

**THE
MACARONI
JOURNAL**

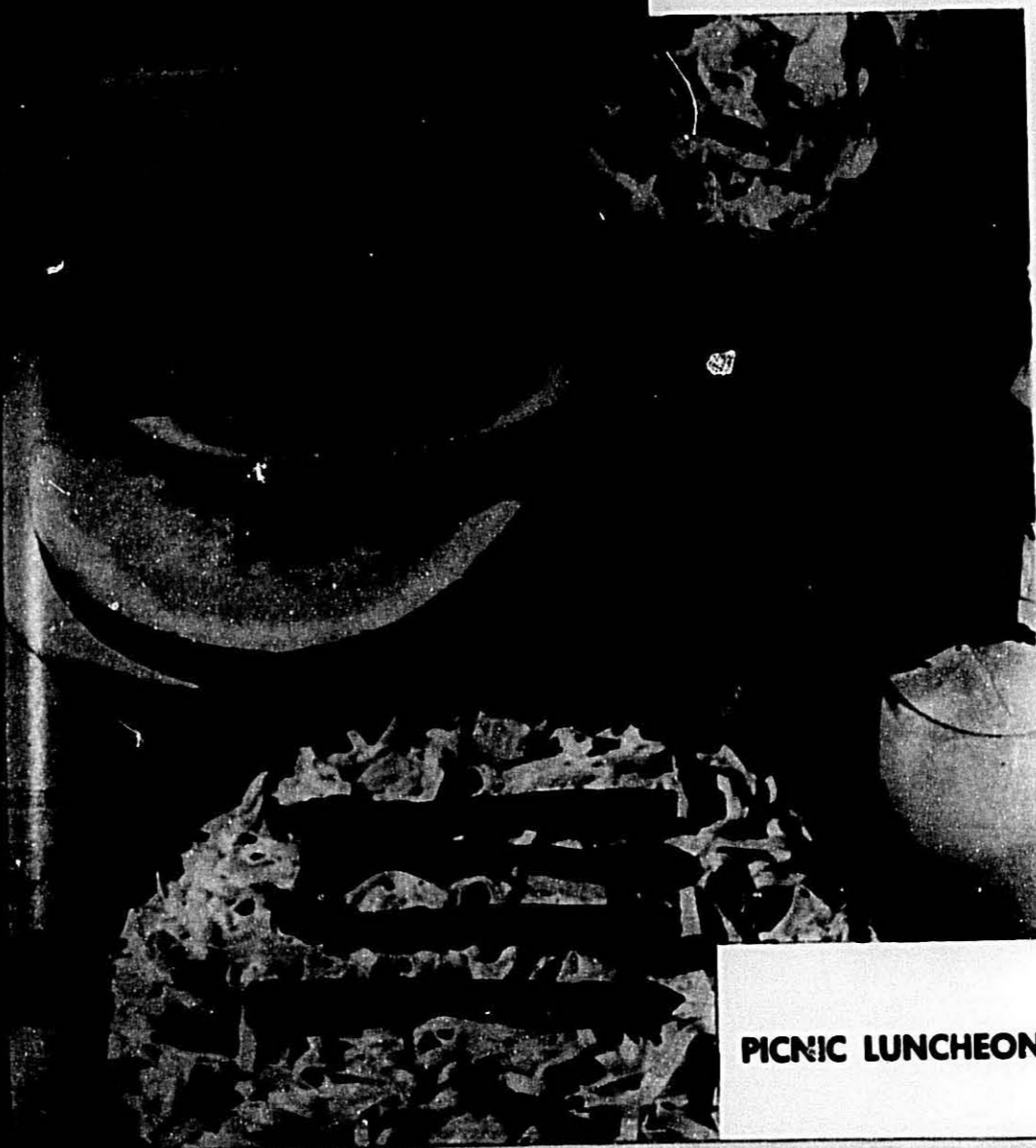
**Volume 51
No. 4**

August, 1969

Macaroni
Journal

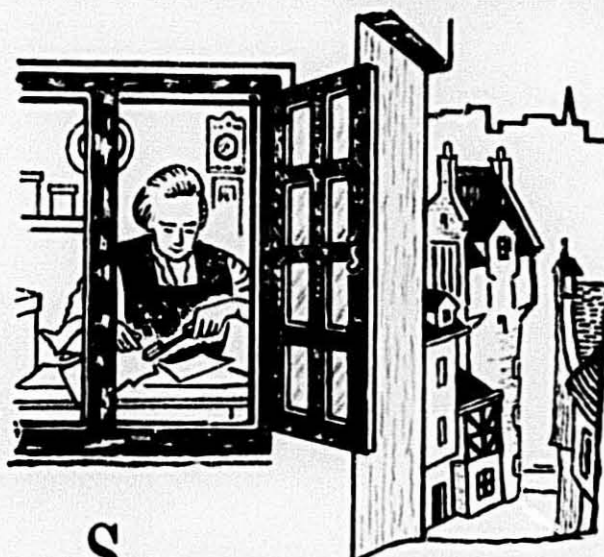


AUGUST, 1969



PICNIC LUNCHEON

PACKAGING PERSONALITIES



Peter Durand.

As early as 1839, this clever Englishman conceived and patented the idea of using metal instead of glass for preserved foods. By doing so, he made possible the growth of not one but two important fields in food packaging: the canning industry and the production of printed labels required to identify the contents of the non-transparent containers.

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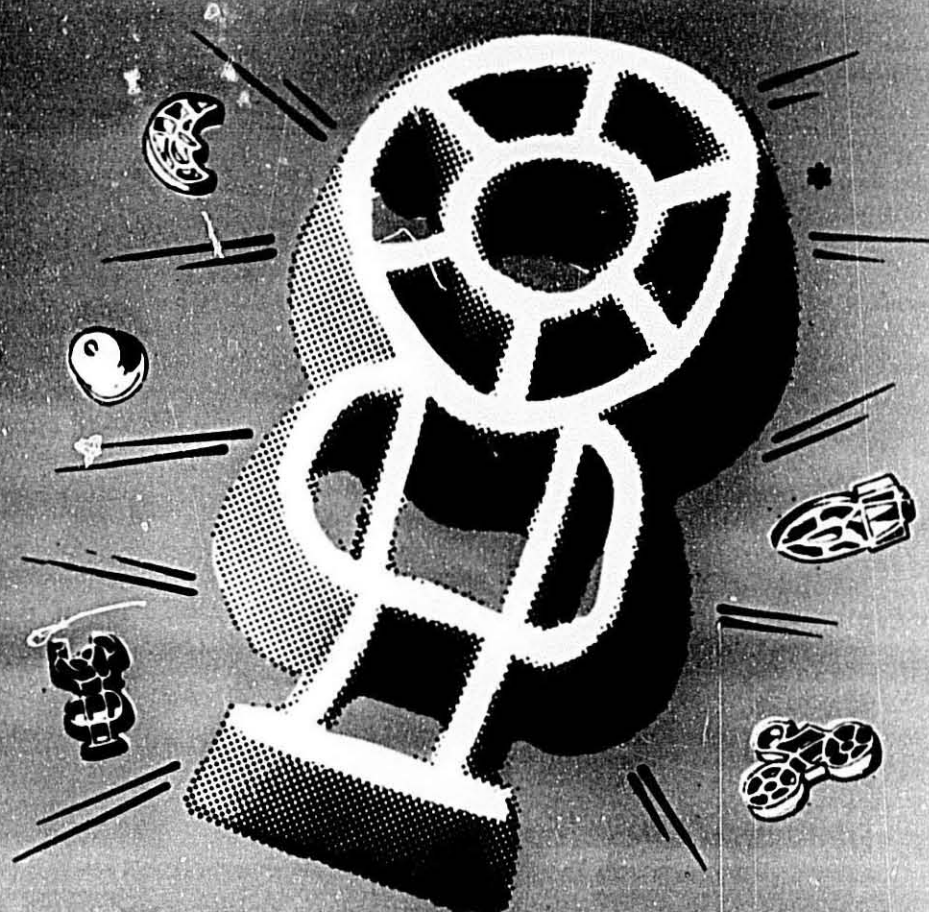
Picnic Luncheons will be served to food editors at farm houses in North Dakota during the Spaghetti Safari at harvest time.

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SPAGHETTI SAFARI



A THREE-day flying tour to wheat country, to milling country, to spaghetti country, with the purpose of educating editors to the 1-2-3 steps of macaroni manufacture in America's heartland is being planned for some twenty food editors at harvest time.

Invitations, along with a Pastaport, have gone to the following editors:

- Ladies' Home Journal
- McCall's
- Woman's Day
- Redbook
- American Home
- Good Housekeeping
- Family Circle
- Better Homes & Gardens
- Farm Journal
- Philadelphia Inquirer
- Dallas Times-Herald
- San Francisco Examiner
- Newark News
- St. Louis Globe-Democrat
- Boston Herald-Traveler
- Chicago Tribune
- Newspaper Enterprise Association
- Los Angeles Times
- Omaha World Herald
- Minneapolis Tribune
- Associated Press
- United Press International

Sponsors

Sponsoring organizations include the North Dakota State Wheat Commission, North Dakota Economic Development Commission, North Dakota Mill Elevator, Greater North Dakota Association, U. S. Durum Growers Association, and the National Macaroni Institute.

Meet in Minneapolis

Minneapolis Airport will be the meeting place of editors coming in from all over the country, all of whom will arrive by 4 p.m. Tuesday afternoon. At 7:19 p.m. via first class commercial air service from Minneapolis, a chartered plane will fly to Dickinson, North Dakota, where buses will be picked up to take the group to Medora, site of Theodore Roosevelt National Memorial Park.

This is a scenic ride through the Badlands in the western part of the state. On arrival at Medora, the Safari checks into the Badlands Motel.

Buffalo Barbecue

In the evening a Buffalo Barbecue on the green opposite the Rough Riders Hotel is being planned. Wheat growers and local dignitaries will be introduced who will continue with the group throughout the North Dakota leg of the trip.

An optional event on Tuesday evening is the Medora Musical, based on Teddy Roosevelt and Rough Riders lore, staged in a natural amphitheatre.

Western Breakfast

The group gets an early start on Wednesday, being served a typical Western breakfast by the North Dakota Beef Council, featuring steak and spaghetti.

Buses take the group back to Dickinson, where the chartered plane is boarded for an air tour over the Badlands, coal and oil fields, Missouri River and Garrison Dam (largest earth-filled dam in the world which will eventually irrigate one-quarter of North Dakota).

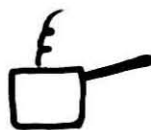
Harvest Operations

The Safari arrives at Devil's Lake, North Dakota, just before noon. Meeting the plane will be approximately ten farmer and wife teams who will each take two or three of the editors in private cars for viewing harvest operations. One group interested in seeing the Experimental Farm at Langdon will be flown up there by private plane.

Picnic lunches will be featured in the front yards of the various hosts, and will include several macaroni product dishes, lefts, and other typical North Dakota fare.

The group reassembles at Lakota by 4 p.m. and boards a bus for Grand Forks, where they check into the Westward Ho Motel.

In the evening, cocktails and dinner are to be sponsored by the North Dakota Mill, with brief comments to be made by Mill Manager Gene Murphy and Wheat Commission Administrator Paul Abrahamson.



Through the Mill

Thursday morning following breakfast there will be a tour of the North Dakota Mill at Grand Forks, where editors will see grain unloaded from boxcars, processed into semolina, and loaded into glass-lined air-slide cars for shipment to the macaroni plants.

Cereal Technology

Traveling by bus from Grand Forks to Fargo, the group will arrive in time for lunch at the North Dakota State University. Here they will be met by Dr. Kenneth A. Gilles and the Cereal Technology staff. The governor of North Dakota, William Guy, has been invited to attend the luncheon and address the group.

The Safari visits the campus in the afternoon and will have a conducted tour through the Agronomy Seed Laboratory, Research Greenhouses, and Cereal Technology Laboratories.

On to Omaha

Departure by chartered plane for Omaha is scheduled for 4 p.m.

At six o'clock with the Safari's arrival in Omaha, they will be met by Lloyd Skinner and his colleagues and escorted to the Holiday Inn.

Cocktails and Spaghetti Safari Dinner will be served in the Cloud Club atop an Omaha skyscraper. Welcome to Spaghetti-land will be given by National Macaroni Institute representatives.

Macaroni Plant Tour

On Friday morning there will be a brief tour of the city, including Boys Town, before touring the Skinner macaroni plant, a handsome new production facility. Here editors will see how macaroni, spaghetti and egg noodle products are made and packed.

They will return to their home cities via first class commercial airliners from Omaha, enjoying luncheon aboard the plane and arriving home before the end of the work week.

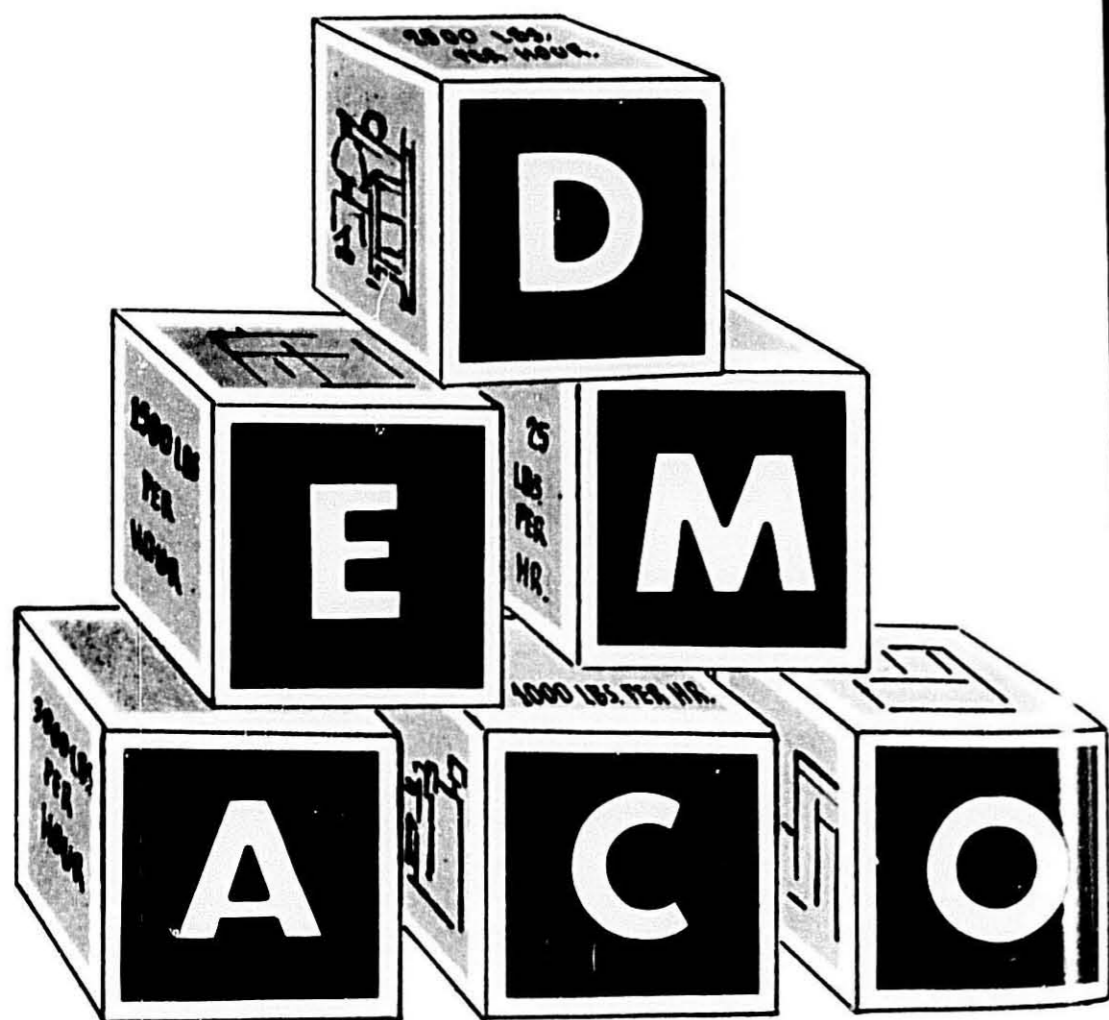
Enthusiasm for the project has been strong by both the hosts and the guests, and it should work out to be a very much worthwhile project. Sponsors will keep their fingers crossed that harvest operations are in full swing and that a bright harvest sun is shining.

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AUGUST, 1969

Skinner Re-Elected

Lloyd E. Skinner, President of Skinner Macaroni Company, was reelected a director of the National Small Business Association at its annual meeting in Washington, D.C.

Mr. Skinner, who is also a member of the NSBA Executive Committee, has been a member of the NSBA board since 1952, was Vice President in 1961 and 1962, NSBA President from 1963 to 1966, and Chairman of the Board from 1966 through 1968.



Lloyd E. Skinner

Niskey Named at San Giorgio

Charles F. Niskey has been named Plant Manager of San Giorgio Macaroni, Inc., Lebanon, Pa., it was announced by Raymond J. Guerrisi, Vice President and General Manager.

Mr. Niskey has been Assistant to the Plant Manager at San Giorgio since May 1968.

Before joining the Hershey organization in November 1967, Mr. Niskey was a Division Sales Manager for Crowley's Milk Co. in Binghamton, New York. He also had filled the position of Branch Manager of the Dairymen's League Co-op Association, Inc., milk and ice cream operation in Binghamton, New York, and was Manager of the Pennbrook Ice Cream Co., Philadelphia, Pa.

Born in Berwyn, Pa., Mr. Niskey earned the bachelor of science degree in Dairy Manufacturing from Pennsylvania State University. He is married to the former Penny Richards of Wynnewood, Pa. They have three daughters and a son and reside in Hershey, Pa.

More Area for Plant

Construction is under way on a 38,000-square-foot addition to the American Beauty Macaroni company plant at 501 Funston Road in Kansas City, Kansas. This is the second addition to the original building and is at the south end of the existing structure at Dodge and Stanley roads.

The brick addition is primarily warehouse space and contains the relocated and enlarged dock area for 10 trucks. The former dock area has been remodeled into warehouse space.

Construction consists of bearing brick walls with concrete block backup. The roof structure is precast concrete columns and precast, prestressed concrete roof beams and deck. Estrin Construction company is general contractor.

The wedge-shaped building was designed by Manuel Morris, architect, and

completes construction on the company's property in the Fairfax district. The addition was designed to blend with the brick exterior of the existing building.

Golden Grain Will Appeal

A Federal Trade Commission examiner's order requiring Golden Grain Macaroni Company to divest itself of holdings in Major Italian Foods Company of Seattle will be appealed by the firm's attorneys.

The order would also forbid Golden Grain from acquiring any other manufacturer of macaroni or related products for ten years without FTC approval.

The acquisition of 51 percent of Major Italian Foods violated Section 7 of the Clayton Act, according to John B. Poindexter, the hearing examiner.

Golden Grain maintains there is ample competition in all areas where its products are marketed. The FTC, said a company spokesman, has narrowed down the market size to essentially Oregon and Washington in spite of the fact that macaroni companies sell their products over larger geographical areas.

Cool-It Salads

Jenny Lee, Inc. of St. Paul, Minnesota, will run a ten-week summer salad campaign, featuring new recipes involving the use of macaroni. They are offering consumers a free, 24-page recipe book called "Cool-It Salads." The consumer writes to the company to get the booklet.

The promotion is being supported by newspaper ads and radio spots. It is running in Minnesota, the Dakotas and Wisconsin.

Ragu Venetian Sweepstakes

Ragu Spaghetti Sauce will be promoted by Ragu Packing Company of Rochester, New York, July 8 through August 28 with an advertising campaign and a Venetian Carnival sweepstakes. The theme of the campaign is "Barbecue With" Ragu Spaghetti Sauce.

The promotion will be supported by ads in regional editions of the August Family Circle and Woman's Day magazines, in ads in major newspapers east of the Mississippi and in the Sunday magazine or Parade sections of major Eastern papers.

Ads will carry entry blanks for the contest. First prize in the sweepstakes is an all-expense paid trip for two to Venice.

GI Joe Loves Macaroni And Cheese

An Associated Press release tells about Tom Van Patten of Caledonia, Michigan, who was captured by the Viet Cong on the last day of his Vietnam tour of duty. During his fourteen months as a prisoner he was promoted by the Army, and written off by his girl friend in a Dear John letter.

On his return home he was given a hero's welcome, a resolution of praise from the Michigan legislature, many gifts including a new car and a year's supply of his favorite food, macaroni and cheese. All is well that ends well.

Packaging That Doesn't Sell

John Phillips, President, R. J. Reynolds Foods, Inc., made this observation before the Annual National Packaging Conference of the American Management Association:

"I feel that people involved with packaging can occasionally become so imbued with modern art, ultra sophistication, 'in' theories, psychology, motivational research, that they create a concept that is cute and captivating—but it doesn't sell.

"There are millions and millions of consumers who think an underground movie is something you can see in a subway—who believe Simon and Garfunkle is a famous law firm—who think a bouffant is a piece of French pastry—and who sympathize with a man who says he just got Fo'noy's Complaint, because they think it's a rare disease.

"These people are not simple—they are simply people—and they are our customers—so why not please them with packaging that immediately tells them exactly what is inside the package and who makes it."

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VIBRATING CONVEYORS

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Paramount Packaging Designer

Laurence L. Nicholson has been appointed to the newly created position of Director of Packaging Design for Paramount Packaging Corporation.

Mr. Nicholson comes to Paramount from the Crown Zellerbach Corporation, where he served as Executive Design Consultant. He will headquarter at Paramount's San Francisco office.

Active in the packaging industry for almost 20 years, Mr. Nicholson is a winner of several national awards for package design, and is well-known throughout the industry for his innovative merchandising techniques.

Paramount, headquartered in Chalfont, Pa., designs and manufactures packaging materials for a wide variety of consumer goods at its plants in Chalfont and Murfreesboro, Tenn., and will soon begin production at its new West Coast installation at Santa Maria, California.

Paramount Packaging Projects Good Prospects

Paramount Packaging Corporation, manufacturers and designers of flexible packaging, anticipates a sales increase of up to 25 percent this year compared with 1968. Theodore Isen, president, told security analysts meeting in Chicago.

"Based on results so far this year, we believe that Paramount Packaging can increase its sales from last year's record \$15.2 million to nearly \$18 million in 1969," Mr. Isen said.

While he did not make any specific earnings projections, Mr. Isen indicated that net income should exceed last year's record of \$692,280.

Mr. Isen commented that second quarter and first half earnings, expected to be announced in several weeks, should also exceed last year's record levels.

In the first quarter of its current fiscal year, Paramount Packaging had record sales of \$4,096,487 compared with \$3,717,524 for the same period last year. Net income was \$257,471, up 51 percent from 1968's first quarter net income of \$169,810. Earnings per share for the first quarter 1969 were 25 cents (based on 1,025,000 shares) compared with 21 cents a share (based on only 800,000 shares) a year earlier. Its common stock began trading on the American Stock Exchange in late June.

Developments

Mr. Isen said that his optimism for the current year and next year as well

was based on the following developments:

Installation last month of a new high speed, six color flexographic, electronically controlled printing press at its Murfreesboro, Tenn. plant, and the addition of a second such press in July. The addition of these two presses, Mr. Isen said, would enable Paramount Packaging to double its output at this plant alone by 1970.

The planned addition of its own polyethylene extrusion facility in Murfreesboro, which would enable Paramount Packaging to produce a portion of its own needs of this key raw material and thus reduce material costs.

The completion of a new manufacturing complex of some 37,000 sq. ft. with an additional 5,000 sq. ft. of office space in Santa Maria, Calif. Mr. Isen indicated that he expected the plant to be in operation by November and to develop, over a six-month period, into a five-day week, three shift a day operation.

"Many of our national accounts with West Coast facilities have indicated they will place business with us as soon as we are on stream," Mr. Isen said, "and we are negotiating a contract with one West Coast food processor who, on the first go-around, could possibly absorb up to one-half the initial production of this plant."

Serve Many Customers

Paramount Packaging currently serves over 600 companies in a multitude of key consumer industries, including foods, textiles and pharmaceuticals. To facilitate its expansion, Paramount Packaging recently restructured its sales groupings into Eastern and Western Divisions.

Mr. Isen told the analysts that the company is working on a number of new production techniques as well as new product lines.

Paramount Packaging has also obtained method patents for the manufacture of square bottom bread bags, a new market concept which will result in a tighter packaged loaf of bread, and method patents for the manufacture of plastic carry-out sacks for supermarkets.

Economic Factors

Reflecting on the current economic and financial environment, Mr. Isen made two points: First, that the company has already made arrangements to satisfy financial requirements over the next 18 months; and second, that "cyclical forces in the economy will have little effect, if any, on our business."

Easy Open Device

If you use a folding carton with an easy open device, a new structure developed by Container Corporation of America can improve its consumer acceptance and ease of use.

Although not an opening device in itself, the Dimple Entry feature facilitates the use of an opening device and can be used in conjunction with almost any type of tear strip or anchor locks to achieve easier access to the starting tab. This includes double cut score openers, J-cut tear strips, and tear tapes. The feature has few restrictions as to carton style.

The Dimple comprises opposed curved scores which bow or dish in the portion of the carton immediately underneath the starter tab. As a bonus, if used in place of the normal dust flap score on a seal end carton, the bowed score provides better contact between the dust flap and major flap for improved glue bonds.

The Dimple Entry feature is covered by Container Corporation of America patent 3,361,332.

IPACK-IMA '69

IPACK-IMA '69, biennial international exhibition held on the Milan Fair Grounds, October 4 to 10, will present an impressive display of machines and equipment for the foodstuffs industry. Classifications include packing and packaging, industrial food processing, mechanical handling.

The branches in which the food-processing machinery industry is in the greatest demand are pasta manufacturing, biscuit manufacturing, the canning industry and the confectionery industry. Demand has been greater in the past few years both at home and abroad. France, Germany, the United Kingdom and the Low Countries are the best customers of the Italian food-processing machinery industry.

Pasta Progress

Pasta Foods in St. Albans, Great Britain, has just installed a new line which will produce ten tons of short cut macaroni and variety shapes every twenty-four hours. This increases their short cut capacity by 60 percent and brings total production to something in excess of 300 tons per week. The firm accounts for just over half of the output in the United Kingdom.

Pasta Foods expects that the new capacity will be fully utilized within eighteen months and further expansion then necessary.

(Continued on page 12)

ADM Flour Mills

Pasta Progress—

(Continued from page 10)

According to recent trade estimates, total consumption of pasta in Britain was about 27,000 tons in 1968. About one-third of this total was imported. The recent establishment by the Food Manufacturers' Federation of standards calling for 100 percent Amber Durum wheat for UK produced pasta will help still further to reduce the level of imports and should increase consumption at home and abroad with the better quality.

Major Factors

Two major factors have influenced the shape of the pasta market in Britain in recent years. First, the growth of the canning trade, where shapes and short cut spaghetti and macaroni in a variety of sauces have trodden the path paved by baked beans to provide snacks and light meals. The introduction of Spaghetti Hoops by Heinz in 1967 and of Spaghetti Rings by Crosse and Blackwell, and the intense promotion for both in press and television, made a major contribution to the overall growth of the processed pasta market. Secondly, the supermarket companies have, since 1966, begun to offer private label pasta products, both in processed and dry packed form. It is estimated that firms such as Tesco, Pricerite, Fine Fare and Sainsbury now account for 20 percent of dry pasta sales and that their share of this trade is increasing. A further development has been that the traditional 20 inch length of spaghetti has been modified to a more manageable 10 inches.

Freddie Fox, managing director of Pasta Foods, points out that the firm is only four years old.

Peavey Moves Into Pizza

A unique new pizza is scoring a breakthrough on two counts.

First, the product known as Toasta Pizza represents a bold step by Peavey Company, Minneapolis-based firm in the flour, grain and farm service business for 95 years, to reach for a new share of the convenience food market.

Second, the frozen pizza which comes in squares, complete and ready for preparation in a household toaster, realizes new strides in technology and convenience. Research by Peavey Company perfected this open-face pizza that pops up from a vertical position in a toaster, crisp, bubbling and ready to eat.

Produced by Toasta Foods Company, a Peavey subsidiary, the new product is now being test marketed.



Donald W. Pemrick

Wide Promotion

Toasta Foods has employed the firm of Harrell International of Westport, Conn., as its marketing agency. Advertising of the new product is built around Art Linkletter and members of the Linkletter family. In both TV and Sunday color-comic story style advertising, ease of preparation and the tastiness of the pizza are emphasized.

Toasta Foods marketers said the recent exposure of the product to those attending the Super Market Institute brought interest and response that was highly encouraging. Much of this interest centered around the distinctiveness of an open-faced product successfully meeting the requirements of toaster preparation.

Planned Diversification

Fritz Corrigan, Peavey Company president, assesses this venture into the convenience food market as part of the company's planned diversification. He said this step toward expansion in the direction of consumer food services is in keeping with the company's intention to add to its agribusiness base with new products and services.

Also, he said, Peavey is continuing to improve its capacity to serve present customers. An example he gave is this current year's major investment in new durum milling facilities at its Hastings, Minnesota mill, as a means of continuing Peavey's preeminent position in supplying the macaroni and spaghetti industry.

Remele Joins Toasta Foods

Lewis Remele will join the management of Toasta Foods Co., as executive vice president, the Peavey subsidiary announced.

Remele is a former Peavey terminal grain merchandising executive, and immediately prior to joining the New Or-

leans firm he was in charge of Peavey's grain marketing activities in Buffalo, New York. He is a Minneapolis native, and his decision to join the Toasta Foods organization means that he and his family will move there.

International Names Pemrick

Donald W. Pemrick has been named assistant to division vice president of durum products S. F. (Sal) Maritato, according to an announcement by International Milling in Minneapolis.

Prior to his promotion, Pemrick was assistant director of production scheduling. He joined International in 1960 and in 1963 was appointed assistant production scheduling manager for durum products.

Pemrick was appointed assistant director of production scheduling in 1968. He graduated from the University of Minnesota with a bachelor's degree.

Richard L. Vessels, formerly assistant sales manager for durum products, has been named sales administrative manager for bakery products. He joined IM in 1965 after over ten years in durum products sales with General Mills. He graduated from Cornell College in Mt. Vernon, Iowa, with a degree in business administration and economics.

International Milling Points to Growth

Corporate growth objectives, including annual profit increases of ten percent and sales increases of seven to eight percent, were outlined by International Milling at its annual stockholders' meeting in Minneapolis.

In his report to shareowners, William G. Phillips, president, who came to IM from Glidden-Durkee in Cleveland last October, said the company will expand both internally and through acquisition of businesses utilizing International's present skills.



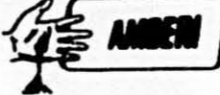
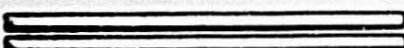


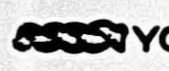
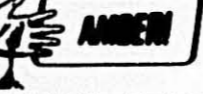

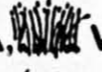





"Near term growth will be in the processing and marketing of ingredients and consumer food products, formula feeds and related products and services. For the long term we are organizing to develop and acquire new skills that can be applied in processing and marketing other human food products," he said.

Profit Goal

"We aim to increase our profitability on a per share basis by at least 10 percent per year. This is a minimum goal, and we are dedicated to achieving it," he said. He pointed out that profits in the third and fourth quarters of last fiscal year, which ended Feb. 28, in-

(Continued on page 14)



TO INSURE THE QUALITY  IN ANY MACARONI PRODUCT  ALWAYS SPECIFY  WHETHER YOU'RE MANUFACTURING LONG GOODS  OR SHORT , EGG NOODLES  OR OTHER SPECIALTY SHAPES,  YOU'LL FIND  IS ALWAYS UNIFORM IN COLOR AND GRANULATION.  BECAUSE OF OUR UNIQUE AFFILIATIONS IN THE DURUM WHEAT GROWING AREA,  WE CAN SUPPLY  THE FINEST DURUM  WHEAT PRODUCTS AVAILABLE. AND WE SHIP EVERY ORDER  AT THE TIME  PROMISED. BE SURE... SPECIFY 



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International Points to Growth—

(Continued from page 12)

creased by 39 and 98 percent respectively over the same quarters the previous year. For the first quarter of the current year, profits increased by 33 percent.

"It appears that dollar sales increases of at least seven to eight per cent annually will be needed to produce our minimum profit objectives," Phillips stated.

"To make these profit improvements," he continued, "we recognize that we must overcome the problem created by low growth rates in many segments of our business."

Consumer Field Concern

In his remarks Phillips emphasized that IM is devoting increased attention to the consumer field, especially convenience foods. He pointed out the company recently entered this market for the first time in the U.S. with four mixes for buttermilk biscuits, cornbread, buttermilk pancakes and corn muffins.

Phillips also reported that International is investigating the growing institutional market, particularly the "away from home" eating market, and the industrial foods area by producing ingredient foods for other manufacturers. International also plans to continue to increase its formula feed business, he said.

He pointed out that 33 percent of last year's sales came from non-flour milling sources and said that he would "not be surprised to see the contribution of non-flour milling products eventually rise to two-thirds of total sales." He stated, however, that the company does not intend to get out of the flour milling business but will accomplish the increasing percent of non-flour milling sales through enlargement of total sales.

High Caliber Management

Phillips concluded his report by stressing the company's desire to develop and attract high caliber management personnel and describing the qualities IM seeks in these individuals.

Referring to the importance of decision making in a manager, he emphasized that he does not want to be "surrounded with people who vacillate, who wait for someone else to make the first move." He stressed the necessity of being willing to accept risk in the changing world of business and said, "I refuse to surround myself with overly conservative people."

International's consolidated net earnings for the first quarter that ended May 31 were \$1,108,270 or 41 cents per share, an increase of 33 percent from the same period a year ago. Sales for the first quarter were \$33,189,819 down slightly from \$33,631,720 for the same quarter last year.

All 13 directors were re-elected at the meeting which was held at the First National Bank building in Minneapolis. They are: Atherton Bean, John B. Bean, Walter W. Heller, M. W. Mackenzie, Malcolm B. McDonald, Don G. Mitchell, P. Norman Ness, William G. Phillips, Chas. Ritz, Darrell M. Runke, John Tatam, Paul B. Wishart and Lloyd E. Workman.

Big Gain in World Wheat Crop

"The world wheat harvest has increased 25% in the last three years and the 1968 harvest is 33% above the 1960-64 average," says the Foreign Agricultural Service.

"Increased acreage, good weather, price assurance and special programs have expanded wheat harvests around the world," they continue.

Their third estimate for the 1968-69 crop year shows further gains of 131,900,000 bushels and raises the aggregate to 11% above the previous year and to 8% more than the previous peak of 10,490,000,000 in 1966.

In its third survey of world production in the 1968-69 season, the F.A.S. raised aggregate production to a new all-time record of 11,341,900,000 bushels. This is up 131,900,000 from the previous estimate made in January. It is 11% above the final 1967-68 crop of 10,184,900,000 and 8% more than the previous peak of 10,490,000 in 1966.

Russia Up

Practically all of the gain between the January and June estimate was in the U.S.S.R., up 128,600,000 bushels.

Record crops in 1968 in the U. S. and Mexico raised total North American production 5%. South American production was down 9%.

For Western Europe, production of wheat in 1968 reached 47,110,000 tons, up 1% from the previous peak in 1967.

Australia nearly doubled the drought-plagued output of the previous year with 14,533,000 tons. This was 14% above the previous peak of 1966.

Durum Mill Grind

The U. S. Department of Commerce reported the durum mill grind for April at 965,000 cwt. compared with 870,000 cwt. a year ago. This boosted

the year-to-date increase to almost five per cent compared with 2.5 per cent at the end of March.

Millers reported May to be a disappointingly slow month. Apparently in the East grocers loaded up when macaroni prices advanced in March, and the volume done then borrowed from the post-Lenten period.

Close Buying

The Southwestern Miller noted that hand-to-mouth buying practices characterized business in durum products in the face of rapidly dwindling contract balances by macaroni manufacturers.

Price on delivery schedules were 25 to 30 cents per cwt. higher than levels at which much of semolina was purchased during the last crop year, and the macaroni industry was slow in changing ideas as to what the values should be. Millers are faced with wage negotiations during June and July, and it is reported that they were concerned with margin deterioration during the past year.

During the durum crop year 1968-69, macaroni manufacturers followed an unusually close buying policy. In past years bookings have often been for periods ranging from 120 days to six months, and not uncommonly for almost the entire crop year. Wide fluctuations in cash durum price, influenced by increased emphasis on export as well as disciplined holding by producers, encouraged cautious attitude. There seems to be no indication as yet that the trade is ready to go back to long-term bookings, now that contracts are running out; nor are mills pressing for such commitments.

Money Cost 1½¢ Per Bushel

The advance in the prime loan rate charged by commercial banks to a record high of 8½% had significance in the wheat futures market.

In view of compensating balance requirements imposed by banks, it was emphasized that this new prime rate, considering present wheat price levels, represents a carrying cost of nearly 1½¢ per bushel per month. Since present carrying charges in futures hardly reflect this interest cost, much less the additional charges, an attitude was emerging in the wheat industry against accumulations of cash wheat and toward increased utilization of futures as a means of maintaining necessary inventories. At the same time, the high cost of money, and its impact on margin accounts, necessarily also served as

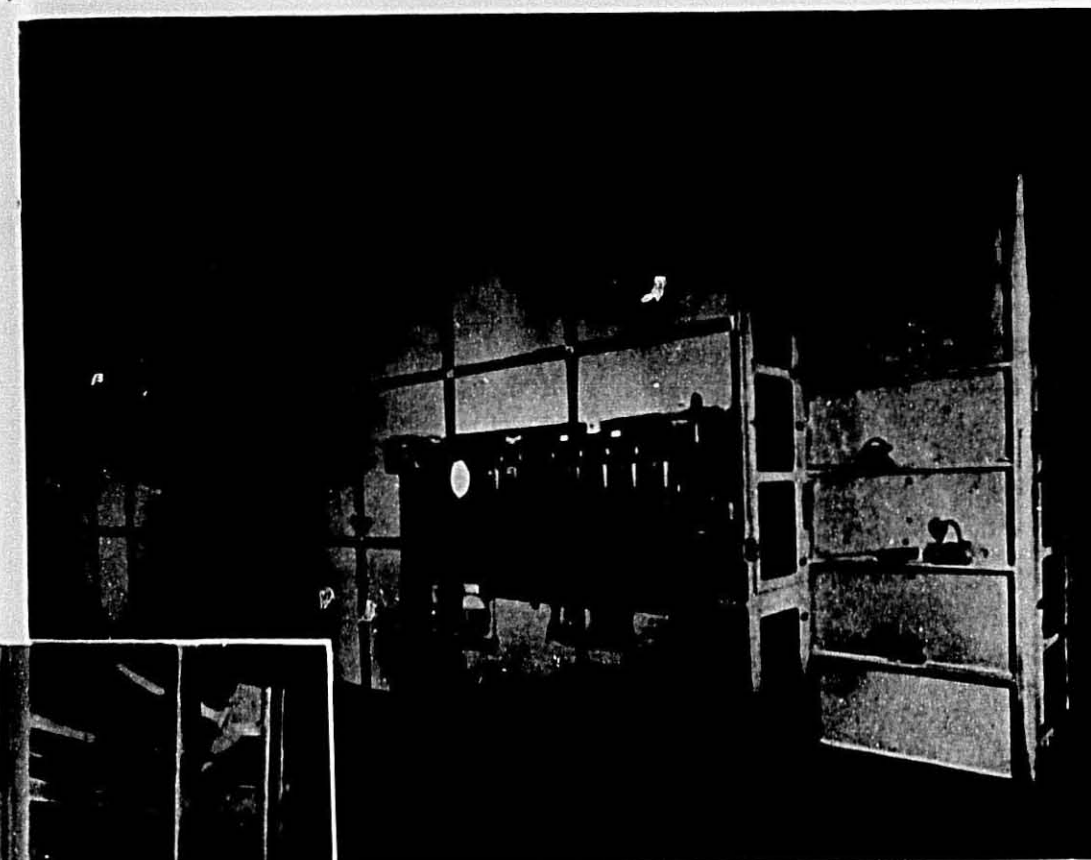
(Continued on page 16)

THE MACARONI JOURNAL

CONTINUOUS NOODLE DRYER

Dramatically New in Appearance

Clermont



Side view noodle finish dryer taken at plant of Theringer Macaroni Company, Milwaukee, Wisconsin

Clermont realizes that the basic goodness of a dryer is represented by the sum total of the care and attention that goes into the design and development of each individual part. Performance, dependability and quality you naturally expect from a Clermont machine—in super-abundance. But there are also many lesser points about a machine that can make it a joy to own and a pleasure to operate. In the Clermont Noodle Dryer many of these features—such as electronic controls, controlling the intake of fresh air and exhaust of excess humidity; control of temperature; extra

large doors permitting ready access for cleaning; large lucite windows giving clear view of the various drying stages: all are incorporated in the Clermont Noodle Dryer.

The only Noodle Dryer available that affords free access to the screens from both the fan chamber and the air chamber sides.

The only Noodle Dryer that has conveyor screens that interlock with stainless steel side guides. Many other features are incorporated that are solely Clermont's.

But no matter what Clermont dryer you buy, you may be sure that when you get it, it will be in every detail the finest dryer you have ever owned.

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Wheat Costs 1 1/2c Bushel— (Continued from page 14)

a dampening influence on trading activity in wheat as well as in other commodity futures. Concern over the state of the general economy, of which the climb in interest rates was only one symptom, emerged as a greater influence in wheat and other grains than has been noted in a considerable period of time.

About Vitamins

If you could isolate from a good daily diet all the vitamins your food contains, you wouldn't get more than a few sugar-like grains. Yet without these few specks, life could not go on.

They are not only essential in prevention and cure of disease, but also indispensable in growth, development and maintenance of buoyant health.

As an example of their potency, one-third of an ounce of pure crystalline Vitamin D has as much curative value in rickets as a barrel of cod liver oil.

A pinhead of pure crystalline Vitamin B-1 (thiamine) has as much growth and appetite-stimulating capacity as 100 cakes of yeast.

If a single grain of table salt were divided into 100 parts, a daily dose of Vitamin B-12 equal to one of the minute specks would be more than enough to restore a pernicious anemia patient to health.

Isolated in 1912

Dr. Casimir Funk, isolated the first vitamin, thiamine, in 1912. Discovery of other vitamins came rapidly after that. Today the chemistry of most of them is known so they can be synthesized.

It has been estimated at least fifteen vitamins are necessary in the diet of man. Many of these may be obtained in food but some may be supplied in part by bacteria that live in the intestine.

Research quickly demolished the misconception that all vitamins are contained in all foods. A food may be devoid of one vitamin and rich in another.

Dramatic B12

The most dramatic vitamin development was Vitamin B-12. Before its discovery, pernicious anemia was a creeping, stealthy sickness of the blood taking 50,000 lives a year in the United States. Then two Boston physicians found that by eating liver the disease could be kept in check. The drawback was quantity. A half-pound a day each day was needed.

Investigators later obtained a liver extract that could be injected. A daily teaspoonful of a thick black substance was an improvement over the nauseating consumption of large quantities of meat but was by no means satisfactory. Scientists were sure there must be an active principle in liver that caused improvement. A world search got under way.

Folic acid, a new member of the Vitamin B Complex family, was found in the course of the search and produced improvement in anemia patients. But it did not turn out to be the answer since its dosage was 1,000 times larger than the later discovered B-12, which is 10,000 times as potent as liver extract. The Boston physicians won the Nobel Prize for their pioneering work.

Foods rich in folic acid include leafy green vegetables, liver, navy, kidney and soy beans.

Good Diet Desirable

Vitamins by way of daily diet are more desirable than by pill, most physicians emphasize. The American Medical Association position long has been that an adequate intake of balanced foods makes supplemental vitamins unnecessary. The body only excretes the excess in most cases. In others, excess vitamins may accumulate undesirably.

The commuter who skips breakfast, teen-agers who live on snacks and hamburgers, the housewife who nibbles at leftovers, the people who live alone and older people who suffer from poor appetites and poor teeth are among the groups that need supplemental vitamins as "diet insurance."

A, B1, B2

Vitamin A is important for normal growth in children; necessary for good vision, healthy skin, eyes and hair. Major sources are milk, butter, fortified margarine, eggs, liver and kidney. The body makes its own Vitamin A from leafy green and yellow vegetables.

Vitamin B1 is necessary for proper function of the heart and nervous system. Major sources include whole-grained cereals, enriched cereals including bread and pastas, fish, lean meat, liver, pork, poultry, milk, and dried yeast.

Vitamin B2 is necessary for healthy skin; essential for building and maintaining tissue. Sources include eggs, enriched cereals, leafy green vegetables, lean meat, liver, dried yeast, milk.

Vitamin B6 is important for healthy teeth and gums, blood vessels and red blood cells, nervous system. Found in whole grain cereals, wheat germ, dried yeast, vegetables, meat.

B12

Vitamin B12 helps prevent types of anemia; contributes to health of nervous system and proper growth in children. Major sources are milk, liver, kidney, lean meat, salt water fish, oysters, food of animal origin in general.

Folic acid helps prevent types of anemia; is essential for integrity of intestinal tract. Found in green leafy vegetables, meat, yeast.

Pantothenic acid is essential for synthesis of adrenal hormones, health of nervous system, production of antibodies. Found in all plant and animal tissues.

Niacin

Niacin is necessary for converting food into energy; aids the nervous system. Major sources are lean meat, liver, eggs, enriched cereals and yeast.

Biotin is necessary for integrity of skin and mucous membranes; health of red blood cells. Found in liver, kidney, eggs and most fresh vegetables.

Vitamin C is essential for healthy teeth, gums, bones; builds strong body cells and blood vessels. Major sources are citrus fruits, berries, tomatoes, cabbage, peppers, green vegetables, new potatoes.

D, E, & K

Vitamin D is necessary for strong teeth and bones; prevents rickets. Found in fortified milk, cod liver oil, salmon, tuna, egg yolks.

Vitamin E prevents abnormal peroxidation of tissue fats; essential for integrity of red blood cells. Major sources are vegetable oils, lettuce, whole grain cereals and wheat germ.

Vitamin K, necessary for normal blood clotting, is found in leafy vegetables.

USDA Buys Enriched Macaroni

The U.S. Department of Agriculture has announced purchase by the Commodity Credit Corporation of 480,000 pounds of enriched elbow milk macaroni and 480,000 pounds of enriched elbow wheat-soy macaroni packed in 24-one pound packages to the shipping containers for domestic donation.

Bronx, N.Y., will receive 390,000 pounds of each. The milk type was priced at 12.74 per cwt. The wheat-soy 11.60.

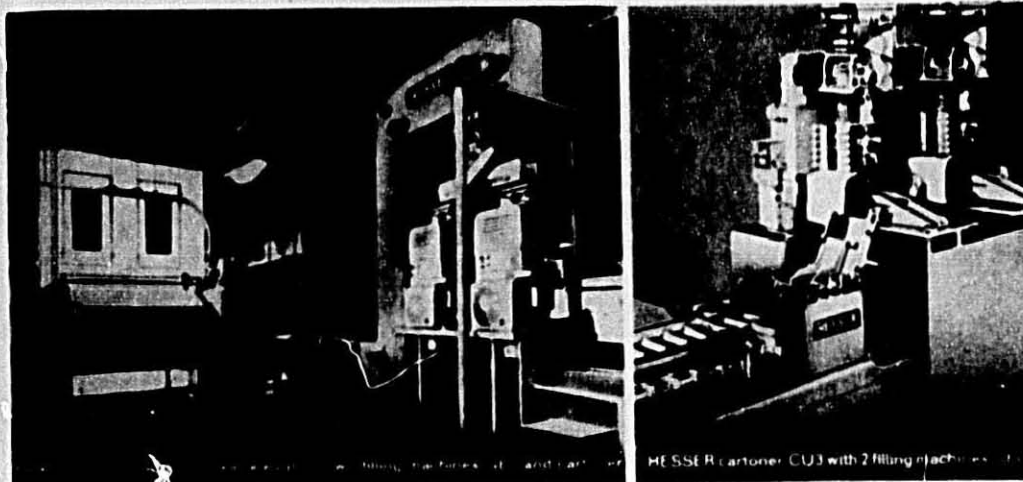
St. Louis, Mo., gets 30,000 pounds of each; milk type at 13.57; wheat-soy at 12.43. San Diego, Calif., gets 60,000 each; milk type 14.53; wheat-soy 13.39.

Successful bidder was Starcrest Baking Company of Westbury, New York.

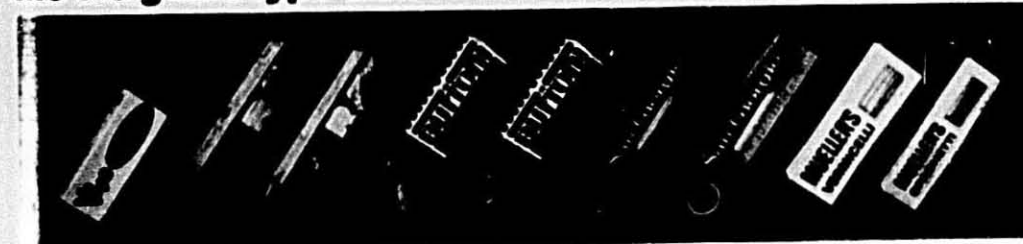
THE MACARONI JOURNAL

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AUGUST, 1969

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17

Miniboards Give Zest

IN Baltimore, the high school football season isn't officially over until McCormick & Company hands out its "unsung hero" awards. The trophies go to an otherwise unheralded player on each team chosen for his doggedness and contribution to the team effort.

The annual event reflects the emphasis on teamwork that 72-year-old Chairman Charles P. McCormick has been using to stimulate employee involvement at McCormick & Company since 1932, the year he inherited controlling interest in the then \$4-million-a-year spice house from his uncle, Wiloughby McCormick. Last year, corporate sales passed the \$93-million mark.

Multiple Management

One of McCormick's first acts upon taking over was to install a system he called "multiple management." This cast all levels of management squarely into decision making by creating a chain of miniboards of directors. The company, which had been running in the red, turned a profit in its first year under Charles McCormick's direction.

Over the years, McCormick has built around his multiple management program a full-blown package of incentive tools—a noncontributory retirement fund, bonus vacations, stock options, comprehensive employee communications programs, and rotating job assignments. The results speak for themselves.

Management turnover from the four-year level on is negligible. "We don't figure turnover in terms of percentages anymore. We count it in numbers," brags one executive.

Says Dr. K. Brantley Watson, corporate vice-president for human relations at McCormick: "We're not trying to sell ourselves as good guys. We're trying to get our employees interested in the company and get them to understand that their best interests and the company's are one and the same. Without that basis of understanding, all the incentive programs in the world are simply window dressing."

More Decision Making

McCormick's programs to give his employees a larger role in decision-making includes many principles that motivational experts have been stressing lately. What the experts discovered through controlled experiments, McCormick seems to have hit upon intuitively.

The machinery for carrying out this program is the miniboard setup. Each of McCormick's major divisions has its own board of top management men. Under that, but reporting directly to the chief divisional executive, are a junior board of middle and lower management and a factory board at the plant supervisory level. There are also sales boards.

The lower boards, which have as many as 18 members each, draw up their own bylaws, vote on membership, and pick their own projects. The original members are chosen by division management.

There's a constant flow of proposals. Indeed, during one five year span several years back when the company was still a one plant operation, the Baltimore junior board sent 2,109 proposals up to top management. All but six of these proposals were adopted.

Multiple management does more than simply heighten the flow of ideas. It comes down hard on inter-departmental cooperation and pushes managers to get a broader view of the company.

Consistent Contributors

To stay on a board, members must be consistent contributors. They vote among themselves every six months, grading each other on originality, judgment, achievement, human relations, stability, and forcefulness. The three lowest scorers are taken off the board and replaced. Board officers are obliged to tell members exactly why they were dropped.

Board membership has no bearing on how an employee is rated in his line job. Board meetings usually take place after hours, and members get up to an extra \$1,080 a year plus bonus vacations.

The boards also serve as proving grounds for men on the way up. Since 1932, fully 90 per cent of McCormick's managers have been on one board or another.

The emphasis is on team participation. "It may sometimes slow the process of arriving at a final action, but more times than not that final action is more appropriate for both the man and the company," says Watson.

The team approach also helps curb office politicking. Veteran board members are assigned to counsel each new member. Says one older board member: "If a guy you've been working with gets a promotion, you feel a sense of accomplishment yourself. And I

know that when I get promoted, it's on merit, not because of who I know."

Incentive Tools

One of McCormick's frontrunning incentive tools is its retirement income trust (RIT), which is the company's largest single stockholder, owns its downtown Baltimore plant, and gets a hefty slice of the profits.

The company recently changed the formula to give RIT a bigger piece of the action. Under the simplified formula, now pending final approval by the Internal Revenue Service, RIT will get up to 7.5 per cent of pretax profits. Earnings on RIT's outside investments have been averaging better than 10 per cent a year.

The company was caught off guard three years back when it offered its first employee stock option. Its 15,000-share offering was fully subscribed almost immediately. It proved a good deal for employees, some 70 per cent of whom are McCormick shareholders and hold the majority of McCormick stock.

Quaint Touches

Even though the company will probably pass the \$100-million sales mark this year, it retains a lot of the quaint touches McCormick has built into it.

The seventh floor of the Baltimore plant, for example, is done up like an Elizabethan street, with an English tearoom, where visitors can get a snack.

It's all a throwback to McCormick's days as a salesman for his uncle, when he rankled at having to wait in barren anterooms.

"We might once have been accused of being paternal," says McCormick, "but I just think work should be a pleasant experience."

Nabisco, The Cookie King

THE existence of a small army of salesmen goes far to explain why Nabisco is where it is: sales of \$770-million last year, and one of the best profit margins in the food business—5.4 per cent.

Regional tastes are growing homogenized; the computer is taking over; and the real decisions on precisely how many linear feet of shelf space Nabisco gets in a supermarket are settled through elaborate presentations studied with turnover statistics and profit

goals at supermarket chain headquarters. What's more, the sales force is expensive.

Because of the peculiarities of its distribution system, Nabisco must field the salesmen anyway. The sales force had better visit the stores, or the boxes don't get stacked.

Plug the Leaders

Nabisco management argues that its direct sales effort helps to hold down advertising costs; the company spends only \$45-million globally on ads and sales promotion, and its domestic advertising-to-sales ratio of under 4 per cent is very low for a consumer packaged goods producer.

In the 1950's, the admen were wont to budget meager ad dollars over a dizzying variety of cookie brands as thinly as liquid butter is sprayed on Ritz crackers—to very little effect. Since then, the money has been concentrated on the leading brands—Ritz, Premium, Oreo—which are expected to carry the rest of the Nabisco line along with them.

Other Items

The rub is not at the Biscuit Division, which still accounts for some 70 per cent of Nabisco's volume, but in the product lines into which the company is diversifying. The terms under which such things as Shredded Wheat, Cream of Wheat, Dromedary dates, Milk Bone dog biscuit, and Welch candies are marketed are completely different.

Most of them are what's called "shelfstable"; they don't get stale as fast as crackers do. As a result, they don't need the tender, loving care and constant supervision of a big sales staff.

Mass Marketer

With all the talk of diversification, Nabisco is still a mass marketer of cookies and crackers. What moves Nabisco is something called a steel band oven, a monstrous machine close to a block long. Crackers and cookies travel in an awesome stream along a continuous belt, and the cost efficiencies these behemoths produce provides Nabisco's edge.

What it all adds up to, though, is that biscuit men think in units of one oven-one shift, or approximately 18,000 pounds of crackers. It's uneconomic to shut down an oven during a shift, and, at a labor cost of 5 cents a minute, it's uneconomic to pack small quantities of special items by hand. To make it in Nabisco's market, a viable product's factory volume is pegged at a rock-bottom \$2-million to \$4-million a year.

The company is wedded to volume sales in the biscuit business, and to the

direct distribution that goes with it. Says Lee S. Bickmore, President, "Direct distribution might not always be the way. But as the feller said about money, 'It may not be everything, but it's so far ahead of the second best that I'll take a little of it now.'"

Overseas Operations

Last year, 21 per cent of Nabisco's total sales—and about 10 per cent of the profits—came from biscuit and cereal operations overseas. Bickmore, a man of strong ideas but equable temperament, gets exasperated at what he considers an immature attitude on the part of some of his subordinates. These men—some of them highly placed—think the resources of the company would be better spent developing the sure-fire U. S. market. But Bickmore thinks otherwise: "If you've got good horses, you get them into good races," he says.

As always, he's interested in "franchises," the powerful brands that carry the line and earn the heavy profits. Ritz crackers, the most invulnerable of branded biscuits, is now established worldwide, and it's just as popular as in the United States. Bickmore would like to see dozens of brands with equal reputation. "I can see a time," he says, "when with communications satellites we can run a one-minute commercial costing \$12-million and reaching 4.5-billion people. You can't spend that on something with no name. You've got to build franchises."

Young Executives At Helm

YOUNG executives are all over the place at General Mills, many of them churning up new growth ventures, reports Business Week magazine.

While young men are frequently put in charge of new ventures at General Mills, even the old business is in new hands.

Why A Decline?

Why then, when every new Master in Business Administration is schooled in the per-share earnings index of corporate performance, has General Mills' rate of gain in profits slowed since 1966? And why, with these performance-oriented young men at the helm, have General Mills' profit margins dipped in the last two years? The company is expected to show a sales gain of nearly 30 per cent, to \$870-million, for the fiscal year which ended in May. But the profit margin is expected to

slip again—from 4.7 per cent in 1968 to about 4.1 per cent—and the gain in per-share earnings, about 7½ per cent, to an estimated \$1.77, will lag far behind the sales increase.

"Earnings per share is certainly the name of the game," says James P. McFarland, 57, General Mills' bald and bouncy president. "But," he adds, "you can only belt tighten for so long." What he means is this: while General Mills almost doubled profits between 1959 and 1968, the gain was achieved mostly through improving operating efficiencies and dumping low-margin business.

By mid-1966, after this retrenchment phase, the company was ready for aggressive moves to boost volume. Since then, it has sacrificed some of its earnings to build a base for long-term sales growth. "Eventually your sales growth must underlie your earnings growth," says McFarland.

Conservative Acquisitions

The strategy is reflected in a rather conservative acquisitions approach. In addition to cake mixes and cereals, the company now offers games, fashion jewelry, Lionel electric trains, and expects to add men's and women's apparel to the product line shortly.

Rather than rush into a conglomerate-style accumulation of unrelated new businesses with currently hot profit records, McFarland says General Mills is essentially broadening its base in its basic area—consumer marketing.

Most of the 13 acquisitions made since 1966 have been in food products, with an emphasis on regional snack food companies. Venturing into toys was a logical move because of familiarity with the juvenile market in cereals. The federal government has blocked further entry into snack foods, and it is still investigating the Gorton seafoods deal. This is likely to push the company into acquiring an even wider spectrum of consumer specialties.

Young Team

Though not every key man has to be a whiz kid in his thirties—people still trust you if you are over forty at General Mills—overall, the company has a relatively young management team.

In order to "get away from the pyramid style to a broader top management structure," says Executive Vice-President James A. Summer, 45, the company's "office of the president" was expanded last January to include two administrative vice-presidents, Donald F. Swanson, 41, and Burton W. Roberts, 52.

To coordinate future plans, a group of key executives closeted themselves (Continued on page 26)



THE TARGET IS SALES

We are aiming to increase per capita consumption.

In addition to the regular development and distribution of recipe material to newspapers, magazines, radio and television, through the offices of Theodore R. Sills, Inc.

SPECIAL PROJECTS are being planned:

"Spaghetti Safari" takes some twenty leading food editors on a flying trip to North Dakota to durum wheat country at harvest time. They will see the countryside, farm homes, fields of ripe, golden durum wheat and the harvest operation.

A visit to a flour mill in Grand Forks will give the editors a view of the second step in the macaroni cycle. They will see the Cereal Technology Department at the North Dakota State University in Fargo.

The third day of the flying tour takes the editors to the modern macaroni plant of Skinners in Omaha. It will be an educational event for these important thought-leaders.

"Spaghetti Safari" will be the theme of a recipe leaflet offer in the October issue of Forecast magazine, for home economics classes. This activity has been gathering momentum in recent years resulting in some 250,000 recipe leaflets being distributed annually.

"Spaghetti Safari" will be the theme of National Macaroni Week, to be celebrated October 16 to 25. It will be announced in press kits at the Third Annual Press Luncheon at Tiro A Segno in New York City.

"Spaghetti Safari" will be the theme of the second do-it-yourself-kit for demonstrators of women's interest programs on one hundred selected television stations.

JOIN IN THE HUNT. Drum-beaters are needed.

NATIONAL MACARONI INSTITUTE

P.O. Box 336, Peletine, Illinois 60067

WHY ARE MOST FOREMEN TRAINING COURSES A FAILURE?

By A. A. Imberman, Imberman and DeForest

WHY is it that so many foremen training courses aimed at teaching foremen how "to manage" are failures? Professors Strauss and Sayles, for example, point out that "evidence" for concluding that foremen training courses "teach" anyone how to manage better has never been uncovered. They described a variety of such courses and their subsequent investigations—all of which indicate that they could find no evidence of the effectiveness of any of these training programs.¹

Two other studies (among many), one dealing with an extensive experience at International Harvester Company and the second at Detroit Edison Company, reach the same conclusion—viz., that foreman training courses seem to have no discernible or measurable effect upon the quality of supervision or the efficiency of the foreman in managing his subordinates.² My own long and extensive experience as a college teacher and consultant in industry would tend to substantiate these findings.

Should we conclude that most supervisory training courses are a waste of time and money? On the contrary, my experience is that personnel directors are right in recommending foreman training procedures. What may be wrong are the goals which management wants these courses to achieve. As a result, perhaps the methods may be wrong also.

What Management Wants

What does management really want from foremen? What foremen training is really supposed to do is to provide the typical foreman with the proper understanding and tools so that he can motivate his workers to do their best for the company, willingly. That is its real object.

To understand what training is required to accomplish this, it might be well to look at some common occurrences. Here is one example, more typical than not, drawn from my own consulting experience in this industry:

A. A mixing operator asked for a transfer to another department. He told his foreman that he found the work "too tiring" at his pres-

ent work station. Four months went by and there was no answer to his request. In desperation, he went to the plant manager. He pointed out that he was a "good worker" and that the transfer was the least that the company could do for him. His foreman had not only ignored his request, but had taken to avoiding him. The foreman later told the manager that he felt the worker was a good man, but that he (the foreman) just didn't want to lose him, or "open the door to a whole lot of transfer requests." The foreman didn't want to ignore the worker, but he didn't know how to answer him. In the four month period, however, while the worker was waiting for an answer, he had taken to complaining to other workers about his mistreatment and it was generally agreed that he was getting a raw deal. The foreman, at the plant manager's instigation, ended up giving the worker his real reason for his refusal to transfer him—that he needed him too badly—which, by that time, was no solace to the worker. He quit, and most of his friends in the department agreed with his action.

I think it is fairly obvious to managers in this industry that this is not an unusual example and that in this case the foreman would be unsuccessful if he tried to motivate his employees to cut absenteeism or turnover, or cut scrap loss, or increase productivity or anything else. In this case, the employee reactions to the foreman would be negative. Why? Because he seemed indifferent to the employee's problem.

In the example just cited, where the employee requested a transfer because he found the work "too tiring at his present work station," the foreman should have listened sympathetically to this complaint, and then investigated. What is tiring about the present work station? Is the machine too high, too low? Would a high stool help the worker and permit him to function efficiently without getting too tired? Does the

worker have to handle heavy loads? Does the complaint mask some other dissatisfaction? Any such effort on the part of the foreman would have been appreciated by the worker—and incidentally, impress the others in the department that the foreman "cares" about his people and that the company cares also. Perhaps no reasonable solution could have been found, but at least the foreman made an effort. This is always nine-tenths along the way toward pleasing the employees.

If the foreman listens gravely, offers some encouraging advice and some small help—often this is sufficient to maintain employee good will and good feeling. For example:

B. Intermittently, an employee received a shock on a cutting machine. Complaining to his foreman, he was told, "Don't worry about it. It doesn't amount to anything. When I have time, I'll tell the electrical crew about it." Nothing had been done for a month.

C. A food company president had walked to the plant cafeteria to get lunch. He passed a group of production employees. Nodding to them—in anticipation of some sort of thanks for the wage and fringe benefits improvement announced that morning—he was dumbfounded to hear one employee say: "I appreciate the increased benefits, but Mr. Jones, I'm more interested in getting my foreman to order someone to oil the wheels of my fork-lift truck."

Another employee said, "I don't ask for extra life insurance. But I've been asking my foreman for the last few months to have my work table fixed so that it doesn't rock."

Another employee said, "All winter I've asked my foreman to fix that broken window over my work station. The cold wind comes in the crack and blows down my neck. I get a stiff neck. I think I'd rather have a fixed window than a wage raise."

Obviously, listening and a little action would have accomplished wonders in these last two examples. The supervisors who seem to have the most wholehearted support of their workers (who can motivate the workers to produce more than the minimum, or who can all forth better quality, etc.) are the men who do not just wait for the worker complaints and suggestions to come to them. They go out, making themselves available for workers, and listen. For example:

D. The packaging department in a food plant consistently had a higher absenteeism and turnover rate than any other department. A personnel consultant (the present writer), was asked to investigate. I started by interviewing employees in the department. I was told: "My training consists of being shown what to do on only one unit. Then I was left to myself." "Our foreman will answer questions if you grab his lapel and hold him. He's always on the go. It's not right. We need a foreman who would come and check us from time to time."

"The inspectors know our packing was crummy. I told our foreman but nothing was done about it. We did at least 10 cases of rejects. No reason was ever given us why they didn't stop us from producing the poor work. I don't like turning out poor work, but the foreman doesn't seem to care."

"I am right-handed. The person the foreman sent to train me was left-handed. I complained. Nothing happened. Boy, was it confusing, since my job is quite a complicated operation."

"If something goes wrong, our foreman says, 'Repackage it.' He won't even tell the employee who made the mistake to do the rework. That employee probably continues to make the same mistake. And I'm taken off incentive rate and put on day rate to do that worker's repackaging. That's not fair."

"I don't get much help from the foreman when I have a problem. So I have to go for help to more experienced workers. Then I get chewed out for visiting on company time."

Here, if the foreman had spent five minutes a day just walking around and listening, he could have accomplished wonders all by himself.

Two Tests

By and large, every employee judges his foreman by how well he measures up to two tests:

1. Is the foreman aware of me? Can I turn to him for friendly help? Will he listen to me?
2. Will he do something about my problem?

"Listening" by the foreman thus becomes a key activity. Why? Because most employees feel lost in a company. The plant has several departments (or the company may have several plants), and each employee's job normally touches only a small part of a product. The employee feels small and unimportant. Quite often the employee needs someone to turn to for help and advice, or he feels the need to communicate with someone in management perhaps only "to get something off his chest." Sometimes he will turn to a union (or union organizer) to fulfill this function. Listening by the foreman serves this important function. As a matter of fact, the ability of foremen to listen intelligently often has more to do with keeping a plant non-union than any other single factor.³

Sometimes, however, the employee wants the foreman to listen and then do something significant about it. This may involve something more than oiling the wheels on a fork-lift truck, or having a larger light bulb over a machine, or having the toilet cleaned. An employee may want a rotation system for choosing employees for overtime rather than leaving the choice to the foreman's bias or friendship; some employees may complain about not receiving an incentive rate while others do; older employees may resent disregard of seniority in promotions. This is serious.

Something Must Be Done

In such cases, it is not enough to the foreman to shake his head gravely and say, "Tsk, tsk." The worker wants something significant done. If his request can't be granted, the employee at least wants to know a reason—not any reason but a "reasonable" reason. Even if the answer is unsatisfactory, just so long as it is "reasonable," the foreman at least gets an "E" for effort from his employees. That always counts when the foreman tries to motivate his people to produce more than the minimal effort.

For any significant changes or answers, the foreman needs to go "up-

stairs" and get action or advice from higher levels of management. The foreman must get some kind of an answer, and pass it back to the worker. This means that higher management is sometimes involved in helping the foreman build good will among his men. But if higher management resents the foreman listening to his employees and then bringing some complaints of his men "upstairs," or refuses to give him reasonable time or reasonable answers, that foreman is dead with his workers. Where this happens, employee sentiment toward such foremen turns sour; he can no longer motivate them except with a whip. In today's labor market, employees will not tolerate such foremanship.

Giving Practice

What kind of supervisory training course can indoctrinate the foreman with the importance of listening? To give the supervisors practice in dealing with typical worker situations and learning how to listen so as to be able to motivate employees more effectively, we have used case studies. What kind of case studies? Professors Whyte, Hamilton and Wiley in describing a two-year research project in a major hotel, point out the efficacy of using "special" case studies in supervisory training programs:

"Training was the case method, but in this instance the cases did not come from Harvard or Cornell but grew out of the research project itself. The cases discussed were those cases that immediately concerned the people carrying on the discussion. . . ."

One result of using such hand-tailored case studies drawn from the research project itself is summarized by the authors:

"Within 18 months after the beginning of the project, turnover had dropped from over 20 per cent per month to 6 per cent. . . . So far as we know, other hotels in the city did not experience a similar drop in the same period. . . ."

For years, I have used case studies which originated in the plant work situations of the supervisors being trained. The examples cited are typical cases. Here is another from this industry:

E. The new supervisor of a purchasing department had worked his way up the ranks. As department head, he inherited a career-development program that had brought

(Continued on page 24)

(1) G. Strauss and L. Sayles, PERSONNEL: THE HUMAN PROBLEMS OF MANAGEMENT, Prentice-Hall.
(2) LEADERSHIP AND SUPERVISION IN INDUSTRY: AN EVALUATION OF A SUPERVISORY TRAINING PROGRAM, Columbus: Bureau of Educational Research, Ohio State University; and PRINCIPLES OF HUMAN RELATIONS by Norman A. Maier, Wiley & Sons, where the University of Michigan study of the Detroit Edison Training program is discussed.

(3) See the report, "Factors Leading to Unionization" by Dr. Matthew Goodfellow, University Research Center, 121 West Adams Street, Chicago, Illinois 60601. Single copies are available free to readers making the request.

(4) W. F. Whyte, E. L. Hamilton, and M. C. Wiley, ACTION RESEARCH FOR MANAGEMENT, Irwin-Dorsey Press.

Foreman Training—

(Continued from page 23)

a number of young, ambitious college graduates into his department. Within a period of about two years, about three-quarters of these young men had left. The program was abandoned, to the company president's disappointment. Later, meeting one of these young men at a church dinner, the president was told: "Mr. Jones (the supervisor) was no help. If you came to him with a problem, he'd say that any college grad ought to be able to solve that for himself. If you wanted to make a decision—big or little—he'd look over your shoulder and tell you how he wanted it done. If you wanted to try a new product or new supplier, he'd say that there was no point in any deviation from past practice. It got so that I was all confused. So I moved to the XYZ Company."

The case was somewhat disguised to avoid reprisals on workers (even supervisors can become resentful sometimes). But the principle suggested by Whyte, Hamilton and Wiley above, about using cases "that immediately concerned the people carrying on the discussion" has always been our method for 25 years and I recommend it to every company official within earshot. True, this use of work situation cases drawn from supervisors' own plant, involved considerable more trouble for the training leader than opening a Harvard case book. But the employee non-directive interviewing we do as preliminary to a supervisory training course is continuously productive of case material. This, we have found, is far more effective in supervisory training than any other case material available anywhere. Company personnel directors can do this preliminary non-directive interviewing for themselves or can be taught to do it.

The answer then to our opening question on how the typical foreman should be trained so that he can successfully motivate his employees to do their best for the company, boils down to training him how to listen intelligently. This has nothing to do with discipline, with technical or mechanical knowledge, with production scheduling, with college education or any other factors involved in managing a department. Learning how to listen intelligently is done through constant attention to case stud-

ies drawn from the foreman's own factory, and in consideration of the principles involved. This sounds simple, but in reality may be inordinately difficult to do. But this sort of training bears excellent fruit.¹

Measuring Results

The effectiveness of this sort of training can be measured. If the foreman is later asked to motivate his employees toward cost cutting, the results should be measurable in a given period of time before and after the training. The records should tell the story. If that motivation is directed toward higher profits in this or that department—the results can be measured. If that motivation is directed toward better quality or less spoilage—the results can be measured. The yardsticks make the measuring easy and my files are full of measured results. The difficult part is to train the foremen to listen effectively.

The results are measurable. Management can find out for itself whether the program actually motivates or not. In short, the major difference between the supervisory training procedure suggested here as a guide for company personnel directors, and most standard courses, is that the former program is hand-tailored to a particular company and directed toward teaching a foreman how "to motivate" employees.

Not All Trainable

However, it might be said here as a warning note: not all foremen are trainable. About 70 per cent of the foremen can be trained to listen intelligently and to act properly according to the circumstances; 30 per cent cannot be trained. Why not?

Seven out of every ten foremen can normally accept criticism of the lighting, the heat, the odors, the flow of materials, the malfunction of machines and so on in the department. If an employee says, "The light over my machine is poor, I need a larger bulb," seven out of every 10 foremen can be trusted to look at the light and the machine, make some judgment as to the situation and then make correction if one is required.

But three out of 10 foremen regard any criticism of anything in their department as criticism of the foreman himself and his leadership qualities. They take everything personally. These men are more or less neurotic and emotionally insecure, and are often the source of trouble in their departments. Once identified in foreman training

courses, the recommendation is to move these men sideways (away from people) and into planning or paper work, or out. They cannot motivate men for any company benefit; they do nothing but create trouble in a department and plant.

The success of any supervisory training course lies in improving the foreman's ability to motivate workers to do their best for the company. The secret lies in teaching him how to listen. This can be successfully accomplished through tailor-made supervisory training programs based on case studies drawn from the company's own situation. In such cases, company morale is high and—interestingly enough—union officials become as kindly disposed toward corporate goals as are the company executives. No "canned" supervisory program off the shelf applicable to any and all companies, can accomplish that.

Management Tips

"Differences in managerial competence arise out of the creation of an atmosphere which induces everyone connected with the enterprise to perform his task with a degree of competence and enthusiasm measurably greater than what could be called their normal expectations."

—Crawford H. Greenwall

"If you have to spend a dollar to win a friend, you better keep the dollar. If you have to lose a friend to make a dollar, you better keep the friend."

—Anonymous

When business is good it pays to advertise; when business is bad you've got to advertise.

—Author Unknown

No Surprise: Everybody's Debt Keeps Rising

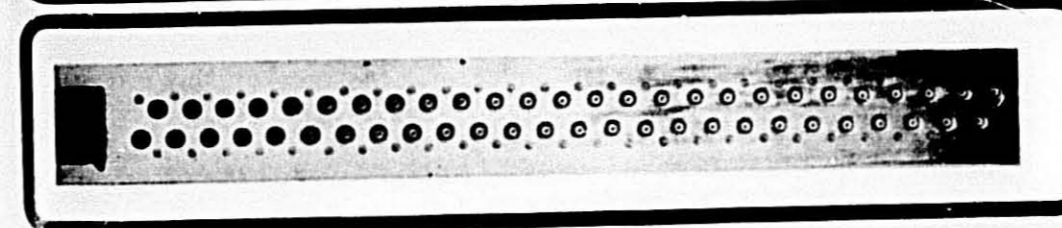
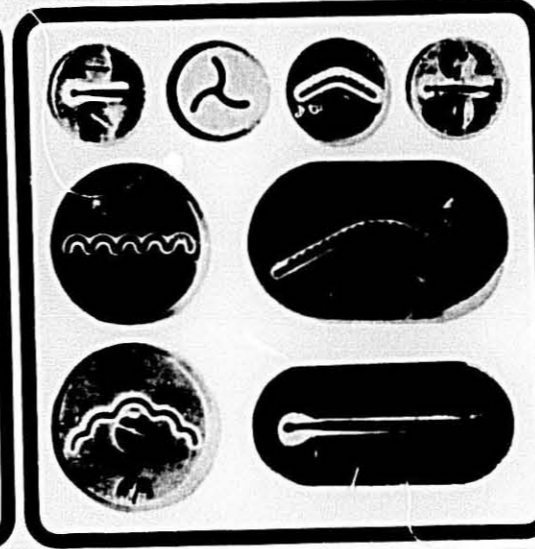
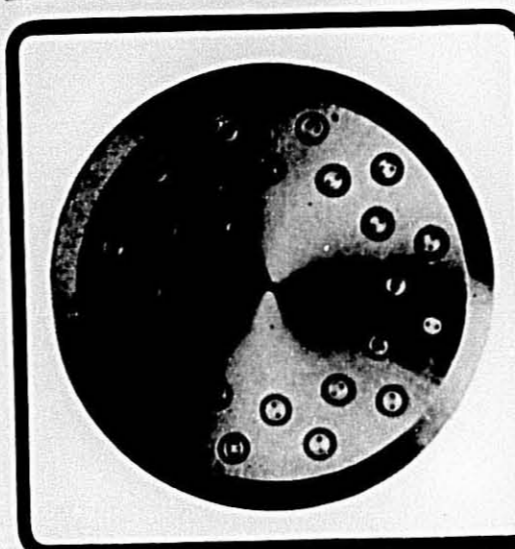
Since 1946, the federal debt held has increased 24% while state and local government debt has skyrocketed a phenomenal 845%. Corporate debt has risen 527% and individual and non-corporate debt 764%.

Social Security Tax Increases Scheduled for 18 Years

Tax hikes, for both employees and employers, are already projected for the next 18 years to pay for past revisions in the Social Security program. Any further benefit increases which Congress might legislate would require still more tax money.

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¹ How effective and fruitful this procedure is, may be judged from an article: "Labor Relations: Dealing with the Rank-and-File Rebellion," by A. A. Imberman, PERSONNEL MAGAZINE, Nov./Dec. 1967. Single free copies of the article are available to readers by writing to the author care of this magazine.

Young Executives of Helm— (Continued from page 19)

in the Wisconsin woods for a weekend last January, to discuss "moving from goodness to greatness." "The whole affair sounded so terribly cliché," says Henry H. Porter, Jr., 34, vice president and treasurer, "but we found we all had similar goals—just different ways of expressing them."

Craig A. Nalen, 28, one of Porter's key assistants is dynamic and aggressive and probably the brashest of the bunch.

Porter and Brewster Atwater, 38, another vice president, are somewhat more pensive and scholarly, and are involved in black capitalism projects.

General Rawlings

It was under General Edwin W. Rawlings that General Mills put its house in order after a troubled exposure to diversification. The company's lack of knowhow eventually forced it to bow out of appliances and electronics. Moreover, competition in feeds and soybeans, as well as overcapacity in flour milling, began to cut into margins.

This was when Rawlings started bringing new young men into the company and pushing them toward the top slots.

Flour to Cereal

In what Porter describes as a "traumatic" move, General Mills cut back its flour milling capacity by 50 per cent in 1964, then took on a more aggressive marketing tack in cereals.

McFarland cites the creation of a new ventures department. While corporate planning and development staffs determine long range plans, "venture teams" working in the department scout and develop new businesses, internally or by acquisitions.

Originally intended as a spot to utilize the energies of bright young entrepreneurs, McFarland reveals that many experienced hands at General Mills have requested a shot in the risky new ventures area.

General Mills in FAO-Industry Program

General Mills' application for membership in the United Nations Food and Agriculture Organization's FAO/Industry Cooperative Program has been approved, it has been announced. The Program, in which approximately 60 industrial companies from various nations currently participate, is a joint effort by the Food and Agriculture Organization (FAO) and these companies to accelerate the pace of agri-

culture-related industrial growth in developing countries.

In informing General Mills of its acceptance in the Program, FAO told the company, "Your experience in flour milling, protein food additives and other sectors of the food and feed industry, combined with your interest in the developing world, strengthen our Program in several respects."

General Mills, in addition to its activities in the U. S. and several highly industrialized foreign countries, has food and chemical operations in developing nations of Central and South America, the Far East and other parts of Asia. Last August, the Minneapolis-based firm and Phillips Petroleum Company announced the formation of a new company—Provesta Corporation—to apply new technologies to help solve the problem of protein and other food shortages throughout the world.

Representative

General Mills' representative in the FAO/Industry Cooperative Program will be Dr. A. D. Odell, Director of Special Programs in the company's James Ford Bell Technical Center and Vice President of Provesta Corporation. Dr. Odell has been instrumental in General Mills' development of techniques for the manufacture of highly palatable protein foods from basic agricultural commodities such as the soybean and other raw materials.

Improve Nutrition

The Food and Agriculture Organization is the specialized United Nations Agency concerned with conservation, extension and utilization of world farm, forest and fishery resources. Headquartered in Rome, Italy, it maintains a large professional staff, with more than 2,000 assigned to technical assistance projects—mainly preinvestment work—in all parts of the developing world.

FAO's primary objectives are to raise levels of nutrition and standards of living; secure improvements in the production and distribution of agricultural products; better the conditions of rural peoples and contribute toward an expanding world economy and ensure humanity's freedom from hunger.

Organized to facilitate close and direct working relations between the Food and Agriculture Organization, Industry Cooperative Program involves FAO cooperation with industry in helping remove obstacles to the flow of capital, technology and managerial talent to developing countries, and in locating public sources of capital to supplement private capital for projects. It also attempts to make governments aware of industry's capabilities and

seeks other ways to facilitate industry's participation in the development process.

The Program's primary activities include:

Primary Activities

—Provision of liaison between FAO, governments and industry to mobilize the necessary managerial and technical know-how, financial and other resources to implement preinvestment studies carried out by FAO;

—Assistance in the formulation and implementation of projects proposed by other sources, especially those developed by industries through their international planning and operations;

—Organization, at the request of governments, or with their consent, of joint FAO/Industry missions to follow up on specific government, industry and FAO projects, and identification and definition of other priority agriculture-related programs;

—Provision of a two-way flow of technical and economic information between FAO and industry on many subjects of mutual interest and

—Help in defining and implementing research, demonstration, training and other joint FAO/Industry projects connected with agriculture-related industrial development.

Industry also assigns experts to FAO to assist with specific projects and participates in technical conferences.

General Foods to Test Corn-Soy-Wheat Macaroni

The Federal Register on June 20 carried the notice of a temporary permit for market testing of an enriched macaroni product deviating from the Standards of Identity.

General Foods Corporation, White Plains, New York, will be permitted to produce and test for one year (beginning April 28, 1969) "a product containing yellow corn flour in a quantity not less than 50%, soy flour in a quantity of not less than 27%, and hard wheat flour in a quantity not less than 10% by weight of the farinaceous ingredients. Nutrients will be added as specified in Paragraph 10.9 (a) except that calcium will be added in such quantity that each pound of the finished food contains not less than 1,700 milligrams and not more than 1,900 milligrams of calcium. The product will be labeled 'enriched yellow corn-soy-wheat macaroni.' The labels of the product will declare by common name the ingredients used."

For where God built a church, there the Devil would also build a chapel.—Martin Luther.



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USDA Says Egg Market Needs Change

A new and better method for establishing market prices is needed by the nation's egg industry, the U. S. Department of Agriculture says.

No one new pricing method can meet all industry needs, but there are several alternative ways to improve the situation, the USDA report says.

Present Base

At present, base prices are set at a number of terminal markets every business day for selected wholesale grades and sizes of eggs. This system is increasingly criticized as no longer providing a representative picture of supply and demand for eggs.

One new marketing proposal involves computerized buying and selling through an electronic egg exchange. Another suggestion is that basic egg price quotations could be taken from prices paid by retailers instead of values based on the declining volume of wholesale trade.

Other suggestions include decentralized pricing to show regional conditions, or prices announced by market committees.

No to Futures

Pricing also could be done under marketing orders or by the egg industry itself if it becomes more integrated, USDA says. Future trading, however, is not considered a good basis for setting cash egg prices, USDA says.

Whatever price-making system is used, the USDA report says the egg industry needs an improved market news system to help reduce short-run price fluctuations.

Processed Egg Prices At Low Point

The decision at the end of May by the Department of Agriculture to end its purchasing of scrambled egg mix for the fiscal year came as a surprise to egg-breakers. The total quantity purchased was 15,021,000 pounds as compared with 16,886,000 in 1968. The program covered ten weeks time and averaged about 75,000 cases of shell eggs per week. Shipments of the product were scheduled until July 19.

USDA Program Ends

The discontinuance of the program will have an effect on the marketing and price determination of eggs. It seems reasonable to assume that prices of frozen eggs and dried egg solids will be at their low point at the end of June, the period of heaviest production.

COLD STORAGE HOLDINGS AND COMPARISONS	Unit	May			Percentage Change in May			
		1967	1968	1969	1967 - 1968	1968 - 1969	1967 - 1969	
Shell Eggs	Case	266	191	173	233	+136	+87	+36
Frozen Whites	Pound	8,481	11,623	8,873	6,768	+ 8	+16	+14
Yolks	Pound	16,869	24,479	14,226	14,880	+ 35	+13	+ 9
Whole or Mixed	Pound	41,346	36,343	26,278	26,732	+ 36	+11	+ 8
Uncolored	Pound	1,426	3,944	1,187	1,273	+ 27	+ 2	+ 7
Total Frozen Eggs	Pound	71,094	68,288	48,871	53,268	+ 20	+11	+ 7

V. J. Benincasa Trade Letter expresses the opinion that buyers should consider covering their egg needs before August to cover needs through November 1969. If the market does go lower, the difference in fresh egg cost is offset by the lower yields per case. The average summer temperatures will help to decrease egg production and less eggs for the egg breakers should be evident during August. Prices are about the low point now and any change is apt to be on the up side. Frozen egg Warehouse Holdings were up 4 million pounds for May but 42 million pounds below a year ago on May 31.

Lay Up

The Crop Reporting Board indicates that the nation's laying flock produced 16,896,111 cases of eggs in May which is less than one percent over May 1968. It was about 569,445 more cases than produced in April 1969.

Hoffmann-La Roche Introduces Canthaxanthin

A pure, synthetic version of a naturally occurring carotenoid called canthaxanthin — (can-tha-zan-theen) — is now available as a safe food coloring agent as a result of research efforts at Hoffmann-La Roche Inc.

Pure, synthetic canthaxanthin can be used to produce a wide range of natural, appetizing red colors in cake mixes, non-standardized French and Russian dressing, barbecue sauce and tomato base foods, such as pizza and spaghetti sauce. It is the first new compound approved as a food coloring by the Food and Drug Administration since 1962.

Carotenoid

Canthaxanthin is one of the carotenoids in a family of nature's own colors which produces the characteristic hues of carrots, oranges, tomatoes, pumpkins, and sweet potatoes. Carotenoids are also responsible for the brilliant reds, oranges and yellows of fall foliage and many flowers.

Two other members of the carotenoid family, beta carotene and apo carotenol, were the last new compounds approved as food colorings by the FDA. Both of these carotenoids were also made available by Roche research, which developed a practical synthesis of carotenoids.

Wide Range

With the synthesis of canthaxanthin, Hoffmann-La Roche now provides a wide range of color capabilities to the food industry. Beta carotene provides a yellow to orange color range, apo caro-

tenal an orange to orange-red range, and canthaxanthin provides a peach to red range. The range of color provided by canthaxanthin is shown on the attached color strip.

Canthaxanthin, the first coloring agent which produces a true tomato hue, will permit products such as tomato drinks, tomato soup and spaghetti sauce to exhibit a uniform, natural, rich tomato red color.

Offsets Mechanical Loss

The new coloring may also help overcome the loss caused by the relatively recent trend of picking tomatoes by machine. This loss occurs when partially green tomatoes picked by the machine are not used because they lack natural, appetizing color. The use of canthaxanthin could supply this color. Canthaxanthin will be available in a 10% water dispersible beadlet under the name Roxanthin (TM) Red 10. The potency of this colorant is demonstrated by the fact that it takes as little as 3 mg per quart of canthaxanthin to accomplish the desired result. It is also distinguished by excellent stability.

North Dakota Statistics

In 1967, 24 farms in the northeastern part of North Dakota had 500 acres or more and produced an average yield of 28.7 bushels of durum per acre. There were 56 farms with acreage between 300 and 500 producing an average of 27.9 bushels; 318 farms of 100 to 300 acres producing 27.1 bushels; 175 farms between 50 and 100 acres producing 26.2 bushels; 105 under 50 acres producing 27.1 bushels per acre.

Slightly over 28 per cent of the farms raising wheat reported more than one type. Approximately 68 per cent of the farms reporting durum also reported other spring wheat, while 31 per cent of the farms reporting spring wheat also reported durum.

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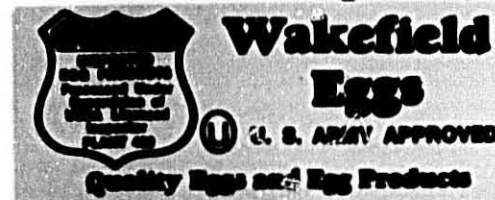
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Action Forums: Keys to Business Problem - Solving

BUSINESSMEN got practical answers to tough economic and community problems at the action forums held at the recent annual meeting of the U. S. Chamber of Commerce.

The fight against organized crime will rely very heavily on action by organized business. Richard L. Gelb, president of Bristol-Myers Co. and treasurer of the National Council on Crime and Delinquency, said that businessmen—through their chambers of commerce, trade associations, and civic organizations—can press for appropriations "to do something about poorly paid police, understaffed criminal courts and ineffective correctional programs."

Attorney General John N. Mitchell urged businessmen to help with juvenile training, prison rehabilitation, court reform and law enforcement reorganization.

Discussing the invasion of legitimate business by organized crime, Mr. Mitchell said: "The Mafia may use funds from illegal gambling conspiracies to purchase these businesses. Then, it conspires to corrupt officials and intimidate competitors and customers. He disclosed that the Justice Department is considering use of the anti-trust laws "to attack the property of the organized racketeer."

Charles Rogovin, Justice Department official who will direct the new Bloc Grant Omnibus Crime Control and Safe Streets Act, Martin Danziger, chief of the Law Enforcement's Organized Crime Program Division, and Henry Peterson, chief of Justice Department's Racketeering Section discussed the inroads made by the Mafia in legitimate business circles and labor unions. They stressed that it is "extremely difficult to accept the idea" that a businessman can get involved with organized crime unknowingly. The time to call a halt is at the outset, they said.

Consumer Concern

Increasing consumer restiveness stems from a shift in consumer thinking from "quantity" to "quality." Consumers, including low-income consumers, are as much concerned with the quality of the ways that goods are offered for sale as with the goods themselves. Businessmen must find effective means of communicating to local consumers the business community's own concern for quality in the marketplace.

G. R. Campbell, Jr., of the DeKalb, Ga. County Chamber, described their

efforts to survey local consumers, to sponsor informational programs via television and other media, and to deal with fraudulent practices by "fringe" business.

Dependency Prevention

Welfare, described as a system no one likes, is symptomatic of one of the tragic paradoxes of our age: the number of Americans dependent upon welfare payments has soared to a record high in a nation experiencing the greatest sustained economic growth in history.

The problem, said keynote speaker Lewis H. Butler, assistant secretary for HEW, is finding employment for the chronically unemployed. He suggested that businessmen must meet this challenge by providing more in-plant training and child day-care facilities for mothers who want to work. Also needed are incentives such as guarantees that a job will be available when an employable person completes skill training.

We need a system, he continued, which places confidence in people as individuals and their dignity. In contrast, the present welfare system has built-in disincentives to work. Many get more on welfare than they can earn. There is also an enormous disparity in amounts paid from state to state, he said, adding that there is a need for a national welfare standard. The real question is what are we doing to keep welfare from perpetuating? He said, "The challenge is to keep it as low as possible."

Education

If public education is to survive, it must become more businesslike and more strongly supported by businessmen.

Dr. John W. Letson, Atlanta school superintendent, said his schools broke away from the traditional nine-month schedule — designed to accommodate farm life. While the summer quarter is optional for teachers and students, he said, the new schedule has allowed revision of the whole curriculum. He suggested that schools stay open from 7:30 a.m. to 10 p.m. to meet educational needs, that teacher training be improved, and that youths be given more opportunity to get work experience as part of their education.

Minneapolis Mayor Arthur D. Naftalin said many education problems arise from the "excruciating" dependence

upon property taxes. He looks for federal and state help to resolve his city's problems, which include the fact that one-sixth of all state school children and one-third of all handicapped children live in his city.

Your Tax Dollars

Federally dominated programs have in many cases hindered local and state problem-solving, yet the Federal Government is the most efficient and largest tax collector the world has ever known.

A member of Congress, a Massachusetts legislator, and a big city mayor joined in a lively debate on the perplexing question of how to balance the crying need for revenue by state and local governments with their responsibility to spend taxpayers' dollars wisely.

When you dig deeply enough, the "taxpayers' revolt" is really a tempest in a teapot, said State Senate President Maurice A. Donahue of Massachusetts, adding: "People won't give up quality education, for instance, just to save tax dollars." His state's budget totals \$709,000,000, 60 per cent of which goes to the Federal Government for programs, 30 per cent is returned to local jurisdictions and the remaining 10 per cent is used directly by state government, he said.

Representative William E. Brock, Jr. (R-Tenn.) concluded that funneling dollars into Washington only to have them returned to the states and localities is an inefficient process. The true source of federal revenues is the productive work of citizens across the land, he continued, pointing out that proposals for federal revenue sharing and bloc grants may blur local and state responsibility for funds and how they are spent.

Mayor William F. Walsh of Syracuse described ways in which Federal Government red tape has been a barrier to his city's efforts to meet its problems. Officials in Syracuse have set their own course of action, only to have federal administrators redefine their priorities and problems, the Mayor said.

Public Employee Strikes

Strike activity and unionization among government employees is rising rapidly. Strikes by public employees should not be tolerated. And there is a need for local action to provide a substitute for strikes.

These conclusions came out of the discussions of three experts who were

questioned by Stanley Levey, labor correspondent, Scripps-Howard Newspaper Alliance.

Probability of federal action is great unless steps are taken at the local level, Arvid Anderson, director, New York City's Collective Bargaining Office, warned. Citing the \$6,000 minimum salary won by hospital employees, he pointed out that for the first time wage settlements in government are affecting the private sector.

"There are no easy answers," Mr. Anderson said. "There's no guarantee against public employee strikes. Not even prohibiting them and imposing stiff penalties will stop them. Only a police state could do that." Procedure he suggested for settling disputes: Have impartial panel make recommendations which would go into effect in, say, 60 days unless modified by the legislative authority. This might be a way to preserve the legislative body as the final authority.

Dr. John R. Van de Water of the University of Southern California said he hopes that existing laws against public employee strikes will not be repealed simply because they do not prevent strikes, adding: "It would be like repealing laws against murder."

"Strikes by public employees are unthinkable, but so is management's failure to help find a substitute," he asserted. "We have a moral obligation to find a way for a fair settlement . . . an obligation greater than in the private sector, where employees may strike."

The trend of bargaining and strikes by government employees was reviewed by Howard J. Anderson, senior editor of the Bureau of National Affairs, Inc. In the four years from 1963, strikes in the public sector have increased each year: from 42, to 142 to 181 and to about 250 last year.

He recited four elements in the situation today: A dramatic increase in union membership and strikes, a variety of responses by the states, and a shift in judicial opinion regarding employee bargaining rights. If there is to be new legislation, he concluded, "the initial drive should come in the states."

Farm Programs Inadequate

The small farmer is steadily being pushed out of the marketplace by large commercial operations. No longer a "captive of the soil" and able to compete, he is migrating to the cities, often into ghettos, with little promise of job opportunities. Meanwhile agriculture is producing more than the markets will readily absorb and tax dollars continue

to be spent uneconomically to keep land idle.

"Low prices is not the basic problem," said Dr. Richard Goodman, Cook Industries, Inc. Existing farm programs are not responsive to present rural needs and are harmful to the export potential of U. S. agriculture, argued Dr. Goodman and William R. Pearce, vice president, Cargill, Inc. Both said they favor a form of voluntary transfer of marginal farms from production of surplus crops to uses such as forests, conservation and recreation through long-term land retirement contracts. Dr. Goodman said National Chamber policy suggests that money now spent to keep farmland idle be used to establish more permanent noncrop uses of land.

Mr. Pearce asserted that the level of price supports is too low to help marginal farmers and too high to compete in export.

Dr. G. Burton Wood, agricultural economics department head, Oregon State University, suggested that local chambers of commerce, working with the rural power structure, develop methods to get marginal land into a nonproductive status and provide jobs for farmers who want to get out.

J. Phil Campbell, Under Secretary of Agriculture, said that business faces a real challenge to help expand our exports and maintain U. S. agriculture production as the showcase for the world, particularly in underdeveloped countries. Mr. Campbell was noncommittal about Administration plans for a farm program.

Solve Manpower Needs

To help solve manpower problems, Herbert E. Striner takes a significant sentence from a new National Chamber publication as one starting point. The sentence says: "Local leaders must endeavor to overcome fragmentation among interest groups such as business, labor, various governments and civic organizations." "Fragmentation," Mr. Striner, director for program development, W. E. Upjohn Institute for Employment Research, continues, "leads to communication gaps between these groups, to uncoordinated efforts to lack of cooperation, to mistrust and suspicion. This is the current state of affairs in many communities." Mr. Striner gave solid endorsement to the Chamber's pamphlet "Blueprint for Local Chamber Action on Manpower."

Robert Brown, acting deputy associate manpower administrator, U. S. Training & Employment Service, said employers, with training programs, should concentrate on "those who, it

appears, won't make it up the ladder." Training can lead to pay-offs for employer and employee if there are specific promotions and wage increases commensurate with the job.

It is necessary, said Samuel B. Marks, president of Skill Achievement Institute, to have the foreman involved if there is to be success in capitalizing on the potential of in-plant workers.

The Chamber's President

The National Chamber's 42nd president, Jenkin Lloyd Jones, editor & publisher of the Tulsa Tribune, declared, "There is no humanitarianism in unworkable social action, however vigorously pursued. Without discounting in any way the intelligence or sincerity of many people in government—the National Chamber feels that businessmen who are subject to sterner disciplines, are able to make some useful contributions."

"If the head of a government department proceeds on faulty theories and false premises and gets no results he can always call for larger appropriations and more personnel. The businessman who does so goes broke."

"In the face of a record per capita national income, we are seeing a steady rise in dependency and a steady degradation of the poor. This is not time for recriminations, but it is certainly a time for re-examination of some of our past assumptions."

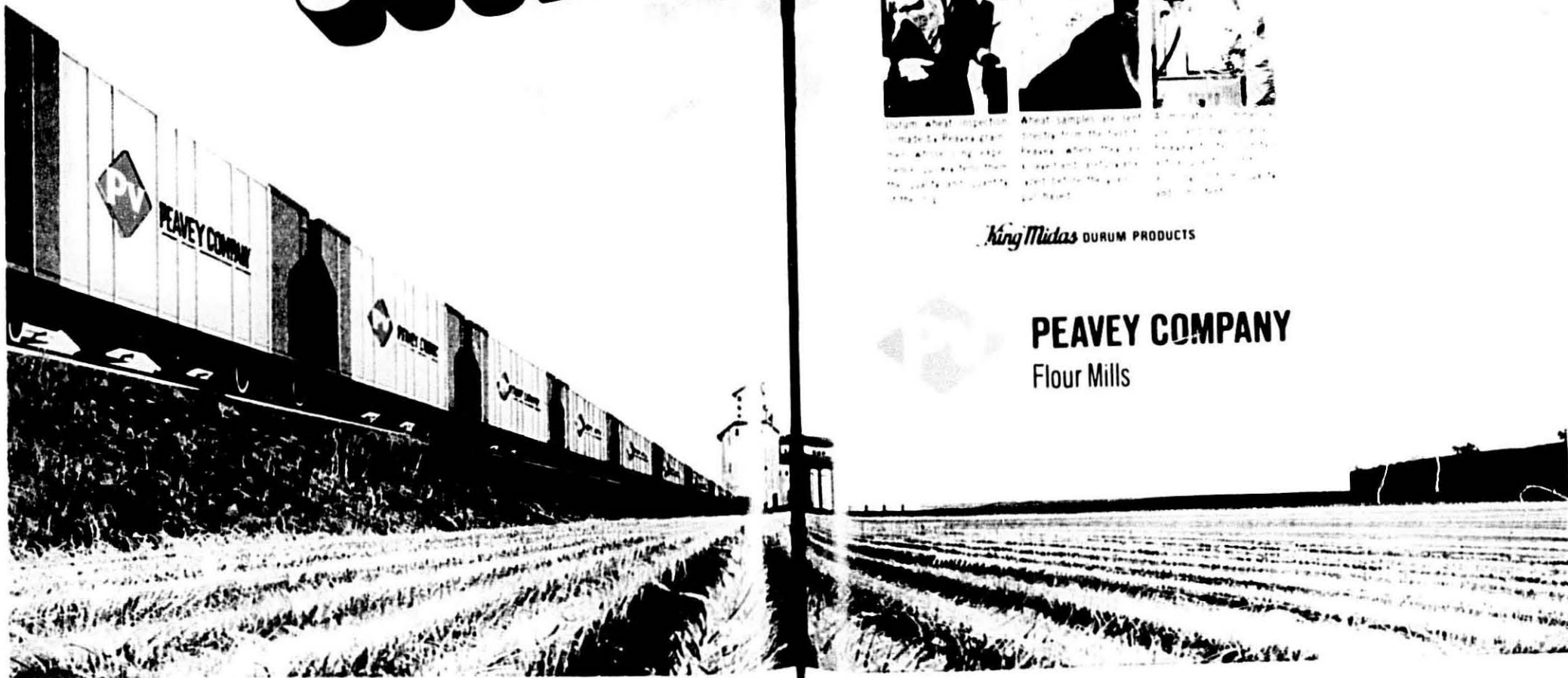
Business can, "if it gets cooperation from the unions," end discriminatory practices, he said. "It can increase on-the-job-training for better jobs. It can support educational programs, not merely for technical training—which everybody seems to be for—but for giving the so-called 'hard-core' the basic skills for simple and repetitive jobs."

In its desire to find practical new ways for cooperating with government, the National Chamber has "no unthinkable thoughts," Mr. Jones said. "It is ready to examine all suggested solutions, however novel or far-out."

Economic Analysis

An Economic Analysis of the domestic demand for wheat by class in the United States has been prepared by the Department of Agricultural Economics, Agricultural Experiment Station, North Dakota State University at Fargo in cooperation with the North Dakota State Wheat Commission at Bismarck. The material is in Agricultural Economics Report No. 64, available from the University or the Wheat Commission.

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General Mills to Build Soy Plant

General Mills has begun construction at Cedar Rapids, Iowa, of the world's first major commercial plant to manufacture a new group of foods from spun soy protein.

James P. McFarland, General Mills president, said the multi-million dollar facility is necessary because demand for the company's soy protein foods, marketed under the Bontrae brand name, has outstripped the present pilot plant's capacity. The Cedar Rapids plant will be completed in about one year and initially will employ about 100 people.

"The business has grown to a volume that demands the building of a full scale commercial plant if it is to continue to grow and meet the potential General Mills management has for this exciting new technology," McFarland said. "The Bontrae Foods plant we announce will fill that role."

A dynamite blast touched off by McFarland, Governor Robert D. Ray of Iowa and Cedar Rapids Mayor Frank A. Bosh broke ground for the start of construction on the plant.

"It is no exaggeration," the General Mills president said, "to state that this explosion signaled the beginning of a new era in the application of food science and engineering for the greater benefit of all."

Luncheon Talk

Addressing a luncheon in the Roosevelt Hotel sponsored by the Cedar Rapids Chamber of Commerce and General Mills, McFarland told about 200 Iowa business and civic leaders that the world needs new sources of edible protein which will "supplement—but not supplant—meats and other prized items of the human diet."

Another important reason why General Mills is entering this new food field, he said, is the trend toward convenience foods.

"Bontrae Foods meet both of these needs," the General Mills chief executive explained. "It is rich in nutritious protein and adaptable to any food preparation system. Bontrae Foods technology creates products which have considerable similarity to traditional foods, such as meat, but these products are, in the truest sense, neither synthetic nor imitation.

"They are formulated foods created from agricultural raw materials."

The Bontrae Foods also can resemble fish, fowl, fruits, vegetables, nuts or other items which have a basic textured structure.

Soybean Meal

Raw material for the plant is soybean meal, which is concentrated into a bland, odorless powder that is 95 per cent protein. The purified protein is then wet spun, like rayon or nylon, into endless, extremely fine textured fibrils. Flavor, color and other food elements then are added and the final food product formed into chips, slices, chunks, dice or crumbles.

McFarland pointed out that General Mills has invested millions of research dollars and more than 300 man-years of effort in the development of the Bontrae Foods. The first product, Bac-Os, went into test markets several years ago and now is in national distribution through retail food stores. Additional Bontrae Foods now are being test marketed, he said.

Versatility

Versatility of the Bontrae products is virtually unlimited, the General Mills president continued. They can be tailored into any desired framework, such as vegetarian, kosher, polyunsaturated, high or low in carbohydrates or animal or vegetable fat, zero cholesterol, with or without vitamins and minerals and precisely controlled calorie content.

"Since the Bontrae Foods are pre-cooked, they can be refrigerated, frozen, canned or dried," McFarland said. "They represent the ultimate in convenience, so they meet the demand from institutional and other large volume meal preparation centers for foods which require only simple kitchen skills and appliances to prepare."

McFarland added that the Bontrae Foods will be cheaper than their natural counterparts, ranging in price, in moist frozen form, from 40 cents to 85 cents a pound, depending on the specific type of product.

No Threat to Meat

He also pointed out that Bontrae Foods are not a threat to meat and emphasized that all of the meat that can be raised in this country will continue to be needed and demanded.

Rather, he said, Bontrae will supplement meat and will be used in conjunction with meat itself in many instances. In other instances, he said, poor performance meats may be incorporated in Bontrae products.

The General Mills president, referring to the annual per capita consumption of 190 pounds of meat, poultry and fish in this country, said, "We would not anticipate that all Bontrae type products, made by ourselves and others, would capture even one per cent of the meat market in the next decade."

Elaborate studies have established the nutritional quality of Bontrae, McFarland said. Subjects of the studies included protein-deprived children in Guatemala and, at the University of Iowa, a group of volunteers from an Iowa penal institution. Bontrae was practically the only source of protein over the study periods.

"Bontrae came through with flying colors, being approximately equal to milk or meat in nutritional merit," the General Mills president said.

Edibility Gap

According to Mr. James Brown, member of the editorial board of the New York Times, members of the United Nations Economic and Social Council interrupted their proceedings the other day to munch approvingly on chocolate chip cookies provided by the American delegate. The cookies were made from fish flour.

Eighty-four Michigan farmers and their wives at a dairy men's meeting last year toasted the cow with big glasses of what they thought was good, rich milk. Only two suspected they were really drinking an imitation made from palm oil, corn syrup and seaweed extract.

These are random examples of a rapidly developing revolution in food technology. Until recently, the focus of the international war on hunger was almost exclusively on the quantitative problem of producing more food—mostly grain—for more hungry mouths. Soaring grain yields, resulting from new seeds and other farming improvements, have now made it possible—and advisable—to devote more attention to food quality, long a concern of nutrition experts.

Fortified Cereals

Dr. Aaron M. Altschul, consultant to the Secretary of Agriculture, told fellow participants in a recent House conference on world hunger that fortified cereals, new beverages and new textured food—all based on low-cost protein sources such as soybeans, fish concentrates and petrochemicals—offer hope that billions of people too poor to afford animal proteins can be provided not only enough food, but enough of the kinds of food they need for healthy physical and mental development.

Protein deprivation is a major cause of the high child death rates in developing lands. Recent studies suggest that malnourished children who survive can suffer permanent physical and mental impairment. Thus, malnutrition perpetuates from one generation to the

next inefficiencies that are a major obstacle to development.

Merely raising more grain will not solve the protein problem of developing countries which now consume as little as two pounds of animal foods per person per year—compared to more than fifty pounds in some affluent countries.

Even by the most optimistic estimates, most of the additional grain that can be produced in the foreseeable future will have to be consumed directly in order to satisfy basic, quantitative requirements. Relatively little, if any, will be available for costly conversion to protein through the feeding of animals. The solution, nutritionists like Dr. Altschul believe, lies in speeding application of the new food technologies.

The simplest and cheapest method is through fortification of cereals and cereal flour, which involves no change in local dietary habits.

Beverages

Developing nutritious beverages that will satisfy the palates of different peoples is more difficult, but the commercial success in Hong Kong of Vita-soy, an inexpensive drink made from soybeans, has stimulated similar, enriched soft drink experiments by American firms in other hungry areas.

Spun Proteins

The most exciting prospects lies in "spun proteins," a technology which enables industry to convert cheap protein powders into an infinite variety of new forms, including forms that are similar in texture to familiar animal products. There are still many flavor problems with these soy protein products. However, the combination of the soy protein products with the dehydrated meat products, such as is being produced by Henningsen Foods, gives promise of some rapid development in producing palatable soy protein products. The nutritional hopes of the world may depend on the development of these products.

Military Feeding Timetable

218-201 B.C. Hannibal successfully led his military contingent in Italy during the Second Punic War by subsisting entirely on Italian food sources.

100 B.C.—395 A.D. The Roman Legionnaire carried a 17-day food ration but also depended on a system of local supply whereby the invaded countryside was tapped of its resources.

13th Century. The quick-moving armies of Genghis Khan practiced one of the most effective local supply sys-

tems, spreading over the country, driving cattle to ideal grazing lands and establishing camp sites in fertile areas for crop raising. The Mongol warrior could exist on rations of dried meat and curds, augmented by occasional game and, when in great difficulty, he could drink a small amount of blood drained from the neck of his horse.

1618-1648. Swedish forces in the Thirty Years War, battling under Gustavus Adolphus, cut their supply lines to a minimum and requisitioned their food from local sources, doing great damage to the civilian population and food production in the Holy Roman Empire.

American Revolution

1775. The Continental Congress agreed to furnish the American Revolutionary Armies with a uniform ration of 1 pound beef or ½ pound pork or 1 pound salt fish per day; 1 pound bread or flour per day; 3 pints peas or beans per week; 1 pint of milk per day; 1 half pint of rice; 1 quart of spruce beer or cider per day. However, because the food market was short on supply and transportation was poor, the Revolutionary soldier also had to depend on local resources for his food.

1804-1815. The Napoleonic infantryman carried a 15-day food ration but when it was available. In Napoleon's Russian campaign the soldier brought a 20-day ration into the field. However, the cold Russian winter and lack of food meant the end to the gigantic invasion.

19th Century

19th Century. All permanent army posts on the frontier raised their own vegetable gardens and livestock and used buffalo meat to augment their diet. The federal government had also established a system of uniform supply. Federal troops during the Civil War, for example, received specific foods such as potatoes, onions or dried apples to prevent scurvy, but even certain federal contingents, such as those troops involved in Sherman's march from Atlanta, continued to rely on local supply, inflicting serious damage on the surrounding countryside.

1898. Canned roast beef replaced beef on the hoof in the Spanish American War and by 1899 the Army began to develop an emergency ration of chocolate, sugar and grain for battlefield use.

World War I

1914-1918. During the trench warfare of the First World War, food rations consisted of canned fish or beef (which

the soldier could heat with canisters of solidified alcohol), 16 ounces of hard bread, and salt, sugar and coffee. The Thermos-type container also came into use, the American forces copying the French "Marmite Norvegienne." The marmite cans saw use in the Second World War also, as most commanders of front line troops preferred to send hot meals to their soldiers. But units depended greatly on the K rations or 10-in-one rations which were cold but easily stored or carried with the soldier to provide him with a greater degree of mobility.

1967

December, 1967. The United States Department of Defense established an all-services Food Planning Board directed by Navy Captain James A. Warren, Director for Food Service in the Office of the Assistant Secretary of Defense, who will help the Directorate for Food Service in developing standard menus and recipes for all military food-service units.

Crop Statistics

North Dakota Crop and Livestock Statistics, annual summary for 1968 and revisions for 1967, were released in May by the U. S. Department of Agriculture and the North Dakota State University at Fargo.

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