

**THE  
MACARONI  
JOURNAL**

**Volume 47  
No. 4**

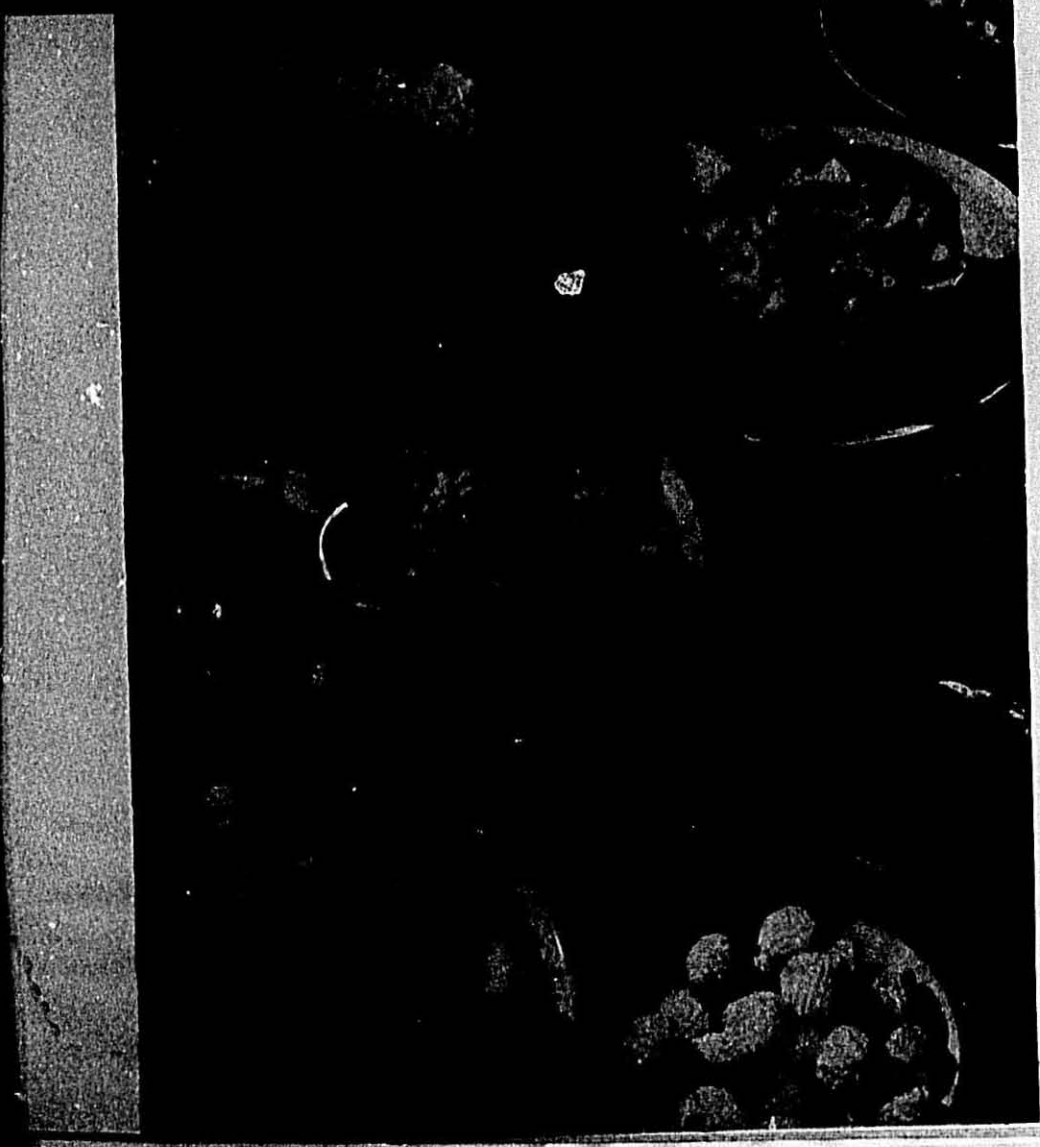
**August, 1965**

Macaroni  
Journal



**AUGUST, 1965**

**EATING OUTDOORS**



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# The Macaroni Journal

August  
1965  
Vol. 47  
No. 4

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139 North Ashland Avenue, Palatine, Illinois. Address all correspondence  
regarding advertising or editorial material to Robert M. Green, Editor,  
P.O. Box 336, Palatine, Illinois, 60067.

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AUGUST, 1965

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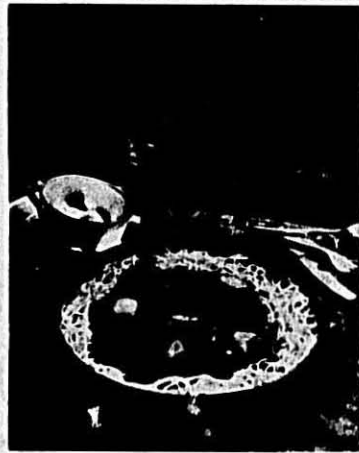
Enjoy macaroni salads for summer meals. This tempting recipe for Tropical Tuna Macaroni Salad features elbow macaroni with tuna, diced pineapple and green pepper with a mayonnaise dressing. Serve hot rolls and butter and milk with the salad. Recipe is given on page 4.

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## EATING OUTDOORS



Open Skies Spaghetti Skillet

What a challenge it is for busy homemakers to plan summer menus when both hungry week-end guests and vacationing children are under foot. Of course, she wants dishes and menus that are delicious—and for her discerning guests a bit out of the ordinary—yet don't require hours of hot kitchen preparation time.

When the temperature is soaring, cooling salads are fine eating for warm weather menus, and the imaginative homemaker finds there is no end to the many ways they can be prepared to enhance meals. A basic and favorite salad ingredient is elbow macaroni . . . the bland flavor making it a flavor-mate for a host of other foods. Canned meats, fruits, vegetables, fish, cheese are all delicious mixed with macaroni.

Tropical Tuna Macaroni Salad, as shown on the front cover of this issue of the Macaroni Journal, is a dish developed by the National Macaroni Institute to entice the most finicky appetites. As pretty to look at as they are delicious to eat are pineapple shells filled with a combination of elbow macaroni and tuna salad. Here is the recipe.

### Tropical Tuna Macaroni Salad (Makes 4 servings)

1 tablespoon salt  
3 quarts boiling water  
2 cups elbow macaroni (8 ounces)  
2 small fresh pineapples  
1 can (6½ to 7 ounces) tuna, drained  
1 large green pepper, coarsely chopped  
½ cup mayonnaise  
Salt and pepper to taste  
Maraschino cherries

Add 1 tablespoon salt to rapidly boiling water. Gradually add macaroni so that water continues to boil. Cook un-

covered, stirring occasionally, until tender. Drain in colander. Rinse with cold water and drain. Chill.

Cut pineapples in half lengthwise; scoop out pineapple, leaving shells ¼ to ½-inch thick. Dice pineapple. Combine tuna, pineapple, macaroni, green pepper, mayonnaise and salt and pepper to taste. Mix well and fill pineapple shells with tuna-macaroni mixture. Chill. Garnish with maraschino cherries.

Hot foods are a part of summer menu planning, too, and skillet dishes are a good selection for cooking out of doors. Once you have acquired a bit of skill in outdoor cookery, you will want to prepare all meals on the grill as long as the weather permits. Open Skies Spaghetti Skillet is a one-dish meal the whole family will cheer. The spaghetti is cooked in canned tomato juice and tomatoes, seasoned with packaged salad dressing mix. Canned frankfurters and onions are added, along with pickles for crunch and spice. Easy to prepare and easy to eat!

### Open Skies Spaghetti Skillet (Makes 6 servings)

1 can (1 pound) small whole onions  
1 can (1 pint, 2 ounces) tomato juice  
1 can (1 pound) stewed tomatoes  
1 envelope (7/10 ounce) garlic salad dressing mix  
8 ounces spaghetti  
½ cup sweet fresh cucumber pickles  
1 can (12 ounces) frankfurters

Drain liquid from onions into large skillet. Stir in tomato juice, tomatoes and salad dressing mix; bring to boil. Gradually add spaghetti; cover and cook over low heat, stirring occasionally, 20 minutes or until tender. Mix in onions, pickles and frankfurters; heat.

Outdoor Spaghetti Supper will score a hit with the family, too. You can prepare the spaghetti in the kitchen if you like, and cook the sauce on the patio. Corned beef and green beans are two of the ingredients; the dish is almost a complete meal in itself.

### Outdoor Spaghetti Supper (Makes 4 servings)

1 tablespoon salt  
3 quarts boiling water  
8 ounces spaghetti  
1 tablespoon butter or margarine  
2 cups water  
1 can (3 ounces) mushroom crowns  
1 package (1½ ounces) cream of leek soup mix  
1 cup milk  
4 ounces grated process Cheddar cheese  
1 can (1 pound) cut green beans, drained  
1 can (12 ounces) corned beef, cubed  
Paprika

Add one tablespoon salt to rapidly boiling water. Gradually add spaghetti so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander; toss with butter.



Noodle and Beef Rolls

Stir 2 cups water and mushroom liquid into soup mix in large skillet. Bring to a boil; stirring frequently; add milk and heat. Stir in cheese until melted. Add mushrooms, green beans and beef; mix lightly; cover and heat. Sprinkle with paprika. Serve with spaghetti.

With another month of hot weather ahead, the National Macaroni Institute suggests you try another of their recipes for cooking out of doors. . . . Appetizing beef rolls stuffed with a savory noodle stuffing, wrapped in aluminum foil and baked in hot coals. Grilled tomato halves and mushrooms, a tossed salad and coffee complete this simply-prepared picnic meal.

### Noodle and Beef Rolls (Makes 6 servings)

1 tablespoon salt  
3 quarts boiling water  
8 ounces wide egg noodles (about 4 cups)  
¼ cup butter or margarine  
½ cup chopped onions  
1 tablespoon paprika  
1 tablespoon chopped chives  
1½ pounds ground beef chuck  
Salt and pepper to taste  
¼ cup fine dry bread crumbs  
½ cup milk  
1 egg, beaten  
1 tablespoon horse-radish

Add 1 tablespoon salt to rapidly boiling water. Gradually add noodles so that water continues to boil. Cook uncovered, stirring occasionally, until tender. Drain in colander.

Melt butter or margarine and add onions; cook over medium heat until tender and lightly browned. Add paprika, chives and cooked noodles; mix well.

Combine remaining ingredients and mix until all ingredients are well blended; divide into six equal parts. Pat each part into a rectangle one-fourth inch thick; place some of noodle mixture on each rectangle and roll meat around noodles. Wrap each roll in aluminum foil. Bake in hot coals, or moderate oven (350°) 45 minutes.

Regardless of season, macaroni products are a staple item with wise homemakers. Whether it's hot or cold . . . if the thermometer registers zero or ninety . . . they depend upon elbow macaroni, spaghetti and egg noodles to use in dishes which are flavorful, economical and nutritious.

### H-R-I Industry Grows

Institutional food market sales should reach \$29 billion annually by 1970 according to a recent study made by Stanford Research Institute.

## EATING OUT

General E. W. Rawlings, President of General Mills, made the following comments at a recent meeting of the Institutional Foodservice Manufacturers Association.

At the turn of this century, it is to be doubted if Americans, on the average, ate more than one meal in fifteen or twenty away from home. Today, America eats an estimated one meal in four away from home, with one meal in three predicted by 1975. Combine this with our population explosion, with a predicted national population of 221,000,000 within the next ten or eleven years, and you can see what we must prepare for. The retail value of meals served by the food service industry is expected to increase by more than 55 per cent in the next decade, while grocery store sales are expected to rise by only 30 per cent. At present, the food service industry employs more people than the entire steel, automobile and aircraft industries combined.

For our present purposes it is not so important to know why the food service business is enjoying such tremendous expansion as to be keenly aware that it is expanding. I believe it is extremely important for the food processing industry to recognize that the food service field offers one of the greatest growth potentials in the food business today.

In the distant past, perhaps we as well as others have looked upon the food service market as being almost identical to the retail food market. We felt that food service operators needed the same products, only in different quantities, with perhaps more emphasis on price and less on packaging and promotion.

We soon discovered, of course, that the food service operator has problems and needs quite different from those of the homemaker, whose wants and needs we have studied intensively for years. We quickly became fully impressed with the fact that uniformity, portion control and labor costs, plus the difficulties in getting and keeping the right kind of labor, are among the biggest headaches in the food service industry.

We also learned—sometimes the hard way—that the equipment used by the commercial operator is quite different, in several important respects, from the utensils used by the homemaker at home. We have found, for example, that a Betty Crocker Cake mix which becomes the over-night favorite of Mrs. America and her family can fall flat on its face in the restaurant kitchen. Also to be considered are such matters



General E. W. Rawlings

as steam table stability, the shelf life of opened packages and many others. Furthermore, there undoubtedly are advantages that can be built into convenience food products for hotel, restaurant and institutional use that no one has yet thought of. We have accepted the challenge of developing new services for our institutional customers, perfecting new products and so making maximum contribution to a growing food service market. This, of course, takes a lot of doing.

### Food Service Research

It puts the spotlight on research . . . and in this connection, I mean specialized research, devoted exclusively to the problems and opportunities of the food service field, not merely left-over research from consumer items. Part of the research has to be in the direction of gaining an ever clearer and more detailed understanding—on our part—of the food service operator's present requirements. But that is only a start. Another equally important step for us is, through imagination and resourcefulness, to anticipate and meet further requirements which so far have never been recognized. This, we know, is the only path to leadership.

It all boils down to this: The food service industry is a great and burgeoning industry. As in any other business of our American Free Enterprise system, its growth and expansion will confer greatest benefits on those who are able and willing to produce the best products and provide the best service to hotel, restaurant and institutional management, for the benefit of their customers, the American people.

So long as our population grows . . . so long as our American Way of Life, with its rising standards of living for all the people continues to prosper . . . the food service industry will continue to be what it is today . . . one of the greatest areas of challenge and opportunity for American food processors.

## Grocery

At the mid-year meeting, Paul S. Willis, president of Grocery Manufacturers of America, Inc. observed that the food industry which is growing at the rate of \$3 billion a year has become the nation's largest private business. The volume of food consumed in the United States this year is expected to total \$86 billion. This is bigger than the volume of steel, automobiles or any other industry.

More than one out of four working Americans earn some or all of their income from working for or providing services to the food industry from farm to table. The industry's importance to the economy, and to the well-being of our citizens, places a great responsibility on industry, labor, and government to operate in an atmosphere of understanding and cooperation. This teamwork is necessary to promote the highest efficiency in production and the expansion of our economy.



Paul S. Willis

challenge in the field of fair packaging and labeling as a result of packaging legislation now before Congress, Mr. Gamble emphasized that grocery manufacturers are not being forced into a voluntary compliance program.

"This is a positive development," Mr. Gamble stated. "As an association dedicated to the highest standard of member performance, we should clearly define what those standards are and we should be alert to their violation," he added.

"We all know that actual cases of deceptive packaging or deceptive labeling by our members are few and far between. We all know that the legislation now before Congress, if enacted into law, could seriously deter our progress. It could dampen competition, increase food prices, and retard product development," Mr. Gamble said.

### Present Laws Adequate

He further emphasized that present laws and regulations on packaging and labeling are already fully adequate to protect the nation's consumers.

He suggested that the special GMA Committee on Packaging and Labeling conduct a serious and detailed study of industry packaging and labeling practices and present a series of specific recommendations which could serve grocery manufacturers, in effect, as policy guidelines of fair packaging and labeling.

"It will be the responsibility of each and every GMA member's management to see that these guidelines are observed," Mr. Gamble said.

"There is an important distinction I want to make in this approach. GMA will not provide censorship. GMA will

not assume responsibility for enforcement of our packaging and labeling laws. Rather, GMA will set forth clearly defined policy guidelines which in turn can be used by its member-companies in a self policing action. These guidelines will be developed within the framework of existing laws and regulations," Mr. Gamble pointed out.

"We must demonstrate that not only do we seek fair packaging as individual manufacturers, not only do we talk fair packaging as an association, but we must demonstrate that we are also willing to develop and implement a well defined program of voluntary compliance for our membership," Mr. Gamble stated.

"GMA member-companies should live not only within the letter of the law but within the spirit of the law as well. If we do, there will be no question anywhere of our desire to protect the consumer as well as ourselves," he added.

### Government Officials Speak

Paul S. Willis, president, GMA, presided over a panel of government officials who stressed the value of voluntary compliance programs by industry and invited more direct communication between top government officials and top industry executives. Such communications help resolve problems and create better understandings, it was pointed out.

Voluntary programs such as the FDA Liaison Committee of top food industry officials and various activities of the Federal Trade Commission were cited as examples of cooperation between government and industry.

The food industry is a model of enterprise for the whole economy the panel said. GMA participation at the request of the U.S. Department of Agriculture in international trade fairs and exhibits at trade centers was praised for contributing to improved exports and marketing of U.S. food products overseas. GMA and the food industry were urged to continue to make marketing, merchandising and distribution know how available in foreign markets.

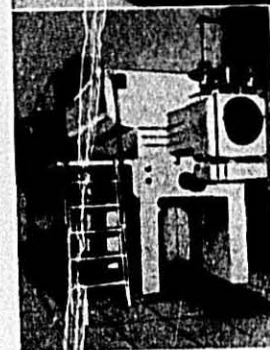
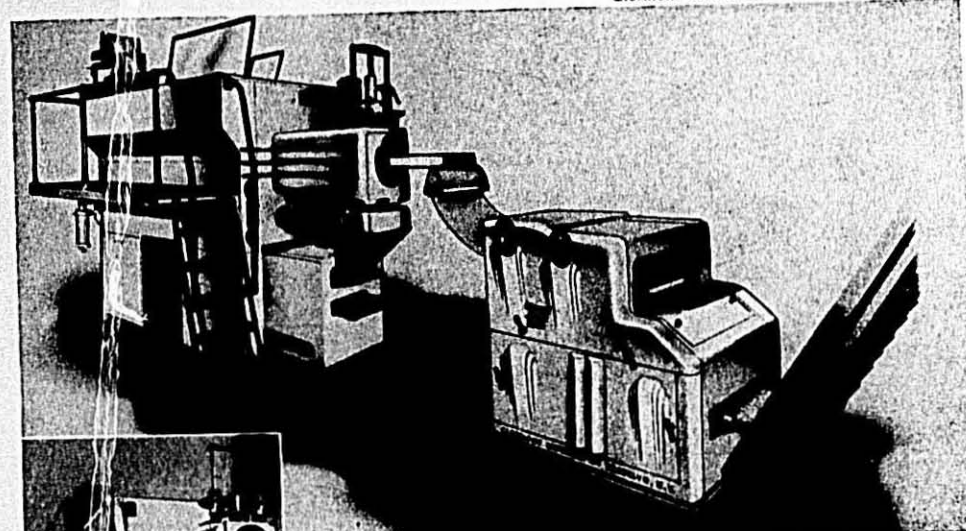
### Food For Peace

The food industry's participation in the Food for Peace Program was praised as an example of the public and private sectors of the economy working together. The importance of the program in developing both physical and mental growth of people in underdeveloped countries was pointed out.

(Continued on page 20)

## Clermont Unique New VMP-3 Extruded Noodle Dough Sheeter-1600 Pounds Per Hour

Clermont Extruded Noodle Dough Sheeter VMP-3



VMP-3 with short cut attachment.

Clermont Super High Speed Noodle Cutter, Type NA-4 working in conjunction with the VMP-3 for continuous 1600 lbs. per hour operations.

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### Committee to Present Findings

The development of a voluntary compliance program for grocery packaging and labeling has been authorized by the GMA Board of Directors, Theodore R. Gamble, president of Pet Milk Company announced at the meeting.

A special GMA Packaging and Labeling Committee has been asked to develop clearly stated policy guidelines for package and label design, appearance and consumer information. This committee will present a full and comprehensive report for consideration by grocery manufacturers at the GMA Annual Meeting in November in New York City.

Noting that grocery manufacturers and GMA as an association face a vital



### Modern Materials Handling

Any description of the new Godfrey Company Food Distribution Center in Waukesha, Wisconsin is bound to contain superlatives such as mammoth, outstanding, highly efficient, exceedingly well planned.

For the record, the windowless warehouse, general offices, and service garage total 373,000 square feet, or more than eight acres. Under one roof are a 207,000 square foot grocery department, a 26,000 foot perishable cooler held at a constant 42 degrees, a 19,200 foot frozen food freezer kept at 10 degrees below zero, eight banana rooms, siding space for 18 railway cars, and a 554 foot long by 100 foot deep truck enclosure.

To utilize the warehouse at highest efficiency, management installed closed circuit television, remote control doors, an elaborate intercom system with 40 call-back boxes, and a complete data processing room with conventional tab card equipment and an IBM 1401 computer which is tied into an IBM random access disc file, commonly known as a 1405 computer.

### Enclosed Loading Area

However, it is the design and execution of the materials handling facilities and functions which have created the greatest stir. For handling their 80 trucks per day, the Godfrey Company enclosed the entire truck loading area to eliminate all problems which might be encountered with outside environment. They also installed permanent adjustable dockboards at 40 of the 44 truck positions. The reasons behind this "first" in the food industry, as explained by Mr. Ed Kane, warehouse manager, were four-fold.

"There were several benefits we were looking for in the 'step-down' truck dock which utilize the Kelley Company stand-up torsion-bar counter-balance board.

"First, there was a minimum of four minutes of savings in time per truck

when arriving and departing, since drivers no longer need to open and close truck doors while their vehicles were away from the dock.

"Second, as a result of the first benefit, exhaust fumes in our truck enclosure (caused by the 80 inbound and outbound trucks per day) would be kept to a minimum, giving us an actual saving of 5 hours and 30 minutes of truck running time per day.

"Third, the ability to close and seal our own trailers after loading, without moving them.

"Fourth, simplified board construction which would hold maintenance costs to a minimum."

Having decided on the Kelley "step-down" type board, the Godfrey Company had two additional problems to face, in that they only wanted a 6-foot 6-inch wide board instead of the 7-foot normally supplied truck terminals, and they needed additional lip length to reach the actual truck floor of their insulated and refrigerated trucks.

### Slide-Down Lip

They originally planned to get the additional length by increasing the depth of the "step-down." However, as Mr. Kane reports, "In collaboration with the Kelley Company, a solution was found by constructing the dock in such a manner that a 16-inch lip could slide down in front of the dock proper and rest in a prepared notch, while keeping the 'step-down' at 10 1/2 inches."

He concluded by saying: "We believe that through use of the Kelley 'step-down' design we have secured all the benefits we were looking for, and of course we appreciate the fact that these are permanent benefits."

### Unitized Shipping

A saving of \$10,000 per year in man hours can be achieved by receiving merchandise in 4 pallet-loaded rail cars per week in a chain distribution center. This is equivalent to the profits pro-

duced by a \$1,000,000 yearly volume supermarket.

This conclusion was reached by Butterick Management Services, New York, after a depth study of several systems of unitized shipping and receiving within the food industry.

A total of 648 rail cars and trucks were analyzed for man-hours worked, unit blocks shipped, number of pieces shipped and weight shipped. Of the shipments checked, 69 per cent were floor loaded, 14 per cent were loaded with wooden pallets, 3 per cent by slip sheet and 14 per cent were loaded with a combination of the methods. Transformed into labor cost was an average of \$20.89 to unload the floor loaded car; \$9.68 to unload the unitized slip sheet shipment and \$3.87 to unload the wooden pallet loaded car.

### Standardized Pallets Advised

Mr. Strobel, of the Butterick Management Services, said that the food industry producers and distributors should begin programs now that would lead to the standardized pallet and pallet pool system. Such a pool is now in existence in Canada and Western Europe.

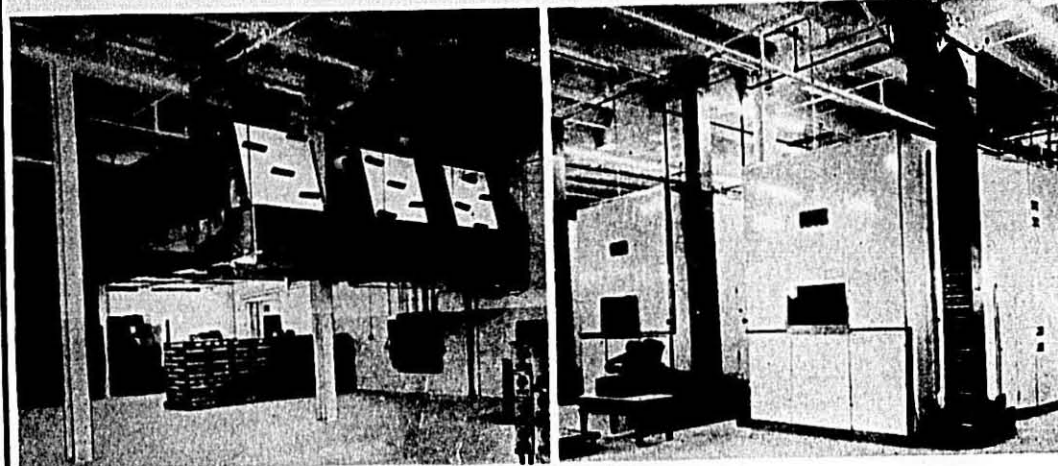
The wooden pallet, according to Mr. Strobel, is the only single materials handling instrument that can bring raw material into a plant; be reused at the end of the production line to receive the finished goods; take the products into storage; move the product through order selecting into a shipping area; follow the product to a receiving dock at destination; follow the product into storage; carry the product from storage to an order selecting area; move with the product to a staging area; be loaded and carry the product to its destination—the retail store.

"The full benefits in a properly installed program can, and should reach into the entire business framework of the manufacturer, the carrier and the receiver," he said.

(Continued on page 20)

## STOR-A-VEYOR FOR NOODLES AND FRAGILE SPECIALTY ITEMS

such as: Mostaccioli  
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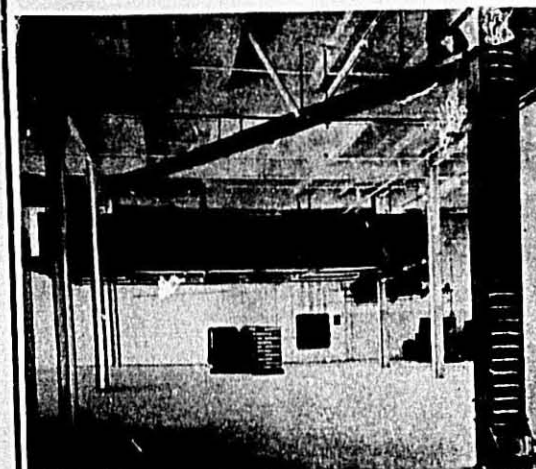


Battery of 3 Stor-A-Veyors with 24 Hr. dryer capacity — 3 Control Conveyors with dual discharge feeding 2 Packaging Lines.

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## PACKAGING POINTERS



### Packaging Research Emphasized

Packaging is being integrated increasingly into overall marketing plans and companies that base their packaging decisions on sound research correlated with their overall marketing strategy have been well rewarded. However, when marketing results do not come up to expectations, the reason can frequently be traced to insufficient packaging research at the outset. So said John H. Truesdall, corporate vice president and general manager of the Film Division of Olin Mathieson Chemical Corporation, at the AMA packaging conference.

Dr. Truesdall, referred to the high rate of product mortality in supermarkets, estimated as high as 600 items a week by some chain executives, as a reason for maintaining a vigilant watch on packaging. "Too often, marketing strategy falters or fails because insufficient consideration has been given on the way the package is handled or displayed when it reaches the retailer's shelf," he said.

"For instance, a major candy manufacturer tried to break into supermarket distribution with the same package successfully used for candy stores. Even though the product was of high quality and the brand well known, sales were disappointing. Then the firm developed a package specifically for supermarkets, one with better product visibility, adaptability to mass display and greater resistance to handling. Within a year, million-dollar sales were reported."

### Widen Markets

He pointed out how packaging can widen markets, open new channels of distribution, reduce new life into an old product, reduce packaging costs and increase profits.

The Olin executive also stressed the role packaging research should play in determining when to redesign and which strategic elements of the package require change. Measuring established acceptance for an existing logotype against possible increases or decreases in recognition through its revision; examining package effectiveness in mass display and beside competitive prod-

ucts; evaluating convenience features; exploring product efficiency . . . these were some of the areas he suggested good package research should explore.

### Changes Increase Sales

To show what gains can result from properly planned packaging changes, Dr. Truesdall cited a cookie manufacturer reporting a 15 per cent sales increase following the adoption of freshly designed cellophane packaging with convenience features for both the retailer and consumer; a drug manufacturer who increased sales volume and production efficiency through package changes; sales increases of better than 500 per cent attributed by a candy company to the redesign of its cellophane wrap.

Often the packaging material supplier can be of assistance in packaging research, Dr. Truesdall noted. At Olin, the Customer Acceptance Laboratory is used to help in the selection of the proper packaging material. He pointed out that such supplier services, properly utilized, help packagers avoid marketing disappointments.

As another such service, he cited the Olin Recipe Development Service. This service provides packagers with original recipes incorporating their product. When printed on the package, such recipes showing new uses for the product often create new sales, Dr. Truesdall declared.

### Psychology of Color

"Color is a language in itself," Henry R. Warren, Jr., Vice President and Director of Marketing for Stokely-Van Camp, told the American Management Association Packaging Conference "and to our company," he added, "that language has been the sales talk that has helped boom annual sales from \$182 million to \$205 million. And sales for the first six months of this fiscal year are up \$7½ million."

Referring to Stokely's revolutionary Color Guide labels Mr. Warren told the AMA group that "we have found the colors that will motivate the consumer to buy specific commodities. But it took 12 different attempts over a six year period."

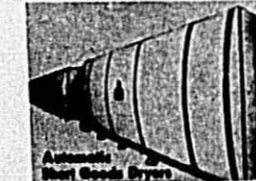
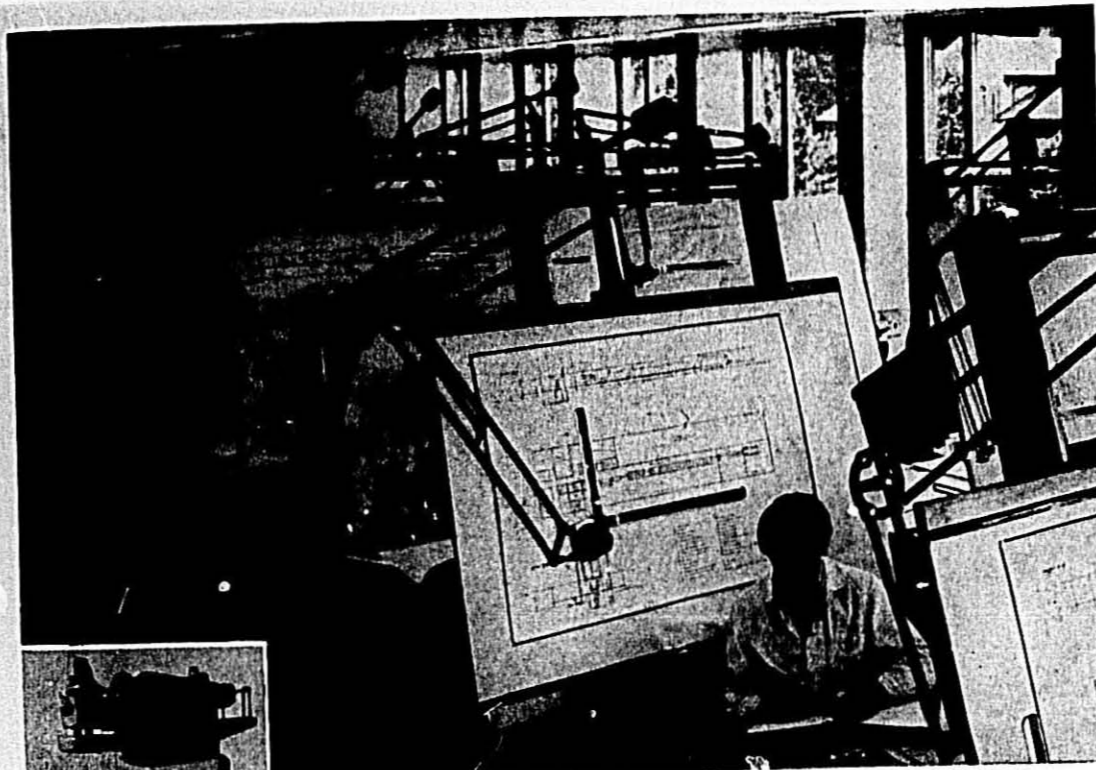
Pointing to the conventional label background colors that have always characterized canned foods Mr. Warren felt that they reflected the opinions of an advertising agency or a label specialist. Following this trend, Stokely's first experiments in label color change six years ago, a so-called "rainbow line," were based solely on color for color's own sake. There was no reason for the choice of any one color. "They were gorgeous, beautiful," Mr. Warren said. "But they wouldn't sell." It took two years and 11 variations to convince the Stokely marketing team that a new approach to color selection was needed. That is when they decided to ask the consumer herself for her choice of label colors.

### Test Results

Tests were made among 6,000 women divided into four panels balanced by geographic area and income group. By a convincing margin they selected the color of the product for the label. They distinguished between shades. They chose light gold for corn, dark gold for peaches. The most startling variation was their choice of blue for off-white products such as applesauce and pears.

Testmarketed for six months in Evansville, Indiana against Stokely's old white label, the new Color Guide labels were clearly superior. The whole project was then moved to the Southwest and, in competition with all major national brands and private labels, the new labels posted a 60 per cent sales increase. National distribution followed.

In seeking the answer to why women are motivated by the new color labels Mr. Warren consulted with Dr. S. J. Karlen, Chief of Psychiatry at Lenox Hill Hospital in New York and Professor of Psychiatry at Columbia University. Dr. Karlen told him that many times he could tell the patient's mood by the color of dress she was wearing. "Bright colors suggest daylight and warmth as opposed to darkness and fear," Dr. Karlen told Mr. Warren. "Color gives a woman a sense of safety and security. Women tend to dress more colorfully to make themselves feel younger," he added.



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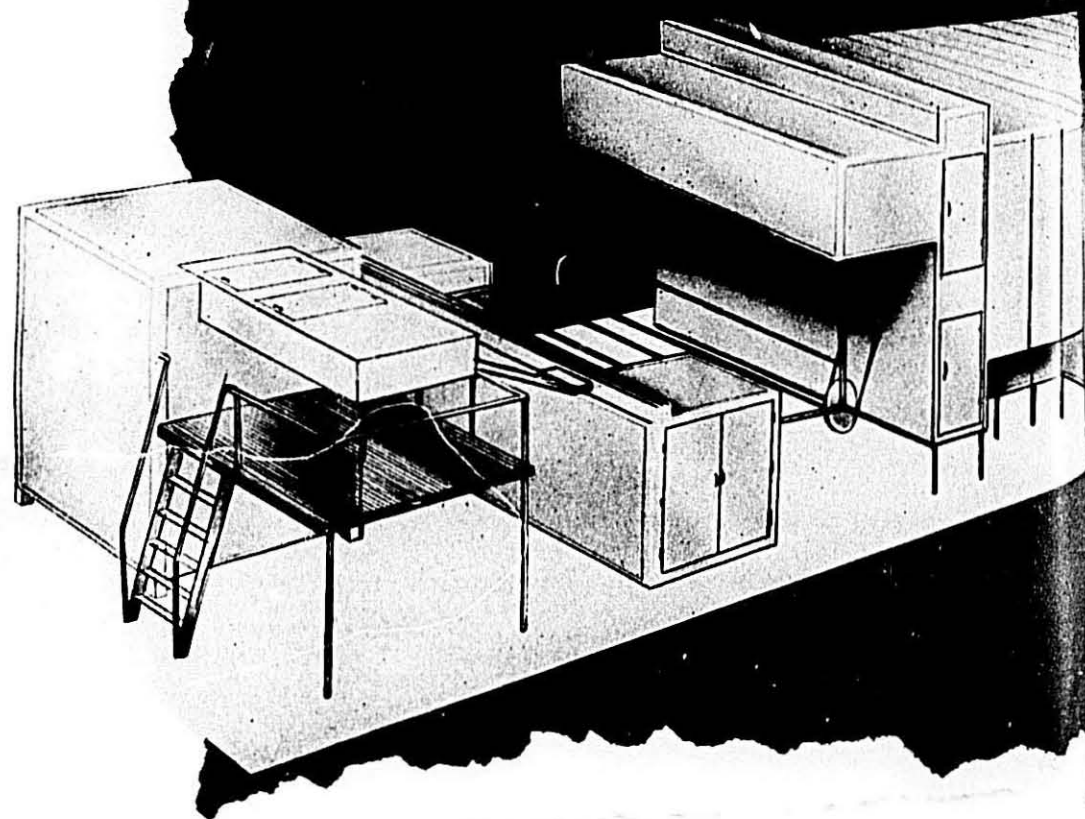
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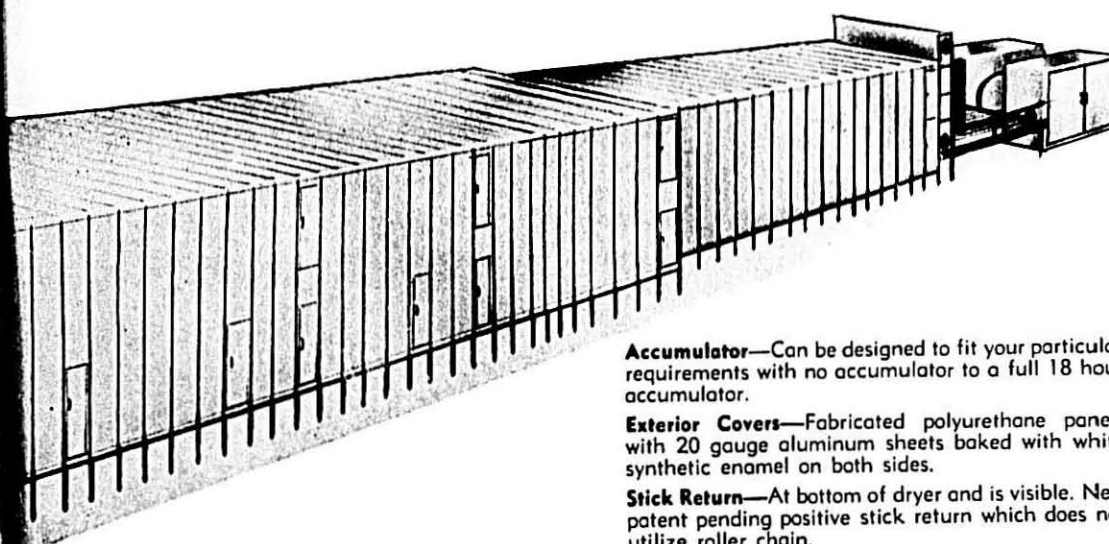
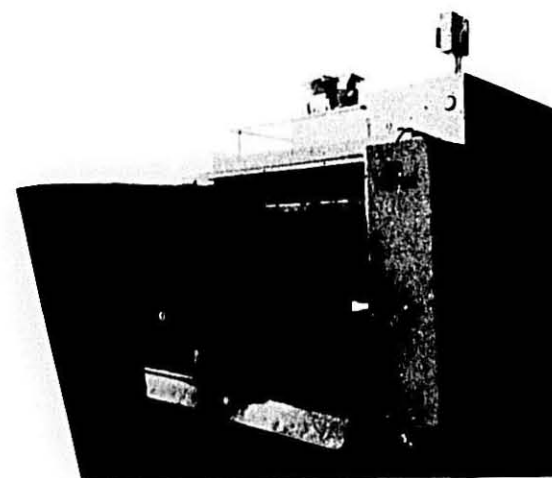


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**Semolino and Water Feed**—Simple airlock with new proportional water metering device—eliminates all the cumbersome gingerbread feeds.

**Die Removal**—Simple 4 bolt die removal. Dies can be changed in a few minutes.



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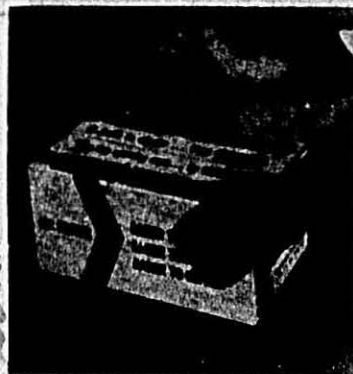
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### Easy Opening Device

A new opening device for corrugated shipping containers, designed to eliminate the use of sharp instruments for carton opening, has been developed by Waldorf Paper Products Company.

Labeled "Strip-Flap" by Waldorf, the patented device features two die-cut strips—one on each outer flap on top of the container. These tear-strips are simply peeled back to open the carton, leaving the inner packages undamaged and ready for retail price marking.

A Waldorf spokesman points out that Strip-Flap can be used on any size container with a minimum width of seven inches. "It can be applied to any style container having top-flap construction, and plants with conventional gluing or stitching equipment can handle Strip-Flap cases," says the spokesman.

Strip-Flap containers have been thoroughly tested by a major food processor with the result that the device is now used exclusively to package an entire line of the processor's products.

Headquartered in St. Paul, Waldorf is a major producer of corrugated containers and folding paper cartons. The firm also engages extensively in the design of packaging machinery and its application to individual customers' production line requirements.

Waldorf has two converting plants in St. Paul; two in Milwaukee, Wisconsin; two in Chicago, Illinois; plus plants in LaCrosse, Wisconsin; Fargo, North Dakota; St. Cloud, Minnesota; Burlington, Iowa; and Fowler, Indiana. The company has paperboard mills in Missoula, Montana; Otsego, Michigan; and St. Paul.

### New Pouch

The Schilling Division of McCormick & Co., San Francisco, has a new package for its spaghetti sauce mix. The mix is packaged in a foil pouch which spotlights the company's logo, and carries an illustration depicting the product ready for consumption.

### Cellophane Handling

American Viscose Corporation has an Avisco Cellophane Handbook which is a guide to good cellophane packaging. Here are some of their recommendations on storage and handling of cellophane.

Optimum performance of cellophane on both the converter's equipment and on machines at the ultimate user is to a large degree dependent on the care and protection the film receives during shipment, storage and processing.

In the company's original packaging for shipment great care is used to protect from moisture, temperature changes and physical damage to insure arrival at the user's plant in good condition.

Both roll and sheet cellophane should be kept in the original containers until ready for use. Roll stock cartons should always be stored on end with a total stack height of not more than five feet. Roll cartons stored on their side have much less structural strength and rolls can become deformed. Partially used rolls should be carefully rewrapped and stored on horizontal bars to prevent edge damage or telescoping. Sheet cartons should be stacked not more than eighteen high and sheet packages not more than ten high. Too much pressure drives out the air between sheets and causes them to stick together.

### "Clysar" Price Reduction

The price of Du Pont's biaxially oriented polypropylenes, "Clysar" 125 PC-10 and 125 PC-20 polyolefin films, has been reduced to \$1.42 a pound, a drop of eight cents.

A five cent decrease in the price of the biaxially oriented, heat shrinkable polyethylenes, also has been announced. "Clysar" polyolefin films 100 EH-10 and 100 EH-30 will be \$1 a pound.

The price changes were effective with shipments of March 15. They came within one year of commercial introduction of the packaging material and are indicative of the growth pattern established by the films, according to Robert R. Smith, director of marketing for Du Pont's Film Department.

"Clysar" 125 PC-10 is a two-side polymer coated, balanced biaxially oriented polypropylene film designed for high durability bag packaging of consumer products such as snacks, crackers, biscuits, candy and nuts.

### Selling Cellophane

Price, often considered a key factor in any buying decision, is only one of several major elements that influence

the packager who buys converted cellophane, stated George W. McCleary, marketing director of Olin Cellophane. He based his statement on an Olin pilot study.

Speaking at the northeast regional meeting of the National Flexible Packaging Association recently, he said that Olin is proceeding with a national survey to provide further information on the factors that contribute to successful selling of converted cellophane.

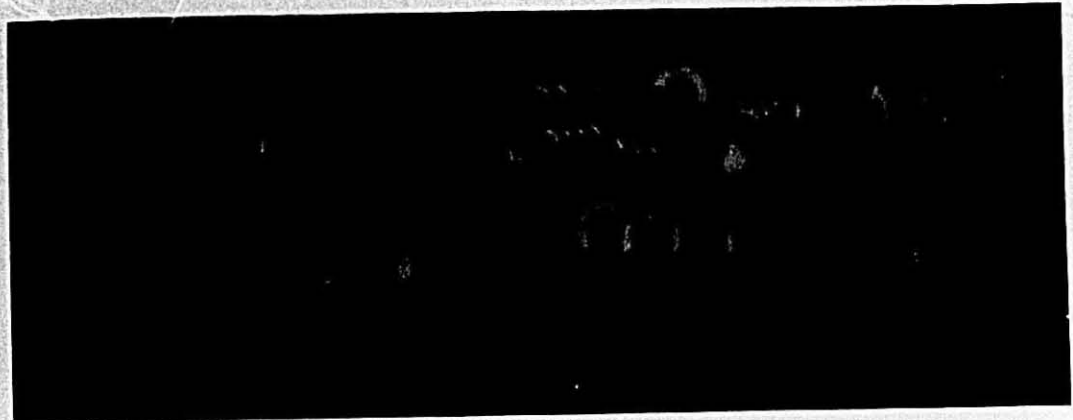
Preliminary results (the final conclusions will be announced late this year) indicate the converter's salesman is the pivotal man in sales success. The salesman's knowledge of his customer's total packaging needs was revealed as a decisive factor in the choice of a converter by a packager, according to the Olin executive. Service and reliability also were placed high on the list by packagers interviewed. Further, product quality plus the converter salesman's knowledge of his own firm's capabilities—the converter's equipment, products, ability to meet delivery schedules and creative services available—frequently closed a sale.




Mr. McCleary said that his company had decided to develop information that will contribute to the converter's sales success because Olin executives believe that the converter's role in packaging will grow more important in the years ahead.

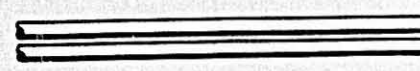





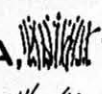





"If we can help the converter improve his business, it follows that we'll be able to expand our own sales," he said.



Distelfink in London. The distelfink, two-headed bird symbol on recently redesigned food containers of Pennsylvania Dutch-Megs, Inc., Harrisburg, Pennsylvania, was a part of the DESIGN USA exhibition June 15 through 25 at the U.S. Trade Center in London, Dixon & Parcells Associates, Inc. of New York City were the designers of bags for Pennsylvania Dutch Bitt Bol Egg Noodles, Elbow Macaroni, and Stragano Egg Noodles, and of a carton for Megs Egg Macaroni which were selected by a jury of designers and the U.S. Department of Commerce to represent the best in U.S. packaging of the exhibition.



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## CHECK CHART FOR PACKAGE PLANNERS

One of the guides for the Monsanto Chemical Company's packaging development program for a number of years has been the following check chart which was developed as a result of field study by Rhode Island School of Design and Pratt Institute.

We present with permission this guide for those who are concerned with package planning.

### I. Product Characteristics

#### A. What is the physical form?

1. Powder?
2. Granular?
3. Solid?
4. Viscous?
5. Oily or greasy?
6. Liquid?
7. Gaseous?

#### B. What protection will it require?

1. Water-vapor condition or requirement
  - a. At time of manufacture?
  - b. At time of use?
  - c. Under marketing conditions?
2. In production or in shelf life does it face hazards due to action of
  - a. Light?
  - b. Thermal changes?
  - c. Bacteria?
  - d. Mold?
  - e. Corrosion?
  - f. Insect infestation?
  - g. Rodents?
  - h. Pilferage?
3. Do the seals on the package material give the same protection as the package material?
4. If contents are not used after opening package, is reclosure needed to protect unused portion?
5. How do product and package material react chemically with respect to each other?
6. Will package prevent loss of
  - a. Aroma, flavor or volatile components?
  - b. Color?
  - c. Physical shape? (breakage, etc.)
7. Will package prevent ingress of
  - a. Foreign odors?
  - b. Oxidation or other chemical reactions?

### II. Selecting Package Material

#### A. Is it appropriate?

1. In structural strength, is it consistent with usage for which it is intended?
2. In "producibility," will it lend itself readily to the processes of fabricating, graphic arts, etc., that give it form and identity?
3. Is it a material which is familiar to consumers in form, shape, texture, and therefore, suitable; or will it require "selling"?

#### B. Is it structurally adequate?

1. Will it go through mechanized production at high speeds?
2. Can it withstand extremes of temperature and/or refrigeration conditions in carriers?
3. Will it stand up under storage conditions in warehouses and retail stores?
4. If vacuum, gas or hermetic packing is required, is package structure most advantageous for such equipment?
5. If necessary, can package and contents be sterilized?

#### C. Is it available?

1. Is a reasonably steady supply assured?
2. What is the time of delivery dates?
3. Are prices subject to fluctuation?
4. Are prices in line with this particular purpose?
5. Have you checked all possible sources of supply?

### III. Production Considerations

#### A. Equipment

1. Can package be formed, filled, and closed on existing equipment or will new equipment be required?
2. Would it be advisable to change package sizes or forms (and selling prices) rather than to buy new equipment?
3. Would modifications in package structure make it possible or advisable to utilize new types of equipment to good advantage in speed, efficiency or economy?

4. If code marking is needed, is method provided?

#### B. Personnel

1. Will the package involve standardized operations, or will it require special personnel?
2. Does this package impose unusual difficulties with respect to breakage, inspection, etc.?
3. Will operations be fully mechanized, semi-automatic, or mainly hand?

#### C. Design

1. Is container of right size and shape to move properly through packaging machines and on conveyor lines at required speeds?
2. Is the closure suitable for product and production, as well as serving consumer conveniences?
3. Are openings adapted to filling devices?
4. If labeling operations are required, are there suitable label spaces or surfaces?
5. Is the design "engineered" for greater shock resistance in machine handling?
6. Does the design permit proper storage and shipment?

### IV. Convenience Factors

#### A. In preparation, prior to use:

1. Does fabrication involve standard practice, or are unusual methods and equipment required?
2. Can packages be shipped and stored conveniently prior to delivery to the production line?
3. If there are several parts to the packaging materials, can the component parts be conveniently and easily assembled for packaging?
4. Does the package have proper weight or capacity in relation to bulk container?

#### B. In production:

(See "Production Considerations" (3) above.)

#### C. Packing and shipping considerations:

1. Is there an accepted method for packing goods of this

(Continued on page 19)

# PAVAN



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**Check Chart—**

(Continued from page 10)

- character for shipment? Can that method be used?
- 2. Is the unit package properly adapted for convenient bulk packaging?
- D. In distribution channels:
  - 1. Is the package of proper size and shape for convenience of wholesaler and retailer?
  - 2. Is the package convenient for:
    - a. Storage?
    - b. Display?
    - c. Sales handling and delivery?
- E. In the hands of the consumer:
  - 1. Is the unit package the proper size for consumer?
  - 2. Should package provide for inspection of contents prior to sale?
  - 3. Can the package be opened easily and, if necessary, effectively closed for further use?
  - 4. Could a dispensing device (such as a pouring spout, etc.) be used effectively?
  - 5. Can consumer measure out correct quantity conveniently?
  - 6. Is there a disposal problem?
  - 7. Is there a re-use possibility for empty container?
  - 8. Has consumer convenience been considered in matter of hand grip features, ease of grasping, dispensing, etc.?
  - 9. Is package size appropriate and convenient for:
    - a. Refrigerator?
    - b. Pantry shelf?
    - c. Other consumer storage place?
- V. Considerations of Economy
  - 1. Does package use minimum of material consistent with proper packaging policy?
  - 2. Does package comply with standardization practices that make for economy in:
    - a. Manufacture?
    - b. Production?
    - c. Handling?
  - 3. Is container cost in proper proportion with
    - a. Unit price of product?
    - b. Available margin for packaging cost?
    - c. Market desired?
    - d. Class of merchandise being packaged?
  - 4. Does price paid for packaging material ensure a low percentage of defects?
  - 5. With real economy in mind,

does the package provide protection for normal life of product, plus a reasonable margin of safety?

- 6. In weight, size, and structure, does package lend itself to economy in shipping?
- 7. Does the "cheapness" or expensiveness of the package make the desired impression on the purchaser?

**VI. Merchandising Considerations**

**A. The product:**

- 1. Is this a new product?
- 2. What-how many are its uses?
- 3. What is its relative quality in its line?
- 4. What are the special sales points or features?

**B. The Market:**

- 1. Who are the ultimate consumers?
  - a. Age?
  - b. Sex?
  - c. Income bracket?
  - d. Social or culture levels?
  - e. Races—geographical locations?
  - f. Export markets?
- 2. The distribution plan:
  - a. Regular channels — wholesale and retail:
    - (1) Independent stores?
    - (2) Chain Stores?
    - (3) Self-service or super-markets?
  - b. Mail order?
  - c. Direct selling (house-to-house)?

**C. Buying habits:**

- 1. What are the retailer habits or practices with respect to products of this character?
  - a. Unit of purchase?
  - b. Storage prior to placing on sale?
  - c. Display on shelf, counter, or window?
    - (1) Is shape and size of package adapted for mass display?
    - (2) Is single unit attractive?
    - (3) Will package be seen above and below eye level? Which panel displayed?
    - (4) Will the retailer support the product?
    - (5) Will supplementary or point-of-sale support be given?

**D. Size considerations:**

- 1. Are package sizes properly adapted to
  - a. Distribution methods?
  - b. Consumer habits?
- 2. How would changes of package size effect

- a. Consumer convenience?
- b. Quantity of purchase or use?

**E. Competition:**

- 1. Have you compared product itself with competition direct and indirect?
- 2. Have you compared packages
  - a. Material used?
  - b. Sizes and shapes?
  - c. Colors and design?
  - d. Features—desirable and undesirable?
- 3. Have you considered whether your package should resemble competing packages, or be distinctively individual—from viewpoint of—
  - a. Manufacturer?
  - b. Retailer?
  - c. Consumer?

**VII. Factors of Package Appearance**

**A. For identity:**

- 1. Are all features present which ought to appear, and are they treated properly with respect to relative position and emphasis?
- 2. Is brand name unmistakable as to position and style?
- 3. Does the package adequately feature a familiar trade name?
- 4. Is name of manufacturer given due prominence?
- 5. Is product name (as distinguished from brand) featured so as to afford immediate product identity?
- 6. Does it or should it use a "family" design?
- 7. Does the package appearance reflect—
  - a. The outstanding qualities of the product?
  - b. Integrity and responsibility of maker?

**B. For information:**

- 1. Does the package carry all information required by law, and in a manner acceptable for Federal, State, and foreign distribution?
- 2. Are instructions and uses legible and easy to understand?
- 3. Is it possible to clarify, shorten, or improve the directions or instructions?
- 4. Do the illustrations serve to:
  - a. Instruct?
  - b. Interest? and/or
  - c. Attract the consumer?
- 5. Should a blank price panel be provided for dealer use?

**C. For inviting attention:**

- 1. Are colors and design
  - a. In good taste?

(Continued on page 20)

### Check Chart—

(Continued from page 19)

- b. Appropriate for product, retail outlet, and consumer?
  - c. Compare favorably with competition?
  2. Does the package make a pleasing impression
    - a. From a distance?
    - b. From a closer view?
    - c. On shelf, counter, or in a window?
    - d. In the consumer's home?
  3. Does it carry a self-selling story?
  4. Have all the pros and cons of visibility package material been weighed?
  5. Does the package have remembrance or reminder value?
  6. Is the package a self-sufficient advertising unit, or must it depend on other forms of advertising media?
- VIII. Coordination in Planning Packages
- A. From the internal point of view:
    1. Have you sought the cooperation of various departments?
      - a. Product development?
      - b. Market research?
      - c. Purchasing?
      - d. Production?
      - e. Legal?
      - f. Sales?
      - g. Advertising?
      - h. Art?
    2. In respect to package size, appearance and structure, have all possible conflicts been compromised?
    3. Have the complete specifications for this package—exact color identity, dimension, special fabrication instructions, and all sources of supply—been put into permanent form for future reference?
  - B. External considerations:
    1. Have you taken all possible steps to ascertain dealer attitudes?
    2. Are you fully satisfied there will be or that there can be developed a reasonable consumer acceptance for this product and package?

### GMA Meeting—

(Continued from page 6)

Panel members were: David L. Hume, Assistant Administrator for Export Programs, Foreign Agricultural Service, U.S. Department of Agriculture;

George P. Larrick, Commissioner, United States Food and Drug Administration; Everette MacIntyre, Commissioner, The Federal Trade Commission; George L. Mehren, Assistant Secretary, U.S. Department of Agriculture and Richard W. Reuter, Special Assistant to the President, Director, Food For Peace.

Dr. George E. Brandow, executive director, The National Commission on Food Marketing, told the meeting that the Commission must develop information that will (1) provide data on the industry, its structure and how this structure is changing and (2) provide an understanding of what lies behind this information, how the food industry really works and what forces are at work to produce further changes.

#### Importance of Statistics

He pointed out the importance of obtaining meaningful figures and data and the necessity of going beyond these in order to draw meaningful conclusions and explain what is taking place in food marketing.

Praising the cooperation the Commission is receiving from the food industry, Mr. Brandow said that the special research and information projects being carried out by GMA to provide information to the Commission will be very helpful. He said he was impressed with the scope of the GMA project and the caliber of the people working on it.

Food industry officials were urged to present their views frankly to the Food Marketing Commission and its staff.

He stressed the importance of the Commission's work and said that he hoped the Commission's report will increase understanding of the food industry so that all parts of it can make better decisions in their operations.

### Unitized Shipping—

(Continued from page 8)

The role of a buyer in a unitized program is critical. He should know the receiving capacity of his distribution centers, both at the rail and truck receiving docks.

It has been established through order frequency analysis that purchasing in even layer and full pallet quantities as opposed to case lot ordering, will have little, if any, effect on his inventory position.

Mr. Strobel also noted that paper work could be cut by 60 per cent by realigning the flow from the moment the purchase order is created until the goods are received and paid for.

Today 70 per cent of all merchandise moving within the food industry is still being handled case by case at both ends. Of the remaining 30 per cent that is

unitized in one system or another approximately 10 per cent is providing savings. The other 20 per cent is costing as much, and in certain cases more, than if the products were floor loaded.

#### Mechanization

Due to mechanization, one Independent Grocers' Alliance wholesaler hiked his gross profit 15 per cent in two years. This was done by increasing his warehouse space from 43,000 to 104,225 square feet and halved his operation with a push bar fork lift truck loader from a previous hand-loading one. He installed racks nearly laid out in two bays with straight aisles on a concrete floor. The new warehouse utilized automatic dockboards, which are adjustable to the height of trucks loading or unloading.

A new idea food distribution center of Gateway Grocery Company, La Crosse, Wisconsin is being viewed by them as a laboratory. It is set up on a fixed slot system, with each of 4,000 grocery items and 1,000 refrigerated items in a permanently assigned location.

The order picker assembles his order daily in exactly the same sequence, guided by aisles and slots, to which are affixed yellow adhesive strips with code numbers and description of the pallet pattern. All aisles go straight through from truck dock to rail dock. Everything is racked except current sales items and bulk items.

#### Easy Order-Picking

Double-header lift pallet trucks handle two pallets at a time, with specially-designed long forks, and with a specially-designed small typewriter-like roller carriage for order-picking invoices make it easier for the order-picker to select items line-by-line.

Orders will be selected from the center of the warehouse, proceed across half of the rear one-third where the slowest-moving merchandise is located, continue through the forward part of the warehouse, then come down one of the wide bulk aisles to the loading dock.

The second half of the order selection begins again at the center of the warehouse, turns in the opposite direction to cover the other half of the rear one-third, then proceeds to the other half of the forward part and concludes by coming down the bulk aisle to the loading dock.

If the ultimate goal is to take the present route of combined systems of loading, then it should be continued and problems solved to make the combined systems' approach better. But if the ultimate goal is a national pallet pool, then a standard course of action must be followed to reach this goal.

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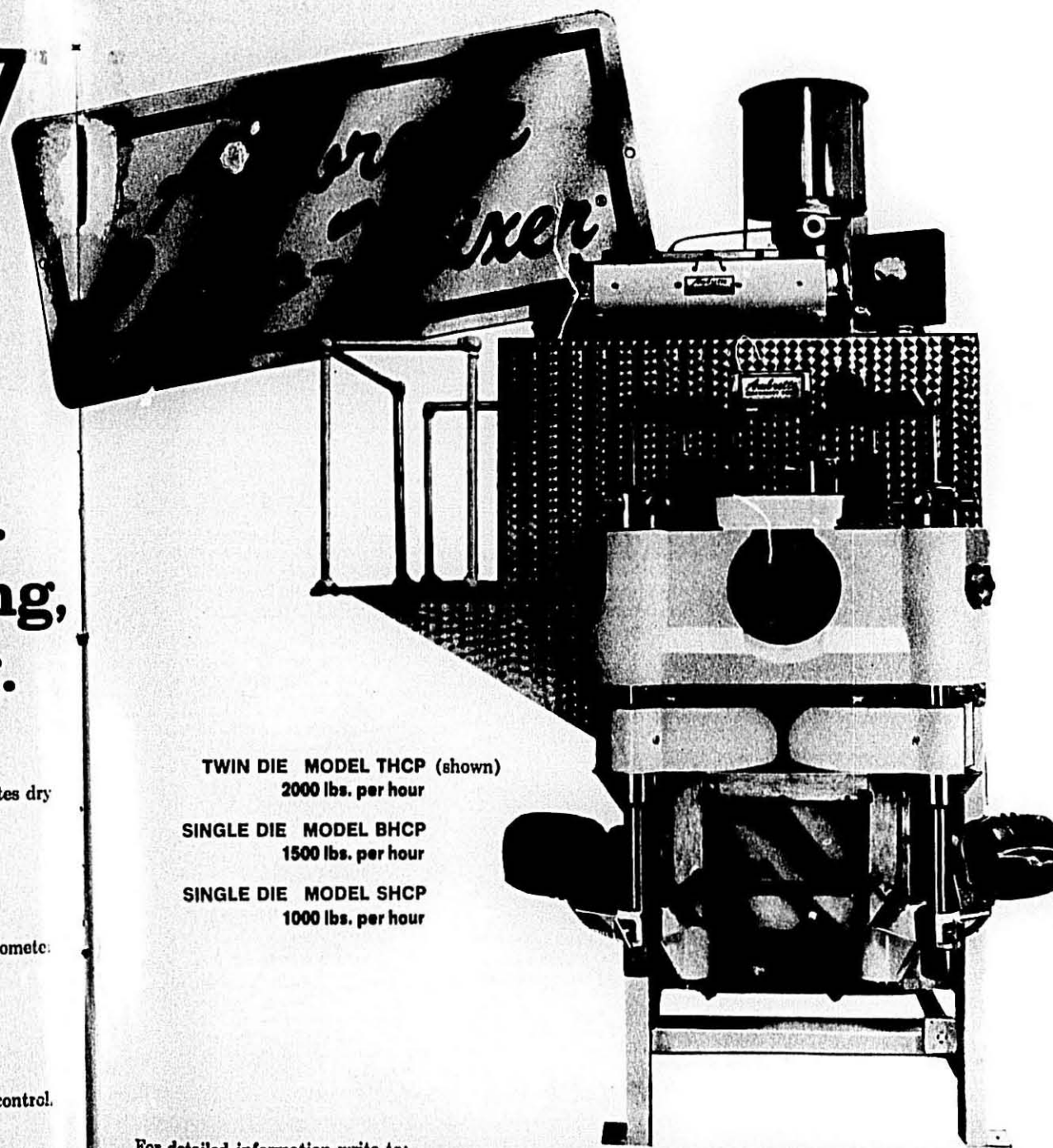
Independent direct motor drive to cutting shaft. Wide range of cutting speeds through electronic control. Elimination of pulleys, belts and varidrive motors.

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Force feeder maintains constant feed of dough to screw under pressure.

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High production screw with low speed. Anti-frictional metal liner in screw housing for long wear and low friction.



TWIN DIE MODEL THCP (shown)  
2000 lbs. per hour

SINGLE DIE MODEL BHCP  
1500 lbs. per hour

SINGLE DIE MODEL SHCP  
1000 lbs. per hour

For detailed information write to:

**AMBRETTE MACHINERY CORPORATION**

## TRENDS IN PACKAGING SIZES

by Robert Andrews of Topco  
at the Food Packaging Council Symposium

TOPCO Associates is a buying organization owned by 30 supermarket chains and wholesalers located in important marketing areas from coast to coast. Topco serves its members in purchasing, product development, quality control, packaging, financing and promotion of extensive lines of controlled brand food and non-food products.

Topco sales for 1964 were over \$180,000,000. Total Topco Member sales represent over 3 per cent of the food market sales of this country.

Today, Topco supplies its members with about 1,000 different food and non-food products, most of which are distributed under the 28 various brand families controlled by Topco.

The average Topco supermarket is big, having about twice the dollar volume per store of the average supermarket. Topco Member stores are located in every conceivable area; from the heart of a downtown shopping center to the far flung rural shopping plazas. Topco Members are long time leaders in the supermarket merchandising field. "Giving the lady what she wants" and seeing to it that she enjoys it, while getting top quality and good value at the same time, are some of the principal bases on which our members built their volume to what it is today.

### Multi-Product and Multi-Pricing

Because of these basic merchandising philosophies, we find ourselves packaging our products to appeal to the urban and suburban family sizes and tastes. In order to appeal to all income levels, we have both a multi-quality and therefore, a multi-pricing program of products. Thus a larger size of a low cost product may have much appeal, particularly in the southwest and the rural midwest areas.

This multi-product, multi-pricing policy is representative of most people in the supermarket business. In reality, a supermarket is a department store of foods. Multiplicity of sizes and products and quality levels are what our wide range of customers seek.

For these basic reasons, we haven't been able to find a decided trend in packaging sizes, we have had them all.

Is a new size needed? "No," if it duplicates a product already selling well, is of similar quality to the already established product, or offers no price ad-

vantage. Duplication of products is not met with acceptance by the supermarket operator. IBM and other statistical controls employed by the supermarket chain have led to pruning out the slower movers. One of our leading chains carries 7,000 items in a typical store. Of this number, 3,500, or about 50 per cent account for 91½% of total sales. So you can see where duplication of any sort stands little chance of getting on the shelf.

Controlled brands, such as we supply our members, are at an advantage over advertised brands in that our store are more willing to handle their own products. Therefore, we can "rationalize" some new product sizes into existence.

### Outside Factors

In spite of these general observations, there are outside factors which have led to several trends in packaging sizes.

First, and probably foremost, are the changes in family sizes. The population explosion is creating a need for the larger family size packaging. Some popular size packages are too small as a single unit, too much in two units. Counteracting this increased package size trend is the fact that there are more older people living today than ever. Urban renewal has created distinct concentrated markets for smaller packages. Witness Chicago's Marina Towers where I understand that there are only 3 babies in both towers. The balance are single-person or 2-people dwellings.

These two points alone, the increasing family size and the increasing elder population indicate the trend in packaging sizes to be one of offering more sizes, both larger and smaller.

Another factor may support the continued growth of the smaller size package. That is our educational levels continue to get higher and higher with more people obtaining higher education. In the past this has led to marriages later in life and smaller families. This may be counteracted by the continued improving of our nation's economy. Higher income tends to encourage larger families.

Actual consumer value is another influencing factor in package sizes. The so-called "Economy Sizes" and "Family Sizes" have been mishandled by some people, but more often these products do represent consumer value. Should

the price market for a given product decline considerably, there is an opportunity to merchandise a larger size, offering the consumer a true value. A true value may be obtained through a more economical cost of packaging in relation to the net weight of the product. This is the case of the individually quick frozen vegetables. The cost of the poly bag compared to the carton and over-wrap, or printed carton, on a per ounce of product basis, affords a lower cost product, which can then be passed on to the consumer in the form of lower retail price.

Consumers shop for value because they believe that these larger packages give them value. Should they not give this value, as was the case in a recent pricing question on an instant coffee product sold in an "Economy Size," this could have a retarding effect on future consumer acceptance of such products.

### Competition Creates Need

Competition helps create a need for a new packaging size. This is particularly true when a change in net weight is made by the brand dominating the market, putting everyone else at a decided price disadvantage. The Federal Government is arguing this point in discussions concerning the proposed packaging legislation. I doubt if the new regulation will seriously affect this practice, because it has become such a big part of many people's merchandising programs. The regulation requiring that net contents appear on the front panel may minimize abuses of this practice. However, I am, confident that it will continue.

### Bigger Boxes

The detergent industry has made use of another factor helping the overall trend toward larger packages. That is the ability to store larger boxes in the laundryroom or basement and the fact that our larger growing families require the use of this product more often. Not only the need for frequent use of the product, but the ability to store these larger packages is frequently overlooked as a reason for buying the larger package. Utilitarian products like detergent, bleach, floor waxes, etc., lend themselves to these larger sizes because they aren't "fun" products, nor are they fun to buy.

So called "magic" retail prices have

had a material effect on the package size trend. Some products refuse to move off the shelves at prices other than 25 cents, 39 cents, etc.; I believe that manufacturers and retailers do a better job of convincing themselves that these "magic" prices are needed, than the consumer really does. However, we have had to adjust the contents of several items, particularly true in the "impulse" fields such as candy, to make a package size that will fall into the prescribed retail price range. Here it is necessary to keep particularly close track of the product, the cost of its component ingredients and type of packaging, since these costs are directly related to the finished product cost on which the retail price hinges.

### General Industry "Feeling"

One other important factor affecting packaging size trends is general industry "feeling." The frozen food industry has gone through a gradual reduction in net contents and package sizes on vegetables over the past few years. Then rather suddenly the two pound, 1½ pound bagged vegetables came out, french fried potatoes became popular in a one pound package, fish portions increased their net count and contents. No one attributes these changes to any one specific reason. They "felt" it would work, "the consumer would need and buy more." So, they tried it and it worked.

### Private Label Business

We in the private label business have another influencing factor which leads us to market and promote larger size packages. That is because the cost spread between private label and competing brands is much more dramatic to the retailer and the consumer in the larger sizes. This is probably the result of increased production economies realized from running larger product quantities and the fact that packaging costs do not go up directly in relation to product contents.

We also notice that certain sizes sell better in certain geographic areas. Many of you probably have had the same experience. Ours has been that the West Coast has had a greater influence in developing larger sizes. We also have noted that trends beginning in the West Coast tend to migrate to the East. For this reason, we watch West Coast products closely to see if they catch on in their new sizes so that we can anticipate a move in our market areas.

### Case Size

Now, I would like to comment on case size. Case size is not in relation to the size as affected by the size of the individual packages inside, but rather the number of items, or pack, per case. A number

of studies have been made with the cooperation of various supermarket chains that graphically outline product case movement per store, per week. The Colonial Study done by Progressive Center indicates that 88.6 per cent of the items in their stores sold less than one case per week, per store.

This points out that case pack should be related to store turnover, on a weekly basis, so that the retailer does not need to maintain back room inventories of split case products. There are studies showing that more efficient placement of products within the master shipping case facilitates price marking and shelf stocking. All of these problems that the retailer faces should be one of our greatest concerns. Studies which may be of interest to you include: The McKinsey-General Foods Study, "Cifrino's Space Yield Formula" in Chain Store Age, and "Contribution to Profit" published by This Week magazine.

### Variety of Sizes

The supermarket operator wants a variety of sizes so that he can satisfy the needs of the wide range of customers in his department store of foods. The increased size of families, increased percentage of our population being older people, all lead to supporting the range of smaller and larger packages. If value is there, a larger package is warranted. Storage space and oftenness of use also support the larger package. "Magic" retail prices direct some package sizes. The private label leans to larger packages. An industry may "feel" or "hunch" that a new package size will sell.

We are face to face with the challenge of supplying the American consumer's needs. The answer to our packaging size trends problem will be to intelligently expand, or contract, our package sizes so that we can meet these needs.

### Code Dating and Pricing Machine



Marks Machinery Company, 2673 Grand Avenue, Bellmore, L.I., N.Y., has announced the availability of their Model #1100 air operated code dating and pricing attachment, which utilizes inkless transfer leaf to imprint areas up to one inch by two inches.

This machine has been developed for intermittent motion packaging machinery, such as Mira-Pak, Triangle, Transwrap, Hayssen, AMF Bread Wrapper, and similar packaging machinery.

Variable information can be printed at the point of packaging. The Model #1100 features quick change steel type and leaf rolls. No power take off is required from the parent machine reducing installation time. A star feature of the attachment is the front location of the leaf reels enabling easy access for changing leaf.

### Illumitronic Checkweigher



Mechanical rejection of closed, gross underweight containers and a simplified electronics package (pictured) are features of a new low-cost checkweigher from Illumitronic Systems Corporation, Sunnyvale, California. From a recently introduced line of automatic weighers called "Mech Series," the M-2 Underweight Reject model is built to accommodate hard-running lines of contained products in the 2 ounce to 4 pound category with little or no maintenance required, according to the manufacturer. The new weigher has electrical weight readout and a mechanical reject system which is activated by the weight of the container itself. Because containers deflect directly off the weigh belt, the complete unit occupies only 20 inches of packaging line space. The M-2 model sets up easily with a continuous vernier adjustment, and operation of the weigher is not subject to plant electrical interference or line voltage drops.

Mech Series M-2 underweight models are now operating in frozen food lines and are performing at accuracies comparable to any checkweigher on the market, according to the manufacturer. Indicating lights are standard equipment on M-2 models. Counters, infeed conveyors or other special handling devices are optional.

### Crop Prospects Improve

Generous moisture supplies, combined with recent sunshine and drying warmer weather, have benefited crops over wide areas of the Upper Midwest and Canada, according to Donald G. Fletcher, President, Crop Quality Council, Minneapolis, Minnesota. Despite earlier delays, seeding of spring bread wheat, durum, oats, barley and flax is now virtually completed in North Dakota. Wheat seeding neared completion in southern Manitoba and Saskatchewan by mid-June but still was delayed in northern portions of the Canadian Prairie Provinces.

Overall crop prospects continue excellent in practically all areas, but continued sunshine is needed to promote plant growth, Fletcher said.

Winter wheat harvest operations continued in Oklahoma and southern Kansas, after rains had stalled the harvest.

Oklahoma winter wheat prospects range from good to excellent over most of the state and yields of 30-35 bushels with good test weights are common in early harvested fields. Prospects in central Kansas are also excellent, and better than expected yields will be harvested in other areas of the state as well, Fletcher said.

### Stock Dividend

International Milling Co. has declared its sixth consecutive quarterly dividend of 30 cents per common share since becoming a public company in January 1964. This is the 44th consecutive year that dividends have been paid to International's common stockholders.

The current dividend was payable July 15 to holders of record of its common stock on July 1.

There are 2,351,083 common shares outstanding. The regular quarterly dividend on the four series of preferred stock was also declared.

### Lower Freight Rates

Lower freight rates on wheat moving west for export from the Dakota's and Montana withstood a final hour plea for suspension by Gulf ports and became effective on June 11, as originally announced by the railroads.

New rates ranging from 88 cents in the west to 70 cents per hundred in central and eastern North Dakota replaced a 95 cent rate covering the entire state. Little more than a year ago these same rates were as high as \$1.34 a hundred.

### Durum Estimate

Production of durum wheat was estimated at 59.7 million bushels compared with 65.7 million last year and the average of 39.3 million bushels from 1959 to 1963 according to the June 1 U.S.D.A. crop summary. Durum in the fields looked very good. Moisture supplies were generally adequate in the main producing areas.

While the crop was making excellent progress because of better than usual moisture conditions and an improvement in moderating temperatures, stands were heavy and would require good moisture throughout the growing season to reach expectations. Wild oats are a problem in some areas and it is believed this weed will be more damaging than was the case a year ago.

By the end of June the North Dakota State Extension Service in cooperation with the Department of Agriculture stated only 1 per cent of hard wheat had reached the heading stage compared with 15 per cent last year and the average of 13 per cent. Best progress was in the southeast portion of the state where about 40 per cent was in the boot stage or beyond. Durum was even later with 93 per cent still jointing or lesser stages and only 7 per cent in the boot.

Jointing is defined as developing joints or nodes and internodes in a grass stem. Boot is the sheath, the lower part of the leaf that encases the stem and crop head.

### North Dakota Mill Storage

Construction of a 1,000,000-bushel grain storage facility at the state-owned North Dakota Mill and Elevator in Grand Forks has been approved by the North Dakota Industrial Commission. The commission set a limit of \$600,000 on expenditure for the project.

P. R. Fossen, general manager of the mill, has indicated that construction of the storage unit, of concrete, will be started as quickly as possible.

Governor William L. Guy, who also is chairman of the industrial commission, said the storage expansion was authorized in anticipation of increased shipments of wheat and other grains out of the state. He said the state is expecting a reduction in freight rates, particularly significant for trainloads.

### Doughboy Dividend

The board of directors of Doughboy Industries, Inc., New Richmond, Wisconsin, declared a regular quarterly dividend of 12½ cents a share on 508,713 shares of common stock. The dividend was payable July 30 to stockholders of record July 7.



Richard L. Vessels

### International Milling Co. Announces Appointments

International Milling Co. has announced two changes within its U. S. durum products sales department.

Terry M. Butorac has been promoted to midwest region durum products sales manager, and Richard L. Vessels will join the company as assistant U. S. durum products sales manager. A. L. DePasquale is U. S. durum products sales manager.

Butorac joined International in 1959 as a trainee. He became management recruiting and training manager in 1962, and since 1964 has been assistant to the U. S. durum products sales manager. A 1957 graduate of St. Cloud (Minn.) State College, Butorac received an M.A. degree from the University of Minnesota in 1959.

Vessels is a 1951 graduate of Cornell College in Mt. Vernon, Iowa. He joined General Mills, Inc., in 1956 following four years as an officer in the U. S. Air Force. Vessels was manager of durum sales for General Mills prior to that company's departure from the durum business.

### Service Anniversary

George E. Hackbush, Chicago Sales Manager for International Milling Company and Manager of the Central Durum Products Sales Region, observed his 35th anniversary with the company in June.

### New Officers

Ray Wentzel, Doughboy Industries, has been named chairman of the Durum Committee of the Millers' National Federation.

John Wright of Edmore, North Dakota, has been elected president of the U.S. Durum Growers Association.

### Chick Production

There were 68,598,000 egg-type chicks hatched in May, according to USDA Department of Agriculture Consumer and Marketing Service reports. This figure was down 11 per cent from May, 1964, and the smallest May hatch of egg-type chicks of record.

All regions of the country reported decreases: 19 per cent in the North Atlantic, 17 per cent in the West North Central, 7 per cent in the West, 6 per cent in the East North Central, and 4 per cent in the South Atlantic and South Central.

The hatch of egg-type chicks during the first five months of this year totaled 271,587,000 chicks, a decrease of 14 per cent from the same period last year, and the smallest egg-type hatch of record for these months.

The number of "egg-type" eggs in incubators on June 1 was up 3 per cent from a year earlier.

This very sharp drop in the number of egg-type chicks put out is bound to be felt in the fall and winter production. Traders indicate that prices on all frozen and egg solids will have to advance now to reflect the price advances in the shell egg markets.

### Shell Egg Production

Total shell egg production in May was practically the same as in 1964 at 16,000,000 cases, which was 488,889 cases more than in April, 1965. Egg production on June 1 this year stands at 76,799,999 cases, also the same as the same period of 1964.

In 1964, the Government was buying egg solids in very large quantities. This year the eggs have been stored in the amount of 273,000 cases during May. June storing also has been heavy.

### Paul F. Skinner

Paul F. Skinner, 40, Omaha Area Sales Supervisor of Skinner Macaroni Co., died June 13 in an Omaha hospital. His death was preceded by a long illness.

Mr. Skinner was the brother of Lloyd E. Skinner, President of Skinner Macaroni Co.

Paul Skinner is survived by his wife, Lucia, and one other brother, Eugene M. of Westport, Conn.

### Louis Petta

Louis Petta passed away June 27 at the age of 85. He started in flour sales with General Mills in 1909 and represented them in durum in New York City since going into semi-retirement in 1948.

### La Rosa Advertises Pasteurization

V. La Rosa & Sons, Inc., the nation's largest selling brand of macaroni, spaghetti and egg noodles, will use 1000-line newspaper ads in major cities to tell consumers the company uses only pasteurized eggs in its products. Advertising, which will appear after mid-June in about 40 newspapers in New York (Metropolitan area), Philadelphia, Milwaukee, and the larger cities of Rhode Island, Massachusetts and Connecticut, is expected to make about 15,000,000 reader impressions.

The campaign grew out of recent newspaper publicity given to a Food and Drug Administration investigation. The government agency turned up salmonella organisms from damaged whole eggs, and in cake mixes prepared with contaminated eggs. An FDA official was quoted as saying ordinary cooking temperatures do not kill organisms, "but pasteurization does."

"We have been using only pasteurized eggs in our noodle products for more than two years," said Vincent S. La Rosa, president, "and we felt we ought to make this fact known to consumers. Newspapers secured the quickest way to get the information to them."

The 1000-line ads carry the bold headline, "Important News," a reprint of a news story that originally appeared in *Supermarket News*, and a statement that "La Rosa pasteurized egg noodles are on your grocer's shelf now!"

La Rosa's advertising agency is Hicks & Greist Inc.

### Bailey Appointed

P. R. Fossen, Manager of the North Dakota Mill and Elevator, has announced that Harry I. Bailey will be their durum sales representative for the Southeast area of the United States. Mr. Bailey was formerly associated with General Mills, Inc.

### Jaycees Eat Macaroni

Ten thousand Jaycees from all over the United States had macaroni at the National Convention of Junior Chamber of Commerce meeting in Buffalo, New York, June 21-25.

The project was the result of efforts by the local chapter at Devils Lake, North Dakota and had the assistance of the North Dakota State Wheat Commission.

Gioia Macaroni Company of Buffalo supervised the preparation of the durum treat during the two nights set aside for various states to provide food or beverage distinctive to their state.

### ADM Advertising Contest Winners

Six macaroni manufacturers received prizes in the ADM durum and bakery flour advertising contests.

The contests were the kick-off of ADM's new advertising programs in the macaroni and baking products industries.

Winners in the durum products contests were:

First prize—George Granucci, Granucci Macaroni Products, San Francisco, California.

Second place winners—Jerome and Robert Guerrisi, San Giorgio Macaroni, Inc., Lebanon, Pennsylvania.

Third place winners—Lloyd Skinner, Skinner Macaroni Company, Omaha, Nebraska; Howard Wolfe, Great A & P Tea Company, Inc., Terre Haute, Indiana; D. A. Kuhn, Prince Macaroni Manufacturing, Detroit, Michigan.

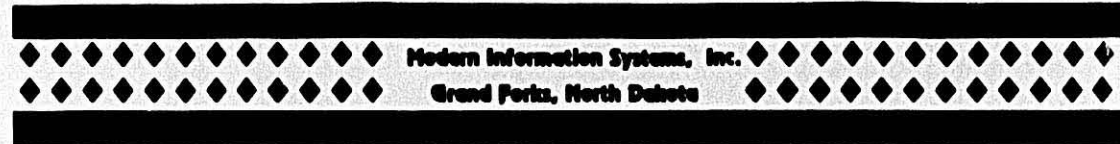
Macaroni manufacturers and bakers were sent preprints of individual ADM advertisements which will be appearing in trade publications during the coming months. Recipients of the preprints were asked to rank them in the order of "advertising effectiveness." Entries were judged against the ranking given each of the advertisements by the majority of contestants.

Twelve prizes were awarded, six in the baking field and six to macaroni manufacturers.

Two 13-inch portable television sets were awarded first place winners; four tape recorders were awarded second place winners; six miniature transistor desk radios went to third place winners.



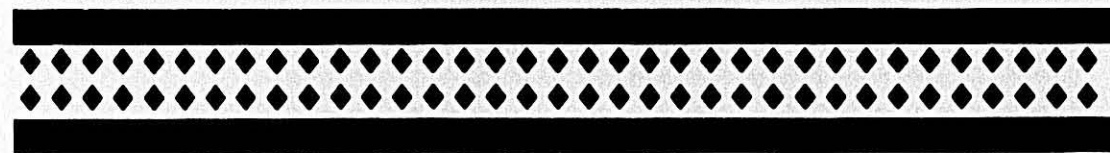
To determine the prize winners that tied for second and third places in the macaroni ad judging contest conducted by the ADM Durum and Flour Divisions, George Utter, general sales manager, drew the lucky names. Holding the bread basket is John Rusinka, ADM product advertising manager.



# MISSING DOCUMENT

Identified as:

*Pgs. 28 & 29*





## WORD FROM WASHINGTON

by Robert M. Green, Executive Secretary, at the 61st Annual Meeting, N. M. M. A.

Last year the Congress of the United States allocated \$2,550,000 to set up a 15-man National Commission on Food Marketing. The food industry became alarmed over allegations of wrongdoings voiced by freewheeling Congressmen and over potshots taken at various food companies and groups by the Federal Trade Commission and other agencies.

President Johnson appointed a Special Assistant for Consumer Affairs in Mrs. Esther Peterson. She has appeared at various food meetings supporting the approach taken by Senator Phillip Hart of Michigan and Senator Paul Douglas of Illinois, who called for truth in packaging and truth in lending.

Senator Hart recently released a 35-page statement for inclusion in the record of Senate hearings on his packaging bill. He says Government agencies today are required to prove a particular practice as deceptive, and this is hard to do in the courts. But under his bill, the agencies would be empowered to decree, with precision, what practices are deceptive—and then not have to prove deception in each case.

### "Rigid Government Control"

This concept is completely contrary to our historic concept of Government regulation. As William B. Murphy, president of the Campbell Soup Company, testified, the bill "would substitute a form of centralized and rigid Government control for a present system which prohibits any deception or abuses but otherwise allows free play for individual ingenuity and initiative."

Industry witnesses, who outnumbered supporters of the bill, at Congressional committee hearings, about 3-to-1, apparently have put it back on the shelf for another year. Our own Lloyd Skinner, representing the Small Businessman's Association, was one of those who testified.

### Voluntary Compliance Program

The development of a voluntary compliance program for grocery packaging and labeling was authorized by the Board of Directors of the Grocery Manufacturers of America, and announced at their midyear meeting. It will be presented for adoption at their Annual Meeting in November.

It was also announced at the GMA Meeting that the booklet "Trade Practice Recommendations for the Grocery Industry" had been revised and republished. This includes recommendations for payments for advertising and promotional services; cooperative mer-



Robert M. Green

chandising agreements; deal merchandise; point-of-sale material; promotions; coupons; salesmen calling on headquarters; salesmen calling on stores; new products; communications; buying committees; out of stock; spot for price marking; shipping cases; distribution; unitization; palletization; standard invoice forms; complying with Robinson-Patman law; additional suggestions for spots for price marking; additional recommendations for grocery products' shipping cases.

### Wheat Bill

The Administration's wheat bill for 1966 breezed through the House subcommittee recently and was sweetened considerably for producers. In addition to liberalizing the voluntary acreage diversion provision, the subcommittee provided for a four-year instead of a two-year program, and fixed certificate cost at full parity instead of 65 to 100 per cent, at the discretion of the Secretary. This change alone will add \$35,000,000 to the cost of wheat when milled.

The Administration's farm bill runs into increasing difficulties, because the provision for cotton is currently deadlocked. During the last week of June, Chairman Cooley introduced a new version which faces vigorous opposition from cotton growers; it would sharply reduce price supports on cotton and attempt to make up the difference through direct Federal payments.

Cries of "bread tax" apparently are making an impact on urban representatives. A wheat users' committee pro-

testing such legislation now includes 24 baking, milling, and wheat processing companies, as well as the American Bakery and Confectionery Workers International Union and the Bakery and Confectionery Workers International Union of America. They are trying to show how an increase of 50 cents a bushel on wheat will result in a 2-cent tax on a pound of bread (and 1½ to 2 cents a pound on macaroni).

Representative Quie, a Republican from Minnesota, stated recently that "any Democrat who votes for an excise tax cut on furs and Cadillacs and then turns and votes to raise the price of bread by taxing millers is going to hear plenty about it in the 1966 campaign."

But the shouting isn't over, because a farm bill faces the threat of a Presidential veto unless the bill reduces Federal costs.

### United Effort

On the happy side, there have been a half dozen meetings in the past half dozen months, of wheat growers, millers, and end product producers, to discuss a united industry effort to promote research and promotion for wheat and wheat foods. Under auspices of the Department of Agriculture, Howard P. Davis conducted these meetings until an Interim Organization was set up composed of a 75-man Board representing organizations from the three primary segments of the industry. They have, in turn, elected an Executive Committee who are exploring program possibilities and alternatives for financing.

Last fall, in an unprecedented move, all segments involved in the manufacture and distribution of grocery store merchandise united in a massive "Food Is a Bargain" promotion. The message hit home. In fact, it reached millions of homes. A follow-up survey showed that several million additional housewives now have a more appreciable understanding of the problems of bringing food from a farm to table. Out of the promotion evolved a permanent body. The Food Council of America, comprised of the eight leading food trade associations. Its first chairman is Joseph G. Foy. The purpose of the Food Council is to continue to improve the industry's image and tell the consumer the facts about the food industry on a statesmanlike plane.

It is apparent that as long as the food industry is a target of political propaganda, that the most effective defenses will be unified efforts through trade associations.



The cafeteria and school market will grow and grow and grow for you  
[if you feed it its own special kind of spaghetti]

MYVAPLEX Type 600 Concentrated Glycerol Monostearate is all it takes. The addition of 1.5% to your regular product keeps it just as appetizing in the steam table as it is moments out of the boiling water in the home. Food service managers can make sure they won't run out, yet be protected against waste.

So schools, hospitals, industrial plants, and other volume feeding establishments can serve spaghetti much more often than they do now. Your market broadens.

MYVAPLEX Concentrate has no effect on flavor. And it meets

the requirements of U. S. Food and Drug Definitions and Standards of Identity for Macaroni and Noodle Products, as amended.

To find out more about the advantages and economic effects of MYVAPLEX Concentrated Glycerol Monostearate, get in touch with Distillation Products Industries, Rochester, N. Y. 14603. Sales offices: New York and Chicago • Distributors: West Coast—W. M. Gillies, Inc.; in Canada—Distillation Products Industries Division of Canadian Kodak Sales Limited, Toronto.



Distillation Products Industries is a division of Eastman Kodak Company



Left to right: Bill Berger, department manager at Buhler, Minneapolis; Mr. Gasser, plant manager, Migros macaroni factory, Buchs, AG; Horace P. Gioia, president, Bravo Macaroni Company, Rochester, New York; Joseph R. Vasile, Rochester, a friend of Mr. Gioia's; and Paul Froefel, sales engineer, Buhler, Uzwil.



Left to right: Renzo Vassoli, sales manager, Macaroni Division, Buhler, Uzwil, Switzerland; Bill Berger, department manager, Buhler, Minneapolis; John F. Curry, vice president—production, C. F. Mueller Company, Jersey City; and Dr. H. U. Widmer, manager, Macaroni Division, Buhler, Uzwil.

#### Macaroni Men Tour Europe

During his recent trip to Europe, Mr. John Curry, vice president—production, C. F. Mueller Company, Jersey City, New Jersey, visited macaroni plants in Germany, Switzerland and Italy.

In Switzerland, Mr. Curry visited the Buhler company at Uzwil, the new Migros macaroni factory at Buchs AG, and the Steffen macaroni factory at Wolhusen LU.

Mr. Horace P. Gioia, head of the macaroni manufacturing firm, Bravo Macaroni Company, of Rochester, New York, visited Switzerland and Italy. In Switzerland he visited the Buhler company at Uzwil and the new Migros macaroni factory at Buchs AG.



Wedding Arch. Robert Heimburger and Helene Beth were married recently in Marlenheim (Als-Rhin) France. As they left the church, they marched under the waving strands of pasta held by their friends. Mr. Heimburger is a principal in the macaroni company "La Colombe."

#### The IPACK-IMA Show

The fourth edition of IPACK - IMA will be held on the Milan fairgrounds from September 11-17. On display will be packing and packaging machinery; packing materials and products; food processing machinery, including the largest display of macaroni-making equipment in the world.

The foreign countries which are to participate in this edition are: Austria, Belgium, Denmark, France, Norway, East Germany, West Germany, Great Britain, Sweden, Switzerland and the United States.

IPACK - IMA is set up as a bi-annual exhibition. This year they will present for the first time in Europe an important cross section of American packing and packaging equipment through the United States Trade Center. The center represents the U. S. department of Congress in Italy and the display has been promoted by the Packaging Machinery Manufacturers Institute. An organization with 140 members and headquarters in New York.

An international meeting of macaroni manufacturers has been scheduled with representatives coming from every European country and also from the United States.

The exhibition will be housed in five large pavilions and will cover an area of 86,000 square yards.

#### Foreign Visitor

Joseph Portelli, managing director of Pastas Alimenticias Portelli, Hamrun, Malta, was in the United States in June to visit American macaroni manufacturers. The Portelli plant in Malta exports the greater part of their production to the Italian mainland. Volume has been increasing so plans are being made for a new plant to be ready for operation next year.

#### India Tests Durum

The Ministry of Food and Agriculture of India recently tested U.S. durum to determine its acceptability when made into the traditional Indian "chappatti."

Consumers indicated favorable response to chappatti's made from Hard Amber Durum. Amber Durum and Durum were found to be less desirable. Tests were made from representative samples of the three subclasses and results compared with native Indian wheat and U.S. Western White now being used.

India is the largest importer of U.S. wheat under the Public Law 480 program. Durum was declared eligible for export under the terms of this program only recently.

#### Agent Named

The DeFrancisci Machine Corporation of Brooklyn, New York, has named the firm Bridson James, A/SIA, Pty. Ltd. of Melbourne, Australia, as their sole representative in Australasia.

#### Hot Number

R & F Macaroni Company of El Paso has been cashing in with daily publicity on the Herald-Post "Sizzler" contest. The Scripps-Howard paper is running a contest for readers to guess when the first official report will verify a 100 degree heat in the city. Local merchants are giving prizes for the contests, including a case of 24 packages of R & F spaghetti.

The sun shone in El Paso for the 168th consecutive day recently, and the paper noted the sun had failed to shine only one day out of the past 1,231.

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George N. Kahn

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By George N. Kahn

### TAKING A RISK

This is No. 11 of 12 sales training articles.

#### Are You Playing It Too Safe?

The old adage "nothing ventured, nothing gained" is a good one for a salesman to remember. The leading producers were not afraid to take risks, many of which paid off. They were and are venturesome.

Several years ago I knew a young advertising man who quit his job to open his own agency. My friend, Don Larick, was long on drive and imagination but short on capital. He needed at least one big client to really get on a firm footing. Then his chance came. He was given the opportunity to bid for the account of a leading coffee firm.

Don's heart sank at his first interview with the company's advertising manager. He learned that other agencies, including some of the city's largest, had submitted elaborately prepared presentations. Don, who was barely meeting his rent, could not hope to duplicate them. He thought fast. "I don't work with elaborate presentations," he told the ad manager casually.

"But how else can we tell if you can do the job?" the manager asked. Don knew that the final decision would be made by the company's board of directors.

#### The Calculated Risk

"Do you think your board would appreciate a good idea if they heard it?" he asked the advertising manager. Assured that it would, Don requested an audience with the board. It was granted.

My friend made a brilliant oral presentation with the aid of only a few notes on the back of an old envelope! He got the account and went on to become one of the most successful advertising practitioners of his time. If I told you his firm's name, you would recognize it immediately. But his identity is not the point of this story. What I want to emphasize is that Don was not afraid to take a calculated risk. He acted boldly, a step that salesmen might well emulate.

#### The Nature of the Risk

Before we get any further along, I want to stress what I don't mean when I encourage you to take risks. No salesman should expect to advance himself by making exaggerated claims, misrepresenting the product, or otherwise lying to obtain an order. Such tactics do not connote risk, but stupidity.

It's easy to play it safe. In this way you attain a nice level of mediocrity. Your children may not be able to attend college or you won't get that Bermuda vacation, but you will be safe. Too many salesmen seek this way out. The pity is that this is supposed to be a dynamic profession. Our whole economy literally moves on salesmanship.

The "safe" salesman rarely if ever breaks new ground in his territory. He never goes after the really big ticket if it means sacrificing any time from his "tried and true" routine. He is fearful of pushing a new product that may have great potential. He would never dream of correcting a customer, even though the latter would have more respect for him. He dreads taking over a new territory.

I could go on for several hundred pages. Timidity and lack of imagination stifle thousands of salesmen in this country. There are many of you who shy away at learning new selling procedures designed for your own welfare. The operative word here is "new." Many salesmen are suspicious of anything new on the absurd theory that the old way is the best way. What they mean is that the old way is the "safe" way.

The spirit of adventure is what made this country great. And we're only in our infancy compared to European nations. There is much to accomplish yet in improving our standard of living; new products, conveniences and services will be a part of our economy for years to come. This means a bonanza for the enterprising salesman.

As the philosopher, Schiller, said: "Who dares nothing, need hope for nothing."

The risks I suggest are along the line of intelligent business practice. Of course it may be safer to spend two hours with an old and assured account, but sometimes devote one of those hours to calling on a tough but potentially productive prospect. It may be safe to stay with proven selling principles, but new selling ideas are being developed almost every day. Experiment with some of them. It may be the best thing you ever did for yourself. You can't go wrong with a presentation that has earned thousands of dollars for you, but perhaps a revision of that presentation could double your present income. The risk here is the loss of time and current income while you try a new approach or technique. It may even fail. But the world is built on such trial and error.

The Roman philosopher Cicero said: "A man of courage is also full of faith." He meant faith in oneself. This is the key to success in salesmanship. If you have enough faith in yourself, you can conquer all.

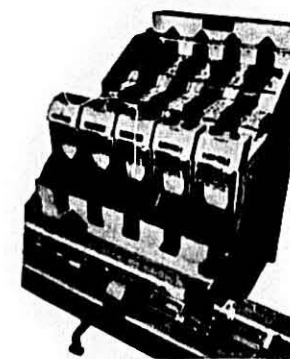
#### No Risk

Some salesmen are so faint-hearted, they won't even take a chance when they have nothing to lose. Bart Harman once took over a well-established territory. He had been told that one particular customer, ABC Company, had been buying 10 gross of the product every call for many years. At his first call on the firm, Bart introduced himself, mechanically wrote up the order and departed.

(Continued on page 40)

THE MACARONI JOURNAL

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Marcus W. K. Heffelfinger

### Changes at Peavey

New top management takes over at Peavey Company Flour Mills, and a half-century active career of one of the industry's best known millers comes to a close.

The new executive vice president of Peavey Company, taking charge of its milling operations, is Marcus W. K. Heffelfinger, 40, who has served his entire 18-year business career in the flour milling end of the business.

Stepping aside nearly 51 years after he joined King Midas Flour Mills as a junior clerk in August 1914 is Henry E. Kuehn, who has headed Peavey's flour operations since July 1963. He has been a top milling officer in the Peavey organization for more than two decades.

Although Kuehn will no longer serve on the corporate executive committee at Peavey, he will continue as a vice president and member of the board of directors. He also will complete his current term as first vice chairman and director of the Millers' National Federation, the trade association of the milling industry.

Mark Heffelfinger takes on the top job in one of the nation's major flour milling organizations at a time of great change in the entire wheat economy of the nation. His preparation for this task has included grain merchandising, wheat buying, flour sales and sales management.

In 1955 he became a management assistant in Peavey's Russell-Miller Milling Co., and has been a company officer since 1958.

He has also served as president of Coast-Dakota Flour Company, a Peavey distributing subsidiary in California. He is a director of Peavey Company and replaces Kuehn on the executive committee.

Mark Heffelfinger is a member of the Millers' National Federation's important committee on agriculture, and



Henry E. Kuehn

this last year served as chairman of the federation's durum committee. Recently he was nominated by the industry to serve as an interim director of the newly formed Wheat and Wheat Foods Foundation.

He is a director of two other Minneapolis businesses, Great Northern Insurance Co. and First Southdale National Bank. He earned football and swimming letters at the University of Minnesota, after earlier attending Stanford University.

He has long been an active leader in the industry's Young Miller organization. Great-grandson of his company's founder, Frank H. Peavey, he is the only one in his generation of family ownership who has come up through the flour milling side of the operation.

### Henry E. Kuehn

During Henry Kuehn's half-century of flour milling, tremendous changes have occurred in this basic industry.

The mill Kuehn first associated with was at Hastings, Minnesota, still a major location for the Peavey organization. It was known as the Gardner mill, and one of the important brands of its owners in the Philadelphia market was King Midas.

Its capacity was 900 barrels per day, or in today's terminology, 1,800 hundredweights. This compares with today's daily capacity of Peavey Company Flour Mills of some 60,000 cwts.

Kuehn interrupted his work as a flour trader for the mill on the Minneapolis Grain Exchange to serve a year in the U.S. Navy in World War I.

He and W. M. Steinke, with whom he shared many years of top milling management responsibility, were instrumental in rescuing the Hastings mill from financial difficulties brought on by that war. They helped bring it into the Van Dusen Harrington company, under the King Midas name. It later became part of the Peavey Company.



George Faber

In 1954 Kuehn became general manager of King Midas, when Steinke moved into a parallel assignment in Russell-Miller Milling Co.

A few years later, the name Peavey Company Flour Mills was adopted for the entire operation, and Kuehn has headed it the past two years.

### George Faber Retires

A 45-year career in the flour milling industry came to a close July 1 as George Faber retired from his present position as district manager, Peavey Company Flour Mills, handling Durum sales in the Midwest.

The always-cheerful mustachioed man who started as an office boy in 1920 was honored by his friends and business associates in Minneapolis June 4.

Termed by his business associates as a real gentleman and a very capable staff representative, Faber is known for his work on education. Besides working closely with the Glenwood School for Boys in Chicago, he enjoys travel and athletics. Faber and his wife, Naomi, have several times toured Europe, South America and the Orient.

A native of Minnesota, Faber worked his way through high school and college, earning several scholarships along the way.

One of his proudest possessions today is an engraved gold watch which he received as a lad of 13 while in school at Chaska, Minn., from C. K. Curtis, then president of Curtis Publishing Co. The watch was an award for being the champion salesman for the *Saturday Evening Post* in Minnesota.

In 1961 he reigned over the University of Minnesota homecoming festivities as king. The royal honors were placed on him by the University Alumni Association. Faber has served as

(Continued on page 44)

# THE STORY OF MACARONI



### How Was Macaroni Named?

According to legend, Cicho, a subject of King Frederic of Saubin, dreamed of discovering a wonderful new food that would bear his name. For years he studied and experimented.

But before he could present his discovery to the people of Saubin a neighboring woman stole his recipe, prepared the new food herself, and served it to King Frederic. Needless to say, the king loved it. And when Cicho protested that the dish was his invention, the king replied, "Impossible—only an angel could have given mankind such a divine food."

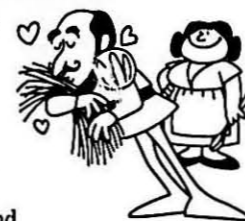
And he promptly named the new dish Macaroni, from the word Macarus, the divine fish.



And another legend says that a wealthy nobleman of Palermo, who loved fine food, had a marvelously inventive cook. She devised a dish of boiled strings of dough, covered it with rich sauce, topped it with grated Parmesan cheese, and proudly served it to the noble.

"Cari" or "The darlings" he shouted after the first mouthful—which freely translated means, "Man, this is great!"

After the second taste he emphasized his statement exclaiming "Ma Cari", "Ah, but what darlings." And after the third mouthful his enthusiasm was boundless. "Ma Caroni!", "Ah, but dearest darlings!" he cried—paying a supreme tribute to his cook's wonderful discovery and naming the new food, both in the same joyful expression.



—So say the legends.

The naming of macaroni may have many legends, but there's only one name for the highest-quality macaroni flour: King Midas Durum Products



PEAVEY COMPANY  
Flour Mills

## Taking a Risk—

(Continued from page 38)

The next day he was called at his home by his irate supervisor who said he had received word that the ABC outfit had purchased 100 gross of the product from a competing firm. When Bart checked back the next day with the ABC firm, the explanation was frustratingly simple. "You didn't ask me if I wanted to increase my order," the purchasing agent said. "Your competitor did." Don't take anything for granted in selling. Change is a part of business, and you should be alert to this fact.

In Bart's case there was no element of risk. He merely had to ask a simple question; but it's surprising how often this simple question doesn't get asked by salesmen. They're afraid of rolling serene waters.

"Why take advantage of his good nature?" is what a salesman may tell himself after failing to ask a customer to enlarge his order. Why indeed! Such a man can never hope to be anything more than an order taker.

### You're Not Alone

The salesman who risks time and income to better himself is following an ancient practice in business. Your own firm takes a sizable financial risk when it experiments with new products, new methods, and new sales and promotion techniques. It may retort at a cost of millions to put out a new line. It may carry out a plant expansion program running into still more millions. "So what!" you may say. "My outfit is a multi-million dollar corporation and they have money to risk. I don't."

You would be wrong. Your company is relatively taking the same chance you are. Remember, it must consider its stockholders, employees and creditors when it assumes a risk. Actually your firm has far more at stake than you do. Another point to keep in mind is that your company's risks often mean more selling benefits for you.

### Way To Advance

The bold and enterprising salesman will always catch the eye of his superiors. Managers make a point of looking for the men who run ahead of the pack. These salesmen begin taking risks early in their careers and keep on taking them. They also are the ones who get promoted or are given choice territories.

Nick Kalb, sales manager for a huge Mid-West appliance manufacturer, tells of one bright lad who scooped up an order from under the noses of veteran

colleagues who had been trying for years to snag it. "I was district manager then," Nick recalled, "with a force of 25 men."

"We had been angling for years without success to get a big department store which was buying thousands of dollars worth of merchandise from our competitor. Their appliance buyer was as firm as the Rock of Gibraltar in refusing to even listen to our presentation. One of my freshman salesmen, Ted Marrison, decided one day to gamble with an idea. He marched into the appliance buyer's office and announced: 'Mr. Spinner, I'm determined to get an order from you by the end of the month. I'm temporarily dropping everything else—my other customers, prospecting—to work on a presentation for you.'

"The buyer was dumbfounded," Nick said. "But he finally managed to say to Ted 'You're taking an awful chance, young man. My answer will probably be no after you've made your presentation.'

"Ted went ahead anyway," Nick continued. "For the next month he gave up a virtually assured income to research and prepare a bangup presentation for Spinner. When it was ready, he called for an appointment and was told to come around the next day.

"Ted delivered a masterful presentation," Nick went on. "He knew that department store inside out and made such convincing points that Spinner could not help but give him an order—and a whopping one. That store was our customer from then on. And Ted tripled the income he had lost in that month. He took a gamble and won. The stakes were big and he knew it."

### Courage Pays Off

This is the kind of courage and cool-headedness that pays off for a salesman. Even when you're taking a beating, don't be afraid to try something new or take a chance. When discussing risk, I always point to the immortal words of Marshal Foch: "My center is giving way, my right is in retreat; situation excellent. I shall attack."

A salesman should always be on the attack. Never be foolhardy, but a well-calculated gamble should be your meat. Nobody in this business ever got anywhere without vision and daring.

Here is a self test to let you see if you are sufficiently aggressive to take a risk if the situation calls for it: (You should get at least five "yes" answers.)

Yes No

1. Do you occasionally vary from your sales routine? —

2. Does the idea of taking a gamble interest you? —
3. Do you sometimes tell a prospect or customer that he's wrong? —
4. Do you ever make a really hard stab at getting the big order? —
5. Are you open to new suggestions and ideas in salesmanship? —
6. Do you emulate successful salesman in your firm? —
7. Do you avoid playing it safe? —

(Copyright 1964—George N. Kahn)

### REPRINTS FOR YOUR SALESMEN

Many sales and management executives are ordering reprints of this series of articles for distribution to their salesmen. These will be attractively reproduced in a 4 page format, three hole punched to fit a standard (8½ x 11) binder—each reprint will include the self-evaluation quiz.

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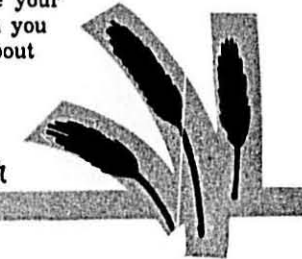
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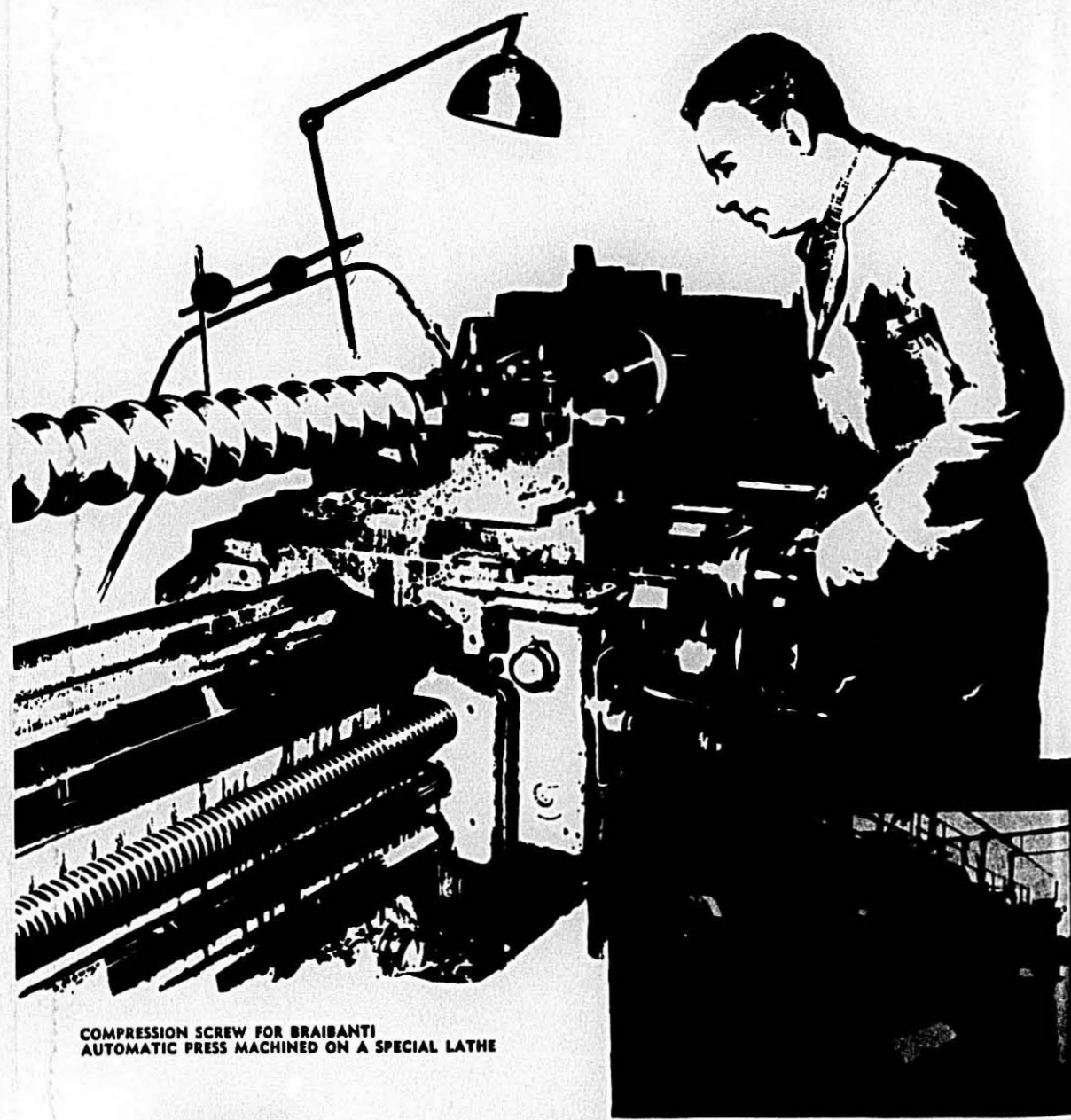
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Machinery and Complete Plants for the Macaroni Industry

## WAY BACK WHEN

40 Years Ago

• Two important matters confronting the industry were tariffs and standards. Editor M. J. Donna noted that there was no connection between the two subjects but that a committee of representative manufacturers visiting Washington could handle both matters at the same time.

• The attitude on tariffs was that a good market had been developed by fair business tactics in the United States, and it should be retained for domestic producers. President Coolidge had the power to raise or lower present rates 50 per cent to meet any emergency.

• Dr. F. C. Blanck, chemist in charge of the Food Control Laboratory, Department of Agriculture, appeared at the macaroni convention and urged industry members to cooperate with a joint committee in establishing definitions and standards of identity for alimentary pastes.

• At the convention, Allan Ames said cooperative publicity was merely an organization problem. "A plan is drawn, members are advised how to use it, and the money starts coming in — there is nothing that talks like results and accomplishment."

30 Years Ago

• "No one ever made a profit by selling at a loss." But, observed Editor M. J. Donna, from macaroni prices quoted there must be many who still dispute that conclusion.

• Unfavorable publicity was commented upon with the observation that some writers try to be funny at the expense of macaroni and spaghetti, and while the industry needs publicity it should be the kind that will build favorable acceptance rather than that which belittles and ridicules.

• Millers were seeking injunctions against the collection of a processing tax on grain. Macaroni manufacturers were advised that sales contracts should have a clause calling for refunds in the event that the Agriculture Adjustment Act was declared unconstitutional and the processing tax ordered refunded.

• The New York Journal of Commerce noted many trade abuses as sharper competition for the consumer's fewer dollars widened the field for lower grade macaroni and reduced the demand for high quality products.

20 Years Ago

• V-J Day had come, and after four years of toil, grief and anxiety arms were laid down in anticipation of an era of peace.

• Durum stocks were critically low, with the carryover on July 1, 1945 down to 8,607,000 bushels. The prospective crop of 28,000,000 bushels offered a total supply of but 36,600,000 bushels, the smallest supply since the drought years and only about one-half of the quantity available during 1941-2-3 seasons.

• Does America eat as it should? asked the American Magazine of a panel of experts. Seventy-six per cent said we were better off than before the war; two per cent thought we were worse off; fourteen per cent saw no difference; and eight per cent were doubtful.

• The Macaroni Magic Cookbook written by Leone Rutledge Carroll was put in distribution by the Glenn G. Hoskins Company.

10 Years Ago

• A resolution was passed at the 51st Annual Meeting urging manufacturers not to use such phrases as "Low Calories — High Protein" without specific and truthful reference to the total caloric and protein content of a completed macaroni dish as customarily eaten by consumers.

• Some 5,000 guests ate spaghetti during the three-day Macaroni Festival at Devils Lake, North Dakota. Chef Rinaldo Ribilla of the Omaha Athletic Club supervised the preparation of some 1,800 pounds of spaghetti.

• "You've got to know your costs," said Walter M. Baird of Price Waterhouse & Company, at the macaroni convention — for tax purposes and for effective administrative control. "Cost accounting can be made an effective tool to point up trouble spots in your operation."

### Changes at Peavey—

(Continued from page 38)

president of the association for two terms and was a member of the board of directors and executive committee. In Chicago he was chairman of the Minnesota Chicago Alumni club for four years.

Transferred to sales in 1921, Faber's first territory was southern Minnesota and northern Iowa, and later northern Michigan. He was transferred to Chi-

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cago in 1929 to handle sales of bakery, durum flours and semolina.

A comment from Les Swanson, vice president Durum sales, Peavey Company Flour Mills, exemplifies the feeling that people who have worked with him over the years share. "George Faber, because of enthusiastic and diligent hard work, deserves much of the credit for the dominant position our company enjoys today in the macaroni and baking industry."

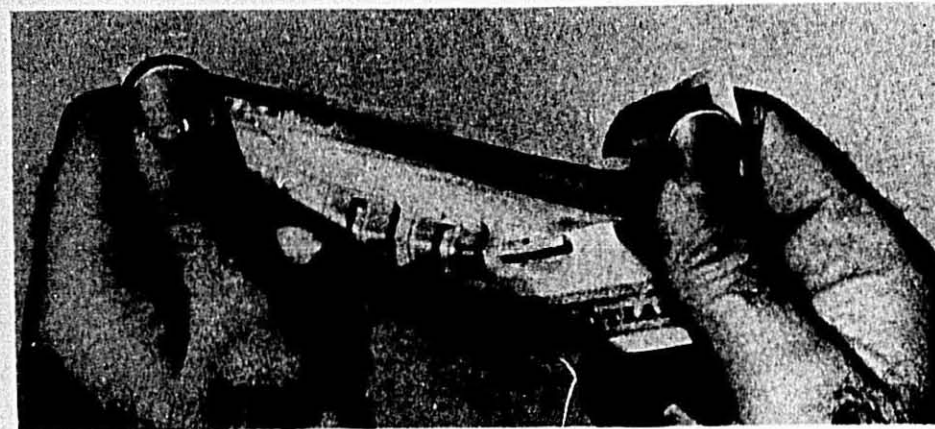
### Peavey Appoints Grady

Peavey Company Flour Mills announces the appointment of William H. Grady to the position of district sales manager, durum products, with headquarters in Chicago, Ill.

Lester S. Swanson, vice president, durum sales, said that Grady is replacing George Faber, who retired July 1 after 45 years in the flour milling industry.

Swanson said Grady has had extensive training and experience in food merchandising. Before joining Peavey two years ago, he was associated with Red Owl stores in Minneapolis and Chicago.

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