 per share on the common stock, up from \$27,976,000, or 76¢ per share, in the second quarter a year ago.

Per share earnings are based on average of 41,230,000 shares outstanding in the second quarter and 36,486,000 average shares outstanding in the same period a year ago, adjusted for 5% stock dividend in November, 1980.

In the six months ended Dec. 31, ADM had net income of \$79,867,000, equal to \$1.95 per share, up from \$52,172,000, or \$1.43 per share, a year ago. Per share earnings are based on average shares outstanding of 41,045,000 in the first half, and 36,489,000 shares, adjusted for the stock dividend, a year ago.

ADM said an increase in last-in first out inventory reserved during the first six months reduced net income by \$47 million, or \$1.14 per share, including \$23 million, or 56¢ per share, relating to a change in accounting for certain inventories. The last-in, first-out impact on earnings of year-ago quarters was immaterial, it said.

Provisions for federal and state income taxes for the first six months of fiscal 1981 totaled \$21,025,000, compared with \$30,347,000 a year ago.

The board of directors of Archer Daniels Midland Co. declared a 50% stock dividend in the form of a 3-for-2 stock split and elected Ambassador Robert S. Strauss as a director and member of its finance committee.

ADM Acquires Centennial Mills

ADM Milling Co. announced plans to add a unit with 10,000 cwt of daily flour milling capacity to the newly-acquired Los Angeles mill of Centennial Mills. According to H. D. (Joe) Hale, president of ADM Milling, construction of the new unit will start in the near future, with completion scheduled for early 1982.

The new unit, which will more than double the present 9,000-cwt capacity of Centennial's Los Angeles mill, will primarily be designed to produce

bread flour for the California market, Mr. Hale said.

At the same time, he also announced that T. Frank Rawlinson, who has been president of Centennial Mills, as a division of Univar Corp., will continue as president and that the Centennial name will continue for the West coast operation. Mr. Rawlinson also is being elected vice-president of ADM Milling Co.

Centennial Mills acquired the Los Angeles plant from The Quaker Oats Co. at the start of 1972. The mill then had 2,400 cwt of daily bread flour milling capacity and a whole wheat unit producing 600 cwt per day. That capacity was initially increased to 4,000 cwt in 1974, and a second unit of 5,000 cwt of daily capacity was built and went into operation in April 1977.

Kerr Pacific Mill

Kerr Pacific Milling Corp., a subsidiary of Kerr Pacific Corp., assumed ownership and operation of the Pendleton mill of General Foods Corp., as of Oct. 6. Management personnel will continue "essentially the same as in the past," it was announced last week by Thomas Kerr, president of Kerr Pacific Corp.

Mr. Kerr is president of the new milling subsidiary and Dan H. Breland, formerly plant manager for General Foods, is vice president and general manager. E. Randolph Lable is vice-president. R. J. Vogel continues as assistant plant manager and assumes the position of assistant secretary. Mike Ellis is head miller and Insoo (Skip) Farr is chief chemist.

"Kerr Pacific will continue to operate without significant changes in procedures and operations," Mr. Breland said in a notice to customers formerly supplied by the Pendleton operations of General Foods.

Capacity of the Pendleton mill is 5,000 cwt, alternating as hard wheat, soft wheat and durum. The mill has wheat storage capacity of 810,000 bus.

Wheat Plantings Up

The total area planted to U.S. wheat this season is 35.2 million hectares (87.1 million acres) according to USDA. This is eight percent greater than 1980 and up 22 percent from 1979.

Egg Situation

from USDA, February, 1981

Egg production in the first half of 1981 is expected to average about 1 percent less than 1980 - primarily because of one less day in the first quarter. Egg prices are expected to average well above January-June 1980, strengthened by lower per capita supplies and continued strong export demand.

At 5,806 million dozen, egg production in calendar 1980 continued the expansion started in 1976. However, producers were in a cost-price squeeze during much of the year, and production was only about year-earlier levels in the first quarter. Second quarter output was 1 percent smaller; production for the last half of the year was about even with a year earlier.

Older Hens Culled

During first-half 1980, producers responded to declining profits by culling older hens, leaving mostly younger hens in the flocks. These hens had a higher laying rate that offset the smaller flock and thus kept production near the year-earlier level. The number of eggs per layer during the first quarter of 1980 was 3 percent larger than in 1979. (Part of this increase was caused by an extra day because of leap year.) The laying rate in the second and fourth quarter was slightly above a year earlier, but was lower in the third.

Unprofitable Operations

Egg producers had unprofitable operations during most of 1980. As a result, they produced the number of replacement pullets entering the laying flock and kept their hens in production. The reduction in replacement pullets resulted in a higher percentage of hens over one year old on December 1, 1980, than a year earlier. Another indication of more older hens being kept is the percentage of the hens that were force molted. This reached an historic high of 18 percent as of January 1, 1981 before declining to 16.5 percent on February 1.

Egg producers will continue to face high production cost in 1981. Feed and energy-related inputs will likely increase the most.

Since the percentage of hens already force molted is high, producers can be expected to cull hens if operations become unprofitable. Therefore, the key to egg production in the first half of 1981 will be the culling rate, because the number of replacement hens is below a year earlier. Pullets of laying age on December 1, 1980, were 3 percent below a year earlier, while pullets 3 months old and older, not of laying age, were 6 percent less. Pullets under 3 months old were 10 percent below a year earlier.

Expectations

Egg producers are expected to maintain production near 1980 levels in the first half of 1981. First-quarter

output may be down by 1 percent because leap year added one more day of production in 1980. Second-quarter production may equal last year's rate, while output in second-half 1981 is also expected to be near 1980 levels. If returns improve in the second half, producers may begin increasing the number of replacement pullets. But these future hens would not affect production until very late in the year—more likely next year.

Egg Products

March price range from U.S. Department of Agriculture.

Central States Nest Run \$12.60 to \$15.00.

Southeast Nest Run

\$12.60 to \$14.70.

Frozen Whole 44¢ to 50¢.

Frozen Whites 24¢ to 28¢.

Dried Yolks \$1.75 to \$2.05.

Dried Yolks \$1.57 to \$2.17.

Market Terminology

Price trend refers to the direction that prices are moving in relation to trading in the previous reporting period.

"Higher" - when the majority of sales are measurably higher.

"Firm" - tending higher, but not measurably.

"Steady" - unchanged.

"Weak" - tending lower, but not measurably.

"Lower" - measurably down.

Total Eggs: Supply and Utilization, 1977-80

Year and Quarter	Supply		Beginning Stocks ¹	Total Supply	Ending Stocks	Exports and Shipments ¹	Eggs Used for Hatching	Domestic Disappearance		Per Capita
	Production	Imports ¹						Military	Civilian Total	
Million Dozen										
1977										
I	1,326.0	1.1	20.7	1,347.8	19.9	16.1	109.3	7.6	1,194.9	67.0
II	1,337.5	6.0	19.9	1,363.4	25.0	23.2	112.6	10.9	1,191.7	66.7
III	1,333.3	6.9	25.0	1,365.2	27.1	26.8	102.6	10.0	1,198.7	66.9
IV	1,410.7	2	27.1	1,438.0	23.7	24.6	104.7	7.8	1,277.2	71.1
1978										
I	1,378.8	1.4	23.7	1,403.9	18.1	37.4	113.2	6.6	1,228.6	68.3
II	1,395.8	3.3	18.1	1,417.2	21.0	30.0	122.4	7.0	1,236.8	68.6
III	1,384.8	6.7	21.0	1,412.5	23.1	24.9	111.9	7.4	1,245.2	69.0
IV	1,449.0	1	23.1	1,472.2	20.4	28.0	115.4	6.9	1,301.5	71.9
1979										
I	1,424.2	4	20.4	1,445.0	16.7	24.4	125.4	5.8	1,272.7	70.1
II	1,435.9	2.2	16.7	1,454.8	18.1	22.7	133.5	7.0	1,273.5	70.0
III	1,438.4	4.2	18.1	1,460.7	19.2	25.4	118.8	6.4	1,290.9	70.8
IV	1,478.5	2.7	19.2	1,500.4	18.9	31.2	118.0	6.0	1,326.3	72.6
1980										
I	1,466.1	1.1	18.9	1,486.1	18.4	35.8	127.2	6.4	1,298.3	70.9
II	1,424.7	1.6	18.4	1,444.7	23.7	37.3	127.4	5.7	1,250.6	68.1
III	1,431.8	1.9	23.7	1,457.4	23.8	39.9	118.9	6.7	1,268.1	68.9
IV	1,482.9	1.4	23.8	1,508.1	19.4	53.9	122.7	5.3	1,306.8	70.9

¹ Shell eggs and the approximate shell-egg equivalent of egg product.

**What is this nonsense
about pasta being heavy?**



Pasta is a light weight

**Most consumers don't realize the
low caloric content of pasta products.**

100g

PASTA

YOGURT

MACARON

MACARON & CHEESE

NOODLES EGG

SPAGHETTI

SPAGHETTI
TOMATO SAUCE & CHEESE

SPAGHETTI
TOMATO SAUCE & MEATBALLS

ADM Milling - supplying Breadwinners since 1902

ADM

ADM also supplies quality bakers shortening, corn sweeteners,
CO₂, soy protein and vital wheat gluten for the baking
industry.

Planning for the Future

The program of the 77th Annual Meeting of the National Macaroni Association will be the planning of its course for the next five years.

Utilizing the membership need survey of last fall, the in-put at the Boca Raton convention, and meetings with the Executive Committee, Dr. Stevan R. Holmberg, Associate Professor of Management at the American University, Washington, D.C. will present plans which will include the association's mission statement; formulation of the association's general objectives; planning the program mix and services; determining general resource or financial strategies over the next five years.

These plans will first be presented to the Board of Directors and after their review, to the entire membership.

Round-table sessions, similar to those held in Boca Raton, will be held for committees and special interest groups to develop their own particular set of plans.

The final day will feature reports on product promotion which was one of the primary concerns expressed in the membership survey.

Leadoff speaker will be Elinor Ehrman of Burson-Marsteller, who will have just returned from China.

Joan Reynolds, Executive Director of the newly formed Wheat Industry Council, has been invited to describe plans of that group for wheat and wheat foods.

Rounding out the promotional presentations will be Darla Tufo of the North Dakota Wheat Commission who will tell of the work of that agency.

As a representative of top management Thomas E. Drohan, president of the Food Group, Foremost-McKesson, Inc., has been invited to discuss future trends in food distribution as they affect the pasta industry.

Mr. Drohan has been president of the San Francisco based firm since 1977. He has been vice president and general manager of its Industrial Foods Division and Marketing vice president. He joined Foremost in 1961, having formerly served in management and consumer marketing posts at Lever Bros. and Best



A view of the main buildings from the golf course.

Foods Company. He is a 1949 graduate of Harvard University.

Convention Plans

Sunday, July 12
Board of Directors Meet.
9 a.m. to 1 p.m.
Welcoming Reception,
Dinner Party.

Monday, July 13
8 a.m. Breakfast of Champions
for everyone.
Long Range Plan Report.
Golf Tournament.
Tennis Mixer.
Italian Dinner.

Tuesday, July 14
9 a.m. Round Table Sessions.
Afternoon committee meetings
and recreation.
Free evening.



Stevan R. Holmberg

Wednesday, July 15
8 a.m. Macaroni Manufacturers
Breakfast
9 a.m. Session on Product Promotion,
Association Business.
Noon Organizational Luncheon for
Board
Free afternoon.
Evening Social and Banquet.

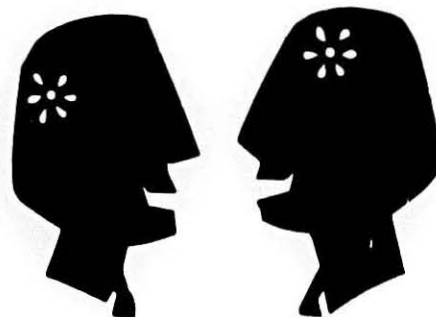
The Place

La Costa sits in peaceful solitude on sunny California slopes, two miles inland from the great Pacific Ocean. It is close enough to San Diego to enjoy all that city's world-famous attractions — the San Diego Zoo, Wild Animal Farm, Sea World, Old Mexico — and not that far from Anaheim, California and the amazing world of Mickey Mouse, Disneyland.

On 6,000 sprawling acres you will find 25 all-weather tennis courts (five of them lit for night play) and the Tournament of Champions Golf Course. There are two other courses as well. Horseback riding is available. The swimming pool goes without saying and water sports are available nearby.

The La Costa Spa is matchless. In a soothing, luxurious atmosphere you can be whirled and swirled, patted and smoothed, anointed and coiffed, exercised and tanned. Every pore of your body ever held will be soaked and steamed away, it seems.

An interesting program is being planned to take advantage of the fabulous facilities. Mark your calendar and plan to attend — July 12-16, 1981. Reservations forms from the N.M.M.A. office.



Profitable Barter

If you have a dollar, and I have a dollar, and we exchange . . . we each still have a dollar. No profit there.

But if you have an idea, and I have an idea, and we exchange . . . we each double our ideas.

That's the kind of profitable exchange you benefit from when you actively participate in your trade or professional association. Multiplication of ideas between members goes on all the time. It's such a natural process you may never be aware of it.

About all it takes to get started is, "Well, Mac, how's business . . ." and from there ideas begin to flow.

Your association works hard to create the right atmosphere for this profitable idea exchange. Conventions, seminars, workshops, all of the activities that pull members together, help to keep ideas moving.

The oftener you can put yourself in this company, the more you'll benefit. Step number one is to join and support your trade association.

Step number two is to attend their next meeting. And take an idea along with you. You're bound to at least double it before you leave.

JOIN

The National Macaroni
Manufacturers Association
P. O. Box 336
Palatine, IL 60067

Write the Executive Director
for details.

SALVATORE DI CECCO

Exclusive Sales Representative for:

RICCIARELLI:

Automatic Packaging Machinery in cartons or cellophane bags for Long and short goods macaroni Cereals, rice, dried vegetables, coffee, cocoa, nuts, dried fruits, spices, etc.

BASSANO:

Complete pasta lines equipment Rolinox patented processing equipment

BRAMBATI:

Systems for pneumatically conveying semolina and flour Storage for noodles and short goods Macaroni products Dry pasta mill grinders

Address:

R.R. 1, Richmond Hill, Ontario L4C 4X7
Canada
Phone: (416) 773-4033
If No Answer, Call Alessandro Di Cecco,
898-1911
Telex No. 06-986963

WINSTON LABORATORIES, Inc.

EST. 1920

Consulting and Analytical Chemists, specializing in all matters involving the examination, production and labeling of Macaroni, Noodle and Egg Products.

- 1—Vitamins and Minerals Enrichment Assays.
- 2—Egg Solids and Color Score in Eggs and Noodles.
- 3—Semolina and Flour Analysis.
- 4—Micro-analysis for extraneous matter.
- 5—Sanitary Plant Surveys.
- 6—Pesticides Analysis.
- 7—Bacteriological Tests for Salmonella, etc.
- 8—Nutritional Analysis.

JAMES and MARVIN WINSTON, DIRECTORS
P.O. Box 361, 25 Mt. Vernon St.,
Ridgefield Park, NJ 07660
(201) 440-0022

FMI Executive Conference

Steve Weinstein reported in Supermarket News on Food Marketing Institute's Executive Conference. A variety of topics were handled:

The buyer as he views himself and as the seller views him; innovative sources of capital; efficiency and productivity; the mood of the country; the state of the economy, and the political climate.

But the most pervasive topic was one that wasn't listed at all: The state of manufacturer-distributor relations. During the first two days of the conference, which were the ones devoted to industry matters, the subject came up time and again, addressed by almost every speaker and panel member.

Divisiveness

The key word was "divisiveness." Not everyone agreed that it existed—or, if so, that it was worse than it had been in the past. But almost everyone felt it was something that should be discussed.

Even the volatile subject of backhaul came up, but it generally was handled in a positive way.

Several speakers didn't feel industry relations had deteriorated. There is concern about the growth of divisiveness and disharmony, but there was more in the "good old days," according to Ed Mooney. In his opinion, relations "now are better than ever." Mooney's formula for "stopping divisiveness in its tracks" called for reason, dialog and hard negotiating, but plain dealing, without guile.

Jim McNutt also was optimistic. The Campbell executive said the industry had come a long way. "We at least sit down and discuss these problems. Twenty years ago, we weren't doing this . . . our relations are a lot better and we are listening to each other and working together."

Lipton's Dolph Von Arx perceived a communications problem. His firm had adopted a backhaul program successfully in 1976. "When the controversy flared in 1980, we were puzzled by the position taken by some suppliers," he said. "The most vociferous opponents didn't really know much about the issue or understand it." He called this a communication problem that "we have to work against in the future."

Studies Suggested

He called for an interchange program involving bright young people in manufacturer and distributor firms. Bernard Paroly of Pathmark suggested the industry take two or three issues and do in-depth studies on them.

This also was discussed after McKinsey's Tom Wilson decried the deteriorating relations between manufacturers and distributors in recent years, their apparent inability to work together effectively and "vociferous" statements that have been made on individual issues.

Wilson, who was the most forthright in stating that a real problem exists, said it had reached the point where it was hurting the chances for joint work to improve productivity. "We have allowed issues to divide us," he said.

Other panelists had a variety of ideas on how to solve the dual problems of industry relations and improving productivity. But Fred Meijer put it well when he said: The most important thing is to "start with the frame of mind that we're not enemies and have more areas in common than adversary situations."

Yes, there is a real industry problem. But it also is solvable. And the atmosphere at the meeting set a tone more conducive to harmony than divisiveness.

FMI Conducts Press Conference on Independent Supermarket Operations

The Food Marketing Institute (FMI) held an independent supermarket operators press conference, outlining the Institute's efforts on behalf of its independent members—who comprise approximately 70 percent of the total membership of FMI.

Robert O. Anders, president of FMI, told the reporters, "We have tried to develop programs suitable to all segments of the FMI membership—retailer, wholesaler, large companies and independent operations. We are committed to helping all these groups within FMI to grow and prosper."

He said that 43 percent of the FMI independent operators have one store,

and 27 percent have between two and ten stores. "Because of these figures, our independent operators program has been growing rapidly."

In 1980, for example, FMI offered the independent operators 15 seminars dealing specifically with the operation of an independent market. In 1981 this figure will double to 30 educational programs.

Strong Regionals

Besides the national structure, the independent operators have also developed strong regional organizations. In addition to the national committee, five regional groups, nationwide, ensure that the right programs are brought to the appropriate regions.

Richard H. Gromer, president of Gromer Super Markets of Elgin, Illinois, described FMI's educational program as "working toward the ultimate goal of promoting efficient operations whether through removing government obstacles to efficiency, discovering through research the most efficient modes of operation, or educating our membership and their employees about the best new methods of running their business."

Seminars Offered

A partial list of seminars to be held by FMI in 1981 was also released at the press conference. Seminar topics include, Managing Profits Under Inflation, Marketing Strategies for Independent Operators, Loss Prevention, Pre-Planning For Scanning, Business and the Family, Using Small Computer Systems and Management Development and Training.

In addition, several new workshops will be offered at the FMI Convention in Dallas in May, 1981. Two of the subjects to be covered there are Store Layout and Design and Merchandise Techniques.

Gromer described FMI's increased focus on independent operators as "a reflection of the growing vitality and strength of this segment of the supermarket industry."

**Food Marketing Institute
Convention and Exposition
Dallas Convention Center
May 3-6, 1981**

THE MACARONI JOURNAL

BUYER PROFILE

supermarket buyers and their management often do not communicate, according to a study presented at the Food Marketing Institute mid-winter executive conference. As a result, buyers often are not familiar with the philosophies of their organizations. In fact, buyers within the same chain often have divergent ideas of their company's strategy and philosophy.

In part because of this, buyers' job satisfaction levels are relatively low in regard to promotional opportunities and pay scales.

These conclusions were drawn from a survey made by Systems for Human Resources, Mill Valley, Calif., and presented by Harlow White, its president, and Martin B. Rabkin, vice president.

In a related study, manufacturers rated buyers relatively high in nine different criteria. In this study, conducted by Ed Mooney, a consultant based in Orleans, Mass., sellers also discussed attributes of what they considered their best and least-favored accounts.

The buyers-seller relationship also was discussed by an industry panel, which concluded that while real problems continue to exist, industry relations are much better than they were 20 years ago. "At least people sit down and discuss problems," said one panelist, C. J. McNutt, president of Campbell Sales Co.

Rabkin & White Study

In their study, Rabkin and White surveyed more than 200 buying units, an average of about 100 supermarkets each, almost three-quarters of them working for chains.

The survey came up with a composite picture of a buyer who was 41 years old, almost all male (94%) and white (97%). The average educational level was 12 years (about two years of college) and the mean annual compensation was \$28,800, with a slightly higher level (\$29,400) for chains.

Of the buyers surveyed, 75% plan to make buying their career, most of them with their present employers. Half of the buyers have worked in the field at least 17 years, and the same percentage have been with their present companies at least 13—seven

years as a buyer and more than four years with their current job titles.

Virtually all those surveyed had entered buying from other areas within their companies—about half had been store managers.

Rabkin and White questioned whether white males over 40 could stay in touch with today's supermarket shopper or be compatible with manufacturer sales reps or suppliers' product managers with MBA degrees. Regarding promotions and pay scales, buyers have lower job-satisfaction levels than store managers and department heads, the survey concluded. Except for their feelings about promotional opportunities, regional buyers have lower satisfaction rates than those working in headquarters. And chain buyers overall felt less satisfied than their counterparts working for independent, co-ops and voluntary group wholesalers.

No Training

Most companies provide no training for their buyers, the survey showed. Those with training demonstrated a higher job satisfaction level. In addition, many companies (20%) do not communicate with buyers on strategy and objectives.

Supervisors generally oversee four buyers each, although with voluntaries, the ratio was seven buyers to each supervisor. In 40% of the companies, buyers report to the merchandising arm; in about 20% of the firms, buyers report to the chief executive's office.

Although most buyers said their performance was reviewed periodically, 11% said they had never had a formal performance evaluation. Most evaluations are conducted annually.

The typical buyer is responsible for 1,570 items, but the number is 1,911 in chains and goes over 3,000 for some voluntaries. More than half of the buyers surveyed said there were no restrictions on their buying. Limits generally were in terms of dollars per week, although some firms placed limits on the basis of dollars per order or dollars per vendor.

Two-thirds of the buyers participate in periodic meetings with colleagues to discuss strategy and other function-

al matters. Meetings tend to be held weekly. But frequently, although executives said this was the case, buyers for the same companies said the meetings were held every six weeks.

More than three-quarters said they have total independence to make order quantity changes and two-thirds claimed independence in ordering deals. A slightly lesser number can accept promotions and less than half can make price changes. Only one-third can discontinue items.

Rabkin and White suggested there probably were more limits, but added that they were communicated poorly, monitored badly or ignored.

About 24% of the buying is forward buying and three-quarters is for turnover. The average industry target level for out-of-stock is 3.7%, and the average acceptable level for product shipped vs. product ordered is 94.2%.

More than three-quarters of the buyers surveyed consider product more important than brand. More than one-third prefer frequent deals to fewer but deeper deals.

Sixty-nine per cent of the buyers questioned work for companies with buying committees, but 25% of those don't have buyers as members.

Most buyers felt sales were the most important factor in the buying function, followed by merchandising, turns, service-stocking level, promotions, retail pricing and ROI. But there are great differences within a company on which factors buyers thought their companies considered most important.

Information Sources

Asked where they got their information, buyers listed sales presentations (92%), SAM data (72%), trade publications (64%) and product publications (46%).

Asked which strategic factors are most important, the buyers listed consumer demand (70%), turns (53%), product quality (50%), pricing (46%) and variety (39%).

They listed the most favored promotional practices as: Off invoice (97%), extended terms (63%), display allowances (55%) and co-op allowances (51%). Least favored were

(Continued on page 38)

SAVE OVER \$1 MILION IN TEN YEARS!

WITH EACH MICROWAVE DRYER

- Up to 4 times the production in the same feet of floor space (a bargain in itself with construction costs in the \$40 sq. ft. range)
- Free production 5.42% with a 5-day week
- Save energy Tests prove over 50% total energy savings compared to some competitive dryers
- Sanitation savings Minimum \$100 each cleaning Most easily sanitized dryer hose it down or steam clean it
- Save on installation Fabricated and assembled at our plant Up to 5,000 man-hours savings
- Other factors of increased flexibility less waste from spillage more exact moisture control

A BETTER PRODUCT

Finally we have the capability we've been trying to achieve for hundreds of years—drying macaroni products from the inside out. Until now we have had to wait for the product to sweat or rest so that the moisture would migrate to the surface, when we could again dry some more in small stages. We had to be careful not to case harden the product so the moisture would not get trapped thereby causing the product to keep drying on the outside but not properly and to check at a later date when that moisture finally did make its escape.

Microdry actually produces a better product than does conventional processing. The superiority is the cooking strength and texture when ready to eat and the color enhancement and microbial stability when presented in the package. We will be pleased to submit samples of product made on the Microdry press same die same raw material but dried in conventional and Microdry units. You will readily see the color difference, cook and taste the bite differences and measure for yourself the stability of each product.

- Kills all weevils—eggs larvae and adults
- Kills all salmonella, Staphylococci and Coliforms. Greatly reduces total microbial counts
- Makes a product with better color



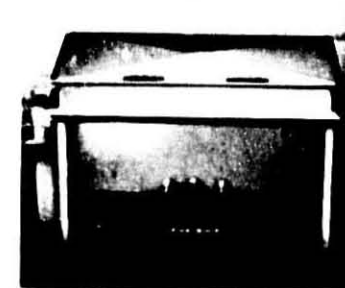
Pasta drying operation from production line comparisons by two major processors. Shows total energy required.

WHAT USERS SAY:

- Lowest downtime: We keep an accurate record of all downtime and express it as a percentage of time down to time scheduled. Microdry leads the list at less than 2%.
- Plant Manager of a leading mid-west operation
- All future equipment will be Microdry.
- Technical director of a large pasta plant
- I guess the greatest compliment I can pay to Microdry is that if we were going to install another Short Cut line in our Operation it would definitely be a Microdry. Micro-wave Dryer.
- Executive Vice President, pasta manufacturer

UNITS IN THESE LBS. HR. CAPACITIES 1500, 2500 AND 4,000 ARE OPERATING TODAY OR ARE ON ORDER FOR:

- GOLDEN GRAIN PLANTS 7 units
Chicago, Seattle, San Leandro
- DAMICO 1 unit
Chicago
- CATELLI 1 unit
Montreal
- GOOCH 2 units
Lincoln, Nebraska
- O.B. 1 unit
Fort Worth, Texas
- LIPTON 2 units
Toronto, Canada
- GILSTER MARY LEE 3 units
Chester, Illinois
- WESTERN GLOBE 2 units
Los Angeles
- PILLSBURY CO. American Beauty Division 2 units
Kansas City, Kansas
- SKINNER 1 unit
Omaha, Nebraska

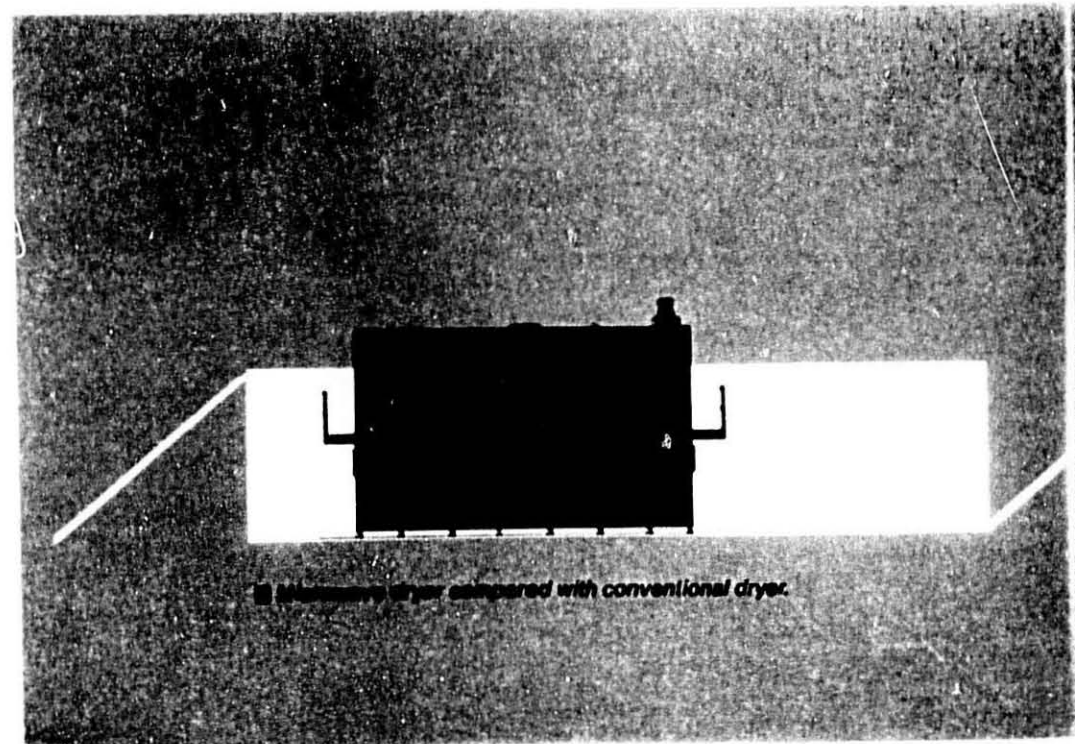


■ Driewasher by Microdry. More compact. 2,000 p.s.i. water nozzle pressures.

MICRODRY Corp. World leader in industrial microwave heating



3111 Fostoria Way
San Ramon, CA 94583 415 837 9106



■ Microdry dryer compared with conventional dryer.

Buyer Profile

(Continued from page 35)

premium offers and on-pack premiums.

As for aid received while considering a new item, they listed promotional support (77%), pricing (45%), item duplication (46%), allowances (40%) and vendors' track records (35%). The most important factor in discounting an item was listed as product duplication.

Mooney's Conclusions

Mooney's conclusions were based on 350 detailed questionnaires from officials of 2 dozen supplier firms.

On the basis of a 1 (lowest) to 10 (highest) scale, they rated buyers thus: A clear understanding of company policies and goals (7.7), open channels of communication to their top management (8), follow company directives reasonably closely (7.9), are enthusiastic about their jobs (6.1), feel they have opportunities for advancement (5.5), aspire to advance in the company (6.7), are compensated fairly (6.4) and have a reputation for treating suppliers fairly and honestly (6.8).

The suppliers said their most favored accounts gave them a fair shake and an honest answer whether or not their firm got the order. They added that the least favored buyers were indecisive, had no authority, were poor communicators, had questionable ethics and were guilty of "cronyism."

Mooney recommended distributor executives consult with a cross-section of suppliers and brokers for their perspectives on the interface between top managers and buyers. He suggested visiting buying departments on a regular, but unscheduled, basis and writing and distributing a document clearly stating goals and policies. He suggested encouraging buyers to discuss short-term goals with suppliers and police the execution of policies, particularly as they apply to ethical behavior and examining workloads of buyers.

Panel Discussion

In the panel discussion Bernard Paroly, president of the Pathmark division of Supermarkets General Corp. said that while he agreed with many of the survey findings, many of the problems are typical of our society, not just confined to buyers. He re-

ferred to such terms as a "clear" understanding of policies and "open" channels of communication. To a degree, "we're involved with semantics."

On-the-job training is important, he said. Some of this can come from chief executives, according to Paroly, but suppliers also can be helpful. Consistency is important, he said. All departments in an organization have different short-term objectives, but need an understanding of common company goals.

FMI Publishes Study of Operating Results at Independent Supermarkets

The Food Marketing Institute (FMI) recently published a comprehensive survey that focuses on the operation of independent supermarkets in the United States. *Operating Results of Independent Supermarkets - 1979* examines a variety of operational areas and is specifically designed to provide comparative, store-level financial information. The publications are the first annual update of the base study which covered the years 1976 through 1978, published by FMI earlier this year.

This annual survey is the first of its kind devoted specifically to independent supermarkets. It complements Cornell University's annual study, *Operating Results of Food Chains*.

The study compares the operation of independent supermarkets by geographic areas of the country and outlines in detail the sales volume, gross margin, total operating expenses, income before taxes, return on net worth and productivity of over 400 independent supermarkets.

To cite some examples, northeastern independents reported average yearly sales of \$4.4 million, the highest of all the five regions surveyed. Southern independent supermarkets reported average yearly sales of \$2.6 million, the lowest of the five regions.

Total operating expenses ranged from a high of 20.96 percent of sales for California firms to a low of 15.99 percent for northeastern operators. Wages and benefits, accounting for over half of supermarket operating expenses, were 13.43 percent for California independents and 8.94 percent for northeastern firms. California led

the pre-tax income section with 2.53 percent of sales reported in 1979 whereas a pre-tax income of .94 percent for northeastern independents was the lowest.

The regional editions and states covered are:

Northeast

Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont.

Southern

Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia, Washington, D.C.

Midwestern

Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin.

Western

Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming.

Statistics for independent supermarkets in California are covered by a separate edition for that state.

All five editions of the *Operating Results of Independent Supermarkets - 1979* are available from FMI at \$15.00 per region for members and \$30.00 per region for non-members from the Publications Specialist, Food Marketing Institute, 1750 K Street, N.W., Washington, D.C. 20006.

Scanning Can Reduce Coupon Fraud

Coupon scanning will go a long way towards clearing up some of the problems connected with coupon redemption, but practical considerations prohibit its being put into practice in the near future, it was stated at the third annual Food Industry Executives Council Consumer Affairs Forum.

Martin Sloane, a syndicated columnist who writes on coupons and other manufacturer promotions, suggested retailers decide coupons must meet certain criteria to make them scanable by a certain date — and beyond that date no longer accept coupons not meeting the criteria. Coupon scanning will substantially reduce coupon fraud, he noted.



FDA CELEBRATES 75TH ANNIVERSARY OF PURE FOOD AND DRUGS ACT OF 1906

past and present, looking toward a future of greater service as a scientific, law enforcement institution.

"Better understanding of today's baffling problems of consumer protection as contrasted with those of the past.

"Appreciation of the role and contributions of consumers, science, and industry to effective operations of our food and drug laws, Federal, state, and local."

Symposium

FDA will apply the 75th anniversary theme to activities that would take place anyway, such as scientific symposiums sponsored by FDA's Office of Health Affairs and Bureau. The agency will co-sponsor an anniversary symposium and banquet conducted by the Food and Drug Law Institute June 8 in Washington, DC. FDLI is an independent organization of lawyers in the food and drug field.

During the anniversary year, FDA also will participate in meetings sponsored by the American Pharmaceutical Association, the American Institute of History of Pharmacy, the Association of Food and Drug Officials, the National Food Processors Association, the Animal Health Institute, the American Dental Association, the American Medical Association, the American Academy of Pediatrics, and the AOAC.

A videotape prepared for internal training employs the anniversary theme, and in June 1981, there will be a special issue of *FDA Consumer*, the agency's official magazine.

Educational exhibits will also be set up in the lobby of the Hubert H. Humphrey Building, the main building of the Department of Health and Human Services in Washington, DC, and in the 32 cities where FDA has regional or district offices.

Information on food and drug history, a bibliography, and anecdotal material may be obtained by contacting Sharon Martin, 301-443-3255, or the FDA historian Wallace Janssen, 1144.

10 Tips for Tough Selling

By Alan Cimberg

Alan Cimberg, Malvern, N.Y., is a nationally-known sales motivator and convention speaker. He has been a regional sales manager, sales trainer, and sales manager for two AAA-rated companies. He is also co-star in the sales training film "Instant Replay."

1. Purge sales people of the doom and gloom which pervades the business scene today. What appears to be "selling in crisis" is actually opportunity, because buyers are eager to get the advantage of the very best offering available.
2. Make sure your sales people have no inner reservations about the quality of their product/service and the value offered in relation to price; otherwise they will not be able to make a convincing presentation.
3. Do they have a plan and sufficient information about the prospect's company, its needs and problems before making the call?
4. Be certain sales people have specific objectives in mind before they make the call—making a survey, submitting a proposal, finding the decision-maker, etc. And getting the order, of course.
5. Are they armed with at least 20 benefits of their product/service, in order to answer the question "Why should I consider your proposition?"
6. Sales force ready with crisp, clear answers to at least three objectives which you know most often come up on your company's products/service?
7. Have they learned to be tactful—always? You can disagree without being disagreeable.
8. When customers say your price is too high, are they comparing apples with apples?
9. Are salespersons always alert for buying signals and ready to ask for the order?
10. Tell it like it is always. There is no room for the abominable snowjob.

INDEX TO ADVERTISERS

	Page
A D M Milling Co.	30-31
Amber Milling Co.	17
Asoca Corporation	15
Braibanti Corporation	6-7
Buhler-Mieg Corp.	26-27
DeFrancisci Machine Corporation	11-12
Di Cecco	33
Feld Pak Corporation	2
International Multifoods Corp.	42
Malderi & Sons, D., Inc.	9
Microdry Corporation	36-37
North Dakota Flour Mill	5
Peavey Company	20-21
Seaboard Allied Milling Corp.	23-24
Rossotti Consultants Associates	41
Winston Laboratories	33

CLASSIFIED ADVERTISING RATES

Want Ads \$1.50 per line
Minimum \$5.00

WANTED: Demeco used presses, spreaders.
For information write P.O. Box 336, Palestine, IL 60067.

Role of Business Acumen

While the food industry cannot survive without continuing advances in technology, "it will not survive by technology alone," according to Lauren H. Batty, president of the Bakery Division of ITT Continental Baking Co., Rye, N.Y.

Mr. Batty, in an address to a baking management seminar at Kansas State University in Manhattan, emphasized the need for food technologists to adopt business acumen. "Food technologists," he said, "will not survive in industry unless they become familiar with the mechanics of the business world."

In applauding the K.S.U. approach of mixing business courses in the grain science curriculum, Mr. Batty said, "In terms of our ability to go on feeding America, our biggest threat is not crop failure, or drought or other natural disasters. Energy and economics are our biggest challenges. I can see more chaos and confusion ahead if college graduates don't develop a great appreciation of economics, especially as they relate to the long-term operation of a business. The economic illiteracy rate is still soaring. To be effective in business, the university graduate should also have a fundamental understanding of



Emanuele Ronzoni, Jr.

what role profits play in the life of a corporation."

Mr. Batty acknowledged that industry must help food technologists adjust to the business environment, noting that food scientists "can have a difficult time comprehending how their valuable skills fit into the framework of a large organization."

Emanuele Ronzoni, Jr.

Emanuele Ronzoni, Jr., affectionately known in the trade as Manny, died on April 6. He was 77 years old.

Son of a pioneer in the macaroni business in New York City he and his brother Angelo built the company and its products to be one of the best known in the Metropolitan New York market. Its products are distributed as far as West Coast seaport cities.

The company was founded in 1918. Mr. Ronzoni became president of the company in 1956 operating out of a modest-sized factory at 35th Street on Northern Boulevard, Long Island City. Today the expanded facilities are at 50-02 Northern Boulevard.



James Winston (left) is presented with the Ten Commandments by Professor Amos Turk.

Mr. Ronzoni was elected to the board of Directors of the National Macaroni Manufacturers Association in 1948. He worked up through the chairs to become president during 1960-1962. He has been on the Product Promotion Committee since that time.

He was a member of the Queens Chamber of Commerce, has been a director of Tiro A Segno (New York Rifle Club). Aside from an occasional round of golf, he could always be found at his desk at least five days a week.

He and his wife Ina were married in 1931. She passed away in 1979. They had four children: daughters Rosemary Bisio and Rita Castagna and two sons, Richard and Robert. Robert became president of the company in 1980. He leaves twelve grandchildren.

Always a strong family man, Manny and his sons and nephews were cited as a typical example of strong family businesses in a recent issue of a Fortune magazine. He will be missed by the industry.

James Winston Honored

A testimonial dinner honoring James J. Winston, president of Winston Laboratories and director of research for NMMA, was tendered by the Scientists Division of UJA-Federation in February.

In the illustration Professor Amos Turk, chairman of the division, presents Mr. Winston with the Ten Commandments.

Graying of America

"The graying of America," reported the U.S. Chamber of Commerce, "is already a very real phenomenon." An estimated 36 million Americans will receive benefits this year, paid for an estimated \$150 billion in Social Security taxes from 115 million workers and their employers.

By 1985 benefit payments are expected to rise to \$262.8 billion, and the number of retirees receiving benefits will rise from 36 to 39 million.

This trend will continue past the year 2000. By 2025, the Chamber says 40 percent of total federal government outlays will go to 20 percent of the American public over age 65.

THE MACARONI JOURNAL

ROSSOTTI

LEADING CONSULTANTS TO THE MACARONI INDUSTRY

SINCE 1898

REPRESENTING

St. Regis Paper Company

COMPLETE SERVICES IN

PACKAGING MACHINERY SYSTEMS AND MATERIALS

FOLDING CARTONS — CORRUGATED SHIPPING CONTAINERS

COMPLETE GRAPHIC ART SERVICES

INCLUDING DESIGNING AND FULL ART WORK PICTORIALS

Sales Offices and Plants Strategically Located

Charles C. Rossotti, President

George Leroy, Vice President and Marketing Director

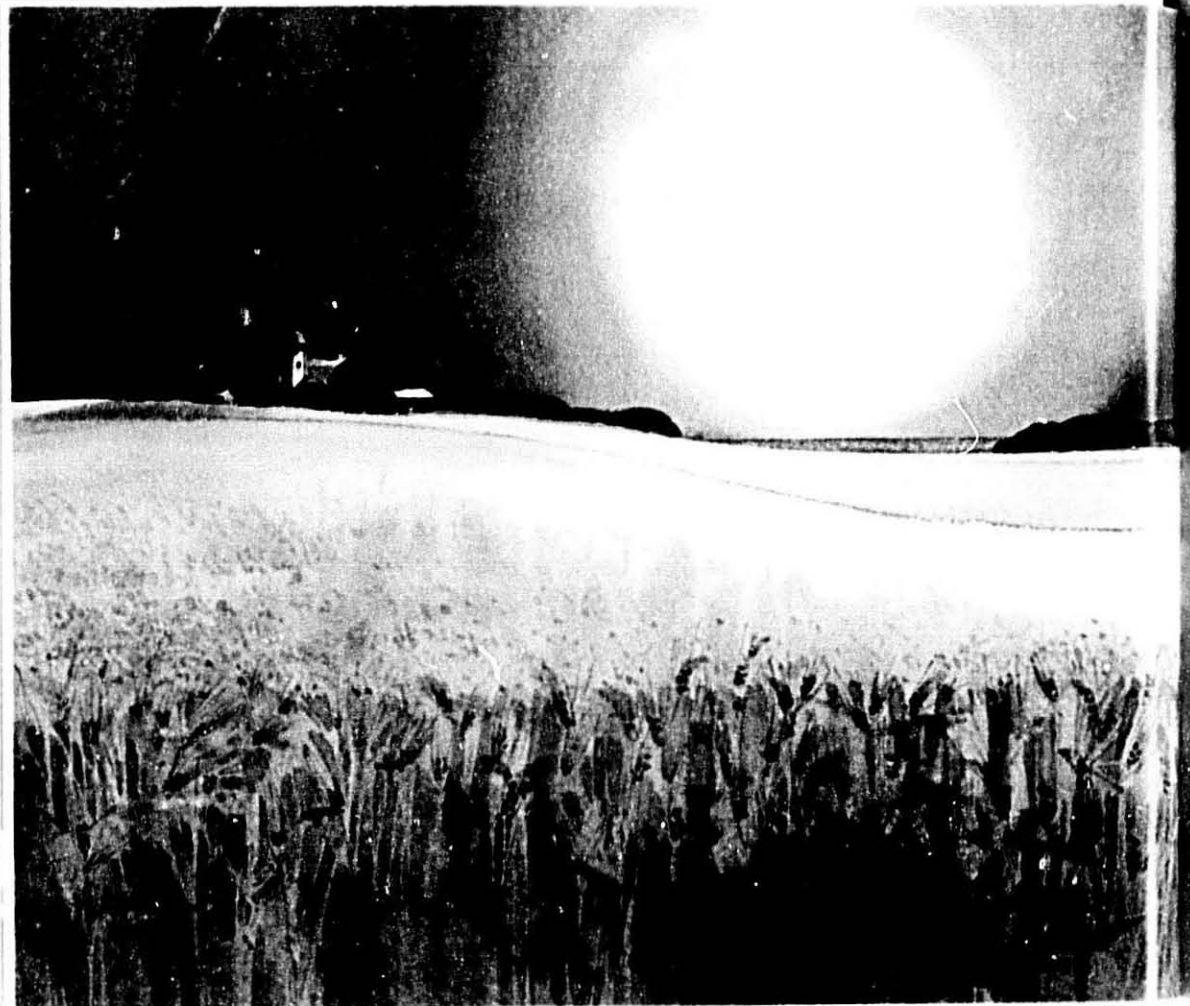
Jack E. Rossotti, Vice President

ROSSOTTI CONSULTANTS ASSOCIATES, INC.

158 Linwood Plaza
Fort Lee, New Jersey 07024

Telephone (201) 944-7972

Established in 1898



*We start with the finest durum and mill it to exacting standards
to insure you of dependable product quality. We're Multifoods.*



 INTERNATIONAL
MULTIFOODS