

**THE  
MACARONI  
JOURNAL**

**Volume 45  
No. 7**

**November, 1963**

# Macaroni Journal

OFFICIAL PUBLICATION  
OF THE  
NATIONAL  
MACARONI MANUFACTURERS  
ASSOCIATION



**NOVEMBER, 1963**

**Developing  
Executive Skills**

**Macaroni Merchandising**



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## Cover Photo

It's the time for breakfasting. Eggs, cereals, soups, and vegetables makes a healthy meal and the cereal is combined macaroni with canned tomatoes. That salad served to appeal to the younger generation.

NOVEMBER, 1963

## Developing Executive Skills

by Dr. Charles C. Slater, Director, Executive Development Programs in  
Mass Marketing Management, Michigan State University  
at the 59th Annual Meeting, National Macaroni Manufacturers Association

YOU have been exposed to a pretty concentrated dose of market information. It has been a valuable and well planned exercise in review of the resources at your disposal.

The question that has been running through my mind is how you put all of this to work for your firm's profit? In short, how do you get a drink from this firehose of information?

Executive skills in large measure consist of getting value from information—value in terms of better, faster decisions that keep you making money in a tough and changing competitive environment.

Permit me to characterize your industry, as an outsider sees it. Perhaps this quick sketch will shed some light on what I see as the key problems, and at the same time it will give you the basis for judging the relevance of some of my later comments on the development of executive skills. Here's how this outsider sees your business. It is a cold view perhaps, but I want to get down to reality rather than speculate on how ideal executives would operate in an environment of ideal information. There is an impractical and costless, timeless quality that my topic could have if we didn't get down to realities of this business.

First, this looks like five businesses, not one. As I see the segments, some appear to be growing much faster than others. Forgive me for detailing what must be obvious to most of you, but it is necessary to the thesis I hope to develop.

### Five Segments

First, the dry pasta or macaroni business with \$200 million in sales. There are four or five large (\$10,000,000 plus) multi-regional firms which meet 10 to 15 (5-10 million) regional firms; then about 20 local firms with \$2,000,000 in sales altogether account for 70% of the industry's production. In any one market three or four firms compete for most of the retail sales in a tight competitive race.

Second, the canned spaghetti business amounts to about \$85,000,000 at manufacturers' level. Two firms dominate this business; the same two firms dominate the wet sauce business.

The third segment of the industry is the wet and dry sauce business. Dry sauces are new, but to date they have been merely spice blends. Thus wet and



Dr. Charles C. Slater

dry sauces amount to about \$30,000,000 a year but they are not dynamic sectors of the industry.

Dry dinners are the fourth sector of this industry. Now at \$35 to \$40 million, they are rapidly growing. This is the most exciting and potentially most dangerous sector of the industry.

The fifth sector is the frozen business. A few firms are large in this field, but it is as a part of the frozen prepared foods business—not the pasta business alone. This sector is only \$5 to \$7 million today.

Thus nearly half of the volume of sales of the macaroni industry are now accounted for by products not in the traditional dry form. A new form of product is growing rapidly. Will it add volume or replace traditional sales?

### Factors For Balance

This quick sketch of the industry can serve as a platform for describing the competitive processes that appear to operate and about which executive action centers. The larger, low cost plants, consisting of a battery of presses, headed by 1,500 or 2,000 pound units can produce at a slightly lower cost. I have been advised that this difference may be as much as one to two cents per pound in cost between the large plant and the smaller plant doing less than \$2,000,000 a year. This production cost advantage is quickly absorbed by the freight required to ship the product from the larger plant into the more distant markets of the smaller

plants. Thus a balance exists that explains the historic location of larger plants in large cities and the preservation of smaller plants in smaller markets. Until the present day, these smaller local producers have met the larger interstate organizations on roughly equal terms in their own local market.

Another constraint that controls the competitive process today is the pattern of supermarket display. The demand for macaroni products is such that a self-service store, doing \$20,000 to \$30,000 a week in food sales, can afford to display two or three full lines of dry pasta products and a sprinkling of other items and partial lines. In general terms this means that three or four brands can be carried, not more. Most cities, excepting perhaps three or four of the largest, have the bulk of their grocery business done by no more than half dozen warehouse headquarters. The pattern of consumer demand is such that the top local brand is displayed and one or two of the larger regional or near national brands will be carried by all outlets. This means that the third and fourth position will be the bone fought over by five or six secondary or distant brands. Thus competition is intense, but relative to some other food lines, rather stable.

### Upsetting Competition

Competition in the long run may not be so stable an affair. The prepacked dinner is a new item. Because of the advent of freeze drying, it is possible to include some quality ingredients that were missing from the older cheese and dry pasta dinners that have been on the market since the 1930's. This business is the province of the giants of the food industry. It requires a sophisticated research center to develop these products and a marketing organization of some depth to sell them, but it is already crowded with big firms. Talks with a few supermarket buyers suggest that these items are now additions to the regular line of pasta, dry and canned. The growth is still rapid and so it is safe to predict that they will someday cut into the dry pasta business, just as cake mixes eventually cut into the business of the local baker.

This competitive environment, surrounds the serving of three classes of demand: (1) traditional ethnic demand

(Continued on Page 6)



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## Developing Executive Skills

(Continued from Page 4)

from families whose roots are in southern Europe, where pasta is a staple; (2) a low price market for the Americanized version of spaghetti; and (3) an emerging gourmet market formed by those whose travel or restaurant exposure is such as to make them appreciative of quality foods, among them pasta dishes. The first of these markets is often dominated by a local producer, the retail outlets important to this class of product are the only now dying mom-'n'-pop stores. The second of these market segments has been the preserve of larger, low priced, mass marketers: The new market is being penetrated by the better quality prepared dinners. It is in this third segment that the greatest opportunity and threat seems to lurk.

In this competitive environment and serving these market segments, marketing management must use the information that could be presented to make some decisions. Let's return to that question of how you get a drink from the firehose of market information that is potentially available? To do this let's look at the questions that marketing management must deal—on a day-to-day basis as well as on a longer run basis.

### Day-to-Day Questions

For purposes of this exercise, it is convenient to think of day-to-day questions as: (1) those that require action to sell your product; (2) those that pop up as opportunities which must be seized; and (3) those that consist of gathering information upon which one must base future decisions. Most firms are longer on philosophy of actions that are bromidic oversimplifications of the verities of human nature, than on hardheaded experimentally based knowledge of the effect of sales, advertising, and promotion expenditures on volume and profits. The seizing of advantages is crucial in the nearly frozen state that competitors find themselves locked into by the fact that supermarket operations can only accommodate about half of all the suppliers that would like to serve the market. The game of musical chairs requires that a chance to get on a chain of store's shelves be quickly seized. The timing of introductory offers is crucial, if not vital.

The third of these day-to-day marketing tasks is the gathering of information that will serve as a market intelligence network in future decisions. Recording systems to keep close track of deals that are heard about, competitive detailing that is done, and test markets that are conducted all are a continuing need that few firms take the

trouble to maintain. As a result expensive and inadequate surveys of trade and consumer channels are often rushed into existence when tough decisions pop up. The past blurs into a timeless montage with the earliest experiences in sharper focus than things that happened one, two or five years ago. One executive skill consists of the planning needed to collect information when it is cheaply available and storing it for future use.

The longer run questions are those that can wait for more information and thus be put off until tomorrow. Two often the urgent takes precedence over the important. Too many firms fail to make the bench marks of information that will be useful and sometimes crucial in making future decisions. To illustrate: today, dry dinners are apparently not cutting into dry pasta sales. How many of you have a really solid base of information on these dinner sales relative to the sales of dry pasta products? Can the information collection method be reproduced two years from now so that you can review your present decisions about this business? On this may hang the future of your business.

### Basic Considerations

So much for the background of executive skills, for it is in the market environment and consumer demand patterns that marketing management must exercise such skill as they possess. It is an environment of uncertainty and risk, where self deception can look like a plan, and no one can really tell the difference unless some plain tough questions are faced. I submit that executive skill consists of formulating questions and seeing to it that the answers are timely and lead to actions that are judged by the profits they produce. It is not enough to have all the research available—that is, to have all the answers, you have to know what the questions are too!

Secretary of Defense MacNamara is alleged to have started his tour of office by formulating 98 questions — with deadlines for his staff. Using these as a base, he formed an early plan for harnessing the Department of Defense.

Six broad questions encompass some topics that seem to me to be significant elements in executive skill today:

1. How do you reach your market?
2. What are the borders of your market?
3. What can you afford to spend to extend the boundaries of the market?
4. What will be the competitive response to changes in your marketing?
5. What are the emerging changes in economic environment?

6. What impact will changing technology have upon your operation?

These are not questions that remain answered for very long; events change the answers to these issues. The questions can be ignored, but like an unwanted pregnancy, ignoring the problem may not make it disappear.

Allow me to review these questions and to discuss them in terms of the kinds of new research tools and concepts that permit management to develop more profitable answers.

### How to Reach Market

How do you reach the market? One can classify the ways the market can be reached in many ways. I like to think of eight channels to reach the market with the product itself, or a message designed to encourage somebody to buy your product. How effective are expenditures in each of these eight avenues? How should effort be allocated among these eight alternatives, and sometimes competing, methods of spending money to make money?

1. Chain headquarters, both sales and missionary calls.
2. Trade advertising and promotion—including deals and price promotion.
3. Buyers at chain and wholesale distribution centers.
4. Retail level retailing and selling.
5. Consumer in-store demonstrations and sampling of product.
6. Consumer paid space advertising.
7. Consumer word of mouth promotion and public relations activities.
8. Consumer and trade promotion via cooperative advertising.

The allocation of funds to these alternatives means of reaching and influencing trade and consumer acceptance of your products is one of the key tasks of management. Can you be satisfied with the answer you now get to the question of how much profit a dollar spent in advertising or detailing returns? The measurement of the effectiveness of advertising is being progressively refined. Are you taking advantage of these developments?

### Market Boundaries

The second of this list of questions—the boundaries of the market, has several dimensions, i.e. geographic and consumer market segments. The geographic limits of the market are usually clear cut, but one observes the reckless invasion of distant markets because they are beyond the present area where consumer franchise prompts seller to protect the price and image of quality. Dumping, however, is not a very effective way to build volume; little of it remains as continuing business and retaliation cuts down the

(Continued on Page 8)

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by Gene Kuhn  
Manager:  
AMBER MILLING DIVISION

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### Developing Executive Skills—

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pleasure too. Thus the geographic limits are evident.

The concept of the market in motion is perhaps a more useful way to study opportunity. At any given time there is some fraction of present buyers who will, because of habit and preference, persist in buying the brand they are now buying. Other customers will switch brands, and others will enter the market as new buyers. It is suggested that you look at the market that is in motion at any given time as the target market, rather than your share of the total market. Concentrate promotion on those segments of the market where you have a better than average chance of reaching the market in motion—with as much or more promotion and advertising as your competitors.

#### What to Spend

The amount that can be spent to sell your product cannot be greater than the discounted cash value of the future stream of revenue that the customer will return to you—until he has switched away from your products. At a 20% switch rate and a 20% return on capital, it would mean that a customer contributing a dollar in gross margin this year would be worth \$2.55 in six years.

Disc. \$	Switch-out	Discounted value of a customer spending one dollar
1.00	1.00	1.00
.80	.80	.64
.64	.64	.41
.51	.51	.25
.40	.40	.16
.32	.32	.09
		<u>\$2.55</u>

Thus if your product has a material, wrapping and labor cost of 10¢, and it sells for 20¢ at wholesale prices, the gross margin is 50%. If the switch rate of new customers is about 20% per year and you establish that you require a 20% return on capital you invest in product promotion, we have the necessary information to determine the most you can spend on the garnering of new customers. The calculations just run through show that for \$1.00 in gross margin of current business, the most that you could spend would be \$2.55. What is the switch-out rate of your old customers; what age groups and economic groups are entering the market and which are leaving your market for the new dry dinners? Executive skills consist of trying to create the questions and frame them so that you can put to work the complex information the modern research can put at your disposal.

### Competitive Responses

The fourth of these questions—What will be the competitive response to changes in your market?—deserves a careful answer. It is the most treacherous area of uncertainty in a business as tightly competitive as yours. To be able to imagine the cost structure of your key competitors and to use market intelligence to understand and even anticipate the likely response of competitors to losses in volume or reductions in price can be very important. Modern business games can be played, ones that can be modified to resemble your industry to help you anticipate the responses of customers and competitors to such things as private label deals. The so-called Bayesian statistics will let you approach these problems in new ways that makes your common sense knowledge of your business play a bigger role in deciding how to evaluate changes in the market and the likely responses of your competitors to changes you may wish to induce.

#### Changes in Environment

The fifth question—What are the changes developing in the total economic environment?—needs constant attention. Most executives action and particularly marketing action is entirely too casual about the matter. Here are some concrete questions that need good answers:

1. Will small local producers just fade away quietly as new large scale plants operate at lower costs and prices fall to match the changes? Will these small plants remain as standby capacity and thus hold prices to marginal cost of their operation, or will they become private label suppliers and reduce the market available for the new larger plants?

2. Who will fail and who will succeed in the tough future of the prepared dinners industry? Should you seek supply contracts with the big firms that make the dinners or should you enter this business under your own label? 3. The large multi-state macaroni manufacturers may be expanding their capacity and seeking to extend their market into your territory. Should you use present profits to modernize and thus cut your costs in the future or should you milk the business and not give into illusions of grandeur?

### Technological Impact

The sixth and final question, "What impact changing technology will likely have on your business?" requires knowledge of technical change and the vision to imagine the impact of these changes upon the business. Most people seem content to generally philosophize about these changes—measuring the rate of change by building simple benchmarks is a more mundane but more useful approach. Store audits, consumer surveys and other records of product movement will be invaluable if repeated over time; done once they are a curiosity, done twice they suggest a trend, done three times they may serve as the evidence needed for a basic decision. Such technical changes as new drying methods and packaging methods are directly important, but new roads opening up distant markets and new inventory control methods are of almost equal interest.

#### Conclusion

The conclusion that grows from this exercise is that the research you have just heard about can be just an idle curiosity and a lottery to which you pay a small sum to see if some great truth will pop out like a winning number—or—and more important, research and marketing information can be the basis for answering the crucial questions that underlie your marketing strategy, but you must formulate the questions. Management skill consists of the brains to ask meaningful questions and having the patience to await and to demand constructive answers—and keep on getting better answers. I have tried to suggest the broad social, technical and economic framework into which meaningful detailed questions about your business could be formulated and hopefully answered by sustained action.

These are blunt sounding words as I hear them, but I hope that my effort to be brief does not cause you to feel that I do not recognize the profitable and progressive management the industry enjoys. Growing and expanding shelf space as your industry has over the past 10 years is proof of executive skill in your industry.

#### Quotable Quotes

The Russians forge ahead of us in yet another field. They seem to have solved the problem of how not to produce too much food.

—Bill Vaughan in Kansas City Star

Truth is tough. It will not break, like a bubble, at a touch; you may kick it about all day like a football, and it will be round and full at evening.

—Oliver Wendell Holmes

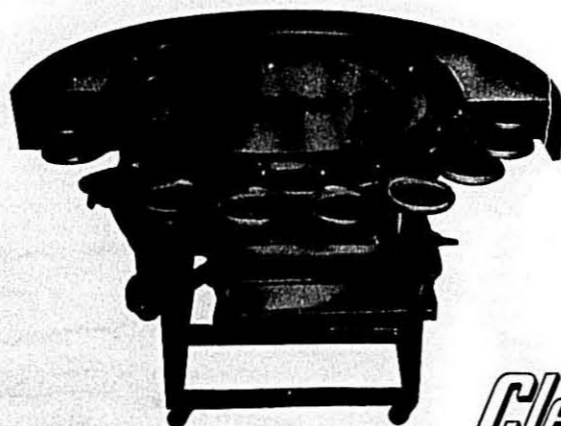
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## How I Would Promote Macaroni to the Restaurant Industry

by Kathryn Bruce, Director of Educational Programs, National Restaurant Association at the 59th Annual Meeting, National Macaroni Manufacturers Association

NATURALLY, I feel very honored to participate in the convention program of the National Macaroni Manufacturers' Association. The nice aspect of this invitation is the subject which was suggested, "How I Would Promote Macaroni to the Restaurant Industry." It relieves me of the responsibility of having to be an expert on promotion. It also gives me the opportunity to discuss the restaurant industry and present our "ins and outs" as a market.

The over-all theme of your program, "Selling the Consumer" sums up an objective which applies not only to your industry but to the restaurant and institutional industry as well. There are three general areas of information which I would like to discuss which relate to this objective:

1. Some aspects of the food service industry and the market it represents.
2. Why promotion of macaroni might be of mutual benefit to manufacturers and restaurants.
3. Suggestions of possible ways of promoting macaroni to the restaurant and institutional market.

### The Food Service Industry Market

Many of you are well aware of the size and characteristics of the market represented by restaurants and institutions. Anyone selling to this market could tell me a great deal about the market as represented by your customers. For this reason, I do not intend to go into any refined statistical analysis. The National Restaurant Association has done a great deal of research on our market and the findings are available in an excellent publication entitled "Special Report for Institutional Food Manufacturers." This report delves into all segments of our market, including the wholesale or food manufacturers' market.

To briefly mention some figures on our market showing its scope, there are approximately 550,000 establishments serving food to people away from home. Of these, 350,000 are what may be termed "commercial restaurants." In addition, there are hotel and motel dining rooms, private clubs, college and



Kathryn Bruce

university food service, hospitals, and institutions, and still others.

The market value of food consumed away from home exceeds 18 billion dollars a year and accounts for 25% of the consumers food expenditures. Around 80 million meals are served daily in public eating places and it is estimated that there is a ratio of one restaurant for every 700 people in this country.

### Changing Trends

The changing trends in this market merit watching by those selling in this field. Some of these trends are the growth of multiunit and chain organizations, franchises, vending, convenience foods, and the methods employed in marketing and distribution. An example of this trend in marketing might be illustrated in a recent research report released by the U.S. Department of Agriculture's marketing service on the feasibility of adapting low cost, voluntary group wholesaling services to the food service industry. This industry is undergoing rapid changes and indications are that it will continue so.

The major point to keep in mind regarding the food service industry is the 80 million meals served daily. The restaurant and institutional market is a significant one not only as a purchaser of products but, perhaps more important since an even broader market is

presented, as a "middleman" between manufacturer and consumer.

### Why Promotion of Macaroni Might Be of Mutual Benefit to Manufacturers and Restaurants

The final selling to the consumer is the prime objective of both manufacturer and the restaurant or institution who purchases macaroni. Simply talking in terms of statistics is not the answer in determining how to motivate the restaurant purchaser to increase or expand his use of macaroni products.

If I am not mistaken, any salesman would tell us that he does not sell to "markets" but to individuals. Perhaps the most important information I could relay to you would be about restaurant owners, managers, or purchasing agents and what occupies their thoughts and attentions. Most food service establishments in this country are small. Even in giant chain organizations, the individual establishments are small businesses from the standpoint of sales volume, number of employees, etc. Consequently, there are some common denominators that apply to the majority of your present and potential customers in the food service field. The average restaurant executive is concerned with the "cost-price squeeze" (sound familiar?); how to increase customer and dollar volume; how to reduce costs; how to increase employee productivity, and of course, how to please his customers.

### You Must Sell Him

Yes, this sounds like a list that could apply to any business. Keep in mind that the person whom you wish to sell is probably coping with these problems by himself. It is not unusual in our business to find the restaurateur executive either directly supervising or performing a range of functions including business management, bookkeeping, purchasing, menu-planning, food preparation and cooking, food service, merchandising, personnel administration, dishwashing and maintenance, cashiering, and all else that might come up. The point I wish to make is that he needs to be sold on a product because his schedule doesn't leave time to seek

(Continued on Page 12)

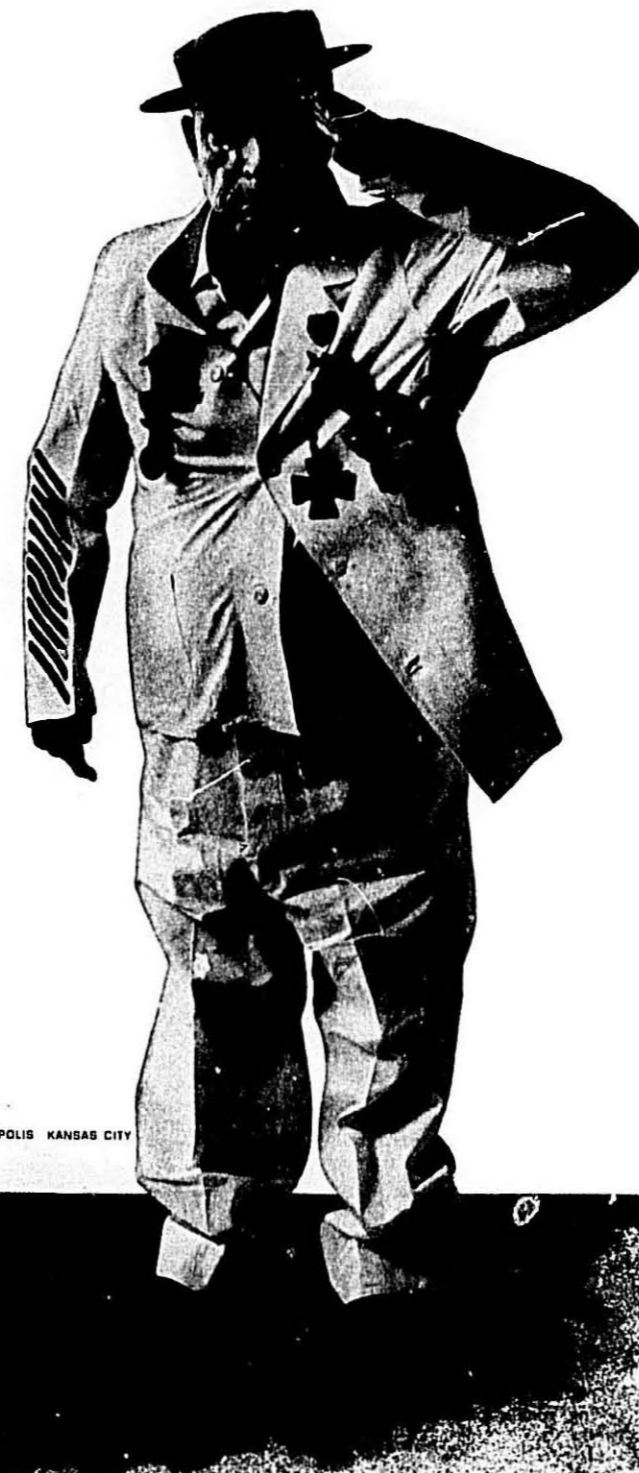
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## Promote Macaroni To Restaurants—

(Continued from Page 10)

out on his own the merits of any particular food item. The easiest way for this busy man would be to stick to the tried and true standard items which he is sure of and which he knows will sell.

The reason I believe there are mutual benefits to be derived from our industries working together is based on the fact that you manufacture a product already widely used in the restaurant field. We should jointly explore ways of increasing the popularity and value of macaroni products served in restaurants. We have a common interest in quality, cost, variety, originality and profitability of your products based on consumer acceptance and sales. A point not to be overlooked is that the restaurant market can have a definite influence on the popularity, quality, and taste standards of macaroni dishes prepared at home.

### Some Suggestions for Possible Ways of Promoting Macaroni in The Restaurant and Institutional Market.

The word "promote" can mean many things to many people, but for the sake of my comments it is used to mean "helping to grow or develop in rank or importance." Reaching the goal of successful growth or development in importance of macaroni products in the food service field will necessarily involve the manufacturer, the restaurant and the customer. Therefore, any promotional project needs to be based on mutual advantages it offers to the three groups.

Knowing your market is the first rule of thumb in sales promotion. Because of this, my first suggestion would be for the exchange of information between the Macaroni Manufacturers and the Food Service Industry. This could best be done by a meeting between the presidents and executive vice presidents of the associations representing our industries. This is, in my opinion, a way in which well-established long-range objectives could be accomplished. Implementing projects designed to reach the objectives could also be developed through mutual understanding and agreement.

Now, for a hodge-podge of ideas that I would explore in promoting macaroni to the restaurant field. First, I would examine all promotional projects that have been accomplished in other fields to see if they would relate to adaptation in the restaurant market. Basic product information, nutritional data, historical tid-bits, food photographs, trade press releases, cost information, recipes, cooking instructions.

The next step I could take would be to determine what type of projects might best be done collectively to promote basic macaroni products, and what individual projects might be undertaken to promote my particular brand. For collective projects, I would work through the Association.

Among the types of projects I would investigate are:

- A. Menu Planning Suggestions
- B. Quantity Recipes
- C. Cooking Instructions
- D. Special and Convenient Packaging for Restaurants
- E. Merchandising Tips
- F. Cost Studies, including product plus labor costs for various recipes
- G. Booklets on sizes, shapes and characteristics of all macaroni products with information on how to use them imaginatively
- H. Films and filmstrips covering such topics as quantity cookery information, basic product facts, employee training, serving suggestions, etc.
- I. Advertising in Trade Press
- J. Press Releases to Restaurant Trade Press
- K. Convention Exhibits
- L. Brochures designed as hand-outs for salesmen
- M. Booklets for Macaroni sales representatives on "How to Sell to Restaurants"
- N. Research Projects With Colleges or Trade and Vocational Schools Offering Restaurant Training Courses
- O. "Weight-Watchers" menu's and recipes for dieters
- P. Children's menu's featuring Macaroni Dishes
- Q. Contests for Best Macaroni Recipe
- R. Scholarship Awards for chef's or Restaurant Management Students
- S. Tie-in With Restaurant Promotions

To summarize briefly, the restaurant and institutional market does offer a very significant opportunity to increase the sales and consumption of macaroni, and, also, to assist in creating an increased demand for macaroni products in the home. The promotion of macaroni products in the restaurant and institutional field could be of mutual advantage to your industry and mine, if the promotion is designed to create an increased consumer demand based on quality, originality and value. There are many ways in which macaroni might be promoted, however, exploration should be undertaken to determine

the best method. Long range goals should be established keeping in mind the interest on the manufacturer, the restaurant and the restaurant customer.

### La Rosa Adds to Institutional Line

With the introduction of nine new items to its institutional line, V. La Rosa & Sons, Inc., Brooklyn, New York, has catapulted in less than two years into top ranking with one of the most complete lines of Italian-style prepared foods for mass feeding.

The new products make a total of 27 La Rosa Italian specialties available for the institutional field. This is in addition to a variety of 25 bulk spaghetti, macaroni and egg noodle products.

Heading the list of tasty new foods are hors d'oeuvres-style meat balls, packed in No. 10 size cans in either sauce or rich brown gravy. The meat balls in sauce average 110 to the can; meat balls in gravy, 102 to the can.

There are also three new beef items: beef and gravy, beef-potatoes and gravy, and cubed beef in gravy.

Four high-quality soup and gravy specialties also are expected to win widespread acceptance. They are chicken soup base, beef soup base, continental-style onion soup and instant brown gravy.

Both the chicken and beef soup bases come in 16-ounce jars and make four gallons each. The onion soup, in an 8-ounce jar, and the gravy, in a 13-ounce jar, each make one gallon.

The soaring national popularity of Italian-style foods—lowest cost and highest markup dishes—is giving them a preferential place on menus for schools, restaurants, in-plant catering and hospitals, according to Robert J. Spence, La Rosa institutional division sales manager.

He points out that La Rosa's Italian-style prepared institutional foods are not highly seasoned. They are packed bland, so that they may be flavored to the chef's taste. This is particularly important in acquiring final identity in restaurants.

Mr. Spence credits La Rosa's special portion control chart as a major aid to institutional buyers. It tells them at a glance what quantity purchases they require for their individual operations.

This chart was developed as the result of a survey which broke down the national average portion served for each of the prepared foods. It shows the total net quantity per can, including precise costs down to the individual ravioli pie or meat ball, together with a suggested serving portion. It also evaluates approximate servings per can.

# AMERICA'S LARGEST MACARONI DIE MAKERS SINCE 1903

Management continuously retained in the same family.

### Satisfied customers in over twenty-five countries

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| • JAPAN         | • PERU      | • VENEZUELA          |
| • UNITED STATES | • ARGENTINA | • ISRAEL             |
| • PUERTO RICO   | • ECUADOR   | • HAWAII             |
| • CANADA        | • URUGUAY   | • COLOMBIA           |
| • PANAMA        | • CUBA      | • DOMINICAN REPUBLIC |
| • SOUTH AFRICA  | • AUSTRALIA | • SWEDEN             |
|                 | • HAITI     |                      |

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**D. MALDARI & Sons, Inc.**  
557 THIRD AVE. BROOKLYN 15, N.Y., U.S.A.

- BRONZE ALLOYS
- STAINLESS STEEL
- SPECIAL ALLOYS
- TEFLON







### The Big Wheat Deal

Russia's crop failures figure significantly in the United States export outlook. Bad weather has trimmed harvests not only in Russia but almost all across Europe this year.

These points stand out in summarizing the impact of this deal on the durum situation:

Bumper crops in the United States and Canada make the North American supply of durum wheat about 169,000,000 bushels. With domestic use of about 32,000,000 in the United States and 3,000,000 in Canada, there remains 134,000,000 bushels for export. This should be more than adequate to supply any conceivable need for durum in the world this year.

On September 16 Russia signed an agreement with Canada to purchase 240,000,000 bushels of wheat at a price of approximately \$500,000,000. Included in this total was 9,000,000 bushels of durum, of Canadian No. 3 and No. 4 grades. Canada sold 185,000,000 bushels of wheat to China in August. Australia has sold 58,500,000 bushels of flour and wheat to Russia.

### Europe's Crop Down

The European wheat crop is about 15 per cent below last year; France is about 33 per cent short. Durum importing countries have needs covered for approximately six months. The North African durum crop has been about average, which will take care of Algeria and Moroccan exports to France.

A group of American grain traders have been negotiating with the Russians in Ottawa to sell quantities of wheat variously rumored to be 100,000,000 to 200,000,000 bushels. The big question was whether this wheat can be sold at the world market price which would require a subsidy of 50 to 60 cents a bushel.

On September 18 Great Plains Wheat, Inc. passed a resolution stating that the government should take a hard look at its foreign policy and its relation to sales of wheat, based on the points that (1) the government cannot afford to disregard the interests of the wheat growers; (2) increased sales of wheat would aid in the balance of payments; (3) the United States should not sit idly by while competing nations build up wheat production facilities and trade distribution channels; (4) there

has been an easing of tensions in the old war as illustrated by the test ban treaty; and (5) it is difficult to justify hanging on to wheat when many people in the world do not have enough bread to eat.

Meanwhile, although approval is expected, the White House has postponed temporarily any statement of its policy regarding wheat sales to Russia because of domestic politics and Soviet confusion as to the timing of a formal bid for United States wheat.

December wheat futures in Chicago rose from a price of \$1.83 at the end of August to \$2.0625 the last week of September. But the market has been skittish, taking a drop of four points when news from Ottawa indicated negotiations with Russia were having difficulty.

Durum is always affected by the general wheat market, so the long-term effect on supply and price may be considerable. Most macaroni manufacturers are booked until the first of the year and are waiting until things settle down before extending themselves further.

Grain Market News reported offerings of durum continued light during the month of September, and by the third week of the month Hard Amber Durum prices had climbed nine to 10 cents in a range of \$2.30 to \$2.40, with most of the sales near the top of that range. By the last week of the month buyers were bidding two cents over the previous week's level, with an occasional edge paid for a special quality car.

The Minneapolis office of the Commodity Credit Corporation reported the first export sale of durum, amounting to 287,333 bushels, September 23, at \$2.415 per bushel, f.o.b. Duluth-Superior.

### Prize Durum

A 4-H youth from Callway, Minnesota, was named the grand champion grain exhibitor at the Minnesota State Fair.

Nineteen-year-old Jerome Flottesch walked off with the purple ribbon in the 4-H competition for his showing of durum wheat.

Jerome also demonstrated effective weed control on his wheat crop. He earned more than \$900 from 18 acres of small grain in 1963.

### High Test Weight

The Cereal Technology Department of the North Dakota State University has tested over 400 samples of current crop durum, and reports the indication of very good quality. Test weight at 58 pounds per bushel averages about 3.6

pounds less than the remarkably high average reported last year, 61.6 pounds per bushel.

Protein at 13.8 per cent average is approximately one per cent higher than a year ago. Shrunken and broken kernels at 1.2 per cent and dockage at 3.5 per cent are only slightly higher than the corresponding values reported last year and are within a reasonable range for good quality.

### Coast-Dakota President

Mark W. K. Heffelfinger was elected president of Coast-Dakota Flour Company to succeed William M. Steinke, who retired July 1. Coast-Dakota is the Pacific Coast sales affiliate of Peavey Company Flour Mills.

### Help to Hong Kong

A team of macaroni and packaging suppliers has joined forces to provide spaghetti sauce for Chinese refugees in Hong Kong.

Through the collaboration of Golden Grain Macaroni Company in San Leandro, California and the Rossotti California Lithograph Corporation in San Francisco, a shipment of American made spaghetti sauces has been sent to Msgr. John Romaniello of Hong Kong. Msgr. Romaniello is known as the Noodle Priest throughout the world. He is attached to the Maryknoll Missionaries and one of his most important undertakings is the manufacture and distribution of a million pounds of noodles a month to hungry Chinese in Hong Kong. As a result Msgr. Romaniello is also well-known to the members of the Macaroni Institute. He recently attended the convention of the National Macaroni Manufacturers Association at Mackinac Island, Michigan.

The donation was made through the heads of the two organizations, Vincent DeDomenico of Golden Grain and Robert Van Gelder, Sales Manager of Rossotti California. The Golden Grain Macaroni Company manufactures a line of Rice-a-Roni dinners, spaghetti sauces, candy and other food items. Rossotti California is the west coast manufacturing and sales division of Rossotti Lithograph Corporation, packaging producers, whose executive offices are in North Bergen, New Jersey.

Msgr. Romaniello is now attending the Ecumenical Council in Rome, Italy. Before leaving, he said, "Our noodles are still the most popular thing in town. They are a great blessing to the refugees who have to work long hours for low wages. Our noodle machines are running full-time and bringing happiness to hungry people. I am grateful for our friends in the United States for all their kindnesses."



### This is where we learned about durum. Have you talked to him lately?

The world's best durum is grown by the North Dakota farmer. Even other durum growers will tell you that.

We have lived by and with the growers of the world's best durum for half a century. North Dakota farmers know the North Dakota Mill and Elevator looks for the best of his crop.

It's not hard to mill the best durum products when you have the best durum to start with.

It might be easier for you to make the best macaroni products if you had the best durum products to start with, too.

Our products made from Dakota durum are: Durakota No. 1 Semolina, Perfecto Durum Granular and Excello Fancy Durum Patent Flour.

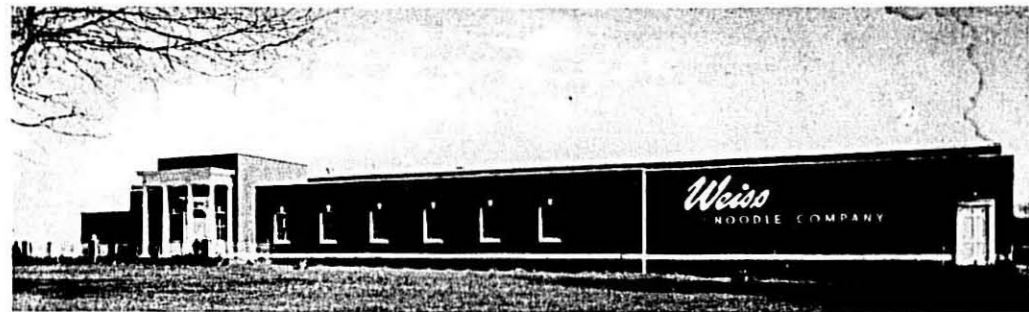
Try our service. Shipments go forth as scheduled.



## North Dakota Mill and Elevator

Flour Milling Division

Grand Forks, North Dakota



## Noodle Plant Uses Colonial Architecture

In October, The Weiss Noodle Company held open house for their new plant in suburban Cleveland. Located at 31313 Aurora Road in Solon, "a well planned and regulated community," the Williamsburg Colonial structure was erected last year. It was conceived and planned by Albert S. Weiss, president of the company, to carry out his idea that a food plant should have aspects of being homelike rather than being purely functional, stark, and cold.

Visitors are charmed by the suburban setting and impressed with the expanse of lawn before the factory as they swing into a brick gate entrance leading to ample parking area. The entrance is graced with white colonial columns and an Early American door.

### Hand Press

As you enter the reception room, immediate attention is focused upon an old style noodle press which commands the center of attention in a tastefully furnished sitting room in Williamsburg decor.

The executive offices are wood paneled and are flanked by an attractive test kitchen that would do credit to any

home. This is of adequate size to take care of preparing food for demonstrations for customers, good sized meeting groups, or for handling routine quality control tests.

A dining area on the other side of the kitchen is attractive and roomy. It serves the employees as a lunchroom during working hours and can be converted into an attractive meeting room or dining set-up for special occasions.

The production area is efficiently laid out from the receiving of raw materials to the shipment of finished goods. It is a tribute to excellent planning and construction with the stress of time created by the catastrophic fire that swept through the old Woodland Avenue plant in Cleveland in July of 1961.

The fire was devastating. Everything was destroyed except the spirit and will to continue the Weiss Noodle Company. Within days after the fire, temporary production was set up in quarters in Newburgh Heights. Plans for the new plant in Solon were accelerated. They were already on the drawing boards because of a contemplated highway coming through the Woodland Avenue area.

### Established in 1923

The Weiss Noodle Company was established in 1923 by Gaspar and Bertha Weiss. He was a high school principal in Hungary, who came to this country in the early 1900's. He first started work as a bookkeeper and then went into the dry goods business, and finally into the manufacture and selling of the good Hungarian noodles that his wife, Bertha, could make.

Gaspar and Bertha sent son Albert to Ohio State University on an athletic scholarship. Al played everything — halfback and fullback on the football squad, right wing and left wing on the soccer team, and varsity tennis.

Al had intended to study medicine, but in 1928 thought he could be of greater help to his family by working in the noodle plant. Most of the plant's output went to restaurants and the bulk trade. It was Al's idea to put the noodles into cellophane and sell them to stores. Visible packaging made Mrs. Weiss' Noodles popular, and soon they were available all over the Cleveland area. Today they have a strong consumer franchise within a two hundred mile radius of Cleveland. His mother,



Al and Richard Weiss

### Executive Education: Folklore and Fact

The notion that the successful business executive is often a man of little schooling who overcame his academic shortcomings through hard work and ability is now more folklore than fact, a recent study indicates.

While hard work and ability are, of course, still prerequisites for success, a study made by the Council for Financial Aid to Education points up that most of the nation's leading executives have solid educational backgrounds.

The study checked on the presidents and board chairmen of the nation's hundred largest manufacturing companies. Of two hundred executives whose backgrounds were examined, 173, or 86.5 per cent, had attended college. When the council made a similar study in 1953, the comparable figure was 75 per cent.

### The Instinct for Workmanship

Most people get satisfaction out of meeting challenges successfully. No increase in wages will ever make up for loss of happiness and contentment at work. It is a principle of good management that people must not have their self-esteem injured by any action that may lower their status in relation to others. This is personal and basic.

Beyond all reasonable doubt, human beings need to possess a philosophy of life within which their work "makes sense." They need a sense of purpose, enthusiasm, and a durable feeling of self-identity. Let the machine do the hard and boring work which comes naturally to it, but preserve in human beings the instinct for workmanship, the assurance of being needed, the will to achieve.

From Monthly Letter, The Royal Bank of Canada

### Weiss Noodle Company—

(Continued from Page 16)

Bertha Weiss, is still an active partner in the business, and his son, Dick, has joined him on the completion of his education and military service.

Al and his wife, J. B., have a married daughter, Carol, who is Mrs. Robert Taylor, as well as two other daughters, Susan and Janie.

Al has been an active member of the Board of Directors in the National Macaroni Manufacturers Association for many years. He has been chairman of the Trade Practice Rules Committee, the Nutrition Committee, and is currently serving on an Inter-Industry Committee to study research that will improve the image of wheat products in human nutrition.

While he no longer plays tournament tennis, he puts up a good game and does well in golf. He is also interested in skating, and is a director of the Elysium Ice Skating Club.

### Management by Objective

One of the major problems faced by executives today is getting men under them to assume their share of responsibility for running business, according to Ralph M. Hartmann, manager, education and development, The Quaker Oats Company.

Initially, he expressed the view that there is not much disagreement among business leaders today that new, improved management methods are essential to solving problems caused by the rising complexities and increased rate of change which typified this period in which we are now living.

How would Mr. Hartmann achieve his "management by objective"?

"He would seek more effective methods to encourage the desire for achievement, using the "results" approach to management. In essence, this is his interpretation of management by objective. Mr. Hartmann admitted that the concept is not new in theory, but that it is quite new in application.

"In our economy it is almost axiomatic that business must improve every year, but many managers fail to take this approach to their assigned responsibilities. If properly executed, a management objective program can be a major stimulus to every management person and a most effective way to build progress throughout the organization," said Mr. Hartmann. He concluded by stating that "setting objectives for each position will result in greater accomplishment, and will provide a business environment which permits and encourages growth and development of the management organization."



Attractive Kitchen.

### Milk Consumption Up

Americans drank more nonfat and low fat milk in 1962 than they have in any of the previous 15 years, according to the National Dairy Council.

The council's latest annual statistical review, *How Americans Use Their Dairy Foods*, showed that Americans consumed 16.6 quarts per person of these products last year, the highest level of use in 15 years. This was true of nearly all of the nation's major markets, said the report.

The per-person consumption that previous year was 15.5 quarts.

Over-all consumption of fluid milk was down slightly to 129 quarts in 1962 against 130 quarts in 1961. But cheese, other than cottage cheese, was up to 9.1 pounds from 8.5 pounds.

Ice cream and other frozen dairy foods are always favorites, the council said, with total consumption last year equaling the all-time high of 20 quarts recorded in 1959. This was a 0.2 quart gain from 1961.

Total milk production last year hit a high of 125.8 billion pounds, with production per cow increasing to 7,370 pounds.

### Food Facts

Preference for food fat products appears to be shifting toward greater use of liquid-type oil products, such as cooking and salad oils, and vegetable oil products with less use of butter and lard, says Farm Index.

Irradiated seafoods will be available in 1964, it was announced at the National Frozen Foods Convention. Predictions were made that clams, haddock and shrimp will be the first irradiated seafoods to go on sale to the public.



Reception Room.

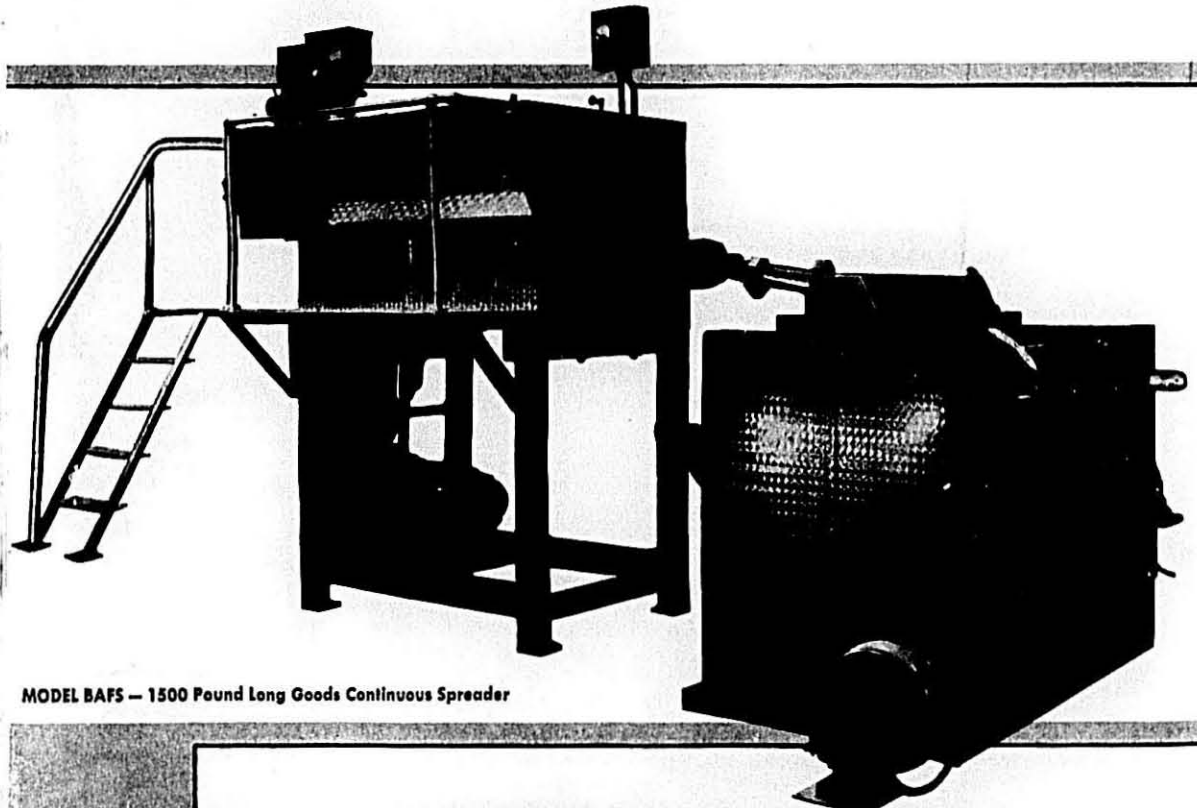


Executive Suite.

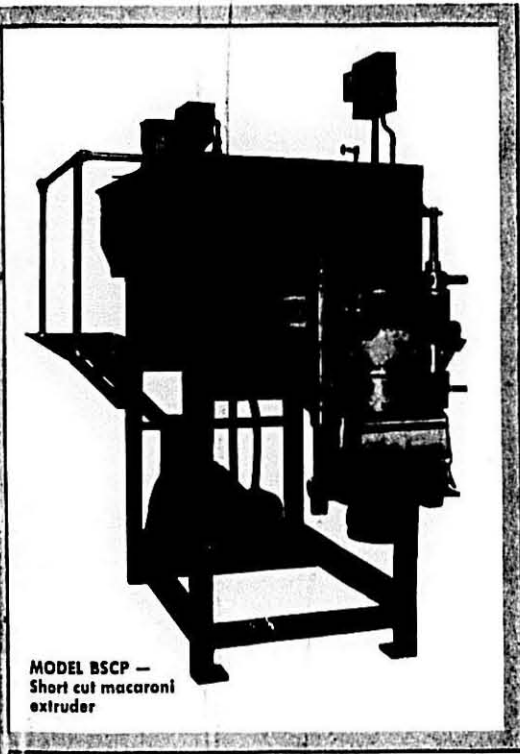
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**NEW SANITARY CONTINUOUS EXTRUDERS**

A new concept of extruder construction utilizing tubular steel frames, eliminates those hard-to-clean areas. For the first time a completely sanitary extruder . . . for easier maintenance . . . increased production . . . highest quality. Be sure to check on these efficient space-saving machines.



MODEL BAFS — 1500 Pound Long Goods Continuous Spreader



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**SHORT CUT MACARONI EXTRUDERS**

- Model BSCP ..... 1500 pounds capacity per hour
- Model DSCP ..... 1000 pounds capacity per hour
- Model SACP ..... 600 pounds capacity per hour
- Model LACP ..... 300 pounds capacity per hour

**LONG MACARONI SPREADER EXTRUDERS**

- Model BAFS ..... 1500 pounds capacity per hour
- Model DAFS ..... 1000 pounds capacity per hour
- Model SAFS ..... 600 pounds capacity per hour

**COMBINATION EXTRUDERS**

- Short Cut ..... Sheet Former
- Short Cut ..... Spreader
- Three Way Combination

**QUALITY.....** A controlled dough as soft as desired to enhance texture and appearance.

**PRODUCTION...** Positive screw feed without any possibility of webbing makes for positive screw delivery for production beyond rated capacities.

**CONTROLS.....** So fine—so positive that presses run indefinitely without adjustments.

**SANITARY.....** Easy to clean tubular steel frames give you the first truly sanitary extruder.

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**POSITIVE SCREW FORCE FEEDER** improves quality and increases production of long goods, short goods and sheet forming continuous extruders.

**3 STICK 1500 POUND LONG GOODS SPREADER** increases production while occupying the same space as a 2 stick 1000 pound spreader.

**1500 POUND EXTRUDERS AND DRYERS LINES** now in operation in a number of macaroni-noodle plants, occupying slightly more space than 1000 pound lines.

THESE EXTRUDERS AND DRYERS ARE NOW GIVING EXCELLENT RESULTS THROUGHOUT THE UNITED STATES IN A NUMBER OF PLANTS.

\*patent pending  
\*\*patented

## QUALITY CONTROL TESTS

by James J. Winston, Director of Research, N.M.M.A.

A quality control program is becoming increasingly important in our industry. In the past ten years, more and more manufacturers have instituted such a program, aided by either members of their own staff or by outside consulting laboratories. Here are some of the techniques that are employed as diagnostic tests to help the manufacturer be more selective in his choice of raw materials.

**Moisture Determination:** One of the first tests to consider is the moisture content of both your farinaceous material and your finished product. This test, similarly to many other procedures, has been standardized by both the A.O.A.C. and the American Association of Cereal Chemists. It consists primarily of utilizing either the air oven or the vacuum oven. The air oven procedure takes a period of one hour and the substance is heated at a temperature of 130° centigrade. The loss in weight constitutes the moisture that has been volatilized. The other method, which is also offered, makes use of the vacuum oven where the material is heated for a period of five hours at 100° centigrade under vacuum.

Both of these methods agree very closely. In the past few years, there have appeared on the market several types of moisture meters, which depend upon the electrical conductance or resistance created by the sample under investigation. These meters will generally give you the results in several minutes, and will be in agreement with the official procedure within one half of one percent. It is important to bear in mind that these different moisture meters should be calibrated periodically against the official oven test in order to produce the most reliable results.

**Ash Test:** The ash determination plays an important part in determining the quality of the farinaceous material. Generally speaking, the higher the ash, the poorer is the quality since the high ash indicates that more of the bran has been included in the milling process.

Bran is undesirable because it produces a brown product, which is more susceptible to checking and breaking during the drying process. At the same time, it will tend to produce a poorly cooked product, owing to its effect on the starch, resulting in more sliming and stickiness. The ash determination made in a muffle furnace, where the material is heated until all the organic



James J. Winston

matter is oxidized, and destroyed. This leaves behind a residue consisting primarily of minerals, such as phosphorus, iron and calcium combined with oxygen in the form of oxides.

There are two methods of determining the ash, long and short procedures. In the short procedure, use is made of an ashing re-agent, such as magnesium acetate, which permits the ash process to take place at 700° centigrade, without any loss of material which may be caused by fusion of the ash. The long procedure requires a temperature of 550° centigrade, and thus incineration is generally done overnight.

In either case, you will get comparable results.

**Protein:** Protein is one of the most important factors in wheat, since it constitutes the vital ingredient necessary to produce a good cohesive and resilient dough. The protein quantity is determined by using the standardized Kjeldhal method. The nitrogen present in the protein is converted by means of digestion with acid into an ammonium compound, which is then distilled as ammonia into standard alkali.

This constitutes the procedure for determining the quantity of protein present. However, something that should be considered in addition to the protein quantity is the quality of the product. Wheat consists primarily of these two proteins, namely, glutenin and gliadin. These products when worked with water and kneaded and hydrated, will yield the material known as gluten. It is incumbent upon the

manufacturer to make certain that he is getting a semolina or flour with good quality characteristics, as characterized by its cohesiveness and resiliency.

These can be determined in one of two ways, (a) the manual procedure and (b) the mechanical method. In the manual procedure, the technician takes a certain weight of flour or semolina, generally about 25 grams, kneads it in a mortar and pestle to make a cohesive dough, and then kneads it by hand under running tap water, until all the colloidal starch has been washed away, leaving behind a small ball of wet gluten. This wet gluten, to the experienced technician, will give evidence as to its quality. It should have good resiliency without tearing, and cohere very well after being pulled apart. In addition to this, good quality gluten shows high water absorption or water imbibition, and the following test is reliable in predicting the quality. This refers to the ratio between the wet and dry gluten. The wet gluten is weighed and then placed in an oven and dried to constant weight (bone dry). At this point, the weight of the dried gluten is then determined. A semolina or flour of good gluten quality, and durum, should show a high ratio between wet and dry, approaching the value of 3.

This indicates that the gluten, which is the essential ingredient, then yields a firm network or binding to the product, and has not been de-natured or weakened by any external factors or undesirable wheat blends.

**Color Score: Yellow or Brown.** In the current book of methods of the American Association of Cereal Chemists, a method has been introduced which we have suggested to this scientific body. This is the disc colorimetric for evaluating the color of farinaceous materials and reproducing the data in terms of the color yellow and the color brown, in reflectance of color. This yellow and brown color is influenced to a great extent both by the blends of wheat used in the grinding and also as to whether or not more or less clear flour has been admixed with the raw material. The lower the grade of flour, the higher is the enzymatic activity, owing to the presence of lipoxidases. This enzyme has the property of oxidizing the yellow carotenoid pigments, thus yielding a product with a low yellow and a high brown, which is undesirable to the manufacturer. The technique involved

(Continued on Page 23)

THE MACARONI JOURNAL

## a colorful sales stimulator:



## something to noodle over

More than one million of these colorful unique folders produced by General Mills have already been distributed by the Macaroni Industry. This collection of plain and fancy menu entrees from the famous Betty Crocker Kitchens includes helpful tips for the preparation of Macaroni Foods. It's been a real "housewife-pleaser" in thousands of American homes.

General Mills again offers this prime sales booster. The convenient size meets your merchandising requirements and lends itself to easy filing for the housewife. And, the folder is center-punched for use of grocers' shelf hangers and it will fit standard size grocery shelf racks.

You get these outstanding recipe folders at less than cost—approximately 1¢ each—and your brand name and company address can be imprinted for only ½¢ apiece extra in minimum quantities of 5,000.

To order your full color Macaroni, Spaghetti, Noodle recipe folder, see your General Mills Durum representative or write:



**DURUM SALES**  
MINNEAPOLIS 25, MINNESOTA

Macaroni foods are a primary source of the protein you need for body growth and repair. Most macaroni products are enriched with vitamins and minerals, and macaroni itself is relatively low in calories. With macaroni products you get good eating and good nutrition, too.

in saucepan. Blend in flour, seasonings. Cook over low heat until smooth and bubbly. Remove from heat. Stir in milk. Bring to boil; boil 1 minute, stirring constantly. Remove from heat. Sprinkle lemon juice over salmon. Add cooked noodles, toasted almonds, white sauce and toss lightly. Turn into 8 individual shells or buttered baking dishes. Top each with crushed Wheaties. Bake 10 to 15 minutes. 8 servings.

Note: This may be baked in a 1-qt. baking dish 20 minutes. 4 family-size servings.

#### NOODLES WITH BROWNED CRUMBS

Heat 1/4 cup butter in heavy skillet. Add 1 1/2 cups fine dry bread crumbs and leave over low heat, stirring frequently, until lightly browned. Add hot drained cooked noodles (7 or 8 oz. uncooked), gently mixing crumbs through noodles. Heap on hot platter. Sprinkle with minced parsley. Serve piping hot with pot roast and gravy, wieners and sauerkraut, or baked pork chops and gravy, etc. 8 to 10 servings.

Page 3

accompanied with a fruit salad. 6 to 8 servings.

#### POPPY SEED NOODLES

1 1/2 tsp. butter 7 or 8 oz. pkg. uncooked  
1/4 cup blanched almonds, noodles  
cut up (if desired) 1 tbsp. poppy seeds  
1/4 cup butter

Cook noodles as directed on page 1. Melt butter in heavy skillet. Add almonds and stir over low heat until lightly browned. Add butter, noodles, poppy seeds and stir gently until heated through. Arrange around edge of serving plate and pour sea food or meat in gravy in center. Garnish with parsley bouquets. 6 to 8 servings.

#### PARSLEY BUTTER

Melt 1/4 lb. butter; add 1 clove garlic, minced or squeezed through garlic press. Toss in 1 bunch parsley, minced.

Try it for a change on hot drained cooked spaghetti or noodles (7 or 8 oz. uncooked) with grated Parmesan cheese on the side.

a colorful sales stimulator:

## something to noodle over

More than one million of these colorful unique folders produced by General Mills have already been distributed by the Macaroni Industry. This collection of plain and fancy menu entrees from the famous Betty Crocker Kitchens includes helpful tips for the preparation of Macaroni Foods. It's been a real "housewife-pleaser" in thousands of American homes.

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You get these outstanding recipe folders at less than cost—approximately 1¢ each—and your brand name and company address can be imprinted for only 1/2¢ apiece extra in minimum quantities of 5,000.

To order your full color Macaroni, Spaghetti, Noodle recipe folder, see your General Mills Durum representative or write:



**DURUM SALES**  
MINNEAPOLIS 26, MINNESOTA

## NOODLE Recipes

### HAMBURGER STROGANOFF

1/2 cup minced onion  
1 clove garlic, minced\*  
1/4 cup butter  
1 lb. ground beef  
2 tsp. flour  
2 tsp. salt  
1/4 tsp. pepper  
1 lb. fresh mushrooms, or  
8-oz. can mushrooms,  
sliced  
10 1/2-oz. can cream  
of chicken soup,  
undiluted  
1 cup sour cream  
2 tsp. minced  
parsley  
7 or 8-oz. pkg.  
uncooked small,  
medium, or Kluski  
noodles\*\*

Sauté onion and garlic in butter over medium heat. Add meat and brown. Add flour, salt, pepper, mushrooms. Cook 5 minutes. Add soup, simmer uncovered 10 minutes. Stir in sour cream. Heat through. Sprinkle with parsley. Cook noodles as directed on page 1. Serve Hamburger Stroganoff over plain or Poppy Seed Noodles (recipe at right). 4 to 6 servings.

\*For quicker preparation use 1 tsp. garlic salt and 1 tsp. salt in place of fresh garlic.

\*\*See pkg. directions for cooking Kluski noodles.

### SCALLOPED SALMON, ALMONDS, AND NOODLES

Simple enough for a family meal, yet special enough for company.

4-oz. pkg. uncooked  
small noodles  
1 tsp. butter  
1 tsp. flour  
1 tsp. salt  
1/4 tsp. pepper  
1 cup milk  
7-oz. can red sockeye  
salmon, flaked  
1 to 2 tsp. lemon juice  
(juice from 1/2 lemon)  
1/2 cup cut-up almonds,  
toasted crushed  
Wheaties, buttered  
bread crumbs, or  
buttered cracker  
crumbs

Heat oven to 350° (moderate). Cook noodles as directed on page 1. Make sauce by melting butter in saucepan. Blend in flour, seasonings. Cook over low heat until smooth and bubbly. Remove from heat. Stir in milk. Bring to boil; boil 1 minute, stirring constantly. Remove from heat. Sprinkle lemon juice over salmon. Add cooked noodles, toasted almonds, white sauce and toss lightly. Turn into 8 individual shells or buttered baking dishes. Top each with crushed Wheaties. Bake 10 to 15 minutes. 8 servings.

Note: This may be baked in a 1-qt. baking dish 20 minutes. 4 family-size servings.

### NOODLES WITH BROWNED CRUMBS

Heat 1/2 cup butter in heavy skillet. Add 1 1/2 cups fine dry bread crumbs and leave over low heat, stirring frequently, until lightly browned. Add hot drained cooked noodles (7 or 8 oz. uncooked), gently mixing crumbs through noodles. Heap on hot platter. Sprinkle with minced parsley. Serve piping hot with pot roast and gravy, Wieners and sauerkraut, or baked pork chops and gravy, etc. 8 to 10 servings.

Page 3



### NOODLES, COTTAGE CHEESE RING

Well seasoned buttered noodles, topped with crisp toasted bread crumbs. Encircled in a ring of seasoned cottage cheese.

two 12-oz. pkg. large  
medium noodles  
2 tsp. finely cut chives  
1/2 cup butter, melted  
1/4 tsp. salt  
1/4 tsp. pepper  
4 slices bread, freely  
crumbled  
7 or 8-oz. pkg. uncooked  
medium noodles  
1/2 cup butter, melted  
1/4 tsp. salt  
1/4 tsp. pepper  
2 tsp. minced fresh dill  
or 1 tsp. dried dill  
6 to 8 tsp. butter, melted

Whip cottage cheese with fork until fluffy. Add chives, 1/2 tsp. salt, 1/4 tsp. pepper; blend. Chill thoroughly. Toast bread crumbs with 6 to 8 tsp. melted butter. Spread on baking sheet and brown crumbs in a moderate oven (350°) 10 to 12 minutes.

Cook noodles as directed on page 1. Combine 1/2 cup butter, 1 tsp. salt, 1/4 tsp. pepper, dill. Toss immediately with hot noodles. Heap piping-hot buttered noodles on hot serving plate. Sprinkle bread crumbs over top and make a wreath around outside of noodles with the seasoned chilled cottage cheese. Serve immediately. This may be accompanied with a fruit salad. 6 to 8 servings.

### POPPY SEED NOODLES

1 1/2 tsp. butter  
1/2 cup blanched almonds,  
cut up (if desired)  
1/4 cup butter  
7 or 8 oz. pkg. uncooked  
noodles  
1 tbsp. poppy seeds

Cook noodles as directed on page 1. Melt butter in heavy skillet. Add almonds and stir over low heat until lightly browned. Add butter, noodles, poppy seeds and stir gently until heated through. Arrange around edge of serving plate and pour sea food or meat in gravy in center. Garnish with parsley bouquets. 6 to 8 servings.

### PARSLEY BUTTER

Melt 1/2 lb. butter; add 1 clove garlic, minced or squeezed through garlic press. Toss in 1 bunch parsley, minced.

Try it for a change on hot drained cooked spaghetti or noodles (7 or 8 oz. uncooked) with grated Parmesan cheese on the side.

a colorful sales stimulator:

something to noodle over

More than one million of these colorful unique folders produced by General Mills have already been distributed by the Macaroni Industry. This collection of plain and fancy menu entrees from the famous Betty Crocker Kitchens includes helpful tips for the preparation of Macaroni Foods. It's been a real "housewife-pleaser" in thousands of American homes.

General Mills again offers this prime sales booster. The convenient size meets your merchandising requirements and lends itself to easy filling for the housewife. And, the folder is center-punched for use of grocers' shelf hangers and it will fit standard size grocery shelf racks.

You get these outstanding recipe folders at less than cost—approximately 1¢ each—and your brand name and company address can be imprinted for only 1/2¢ apiece extra in minimum quantities of 5,000.

To order your full color Macaroni, Spaghetti, Noodle recipe folder, see your General Mills Durum representative or write:



**DURUM SALES**  
MINNEAPOLIS 26, MINNESOTA

### HOW TO COOK MACARONI, SPAGHETTI, AND NOODLES

- Using 7 or 8-oz. pkg. macaroni, spaghetti, or noodles (about 2 cups), follow manufacturers' directions or drop gradually into 3 quarts boiling salted water (1 tsp. salt). For larger amounts, increase water and salt proportionately.
- Cook uncovered at fast boil; stir occasionally to prevent sticking. Cook until tender but still firm (see time on pkg.). Test by cutting piece with fork against kettle. When done, strand cuts easily.
- Drain. If macaroni is to be used in hot dishes, dot with butter; serve immediately. If used for salad rinse with running cold water.

#### EASY COOKING METHOD FOR MACARONI, SPAGHETTI, AND NOODLES

Less water means a smaller kettle, less watching, avoids danger of overcooking—assures perfect results.

- Using 7 or 8-oz. pkg. macaroni, spaghetti, or noodles (about 2 cups), follow manufacturers' directions or drop into 6 cups rapidly boiling salted water (4 tsp. salt). Bring back to rapid boil. Cook, stirring constantly 3 minutes.\*
- Cover with tight-fitting lid, remove from heat, and let stand 10 minutes.
- Drain. If used in hot dishes, rinse with hot water, dot with butter, serve immediately. If used for salad, rinse with running cold water.

\*For thicker walled products, such as Lasagne or Kluski noodles, etc., use conventional cooking method. Follow manufacturers' directions.

#### TIPS

- If spaghetti is left whole, place one end in boiling water and, as they soften, gradually coil them around kettle until fully submerged.
- Spaghetti and macaroni are at their best when slightly chewy—do not overcook.
- For hot casserole dishes, undercook macaroni slightly since macaroni is cooked more while baking.
- Macaroni and spaghetti double in volume when cooked; noodles remain the same.
- Macaroni, spaghetti, or noodles are best when cooked just before serving.

### MACARONI Recipes

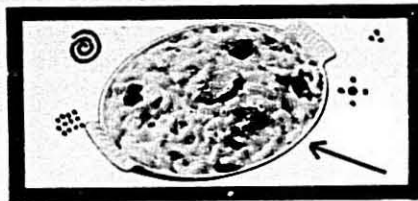
#### OLD-FASHIONED MACARONI AND CHEESE

- |   |               |
|---|---------------|
| 7 or 8-oz. pkg. uncooked elbow macaroni (2 cups)        | 1 tsp. salt   |
|   | ¼ tsp. pepper |
| 2 cups cut-up sharp processed cheese (½" cubes) (½ lb.) | 2 cups milk   |
|   | paprika       |

Heat oven to 350° (moderate). Cook macaroni as directed above. Place cooked macaroni, cheese, salt, and pepper in alternate layers in buttered oblong baking dish, 11½ x 7½ x 1½", ending with layer of cheese on top. Pour milk over all. Dot with butter. Sprinkle with paprika. Bake 35 to 45 minutes, until golden brown on top. Serve hot from baking dish garnished, if desired, with parsley sprigs, pimiento strips, pepper rings, etc. 6 servings.

*With Tomatoes and Tomato Sauce:* Follow recipe above—except use 8-oz. can tomato sauce and no. 2 can well seasoned cooked tomatoes (cut up) in place of the two cups milk. Add the tomato sauce and canned tomatoes to top layer of macaroni; top with remaining cheese.

Page 1



#### CHICKEN-MACARONI EN CASSEROLE

- |   |   |
|---|---|
| 3 cups cooked elbow macaroni (1½ cups uncooked) | 1 cup sliced canned mushrooms                               |
| 2 cups grated American Cheddar cheese           | ¼ cup chopped pimiento                                      |
| 1½ cups cooked cut-up chicken or 12-oz. can     | 1 can cream of chicken soup plus enough milk to make 2 cups |

Heat oven to 350° (moderate). Mix all ingredients together. Pour into buttered 2-qt. baking dish. Bake 60 minutes. 6 to 8 servings.

### COMPLETE DINNER SALAD

An inspiration for hot summer days . . . delicious and satisfying any time of year.

- |  |                        |
|--|------------------------|
| 2 cups cooked and cooled elbow macaroni (1 cup uncooked)   | 1 tbsp. grated onion   |
| 1 cup diced cucumber                                       | 1 tbsp. minced parsley |
| *1½ cups cubed, leftover cooked meat (chicken, veal, etc.) | ¾ cup mayonnaise       |
|  | ½ tsp. salt            |
|  | ¼ tsp. pepper          |

Combine all ingredients; toss together until blended. Serve on lettuce. Garnish with additional chopped parsley and paprika, if desired. 4 to 6 servings.

Note: Salad may be served immediately or chilled. \*8-oz. can salmon, flaked may be used in place of cooked meat.

### CHIPPED BEEF CASSEROLE

This is really different! You do it ahead and relax at dinner time. There's a bonus, too . . . extra nutrition for the family.

- |   |  |
|---|--|
| 10½-oz. can condensed cream of mushroom soup                      | 1 cup uncooked elbow macaroni  |
| 1 cup milk  | ¼ lb. dried beef, cut in bite-size pieces (if dried beef is overly salty, pour boiling water over it and drain well) |
| 1 cup processed American Cheddar cheese, cut finely (about ¼ lb.) | 2 hard-cooked eggs, sliced   |
| 3 tbsp. finely chopped onion                                      |  |

Stir soup to make a creamy consistency. Add milk, cheese, onion, uncooked macaroni, and dried beef. Fold in eggs. Turn into buttered 1½-qt. baking dish. Store covered in refrigerator at least 3 to 4 hours or overnight. Heat oven to 350° (moderate). Bake 1 hour uncovered. 4 to 6 servings.

### SPAGHETTI Recipes

#### ITALIAN SPAGHETTI WITH MEAT BALLS

- |                              |                               |
|------------------------------|-------------------------------|
| ¾ lb. ground beef            | 1 clove garlic, cut fine      |
| ¼ lb. ground pork            | ½ cup milk                    |
| 1 cup fine dry bread crumbs  | 2 eggs, beaten                |
| ½ cup grated Parmesan cheese | 1½ tsp. salt                  |
| 1 tbsp. minced parsley       | ¾ tsp. pepper                 |
|                              | 7 or 8 oz. uncooked spaghetti |

Mix all ingredients except spaghetti lightly and shape into 1" balls. Brown meat balls on all sides in hot fat. Pour off fat as it collects. Add meat balls to sauce 20 minutes before sauce is done. Cook spaghetti as directed on page 1. Drain. Serve on warm platter topped with Tomato Sauce (below) and meat balls. Serve with grated Parmesan cheese. 4 to 6 servings.

#### TOMATO SAUCE

- |   |                            |
|---|----------------------------|
| ½ cup chopped onion                           | 6-oz. can tomato paste     |
| 1 clove garlic, minced                        | 1 tsp. basil               |
| 3 tbsp. olive oil                             | 2 tbsp. minced parsley     |
| two no. 2 cans tomatoes, rubbed through sieve | 2 tsp. salt                |
| 8-oz. can tomato sauce                        | ¼ tsp. pepper              |
|   | 1 cup water (if necessary) |

Sauté onion and garlic until yellow in olive oil. Add rest of ingredients. Simmer over low heat 1 hour.

#### QUICK SAUCES

For unexpected company or quick family meals why not try some of the commercial sauces with your hot buttered macaroni, spaghetti, or noodles? Examples: meat and gravy, meat balls and gravy, chicken fricassee, chicken à la king, spaghetti sauces.

#### QUICK ITALIAN SPAGHETTI

- |                                |  |
|--------------------------------|--|
| 1 small onion, chopped         | 8 or 10-oz. can mushroom spaghetti sauce |
| 1 tbsp. hot fat                | 7 or 8 oz. uncooked spaghetti            |
| ½ lb. ground beef              |  |
| 8-oz. can tomato sauce (1 cup) |  |

Sauté chopped onion in hot fat. Add ground beef and brown. Stir in tomato sauce, mushroom sauce, and onion. Bring to boil; reduce heat, simmer 5 minutes. Remove from heat. Cook spaghetti as directed on page 1. Drain. Pour the hot sauce over cooked spaghetti on hot platter. Sprinkle with grated sharp American or Parmesan cheese. Serve immediately. 4 generous servings.



#### HOLIDAY SPAGHETTI

- |                           |  |
|---------------------------|--|
| 1 cup minced onion        | 1 tsp. sugar                                 |
| ¾ cup minced green pepper | 3½ cups cooked tomatoes, cut up (no. 2½ can) |
| 1 cup sliced mushrooms    | 7 or 8 oz. uncooked spaghetti                |
| 3 tbsp. hot drippings     |  |
| 1 lb. ground beef         |  |
| 2 tsp. salt               |  |

Heat oven to 350° (moderate). On top of range sauté onion, green pepper, mushrooms in hot drippings until onions are yellow. Add ground beef and cook until browned. Cook spaghetti as directed on page 1. Drain. Add rest of ingredients and heat. Pour into well greased 2-qt. baking dish. Sprinkle with grated sharp cheese. Bake 30 minutes. Serve hot, garnished with crisp bacon and parsley sprigs. 8 servings.

Page 2



## GENERAL MILLS AND THE MACARONI INDUSTRY partners in progress

General Mills has continually worked with the Macaroni Industry in cooperative programs aimed at increasing consumer macaroni food usage. These objectives have been achieved in several ways:

1. The internationally famous Betty Crocker Kitchens have developed many new recipes for macaroni foods—spaghetti, macaroni and noodles. Many housewives participate in the Betty Crocker taste-testing programs, and in this way, have helped make available an ever increasing variety of macaroni recipes to American families.

2. Ever since 1928, consumer interest in macaroni products has been stimulated in many ways. General Mills has furnished scores of Betty Crocker recipes to nationwide newspapers. Special radio broadcasts by Betty Crocker have been devoted to macaroni, spaghetti and noodles.

General Mills has published five recipe folders for use by the Macaroni industry. Many millions of these are now in consumer cookbooks and recipe files all over the country.

The folders are:

- 10 Main Dish Recipes for Spaghetti, Macaroni and Noodles
- Macaroni-Spaghetti and Noodles—Good and Easy Macaroni Dish Recipes

- Macaroni-Spaghetti-Handbook-Tempting Main Dish Recipes
- Six Macaroni Recipes Typical of Geographical Areas—Macaroni U.S.A.
- Sauces/Quick and Easy—8 delicious cuisine sauces for macaroni foods

Seven pages of the Betty Crocker Picture Cookbook are devoted exclusively to macaroni food recipes. Estimated distribution for all these Cookbooks is nearly 13 million.

3. General Mills works closely with the Macaroni Institute, the Durum Wheat Institute, Crop Quality Council and other groups to support the many promotions designed to broaden the markets for Macaroni foods.

4. To help provide the finest semolina and durum flours, General Mills annually conducts a Durum Wheat Survey of each new crop. We work closely with grain buyers and technicians to develop Durum Semolina and Durum Flours of highest quality for the macaroni industry.

General Mills, together with its PARTNER IN PROGRESS, the macaroni industry continues such activities as these to generally broaden the market for the most versatile of foods: macaroni products.

Ask your Durum Sales representative for further information, or write:

**General Mills**  
**DURUM SALES**  
MINNEAPOLIS 26, MINNESOTA

### Quality Control Tests—

(Continued from Page 20)

In this determination is to treat a disc of smooth flour or semolina with water under certain standardized conditions. This is then subjected to drying in an oven which combines air velocity and heat in order to simulate the actual drying process that goes on in your plant. The finished dry slicks are then compared to a standard Munsell color chart in a spinning position, and matched accordingly. The color is then read off directly by means of a protractor.

**Speck Count:** The speck count consists of counting the number of bran specks and black point fungus specks, which will appear in your semolina or middling particles. The miller has at times a most difficult problem of removing the fungus that comes in with the wheat, and which causes the black specks. However, from the point of quality control it is in your interest to receive a semolina that contains a minimum of these specks.

In our laboratory we make use of 4 x 4 flat glass which provides us with an area of 16 square inches. This glass is scored into 16 one inch squares, which facilitates the reading of the specks. It is a good idea to read the specks at least three times and take the average. In our laboratory we are aided by the use of a bright light that furnishes a magnification of five times.

**Maltose Value As An Indicator of Sprout Damage:** Another test which should be performed is the determination of sprouted wheat that may have been used in the blend of the manufacture of the farinaceous ingredient. Sprouted wheat is a condition that often occurs in the field, prior to harvest time, where an abundance of moisture will be conducive to some of the carbohydrate material being converted into sugars. This phenomenon results in a condition where the flour tends to lose some of its cohesive qualities. This will produce a dough with poor binding qualities, resulting in a poorly manufactured product. Chemists determine the diastatic value by performing the analysis for maltose, which is a form of sugar. The maltose value naturally will vary from crop to crop, depending upon the amount of sprouted wheat which is produced and used.

### Egg Solids Ingredient

James J. Winston, the Association's director of research, reports that the Standards of Identity for Eggs and Egg Products have been amended to provide for the addition of sodium silicoaluminate as an optional ingredient to whole egg and egg yolk solids.

The purpose of this additive is to prevent the caking of powdered egg products and to permit free flowing of the egg solids. When the optional anticaking agent is used, the label shall bear the statement, "Less than 2% sodium silicoaluminate added as an anticaking agent."

In whole egg solids, the maximum moisture content if this optional ingredient is used, should not exceed 5.0 per cent. If the anticaking ingredient is not used, the maximum moisture content should not exceed 8.0 per cent.

In yolk solids, the moisture should not exceed 3.0 per cent, if the optional anticaking ingredient is used. If the anticaking ingredient has not been used, the moisture content should not exceed 5.0 per cent.

### Egg Processing Continues Decline

Production of liquid egg and liquid egg products (ingredients added) during August, 1963 was 46,417,000 pounds, five per cent less than in August, 1962, according to the Crop Reporting Board, Statistical Reporting Service, USDA. The quantity used for immediate consumption was larger than in August last year. However, the amount used for drying and freezing was smaller.

Liquid egg used for immediate consumption was 4,148,000 pounds as compared with 3,810,000 in August last year. Liquid egg frozen totaled 25,350,000 pounds, down seven per cent from August, 1962. Quantities of liquid egg used for drying were 16,921,000 pounds in August, 1963.

Egg solids production during August totaled 4,688,000 pounds, consisting of 2,539,000 pounds of whole and blend egg solids, 837,000 pounds of albumen solids, and 1,312,000 pounds of yolk solids. In August last year, production was 2,363,000 pounds of whole and blend solids, 808,000 pounds of albumen solids, and 1,446,000 pounds of yolk solids.

Egg markets have remained very firm during the month of September with a tendency to gradually increasing prices. Shell egg prices for current receipts in the Chicago market moved up about a cent and a half at the top of the range during September, to finish the month at 33.5 to 34.25 cents.

Frozen whole eggs were up a penny at both ends of the range from the previous month, to finish the month in a range of 26.25 to 26.75 cents per pound. Frozen whites were at their highest level of the year in September with prices well above last year's price high and also well above the five year average, winding up the month in a range of 16.25 to 16.75 cents. Frozen yolks with 45 per cent solids and a No.

3 color remained steady all month at 53 cents, with No. 4 color bringing a three cents premium.

Dried whole egg prices advanced to slightly over the cost of dried yolk solids prices during the month, with whole egg prices ending the month in a range of \$1.14 to \$1.21 a pound while dried yolk solids were being quoted at \$1.11 to \$1.16.

### Harry Bullis Mourned

Harry Bullis, an internationally known business statesman, died in Minneapolis on September 28, after a long illness.

Born at Hastings, Nebraska in October, 1890, he was raised in Council Bluffs. After working his way through Simpson College Academy, Indianola, Iowa, and the University of Wisconsin, he joined the Chase National Bank in New York City in 1917. That same year he enlisted as a private in the U. S. Army. While serving in France, he advanced to the rank of Captain.

Following the war, he joined Washburn Crosby Company, a predecessor of General Mills, in 1919, and his career became one of rapid progress. He served as Secretary and Comptroller when General Mills was formed in 1928. He became a member of the Board in 1930, a Vice President in 1943 and Chairman of the Board in 1948.

Mr. Bullis retired as Chairman in 1959 but continued as a member of the Board of Directors until August 20, 1963. At the company's annual meeting on that date, he was honored with a plaque commemorating his 44 years of distinguished service with General Mills and the Washburn Crosby Company and his 33 years on the Board of Directors.

When he left the chairmanship of General Mills, he announced that "I am looking forward enthusiastically to devoting a large part of my time to the furtherance of the International Development Advisory Board," adding that, "I believe there is nothing of more immediate importance than the protection of our national security in international trade, technical assistance and economic development." He was a director-at-large of the Chamber of Commerce of the United States and served as chairman of its committee on economic policy. The Committee on Economic Development named him for an honorary trustee. He found the energy to serve on government overseas assignments. The Department of Commerce made him a member of its World Trade Advisory Committee. His scholarship was reflected in his election to Phi Beta Kappa. His personality will be a lasting memory to his colleagues.



### San Giorgio Soupettes

A classic example that shows how packaging can inject new life and open new markets for a traditional food item is illustrated in the redesign program developed by US Printing & Lithograph, Division of Diamond National Corp. for San Giorgio Macaroni's "Soupettes" folding cartons.

Until a few months ago the "Soupettes" name was unknown. Instead the line of five macaroni products was going to market in simple three-color folding cartons. The cartons performed their selling job well enough but it was difficult for shoppers unfamiliar with the Italian macaroni names to know that these types of macaroni were produced for use in soup.

San Giorgio created the "Soupettes" name as a means of describing the line vividly to consumers both familiar and unfamiliar with its use. Then the Lebanon, Pennsylvania-based firm asked USP&L to design a group of folding cartons that would introduce the line to new customers.

USP&L's Art Department went to work and suggested a series of four mood settings, showing the product in use and building the illustration around a soup ladle fitted with a show-through window. San Giorgio agreed and the result was a group of five cartons printed by four-color lithography.

Although the new cartons have been on the market for only a short time, early returns indicate that San Giorgio expects a substantial increase in sales.

### New Jewel Packages

Three, new, look-alike package designs, featuring temptingly real product-in-use illustrations, have been developed and produced for Jewel Tea Co., Inc., by Gardner, A Division of



**What a Difference!** San Giorgio's redesigned "Soupettes" cartons (left) are a sharp contrast to the way the same items previously reached grocery shelves. The cartons were produced by United States Printing & Lithograph, Division of Diamond National Corporation.

Diamond National Corporation (Middle-town).

The colorful, new Gardner-designed cartons provide living color, photographic reproduction of Jewel macaroni, spaghetti, and egg noodles, showing them just as the homemaker might expect to serve them on her dinner table.

The new seal and cartons are printed 5-color lithography on 018 Coated Litho-white board by Gardner.

### Carnation Acquires Contadina

Acquisition of Contadina Foods, Inc., San Jose, Calif., by Carnation Company was jointly announced by H. E. Olson, president of Carnation, and Anthony C. Morici, president of Contadina. Financial details were not revealed beyond a statement that the purchase was a cash transaction.

"The Contadina line of quality canned foods will provide an excellent ad-

dition to Carnation's increasing diversification in the food field," Mr. Olson said.

Principal products of Contadina are tomato paste and other tomato products, peaches and specialty items.

Contadina Foods, Inc. will be operated as a division of Carnation with Alfred Morici, a Contadina executive, as manager. Plants are located at San Jose, Woodland and Riverbank, California.

Contadina was founded 61 years ago near Highland, New York, and moved to San Jose in 1917. Contadina products are distributed throughout the United States, in Canada and are exported to Germany, England, Belgium, Denmark and Sweden.

### New Sauces

Giona Macaroni Company of Buffalo has launched two new sauces with a free plastic strainer premium. Quart bottles of meatball and mushroom sauce with an attached strainer retails for a suggested price of 69 cents.

### Sauce Mix Promotion

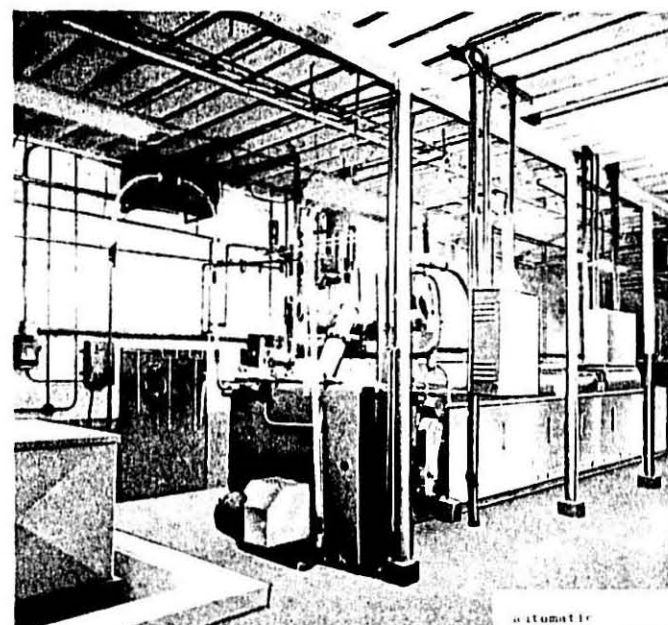
Lawry's Foods of Los Angeles have been promoting their spaghetti sauce mix with colorful point-of-sale pieces and a promotion allowance during the period September 9 through October 18. Dump-bins, a proven sales-producer, were made available along with the easy-to-fix story on backboards in full color. Pictured is a saucepan with the foil envelope of Lawry's Spaghetti Sauce Mix and a can of tomato sauce. Copy says: "Just Mix, Simmer - Serve with Pride." The finished dish of spaghetti topped with sauce looks good enough to eat.

# AVAN

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### Jenny Lee Expands Line

It has been announced that Lee's Food Products Corp. has been purchased by Jenny Lee, Inc., St. Paul, Minn. Eugene T. Villaume, president of Jenny Lee, said the purchase was made to broaden the Jenny Lee line of foods, which presently includes macaroni, spaghetti and egg noodles. Lee's Food Products Corp., also of St. Paul makes a variety of salad dressings and seasonings. Both manufacture and distribution of all items in the line will be handled by Jenny Lee, Inc.

### Spots for Sauce

Bill Britton, a dedicated character actor, plays four roles in a new La Rosa museum TV commercial conceived by their agency Hicks & Greist. The parts are The Sauce Fan, the Sauce Fiend, The Sauce Fanatic, and The Sauce Aficionado. All are excited. They have just discovered La Rosa's "Super sauce holding macaroni shapes" that hold more Italian sauce, says Hicks & Greist. This commercial and 12 others form a saturation spot TV campaign of minutes, 10 and 20 second spots being aired 50 to 60 times a week in 13 major markets.

### New Prince Soup Mix

A new complete soup mix—split pea alphabet—has been added to the Prince line being marketed in the New York-New Jersey-Southern Connecticut area by Prince Macaroni Mfg. Co., Lowell, Mass. The cellophane package contains the dry ingredients and an individual bag with seasonings. Cooking time is 25 minutes. It serves six. Suggested retail price is two for 31 cents. Other Prince soup mixes introduced earlier this year are egg vermicelli and mushroom, barley and mushroom, and minestrone.



Macaroni merchandising in Shell's City, Miami's largest supermarket. The Rice-A-Roni display material topped an assortment of macaroni products at the end of a 24 foot gondola. Sign on the left offers "Four New Kitchen Quick Dishes," Golden Grain's flavors for Rice-A-Roni, chicken, beef, Spanish rice, and cheese. A cash refund was offered for box tops from any two different flavors in the amount of thirty-five cents.

### Venezia Specialties

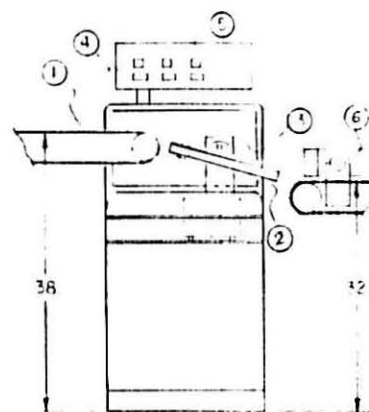
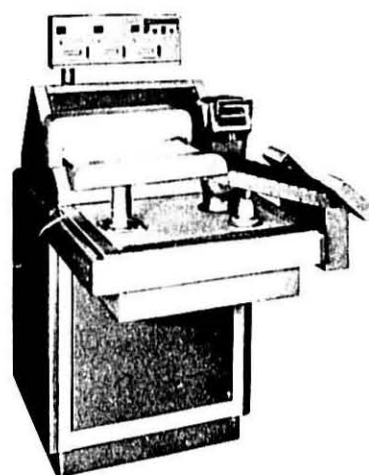
Venezia Italian Foods of Redwood City, California, is taking advantage of increased consumer interest in ready-to-cook Italian specialties with a new series of items for Minestrone Soup, Raviolini, Goldolini, Gnocchi, and Italian Style Sauce.

The lines come packaged in four-color lithographed cartons produced by United States Printing and Lithograph, division of Diamond National Corporation. USP&L was responsible for the surface designs of the cartons and their construction, which features a reclosable anchor lock at both ends.

Four of the five items feature a boil-in-bag interior product container. All the consumer does is remove the bag, heat and serve.



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## MERCHANDISING METHODS

W. C. Ethridge of Southeastern Brokerage Company, Raleigh, handled the question "How Do Brokers Merchandise Conflicting Items Successfully?"

First, let's establish the sources of this problem. In recent years manufacturers and brokers alike have been increasingly faced with the problem of conflicting accounts. This is due to two main factors:

1. An increase in the number of mergers among both manufacturers and brokers.

2. The broad scope of the development program of new items, and the desire for diversification on the part of manufacturers.

These two factors have their origin in the desire of both the manufacturer and the broker to provide consumers with more and better products and services at the lowest possible cost. Herein lies the Conflict of Interest.

How have brokers and principals always resolved their problems in the past—through mutual recognition that they are in partnership. Each must understand the problems of the other. Each must work closely with the other in order to achieve the greatest benefit from their relationship. Each must be dedicated to the solution of the problems affecting both.

### Changes Affect Market

Within the framework of this relationship, there exist certain realities which must be confronted by both manufacturer and broker. The appointment of a new broker by a manufacturer represents a tremendous investment in indoctrination and training which when translated means time and money. Even a temporary disruption of representation in a market usually results in a disturbed market and loss of trade confidence to a certain degree. For the broker the loss of an account means loss of income and he becomes the unfortunate victim of circumstances beyond his control. So neither manufacturer nor broker benefits from such a change.

Policies should be established to avoid all possible unnecessary conflicts. To accomplish this, brokers should keep principals advised of potential conflicts and not conceal existing ones. By the same token, principals should acquaint brokers with their policy on conflicting accounts and should afford them fair and tolerant consideration regarding the solution to conflicting accounts. The answers by the manufacturer to the following questions should be helpful in arriv-

### Comments by Panelists Before a Recent National Food Brokers Association Management Conference.

ing at a final conclusion:

"1. Is achievement of the market objectives of each product prejudiced by single representation?"

2. Is the product category broad enough to warrant the trades' stocking of both items?"

3. Are the quality and price factors of conflicting items comparable?"

4. Should the food broker be given an opportunity during a trial period to prove his ability to sell and merchandise both items effectively?"

5. Will the operating ability of the broker, due to increased personnel, be improved by addition of the other item?"

6. Has consideration been given to the realization that the test item of a manufacturer may not prove to be a regular item of the line?"

7. What is the history and relationship between the broker and both principals concerned?"

8. Is the broker's organization capable of devoting full sales effort to both items?"

9. Does the conflict arise on major items or on minor isolated items of the lines?"

10. Is the conflict caused by a new principal of the broker?"

11. Does the conflict item directly affect the market under consideration, or is it merely a conflict due to regional distribution elsewhere?"

12. Is dual broker representation justified and practicable? Is one manufacturer's line broad enough to warrant having two brokers in the same market handling different portions of his line?"\*

However, there is one—and only one tool available to the broker in fully convincing the manufacturer that he can satisfactorily continue representation even with conflicting items. This tool, gentlemen, is your organization—the people behind it—and their ability to do the job—irrespective of the circumstances. You can talk endlessly and hopefully about your financial investment in the account over a period of years but unless you can convince the manufacturer on the basis outlined above, your arguments are wasted.

\* Quoted from Vol. I, GMA-NFBA Report on Joint Workshop Sessions, Pages 21 and 22.

Every manufacturer or principal feels or likes to feel that he has the best broker in the market for his products. Such being the case, why should he consider settling for the second best. Sell the past, present, and future performances of your organization, and a principal worth having for the long pull will give you fair and considerate treatment, irrespective of conflicts.

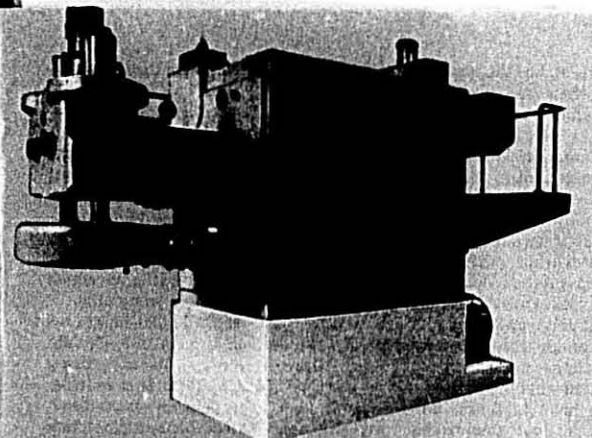
Your first reaction may well be that this can't be done when conflicts enter the picture. And you may well be right. However, I assure you that it is being done every day in kindred professions where operational conditions are quite similar. How many commercials for competitive products do you hear or see daily on your leading radio and TV stations, and in printed media such as newspapers and women's magazines? How many advertising agencies represent conflicting clients as we would define them? Some agencies even specialize in categories such as automobiles, cigarettes, or soft drinks just as some food brokers do in canned foods, frozen foods, or specialties. Advertisers want to use the best in the market for their products just as principals do—after all, aren't they one and the same?

So—for the long pull—Sell! Sell quality—quality of performance—quality of personnel—both of which add up to top quality representation—past, present, and future. That and that alone is the combination that will accomplish the job and solve this problem.

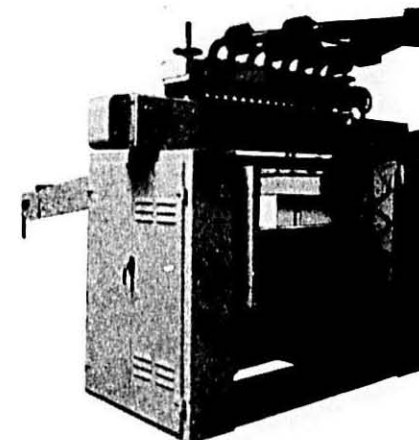
Elmer A. Briggs, a broker from Grand Rapids, had this to say for better sales meetings for consumer products. Some time ago I began to sense a changing of conditions in that the response to advertised features on in-store displays and merchandising events were not bringing about the kind of results we had enjoyed, and feeling that we might be at the turning point when we would enter a period where the need of true salesmanship would be paramount, we decided to change our policies in the function of our sales meetings. First of all, we decided to eliminate the weekly sales meeting and go to a sales meeting every other week. In order to properly plan for the meeting, in addition to my partner, I called in the

(Continued on Page 30)

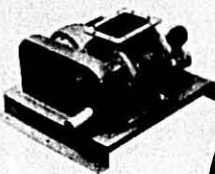
THE MACARONI JOURNAL



PRESSES for Short and Long Goods (Type TPM) are equipped with a new vacuum system and a forced feed of the main screw. Flour feeder is synchronized with a water measuring device to guarantee uniformity of mix.



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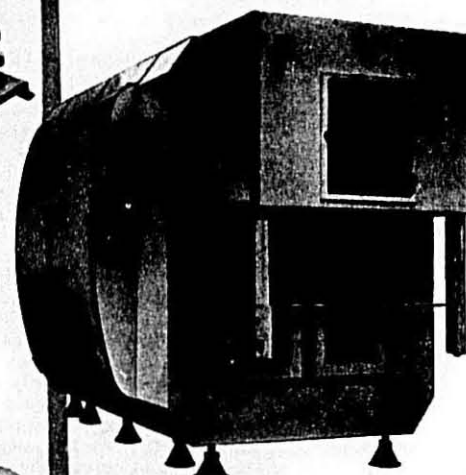


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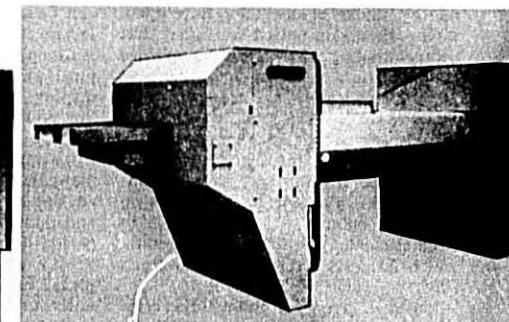


Fluidlift blower unit

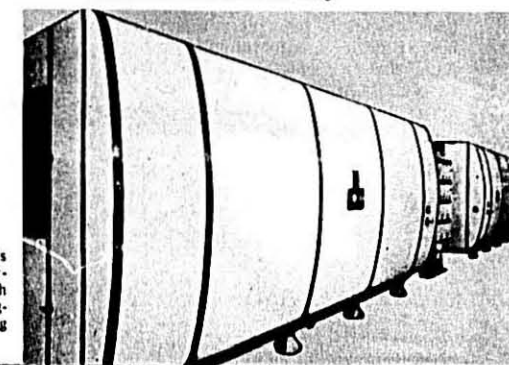


PRE-DRYER and FINISHING DRYER for Long Goods designed to produce automatically, with almost no supervision, a first class product and to yield an optimum color effect. Sanitary construction with swing-out panels, better insulation and new positively controlled stick transfer are the features of this new and unique machine.

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## Merchandising Methods—

(Continued from Page 28)

three junior partners for a Planning Meeting starting at 7:00 o'clock on Thursday night the day before our Friday meeting. The Thursday night planning sessions proved to be very fruitful. We established a program of selecting one of the men to give the sales presentation of the A-1 item on the current sales push and we made certain that sufficient time was spent in going over all of the important reasons why the item should be given further consideration by the retailer.

### Group Participation Benefits All

This had a very stimulating effect at the sales meeting and the individual's participation created more enthusiasm, also an opportunity for correcting faults before they developed. In the discussion period we found that by encouraging all to participate stories of success with in-store displays brought out some good merchandising ideas that all of the men benefited by. We also found that many of the communications that had taken up considerable time in the meetings were handled at the planning session meeting the night before, so we were able to streamline this portion of the meeting which formerly had taken up so much time.

We have given our Sales Supervisor more responsibility in the presentation of the two weeks' work program. This has helped him in stature with the other men. He is more conscious of the responsibilities and the end results have proven to be a very much improved spirit of cooperation. We also found that on promotions of new items for distribution each man could just about predict what he would sell to his customers enabling the wholesale men to tell the buyer at wholesale level what would be sold making it possible to obtain faster distribution at the wholesale level, moving new products and deals to market faster and with less out of stock problems. Our ability to perform has created a seller-buyer confidence we always hoped for.

### Special Demonstrations

On their own the men have had some special demonstrations set up on the Friday afternoon of the "off week" in which we did not hold a sales meeting. Heretofore there was a feeling that they couldn't work Friday afternoon because of the business in the retail stores, but they have found that there are many things that can be accomplished to promote business at this time of the week, especially when the retailer knows of our desire to help him. One of the real problems that we

have to be careful of on the part of our retail men is their assuming that the retailer on whom he is calling knows the answer to a lot of the points in the sales presentation that he is going to give. Consequently, the men get into the habit of making slipshod presentations.

It is our idea that if we are going to maintain and improve our position in the market as food brokers, we must be better than the best. Our sales story must be sharp and crisp and have the ability to get through the maze of things in the retailer's mind, and so capture his attention that he will remember what we have told him and have the kind of interest established that he will follow through with the programs we have presented when the merchandise is received. We have proven that if the proper enthusiasm can be created in the retailer, in many instances displays will be built by the store personnel rather than waiting until our men come in to make the display because of the desire to get the profits rolling in from the promotion.

I would like to close with this statement that perhaps I should have started out with. We prepare our hearts and minds with a 20-minute devotional period before the start of each regular Friday afternoon sales meeting. This places us all in the proper relationship with our Lord. Tensions are eased, jealousies overcome, and the true spirit of man's service to others with compassion and understanding for our fellowmen prevails.

Ben O. Hindman of Dallas, Texas, said:

"Preparing and Conducting Better Sales Meetings as relates to Institutional Products" can, fortunately, be applied to sales meetings of a brokerage organization, or equally, to the sales meetings of the institutional wholesale jobber. I offer my thoughts to you in this light, along with a product demonstration as an action example of a demonstration sales meeting. Those interested only in consumer sales can find points that can apply if an opportunity to get past the presentation sheet ever arises.

An important feature of a sales meeting, especially one with jobber salesmen is to have it at a time at which the men have completed their routine work, but yet are not in a rush to leave.

A clear and graphic way to discuss a line or an item is by demonstration. The details of case pack, weight, cash discount, fob point, freight rate, cost per case, etc., should be presented to each salesman on previously prepared

sheets and covered in the meeting with little or no comment.

What should be emphasized is advantages the product offers to customers. The quality, number of servings per container, the approximate cost per serving to the institutional user. Methods of use and ways of preparation that are new and beneficial to the institutional user. Point out and list the type of consuming outlet to which the item is particularly adaptable. If it is advertised in trade journals, give details show tear sheets and explain how salesmen can use the advertising to their advantage. If it is a cuisine-type item—if for schools—mass feeding—medium price restaurants—state eleemosynary institutions or prison. The goal in this is to direct their thinking, not their actions. If you give a good salesman a clue that activates his curiosity and imagination, he will accomplish much more than if given a step-by-step set of rules to follow.

### Controlled Participation

By having action in the presentation, easily handled individual portions to pass to each salesman — it serves to bring them into participation of the meeting, yet you maintain control of the subject at hand and the continuity.

You can easily see the adaptation of the demonstration to fruits, vegetables, whether frozen or canned. Even an item such as Lea & Perrins Sauce can be discussed by combining the sauce with butter and quickly sauteing small sukiyaki strips of meat and passing to the salesmen.

I have previously stated that this method of conducting a sales meeting can be equally applied to the sales meeting of a brokerage organization or to the sales meeting of an institutional jobber. Most of us would gladly take the trouble to present such a meeting to a customer — you will find it much easier to get invited to subsequent sales meetings after conducting the first.

However, we are all prone to give our own salesman a "quick go over" on an item; and then we expect our salesman to go out and do an inspired job.

Let's remember to conduct our own sales meetings in a manner to get deserved interest and that will leave our own men with a will and desire to sell.

Budd Mayer, a food broker from Miami, commented on the introduction of new items to the institutional field:

I imagine there are as many different avenues and methods to the introduction of new items as there are food brokers. Each has his own ideas—and this is the individuality so necessary and vital to the progress of our industry.

Before outlining specific approaches, there are three major problems to be solved to better insure a continued flow of information to the volume feeding market:

1. Develop salesmen to become marketing specialists. This should not be an "added" duty, but rather a full-time job.
2. Devote time to research products and process new methods to serve the industry's needs. The food broker is the missionary media who must test, introduce, develop and cultivate the institutional outlets.
3. Arrange for better communication between all facets of operation. Ideas formulated by the producers must be conveyed in the same basic interest through all stages to final preparation and ultimate use.

As a general rule, our sale is made to the distributor. In some instances, we must sell to a direct customer. But, we will limit our new item introduction to distributors alone. There is a single basic formula that we might apply to the introduction of all new items:

ABILITY + PRODUCT KNOWLEDGE + SALES KNOWLEDGE = PROFITABLE SALES

"Ability" alone is not sufficient; it must be the application of your ability for the desire intended.

"Product Knowledge" is the foundation of any sale. Whatever else is variable—the product, and your information about it, is not. You must have a complete and thorough understanding of the items you are presenting. How?

1. By studying the packer you represent; know the area of location; the policies of the company; his strengths and his weaknesses.
2. By testing and sampling the item first and comparing it with similar items now being sold in your market.
3. By knowing all facts and figures concerning your item without the necessity of referring to notes. This includes case cost and portion cost; markups; freight; case weight and drained weight, variety, methods of preparation and ultimate result.
4. By being prepared to sample and point out the advantages and values of your product.

"Sales Knowledge" is the individual approach consistent with the policies of your company and that of your packer.

1. Speak with authority. You are the authority to whom the buyer must

look for guidance. A firm or company distraught with indecision inspires no confidence from the purchaser.

2. Know the entire program: introductory offers, available advertising and promotional materials; sampling program; cooking charts, menu aids, etc.
3. Explain the benefits and advantages derived in handling your product; how it will help him and how it will help his customers.
4. Offer to conduct a sales meeting for the buyers' sales personnel to show, sample and pass on full particulars so that they will have full knowledge and confidence in the product.
5. Avail your company's services to the buyer and his salesmen for the purpose of assisting in making sales on new items.

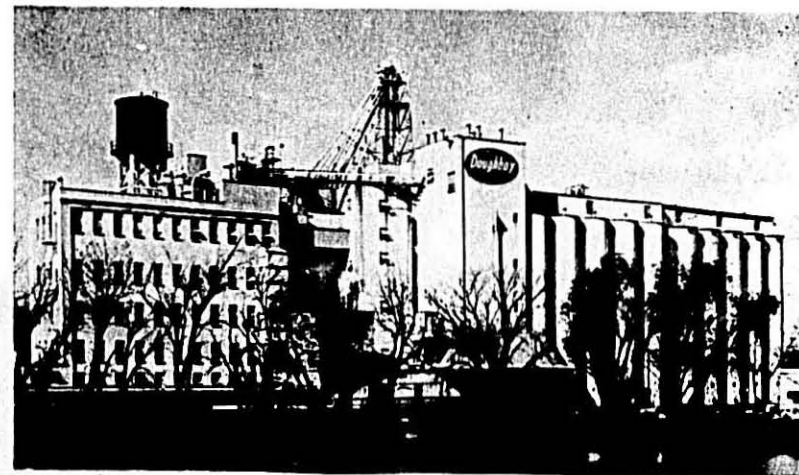
"Profitable sales" are either the result of what we extract from our business or what we put back into it to further our operation.

Most of us fear what we don't know. And it is this fear that prevents many food brokers from breaking the barrier into institutional sales. But dive in—the water's fine!

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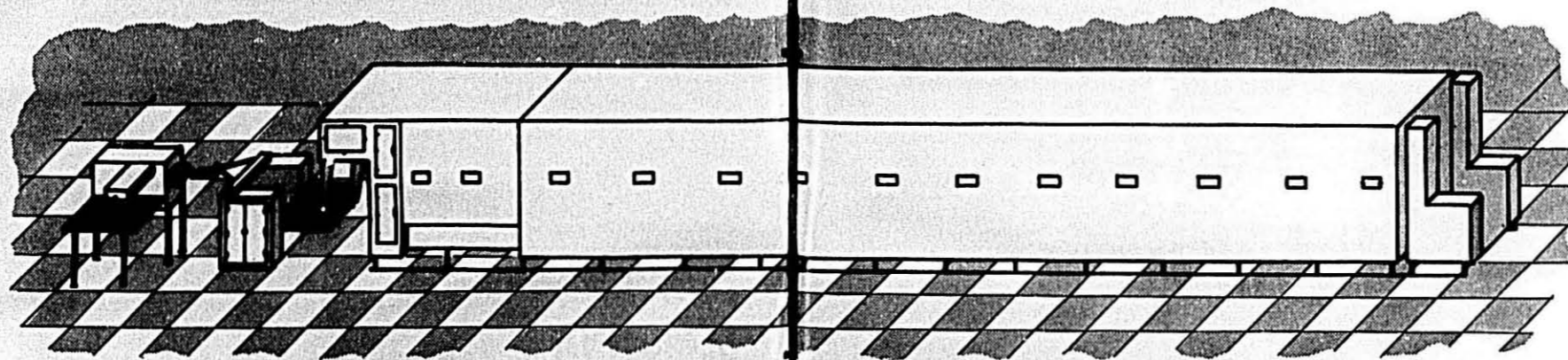
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## International's Bulk Handling of Flour

Durum products customers of International Milling Co. are able to receive complete bulk service — either by truck or railroad car — from each of International's three durum mills.

International's bulk handling and shipping facilities represent a giant stride forward from the early days when durum products were packed in wooden barrels and delivered by horse-drawn wagons.

### Years of Experimenting

Behind International's first successful bulk movement lay years of experimentation and working closely with builders of railroad and trucking equipment. "Building sanitary railroad cars and trucks and loading them in bulk with flour or semolina was simple," according to A. L. (Tony) DePasquale, durum products sales manager for International. It was the unloading that presented the real problem. Since semolina is a more free flowing product, it presented a lesser problem than flour. When the floor of a car was inclined sufficiently to make flour unload itself by gravity, the payload area was too small to be practical. Then, too, it was never possible to get all the flour out of the car because of its tendency to cling to the walls.

A breakthrough came when equipment manufacturers finally developed a practical unloading system. Here's how it works. Low pressure air is applied through a porous fabric installed in the bottom of a low pitched hopper. This causes either flour or semolina to flow like water out of the car.

But the Airslide car requires a railroad siding at the customer's destination. This posed a problem to many macaroni manufacturers who were not located on railroad tracks. It was impossible for them to unload durum products directly from an Airslide car into one of their plants. This obstacle was met and overcome with the development of pneumatic equipment which unloads the durum products from a bulk railroad car into a bulk truck at a siding which then makes the delivery to the plant of the macaroni manufacturer. International's bulk trucks are outstanding in their simplicity, ease and economy of operation. "These trucks can make bulk deliveries anywhere within reasonable distance of a mill, bulk storage depot or railroad siding . . . and each contains its own built-in unloading equipment," according to DePasquale.



Macaroni manufacturers who are not located near one of International's durum mills, bulk stations or railroad sidings are able to receive deliveries at their plants via truck. This photo shows a bulk truck being loaded pneumatically from a bulk railroad car.

### Storage Needed

Suitable bulk storage facilities and an electrical outlet are the only equipment a macaroni manufacturer needs to take advantage of International's modern bulk delivery by truck, he said. Up to 400 cwt. of flour or semolina can be unloaded from truck to customer in one hour's time — day or night.

For a number of years, International was also an industry leader in the engineering and building of bulk installations for its customers. "We got into this bulk engineering program in 1954 when bulk flour handling by bakers and macaroni manufacturers was still in its infancy," said DePasquale. At that time, there were few engineering services available to customers at a reasonable cost, he recalled. To break the "log jam" International decided to organize its own bulk flour engineering department to service the baking and macaroni industries.

This service was instrumental in interesting more and more bakers and macaroni manufacturers to use the bulk handling of products. In the next four years International's engineers completed approximately 30 bulk installations at bakeries and macaroni plants in the eastern and midwestern U. S.

Installations included exterior steel and concrete bins and interior horizontal type bins. As a result of this growing popularity of bulk handling and shipping, several engineering companies also began to design and install practical bulk systems and to provide

high class bulk installation service. In view of this, International decided that its mission had been accomplished; and in 1958, the company released to the baking and macaroni industries the results of its research in bulk durum flour and semolina handling. As a result of this move, the company relinquished all rights to its original ideas and pending patents on bulk handling techniques. The macaroni industry is now free to use all the creative ideas and technological contributions which International has made to the bulk flour movement.

Although International continues to lead the durum industry in bulk flour shipping today, research continues with a view toward still greater improvements in the future. Because of our experience with bulk handling and shipping, the counseling services of our engineers to customers who may be considering the installation of bulk handling in their plants is always available.

International feels that bulk systems have much to offer to the macaroni industry, and there will be savings for most businesses. Installations made to date have been very gratifying to all parties concerned. Generally speaking, the bigger the usage, the greater the advantages for bulk, since bulk is essentially a volume operation in itself. Before a company decides to install bulk facilities, DePasquale suggests that the following things be considered:

(Continued on Page 36)



### HERE'S YOUR MARKET!

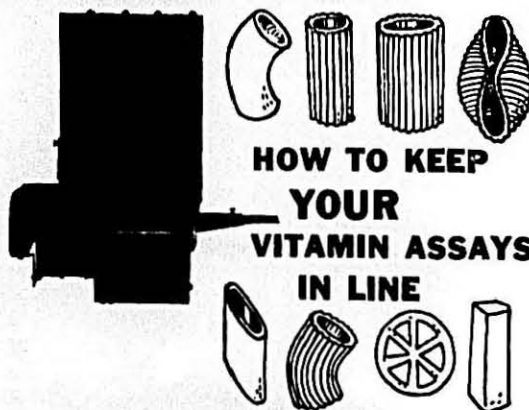
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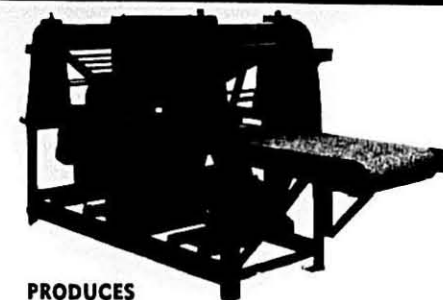
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## WAY BACK WHEN

### 40 Years Ago

● Macaroni manufacturers were urged to cooperate with the Toast Week movement sponsored by the national wheat council, bakers and other allied interests. A recipe for Elbow Macaroni on Toast was suggested to tickle the palate.

● At a meeting in Chicago macaroni manufacturers agreed unanimously that during the year some consumer educating advertising should be done. The plan called for each manufacturer to voluntarily give 10c per 100 pounds production to be paid quarterly.

● On September 27, 1923 in the King George Hotel, Toronto, the new Canadian Macaroni Manufacturers Association was organized. The purpose of the organization was to solidify the macaroni manufacturing interests in that country and to cooperate more effectively with the American manufacturers through the N.M.M.A. for advancement of the industry on this continent.

● An improved strain of Kubanka wheat named Nodak had been developed which combined to a high degree the desired characters of durum wheat such as resistance to stem rust, ability to yield well and suitability for making macaroni.

### 30 Years Ago

● On November 7, 1933 Fiorello LaGuardia was elected mayor of New York City. This was not of primary concern to macaroni people, but the fact that he was quite able when it came to cooking spaghetti was. Almost daily he enjoyed a dish of spaghetti which he preferred to fix himself by following a recipe handed down to him by his mother.

● Figures released by the U. S. Bureau of Agricultural Economics showed Italian consumption of macaroni products at 40 pounds per person. The total number of pounds consumed in Italy was 1,543,220,000.

● American per capita consumption of macaroni products was at five pounds per year. According to the Bureau of Labor Statistics the average consumption of macaroni per family for the country as a whole for the period 1909 to 1913 was approximately 23 pounds.

● The durum wheat production for the year was estimated at 17,336,000 bushels against 40,000,000 bushels in 1932 and 66,000,000 bushels for the previous five years. The yield per acre in 1933 was 6.9 bushels per acre and in 1932 it was 10.3 bushels per acre.

### 20 Years Ago

● The War Food Administration pulled together all food programs under the banner "Food Fights for Freedom." Macaroni-noodle manufacturers, producers of one of the country's best non-rationed foods went along with the "Health for Victory" campaign. Through this campaign Americans were becoming more appreciative of macaroni products.

● The Wage and Hour Division of the United States Department of Labor issued a recommendation that wages of not less than 40 cents an hour should be paid by every employer to each employee. This recommendation was made concerning the Bakery, Beverage and Miscellaneous Food Industries which included macaroni.

● According to a report from the Crop Reporting Board of the United States Department of Agriculture the 1943 durum wheat crop was the second highest since 1909. Production was at 26,251,000 bushels for the year compared to 44,560,000 bushels in 1942. The yearly average from 1932-1941 was 26,992,000 bushels.

● One of the casualties of the war was the pretzel. The War Manpower Commission declared that pretzels were a non-essential according to them and it was feared that there would be little likelihood that this would be changed.

### 10 Years Ago

● The National Macaroni Institute conducted three merchandising meetings across the country, one in New York, one in Chicago and one in San Francisco. Macaroni manufacturers were told that it takes merchandising equivalent to a Sherman tank to jolt chains and supermarkets into giving cooperation they need to influence consumers at the retail level. They were also advised to team up with other manufacturers to develop a multiple item promotion powerful enough to get top level dealer cooperation.

● An exhibition of food industry and food trade equipment opened in Paris in November. Trade publications and books of reference from France and foreign countries were on display and the Macaroni Journal was among them.

● A memorial described as unique in American agricultural history was presented to the Lisbon Park Board, Lisbon, North Dakota. It commemorated the first known field of durum and was affixed on a standard to the millstone from the mill that ground the first durum flour.

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**FOR SALE**—Equipment for a complete macaroni plant 1000 lb. production. Long goods press, short goods press and noodle cutters. Long goods and short goods preliminary dryers, macaroni dies, stamping machines, and Flour Handling System. Reasonably priced. Box 208, Macaroni Journal, Palatine, Ill.

**WANTED**—Used but in good working condition. One Ricciarelli Appia 8 Vermicelli Folding Machine, for trays 23 3/4" wide, 36 1/2" long, for a production of about 400 lbs. per hour, to be connected to a 1000 lb. per hour DeMaCo press; and One Pavan Type PSA Three-Knife Cutter for Dry Long Macaroni and Spaghettini. Box 209, Macaroni Journal, Palatine, Ill.

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### Bulk Handling—

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1. Establish accurately, present costs.
2. Work out the details of a bulk installation in accordance with requirements.
3. Using bona-fide proposals, compute costs of a complete bulk flour installation.
4. Compute savings and return on the investment required.

THE MACARONI JOURNAL



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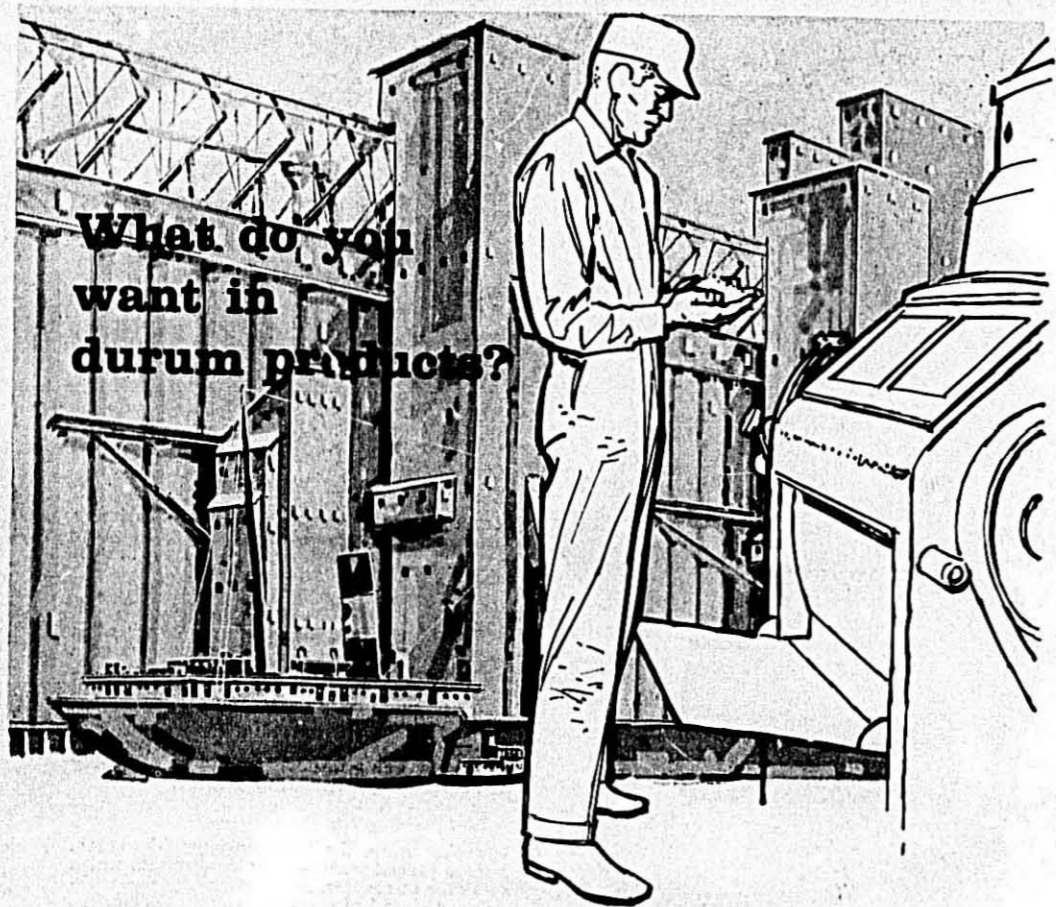
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