

**THE
MACARONI
JOURNAL**

**Volume 46
No. 4**

August, 1964

Macaroni
Journal



AUGUST, 1964

**Fred Spadafora
Elected President
Convention Report**



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Consumer Study Unveiled at Convention. Board Decides to Appeal FTC Decision.

At the 60th Annual Meeting of the National Macaroni Manufacturers Association held at Hotel Broadmoor, Colorado Springs, a study of consumption of macaroni products prepared by Market Facts, Incorporated, of Chicago, was highlighted by Executive Secretary Robert M. Green.

New officers were elected to lead the Association in the coming year. They are Fred Spadafora, president; Robert Cowen, first vice president; Peter J. Viviano, second vice president; Vincent F. La Rosa, third vice president.

The National Macaroni Manufacturers Association will go to the Circuit Court of Appeals to protest the Federal Trade Commission charges of fixing prices of durum wheat during the shortage of 1961.

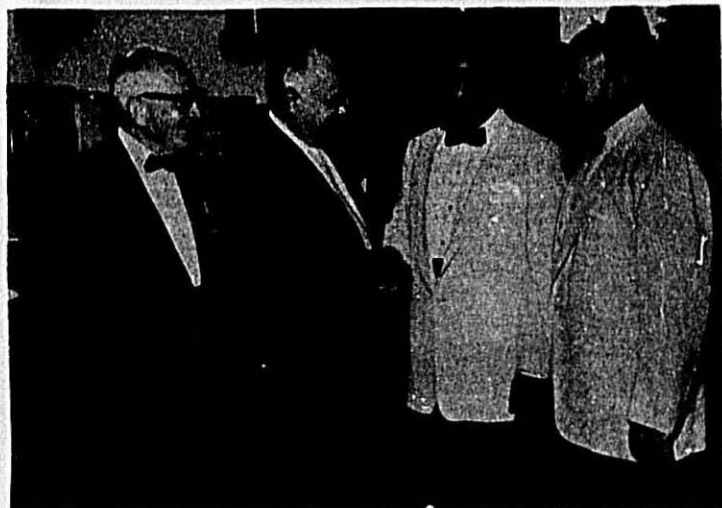
The Board of Directors elected not to oppose the addition of Myverol to the list of optional ingredients in macaroni Standards of Identity, but to recommend a label declaration on products containing it. The Federal Register of June 3 carried notice of a proposal to amend the Standards to permit glyceryl monostearate as an optional ingredient not exceeding two per cent by weight of the farinaceous ingredients used. The petition was filed by Distillation Products Industries, a Division of the Eastman Kodak Company.

At the First Session

Outgoing President Al Ravarino reported on two active years of his administration. His address follows on page 8. He was presented a plaque on behalf of the members of the Association by incoming President Fred Spadafora at the banquet, commending him for his leadership and service.

Ray Pritchard, multiple association manager from Chicago, reviewed research you can do yourself, from market data obtained from trade magazines and newspapers to information that can be gathered by the association, such as operating cost ratios.

Lloyd Thrapp, past president of the Denver Association of Manufacturers Representatives, observed that the graveyard of business is filled with those who thought they were ahead of competition. "Do you talk to your employees about profits?" he asked, pointing out that in grocery chains the emphasis today is on profit margin rather



NEW OFFICERS: Robert I. Cowen, new first vice-president (left), and Vincent F. La Rosa, new third vice-president (right), watch immediate past president Al Ravarino (in white jacket) congratulate the Association's new president, Fred Spadafora. Peter J. Viviano, newly elected second vice-president, is not pictured.

than volume. Create an image, he urged, for your company and its products, of quality, service and fair price.

Second Session

Julie Kay Dunkirk, the Durum Queen from Fargo, North Dakota, gave a typical college classroom presentation on macaroni as presented in the Home Economics and Cereal Technology Departments of North Dakota State University.

Howard Lampman, of the Durum Wheat Institute, outlined proposed research that may be an opportunity to upset the calorie image of macaroni. The research frontier offers the greatest promise for the wheat industry which could be on the verge of a new era.

Ted Sills, public relations counsel to the National Macaroni Institute, discussed the dynamics of change in markets in a constant state of flux. He observed the rapid growth of the teen-age group changing into young marrieds — the best consumers for macaroni products. He said macaroni is a growth industry if it maintains the acceptance of this group. He commented on the importance of the growing Negro market and mentioned special efforts should be

aimed at it. For the dieters and weight-conscious, he said a great deal of effort is needed to build a low calorie image for macaroni products.

In reviewing changing themes for product publicity from 1958 to the present, he pointed to "Youth Will Be Served," Low Calorie Menus, Macaroni Meals in Minutes, Merchandising Calendars stressing related item promotion and profitability to the distributor; convenience, versatility and economy to the consumer.

Based on the consumer profile study just completed, emphasis in the near future will be laid on low calorie meals, youth, and greater use of noodles which were shown to be in better balance for overall usage but in lower volume than either macaroni or spaghetti.

Institutional Selling

A panel discussion on institutional selling brought out that this is a rapidly growing segment of the economy, and the one in four meals consumed outside the home will soon be one in three. As a special market, the institutional field requires special effort, with special copy, packaging, cooking instructions (Continued on page 6)

THE MACARONI JOURNAL



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AUGUST, 1964

Convention Report—

(Continued from page 4)

and recipes. It has been too long neglected by the macaroni industry. Labor costs are more important than food costs to the restaurateur, so portion control in consumer type packing may soon replace the old 20-pound bulk box.

Panelists included Don Bennett, general manager of the Tiffin Inn in Denver; Mario Lalli, of Mario's in Denver and Aspen; Ed Watson, vice president for purchasing, Knoebel Mercantile Company, of Denver. Macaroni manufacturers Arvill Davis of Gooch Food Products, Norman Anseman of National Food Products, and Vincent DeDomenico of Golden Grain asked questions to stimulate discussion. Mr. DeDomenico served as moderator.

Retailers Comment

In a panel discussion with retail grocers, Ross McCotter of King Soopers, said: "We are interested in items that make money for us — we display what we think will sell." Earle Simms and John B. Kennedy agreed that displays sell four times normal shelf movement and are more important than price in the movement of merchandise. Comments: "The package has to do the selling — we take for granted that quality will be good." "Advertising allowances help — selling more volume helps create more profits." "One hundred different merchants will give you one hundred different answers to your questions."



Which way do you eat spaghetti? Seated at the left is Mrs. Albert Ravarino, demonstrating the fork-and-spoon method. At the right is Al S. Weiss slicing his spaghetti into bite-sized pieces. In the background, Charles Rossotti throws caution to the winds and takes a man-sized helping. He is aided by Miss Julie Dunkirk, the Durum Macaroni Queen.



AT THE Spaghetti Buffet: Mr. and Mrs. Fred Spadolara, Mrs. Al Ravarino, Mr. and Mrs. Charles Rossotti, Robert I. Cowen.

This discussion was moderated by Vincent F. La Rosa of V. La Rosa and Sons, assisted by Nick Rossi of Pro-cino-Rossi and Peter F. Vagnino, Jr. of American Beauty.

Successful Socials

On the social side, festivities began Sunday evening at Rotten Log Hollow with a western-style steak fry complete with cowboy music, neckerchiefs, and western apparel.

The following evening the traditional Rossotti Spaghetti Buffet was held in all its glory. This festive spread was reported in a color pictorial in the Empire Magazine of the Denver Post June 21 by Food Editor Helen Dollaghan.

Entertainment was provided by the troupe of Mario Singers, who entertained the crowd with light classics and operatic selections.

At the Dinner Dance the final evening, the new officers of the Association were introduced and awards presented for the Golf Tournament. The Ted Sills Silver Bowl went to Bill Brezden of North Dakota Mill and Elevator with low net.

Supplier Hosts

Each social event was preceded by a Cocktail Party and Reception sponsored by the following hosts: Amber Milling Division, G.T.A., St. Paul, Minnesota; Ambrette Machinery Corporation, Brooklyn, New York; Archer Daniels Midland Company, Minneapolis, Minnesota; Ballas Egg Products Company, Zanesville, Ohio; V. James Benincasa Company, Zanesville, Ohio; Braibanti-Lehara Corporation, New York City; The Buhler Corporation, Minneapolis, Minnesota; Clermont Machine Corporation, Brooklyn, New York; DeFrancisci Machine Corporation, Brooklyn, New York; Doughboy Industries, Inc., New Richmond, Wisconsin; DuPont Film De-

partment, Wilmington, Delaware; Faust Packaging Corporation, Brooklyn, New York; Fisher Flouring Mills Company, Seattle, Washington; General Mills, Inc., Minneapolis, Minnesota; Henningsen Foods, Inc., New York City; Hoskins Company, Libertyville, Illinois; International Milling Company, Minneapolis, Minnesota; D. Maldari & Sons, Inc., Brooklyn, New York; Monark Egg Corporation, Kansas City, Missouri; North Dakota Mill and Elevator, Grand Forks, North Dakota; William H. Oldach, Inc., Philadelphia, Pennsylvania; Peavey Company Flour Mills, Minneapolis, Minnesota; Rossotti Lithograph Corporation, North Bergen, New Jersey; and United States Printing and Lithograph, New York City.

The Broadmoor attracted a record attendance, and perfect weather enhanced the charm of the site. It was voted to return there for the convention in 1967.



One good golfer to another: Bill Brezden of North Dakota Mill & Elevator accepts the Ted Sills' silver bowl for low gross in the golf tournament. Donor is on the right.

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President Al Ravarino's Address

OUR convention program has real meat in it so we can take back ideas with us to help us solve the problems of our business and the macaroni industry as a whole. However, before we plunge into the problems that face the industry today I would like to quickly review some of the highlights of the past two years.

I was elected president of this organization two years ago at the Homestead. That year's discussions emphasized fundamentals, just as this year's convention is concerned with the fundamentals of production, consumer trends, research, merchandising, promotions and related phases of the industry. Only after that convention's discussions of wheat and macaroni products research did the N.M.M.A. establish a fellowship at the Cereal Technology Department of the North Dakota State University.

At the Homestead a representative of McCall's magazine reported on consumer attitudes. We have just completed a consumer study of our own. This will provide a gold mine of ideas and opportunities for expanding the market for macaroni and noodle products.

Of course you are all familiar with the Federal Trade Commission charges of fixing prices of durum wheat which were reviewed at the Homestead convention. All of you who have been close to the situation know how ridiculous the charges were. We are glad to report we have pled our case in the past two years and the Commission has since modified the charges.

Noodle Priest

We first met Monsignor John Romaniello at Homestead two years ago. The story of how Monsignor Romaniello, the noodle priest, used U. S. surplus flour, cornmeal and milk powder to make noodles to feed the hungry people of Honk Kong, eventually reached almost every media in the United States creating great sympathy for his cause and publicity for noodles, as well as doing a wonderful public relations job for the industry.

Emphasis at the January 1963 convention was again on research and as a consequence at a series of Board meetings we started to list projects that needed attention in the areas of management, marketing, research and promotion. That list is still being worked on as new problems arise every day.

The meeting at Mackinac and many regional meetings we have held around the country - at San Francisco, New York, Cleveland and Chicago - we have further considered these matters plus

the increasing impact of governmental activities on business such as weights and measures, labeling, the Hart Bill, the wheat certificate plan, Tariff Commission matters and many others.

We have increased the tempo of our promotional efforts with the merchandising brochures developed by the National Macaroni Institute Committee in conference with Sills & Company. We have also gone into new areas such as the Station color advertising to the grocery trade.

We have increased our efforts with other groups: as for instance with the National Restaurant Association and the American Dairy Association to make a combined impact on the market. In cooperation with the Durum Wheat Institute a presentation was made at the National Restaurant Show on how to present durum macaroni foods and how to use them as money-makers.

Throughout the past two years the Durum Wheat Institute and the North Dakota State Wheat Commission, with the National Macaroni Institute, has had excellent distribution of the film "Durum - Standard of Quality," and the film strip "Tricks and Treats With Macaroni Foods," as well as a wide variety of educational materials.

Cooperation with Growers

In our cooperative efforts with the durum growers, we have participated at the U. S. Durum Show, on the Durum Industry Advisory Committee, and with the advisory group to the Cereal Technology Department of the North Dakota State University.

Yes, it has been an active two years, but these two years are only a beginning. Now we must move to meet the challenge faced by the food business here and abroad.

I would like to pause here to remind you that the many activities I have just mentioned just didn't happen. After due consideration of policy matters by your directors, the organization and management of association programs are carried out by your quiet and faithful executive secretary and his staff.

American industry and free enterprise are the backbone of this great country. In these times of big government, big business and big labor we too have to be big in order to survive. As an united industry association, we are big. The macaroni industry is a force in today's economy but the association is only as strong as its individuals. You and I, everyone of us, is important to this association. To maintain this association for the benefit of our industry

and our own businesses we have to work together for a common cause. We must take a stronger interest in our government, not just in Washington but we should get to know and talk with the people in our state and city offices. Learn their views and let them know yours. We must know our consumer, who she is, what she wants and why she buys.


















Al Ravarino

We must keep abreast of the trends in our own industry. For instance, we know the macaroni industry can roughly be divided into three groups: first there are producers who sell on price alone; then there are manufacturers who merchandise a quality product and try to do a consumer educational and promotional job; thirdly, there are producers of packaged prepared dinners and frozen macaroni products. We tend to let this last group scare us. Store shelves are full of convenience foods. We read articles about convenience foods. We know that approximately thirty per cent of all wives in the United States are working wives. So, we assume that this vast market wants convenience foods, but it is not necessarily so. Research shows that women are creative and that they especially like to create dishes for their families. In fact, 75 per cent of the women newspaper readers read consistently the recipes in food sections, and some 60 per cent actually save and use them. Why? Because women like the praise and satisfaction they get from the fact that it is just a little bit better with that little individual touch. Working women get pleasure and relaxation in working in their convenient, attractive kitchens. Just let them know how delicious, how nutritious and how quick and easy macaroni foods are to fix and

(Continued on page 84)



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How the Manufacturer of Food Products Grows Through Merchandising Without Giving His Profits Away

by Loyd L. Thrapp, past president, Denver Association of Manufacturers Representatives, at the NMMA 60th Annual Meeting

Merchandising for a profit is the responsibility of every department, starting from the time the raw materials are purchased, to the time the consumer throws the empty package into the waste basket. The secret is to get the package into the waste basket faster and in larger quantities. Not only must the product itself be merchandised, but the people who manufacture it — the people who buy it to resell it to make a profit — and the people who consume the item, must also be merchandised.

First, let's look at our organization and see how the different departments can merchandise your item at a profit. Administrative or office personnel are extremely important for good public relations. Telephone courtesy, especially by those who take orders on the phone and answer the phone, is extremely important. Many firms do not take five minutes of their time to explain to their employees their importance to the company and how they might affect the company's business by not being courteous on the telephone. It would be discouraging to work for years on selling an important account and then to lose the account because of a discourteous telephone conversation or an unfriendly letter by some misinformed person in the office.

Telephone Courtesy

You can impress upon your office employees the importance of telephone courtesy. Your telephone company has a film and a very short course, which does not take more than two hours to view, on the proper use of the telephone, and which they are glad to show to office personnel. This does not cost your organization one cent, except for the small amount of time your employees attend the showing of the film. It would possibly reap you hundreds of dollars in dividends.

The spoken word is very important, but it is a fleeting thing. However, written words last several thousand years. When we hear words, we often have difficulty recalling exactly what was said or the inflection and tone of voice used a few hours afterwards. On the other hand, the written word is a terribly lasting thing — to bless us or to

burn us. It lasts as long as the paper on which it was written. If it is a good letter, it will be read and re-read again and again, and sometimes preserved as a cherished document. If it was conceived in anger and born of spite and malice, it could become a festering sore that cannot help endangering — and even destroying — the good will and friendship between people, or between organizations. Put smiles in your letters, and they will sell your organization. Put courtesy in your telephone calls, and they will sell your company.

Talk to Salesmen

Not only because I am in sales — but because I am a firm believer in such a policy — I feel that people who buy goods for their companies should talk to all salesmen. Some good ideas come from salesmen from whom you buy no goods at all, because they are trying harder to get your business. I think a purchasing agent should report to management on those good qualities and also the undesirable characteristics of those calling upon him. He should bring to his company's attention extremely good policies and practices of the company which he does business with, and adopt them to his organization. Your company certainly wants to be treated properly by buyers, and so do the people who call on you. Every person who comes into your factory is a consumer — treat him as such.

The production department is concerned with the quality of merchandise, proper packing of the item, high speed equipment to work with, and the manufacture of a quality item at the lowest possible cost. Most production men find it much easier to take a wrench or a screwdriver and adjust the speed of a wrapping machine or a filling machine than they do to increase the speed of their employees. Therefore, you must find some other means than a wrench to improve your employees.

Most people find a job in a manufacturing plant monotonous, doing the same thing over and over. A great number of factory employees start feeling unimportant, and I believe this is one of the great causes of inefficiency in factory work. Every person is human; he likes to be treated as such; and if hand-



Loyd L. Thrapp

led properly, he has a feeling of accomplishment and importance to his employer.

I call on a factory that has approximately forty employees in production who are the most loyal people to their company I have ever met. The management takes great interest in their employees, and once a month management turns their ten minute coffee break into what I call a sales break. They sell the company to the employees. They attend the coffee break and salute those employees who had a birthday during the month; most generally a birthday cake is purchased at a nominal cost, which everyone enjoys with their coffee. At the same time, the owner of the company tells the group how important they are to his organization; the importance of their particular job; how much he appreciates them; and the things he would like to see accomplished in the future. Each employee who has a birthday is given a small gift package of products made by the company.

Merchandising People

I might add that this company has been in existence for over 35 years and has never been organized by a union. When organizers come to the company, they are told by the employees that they could not ask for any better treatment than what they are getting, and that they do not need a union to represent them. Absenteeism (unless for sickness) is nil, and this company gets a good day's work from each employee. I believe this is a good example of merchandising people.

Production managers must be aware of the fact that the package he produces to put on the grocers' shelves is a piece of advertising. In reality, a display piece. It comes at no extra cost to the company, and it is also the final salesman to Mrs. Consumer.

Even though IBM and Univac machines may affect sales by showing the turnover of our product, the machines merely reflect the effect our salesmen are having with the accounts, plus shelf movement of our products to the consumer.

A salesman is a peculiar individual. He is the hardest worked, the lowest paid, and he always has the loudest territory. In my opinion, the biggest qualification for a successful salesman is desire. A man of average intelligence with a lot of desire will be an excellent salesman. The more intelligence, naturally, the more effective a salesman will be. The less desire, the less effective he will be.

Cash Incentive

In talking with many companies, I have found that if at all possible a cash incentive can help a salesman be much more effective than a flat salary, or a bonus at the end of the year. A bonus can cost a company money (without dividends), because personnel come to expect the gift regardless of the success the company had during their sales year.

For companies that use brokers, I feel they should be paid a brokerage plus an incentive when they have gone above their forecast. Those companies who use brokers find they must have extremely close supervision — because brokers are human beings, and just like all of us they follow the course of least resistance. Sometimes, I understand, some brokers have so many lines that about the only time they work a particular line is when the representative is with them.

Much to my amazement, I have found that some companies doing a multi-million dollar business do not maintain adequate records. To be successful in sales, I believe it is of extreme importance to have sales records by territory and by account when at all possible. The year should be divided into sales periods, and sales forecasts made with definite goals; sales quotas; and promotions for the different periods.

Keep sales forces alert with incentives and well-planned promotions. Variety helps sales, and above all, do not allow sales groups to become stale by the same old routine. Put color in sales; have salesmen wear cowboy hats for a round-up of values promotion; fishing hats for "Fishing for Values" weeks;

Ball caps "To Get On Your Ball Team." To me, it is extremely important to plan in advance. Rough plans should be made one year in advance, with final plans at least a quarter in advance, taking into consideration holidays, special times of the year, and forecasting sales based on past performance and goals to be attained in the future.

Planned promotions and campaigns must be co-ordinated with advertising so that you can get the most out of your dollar — both in sales and in advertising. Advertising without merchandising is like winking at a girl in the dark. You know what you are doing, but she doesn't. A company must have these plans in order to plan production, and it also can reduce operating costs by eliminating last-minute, unnecessary, costly details which affect the company's profits. There is no use trying to buy all your raw products at the bottom dollar and have the purchasing agent squeeze the last penny out of your supplies, and then throw away dollars with poor planning.

Packaging

The packaging of a product is extremely important, as I have already mentioned. The package can be used as an advertising piece or as a point-of-sale material, capturing a fraction of a second of the consumer's eye when she purchases an item.

There has been considerable discussion about point-of-sale material, and you know as well as I do that this is very expensive. All of us know that a great deal of this material never reaches the store, and if it is displayed in the store its life sometimes does not warrant the expense. The effectiveness and cost depend entirely upon how it is used. The best point-of-sale material is your label — your package.

The manufacturer must draw the conclusion as to the type of advertising best for his product and for spending his advertising money. He must determine in his own mind who he wants to sell. If it is the consumer or the buyer at the retail level, the amount of money spent on direct advertising by the manufacturer and the amount spent on a co-operative merchandising agreement varies in different cases.

In my estimation, displays in stores (preferably end displays) are the best way to sell merchandise. In a recent survey conducted by the Progressive Grocer (in a study of the Colonial Supermarkets), an analysis of one hundred average women shoppers were asked, "Why do you buy new items?" Fifty women said they bought the new item because it was on special display, and/or featured in the store. I might add that the next nineteen women said they

bought the new item because it was recommended by family or friends — which endorses my theory of merchandising people.

Another hundred women in the same study were asked the reason they switched brands. Again, twenty-five women said they switched brands because of a special display and/or store feature. I would like to suggest something your companies possibly may have already tried. In selling a store on a display, stack the item which is on sale in the middle, with two of your other items on either side (of the sale item) at regular price. Chances are, you will sell as much of the regular priced merchandise as you do the sale item.

I have heard grocery men say, "Don't display a particular item because it is not an impulse item." To me, every item is an impulse item. If a product is displayed and packaged attractively and causes the shopper to pick it up even though it was not on her shopping list, it is an impulse item. This is a big part of merchandising — making your product an impulse item.

Multiple packs, especially when priced at one dollar or less, have been and still are extremely popular. Why don't you try packaging three or four different items in a plastic bag and pricing them as a single unit? It might make a new customer for one of the items which they had not tried previously; it gives the housewife variety. This worked especially well for a canner of meats, who once a year for the past seven or eight years has put on a sale of multiple pack items in plastic bags.

Premiums

Women are very premium-conscious. Pack a premium in your package if you don't believe it will work. Why are the large companies like Procter and Gamble packing so many of their soaps with premiums? Why are stamps so popular? Why don't you take a page from the book of these giants of the food industry and pack a premium with some of your merchandise?

A short time ago, I visited with one of the largest olive packers in the country. We were talking about his success in the olive business, and one of the things he told me surprised me very much. He said he studied his sales figures from the preceding years and would note the highs and lows on his sales curve. When he noticed that his sales slowed down considerably during a special time each year, he would pack a specialty package (a premium container) completely foreign to his regular line. He told me he would ask his brokers and salesmen to give him their anticipated sales and he would

(Continued on page 14)

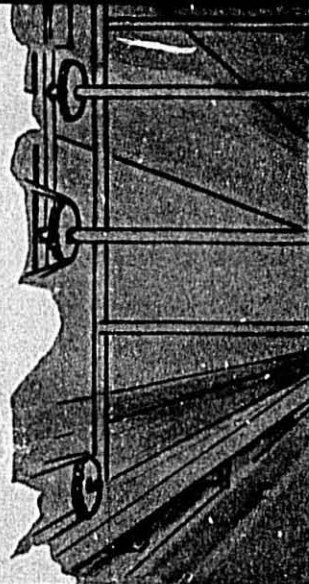
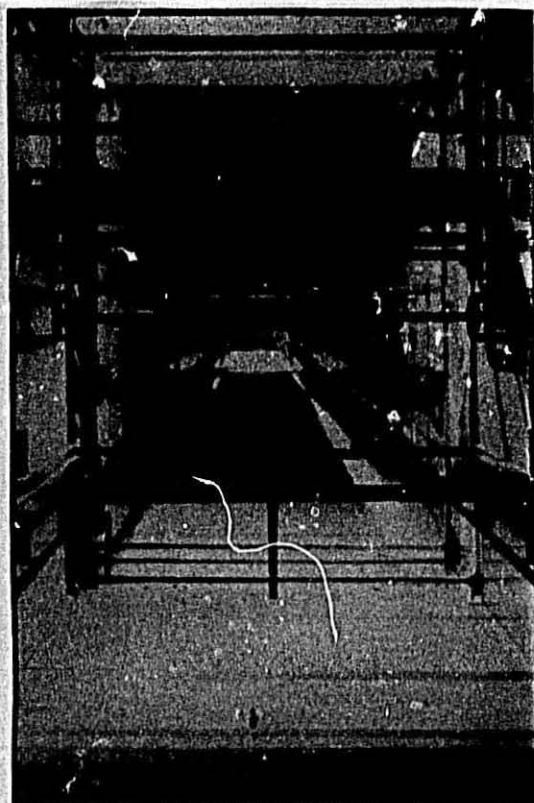
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in performance and sanitation!

In almost every point of comparison, Demaco shows a commanding lead over competitive lines. Come See!



1 **PRODUCTION:** 1500 lbs. Per Hour (based on dried production)

2 **APPEARANCE:** Product free from white spots, blemishes, checking, uniform moisture content with a smooth Golden Color.

3 **DESIGN:** Extrusion Spreader with famous Demaco "Trade approved" single Mixer. Cast steel extrusion block with four (4) bolt die removal. Full compliment of 80" aluminum sticks with stick return. Two (2) air chambers to insure even air distribution.

Demaco's revolutionary straight line finish dryer and accumulator with no transfer from tier to tier. Separate humidity and temperature controls for pre dryer and 3 zone finish dryer. 20 hour accumulator. Automatic cutter and stripper. 1" thick aluminum skinned panels for the exterior to insure desired drying conditions.

4 **SANITATION:** Come see how your operator can walk thru entire dryer and accumulator to vacuum all parts and even wash all surfaces with soap and water.

Now in production, the

3RD LONG GOODS CONTINUOUS LINE
for V. La Rosa & Sons, Inc.

DEMACO - The complete line

2000 lb. Short Cut Line
1500 lb. Short Cut Line
1000 lb. Short Cut Line
Direct Canning Spreaders

4 Stick Spreaders 1500 lb.
2 Stick Spreader 1000 lb.
A.D.S. Spreader Conveyors
Noodle Dryers

Spaghetti Weighers
Conveyors
Die Cleaners
Strippers
Long Goods Finish Dryers

DEMACO

De FRANCISCI MACHINE CORPORATION

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Phone EVERgreen 6-9830

How to Merchandise—

(Continued from page 11)

pack just that many cases, and when they were gone he was finished with the item. He told me that although naturally some of his specialty packs were more successful than others, they never failed to bring up his volume during the so-called slow periods.

This type promotion does several things:

1. Gives sales incentive by having a new item.
2. Gives sales something new to talk about.
3. Gives the company a good sales picture, where otherwise it might be a slack period.

I am sure a good macaroni or spaghetti promotion would be just as successful after Lent as one carried through the Lenten season. Possibly increased sales and profits would result by not allowing your sales force to sit back and rest on their laurels after completion of their successful Lenten campaign.

Re-Use Value

Sometimes we are so close to the forest, we can't see the trees — we fail to realize the package in which we are merchandising our products has some re-use value. Approximately two-and-a-half years ago the bleach manufacturers converted their lines from glass to plastic jugs.

One specific company, in 1962, sold their bleach in the plastic jugs and enjoyed their normal increase in sales. They would give premiums for 25 and 50 case displays at the store level. Other promotions included 25 cents to 50 cents a case off (depending on the item) for a feature display in a store.

The sales manager of the bleach company had a very ingenious wife who liked to sew. One night when he came home from work, she had made a piggy bank out of one of the gallon jugs. This gave the sales manager an idea. He got a lady to make the banks at a cost of 75 cents each, and for every 25-case display he would leave one of the piggy banks with the grocer for display, showing customers how to make the banks.

This promotion was used twice during 1963 along with another cash per-case allowance for displays, and the piggy bank promotion was so successful that in 1963 they increased their business almost one-hundred per cent. The sales manager does not give the piggy bank idea all the credit for the increase, but it was the major contributor — and just think, the item cost the manufacturer only 75 cents for a 25-case display.

We constantly read in trade journals and publications about new products

being offered to the grocery stores and how 600 out of a thousand of these items are purchased, and how 200 to 300 items previously stocked are dropped. In talking to a grocery buyer for a large supermarket chain, he told me they are always looking for new products and new items. He said they could forecast the amount of pork and beans, corn, sugar, etc., that they were going to sell, along with anticipated normal increase, but that they looked for new products to get their extra increase in volume.

New Products

It is my understanding that when we talk about new products, it also includes existing products that are packaged in different - sized packages. Larger sized packages have many advantages and should not be overlooked. It is a proven fact that people use more when they purchase more; therefore, if you can get them to buy a larger package of your product they will use it faster.

The best example of this is the home freezer. The housewife bought the home freezer because she wanted to save money, but when she got home and filled it with meat, she found it was so convenient that she upped the meat consumption approximately 25 per cent; and although the family ate better, the grocery bill was higher.

Larger families also need larger packages. And, remember this, when a customer buys a large package of your merchandise and has it in the cupboard, she is not going to buy the competitor's.

It is my understanding that most of you are connected with companies which are family owned and operated. In my preceding remarks I have tried to impress upon you the fact that it is very important for a manufacturer to create an image, as they call it in the advertising business, or franchise, as others call it, to sell an item in a market. The true prerequisites for accomplishing this as far as the product itself is concerned must be quality merchandise at a fair price. When I speak of quality product, I am talking about one which has acceptance with the majority of the people, and which continues to enjoy increases in sales each year. As far as price is concerned, I think that any guardian of the budget would rather buy a good value than a cheap product. There never was an item manufactured that could be sold and resold on price alone and a profit realized from this item over a period of years.

Competitors sometimes do more for us than a friend. A friend is sometimes too polite to point out our weaknesses, but a competitor will take the trouble to advertise them. A competitor is never

too far away to affect our job. If the quality of our product decreases, or the alertness of our service falters, our competitors will prosper and we will all feel the effect. A competitor's ability should never be under-estimated. The business graveyard is full of companies who figured that competition was stupid, short-sighted, and just plain no-good.

Family owned companies are very flexible and enjoy the same benefits that an individual supermarket operator enjoys. Family owned companies have personality; you should exploit this to the very end. Call on key buyers with your salesman and flatter him by giving him of your most important commodity—time. Send him a birthday card, or call him on the phone at a time when others never think of such a thing. Sure, you should call on the big boss, but don't forget the little guy who signs the order. It might be just that very thing that keeps your competitor out—you in—or the slight advantage that tilts the scale in your favor.

When dealing with your customers, you do not have to go before committees or organizations to make decisions. Your customers can deal with the owner. How many companies have that advantage today? Most of you people wear many hats. You handle publicity, public relations, advertising, packaging, marketing, personnel, and all types of merchandising materials. Most all of your suppliers can keep you informed on the latest in packing methods—packaging equipment, marketing research, and technical know-how. Therefore, you are getting "for free" what large companies have spent millions of dollars to develop.

Invest in Your Business

Re-invest in your business. I am sure you feel no one could run your business and make a better profit than you can. If this is true, why every time you get a few extra dollars do you take it from your company and pay a stock broker from 3 per cent to 8 per cent to invest in some large corporation over which you have no, or very little, control, when you could invest this money in your own business and realize a larger margin of profit without paying a brokerage fee? It might be this very reason that your competitors can slightly undersell you, can make a slightly better product, or in other ways give you so much trouble. He probably re-invests in his own business and is enjoying more profits.

A business is like a wheel barrow. It does not go any place unless there is someone to push it. And certainly you as the management team are the ones

(Continued on page 34)



HOW DO YOU EAT IT? WHO CARES!

Ways and means of mouthward movement make no difference . . . they're all happy endings when the beginning of the macaroni or noodle product was semolina from 100 per cent durum wheat.

That's the best beginning, because semolina from North Dakota durum gets to the heart of the macaroni manufacturer in the best way: by giving him the extra-high color, the good dress, and the cooking characteristics he knows will mean happy endings in his customers' kitchens.

We specialize in the happy beginning that insures happy endings . . . semolina milled from 100 per cent durum.



North Dakota Mill and Elevator

"IN THE HEART OF THE DURUM BELT"

GOLDEN PAGES, NORTH DAKOTA INC. 1964



Consumer Attitudes Toward Macaroni Products

a digest of comments made by Robert M. Green at the 60th Annual Meeting

This report is a milestone in macaroni history. In the past we have talked to ourselves frequently; to our distributors and customers occasionally; and assumed that we knew what the customer thought about us. Now it has been documented by a study made for the National Macaroni Institute by Market Facts, Incorporated.

The purpose of the study was to develop the following kinds of general consumption data:

A. The characteristics of macaroni-using households, particularly heavy users.

B. The forms of macaroni products used.

C. The frequency of use.

D. Sources of information about the product used by homemakers.

E. To examine prevailing beliefs (and misconceptions) concerning macaroni products.

F. To determine the reasons for use—the benefits of the products or the reasons for not using, or for not using more often.

Thus, in a general sense, this was a motivational study.

The study was based on the responses of a total of 2,497 homemakers who were among the 30,000 members of Consumer Mail Panels, Inc. The sample was divided among six different regions of the U.S., and were matched to the U.S. Census distribution according to four basic criteria: age of homemaker, family income, degree of urbanization, and census region.

A large body of facts have been developed and tabulated, and I do not propose to go into them here, but, rather, I will highlight the summary and comment on my own conclusions.

General Market Information

Under General Market Information, these points are made:

1. About one family in six uses macaroni and spaghetti on a weekly basis or more frequently; just under half use macaroni and spaghetti two or three times a month or more often. Egg noodles are used less widely, with about a third of the homemakers serving them at least two or three times a month. Thus, the opportunity for conversion to regular usage of macaroni products includes the majority of the homemakers.

2. The most dominant form of macaroni products used is dry form. For instance, while about two out of three homemakers serve dry form macaroni

and spaghetti once a month or more, the proportion who serve macaroni or spaghetti in canned or packaged dinner form ranges from 9 to 21 per cent.

3. The Eastern Seaboard, including the New York City area, tends to produce more regular users of all macaroni products.

4. Consumption of macaroni products in larger urban areas is much higher than in rural areas.



Robert M. Green

5. There is a high degree of duplication between the use of macaroni and the use of spaghetti. Seven out of ten homemakers who qualify as fairly regular users of either macaroni or spaghetti also qualify as fairly regular users of other product.

6. Macaroni and spaghetti tend to be viewed as economy foods. Heavier usage has developed among large, young, blue collar families residing in urban areas. By no means, however, is usage concentrated among these people, and it is reasonable to assume that the opportunities for expansion extend to all segments of the population.

7. Egg noodles are viewed more as a side dish or as an ingredient to be used in combination with other food items. Thus, it has achieved a more balanced usage configuration compared to macaroni and spaghetti in terms of the population segments using noodles regularly.

8. The presence of children may create real opportunities for greater sales of

macaroni products. While most homemakers regularly serve macaroni products because of total family acceptance, where differences exist, younger children or teen-agers tend to prefer macaroni and spaghetti more often than adults.

9. An Italian background clearly enhances acceptance of macaroni products. The proportion of families with some Italian background who use macaroni and spaghetti regularly is about 50 per cent higher than the general population.

Product Beliefs

Under Product Beliefs and Buying Influences, four points are made:

1. The overriding belief that has to be planted and nurtured in the mind of the homemaker is that her entire family will react enthusiastically when she serves these products. Communications effort should be directed ultimately at building this kind of product image.

2. Based on the relative infrequency with which macaroni products are served to dinner guests, and on the beliefs of homemakers concerning the appropriateness of macaroni and spaghetti when serving relatives for dinner, the products appear to suffer from some lack of "status" or menu prestige.

3. Besides the emphasis which should be placed on the cultivation of the notion of "total family acceptance," communications support for these products must contain other product appeals. The following recommendations are suggested by these findings:

Calorie implications of macaroni products. There may be some gross misconceptions operating to the detriment of macaroni consumption in relation to the calorie content of the products. Anything that can be done to relieve the anxieties of homemakers concerning the "starchiness" notion should prove to be an effective stimulant to increased usage. The possibility of successfully exploiting this issue in a communications program depends, of course, on the forcefulness with which the calorie problem can be attacked.

The nutritional adequacy of macaroni products. Besides requiring that her family like the products, the housewife must be convinced that macaroni products are nutritionally beneficial. In the case of macaroni and spaghetti, it is in relation to the nutritional benefits of

(Continued on page 18)

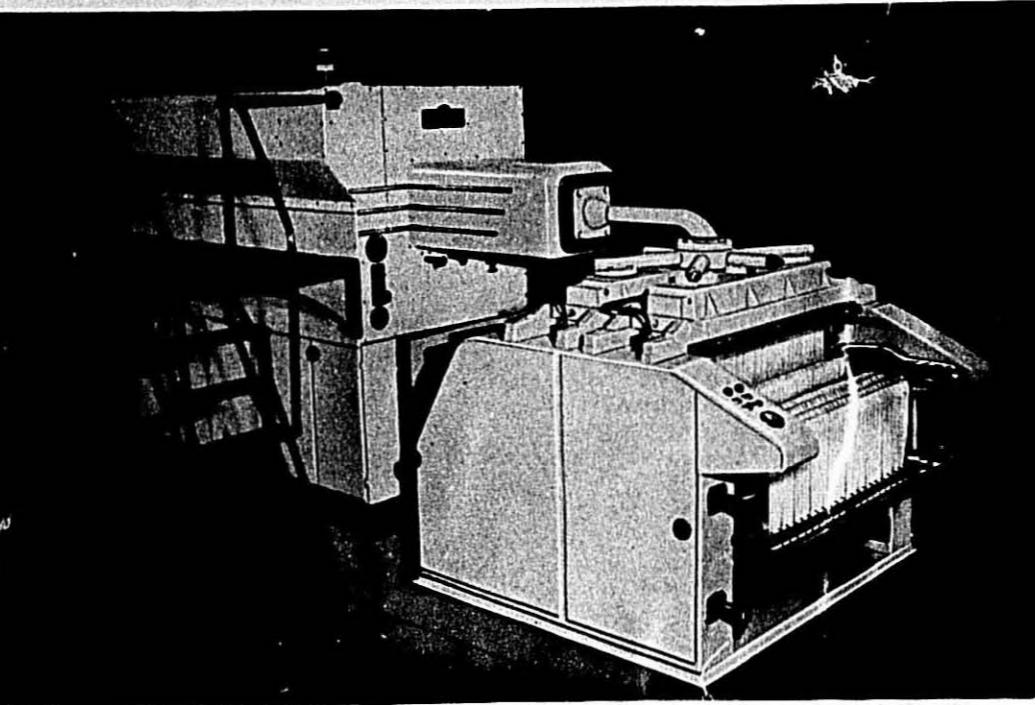
AFTER YEARS OF RESEARCH, EXPERIMENTATION AND ENGINEERING,

Clermont HAS ADDED THE MISSING LINK

TO ITS DISTINGUISHED CHAIN OF COMPLETELY AUTOMATED MACARONI PRODUCING EQUIPMENT . . .

a SPREADER which combines slow extrusion for a superior quality product with top production for increase in volume; a SPREADER which extrudes uniform stick patterns for minimum trim and an eye-appealing product of invariable smoothness, color and consistency; a SPREADER which produces continuously on a 24 hour daily operation with the Clermont VMP-5A, 2000 lbs/hr press—"The Greatest of All Long Goods Presses."

This SPREADER is destined, like other Clermont long goods equipment, to meet the exacting requirements of particular manufacturers. After you have studied the features of this machine only a personal inspection can reveal the full measure of its superiority.



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Research You Can Do Yourself

Raymond E. Pritchard, a partner in the trade association management firm of H. P. Dolan Associates, Chicago, commented at the convention on the areas of market information that are available to the manager who will seek them out.

He cited market studies made by newspapers on who buys macaroni. In Cincinnati and Toledo this was done on an economic basis; in several other cities it was simply used by other and non-users.

Similar studies in other markets listed outlets for various macaroni products' brands.

Sales performance by regions has been tabulated by Chain Store Age as of July, 1963, for macaroni, spaghetti, noodles, fancy macaroni products, dinners and pizza mix.

The Chicago Tribune was cited as a source of information for advertising in that market, with expenditures tabulated by the leading advertisers and the various media used.

For information on the production trend of macaroni products, he suggested the durum mill grind reported in the Northwestern Miller.

In commenting on the statistical and market research program conducted for the seven national trade associations that Dolan Associates serves, he referred to industry operating cost ratios as listed below. He stated that exchange of information of this sort between competitors on percentages would emphasize strengths and weaknesses in company management.

Consumer Attitudes—

(Continued from page 16)

the products that heavy users and non-users differ more sharply than on any other specific product attribute.

Convenience and versatility of macaroni products. Convenience and versatility are both seen as important attributes of macaroni products. These findings suggest that the convenience and versatility appeals would be less influential than attacking the calorie issue. However, it is in these two areas that the opportunity for differentiating macaroni is the greatest, and so convenience and versatility should be regarded as desirable elements in any continuing promotional effort.

The economy appeal of macaroni products. No one disputes the fact that macaroni products are economical. However, the economy appeal does not seem to be as fundamentally effective

in generating usage of the product as the other appeals which are available.

4. While there are some regional differences in the use of macaroni products, this study suggests that product appeals do not differ according to region.

The details of this study will be made available in complete form to the members of the National Macaroni Institute.

It should provide a lodestone of background information and material for developing marketing and merchandising plans.

It will be reviewed carefully by the National Macaroni Institute Committee with the personnel of Sills & Company to pinpoint the targets for publicity and product promotion on our national effort.

While many may say that this material only confirms what we have long suspected, it does much more than that.

INDUSTRY OPERATING COST RATIOS PER CENT FIGURES

Sales	Per Cent
Gross Sales	
Less Sales Returns	
Less Freight and Discount on Sales	
Net Sales	
Cost of Sales	
Flour and Eggs	
Packaging	
Other Supplies	
Direct Labor	
Indirect Labor	
Manufacturing Overtime Premium	
Other Fringe Manufacturing Labor	
Building Costs	
Other Manufacturing Depreciation	
Personal Property Taxes	
Other Manufacturing Costs	
Total Cost of Sales	
Gross Profit on Sales	
Selling Expenses	
Salesmen	
Sales Representatives	
Travel and Entertainment	
Sales Service	
Advertising	
Communications	
Other Selling Expenses	
Total Selling Expenses	
Administrative Expenses	
Executive and Supervisory Personnel	
Clerical Personnel	
Other Administrative Expense	
Total Administrative Expense	
NET PROFIT BEFORE TAXES	

It goes into depths of meaning and gives us shades of variance. It further gives us a benchmark for further studies of this type to determine what progress we are making in the areas of our concentration.

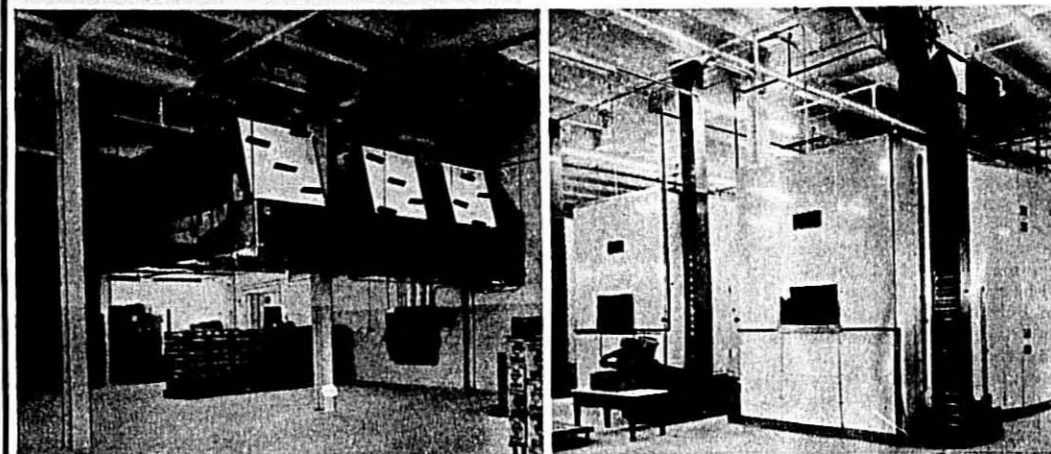
It marks a strong step forward.

Trienah Meyers Advances

For the first time in her twenty year career with the Federal Government Trienah Meyers is not doing research. She has just been appointed Deputy Assistant Secretary of Agriculture to work in marketing and consumer affairs.

For the past seventeen years she has directed consumer and industrial attitude and preference studies on food and fiber products. She spoke at last year's macaroni convention on "What Consumer Studies Can and Cannot Do."

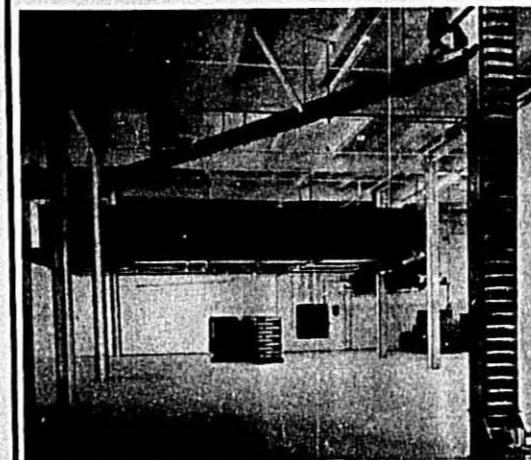
STOR-A-VEYOR FOR NOODLES



Battery of 3 Stor-A-Veyors with 24 Hr. dryer capacity — 3 Control Conveyors with dual discharge feeding 2 Packaging Lines.

Note — Ceiling Mount allows free storage area under the Stor-A-Veyors.

From Dryers to Storage



Vert-Lift Bucket Elevator picks up from the Noodle Dryer and delivers to the pre-selected Stor-A-Veyor.

OF the many macaroni firms that have solved Storage and Handling with Stor-A-Veyor are: American Beauty Macaroni Plants at Dallas, Denver, Kansas City and Los Angeles. Anthony Macaroni Los Angeles; Majorette Seattle; Skinner Omaha and U. S. Macaroni Spokane. Latest installation: Mueller Jersey City.

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Automated Systems & Equipment Engineering

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LOS ANGELES 6, CALIFORNIA

MACARONI GOES TO COLLEGE

by Julie Dunkirk, Home Economics Student and Durum Queen

MY purpose today is to tell you about the broad research program at North Dakota State University and how this research is made useful to future farmers and home economists.

Before I came to college I often enjoyed macaroni and various other durum products at home. While I knew that macaroni was made from durum wheat and that this was grown in North Dakota, I wondered how they turned wheat into long, hard spaghetti, and how they got those holes in the macaroni. When I decided to major in home economics, my questions were answered in a hurry.

Let me take you on an imaginary visit to North Dakota State University where the home economics teacher is giving her students a preview of a course which they are about to begin. The class is Freshman Foods No. 148 which deals with durum wheat and its products. Let's look in as she begins the lecture:

"Because North Dakota is the leading durum producing state in the country, the use of durum products, how to prepare them and their fine nutritive value is being stressed in this class.

Nutrition

"First, let's talk about nutrition. Macaroni provides important contributions to the American diet. Just a two ounce serving provides the following percentages of daily requirements for adults:

"Twenty-five per cent of the thiamin which you need, 12 per cent of the riboflavin, 20 per cent of the niacin and 16 per cent of the iron.

"How much more can you ask from a two-ounce serving of any food?

"One of the most controversial items concerning durum products is the persistent myth that they are starchy and bad for the figure. This is quite untrue. Durum wheat is naturally high in protein (about 12 per cent) and the addition of eggs to most noodles raises the protein content still higher. So you can easily see that macaroni products are not the starchy food that many people are led to believe.

"At North Dakota State we use a rather new method of cooking macaroni products. Instead of the usual 12 to 20 minute cooking period, we are instructed to let the macaroni boil only one minute, always starting it in salted, boiling water. Then we let the prod-



Durum Macaroni Queen Julie Dunkirk

uct stand in the hot water for five minutes, drain it and use it in any way we wish. This preparation method makes the macaroni chewy as it should be, and cooks 'al dente' which means to the tooth. Your final product is more edible and much more delicious when it is cooked the North Dakota way.

"In our preparation laboratory we will try to explore all possible uses of macaroni. This means not only preparing macaroni and cheese but preparing such dishes as baked lasagna, spaghetti with meat sauce, noodle rings with creamed meat and vegetables, ditalini fruit salad with fresh frozen cherries, and many, many more.

"We have a highly specialized cereal technology laboratory on our campus. Our class will make a visit to this laboratory to see how the quality of durum is tested, how it is milled, how thoroughly it is used for flour and how the different shapes of durum products are made. We will also see how the finished product is tested for consumer consumption.

Leading Industry

"The instructors in Food and Nutrition feel that since durum is one of the leading industries in North Dakota, students should be made aware of the facts concerning this important product. The northeastern corner of our state is known as the durum triangle. It is important to the economy of North Dakota. You will learn about proper preparation of macaroni products and their many uses. You will come out of this

particular class having tried the products and knowing that they are good to eat. My first assignment will be to read chapter one on macaroni production. That will be all for today. Class dismissed."

Cereal Technology Laboratory

Now let's take an imaginary tour of the Cereal Technology Laboratory at North Dakota State. This is a fascinating building. It is the only research lab dealing with durum in the United States.

We are first greeted by the assistant professor of the lab, Dr. Leonard Sibbitt, who tells us the purposes of the lab are:

1. to develop new and better varieties of durum for North Dakota.
2. to discover a new and better method of evaluation.
3. to promote the teaching program and to distribute information on durum.

Dr. Sibbitt tells us that 85 per cent of the durum grown in the United States is grown in North Dakota. He points out that durum is one of North Dakota's leading products and is vital to the state's economy. That is why so much research is being done in an effort to constantly improve the quality of the wheat. He goes on to say that research is primarily concerned with quality and that you must have thousands of samples to produce one good variety. After he concludes his remarks Dr. Sibbitt takes us to the sample room.

Sample Room

Here we see many interesting machines which he explains are used to test wheat. Samples come from all over the Midwest. They are first cleaned, then test weighed, then graded, analyzed for protein content and finally ground into semolina. Dr. Sibbitt explains that to grind the wheat into semolina, it must be taken into the milling room, where we go to next.

As we enter the milling room, we again see many machines. On the table before us we see about six vials filled with different granulation mixtures. Dr. Sibbitt explains that these mixtures contain durum at different stages of milling. He then goes around and shows us how the different machines sift and sift the durum until it becomes fine semolina. He gives us each a handful of semolina so we can see what it looks

like. After the durum is ground into semolina, it must be taken to the macaroni processing department where the final product is made.

The processing room is larger than the others and contains much larger, and more complex machines. Dr. Sibbitt tells us about the four steps that are used in making macaroni from semolina.

First, semolina is mixed with water until the dough has the consistency of putty. Then it is taken out of the mixer and kneaded. The dough is then compressed. The air bubbles which have been incorporated in the dough are enlarged giving the preliminary color of macaroni. The dough is then extruded into various macaroni shapes and sizes. To explain this he demonstrates by placing some dough in a small machine which has a disk directly underneath the dough. He turns on the machine, and much to our amazement, the dough is pushed through the hole with the disk and, presto, out comes macaroni. A blade then swishes across and cuts the macaroni, making elbow macaroni. Dr. Sibbitt points out that this is only one of 150 or so shapes and varieties that are found on the market. After the shapes are cut, the macaroni is dried in an open-wire surface where the air is free to circulate. The spaghetti, which the macaroni people call the long goods, is dried on rods. After drying the macaroni and long goods, they are judged for color.

For the past few minutes I have taken you on an imaginary tour of a classroom to show you what the young people of today are learning about durum and the Cereal Technology Laboratory of North Dakota State University to show you what is being done for better durum and consequently, to make more money for you, the manufacturers. I am proud of our durum and I am happy when someone asks me to speak about it because I know that durum is like nothing else in the world. It can be copied or substituted no matter how much people will try. Durum products have that nut-like wheaty flavor that blends so well with so many food combinations and it is economical, convenient, nourishing and attractive. It is something of which America can be truly proud.

In North Dakota

Production of durum was forecast on July 1 at 48,516,000 bushels, 15 per cent above last year's 42,268,000 and the fifth largest output in 46 years of record.

An estimated 1,915,000 acres were seeded, an increase of 17 per cent from last year and 1,866,000 acres are expected to be harvested.



Durum Wheat Institute committee members present at a recent luncheon honoring E. Lee Merry, Manager of the Durum Sales Department of General Mills, upon his retirement, are (left to right) Howard Lampman, Terry Butorac, Bill Brezden, Cliff Kutz, Gene Kuhn, Lee Merry, Mark Heffelfinger, Dick Vessels, Ray Wentzel and Les Swanson.

Lee Merry Honored

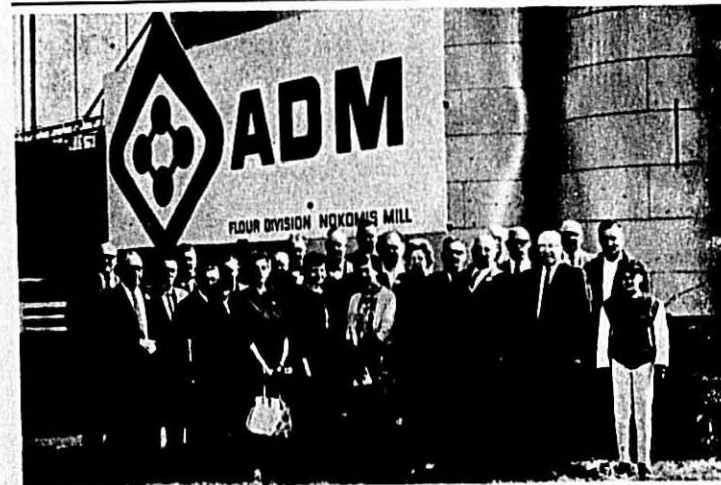
Members of the Durum Wheat Institute Committee of the Millers' National Federation gathered at a luncheon at the Minneapolis Club recently to honor E. Lee Merry upon his retirement as Manager of the Durum Sales Department at General Mills, Inc.

A plaque in the form of a "Testament of Appreciation" was presented to Mr. Merry on behalf of the Institute members. The plaque read as follows: "In grateful recognition of his long, loyal, sincere and valued service to the industry representing durum growers, millers and macaroni manufacturers. . . .

"In deep appreciation of his generous contribution to the Durum Wheat Institute Committee from 1956 to 1964. . . .

"The members, director and staff of the Institute join in tribute and salute to Lee Merry . . . and provide this certificate as an expression of their very best wishes to him in retirement and as a token of their high regard, lasting friendship and the great esteem in which they hold him."

Signers of the plaque included Mark W. K. Heffelfinger, Peavey Company Flour Mills; W. A. Brezden, North Dakota Mill & Elevator; A. L. DePasquale, International Milling Company; E. W. Kuhn, Amber Milling Division, GTA; C. W. Kutz, Archer-Daniels-Midland Company; L. W. Swanson, Peavey Company Flour Mills; R. R. Wentzel, Doughboy Industries, Inc.; R. M. Green, National Macaroni Institute; and H. H. Lampman, Durum Wheat Institute.

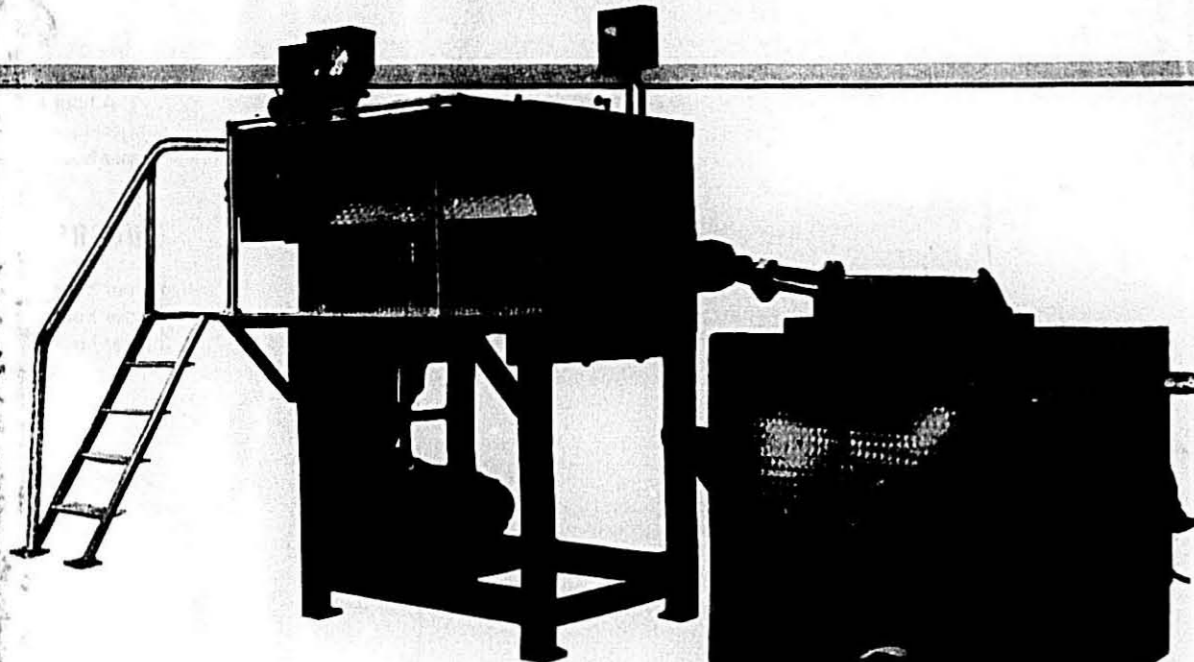


A group of North Dakota durum wheat growers paused before Archer-Daniels-Midland Company's Nokomis mill in Minneapolis for a photograph before a tour of the mill, which produces semolina products. The group was part of a North Dakota Farm Bureau delegation which spent two days in the Twin Cities recently, visiting various agricultural processing facilities. Their hosts at A.-D.-M. were Clifford Kutz, manager of the durum department, and Byron Taylor, Nokomis mill manager. The visiting group was headed by Howard Gordon of the North Dakota Farm Bureau office in Fargo.

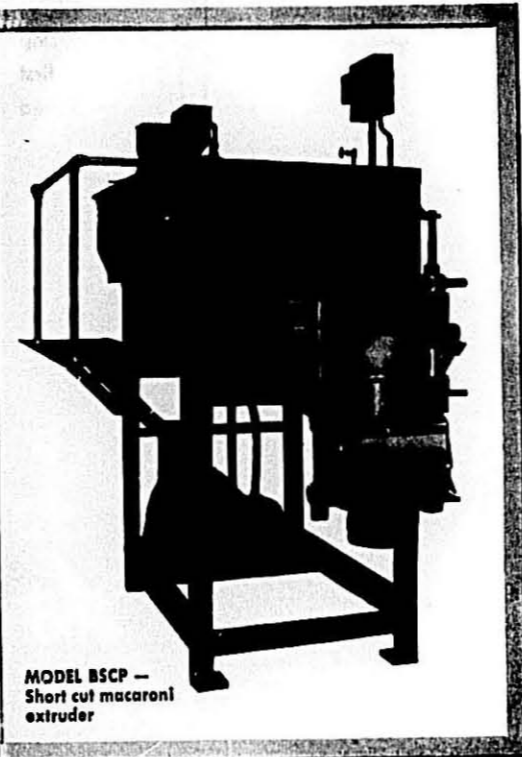
**ANOTHER
FIRST!**

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 BAF5 - 1500 Pound Long Goods Continuous Spreader



MODEL BSCP - Short cut macaroni extruder

by *Ambrette*

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 BAF5 1500 pounds capacity per hour
- Model DAF5 1000 pounds capacity per hour
- Model SAF5 600 pounds capacity per hour

COMBINATION EXTRUDERS

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

***NEW
**NEW
NEW**

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
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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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SINCE 1909



H. Howard Lampman

A Report of Activities Of the Durum Wheat Institute

by H. Howard Lampman
Executive Director, Durum Wheat Institute

presentations made for the Grain and Forest Crop Research Advisory Committee of the United States Department of Agriculture. Howard Morton delivered a proposal for two research projects in marketing. One concerned macaroni foods.

A funny thing happened! The Department made no recommendation for funds for these studies but the House Appropriations Committee actually appropriated \$94,000 for exactly this kind of work. At the same time, the committee took \$94,000 away from the Statistical Research Service under which the studies would be made, so, in effect, they transferred this money from one pocket to another. We are trying to get the full appropriation restored in the Senate.

\$250,000 Appropriation

Dr. Betty Sullivan also made an appeal for research in human nutrition relating to wheat. Because of some of our activities and because of Dr. Sullivan's very good presentation, Dr. George Irving, head of Agricultural Research Service asked for a \$250,000 appropriation to be devoted exclusively to wheat. He said that very little is known about wheat. There were questions being asked about wheat which no one could answer. Consequently, foreign and domestic sales of wheat and wheat products are being lost on this basis. He asked that \$125,000 of this be spent on a study of wheat itself and another \$125,000 on wheat food and human nutrition.

The House failed to approve this and through Bob Huffman we went to Senator Young of North Dakota and we are trying to get it restored in the Senate. Howard Morton, who is Director of Wheat Utilization Research for Great Plains Wheat and head of their research committee for the National Association of Wheat Growers, is going to make a presentation before the Senate, Committee.

We feel that part of the credit for USDA interest in wheat and wheat research should go to the Pro Tem Committee on Human Nutrition. Some of the committee members include Dr. Bradley of the American Institute of Baking; Dr. Haged of Harvard; Bob

Huffman of North Dakota; Ruth Leverton, Administrator of ARS, USDA; Howard Morton; Dr. Jim Pence of the USDA labs in California; Dr. Dick Stockton of the Pillsbury Company; Dr. Betty Sullivan of the Peavey Company; Dr. LeRoy Voris, Executive Secretary of the National Research Council; and Harold West, Administrator of the Idaho Wheat Commission. Bob Green has attended meetings along with Al Weiss and Al Karlin. This group has met six times and has drafted an outline of proposed research. When it is ready for publication, we are going to try to get widespread circulation.

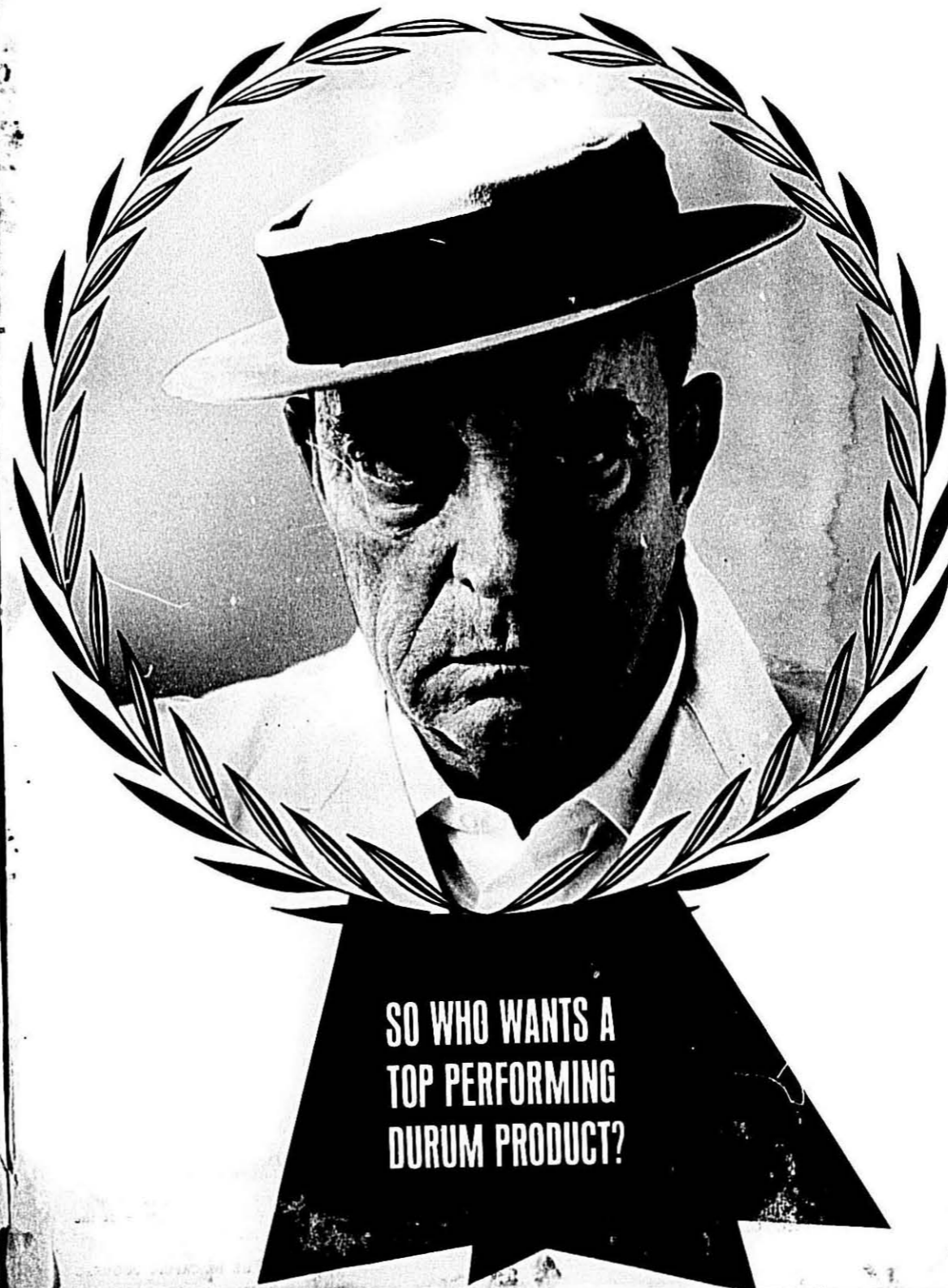
This is the nub of the whole thing. Since the prestige and popular acceptance of the commodity like wheat or flour or macaroni is essential to its marketing success it is the belief of the committee drafting this statement that studies demonstrating the nutritional value for the product are an important and a legitimate part of any market development program, of equal and humanitarian benefit, both domestically and overseas.

World Grain Production

More than 70 per cent of the world's crop lands are devoted to grain produce. Wheat accounts for the largest land area with more than 22 per cent. While rice now supplies a slightly larger proportion of total calories than wheat in world food, it is believed that increasing dependence upon imports in densely populated sections of the world may soon shift the balance to wheat. Arable land, planted in wheat, will provide more nourishment for more people than the same land used for the production of non-cereal food, like meat, milk or poultry. It has been calculated that from seven to eight pounds of grain are required to produce one pound of meat. Wheat foods provide generous amounts of carbohydrates, proteins, vitamins and minerals. A diet can be designed which contains large amounts of cereal and relatively small amounts of protein from animal sources and it can furnish adequate protein in quality and quantity. In fact, there may be advantages to a high protein diet. Heart disease and associated conditions are less frequent in parts of the

(Continued on page 31)

THE MACARONI JOURNAL



SO WHO WANTS A
TOP PERFORMING
DURUM PRODUCT?

THIS past year the Durum Wheat Institute distributed 270,000 pieces of material with some help from the macaroni manufacturers and some help from the durum producers.

Durum Wheat Notes has a circulation of 42,000. The last one featured low calorie menus. It has the plans that Julie Dunkirk knows about from school because home economics classes and home demonstration groups use it. Other material which we distributed includes 7,200 copies of Specialties of the House, 17,050 copies of Economical Gourmet Entrees for the restaurant trade, 500 copies of the chart Durum Macaroni Foods From Farm to Table, 10,000 copies of the Durum Demonstration Outline which was used in home economics classes and 38,000 copies of the 12 Show-Off Recipes.

Our home economist at the Durum Wheat Institute made a presentation on durum macaroni foods at the National Restaurant Show in May. The title was Macaroni Money-Makers on Your Menu. We distributed Economical Gourmet Entrees to the audience there.

New Projects for the Year

We are considering publishing a pocket-book edition of macaroni recipes. We have a proposition, which I understand has been accepted by the National Macaroni Institute, for the three-way split of costs for a hotel-restaurant-institutional program. In the past, we have participated in the distribution of the durum film and will continue this program this year.

During the past year there are two things that happened which you probably know nothing about. One was the

**YOU
DO**

**... Buys and stores the
bulk of the crop!**

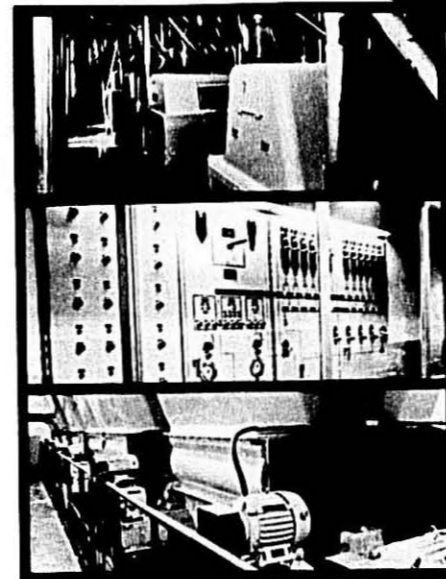
(Thanks to 70 million bushels storage capacity)
When it comes to durum quality, ADM has it . . . thanks
to 70 million bushels of storage capacity in our agri-
cultural heartland. ADM is a leading buyer and
miller of durum and other grains . . . a sure bet for
semolina that extrudes and shapes smoothly, cooks
firm . . . and stays firm and tasty.





ADM starts with the pick of the crop...

Springtime to harvest time . . . Texas to Canada . . . experienced ADM fieldmen keep their finger on the pulse of the growing wheat crop. They check and chart soil, seed and weather . . . learn where the mature stalks will stand strongest and straightest . . . heaviest with golden grain. Once laboratory analysis verifies the fieldmen's findings, the cream of the durum pours into the elevators ADM has at key notches in the wheat belt.



ADM takes every precaution to deliver quality durum

(Example: no H₂O for your dough!)

ADM's Nokomis Mill . . . now produces semolina exclusively . . . features the most modern milling equipment available. It features triple protection against moisture: walls comprised of an outer wall, solidly insulated core and radiant-heated inner wall. Over 7,000 feet of new aluminum spouting carries the grain from the stoners, seeders, washers and dryers . . . through grinding and sifting . . . over the purifiers (new from West Germany, Switzerland and Mexico) . . . to electronically controlled bins where it is "prescription blended" to your exact specifications. Complete bulk loading facilities assure safe, sealed delivery to your bins.





**We've already
worked 60 years
to fill your
next durum order!**

ADM has been supplying superior agricultural products and services for 60 years . . . brought all its know-how to play in modernizing and converting its Nokomis (Minneapolis) Mill to durum exclusively. Located just a "night's run" from the Northwest's durum-rich Golden Triangle, Nokomis is one of America's most modern and completely equipped durum mills. It's another reason we say: Where top performance counts, you can count on ADM durum.



ARCHER DANIELS MIDLAND COMPANY
DURUM DEPARTMENT MINNEAPOLIS KANSAS CITY

Durum Wheat Institute— (Continued from page 24)

world where people eat larger amounts of wheat, rice and other cereal grains.

By the year 2000, arable land in the United States will be reduced to 1.16 acres per person. In some parts of the world, the food needs of each person will depend on what can be produced on less than one half acre of ground.

Research, which may alter the high calorie image of macaroni products, is being fostered around the world. A woman at the State University of Iowa, Dr. Olson, started out with the theory that if diet has anything to do with heart disease then one should look at the changes in diet. So she fed a group of human subjects a diet which she calls the 1890 diet, high in carbohydrates, low in fats and meat. Surprisingly, she found the serum cholesterol levels and blood lipids of the subjects went down. They actually lost weight. Bob Green mentioned yesterday the McCann study in which cereal products supplied the protein needs of growing children in a German orphanage. As a result of this meeting of this Pro tem committee, we have a start of a project in Egypt. The Department of Agriculture has undertaken to finance a study of a high cereal diet in meeting the protein requirements.

Research Goes Forward

So, research is going forward. At our last meeting, we discussed one way of dramatizing this. There are many awards for the most significant piece of research but they mostly are about \$1,000. I believe the largest one is about \$6,000. I asked several scientists what they thought of such an award and they thought it was a good idea. I also asked about what amount might make a smash in the scientific community. They gave a figure of \$10,000. I believe that wouldn't be too bad if the millers contributed \$2,500, the wheat growers \$2,500, the bakers \$2,500 and the macaroni industry \$2,500. I offer this suggestion for your consideration.

This is what the Durum Wheat Institute has been up to during the past year. I think that in this research frontier that we are trying to cross, we have the greatest promise of this industry and all industries associated with wheat that we have ever had. We are on the verge of making a new era — one in which our foods will become the preferred foods.

Durum Exports Expand

Durum exports in the crop year ending June 30, 1964 amounted to 27,900,000 bushels compared with 3,300,000 the previous year. The Russian wheat sale in large part made for the difference.



Jane Armstrong

Home Economics Director Named

Home economist Jane Armstrong, formerly with the American Dairy Association, has been named Director of Home Economics of the Wheat Flour Institute, according to an announcement from WFI headquarters in Chicago. In her new position, beginning June 1, Miss Armstrong heads a staff of nine home economists engaged in a program of educational activities—recipe development and testing, food photography, editorial service, a field program and the development of teaching materials for school use. The Wheat Flour Institute is supported by leading flour milling companies.

Miss Armstrong was graduated from Iowa State University in 1957 with a B.S. degree in Institution Management. At Iowa State, Miss Armstrong was elected to Mortar Board and Phi Kappa Phi. She served as president of Phi Upsilon Omicron and was a member of Omicron Nu, home economics' honorary organizations. After graduation, Miss Armstrong took her administrative dietetic internship with the Aetna Life Insurance Company in Hartford, Connecticut, and then joined the American



Frank A. Lindholm

Dairy Association staff where she remained for almost six years.

Miss Armstrong is very active in a number of professional home economics organizations. She is Chairman-elect for Chicago Home Economists in Business group and an active member in the Illinois Home Economics Association, the American Home Economics Association, the American Dietetic Association, the Institutional Food Editorial Council and the Restaurant Women's Club of Chicago. She is also a cadet member of La Confrerie de la Chaine des Rotisseurs.

Miss Armstrong is also active with the Chicago Council on Foreign Relations and has served on the Young Adult Steering Committee since 1960. She served on the World Trip Committee for the Council in 1962-63 and was Council co-ordinator for the Around-the-World Tour in 1963. During 1963-64 Miss Armstrong was Director of the Canyon Club and is presently active with the International Hospitality Center of Chicago. Her other activities include the Republican Organization of Cook County and Republican Workshops, and the English Speaking Union.

New Milling Superintendent

Frank A. Lindholm has been appointed general milling superintendent for Peavey Company Flour Mills, Minneapolis, Minnesota, announced M. W. K. Heffelfinger, division vice president.

He succeeds Otto F. Wilke, vice president in charge of flour milling, in the supervisory post. Wilke will continue in an advisory capacity through December, 1964.

Lindholm was assigned as assistant general milling superintendent in March 1961. He was transferred to the Minneapolis office from the company's Hastings, Minnesota, plant where he had been superintendent for nine years. Lindholm started at the mill in 1949 as a trainee and was named assistant superintendent the next year.

Wilke has been vice president and general milling superintendent since 1954. He began his career in milling at the Hastings plant in 1917, and was promoted to superintendent in 1929. He later was named superintendent of both the Hastings and the former Dakota mill in Minneapolis. Wilke moved up to general superintendent of the Peavey mills in 1951.

GMI Declares Dividend

General Mills, Inc.'s, board of directors has declared a dividend of 30 cents a share on common stock, payable Aug. 1 to stockholders of record July 10. It will be the 144th consecutive quarterly dividend on GMI's common shares.

Durum Developments

By the first of July it was reported by the Northern Pacific Railway that in western North Dakota spring wheat was nearly completely headed, while it was later in the Red River Valley and Montana. Durum was not so far advanced and was reported about 35 per cent headed. While crops are later than last season, they are only slightly later than average and are rapidly catching up. Timely rains were welcomed in the durum area in June, where they improved the outlook for a crop that had undergone a month's dry spell. Based on June 1 conditions, the crop estimate was 46,500,000 bushels compared with last year's production of 49,800,000.

Strike in Duluth-Superior

A strike was called by 450 grain millers at the twin ports of Duluth and Superior, Wisconsin, on July 3. They walked off their jobs after talks with seven grain milling companies broke down. The dispute concerning supplemental unemployment benefits involved members of the American Federation of Grain Millers, Local 118, and General Mills, Peavey Company, International Milling Company, Archer-Daniels-Midland Company, Osborne-McMillan Company, Farmers Union Grain Terminal, and Cargill.

Tax Transition

With a good spring crop in both North and South Dakota scheduled to start reaching the ports in mid-July, authorities feared a monumental jam-up.

With the transition to the new processing tax on milling as of July 1, the flour trade marked time during the holiday shortened week. No. 1 Hard Amber Durum was posted at \$1.75 to \$1.85 compared with \$2.30 to \$2.54 a year ago, but flour buyers must now put on the 70 cents a bushel processing tax to be paid by millers.

Mills ran heavy in June to beat the July 1 deadline. Every effort was made to ship to capacity of mills, and tracers were put on airslide cars both by mills and macaroni manufacturers to avoid undue delays. It was expected that the new wheat situation would emphasize the slowness of July activity when slow retail sales often are the prime reason for plant-wide vacations in the macaroni industry.

The Southwestern Miller magazine observed bakers are buying on a day to day basis. Mills are virtually without a backlog of flour orders, which is unprecedented for this date in the annals of the industry. Of course, this extraordinary situation cannot continue.

Egg Market Firm

The government purchase program has finally had a real effect on egg prices, as the government has maintained a price which has averaged nearly four cents a pound over the price paid during June and July last year, reports Henningsen Headlines.

In recent years the government has wound up its purchasing program in early July and the program therefore has been in effect only during the time of heaviest egg production. There has been no indication when the program will end this year. If it does not end soon, the government will be competing with industry for available eggs, and prices will continue firm.

Whites Are Firm

Ballas Egg Products Corporation reports egg whites very firm—advancing in line with prices paid by dryers. Further advances are expected on both. Liquid whites are in short supply, with dryers bidding firmer.

Egg yolks are moving well but are still under pressure. With shell eggs up and liquid yields down, yolks should advance some, or whites will have to carry the full additional cost. At July 1 levels, yolks represented real value, and on egg solids basis are below whole eggs and egg whites. Many whole egg users might give consideration to using more yolk products.

Current receipts of shell eggs in the Chicago market during June were steady, with very little fluctuation during the month. The fourth week in June they were quoted at 24.5 to 27.5 cents a pound. Frozen whole eggs advanced one cent at both ends of the range, finishing the month at 24 to 25 cents. Frozen whites followed the same general pattern, advancing from 12.25 cents to 13.25 cents during the first week to a range of 13.5 to 14.5 cents at month's end. Frozen 45 per cent yolks with full 3 and full 4 color were available from Chicago egg brokers most of the month in a range of 46 to 48 cents, but the supply was limited. Although in scarce supply, NEPA 5's were available in a range of 54 to 56 cents throughout the month.

Dried whole eggs remained steady at \$1.02 to \$1.10 the entire month of June, and dried yolk solids followed suit in a range of \$1.02 to \$1.09.

Liquid Production

Production of liquid egg and liquid egg products (ingredients added) during May 1964 was 97,203,000 pounds, slightly less than the 97,471,000 pounds produced in May 1963, according to the Crop Reporting Board.

Liquid egg used for immediate consumption totaled 8,101,000 pounds, up

11 per cent from May last year. Liquid egg frozen was 57,271,000 pounds, 7 per cent less than in May 1963. Storage holdings of frozen eggs at the end of May were 84,707,000 pounds compared with 82,690,000 pounds in storage a year earlier. Holdings increased 22 million pounds during May compared with the 24 million pound increase in May 1963. Quantities of liquid egg used for drying during May 1964 totaled 31,831,000 pounds, 11 per cent above the 28,796,000 pounds dried in May 1963.

Egg solids production during May 1964 totaled 8,009,000 pounds compared with 7,875,000 pounds in May last year. This was an increase of 4 per cent. Production of whole egg solids was 3,887,000 pounds, compared with 3,738,000 pounds a year earlier. Albumen solids totaled 1,358,000 pounds, 16 per cent above the 1,168,000 pounds last May. Output of yolk solids was 1,388,000 pounds, 12 per cent less than the 1,544,000 pounds produced in May 1963. Production of other solids at 1,376,000 pounds was 16 per cent above the May 1963 output of 1,187,000 pounds.

New Betty Crocker Kitchens Director

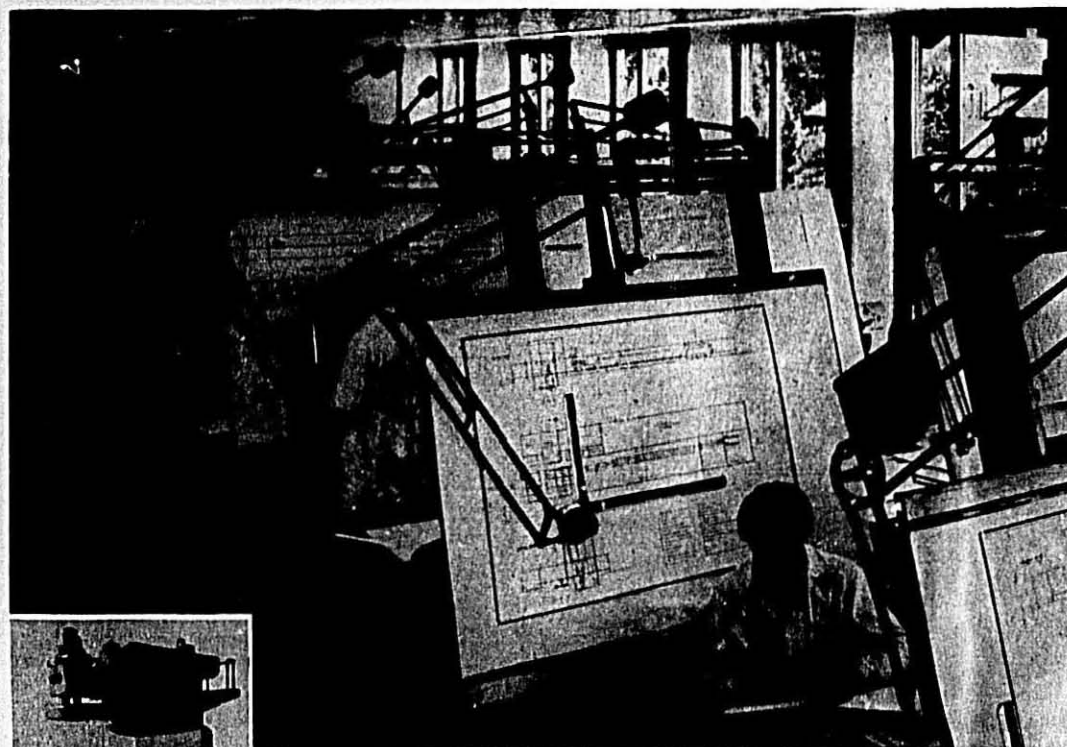
Miss Mercedes Bates, Senior Editor in charge of the Food Department of McCall's Magazine for the past four and a half years, has been named Director of the Betty Crocker Kitchens of General Mills, it was announced by Gen. E. W. Rawlings, President of the company. Miss Bates, whose appointment becomes effective August 1, succeeds Mrs. Helen Hallbert, who retired January 1, 1964.

A graduate of Oregon State University in 1936, Miss Bates served as supervisor of Home Service for Southern California Gas Company from 1938 until 1945. From 1948 until 1960, she owned and managed a California firm of food consultants in the field of television, photography and recipe development.

Miss Bates joined McCall's January, 1960, and supervised the editing of McCall's Cookbook in addition to her other duties. She is past president of the California Home Economics Association and is active in the Home Economics and in Business section of the American Home Economics Association.

Government Purchases

The Department of Agriculture has purchased whole egg solids in 13 ounce tins. On June 11 they paid \$1.047 to \$1.05 for 963,300 pounds. In successive weeks they paid \$1.05 per pound on lots totalling 1,064,700; 659,100; and 329,550 pounds.



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President Al Rovarino—

(Continued from page 8)

you've got them sold. It sounds easy. But remember, you have to get her attention and hold it and you are competing with thousands of new products and new ideas. It's a big job but that is what our association is for: to help us solve our big problems by helping us to know and understand them. If after this convention you are able to take back at least one idea that proves useful to you someday, it will be worth while.

We are fortunate to be able to spend a few days in one of the nicest places in this or any other country. We are favored with the presence of many invited guests to make our program most interesting. The program of social activities was planned to add sparkle to your stay, so enjoy them to the fullest. Thanks in advance to our gracious suppliers who help make it possible.

Again, welcome to the 60th meeting of the National Macaroni Manufacturers Association and I hope you will enjoy yourselves thoroughly and that you will go home a little smarter and happier. Thank you.

How to Merchandise—

(Continued from page 14)

to push the wheel barrow. We are speaking about merchandising without giving all of our profits away. How many times do you talk about profits to your employees? Impress upon them the fact that profits are necessary to guarantee their jobs. There is an excellent article in the May issue of the Macaroni Journal concerning profits. Reprints of this could possibly be made and circulated among your employees. When things go wrong, instead of crying over spilled milk, get another cow.

I am sure your plant, most of the time, is like a beehive. And in beehives we find drudge and drones who are life's problems. We also find doers, who are part of the solution. The drudges and drones must be eliminated, and more doers added to the hive.

How does a manufacturer of food products grow through merchandising without giving away his profits? It is not a fast process, but a slow process of creating an image and complete confidence in his company—selling his customers, as well as his employees, on his company; making each employee a salesman for his company; selling his customers on the idea of quality, service, and fairly-priced merchandise. The sales department is not the whole company—but the whole company is the sales department.

There is no place in business for keeping up with the Smiths, Joneses or Browns. Do not settle for merely keeping up. Strive to do better and to go beyond your competitor. Do not always be the copier of your competitor. Do not wait in the wings to see how his new product is received and then bound out like you were the originator of the idea.

The day when one truly gifted individual cannot outwit, cannot out-originate, and cannot out-think a buying committee or his competitors or his complicated machines, will be the day they repeal human ingenuity. The hope of the human race has always been, is now, and always will be the free individual spirit dedicated to getting ahead of the Smith, Joneses and Browns—whichever they are and wherever their established standards prevail.



Vincent S. La Rosa greets Cesare Pierini

Pasta Kings Meet

A meeting of the presidents of two of the world's leading pasta manufacturers took place recently when Vincent S. La Rosa of V. La Rosa & Sons, Inc., one of the largest producers of macaroni, spaghetti and egg noodles in the United States, played host to Cesare Pierini of the Marina Pasta Company, Maracaibo, Venezuela, one of South America's top macaroni firms.

The extensive La Rosa plant in Brooklyn (one of six in the country) was one of the places Mr. Pierini was most eager to see on the occasion of his first visit to the U.S.

A V.I.P. tour of the plant was provided for the distinguished visitor who was particularly impressed by the fact that the North American pasta firm makes its own dies and maintains a complete tool and die shop.

Mr. Pierini does not speak English, but Mr. La Rosa speaks Italian, and the two food company presidents had many topics of mutual interest to discuss. They compared pasta merchandising and marketing procedures in the two Americas. They noted with interest the similarity of the Horatio Alger origins of their two thriving family-managed companies.

The La Rosa Company, for example, was founded in 1914 by Vincenzo La Rosa when, with his five sons, he started a macaroni manufacturing shop in the rear of his tiny grocery in the Williamsburg section of Brooklyn. The project soared. Having long outgrown the original facility, the present headquarters includes a 12 story plant and four story office building. Other plants are located in Danielson, Connecticut; Hatboro, Pennsylvania; Connellsville, Pennsylvania; Chicago, Illinois, and Milwaukee, Wisconsin. Today three sons of the founder continue their business management, aided by third generation La Rosas—of whom three are named Vincent after their grandfather.

The Pierini success story in the field of quality pasta manufacture developed along similar lines. As a penniless immigrant from Abruzzi, Italy, Cesare Pierini arrived in Venezuela in 1949. Ten years later he had become one of South America's largest macaroni makers in addition to holding substantial interests in other businesses. Married to a Venezuelan girl and the father of four children, Mr. Pierini has, within recent years, brought over from Italy, his twelve brothers and sisters.

50th Anniversary Open House

As we go to press, plans for a Fiftieth Anniversary celebration are in motion at the V. La Rosa & Sons, Inc. Brooklyn headquarters, with supplementary preparations in the firm's other five plants across the country, according to Vincent S. La Rosa, president.

Sunday, July 26 was chosen as the date to launch the Fiftieth Anniversary of the business which is one of the largest in the pasta field and has been family owned and operated for three generations. The Hatboro, Pennsylvania plant and campus was being converted for the occasion, according to Mr. La Rosa, into a "combination Italian Festival, County Fair and Family Reunion." La Rosas from near and far will be on hand to form a welcoming committee.

There will be food, fun, games and souvenirs for both children and adults. Guests may also tour the plant and be a part of the first public inspection of the million dollar "straight line" con-

tinuous dryer, accumulator, stripping and automatic spaghetti weigher and long goods continuous press. This production sequence represents a significant breakthrough in the pasta industry.

In addition to food brokers, distributors, relatives and family friends, the guest list includes radio and television celebrities, representatives from advertising, business and grocery publications, local, Philadelphia and New York newspapers, syndicates, wire services and consumer magazines.

Don A. Stevens Retires

Don A. Stevens has ended a career of forty years with General Mills, a large part of which was concerned with the company's grain and flour milling business.

Mr. Stevens was born at Devils Lake, North Dakota, where he still owns extensive farm properties with durum wheat the principal crop.

At the time of his retirement Mr. Stevens was corporate administrative officer of General Mills' Flour and Specialty Products Divisions and for the company's Traffic Department. Among his most important services to the milling industry was his leadership of the

newly formed committee on agriculture of the Millers' National Federation from its start in 1950 to 1957. From 1954 to 1962 he served as chairman of the Rust Prevention Association and its successor organization, the Crop Quality Council, of which he still is a director.

C. F. Wallace Dead

Charles Frederick Wallace, 78, co-founder of Wallace & Tiernan, Inc., died June 3.

Mr. Wallace was active as an inventor and scientist for over half a century. He held more than 80 patents for inventions in water treatment, clocks, timing mechanisms, electric flashing and radio beacon signals, instrumentation, and remote control and telemetering systems. In 1940, the National Association of Manufacturers named him one of the nineteen leading inventors in the U.S. Earlier, in conjunction with the company's other co-founder, Martin F. Tiernan, he received the Edward Longstreth Medal of the Franklin Institute, Philadelphia, for work in the field of chlorination.

Wallace & Tiernan's activities now extend to flour treatment, preservation of fresh produce, chemical and pharmaceutical manufacture.

Mr. Wallace remained actively at work in his laboratory until a short time before his death. He was also a member of Wallace & Tiernan, Inc.'s board of directors, and, for many years, the company's vice chairman and secretary.

Gioia Acquires Interest In Romi Food, Ltd.

Gioia Macaroni Co. of Buffalo has acquired a "substantial interest" in Romi Food Ltd., of Weston, Ontario, a suburb of Toronto. The extent of the acquisition was not disclosed.

Horace A. Gioia, president of Gioia Macaroni, was elected vice-president and director of marketing of Romi Food, and Edwin D. Wolf, controller of Gioia, was named to the board of the Canadian company. Samuel Sobara is president of Romi.

Romi Food was founded three years ago and is a major producer of macaroni products in Canada. Under the new arrangement, products will be distributed under both the Romi-Gioia name and the Romi name alone. The Canadian company recently substantially expanded its plant, which now comprises 70,000 square feet.

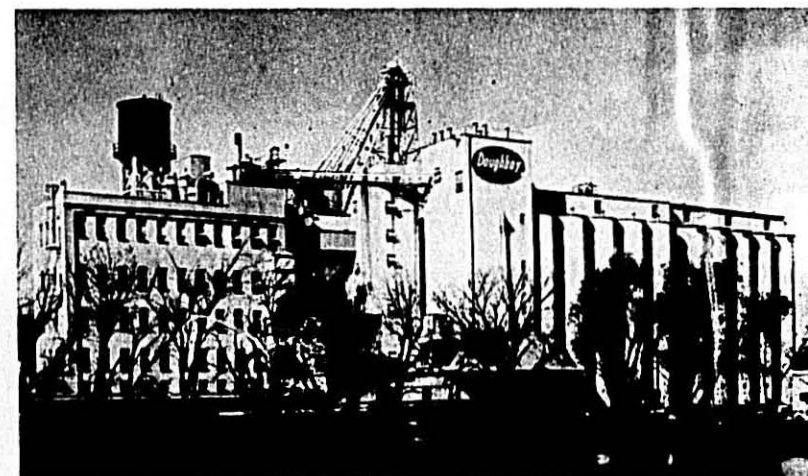
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AUGUST, 1964



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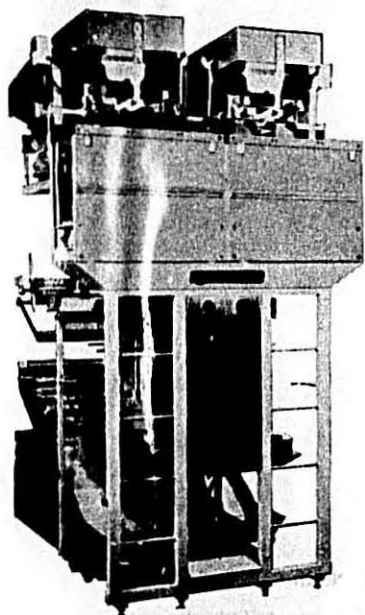
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Mr. and Mrs. R. E. Pritchard, Chicago

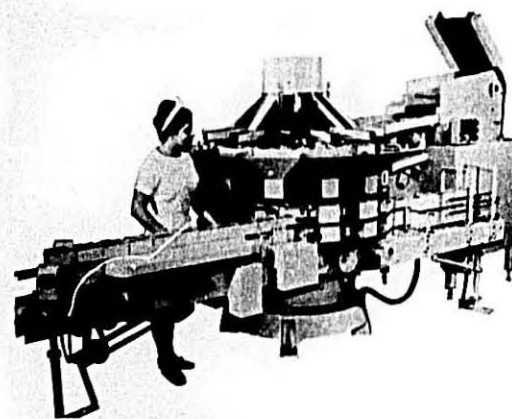
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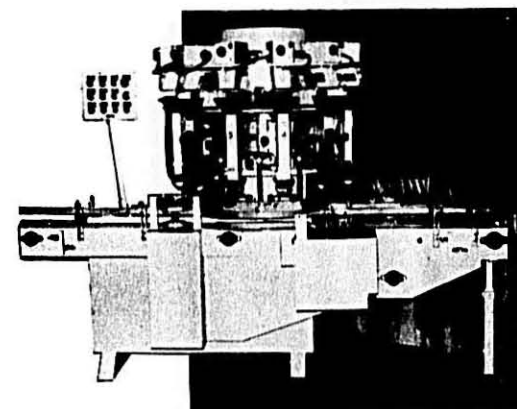
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Good Package Design

J. Gordon Knapp recently listed these ten requisites for good package design in the publication *Industrial Marketing*:

1. The Package design should clearly identify the product - and it should do so from every angle.

2. The design should also identify the company. Package surfaces are ad space. You wouldn't leave company identification out of a magazine ad, would you?

3. The design should clearly be related to other elements of company graphics, including trade mark, logo-type and advertising.

4. All important elements of the design should be easy to see and read.

5. The design should be tied into the stocking needs of the distributor or wholesaler as well as the user. Parts numbers and product names should be clearly visible.

6. The design should be intelligently related to the handling the package will receive.

7. Effective use should be made of color in printing and in liner stock. Color costs little and does much to help sell.

8. The design on the package should be related to the use of sealing and wrapping materials. Effective design can be ruined by a swatch of gummed tape used to close the package.

9. All outside visible surfaces and flaps should be utilized to do an appropriate job.

10. The design should have esthetic appeal, in industrial as well as in consumer packaging.

European Packaging

Folded paperboard boxes without windows are the most common type of packaging for macaroni products in the six countries of the Common Market, representing about 35 per cent of the total, according to our correspondent. About 30 per cent of the packages are folded paper boxes with windows. Cellophane bags account for about 27 per cent of the total, and other types 8 per cent.

Package Type	France	Ger-	Switz-
Boxes Without Windows	48	2	2
Boxes With Windows	25	52	10
Cellophane or Film	21	41	75
Others	6	5	13

100% 100% 100%

In the U.S. cartons are predominant in the East, flexible packaging on the West Coast, and a mixture of the two in the Midwest and South.



New Ideal Cartons

Following on the success of the introduction of their line of redesigned cartons for its standard macaroni shapes as well as for some of its specialties, Ippolito's Ideal Macaroni Company has just introduced two new cartons, one for Rosettes and one for Jumbo Shells No. 40.

Each of the cartons has been designed and produced in full color lithography by Rossotti Lithograph Corporation of North Bergen, New Jersey. Designs feature the same prestige treatment consisting of eye level perspectives of the prepared product with decorative table settings in the background.

Durum Growers Association

Alvin Kenner of Leeds, North Dakota, is president of the U.S. Durum Growers Association. Vice president is Ray Klindworth of Fessenden, and Richard Saunders of Doyon is secretary-treasurer. The Board is composed of seventeen directors, twelve of whom are elected from six districts in North Dakota, four from the districts of California, Montana, Minnesota and South Dakota, and one at large. District representation is based on membership and durum production in each district. The Association is supported by a \$5.00 voluntary membership.

Mormon Macaroni

The Deseret News and Salt Lake Telegram reports that the Kearns North Stake, Kearns, Utah, of the Latter-Day Saints Church (better known as Mormons) has been operating a macaroni plant for the past eight months, and intends to produce 100,000 pounds of product for its welfare program this year.

The plant is the old Salt Lake Macaroni Company run by Joe Mayo for 40 years. He now assists with production. Manager of the project is Bishop Ernest L. Adams. Until the Stake acquired the macaroni plant, Bishop Adams was a machine operator in a brick yard. "Actually, making macaroni is not too different from the brick-making process," the Bishop said. "And I already knew enough about machinery to keep the plant operating properly."

They are using the old batch method with hydraulic equipment, and drying on trays in a 52-hour schedule for short goods. Packaging work is done by volunteers. The plant can produce up to three tons of macaroni products per day.

Silver Anniversary

Mr. and Mrs. Charles C. Rossotti of Englewood, New Jersey, celebrated their twenty-fifth wedding anniversary at a reception on July twenty-sixth.

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Pan for Gold

in the September issue:

THE DYNAMICS OF CHANGE

Ted Sills, public relations counsel for the National Macaroni Institute, tells the direction of product promotion.

WHAT RETAILERS WANT FROM MANUFACTURERS PROMOTIONS

Comments from the macaroni convention and Super Market Institute workshops.

IDEAS FOR INSTITUTIONAL SELLING

Panel pointers from Colorado and the Durum Wheat Institute presentation at the National Restaurant Association Show.

Read the **MACARONI JOURNAL**
P.O. Box 336, Palatine, Illinois 60067

Buyers Hold Workshop At Super Market Convention

"Nuts & Bolts" approach taken in discussion of Buying Problems

One reason Stop & Shop likes the buying committee is that if an individual buyer "gets wined and dined a lot, and feels he has to do something for old-time's sake and a sirloin steak, he can't."

This safeguard of the group approach was pointed out by Donald Gannon, executive vice-president of the chain, during a workshop session on "How to Do a Better Job of Buying" at the Super Market Institute convention. He said the buying committee provides excellent training for young buyers and takes pressure off both the salesman and the buyer.

In addition to Mr. Gannon, workshop speakers were Sidney Kohl, vice-president, Kohl's Food Stores, Milwaukee, and Paul Leviten, secretary, Great Scott Markets, Providence, R.I.

Mr. Gannon said that if a salesman's calls are unnecessary, the buyer should be able to tell him to stop making such calls and should be backed in this stand by top management.

Among the reasons the buyer must get more out of an interview today than ever before are increased manufacturer competition involving multiplicity of new items, new sizes and shapes and manufacturer duplication; overstocking and greater competition in the retail field; an increase of more than 350 per cent in salesman's calls since 1950; the increased expense of doing business; the planning of sales, and calls from the field and customer complaints.

From a distributor's viewpoint, he pointed out, a 20-minute interview costs about \$15, plus light, heat, power, secretaries and other expenses. This adds up to \$7,500 for 500 interviews per week, "merely for the processing of items offered and the discussion concerning them."

Stop and Shop Policy

To cut unnecessary time from interviews, Stop & Shop policy includes:

1. Buyers should insist strongly but politely that the salesmen have something of real value to present.
2. Interview all salesmen.
3. Do not interrupt buyers with tele-

phone calls during interviews.

4. Try to set buyers' lines so a salesman can see one buyer and complete his business.

5. Encourage salesmen to visit every two months even if they have nothing to present; keep the maximum to once a month unless there is something new to discuss.

6. Insist that the salesman fills out a new item slip before he reaches the buyer's desk.

Mr. Leviten described the operation of Great Scott, which purchases through a wholesaler. They began converting to a discount operation a year ago when they had eight stores.

When Great Scott converted, it discontinued about 1,000 items. The ensuing problem was how to keep out-of-stock to a minimum because of the greatly increased movement of the items which were retained. The firm changed to very deep gondolas and placed another row on the floor in front of the gondolas. In addition, most grocery items are tray packed.

Buyer Recommendations

Although it buys most of its groceries from a wholesaler, Great Scott has its own grocery buyer. He sees 30-40 salesmen every Thursday. The buyer cannot add or drop an item on his own, but must present his recommendations to the director of merchandising, who passes them along to the grocery supervisor.

Each salesman gets 10 minutes with the buyer and a timer is used to police this policy.

In addition to the weekly buying day, the buyer schedules conferences at his convenience to discuss special promotions or deals.

Great Scott holds two meetings each week for buyers. One, on Thursday, is a buyer-supervisor meeting. Another, on Monday, involves only groceries.

Mr. Kohl, who is an attorney, discussed "The Legal Aspects of Buying," including some of the ramifications and restrictions of the Robinson-Patman Act.

Some controversy was stirred by a

question from the Tom Costello, Rival Packing Company. He was concerned with the problem a small producer has when he introduces a good product, backed by sufficient data, but is turned down by the buyer until demand is built up for the item.

Rabb's Answer

Mr. Gannon's boss, Sidney R. Rabb, spoke up in an attempt to provide a hopeful answer to the problem. He said retailers must think of the problems of the small manufacturer, not only in terms of the "big guy" who has the resources to promote his own distribution.

There are thousands of ingenious devices that can be used to get distribution, Mr. Rabb said. "The big problem is that folks get stuck on their product, think it's the greatest and don't understand how the buyer can't agree. The manufacturer must think in terms of the buyer's problem and attempt only what he can do well. He should not expect the distributor to solve his problem."

In answer to another question Mr. Leviten said salesmen see the Great Scott buyer, rather than the wholesaler on holiday deals and price advances and declines. This is done far enough in advance so there is proper coordination.

When asked about the value of shelf extenders, Mr. Gannon said they can multiply movement on an item five or six times, but if overdone give a store a cluttered look and present some danger of customer injury.

Dropping A Product

The question was raised if there were rules of thumb for dropping a product. J. S. Dillon & Sons Stores Company, Hutchinson, Kansas, does not use rule of thumb, Charles Schmucker answered. It leans heavily on figures and "plays no favoritism with men or companies." If an item doesn't move or is a "me-too" product, it is dropped. Generally, he said, when a product is added another in the same category, although not necessarily from the same manufacturer, is dropped.



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King Midas DURUM PRODUCTS





Paul S. Willis

Food Is A Bargain

The one person whom the food industry must always please is Mrs. Consumer. She must be served well with every purchase, Paul S. Willis, president, Grocery Manufacturers of America, Inc. said recently.

Speaking at the opening luncheon of the 27th Annual Convention of the Super Market Institute, Mr. Willis noted that the food industry is serving the consumer well. "Although the cost of living has risen 15 per cent in the last 10 years, food continues to be a bargain. American families are spending 19 cents of their present after-tax income dollar for food as compared with 22 cents a decade ago. For this 19 cents, which is an all-time low, the consumer is getting new and improved food products in greater varieties and abundance," he said.

"Modern packaging and improved distribution facilities have made possible the extension of geographic marketing areas for perishable and seasonal products the year around, and also made possible the marketing of many new items," he added.

Value of Cooperation

Mr. Willis paid tribute to the splendid teamwork cooperation all the way from farm-to-table in the food industry. "There is a full appreciation of the interdependency of each segment of the Life Line upon the another. This is one of our great strengths. Our fine relationship has come about because we have been meeting together for years and therefore have an understanding of each other's problems, and a full appreciation of the value of cooperation," he stated.

"We can be proud of our good management at all levels and that is why our operations are so efficient, and margins are lower than they are in any

Reports From Supermarket Institute Convention

other consumer goods industry," he added.

Mr. Willis referred to the opening of the New York World's Fair and noted the changes that have taken place in the food industry since the last New York World's Fair in 1939.

"Who would have predicted in 1939 when we had some 2,000 available items sold mostly in small stores, that 25 years later we would have thousands of beautiful super markets all over the United States selling some 8,000 or more items? With this kind of growth record and changes in distribution methods, who will risk the guess of what the situation will be 10 years from now?" he said.

"One thing is sure, we will have continuing changes and the future success of a person or organization will depend largely on how well they will evaluate the trends and keep pace with progress," he added.

Retailing Revolution

A third retail revolution is in the making—and the shape of things to come includes the supermarket being used almost exclusively for merchandising and checking out food items.

"All processing, packaging, pricing, preparation for sale, accounting and backroom storage functions will be moved from the store to a distribution center or some other centralized location."

These predictions were made by R. W. Hoecker, of the Department of Agriculture's Agricultural Marketing Service at a workshop session of the Super Market Institute. His prognostications were seconded by Dale Anderson of the same service.

The first two revolutions were self service and the supermarket.

Mr. Hoecker listed six advantages of centralizing functions so that ultimately most retail stores will become selling areas with little backroom space for processing meat, preparing produce for sale and storage of groceries.

1. Increasing labor efficiency. Small crews or individual workers with a multitude of tasks are not very efficient.

2. Better use of machines and facilities can be accomplished in a central location where they can be used to full capacity, unheard of in individual units.

3. Clerks can be hired and trained for the sole purpose of merchandising.

4. Better scheduling of products, both perishable and nonperishable is possible.

5. Scientific control of quality, with better grading, sanitation and refrigeration will lead to less waste, longer shelf life, better package appearance and better quality to the consumer.

6. Deliveries can be combined to reduce their number and to reduce personnel time in store receiving.

Transferable Costs

Mr. Anderson declared that there are a multitude of transferable costs. Much time is spent in the store on jobs which could be done more efficiently elsewhere.

"We estimate," he said, "that about one-third of the total store labor cost can be removed to some other location. About two-thirds of total store packaging supplies costs can also be shifted."

"Prepack produce also allows some opportunity to shift space, but less than for the meat department. We estimate a 30 per cent backroom space saving for shifting produce prepackaging."

Looking at the produce department, the Department of Agriculture officials said that bagged items, tray pack items and bananas cost the store in overhead, labor, shipping containers and materials 6, 8.2 and 3 cents respectively. Central warehouse costs would be 4, 4.9 and 1.9 cents respectively, a saving of 37 per cent of retail cost or a saving of 2.4 per cent of produce sales.

Saving through central packaging of meat would amount to five per cent of the meat sales dollar.

Grocery departments lend themselves to some centralized processing. It was suggested that machines could be developed to price-mark cases in the warehouse. A machine could also be used to cut cases.

Messrs. Hoecker and Anderson estimated that in a store doing \$30,000,

1,500 cases could be marked at the warehouse level.

Because of changes in some store functions, supermarkets themselves will change.

It is expected shelving will improve. Longer shelf life will permit more mass displays.

Stores will do more finishing of food products. Deftatessen, luncheon counters, baking of frozen bakery products will offer some opportunity to provide activity in the market and handle special food service problems.

Checkouts can be made smaller, with automation of ring up and bagging.

Central Processing

When asked how soon 30-50 per cent of the supermarket industry would be in central processing, Mr. Anderson replied that he thought it would be a rapid development, but gave no time estimate.

Operators showed considerable concern about union problems over central processing.

Mr. Hoecker pointed out that in many items labor has already accepted central processing without much fuss. He said he expected labor to go along with central processing, although some locals would probably cause delay.

The speakers said it would be necessary to do an educational job, not only with the unions involved, but with all personnel.

How To Present Product to Buyer

At a session of SMI there was a panel discussion concerned with presenting products to buyers.

Mr. R. L. Hileman, vice-president, Jewel Tea Company, Melrose Park, Illinois suggested that local manufacturer representatives and brokerage groups form committees to discuss their grievances with individual chains. He told salesmen not to be afraid to criticize buyers to retail management.

He said that some manufacturers have not kept pace with industry changes and must realize that today the industry is one of total marketing, not just buying and selling.

A single store operator said his two concerns in the area are the salesman's lack of consideration for the retailer's time and his being unprepared when he makes a call.

One manufacturer said the buyer often isn't qualified to present the manufacturer's case to the buying committee and asked why committee won't listen to direct presentations by manufacturers' representatives.

Mr. Hileman answered with: "We think it's our responsibility to have qualified buyers to talk to qualified salesmen."

Mr. Calvin M. Newman, president,

Hinky Dinky Stores, Omaha, Nebraska acknowledged that the buying committees need improving, but went on to say, "The buyer makes more decisions than you think. When he says he'll present it to the buying committee, he probably has already decided to reject the item."

It's difficult for one buyer to turn a salesman down, Mr. Donald Gannon, executive vice-president, Stop & Shop, Boston, pointed out. The committee system permits the item to get a good going over. "The buyer represents you much better than you realize."

A group of suppliers wanted to know when buyers are going to start listening to advertising plans and take the pressure off of pressure deals. One answer was that the first question asked of a salesman usually is about advertising. Another was that the buyer will no longer be so concerned about special deals when the consumer stops buying them.

Tom Costello, Rival Packing Company, Chicago, said it is the salesman's job to find what the individual customer wants. Every market and account is different, he pointed out. "If we're too lazy to find what they want we're not doing our job."

A candy company executive objected to the difficulty of getting an appointment with some large chains. "Often we can't get an appointment for three months and by that time the problem is dead and often so is the item."

One company regularly invites salesmen and brokers for day-long sessions to discuss problems. They also are informed of any policy changes. Another company has set up a committee to work with retailers on specific complaints.

Since salesmen are requested to make all calls early in the week it was suggested that Friday be used for training salesmen and giving them background information which will help him make better presentations the following week.

It was felt that too many presentations are not keyed to the retailer's problems and that a great deal of material from headquarters is not attuned to customers and is wasteful.

William Harper of the Coca-Cola Company agreed to some extent but added the problem is whether the supplier should make his pitch to the consumer or to the retailer.

Mr. Hileman answered: "To both, but when you make the pitch to the consumer, don't try to set prices for us."

He suggested that manufacturers don't get proper feedback from their salesmen in many cases because the salesmen are afraid of offending. Brokers generally present a more honest picture of the retail situation, he said.

Beauty Contest

The Prince Macaroni Company is sponsoring the 2nd annual "Miss Italian America" Contest at Palisades Amusement Park in New Jersey.

Single girls between the ages of 18 through 25 who are of Italian ancestry are eligible to compete. Entry blanks are available from the Park or grocery stores selling Prince products. An all-expense vacation for two at the Sorrento Hotel in Miami Beach heads the list of prizes for the winner.

Folk Singing Group

The New Prince Spaghetti Minstrels, a swinging group of seven college folk singers, are currently strumming up crowds at chains and large independent food stores in New England. In mid-summer they invaded Rochester, N. Y., Detroit, Philadelphia, and the Greater New York and New Jersey markets.

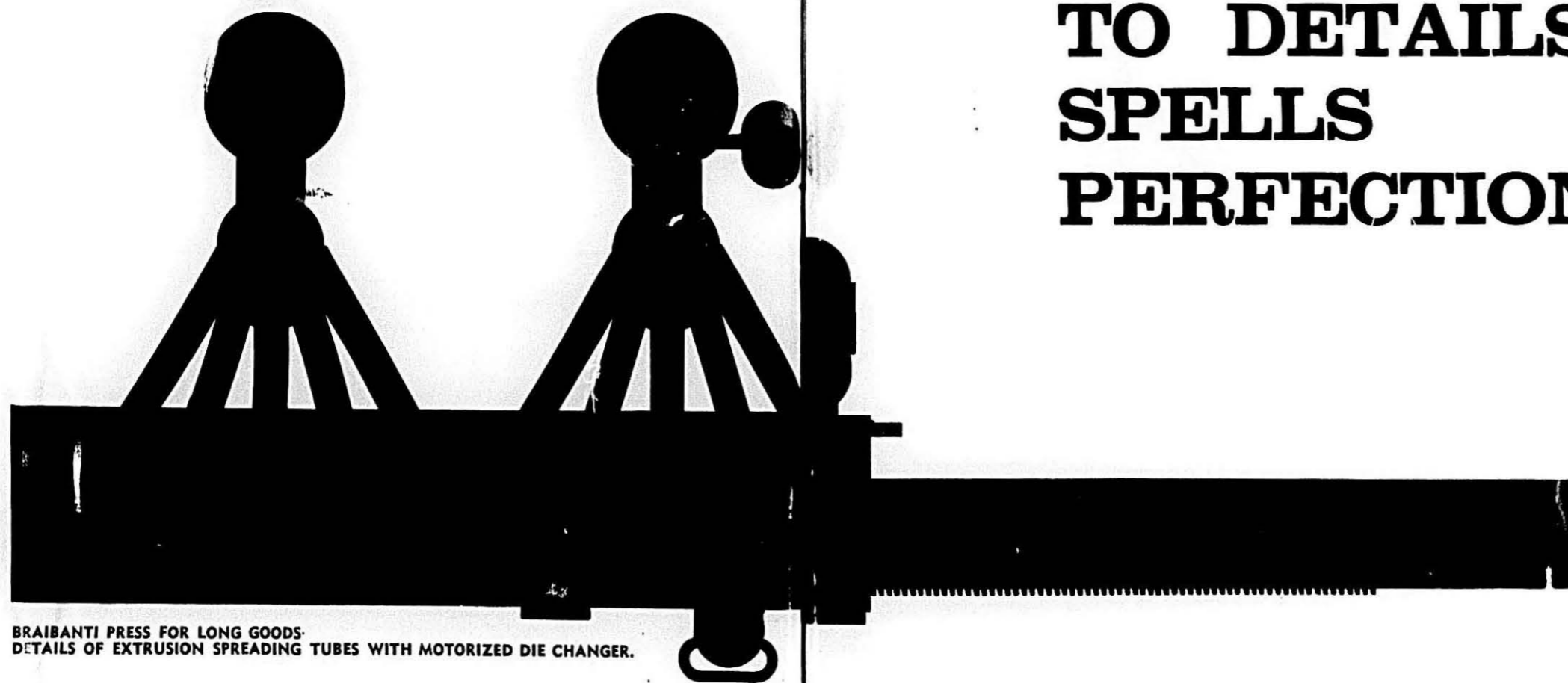
Armed with guitars, a banjo, a bass fiddle and a collection of hootenanny favorites, the septet was inspired to invade the marketplace after hearing the latest Prince Macaroni Manufacturing Company radio commercials on the air throughout New England. The commercials, created by Stan Freberg, the Hollywood humorist, dramatize the story of a folk singing group that tries to get a job with the Prince firm.

The New Prince Spaghetti Minstrels appear in various towns at the request of chain and independent store managers, as well as at charitable fraternal, civic and other worthy public functions.



Spaghetti Minstrels hit a note of "ol dente" harmony during stopover at a Fernandes Supermarket in Easton, Massachusetts.

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WAY BACK WHEN

40 Years Ago

- Convention "highspot" consisted of good ideas advanced in a round-table discussion session:
- One company made the substitution of macaroni products for potatoes the key to their advertising program.
- Another company pushed a campaign to seek the cooperation of chefs of hotels and restaurants to put macaroni on their menus more frequently.
- Another firm printed attractive display signs: "Spaghetti, take home a quart."
- An added line, "The cheapest meal on earth," came in for considerable criticism and disapproval because of the tendency to lower macaroni in the estimation of American housewives.
- Several manufacturers were pushing the idea of "one-dish macaroni meals."
- "Make Friday Macaroni Day" was suggested as a sales builder.
- Providing grocers with display racks was considered good merchandising.
- Comparative advertising was considered poor.
- "Talk spaghetti, not sauce" was suggested by the advocacy of melted butter, instead of scaring prospects off with elaborate sauce recipes.
- Improper practices condemned included colored noodles, small type declaration of weights or contents, inferior flour, insufficient egg content in noodles.

30 Years Ago

- A schedule of cost elements was approved by the NRA as figures to be entered in the determination of a fair and reasonable cost of macaroni products.
- NRA Administrator Hugh S. Johnson announced that codes could not ban the use of premiums, since premiums may lend desirable flexibility to rigid prices, but they were not to be used to deceive, and their cost must be fairly reflected in prices quoted.
- Price posting procedures were outlined by Macaroni Code Chairman G. G. Hoskins. Each member wishing to obtain copies of competitor's price lists were required to furnish the Code Authority office with a list of such competitors.
- Replacement costs occupied the spotlight with a threatened increase in the processing tax and the shortest durum crop of the decade due to unprecedented droughts in the spring wheat area.
- Nunzio Russo of Chicago was fully recovered from the effects of several bullets fired into his body by a would-be assassin, and was back on the job of making macaroni.

20 Years Ago

- Back to a buyer's market. Comment at the convention in New York City indicated that the seller's market that had started with the beginning of the war in 1941 was over.
- Washington Representative B. R. Jacobs reported on wage stabilization policies of the War Manpower Commission. Minimum wages had been set in 1938 at 40 cents an hour. Information concerning deferment of male employees between the ages of 25 and 36 years was requested. The Office of Price Administration issued amendments to the maximum price regulation to accommodate new products or old products under new styles or packaging.
- The War Food Administration was buying dehydrated whole eggs. Containers were in critical supply.
- Joseph J. Cuneo of Connellsville, Pennsylvania, president of the National Macaroni Manufacturers Association in 1940, passed away in the prime of life at 49 years of age. He had been an active leader in his company, his industry, and his community.

10 Years Ago

- Peter La Rosa was elected president of the National Macaroni Manufacturers Association at the 50th Annual Meeting at Shawnee-on-the-Delaware.
- Past presidents were honored at the Golden Anniversary Meeting, including Frank L. Zerega, Glenn G. Hoskins, Louis S. Vagnino, J. Harry Diamond, C. W. Wolfe, and C. Frederick Mueller.
- Charter Member Henry D. Rossi was presented a plaque upon the completion of his paper "How to Manufacture Macaroni," which was the same as he gave at the first Annual Meeting fifty years prior in Pittsburgh.
- President Thomas A. Cuneo lauded the collective efforts of the National Macaroni Institute in telling the consuming public more about macaroni, spaghetti and egg noodles.
- Publicist Theodore R. Sills brought a bevy of beauties from his office staff to visually portray what the newspaper and magazine lineage actually was on macaroni publicity in 1954.

Fred Spadafora Elected President

Alfred Spadafora, president of the Superior Macaroni Company, of Los Angeles, California, was elected president of the National Macaroni Manufacturers Association at the 60th Annual Meeting held at The Broadmoor in Colorado Springs, Colorado, in June. Big Fred, as he is affectionately

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WANTED—Mechanically minded production manager interested in good future. Experience in food manufacturing line desired. Please send inquiry to Box 214, Macaroni Journal, Palatine, Ill.

WANTED—A pair of noodle cutters with gears and combs 3/8" x 20" length. Box 215, Macaroni Journal, Palatine, Ill.

FOUND—A sterling silver bracelet at the banquet at the macaroni convention. Identify it and we will send it to you. P.O. Box 336, Palatine, Ill.

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known, has been a member of the Board of Directors since 1948.

Fred was born in New York City, but went West to California in 1905, the year of the big earthquake in San Francisco. He is a vocal booster of California, saying it is the finest place in the world to live. Fred and his wife, Isabel, have a daughter, Elaine. Fred has three sisters, Mrs. George Selfert, Mrs. F. L. Sherwood, and Mrs. R. Di-Nubila, and one brother, Emil. Emil is active in the macaroni business with Fred.

Fred Spadafora started in the macaroni business when he was nineteen years old. He has been at it continuously for some forty-five years in southern California. A recent trade paper advertisement claims that the Superior Macaroni Company was the first manufacturer in southern California. They have first claim to packaging macaroni products in glassine, and then converting into cellophane. Superior was among the first to prepare packaged Italian dinners.

Fred, with a flair for the dramatic, will keep any group with which he is associated alive and alert.



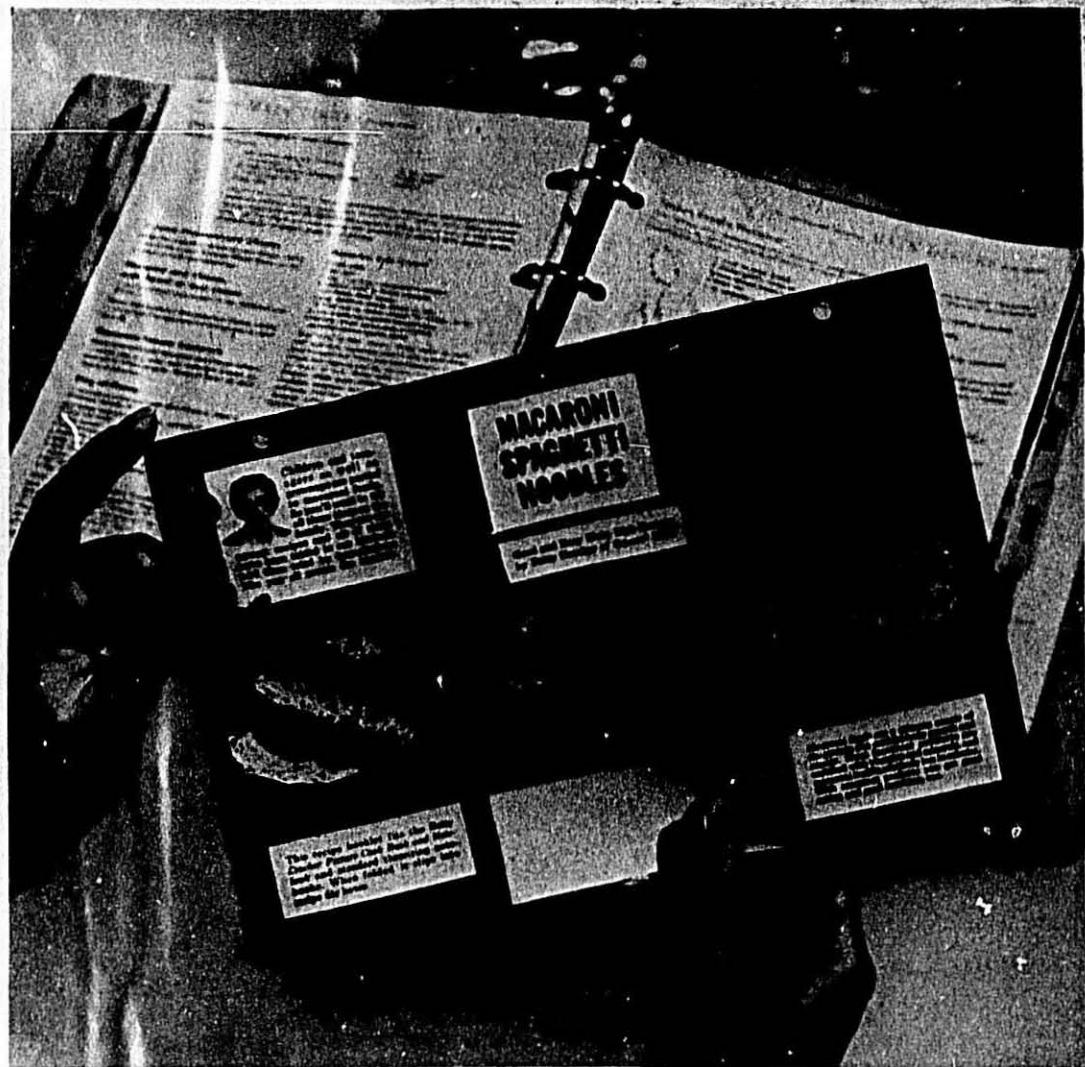
Not when you deal with packaging people who have already solved most of the problems that plague today's macaroni manufacturer. Whether you need new package designs that spark sales on supermarket shelves... delivery schedules that defy the clock and geography... or help in uprating the speed and efficiency of your packaging line... ask us to help. Chances are we've already relieved the headache that's bothering you for somebody else.



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